

February 13, 2025

# Q4 2024 CBRE Earnings Call

# Forward-Looking Statements

This presentation contains statements that are forward looking within the meaning of the Private Securities Litigation Reform Act of 1995, including, but not limited to, statements concerning our business outlook, our business plans and capital allocation strategy and our earnings and cash flow outlook. These statements involve risks and uncertainties that may cause actual results and trends to differ materially from those projected. When citing financial performance relative to expectations, we are referring to actual results against the outlook provided on our Q3 2024 earnings call, unless otherwise noted. 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 fourth quarter earnings release, furnished on Form 8-K, our most recent annual and quarterly reports filed on Form 10-K and Form 10-Q, respectively, and in particular any discussion of risk factors or forward-looking statements therein, which are available on 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 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 included in the appendix.

## Consolidated Results Summary

- CBRE ended 2024 with a record quarter across almost every metric — core EPS and free cash flow — with broad-based strength across the business
- Net revenue in resilient lines of businesses grew 14% in 2024, and contributed nearly 60% of total SOP
- Repurchased more than \$800 million worth of shares since the end of the Q3, reflecting our high degree of confidence in CBRE’s future — strong growth profile and dramatically enhanced resiliency

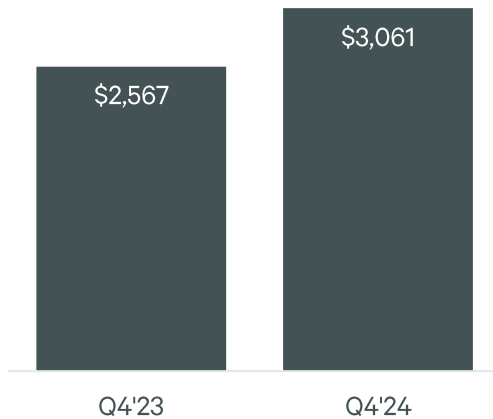
\$ in millions, except per share figures	Q4 2024	Q4 2023		QTD % Change
Revenue	\$10,404	\$8,950	▲	16 %
Net Revenue	6,134	5,187	▲	18 %
GAAP Net Income	487	477	▲	2 %
Core EBITDA	1,086	737	▲	47 %
GAAP EPS	\$1.58	\$1.55	▲	2 %
Core EPS	\$2.32	\$1.38	▲	68 %

# Advisory Services

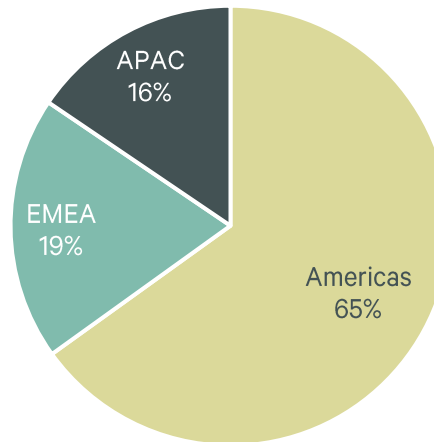
\$ in millions, totals may not sum due to rounding

- Leasing revenue growth led by the Americas. US office leasing revenue grew 28%
- Property sales revenue accelerated to 35%, with strong growth across all asset classes
- Growth in mortgage origination revenue led by a pickup in loan origination volume across financing sources, most notably from the GSEs and banks
- SOP net margin up significantly year-on-year

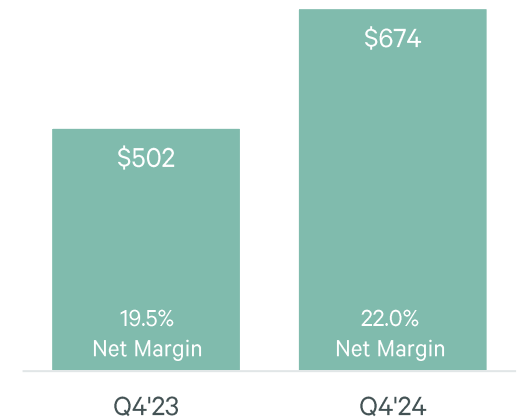
Net Revenue



Q4 2024 Advisory Revenue  
by Region



Segment Operating Profit

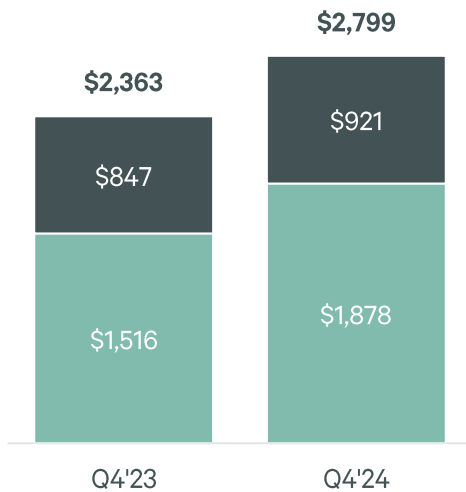


# Global Workplace Solutions (GWS)

\$ in millions, totals may not sum due to rounding

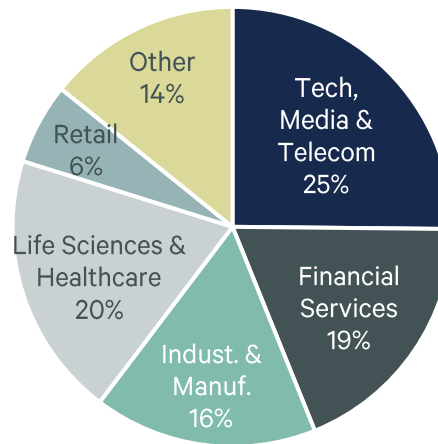
- Facilities management net revenue rose 24%, with strength across Enterprise and Local businesses. Enterprise saw notable growth across Technology, Industrial, Data Center and Healthcare sectors. Local revenue growth led by the UK and the Americas
- Project management revenue driven by outsized growth from Turner & Townsend, with particular strength in North America and the UK
- SOP net margin improved meaningfully in Q4, reflecting cost efficiency initiatives and disciplined focus on contract profitability

Net Revenue

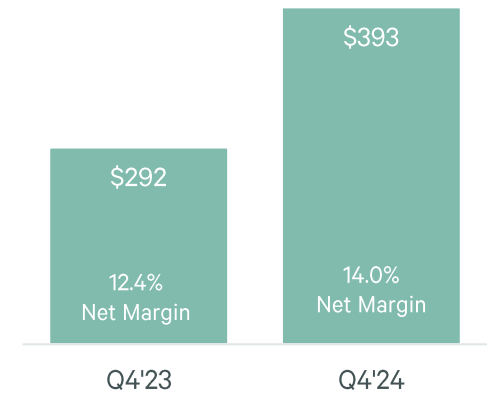


■ Facilities Management ■ Project Management

Q4 2024 Facilities Management Revenue by Industry



Segment Operating Profit

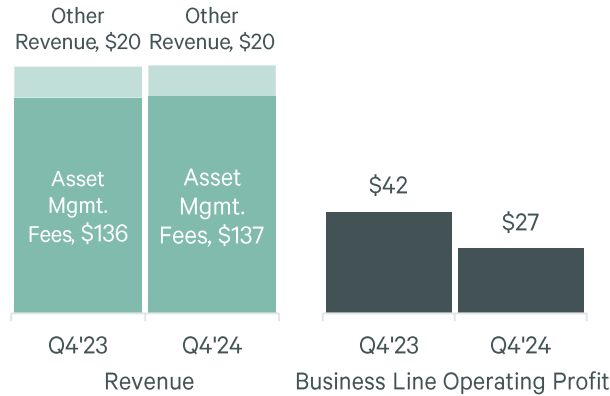


# Real Estate Investments

- Significant development business line operating profit growth driven by monetization of several data center development sites
- Investment Management business line operating profit declined, as expected, partly driven by a ramp up in costs associated with increased capital raising

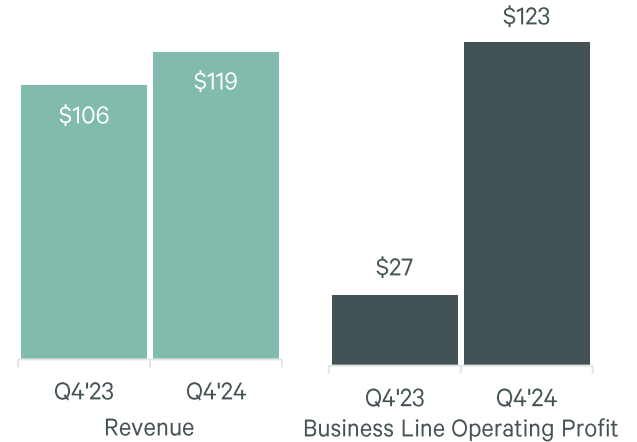
## Investment Management

\$ Millions



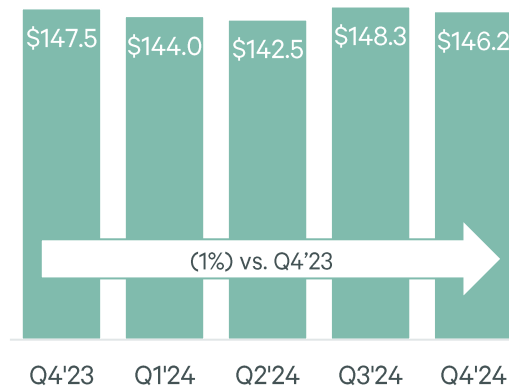
## Development

\$ Millions



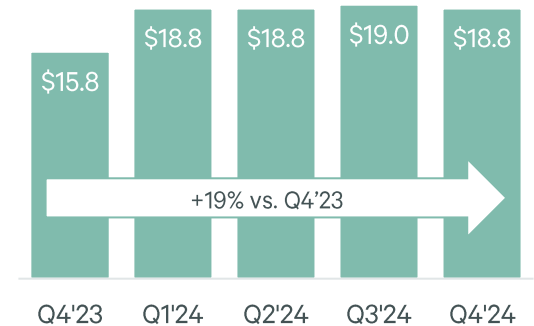
## Assets Under Management

\$ Billions



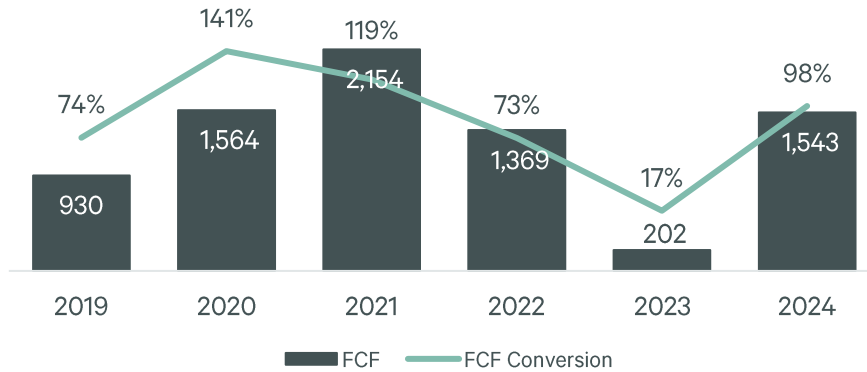
## In-Process Inventory

\$ Billions



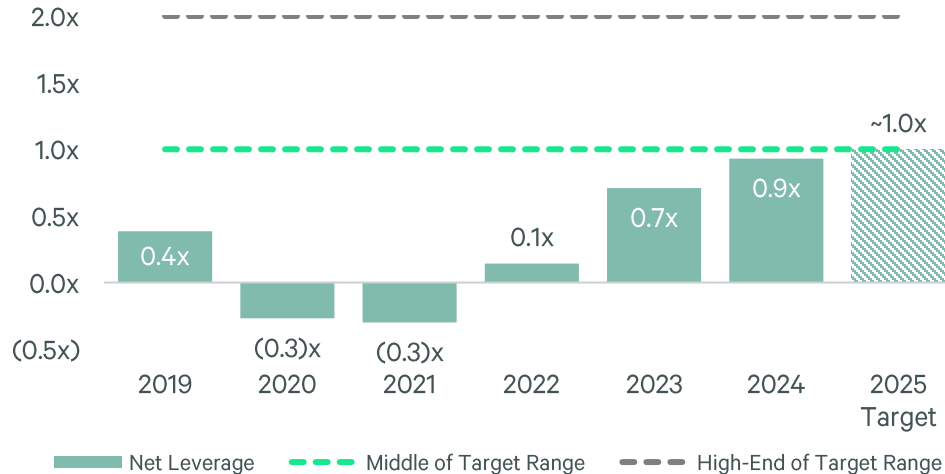
# Free Cash Flow and Net Leverage

## CBRE TTM Free Cash Flow



- Free cash flow, including the gain on sales of RE assets, increased to more than \$1.5B in 2024
- Free cash flow conversion was almost 100%, surpassing our 75 to 85% target range

## CBRE Net Leverage



- 2024 leverage at 0.9x
- Expect to end 2025 with net leverage at or below 1.0x, absent any material M&A

# Segment Reporting and 2025 Outlook

## Consolidated Guidance

2025 Core EPS of \$5.80 - \$6.10 including FX translation headwinds

2025 FCF to approximate 2024 level, with conversion within 75-85% target range

### Prior Reportable Segments

Advisory Services	Low to mid-teens SOP growth Continued momentum in Leasing Steady but muted recovery in Capital Markets
Leasing	
Property Sales	
Commercial Mortgage Origination	
Loan Servicing	
Valuation	
Property Management	
Global Workplace Solutions	Mid-teens SOP growth
Facilities Management	
Project Management	
Real Estate Investments	Development SOP up, H2 weighted IM SOP level with 2024
Development	
Investment Management	

### New Reportable Segments

Advisory Services	Low to mid-teens SOP growth Continued momentum in Leasing Steady but muted recovery in Capital Markets
Leasing	
Property Sales	
Commercial Mortgage Origination	
Loan Servicing	
Valuation	
Building Ops & Experience	Mid-teens revenue growth High-teens SOP growth
Facilities Management	
Property Management	
Project Management	Low to mid-teens SOP growth
Real Estate Investments	Development SOP up, H2 weighted IM SOP level with 2024
Development	
Investment Management	

All segment guidance growth rates provided in local currency



# Supplemental Slides, GAAP Reconciliation Tables

# Non-GAAP Financial Measures

The following measures are considered “non-GAAP financial measures” under SEC guidelines:

- i. Net revenue
- ii. Core EBITDA
- iii. Business line operating profit/loss
- iv. Segment operating profit on revenue and net revenue margins
- v. Free cash flow
- vi. Net debt
- vii. Core net income attributable to CBRE Group, Inc. stockholders, as adjusted (which we also refer to as “core adjusted net income”)
- viii. Core EPS

These measures are not recognized measurements under United States generally accepted accounting principles (GAAP). When analyzing our operating performance, investors should use these measures in addition to, and not as an alternative for, their most directly comparable financial measure calculated and presented in accordance with GAAP. Because not all companies use identical calculations, our presentation of these measures may not be comparable to similarly titled measures of other companies.

Our management generally uses these non-GAAP financial measures to evaluate operating performance and for other discretionary purposes. The company believes these measures provide a more complete understanding of ongoing operations, enhance comparability of current results to prior periods and may be useful for investors to analyze our financial performance because they eliminate the impact of selected charges that may obscure trends in the underlying performance of our business. The company further uses certain of these measures, and believes that they are useful to investors, for purposes described below.

With respect to net revenue, net revenue is gross revenue less costs largely associated with subcontracted vendor work performed for clients. We believe that investors may find this measure useful to analyze the company’s overall financial performance because it excludes costs reimbursable by clients that generally have no margin, and as such provides greater visibility into the underlying performance of our business.

With respect to Core EBITDA, business line operating profit/loss, and segment operating profit on revenue and net revenue margins, the company believes that investors may find these measures useful in evaluating our operating performance compared to that of other companies in our industry because their calculations generally eliminate the accounting effects of acquisitions, which would include impairment charges of goodwill and intangibles created from acquisitions, the effects of financings and income tax and the accounting effects of capital spending. All of these measures may vary for different companies for reasons unrelated to overall operating performance. In the case of Core EBITDA, this measure is not intended to be a measure of free cash flow for our management’s discretionary use because it does not consider cash requirements such as tax and debt service payments. The Core EBITDA measure calculated herein may also differ from the amounts calculated under similarly titled definitions in our credit facilities and debt instruments, which amounts are further adjusted to reflect certain other cash and non-cash charges and are used by us to determine compliance with financial covenants therein and our ability to engage in certain activities, such as incurring additional debt. The company also uses segment operating profit and core EPS as significant components when measuring our operating performance under our employee incentive compensation programs.

With respect to free cash flow, the company believes that investors may find this measure useful to analyze the cash flow generated from operations and real estate investment and development activities after accounting for cash outflows to support operations and capital expenditures. With respect to net debt, the company believes that investors use this measure when calculating the company’s net leverage ratio.

With respect to core EBITDA, core EPS and core adjusted net income, the company believes that investors may find these measures useful to analyze the underlying performance of operations without the impact of strategic non-core equity investments (Altus Power, Inc. and certain other investments) that are not directly related to our business segments. These can be volatile and are often non-cash in nature.

## Definitions

**Core adjusted Net Income and Core adjusted Earnings Per Diluted Share:** Core adjusted net income and core earnings per diluted share (or core EPS) exclude the effect of select items from GAAP net income and GAAP earnings per diluted share as well as adjust the provision for income taxes and impact on non-controlling interest for such charges. Adjustments during the periods presented included non-cash depreciation and amortization expense related to certain assets attributable to acquisitions and restructuring activities, certain carried interest incentive compensation (reversal) expense to align with the timing of associated revenue, the impact of fair value adjustments to real estate assets acquired in the acquisition of Telford Homes plc in 2019 (the Telford acquisition) (purchase accounting) that were sold in the period, costs incurred related to legal entity restructuring, write-off of financing costs on extinguished debt, integration and other costs related to acquisitions, asset impairments, provision associated with Telford's fire safety remediation efforts, costs associated with efficiency and cost-reduction initiatives, and a one-time gain associated with remeasuring an investment in an unconsolidated subsidiary to fair value as of the date the remaining controlling interest was acquired. It also removes the fair value changes and related tax impact of certain strategic non-core non-controlling equity investments that are not directly related to our business segments (including venture capital "VC" related investments).

**Core EBITDA:** Core EBITDA represents earnings, inclusive of non-controlling interest, before net interest expense, write-off of financing costs on extinguished debt, income taxes, depreciation and amortization, asset impairments, adjustments related to certain carried interest incentive compensation expense (reversal) to align with the timing of associated revenue, fair value adjustments to real estate assets acquired in the Telford acquisition (purchase accounting) that were sold in the period, costs incurred related to legal entity restructuring, integration and other costs related to acquisitions, provision associated with Telford's fire safety remediation efforts, costs associated with efficiency and cost-reduction initiatives, and a one-time gain associated with remeasuring an investment in an unconsolidated subsidiary to fair value as of the date the remaining controlling interest was acquired. It also removes the fair value changes, on a pre-tax basis, of certain strategic non-core non-controlling equity investments that are not directly related to our business segments (including venture capital "VC" related investments).

**Free Cash Flow:** Free cash flow is calculated as cash flow provided by operations, plus gain on sale of real estate assets, less capital expenditures (reflected in the investing section of the consolidated statement of cash flows). We have adjusted the definition of free cash flow to include the gain on sale of real estate assets to reflect the net impact on the company's cash flows related to real estate investment and development activities.

**Liquidity:** includes cash available for company use, as well as availability under the Company's revolving credit facilities.

**Net Debt (net cash):** calculated as total debt (excluding non-recourse debt) less cash and cash equivalents.

**Net Revenue:** gross revenue less costs largely associated with subcontracted vendor work performed for clients. These costs are reimbursable by clients and generally have no margin.

**Segment operating profit:** Segment operating profit (loss) is the measure reported to the chief operating decision maker (CODM) for purposes of making decisions about allocating resources to each segment and assessing performance of each segment. Segment operating profit represents earnings, inclusive of non-controlling interest, before net interest expense, write-off of financing costs on extinguished debt, income taxes, depreciation and amortization and asset impairments, as well as adjustments related to the following: certain carried interest incentive compensation expense (reversal) to align with the timing of associated revenue, impact of fair value adjustments to real estate assets acquired in the Telford acquisition (purchase accounting) that were sold in the period, provision associated with Telford's fire safety remediation efforts, costs incurred related to legal entity restructuring, integration and other costs related to acquisitions, costs associated with efficiency and cost-reduction initiatives, one-time gain associated with remeasuring an investment in an unconsolidated subsidiary to fair value as of the date the remaining controlling interest was acquired, and the impact of fair value non-cash adjustments related to unconsolidated equity investments.

**Segment operating profit on revenue and net revenue margins:** represent segment operating profit divided by revenue and net revenue, respectively.

**Business line operating profit:** contribution from each line of business to the respective reportable segment's operating profit.

**Resilient businesses:** includes the facilities management, project management, property management, loan servicing, valuations and recurring investment management fees.

**Transactional businesses:** property sales, leasing, mortgage origination, carried interest and incentive fees in the investment management business, and development fees.

# Debt, Leverage and Liquidity

\$ in millions, totals may not sum due to rounding

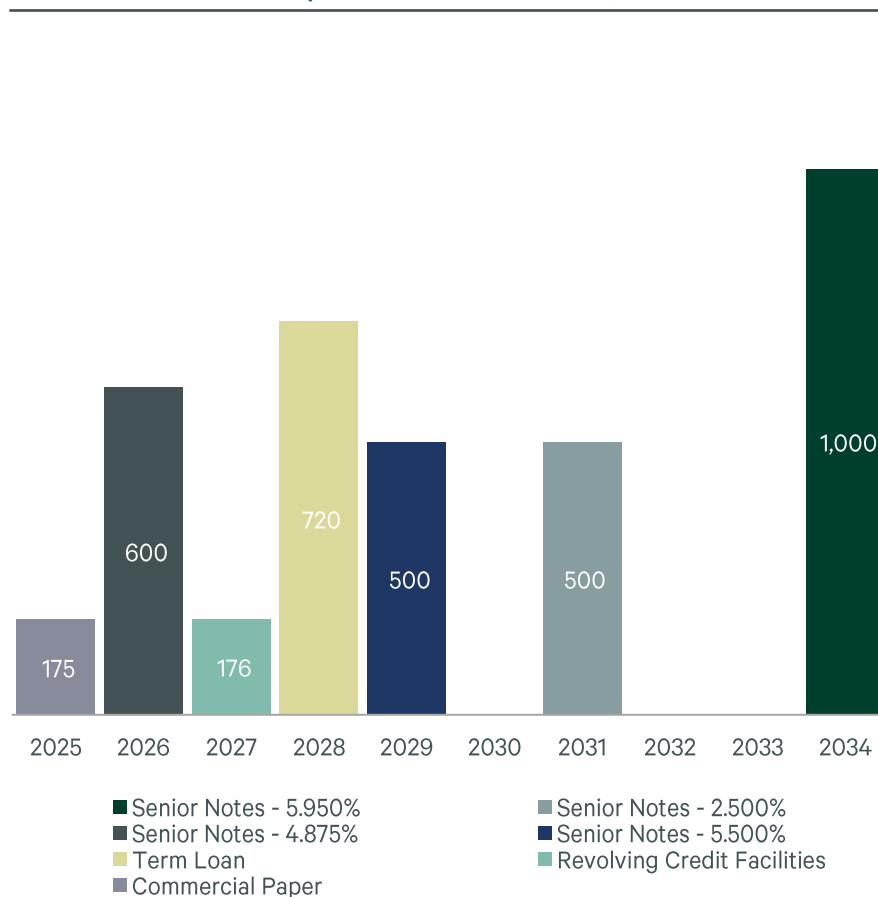
## CBRE Capital Structure as of December 31, 2024 <sup>(1)</sup>

Revolving Credit Facility	132
Commercial Paper Program	175
Senior Term Loans, net	682
5.950% Senior Notes, net	976
5.500% Senior Notes, net	496
4.875% Senior Notes, net	599
2.500% Senior Notes, net	492
Current portion LTD	36
Total other short-term borrowings	47
<b>Total Debt</b>	<b>\$3,635</b>
Less: Cash	1,114
<b>Net Debt</b>	<b>\$2,521</b>
TTM Core EBITDA	2,704
<b>Net Leverage <sup>(2)</sup></b>	<b>0.93x</b>

## CBRE Liquidity as of December 31, 2024

Cash	1,114
Available Revolving Credit Facilities <sup>(3)</sup>	3,324
<b>Liquidity</b>	<b>\$4,438</b>

## Maturity Profile as of December 31, 2024

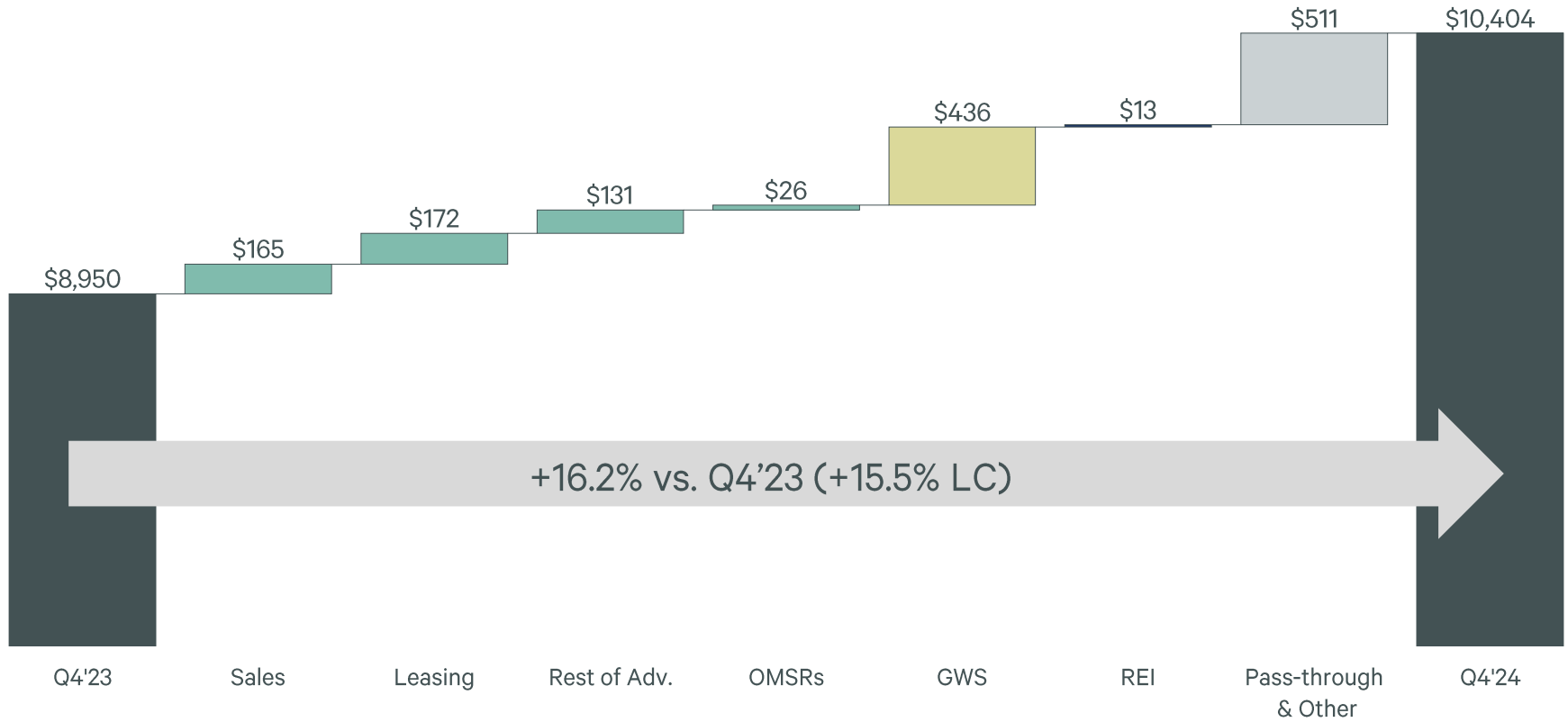


1. Excludes warehouse facilities for loans originated on behalf of the FHA and other government sponsored enterprises outstanding, which are non-recourse to CBRE Group, Inc.  
 2. Net leverage is net debt divided by TTM Core EBITDA  
 3. Includes outstanding capacity on 120M GBP Turner & Townsend revolver with an additional accordion option of 20M GBP

# Revenue

\$ in millions, totals may not sum due to rounding

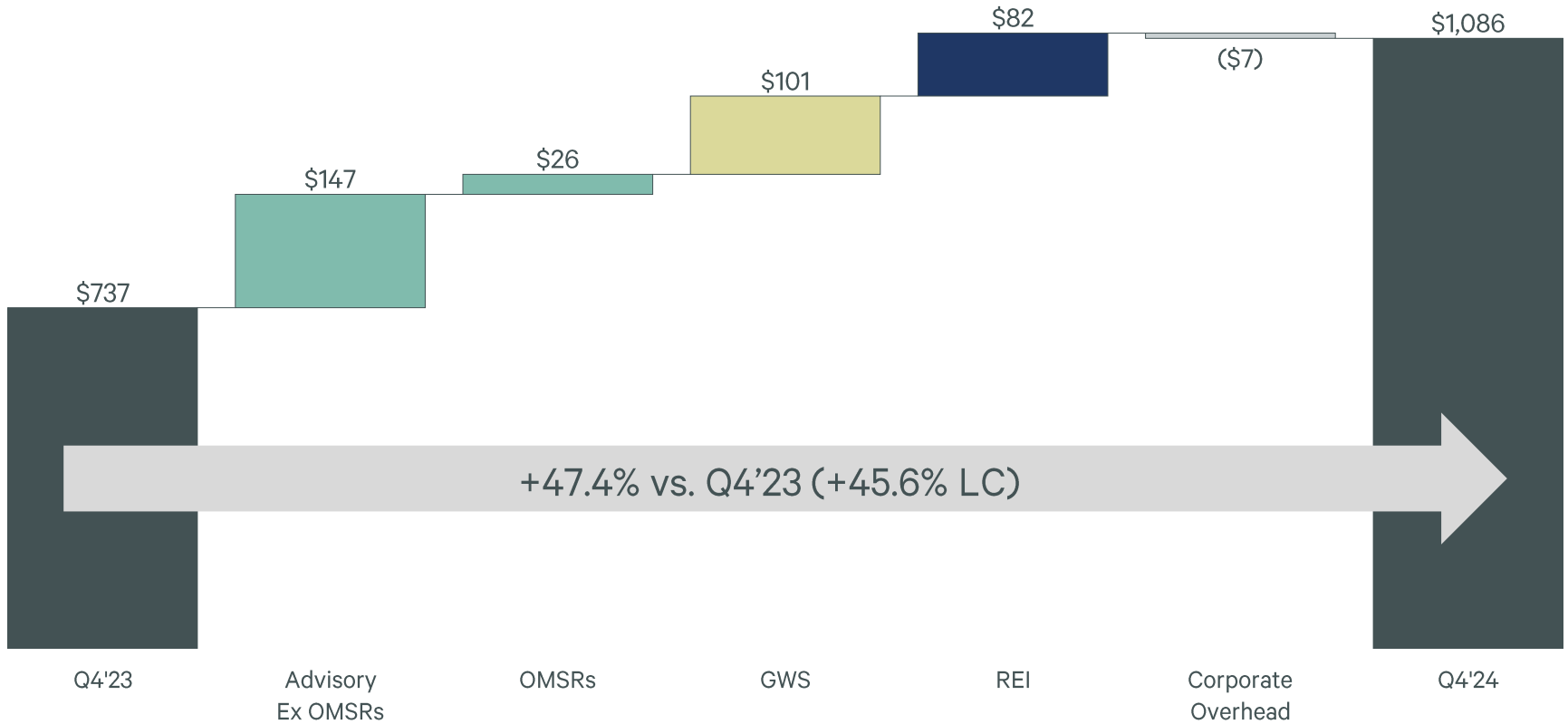
- Advisory
- Global Workplace Solutions (GWS)
- Real Estate Investments (REI)



# Core EBITDA

\$ in millions, totals may not sum due to rounding

- Advisory
- Global Workplace Solutions (GWS)
- Real Estate Investments (REI)



## Summarized Cash Flow Activity and Reconciliation of Free Cash Flow

\$ in millions, totals may not sum due to rounding

	Year Ended December 31,	
	2024	2023
Net cash provided by operating activities	1,708	480
Net cash used in investing activities	(1,514)	(681)
Net cash (used in) provided by financing activities	(221)	154
Effect of FX rate changes on cash, cash equivalents and restricted cash	(123)	13
<b>Net decrease in cash, cash equivalents and restricted cash</b>	<b>(\$150)</b>	<b>(\$34)</b>

(\$ in millions)	Year Ended December 31,					
	2019	2020	2021	2022	2023	2024
Net cash provided by operating activities	1,223	1,831	2,364	1,629	480	1,708
Add: Gain on disposition of real estate	n/a	n/a	n/a	n/a	27	142
Less: Capital expenditures	(294)	(267)	(210)	(260)	(305)	(307)
<b>Free Cash Flow</b>	<b>\$930</b>	<b>\$1,564</b>	<b>\$2,154</b>	<b>\$1,369</b>	<b>\$202</b>	<b>\$1,543</b>

1. CBRE has not reconciled the (non-GAAP) free cash flow forward-looking guidance included in this presentation to the most directly comparable GAAP measure because this cannot be done without unreasonable effort due to the variability and low visibility with respect to certain items that could impact future cash flow, such as costs related to acquisitions, carried interest incentive compensation and financing costs. We expect the variability of such items to have a potentially unpredictable, and a potentially significant, impact on our future GAAP financial results.

# Reconciliation of Net Income to Core Adjusted Net Income and Core Earnings Per Share

\$ in millions, except for per share data, totals may not sum due to rounding

	Three Months Ended December 31,		Year Ended December 31,	
	2024	2023	2024	2023
Net income attributable to CBRE Group, Inc.	\$487	\$477	\$968	\$986
Adjustments:				
Non-cash depreciation and amortization expense related to certain assets attributable to acquisitions	54	38	199	167
Interest expense related to indirect tax audits and settlements	5	—	16	—
Impact of adjustments on non-controlling interest	(6)	(6)	(18)	(33)
Net fair value adjustments on strategic non-core investments	25	(76)	117	(32)
Carried interest incentive compensation (reversal) expense to align with the timing of associated revenue	(4)	(5)	8	(7)
Integration and other costs related to acquisitions	63	2	93	62
Costs incurred related to legal entity restructuring	—	9	2	13
Costs associated with efficiency and cost-reduction initiatives	122	14	259	159
Impact of fair value non-cash adjustments related to unconsolidated equity investments	—	—	9	—
Provision associated with Telford's fire safety remediation efforts	—	—	33	—
Charges related to indirect tax audits and settlements	37	—	76	—
One-time gain associated with remeasuring an investment in an unconsolidated subsidiary to fair value as of the date the remaining controlling interest was acquired	—	(34)	—	(34)
Tax impact of adjusted items, tax benefit attributable to legal entity restructuring, and strategic non-core investments	(71)	7	(191)	(82)
<b>Core net income attributable to CBRE Group, Inc., as adjusted</b>	<b>\$712</b>	<b>\$426</b>	<b>\$1,571</b>	<b>\$1,199</b>
<b>Core diluted income per share attributable to CBRE Group, Inc., as adjusted</b>	<b>\$2.32</b>	<b>\$1.38</b>	<b>\$5.10</b>	<b>\$3.84</b>
<b>Weighted average shares outstanding for diluted income per share</b>	<b>307.3</b>	<b>308.5</b>	<b>308.0</b>	<b>312.6</b>

1. CBRE has not reconciled the (non-GAAP) Core EPS forward-looking guidance included in this presentation to the most directly comparable GAAP measure because this cannot be done without unreasonable effort due to the variability and low visibility with respect to costs related to acquisitions, carried interest incentive compensation and financing costs, which are potential adjustments to future earnings. We expect the variability of these items to have a potentially unpredictable, and a potentially significant, impact on our future GAAP financial results.



# Reconciliation of Revenue to Net Revenue and Net Margin

\$ in millions, totals may not sum due to rounding

	Three Months Ended December 31,		Year Ended December 31,	
	2024	2023	2024	2023
Revenue	10,404	8,950	35,767	31,949
Less:				
Pass through costs also recognized as revenue	4,270	3,763	14,899	13,673
<b>Net Revenue</b>	<b>\$6,134</b>	<b>\$5,187</b>	<b>\$20,868</b>	<b>\$18,276</b>
	Three Months Ended December 31,		Year Ended December 31,	
	2024	2023	2024	2023
Advisory Revenue	3,088	2,591	9,606	8,499
Less:				
Pass through costs also recognized as revenue	27	23	99	88
<b>Advisory Net Revenue</b>	<b>\$3,061</b>	<b>\$2,567</b>	<b>\$9,507</b>	<b>\$8,411</b>
<b>Advisory Segment Operating Profit</b>	<b>\$674</b>	<b>\$502</b>	<b>\$1,695</b>	<b>\$1,364</b>
Advisory net margin	22.0%	19.5%	17.8%	16.2%
	Three Months Ended December 31,		Year Ended December 31,	
	2024	2023	2024	2023
Global Workplace Solutions revenue	7,042	6,103	25,140	22,515
Less:				
Pass through costs also recognized as revenue	4,243	3,740	14,800	13,585
<b>Global Workplace Solutions net revenue</b>	<b>\$2,799</b>	<b>\$2,363</b>	<b>\$10,340</b>	<b>\$8,930</b>
<b>Global Workplace Solutions Segment Operating Profit</b>	<b>\$393</b>	<b>\$292</b>	<b>\$1,201</b>	<b>\$1,006</b>
Global Workplace Solutions net margin	14.0%	12.4%	11.6%	11.3%

## Reconciliation of Revenue to Net Revenue

\$ in millions, totals may not sum due to rounding

	Three Months Ended December 31,		Year Ended December 31,	
	2024	2023	2024	2023
Global Workplace Solutions Facilities Management revenue	4,664	3,995	17,227	15,205
Less:				
Pass through costs also recognized as revenue	2,786	2,479	10,320	9,399
<b>Global Workplace Solutions Facilities Management net revenue</b>	<b>\$1,878</b>	<b>\$1,516</b>	<b>\$6,907</b>	<b>\$5,806</b>

	Three Months Ended December 31,		Year Ended December 31,	
	2024	2023	2024	2023
Global Workplace Solutions Project Management revenue	2,378	2,108	7,913	7,310
Less:				
Pass through costs also recognized as revenue	1,457	1,261	4,480	4,186
<b>Global Workplace Solutions Project Management net revenue</b>	<b>\$921</b>	<b>\$847</b>	<b>\$3,433</b>	<b>\$3,124</b>

# Reconciliation of Real Estate Investments Business Line Operating Profit to Segment Operating Profit

\$ in millions, totals may not sum due to rounding

	Three Months Ended December 31,		Year Ended December 31,	
	2024	2023	2024	2023
Investment Management Operating Profit	27	42	178	151
Development Operating Profit	123	27	85	86
Segment Overhead Operating (Loss) Profit	-	(1)	(2)	2
<b>REI Segment Operating Profit</b>	<b>\$150</b>	<b>\$68</b>	<b>\$261</b>	<b>\$239</b>

# Resilient and Transactional Revenue and Segment Operating Profit

\$ in millions, totals may not sum due to rounding

	Revenue		Less: Pass-through costs associated with revenue		Net Revenue	
	2024	2023	2024	2023	2024	2023
<b>Three Months Ended December 31,</b>						
Transactional	2,316	1,910	--	--	2,316	1,910
Resilient	8,089	7,046	4,270	3,763	3,819	3,283
<b>Total Resilient and Transactional Businesses <sup>(1)</sup></b>	<b>\$10,405</b>	<b>\$8,956</b>	<b>4,270</b>	<b>3,763</b>	<b>\$6,135</b>	<b>\$5,192</b>

	Revenue		Less: Pass-through costs associated with revenue		Net Revenue	
	2024	2023	2024	2023	2024	2023
<b>Twelve Months Ended December 31,</b>						
Transactional	6,802	5,951	--	--	6,802	5,951
Resilient	28,981	26,015	14,899	13,673	14,082	12,342
<b>Total Resilient and Transactional Businesses <sup>(1)</sup></b>	<b>\$35,783</b>	<b>\$31,966</b>	<b>14,899</b>	<b>13,673</b>	<b>\$20,885</b>	<b>\$18,293</b>

<b>Twelve Months Ended December 31,</b>	<b>2024</b>
Advisory Services	1,695
Global Workplace Solutions	1,201
Real Estate Investments	261
<b>Total Reportable Segment Operating Profit</b>	<b>\$3,157</b>
less: Corporate, other and eliminations	(570)
Total Segment Operating Profit	2,587
add-back: Non-Core Corporate	117
<b>Core EBITDA</b>	<b>\$2,704</b>
Transactional Businesses	1,363
Resilient Businesses	1,794
<b>Total Resilient and Transactional Businesses <sup>(1)</sup></b>	<b>\$3,157</b>

1. Total Resilient and Transactional Businesses excludes Corporate

Note: the above split between resilient and transactional businesses represents management's best estimates and is only to demonstrate the resiliency of CBRE's various businesses. Resilient businesses include the entire Global Workplace Solutions segment, loan servicing, valuation, property management, and recurring investment management fees.

# Reconciliation of Net Income to Core EBITDA

\$ in millions, totals may not sum due to rounding

	Year Ended December 31,						Three Months Ended December 31,	
	2024	2023	2022	2021	2020	2019	2024	2023
Net income attributable to CBRE Group, Inc.	\$968	\$986	\$1,407	\$1,837	\$752	\$1,282	\$487	\$477
Net income attributable to non-controlling interests	68	42	17	5	4	9	14	18
Net income	1,036	1,027	1,424	1,842	756	1,291	501	495
Adjustments:								
Depreciation and amortization	674	622	613	526	502	439	177	156
Asset impairments	—	—	59	—	89	90	—	—
Interest expense, net of interest income	215	149	69	50	68	86	53	40
Provision for income taxes	182	250	234	567	214	70	112	136
Write-off of financing costs on extinguished debt	—	—	2	—	76	3	—	—
Costs associated with our reorganization, including cost-savings initiatives	—	—	—	—	—	50	—	—
Integration and other costs related to acquisitions	93	63	41	45	2	15	63	2
Costs associated with workforce optimization efforts	—	—	—	—	38	—	—	—
Costs associated with transformation initiatives	—	—	—	—	155	—	—	—
Costs incurred related to legal entity restructuring	2	13	13	—	9	7	—	9
Impact of fair value adjustments to real estate assets acquired in the Telford Acquisition (purchase accounting) that were sold in period	—	—	(5)	(6)	12	9	—	—
Carried interest incentive compensation expense (reversal) to align with the timing of associated revenue	8	(7)	(4)	50	(23)	13	(4)	(5)
Costs associated with efficiency and cost-reduction initiatives	259	159	118	—	—	—	122	14
Provision associated with Telford's fire safety remediation efforts	33	—	186	—	—	—	—	—
Charges related to indirect tax audits and settlements	76	—	—	—	—	—	37	—
One-time gain associated with remeasuring an investment in an unconsolidated subsidiary to fair value as of the date the remaining controlling interest was acquired	—	(34)	—	—	—	—	—	(34)
Net fair value adjustments on strategic non-core investments	117	(32)	175	(54)	2	(3)	25	(76)
Net gain on deconsolidation upon merger of the SPAC with and into Altus Power, net of associated costs	—	—	—	(156)	—	—	—	—
<b>Core EBITDA</b>	<b>\$2,704</b>	<b>\$2,209</b>	<b>\$2,924</b>	<b>\$2,864</b>	<b>\$1,898</b>	<b>\$2,070</b>	<b>\$1,086</b>	<b>\$737</b>

1. CBRE has not reconciled the (non-GAAP) Core EBITDA forward-looking guidance included in this presentation to the most directly comparable GAAP measure because this cannot be done without unreasonable effort due to the variability and low visibility with respect to costs related to acquisitions, carried interest incentive compensation and financing costs, which are potential adjustments to future earnings. We expect the variability of these items to have a potentially unpredictable, and a potentially significant, impact on our future GAAP financial results.

## Debt and Leverage

\$ in millions, totals may not sum due to rounding

	Cash	Revolving Credit Facility	Commercial Paper	Senior term loans <sup>(1)</sup>	Senior notes <sup>(1)</sup>	Current Portion LTD <sup>(1)</sup>	Other debt <sup>(2)</sup>	<b>Total Debt</b>	Less: Cash	<b>Net debt (net cash)</b>	TTM Core EBITDA	<b>Net leverage <sup>(3)</sup></b>
2019	972	--	--	745	1,017	--	6	<b>1,768</b>	972	<b>796</b>	2,070	<b>0.4x</b>
2020	1,896	--	--	786	595	--	7	<b>1,387</b>	1,896	<b>(509)</b>	1,898	<b>(0.3x)</b>
2021	2,431	--	--	455	1,084	--	33	<b>1,571</b>	2,431	<b>(860)</b>	2,864	<b>(0.3x)</b>
2022	1,318	178	--	--	1,085	428	43	<b>1,734</b>	1,318	<b>416</b>	2,924	<b>0.1x</b>
2023	1,265	--	--	743	2,061	9	16	<b>2,830</b>	1,265	<b>1,565</b>	2,209	<b>0.7x</b>
2024	1,114	132	175	682	2,563	36	47	<b>3,635</b>	1,114	<b>2,521</b>	2,704	<b>0.9x</b>

1. Outstanding amounts are reflected net of unamortized debt issuance costs and discounts.

2. Includes outstanding balances of \$44M, \$10M and \$32M as of December 31, 2024, 2023 and 2022, respectively, related to the 120M GBP Turner & Townsend revolver which matures in 2027 and an outstanding balance of \$27M as of December 31, 2021 related to the prior 80M GBP revolver that was replaced by the current facility in 2022.

3. Net leverage is net debt (net cash) divided by TTM Core EBITDA.