



# GLOBAL SERVICES OVERVIEW

Mike Lafitte

Chief Operating Officer

**CBRE**



# PRIORITIES

---



Continue growth of core Brokerage business

- Accelerate market share gains



Drive growth agenda for other key business lines:

- CBRE Global Investors
- Asset Services
- Global Corporate Services
- Valuations



Expand business opportunities with top 100 global customers

- Global client care and development



Enhance talent pool/fill gaps

- M&A
- Strategic recruiting



Invest in platform to improve operational excellence and sustain long-term growth

# OUR CLIENT SERVICE MODEL

**Provide a complete suite of premier services to property investors and occupiers across the globe.**

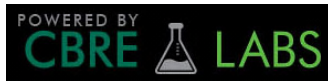


# PLATFORM ENHANCEMENTS

## TOOLS & TECHNOLOGY



Global Research Gateway



Global CRM

### Global LaborView



## ENGAGED



## PEOPLE



Mandy Edwards  
Chief Information Officer



Frank Callaghan  
SVP Global Sourcing



Nick Axford  
Global Head of Research



Mandana Soleimani  
SVP Global PMO

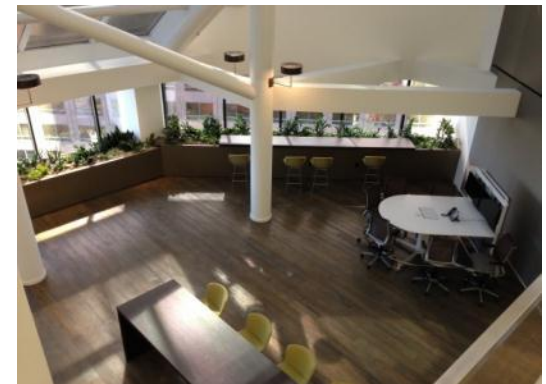
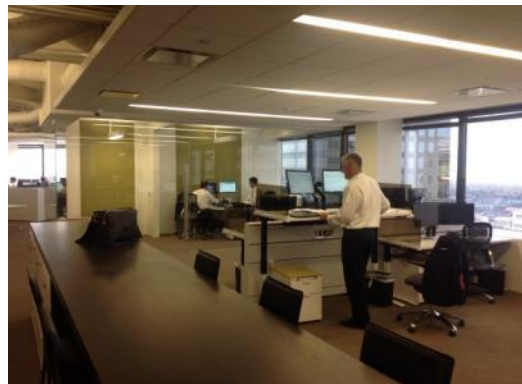
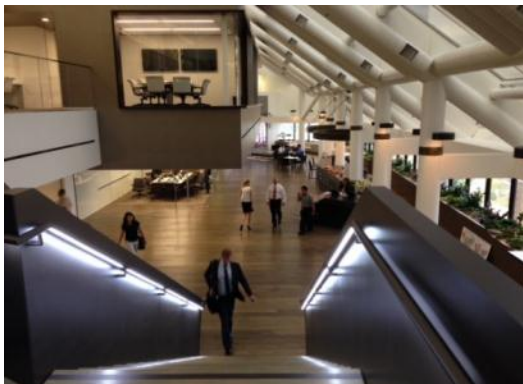


Paul Suchman  
Chief Marketing Officer



Laura O'Brien  
Global Director HR & Workplace Strategy

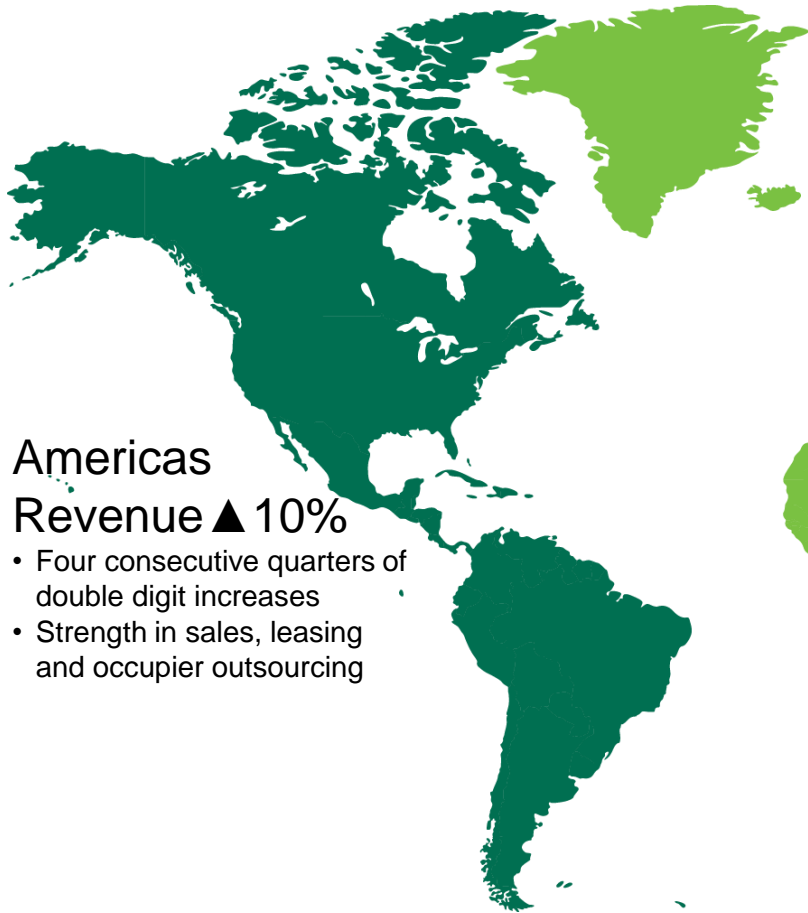
## WORKPLACE 360





# BUSINESS OVERVIEW

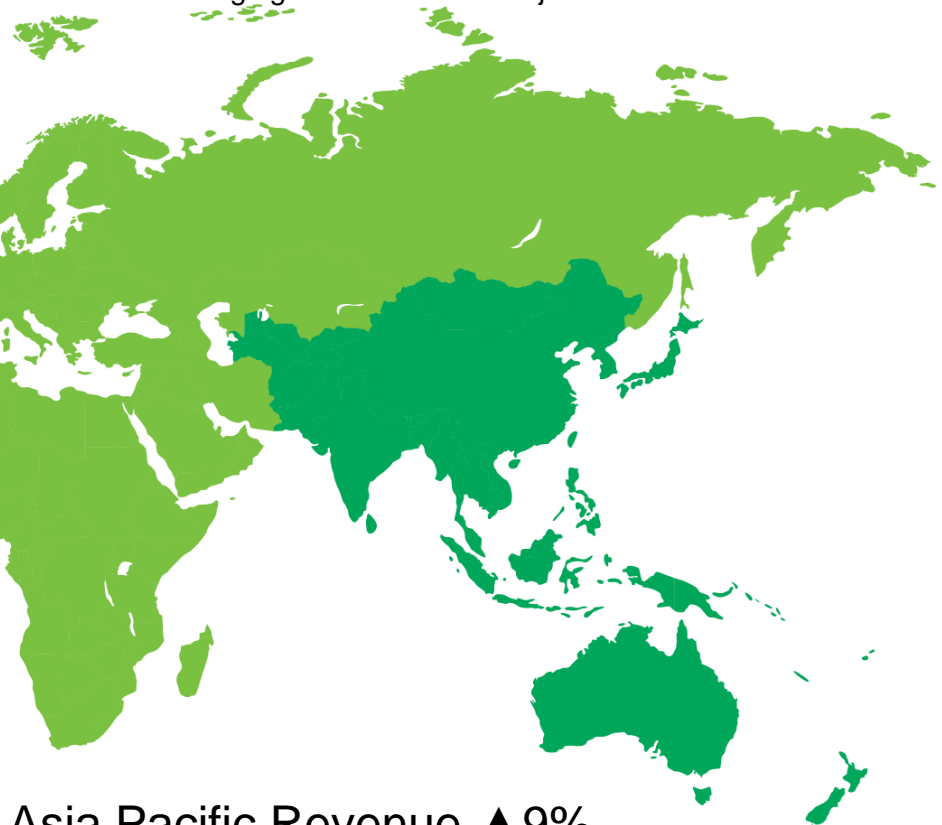
## YTD Q3 2013 Region Highlights



### Americas

Revenue ▲ 10%

- Four consecutive quarters of double digit increases
- Strength in sales, leasing and occupier outsourcing



Asia Pacific Revenue ▲ 9%

▲ 15% local currency

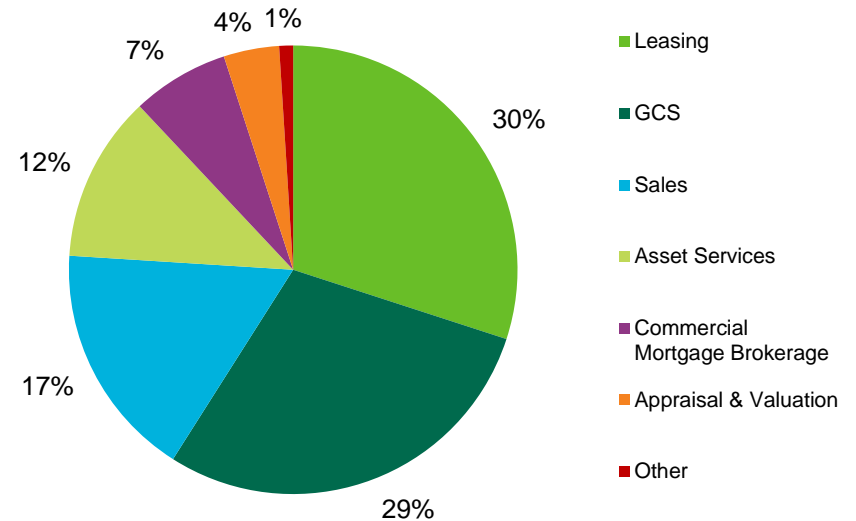
- 43% growth in property sales (52% in local currency), led by Australia and Japan

# AMERICAS OVERVIEW

## 2013 HIGHLIGHTS

- YTD Q3 2013 revenue of \$3.1 billion
  - Up 10% from YTD Q3 2012
- Solid growth across all business lines
  - YTD Q3 2013 19% increase in property sales revenue versus the same period in 2012
- Achieving market share gains
  - YTD Q3 leasing up 8% versus decrease of 10% for the market as a whole
  - #1 U.S. investment sales market share
- Strong growth in global occupier outsourcing
  - 64 new clients and 49 renewals/expansions

## REVENUE BY SERVICE LINE YTD Q3 2013



## 2013 NOTABLE TRANSACTIONS



**MEXICO**  
Resort Hotel Portfolio  
Joint Venture Advisory



**LOS ANGELES**  
One Wilshire Boulevard  
Property Sale



**SEATTLE**  
Northwest Corporate Park  
Acquisition Financing



**ATLANTA**  
IntercontinentalExchange (ICE)  
Tenant Representation



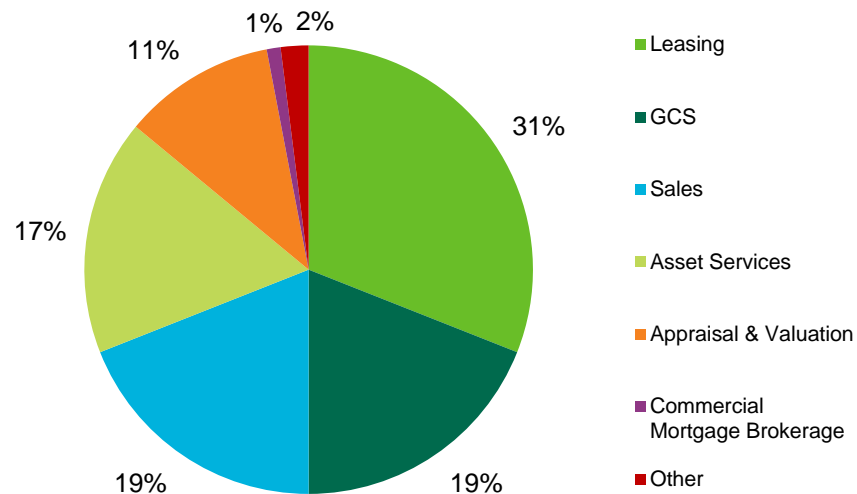
**NEW YORK**  
Simpson Thacher  
Tenant Representation

# EMEA OVERVIEW

## 2013 HIGHLIGHTS

- YTD Q3 2013 revenue of \$784.4 million
  - Up 16% from YTD Q3 2012
- Strong growth across all major business lines
  - 27% YTD Q3 increase in property sales revenue over the same period in 2012
- Achieving market share gains
  - Leasing gains in 11 CBDs, including Paris and London
  - #1 UK investment sales in Q3 2013
- Strong growth in outsourcing
  - 8 new clients and 9 renewals/expansions

## REVENUE BY SERVICE LINE YTD Q3 2013



## 2013 NOTABLE TRANSACTIONS



PARIS  
Tour Adria  
Property Sale



FRANKFURT  
Tower 185  
Property Sale



LONDON  
Paddington Central  
Property Sale



WARSAW  
Plus+  
Lease



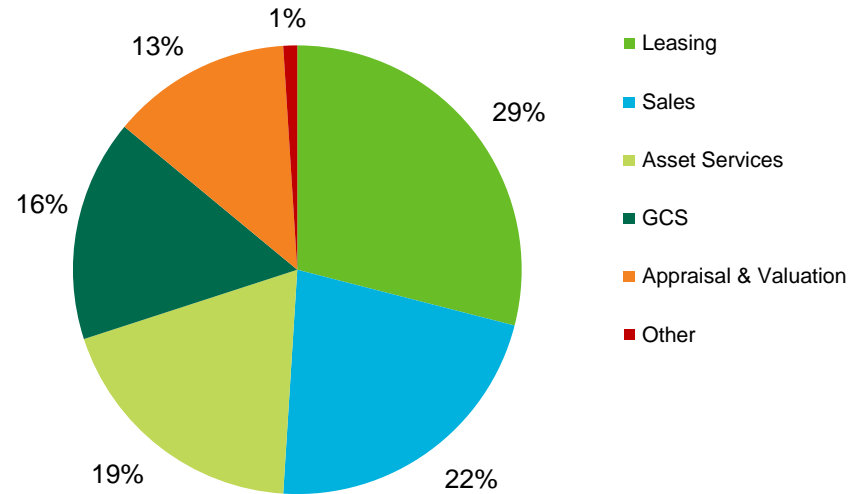
PARIS  
Tour Blanche  
Agency Lease

# APAC OVERVIEW

## 2013 HIGHLIGHTS

- YTD Q3 2013 revenue of \$617.3 million
  - Up 9% from YTD Q3 2012 (15% in local currency)
- Growth across all business lines (in local currency)
  - 43% increase YTD Q3 in property sales revenue (52% in local currency)
  - Japan Investment Sales business has been particularly strong
- Signs of growth in Outsourcing
  - Revenue up 5% YTD Q3 (11% in local currency)

## REVENUE BY SERVICE LINE YTD Q3 2013



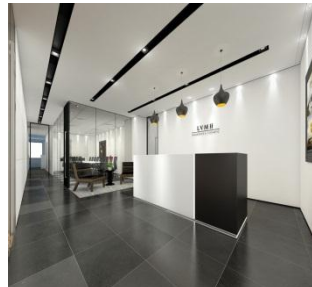
## 2013 NOTABLE TRANSACTIONS



AUSTRALIA  
GE Capital  
Portfolio Disposition



GERMANY  
Private Korean Investment Group  
Acquisition



SINGAPORE  
Louis Vuitton  
Lease



JAPAN  
CBRE Global Investors  
Property Sale

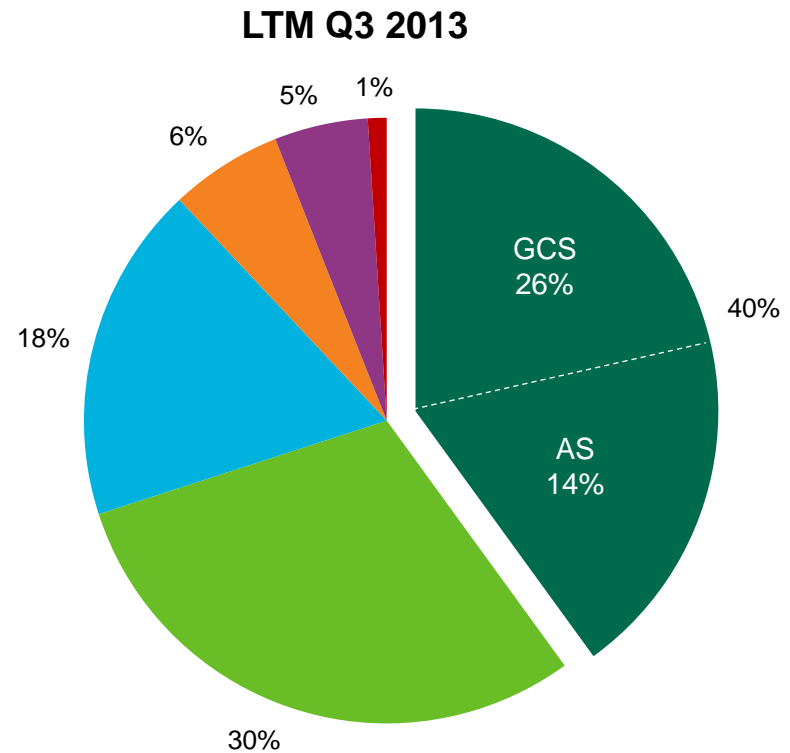
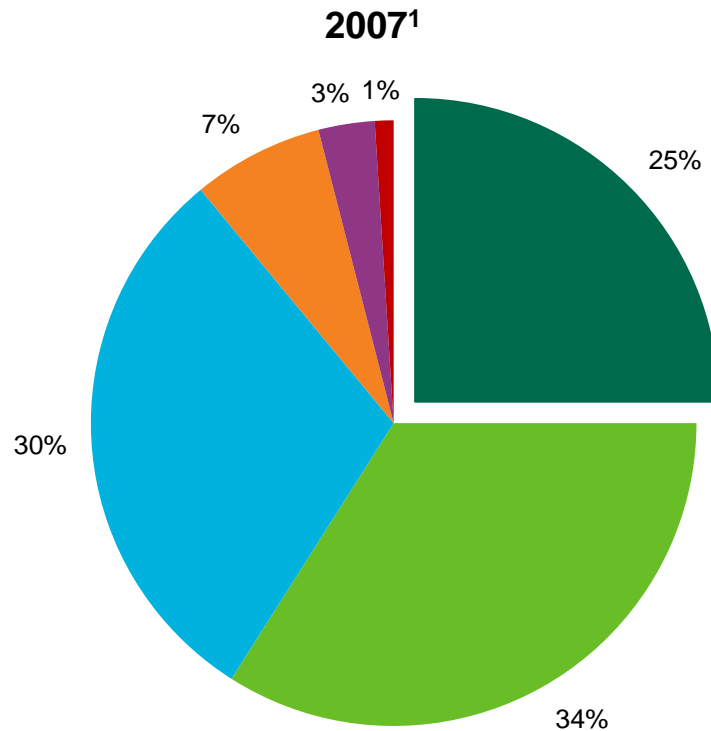


HONG KONG  
Hang Seng Bank  
Acquisition



# GLOBAL SERVICES DIVERSIFICATION

## Revenue by Service Line



■ Property, Facilities & Project Management ■ Leasing ■ Sales ■ Appraisal & Valuation ■ Commercial Mortgage Brokerage ■ Other

1. GCS and AS breakdown not available in 2007.

# GLOBAL ASSET SERVICES

## 2013 HIGHLIGHTS

- Approximately 2 billion sq. ft. under management
- *National Real Estate Investor* - Top Property Manager
- Premier Properties Initiative
  - 275+ properties in global portfolio (approximately 250 million sq. ft.)
  - High profile properties added throughout 2013
- Named a President, Americas Asset Services & Agency Leasing

## KEY STRATEGIC ACCOUNTS



## ICONIC OFFICE PROPERTIES UNDER MANAGEMENT

Shanghai Tower



Shanghai

Boulevard Mall



Las Vegas

The Gherkin



London

Century New Building



Mumbai

Festival Tower



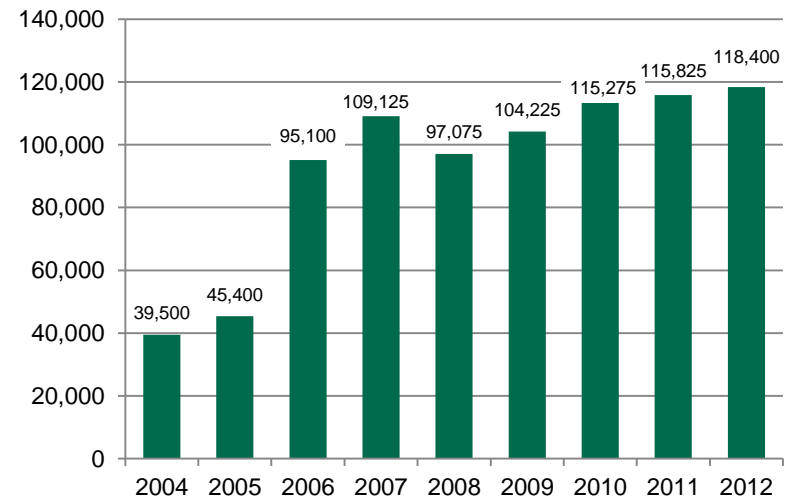
Dubai

# GLOBAL APPRAISAL AND VALUATION SERVICES

## 2013 HIGHLIGHTS

- YTD Q3 2013 revenue of \$291.8 million
  - Up 10% from YTD Q3 2012
- Euromoney* Global Valuation Advisor of the Year
- Implementing single integrated technology platform worldwide
- Named a Global President, Valuations

## NUMBER OF GLOBAL APPRAISALS



## CLIENT TYPES: INSTITUTIONAL, LENDER, LIFE INSURANCE COMPANIES, SPECIAL SERVICERS, REITS

### Largest Clients Americas

Bank of America



Deutsche Bank



COLE  
REAL ESTATE INVESTMENTS

JPMorgan Chase

CWCapital

LNR  
Partners, LLC

CBRE

### Largest Clients EMEA

PROLOGIS

LLOYDS  
BANKING  
GROUP

threadneedle.

PRUDENTIAL

AVIVA

pwc

### Largest Clients Asia Pacific

CapitaLand

Westpac

Global Logistic  
Properties  
普洛斯



ANZ

HSBC

STARWOOD  
CAPITAL GROUP