ORACLE

Oracle for Project Delivery: The Full Lifecycle, Powered by AI

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Oracle
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Safe harbor statement

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Agenda

- Industry challenges
- Oracle's answer
- AI for project delivery
- The Oracle Ecosystem
- Industry Lab

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Bigger (GIGA) scale outcomes

$25+ Trillion

In giga infrastructure planned globally by 2030[1]

+20 – 45%

Overages on a typical giga project budget[2]

+2 – 3 Years

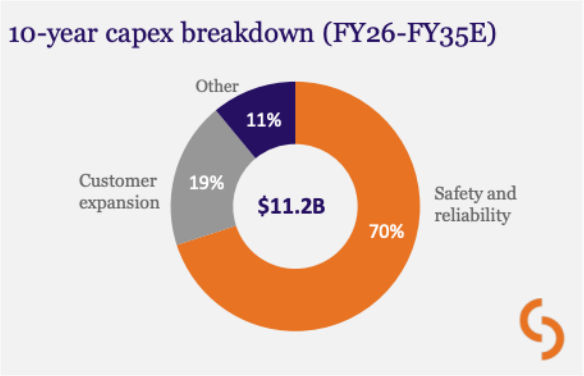
Extensions on a typical giga project timeline[2]

There are some capital investors at the MAC today!!!

Future Expectations

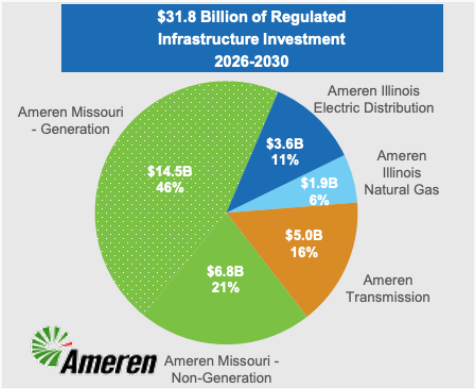
During 2026, we expect to receive net dividends of approximately $1.2 billion from our regulated subsidiaries and expect to spend approximately $800 million in capital expenditures primarily associated with system enhancements and computer hardware and software.

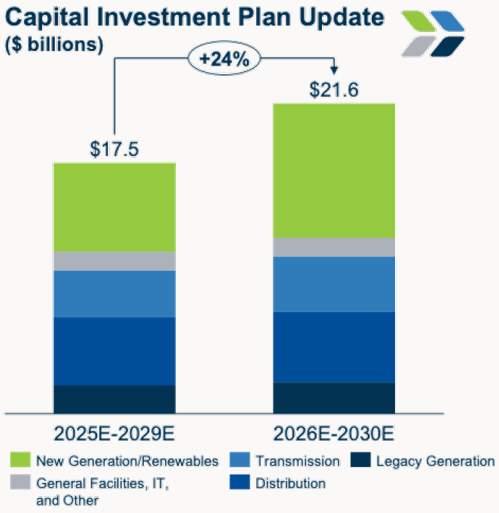
CENTENE Corporation



STLOUIS-MO GOV

The 2026-2030 Capital Improvements Plan (CIP) identifies the projects funded in FY2026 through the Capital Budget and the projects tentatively scheduled for the following four years. Projects included in the CIP from 2026 to 2030 have an estimated cost of $220.5M. The projects will be funded through a combination of local, state, and federal sources.





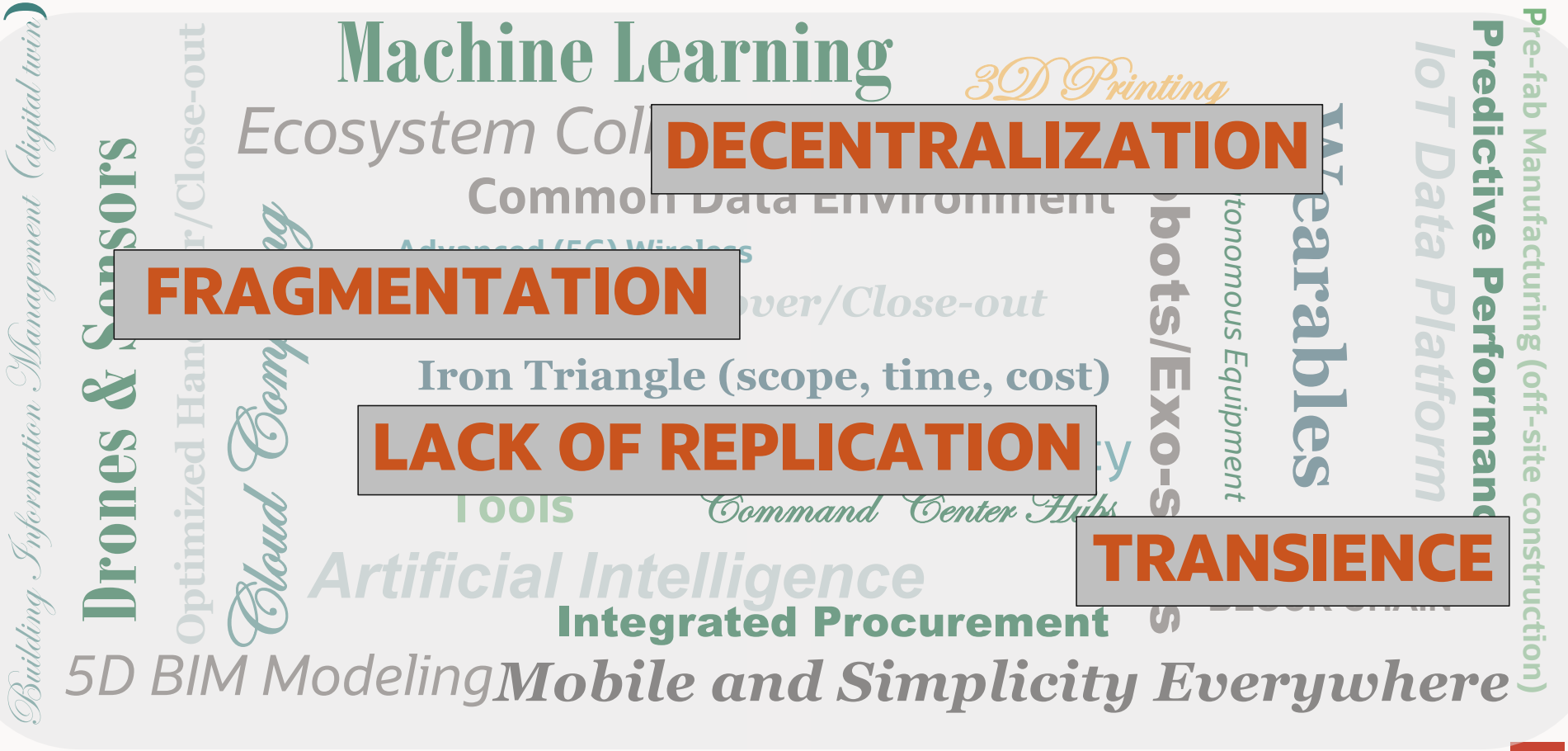
FY2026 Budgeted Expenditures

MSD's FY2026 Budget contains three parts:

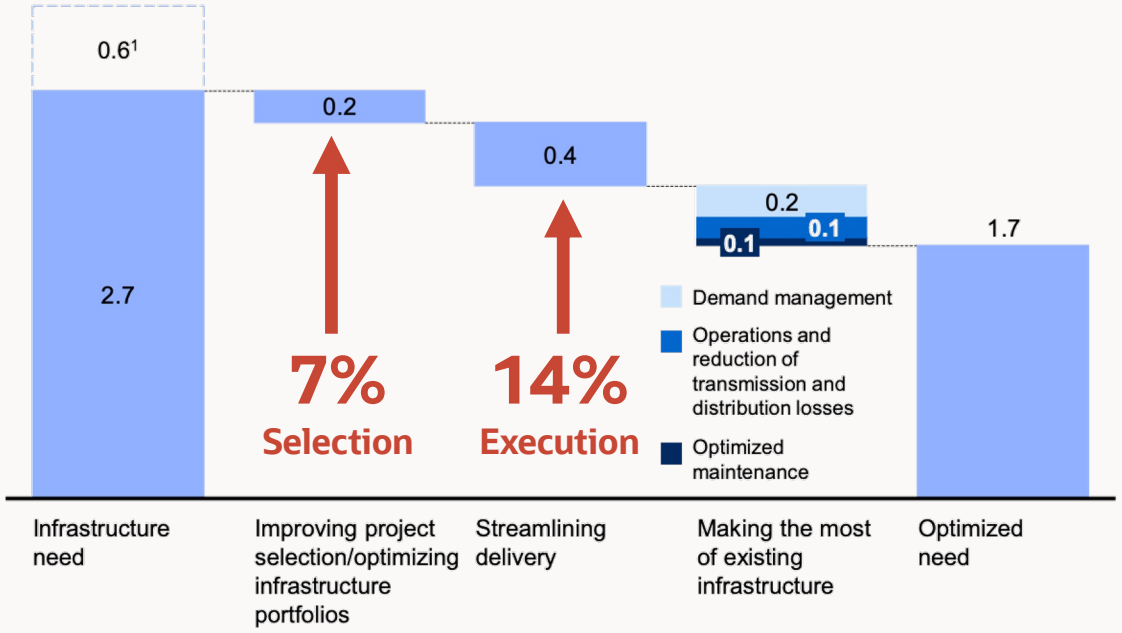
project clear
wastewater + stormwater

Item	Cost
Operating Budget	$273.4 million
Capital Improvement & Replacement Program	$567.4 million
Debt Service	$275.8 million
TOTAL EXPENSES	**$1,116.6 million**

What makes projects so difficult to execute???



Gaps in infrastructure project delivery lead to 21% waste

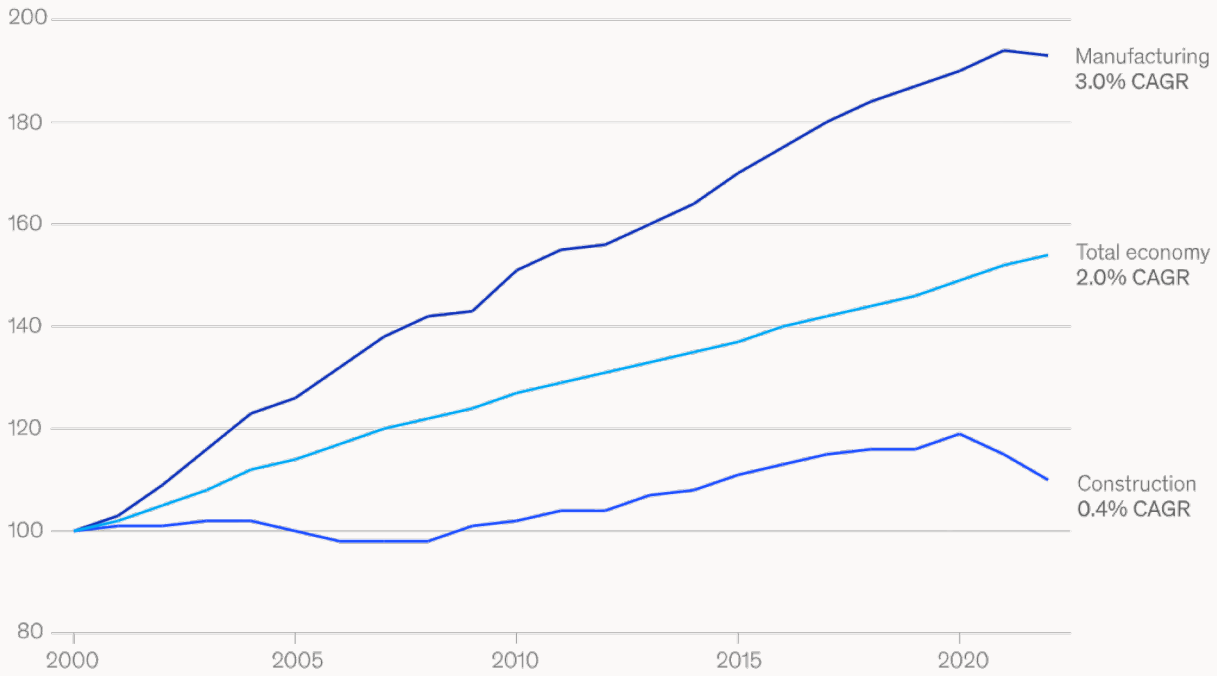


Source: McKinsey Infrastructure Practice, *Infrastructure productivity: How to save $1 trillion a year*, January 2016

Lagging productivity

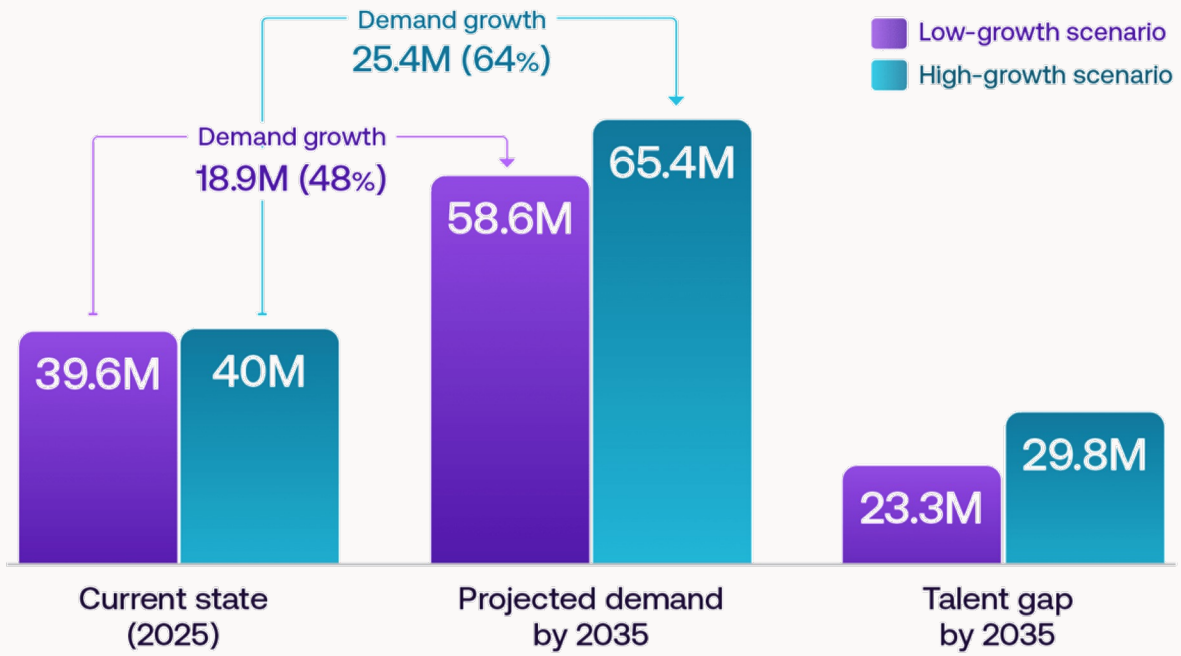
Labor productivity in construction continues to lag behind productivity in manufacturing and the total economy.

Real gross value added per hour worked (global),[1] 2000–22 (index: 2000 = 100)



[1]Includes 42 countries with sufficient data availability; they account for >90% of 2022 construction value added.
Source: McKinsey analysis based on sources from IHS Markit, the International Labour Organization, OECD, the UN, and local statistical offices

The global talent gap (2025)



Note: An additional 4.4M project professionals are expected to leave the workforce by 2035 due to attrition and retirement. Percentages were rounded for easy reading.

Technology Trinity

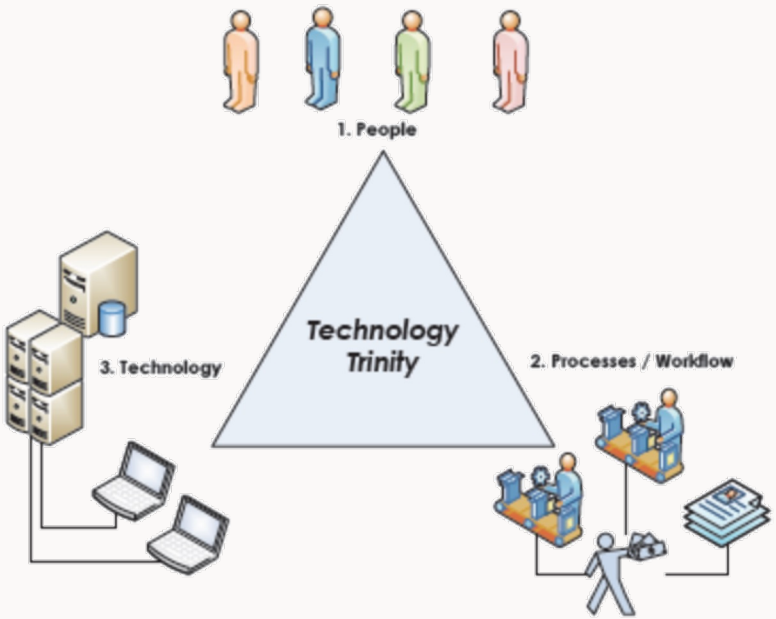


Figure 1: Technology trinity.

Two of the most valuable organizations we know

Project Management Institute

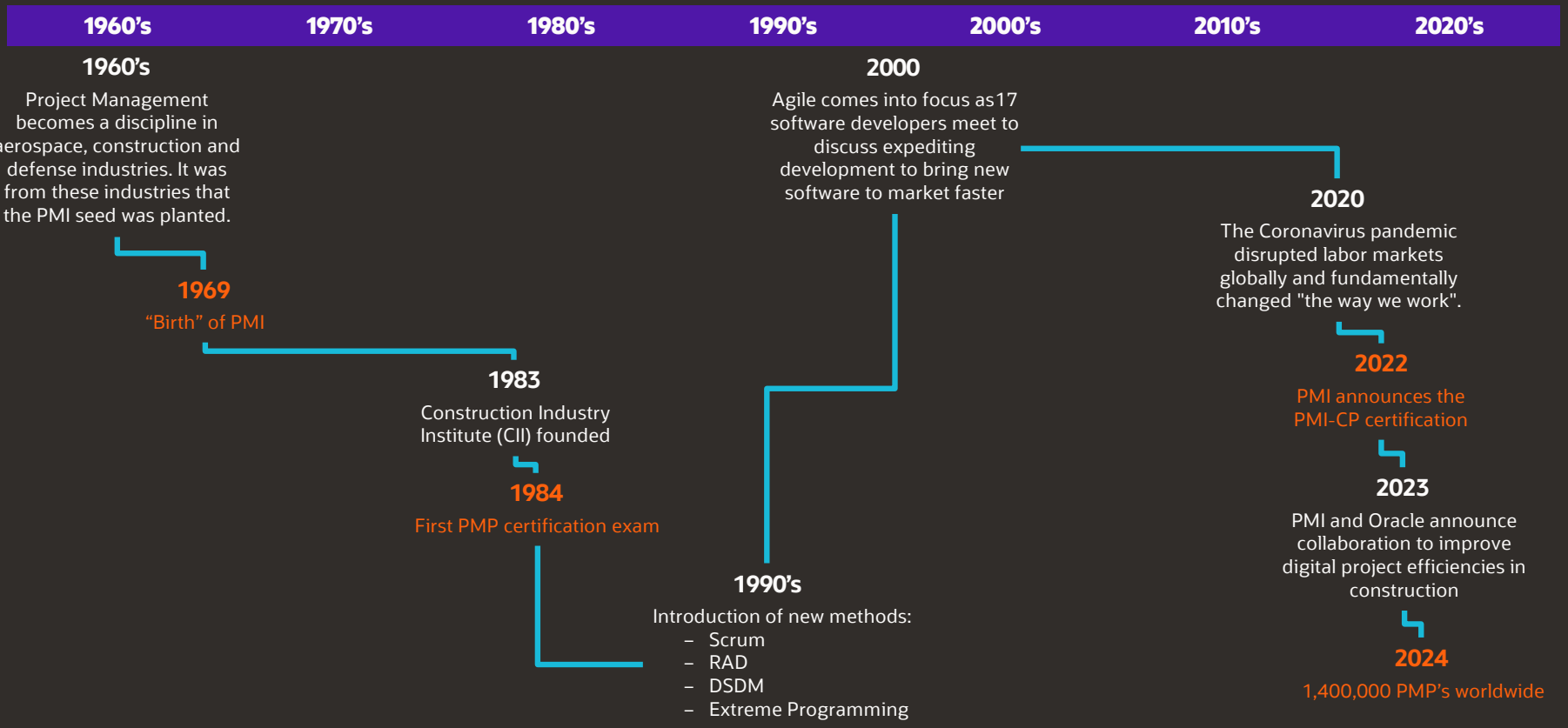
- Construction Professional in Built Environment Project (CPBEP)™ certification

- Oracle partner, Digital Construction Practitioner

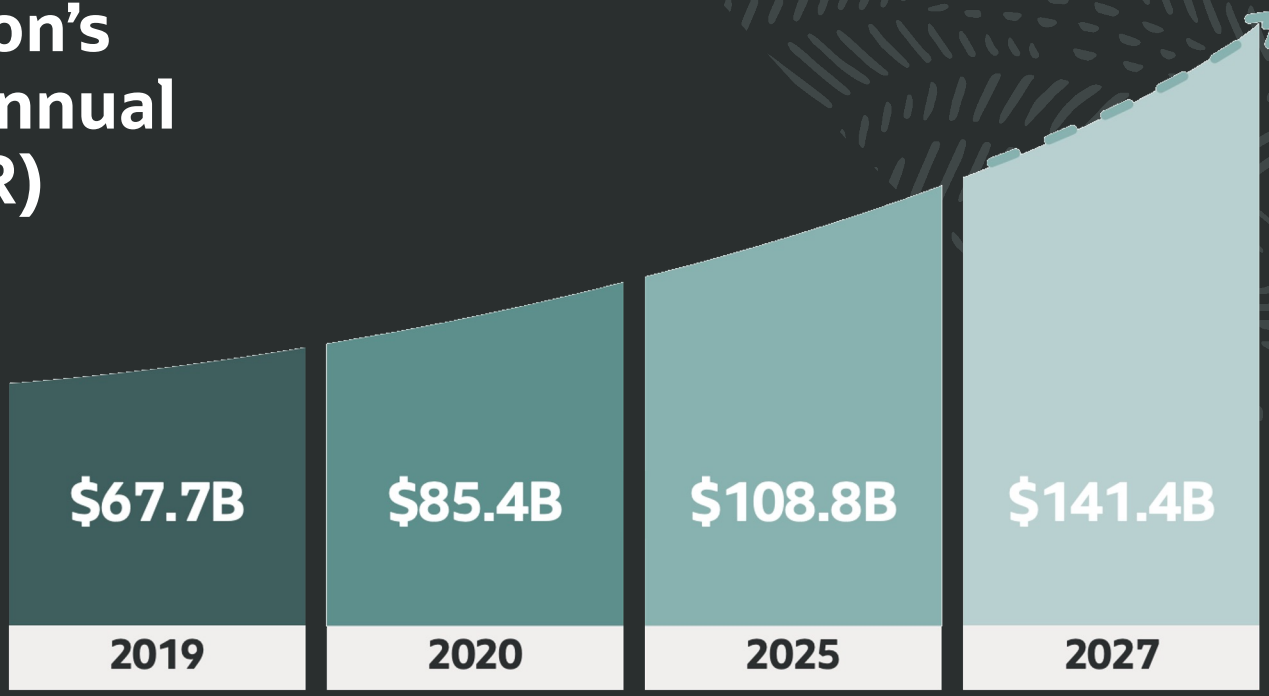
Construction Industry Institute®

- Nominally 120 - 130 members representing energy, manufacturing, chemical, EPC, and advisory firms as well as multiple US federal government organizations
- Focused on tangibly improving project outcomes through academically-based research across 17 Best Practices
- Oracle's engagement includes:
  - Deployment and Technology Committees
  - **Third in CII-member research team participation**
  - Digitizing tools and processes (PDRI, AWP, et. al.)

Building on 50+ years of PMI, 1.4 million PMP's, Agile, CII, and LCI



Offsite construction's 9.6% compound annual growth rate (CAGR)



Smart Construction Platform in the PMI-DCP course

Module: Project Governance
Primavera Unifier
- Setting a Governance Framework
- Managing Scope

Module: Project Intake
Primavera Cloud
- Using Ideation
- Submitting a Business Case
- Using a Workflow to Propose a Project

Module: Capital and Portfolio Planning
Primavera Cloud
- Building a Portfolio
- Capital Planning
- Scoring
- Resource Planning

Module: On the Cutting Edge
- 5G Technology on the Job Site
- Emergence of Artificial Intelligence
- Predictive Intelligence Driven by AI

Module: Using Commitment-Based Management
Primavera Cloud, Primavera Cloud Mobile
- Task Management Overview
- Task Hand-offs
- Updating Task Status
- Evaluating Task Performance

Module: Contract Management
Primavera Unifier, Primavera Cloud
- Introduction to NEC4 Contracts
- Introduction to FIDIC Contracts
- Rules of Credit
- Earned Value
- Change Management

Module: Managing Risk
Primavera Cloud
- Planning for Risk Management
- Accounting for Risk
- Evaluating Risk Impacts
- Mitigating Risk

Module: Updating the Project Plan
Primavera Cloud, Primavera Cloud Mobile
- Updating Project Status
- Creating Additional Baselines

Module: Managing Payments
Textura
- Processing Payments
- Tracking Compliance
- Managing Lien Waivers

Module: Progress and Measurement Management
Primavera Cloud
- Using the Scorecard and Measures
- Tracking Costs

Module: Measuring Performance
Construction Intelligence Cloud Analytics
- Using Analytics to Monitor Performance

Module: Advanced Work Packaging
Primavera Unifier
- Introduction to Advanced Work Packaging
- Work Packages and Constraint Management

Module: Interface Management
Aconex
- Using Document Packages
- Sending a Package for Review
- Building Information Modeling

Module: Building the Project Plan
Primavera Cloud
- Using Project Templates
- Building a WBS
- Adding Activities
- Creating Relationships
- Scheduling
- Evaluating the Schedule
- Assigning Resources

Module: Optimizing the Schedule
Primavera Cloud
- Analyzing Resource Allocation
- Creating Scenarios
- Assigning Baselines

Module: Managing Documents
Aconex
- Trusted Platform
- Managing Documents
- Using Workflows with Documents

Module: Setting Up Payments
Textura
- Creating Subcontracts

Module: Project Handover
Primavera Cloud, Aconex
- Handover and Commissioning

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What is project delivery?

DO THE RIGHT PROJECTS

(aka Portfolio Management, Capital Planning)

- Decision data
- Strategic
- Consumed primarily by decision makers
- Key outcomes
  - Capital planning, allocation, re-allocation
  - Strategy and enterprise risk alignment
  - Scenario planning

DO PROJECTS RIGHT

(aka Project Management, Project Controls)

- Precision data
- Transactional
- Consumed primarily by project teams
- Key areas of management
  - Scope, schedule, and cost
  - Risk and contingency
  - Collaboration and documents

Feeding the beast

Financial Constraints

Strategy & Goals

Economy / Growth

Asset Inventory & Condition

“Megasheet”

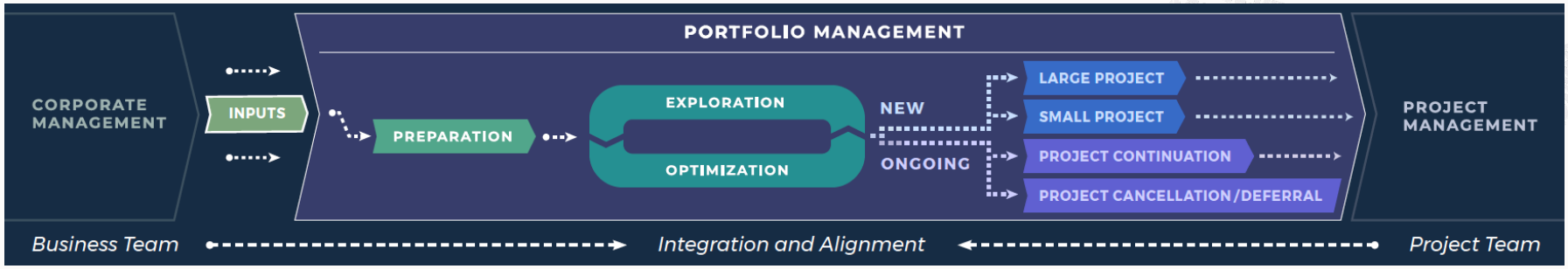
VLOOKUP, SUMIF, COUNTIF

Regulatory Compliance

Internal & External Feedback

Investment Benefit(s)

CII capital planning documentation



INPUTS

- Overview
- Corporate Mission, Vision, & Values
- Corporate Goals
- Corporate Capital Plan
- Safety, Compliance, & Regulatory Requirements
- Market Analysis
- Environment, Social, & Governance Analysis

PREPARATION

- Overview
- P1. Define Portfolio Objectives
- P2. Define Portfolio Management Process
- P3. Define Portfolio Oversight Process
- P4. Define Portfolio Management Roles & Responsibilities
- P5. Define Portfolio Management Personnel
- P6. Identify Portfolio Information Management System

EXPLORATION

- Overview
- E1. Engage Internal Parties for Portfolio Exploration
- E2. Engage External Parties for Portfolio Exploration
- E3. Collect Ongoing Projects Information
- E4. Assess Projects and Portfolio Performance Against Benchmarks
- E5. Collect Ongoing Project Improvement Initiatives
- E6. Identify New Projects
- E7. Categorize Projects
- E8. Assess Project Preliminary Risks and Feasibility
- E9. Evaluate Profitability and Cashflow
- E10. Conduct Preliminary Resource Availability Analysis
- E11. Conduct Preliminary Qualitative Analysis
- E12. Filter Feasible New Projects
- E13. Consolidate Portfolio Projects

OPTIMIZATION

- Overview
- O1. Score Projects
- O2. Select Projects
- O3. Analyze Strategic Portfolio Scenario
- O4. Level Resource Requirements
- O5. Level Cashflow and Financial Requirements
- O6. Optimize Portfolio Schedule

Like the vision, the portfolio management journey is about the future

Disconnected, Inconsistent, Uncontrolled, Inefficient, Inaccurate

Collaborative, Integrated, Consistent, Governed, Transparency
Efficient, Scalable, Traceable, Governance, Flexible

Unite teams, data, labels, and scoring

Attribute assignment
Portfolio decomposition
Single-project scoring

Expedite decisions via **visualizations**

Decision support
Portfolio prioritization
Budget compliance
Reporting

Preempt changes with **scenarios**

Scenario management
Waitlist management
Contingency re-allocation

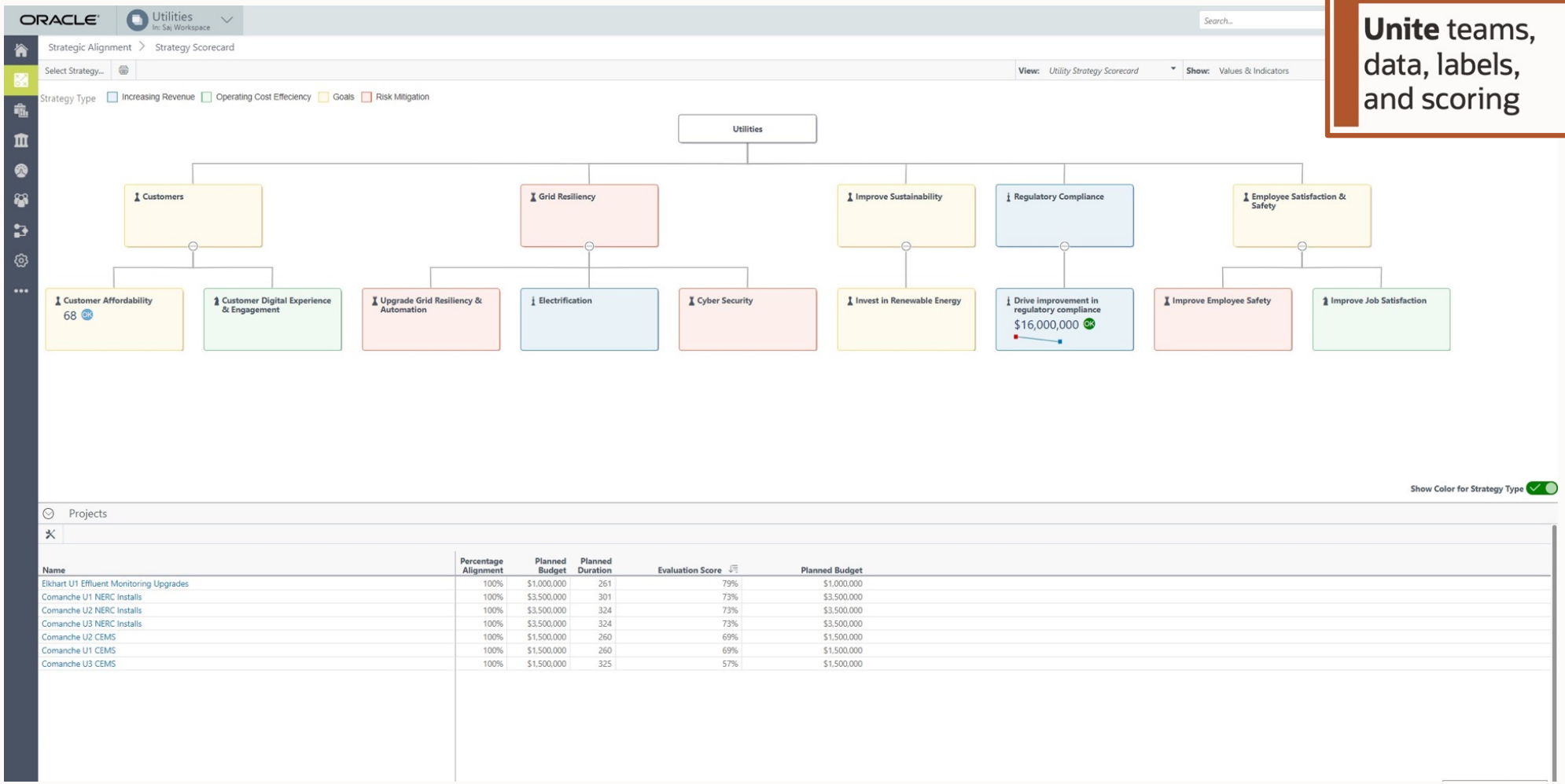
Extend the planning horizon

Enterprise adoption
>5-year planning horizon

SCALE

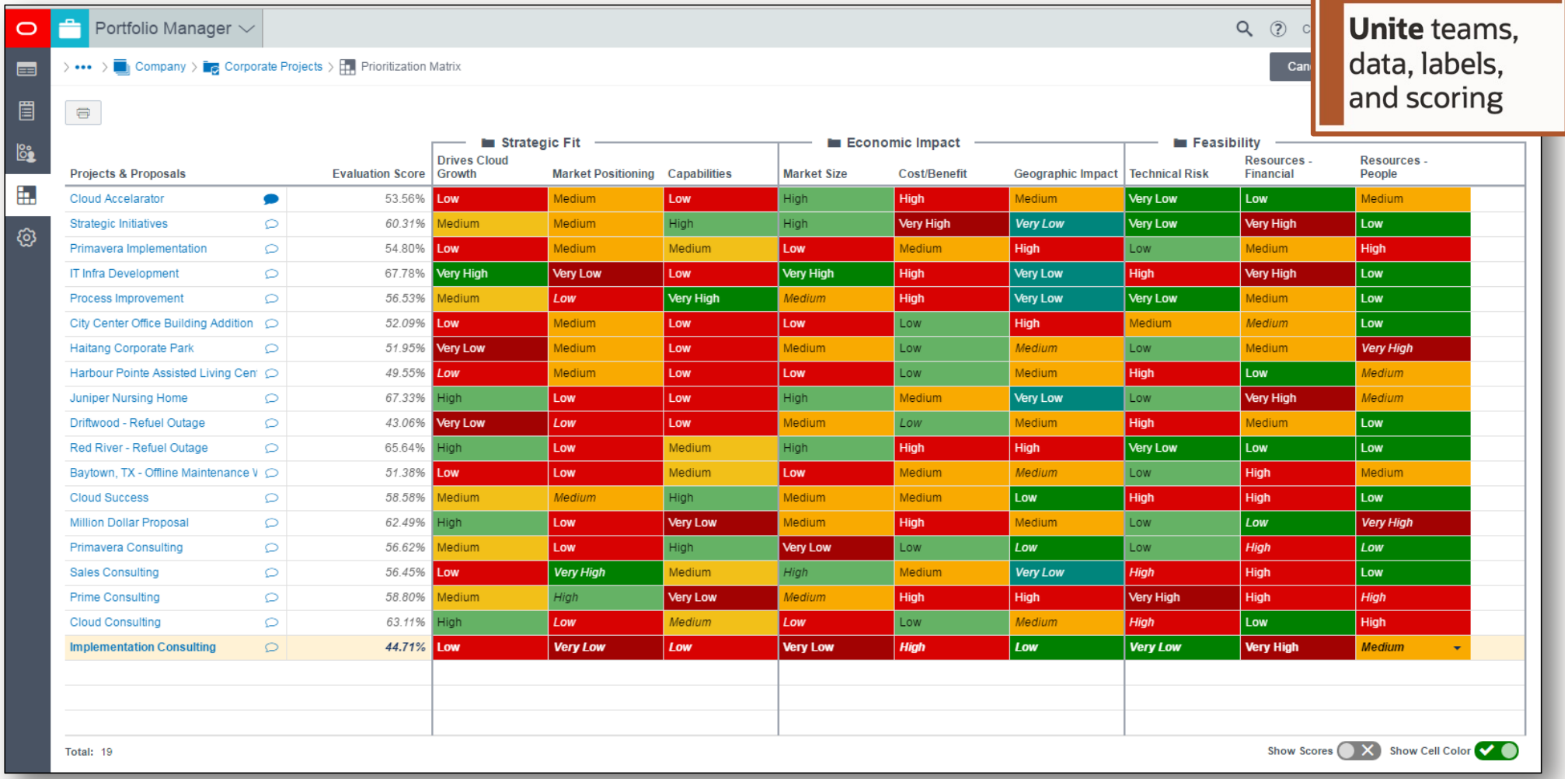
ONE # of projects, organizations, years **MANY**

Unite teams, data, labels, and scoring



Name	Percentage Alignment	Planned Budget	Planned Duration	Evaluation Score	Planned Budget
Elkhart U1 Effluent Monitoring Upgrades	100%	$1,000,000	261	79%	$1,000,000
Comanche U1 NERC Installs	100%	$3,500,000	301	73%	$3,500,000
Comanche U2 NERC Installs	100%	$3,500,000	324	73%	$3,500,000
Comanche U3 NERC Installs	100%	$3,500,000	324	73%	$3,500,000
Comanche U2 CEMS	100%	$1,500,000	260	69%	$1,500,000
Comanche U1 CEMS	100%	$1,500,000	260	69%	$1,500,000
Comanche U3 CEMS	100%	$1,500,000	325	57%	$1,500,000

Unite teams, data, labels, and scoring

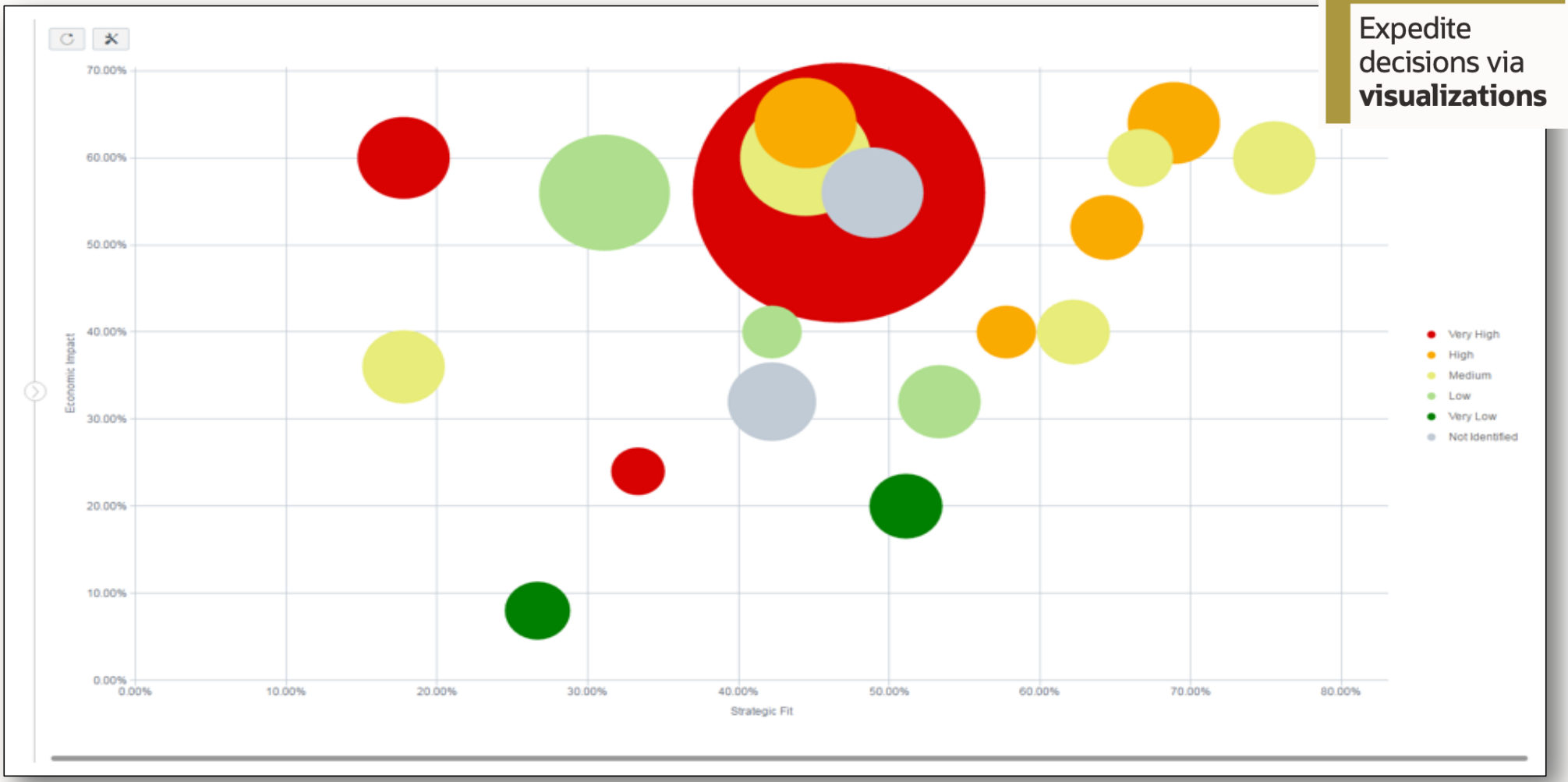


Projects & Proposals	Evaluation Score	Strategic Fit: Drives Cloud Growth	Strategic Fit: Market Positioning	Strategic Fit: Capabilities	Economic Impact: Market Size	Economic Impact: Cost/Benefit	Economic Impact: Geographic Impact	Feasibility: Technical Risk	Feasibility: Resources - Financial	Feasibility: Resources - People
Cloud Accelarator	53.56%	Low	Medium	Low	High	High	Medium	Very Low	Low	Medium
Strategic Initiatives	60.31%	Medium	Medium	High	High	Very High	Very Low	Very Low	Very High	Low
Primavera Implementation	54.80%	Low	Medium	Medium	Low	Medium	High	Low	Medium	High
IT Infra Development	67.78%	Very High	Very Low	Low	Very High	High	Very Low	High	Very High	Low
Process Improvement	56.53%	Medium	Low	Very High	Medium	High	Very Low	Very Low	Medium	Low
City Center Office Building Addition	52.09%	Low	Medium	Low	Low	Low	High	Medium	Medium	Low
Haitang Corporate Park	51.95%	Very Low	Medium	Low	Medium	Low	Medium	Low	Medium	Very High
Harbour Pointe Assisted Living Cen	49.55%	Low	Medium	Low	Low	Low	Medium	High	Low	Medium
Juniper Nursing Home	67.33%	High	Low	Low	High	Medium	Very Low	Low	Very High	Medium
Driftwood - Refuel Outage	43.06%	Very Low	Low	Low	Medium	Low	Medium	High	Medium	Low
Red River - Refuel Outage	65.64%	High	Low	Medium	High	High	High	Very Low	Low	Low
Baytown, TX - Offline Maintenance V	51.38%	Low	Low	Medium	Low	Medium	Medium	Low	High	Medium
Cloud Success	58.58%	Medium	Medium	High	Medium	Medium	Low	High	High	Low
Million Dollar Proposal	62.49%	High	Low	Very Low	Medium	High	Medium	Low	Low	Very High
Primavera Consulting	56.62%	Medium	Low	High	Very Low	Low	Low	Low	High	Low
Sales Consulting	56.45%	Low	Very High	Medium	High	Medium	Very Low	High	High	Low
Prime Consulting	58.80%	Medium	High	Very Low	Medium	High	High	Very High	High	High
Cloud Consulting	63.11%	High	Low	Medium	Low	Low	Medium	High	Low	High
Implementation Consulting	44.71%	Low	Very Low	Low	Very Low	High	Low	Very Low	Very High	Medium

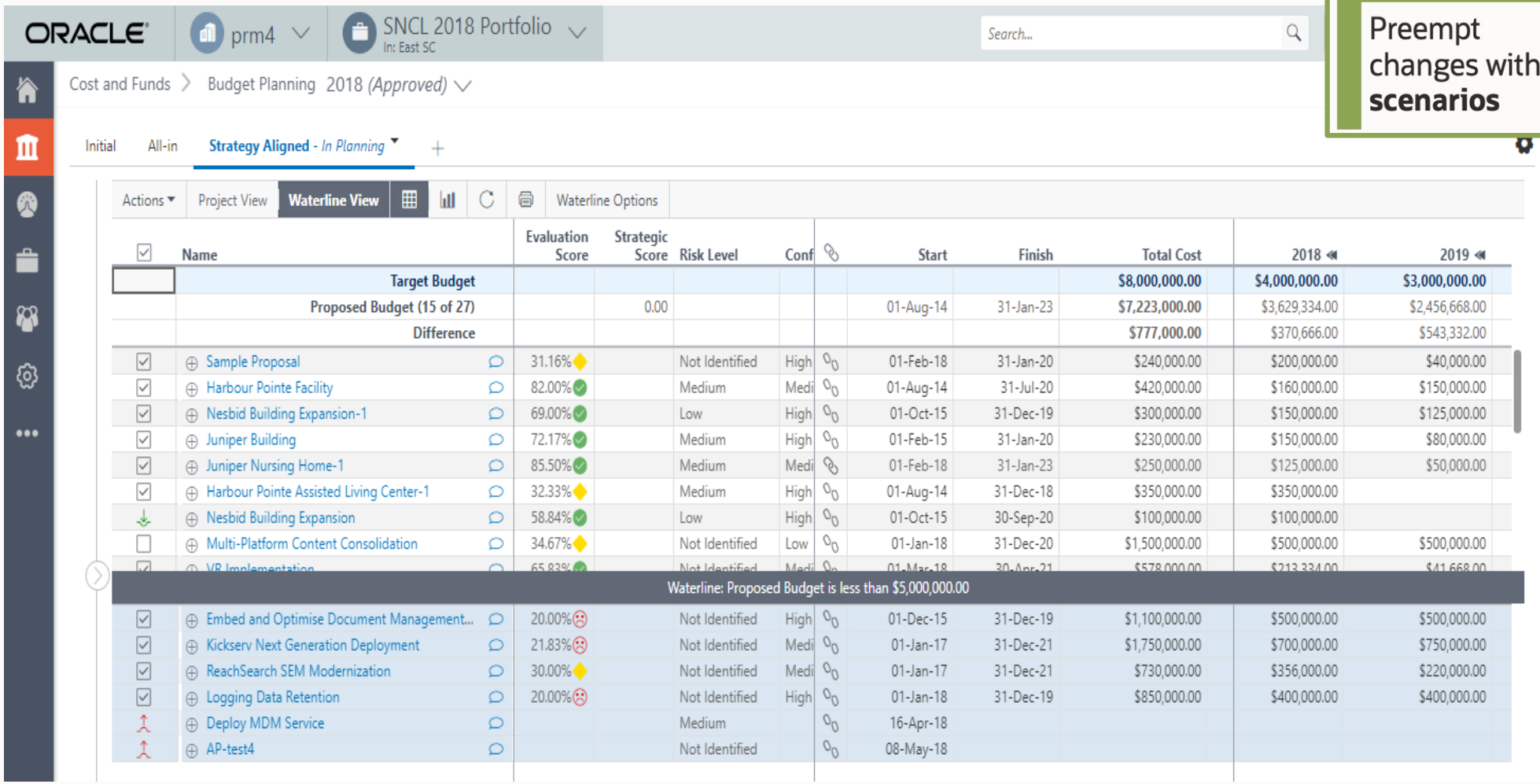
Total: 19

Show Scores Show Cell Color

Expedite decisions via **visualizations**



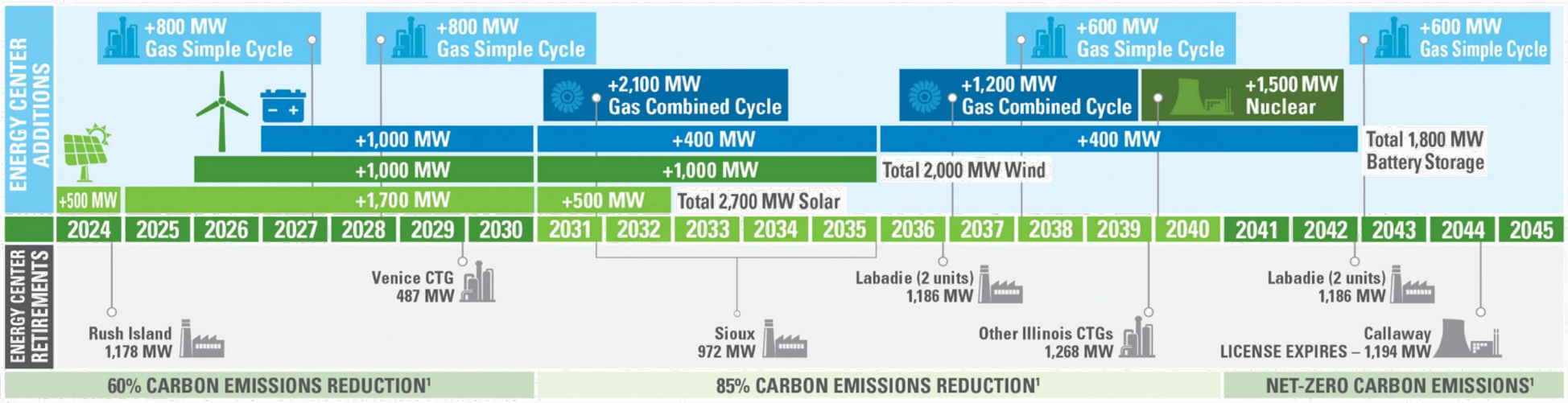
Preempt changes with **scenarios**



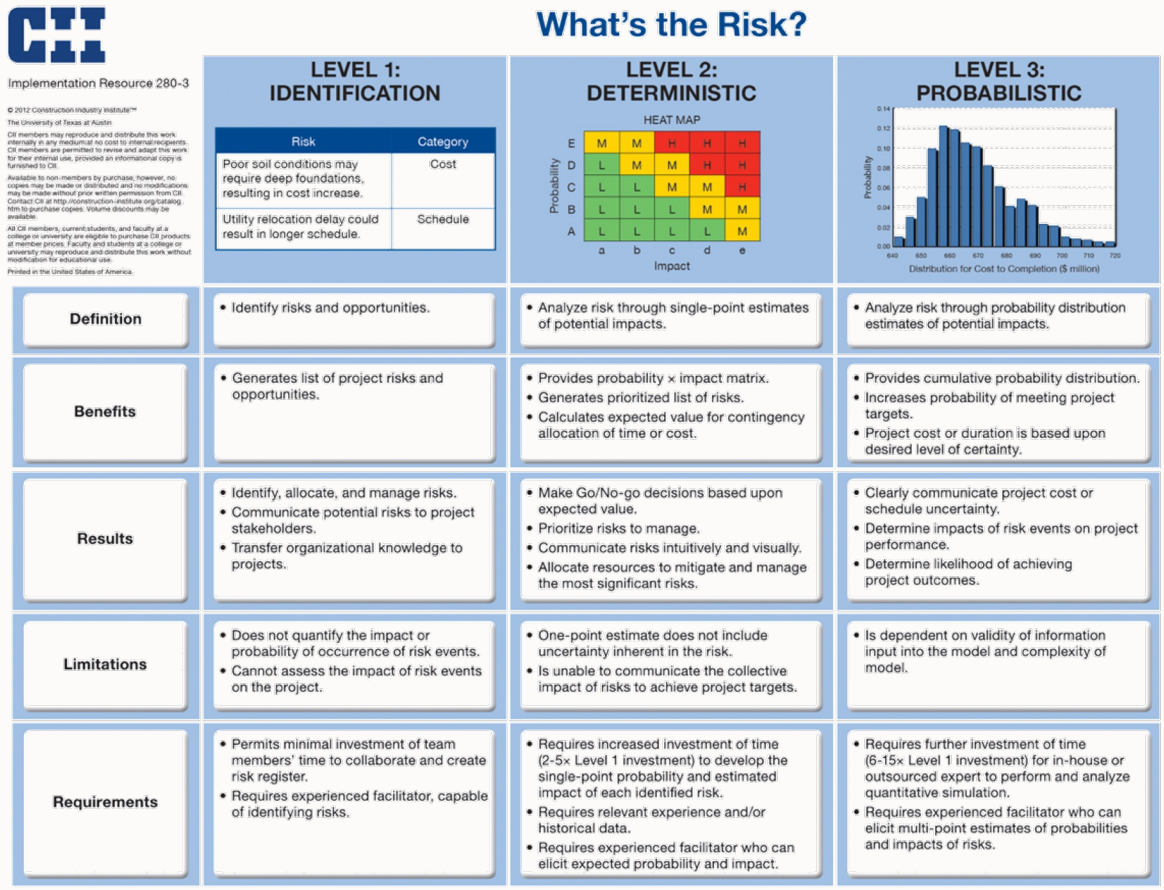
Name	Evaluation Score	Strategic Score	Risk Level	Conf	Start	Finish	Total Cost	2018	2019
Target Budget							**$8,000,000.00**	**$4,000,000.00**	**$3,000,000.00**
Proposed Budget (15 of 27)		0.00			01-Aug-14	31-Jan-23	**$7,223,000.00**	$3,629,334.00	$2,456,668.00
Difference							**$777,000.00**	$370,666.00	$543,332.00
Sample Proposal	31.16%		Not Identified	High	01-Feb-18	31-Jan-20	$240,000.00	$200,000.00	$40,000.00
Harbour Pointe Facility	82.00%		Medium	Medi	01-Aug-14	31-Jul-20	$420,000.00	$160,000.00	$150,000.00
Nesbid Building Expansion-1	69.00%		Low	High	01-Oct-15	31-Dec-19	$300,000.00	$150,000.00	$125,000.00
Juniper Building	72.17%		Medium	High	01-Feb-15	31-Jan-20	$230,000.00	$150,000.00	$80,000.00
Juniper Nursing Home-1	85.50%		Medium	Medi	01-Feb-18	31-Jan-23	$250,000.00	$125,000.00	$50,000.00
Harbour Pointe Assisted Living Center-1	32.33%		Medium	High	01-Aug-14	31-Dec-18	$350,000.00	$350,000.00	
Nesbid Building Expansion	58.84%		Low	High	01-Oct-15	30-Sep-20	$100,000.00	$100,000.00	
Multi-Platform Content Consolidation	34.67%		Not Identified	Low	01-Jan-18	31-Dec-20	$1,500,000.00	$500,000.00	$500,000.00
Embed and Optimise Document Management...	20.00%		Not Identified	High	01-Dec-15	31-Dec-19	$1,100,000.00	$500,000.00	$500,000.00
Kickserv Next Generation Deployment	21.83%		Not Identified	Medi	01-Jan-17	31-Dec-21	$1,750,000.00	$700,000.00	$750,000.00
ReachSearch SEM Modernization	30.00%		Not Identified	Medi	01-Jan-17	31-Dec-21	$730,000.00	$356,000.00	$220,000.00
Logging Data Retention	20.00%		Not Identified	High	01-Jan-18	31-Dec-19	$850,000.00	$400,000.00	$400,000.00
Deploy MDM Service			Medium		16-Apr-18				
AP-test4			Not Identified		08-May-18				

Extend the planning horizon

Preferred Plan Timeline



CII & PMI risk management guidance



Plan Risk Management

↓

Identify Risks

↓

Perform Qualitative Risk Analysis

↓

Perform Quantitative Risk Analysis

↓

Plan Risk Response

↓

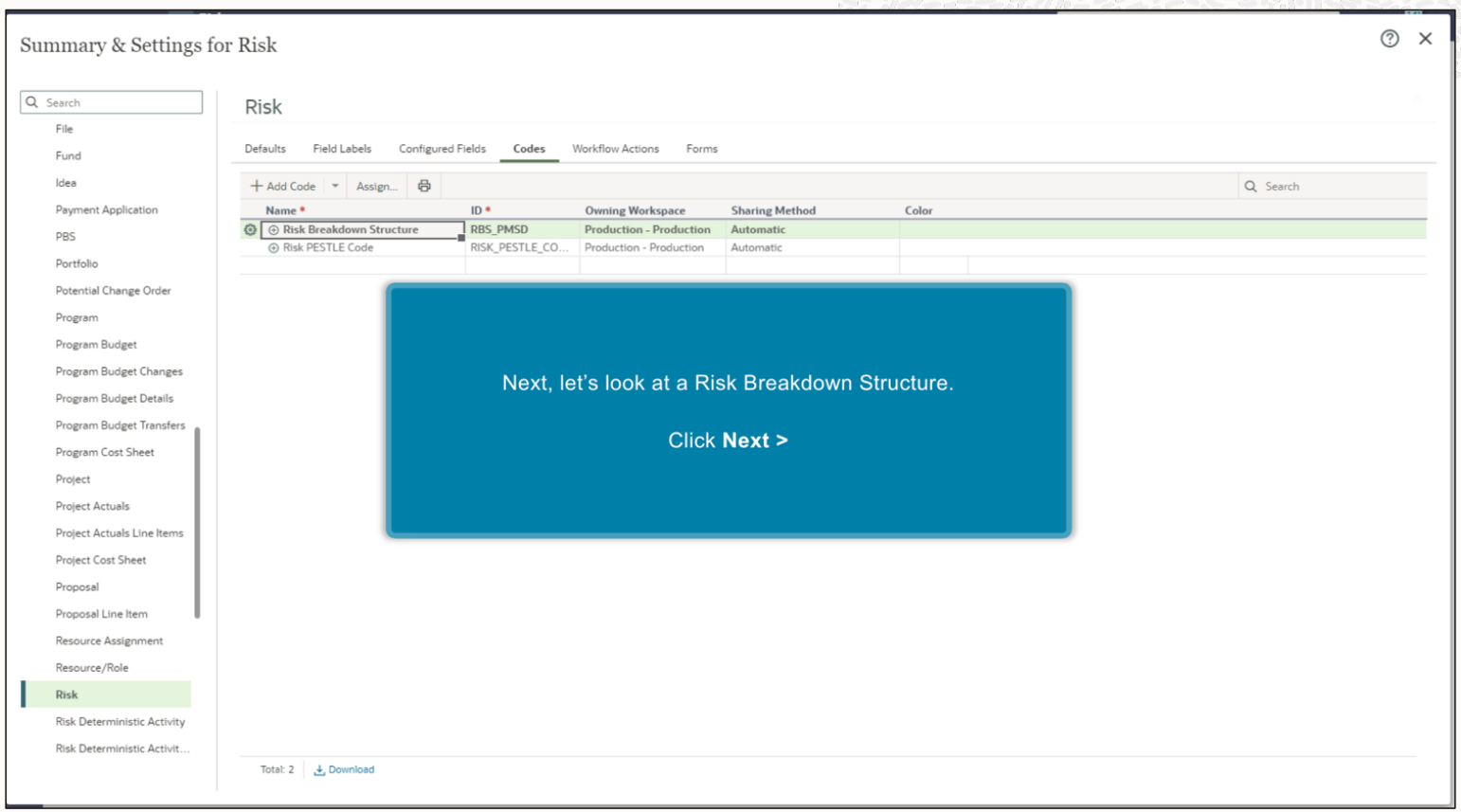
Implement Risk Responses

↓

Monitor Risks

Risk breakdown structure

Plan Risk Management



Risk registers

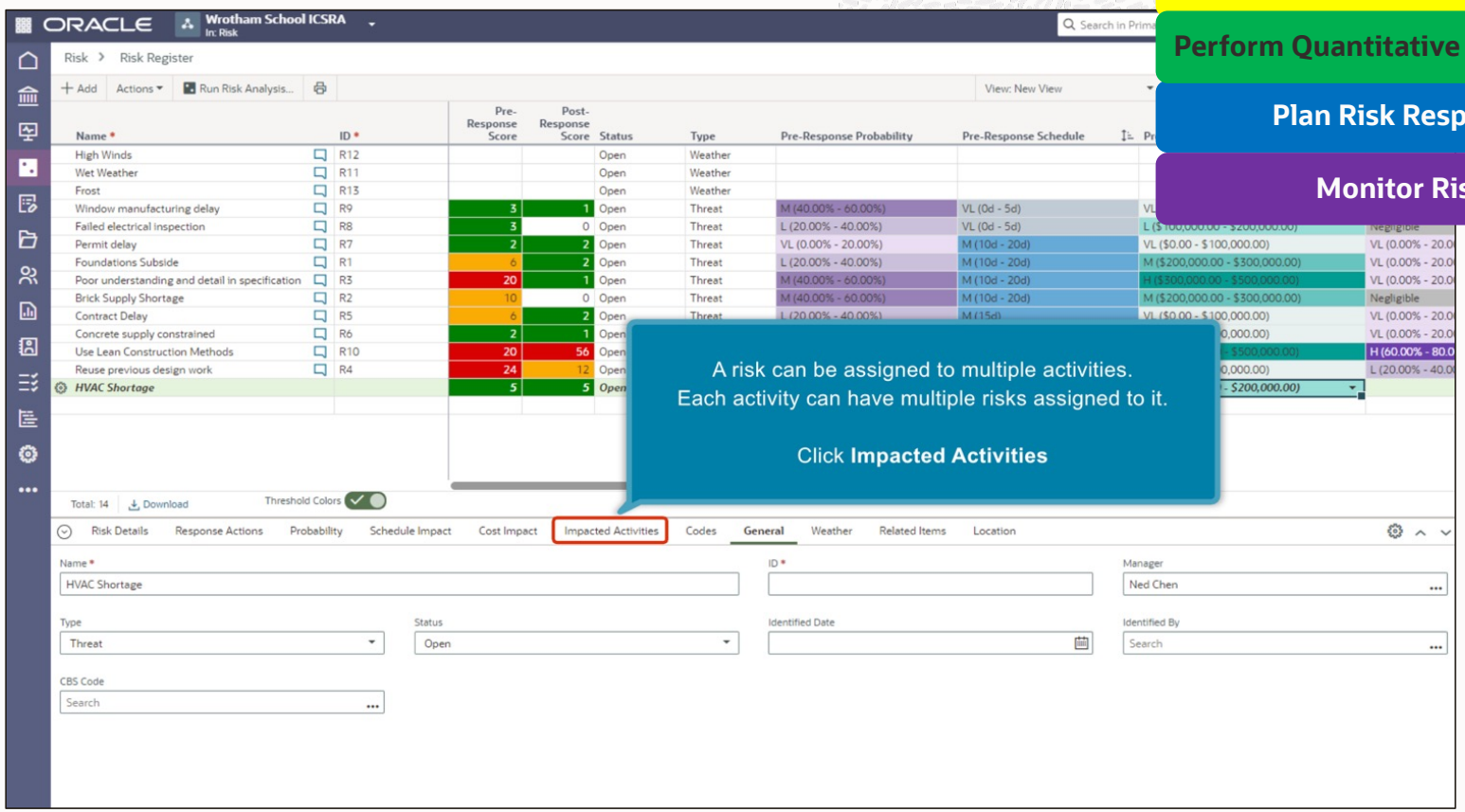
Identify Risks

Perform Qualitative Risk Analysis

Perform Quantitative Risk Analysis

Plan Risk Responses

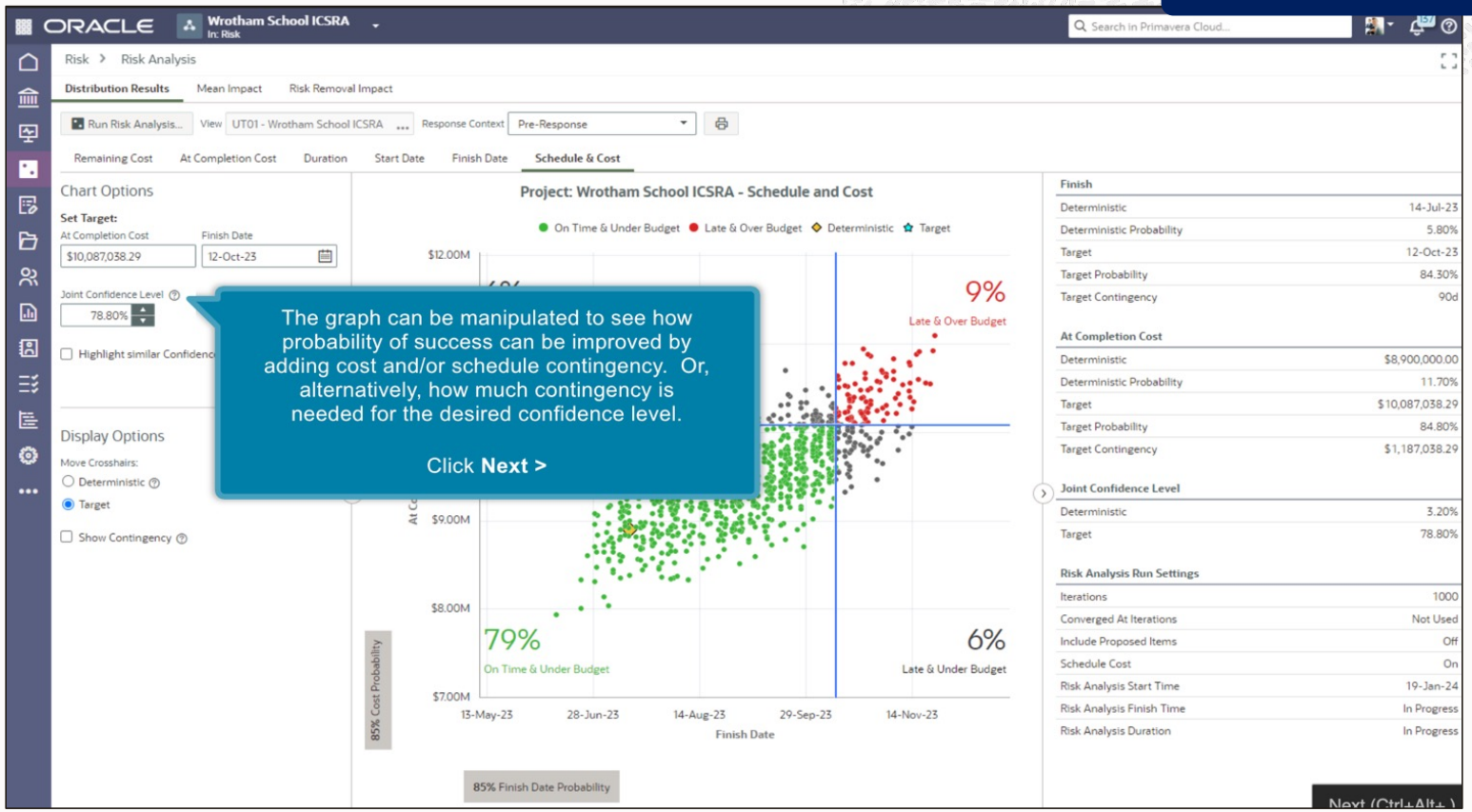
Monitor Risks



Probabilistic analysis

Perform Quantitative Risk Analysis

Implement Risk Responses



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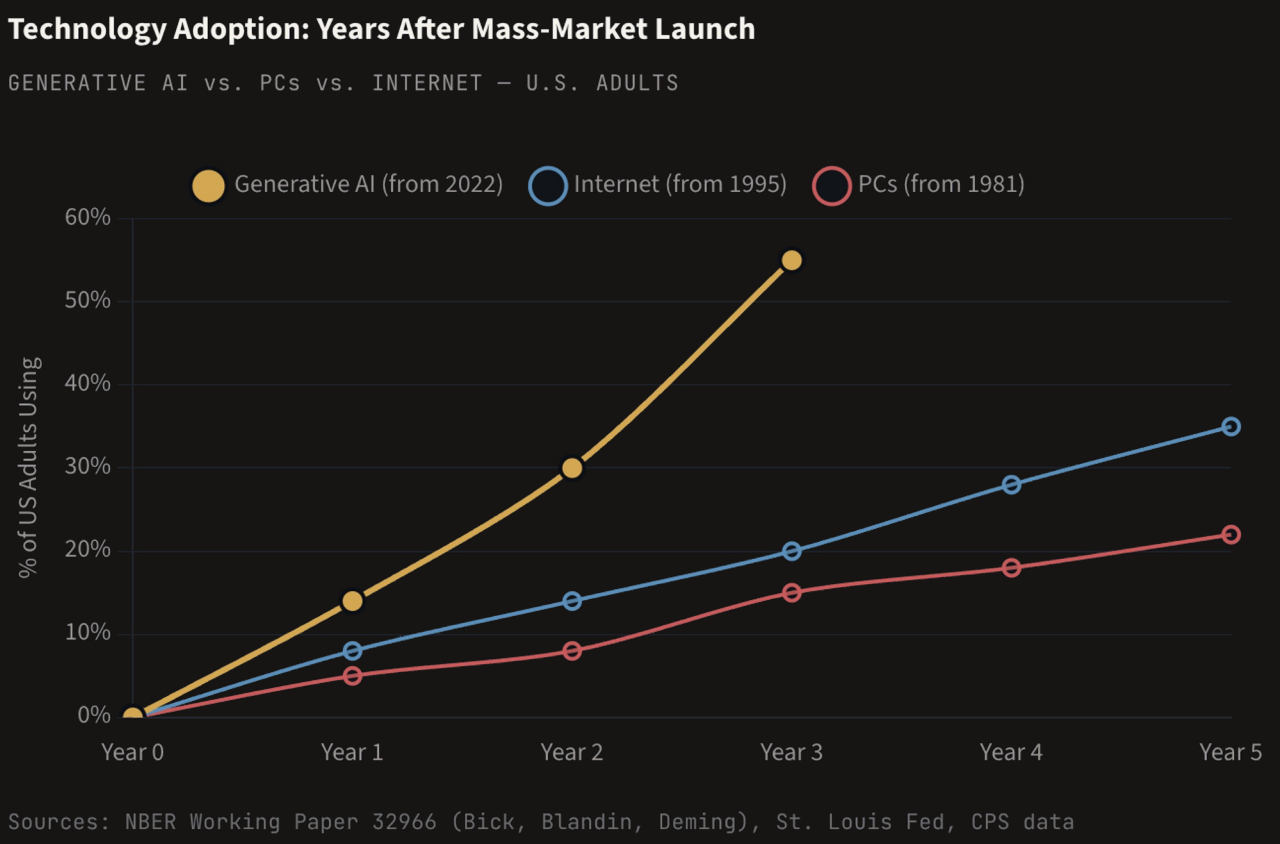
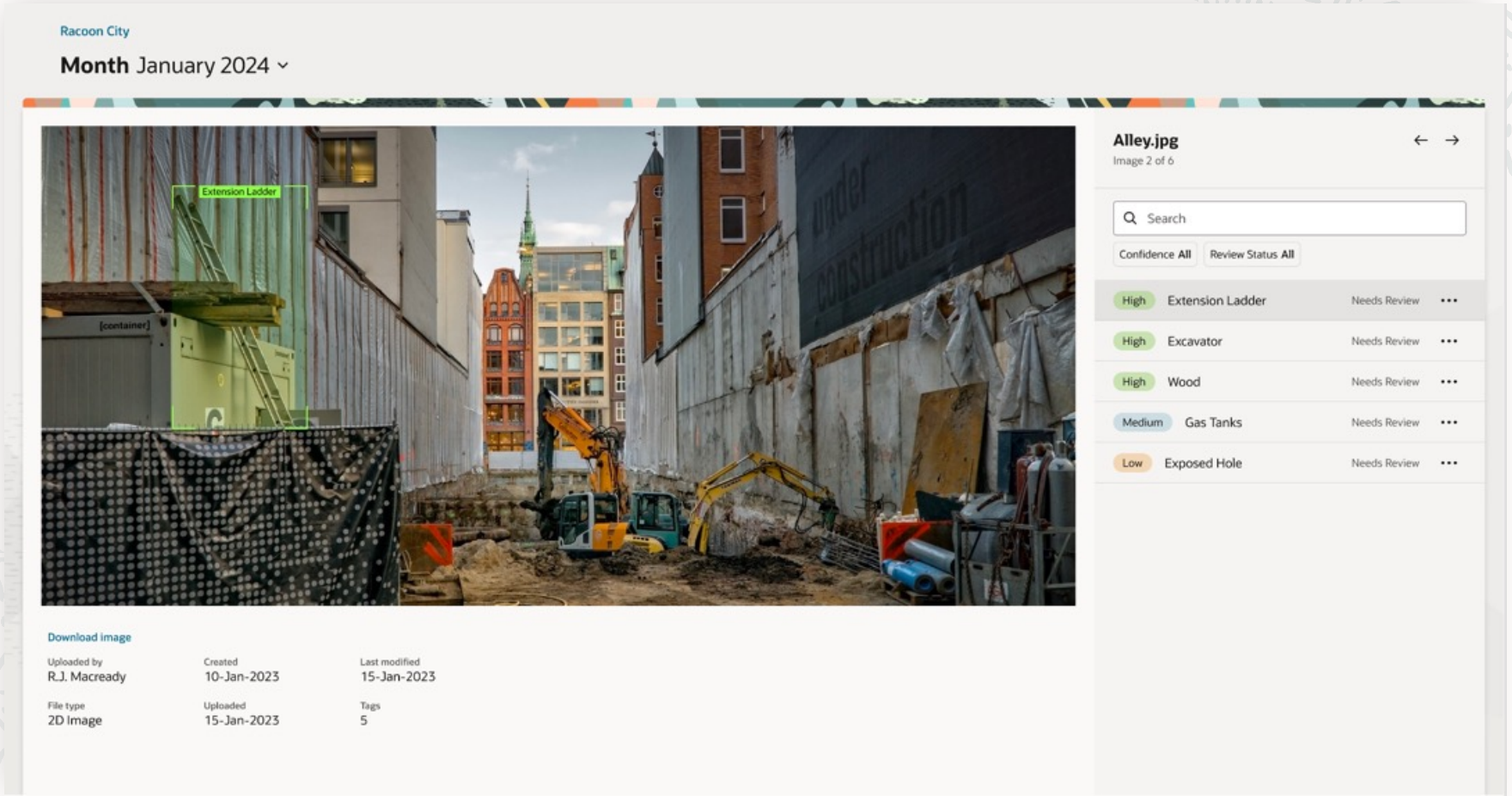
AI's early adoption vs. other tech



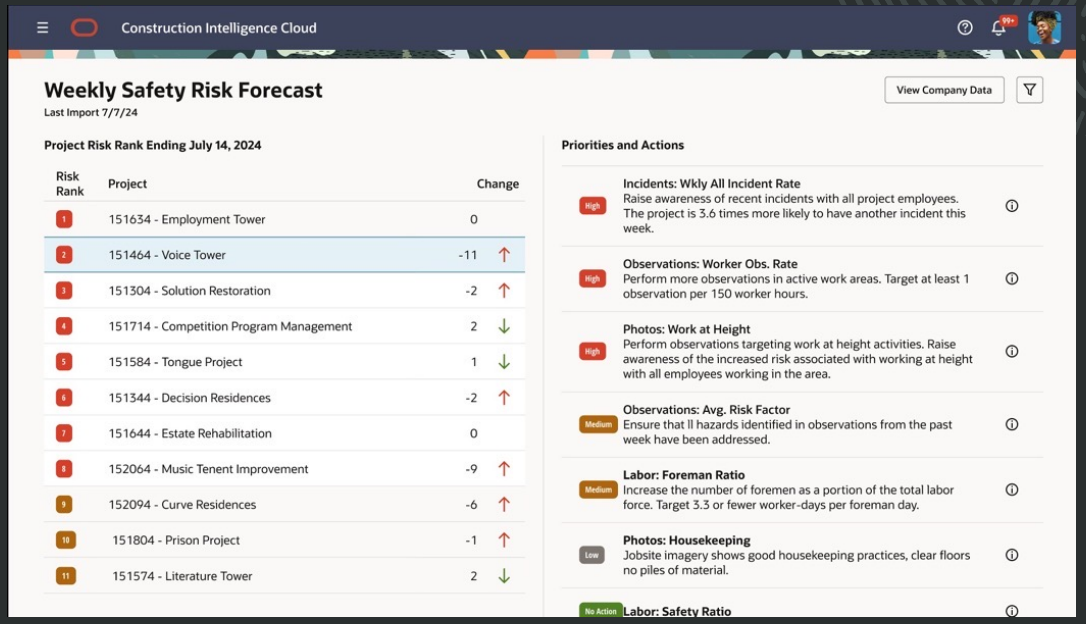
Advisor for Safety: Safety Monitoring



Advisor for Safety: Predictive Safety Analytics

BUSINESS VALUE:

- Moves enterprise safety programs from being reactive to proactive.
- Identifies safety hazards and predicts the projects at greatest risk of a safety incident.
- Provides recommendations for risk mitigation.



AI in Oracle Aconex

Safety Observations and Predictive Safety

- Implement Observation-based safety program
- Run AI-powered predictive safety program

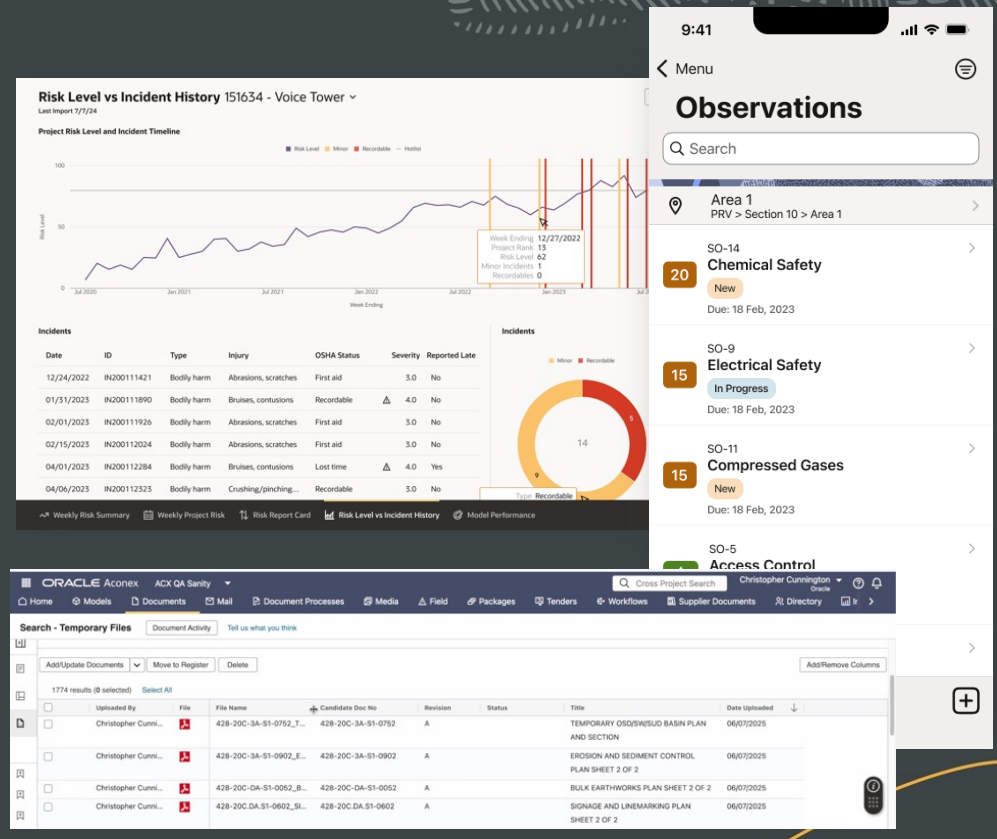
In active development or limited release

Document meta-data extraction

- Identify key document data in drawing title blocks, content to auto-populate document register

AI powered search

- Enable natural language search tied to query outputs



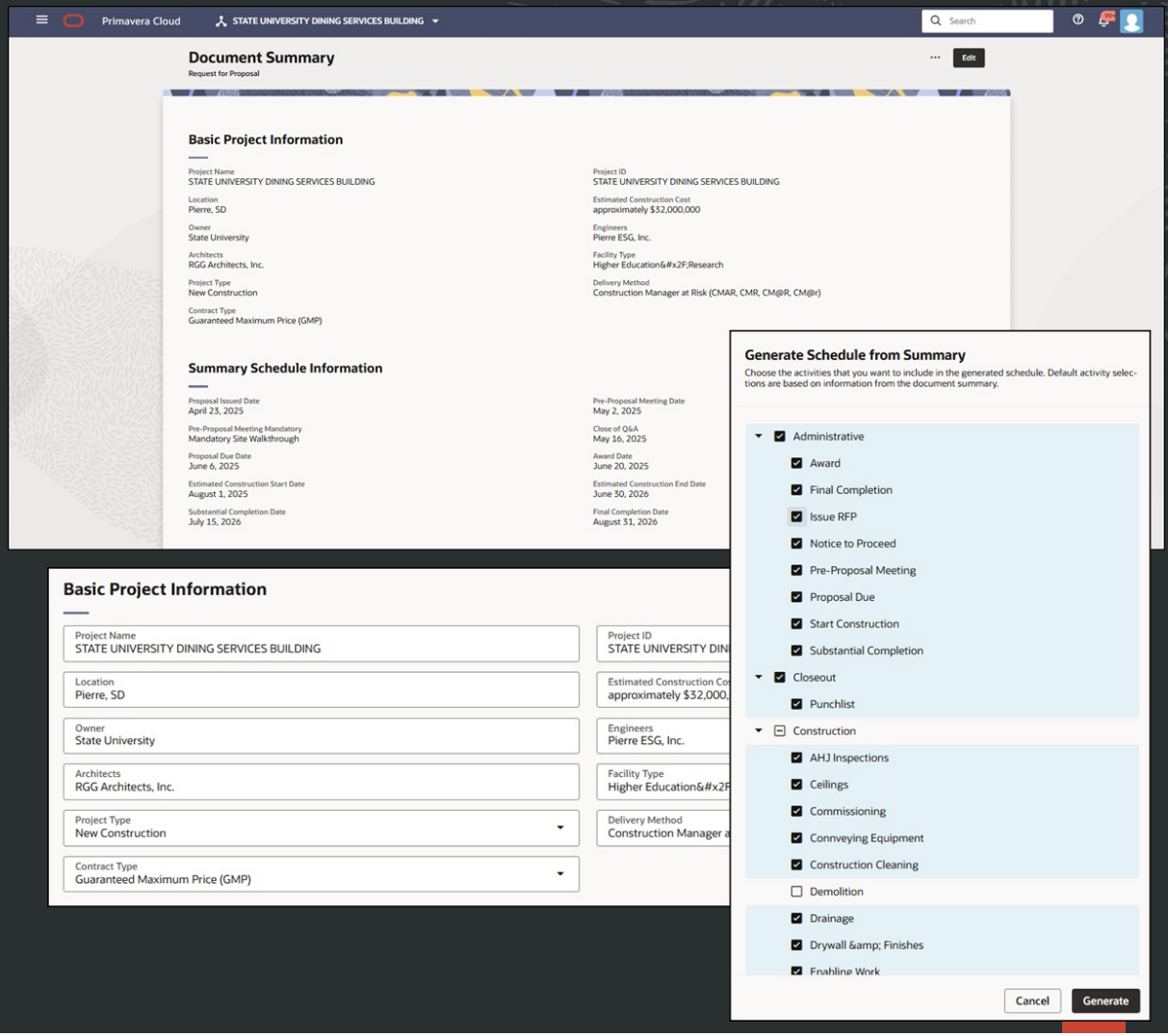
AI in Oracle Primavera Cloud

SCHEDULE GENERATION FROM RFP CONTENT

- Saves time by evaluating RFP document content, summarizes the information and develops the initial preliminary schedule.

OPC HELP

- Gives instructions in response to natural language queries, which helps users -- especially ones that are not in the solution every day.



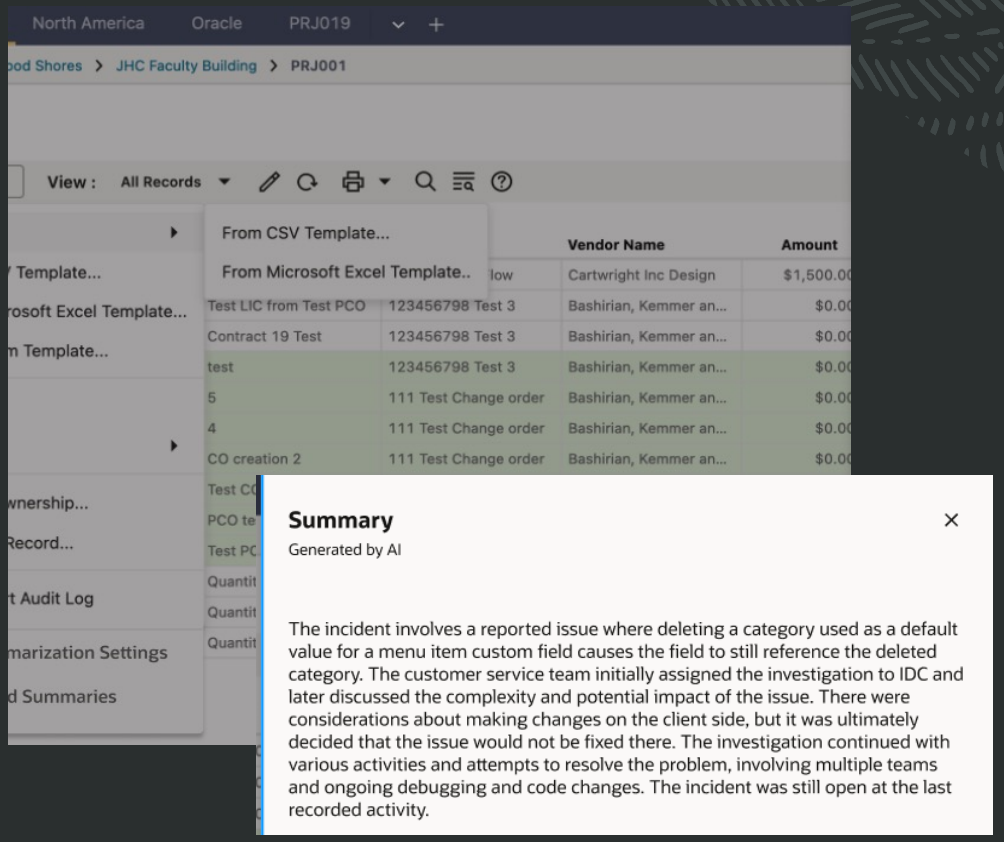
AI in Oracle Primavera Unifier: Business Process and Workflow Summarizers

BUSINESS PROCESS SUMMARIZATION

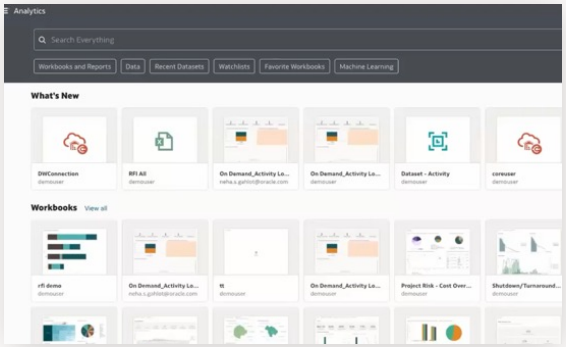
- Summarizes Business Processes (ex: a group of change orders, or issues) to be able to understand the topics involved without clicking into each one

WORKFLOW SUMMARIZATION

- Gives a day-in-the-life of a record to be able to determine workflow path, bottlenecks, current status, next steps, etc

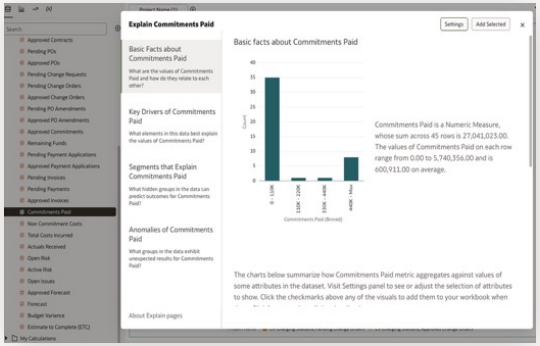


Examples of AI Powered Features in CE Analytics



Home Page Ask & AI Assistant

Simply ask questions about your data and get answers. Instantly access and generate relevant visualizations.



Explain

AI generated visualizations explain the details of fields, including anomalies, patterns, etc.

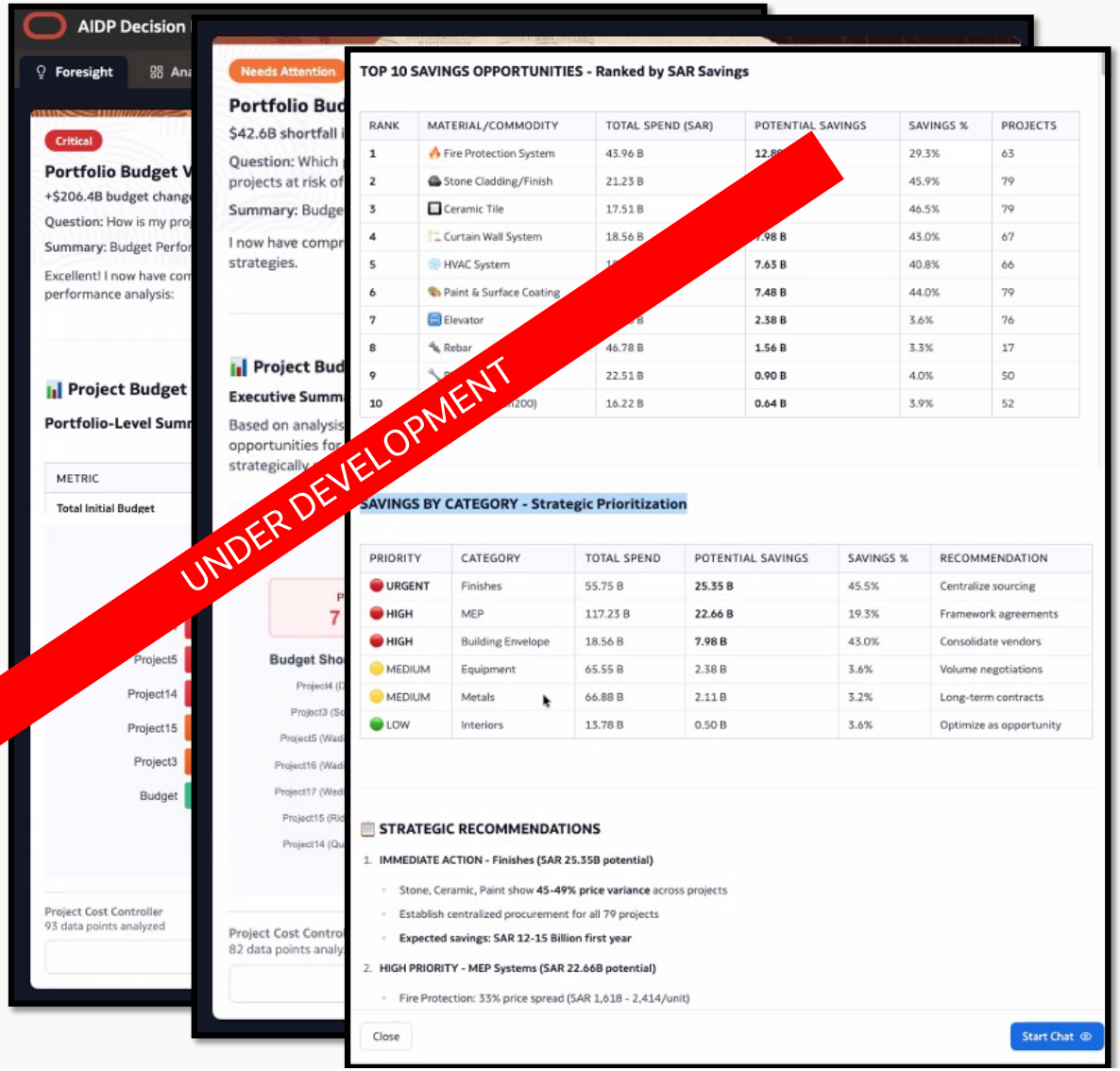
Language Narrative

Instantly add a narrative to a dashboard to further explain a visual.

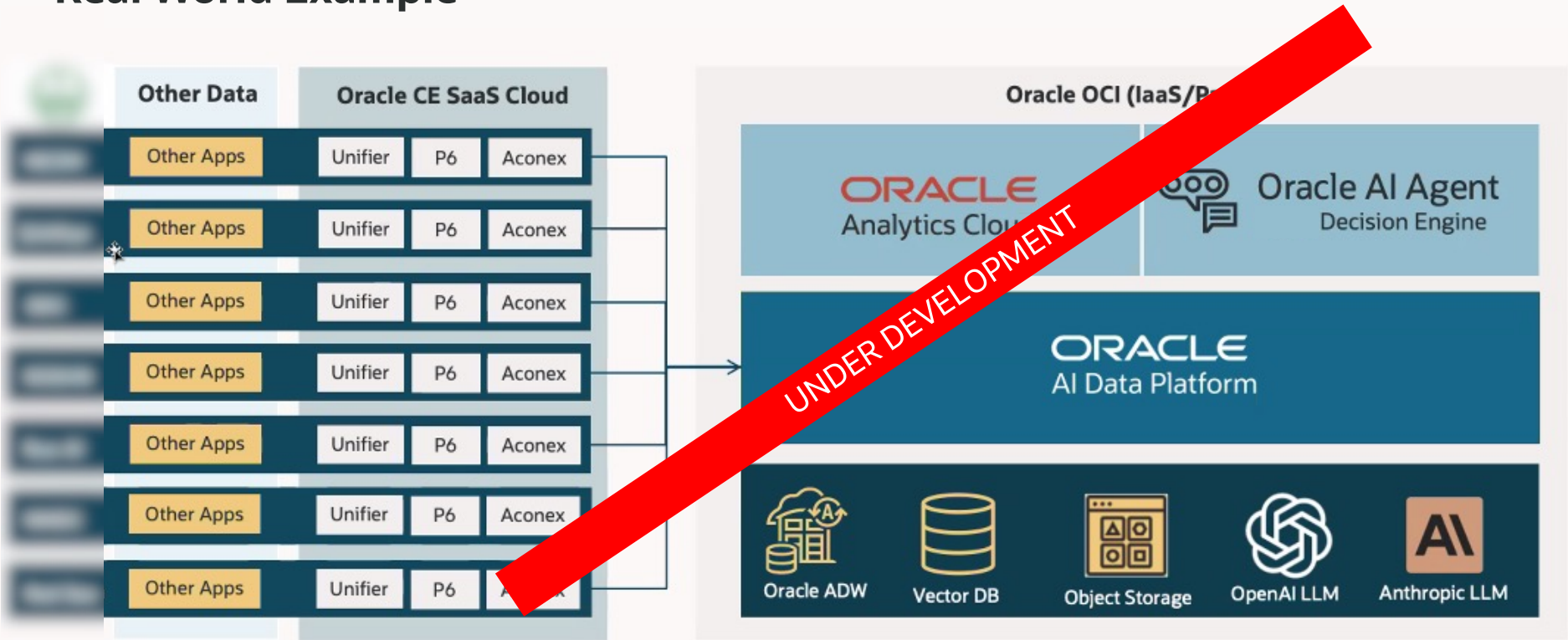
How is my project performing against its approved budget, and what is driving any variance?

Which projects currently have unutilized budget funds, and how can these be reallocated to support projects at risk of overruns due to change orders or actual spending exceeding commitments?

Identify savings opportunities and prioriti… by category



Real World Example



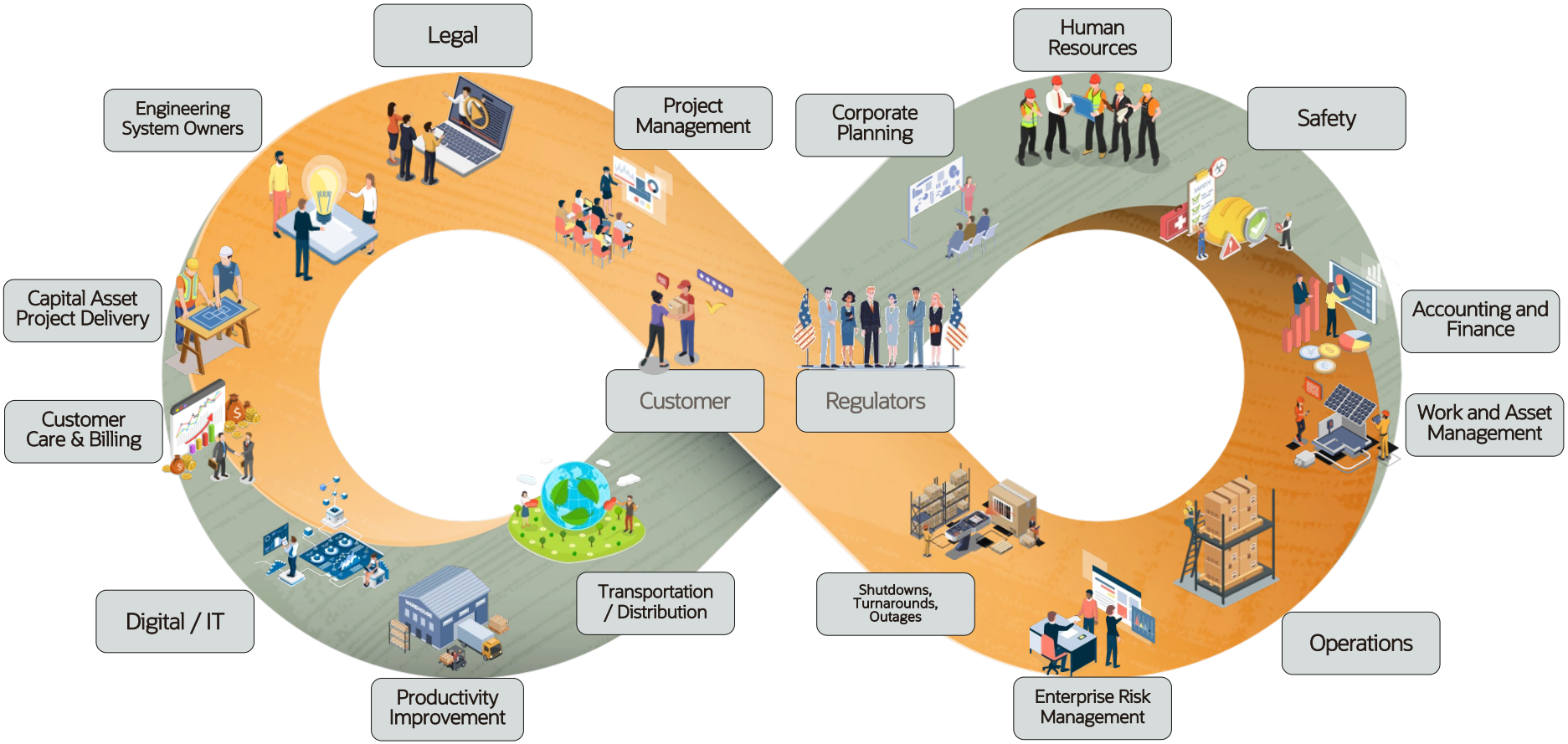
Live Proof of Concept for $1.3tn program of works

Unifier/P6/Aconex/Autonomous DB/AI Data Platform/Analytics Cloud/Custom Integration & development

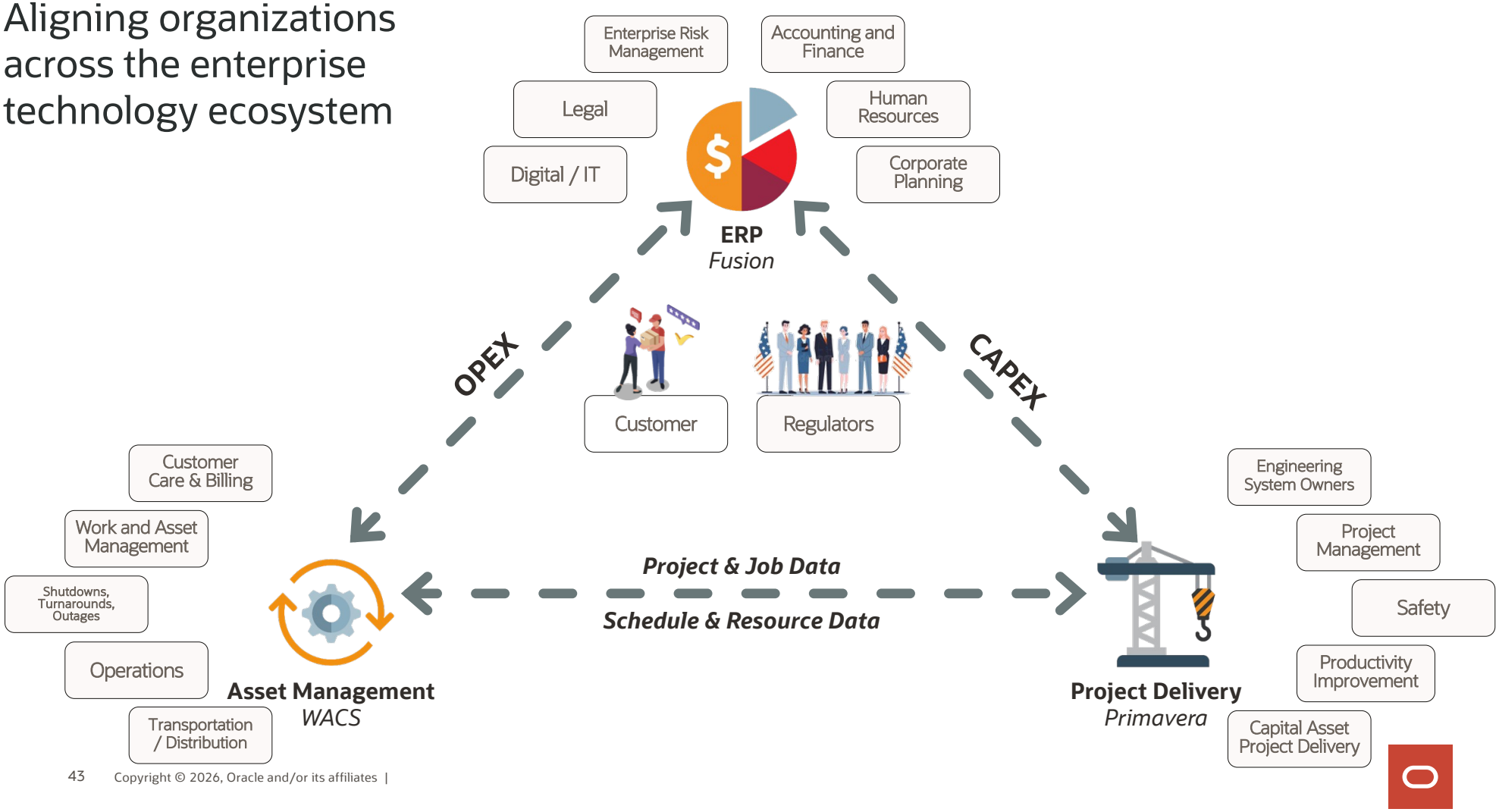
Agenda

- Industry challenges
- Oracle's answer
- AI for project delivery
- The Oracle Ecosystem
- Industry Lab

Sample owner organizational ecosystem



Aligning organizations across the enterprise technology ecosystem



Construction with Utilities

Featuring

- ERP Financials & PPM
- CX4U & CPQ
- CCS
- Primavera Unifier

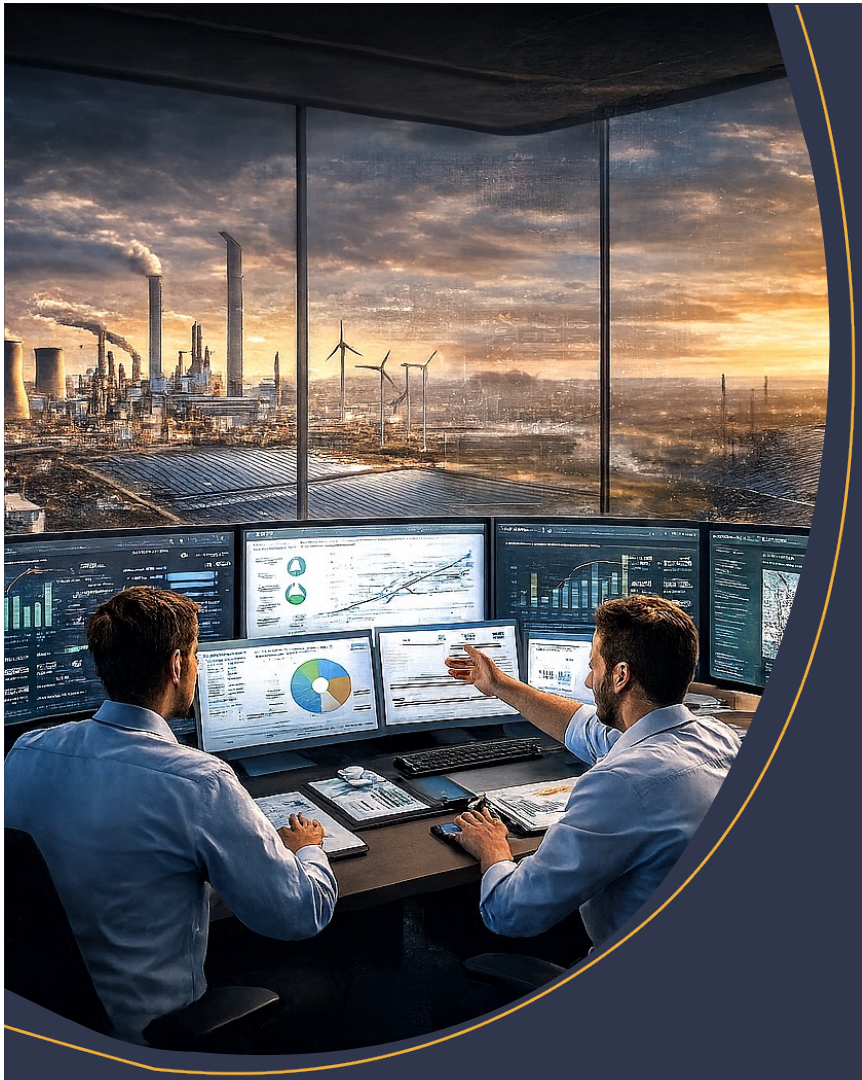
Automate the journey from customer opportunity, completion of construction to final billing for new utility services, supporting complex commercial needs and regulatory environments.

Process Overview

- Capture/qualify new service opportunities, define scope & req.
- Estimate costs, generate quotes, manage contracts & approvals.
- Execute build, inspections, and update progress.
- Activate new assets, add service points, and transition to billing.

Value

- Automation replaces manual handoffs - accountability throughout
- Faster time-to-service by connecting opportunity to operations.
- Improve cost control and project transparency at every step.
- Reduced risk with built-in compliance and approval workflows.
- Delivers seamless customer and stakeholder experience.



Asset Replacement & Capital Planning

Featuring

- ERP Supply Chain
- ERP HCM
- WACS
- Fusion Field Service (+ECP)
- Primavera
- ERP Finance

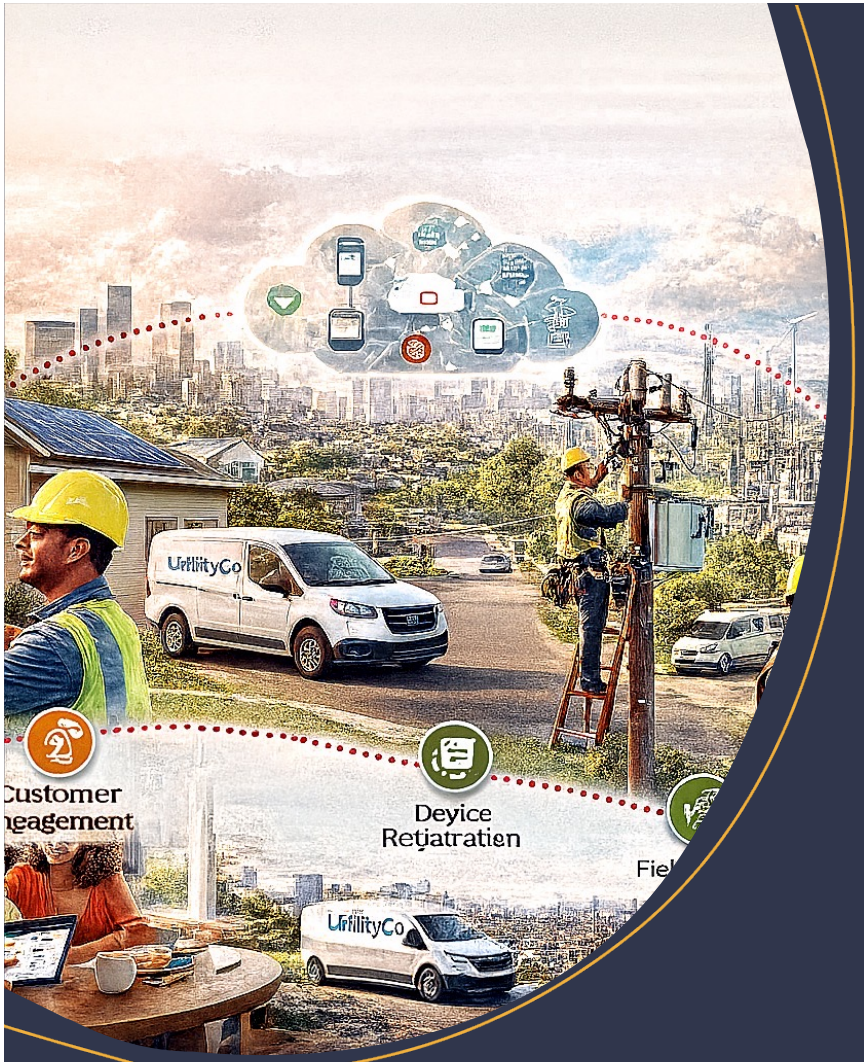
Enable data-driven decisions on asset maintenance versus replacement and optimize capital planning through analytics-driven integration across key Oracle platforms.

Process Overview

- Visualize asset health through analytics
- Compare maintenance vs. replacement costs & risks
- Perform what-if analysis of options
- Plan and justify capital investments

Value

- Informed, holistic asset investment decisions
- Improved risk management and regulatory compliance
- Reduced costs and optimized capital allocation
- Streamlined cross-departmental collaboration



Customer to Grid

Featuring

- Fusion CX (CX4U)
- Fusion Field Service (+ECP)
- Opower
- CCS (inc. CPM)
- ADMS (+ EnergyHub)

Unified customer engagement, device registration, field service, and flexible grid management. Follow a utility customer through the smart charger journey from promotion, installation and enrollment in direct load control events.

Process Overview

- Engagement of EV owner to install smart charger
- Scheduling and tracking of installation engineer
- Promotion and enrollment in direct load control program
- Execution of load control event and settlement with customer

Value

- Higher program enrollment rates
- Increased customer satisfaction scores
- Higher participation in demand management events
- Reduced cost to serve through greater automation
- Accelerated non wires alternatives to capacity constraints

Revenue Intelligence

Featuring

- ERP Finance
- CCS
- Opower
- CX4U
- Data Intelligence
- Oracle Payments (TBC)

A utility's financial health is tied to the financial health of its customers. This story starts on the balance sheet and shows how personalized customer engagement during affordability challenges contributes to the utilities' financial health.

Process Overview

- General ledger, examination of receivables debt (owed by customers)
- Drilling down into accounts payable/receivable for root cause
- Find eligible customers for programs that increase ability to pay
- Highlight the engagement that follows and the results it delivers

Value

- Boosts utility cash flow through targeted recovery.
- Connects customers to programs that help them pay.
- Reduces bad debt and fewer disconnections.
- Strengthens trust with proactive customer outreach.

Agenda

- Industry challenges
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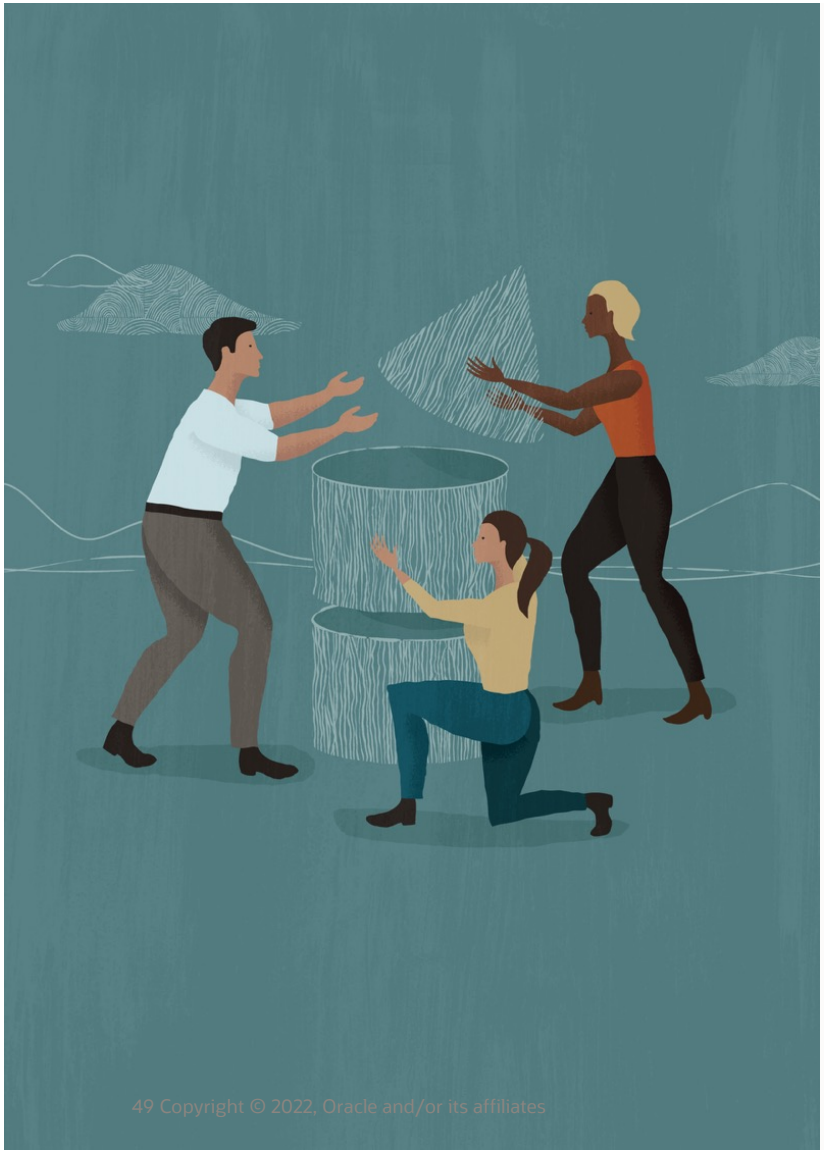
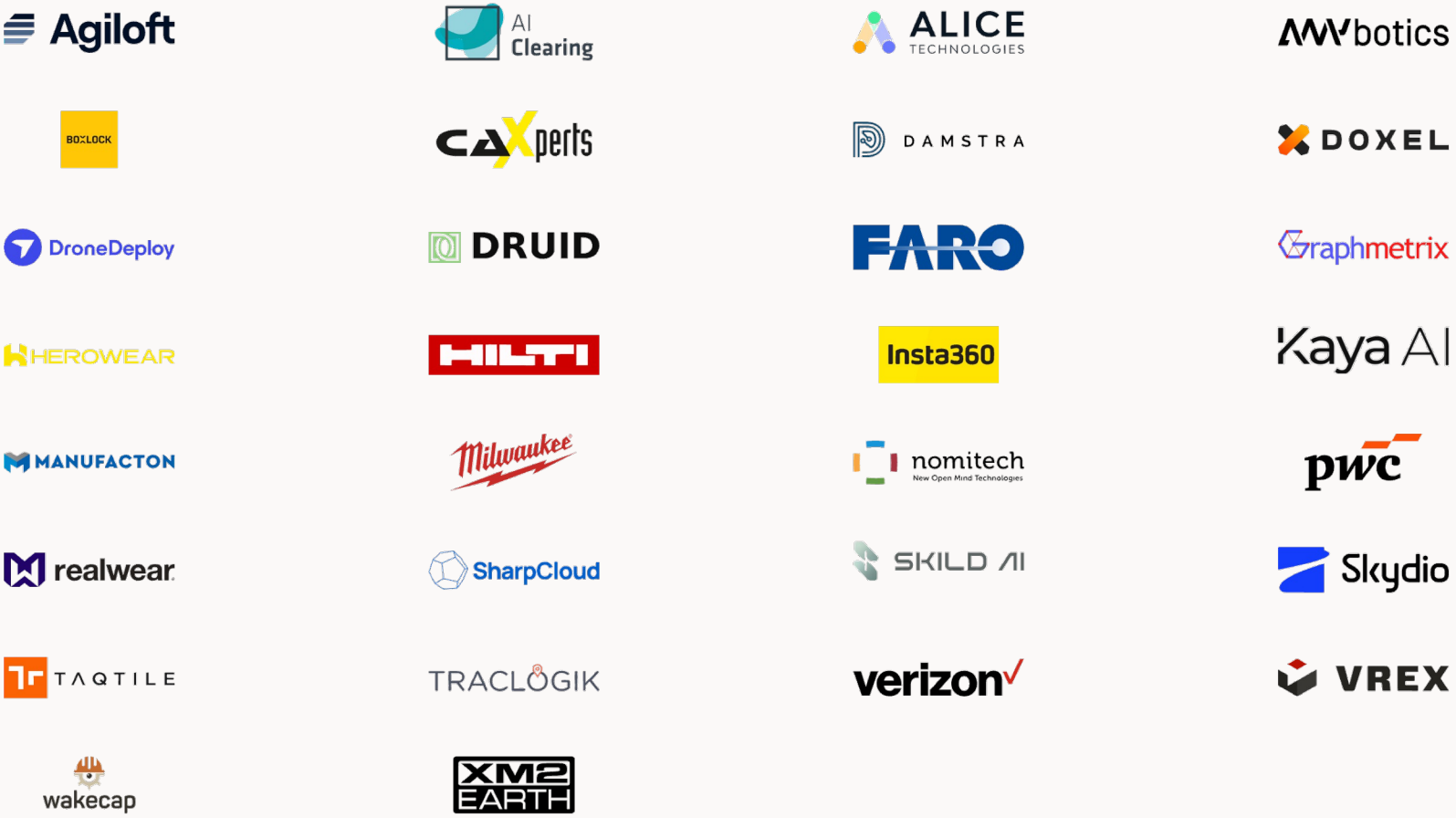


Oracle Industries Innovation Lab Mission

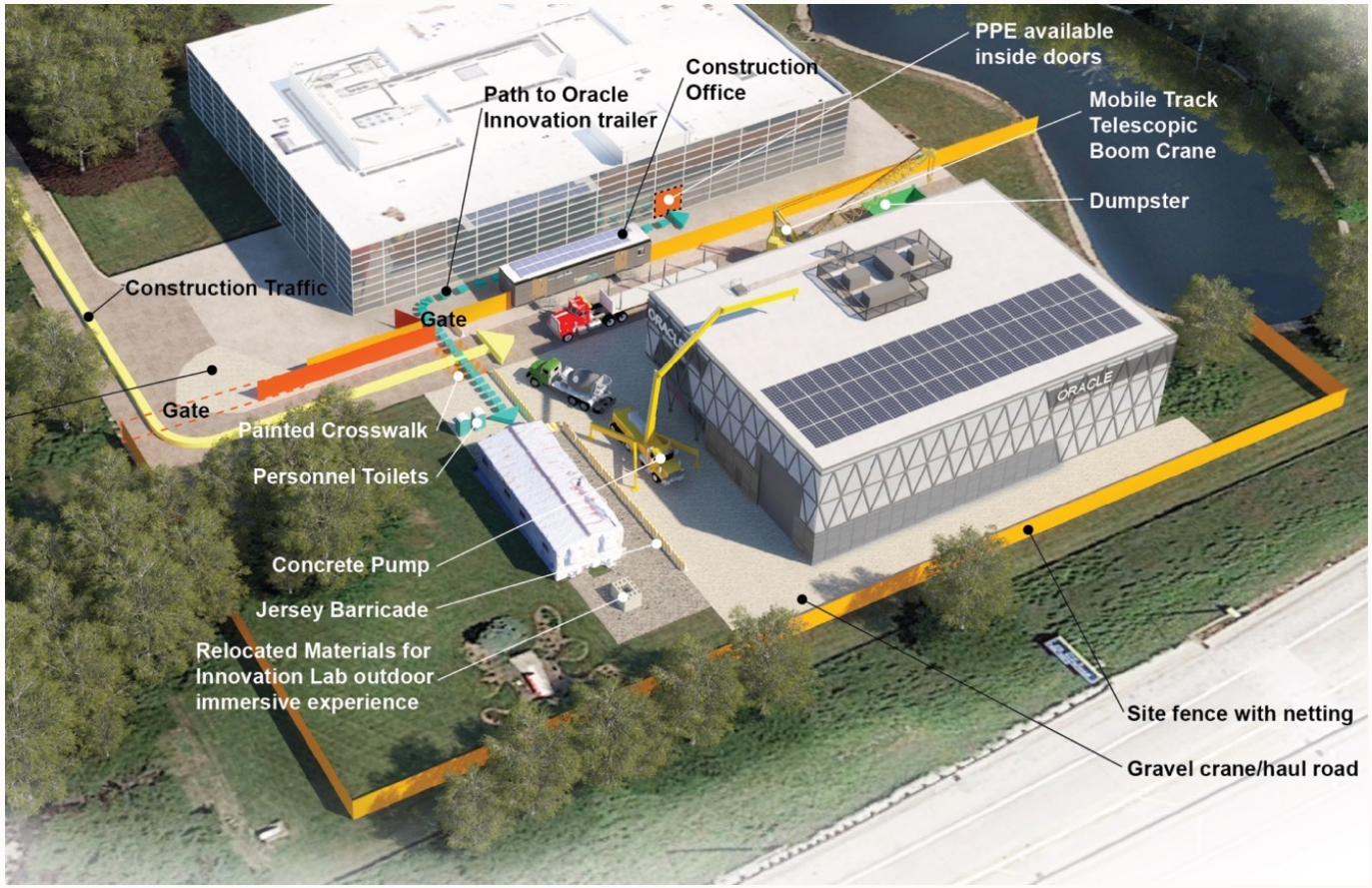
Enable Oracle to collaborate with customers and partners across industries to co-innovate, experiment, and bring to life the power of transformative technologies.

Our Deerfield, IL (Chicago) Industry Lab technology partners



Phase I (Construction & Engineering Innovation Lab)…where it all started

Phase II (Industries Innovation Lab)…the vision



“Pepper Construction Puts Oracle Construction and Engineering Solutions to the Test for Innovation Lab Build”

Meet the Innovation Lab partners

Oracle’s technology ecosystem partners at the Innovation Lab delivered value-add capabilities to the technology stack to elevate project delivery to the next level.

triax

RECONSTRUCT

SENSERA SYSTEMS

NEWMETRIX

JOVIX

FARO

Pepper Construction case study

Let’s check out the built product!!!

Oracle AI and Robotics for the Built World Forum 2026

Explore the technologies transforming project delivery today and tomorrow

Technology continues to reshape how work gets done at the jobsite, with breakthroughs in AI, robotics, drones, reality capture, and other innovations continuing to enhance performance and improve project outcomes.

Join Oracle, our innovation partners, and your peers at our **AI and Robotics for the Build World Forum**, on May 20-21 at the Oracle Industry Lab in Deerfield, just outside Chicago. This exclusive event will delve into the latest technologies and practices that are helping unlock new insights and efficiencies in construction project delivery.

Event Highlights

- Technology use case presentations
- Robotic partner technology and Customer presentations
- Insighful panel discussion on a variety of robotic technologies and the impact on the Build World
- Q&A sessions
- Lab experiences showcasing how we are making “art of the possible” a reality
- Oracle’s innovation partners to help you work through your digital journey

Airport: O’Hare International

Hotels: Embassy Suites, Courtyard by Marriott, Hyatt Regency Deerfield

May 20, 8:30 AM – 6:00 PM
May 21, 8:30 AM – 2:30 PM

Oracle Industry Lab
1405 Lake Cook Rd.
Deerfield, IL 60015

Thank you

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