

The CEO Imperative: Will bold strategies fuel market-leading growth? (PART 2)



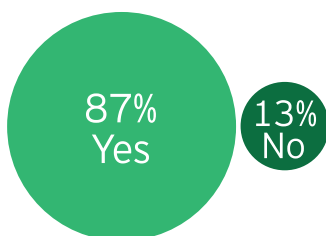
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New realities, new strategies: leading CEOs look beyond short-term pressures to invest in long-term value creation in 2022.

(CONTINUED FROM PREVIOUS EDITION)

Have you seen a significant increase in input prices?

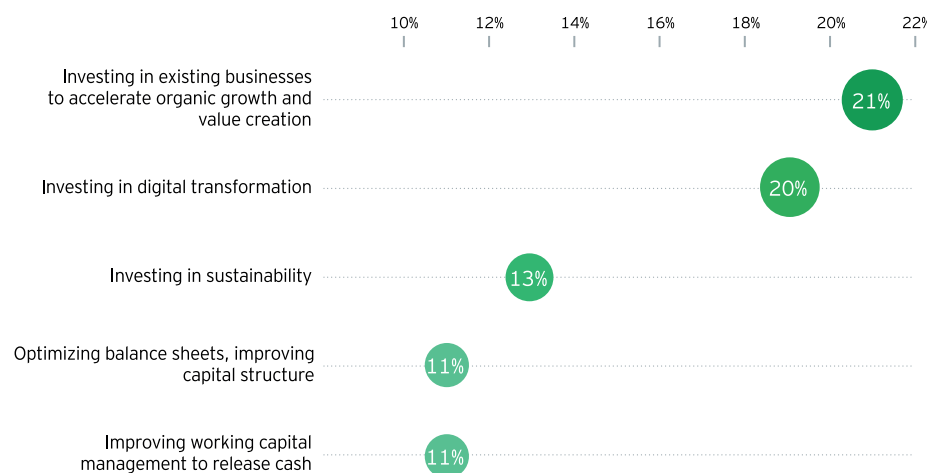


The respondents were allowed to select all the applicable responses. The percentages are prorated to 100%.

Key CEO considerations in 2022

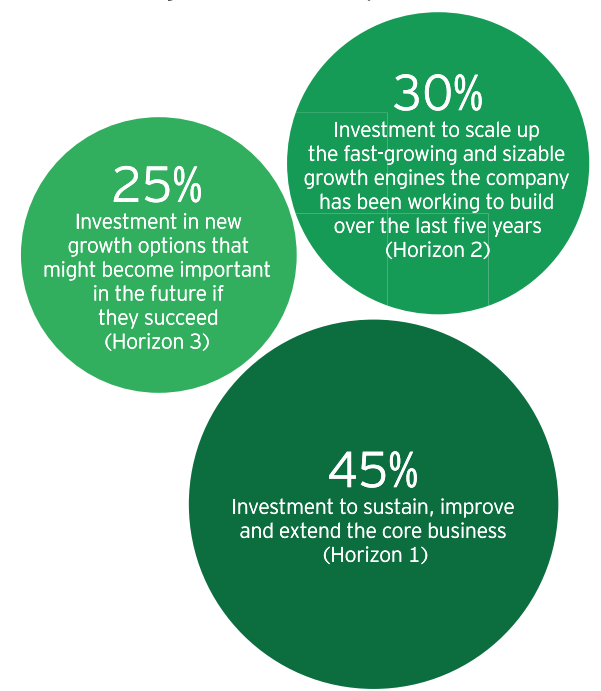
- Change from the inside out: Reconfigure internal processes to strengthen operational resilience and the talent agenda, while engaging external ecosystems - suppliers, partners and customers - to position for future growth.
- Stability is no accident: Strategically prioritize for the next unforeseen shock to help ensure optionality across the enterprise, including supply chain security and channels to customers.
- See around corners: Plan for a changing regulatory environment - such as emerging oversight of how companies can store and use data for commercial ends.

On which of the following capital strategy issues is your company placing the greatest attention and resources today?

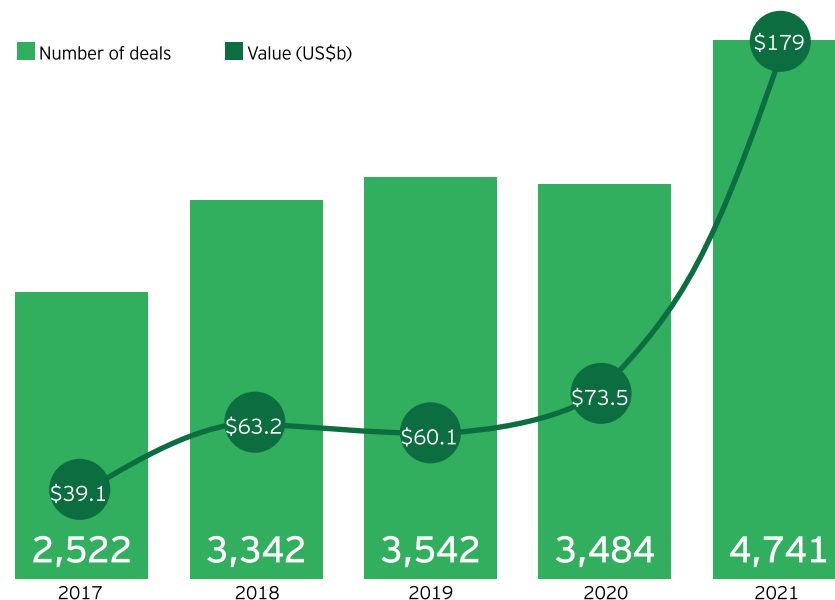


Only showing the top five options. The respondents were allowed to select three responses in order of priority. The percentages are prorated to 100%.

How will your investment capital be allocated across three horizons during the next five years?



Global CVC deals by year (January 2017 - December 2021)



Source: EY Embryonic and CB Insights

Most investors are willing to support these longer-term growth ambitions, and CEOs understand that a compelling narrative is critical to securing investor support.

However, more than a fifth of investors (21%) are unwilling to support a long-term growth strategy or are fixated on short-term earnings, which might be a barrier to longer-term strategic planning.

(CONTINUED IN NEXT EDITION)

CHAPTER 2

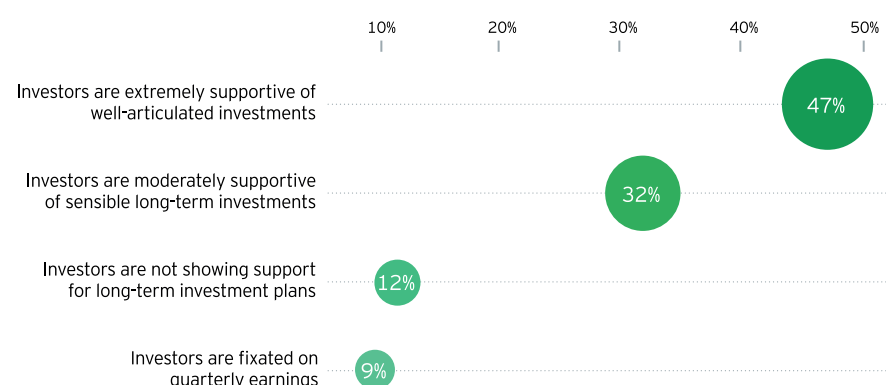
Investment strategies as opportunity abounds

Many CEOs clearly recognize the need to invest now to ensure future opportunities. Optimizing current operations is critical to future investment plans.

Many CEOs are already expanding their horizons to capture future growth opportunities, with the understanding that bold steps now can increase potential to lead in the future.

The increase in corporate venture capital investments in 2021 supports this finding. Capex and corporate investment increases also point to many CEOs positioning their companies for critical future growth options.

To what extent do you feel investors support your company's investments in long-term growth initiatives?



LEADING AFTER THE PANDEMIC

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