



# Company Update



Let's answer three questions today

**1 WHERE DID WE START?**

**2 WHERE ARE WE NOW?**

**3 WHERE ARE WE GOING?**

**1**

**WHERE**

**DID WE**

**START?**



# PERFECT RECALL

# READ-ONLY TIME MACHINES

OPENSOURCE

STEVEN SPIELBERG Presents

# BACK TO THE FUTURE

A ROBERT ZEMECKIS Film

He was never in time  
for his classes...

He wasn't in time  
for his dinner...

Then one day...  
he wasn't in his  
time at all.





**THIS RECORD  
OF TRUTH  
WILL CHANGE  
THE WAY  
WORK GETS  
DONE**

# REAL ESTATE DEVELOPMENT AND CONSTRUCTION





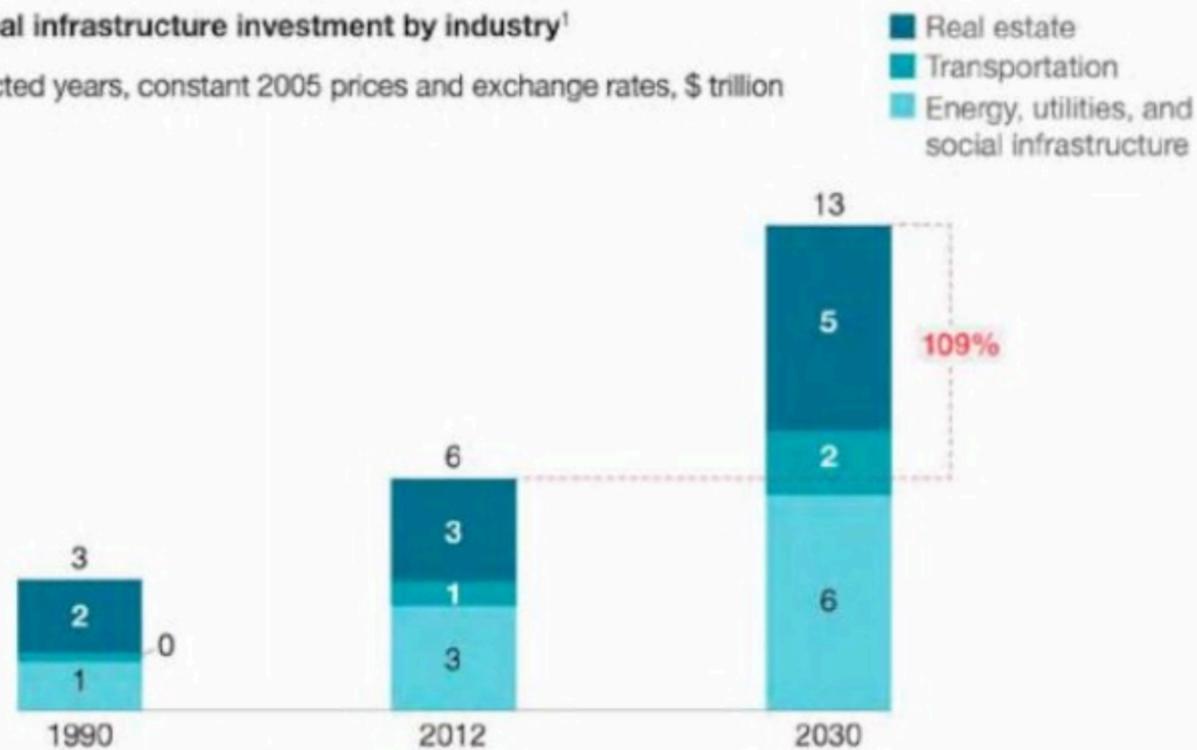
# **MAINTENANCE OF HIGH VALUE ASSETS**

# WE HAVE AN ACUTE NEED TO BUILD OUR WAY OUT OF SOME GLOBAL SCALE PROBLEMS

Infrastructure investment will double in the next 15 years.

## Global infrastructure investment by industry<sup>1</sup>

Selected years, constant 2005 prices and exchange rates, \$ trillion



## Megaprojects' share in the future<sup>2</sup>

12% by number of projects

77% by project value

<sup>1</sup>Forecast assumes price of capital goods increases at same rate as other goods and assumes no change in inventory.

<sup>2</sup>Project award date 2015 and beyond.

**98%**

**OF PROJECTS**

**INCUR COST**

**OVERRUNS OR**

**DELAY**

**THE AVERAGE  
COST INCREASE IS**

**80%**

**OF ORIGINAL**

**VALUE**

**THE AVERAGE  
SLIPPAGE IS**

**20**

**MONTHS BEHIND**

**ORIGINAL SCHEDULE**

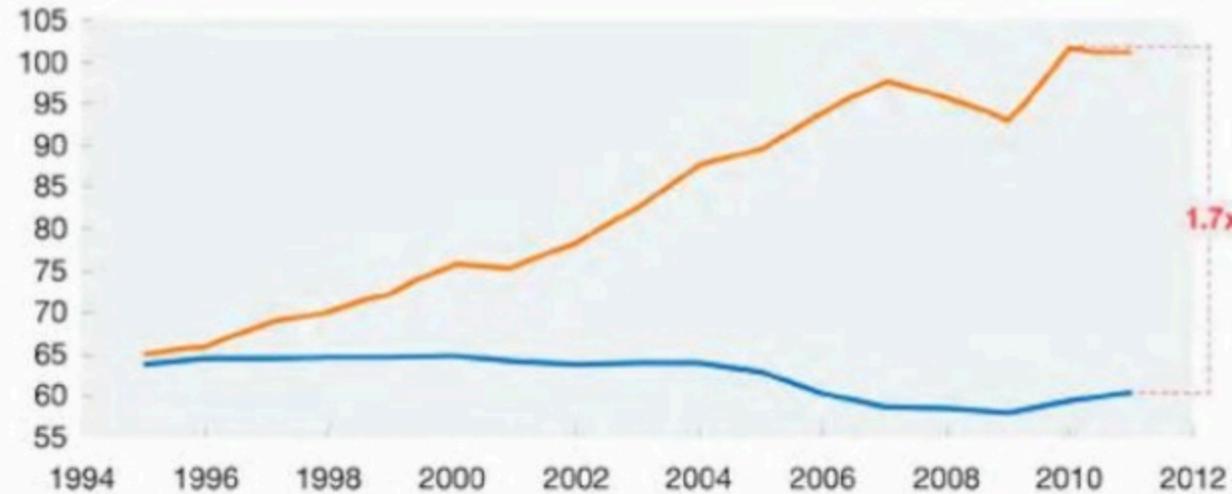
Productivity in manufacturing has nearly doubled, whereas in construction it has remained flat.

**Overview of productivity improvement over time**

Productivity (value added per worker), real, \$ 2005

— Manufacturing  
— Construction

\$ thousand per worker



Source: Expert interviews; IHS Global Insight (Belgium, France, Germany, Italy, Spain, United Kingdom, United States); World Input-Output Database

McKinsey&Company

**WE DON'T HAVE  
THE PEOPLE OR  
TOOLS TO GET  
THE JOB DONE**

**THE US CONSTRUCTION  
WORKFORCE LOST  
1 MILLION WORKERS  
IN THE LAST 10 YEARS**

**OPENSOURCE**

**EXISTS TO HELP**

**SOLVE THIS PROBLEM**

**BY ALLOWING THE  
WORKFORCE TO  
TELEPORT AND TRAVEL  
BACK IN TIME**

**WE WILL BREAK  
THE TIGHT COUPLING  
BETWEEN WORKERS,  
TIME, AND LOCATION**