2011 NYSE Euronext CEO Report

September, 2011

ORC International

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Overview – 2011 NYSE CEO Report Survey

The seventh annual study reinvented the NYSE Euronext CEO Report to provide an exciting platform for the exploration of future-oriented global business issues

Participants

317 Global NYSE Euronext Listed CEOs

119 Emerging CEOs of U.S. Non-Public Companies receiving investment funding

205 U.S.MBA Students

Survey Topics

- Economy & Growth
- Workforce & Job Creation
- Social Media
- CEO of the Future
- Reputation and Brand Management

Overview (2) 2011 NYSE Euronext CEO Report Survey

Interview Dates | **Source of Names**

Listed CEOs

July 7 – August 2, 2011

NYSE Euronext

Emerging CEOs (ECEOs)

August 15 – August 29, 2011

NYSE Euronext

MBA Students

July 7 – July 13, 2011

Research Now (Panel)

Questions? Contact:

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Five Topics …….

Multi-Audience Viewpoints

The Economy and Growth

Key Insights – The Economy and Growth

While perceptions of the global economy have improved since the depths of the financial crisis in 2008/2009, CEOs still rate it as very weak, with CEOs of emerging companies particularly downbeat. Views about the U.S. economy are similar, with fewer rating it as 'poor' compared with 2008-2010. However, this is the fourth consecutive year in which 90% or more of U.S. CEOs have rated the American economy as fair or poor; although the proportion of "poor" responses continues to decline. While European CEOs are only slightly less downbeat than their U.S. counterparts with their economies' performance, the real contrast is with CEOs based outside the United States and Europe, where two-thirds rate their country's economy as excellent or good. MBA students express the most optimistic view of the global economy.

Despite their disappointment with the current economy, however, most CEOs expect that their individual companies will enjoy growth through 2012, including 30% of listing CEOs and 45% of emerging company CEOs anticipating significant growth.

As in previous years, the United States and Western Europe are the regions which are strategically the most important to CEOs, with China at the top of the list of

SPOTLIGHT

- *Global and U.S. economies still seen as 'fair' or 'poor'*
- *Most CEOs planning for some level of growth, with ECEOs the most optimistic*
- *Regulatory environment a key factor for growth*
- *ECEOs heavily dependent on U.S. for revenue growth*
- *Significant concern about protectionism, financial stability and political stability exist for many regions*
- *By far, the U.S. is seen to have the most unfavorable tax environment*
- *M&A opportunities are still seen as largely "good"*

Key Insights – The Economy and Growth (2)

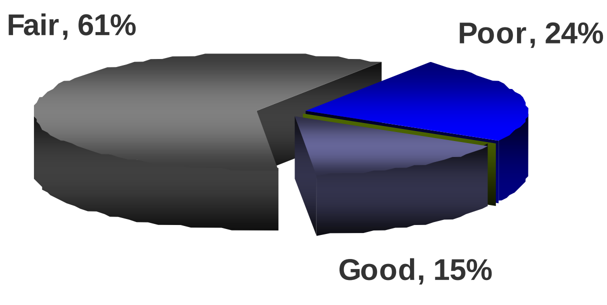
secondary regions. Concerns about potential Chinese protectionism or trade restrictions remain the highest for any region. Not surprisingly, considering the news this summer, CEOs are most concerned about financial stability in Western Europe and the United States, with Eastern Europe close behind. About 40% are also concerned about the political stability of the U.S. and Western Europe. CEOs see the corporate tax structure in the United States and Western Europe as potential impediments to growth, with those regions rated the most unfavorable in terms of their overall corporate tax structure through the next three years. U.S. CEOs in particular see the American corporate tax structure as very unfavorable.

In terms of where CEOs are expecting the largest percentage increases in company spending, there are significant differences between the plans of CEOs at listed companies and those of emerging companies. Listed companies are budgeting larger increases for capital expenditures, energy and regulatory compliance, while emerging companies are increasing spending at above-average rates for R&D, technology, marketing and PR and customer-relationship management; all significant engines for companies seeking rapid growth.

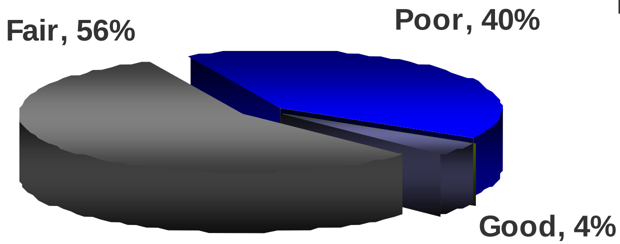
Global Economic Conditions

- Large majorities of all three groups think global economic conditions are fair or poor, with emerging CEOs the most downbeat.

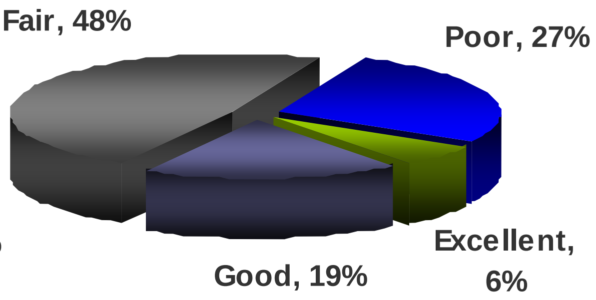
Listed CEOs



Emerging CEOs



MBAs



Fair/Poor (Net)	85%	96%	75%

Q1A: How would you rate global economic conditions today in general – as excellent, good, fair or poor?

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Global Economic Conditions (Listed CEOs)

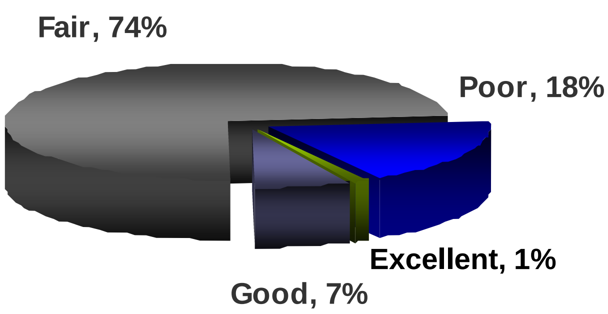
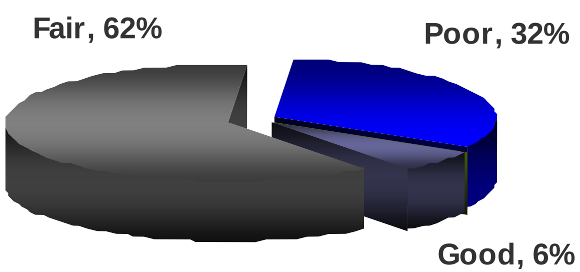
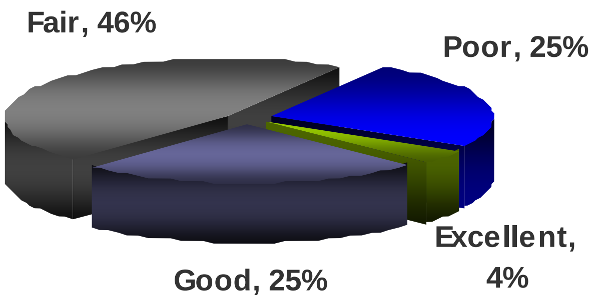
- While CEOs of listed companies are less negative about the global economy than they were two years ago, 85% still rate it as fair or poor. The percentage rating the economy as poor has declined substantially, however (from 79% to 24%).
- There is little difference in how CEOs of U.S. based companies and those based elsewhere view the global economy.

	Total			**CEOs of U.S. Companies**			**CEOs of Non-U.S. Companies**		
	2009	**2010**	**2011**	**2009**	**2010**	**2011**	**2009**	**2010**	**2011**
Excellent	0%	<1%	<1%	0%	0%	1%	0%	1%	0%
Good	1%	4%	15%↑	1%	4%	13%↑	0%	4%	18%↑
Fair	20%	64%↑	61%	21%	73%↑	64%	18%	52%↑	55%
Poor	79%	32%↓	24%↓	78%	23%↓	22%	82%	43%↓	27%↓
Excellent/Good (Net)	1%	4%	15%↑	1%	4%	14%↑	0%	5%	18%↑
Fair/Poor (Net)	99%	96%	85%↓	99%	96%	86%↓	100%	95%	82%↓

Q1A: How would you rate global economic conditions today in general – as excellent, good, fair or poor?

U.S. Economic Conditions

- CEOs of listed companies, emerging CEOs and MBA students all agree that the U.S. economy is in fair or poor shape, although MBA students are less negative than CEOs.

Listed CEOs	Emerging CEOs	MBAs
		

	Listed CEOs	Emerging CEOs	MBAs
Fair/Poor (Net)	**92%**	**94%**	**71%**

Q1B: In general, how would you rate the economic conditions in your country today - – as excellent, good, fair or poor?

Own Country Economic Conditions (Listed CEOs)

- CEOs of U.S. based companies remain the most negative about their own economy, with 92% rating the U.S. economy as in fair or poor condition. Despite the financial turmoil in Europe, European CEOs are slightly less gloomy about the economy in their countries. By contrast, CEOs of companies based outside the U.S. and Europe rate their economies as reasonably healthy.

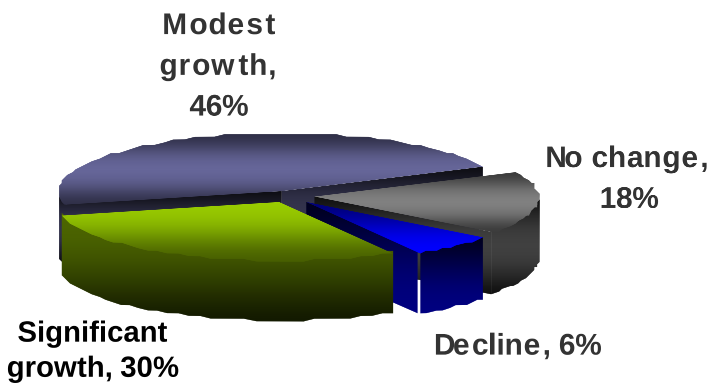
	U.S.					Europe	Rest of World
	2007	2008	2009	2010	2011	2011	2011
Excellent	10%	0% ↓	0%	0%	1%	1%	6%
Good	74%	10% ↓	1% ↓	3%	7%	23%	61%
Fair	15%	61% ↑	9% ↓	65% ↑	74%	48%	24%
Poor	1%	29% ↓	90% ↑	32% ↓	18% ↓	28%	9%
Excellent/Good (Net)	84%	10% ↓	1% ↓	3%	8% ↑	24%	67%
Fair/Poor (Net)	16%	90% ↑	99% ↑	97%	92% ↓	76%	33%

Q1B: In general, how would you rate the economic conditions in your country today - – as excellent, good, fair or poor?

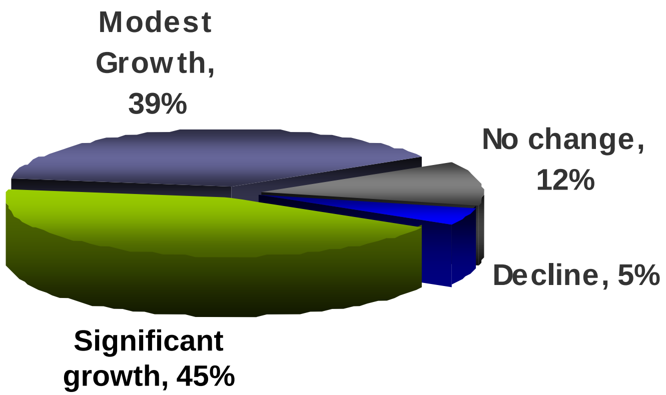
Outlook for Growth in CEOs Own Business

- While large majorities of CEOs at listed companies and CEOs at emerging companies expect their businesses to grow through 2012, CEOs at emerging companies are more likely to expect significant growth in their businesses.

Listed CEOs



Emerging CEOs



Growth (Net)	76%	84%

Q3: Which of the following best characterizes your current outlook on growth for your business through 2012?

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Outlook for Growth in CEOs Own Business (Listed CEOs)

- Overall, most CEOs expect their business will improve through 2012, with CEOs based outside of the U.S. and Europe being the most optimistic.
- Compared with results from last year, there is little change in the expectations of U.S. CEOs and only modest changes in the results for European CEOs (who are a little less optimistic) and CEOs based elsewhere (more optimistic).

	Total		CEOs of U.S. Companies		CEOs of European Companies		CEOs of Companies in Rest of World	
	2010	2011	2010	2011	2010	2011	2010	2011
Significant improvement	29%	30%	22%	27%	34%	33%	54%	39%
Modest improvement	50%	46%	58%	51%	45%	33%	21%	52%↑
Unchanged	13%	18%	12%	17%	14%	23%	14%	9%
Decline	8%	6%	8%	5%	7%	11%	11%	0%
Improvement (Net)	79%	76%	80%	78%	79%	67%	75%	91%

Q3: Which of the following best characterizes your current outlook on growth for your business through 2012?

Impact of External Factors on Growth

- Economic conditions and regulation top the list of external factors that will impact a company's overall growth
- CEOs at listed companies rate eight factors as more important to their companies' overall growth than do emerging CEOs.
- CEOs at emerging companies rate U.S. economic conditions as more important than CEOs at listed companies.

	Listed CEOs			Emerging CEOs		
	Strong Impact	Some Impact	Total Impact	Strong Impact	Some Impact	Total Impact
Global economic conditions	48%	44%	92%	41%	53%	94%
U.S. economic conditions	52%	37%	89%	56%	41%	97%
Regulation	50%	38%	87%	52%	34%	86%
Inflation	26%	59%	84%	15%	51%	66%
Energy prices	35%	47%	82%	16%	50%	66%
Labor costs	21%	60%	80%	15%	58%	73%
M&A activity	24%	54%	79%	35%	44%	79%
Cost of capital	28%	49%	78%	30%	46%	76%
Fiscal stability in countries where operate	37%	41%	78%	35%	50%	85%
Political risk	28%	49%	77%	24%	43%	67%
Changes in corporate and individual taxation	26%	51%	77%	28%	32%	60%
Labor pool skill/technical capabilities	27%	46%	73%	23%	48%	71%
Raw material prices	30%	43%	72%	22%	34%	56%
Political stability in countries where operate	30%	42%	72%	27%	47%	74%
Global competition	19%	52%	71%	12%	55%	67%
Legal expenditures or liabilities	14%	55%	69%	12%	45%	57%
Supply chain disruptions	14%	49%	63%	13%	37%	50%
Labor pool size	14%	51%	66%	8%	41%	49%
Availability of credit for supply chain	15%	47%	62%	13%	47%	60%
Security and terrorism	13%	46%	60%	9%	45%	54%
Availability of consumer credit	15%	44%	59%	14%	43%	57%
Immigration/Visa restrictions	4%	24%	28%	7%	29%	36%

Q4A: How much impact do you think each of the following external factors will have on your company's overall growth through calendar year 2012? Will each factor have a strong impact, some impact or no impact on your company's overall growth?

Impact of External Factors on Growth (Listed CEOs)

The table on the following pages detail the changes in the results for this question since 2008 among listed CEOs. The key changes are summarized below.

- Compared with 2009, CEOs are less likely to see their businesses as at the mercy of the overall economy. The percentage rating U.S. and global economic conditions as having a strong impact on growth has declined by 23 and 18 points, respectively.
- Concern about the availability of consumer credit has also dropped significantly in the past two years, from 40% saying it was having a strong impact in 2009 to only 15% now.
- Concern about regulation jumped this year and the percentage rating it as having a strong impact is second only to U.S. economic conditions.
- Concerns about the impact of inflation and political risk also appear to be increasing.
- Not surprisingly, more CEOs based in the U.S. think U.S. economic conditions will have an impact on their businesses than CEOs based outside of the U.S. The cost of capital and global competition are bigger factors to non-U.S. CEOs than to U.S. CEOs.
- Concern about visa restrictions is cited by almost one-third of U.S. based CEOs.
- There are many differences by industry, with regulation, political risk and security and terrorism, for example, being particularly important to CEOs at financial service companies.

Impact of External Factors on Growth (Listed CEOs)

	2008			2009			2010			2011		
	Strong Impact	Some Impact	Total	Strong Impact	Some Impact	Total	Strong Impact	Some Impact	Total	Strong Impact	Some Impact	Total
Global economic conditions	45%	47%	92%	66% ↑	31% ↓	97%	56% ↓	37%	93% ↓	48%	44%	92%
U.S. economic conditions	51%	43%	94%	75% ↑	22% ↓	97% ↑	57% ↓	31% ↑	88% ↓	52%	37%	89%
Regulation	30%	54%	84%	38%	48%	86%	35%	53%	88%	50% ↑	38% ↓	87%
Inflation	NA	NA	NA	NA	NA	NA	16%	65%	81%	26% ↑	59%	84%
Energy prices	37%	47%	84%	33%	48%	81%	30%	50%	80%	35%	47%	82%
Labor costs	NA	NA	NA	19%	52%	71%	17%	65% ↑	82% ↑	21%	60%	80%
M&A activity	34%	46%	80%	26%	46%	72% ↓	20%	59% ↑	79%	24%	54%	79%
Cost of capital	NA	NA	NA	NA	NA	NA	33%	48%	81%	28%	49%	78%
Fiscal stability in countries where operate	NA	NA	NA	NA	NA	NA	NA	NA	NA	37%	41%	78%
Political risk	20%	51%	71%	26%	45%	71%	22%	47%	69%	28%	49%	77% ↑
Changes in corporate and individual taxation	NA	NA	NA	NA	NA	NA	NA	NA	NA	26%	51%	77%
Labor pool skill/technical capabilities	NA	NA	NA	NA	NA	NA	NA	NA	NA	27%	46%	73%
Raw material prices	37%	39%	76%	32%	42%	74%	26%	45%	71%	30%	43%	72%
Political stability in countries where operate	NA	NA	NA	NA	NA	NA	NA	NA	NA	30%	42%	72%
Global competition	26%	48%	74%	21%	47%	68%	25%	53%	78% ↑	19%	52%	71%
Legal expenditures or liabilities	7%	54%	61%	12%	50%	62%	12%	55%	67%	14%	55%	69%
Supply chain disruptions	NA	NA	NA	14%	44%	58%	8%	44%	52%	14% ↑	49%	63% ↑
Labor pool size	NA	NA	NA	8%	41%	49%	8%	42%	50%	14% ↑	51% ↑	66% ↑
Availability of credit for supply chain	NA	NA	NA	31%	44%	75%	18% ↓	50%	68%	15%	47%	62%
Security and terrorism	7%	51%	58%	10%	42%	52%	9%	51%	60%	13%	46%	60%
Availability of consumer credit	NA	NA	NA	40%	37%	77%	24% ↓	43%	67% ↓	15% ↓	44%	59% ↓
Immigration/Visa restrictions	4%	35%	39%	4%	19% ↓	23% ↓	3%	30% ↑	33% ↑	4%	24%	28%

Q4A: How much impact do you think each of the following external factors will have on your company's overall growth through calendar year 2012? Will each factor have a strong impact, some impact or no impact on your company's overall growth?

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Impact of External Factors on Growth (Listed CEOs)

	Home Country		Industry				
	U.S.	Non-U.S.	Con. Products/ Retail/ Health	Energy/ Utilities	Bank/Real Estate/ Insurance	Manufact./ Construction/ Mining	Business/ Information Services
Global economic conditions	90%	96%	90%	91%	91%	91%	97%
U.S. economic conditions	97%	77%	86%	97%	92%	92%	82%
Regulation	89%	85%	81%	94%	95%	89%	81%
Inflation	84%	84%	88%	80%	88%	86%	78%
Energy prices	85%	78%	83%	97%	77%	94%	69%
Labor costs	79%	82%	85%	86%	73%	77%	83%
M&A activity	80%	76%	72%	80%	81%	77%	82%
Cost of capital	73%	84%	81%	80%	91%	71%	68%
Fiscal stability in countries where operate	78%	77%	78%	66%	81%	79%	81%
Political risk	79%	74%	71%	80%	88%	83%	67%
Changes in corporate and individual taxation	80%	74%	79%	83%	78%	80%	71%
Labor pool skill/technical capabilities	70%	77%	69%	77%	66%	74%	79%
Raw material prices	77%	66%	72%	89%	59%	92%	58%
Political stability in countries where operate	70%	76%	62%	69%	84%	74%	69%
Global competition	65%	81%	67%	63%	69%	82%	72%
Legal expenditures or liabilities	70%	67%	71%	60%	75%	63%	71%
Supply chain disruptions	60%	67%	59%	54%	52%	82%	63%
Labor pool size	62%	71%	59%	71%	64%	66%	69%
Availability of credit for supply chain	60%	65%	60%	57%	59%	71%	61%
Security and terrorism	63%	55%	52%	49%	72%	59%	61%
Availability of consumer credit	61%	56%	60%	37%	73%	60%	54%
Immigration/Visa restrictions	32%	20%	26%	20%	27%	26%	35%

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External Factor with Most Impact on Growth

- CEOs at listed companies rate U.S. and global economic conditions, as well as regulation as the external factors they say will have the most impact on growth through 2012.
- Among emerging CEOs, global economic conditions are rated as less important, while M&A activity is rated more highly.
- The table on the following page shows the trend data for this question. Compared with last year, U.S. and global economic conditions and the availability of consumer credit are cited less frequently, while regulation and raw material prices are cited more frequently.

	Listed CEOs	ECEOs
U.S. economic conditions	18%	27%
Global economic conditions	16%	4%
Regulation	13%	15%
Energy prices	8%	5%
Cost of capital	6%	3%
Raw material prices	7%	4%
Labor pool skills/technical abilities	4%	6%
Fiscal stability in countries where operate	4%	5%
M&A activity	3%	9%
Inflation	3%	0%
Global competition	3%	1%
Labor costs	3%	0%
Political risk	2%	2%
Political stability in countries where operate	2%	1%
Availability of consumer credit	1%	2%
Security and terrorism	1%	1%
Availability of credit for supply chain partners	1%	1%
Supply chain disruptions	1%	1%
Immigration/Visa restrictions	1%	0%
Legal exposures or liabilities	1%	2%
Changes in individual or corporate taxation	1%	3%
Labor pool size	0%	1%

Q4B: Which of the following external factors do you think will have the most impact on your company's overall growth through calendar year 2012?

External Factor with Most Impact on Growth (Listed CEOs)

	2006	2007	2008	2009	2010	2011 Total	2011 U.S.	2011 Non-U.S.
U.S. economic conditions	22%	26%	20%	35%	27%	18%	25%	7%
Global economic conditions	12%	12%	17%	26%	26%	16%	14%	18%
Regulation	12%	7%	7%	3%	6%	13%	12%	14%
Energy prices	12%	9%	8%	9%	6%	8%	12%	3%
Cost of capital	NA	NA	NA	NA	10%	6%	5%	7%
Raw material prices	5%	5%	11%	2%	2%	7%	5%	11%
Labor pool skills/technical abilities	NA	NA	NA	NA	NA	4%	2%	6%
Fiscal stability in countries where operate	NA	NA	NA	NA	NA	4%	5%	3%
M&A activity	12%	18%	20%	4%	5%	3%	2%	6%
Inflation	NA	NA	NA	NA	2%	3%	2%	5%
Global competition	7%	11%	17%	1%	2%	3%	2%	5%
Labor costs	NA	NA	NA	1%	0%	3%	1%	6%
Political risk	1%	2%	2%	3%	2%	2%	2%	2%
Political stability in countries where operate	NA	NA	NA	NA	NA	2%	1%	5%
Availability of consumer credit	NA	NA	NA	6%	4%	1%	1%	0%
Security and terrorism	1%	2%	0%	1%	1%	1%	0%	1%
Availability of credit for supply chain partners	NA	NA	NA	1%	1%	1%	1%	2%
Supply chain disruptions	NA	NA	NA	0%	1%	1%	1%	0%
Immigration/Visa restrictions	NA	0%	1%	0%	0%	1%	0%	1%
Legal exposures or liabilities	0%	0%	0%	0%	0%	1%	1%	0%
Changes in individual or corporate taxation	NA	NA	NA	NA	NA	1%	1%	0%
Labor pool size	NA	NA	NA	0%	1%	0%	0%	0%

Q4B: Which of the following external factors do you think will have the most impact on your company's overall growth through calendar year 2012?

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Strategic Importance of Regions to Revenue Growth

- CEOs rate the United States and Western Europe as the most important regions to the revenue growth of their businesses through 2012. Aside from a few regions which are rated higher by emerging CEOs than listed CEOs, there are few differences between the two CEO groups.
- The question asked of MBA students was about the importance of each region to overall global business growth, which accounts for the difference in their results compared with CEOs.

	Listed CEOs			Emerging CEOs			MBAs (Note Q Wording Difference)		
	Crucial	Important	Net	Crucial	Important	Net	Crucial	Important	Net
United States	61%	21%	82%	84%	13%	97%	74%	22%	96%
Western Europe	31%	29%	60%	23%	35%	58%	37%	45%	82%
China	19%	25%	44%	7%	29%	36%	64%	27%	91%
Canada	9%	26%	35%	8%	39%	47%	15%	44%	59%
Southeast Asia	5%	25%	30%	6%	23%	29%	20%	51%	71%
Brazil	8%	19%	27%	6%	23%	29%	17%	45%	62%
Japan	6%	21%	27%	3%	24%	27%	44%	43%	87%
India	6%	19%	25%	4%	19%	23%	33%	47%	80%
The Middle East	2%	20%	22%	7%	12%	19%	27%	47%	74%
Mexico	6%	15%	21%	2%	13%	15%	14%	40%	54%
Eastern Europe	3%	17%	20%	3%	18%	21%	16%	44%	60%
Australia and New Zealand	2%	15%	17%	3%	24%	27%	8%	36%	44%
Russia	3%	12%	15%	2%	8%	10%	16%	45%	61%
South America other than Brazil	4%	10%	14%	3%	19%	22%	10%	38%	48%
Central America	1%	7%	8%	0%	13%	13%	9%	38%	47%
Africa	2%	4%	6%	3%	3%	6%	9%	36%	45%

Q5: How important strategically are each of the following regions to your revenue growth through calendar year 2012? Are they crucial, important, not too important or not at all important?
Q5 (MBA): In your opinion, how strategically important are each of the following regions to overall global business growth through calendar year 2012? Are they crucial, important, not too important or not at all important?

Strategic Importance of Regions to Revenue Growth (Listed CEOs)

- Compared with last year, the strategic importance of Japan to CEOs at listed companies has increased. This may be related to the required rebuilding effort after the earthquake and tsunami to address supply chain issues.

Region is Crucial/Important

	Total		CEOs of U.S. Companies		CEOs of European Companies		CEOs of Companies in Rest of World	
	2010	2011	2010	2011	2010	2011	2010	2011
United States	80%	82%	96%	95%	54%	62%	68%	65%
Western Europe	57%	60%	46%	49%	86%	95%	38%	32%
China	43%	44%	44%	44%	35%	40%	65%	55%
Canada	41%	35%	45%	39%	29%	25%	58%	39%
Southeast Asia	32%	30%	37%	30%	26%	33%	30%	29%
Brazil	32%	27%	32%	28%	25%	21%	43%	36%
Japan	19%	27% ↑	19%	25%	21%	30%	20%	29%
India	32%	25%	32%	23%	25%	25%	53%	39%
The Middle East	23%	22%	22%	21%	25%	25%	25%	19%
Mexico	26%	21%	31%	20% ↓	14%	13%	38%	45%
Eastern Europe	24%	20%	22%	13% ↓	33%	39%	13%	7%
Australia and New Zealand	18%	17%	19%	20%	17%	13%	8%	7%
Russia	16%	15%	15%	11%	18%	25%	13%	13%
South America other than Brazil	19%	14%	16%	13%	18%	12%	28%	29%
Central America	12%	8%	11%	4% ↓	11%	10%	23%	19%
Africa	15%	6% ↓	14%	6% ↓	17%	7%	13%	10%

Q5: How important strategically are each of the following regions to your revenue growth through calendar year 2012? Are they crucial, important, not too important or not at all important?

ORCInternational

Strategically Most Crucial Region

- Most CEOs say the United States is strategically the most crucial region for their businesses, although since emerging company CEOs were based in the U.S., they rate the United States higher than listed CEOs.

- MBA students rate the U.S. first and China a clear second in terms of which region is strategically the most important to global business growth. MBA students rate Western Europe very low, behind India and Japan.

	Listed CEOs	ECEOs	MBAs
United States	60%	85%	51%
Western Europe	16%	5%	2%
China	11%	2%	25%
Southeast Asia	3%	2%	3%
Mexico	3%	0%	2%
Brazil	2%	0%	2%
Africa	1%	2%	0%
Canada	1%	0%	1%
India	1%	0%	5%
Eastern Europe	<1%	0%	1%
Japan	<1%	0%	4%
The Middle East	<1%	3%	3%
Russia	<1%	0%	1%
South America other than Brazil	<1%	2%	1%
Australia and New Zealand	0%	0%	1%
Central America	0%	0%	0%

Q6: And, which one of these regions would you say is the strategically MOST crucial to your revenue growth through calendar year 2012?
Q6 (MBA): And, which one of these regions would you say is the strategically MOST crucial to overall global business growth through calendar year 2012?

ORCInternational

Strategically Most Crucial Region (Listed CEOs)

- Ratings for the strategically most crucial region have changed little among listed CEOs over the years, although this year the percentage of non-U.S. based CEOs rating Western Europe increased. This likely reflects ongoing concerns about sovereign credit quality and economic recovery.

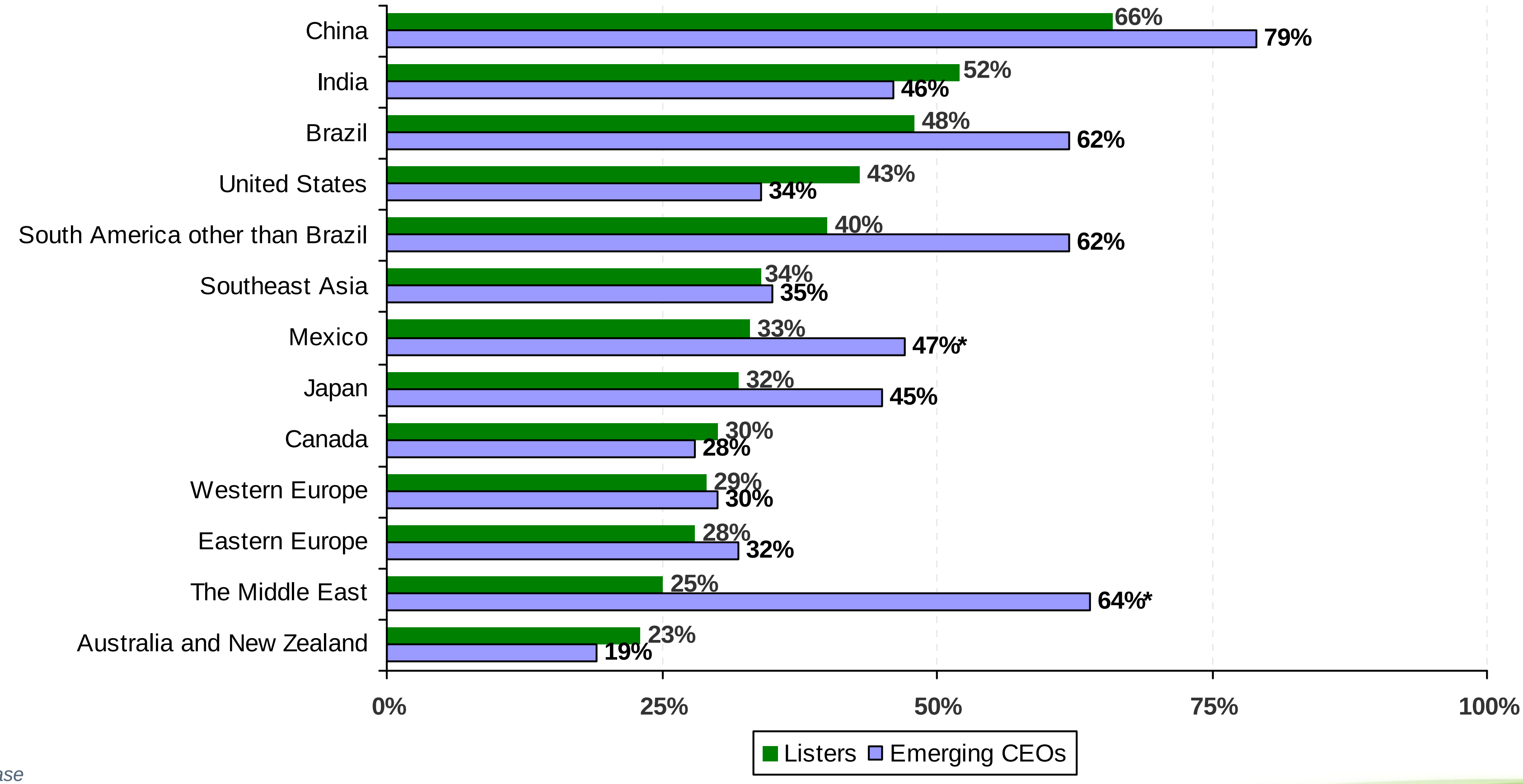
	Total					U.S.-Based					Non-U.S.-Based				
	2007	2008	2009	2010	2011	2007	2008	2009	2010	2011	2007	2008	2009	2010	2011
United States	66%	66%	68%	57% ↓	60%	79%	82%	83%	75%	82%	18%	21%	29%	26%	18%
Western Europe	3%	9% ↑	10%	12%	16%	1%	5%	3%	5%	2%	8%	19%	25%	24%	41% ↑
China	9%	9%	10%	10%	11%	7%	8%	5%	10%	8%	15%	13%	21%	12%	15%
Southeast Asia	4%	2%	1%	2%	3%	5%	1%	1%	2%	1%	3%	4%	0%	3%	5%
Mexico	4%	4%	3%	1%	3%	1%	1%	1%	2%	1%	18%	13%	7%	1%	8% ↑
Brazil	4%	4%	3%	5%	2%	1%	0%	1%	0%	1%	13%	17%	7%	13%	4% ↓
Africa	1%	0%	2%	1%	1%	1%	0%	1%	0%	2%	3%	0%	4%	4%	0%
Canada	1%	1%	1%	1%	1%	0%	0%	0%	1%	1%	5%	2%	4%	3%	3%
India	1%	1%	1%	2%	1%	0%	1%	0%	1%	1%	5%	2%	2%	4%	3%
Eastern Europe	0%	0%	1%	2%	<1%	0%	0%	1%	0%	0%	0%	0%	0%	5%	1%
Japan	0%	0%	0%	<1%	<1%	0%	0%	0%	0%	1%	0%	0%	0%	1%	0%
The Middle East	1%	2%	1%	3%	<1%	1%	1%	1%	5%	1%	0%	2%	0%	0%	0%
Russia	0%	0%	0%	1%	<1%	0%	0%	0%	0%	0%	0%	0%	0%	3%	1%
SA other than Brazil	1%	1%	1%	1%	<1%	0%	0%	1%	1%	0%	5%	2%	2%	1%	1%
Australia and New Zealand	1%	0%	1%	0%	0%	0%	0%	1%	0%	0%	3%	0%	0%	0%	0%
Central America	1%	0%	1%	0%	0%	0%	0%	1%	0%	0%	3%	0%	0%	0%	0%

Q6: And, which one of these regions would you say is the strategically MOST crucial to your revenue growth through calendar year 2012?

ORCInternational

Concerns About Protectionism or Trade Restrictions

- CEOs at listed companies are most concerned about protectionism in China, India and Brazil. CEOs at emerging companies are much more concerned than CEOs at listed companies about protectionism in China, Brazil, other parts of South America, and the Middle East.



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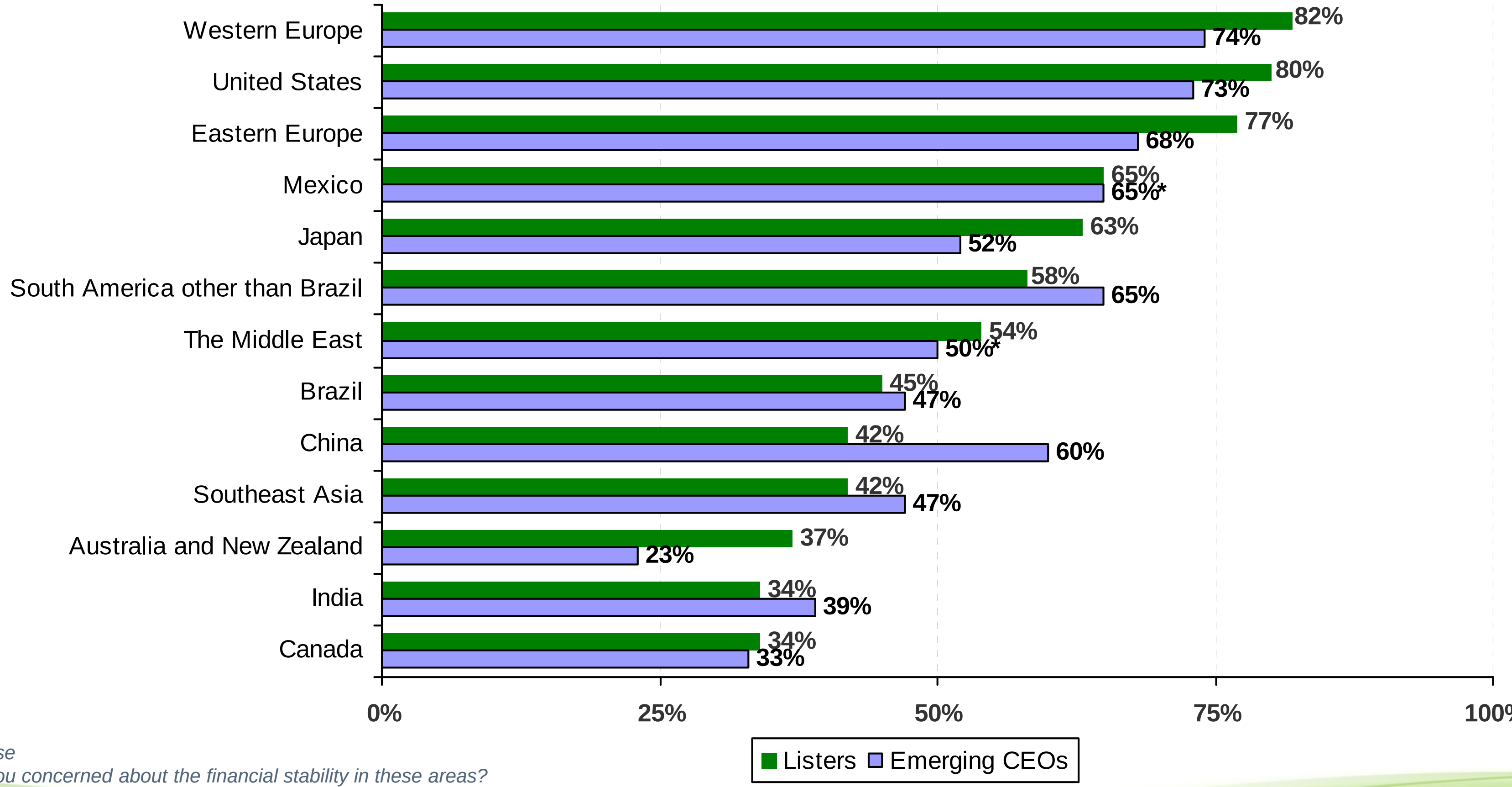
Q7: Are you concerned about protectionism or trade restrictions in these areas?

ORCInternational

Concerns About Financial Stability

- CEOs are most concerned about the financial stability of Western Europe and the United States, with Eastern Europe not far behind. It is important to note that the survey was taken in the month before the U.S. federal debt ceiling was to be breached and the debates over how to deal with this no doubt increased concerns about U.S. financial stability.



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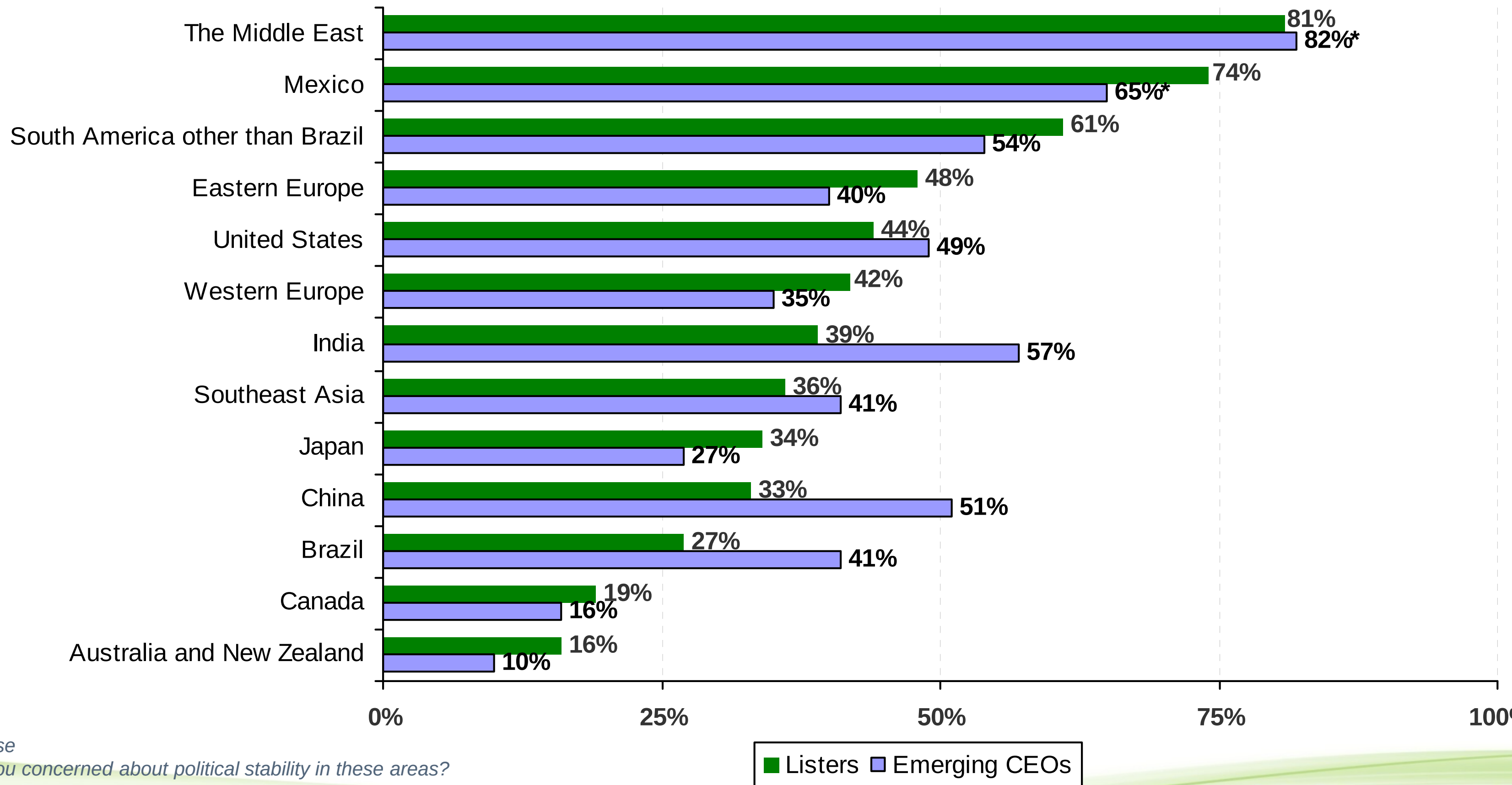
Q8: Are you concerned about the financial stability in these areas?

ORC International

Concerns About Political Stability

- CEOs are most concerned about the political stability in the Middle East and Mexico. Given world events, this is not surprising. There are significant concerns about the political stability of the United States and Western Europe.
- CEOs of emerging companies have greater worries about the political stability of India, China and Brazil than do CEOs of listed companies. This may reflect how their business process are structured.



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Q9: Are you concerned about political stability in these areas?

ORCInternational

The Corporate Tax Environment

- CEOs think the United States will have the most unfavorable corporate tax environment overall in the next three years, with Western Europe rated as the second most unfavorable. Southeast Asia is the seen as the most favorable by ECEOs.
- By 69%-6%, listed CEOs in the United States think the U.S. corporate tax environment will be unfavorable rather than favorable.

	Listed CEOs				Emerging CEOs			
	Favor-able	Neutral	Unfavor-able	Fav Minus Unfav	Favor-able	Neutral	Unfavor-able	Fav Minus Unfav
Southeast Asia	31%	61%	9%	+22%	59%*	23%*	18%*	+41%*
Canada	25%	56%	19%	+6%	23%	61%	16%	+7%
Eastern Europe	25%	57%	18%	+7%	39%*	39%*	22%*	+17%*
China	24%	56%	20%	+4%	32%	46%	22%	+10%
Mexico	17%	62%	21%	-4%	0%*	59%*	41%*	-41%*
Brazil	17%	57%	26%	-9%	25%*	54%*	21%*	+4%*
The Middle East	16%	78%	6%	+10%	16%*	63%*	21%*	-5%*
Australia and New Zealand	15%	68%	17%	-2%	26%*	69%*	5%*	+21%
South America other than Brazil	13%	55%	32%	-19%	15%*	50%*	35%*	-20%*
India	11%	68%	21%	-10%	16%*	58%*	26%*	-10%*
Western Europe	10%	44%	46%	-36%	11%	41%	48%	-37%
Japan	8%	58%	34%	-26%	12%	73%	15%	-3%
United States	7%	33%	60%	-53%	10%	31%	59%	-49%

*Small base

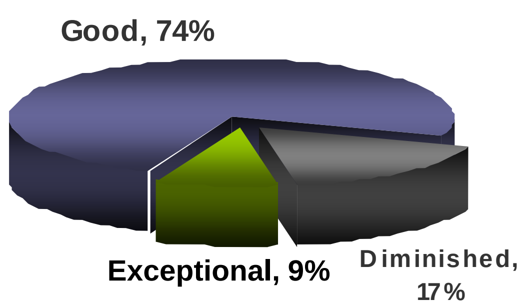
Q10: In your opinion, how favorable will the overall corporate tax environment be in the following regions in the next three years?

ORCInternational

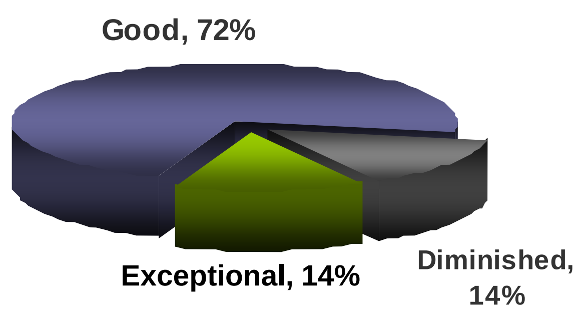
M&A Market Opportunities Through 2012

- CEOs and MBA students both agree that the outlook for M&A activity is exceptional or good through 2012. However, MBA students are more likely than CEOs to view the M&A market as exceptional.

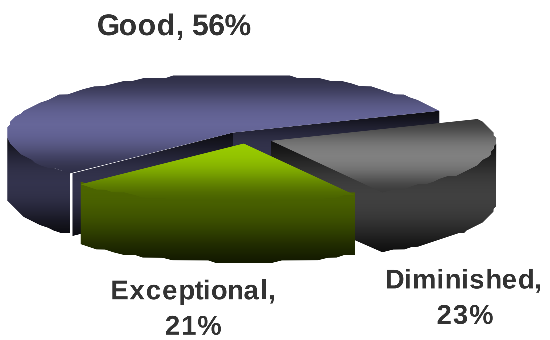
Listed CEOs



Emerging CEOs



MBAs

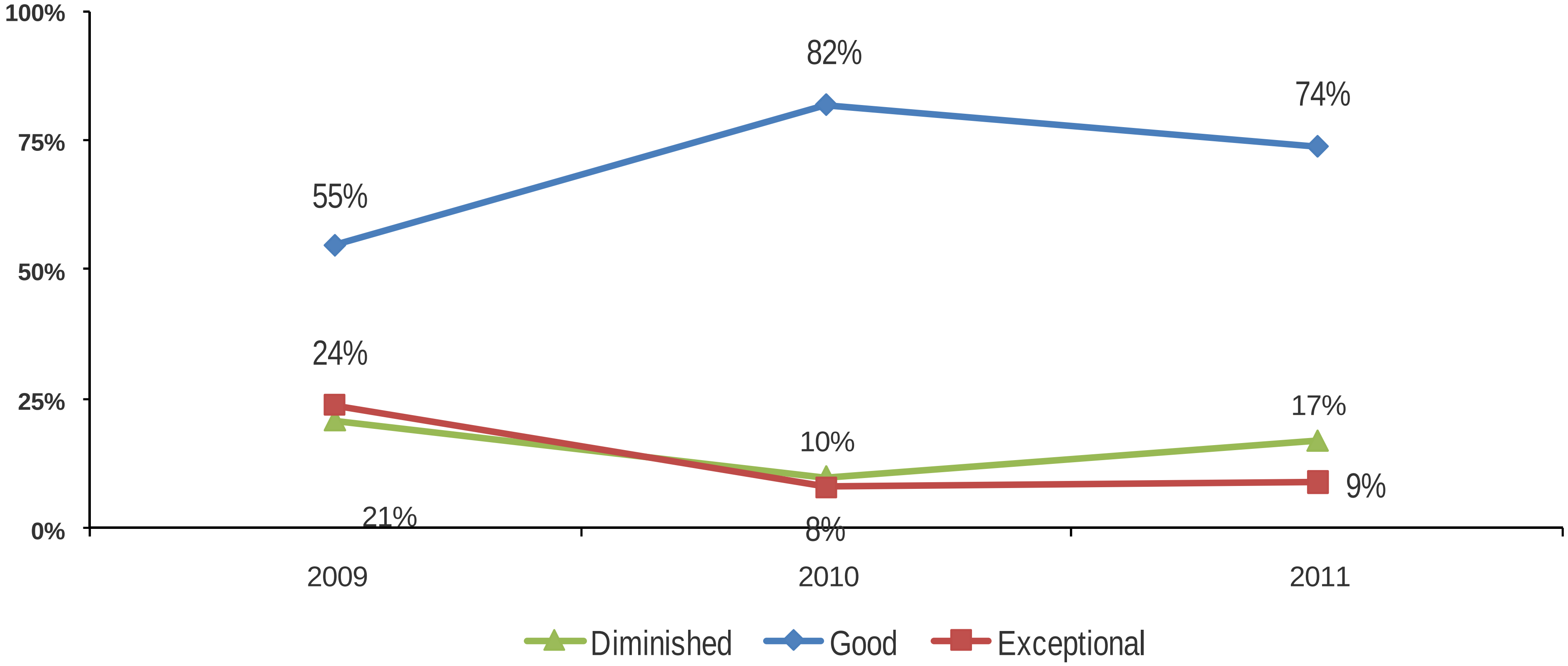


	Listed CEOs	Emerging CEOs	MBAs
Exceptional/ Good(Net)	**83%**	**86%**	**77%**

Q11: Which one of the following statements do you believe best characterizes the M&A market through 2012?

M&A Market Opportunities Through 2012 (Listed CEOs)

- There has been little change in listing CEOs views about the M&A market. The vast majority (83%) believe the environment will be good or exceptional.



Q11: Which one of the following statements do you believe best characterizes the M&A market through 2012?

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Areas Receiving Largest Percentage Increases in Funding

- There are important differences between where listed companies are increasing spending compared with emerging companies. Listed companies are budgeting larger increases for capital expenditures, energy and regulatory compliance, while emerging companies have above average increases for R&D, technology, marketing and customer-relationship management.

	Listed CEOs			Emerging CEOs		
	1st	1st/2nd	1st/2nd/3rd	1st	1st/2nd	1st/2nd/3rd
Capital expenditures	37%	46%	54%	12%	16%	24%
Research and development	10%	19%	26%	29%	41%	45%
Technology	8%	20%	30%	14%	30%	40%
Marketing/Branding/PR	7%	15%	26%	18%	39%	54%
Raw materials	6%	13%	15%	5%	8%	12%
Energy	6%	10%	13%	0%	1%	3%
Customer-relationship management	6%	12%	19%	8%	22%	29%
Regulatory compliance	5%	16%	28%	2%	8%	17%
Non-managerial compensation	4%	8%	13%	3%	7%	12%
Recruitment costs	4%	7%	9%	2%	3%	9%
Employee education and retention	3%	8%	14%	2%	4%	18%
Executive compensation	2%	7%	10%	0%	4%	8%
Pensions/Health care and other employee benefits	2%	9%	14%	3%	10%	16%
Investor relations	1%	3%	9%	1%	3%	6%
Diversity initiatives	1%	1%	3%	0%	0%	0%
Environmental compliance/Green initiatives	<1%	5%	11%	1%	3%	6%
Corporate social responsibility initiatives	0%	1%	4%	1%	1%	3%

Q12A: In which of the following areas is your company allocating the largest, second largest and third largest percentage increases in funding through 2012?

Areas Receiving Largest Increases in Funding (Listed CEOs)

- Among CEOs based in the U.S., capital expenditures is by far the area receiving the greatest focus for increased funding, while results outside the U.S. are more fragmented. There are numerous differences by industry.

Area Receiving the Largest Increase in Funding

	Home Country		Industry				
	U.S.	Non-U.S.	Con. Products/ Retail/ Health	Energy/ Utilities	Bank/Real Estate/ Insurance	Manufact./ Construction/ Mining	Business/ Information Services
Capital expenditures	43%	26%	22%	81%	28%	45%	28%
Research and development	6%	15%	9%	0%	0%	13%	19%
Technology	7%	11%	11%	0%	10%	2%	14%
Marketing/Branding/PR	1%	15%	16%	0%	6%	2%	8%
Raw materials	7%	4%	16%	0%	0%	13%	0%
Energy	6%	4%	0%	19%	0%	6%	8%
Customer-relationship management	6%	4%	7%	0%	10%	2%	6%
Regulatory compliance	6%	3%	0%	0%	14%	6%	3%
Non-managerial compensation	5%	3%	4%	0%	8%	2%	5%
Recruitment costs	1%	7%	9%	0%	6%	0%	3%
Employee education and retention	4%	1%	0%	0%	6%	2%	3%
Executive compensation	3%	1%	2%	0%	4%	2%	2%
Pensions/Health care and other employee benefits	2%	2%	0%	0%	4%	4%	2%
Investor relations	1%	1%	0%	0%	4%	0%	0%
Diversity initiatives	0%	2%	4%	0%	0%	0%	0%
Environmental compliance/Green initiatives	1%	0%	0%	0%	0%	2%	0%

Q12A: In which of the following areas is your company allocating the largest, second largest and third largest percentage increases in funding through 2012?

ORCInternational

Workforce and Job Creation

Key Insights – Workforce and Job Creation

Despite their views of the economy currently, most CEOs are planning to add to their workforce through 2012, with CEOs at emerging companies expecting hefty increases in employment. The percentage of CEOs at listed companies expecting they will add to their workforce increased by 17 points over the results last year. CEOs also expect a shift in employment, with the bulk of extra jobs being added in their home markets (the United States and Europe), while fewer are adding jobs elsewhere compared with last year. Sales is the area with the most growth potential, with CEOs at emerging companies also expecting more jobs in marketing. Despite stubbornly high unemployment levels in the U.S., three in four CEOs say they are having difficulty finding qualified candidates.

Looking at other aspects which impact company workforces and job creation, most CEOs are satisfied with their company's level of innovation, with CEOs at emerging companies particularly satisfied. CEOs at listed companies are more conventional in terms of what they think will be most successful in spurring innovation in their companies, with communicating stories of innovation success within their organization, new

SPOTLIGHT

- *CEOs will be adding to the workforce through 2012*
- *Emerging CEOs are more likely to direct hires towards sales and marketing*
- *Emerging CEOs are more satisfied with innovation at their company than CEOs of listed companies*
- *MBA students are most receptive to social media tools to drive innovation*
- *U.S. CEOs rate the U.S. education system far worse than non-U.S. CEOs rate their own education systems*
- *Public/private education partnerships are seen as important*

Key Insights – Workforce and Job Creation (2)

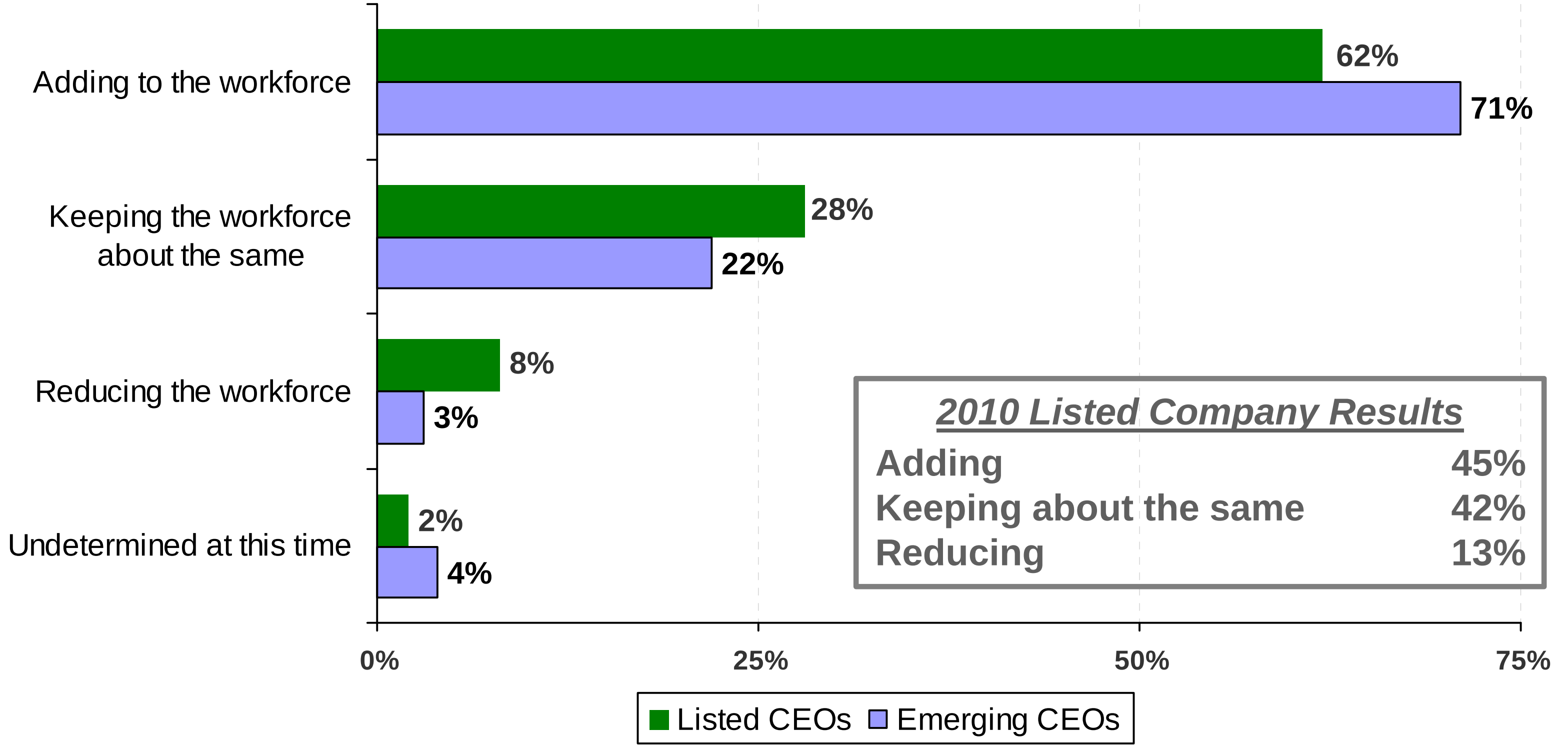
employees and acquisitions viewed as the best ways to spur innovation. Many CEOs at emerging companies think providing employees with time to focus on furthering innovative ideas would also be productive. MBA students are more likely to think outside the box in terms of what will spur innovation, such as employing a diverse workforce and utilizing 'crowdsourcing'.

Looking at their country's education system, only 40% of U.S. CEOs rate the American system highly for providing students with the skills required to meet business needs for the workforce of the future and only 20% rate it highly for preparing students to be financially literate. CEOs based outside of the U.S. rate their country's education systems much more positively.

A large majority of CEOs cite public-private educational partnerships as important to shaping the workforce of the future in their country. Two-thirds of CEOs at listed companies are currently investing in an educational partnership or would consider doing so, and nearly half of CEOs at emerging companies would as well. Listed companies with market capitalizations of $500M or more are more likely than smaller ones to currently be investing in an educational partnership or consider doing so.

Expected Change in Workforce Levels

- A solid majority of CEOs expect they will be adding to their workforce through 2012, while few anticipate layoffs. The percentage of listing CEOs who expect to be hiring more employees increased 17 points over last year.
- The average percentage increase is 18% among CEOs at listed companies and 34% among emerging CEOs.



Average <u>*Increase*</u>
18%
34%

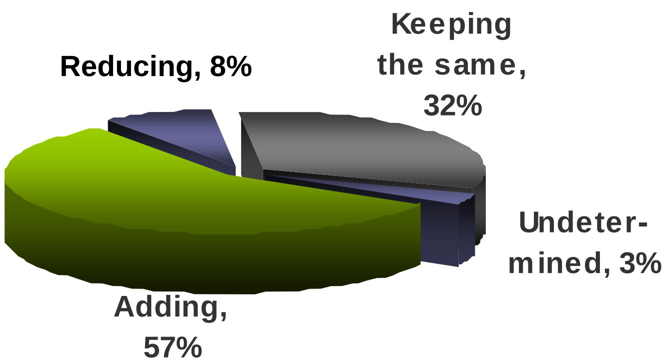
<u>*2010 Listed Company Results*</u>	
Adding	**45%**
Keeping about the same	**42%**
Reducing	**13%**

Q13: Through 2012 do think you will be adding to your workforce, reducing your workforce, or keeping your workforce about the same?
Q14: By what percentage is your company planning to increase your workforce?

Expected Change in Workforce Levels (Listed CEOs)

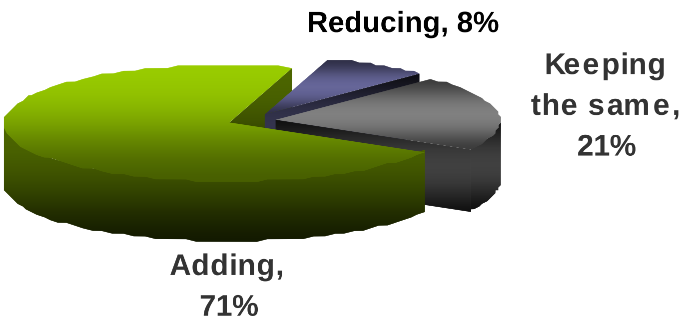
- CEOs based at companies outside the United States are more likely to expect they will be hiring additional employees.
- Hiring is also expected to be higher than average at companies specializing in business and information services (75%).

U.S.-Based



Average increase = 16%

Non-U.S.-Based

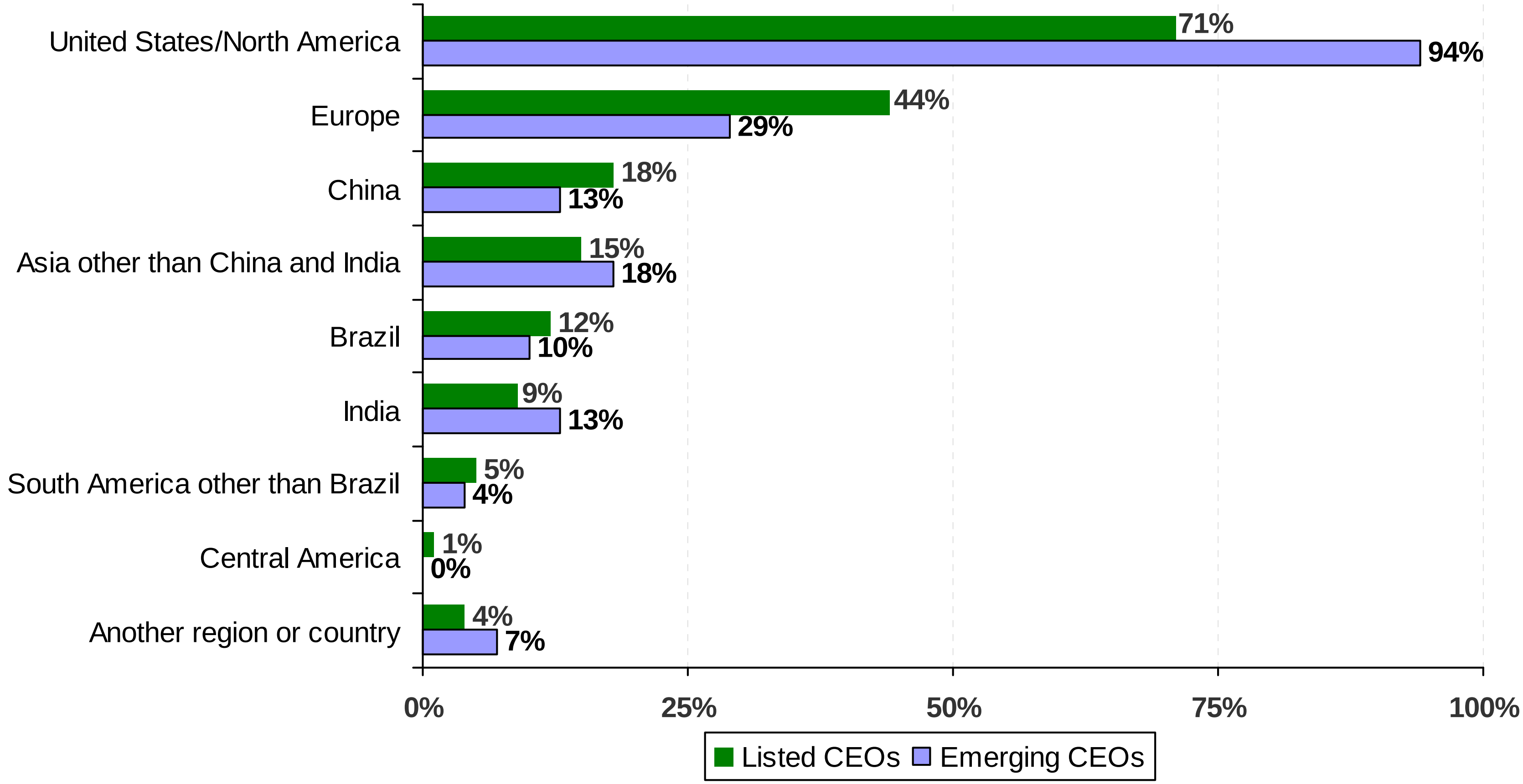


Average increase = 20%

Q13: Through 2012 do think you will be adding to your workforce, reducing your workforce, or keeping your workforce about the same?
Q14: By what percentage is your company planning to increase your workforce?

Where New Jobs Are Expected to Be Added

- Mirroring the distribution of CEOs by region, the largest group expect jobs will be added in the U.S. and North America, with Europe second.



Q15: Where will new jobs be added?

Where New Jobs Are Expected to Be Added (Listed CEOs)

- Companies which are hiring are more likely this year to be focusing on their home markets in the U.S. and Europe and cutting back on hiring elsewhere.

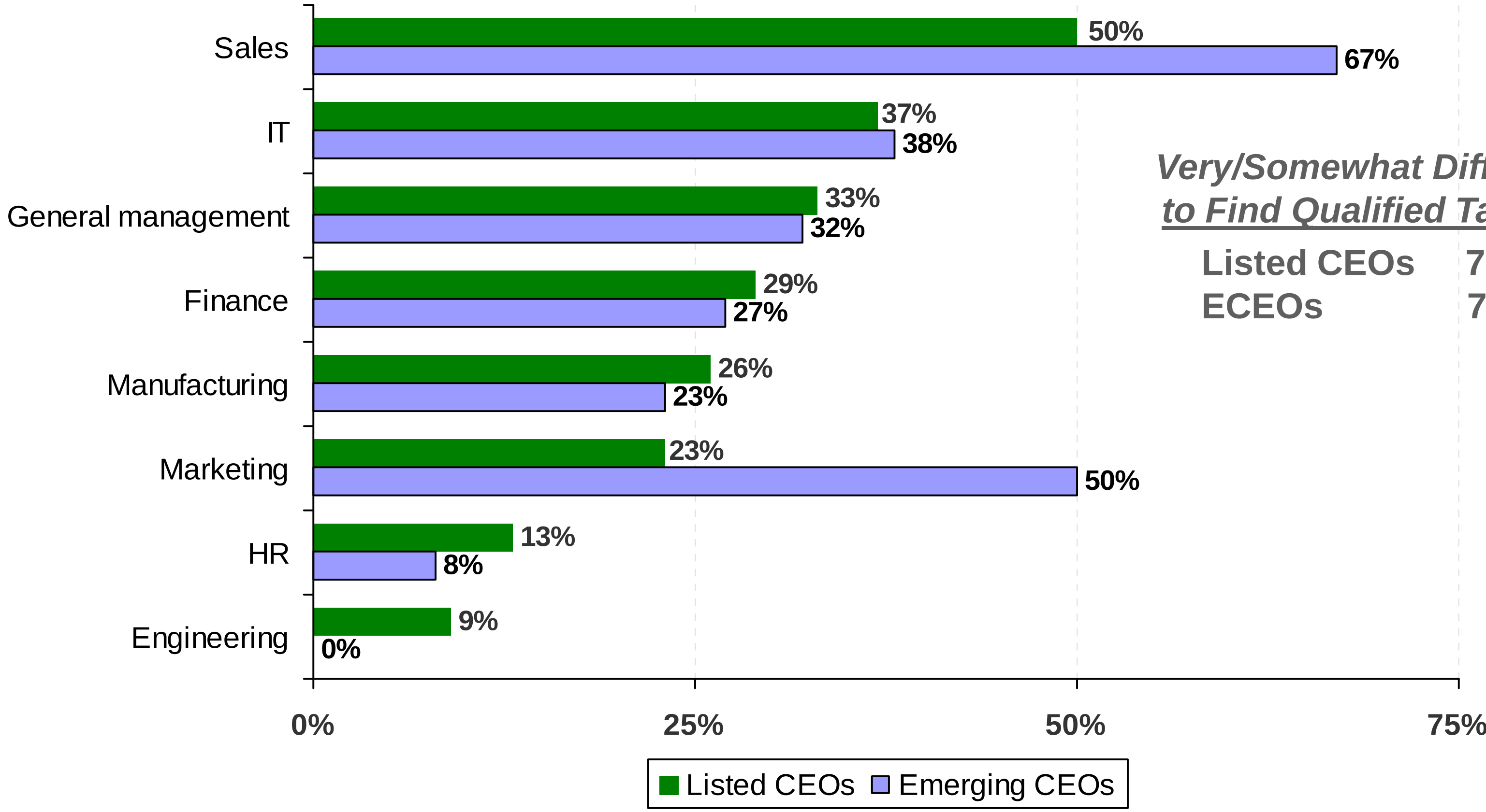
		2011			
			Where Company Based		
	2010	Total	U.S.	Europe	Rest of World*
U.S/North America	65%	71%	95%	31%	63%
Europe	40%	44%	28%	95%	8%
China	40%	18%↓	18%	17%	21%
India	32%	9%↓	10%	5%	13%
Asia other than China/India	32%	15%↓	16%	21%	0%
Brazil	32%	12%↓	16%	5%	13%
South America other than Brazil	13%	5%↓	4%	2%	13%
Central America	7%	1%↓	1%	0%	4%

**Small base*
Q15: Where will new jobs be added?

ORCInternational

Areas Where Company Is Adding Jobs

- Sales is the area where companies are most likely to be adding jobs. CEOs at emerging companies are more likely than listed companies to be adding jobs in sales and marketing.
- Despite high unemployment, about three in four companies are having difficulty finding qualified talent.



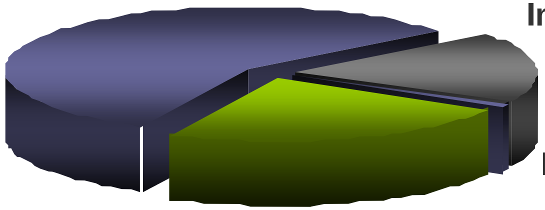
Very/Somewhat Difficult to Find Qualified Talent

Listed CEOs	77%
ECEOs	73%

Q16: How much difficulty is your company having in finding qualified talent in the areas where you are adding jobs? Has it been…?
Q17: In which areas is your company adding jobs?

Importance of Capital Markets in Job Creation (MBAs)

- The large majority of MBA students think capital markets are extremely or very important to job creation globally.
- MBA students who plan to become CEOs are more likely than average to think capital markets are extremely important.



Extremely/Very Important (Net) 81%

	Plan to Become a CEO		
	Yes	No	Not Decided
Extremely/Very important (Net)	85%	80%	75%
Extremely important	31%	19%	17%
Very important	54%	61%	58%
Somewhat important	14%	20%	23%
Not important	1%	0%	2%

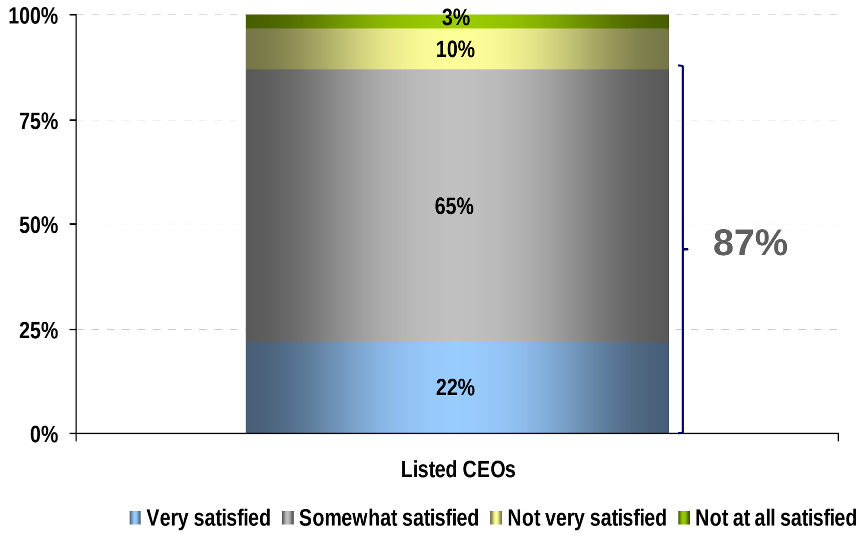
Q18 (MBA): How important are capital markets in job creation globally?

ORCInternational

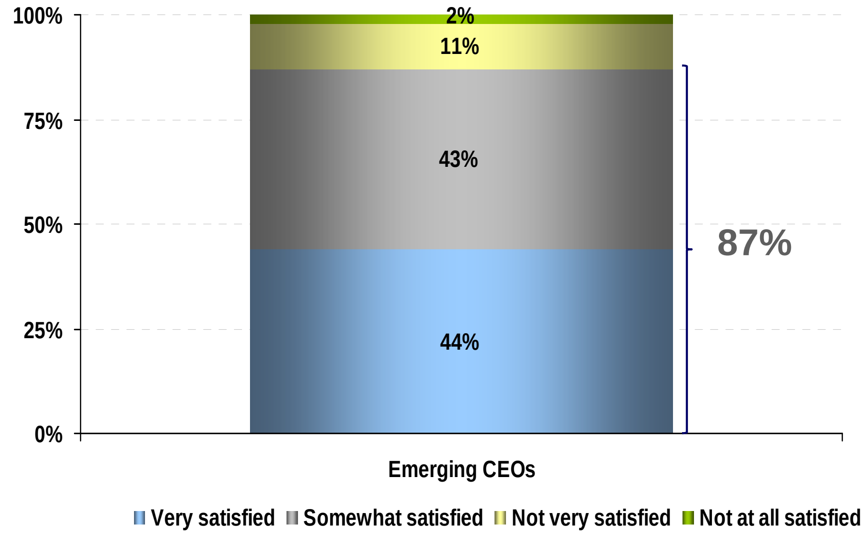
Satisfaction with Company Innovation

- CEOs at emerging companies are twice as likely to be very satisfied with the level of innovation at their companies than CEOs at listed companies.

Listed CEOs
22 % 'Very Satisfied'



Emerging CEOs
44% 'Very Satisfied'



Q19A: Overall, how satisfied are you with the level of innovation in your company? Are you….

Most Effective In Spurring Innovation

- Listed CEOs are most likely to think communicating stories of innovation success within their organization, new employees and acquisitions are the best ways to spur innovation within their organizations, while many CEOs at emerging companies think providing employees with time to focus on furthering innovative ideas would also be productive.
- MBA students are much more open than CEOs to various non-traditional ways of spurring innovation, such as employing a diverse global workforce and ‘crowdsourcing’. This may help to shape innovation efforts in the future.

	Listed CEOs	Emerging CEOs	MBAs
Communicating stories of innovation success within the organization	47%	45%	33%
New employees	41%	47%	48%
Acquisitions	39%	24%	28%
Employing a diverse global workforce	36%	29%	57%
Providing employees with time each week or month to focus on furthering innovative ideas	20%	32%	50%
Use of external consultants	17%	18%	24%
Engaging people outside the organization to generate new ideas through ‘crowdsourcing’ or other social media applications	15%	23%	38%
Providing employees with ‘sabbaticals’ to explore new ideas	3%	3%	23%

Q19B: Which of the following do you believe are the most effective in spurring innovation within an organization?

ORC International

Most Effective In Spurring Innovation (Listed CEOs)

- CEOs based outside the United States are more than four times more likely to say social media is effective for innovation, while U.S.-based CEOs are more likely than average to rely on acquisitions.
- Companies outside of financial services are also more likely to see acquisitions as an effective way of spurring innovation.

	Home Country		Industry				
	U.S.	Non-U.S.	Con. Products/ Retail/Health	Energy/ Utilities	Bank/Real Estate/ Insurance	Manufact./ Construction/ Mining	Business/ Information Services
Communicating stories of innovation success within the organization	50%	44%	53%	27%	38%	55%	52%
New employees	44%	36%	42%	42%	42%	39%	40%
Acquisitions	46%	29%	56%	42%	22%	37%	41%
Employing a diverse global workforce	33%	39%	31%	23%	40%	33%	43%
Providing employees with time each week or month to focus on furthering innovative ideas	20%	21%	18%	15%	26%	18%	22%
Use of external consultants	16%	20%	16%	19%	16%	20%	18%
Engaging people outside the organization to generate new ideas through 'crowdsourcing' or other social media applications	6%	27%	22%	0%	18%	8%	18%
Providing employees with 'sabbaticals' to explore new ideas	0%	6%	4%	0%	2%	0%	5%

Q19B: Which of the following do you believe are the most effective in spurring innovation within an organization?

Rating for Country's Education System

- CEOs and MBA students are divided about how well their country's education system is providing students with the skills required to succeed in the workforce.
- Most do not think their country is doing a good job preparing students to be financially literate.

	Listed CEOs	Emerging CEOs	MBAs
Providing students with the skills required to meet business needs for the workforce of the future			
Excellent/Good (Net)	**51%**	**45%**	**54%**
Excellent	11%	8%	11%
Good	40%	37%	43%
Fair/Poor (Net)	**49%**	**55%**	**46%**
Fair	39%	43%	35%
Poor	10%	12%	11%
Preparing students to be financially literate			
Excellent/Good (Net)	**33%**	**23%**	**34%**
Excellent	7%	5%	7%
Good	26%	18%	27%
Fair/Poor (Net)	**67%**	**77%**	**66%**
Fair	45%	51%	36%
Poor	22%	26%	30%

Q20: Overall, how would you rate your country's education system in providing students with the skills required to meet businesses needs for the workforce of the future?
Q21A: Overall, how would you rate your country's education system in preparing students to be financially literate?

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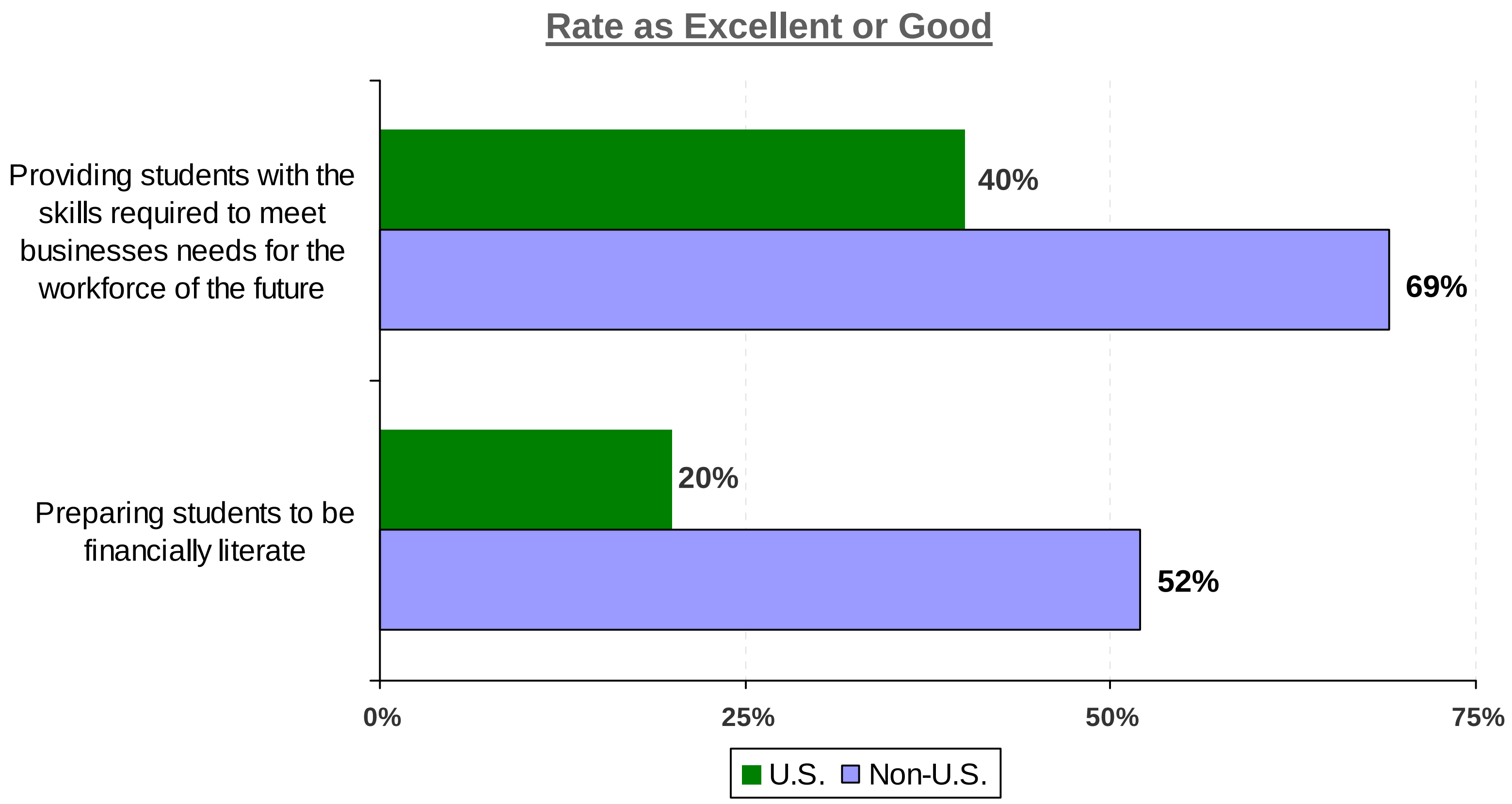
Rating for Country’s Education System (Listed CEOs)

- U.S. CEOs rate the American education system much worse than CEOs based outside the United States rate their country’s.



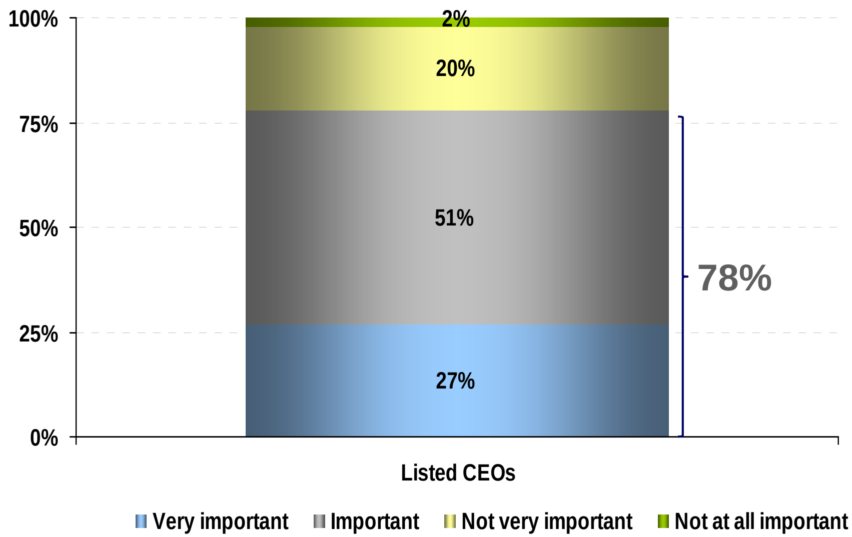
Q20: Overall, how would you rate your country’s education system in providing students with the skills required to meet businesses needs for the workforce of the future?
Q21A: Overall, how would you rate your country’s education system in preparing students to be financially literate?

Educational Partnerships

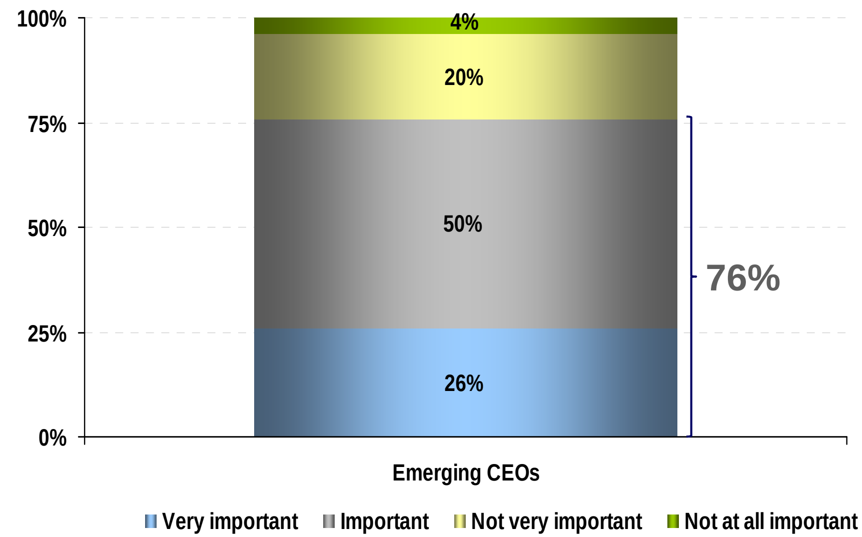
- A large majority of CEOs think educational partnerships are important to shaping the workforce of the future in their country.
- Two-thirds of listed CEOs and nearly half of emerging CEOs say their company is currently investing in a private-public partnership or would consider doing so.

Importance of Educational Partnerships to Shaping the Workforce of the Future

Listed CEOs



Emerging CEOs



	Listed CEOs	Emerging CEOs
Currently invest/Would consider investing in educational partnership	**65%**	**46%**

Q22: How important to the shaping of the workforce of the future in your country do you consider educational partnerships between the private sector (i.e. companies like yours) and the public or governmental sector?
Q23: Does your company currently invest in any private-public partnerships that are targeted to educational initiatives?
Q24: If available, would your company consider investing in private-public partnerships that are targeted to educational initiatives that would benefit your industry?

ORCInternational

Educational Partnerships (Listed CEOs)

- Although nearly three in four U.S-based CEOs think educational partnerships are important to shaping the workforce of the future; the number is even higher among CEOs outside of the United States.
- Participation in educational partnerships increases with the market capitalization of a company.

	Home Country		Market Cap		
	U.S.	**Non-U.S.**	**<$500M**	**$500M-<$2B**	**$2B+**
Importance of educational partnerships in shaping the workforce of the future in your country					
Very Important/Important (Net)	**72%**	**87%**	**79%**	**72%**	**82%**
Very important	21%	35%	19%	21%	42%
Important	51%	52%	60%	51%	40%
Fair/Poor (Net)	**28%**	**13%**	**21%**	**28%**	**18%**
Not very important	25%	12%	20%	23%	16%
Not at all important	3%	1%	1%	5%	2%
Currently invest in educational partnerships or would consider doing so	67%	61%	53%	71%	77%

Q22: How important to the shaping of the workforce of the future in your country do you consider educational partnerships between the private sector (i.e. companies like yours) and the public or governmental sector?
Q23: Does your company currently invest in any private-public partnerships that are targeted to educational initiatives?
Q24: If available, would your company consider investing in private-public partnerships that are targeted to educational initiatives that would benefit your industry?

Social Media

Key Insights – Social Media

Online websites are the most popular way CEOs and MBA students access business information. Most CEOs also rely on conversations with colleagues and peers, printed newspapers, trade publications and newsletters and general business magazines. CEOs at emerging companies and MBA students are more likely than CEOs at listed companies to access business information via business blogs and Twitter streams.

More than half of all groups prefer to access business information digitally or online via a desktop or laptop computer, while about 20% of all groups prefer using mobile devices, most commonly an iPad or iPhone.

Most CEOs and MBA students think social media will have a major impact on how companies do business in the future, although CEOs of emerging companies and MBA students are more convinced of this than are CEOs at listed companies. A large majority also thinks that social media will be an effective mechanism for customer relationship management, with listed CEOs based outside the U.S. being the group who think this is the most promising.

SPOTLIGHT

- *Online websites are the most frequently accessed source of business information*
- *Mobile devices are used to access business information by about 20% of listed company CEOs, emerging CEOs and MBA students*
- *Social media will be a future force*
- *The majority of companies do not have a social media strategy in place*

Even though CEOs think social media will be an important component of business success in the future, few say their company currently has a social media strategy in place. In fact, only 31% of listed companies are even actively using social media, compared with 55% of emerging companies.

Ways of Accessing Business Information

- A large majority of all groups frequently access business information from online websites. Most CEOs also supplement this with conversations with colleagues and peers, printed newspapers, trade publications and newsletters and general business magazines.
- CEOs at emerging companies and MBA students are more likely than CEOs at listed companies to access business information via business blogs and Twitter streams.

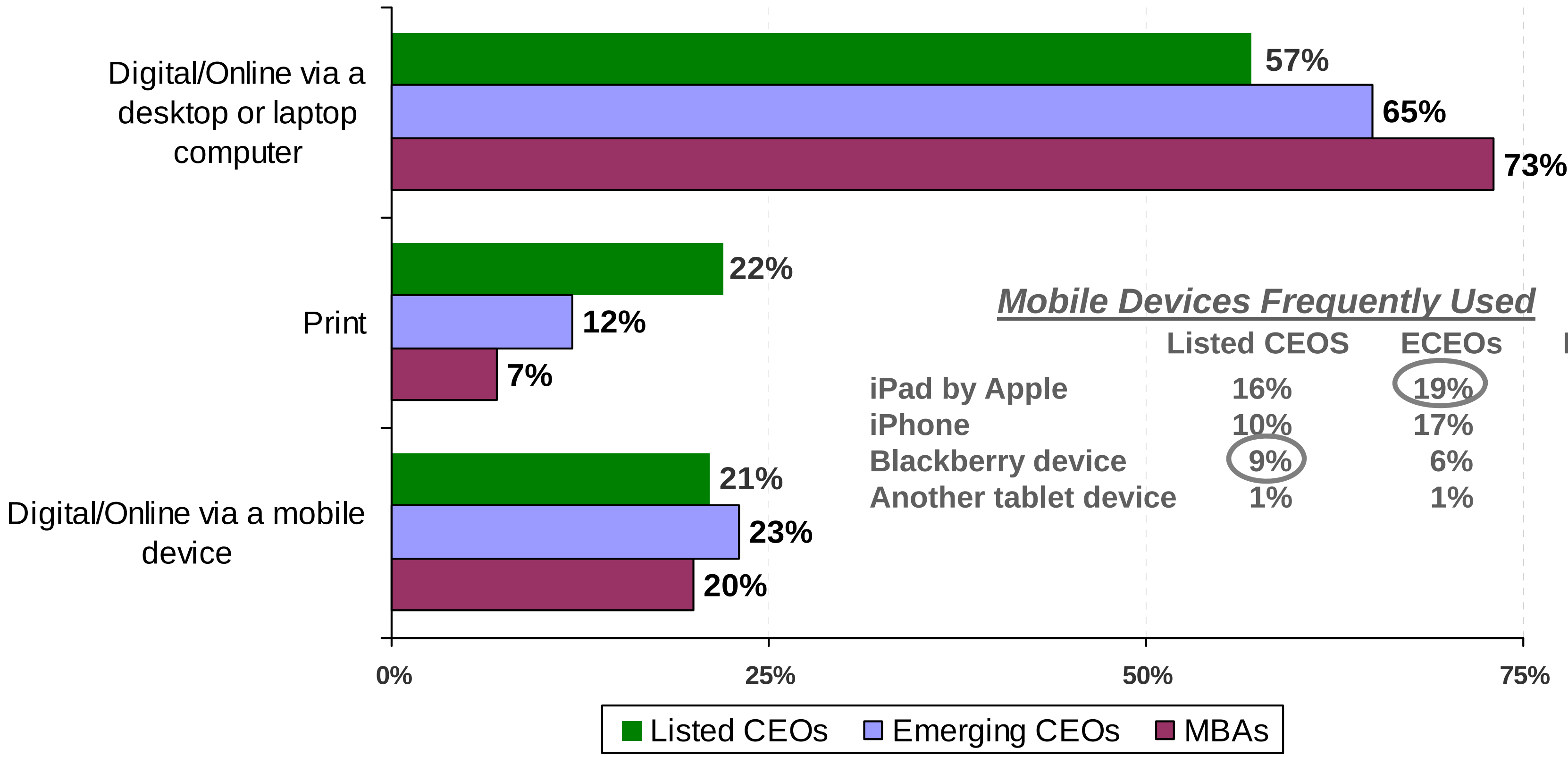
	Listed CEOs	Emerging CEOs	MBAs
Online websites	83%	89%	83%
Conversations with colleagues and peers	77%	81%	56%
Printed newspapers	75%	64%	40%
Trade publications/newsletters	69%	78%	30%
General business magazines	65%	61%	43%
Summaries/reports developed by internal staff	47%	31%	NA
TV	45%	42%	58%
Radio	28%	28%	31%
Business blogs	15%	42%	27%
Twitter streams	5%	21%	17%

Q25C: Which of the following are ways you frequently access business information?

ORCInternational

Preferred Way of Accessing Business Information

- Most respondents in all groups say their preferred way to access business information is digitally or online via a desktop or laptop computer. Nearly one in four CEOs at listed companies still prefer print, while fewer than one in ten MBA students still do so.
- The most common mobile devices used to access information are iPads and iPhones.



Mobile Devices Frequently Used

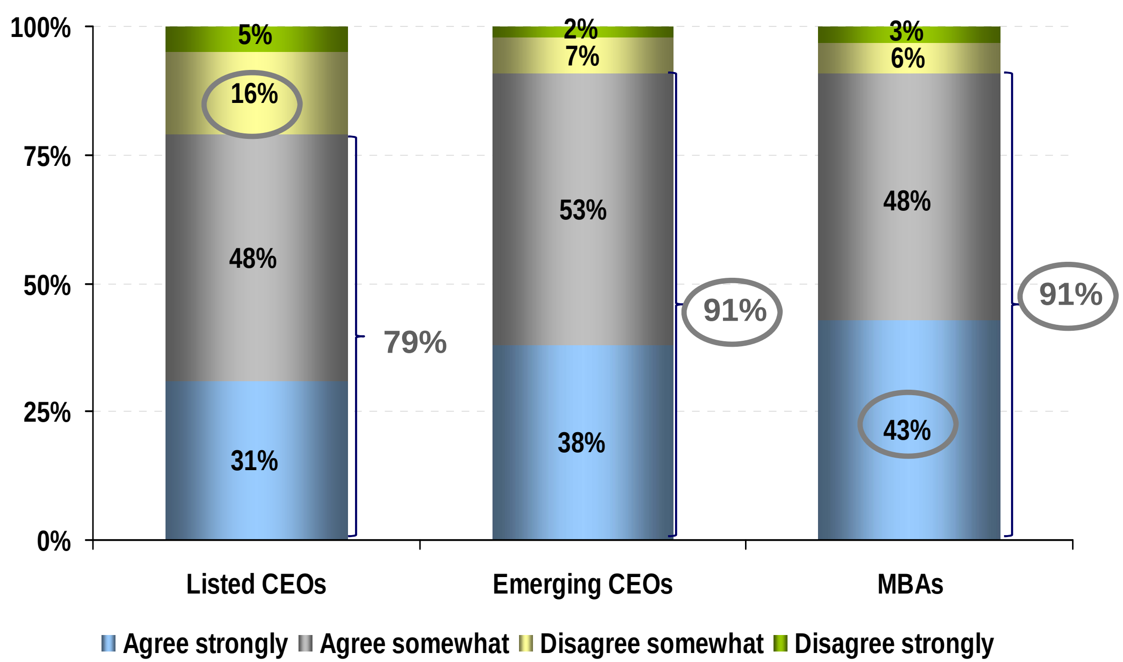
	Listed CEOS	ECEOs	MBAs
iPad by Apple	16%	19%	8%
iPhone	10%	17%	12%
Blackberry device	9%	6%	2%
Another tablet device	1%	1%	<1%

Q25D: In general what is your preferred way to access business information?
Q25E: From what types of mobile devices do you frequently access business information?

Social Media and Business in the Future

- Large majorities of all groups think social media will have a major impact on how companies do business in the future, although CEOs of emerging companies and MBA students have higher levels of conviction than CEOs at listed companies.

Social Media Will Have a Major Impact on How Companies Do Business in the Future



Q25: Do you agree or disagree with the statement "social media will have a major impact on how companies do business in the future"? By social media we mean tools such as Facebook, Twitter, blogs and other similar entities.

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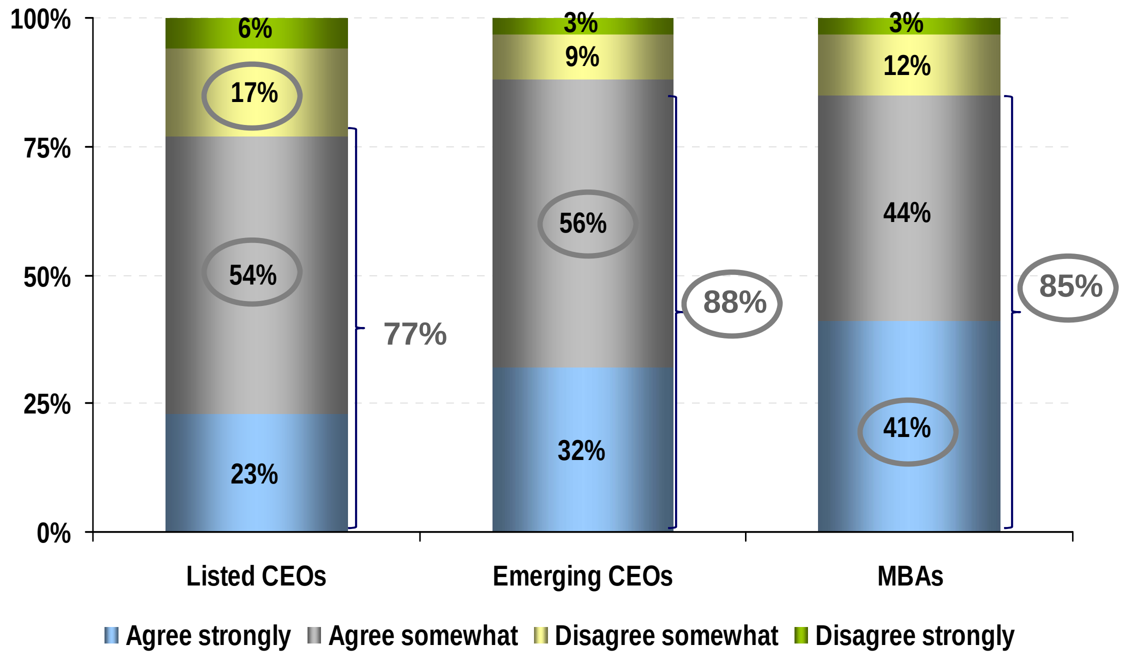
Social Media and Customer Relationship Management

- Large majorities of all groups also think social media will be an effective mechanism for customer relationship management, although CEOs of emerging companies and MBA students are more convinced than CEOs at listed companies.

Social Media Will Be an Effective Mechanism for Customer Relationship Management in the Future



Q28: Do you agree or disagree with the statement "Social media will be an effective mechanism for customer relationship management in the future?"

Social Media and Customer Relationship Management (Listed CEOs)

- While a significant number of CEOs at U.S.-based companies disagree that social media will be an effective mechanism for customer relationship management, more than seven in ten agree it will be an effective mechanism.
- CEOs at companies in consumer products, retail and health, as well as those in business and information services, are the most likely to agree with the statement.

Social Media Will Be an Effective Mechanism for Customer Relationship Management in the Future

	Home Country		Industry				
	U.S.	Non-U.S.	Con. Products/ Retail/ Health	Energy/ Utilities	Bank/Real Estate/ Insurance	Manufact./ Construction/ Mining	Business/ Information Services
Agree (Net)	**70%**	**89%**	**89%**	**65%**	**83%**	**64%**	**81%**
Agree strongly	18%	31%	42%	13%	28%	4%	26%
Agree somewhat	52%	58%	47%	52%	55%	60%	55%
Disagree (Net)	**30%**	**11%**	**11%**	**35%**	**17%**	**36%**	**19%**
Disagree somewhat	23%	7%	11%	30%	13%	20%	16%
Disagree strongly	7%	4%	0%	4%	4%	16%	3%

Q28: Do you agree or disagree with the statement "Social media will be an effective mechanism for customer relationship management in the future?"

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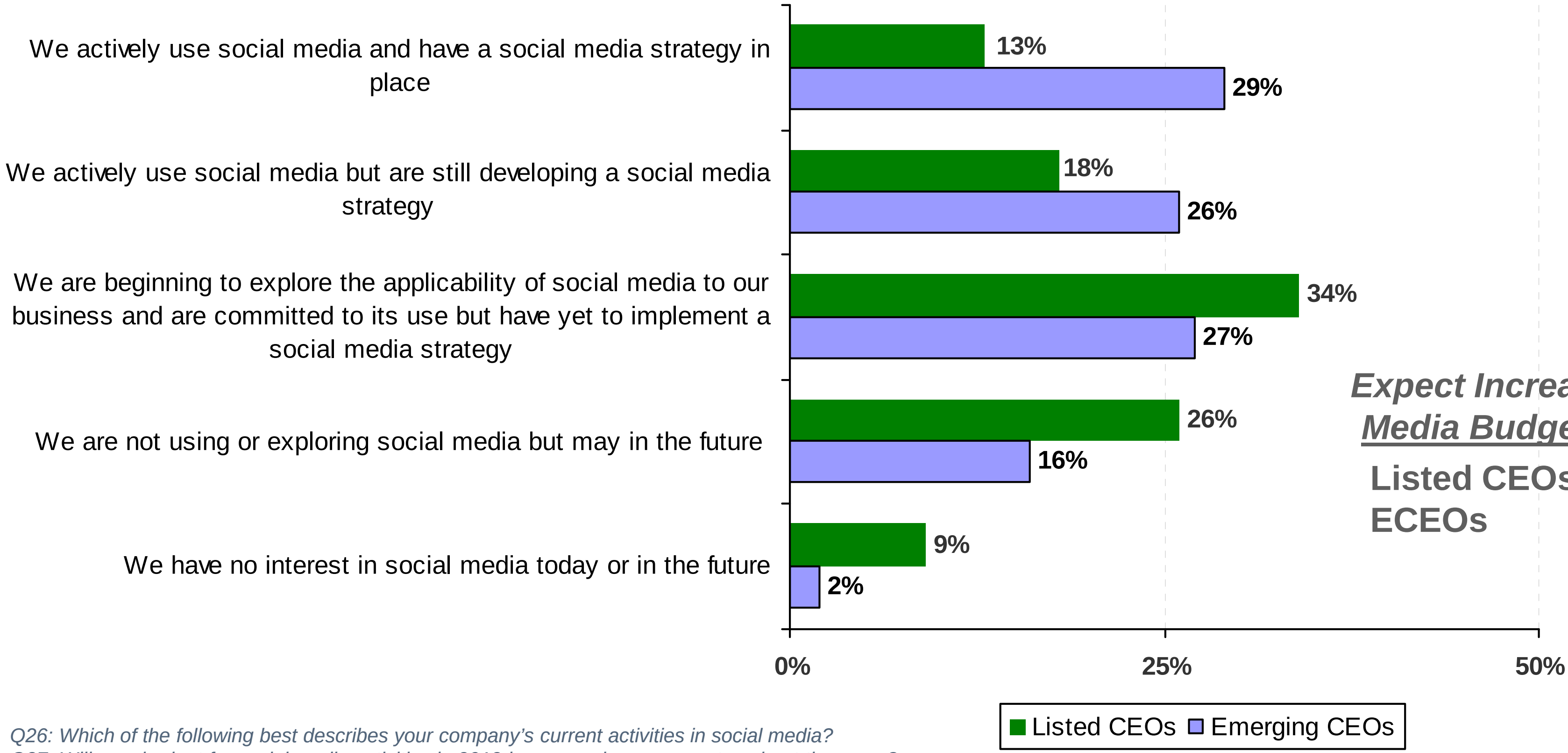
Current Company Activities in Social Media

- Few listed companies (13%) or emerging companies (29%) have a social media strategy in place.
- More than half of CEOs at emerging companies say their businesses are actively using social media (55%), while only 31% at listed companies are.
- Budgets for social media are expected to increase.



Expect Increase Social Media Budget in 2012

Listed CEOs	56%
ECEOs	62%

Q26: Which of the following best describes your company's current activities in social media?
Q27: Will your budget for social media activities in 2012 increase, decrease or stay about the same?

Current Company Activities in Social Media (Listed CEOs)

- Listed companies in business and information services, including technology, are the most likely to be actively using social media and have a strategy in place.
- Energy and utility companies, as well as those in manufacturing, construction and mining are the least interested in social media.

	Industry				
	Con. Products/ Retail/ Health	Energy/ Utilities	Bank/Real Estate/ Insurance	Manufact./ Construction/ Mining	Business/ Information Services
We actively use social media and have a social media strategy in place	14%	8%	6%	2%	27%
We actively use social media but are still developing a social media strategy	21%	8%	22%	18%	16%
We are beginning to explore the applicability of social media to our business and are committed to its use but have yet to implement a social media strategy	33%	27%	41%	34%	33%
We are not using or exploring social media but may in the future	26%	31%	22%	32%	22%
We have no interest in social media today or in the future	7%	27%	8%	14%	2%

Q26: Which of the following best describes your company's current activities in social media?

CEO of the Future

Key Insights – CEO of the Future

Compared with today, CEOs at listed companies are most likely to think that international experience, strategic vision and external communication skills will be more important to the success of CEOs in the future. CEOs at emerging companies also put a deep understanding of technology and its applications, strong customer relationship skills and significant marketing acumen in the top tier.

When they have to choose the one skill that will be the most important in the future, CEOs pick strategic vision, while the results among MBA students are much more fragmented.

Skills Important to the Success of Future CEOs

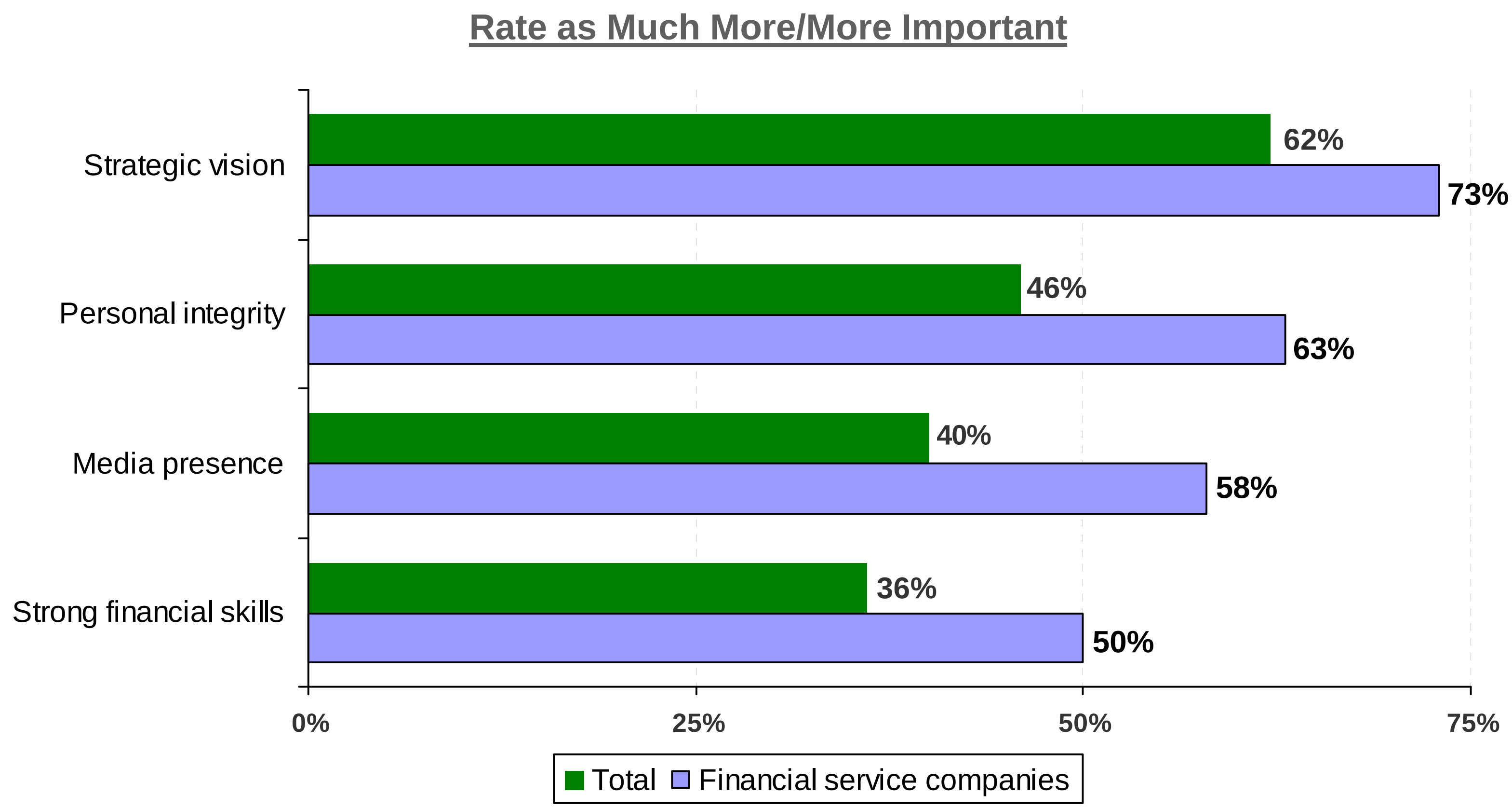
- CEOs at emerging companies are more likely than listed CEOs to think a deep understanding of technology, strong customer relationship skills and significant marketing acumen will be more important to the success of CEOs in the future.
- MBA students are more likely than CEOs to think a plethora of skills will be important.

	Listed CEOs			Emerging CEOs			MBAs		
	Much More	More	Total More	Much More	More	Total More	Much More	More	Total More
International experience	23%	44%	67%	26%	45%	71%	33%	30%	63%
Strategic vision	29%	33%	62%	24%	35%	59%	33%	32%	65%
EXTERNAL communication skills	18%	41%	59%	16%	46%	62%	28%	36%	64%
INTERNAL communication skills	14%	37%	51%	20%	33%	53%	24%	33%	57%
Deep understanding of technology and its application	12%	35%	47%	23%	43%	66%	35%	33%	68%
Personal integrity	28%	18%	46%	32%	24%	56%	38%	23%	61%
Strong Board relationship skills	14%	31%	45%	17%	23%	40%	19%	27%	46%
Strong customer relationship skills	14%	30%	44%	24%	34%	58%	23%	40%	63%
Mastery of employee relations	13%	30%	43%	13%	38%	51%	18%	36%	54%
Analytics intelligence/problem-solving	12%	31%	43%	24%	24%	48%	23%	31%	54%
Mastery of investor relations	10%	32%	42%	9%	26%	35%	14%	31%	45%
Media presence	6%	34%	40%	11%	29%	40%	20%	35%	55%
Strong financial skills	9%	27%	36%	14%	18%	32%	30%	30%	60%
Operational expertise	9%	25%	34%	11%	20%	31%	22%	28%	50%
Significant marketing acumen	7%	27%	34%	20%	33%	53%	18%	32%	50%
Philanthropic engagement/involvement	3%	11%	14%	2%	8%	10%	16%	29%	45%

Q29: How important do you believe each of the following skills or characteristics will be to the success of CEO's in the future compared with today?

Skills Important to the Success of Future CEOs (Listed CEOs)

- CEOs at financial services companies are more likely than average to think several skills will be more important to CEOs in the future. The focus on strategic vision and personal integrity is not surprising given the calamities this sector experienced over the past three years.



Q29: How important do you believe each of the following skills or characteristics will be to the success of CEO's in the future compared with today?

Most Important Skill to the Success of Future CEOs

- Strategic vision is by far the skill CEOs think will be the most important to success of CEOs in the future. The results among MBA students are less decisive.

	Listed CEOs	Emerging CEOs	MBAs
Strategic vision	51%	44%	19%
Personal integrity	16%	18%	13%
Analytic intelligence/problem-solving	9%	8%	10%
INTERNAL communication skills	5%	5%	6%
EXTERNAL communication skills	4%	3%	5%
Operational expertise	2%	3%	2%
Mastery of employee relations	2%	4%	7%
Strong Board relationship skills	2%	0%	2%
International experience	2%	3%	5%
Strong customer relationship skills	1%	3%	5%
Significant marketing acumen	1%	2%	2%
Deep understanding of technology and its application	1%	4%	10%
Strong financial skills	1%	0%	6%
Mastery of investor relations	<1%	2%	4%
Media presence	<1%	0%	3%
Philanthropic engagement/involvement	0%	0%	1%

Q30: Which ONE of these is the single most important to the success of CEOs in the future?

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Reputation and Brand Management

Key Insights – Brand and Reputation Management

Despite generally less media focus on corporate malfeasance compared with several years ago, CEOs are more likely to think that trust in publicly traded companies is decreasing rather than increasing. By a lopsided margin, CEOs of emerging companies think trust is decreasing, which may influence their decisions about when or if to become publicly traded entities. MBA students are actually less likely than CEOs to think trust in publicly traded companies is declining.

Most CEOs of listed companies believe CEOs, in general, do enough to protect their companies' reputation, while fewer than half of CEOs of emerging companies and MBA students agree. Even though nearly two-thirds of CEOs at listed companies think CEOs do enough, this is a significant decline compared with five years ago, when the comparative number was 84%. Most of this decline occurred in the past year.

CEOs at listed companies think maintaining and strengthening their brand's position against competitors is their most important brand related activity through 2012, while among CEOs at emerging companies the responses are divided, with about equal numbers saying maintaining

SPOTLIGHT

- *Reputation management is seen as part of enterprise risk management*
- *More than half of emerging CEOs say trust in public companies is declining*
- *Six in ten MBA students say CEOs are not doing enough to protect the reputation of their company*
- *The ROI on brand related investments has generally met expectations but for many it has fallen short*
- *MBA students say CSR activities are a mandate, while CEOs are somewhat less convinced*

Key Insights – Brand and Reputation Management (2)

and strengthening their brand's position, extending their brand into new product or service categories and expanding into new geographic areas are their most critical element of brand strategy through 2012.

Better differentiating their brand from competitors and increasing awareness and knowledge of their brand are what CEOs think are the best ways to strength their brand against competitors through 2012.

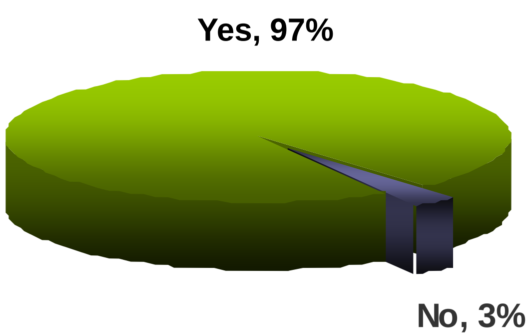
Only one in four CEOs say the ROI on their brand related activities has exceeded or fully met their expectations, while a similar number think they have fallen short of expectations. CEOs at smaller listed companies are the most likely to be disappointed with the ROI of these investments.

There is modest disagreement about the importance of CSR to businesses of the future. More than half of MBA students think CSR initiatives will be a mandate for future businesses, while slightly more than half of CEOs at listed companies and two-thirds of those at emerging companies think CSR initiatives will be 'good to do' if the company is able.

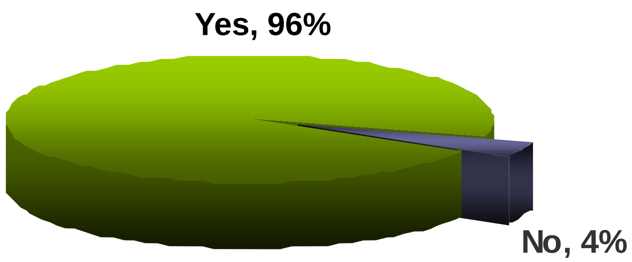
Reputation as Part of Overall Risk Management Strategy

- Virtually all CEOs consider managing their company's reputation as part of their overall enterprise risk management strategy.

Listed CEOs



Emerging CEOs

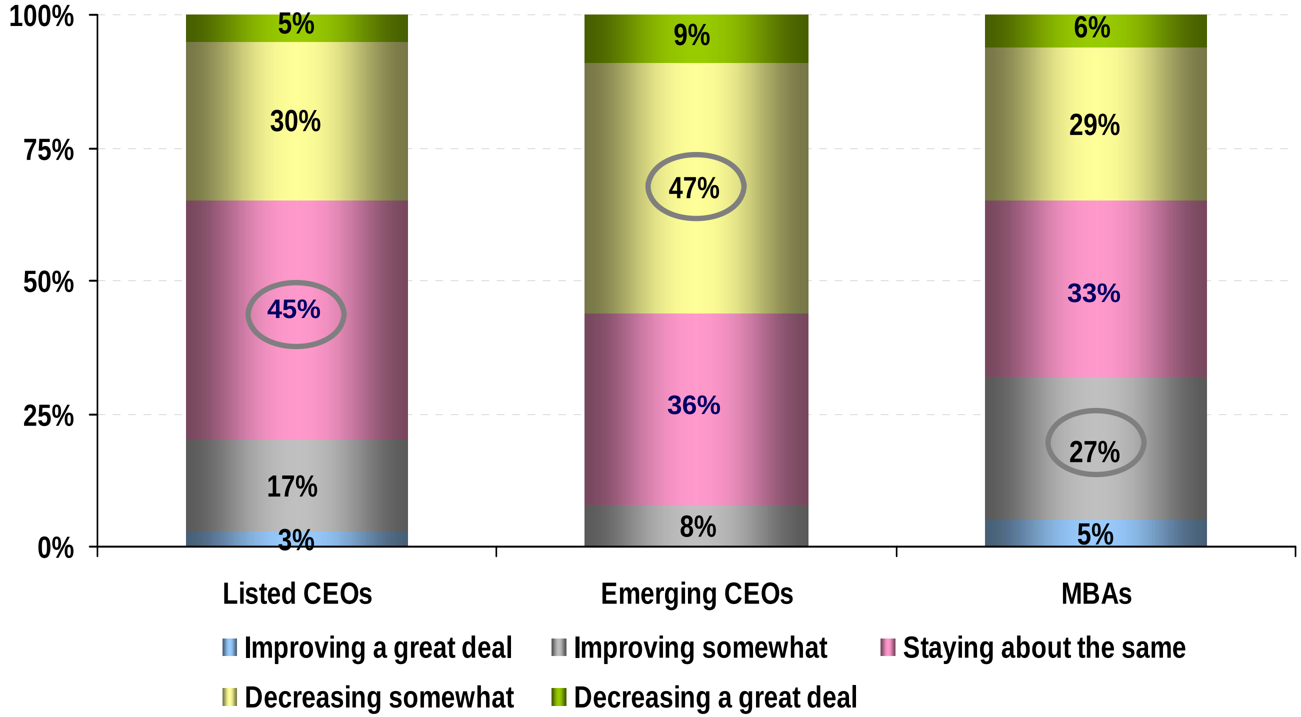


Q31: Do you consider managing your company's reputation as part of your overall enterprise risk management strategy?

Trust in Publicly Traded Companies

- CEOs are more likely to think that trust in publicly traded companies is decreasing rather than increasing, with emerging CEOs particularly of that assessment. Among MBA students, however, about equal numbers think trust is improving as think it is decreasing.

	Listed CEOs	Emerging CEOs	MBAs
Improving (Net)	20%	8%	32%
Decreasing (Net)	35%	56%	35%



Q32: Do you believe the public's overall TRUST in publicly traded companies is….?

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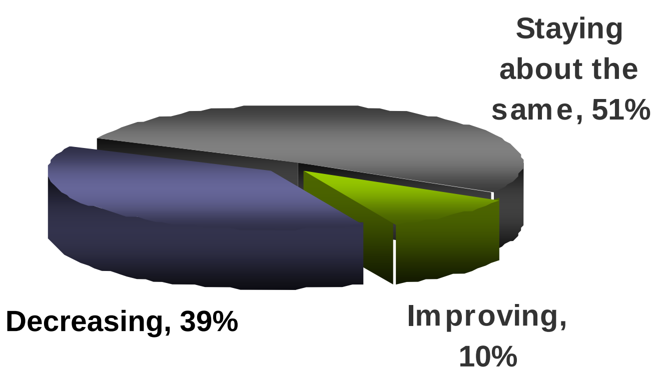
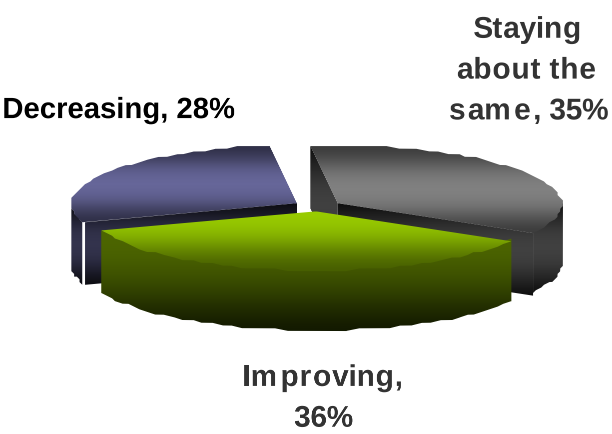
Trust in Publicly Traded Companies (Listed CEOs)

- By a slight margin, more CEOs based outside of the United States think trust in public companies is improving rather than decreasing. Among CEOs based in the U.S., however, nearly four times as many think trust is decreasing.

U.S.-Based



Non-U.S.-Based

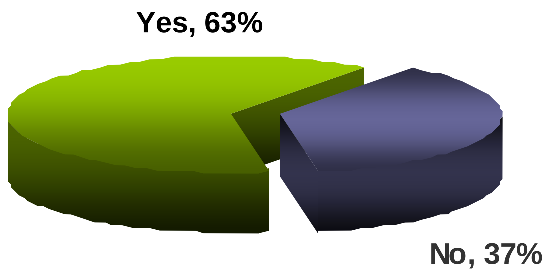


Q32: Do you believe the public's overall TRUST in publicly traded companies is….?

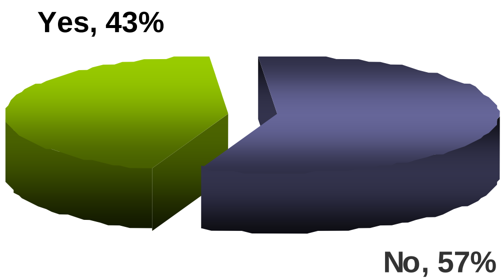
CEOs Protecting Company Reputation

- While nearly two-thirds of CEOs at listed companies think CEOs take as much action as they should to protect the reputation of their companies, more than half of emerging CEOs and MBA students think CEOs do not.

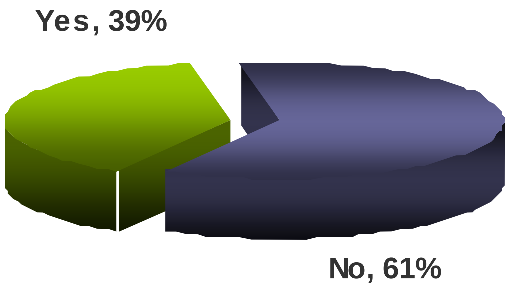
Listed CEOs



Emerging CEOs



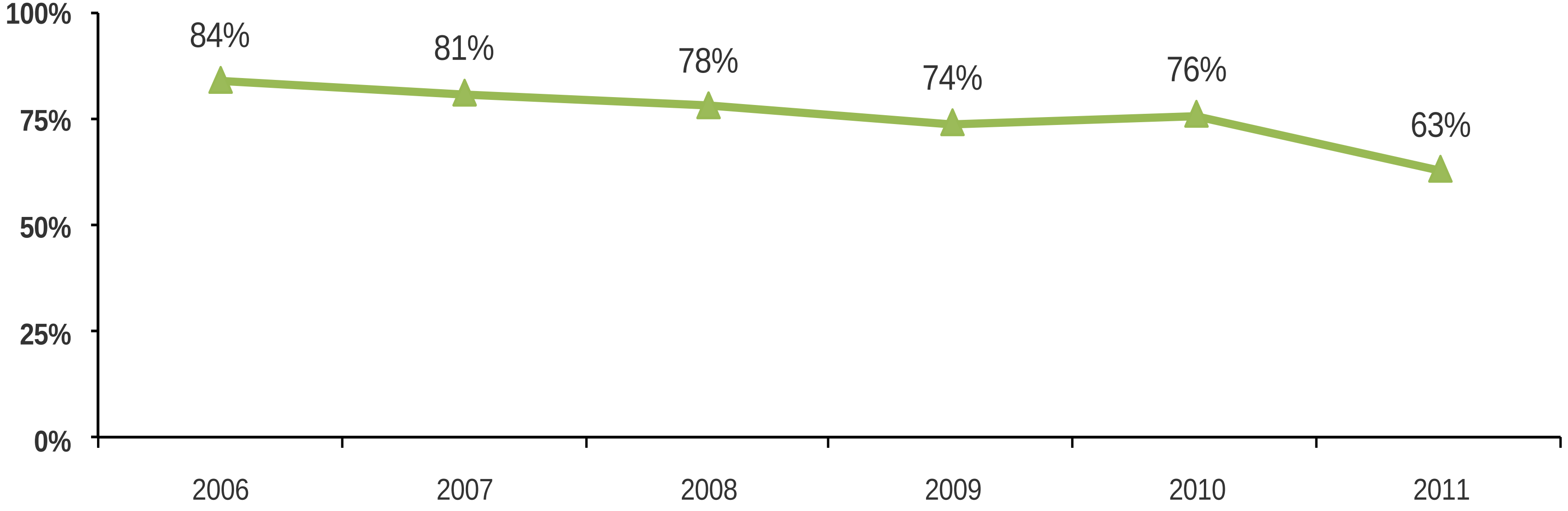
MBAs



Q33: In general, do you think CEOs take as much action as they should to protect the reputation of their companies?

CEOs Protecting Company Reputations (Listed CEOs)

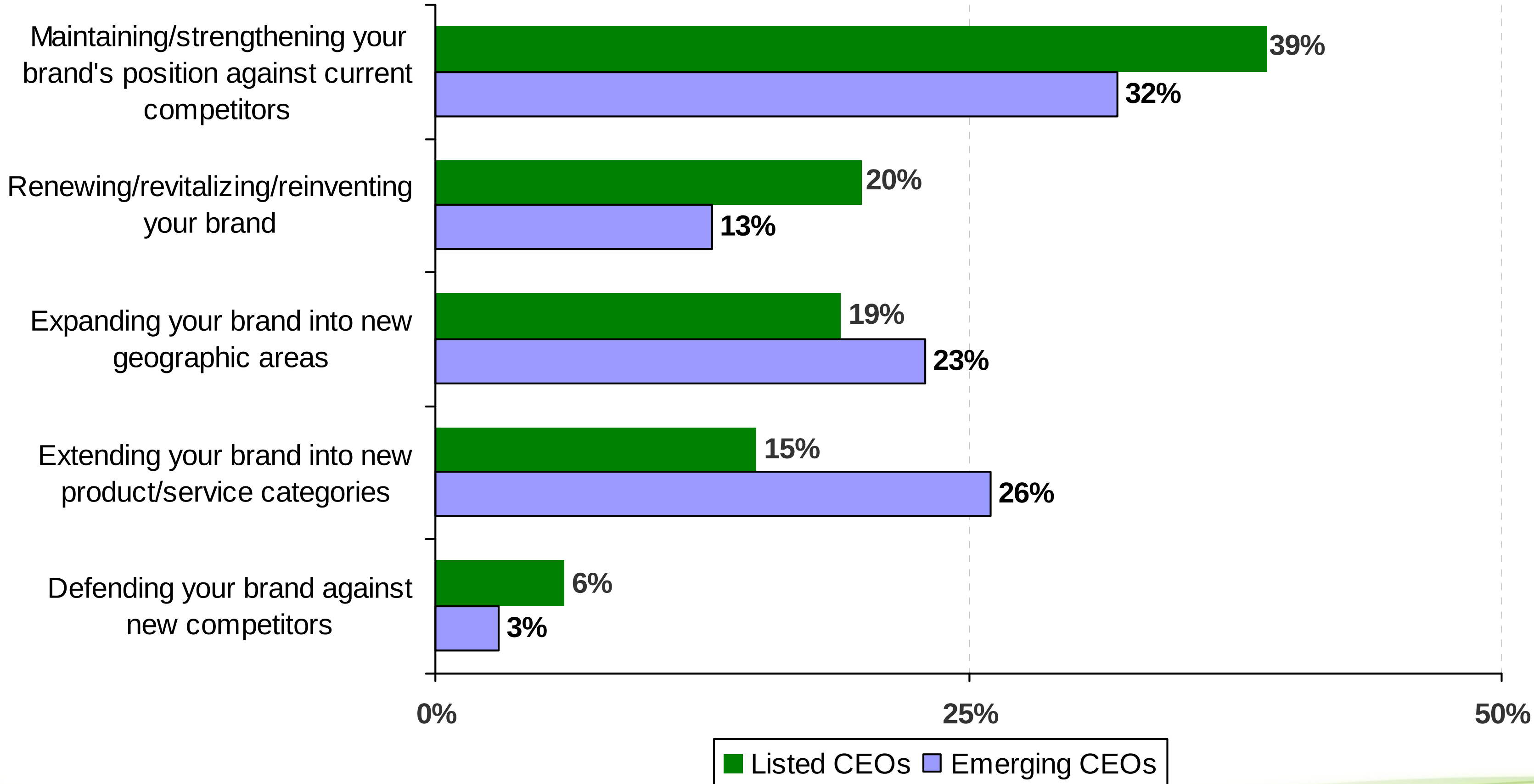
- The percentage of CEOs at listed companies who think CEOs overall take enough action as they should to protect the reputation of their companies has declined over the past five years from 84% to 63%, with most of the drop occurring in the past year.



Q33: In general, do you think CEOs take as much action as they should to protect the reputation of their companies?

Most Critical Element of Brand Strategy Through 2012

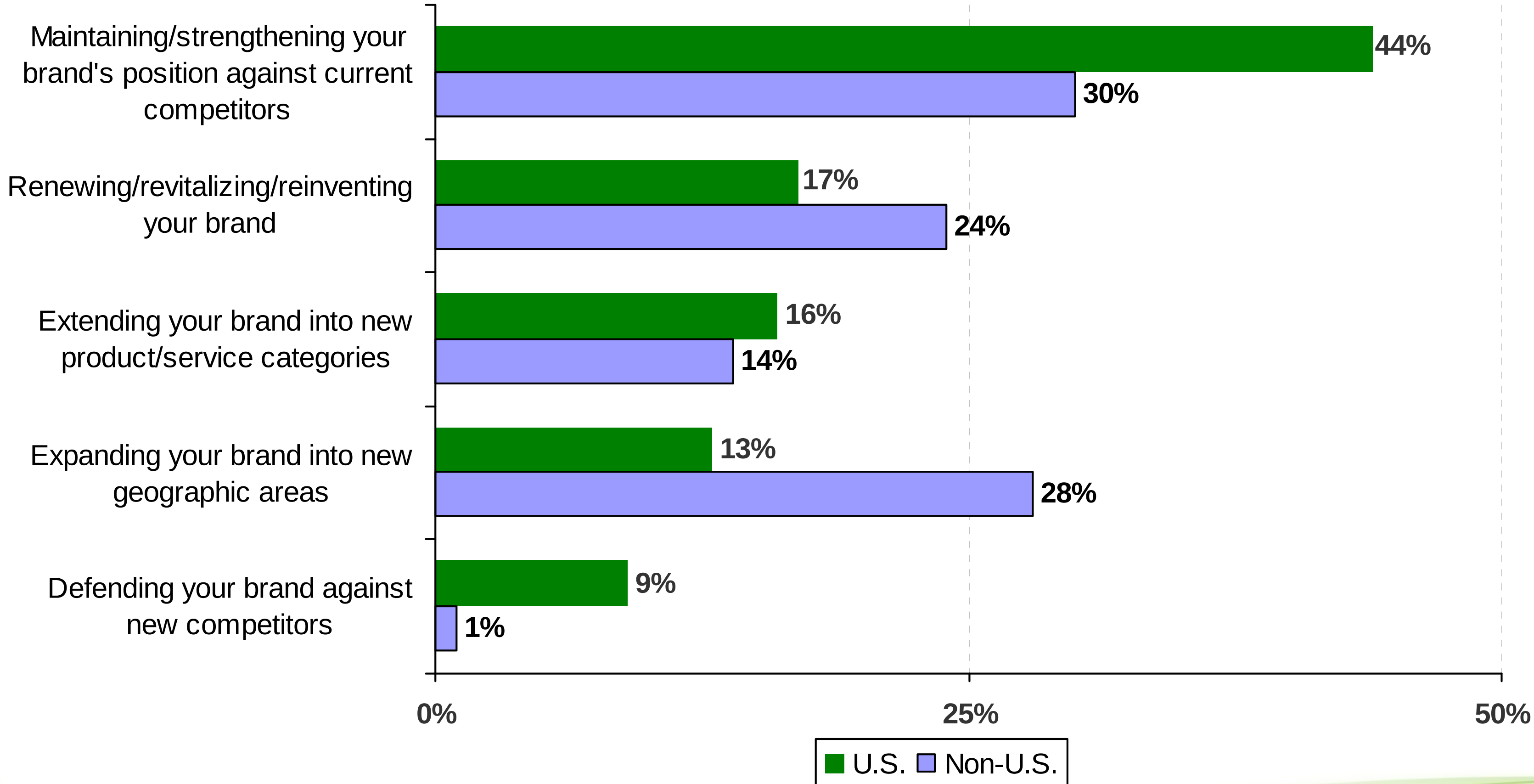
- The most critical element of brand strategy identified by CEOs at listed companies is maintaining and strengthening their brand's position against competitors. Among emerging CEOs, the responses are divided, with about equal numbers saying maintaining and strengthening their brand's position, extending their brand into new product or service categories and expanding into new geographic areas are their most critical element of brand strategy through 2012.



Q34: Which of these do you think will be the most critical element of your brand strategy through 2012?

Most Critical Element of Brand Strategy Through 2012 (Listed CEOs)

- The most critical element of brand strategy identified by CEOs at U.S. listed companies is maintaining and strengthening their brand's position against competitors. Among CEOs based outside the U.S., the responses are divided, with about equal numbers saying maintaining and strengthening their brand's position, expanding into new geographic areas and renewing, revitalizing or reinventing their brands as their most critical element of brand strategy through 2012.



Q34: Which of these do you think will be the most critical element of your brand strategy through 2012?

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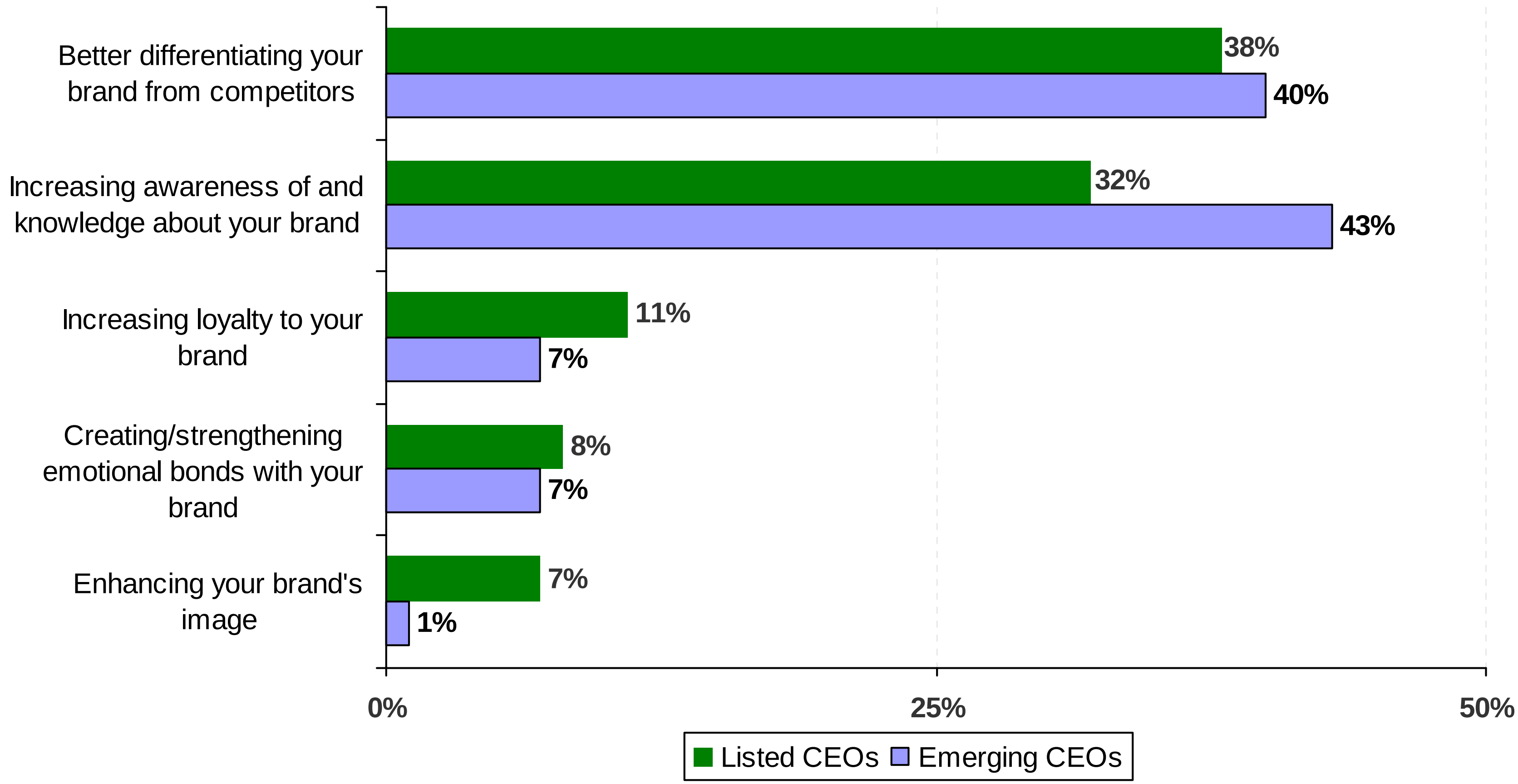
Best Way to Strengthen Brand Against Competitors

- CEOs think better differentiating their brand from competitors and increasing awareness and knowledge about their brand are the best ways to strengthen their brand against competitors through 2012.

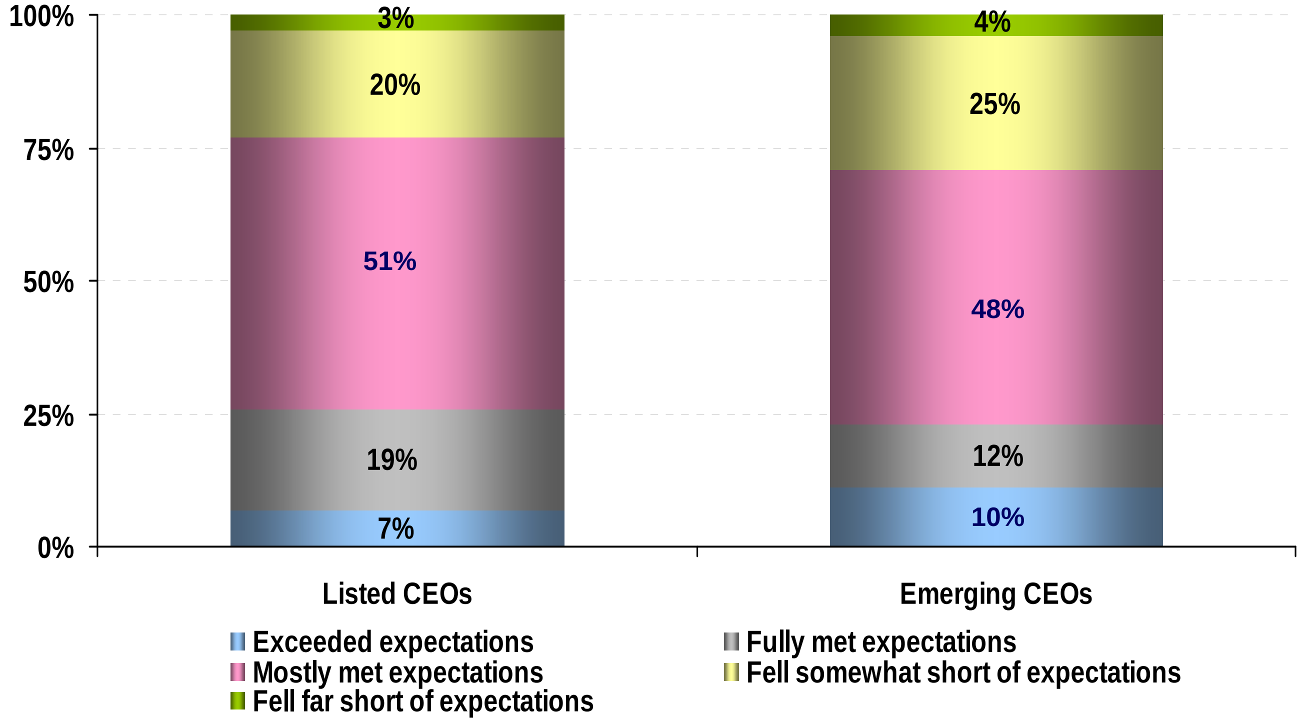


Q35: What is the number one avenue you believe can best strengthen your brand against competitors through 2012?

ROI on Company's Brand-Related Investments

- CEOs are not overly satisfied with the ROI on their brand and brand related activities. About one in four say these investments have exceeded or fully met expectations, while a similar number say they have fallen short. About half say these investments have 'mostly met' expectations.

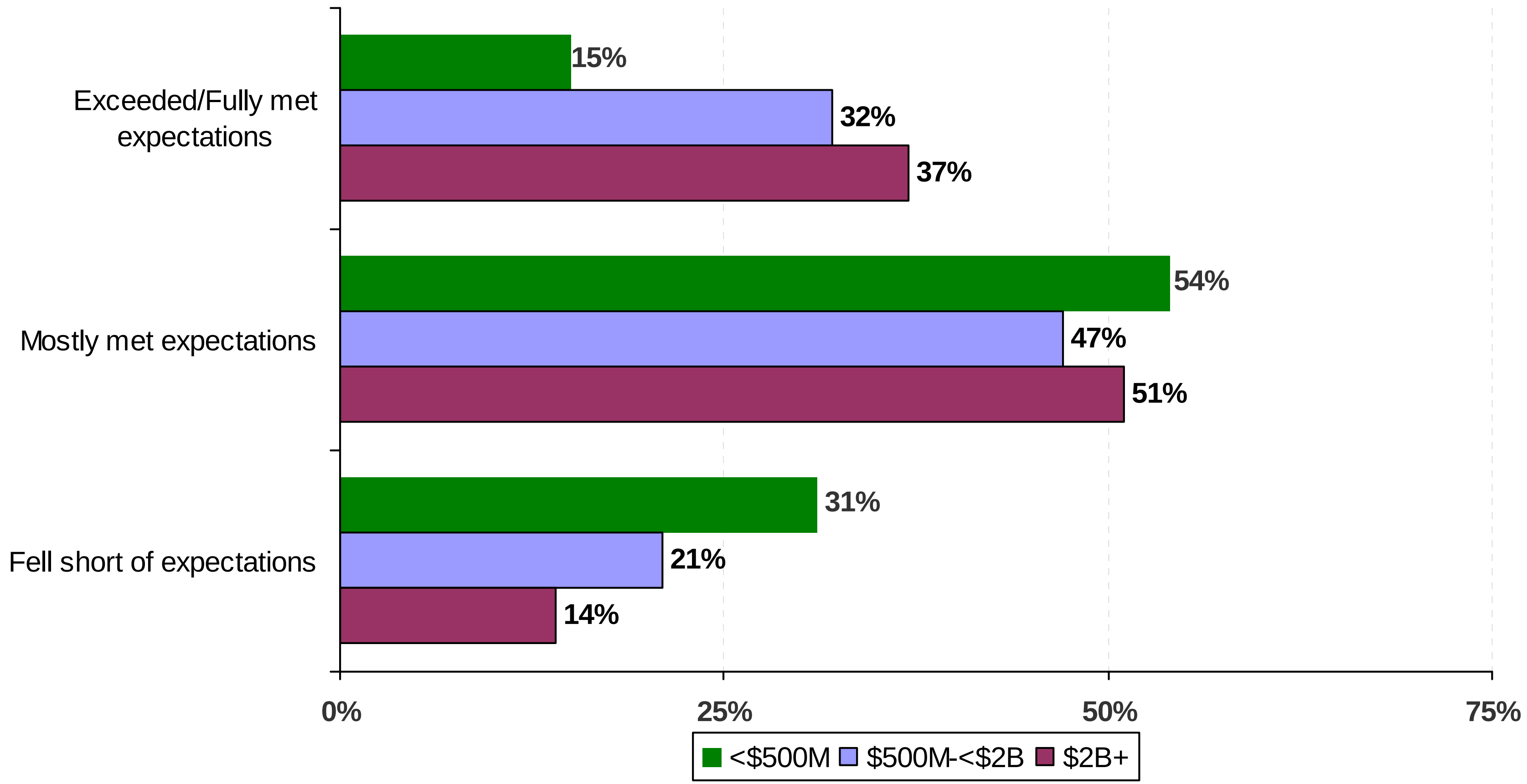
	Listed CEOs	Emerging CEOs
Exceeded/fully met (Net)	26%	23%
Fell short (Net)	23%	29%



Q36: Overall, do you believe your company's investment in your brand and brand related activities has…?

ROI on Company's Brand-Related Investments (Listed CEOs)

- CEOs at smaller companies (<$500M market cap) are the least likely to think their brand investment activities have exceeded or fully met expectations.

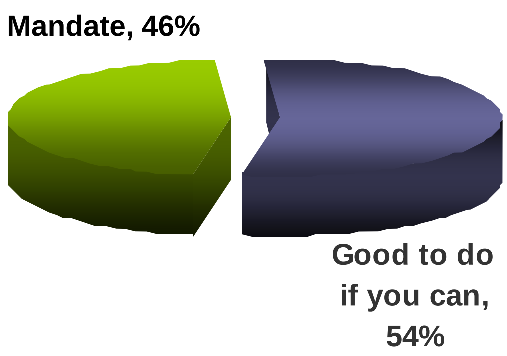


Q36: Overall, do you believe your company's investment in your brand and brand related activities has…?

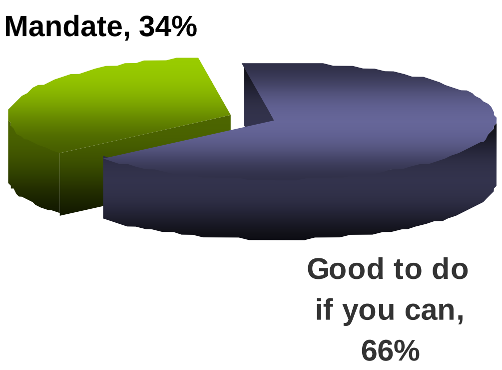
Importance of CSR

- While more than half of MBA students think CSR initiatives will be a mandate for the business of the future, CEOs, and particularly emerging CEOs, are not so sure although almost one-half of Listed CEOs say CSR is a mandate.

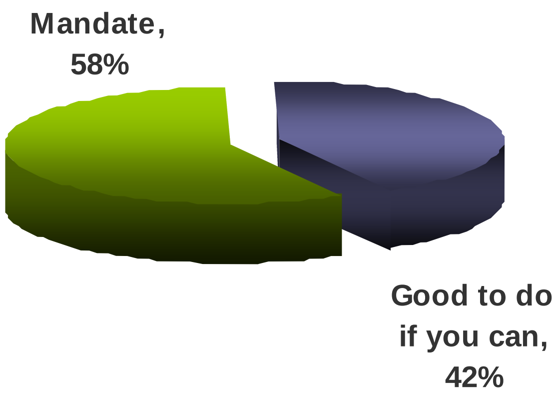
Listed CEOs



Emerging CEOs



MBAs



Q36A: For the business of the future, do you consider corporate social responsibility (CSR) initiatives to be a mandate or something that is "good to do" if you can?

Appendix

Profile of the Sample

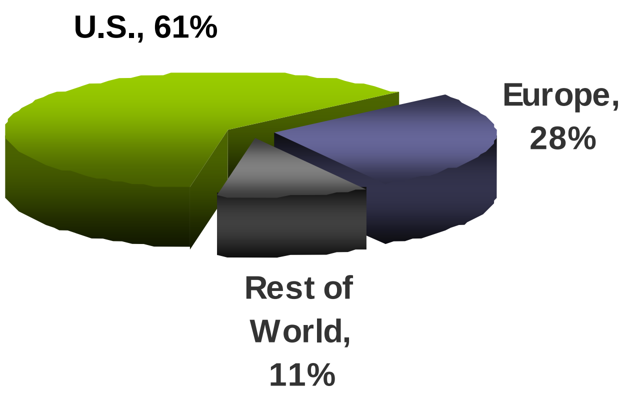
Demographics of the Sample (Listed CEOs)

	2006	2007	2008	2009	2010	2011
Home Country						
United States	78%	78%	72%	69%	56%↓	61%
Outside the United States	22%	22%	28%	31%	44%↑	39%
Market Capitalization						
Less than $500 million	18%	16%	27%↑	50%↑	37%↓	42%
$500 million to less than $1 billion	12%	15%	12%	13%	18%	12%↓
$1 billion to less than $3 billion	26%	34%	34%	19%↓	24%	21%
$3 billion or more	44%	35%	26%↓	18%↓	21%	25%
Industry						
Consumer products/Retail/Health care	18%	11%↓	13%	11%	8%	21%↑
Energy/Utilities	21%	11%↓	11%	14%	14%	13%
Financial services/Banking/Insurance/Real Estate	24%	24%	21%	19%	23%	21%
Manufacturing/Construction/Mining	23%	30%	29%	31%	29%	22%↓
Business services/Transportation/Distribution/Information services/Tech	14%	22%↑	24%	25%	24%	23%
Years as CEO of Company						
One or two years	21%	26%	22%	20%	18%	15%
Three or four years	17%	20%	24%	24%	18%	16%
Five to nine years	38%	33%	29%	33%	31%	36%
Ten or more years	24%	21%	25%	23%	33%↑	33%
Median	6 years	5 years	7 years	5 years	8 years	8 years
Age						
35-44	NA	NA	NA	NA	NA	6%
45-54	NA	NA	NA	NA	NA	35%
55 or older	NA	NA	NA	NA	NA	59%

ORC International

Home Country (Listed CEOs)

United States	194
France	34
Belgium	20
Netherlands	17
Canada	14
Greece	4
Mexico	4
China	3
Portugal	3
Spain	3
Brazil	2
India	2
Norway	2
United Kingdom	2
Austria	1
Bermuda	1
Chile	1
Colombia	1
Ireland	1
Japan	1
Monaco	1
Peru	1
Puerto Rico	1
South Africa	1
South Korea	1
Switzerland	1
Turkey	1



Demographics of the Sample (Emerging CEOs)

Industry	
Consumer products/Retail/Health care	20%
Energy/Utilities	6%
Financial services/Banking/Insurance/Real Estate	11%
Manufacturing/Construction/Mining	11%
Business services/Transportation/Distribution/Information services/Technology	52%
Years as CEO of Company	
One or two years	20%
Three or four years	23%
Five to nine years	35%
Ten or more years	22%
Median	7 years
Age	
35-44	19%
45-54	31%
55 or older	50%

Demographics of the Sample (MBA Students)

MBA Status	
Currently studying for an MBA	72%
Obtained MBA in the past year	28%
Employment Goal	
To be employed by an established company	43%
To be employed by a start-up company	11%
To start your own company	29%
To stay where you are currently employed	17%
Planning to Be a CEO One Day	
Yes	44%
No	27%
Not yet decided	29%
Gender	
Male	64%
Female	36%