



Key findings of 2023 Taiwan CEO Survey

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About the survey

Insights from 216 CEOs in Taiwan

28% had annual revenues less than US\$100M
43% revenues between US\$100M and US\$1B
18% revenues between US\$1B and US\$10B

97% respondents are public companies

42% have fewer than 500 employees
18% have 500 - 999 employees
26% have 1,000 - 4,999 employees

Survey duration from 2022/10 to 2022/12

Insights from 4,410 global CEOs

38% had revenues less than US\$100M
33% revenues between US\$100M and US\$1B
18% revenues between US\$1B and US\$10B

31% respondents are public companies

45% have fewer than 500 employees
15% have 500 - 999 employees
21% have 1,000 - 4,999 employees

Survey duration from 2022/10 to 2022/11

Top findings

Facing today's tensions

1. 77% anticipate global economic growth to decline this year (79% anticipated economic growth to improve in 2022)
 2. 37% are very confident about their revenue prospects this year (52% over next three years)
 3. Top threats: macroeconomic volatility/ geopolitical conflict/ inflation
-

Turning risks into opportunities

4. Macroeconomic volatility: product/ service diversification
 5. Geopolitical conflict: market modification and expansion
 6. Climate change: emission reduction
 7. Challenges to profitability for the next ten years: supply chain disruption, labor/ skills shortages
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Charting a path to future prosperity

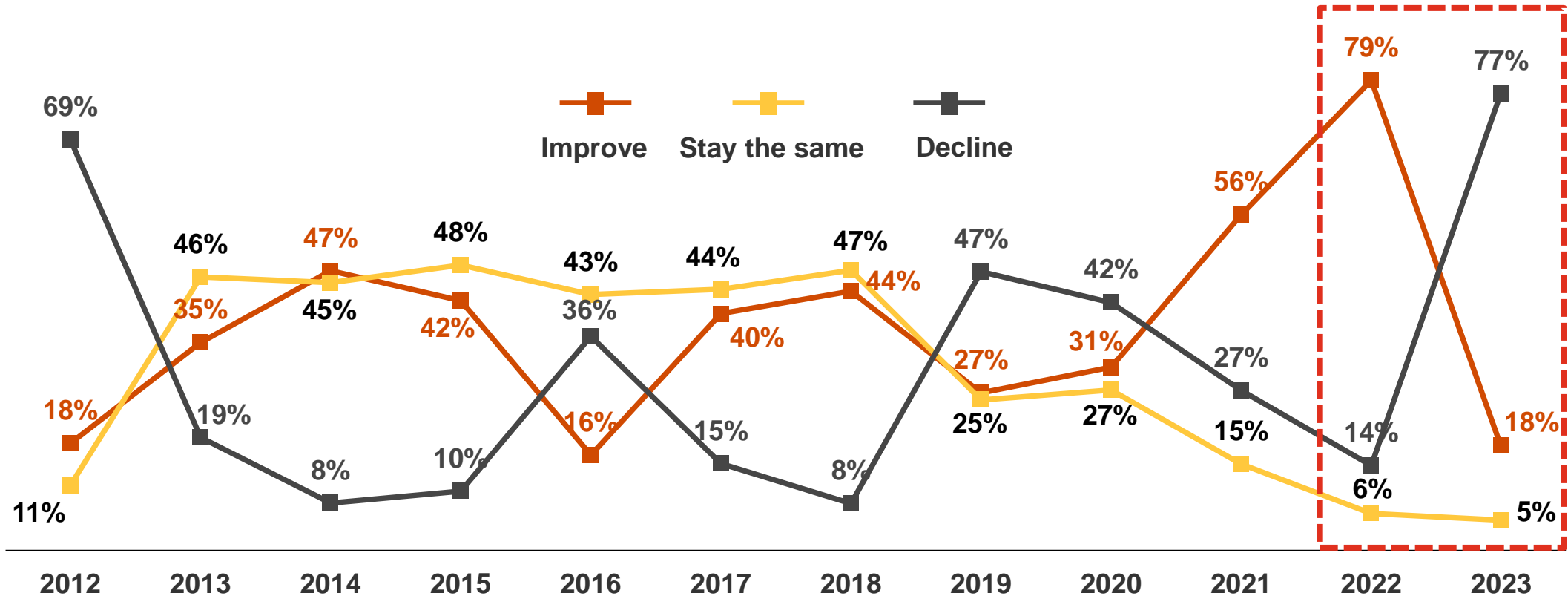
8. Investments for today and the future: automation/ upskilling
9. More inclusive leadership with cohesion
10. External cooperation: sustainable development/ education/ climate change

1

Today's tensions

77% of Taiwanese CEOs anticipate global economic growth will decline in 2023

How do you believe global economic growth will change, if at all, over the next 12 months?

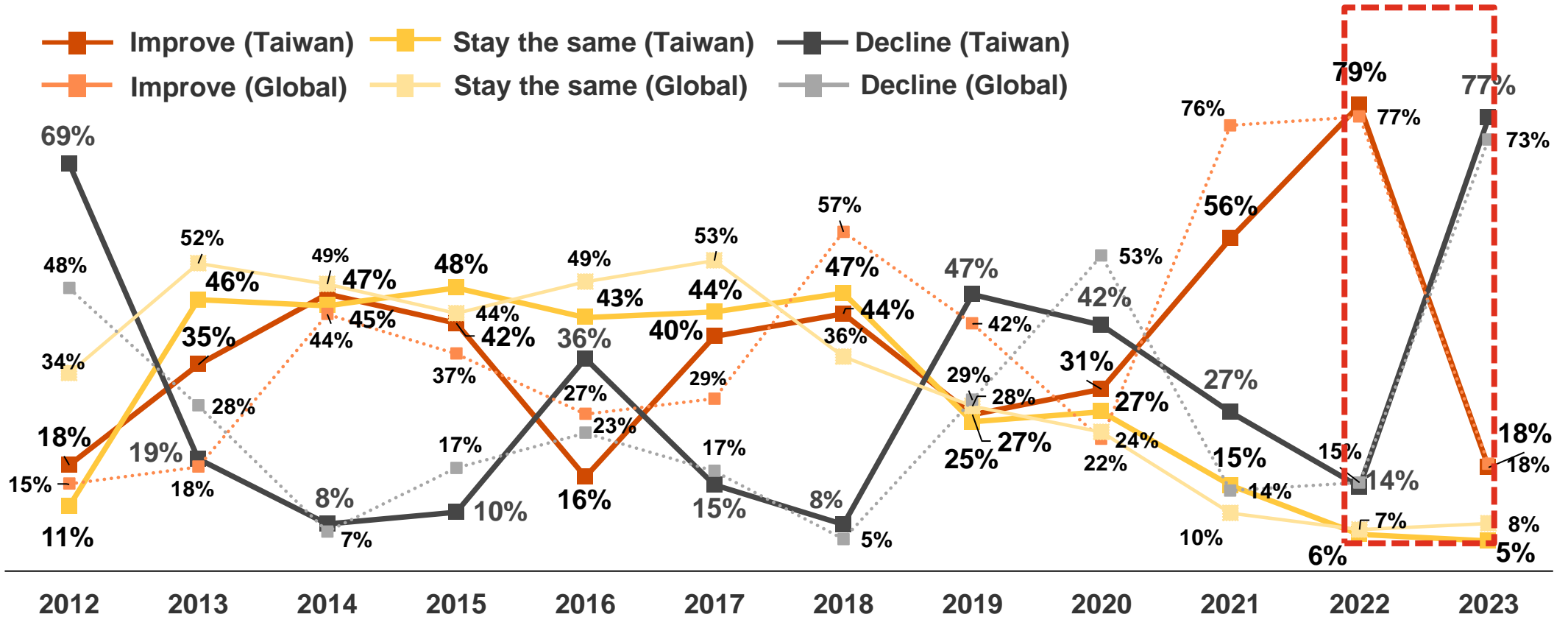


Base: All respondents (2012=101, 2013=105, 2014=116, 2015=102, 2016=112, 2017=123, 2018=227, 2019=245, 2020=211, 2021=234, 2022=224, 2023=216)

Source: PwC Taiwan CEO Survey, 2012-2023

Most global/ Taiwanese CEOs are pessimistic about global economic growth for the year ahead

How do you believe global economic growth will change, if at all, over the next 12 months?



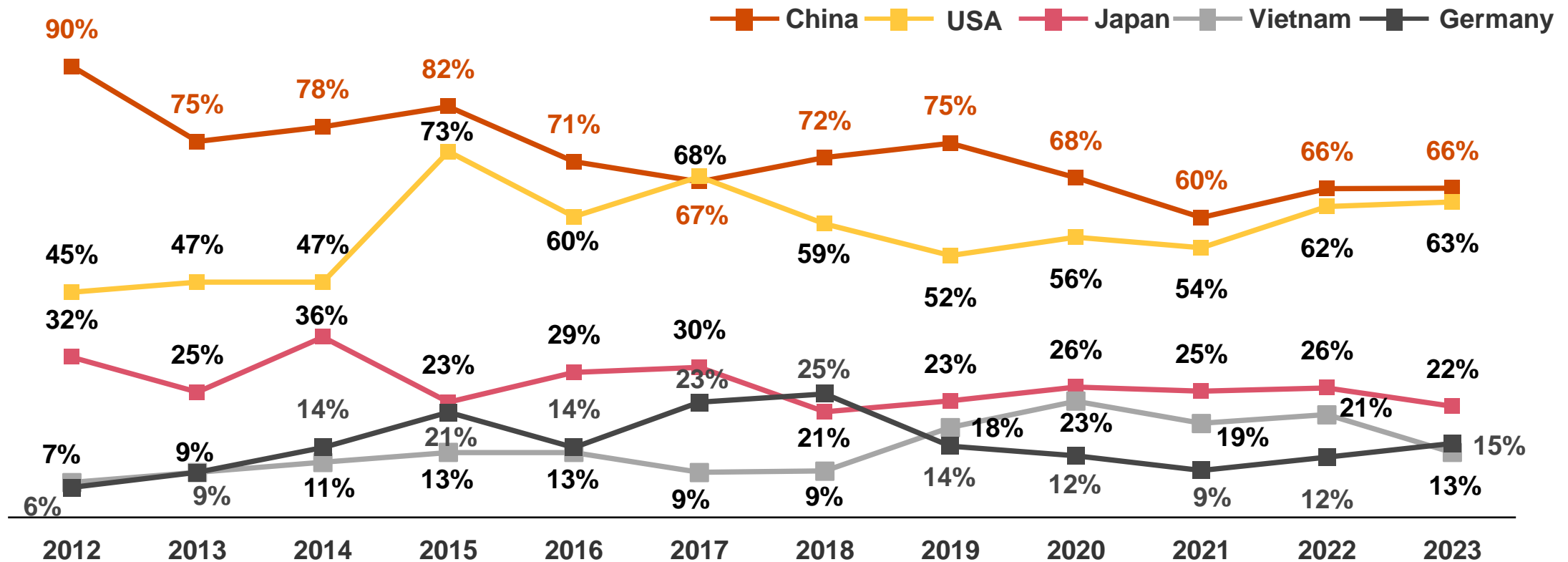
Source | PwC Global & Taiwan CEO Survey, 2012 -2023

Base | 2012 Taiwan=101; 2013=105; 2014=116; 2015=102; 2016=112; 2017=123; 2018=227; 2019=245; 2020=211; 2021=234; 2022=224; 2023=216

2012 Global=1,258; 2013=1,330; 2014=1,344; 2015=1,322; 2016=1,409; 2017=1,379; 2018=1,293; 2019=1,378; 2020=1,581; 2021=1,779; 2022=4446; 2023=4410

China and the U.S. remain the two most critical markets for Taiwanese businesses, with Vietnam declining in importance

Which three territories, excluding the territory in which you are based, do you consider the most important for your organisation's overall growth prospects over the next 12 months?

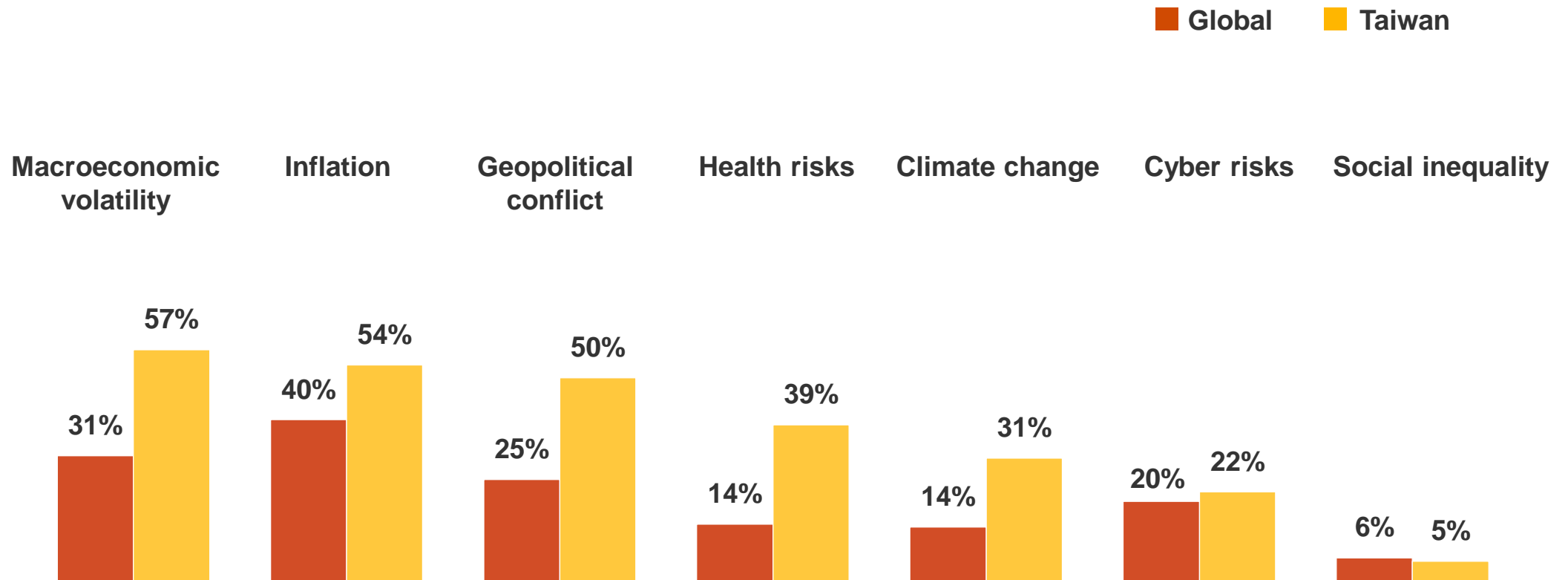


Base: All respondents (2012=101, 2013=105, 2014=116, 2015=102, 2016=112, 2017=123, 2018=227, 2019=245, 2020=211, 2021=234, 2022=224, 2023=216)

Source: PwC Taiwan CEO Survey, 2012-2023

Global/ Taiwanese CEOs unanimously rank macroeconomic volatility, inflation and geopolitical conflicts as top threats

How exposed do you believe your company will be to the following key threats in the next 12 months?



Source | 2023 PwC Taiwan CEO Survey, PwC 26th Annual Global CEO Survey

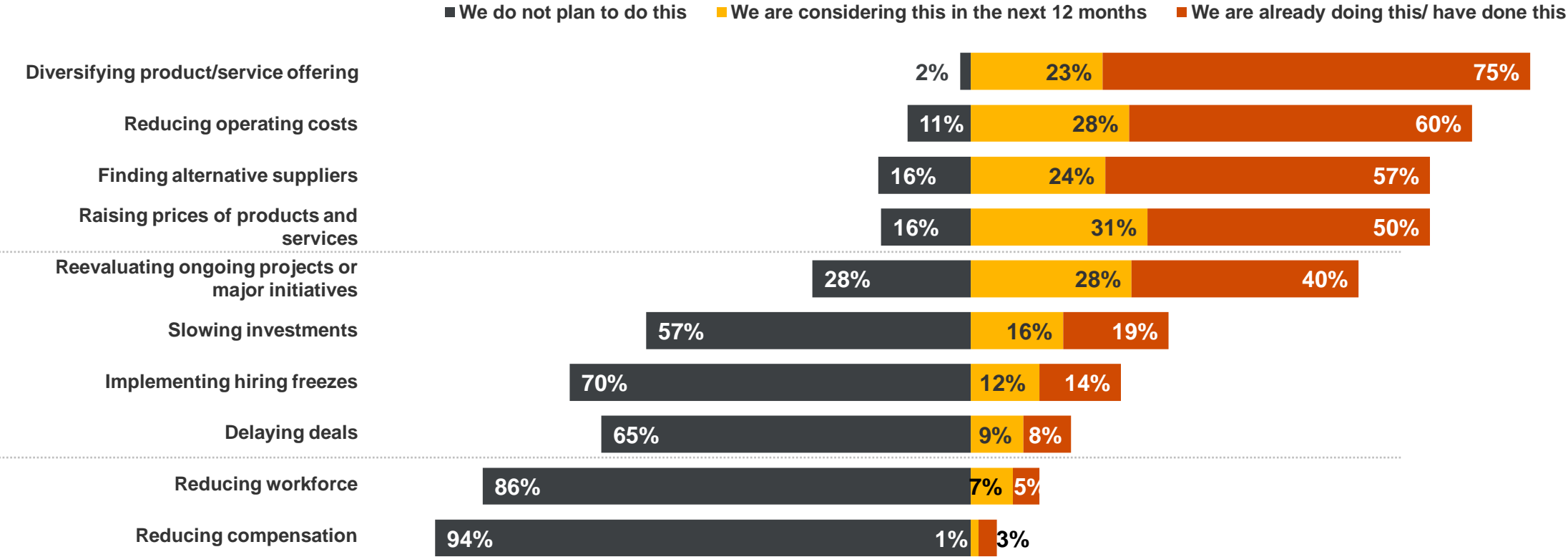
Base | Global = 4,410; Taiwan = 216 (Showing only 'highly exposed' and 'extremely exposed' responses)

2

Turning
risks into
opportunities

Taiwanese CEOs try to mitigate economic risks by diversifying products, finding alternative suppliers and reducing costs

Which of the following options best describes any action your company may be considering to mitigate against potential economic challenges and volatility in the next 12 months?



Note: Percentages shown may not total 100 due to rounding.

Source | 2023 PwC Taiwan CEO Survey

Base | 216

PwC Taiwan

Taiwanese and global CEOs tend to cope with economic challenges by diversifying products/services and reducing costs

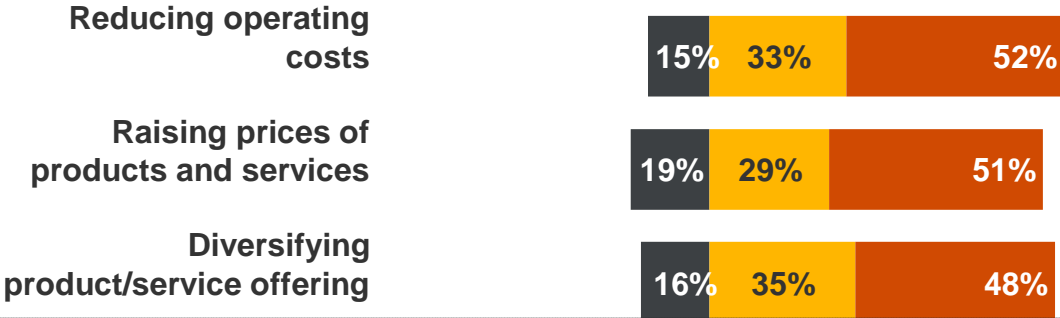
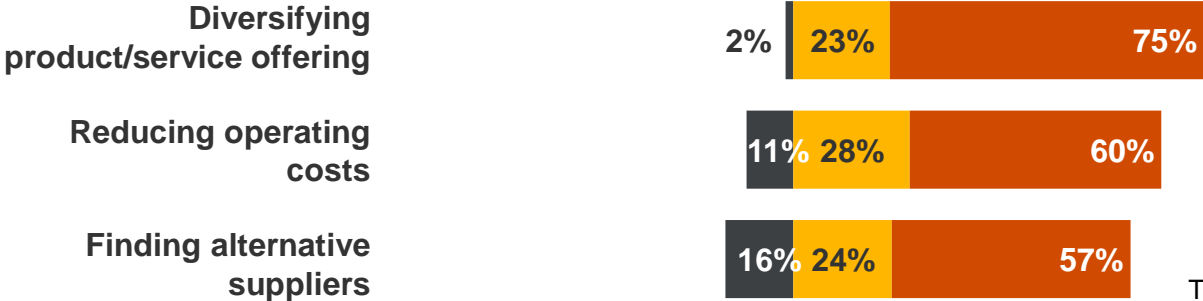
Which of the following options best describes any action your company may be considering to mitigate against potential economic challenges and volatility in the next 12 months?

Taiwan

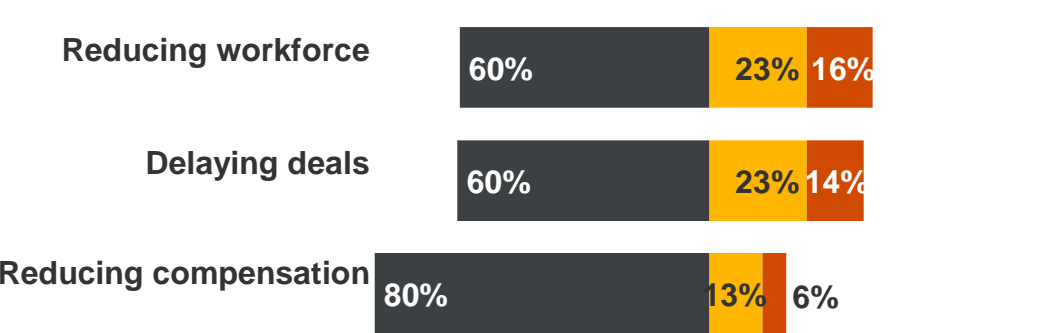
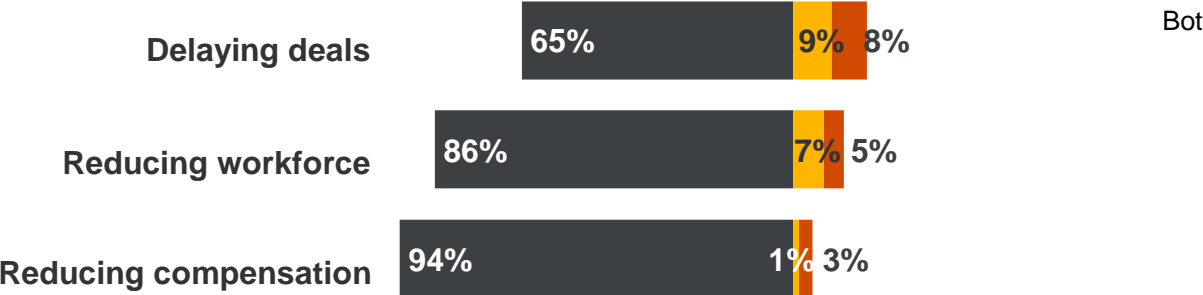
- We do not plan to do this
- We are considering this in the next 12 months
- We are already doing this/ have done this

Global

- We do not plan to do this
- We are considering this in the next 12 months
- We are already doing this/ have done this



Top3



Bottom 3

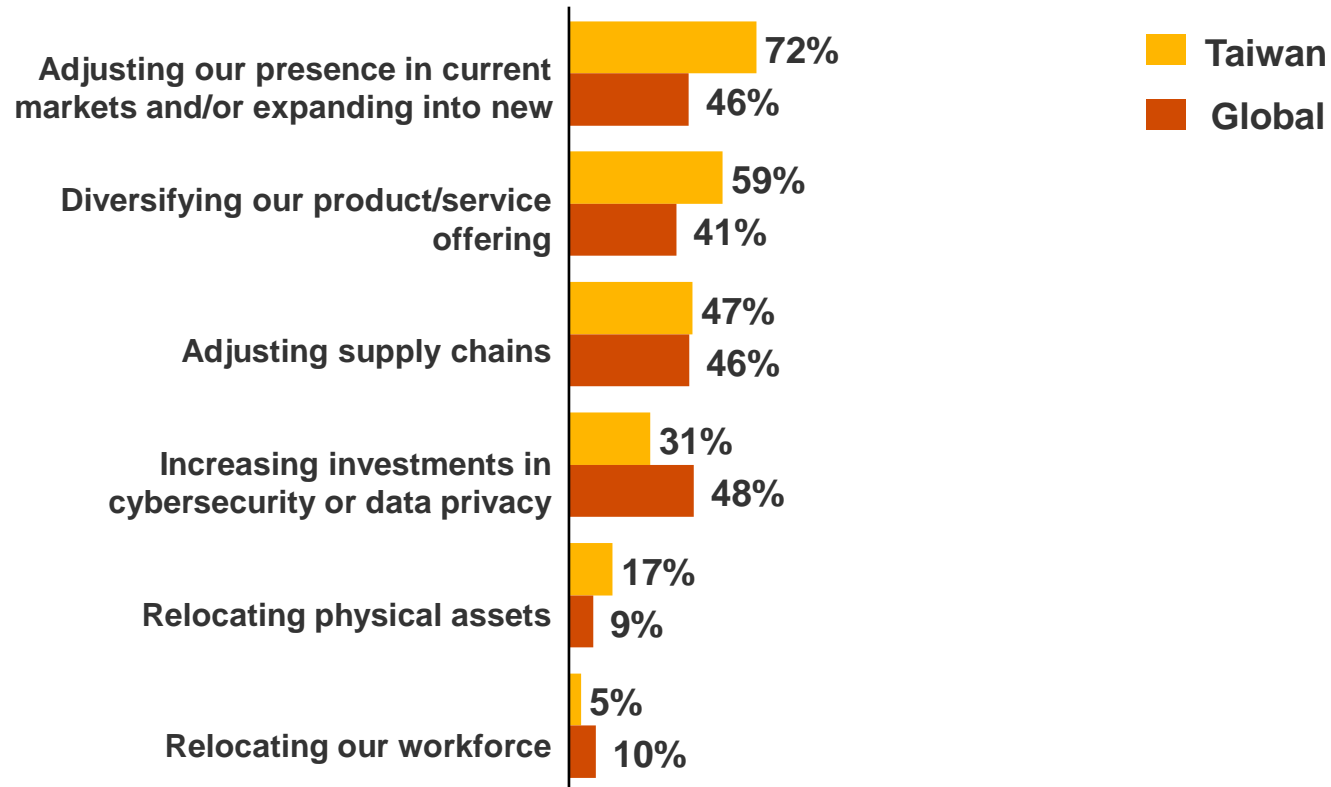
Note: Percentages shown may not total 100 due to rounding and excluding the display of responses including 'other' and 'don't know'.

Source | 2023 PwC Taiwan CEO Survey, PwC 26th Annual Global CEO Survey

Base | Global = 4,410; Taiwan = 216

Taiwan CEOs tend to adjust current markets and expand into new markets; global CEOs tend to focus more on cyber investments

Which of the following actions, if any, is your company considering to mitigate against exposure to geopolitical conflict in the next 12 months?



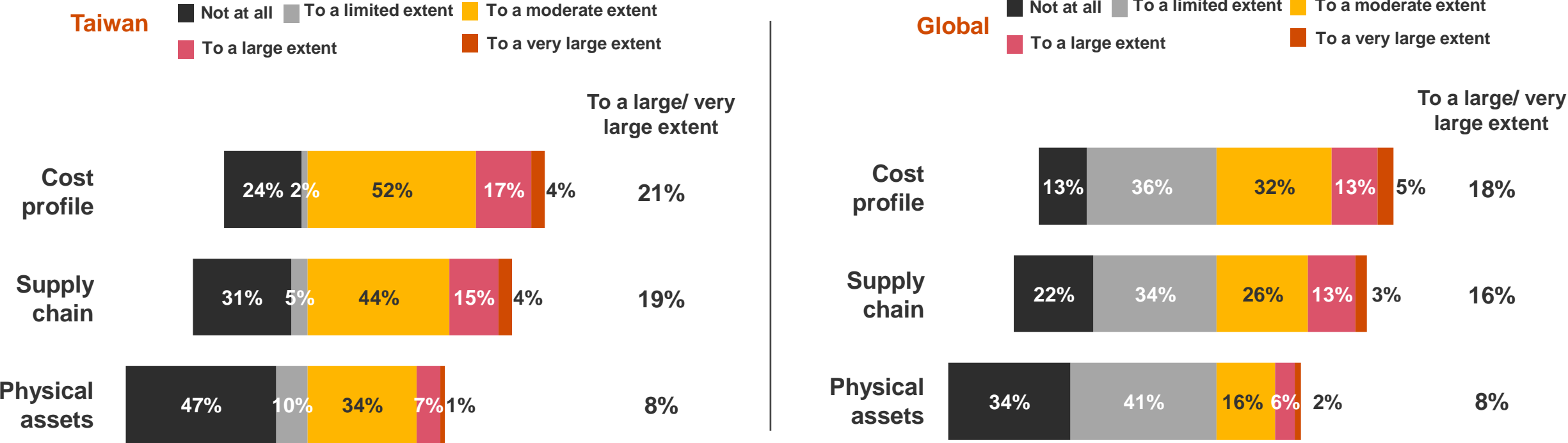
Source | 2023 PwC Taiwan CEO Survey, PwC 26th Annual Global CEO Survey

Base | All respondents who answered “slightly exposed” to “extremely exposed” to geopolitical conflicts

Global = 3,782; Taiwan = 215

Both global and Taiwanese CEOs see climate risk impacting their cost profiles and supply chains

To what extent do you expect the following areas of your business to be impacted by climate risk in the next 12 months?



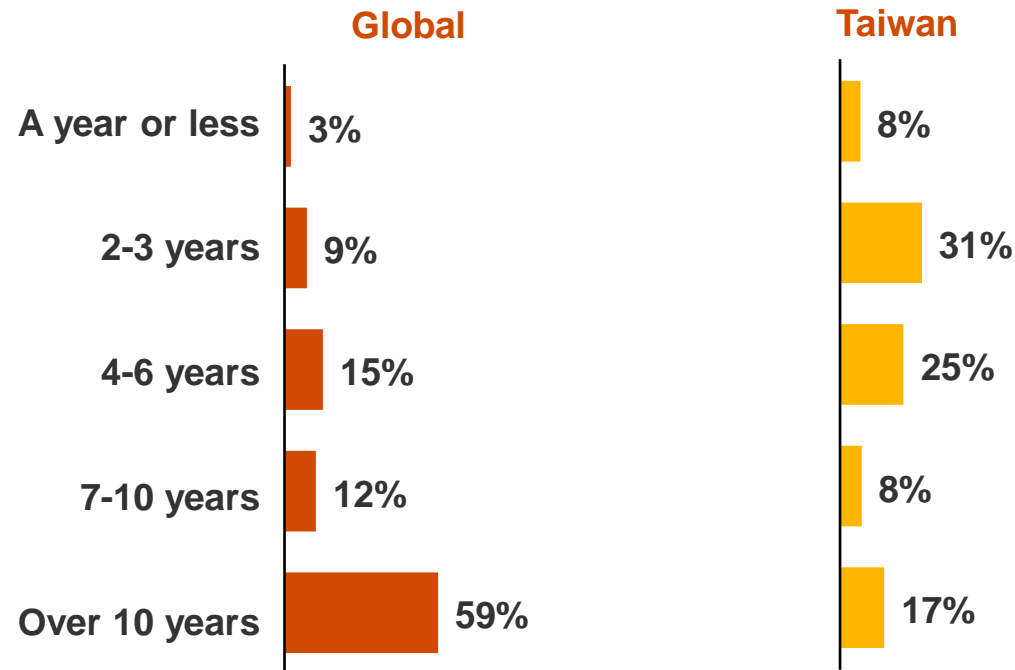
Note: Percentages shown may not total 100 due to rounding and excluding the display of responses including 'other' and 'don't know'.

Source | 2023 PwC Taiwan CEO Survey, PwC 26th Annual Global CEO Survey

Base | Global = 4,410; Taiwan = 216

Over 60% of Taiwanese CEOs don't think their companies will be economically viable six years from now without transformation

If your company continues running on its current path, for how long do you think your business will be economically viable?



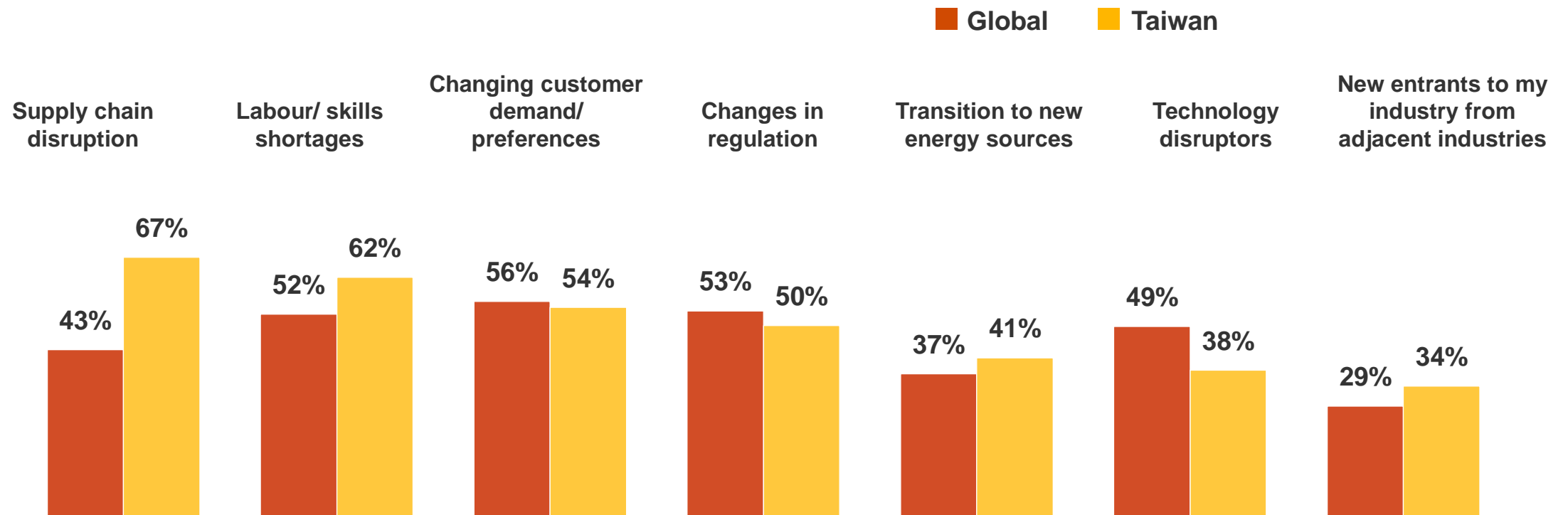
Note: Percentages shown may not total 100 due to rounding and excluding the display of responses including 'other' and 'don't know'.

Source | 2023 PwC Taiwan CEO Survey, PwC 26th Annual Global CEO Survey

Base | Global = 4,410; Taiwan = 216

While Taiwanese CEOs see supply chain disruption and labour shortages as major challenges to profitability, global CEOs hold a different view

To what extent do you believe the following will impact (i.e. either increase or decrease) profitability in your industry over the next ten years ?



Source | 2023 PwC Taiwan CEO Survey, PwC 26th Annual Global CEO Survey

Base | Global = 4,410; Taiwan = 216

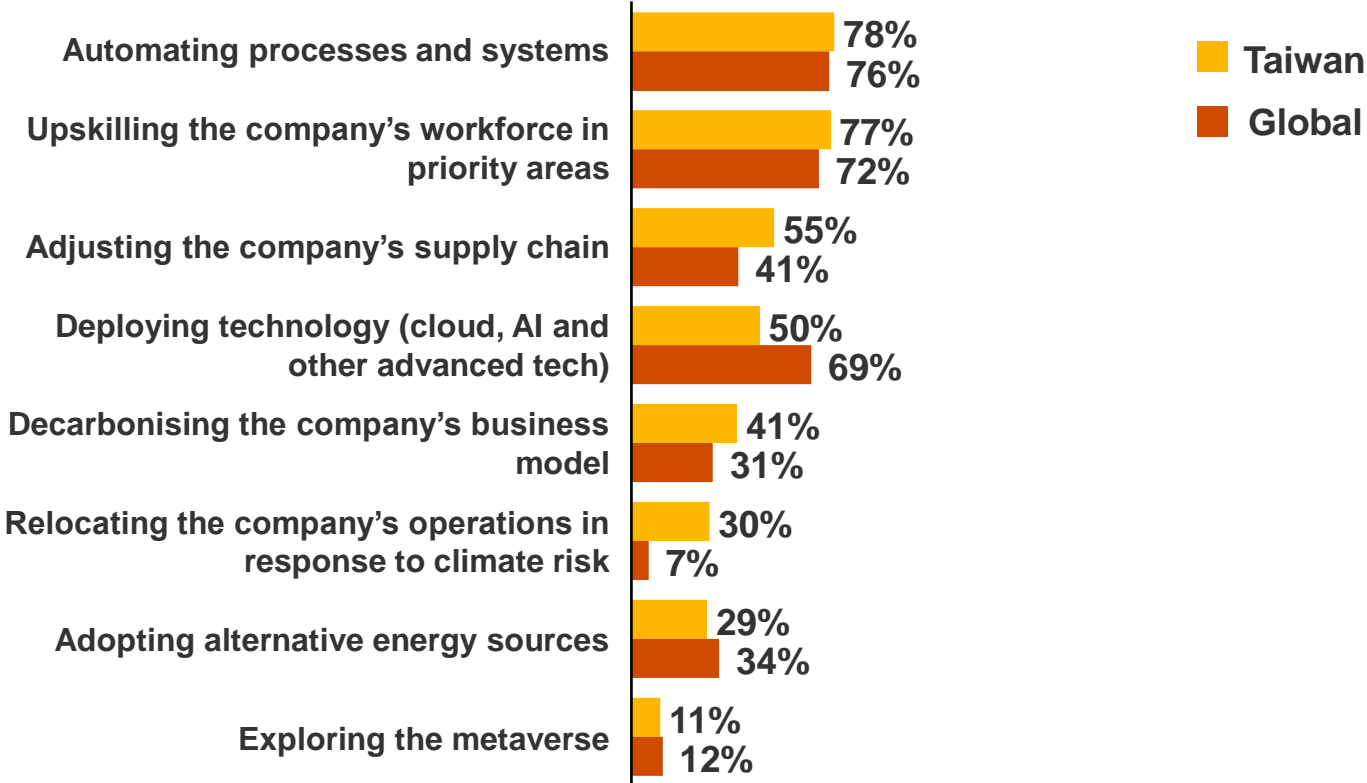
Showing only "to a large extent" and "to a very large extent" responses

3

Charting a path
to future
prosperity

Automation and upskilling-related investments loom large for both global and Taiwanese CEOs

Which of the following investments, if any, is your company making in the next 12 months?



Source | 2023 PwC Taiwan CEO Survey, PwC 26th Annual Global CEO Survey

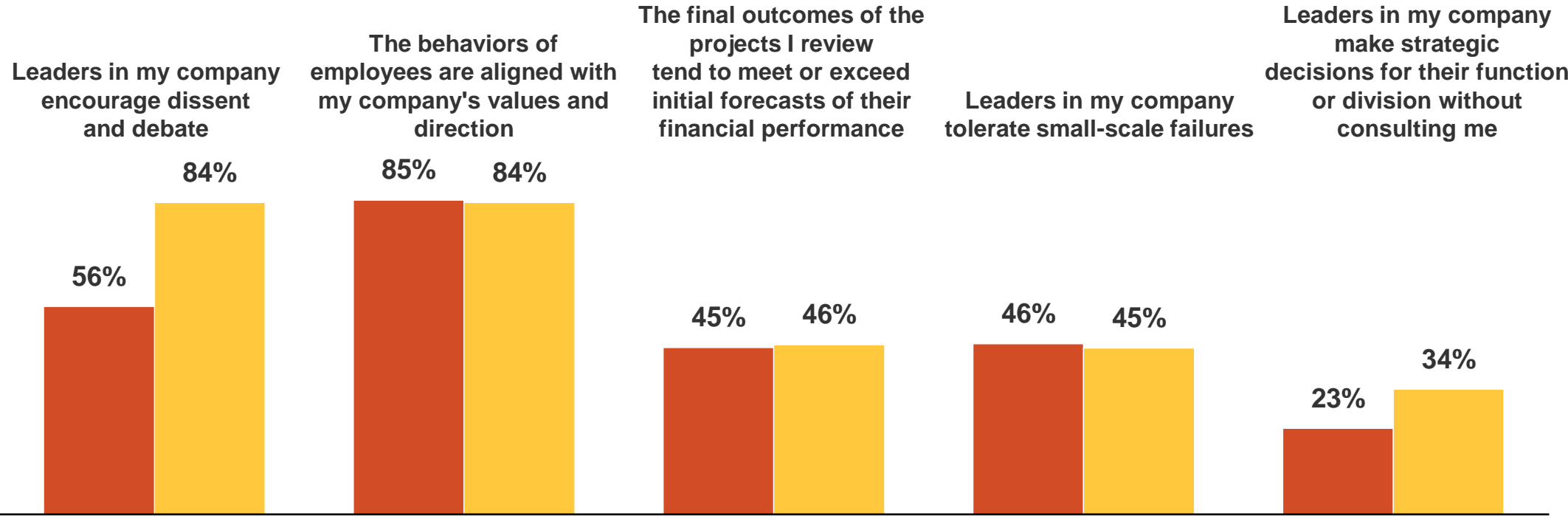
Base | Global = 4,410; Taiwan = 216

Employees in Taiwan and globally are aligned with company's values. Taiwanese leaders encourage more constructive discussions.

■ Global ■ Taiwan

For each of the statements below, please indicate how frequently these occur in your company?

(%: often+ usually)



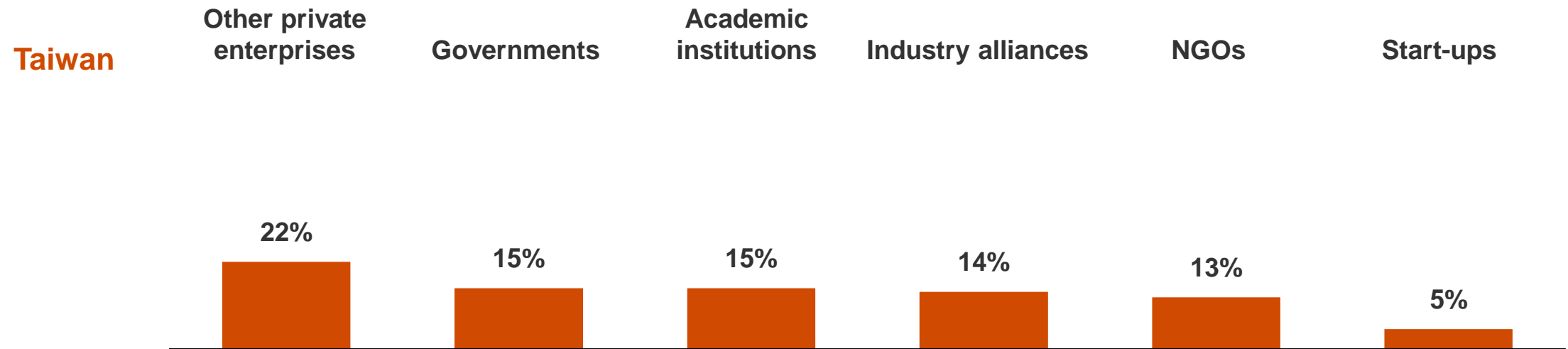
Source | 2023 PwC Taiwan CEO Survey, PwC 26th Annual Global CEO Survey

Base | Global = 4,410; Taiwan = 216

In order to address climate change, 22% of Taiwanese CEOs closely collaborate with other private enterprises

To what extent is your company collaborating with the following groups to address climate change?

(Showing only 'to a large extent' and 'to a very large extent' responses)



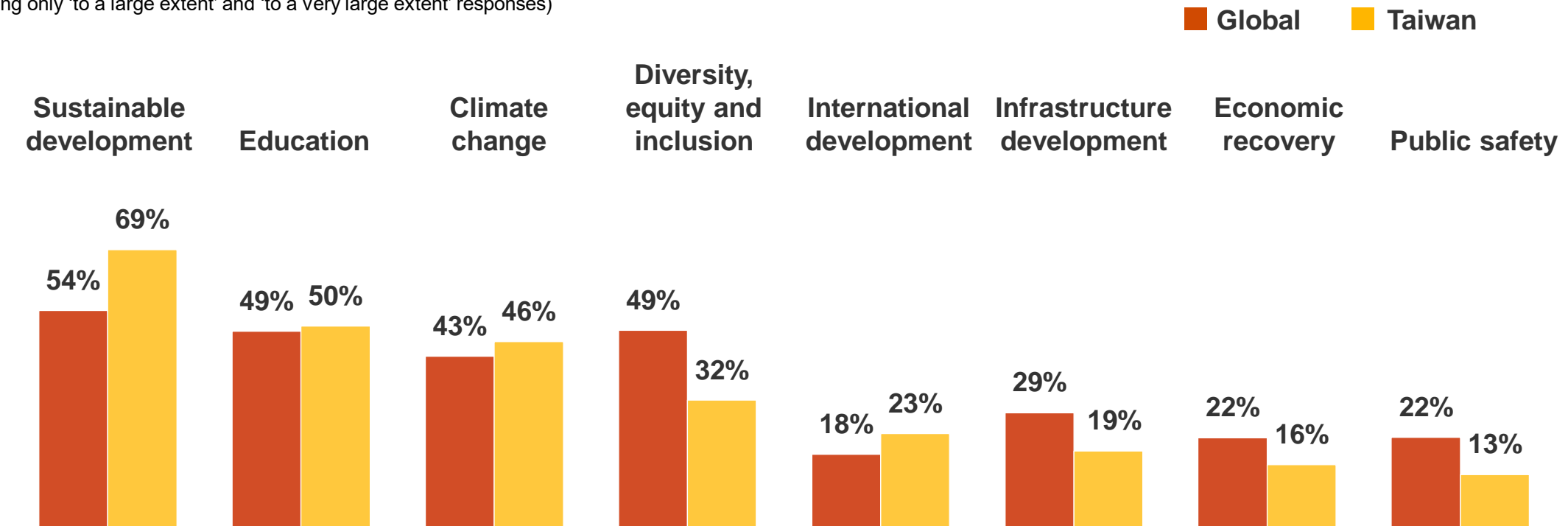
Source | 2023 PwC Taiwan CEO Survey

Base | 216

Most global and Taiwanese CEOs choose to partner with non-business entities in the area of sustainable development

In which of the following areas is your company collaborating with non-business entities (governments, NGOs or academic institutions) to address societal issues?

(Showing only 'to a large extent' and 'to a very large extent' responses)



Source | 2023 PwC Taiwan CEO Survey, PwC 26th Annual Global CEO Survey

Base | All respondents who answered 'to a limited extent' to 'to a very large extent' for governments, NGOs or academic institutions

Global=3574; Taiwan=205

Overcome economic pessimism Head towards sustainability

1. Mitigate the impact of recession

With economic headwinds gathering, CEOs must either reduce operating costs or provide more diversified and valuable products/services to survive in the current recession.

2. Make climate actions measurable

The purpose of making climate actions measurable lies in implementing digitalization. With more data generated, companies will be able to quantify the performance of climate actions, which results in long-term consistency in implementation.

3. Change is the only constant

“Change” is a reality that enterprises must face. Strategies which can be adopted include digitalizing processes and upskilling companies’ workforce in priority areas. Building an inclusive culture is also critical as it stimulates creativity. The efforts altogether will open up business opportunities and eventually lead to corporate sustainability.

Thank you

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Appendix : research methodology and sampling distribution



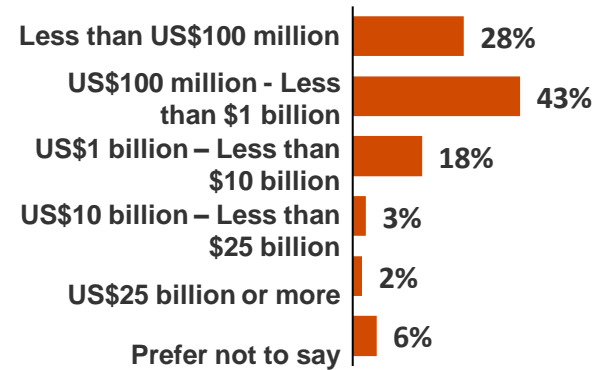
Insights from 216 Taiwanese CEOs

Based on PwC's global CEO Survey methodology, PwC Taiwan has been conducting its Taiwan CEO Survey for 12 consecutive years.

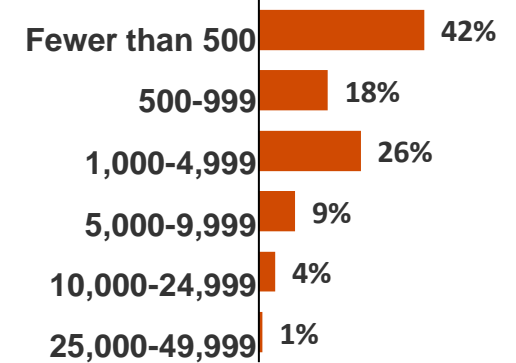
The 2023 Taiwan CEO Survey was conducted via online surveys and telephone interviews from October to December 2022 with the help of NielsenIQ, covering six industries in total. The sampling distribution is similar to the overall industrial structure in Taiwan.

The survey's respondents are senior corporate executives in Taiwan, including chairpersons, general managers or chief executive officers.

Revenue



Headcount



Industry

