

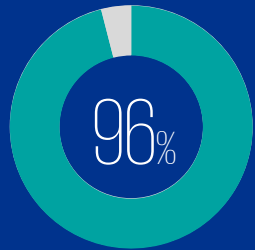


Disrupt and grow

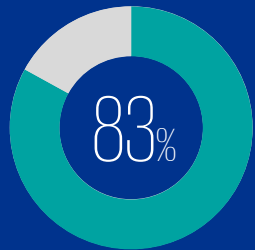
2017 Global CEO Outlook

Disruption as an opportunity

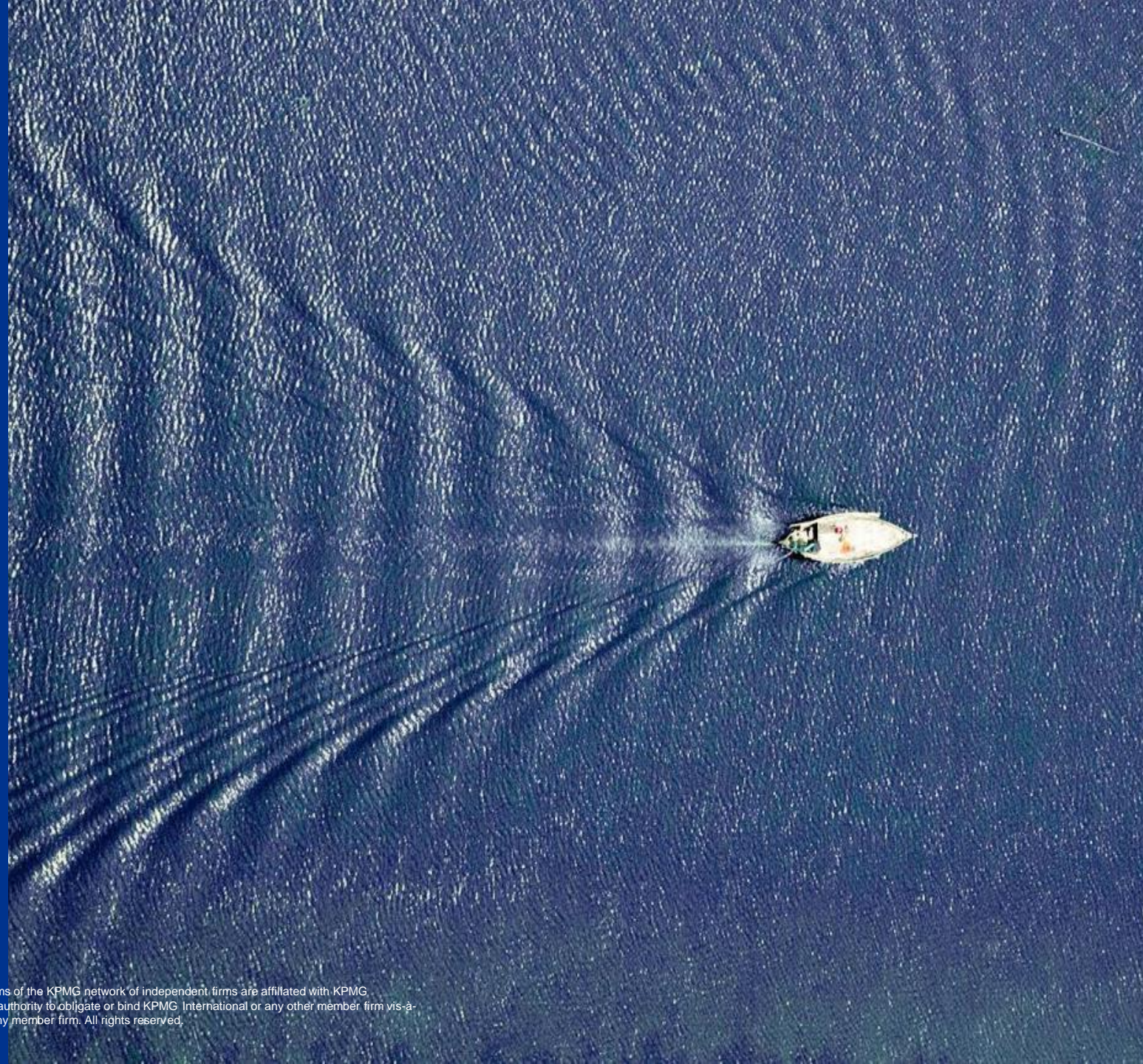
CEOs are striving to achieve positive disruption in the market to create further opportunities for growth.



96% of Singapore CEOs are seeing disruption as an opportunity, not a threat. In ASEAN, 98% CEOs feel the same.



83% of ASEAN CEOs and 77% of Singapore CEOs say their business is aiming to be the disruptor in their sector.

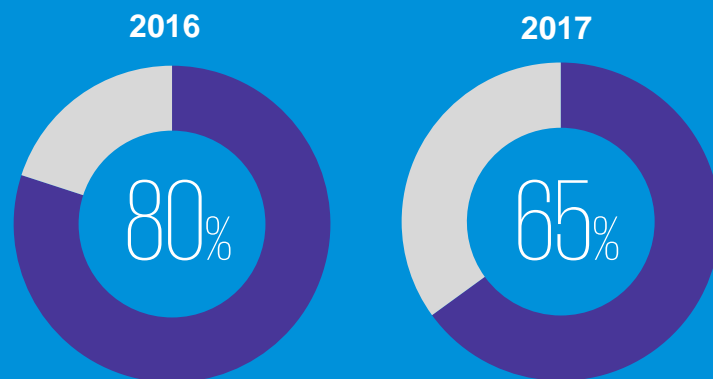


Heightened uncertainty

In the space of a year, the world has become a very different place.

Overall CEO confidence in:

Global economy over the next 3 years



Own industry's growth prospects



Singapore CEOs more confident (73%) about the global economy than Global or ASEAN CEOs

A significant majority of Singapore CEOs (83%) remain confident about the prospects of their organizations over the next 3 years.



Shifting priorities: Top concerns for Singapore CEOs

Reputational / brand risk has risen in importance while Cyber Security has fallen

2016

- 1 Strategic
- 2 Cyber Security
- 3 Operational

2017

- 1 Operational
- 2 Emerging technology
- 3 Reputational / brand



Reputational and brand risk

Compared to 2016, reputational and brand risk has risen in importance

3

Reputational / brand

Becoming **the third most important risk** (out of 16 in total) by comparison. It didn't feature in the top 10 in 2016.

Singapore CEOs now see reputational damage arising from an incident or event as having the **second highest potential impact on growth** over the next 3 years.

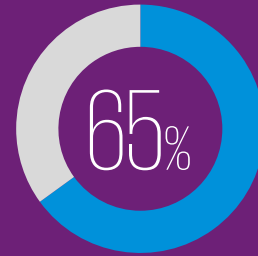


Strategic priorities

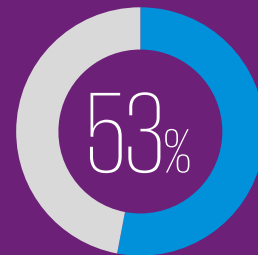
Top 3 strategic priorities for CEOs

- 1 Greater speed-to-market
- 2 Limiting brand risk in an age of transparency
- 3 Responding effectively to regulatory change

To prepare for uncertainty in the future, CEOs are strengthening their core businesses and existing markets.



of Singapore CEOs prioritize innovating **new products, services, and ways of doing business**. In so doing, we see CEOs **balancing innovation with pragmatism**.



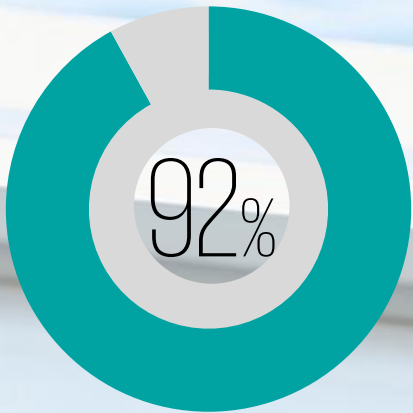
Their top priority for growth is **penetrating existing markets** with Australia, Central Asia and Asia Pacific as main destinations.

Singapore CEOs are looking at disruption from the inside out

CEOs are evolving their own skills and personal qualities to better lead their businesses.

8 in 10

Singapore CEOs say they are evolving their skills and personal qualities to better lead the business.

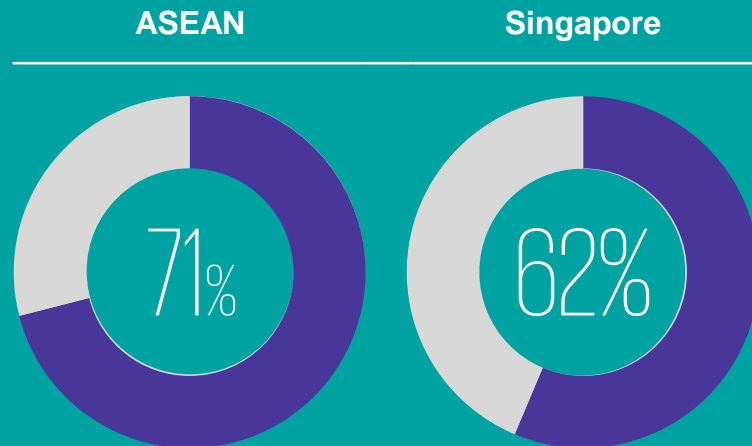


of Singapore CEOs are now more **open to new influences and collaborations** than at any other point in their career.



Technology priorities

Singapore and ASEAN CEOs concerned about keeping up with new technology



agree they are struggling to keep pace with the rate of technological advancement in their industries. Both are significantly higher than Global CEOs (37%)

The top 3 barriers to implementing new technology

- 1 Complexity of implementation
- 2 Risk and security concerns
- 3 Legacy systems

Investment priorities

Four categories gained more attention from ASEAN and Singapore CEOs

- 1 Improving bottom-line growth
- 2 Improving customer engagement
- 3 Strengthening organizational resilience
- 4 Increasing productivity

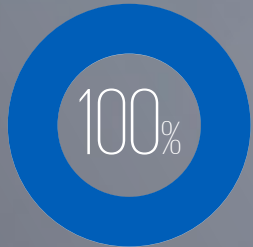
Fewer ASEAN and Singapore CEOs spending on regulatory compliance, choosing instead to focus on physical and digital infrastructure.

Businesses are **increasing investment in recruiting key specialists** – for example, geopolitics or cognitive technologies – to **disrupt and prepare for the future.**

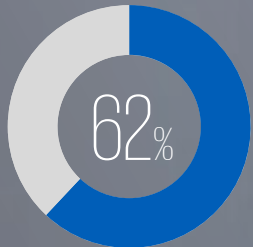


Intuition and analytics in understanding customers

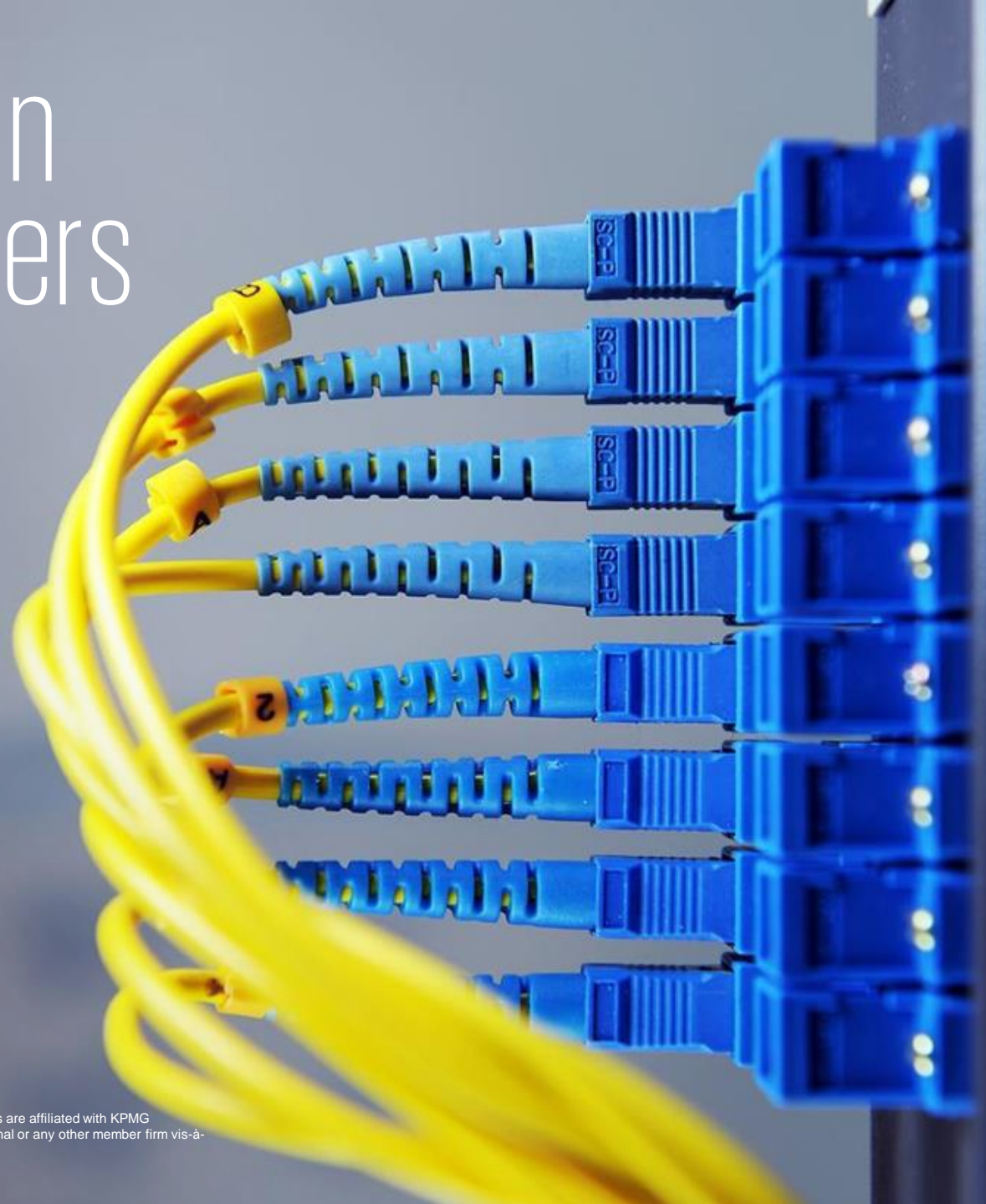
Understanding changing customer needs still a top priority for CEOs.



100% of Singapore CEOs surveyed say they are effective at sensing market signals



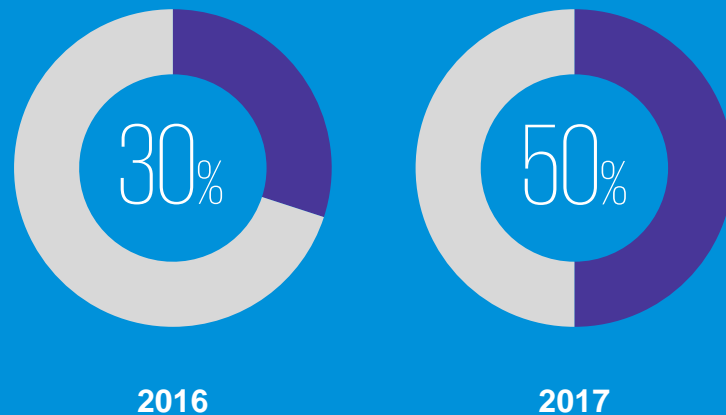
62% admit their customer insight is hindered by a lack of quality data



A changing view of cyber

CEOs believe they are making progress in their management of cyber risks, which helps explain why it has dropped to No. 5 as a risk priority this year.

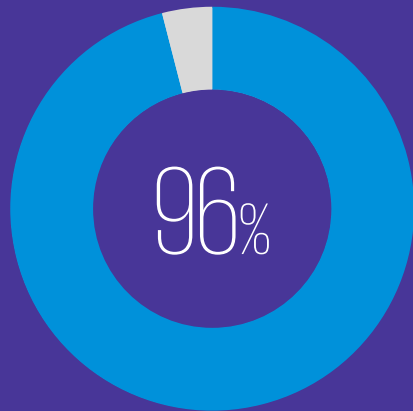
Singapore CEOs fully prepared for a cyber event



While, CEOs perception of cyber risk is maturing, it is still clearly a major concern. There is a cyber dimension to all of the areas they consider top risks – operational, emerging technology and reputational risk.

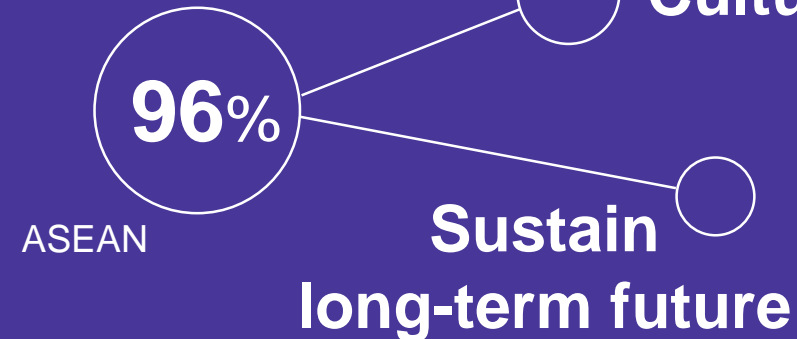
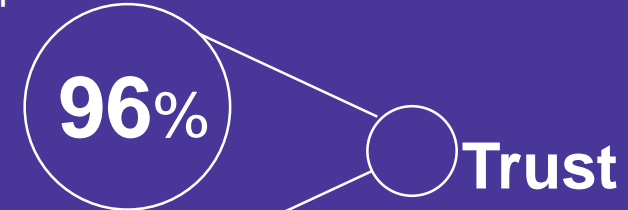
Public trust in a time of disruption

Building public trust has become a high strategic priority for Singapore CEOs, with:



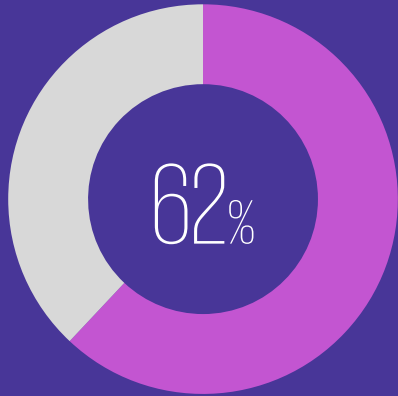
- placing **greater importance on trust, values and culture** in order to sustain long-term future
- correlating being a **more empathetic organization with higher earnings**
- saying **trust in business will stay at its current level or decline** in the next 3 years

Singapore

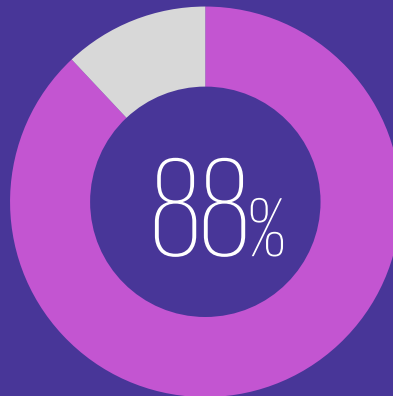


Geopolitical uncertainty

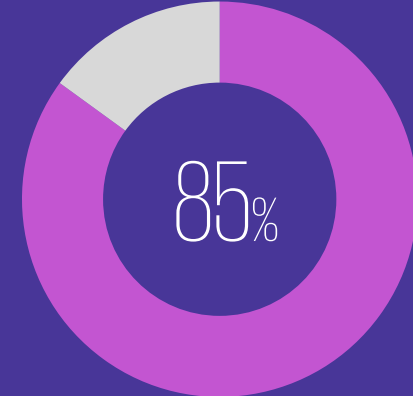
CEOs are acutely aware of the new strategic / operational challenges they may face in the years ahead, following the political events of last year.



Singapore CEOs feel the current political landscape has had a **greater impact on their business** than anything they have seen in many years.



are recruiting new skills/ specialists into the management team to better understand geopolitical risk.



We are spending much more time on scenario planning as a result of an uncertain geopolitical climate.

About the 2017 Global CEO Outlook:

2017 Global CEO Outlook is based on a survey of 1,261 Chief Executive Officers (CEOs) from Australia, China, France, Germany, India, Italy, Japan, Spain, the UK and the US. These CEOs operate in 11 key industries including automotive, banking, infrastructure, insurance, investment management, life sciences, manufacturing, retail/consumer markets, technology, energy/utilities and telecom. 312 CEOs came from companies with revenues between US\$500 million and US\$999 million, 527 from companies with revenues from US\$1 billion to US\$9.9 billion, and 422 from companies with revenues of US\$10 billion or more. The survey was conducted between 21 February and 11 April 2017.





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