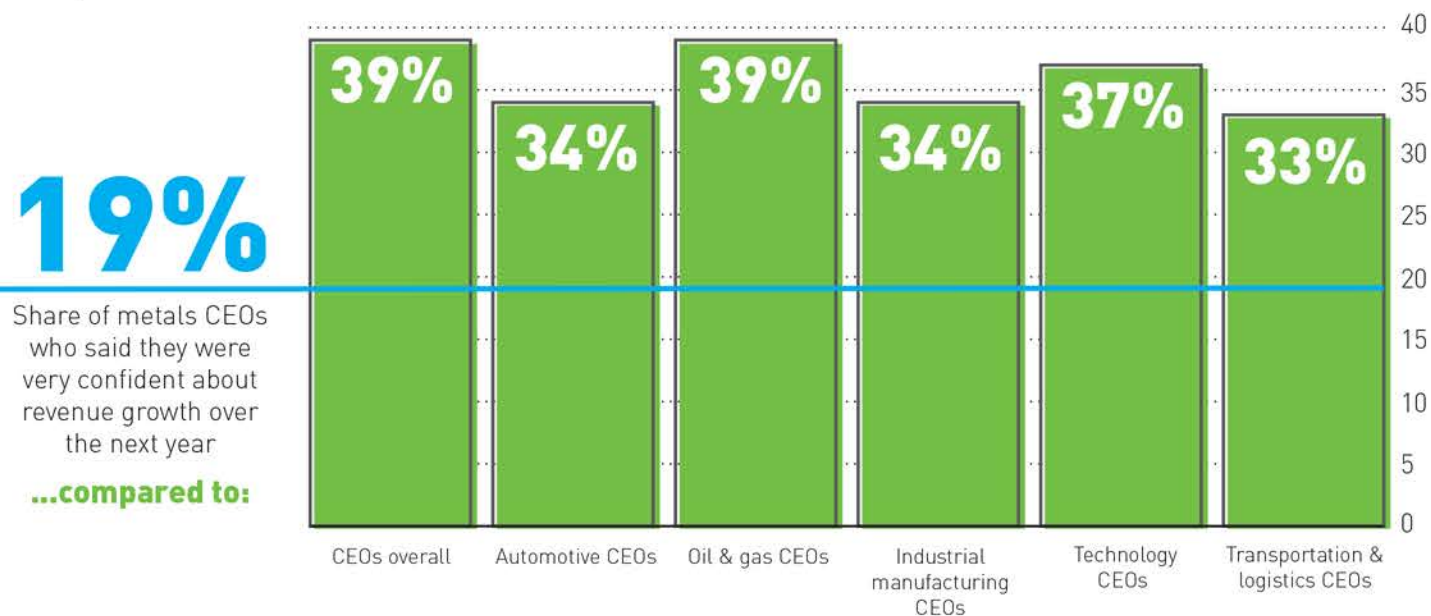


datapoints

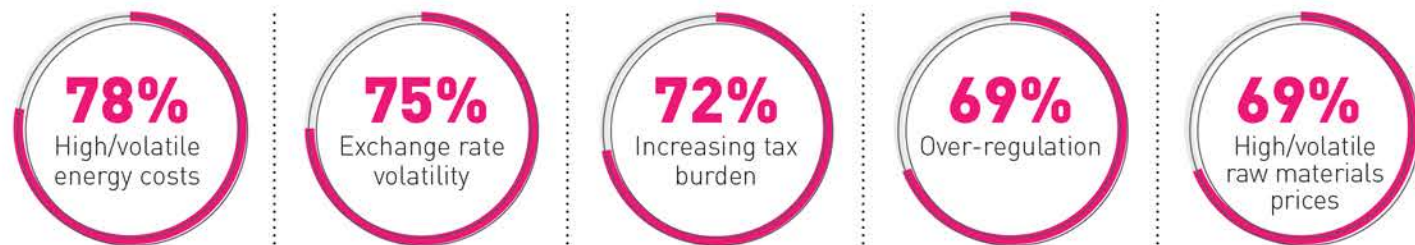
View From the Corner Office

A survey released early last year by PwC offered a unique look at how metals executives' concerns contrast with those in other industry sectors. The consulting firm interviewed 1,344 CEOs from 68 countries across a range of industries for its 17th Annual Global CEO Survey. The study revealed metals executives to be somewhat more pessimistic on a range of subjects than their counterparts in other industries.



Causes for Concern

More than two-thirds of metals CEOs were somewhat or extremely concerned about five threats to growth:



Forward's look at metals CEOs' state of mind

Strategic Responses

Executives are responding to these threats by cutting costs.



91%

Share of metals CEOs who were implementing a **cost-reduction initiative** during 2013

...compared to **76%** of CEOs overall

That's up from **79%** of metals CEOs cutting costs in 2012 and **75%** in 2011.

Hesitant to Hire

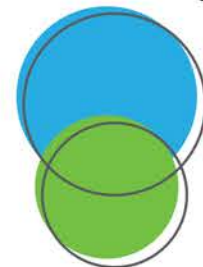


78%

Share of metals CEOs who expected their headcount to stay the same or decrease in 2014

...compared to **49%** among CEOs overall

Time for a Revamp



38%

of metals CEOs said they **had already begun to transform their supply chain**

...compared to **24%** of CEOs overall

Skills Gap Persists

66%

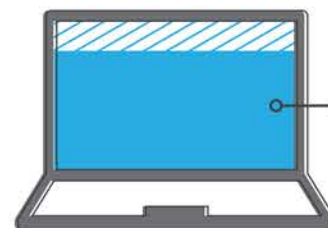
of metals CEOs worry about the availability of key skills ...compared to **63%** of CEOs overall

72%

of metals CEOs are prioritizing the creation of a skilled workforce over the next three years ...compared to **64%** of CEOs overall

Tech Transformation

Metals CEOs did largely agree with their peers on one thing: Technology will transform their business during the next five years.



81%

agreed that technological advances will drive change

Still, only

28%

had embarked on a tech investment program



...compared to:

35%

of CEOs overall