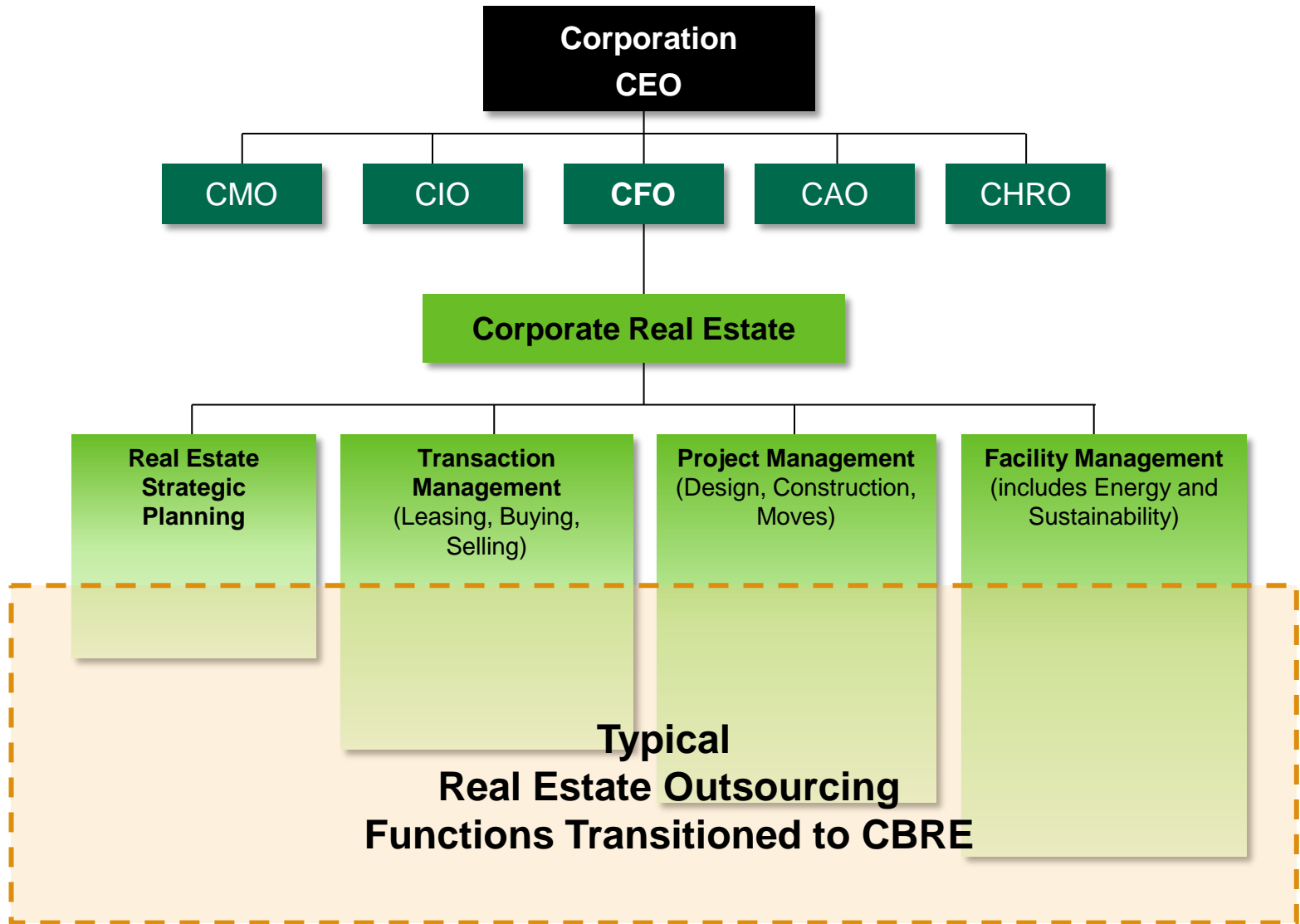




Global Corporate Services (GCS)

Bill Concannon
President, GCS

The Core Business of GCS Is Real Estate Outsourcing



GCS Is a “Long Term Contracts” Business



LARGE REAL ESTATE OCCUPIERS

- Corporations
- Healthcare Systems
- Public Sector Entities

GLOBAL FULL SERVICE OFFERING

- Transaction Management
- Facilities Management
- Project Management
- Strategic Consulting

“LONG-TERM CONTRACT BUSINESS”

- 35% of 2010 CBRE revenue*
- 140 contracts signed YTD Q3 2011
- 2/3 of contracts are multi-service
- “Annuity revenue” with 3-5 year contract terms
- Clients served in 102 countries
- 96% renewal rate reflects high client satisfaction ratings

KEY FACTS

- First client – Baxter (1990)
- 300+ clients, including 80% in Fortune 100
- Approximately 12,000 global GCS associates
- \$24B of client Op Ex under management
- 92,000+ properties managed for FM
- Highest ranking CRE firm; named IAOP Top 100 (#6)

*Includes both Global Corporate Services and Asset Services revenues

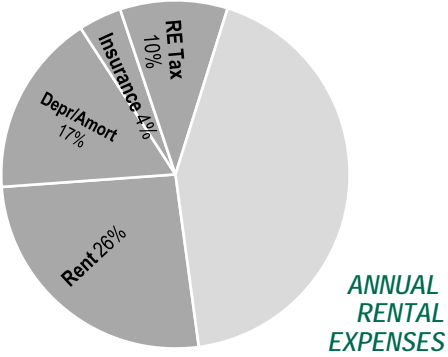
How Do We Create Value for Our Clients?

We transition and right size the CRE organization, then employ a methodical approach to expense reduction

Occupancy Expense

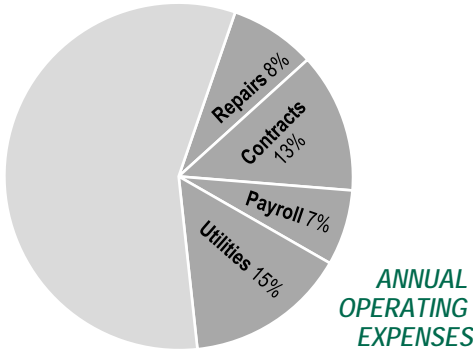
Rent Reduction

Savings on rent via strategic planning, portfolio optimization and transactions



Op Ex Reduction

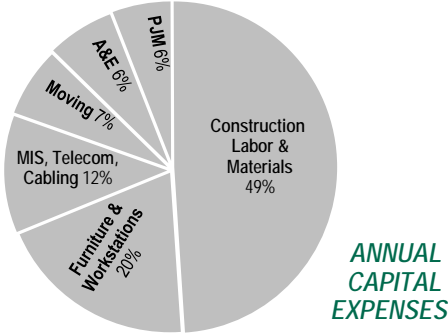
Day to day Facilities Management oversight of engineering, vendor mgmt. Leverage savings through strategic sourcing and energy management



Capital Expense

Cap Ex Optimization

Project Management Oversight of any capital project related to real estate (build out, new UPS system, new signage program)



A Growing Number of Industries Are Outsourcing Real Estate

CLIENT #1

- **Scope:** Project & Facilities Management
- **Size:** 23 MSF
- **Geography:** 95 countries globally
- **Contract term:** 5 years
- **CBRE employees:** 469
- **Annual revenue:** \$36 M
- **Total contract value:** \$180 M

CLIENT #2

- **Scope:** Facilities Management
- **Size:** 115 MSF
- **Geography:** US
- **Contract term:** 6 years; two successive 2 year renewals
- **CBRE employees:** 377
- **Annual revenue:** \$37 M
- **Total contract value:** \$222 M

CLIENT #3

- **Scope:** Full Service
- **Size:** 3.4 MSF
- **Geography:** US
- **Contract term:** 5 years
- **CBRE employees:** 124
- **Annual revenue:** \$16.5 M
- **Total contract value:** \$82.5 M

CLIENT #4

- **Scope:** Transaction Management
- **Size:** 300 MSF
- **Geography:** US
- **Contract term:** 4 years
- **Annual revenue:** \$11.5 M
- **Total contract value:** \$46 M

Why We Win: CBRE Differentiates in Five Key Areas

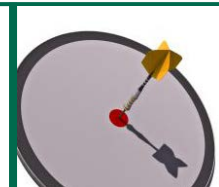
Global Platform & Scale



Integration



Data and Analytics



Strategic Investment



Outsourcing Expertise



GCS Is Poised For Continued Growth

STABLE

Industry leading brand; ability to invest in the business

DIVERSE

300 accounts spanning all industries and service lines

RECURRING

High client satisfaction & retention

GROWING

CAGR of 14% from 2004-2010

**MARKET
POTENTIAL**

Global market estimated at \$50B - \$60B

Key Trends We Are Seeing

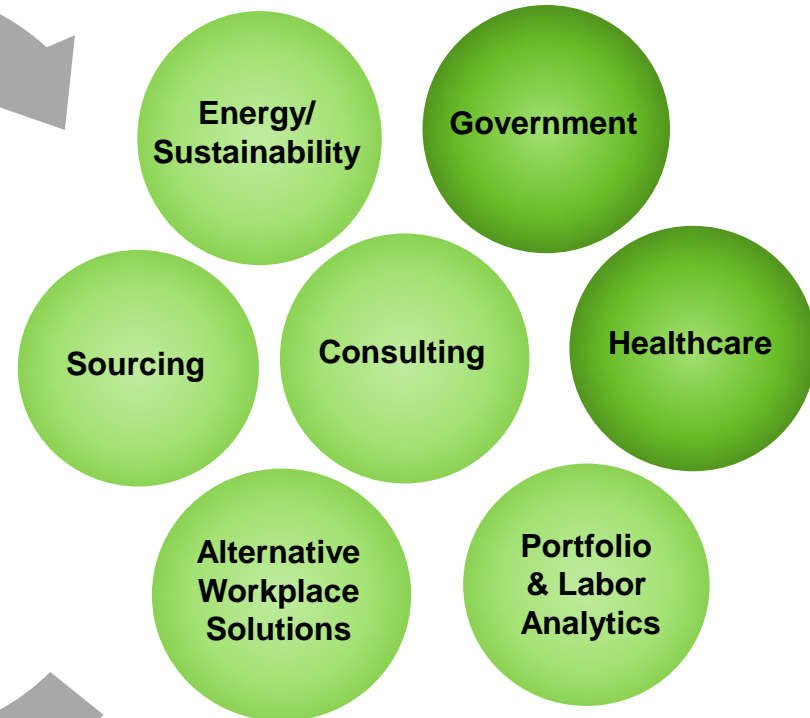
- 1 Continued pipeline strength, with marked increase in RFPs for global portfolios
- 2 Significant # of full service opportunities – corporations are consolidating service providers to achieve cost efficiencies.
- 3 Corporations are seeking enhanced offerings (e.g., energy services and strategic occupancy planning)
- 4 New industries are accepting outsourcing (healthcare, government, retail)
- 5 CRE's are increasingly looking to service providers to close the skills gap within their organizations.

New Points of Entry and Opportunity

GCS CORE BUSINESS



GROWTH OPPORTUNITIES



Key Strategic Priorities



Drive growth through sustaining client satisfaction and new points of entry



Continue investing in GCS platform (technology, process tools, sourcing, etc)



Accelerate portfolio momentum by targeting attractive vertical markets



Continue to focus on global growth by strengthening critical partnerships and expanding APAC/EMEA business



Elevate our industry leadership position