



# Financial Overview

**Gil Borok**

Chief Financial Officer

# Forward Looking Statements

This presentation, and those immediately following, contain statements that are forward looking within the meaning of the Private Securities Litigation Reform Act of 1995, including statements regarding our future growth momentum, operations, financial performance, and business outlook. These statements should be considered as estimates only and actual results may ultimately differ from these estimates. Except to the extent required by applicable securities laws, we undertake no obligation to update or publicly revise any of the forward-looking statements that you may hear today. Please refer to our third quarter earnings report, filed on Form 8-K, our current annual report on Form 10-K and our current quarterly report on Form 10-Q, in particular any discussion of risk factors or forward-looking statements, which are filed with the SEC and available at the SEC's website ([www.sec.gov](http://www.sec.gov)), for a full discussion of the risks and other factors that may impact any estimates that you may hear today. We may make certain statements during the course of this presentation, which include references to “non-GAAP financial measures,” as defined by SEC regulations. As required by these regulations, we have provided reconciliations of these measures to what we believe are the most directly comparable GAAP measures, which are attached hereto within the appendix.

# Global Market Leader

## Leading Global Brand

- **100+** years
- **400+** offices in over 60 countries<sup>1</sup>
- **#1** in virtually every major global business center

## Broad Capabilities

- **#1** leasing
- **#1** investment sales
- **#1** outsourcing
- **#1** appraisal and valuation
- **#1** commercial mortgage brokerage
- **#1 commercial real estate investment management**<sup>2</sup>
- **\$6.6** billion of development projects in process/pipeline<sup>3</sup>

## Scale and Diversity

- **1.7x** nearest competitor<sup>4</sup>
- Thousands of clients; nearly 80% of the Fortune 100
- **\$128.1** billion of transaction activity in 2010

## Recognized Leadership

- **S&P 500** Only commercial real estate services company in the S&P 500
- **FORTUNE** Only commercial real estate services company in the Fortune 500
- **The Lipsey Company** #1 brand for ten consecutive years
- **IAOP** #1 real estate outsourcing firm
- **Newsweek** #1 real estate company in “green” rankings

1. Includes affiliate offices.

2. On a combined basis, including the acquisition of ING CRES which closed July 1, 2011, ING's Real Estate Investment Management business in Asia (ING REIM) which closed October 3, 2011 and ING REIM Europe, which closed on October 31, 2011.

3. As of September 30, 2011.

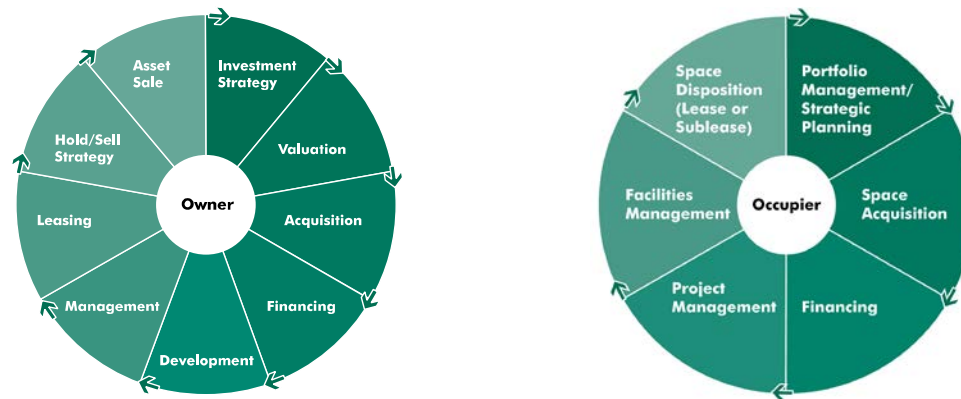
4. Based on 2010 revenues versus Jones Lang LaSalle.

## Our Vision

Be the preeminent, vertically integrated, globally capable commercial real estate services firm

## Our Strategy

Provide a complete suite of market leading services to property owners and occupiers through a fully integrated global business platform and a managed account strategy

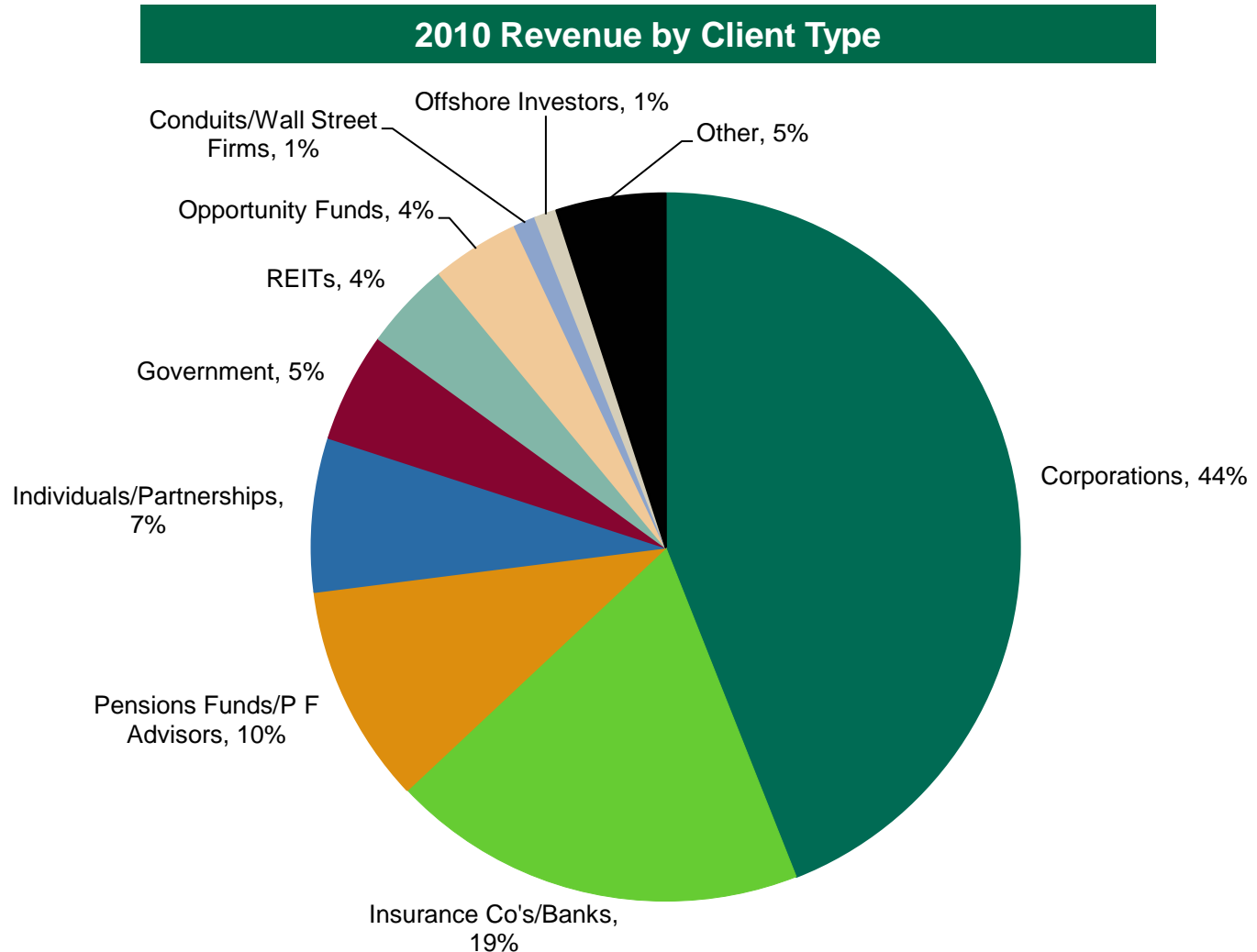


## Our Objectives

- Establish and maintain the leading position in every major world city.
- Establish and maintain the leading position in each service we provide.
- Maintain the most admired, highest quality brand.
- Recruit, hire and retain the finest people in our industry.
- Foster and maintain a culture of integrity, excellence and continuous improvement.
- Lead the industry in revenue and profit growth and retain the industry's highest operating margins.

# Diverse Client Base

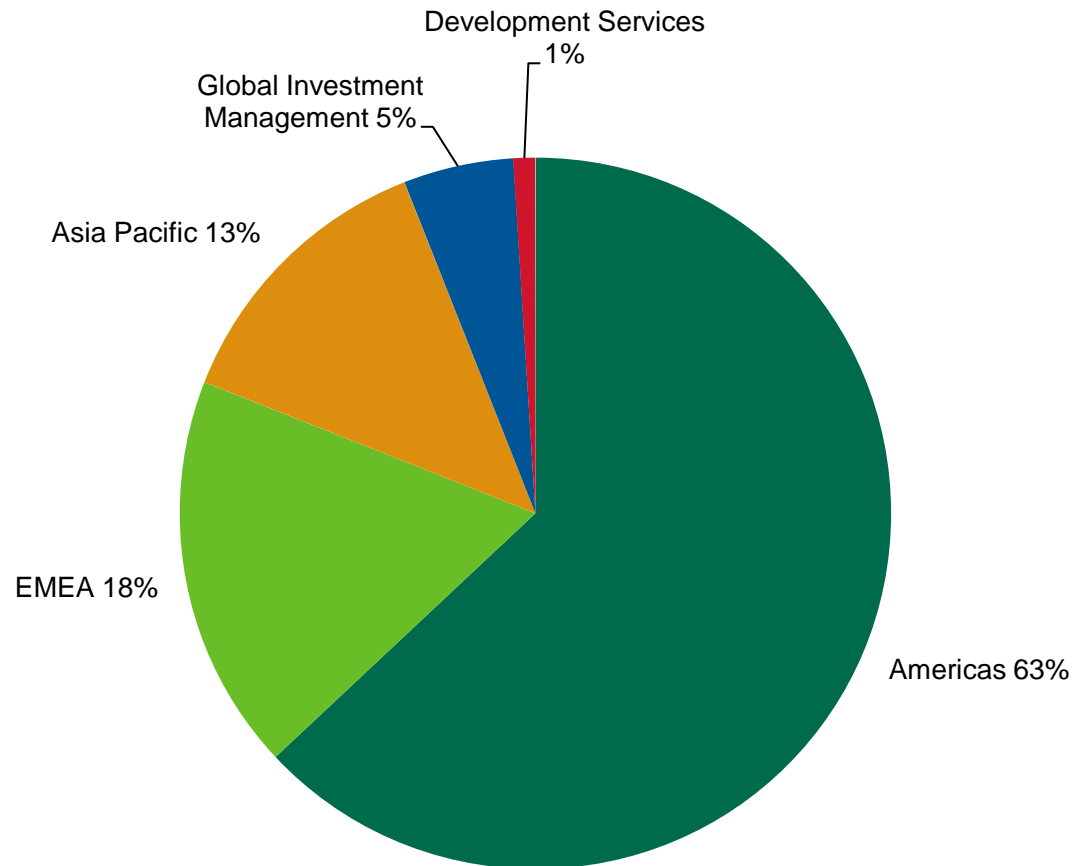
Diversified revenue spread across broad base of clients



# Geographic Diversification

#1 commercial real estate services firm in each of the major regions of the world

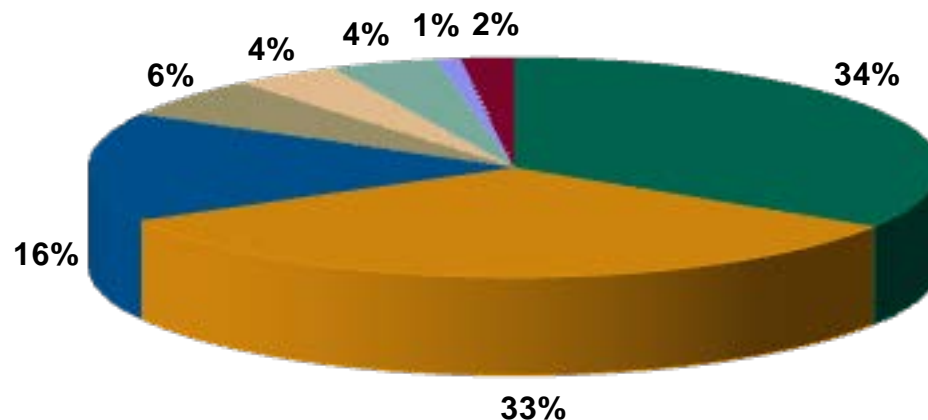
LTM 9/30/11 Revenue<sup>1</sup>



1. LTM 9/30/11 revenue of \$5.8 billion includes \$4.6 million of revenue related to discontinued operations.

# Service Line Diversity - Revenue Breakdown

LTM 9/30/11

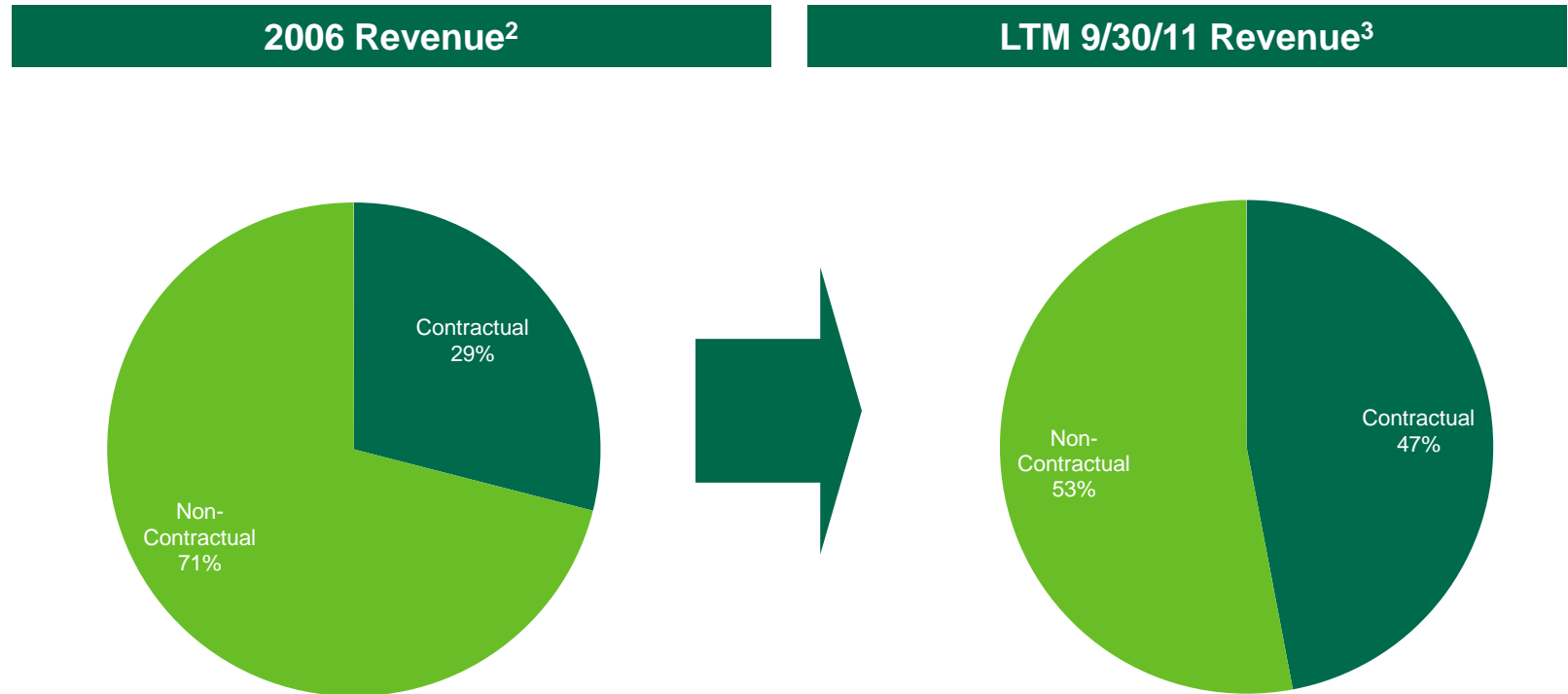


(\$ in millions)	Twelve months ended September 30,		
	2011 <sup>1</sup>	2010 <sup>1</sup>	% Change
Property & Facilities Management	1,972.0	1,727.4	14
Leasing	1,932.3	1,585.3	22
Sales	925.7	687.3	35
Appraisal & Valuation	366.7	312.3	17
Investment Management	222.4	139.8	59
Commercial Mortgage Brokerage	214.0	123.7	73
Development Services	64.3	77.1	-17
Other	100.3	109.3	-8
Total	5,797.7	4,762.2	22

1. Includes revenue from discontinued operations of \$4.6 million and \$1.7 million for twelve months ended September 30, 2011 and 2010, respectively.

# Revenue Diversification

Contractual revenues<sup>1</sup> represented 47% of LTM 9/30/11 revenue, up from 29% in 2006



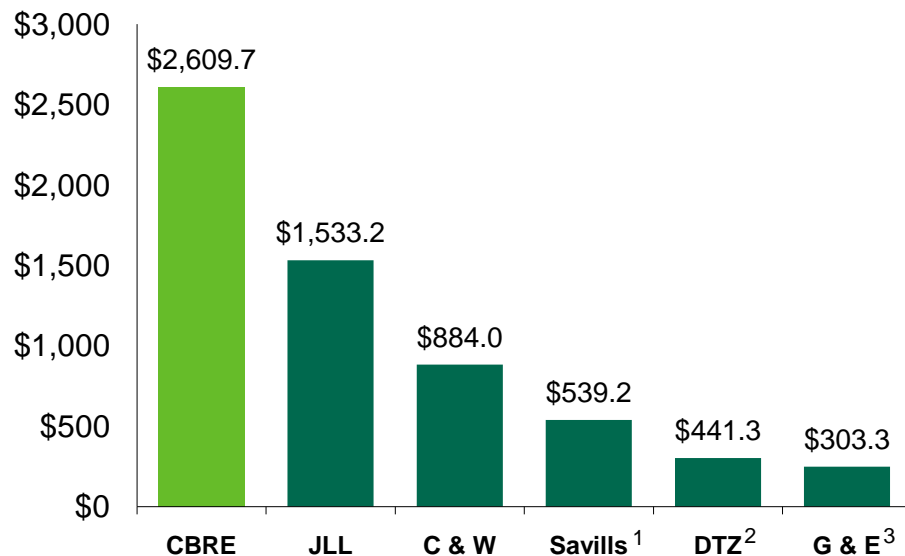
1. Contractual revenue includes: Property & Facilities Management (14% in 2006 and 34% in LTM 9/30/11), Appraisal & Valuation (7% in 2006 and 6% in LTM 9/30/11), Investment Management (6% in 2006 and 4% in LTM 9/30/11), Development Services (1% in both 2006 and LTM 9/30/11) and Other (1% in 2006 and 2% in LTM 9/30/11). Non-contractual revenue includes: Sales (31% in 2006 and 16% in LTM 9/30/11), Leasing (37% in 2006 and 33% in LTM 9/30/11) and Commercial Mortgage Brokerage (3% in 2006 and 4% in LTM 9/30/11).
2. Reflects Trammell Crow Company's revenue contributions beginning on December 20, 2006.
3. LTM 9/30/11 revenue includes \$4.6 million of revenue related to discontinued operations.



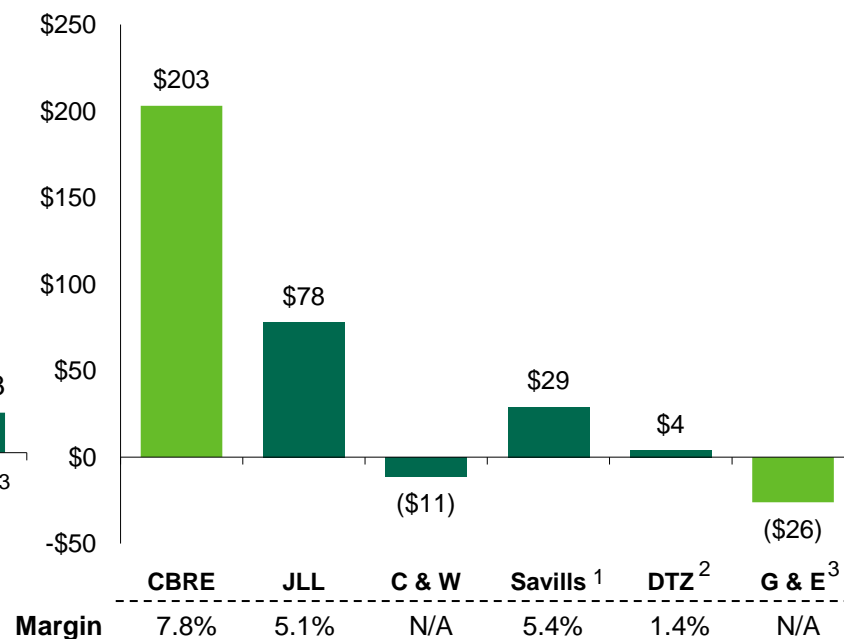
# YTD Q2 2011 CBRE vs. Global Competitors - Global Results

\$ millions

## Revenue



## Operating Income



1. Based on 6/30/11 exchange rate of 1£ = \$1.6057.

2. Six months ended 4/30/11; based on 4/30/11 exchange rate of 1£ = \$1.66648.

3. Excludes discontinued operations

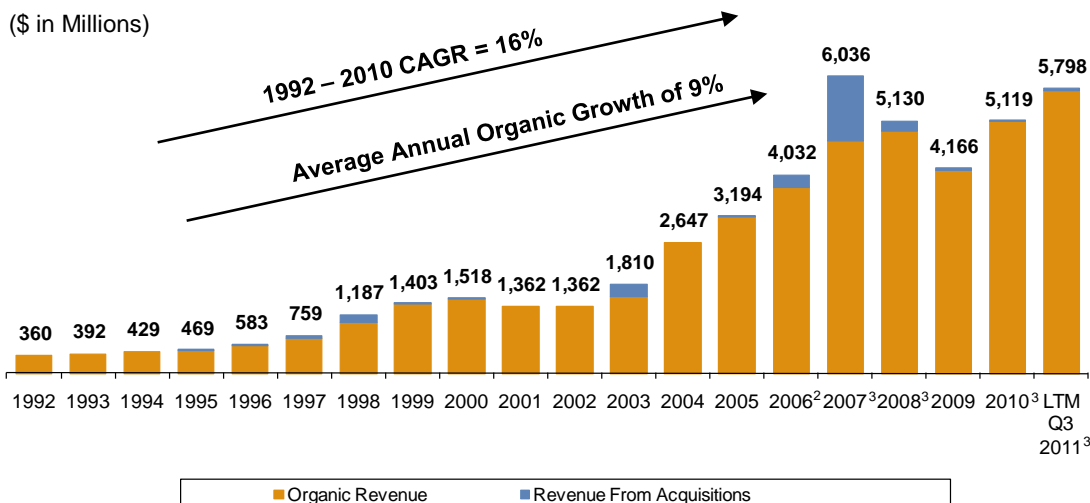
Source: Company public filings

**CBRE**

# Historical Performance

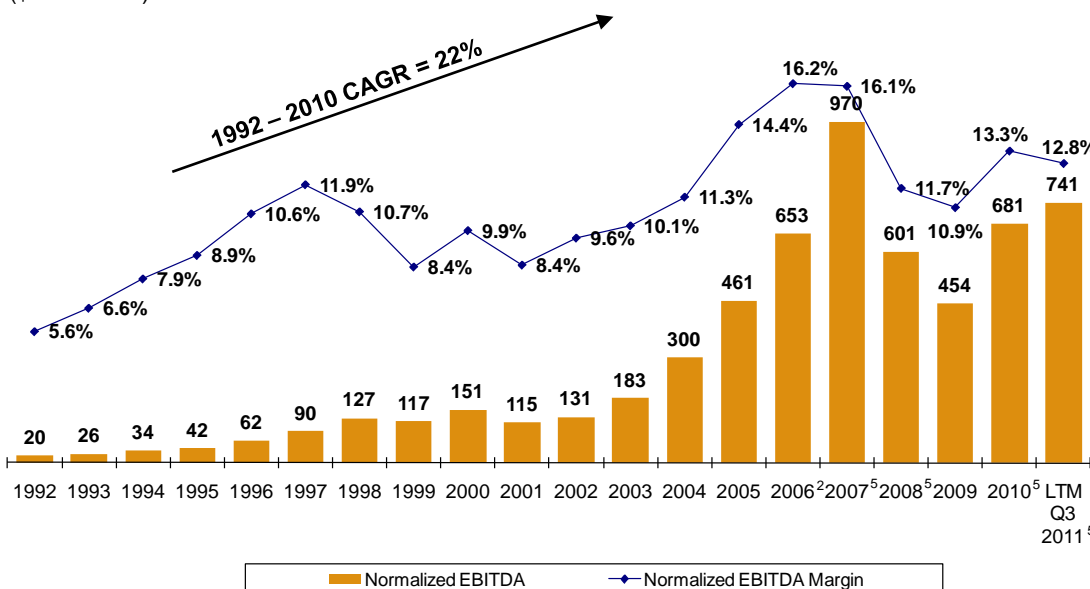
## Revenue <sup>1</sup>

(\$ in Millions)



## Normalized EBITDA and Margin <sup>4</sup>

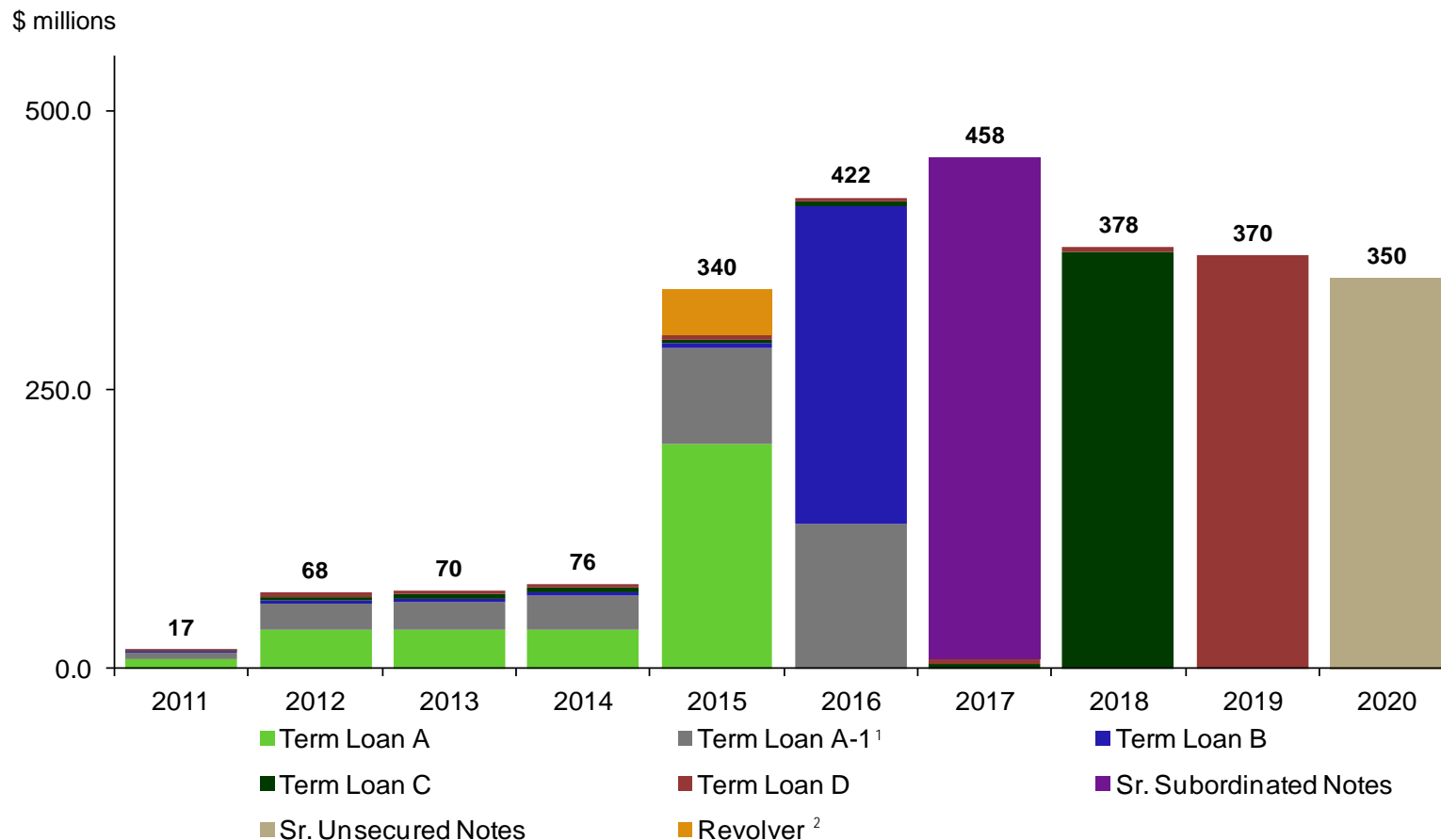
(\$ in Millions)



1. No reimbursements are included for the period 1992 through 1996, as amounts were immaterial. Reimbursements for 1997 through 2001 have been estimated. For 2002 and forward, reimbursements are included.
2. Includes Trammell Crow Company activity for the period December 20, 2006 through December 31, 2006.
3. Includes revenue from discontinued operations, which totaled \$2.1 million for the year ended December 31, 2007, \$1.3 million for the year ended December 31, 2008, \$3.9 million for the year ended December 31, 2010 and \$4.6 million for the twelve months ended September 30, 2011.
4. Normalized EBITDA excludes merger-related and other non-recurring costs, integration and other costs related to acquisitions, cost containment expenses, one-time IPO-related compensation expense, gains/losses on trading securities acquired in the Trammell Crow Company acquisition and the write-down of impaired assets.
5. Includes EBITDA related to discontinued operations of \$6.5 million for the year ended December 31, 2007, \$16.9 million for the year ended December 31, 2008, \$16.4 million for the year ended December 31, 2010 and \$3.0 million for the twelve months ended September 30, 2011.

# Mandatory Amortization and Maturity Schedule

Pro forma as of September 30, 2011



1. Represents new senior secured sterling tranche A-1 term loan of GBP 187 million, which closed on November 10, 2011. Term Loan A-1 assumes a \$1.6/£ exchange rate.
2. \$700.0 million revolver facility matures in May 2015. As of September 30, 2011 the outstanding revolver balance was \$41.3 million.

# Capitalization

(\$ in millions)	As of		
	Proforma 9/30/2011	9/30/2011	12/31/2010
Cash <sup>1</sup>	576.1	451.9	480.5
Cash in Escrow	-	335.0	-
Total cash	576.1	786.9	480.5
Revolving credit facility	81.3	41.3	17.5
Senior secured term loan A	315.0	315.0	341.3
Senior secured term loan A-1 <sup>2</sup>	299.2	-	-
Senior secured term loan B	297.0	297.0	299.2
Senior secured term loan C	399.0	399.0	-
Senior secured term loan D	399.0	399.0	-
Senior subordinated notes <sup>3</sup>	438.7	438.7	437.7
Senior unsecured notes	350.0	350.0	350.0
Notes payable on real estate <sup>4</sup>	13.6	13.6	3.7
Other debt <sup>5</sup>	0.1	0.1	0.2
Total debt	2,592.9	2,253.7	1,449.6
Stockholders' equity	1,082.4	1,082.4	908.2
Total capitalization	3,675.3	3,336.1	2,357.8
Total net debt	2,016.8	1,466.8	969.1

1. Excludes \$210.7 million and \$26.1 million of cash in consolidated funds and other entities, but not available for company use at September 30, 2011 and December 31, 2010, respectively.
2. Term loan A-1 assumes a \$1.6/£ exchange rate.
3. Net of original issue discount of \$11.3 million and \$12.3 million at September 30, 2011 and December 31, 2010, respectively.
4. Represents notes payable on real estate in Development Services that are recourse to the Company. Excludes non-recourse notes payable on real estate of \$485.7 million and \$623.8 million at September 30, 2011 and December 31, 2010, respectively.
5. Excludes \$676.8 million and \$453.8 million of aggregate non-recourse warehouse facilities at September 30, 2011 and December 31, 2010, respectively.

- Early-stage cyclical recovery in commercial real estate continues despite sovereign debt challenges in Europe and economic uncertainty in the U.S.
- Outsourcing fundamentals remain very strong and we continue to expect solid double digit growth
- Investment sales are expected to continue growing as capital remains available and investors continue to search for yield
- Leasing growth rates should revert to historical norms as the economy stabilizes
- We remain focused on cost containment balanced with selective strategic recruiting
- We continue to expect full year 2011 earnings to be in the range of \$0.95 to \$1.05 per share

# Appendix

# Reconciliation of Normalized EBITDA to EBITDA to Net Income (Loss)

(\$ in millions)	LTM Q3 2011	Year Ended December 31,				
		2010	2009	2008	2007	2006
Normalized EBITDA <sup>1</sup>	\$ 740.9	\$ 681.3	\$ 453.9	\$ 601.2	\$ 970.1	\$ 652.5
Less:						
Integration and other costs related to acquisitions	28.0	7.2	5.7	16.4	45.2	7.6
Write-down of impaired assets	10.3	11.3	32.5	100.4	-	-
Cost containment expenses	3.5	15.3	43.6	27.4	-	-
Merger-related charges	-	-	-	-	56.9	-
Loss (gain) on trading securities acquired in the Trammell Crow Company acquisition	-	-	-	-	33.7	(8.6)
EBITDA <sup>1</sup>	699.1	647.5	372.1	457.0	834.3	653.5
Add:						
Interest income <sup>2</sup>	9.2	8.4	6.1	17.9	29.0	9.8
Less:						
Depreciation and amortization <sup>3</sup>	109.8	109.0	99.5	102.9	113.7	67.6
Interest expense <sup>4</sup>	150.2	192.7	189.1	167.8	164.8	45.0
Write-off of financing costs	18.1	18.1	29.3	-	-	33.8
Goodwill and other non-amortizable intangible asset impairments	-	-	-	1,159.4	-	-
Provision for income taxes <sup>5</sup>	175.7	135.8	27.0	56.9	194.3	198.3
Net income (loss) attributable to CBRE Group, Inc.	\$ 254.5	\$ 200.3	\$ 33.3	\$ (1,012.1)	\$ 390.5	\$ 318.6
Revenue <sup>6</sup>	5,797.7	5,119.2	4,165.8	5,130.1	6,036.3	4,032.0
Normalized EBITDA Margin <sup>1</sup>	12.8%	13.3%	10.9%	11.7%	16.1%	16.2%

## Notes:

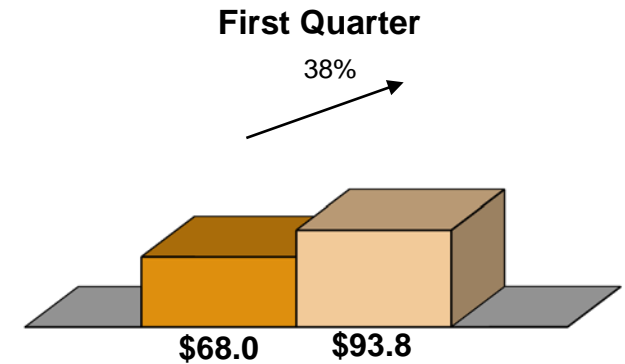
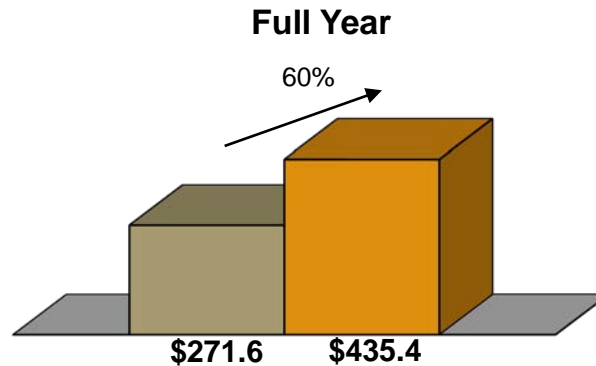
- Includes EBITDA related to discontinued operations of \$3.0 million for the twelve months ended September 30, 2011, \$16.4 million for the year ended December 31, 2010, \$16.9 million for the year ended December 31, 2008 and \$6.5 million for the year ended December 31, 2007.
- Includes interest income related to discontinued operations of \$0.1 million for the year ended December 31, 2008 and \$0.01 million for the year ended December 31, 2007.
- Includes depreciation and amortization related to discontinued operations of \$0.9 million for the twelve months ended September 30, 2011, \$0.6 million for the year ended December 31, 2010, \$0.1 million for the year ended December 31, 2008 and \$0.4 million for the year ended December 31, 2007.
- Includes interest expense related to discontinued operations of \$1.9 million for the twelve months ended September 30, 2011, \$1.6 million for the year ended December 31, 2010, \$0.6 million for the year ended December 31, 2008 and \$1.8 million for the year ended December 31, 2007.
- Includes provision for income taxes related to discontinued operations of \$0.4 million for the twelve months ended September 30, 2011, \$5.4 million for the year ended December 31, 2010, \$6.0 million for the year ended December 31, 2008 and \$1.6 million for the year ended December 31, 2007.
- Includes revenue related to discontinued operations of \$4.6 million for the twelve months ended September 30, 2011, \$3.9 million for the year ended December 31, 2010, \$1.3 million for the year ended December 31, 2008 and \$2.1 million for the year ended December 31, 2007.



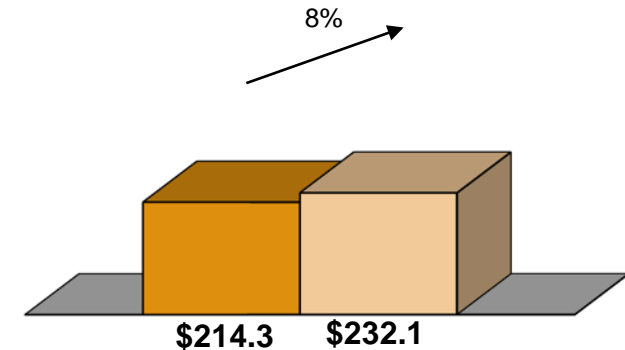
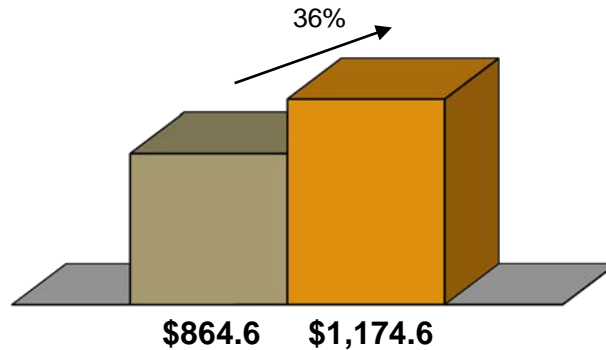
# Sales, Leasing and Outsourcing Revenue - Americas

(\$ in millions)

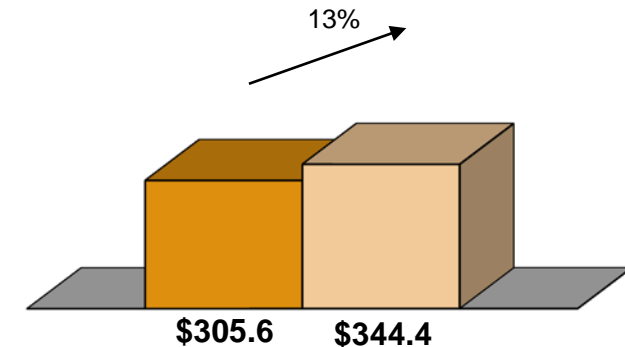
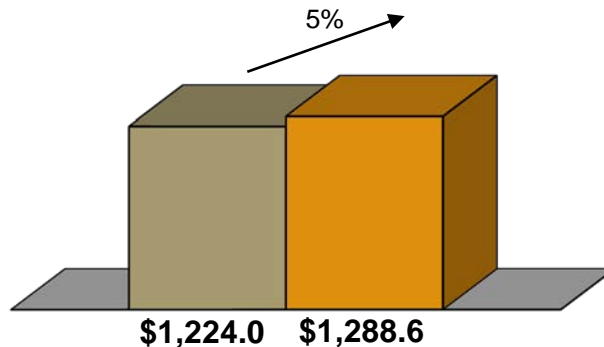
Sales



Leasing



Outsourcing

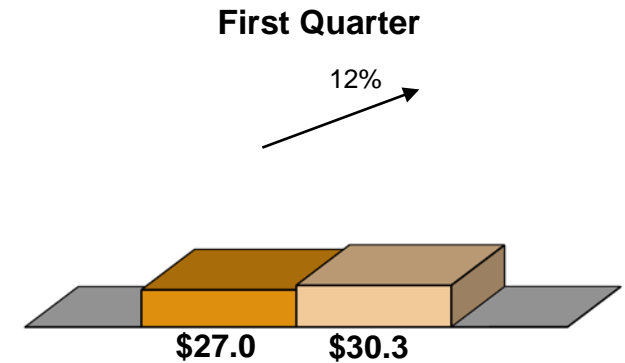
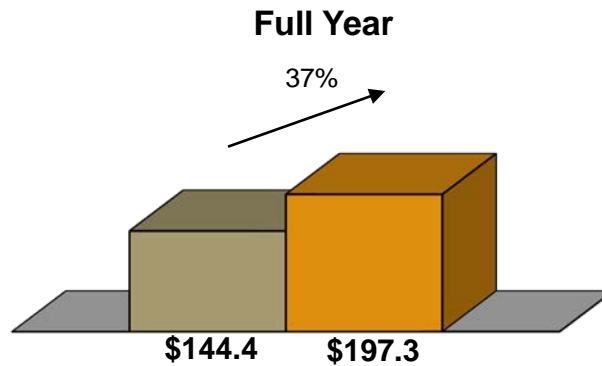




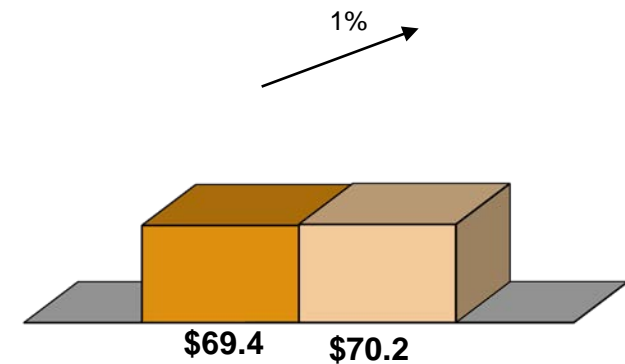
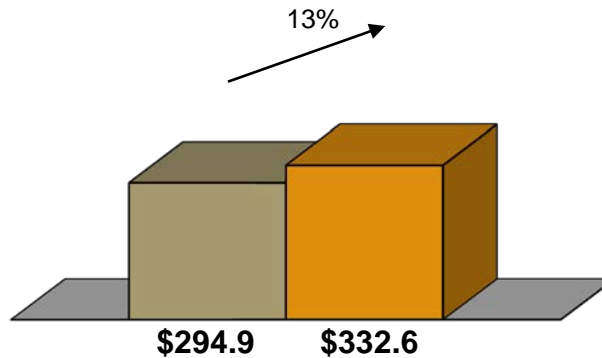
# Sales, Leasing and Outsourcing Revenue – EMEA

(\$ in millions)

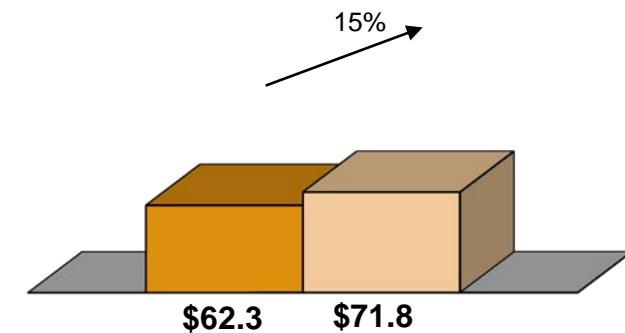
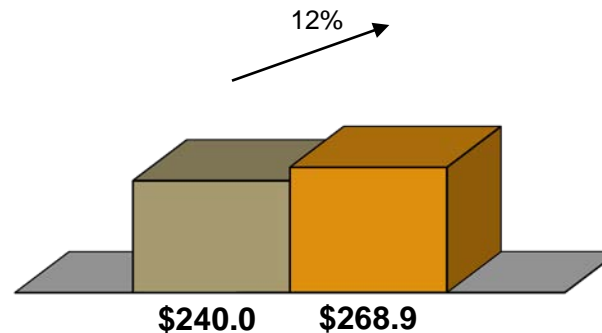
Sales



Leasing



Outsourcing



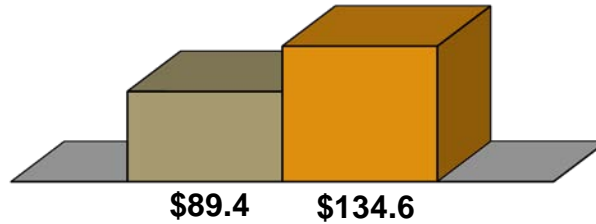
# Sales, Leasing and Outsourcing Revenue – Asia Pacific

(\$ in millions)

Sales

Full Year

51%



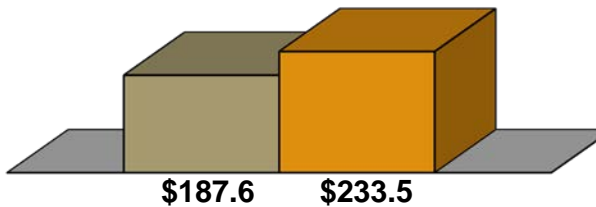
First Quarter

57%



Leasing

24%

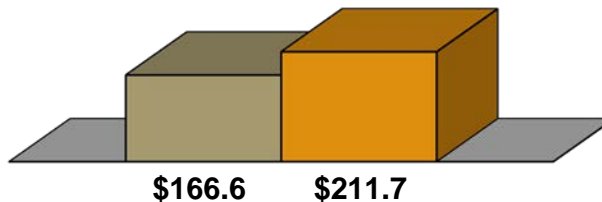


15%

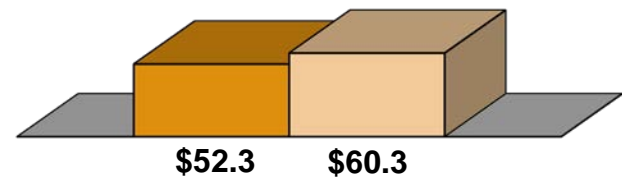


Outsourcing

27%



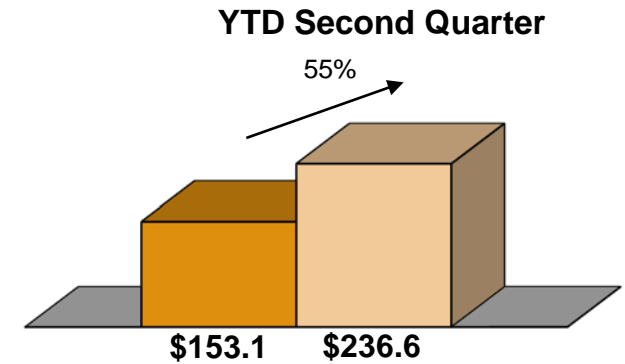
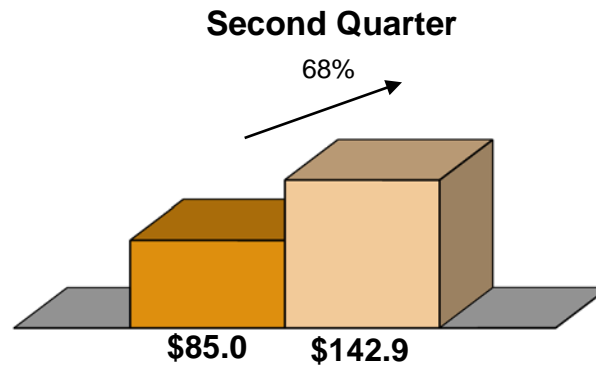
15%



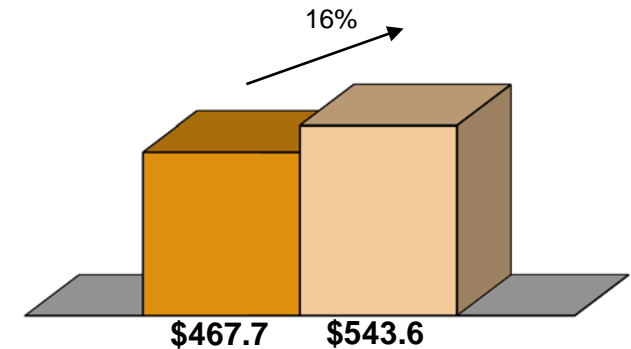
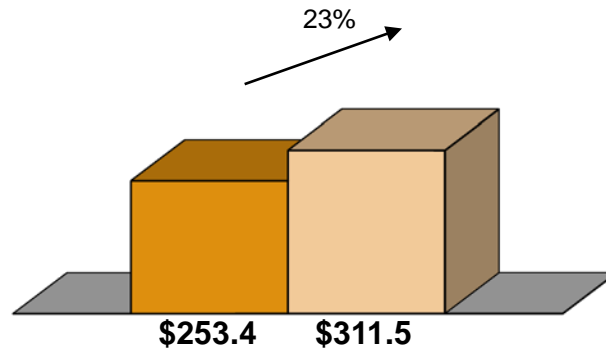
# Sales, Leasing and Outsourcing Revenue - Americas

(\$ in millions)

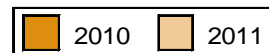
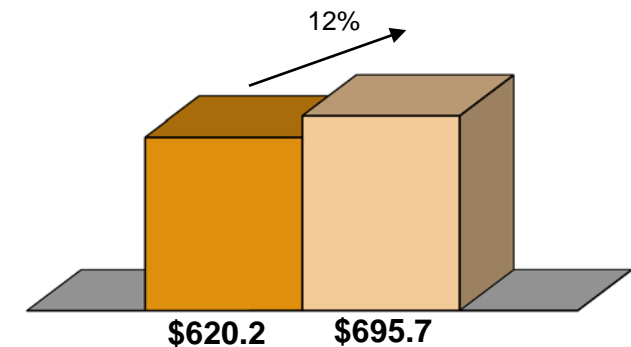
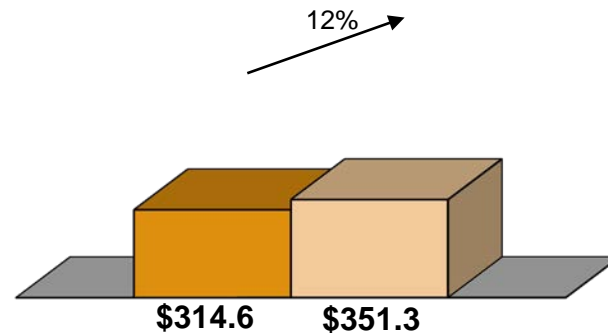
Sales



Leasing



Outsourcing



**CBRE**

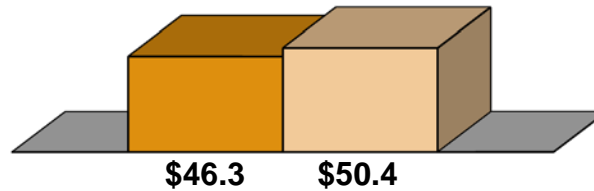
# Sales, Leasing and Outsourcing Revenue - EMEA

(\$ in millions)

Sales

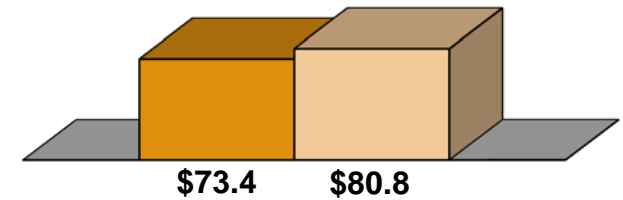
Second Quarter

9%



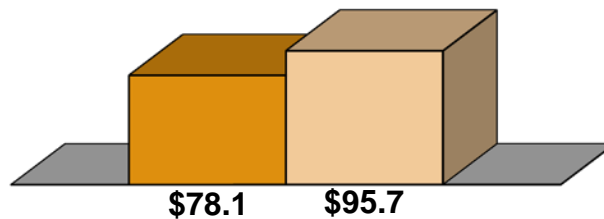
YTD Second Quarter

10%



Leasing

23%

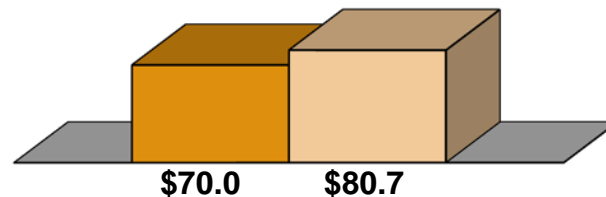


12%

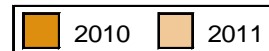
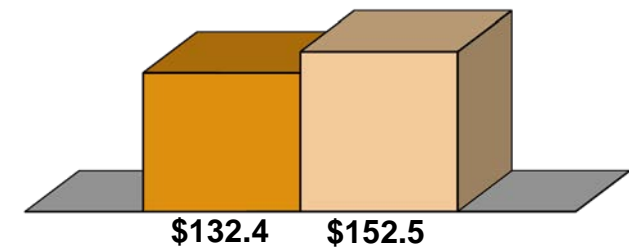


Outsourcing

15%



15%



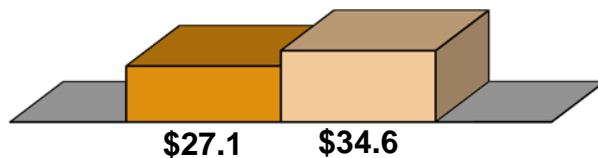
# Sales, Leasing and Outsourcing Revenue – Asia Pacific

(\$ in millions)

Sales

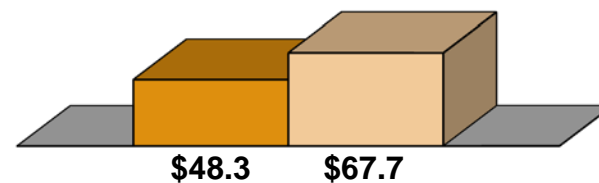
Second Quarter

28%



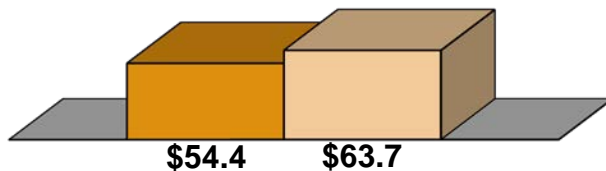
YTD Second Quarter

40%

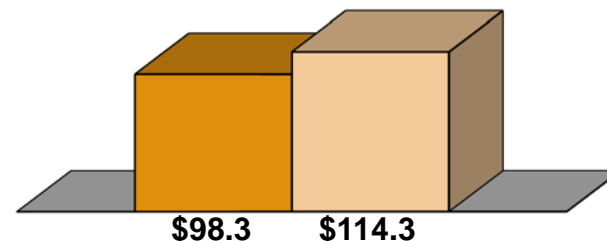


Leasing

17%



16%



Outsourcing

17%



16%

