

2016 BUSINESS OUTLOOK DAY CBRE STRATEGY

Bob Sulentic
President & Chief Executive Officer

CBRE



Forward-Looking Statements

This presentation contains statements that are forward looking within the meaning of the Private Securities Litigation Reform Act of 1995. These include statements regarding CBRE's future growth momentum, operations, market share, business outlook, and financial performance expectations. These statements are estimates only and actual results may ultimately differ from them. 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, furnished on Form 8-K, our most recent quarterly report filed on Form 10-Q, and our most recent annual report filed on Form 10-K, and in particular any discussion of risk factors or forward-looking statements therein, which are available on the SEC's website (www.sec.gov), for a full discussion of the risks and other factors that may impact any forward-looking statements 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. Where 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.

TODAY'S SPEAKERS

BOB SULENTIC

Chief Executive Officer

JIM GROCH

Chief Financial Officer

RITSON FERGUSON

Group President, Real Estate Investment Businesses

MIKE LAFITTE

Global Group President, Lines of Business & Client Care

BILL CONCANNON

Chief Executive Officer, Global Workplace Solutions

The Global Market Leader

CBRE is the
**premier global
provider** of
integrated services
to commercial real
estate investors
and occupiers

GLOBAL LEADERSHIP/BROAD CAPABILITIES

- #1 in Leasing, Property Sales, Occupier Outsourcing, Appraisal & Valuation and Property Management

SCALE AND DIVERSITY

- 460+ offices in over 60 countries¹
- Serves over 90% of the Fortune 100
- \$311 billion of sales and lease activity and 87,000+ transactions in 2015
- 5.2 billion square feet under management²
- \$87.9 billion AUM Investment Management³

1. As of December 31, 2015, includes affiliates.

2. Property and Corporate Facilities under Management as of December 31, 2015; 7% of this square footage is managed by affiliates.

3. Assets Under Management (AUM) as of September 30, 2016.

Corporate Responsibility | 2016 Highlights



Environmental Sustainability



Communities and Giving



People and Culture



Health and Safety



Ethics and Compliance



Governance



Procurement

- Registered and benchmarked 1,951 buildings totaling more than 350 million square feet to EPA ENERGY STAR® guidelines
- Top 10% of S&P 500 companies for climate disclosure standards
- Named to *Corporate Responsibility* top 100 companies
- Updated our global Human Rights Policy and responded proactively to the U.K. Modern Slavery Act
- Named to World's Most Ethical Companies list for four consecutive years
- Named America's 15th Best Employer by *Forbes*
- Ninth annual Corporate Responsibility Report—Inside Advantage—published in accordance with GRI G4 guidelines

MARKET TRENDS

Fundamentals Remain Attractive

Growing Capital Investment into CRE

Outsourcing/Vendor Consolidation

Developing Our Global Leadership Position

1990s

1996  **L.J. MELODY & COMPANY** Mortgage Brokerage
A CB Richard Ellis Company

1997 **KOLL** Property Management

1998  **Richard Ellis** Global

2000s

2003  **Insignia** New York/London/Other Gateway Cities
ESG

2006  **Trammell Crow Company** Outsourcing/Development

2010s

2011  **ING** Global Investment Management
REAL ESTATE

2013  **NORLAND** Self-Perform Outsourcing in Europe

2015  **Johnson Controls** Self-Perform Building Technical Services Globally

CBRE

CLIENT REQUIREMENTS

Serve End-to-End Client Needs

Deliver Substantial Cost Savings for Clients

Provide Value-Added Strategic Insight

CBRE STRATEGIC PRIORITIES

Top Talent and Culture

Premier Operating Platform

Digital & Data Analytics

Great Products

Corporate Development Capability

KEY TAKE-AWAYS

GROWTH

Strong Secular Industry Trends and Substantial Headroom for Growth

STRENGTHS

Talent, Scale, Platform and Management Team Underpin Growth

INVESTMENTS

Cash-flow and Balance Sheet Enable Investments to Fortify Our Position
