

TAMING A CAPITAL MONSTER

Some of the world's best companies miss capital plan targets for office real estate by

US\$12.2 billion annually

The worst performers overspend by 20%

Total overspend: 28%
US\$3.5 billion

The best performers deliver +/- 2% to plan

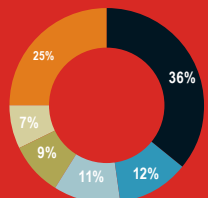
Total underspend: 72%
US\$8.8 billion

The worst performers underspend by 25% or more

+/-12% GROWTH

The average company misses plan by +/- 12%

How the waste slices by industry

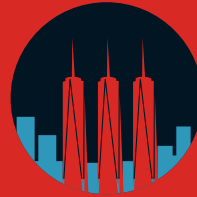


- 36% Financial services
- 12% High tech
- 11% Retail
- 9% Telecom
- 7% Professional services
- 25% Other sectors

What else could you do with this money?



Host a World Cup (Rio 2016, US\$11 billion)



Build 3 One World Trade Centers in New York City



Share US\$1.67 with every living person in the world

Waste by region

North and South America US\$4.0B



Asia Pacific US\$4.6B

Europe, Middle East, Africa US\$3.6B