

The Conference Board C-Suite Outlook 2023

Regional Perspectives

February 22, 2023



Questions we will be exploring today

- What is top of mind for CEOs heading into the new year?
- What are the major concerns, globally and regionally?
- Where do they see areas of growth, opportunity, and investment?
- Are CEOs ready for the next big thing?



Today's panelists



Sam Charlton
Managing Director, Asia
The Conference Board



Mun Wei Chan
ESG Center Leader, Asia
The Conference Board



John Metselaar
Economy, Strategy & Finance
Center Leader, Europe
The Conference Board



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Head of the China Center for
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Anke Schrader (Moderator)
Research Director, Asia
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Poll 1

What is the biggest global challenge your company is currently facing?

- a. Political and government instability
- b. Energy access and energy security
- c. Continued Russian/Ukraine conflict
- d. A slowing Chinese economy
- e. An accidental military confrontation which spirals quickly
- f. Climate change
- g. Continued COVID-19 related disruptions
- h. Continued supply chain disruptions
- i. Inflation
- j. Labor shortages
- k. No new significant challenges expected
- l. Other



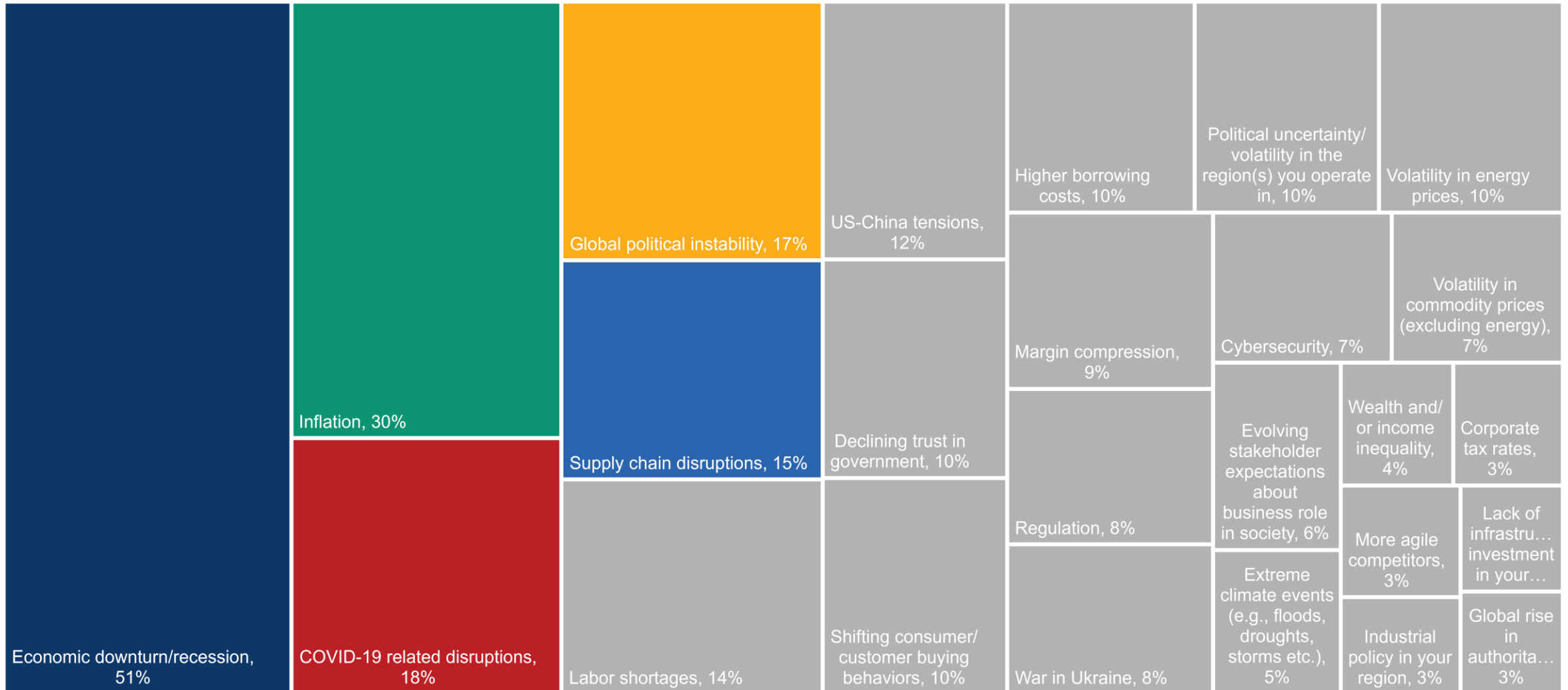
High-impact issues going into 2023

“Select the external factors or issues that you think will have the greatest impact on your business in 2023.”

(select no more than 3)



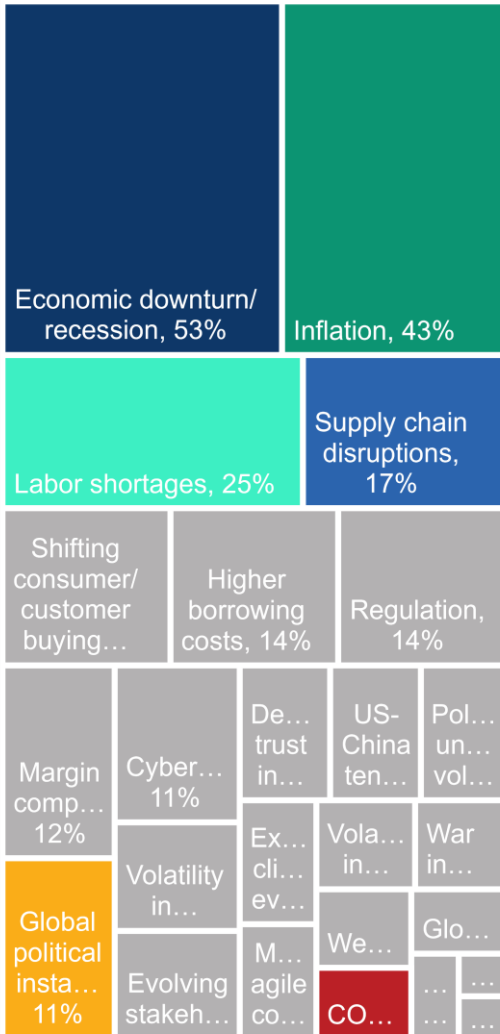
Global CEOs



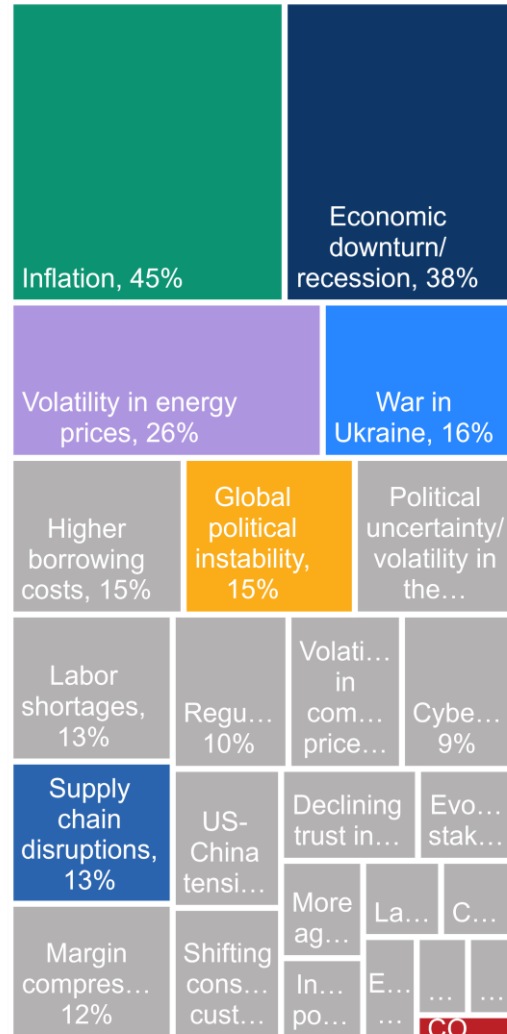
Source: The Conference Board C-Suite Outlook 2023, CEO responses only



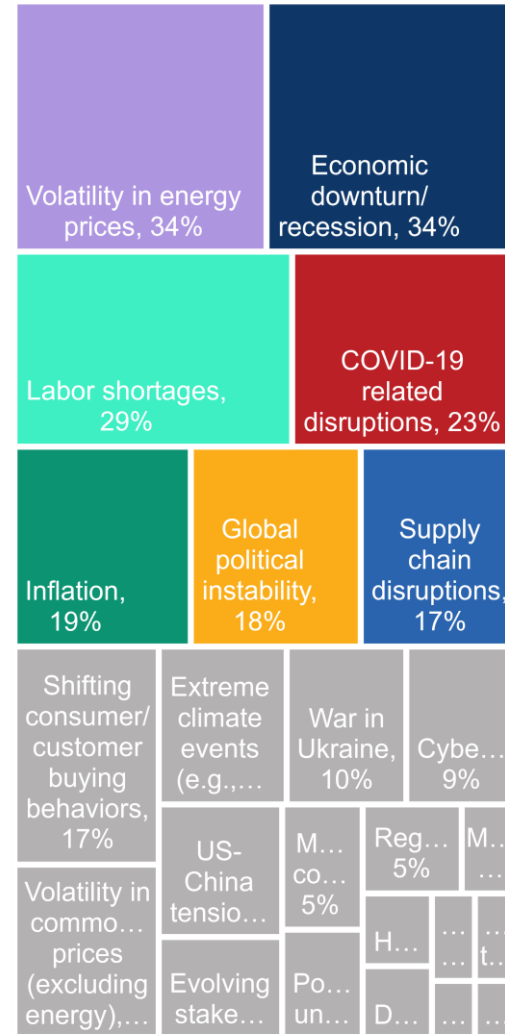
US CEOs



Europe CEOs



Japan CEOs



China CEOs



Source: The Conference Board C-Suite Outlook 2023, CEO responses only

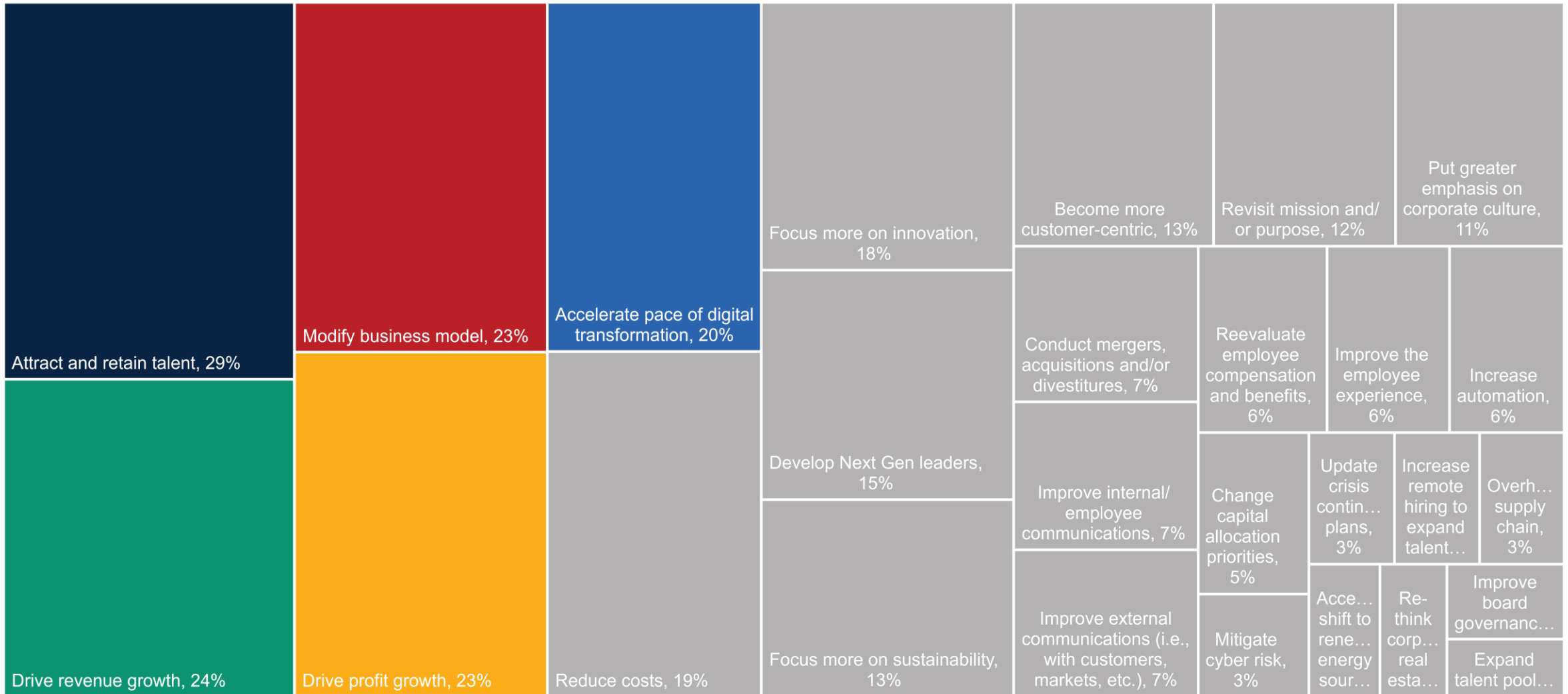


Management priorities ahead

“Select the internal factors or issues that your company will focus on in 2023.”



Global CEOs



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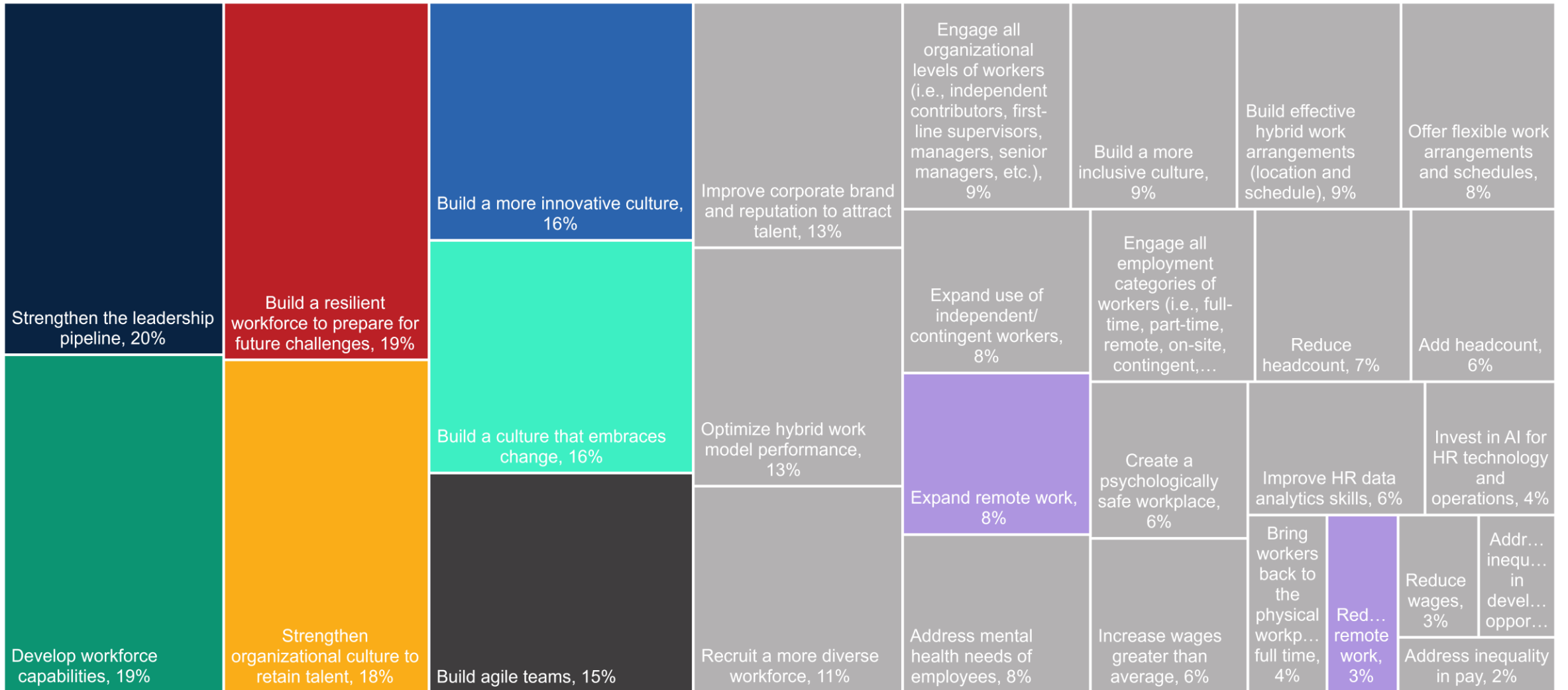
Human capital focus areas

“Select the actions related to human capital management that your company will focus on in 2023.”

(Select no more than 3)



Global CEOs



Source: The Conference Board C-Suite Outlook 2023, CEO responses only



Responding to economic slowdown

“What steps are you taking in response to potential economic downturns/recessions in the regions you operate in?”

(Select all that apply)



Global CEOs



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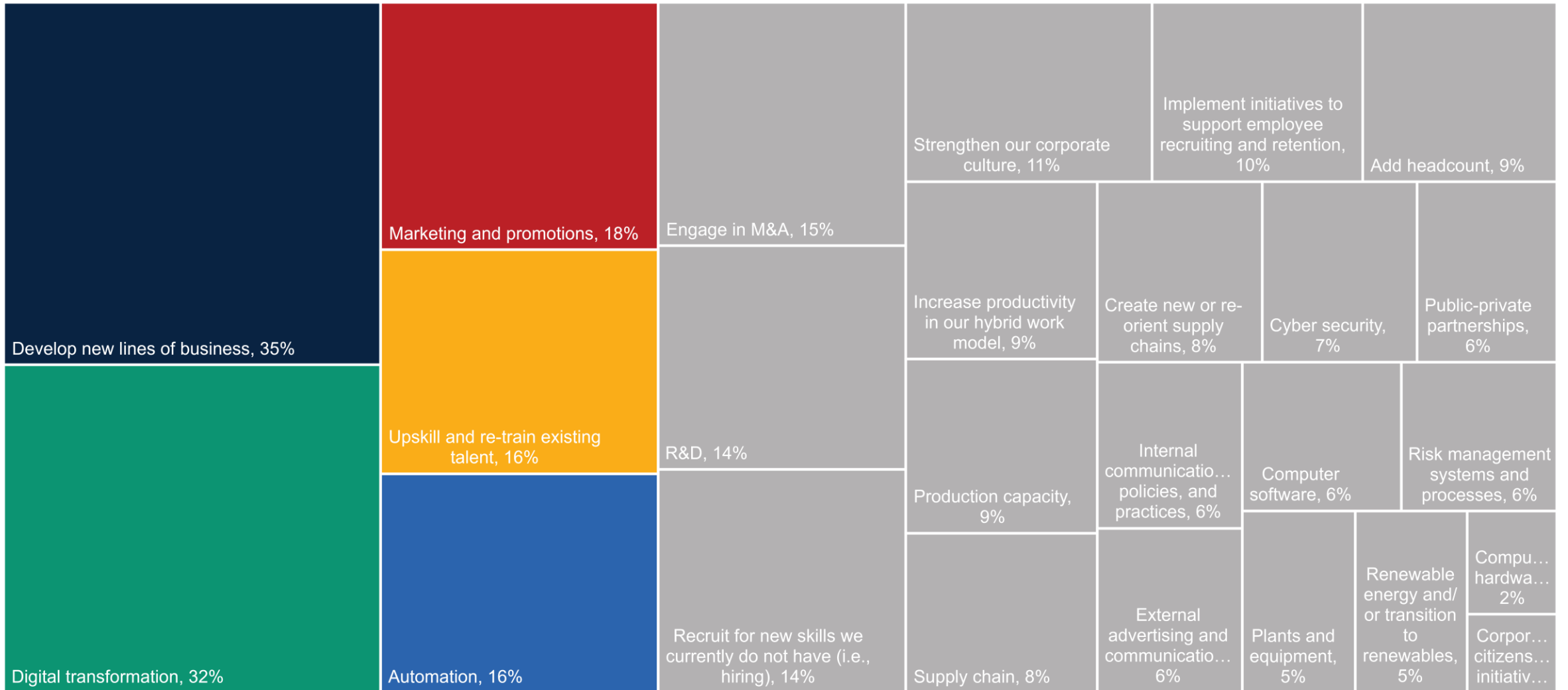
Growth strategies

“Where do you plan to invest to ensure growth for your business over the next 2-3 years? ”

(Select your top 3)



Global CEOs



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Gray swans and crisis preparedness

“How prepared is your organization to deal with a major crisis related to the following?”

(Please rate from 1 to 5, with 1 being not prepared and 5 being very well prepared)

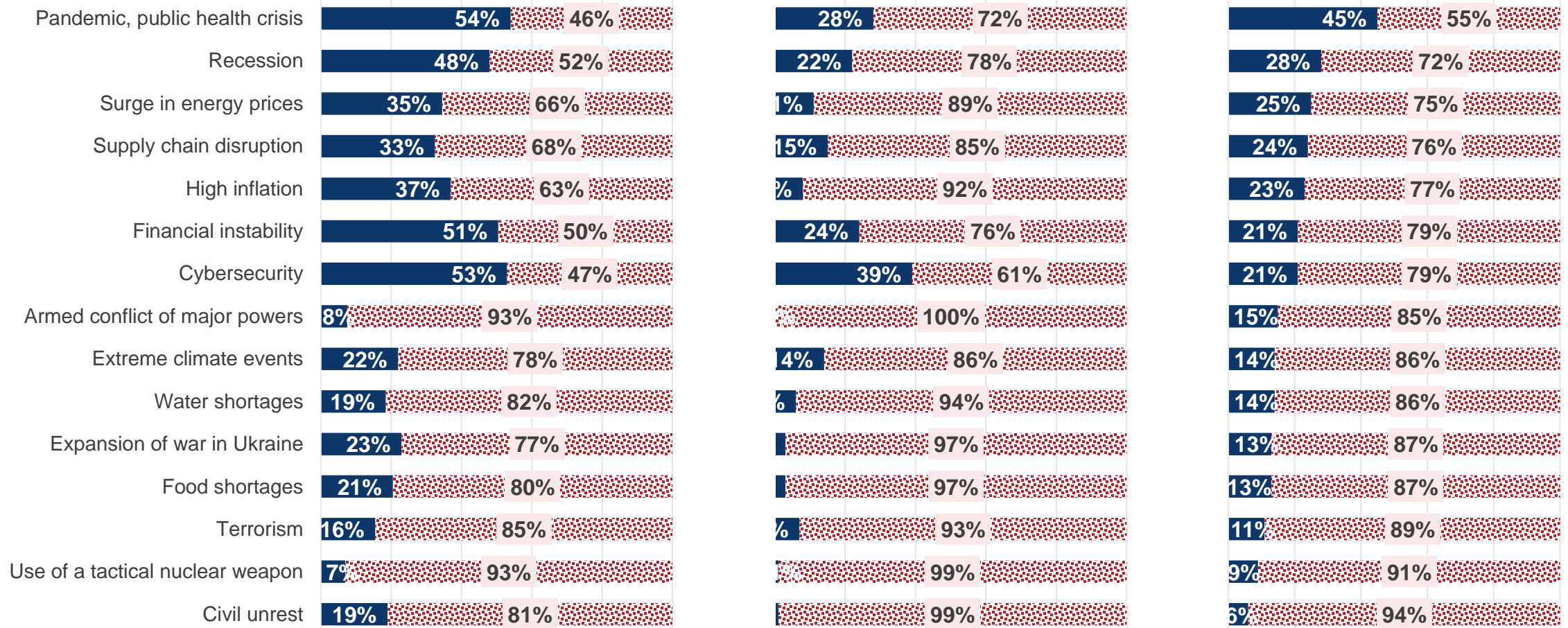


US & Europe CEOs

Japan CEOs

China CEOs

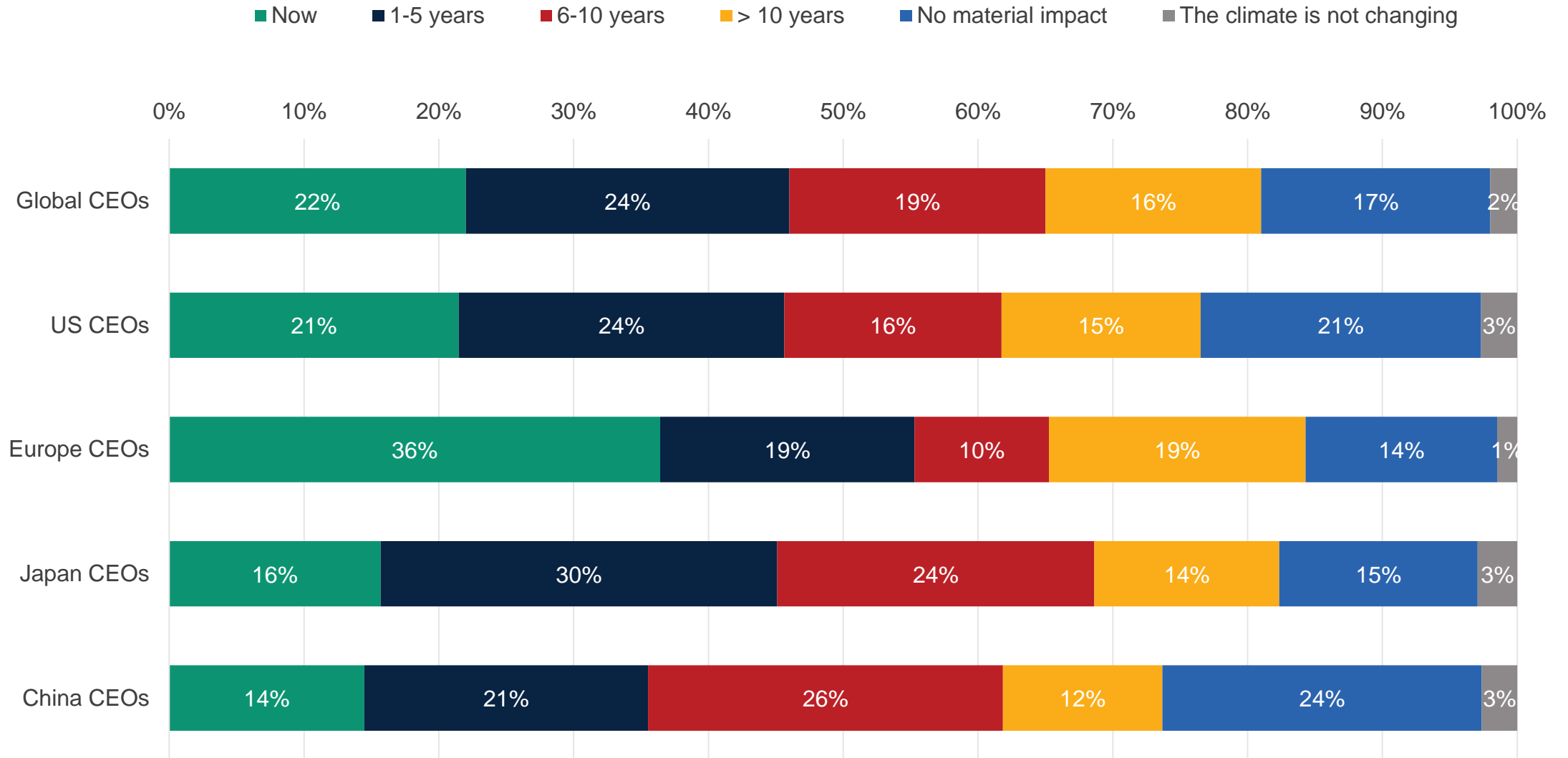
■ = % choosing well prepared or very well prepared



The climate challenge – impacts on business

“In your opinion, what is the time horizon in which climate change will have a significant impact on your business?”





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Panel discussion

