



# **CBRE Group, Inc.**

## **Investor Presentation**

**November 2011**

**CBRE**

# Forward Looking Statements

This presentation contains 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.

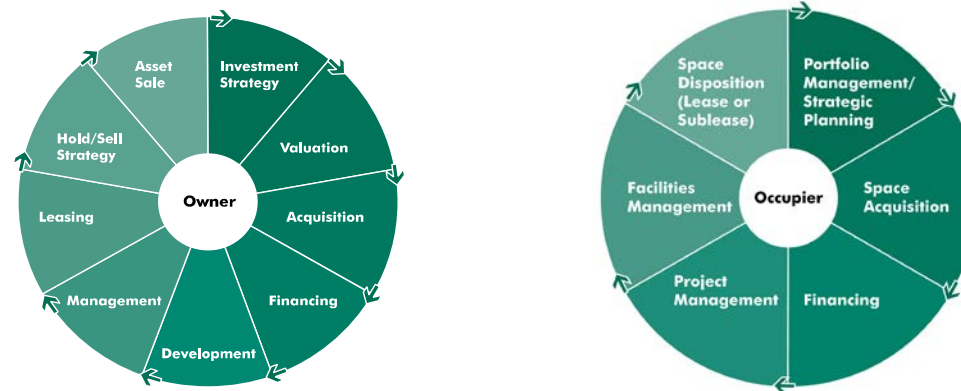
4. Based on 2010 revenues versus Jones Lang LaSalle.

## 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

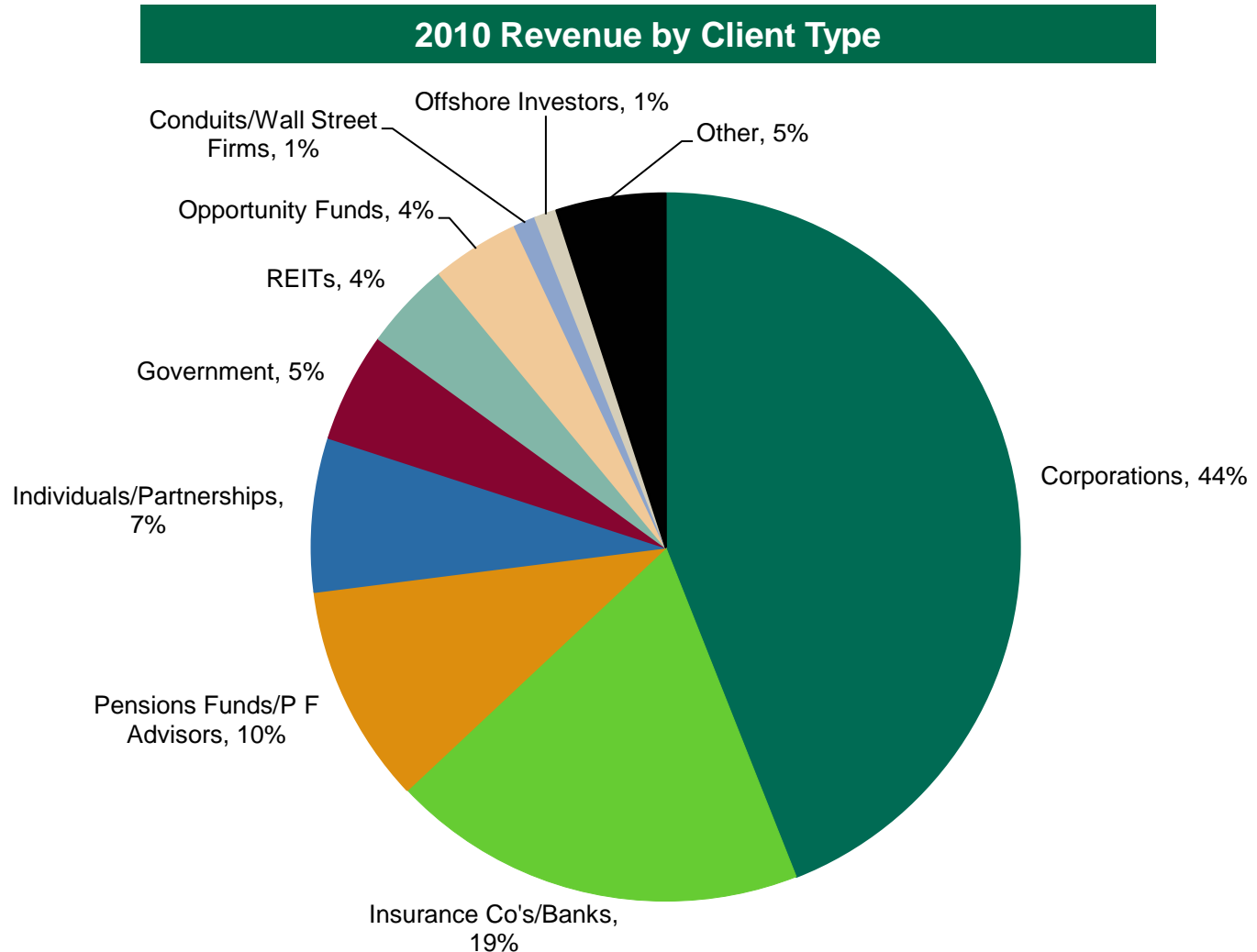


## Our Objectives

- 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

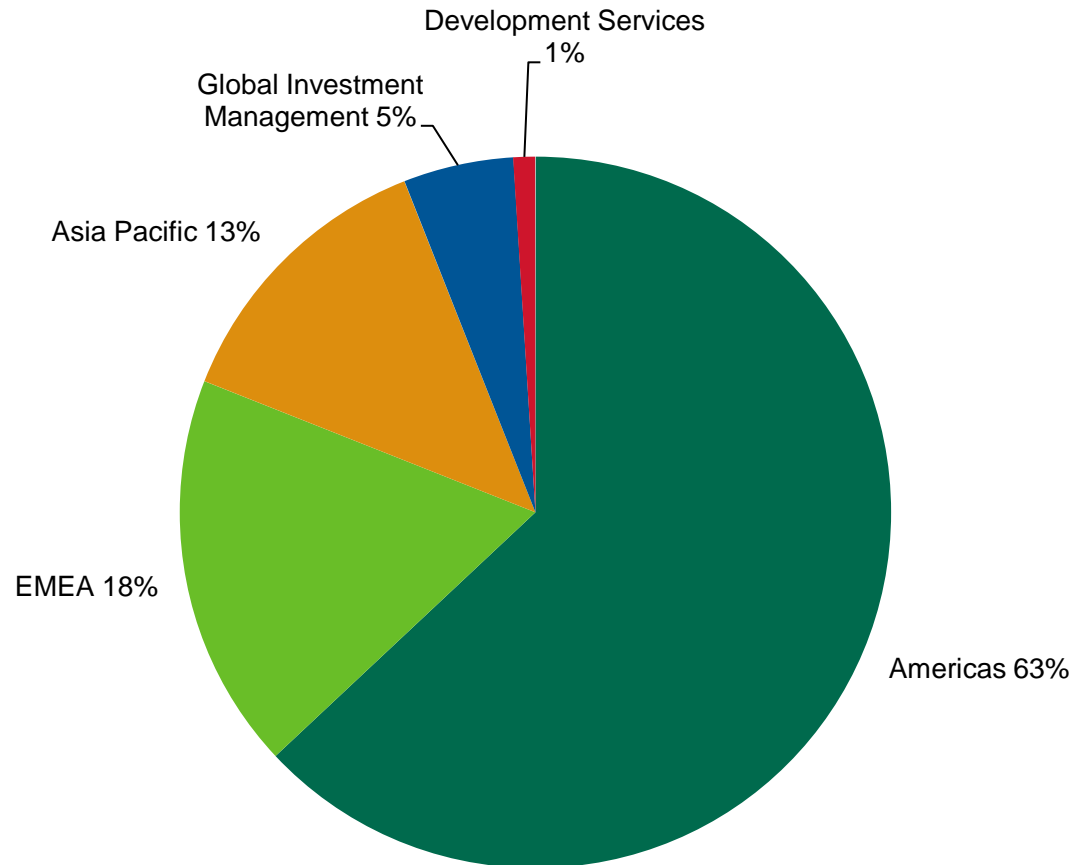
Diversified revenue spread across broad base of clients



# Geographic Diversification

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

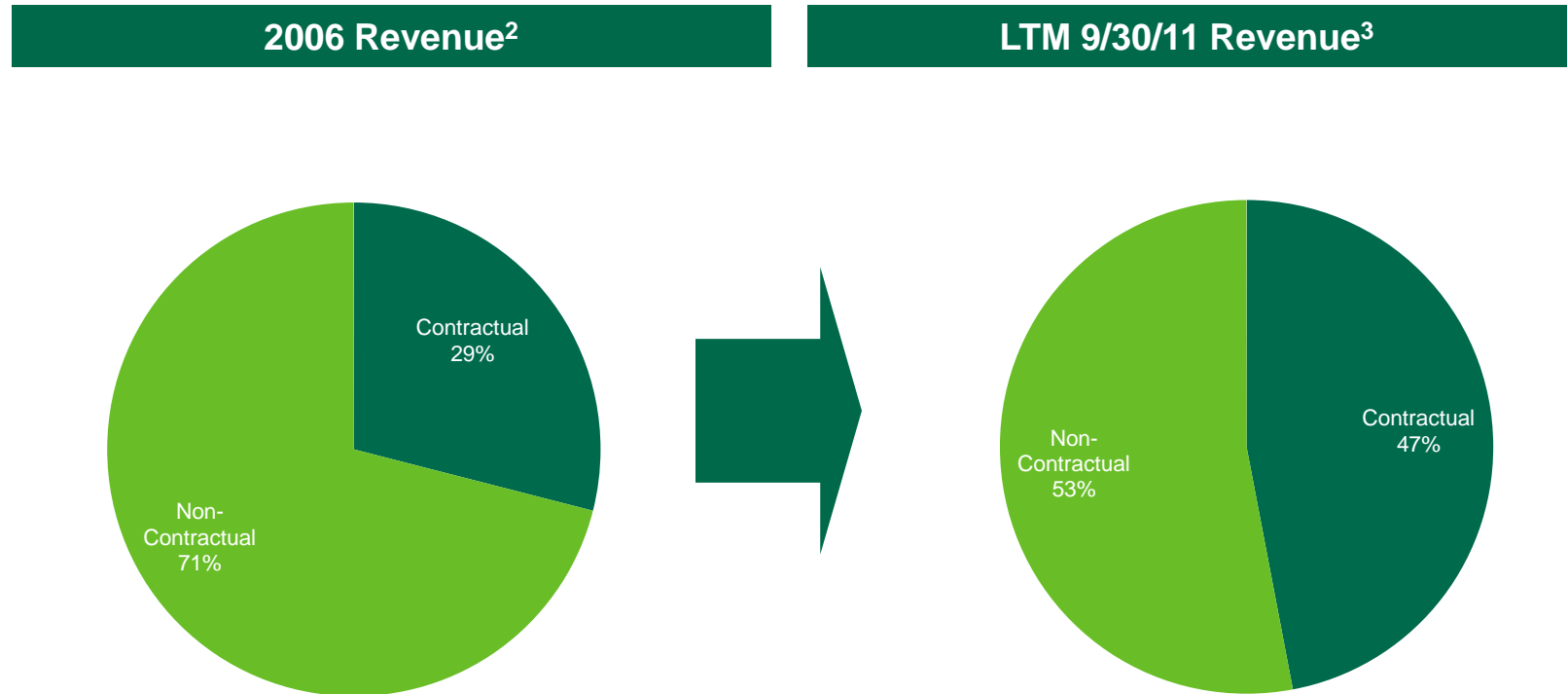
LTM 9/30/11 Revenue<sup>1</sup>



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

# Revenue Diversification

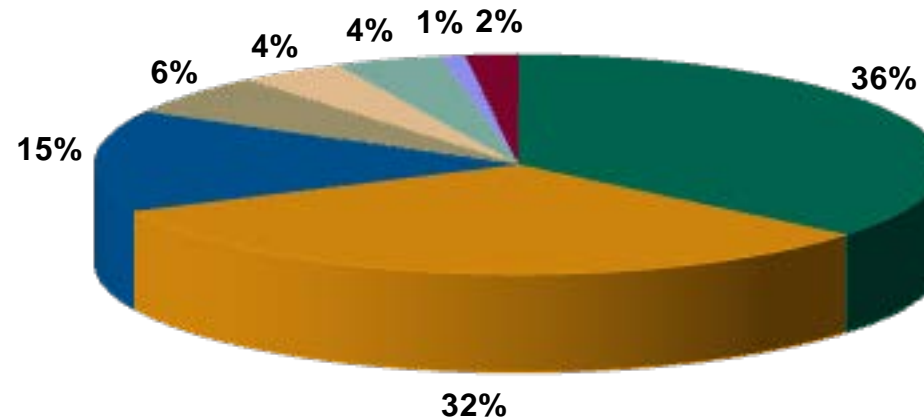
Contractual revenues<sup>1</sup> represented 47% of LTM 9/30/11 revenue, up from 29% in 2006



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.

# Revenue Breakdown

YTD 3rd Quarter 2011



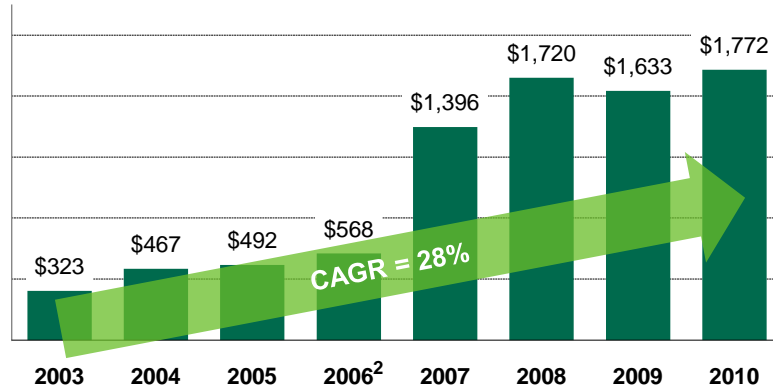
(\$ in millions)	Three months ended September 30,			Nine months ended September 30,		
	2011	2010 <sup>1</sup>	% Change	2011 <sup>1</sup>	2010 <sup>1</sup>	% Change
Property & Facilities Management	521.8	437.1	19	1,498.7	1,298.8	15
Leasing	493.3	414.8	19	1,318.1	1,129.5	17
Sales	254.5	207.8	23	640.4	483.4	32
Appraisal & Valuation	91.5	72.5	26	256.6	219.7	17
Investment Management	68.4	35.4	93	155.2	103.8	50
Commercial Mortgage Brokerage	66.9	50.5	32	156.0	106.2	47
Development Services	16.4	20.7	-21	47.9	55.7	-14
Other	21.7	28.1	-23	71.3	68.6	4
<b>Total</b>	<b>1,534.5</b>	<b>1,266.9</b>	<b>21</b>	<b>4,144.2</b>	<b>3,465.7</b>	<b>20</b>

1. Includes revenue from discontinued operations of \$2.4 million for the nine months ended September 30, 2011, and \$0.7 million and \$1.7 million for the three and nine months ended September 30, 2010, respectively.

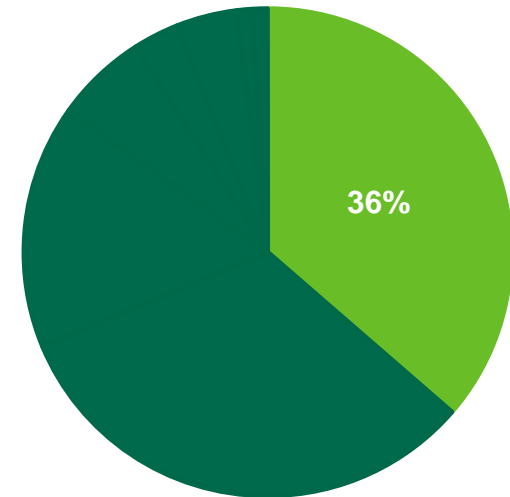


# Outsourcing Services

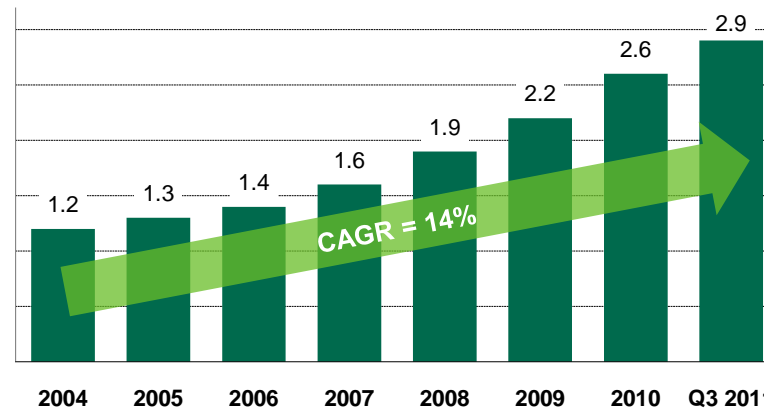
**Property and Facilities Management Revenue<sup>1</sup>**  
(\$ in Millions)



**Percent of YTD Q3 2011 Total Revenue<sup>1</sup>**



**Global Square Footage Managed<sup>3</sup>**  
(SF in Billions)











1. Revenue includes property management, facilities management and project management fees. Does not include transaction revenue associated with outsourcing activities.

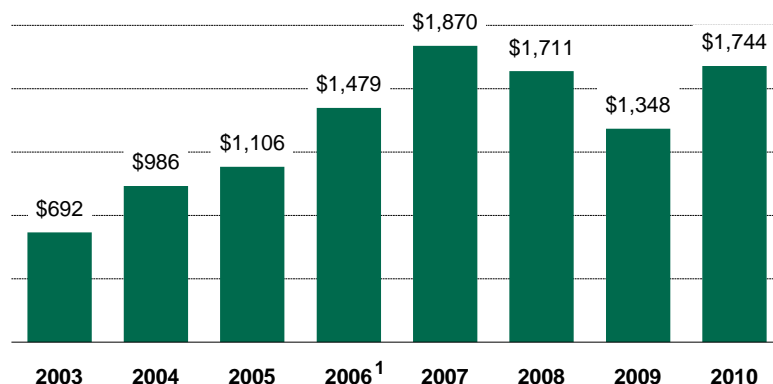
2. Includes Trammell Crow Company's revenue for the period from December 20, 2006 through December 31, 2006.

3. Represents combined data for CBRE and Trammell Crow Company; does not include joint ventures and affiliates.

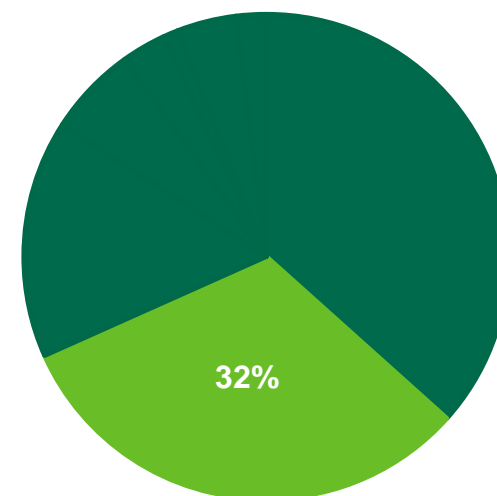
# #1 Provider of Every Outsourced Real Estate Service

Transaction Management	Project Management	Property/Facilities Management	Consulting
<ul style="list-style-type: none"> <li>• Global execution of transactions with a portfolio-wide focus</li> <li>• Optimize portfolio</li> <li>• Lease administration services</li> <li>• Multiple-transaction focus</li> </ul>	<ul style="list-style-type: none"> <li>• Full service outsourcing</li> <li>• Program management</li> <li>• One-off integrated transaction management/project management</li> <li>• Moves, adds, changes</li> </ul>	<ul style="list-style-type: none"> <li>• Sourcing and procurement</li> <li>• Operations and maintenance</li> <li>• Energy services</li> <li>• Health, safety and security</li> <li>• Environmental sustainability</li> <li>• Client accounting</li> </ul>	<ul style="list-style-type: none"> <li>• Organizational design</li> <li>• Portfolio optimization</li> <li>• Workplace strategy</li> <li>• Land use analysis and strategy</li> <li>• Fiscal and economic impact analysis</li> </ul>
Clients			
 	 	 	 

**Global Leasing Revenue**  
(\$ in Millions)



**Percent of YTD Q3 2011 Total Revenue**

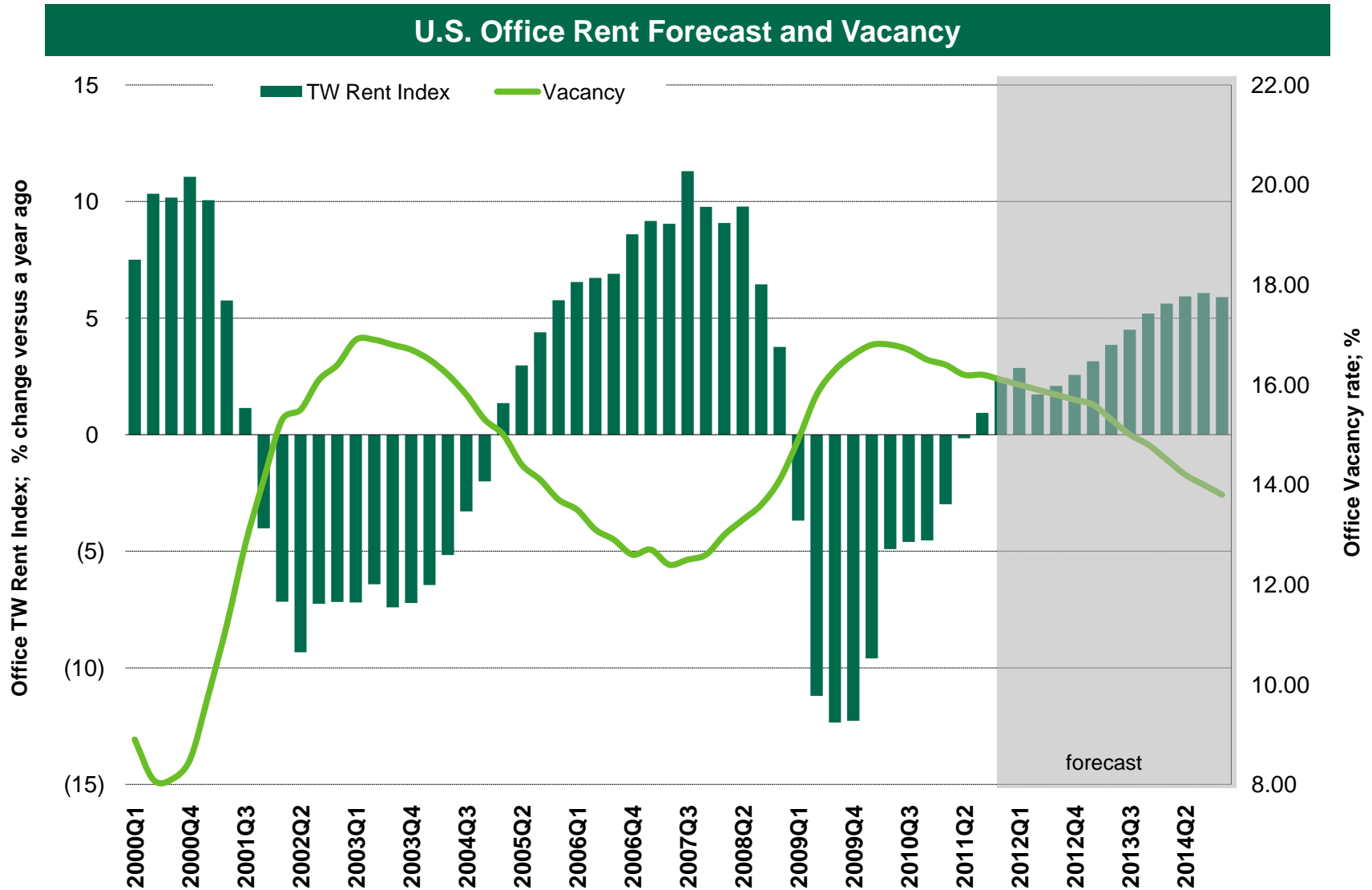


## Key Facts

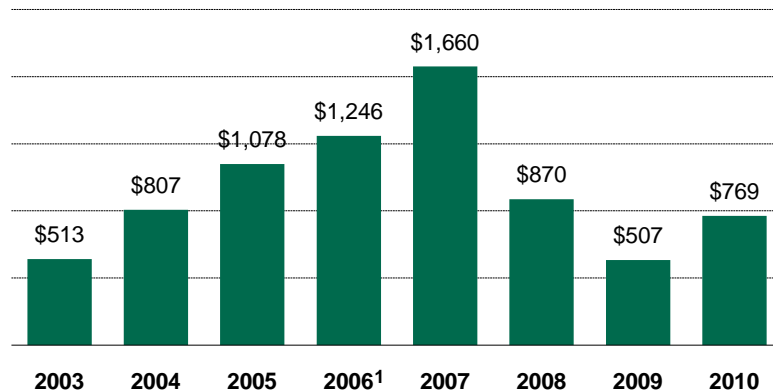
- Approximately **4,200<sup>2</sup> leasing professionals** worldwide
- Tailored service delivery by **property type** and **industry/market specialization**
- **\$62.8 billion** global lease transactions in 2010
- Despite a sluggish economy, the leasing market posted solid growth through Q3 2011 YTD.

1. Includes Trammell Crow Company's revenue for the period from December 20, 2006 through December 31, 2006.  
2. As of December 31, 2010. Does not include affiliate offices.

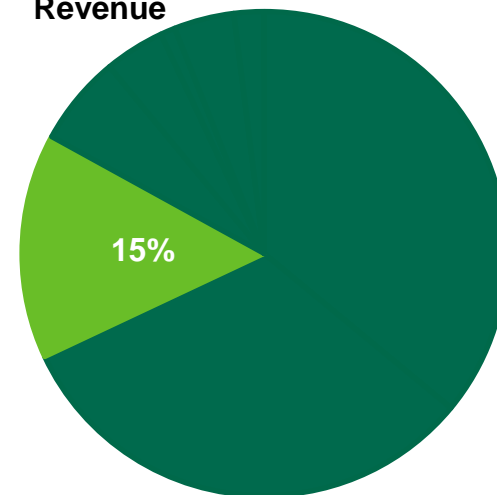
# Office Leasing Market Outlook



**Global Sales Revenue**  
(\$ in Millions)



**Percent of YTD Q3 2011 Total Revenue**



## Key Facts

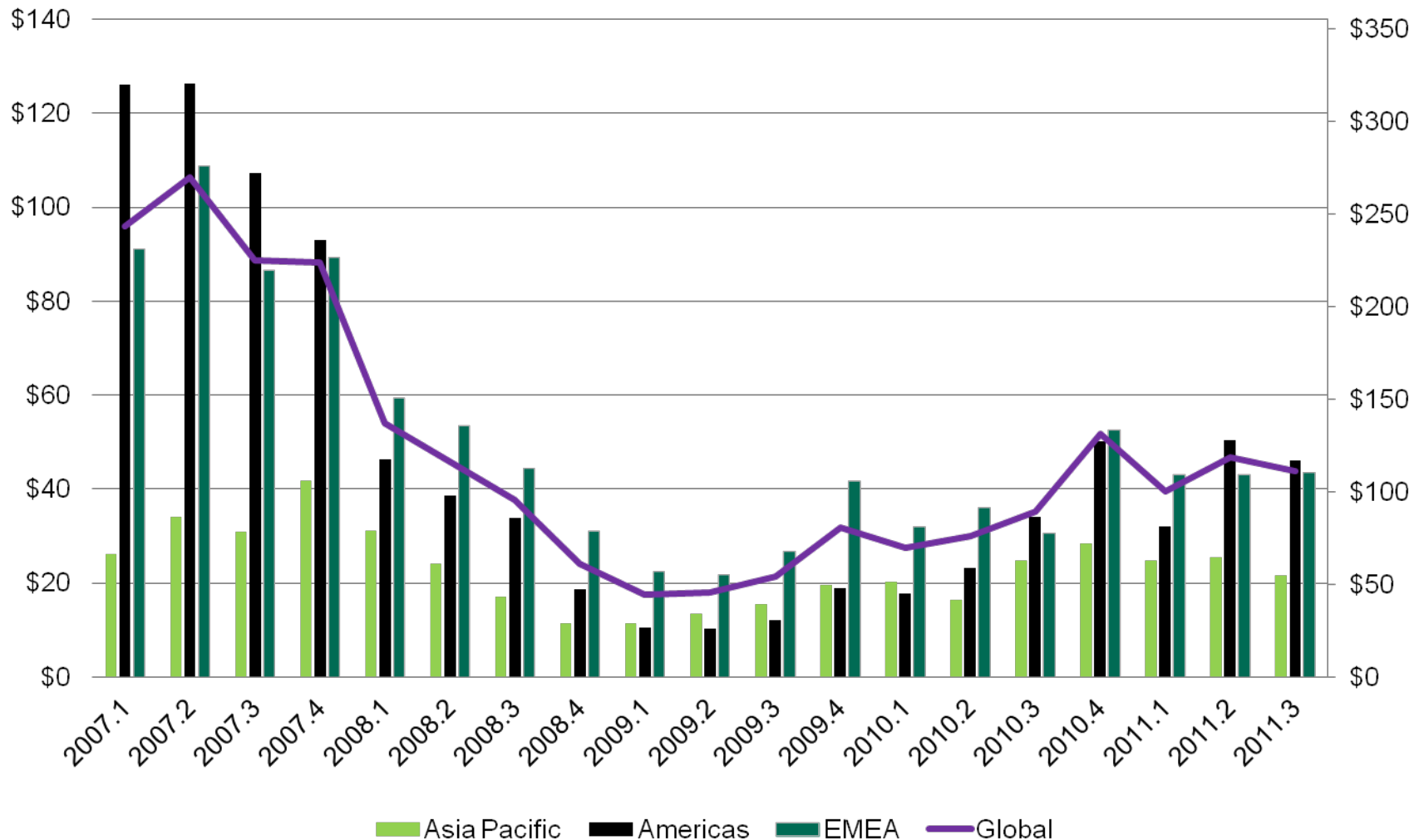
- Approximately **1,500² investment sales specialists** worldwide
- Specialization across all major property types
- **\$65.3 billion** global sales in 2010
- Recovery of transaction activity continued through YTD Q3 2011 as low priced capital remained available

1. Includes Trammell Crow Company's revenue for the period from December 20, 2006 through December 31, 2006.  
2. As of December 31, 2010. Does not include affiliate offices.

# Global Transaction Volume

Regional Volume, \$US, Billions

Global Volume, \$US, Billions

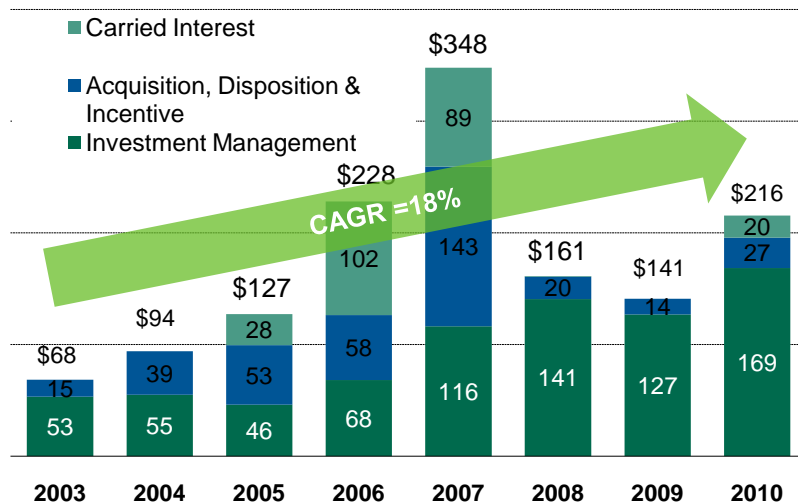


Source: CBRE Research, RCA; Data excludes Development sites. Updated for Q3 2011.

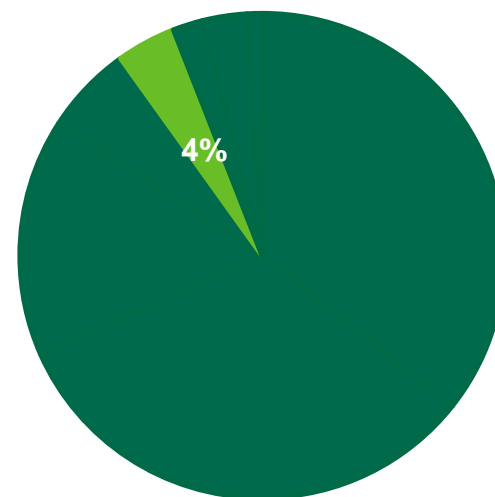
**CBRE**

# Global Investment Management: CBRE Investors

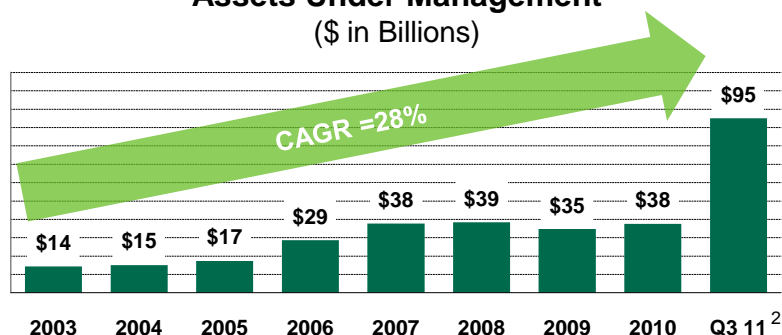
**GIM Revenue**  
(\$ in Millions)



**Percent of YTD Q3 2011 Total Revenue**



**Assets Under Management**  
(\$ in Billions)



## Key Facts<sup>1</sup>

- \$94.8<sup>2</sup> billion in assets under management
- \$157.2 million of co-investments at the end of Q3 2011

1. As of September 30, 2011, including ING REIM acquisitions on a combined pro forma basis.  
 2. Includes assets under management of ING REIM Asia and ING REIM Europe, which were acquired on October 3 and October 31, 2011, respectively.

# Global Investment Programs

Description	Assets Under Management <sup>1</sup> (\$ in billions)	Typical Fee Structure
Separate Accounts	\$23.8	<ul style="list-style-type: none"><li>■ Management fees</li><li>■ Transaction fees</li><li>■ Incentive fees</li></ul>
Sponsored Funds	\$40.2	<ul style="list-style-type: none"><li>■ Management fees</li><li>■ Transaction fees</li><li>■ LP profits</li><li>■ Carried interest</li></ul>
Unlisted Securities	\$12.3	<ul style="list-style-type: none"><li>■ Management fees</li><li>■ Incentive fees</li></ul>
Listed Securities	\$18.5	<ul style="list-style-type: none"><li>■ Management fees</li><li>■ Incentive fees</li></ul>

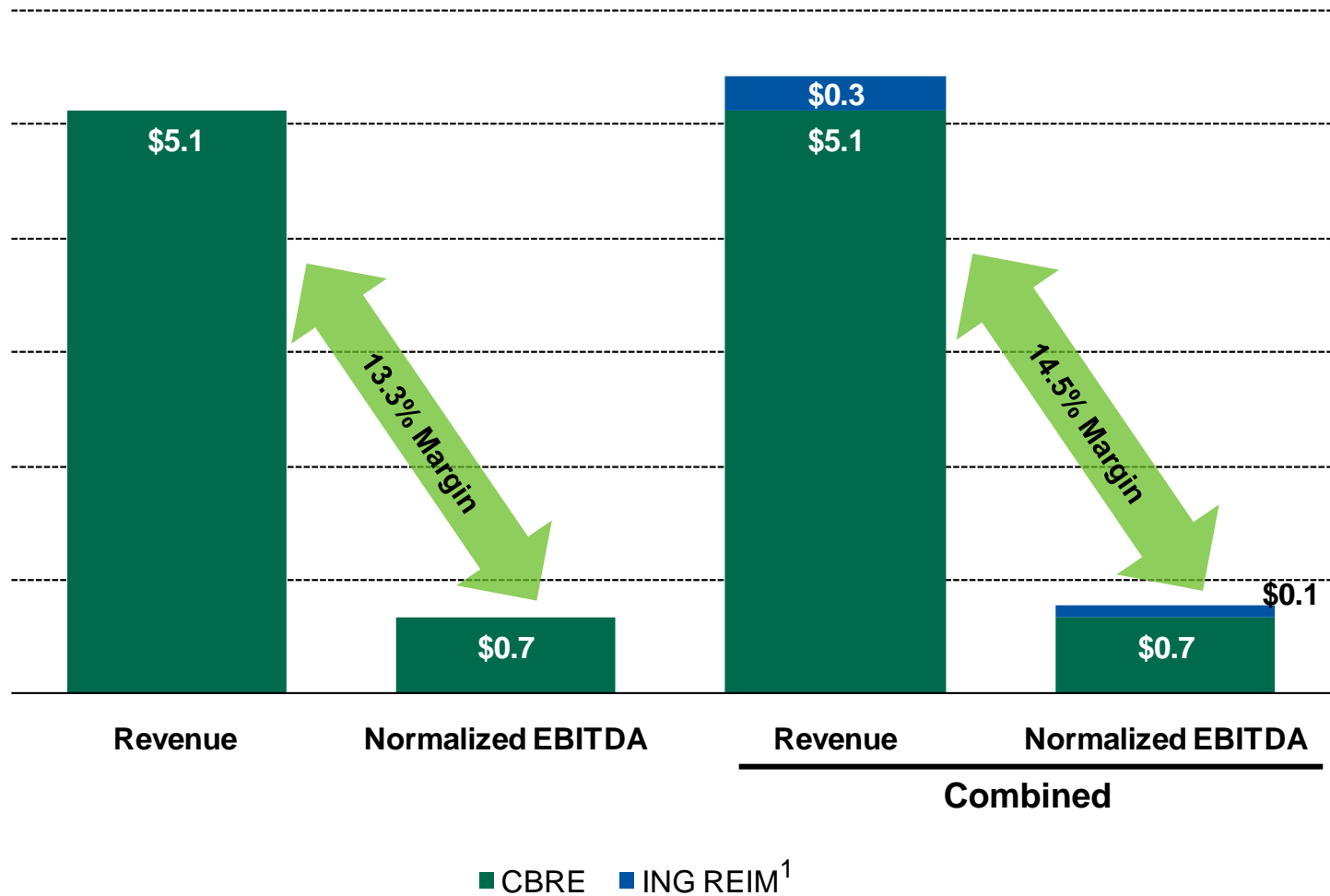
(1) As of September 30, 2011, including ING REIM acquisitions on a combined pro forma basis.



# ING REIM Impact on CBRE Financial Results

\$ in Billions

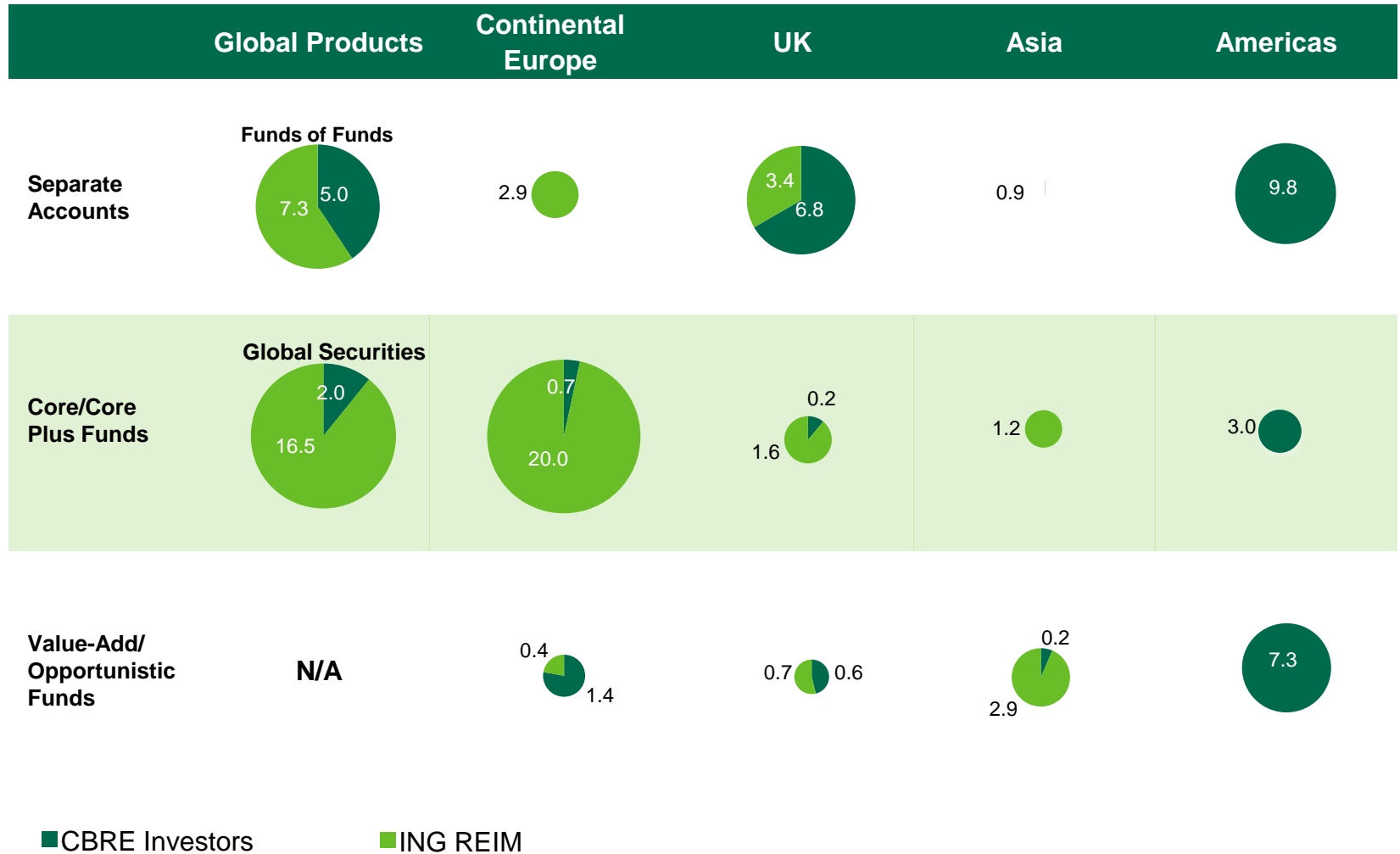
## 2010 Results - Stand Alone & Combined



1. Based on 2010 results as calculated by ING REIM management.

# Why ING REIM Is The Perfect Fit

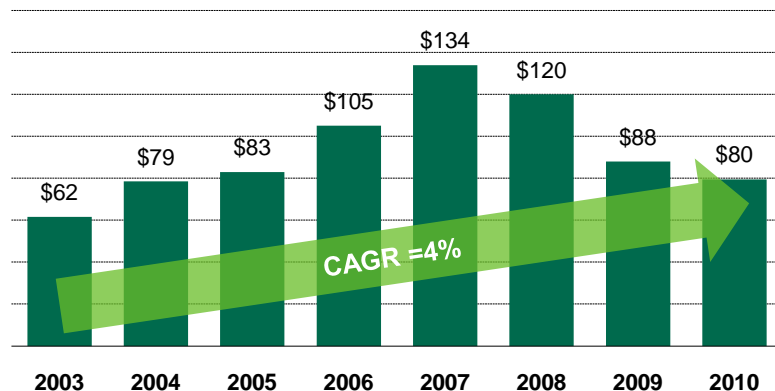
Assets Under Management<sup>1</sup>  
(\$ Billions)



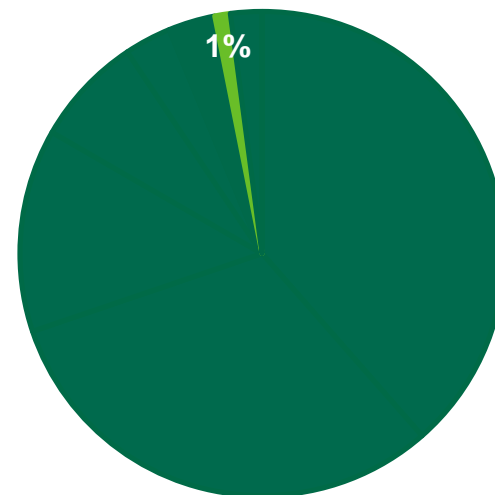
1. Amounts represent assets under management as of September 30, 2011.

# Development Services: Trammell Crow Company

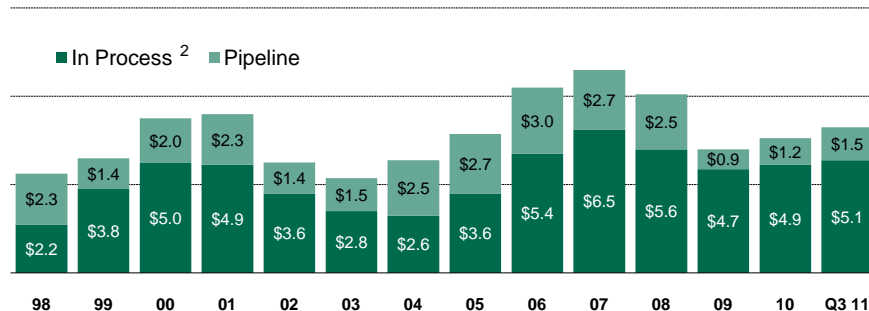
**Revenue<sup>1</sup>**  
(\$ in Millions)



**Percent of YTD Q3 2011 Total Revenue**



**Projects In Process/Pipeline**  
(\$ in Billions)



## Key Facts<sup>3</sup>

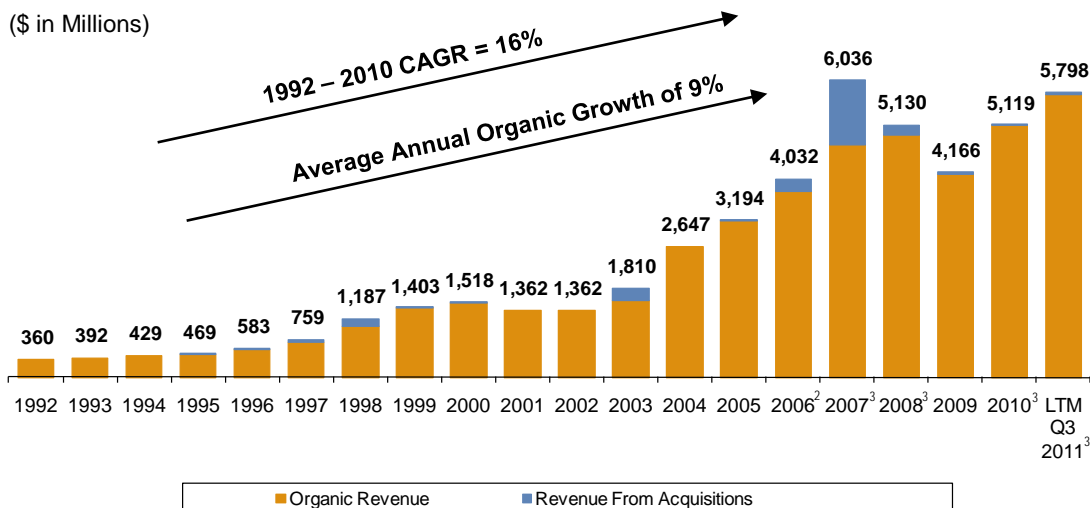
- \$6.6 billion in process/pipeline
- \$81.6 million of co-investments
- Only \$16.7 million in recourse debt to CBRE and repayment guarantees

1. Includes Trammell Crow Company's operations prior to the acquisition of Trammell Crow Company on December 20, 2006. Also includes revenue from discontinued operations.
2. In Process figures include Long-Term Operating Assets (LTOA) of \$1.4 billion for 3Q 11, \$1.6 billion for 4Q 10, \$1.4 billion for 4Q 09 and \$0.4 billion for both 4Q 08 and 4Q 07. LTOA are projects that have achieved a stabilized level of occupancy or have been held 18-24 months following shell completion or acquisition.
3. As of September 30, 2011.

# Historical Performance

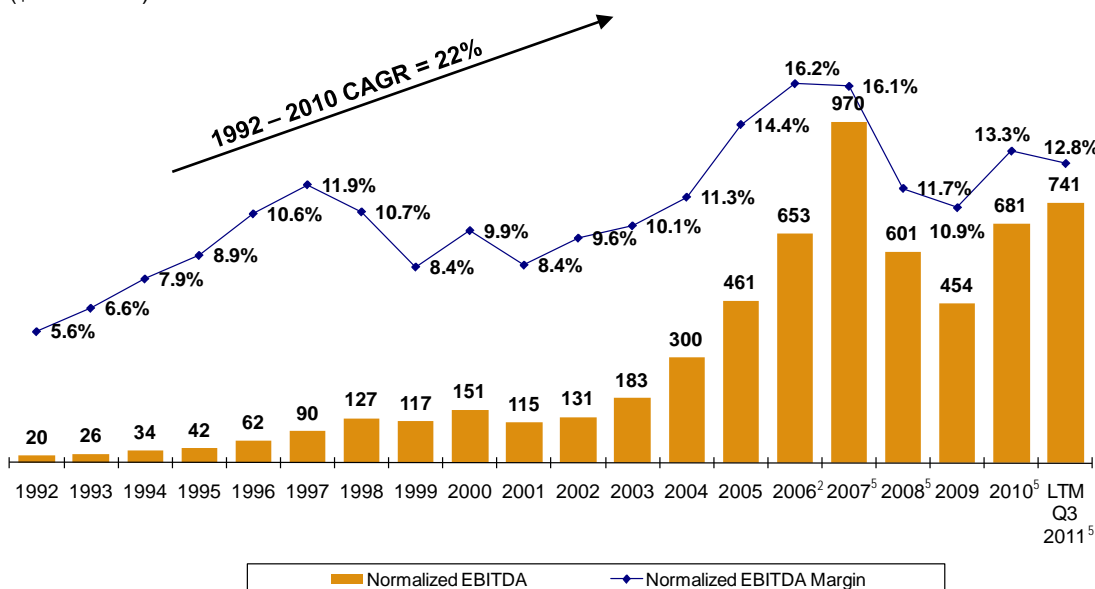
## Revenue <sup>1</sup>

(\$ in Millions)



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

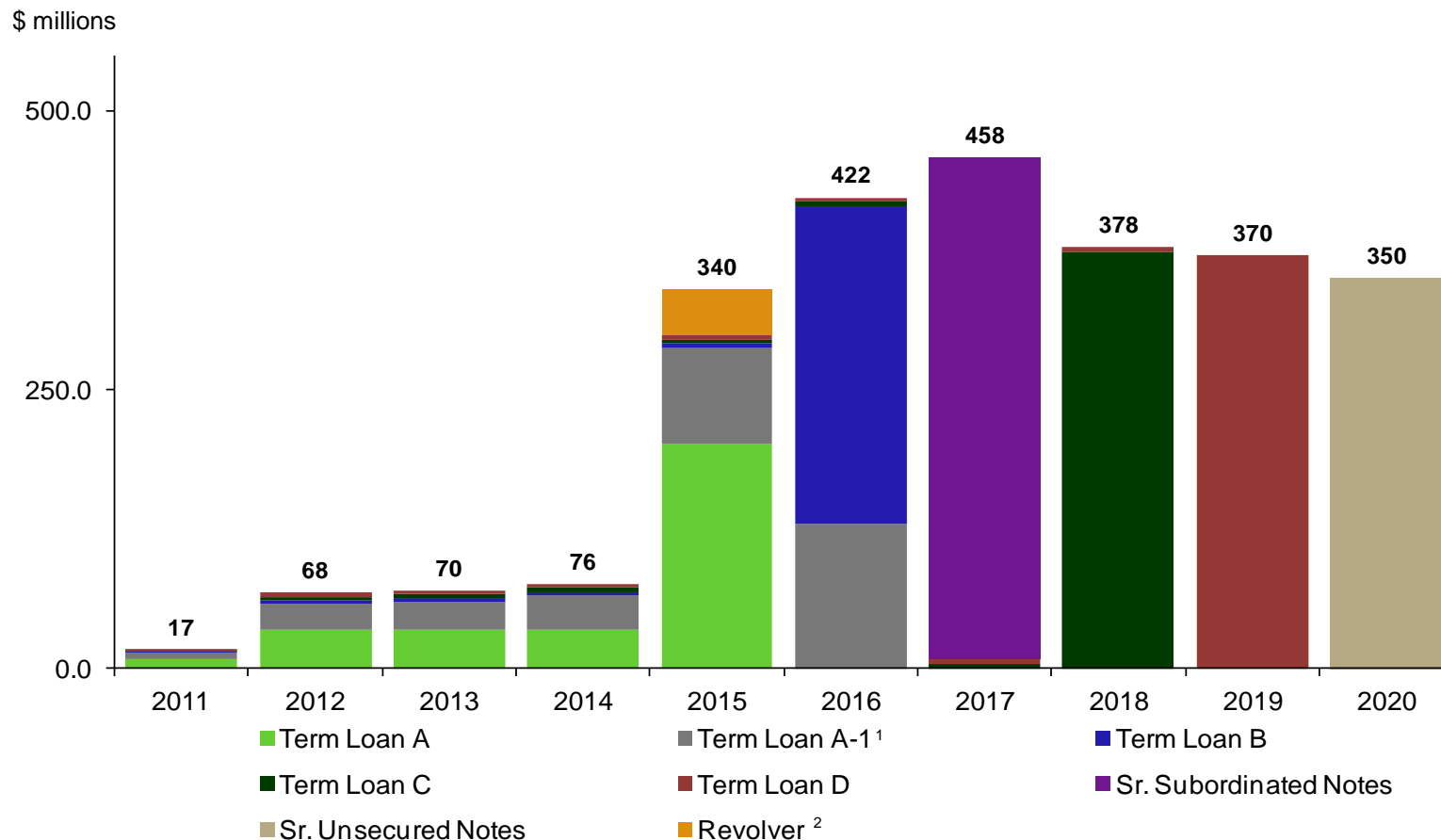
(\$ in Millions)



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	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.

