



CONSTRUCTION INDUSTRY INSIGHTS 2026:

AGENDA

2:30 PM	Registration
3:00 PM	Welcome & Opening
3:15 - 4:00 pm	Economic Outlook for Construction Michael Weidokal, International Strategic Analysis (ISA)
4:00 - 4:15	Break
4:15 - 5:00	M&A Panel Discussion Paul Weisinger, Rea ; Kurt Kappa, First Federal ; Nora T Mahoney, Carleton McKenna
5:00 - 6:30 pm	Networking & Closing

MICHAEL WEIDOKAL

*Executive Director
International Strategic Analysis (ISA)*



The ISA Global Economic and Risk Outlook

The ISA Global Economic and Risk Outlook

Presented by Michael Weidokal

Executive Director

International Strategic Analysis (ISA)

www.isa-world.com

www.michaelweidokal.com



Agenda and Objectives

Today's Agenda

- The World Today
- Threats to Mitigate
- Opportunities to Grow
- The World Tomorrow
- How to Succeed in a Changing World
- Q&A

Today's Objectives

- To obtain an unbiased view of the situation in the world today
- To identify the main threats that you will face in the coming years
- To identify your best opportunities for growth in the coming years
- To help you to develop a strategy to succeed in a rapidly-changing world

The World Today

Information Overload Breeds Uncertainty and Distraction

Trump team ramps up attack on Fed's Powell with criminal indictment threat

Chinese drill near Taiwan seen as test run for blockade, message to US

How the Thailand-Cambodia Border Conflict Is Creating Ripple Effects Across Global Manufacturing Supply Chains

Trump Says U.S. Oversight of Venezuela Could Last for Years

EU reveals weak hand as Trump raids Venezuela and threatens Greenland

Ukraine: Massive overnight attack leaves millions in the dark

Young workers' employment drops in occupations with high AI exposure

All Eyes on the Weak U.S. Dollar in 2026

Why does Trump want Greenland and what could it mean for Nato?

The World Today

Key Points

Uncertainty

Concentrated Growth

Consumer and Tech-Driven Growth

High Levels of Risk

Summary

Businesses, investors and governments are struggling to make sense of the world.

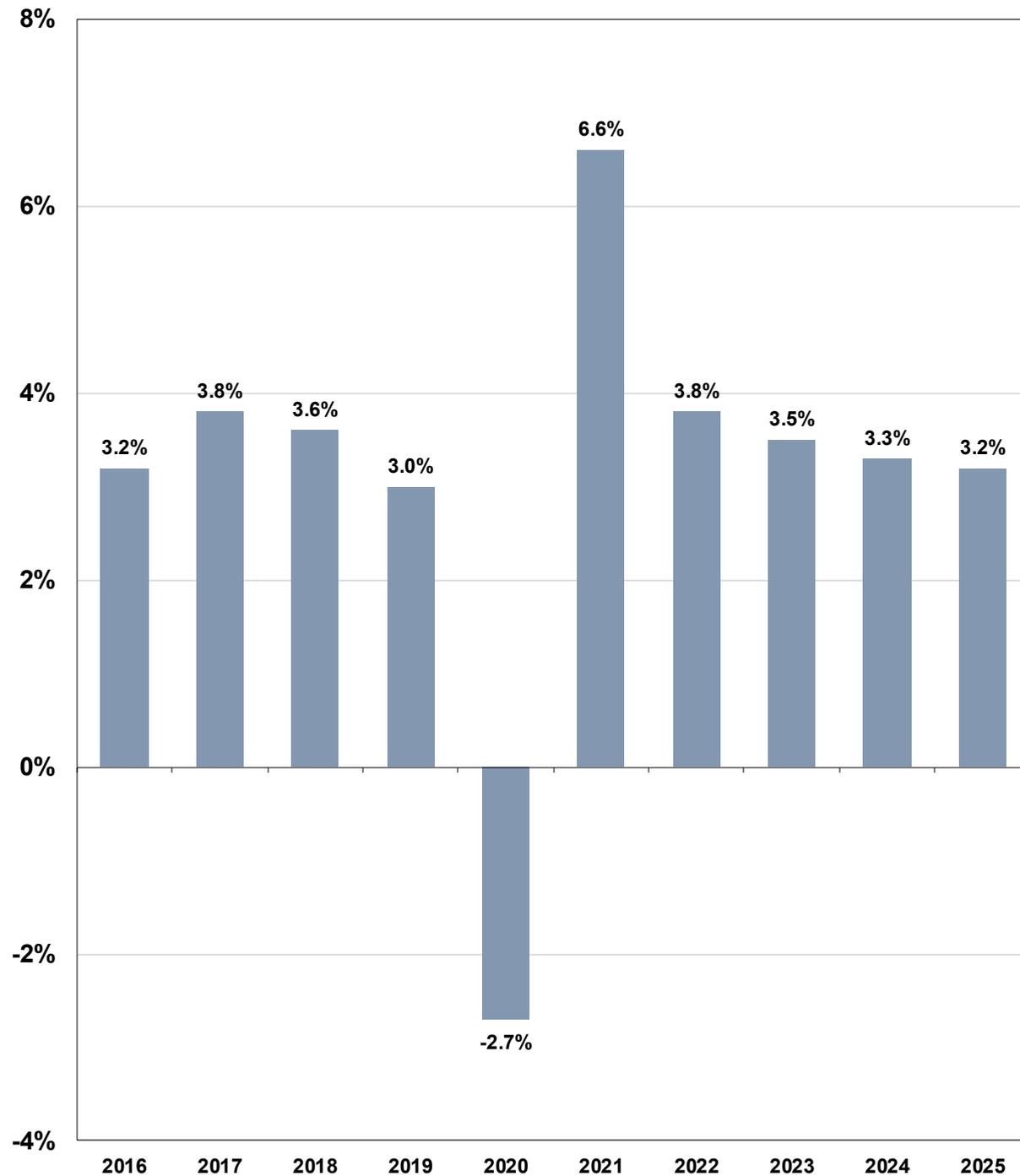
Growth has been concentrated in a small number of countries and industries.

Consumer spending and the tech sector have been the main drivers of growth.

Economic and political risk levels remain dangerously-high.

The State of the Global Economy

Global GDP Growth Rates



Key Points

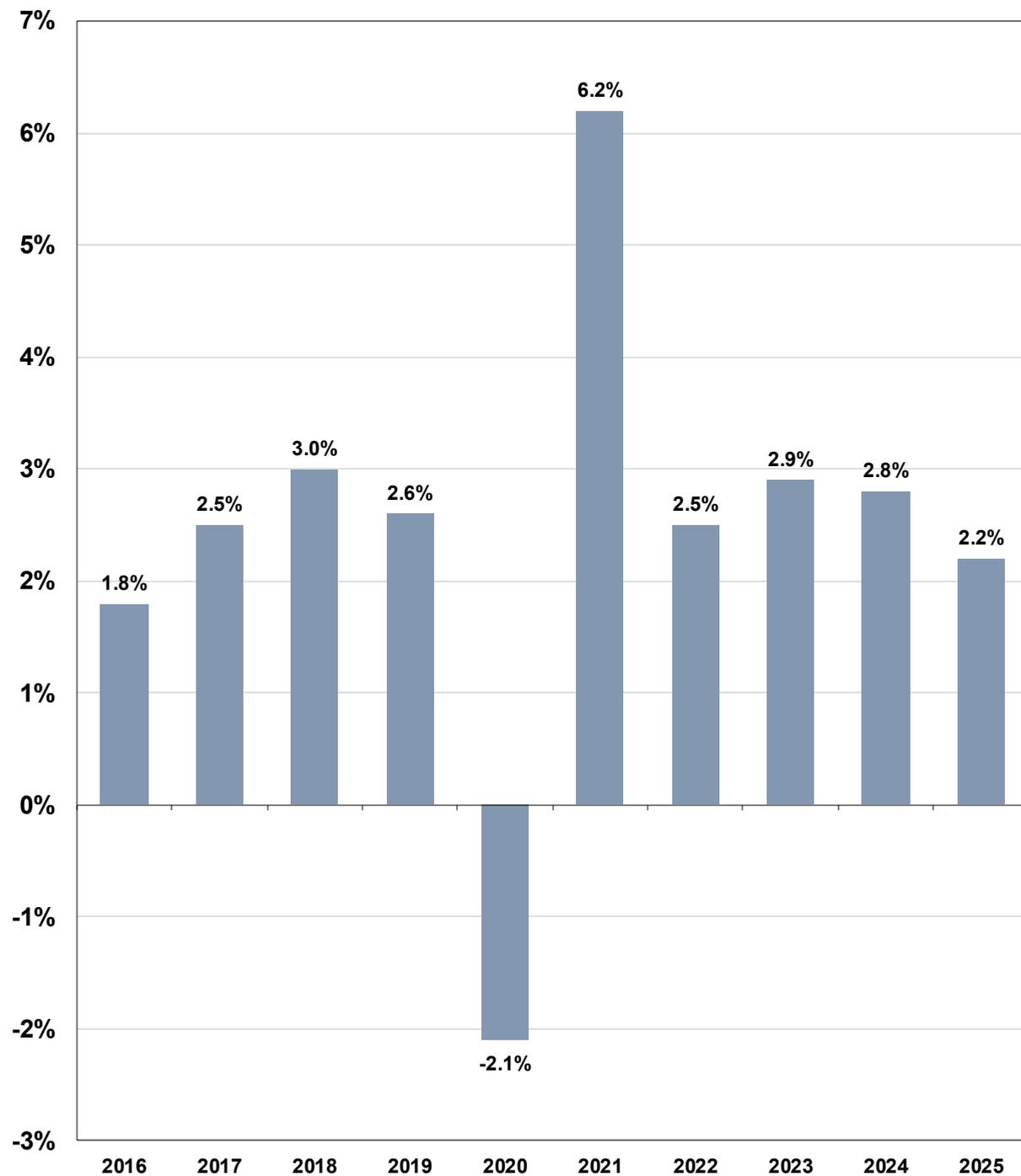
The global economy grew by an average of 3.5% in non-crisis years between 2010 and 2025.

The Covid-19 shock caused major disruptions that linger to this day, but overall economic growth recovered.

Growth slowed over the past year, due in large part to trade policy uncertainty.

The State of the US Economy

USA GDP Growth Rates



Key Points

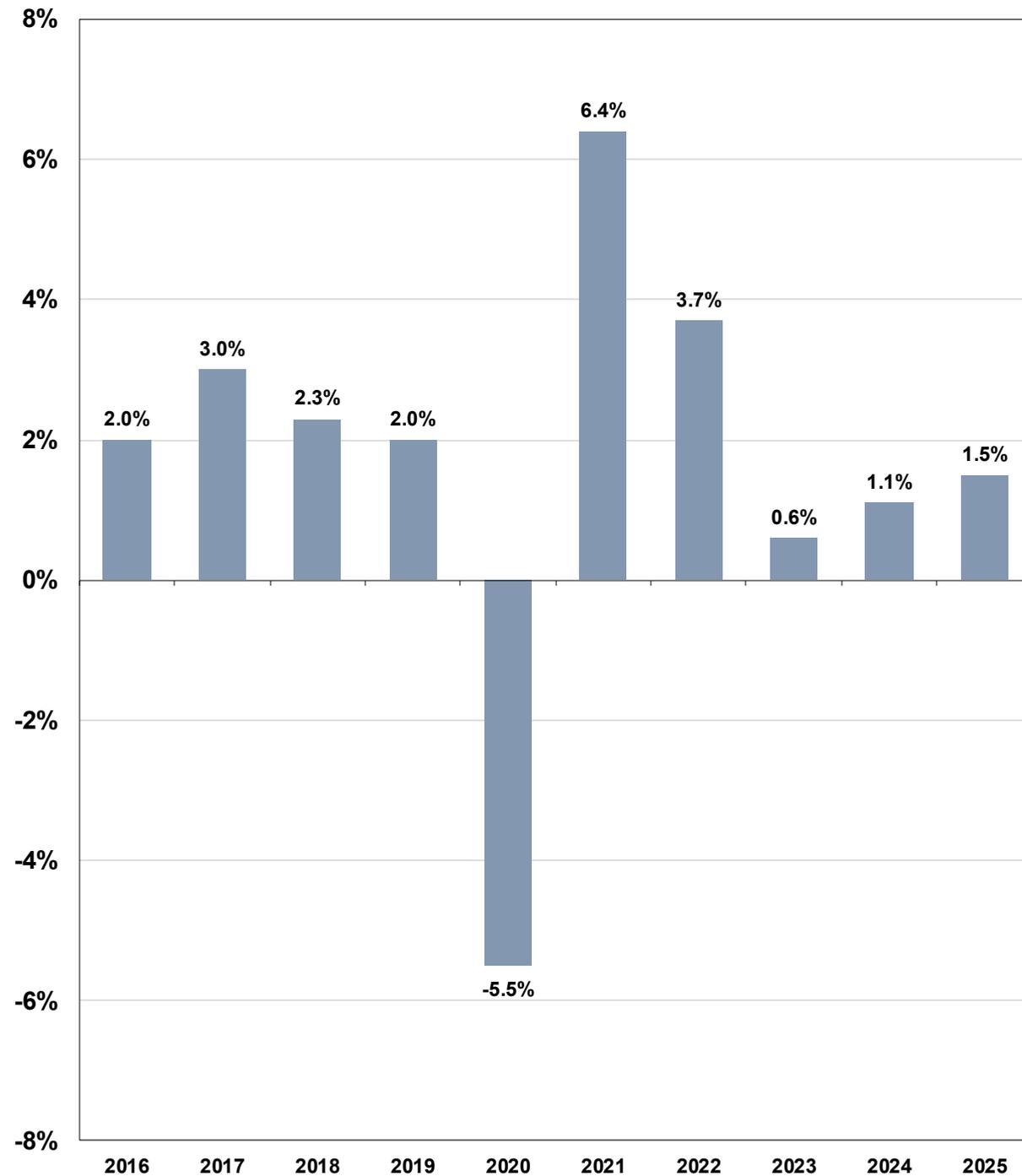
The United States economy had been growing faster than its peers for much of the past 15 years.

In 2025, economic growth slowed, but not to the extent that many economists had feared.

The US' competitiveness, its high-growth sectors, and its big-spending consumers have driven growth.

The State of the European Union Economy

EU GDP Growth Rates



Key Points

Economic growth rates in Europe have been well below those of most other major economies.

Europe's position in many high-growth sectors of the economy is relatively small.

Europe's largest economies (Germany, France and Italy) have been mired in a deep slump in recent years.

The State of the World's Developed Economies

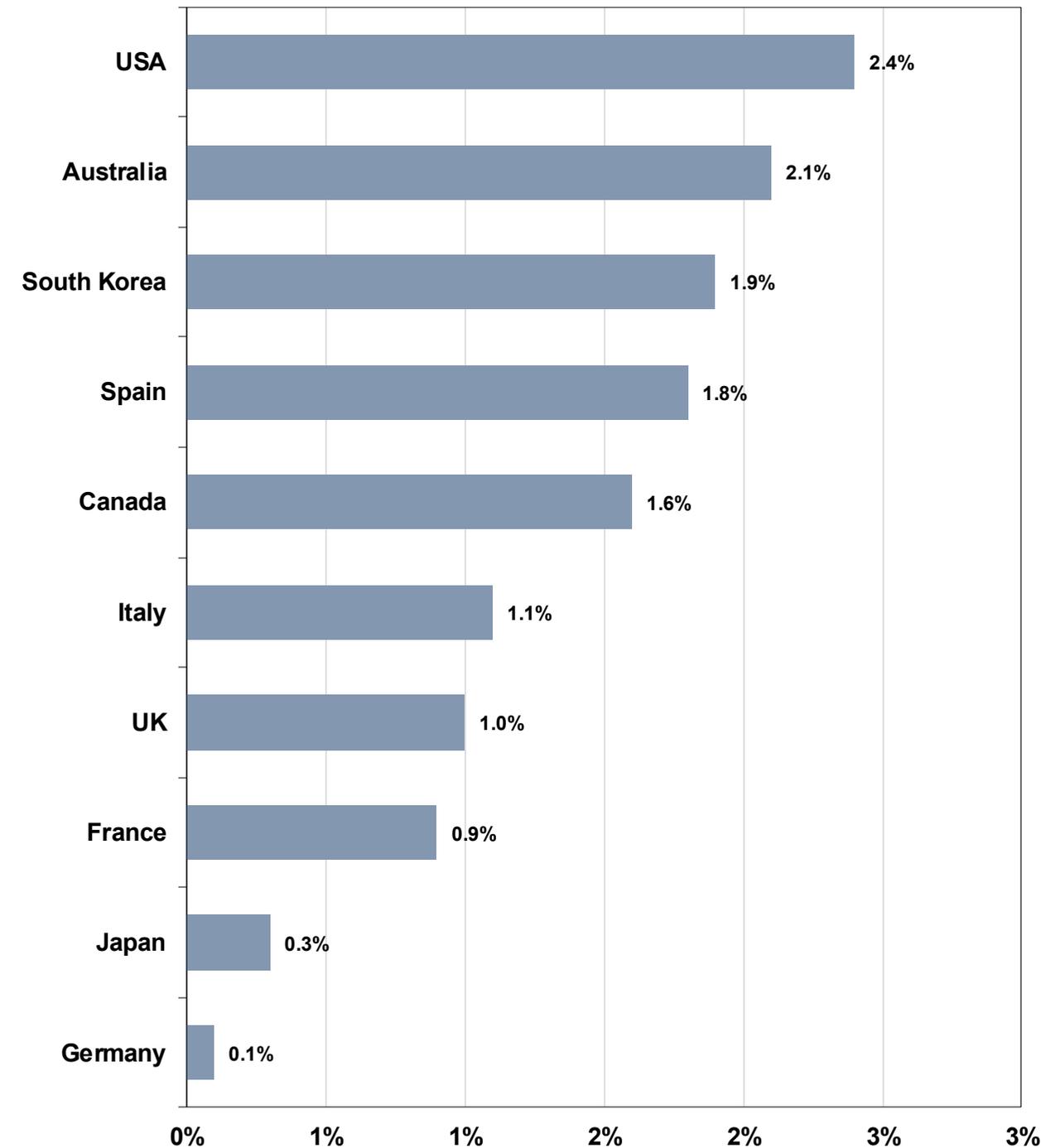
Key Points

The United States has been the best-performing large developed economy in recent years.

Developed economies with a strong tech industry or large reserves of natural resource have performed well.

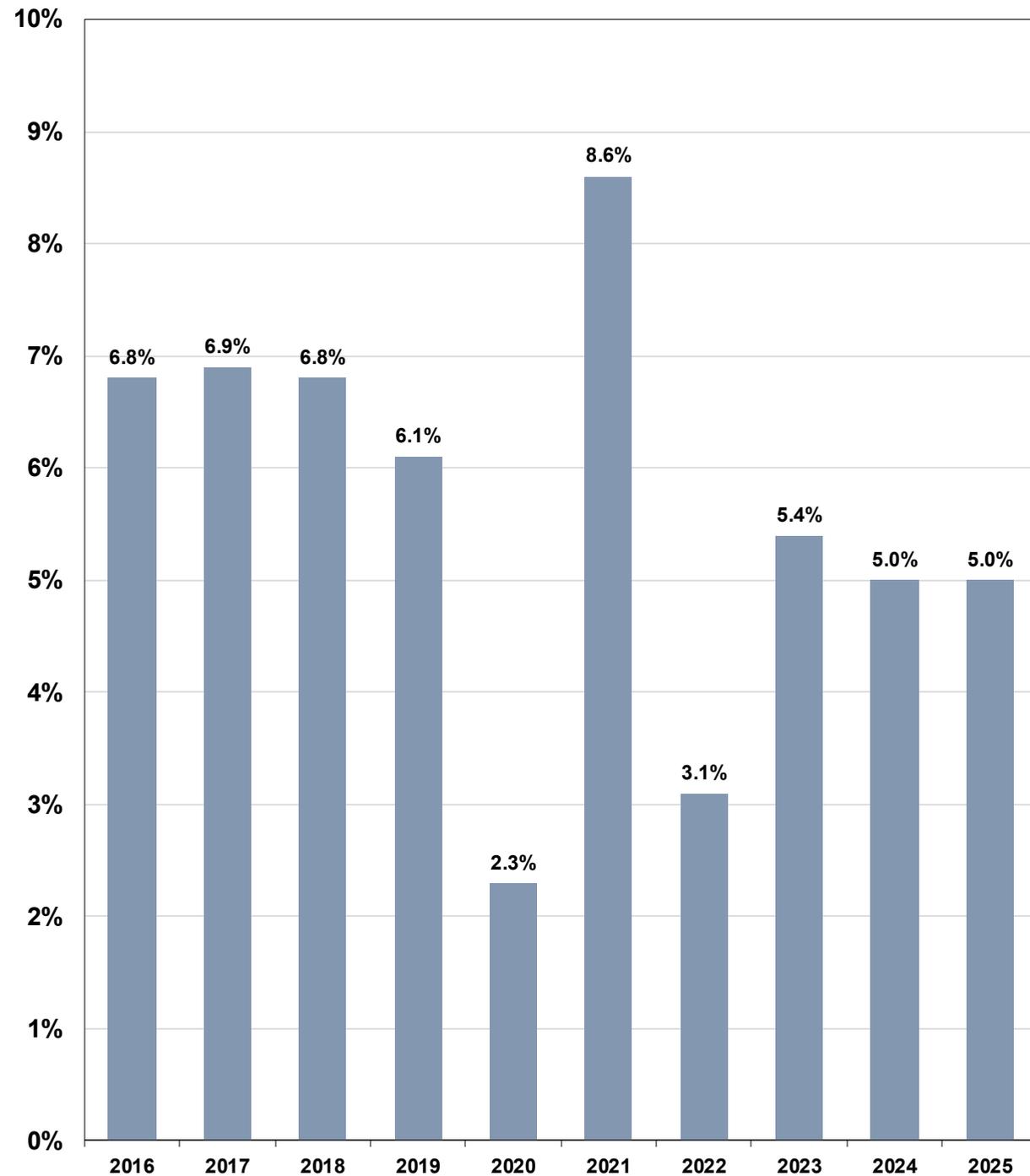
Japan, and most major European economies, have grown at a much slower pace.

Average Annual GDP Growth Rates Since 2020



The State of the Chinese Economy

Chinese GDP Growth Rates



Key Points

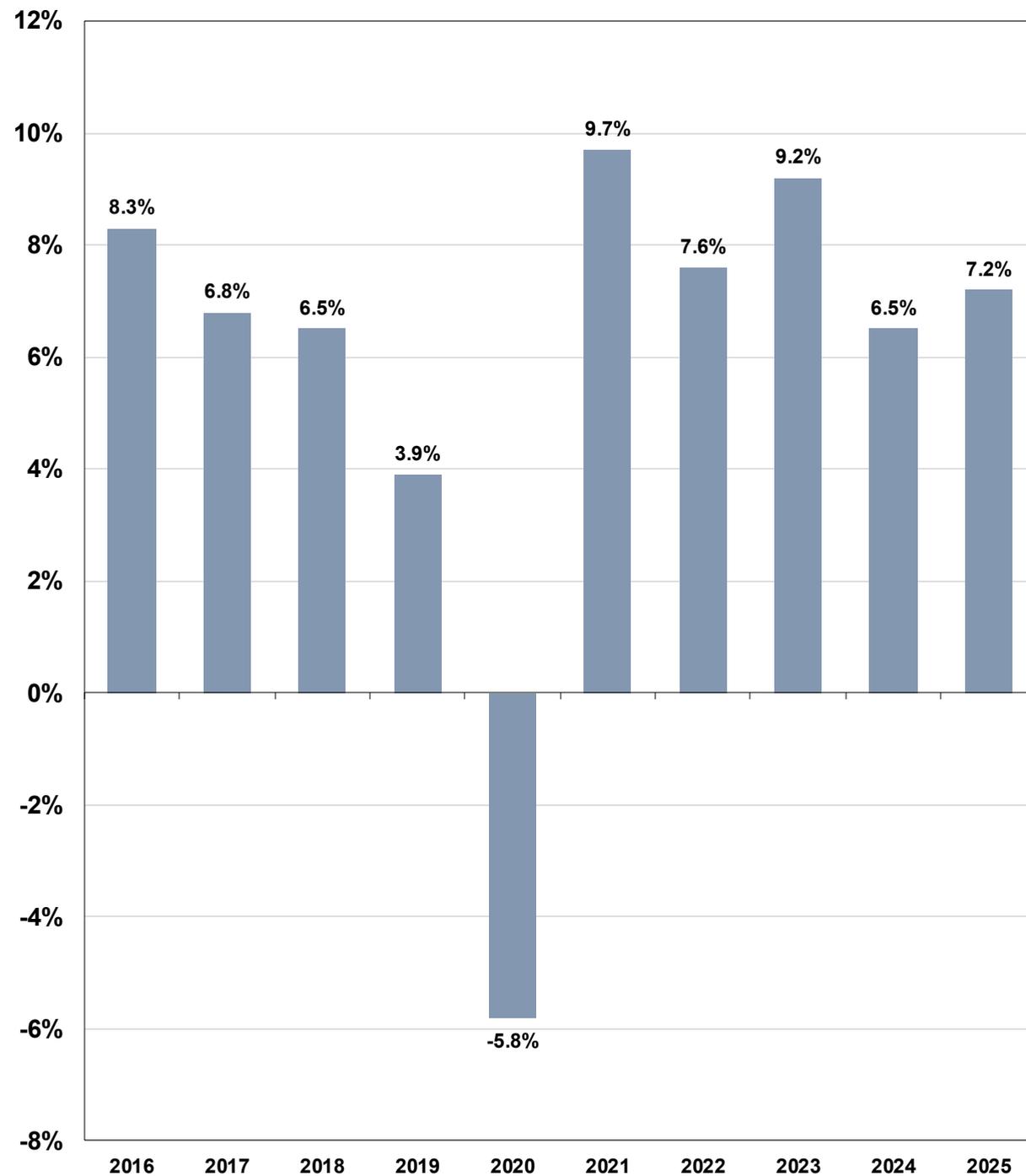
The days of 10% (or even 7%) economic growth rates in China are over.

China's economy has suffered from weaker domestic demand of late.

Growth in China has been driven by government stimulus measures and manufactured exports.

The State of the Indian Economy

Indian GDP Growth Rates



Key Points

India has had one of the world's fastest-growing economies in recent years.

India's economy has been driven by sharp increases in consumer spending and the country's high-tech sectors.

India's economy has experienced a relatively-high degree of volatility.

The State of the World's Emerging Economies

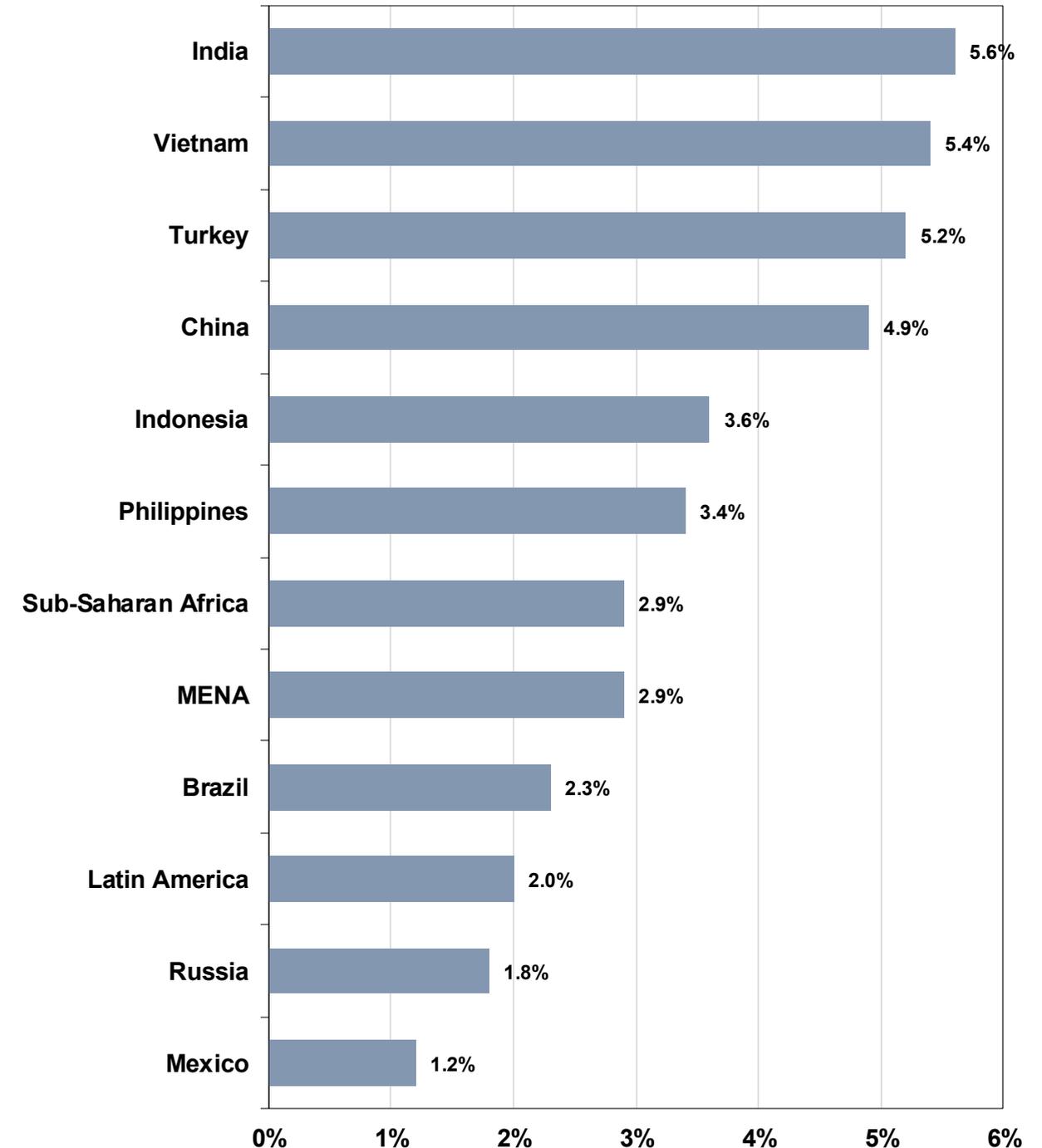
Key Points

Asian emerging markets continue to grow faster than most of their peers in other regions.

Emerging markets with diversified economies have outperformed those reliant upon a single industry.

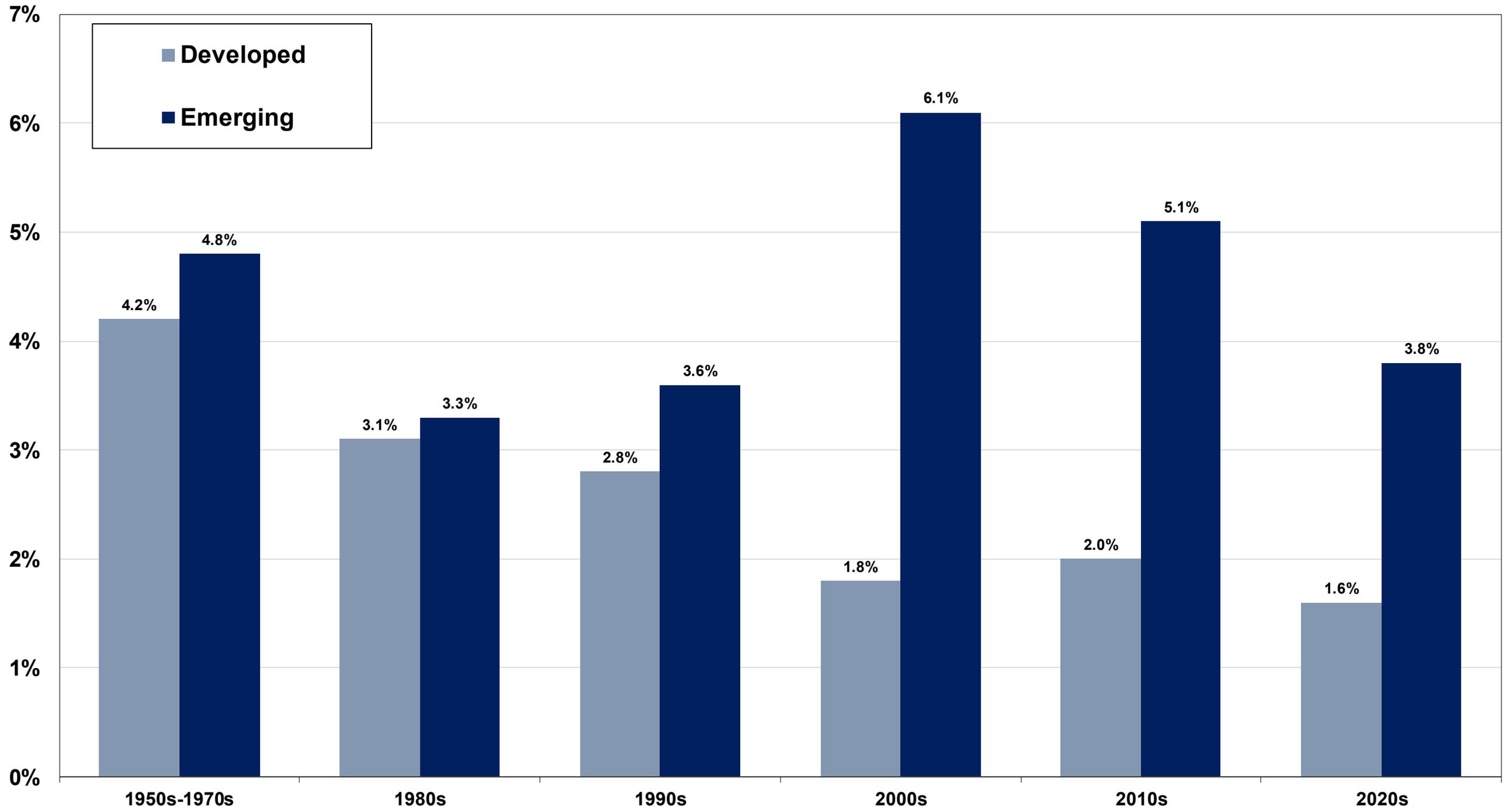
Economic growth rates in regions such as Africa and Latin America have failed to meet expectations.

Average Annual GDP Growth Rates Since 2020



Developed vs. Emerging Economies

Average Annual GDP Growth Rates



The Labor Force

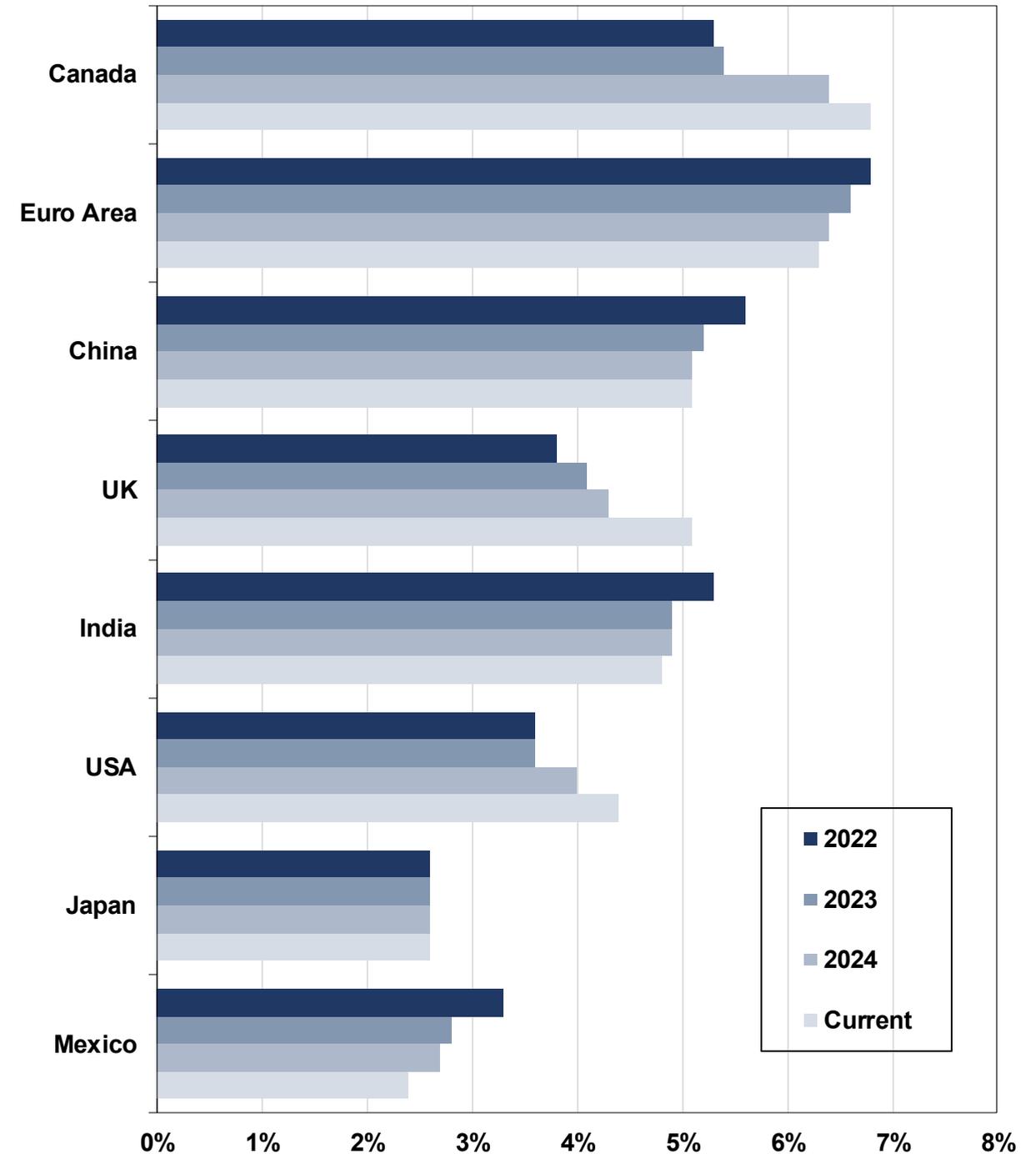
Key Developments

Collapsing birth rates are leading to a stagnating, or shrinking, working-age population in most major economies.

Labor markets remain tight in many key economies due to labor shortages and skills mismatches.

Job creation levels have weakened in many key economies, due in part to the spread of AI and automation.

Annual Unemployment Rates



Inflation

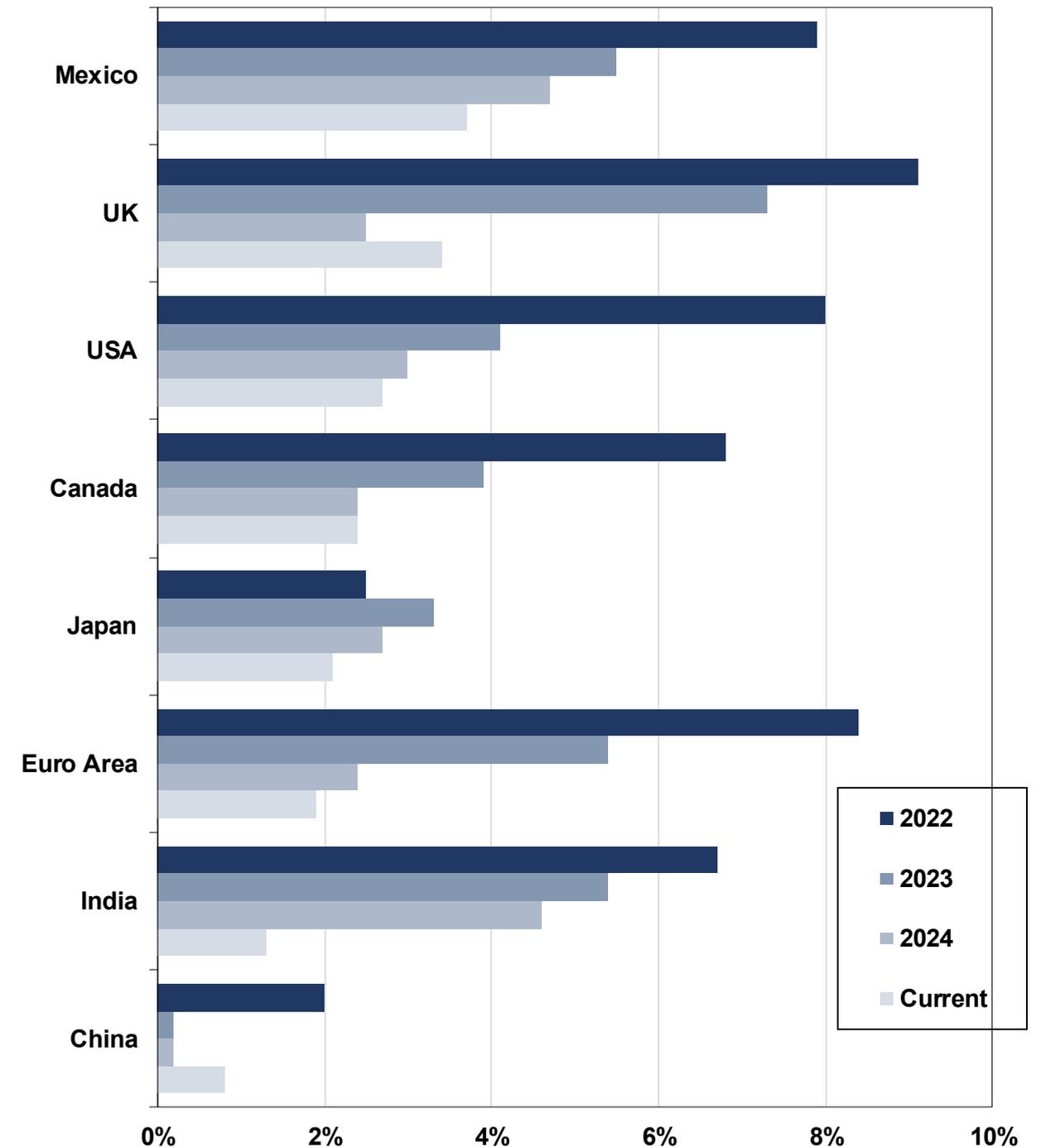
Key Developments

Inflation rates have fallen from their post-Covid highs, but not as fast as had been hoped.

Inflationary pressures have remained in place in many key economies in recent months.

Rising wages, tariffs and other factors have led to lingering inflation concerns in some economies.

Annual Inflation Rates



Interest Rates

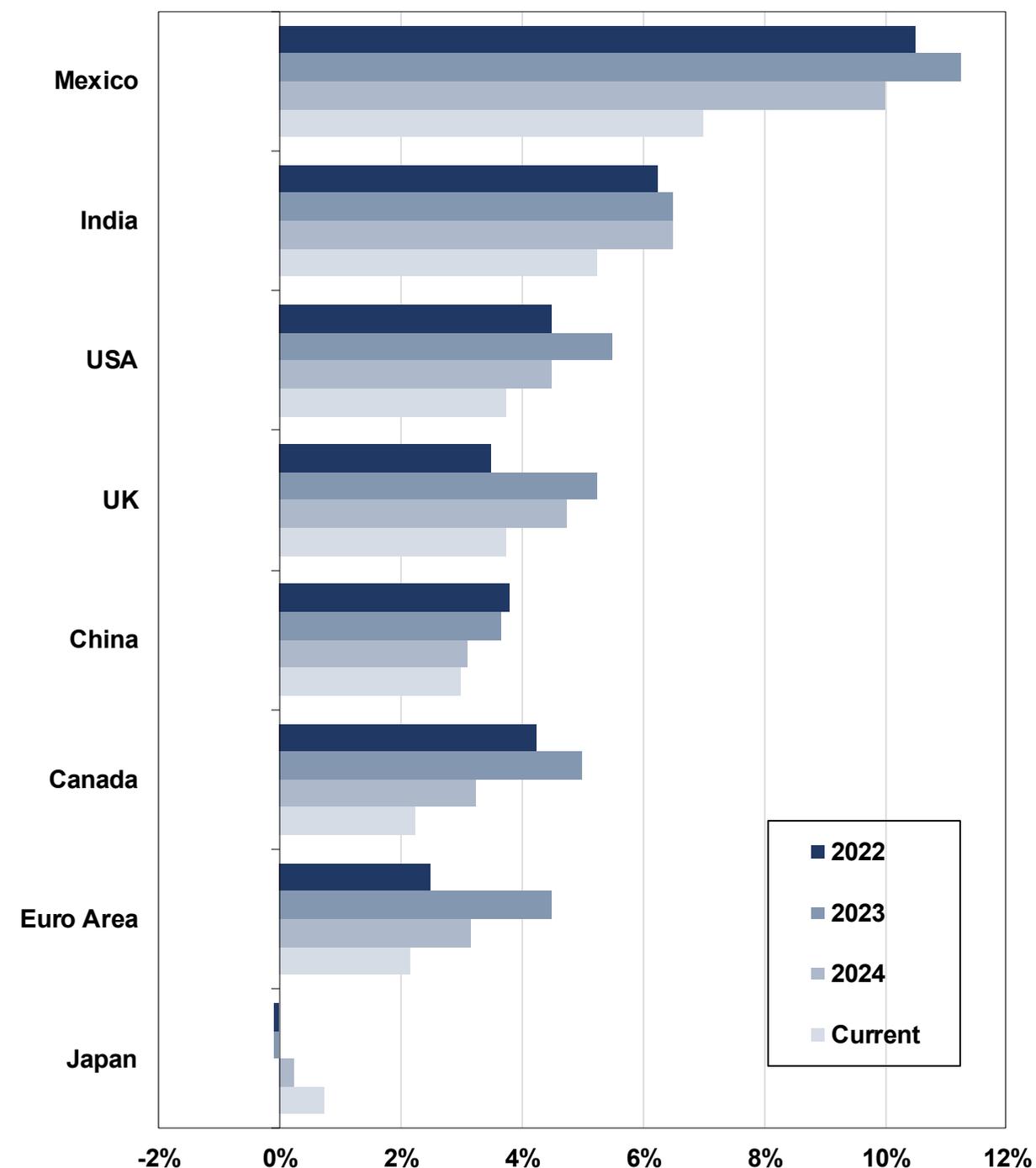
Key Developments

Interest rate cuts began in 2024 in most economies but slowed due to lingering fears about inflation.

Interest rate cuts in recent months were made due to economic and political pressure.

The United States Federal Reserve will have a new leader later in 2026 as Jerome Powell's term ends.

Interest Rates (End-of-Year)



Debts and Deficits

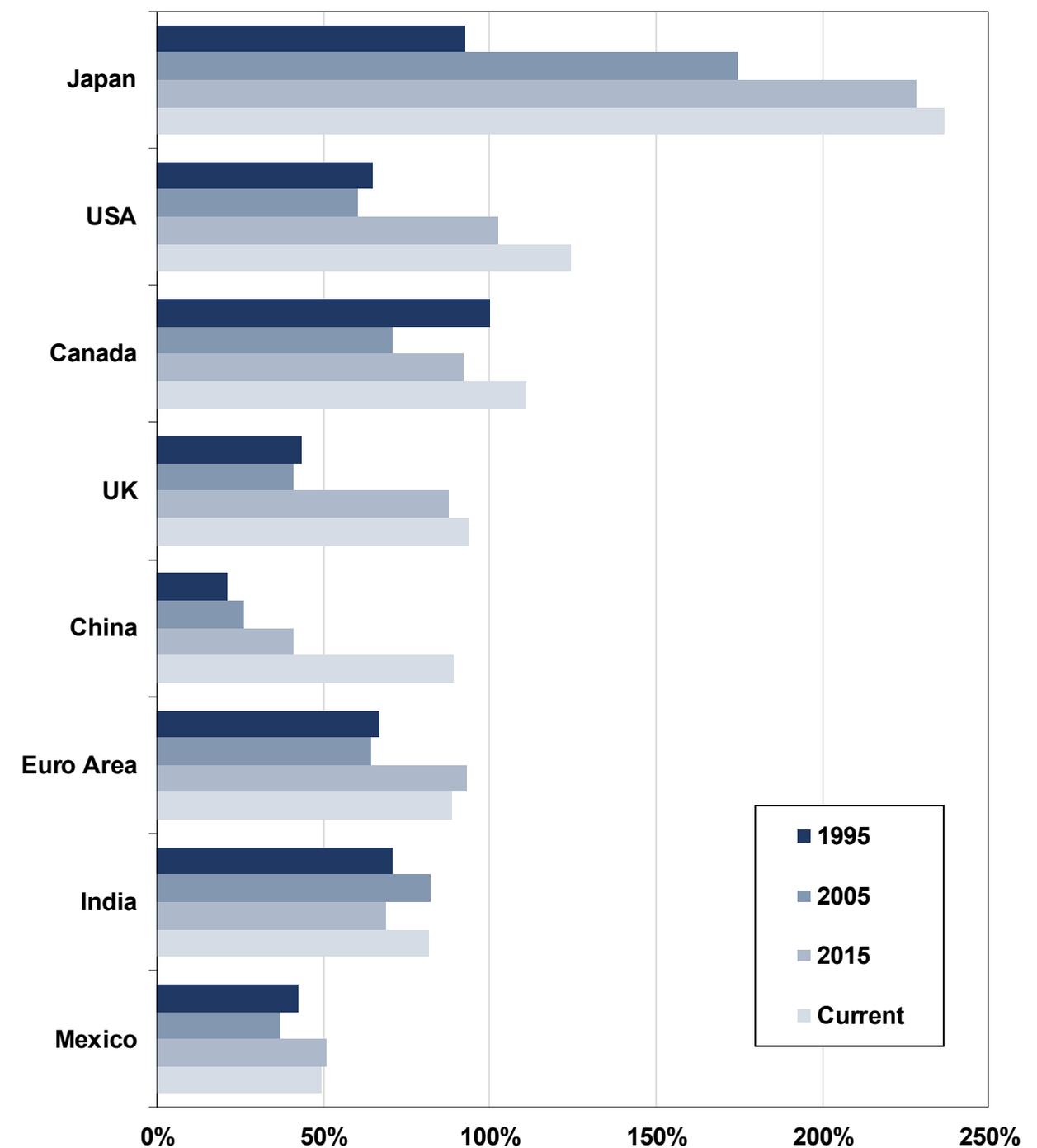
Key Developments

Many countries, regions and cities are living beyond their means, incurring large debts and deficits.

A rapidly-expanding elderly share of the population is the primary strain on public finances, but not the only one.

So far, only weaker economies have defaulted on their debts, but this could soon change.

Government Debt as a Share of GDP



Global Trade

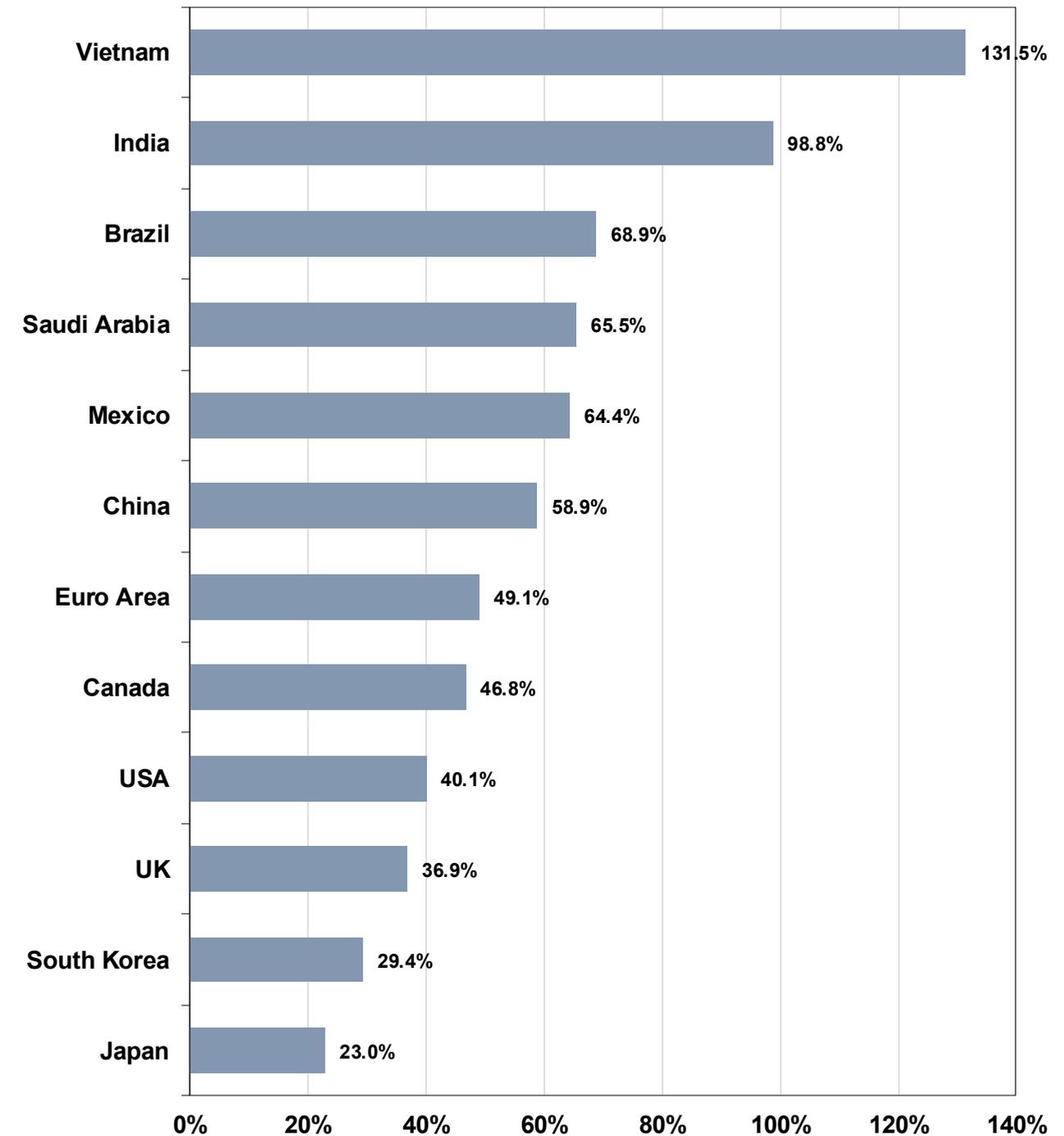
Key Developments

Global trade growth was the key driver of economic growth in the late 20th and early 21st centuries.

Growth in global trade has slowed significantly in recent years.

Rising trade barriers threaten to further slow global trade growth, weakening economies dependent upon trade.

Export Growth Over the Past Ten Years (%)



Global Investment

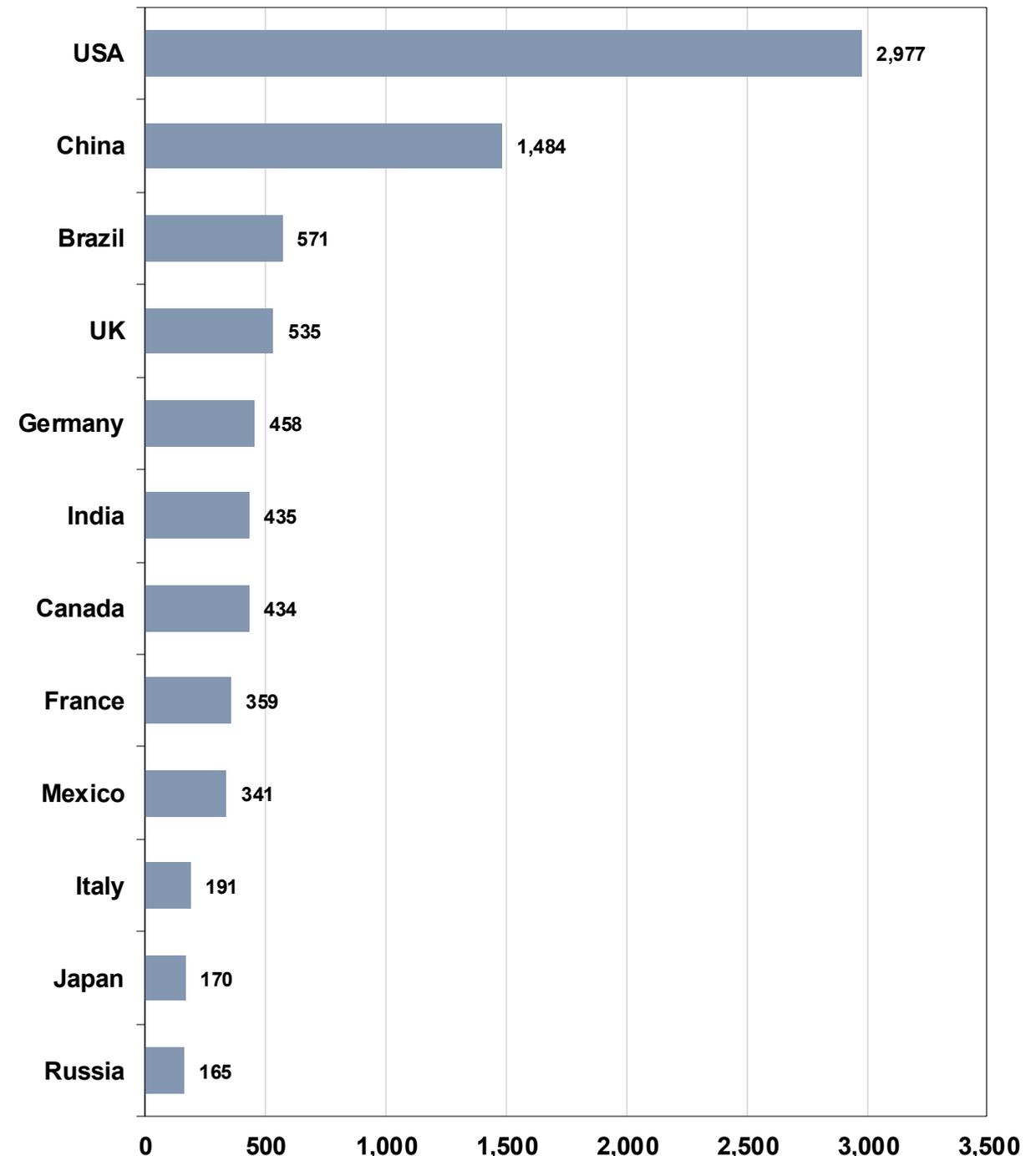
Key Developments

The US and China have led efforts to force foreign governments and businesses to invest in their countries.

Competition for foreign investment favors countries with large markets or favorable investment climates.

At the same time, tax havens and regional business centers continue to attract much foreign investment.

Foreign Investment Inflows Over the Past Ten Years
(Bil. US\$)



The Agriculture Sector

Key Developments

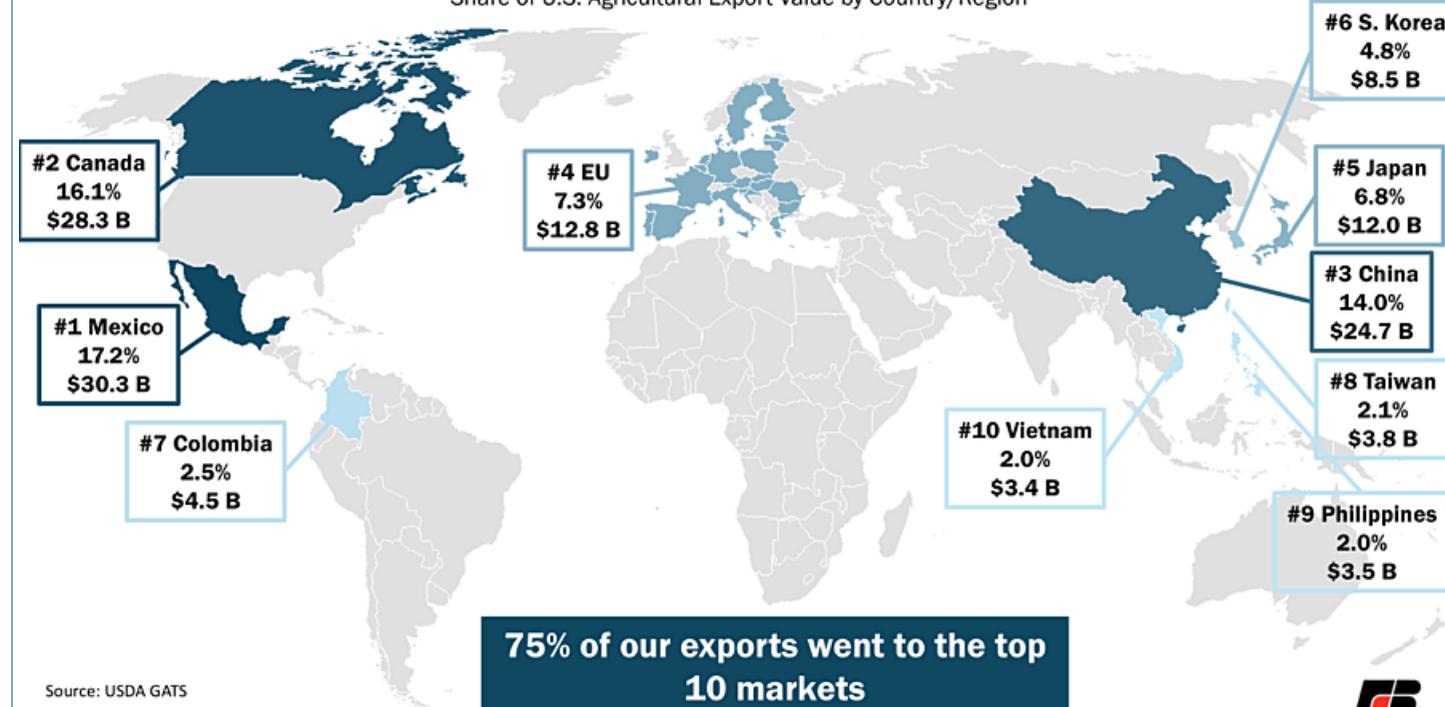
Demand for agricultural exports has soared in recent years, particularly from Asia.

The US agricultural sector has suffered from labor shortages and trade disputes.

Agricultural sectors in other regions (such as Latin America) have benefitted from the US' recent disruptions.

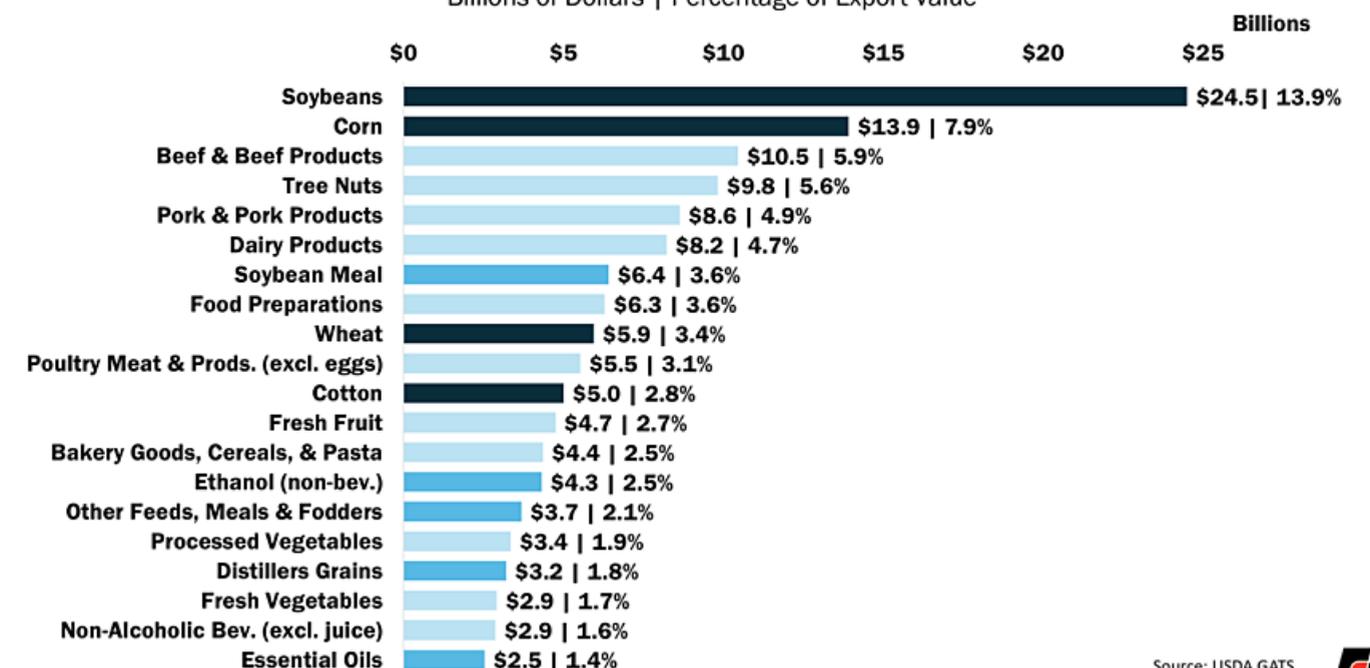
In 2024, the U.S. Exported \$176 Billion in Agricultural Products

Share of U.S. Agricultural Export Value by Country/Region



Top 20 Agricultural Products Exported in 2024 by Value

Bulk | Intermediate | Consumer Oriented
Billions of Dollars | Percentage of Export Value



The Tourism Sector

Key Developments

The tourism industry is one of the fastest-growing sectors of the global economy.

The US should be enjoying a banner year for tourism in 2026, but political uncertainty is now a major threat.

Many countries are investing heavily in their tourism infrastructure in order to attract more tourists.



Internal Politics

Key Trends

Politics has become much of polarized and fragmented in recent years.

The spread of misinformation has contributed to the deteriorating state of internal politics.

The level of internal political unrest in many major countries has risen to dangerous levels.



External Politics

Key Trends

Conflicts continue to rage in many parts of the world, some of which have impacted the global economy.

The threat of a great power conflict has risen in recent years.

There is a move to divide the world into spheres of influence.

Key Conflicts and Disputes

Ukraine

Eastern Mediterranean

Venezuela

The Arctic / Greenland

Taiwan

South China Sea

Southeast Asia

Africa

Saudi Arabia - UAE

Flashpoint to Watch: The US and Latin America

Disputes

The seizure by the US of Venezuelan President Nicolas Maduro has led to much uncertainty in Venezuela.

The Trump Administration has threatened military action against many Latin American countries.

The Trump Administration is openly moving to revive the Monroe Doctrine.

The Donroe Doctrine in action

■ Rewarded ■ Pressured ■ Mixed ■ Not targeted



Source: Eurasia Group

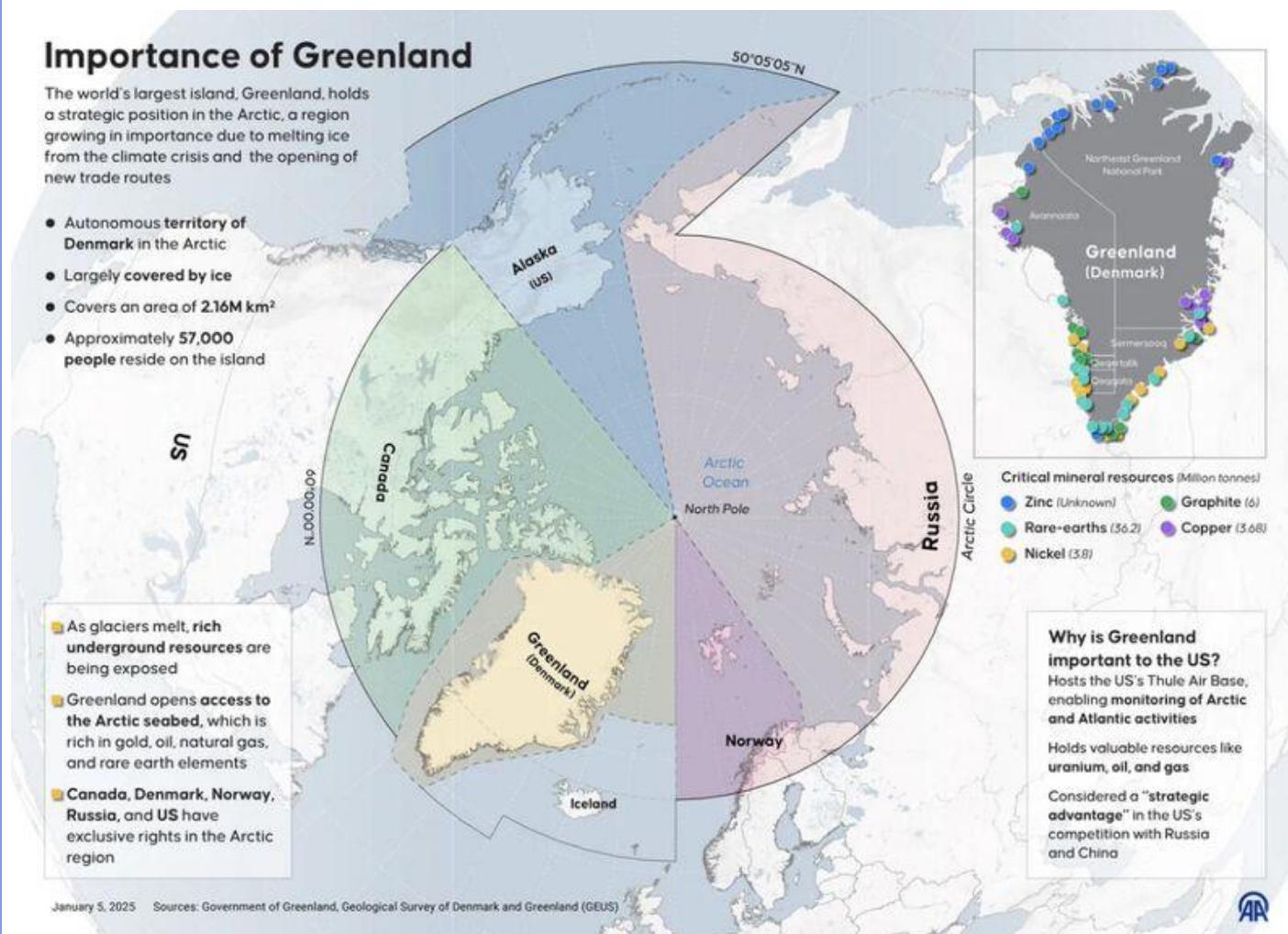
Flashpoint to Watch: Greenland

Disputes

The Trump Administration has revived efforts by the United States to acquire Greenland from Denmark.

This move has faced significant opposition in Greenland, in Europe and even within the United States.

This dispute threatens to bring down NATO and cause deep divisions within the West.



Flashpoint to Watch: The War in Ukraine

Disputes

The war in Ukraine has now lasted longer than the war between the USSR and Germany in World War Two.

Russia controls large parts of eastern and southern Ukraine, but has struggled to gain ground.

Ukraine is struggling with shortages of manpower and weaponry against constant Russian pressure.

RUSSIA-UKRAINE WAR

Who controls what in Ukraine?

Day 1,420 - January 14, 2026 | 09:00 GMT



Flashpoint to Watch: Iran

Disputes

Israel's 12-day war with Iran in 2025 highlighted the weakness of Iran's armed forces.

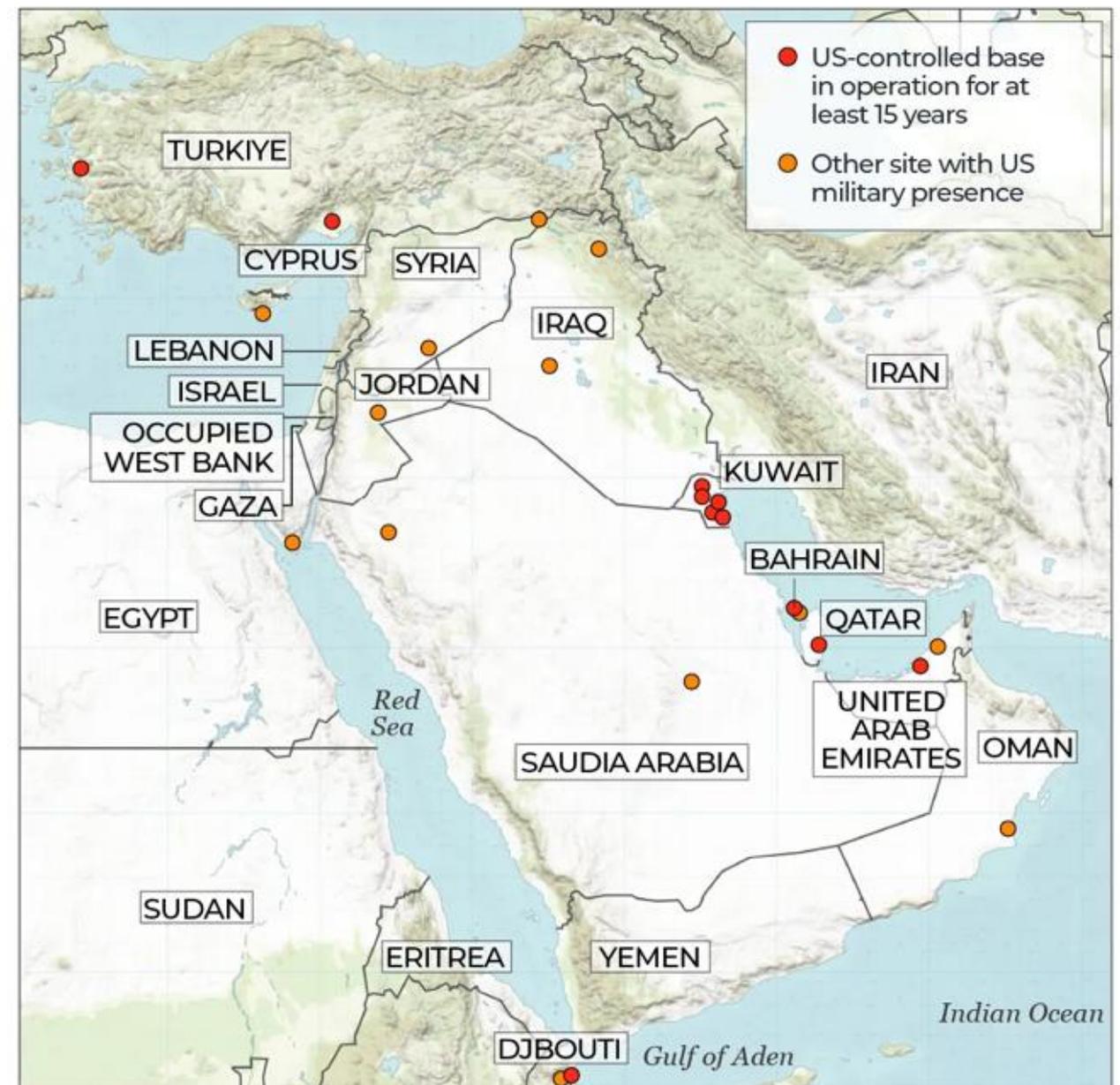
30,000 people may have died in the recent crackdown on anti-government protests in Iran.

The United States has been building up its military forces in the region around Iran.

MIDDLE EAST

US military presence in the Middle East

The United States has maintained a military presence in the Middle East for decades, currently stationing between 40,000 and 50,000 troops across at least 19 sites.



Source: Council on Foreign Relations | June 12, 2025

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Flashpoint to Watch: China and its Neighbors

Disputes

The relationship between the United States and China will define global security in the 21st century.

The most crucial dispute is over China's claim to Taiwan.

China has other disputed claims in the South China Sea as well as with India and Japan.

Map of China's Main Disputes



US VS EU COMPARISONS



Population

350 million

450 million

Total GDP

\$31 trillion

\$23 trillion

Per Capita GDP (at PPP)

\$90,000

\$65,000

Avg. GDP Growth Since 2020

2.4%

1.2%

Avg. Salaries

\$83,000

\$58,000

Top 50 Global Businesses

22

6

Nobel Prize Winners Since 2020

14.7

8.3

Top 25 Universities

11

1

Defense Spending

\$997 billion

\$454 billion

US VS EU COMPARISONS



Life Expectancy

78.4 years

81.4 years

Obesity Rate

40%

15%

Healthcare Costs

16.6% of GDP

10.0% of GDP

Avg. Hours Worked Per Year

1,799

1,579

Wealth Inequality

40 Gini (high)

30 Gini (moderate)

Homicide Rate

5.7 per 100,000

1.1 per 100,000

Incarceration Rate

531 per 100,000

122 per 100,000

Travel Abroad (% of Population)

16%

38%

Infant Mortality Rate

5.4 per 1,000 births

3.2 per 1,000 births

Summary

Key Points

The global economy has bounced back from the disruptions of previous years to return to solid rates of growth.

Economic growth in recent years has been much more highly concentrated than in previous decades.

A handful of countries and industries have been driving most of the growth for the global economy.

Risk levels (economic, political, social, technological, etc.) are at their highest levels in recent decades, threatening to derail the global economy.

How to Succeed in a Changing World

The Need to Succeed in a Changing World

Key Points

The world is changing at a pace never seen before.

This pace of change is presenting both new opportunities for growth as well as new threats to deal with.

Recent trends and developments have shown us how quickly success or failure can manifest itself.

Planning and preparation is the key to success in this challenging environment.

A Four-Step Process to Succeed in a Changing World

Four Steps

Identify threats to your community, business or individual well-being and take steps to mitigate these threats.

Identify opportunities for growth for your community, business or individual well-being and take steps to take advantage of these opportunities.

Accumulate and allocate the resources needed to mitigate threats and take advantage of opportunities to grow.

Develop a comprehensive strategy to succeed in a changing world.

Threats to Mitigate

The Importance of Mitigating Threats

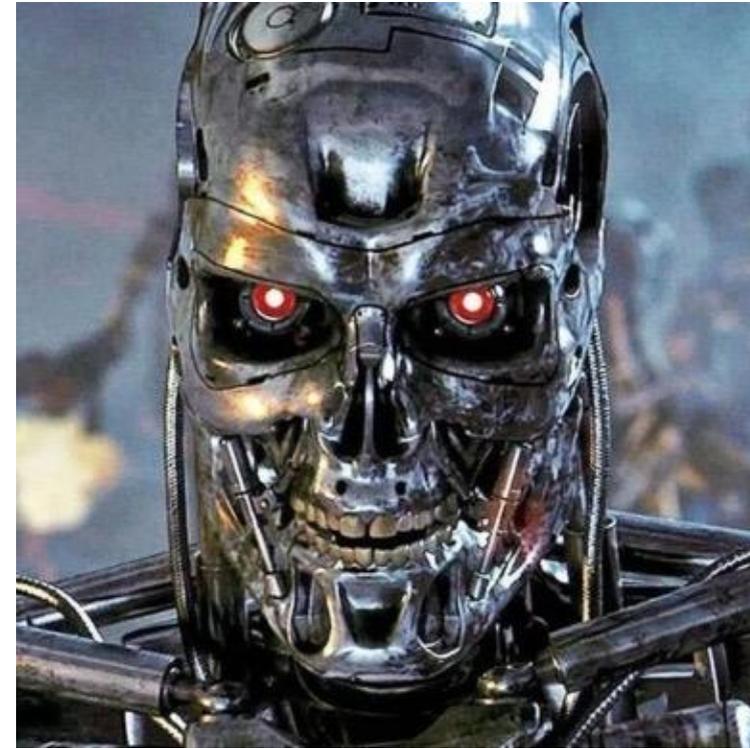
Reasons

It is impossible to make informed strategic decisions without understanding potential threats.

Some threats can be turned into opportunities.

Knowing the threats you face allows you to allocate resources to mitigate these threats.

Examples of Failures to Mitigate Threats



The Threat Posed by Political Uncertainty

Threats

Polarization and fragmentation dominate politics in the modern world.

These trends make it more difficult for governments to tackle the major threats of our time.

Confusion and uncertainty over policy-making results in businesses and investors waiting for clarity.

Political chaos is eroding support for democracy and making it easier for democratic norms to be eroded.



The Threat of Elevated Geopolitical Risk

Threats

An increasingly multipolar world is likely to be more volatile over the near-term.

The threat of conflicts involving the world's leading powers is rising.

The relationship between the US and China will likely define global security in the decades ahead.

Rising levels of geopolitical risk will add to the uncertainty facing the global economy.



The Threat Posed by the Spread of Misinformation

Threats

Misinformation has long been a major threat.

Social media and AI are helping the spread of misinformation.

A large share of the public lacks the ability to identify misinformation.

Misinformation can lead to poor decision-making.

1. Do you believe that the world is round or flat?

	%	TOTAL	18-24	25-34	35-44	45-54	55+
I have always believed the world is round	84	66	76	82	85	94	
I always thought the world is round, but more recently I am skeptical/have doubts	5	9	7	6	3	1	
I always thought the world is flat, but more recently I am skeptical/have doubts	2	5	4	3	2	1	
I have always believed the world is flat	2	4	3	1	2	2	
Other/Not sure	7	16	10	8	8	2	

Breakdown of Americans, broken down by age, who believe the Earth is flat, round, or, skeptical, or... [+]
YOUNG GOV SURVEY

The Threat of Slower Growth in Key Markets

Threats

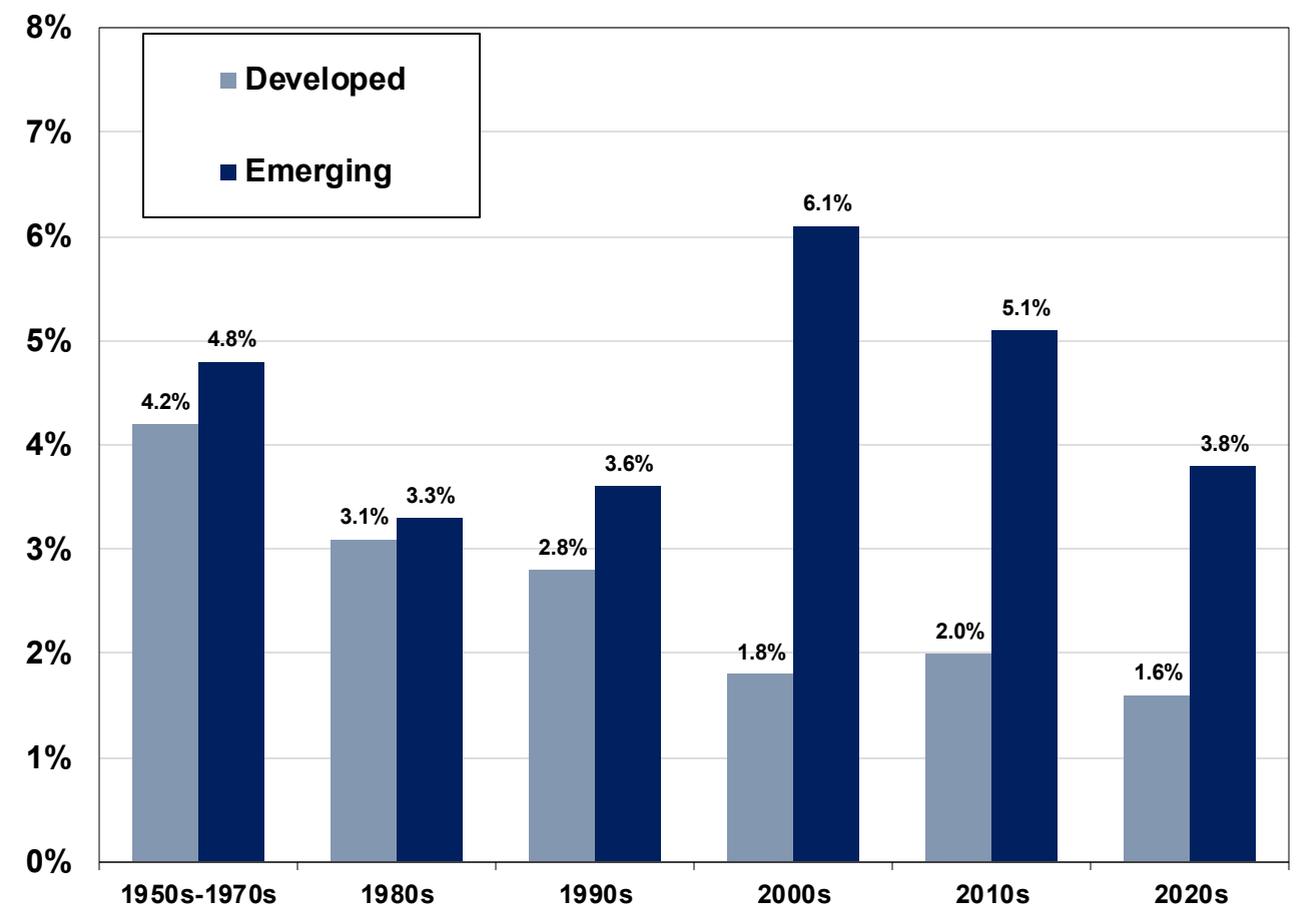
Economic growth in many key markets has been anemic in the 21st century.

Higher rates of growth have been found in markets with higher levels of risk.

Many factors are forecast to lead to even slower growth in many key markets in the coming years.

Choosing growth markets will become more difficult, and more important, for businesses and investors in the future.

Average Annual GDP Growth Rates by Type of Economy



The Threat of Concentrated Growth

Threats

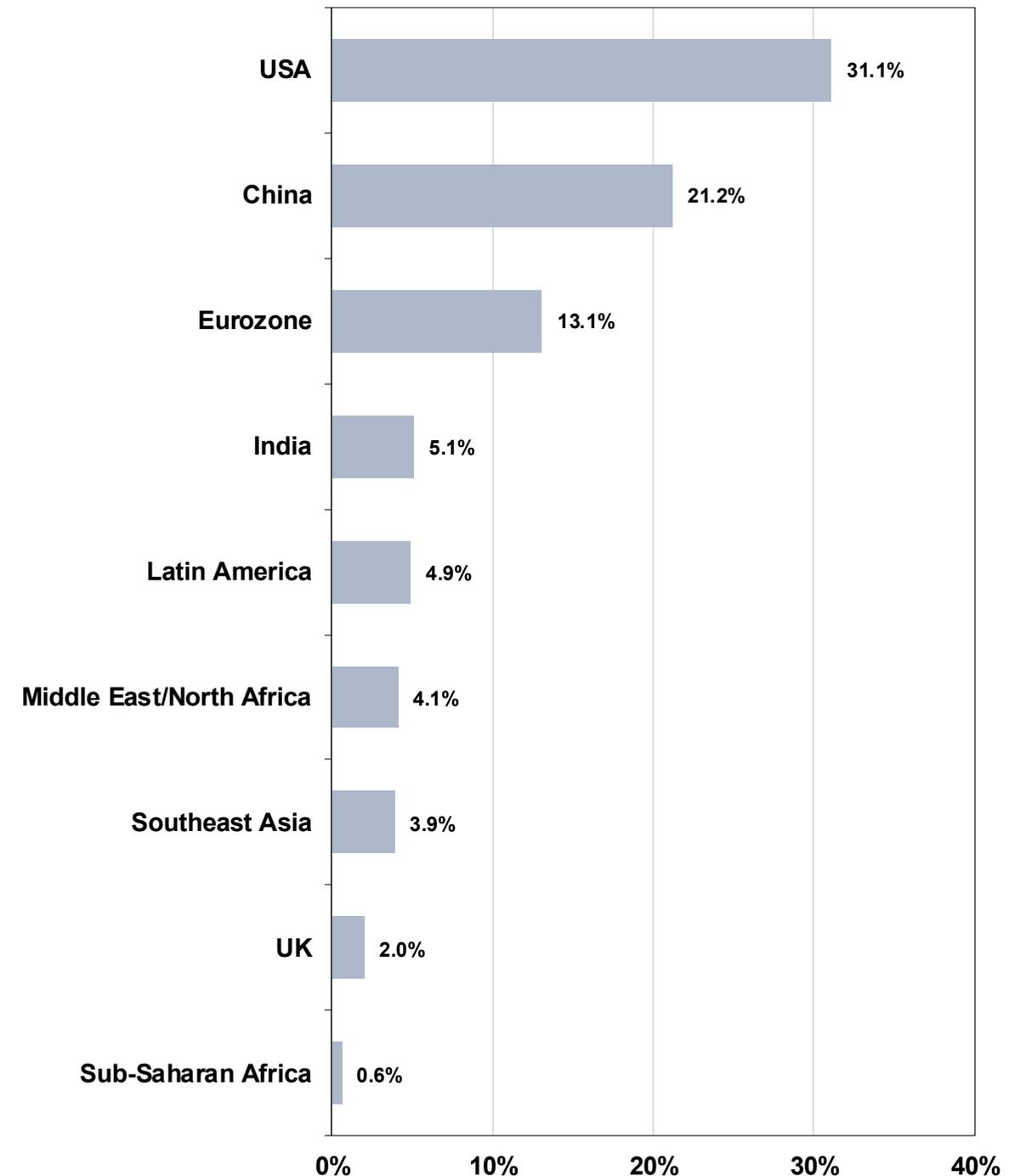
In recent years, economic growth has been concentrated in a small number of countries and industries.

Businesses and investors have seen their success or failure determined by their ability to choose the markets.

Investors have flocked to countries and industries offering higher growth potential.

Economic growth could become even more concentrated as many factors could widen the growth gap.

Contribution to Global Economic Growth Over the Past Ten Years



The Bubble Threat

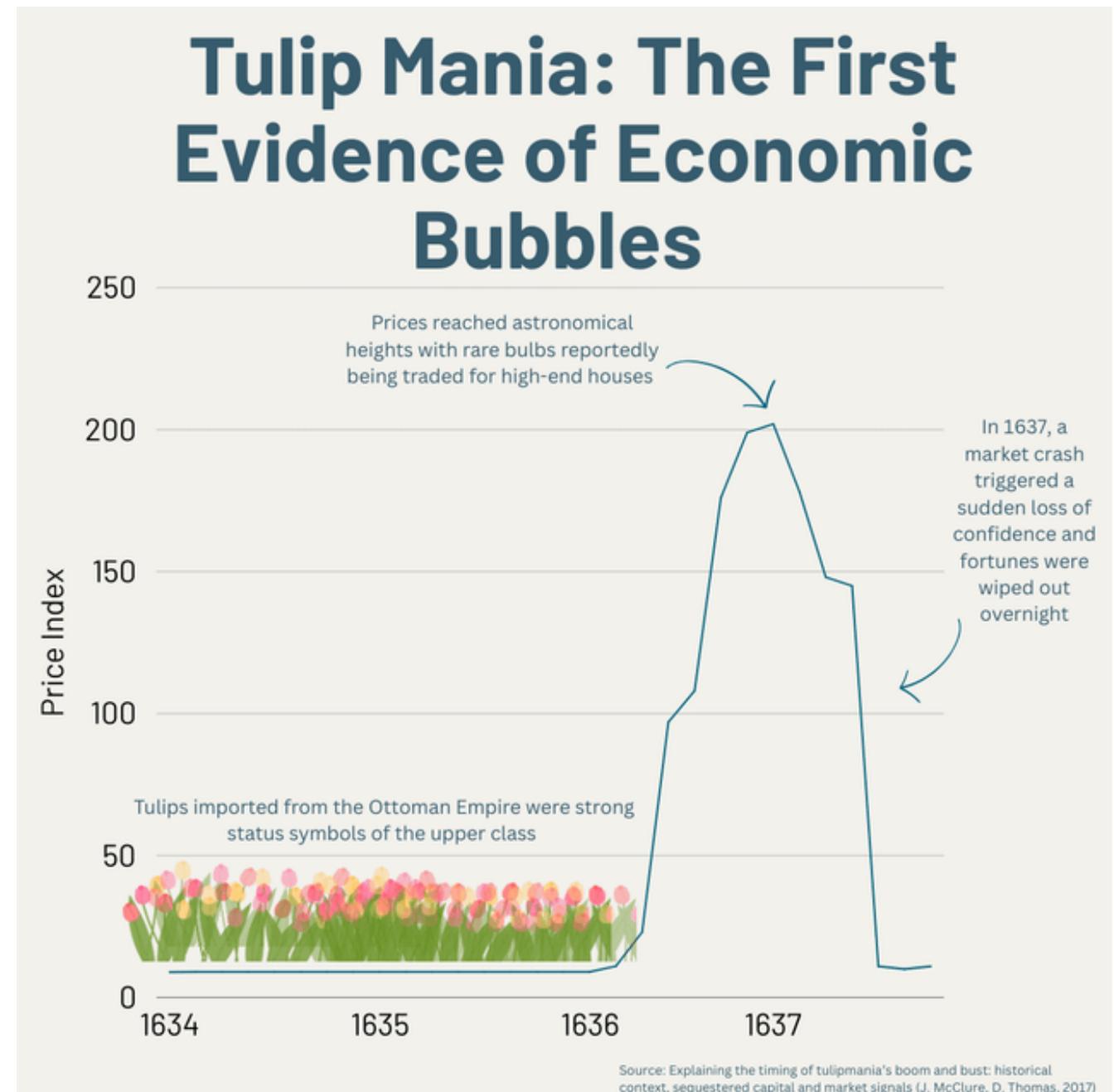
Threats

There are three major bubbles that could threaten the health of the economy in the coming years.

The AI bubble revolves around the surge in investment in, and expectations for, artificial intelligence.

The crypto bubble involves the appreciation of crypto assets that are outside of the real economy.

The debt bubble concerns the expansion of public and private borrowing and its unsustainability.



The Threat of Inflation and Cost-of Living Concerns

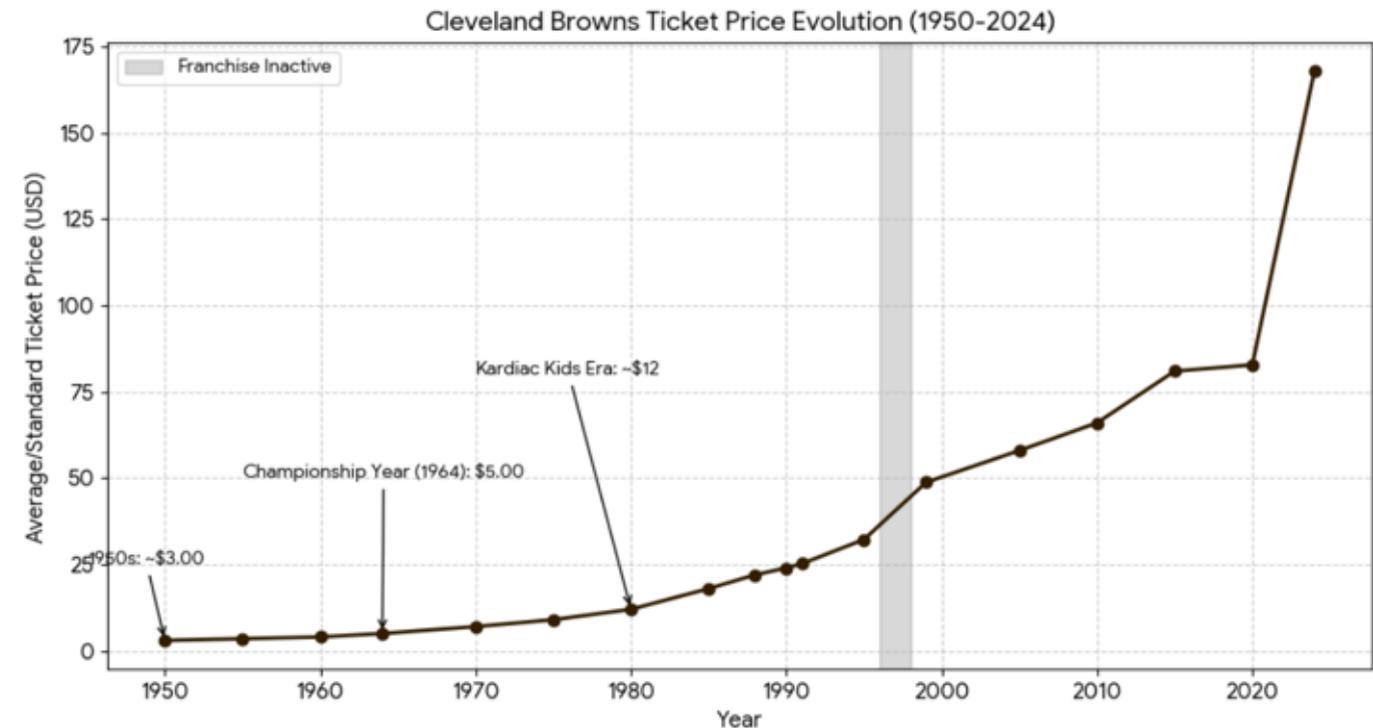
Threats

Inflation rates had been extremely low in much of the world in recent decades.

Inflation rates soared in the wake of Covid-related disruptions and have proved sticky in recent years.

Labor shortages, higher input costs and other factors could result in higher inflation rates in the coming years.

Sticky inflation and the high cost-of-living could fuel more political uncertainty.



Threats to Global Trade

Threats

Global trade was the catalyst of much of the economic growth of the late 20th and early 21st centuries.

The United States imposed tariffs on most of its trading partners in 2025.

What was a trade dispute between the US and its partners could morph into a global trade war.

Businesses must adopt to a world with higher trade barriers than in previous decades.

Figure 2. U.S. Average Effective Tariff Rate Since 1790

Customs duty revenue as a percent of goods imports



Chart: The Budget Lab • Source: Historical Statistics of the United States Ea424-434, Monthly Treasury Statement, Bureau of Economic Analysis, The Budget Lab analysis. • Created with [Datawrapper](#)

The Threat of Rising Debt and Deficit Levels

Threats

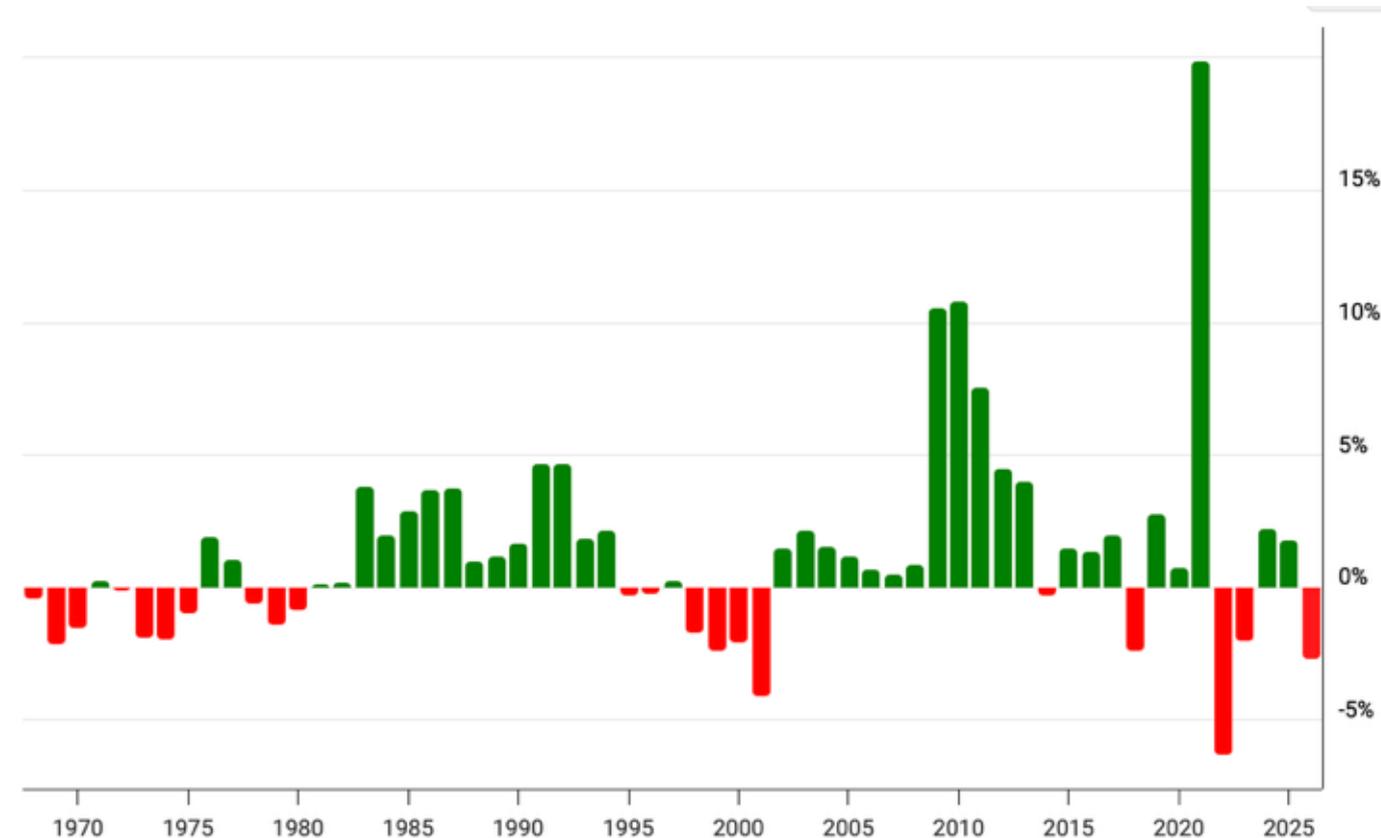
Public and private debt levels have risen steadily in recent decades and have reached unsustainable levels.

Public debt levels have been driven upwards by the rising cost of support programs for retired citizens.

Public debt levels have also risen sharply as borrowing was made cheap and easy for consumers and businesses.

The threat of a debt crisis will grow if economic growth does not accelerate and/or spending is reduced.

Change in US Debt to GDP Ratio



The Threat of Being Left Behind Technologically

Threats

Technological change is happening at a pace never seen before.

Communities that fail to educate their populations and invest in technology will fall behind economically.

Businesses that fail to improve their competitiveness through technology will lose ground to the competitors.

Individuals that fail to keep up with technological change will miss opportunities for growth.



The Threat of Resource and Energy Shortages

Threats

Land and water resources are being stretched dangerous thin in many parts of the world.

Demand for energy is soaring due to the tech sector and the proliferation of data centers.

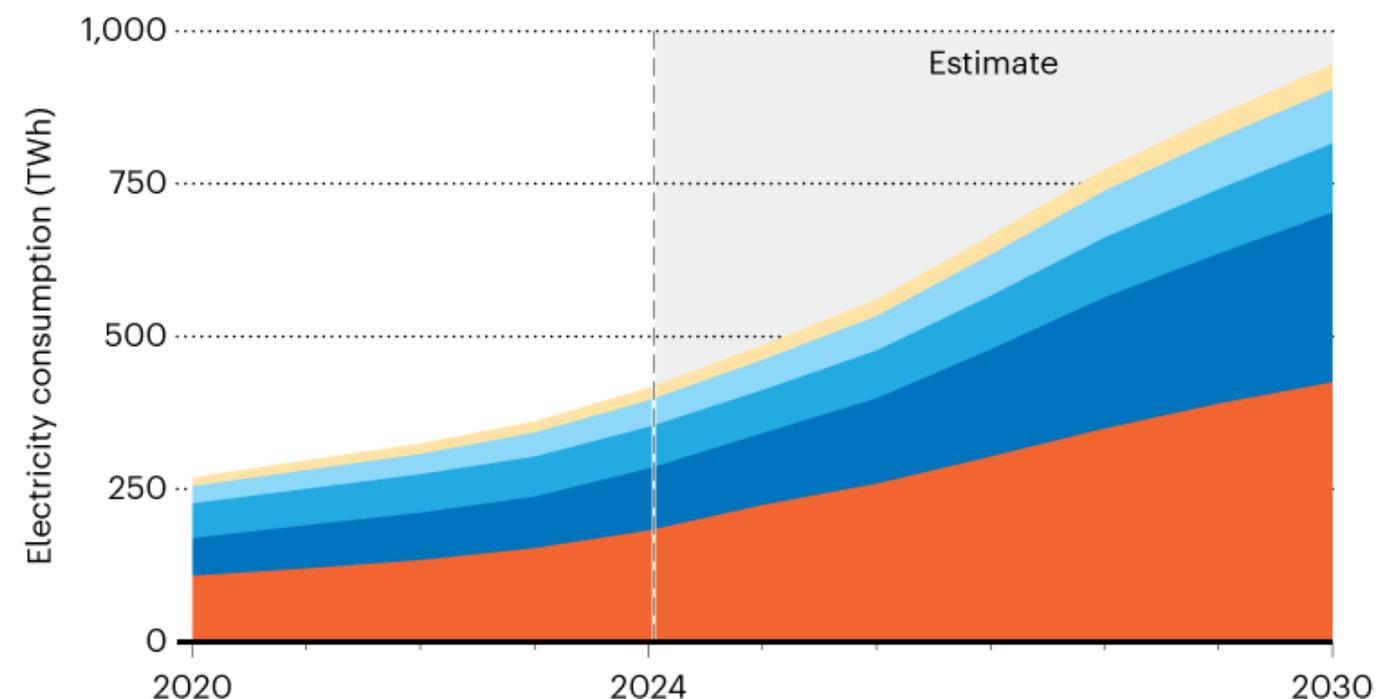
Emerging market energy demand is forecast to soar in the coming decades.

China's dominance of many rare earth minerals is also a major threat to many industries.

DATA-CENTRE ENERGY GROWTH

China and the United States are predicted to account for nearly 80% of the global growth in electricity consumption by data centres up to 2030*.

United States China Europe Asia excl. China Rest of world



*Predicted trajectory under current regulatory conditions and industry projections.

©nature

The Threat Posed by Environmental Change

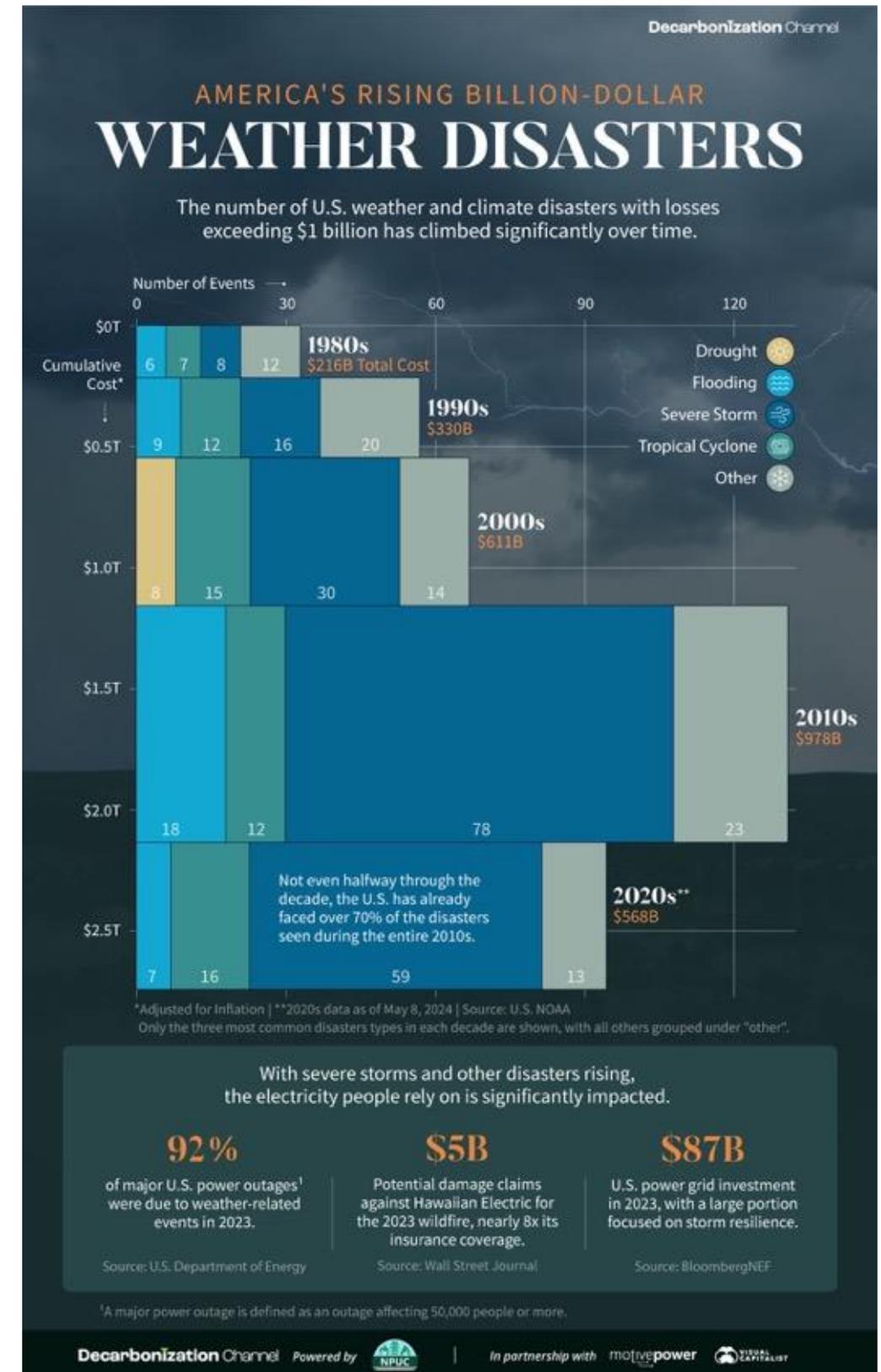
Threats

The world is warming, leading to major changes in the climate.

Natural disaster risk is rising and is impacting more population and economic centers.

Environmental change is leading to an increased focus on sustainability, presenting opportunities and threats.

Over the longer-term, some areas of the world may become nearly uninhabitable.



The Threat of Demographic Decline

Threats

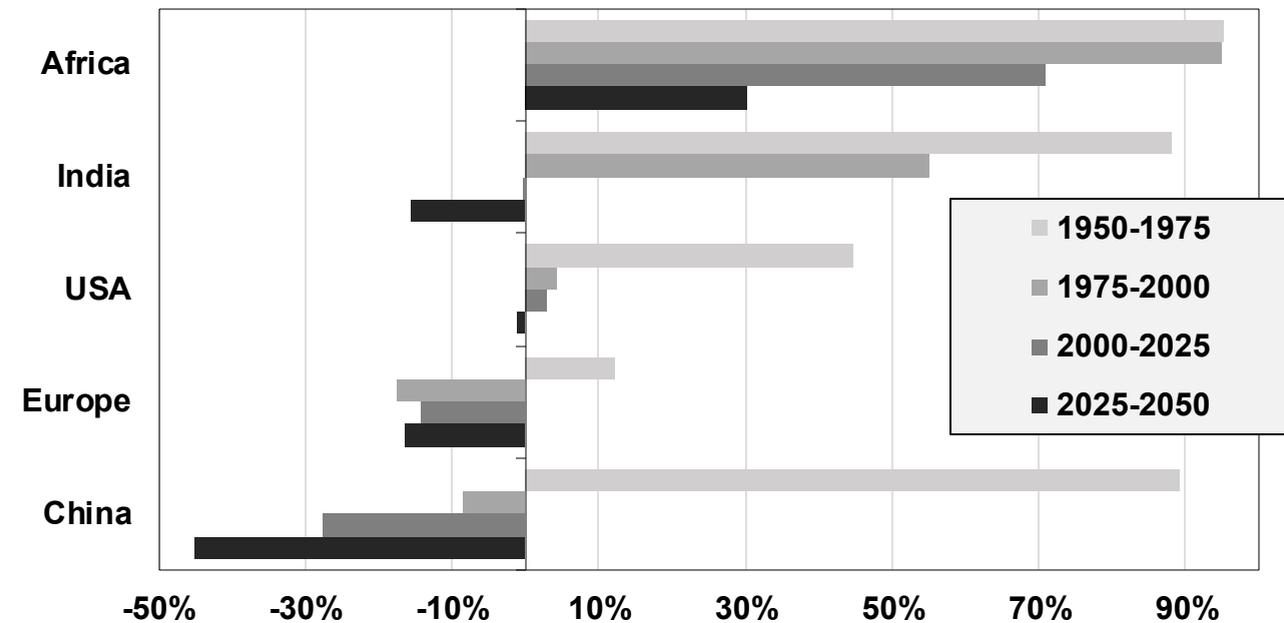
Birth rates continue to fall dramatically in nearly all parts of the world.

Youth and working-age populations are stagnating or declining in nearly all of the world's leading economies.

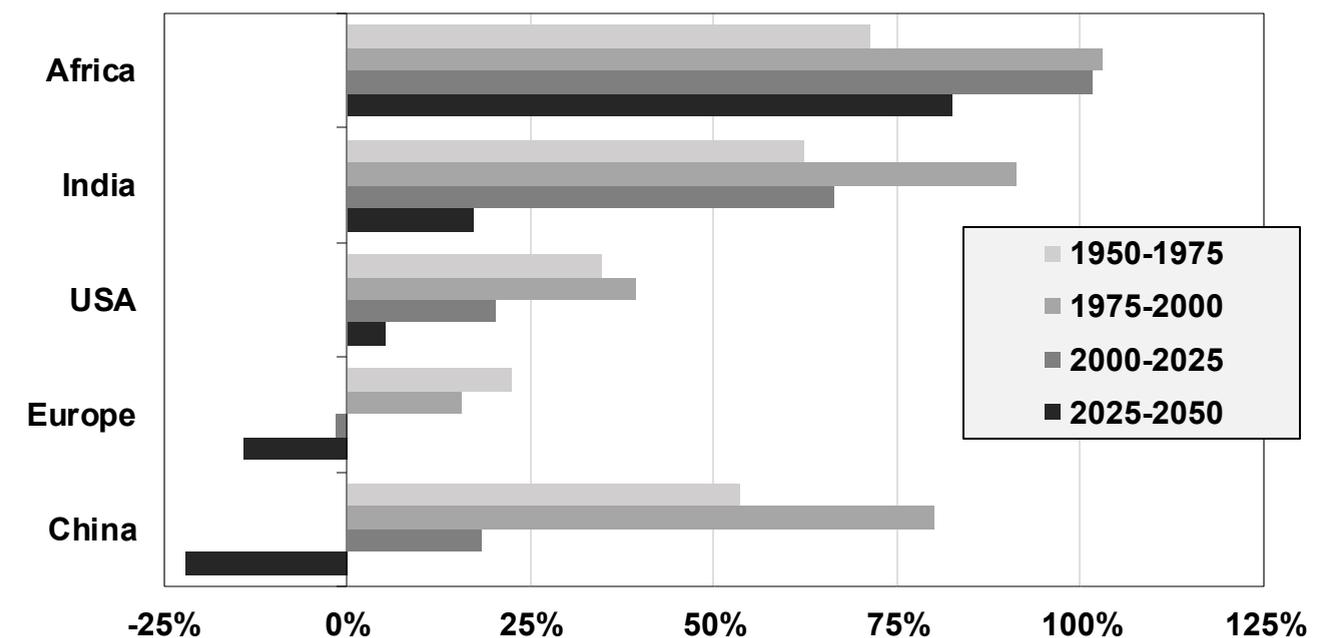
The world's over-65 population is set nearly double from 830 million to 1.6 billion by the year 2050.

Demographic diversification is leading to major changes in behaviors and attitudes that impact the economy.

Change in Under-18 Population



Change in Working-Age Population



The Threat of Labor Shortages and Mismatched Skills

Threats

Falling birth rates are leading to declines in the pool of available workers.

Immigration restrictions are further reducing the available pool of workers.

There has been a dramatic shift in the skills that are in demand, and those that no longer are in demand.

Younger workers are finding a labor market that has changed dramatically in a short period of time.

Social, individual, and digital skills are top areas of concern.

The skills categories that leaders identified as the main areas of expertise currently missing from their workforce include:



Social skills such as communication, teamwork, and problem-solving



Individual skills such as personal adaptability, resilience, and creativity



Digital skills such as digital literacy and proficiency with software and Gen AI

Threat Summary

Key Points

Political uncertainty has dramatically raised domestic and international political risk levels in recent years.

Highly-concentrated economic growth poses a number of risks to the health of the global economy.

Many long-term risks (environmental, demographic, etc.) are being ignored due to the current high level of instability in the world.

Understanding these risks and their potential impact on your community, business or personal well-being is extremely important when making strategic decisions.

Opportunities to Seize

The Importance of Seizing Opportunities

Reasons

Gaining a strategic first-mover advantage is a critical component in future success.

Opportunities for growth are more concentrated than in the past.

Failure to identify growth opportunities will put you or your business at a competitive disadvantage.



Technology Could Offset Labor Shortages

Opportunities

Working-age populations will stagnate or decline in most major economic centers in the coming years

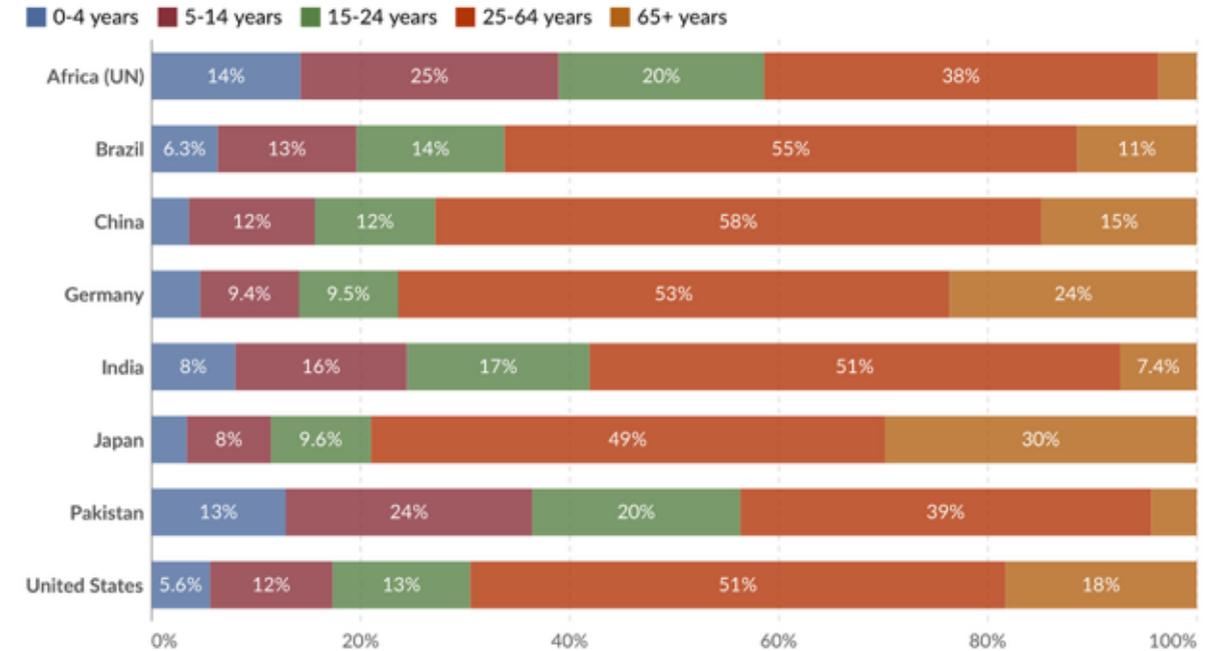
AI and other technologies will help to offset these labor shortages in the white-collar sector.

Automation and other technologies will offset some of these shortages in the blue-collar sector.

Age structure, 2025

Projections from 2024 onwards are based on the UN's high scenario.

Our World in Data



Data source: UN, World Population Prospects (2024)
Note: Values as of 1 July of the indicated year.

OurWorldinData.org/population-growth | CC BY

Industries Facing Severe Labor Shortages

Food and Agriculture

Construction and Skilled Trades

Hospitality and Food Service

Healthcare

Manufacturing

Technology Could Boost Productivity

Opportunities

Productivity growth rates have been trending downwards in most major economies in recent decades.

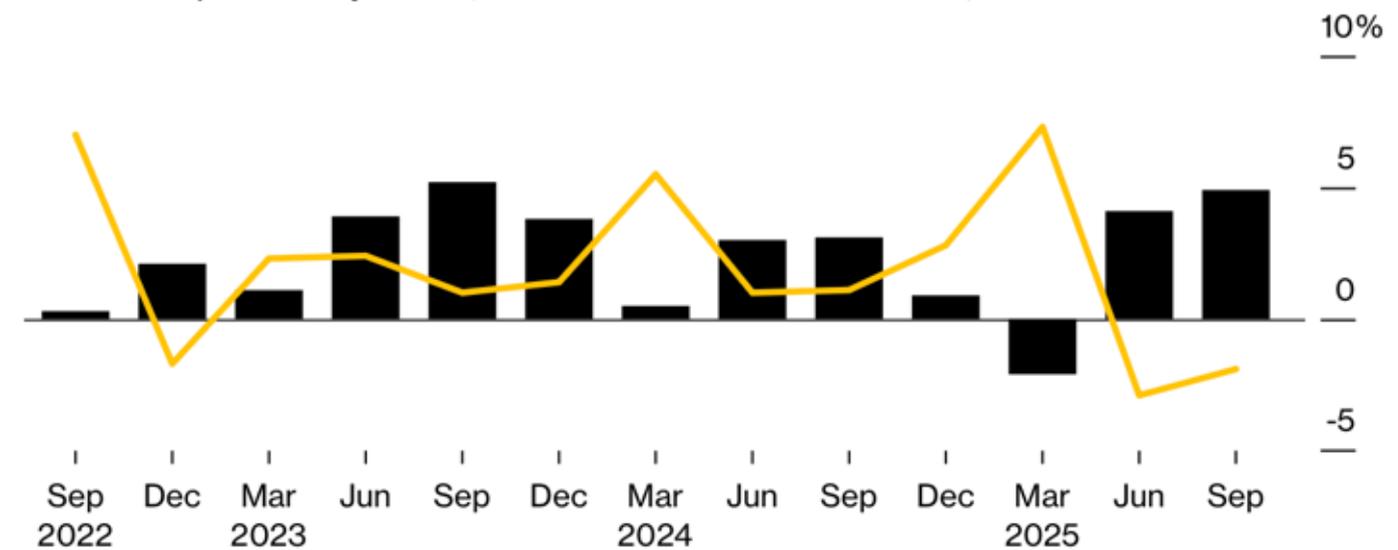
AI, automation and other technological advancements could reverse this decline in productivity growth.

Productivity growth in the United States has accelerated in recent years.

US Productivity Posts Strong Back-to-Back Gains

Unit labor costs decreased for a second straight quarter

■ Nonfarm productivity (SAAR, QoQ) ▲ Unit labor costs (SAAR, QoQ)



Source: Bureau of Labor Statistics

Reduced Barriers to Entry and Expansion

Opportunities

Technological and communications advancements are making it easier for new businesses to be formed.

These advancements are also giving existing businesses the option to expand or transform their business.

Some experts predict the creation of the world's first one-person billion-dollar company in the near-future.



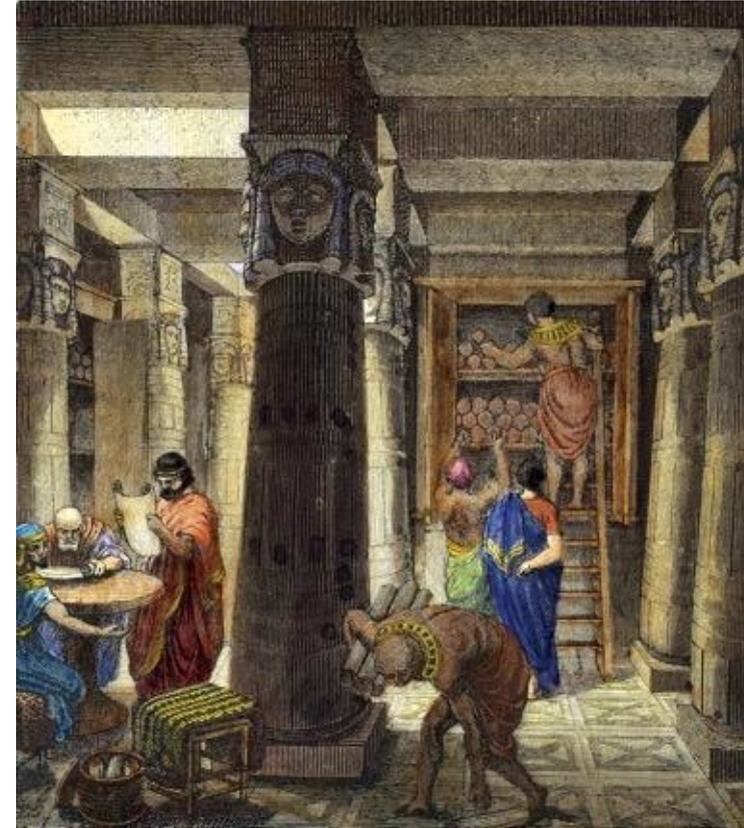
Information Availability

Opportunities

A lack of access to information has long been a major barrier to growth and success.

Businesses, communities and individuals have access to more information than ever before.

Improved information access should improve strategic planning and boost productivity.



The Spread of Innovation and New Ideas

Opportunities

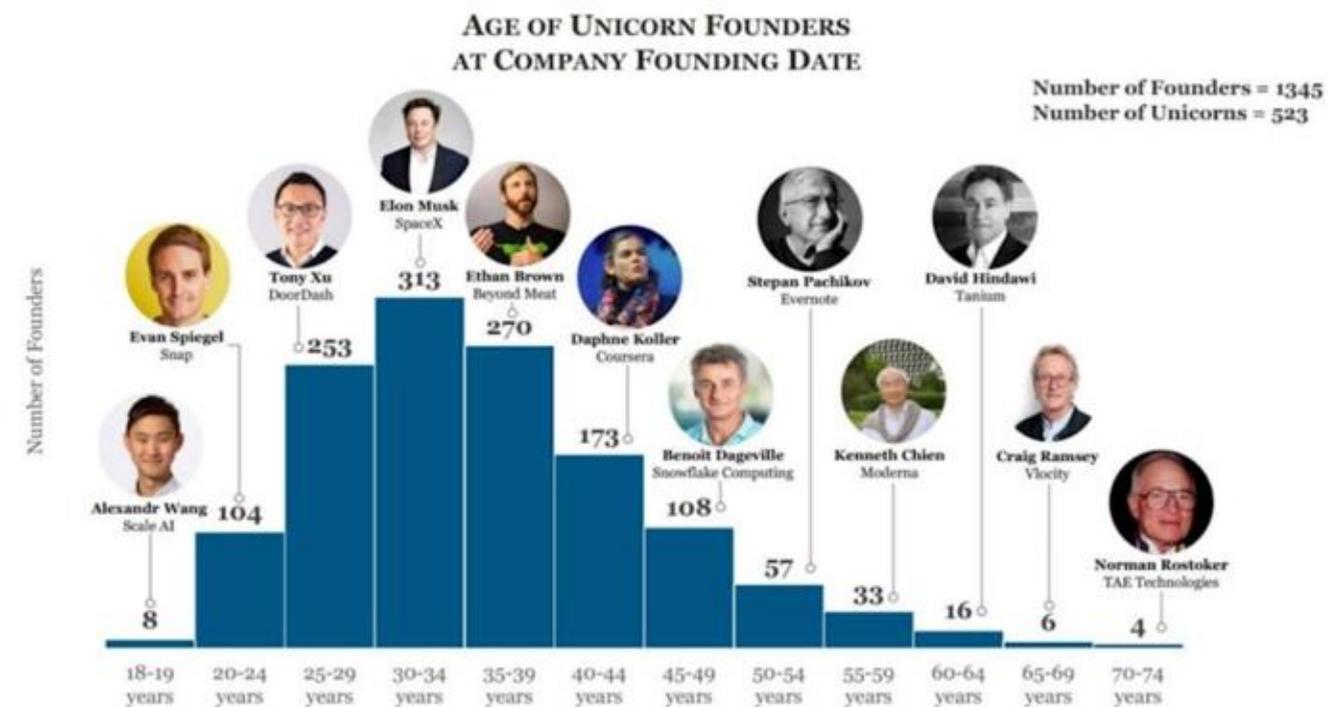
Demographic changes could help to spur new ideas and promote innovation.

A more segmented market will provide new opportunities for growth for businesses and investments.

Technological change will help to spur new innovation and to create new businesses and industries.



Nearly Half
of Fortune 500 Companies
in 2025 Were Founded
by Immigrants or
Their Children



Over-65s are the World's Leading Growth Market

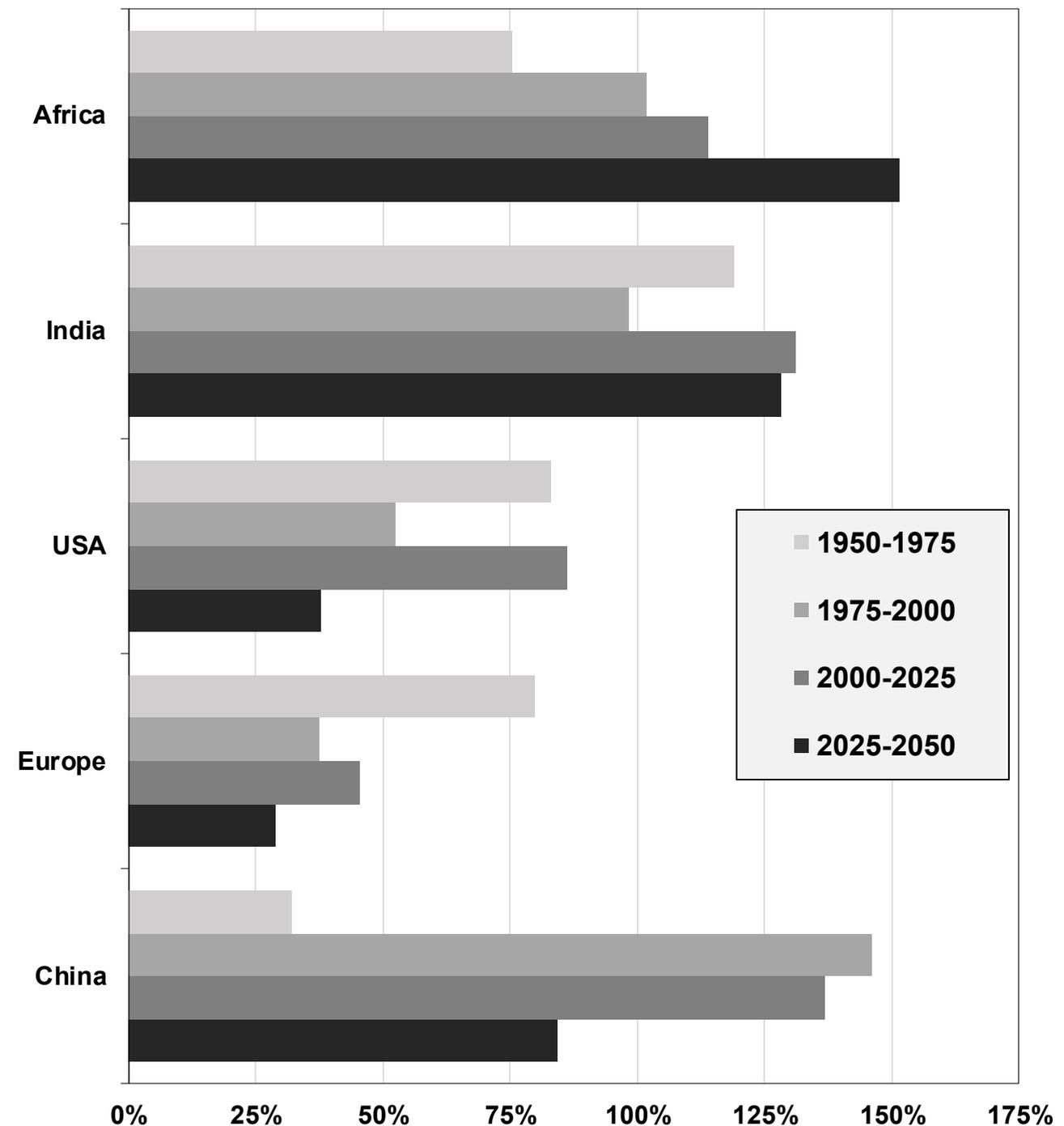
Opportunities

The number of people in the world over the age of 65 will increase from 830 million today to 1.6 billion by 2050.

An increase share of the world's wealth is in the hands of this age segment.

Businesses with products and services aimed at older consumers will see their market grow substantially.

Change in Over-65 Population



Choosing the Right Growth Markets

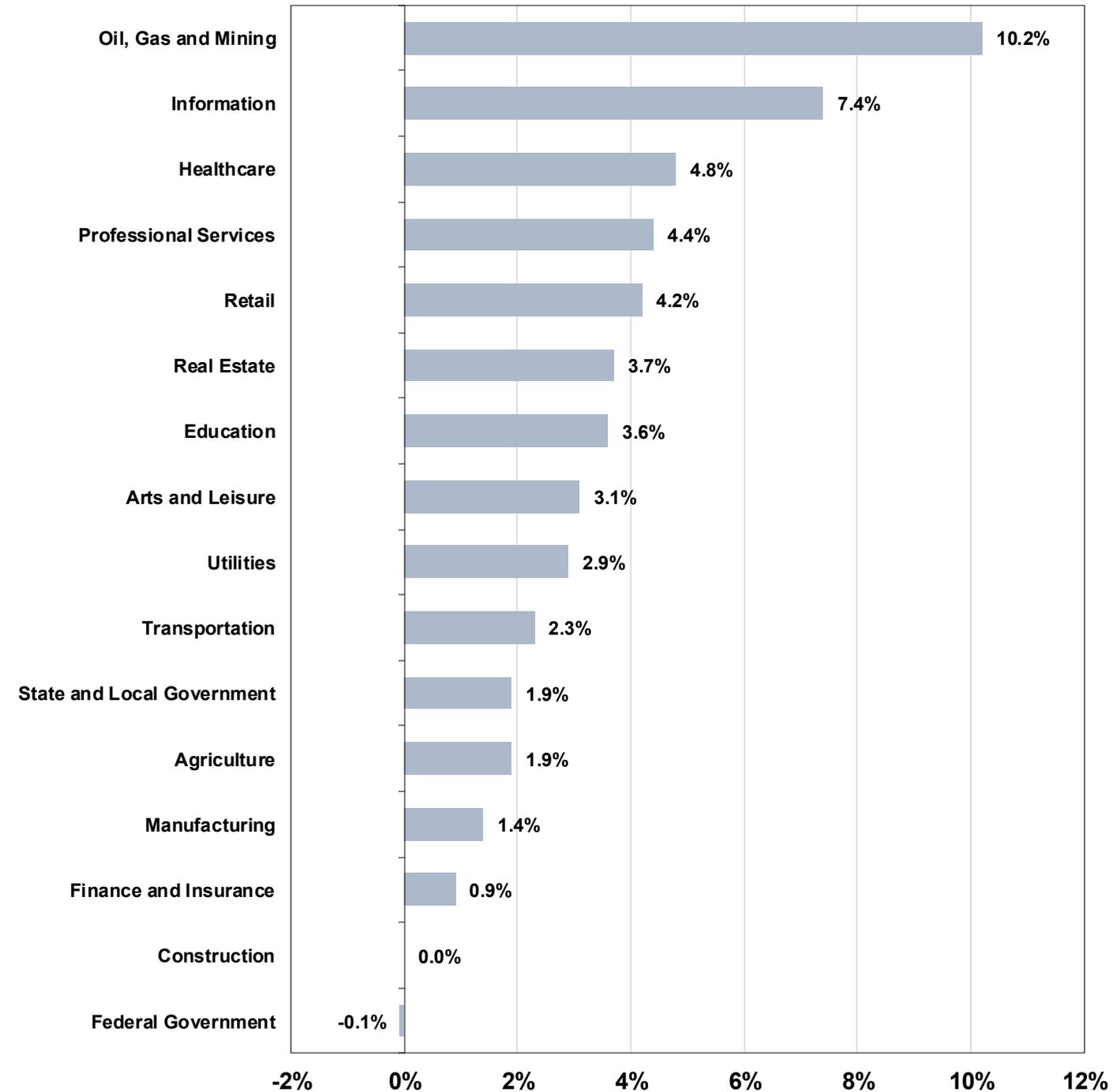
Opportunities

More concentrated economic growth means that choosing the right market is imperative for future success.

Communities need to attract the right businesses to their regions, while businesses need the right clients.

Individuals also need to choose the right growth markets for their investments and their careers.

Average Growth Rate by Sector in the US Over the Past Four Years



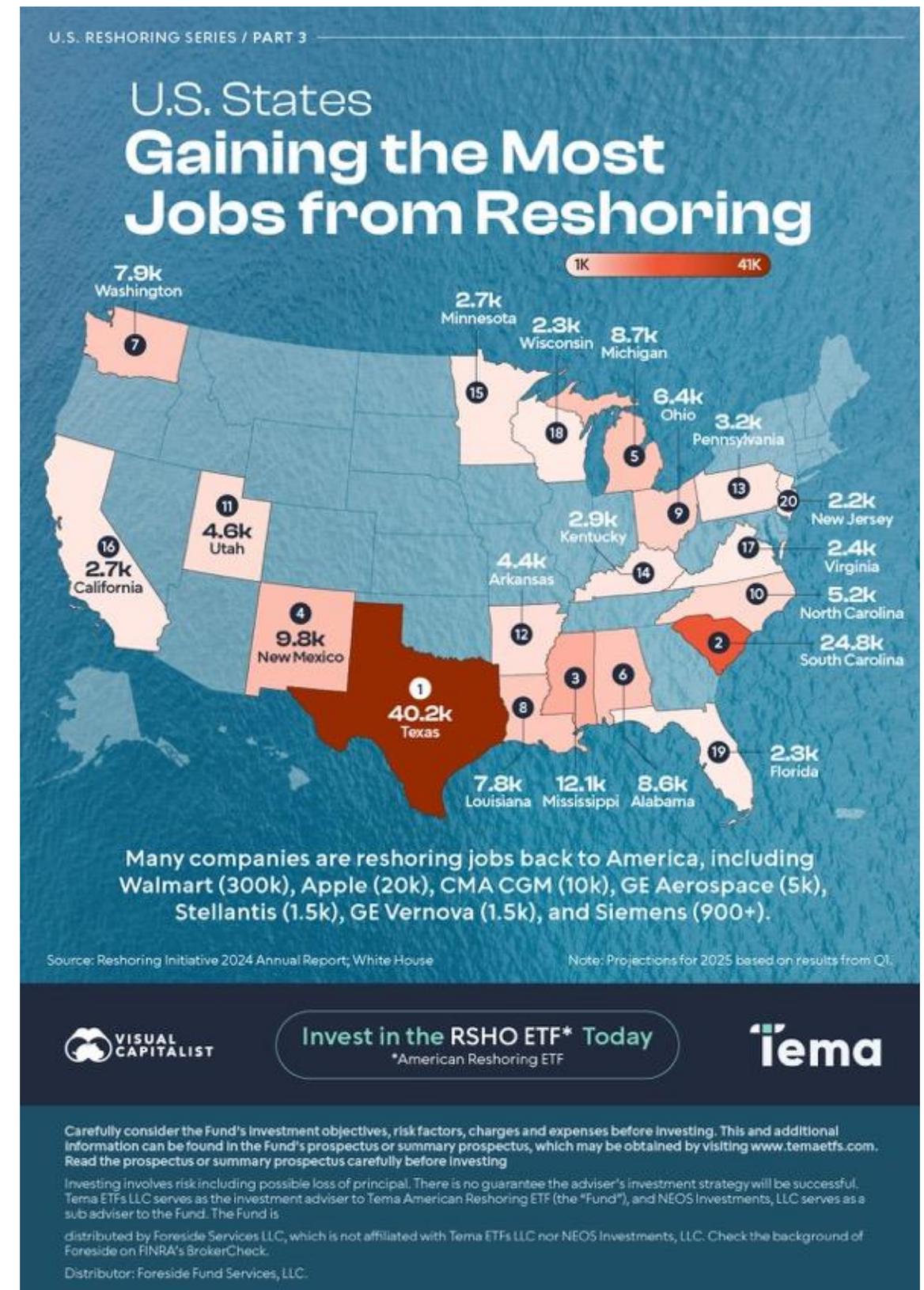
Competing for Investment

Opportunities

There is intense competition from countries, states, regions and cities to attract investment.

Those that can attract investment in high-growth sectors will gain a major critical advantage.

This competition opens new opportunities for growth for businesses and individuals.



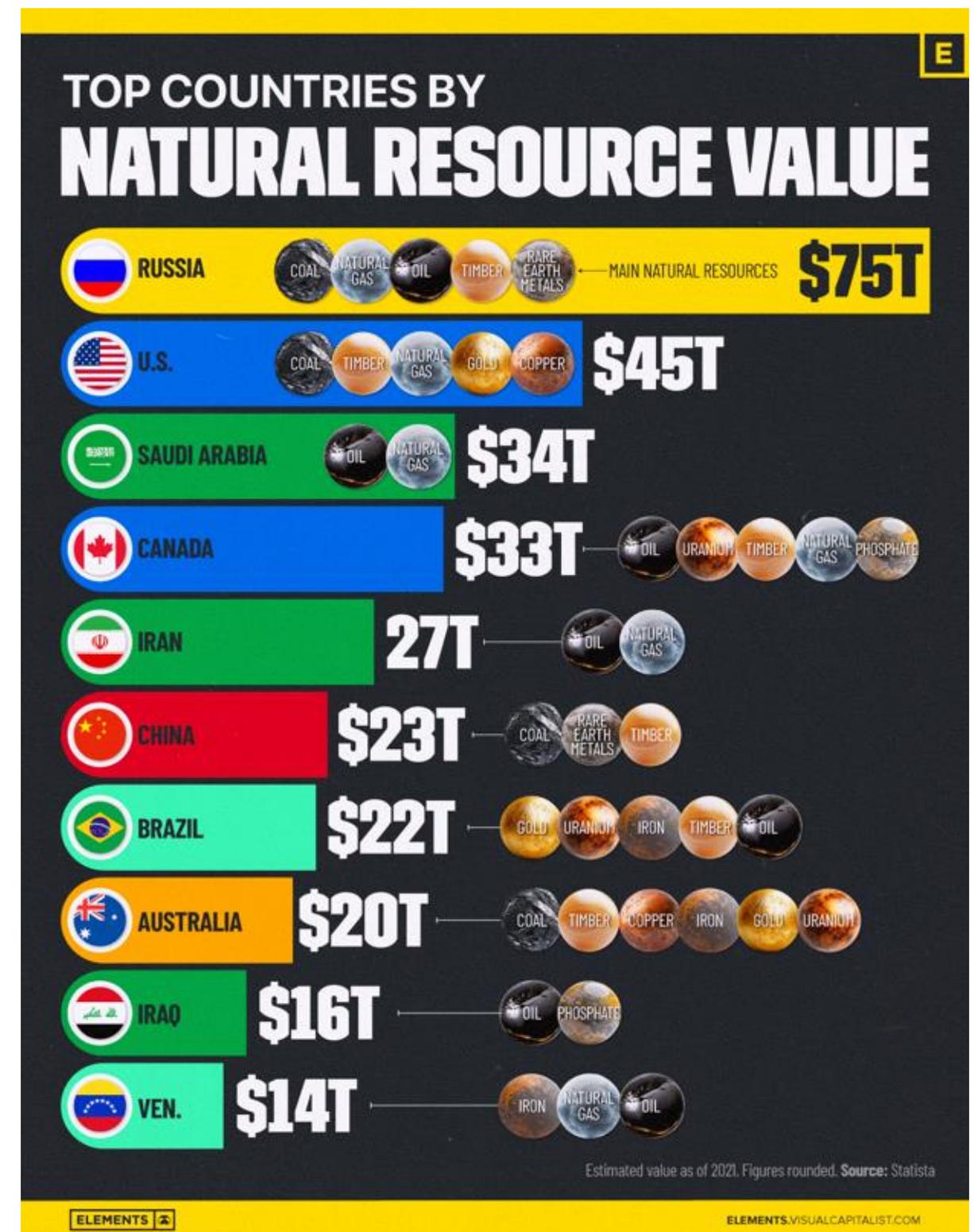
The Environment and Resources as an Advantage

Opportunities

Some countries and regions will enjoy a considerable resource advantage for the foreseeable future.

Some countries and regions will prove to be much more resilient in the face of a changing climate.

Investment decisions will be heavily influenced by environment- and resource-related decisions.



Stability as a Competitive Advantage

Opportunities

In our increasingly-chaotic world, stability will become a major competitive advantage.

Regions and communities with a higher degree of perceived stability will be able to attract more investment.

Stability will also become a critical advantage for businesses in the eyes of their clients and partners.



Competitiveness is the Key to Success

Opportunities

In a world of more narrow opportunities, having a competitive position is vital.

This includes accumulating the resources you need to succeed and to do more with these resources.

Your relative position compared with your competition will play a massive role in your future success.



Opportunity Summary

Key Points

Technological breakthroughs will be the source of many opportunities for growth in the coming years.

Focusing on markets and industries that will generate significant growth in the future will be a key to success.

Robust strategic planning and resource allocation efforts will be the key to success for communities, businesses and individuals.

Competitiveness and stability will be essential for success in the future.

The Economy of Tomorrow

The World Tomorrow

Key Points

Demographic Stagnation

Technological Changes

Productivity is the Key

Haves and Have-Not

Summary

We are entering the first period of demographic stagnation in over 250 years.

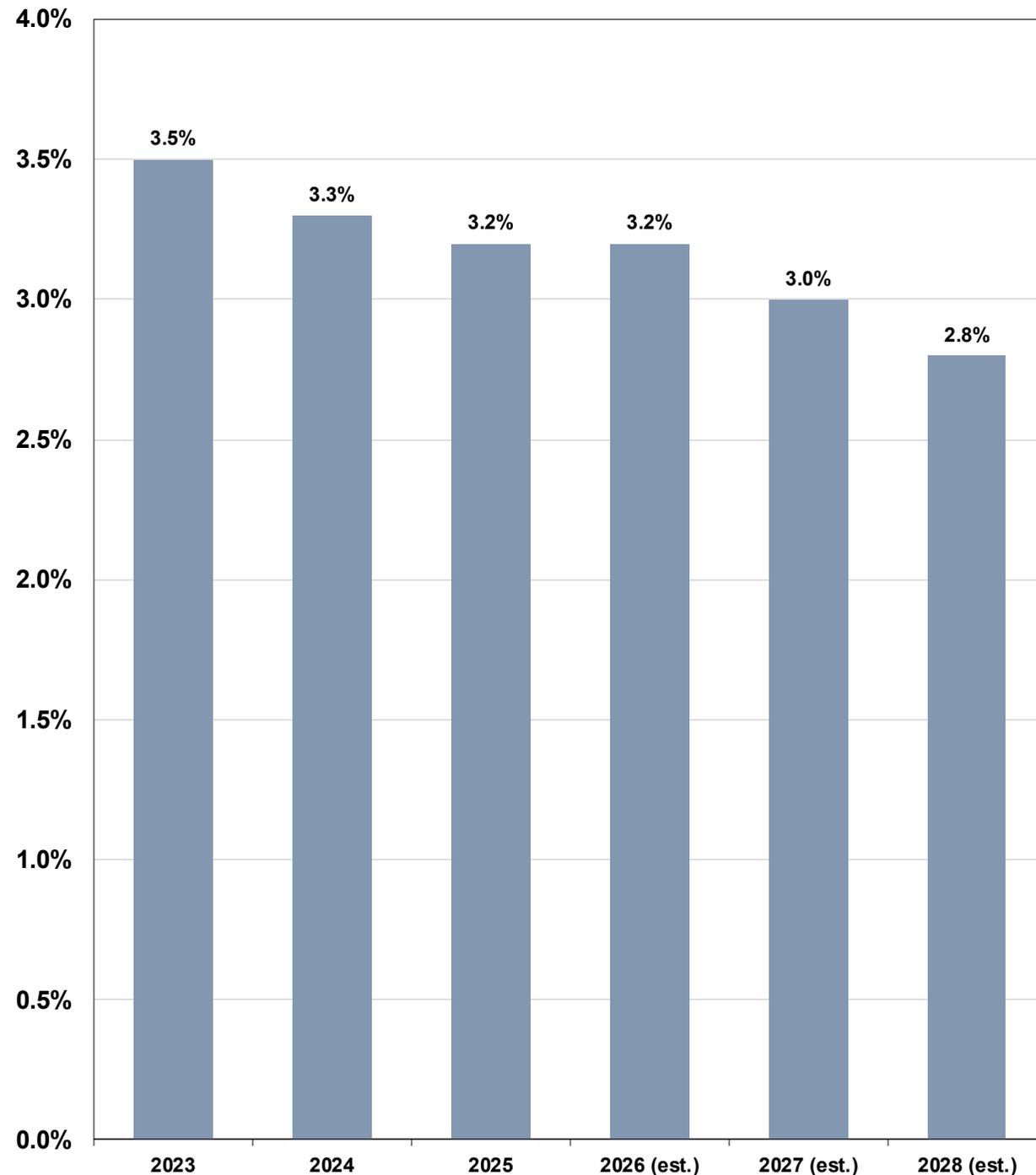
The pace of technological change is forecast to continue to accelerate.

Productivity will be the key to success for communities, businesses and individuals.

Major changes threaten to widen the gap between the haves and the have-nots.

The Outlook for the Global Economy

Global GDP Growth Rates



Key Points

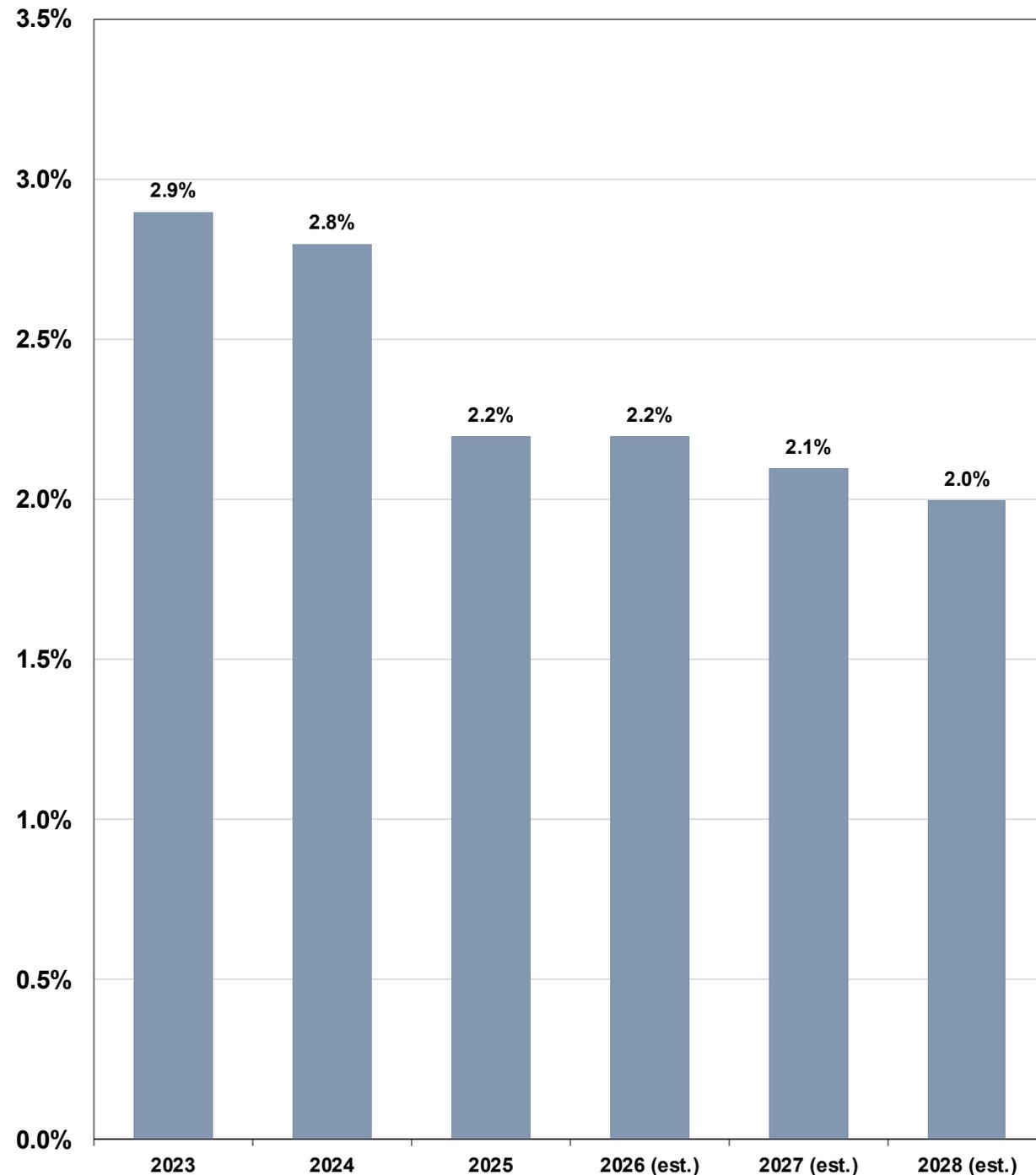
Global economic growth is forecast to hold steady over the near-term.

In the following years, global economic growth is forecast to slowly trend downwards.

The threat of a larger slowdown will remain in place, particularly due to bubble and geopolitical risk.

The Outlook for the US Economy

United States GDP Growth Rates



Key Points

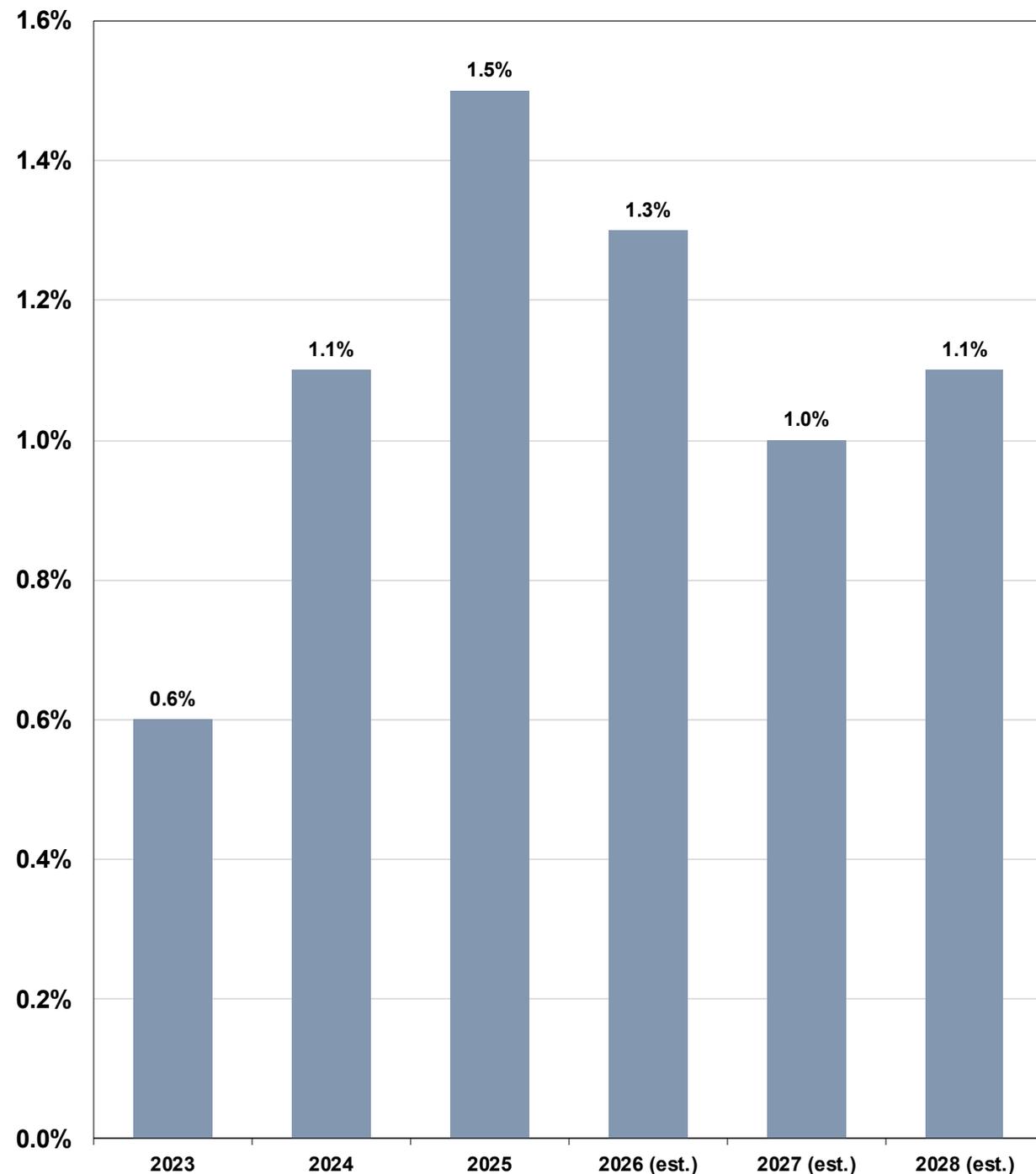
The US economy is forecast to grow at a relatively steady pace over the near-term.

On the upside, the US' position in high-growth sectors of the economy will continue to drive growth.

On the downside, consumer spending growth could slow, and a potential bubble burst could take place.

The Outlook for the European Economy

EU GDP Growth Rates



Key Points

Europe's economic outlook has improved slightly over the near-term.

Increased fiscal spending could boost European growth slightly over the near-term.

Elevated external risk (trade and competition) will prevent Europe's economy from growing faster.

The Outlook for the World's Developed Economies

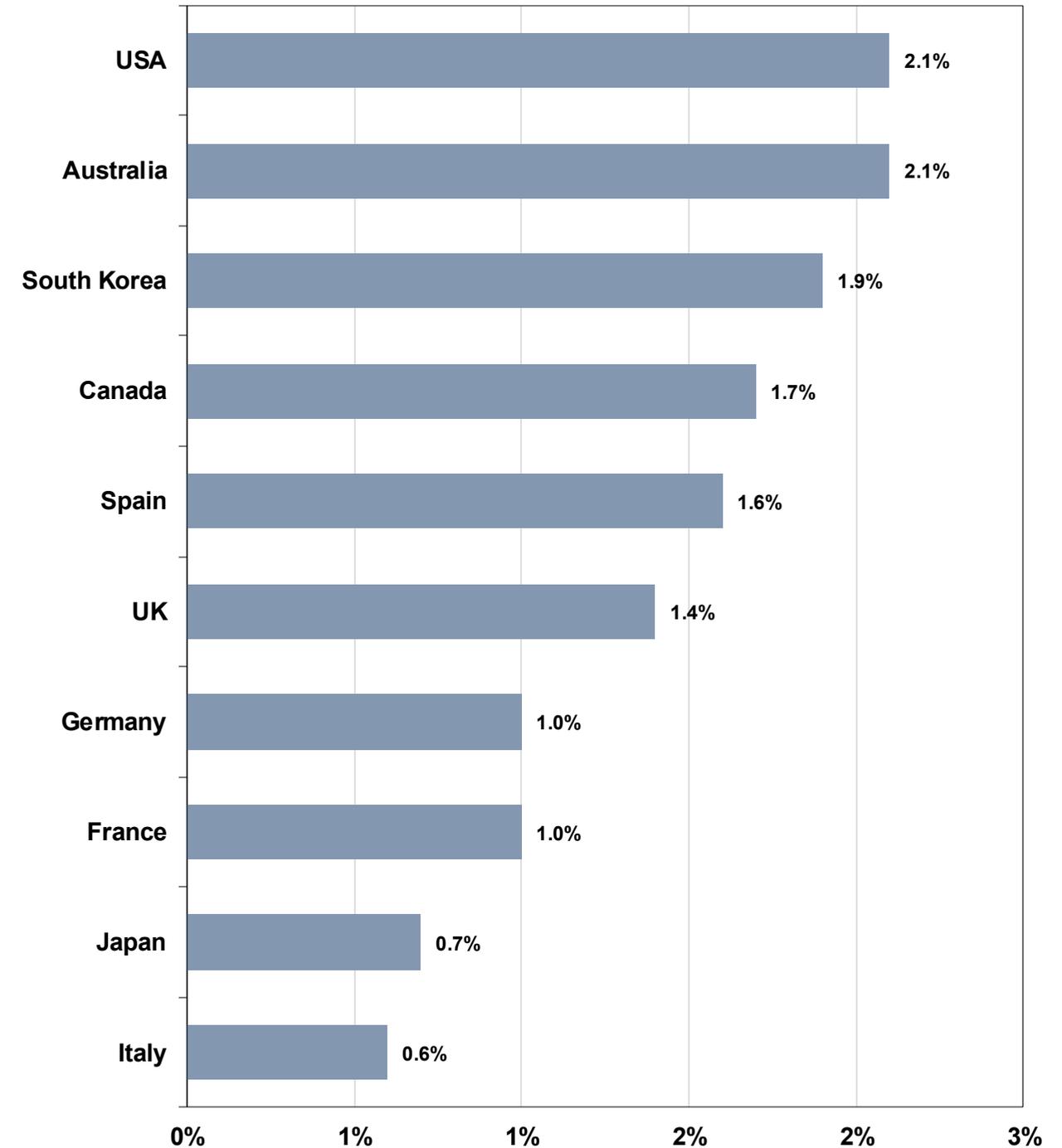
Key Points

Economies with a strong presence in high-growth sectors of the economy will continue to outperform their peers.

“New World” economies will continue to outperform many of their counterparts in Europe and Japan.

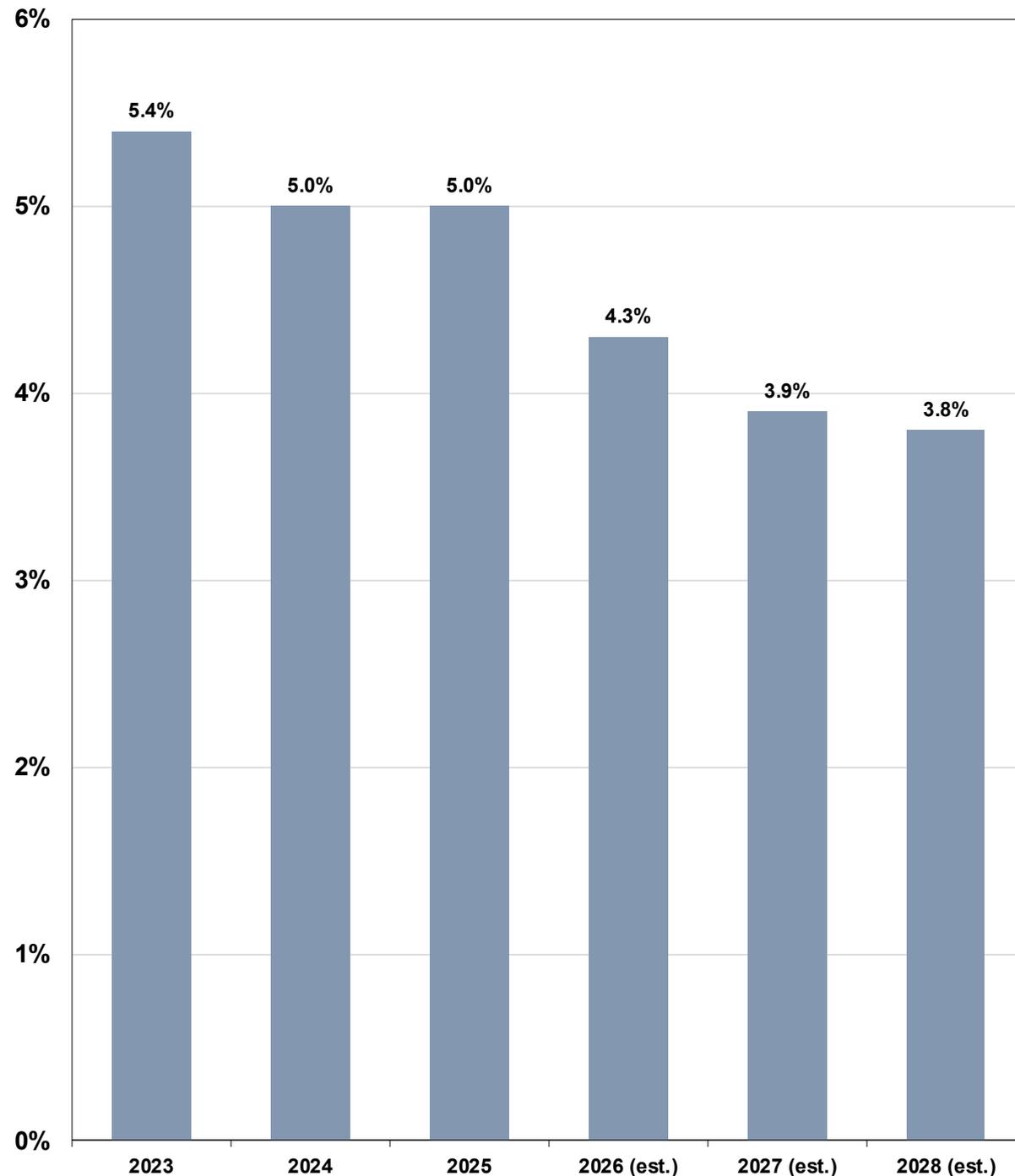
Demographic decline will weigh heavily upon most of the world's developed economies.

Average Annual Forecast GDP Growth Rates 2026-2028



The Outlook for the Chinese Economy

Chinese GDP Growth Rates



Key Points

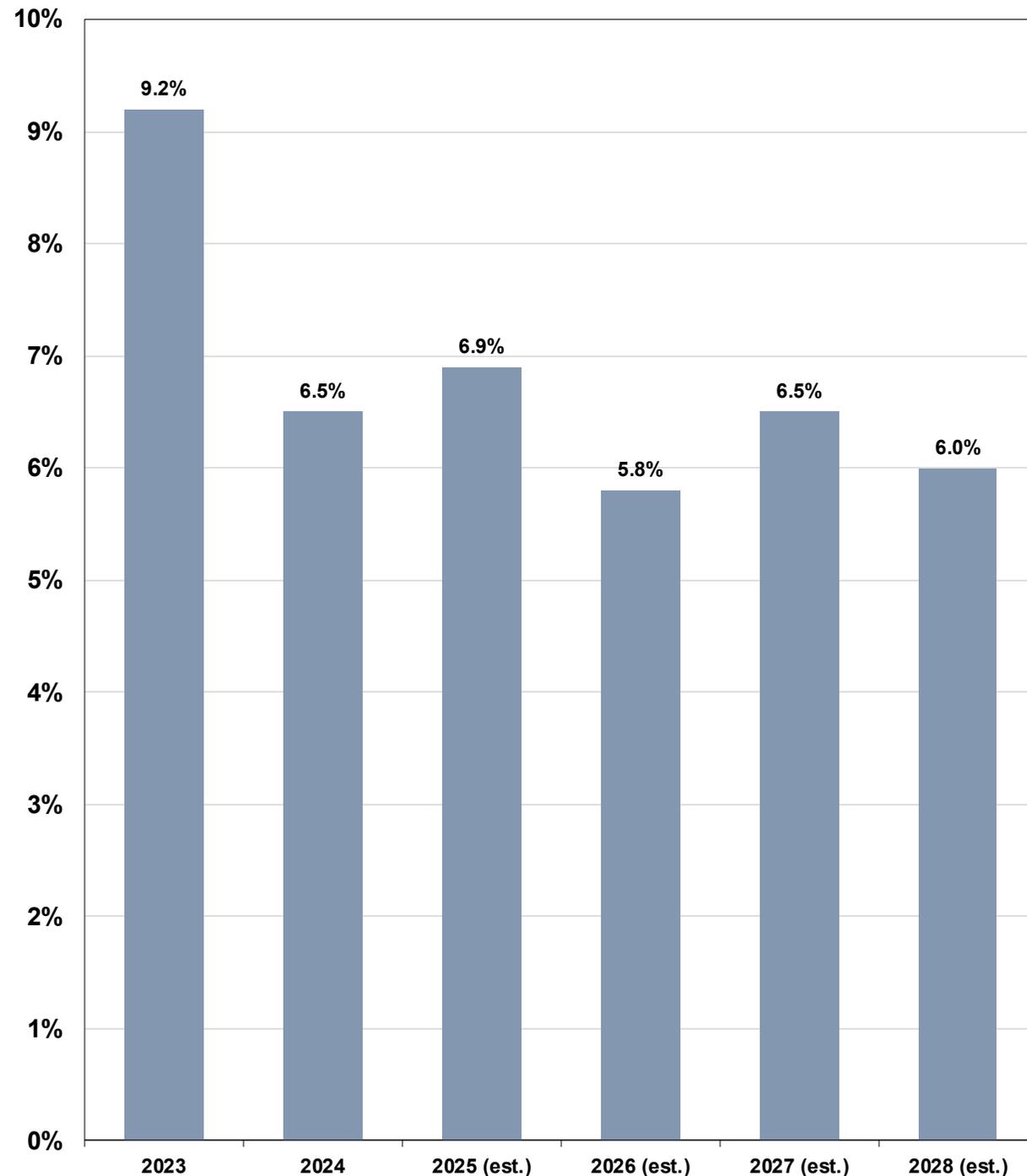
Economic growth rates will trend downwards in China in the coming years.

Domestic demand is likely to continue to be dragged down by debt concerns and demographic decline.

China will continue to focus on generating growth via the exporting of manufactured goods.

The Outlook for the Indian Economy

Indian GDP Growth Rates



Key Points

India will remain one of the fastest-growing economies in the world in the coming years.

Investment in India's manufacturing sector will increase, diversifying the country's economy.

Domestic demand in India will continue to grow at a steady pace in the coming years.

The Outlook for the World's Emerging Economies

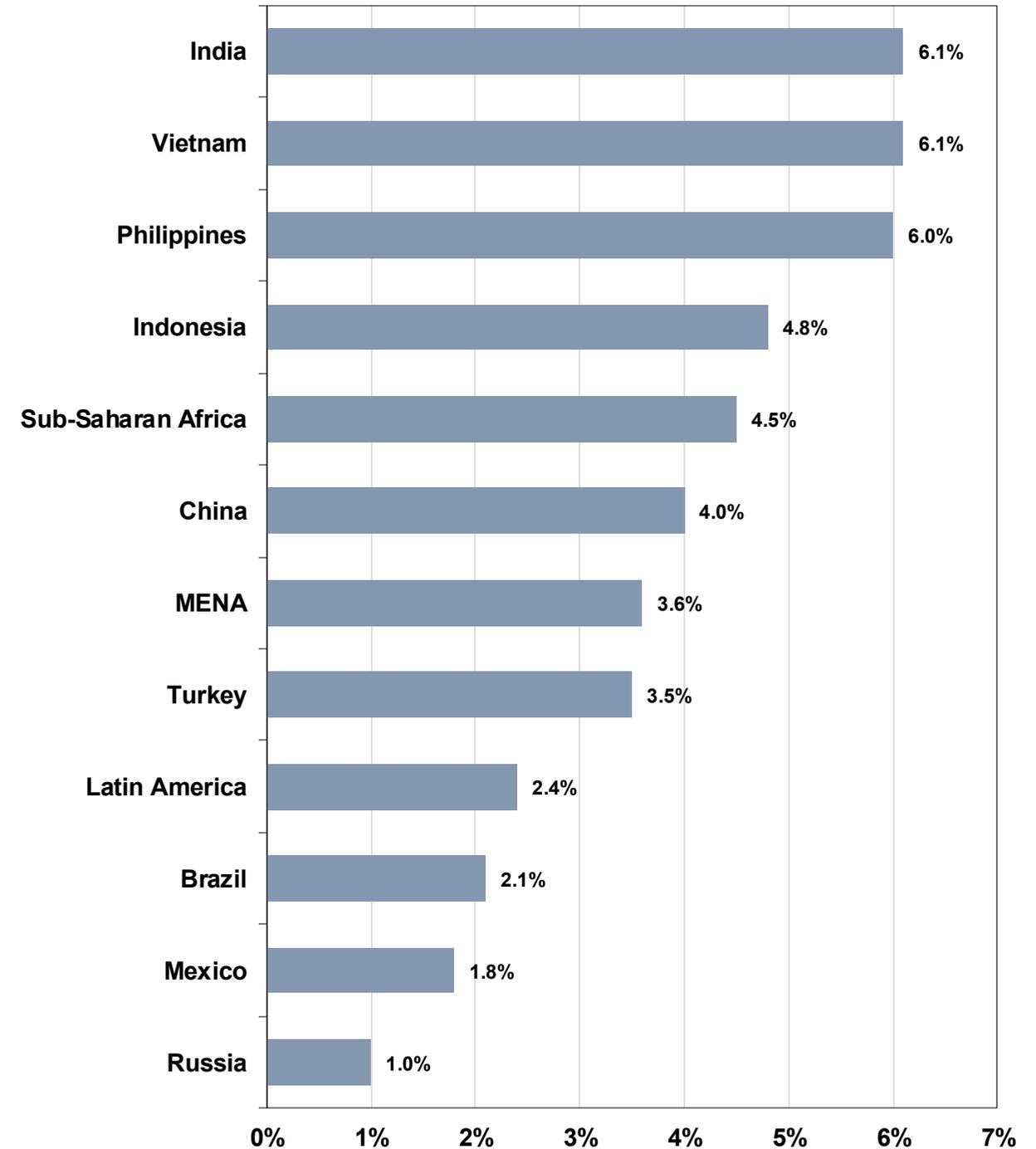
Key Points

Asian emerging markets will continue to make up many of the world's fastest-growing economies in the years ahead.

Sub-Saharan Africa's fast-growing population will help to boost economic growth in that region.

Elsewhere, economic growth rates in emerging markets will be significantly lower than those of Asia.

Average Annual Forecast GDP Growth Rates 2026-2028



The Outlook for Inflation and Interest Rates

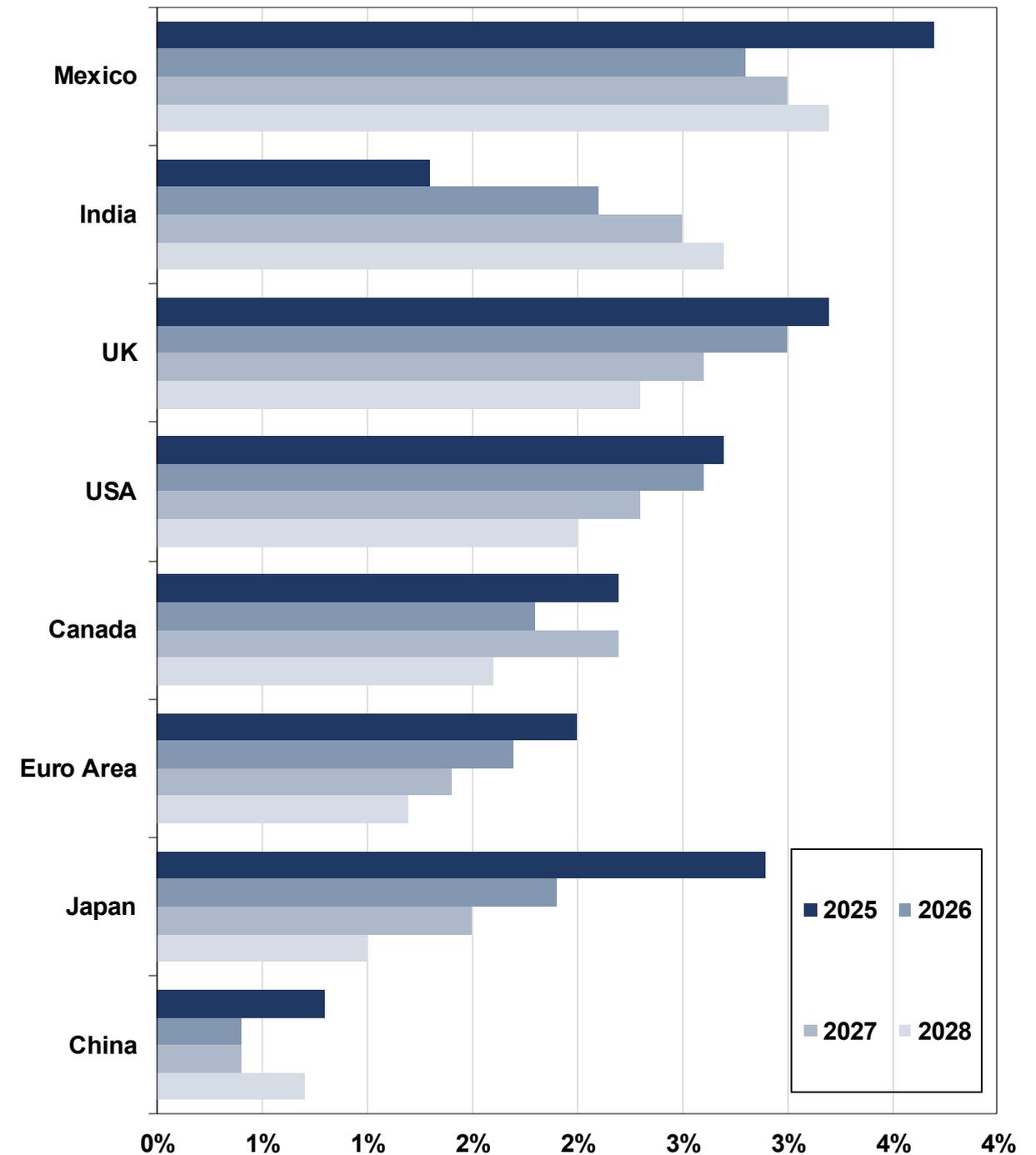
Key Considerations

Inflation rates in the United States and some other economies will remain higher than desired.

Elsewhere, inflation rates will continue to slowly trend downwards over the near-term.

China and a handful of other economies will continue to battle lingering deflationary pressures.

Forecast Annual Inflation Rates



The Outlook for the Labor Force

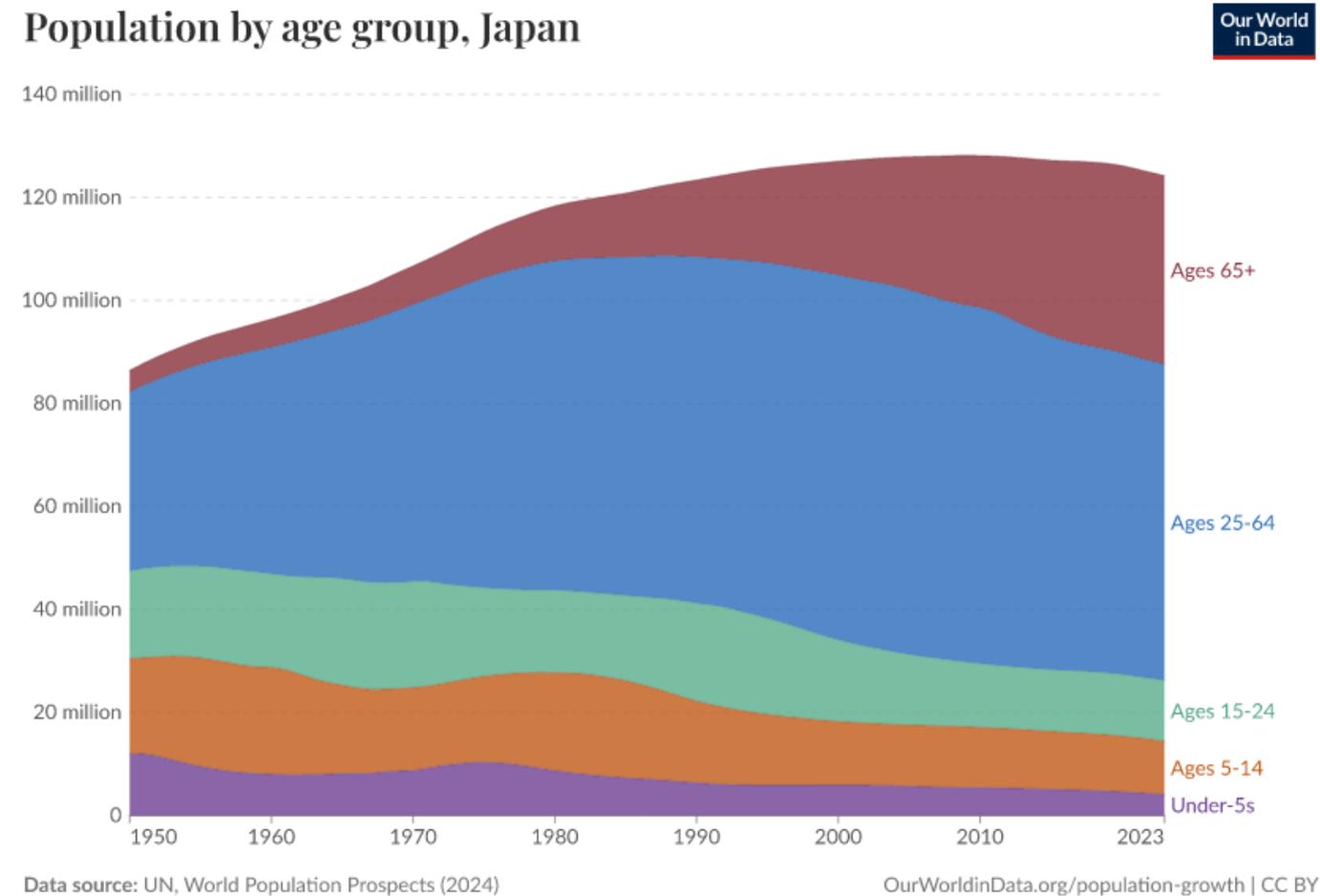
Key Considerations

Working-age population growth has ended, or is ending, in most of the world's leading economies.

Technological changes are leading to dramatic changes in the skills needed in the modern work force.

Matching needed skills with a shrinking labor pool will be one of the greatest challenges of the coming years.

Population by age group, Japan



The Outlook for International Trade and Investment

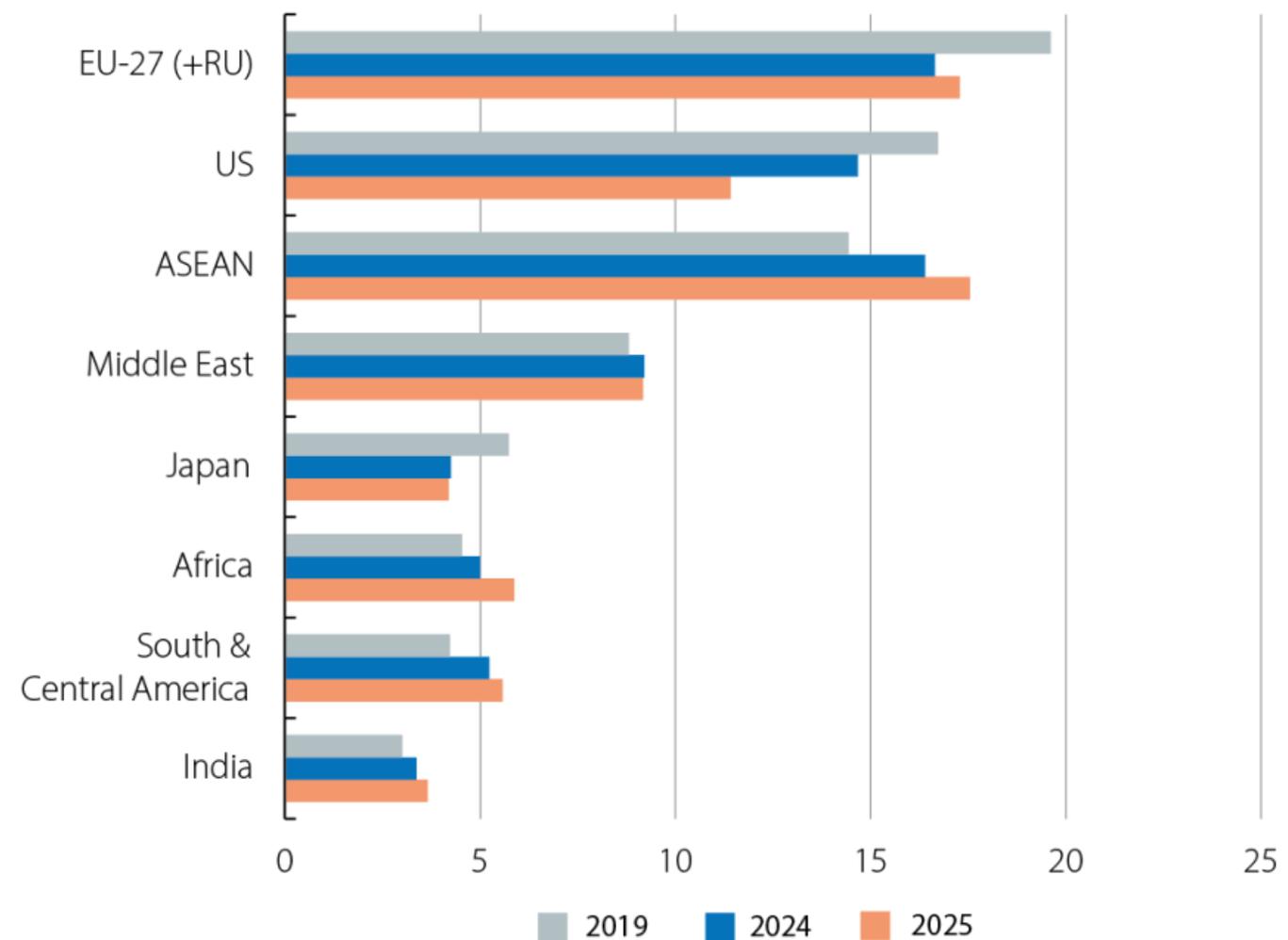
Key Considerations

Trade tensions are likely to worsen in the coming years.

More countries could follow the United States' lead and enact new trade barriers.

More trade-dependent countries are likely to seek to reach new free trade agreements.

China: share of exports by destination
Total exports (%)



Source: CaixaBank Research, a partir de datos de Bloomberg.

The Outlook for Debts and Deficits

Key Considerations

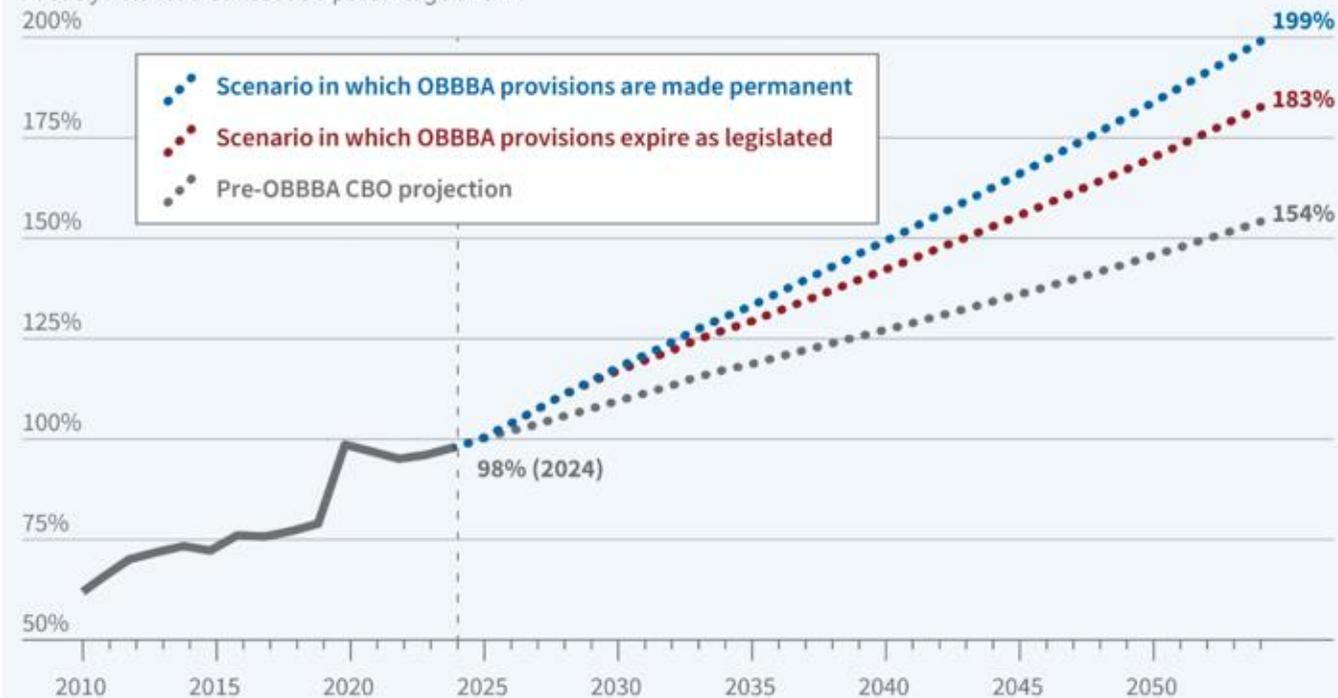
Rising levels of government spending will result in sizeable fiscal deficits in many major economies.

Government spending on programs for retired people will remain the main driver of rising debt levels.

The potential for a major economy to default on its debt will rise in the coming years.

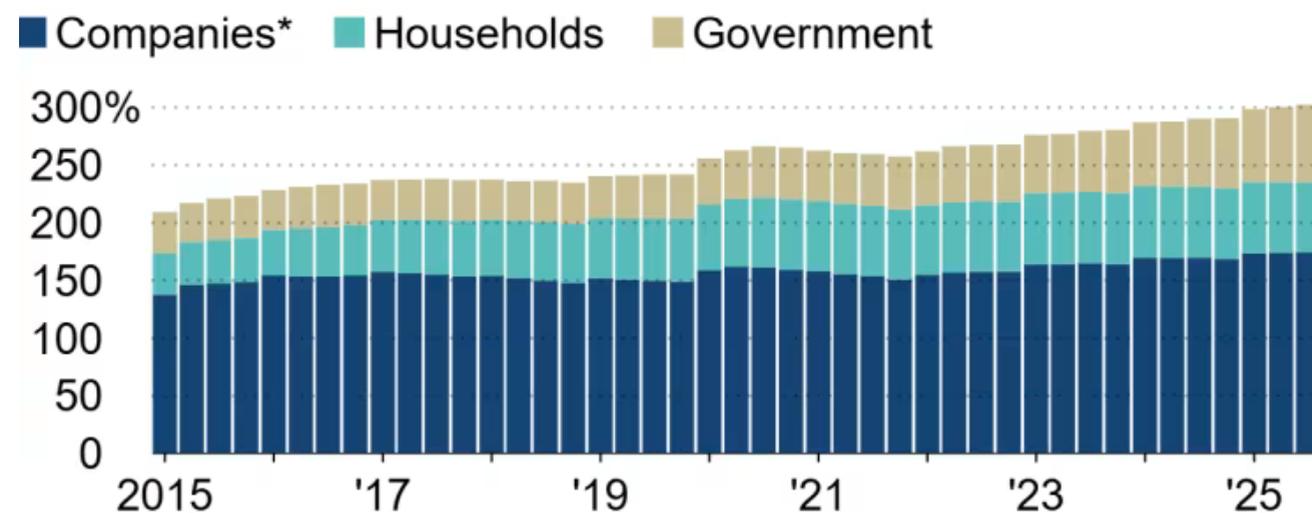
US Federal Debt Projections

Publicly held federal debt as a percentage of GDP



China's total debt is over 300% of GDP

(Debt as share of GDP)



*Excludes financial companies

Source: National Institution for Finance & Development

The Outlook for Internal Politics

Key Considerations

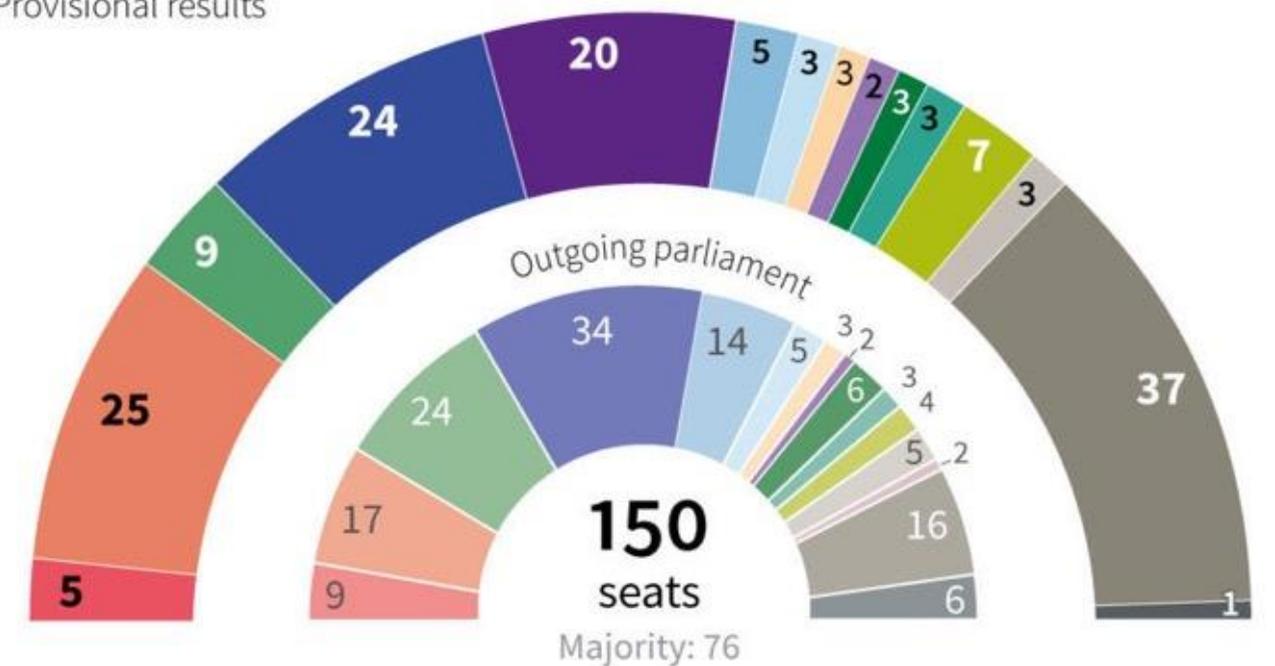
Political polarization and fragmentation are likely to continue.

The potential for a higher degree of political unrest and violence will remain high in the coming years.

These trends, coupled with the spread of misinformation and uncertainty, will pose a major threat to democracy.

Dutch elections

Incoming parliament
Provisional results



- SP: Socialist party
- GL+PvdA: - Green-Left-Labour Party
- D66: Democrats 66
- VVD: People's Party
- NSC: New Social Contract
- CDA: Christian Democrats
- CU: Christian Union
- SGP: Reformed Political Party
- Volt: Centre
- PvdD: Party for Animals
- DENK: Party of Turkish community
- BBB: Farmer-Citizen Movement
- FvD: Forum for Democracy
- GVH: Van Haga group
- PVV: Party for Freedom
- Others

Sources: Dutch parliament, polls by NOS-ANP for the incoming parliament



The Outlook for Geopolitics

Key Considerations

The United States and China will remain the world's leading powers for the foreseeable future.

A move towards a “spheres of influence” dominated world appears possible.

The peripheries of these spheres of influence will be the major flashpoints of the future.



Summary

Key Points

The global economy is forecast to slow slightly in the coming years.

Much of this global economic growth will be generated by a relatively small number of countries and industries, creating significant risks.

The rapid pace of political, geopolitical and technological change is creating both opportunities and threats to the economy.

Over the longer-term, generating growth will prove challenging due to demographic and environmental change.

How to Succeed in a Changing World

The Steps to Take to Succeed in a Changing World

Key Points

Identify threats

Identify opportunities

Allocate resources to deal with these threats and opportunities

Develop a strategy to mitigate these threats and take advantage of these opportunities.

The Resources Needed to Succeed in a Changing World

Resource	Components		
Human Capital	Labor Market	Education/Skills	Entrepreneurship
Natural Resources	Land	Energy	Water
Market Access	Local Market	Nearby Markets	Services / Tourism
Infrastructure	Transportation	Communications	Utilities
Governance	Regulations	Stability	Safety
Financial Resources	Access to Capital	Business Incentives	Public/Private Partn.
Technology	R&D	Tech Hubs	Digital Adoption
Sustainability	Climate Resilience	Green Economy	Circular Economy

The Strategy Needed to Succeed in a Changing World

Area	Explanation
Define Your Vision and Goals	<ul style="list-style-type: none">• Define a long-term vision for promoting growth.• Set short-term and long-term goals.
Business Growth Strategies	<ul style="list-style-type: none">• Identify and invest in high-growth markets and partners.• Attract investment and expand market access.
Infrastructure Improvements	<ul style="list-style-type: none">• Improve transportation and communications infrastructure.• Improve infrastructure that increases productivity.
Workforce Development	<ul style="list-style-type: none">• Attract more talented young people.• Work more closely with universities and training centers.
High-Tech Growth	<ul style="list-style-type: none">• Invest in high-tech education and training.• Incentivize research and development activities.

The Strategy Needed to Succeed in a Changing World

Area	Explanation
Market Growth	<ul style="list-style-type: none">• Promote access to new growth markets.• Access new high-growth segments of the market.
Finance and Investment	<ul style="list-style-type: none">• Improve access to capital.• Utilize public incentives.
Economic Resilience	<ul style="list-style-type: none">• Prepare for potential disruptions.• Take steps to diversify your markets.
Environmental Resilience	<ul style="list-style-type: none">• Improve resilience to climate-related threats.• Invest in environmentally-resilient infrastructure.
Performance Measurements	<ul style="list-style-type: none">• Use key performance indicators (KPIs) to measure progress.• Update growth plans on a regular basis.

Summary

Conclusion

Key Points

Dramatic changes are underway that will create significant risks for the economy, your business, your community and your personal well-being.

These changes will also create new opportunities for success for those communities, businesses and individuals that are prepared for these changes.

Create a pro-active strategy to succeed amid these rapid changes is the competitive advantage that you can use to succeed in the future.

Learn More

Learn More About...

**Michael
Weidokal**

E-mail: mweidokal@isa-world.com

Website: www.michaelweidokal.com

LinkedIn: [michaelweidokal](https://www.linkedin.com/in/michaelweidokal)

ISA

Website: www.isa-world.com

ISA Research: The Comprehensive ISA Subscription

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AGENDA

2:30 PM	Registration
3:00 PM	Welcome & Opening
3:15 - 4:00 pm	Economic Outlook for Construction Michael Weidokal, International Strategic Analysis (ISA)
4:00 - 4:15	Break
4:15 - 5:00	M&A Panel Discussion on Paul Weisinger, Rea ; Kurt Kappa, First Federal ; Nora T Mahoney, Carleton McKenna
5:00 - 6:30 pm	Networking & Closing



BREAK

We will begin again shortly.

M&A Panel Discussion



PAUL WEISINGER
Principal



KURT KAPPA
Chief Lending Officer



NORA T MAHONEY
Managing Director



CONTACT US



BRANDON COATES
Principal

(216) 573-9072
Brandon.Coates@readvisory.com



DOUG HOUSER
Principal

(614) 314-5937
Doug.Houser@readvisory.com



JOHN KURTIN
Principal

(614) 923-6591
John.Kurtin@readvisory.com

THANK YOU!

We look forward to seeing you next time.

