February 27, 2020

Q4 2019 EARNINGS CALL

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, capital deployment, acquisition integration 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 fourth quarter earnings release, furnished on Form 8-K, our most recent annual report filed on Form 10-K and our most recent quarterly report filed on Form 10-Q, 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 included in the appendix.

CONFERENCE CALL PARTICIPANTS

Bob Sulentic

President and Chief Executive Officer

Leah Stearns

Chief Financial Officer

Kristyn Farahmand

Vice President, Investor Relations & Corporate Finance

CONSOLIDATED RESULTS SUMMARY

$ IN MILLIONS EXCEPT PER SHARE FIGURES

	4Q19	4Q18	*USD*	*Local Currency*	2019	2018	*USD*	*Local Currency*
Revenue	$7,119	$6,294	▲ *13%*	▲ *14%*	$23,894	$21,340	▲ *12%*	▲ *14%*
Fee Revenue[1]	$3,672	$3,404	▲ *8%*	▲ *9%*	$11,861	$10,838	▲ *9%*	▲ *11%*
Adjusted EBITDA[2]	$691	$655	▲ *5%*	▲ *6%*	$2,064	$1,905	▲ *8%*	▲ *9%*
EPS[3]	$1.87	$1.15	▲ *63%*	▲ *72%*	$3.77	$3.10	▲ *22%*	▲ *26%*
Adjusted EPS[3,4]	$1.32	$1.21	▲ *9%*	▲ *18%*	$3.71	$3.28	▲ *13%*	▲ *18%*

- Closed 2019 with solid topline growth reflecting Q4 revenue and fee revenue growth of 13% and 8%, respectively
- REI segment Q4 adjusted EBITDA negatively impacted by delay of development asset sales into Q1 2020, which have since closed at previously anticipated valuations

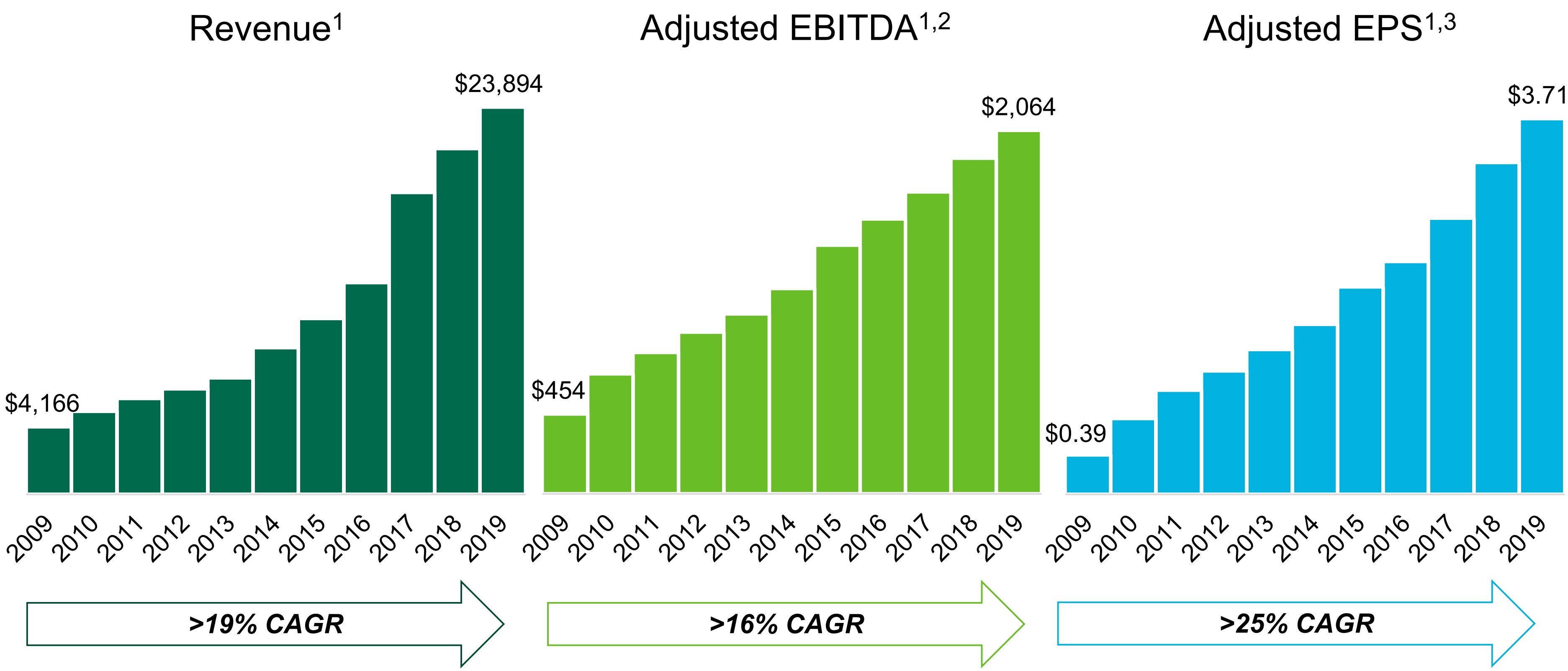
See slide 27 for footnotes.

BOB SULENTIC

PRESIDENT AND
CHIEF EXECUTIVE OFFICER

2019 RESULTS EXTEND LONG-TERM GROWTH TRAJECTORY

$ IN MILLIONS EXCEPT PER SHARE FIGURES



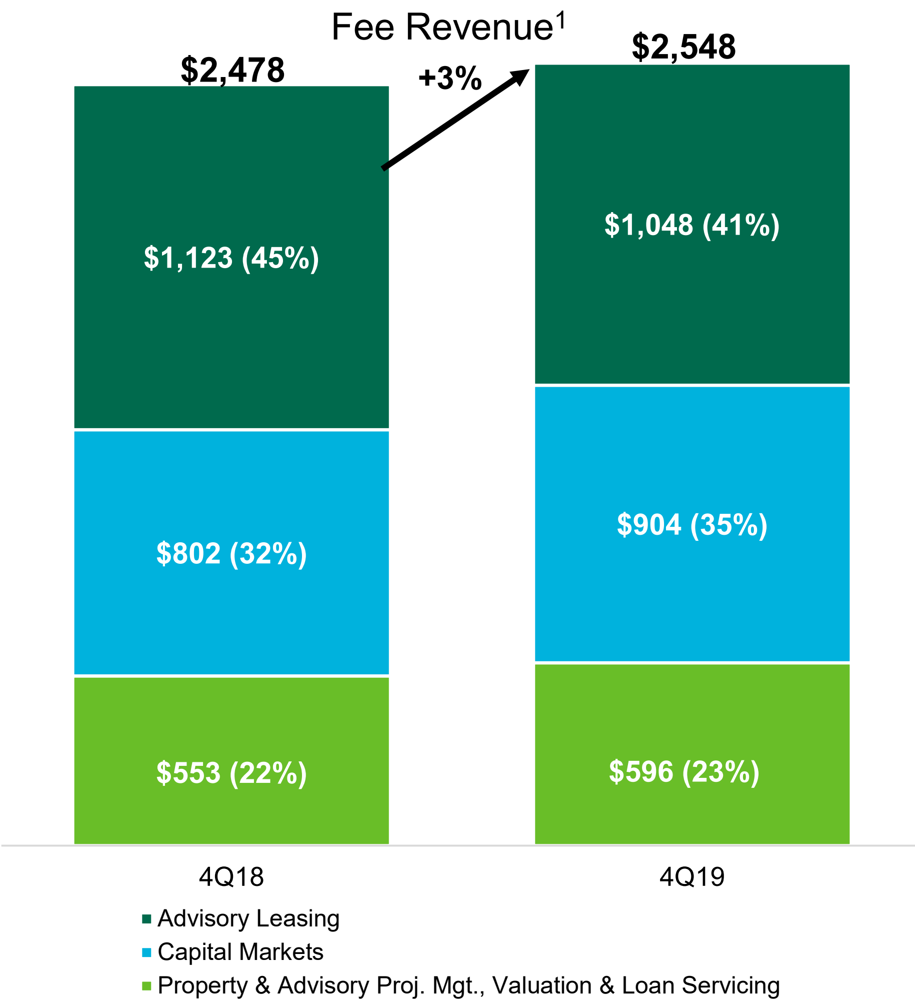
- 10th consecutive year of double-digit Adjusted EPS growth
- Driven by robust topline growth as CBRE consolidated market share within the industry and benefitted from secular demand trends across key lines of business

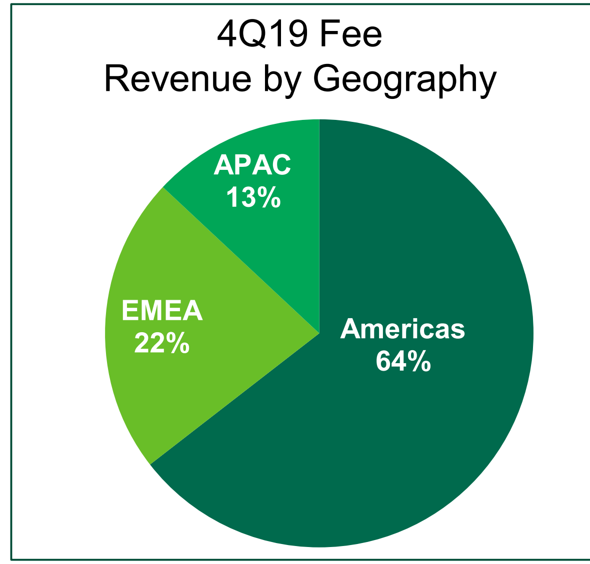
See slide 27 for footnotes.

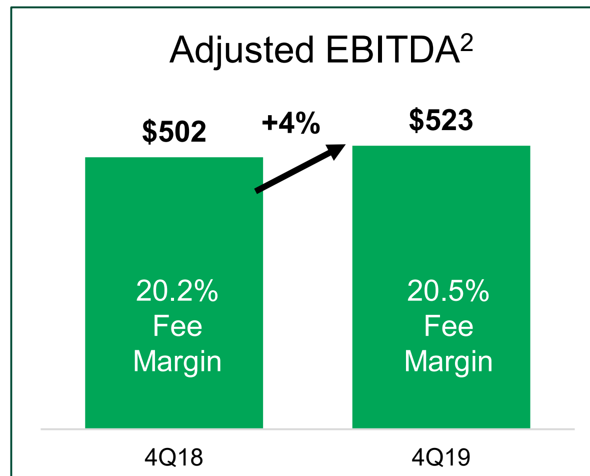

LEAH STEARNS
CHIEF FINANCIAL OFFICER

ADVISORY SERVICES

$ IN MILLIONS, TOTALS MAY NOT SUM DUE TO ROUNDING



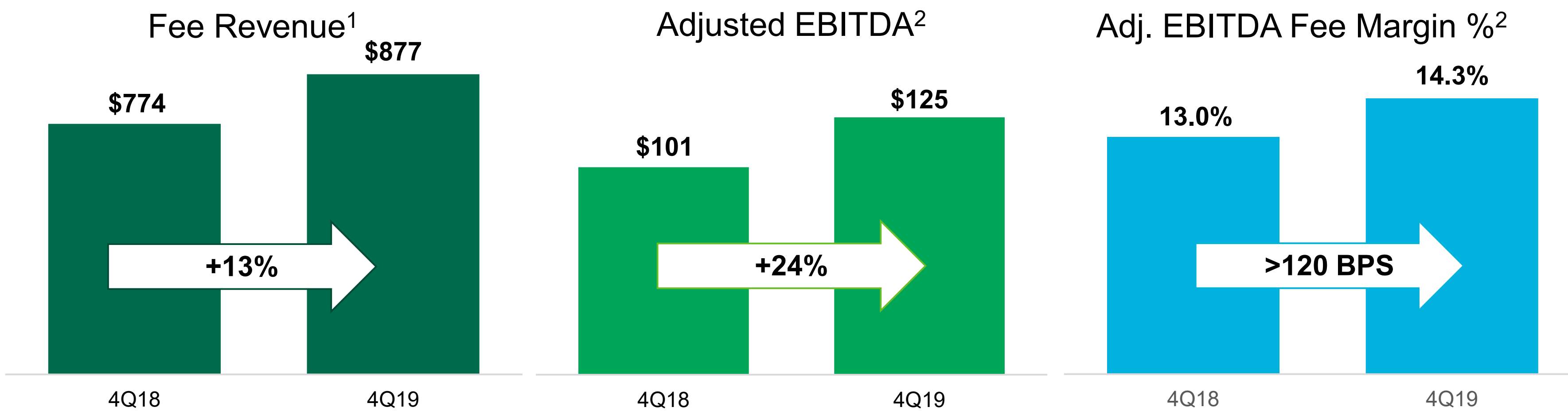




See slide 18 for revenue detailed by line of business.
See slide 27 for footnotes.

GLOBAL WORKPLACE SOLUTIONS (GWS)

$ IN MILLIONS, TOTALS MAY NOT SUM DUE TO ROUNDING

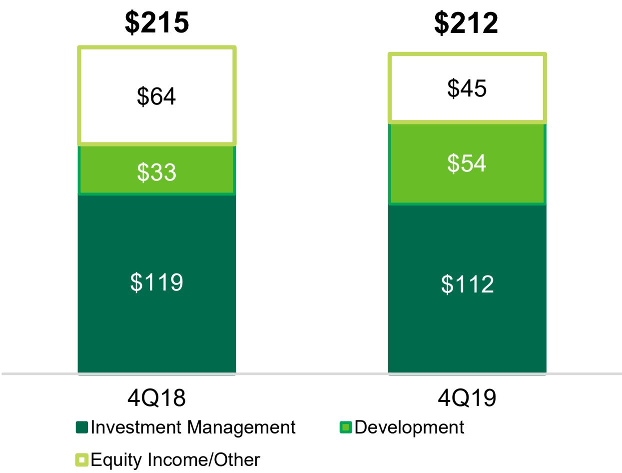


- New business in the quarter diversified among many industries
- Multi-service contracts continuing to drive significant portion of growth; 40% of new business secured in Q4 from contracts including full suite of services
- High-quality clients driving contractual revenue growth

See slide 27 for footnotes.

$ in millions, totals may not sum due to rounding

Adjusted Revenue[1]



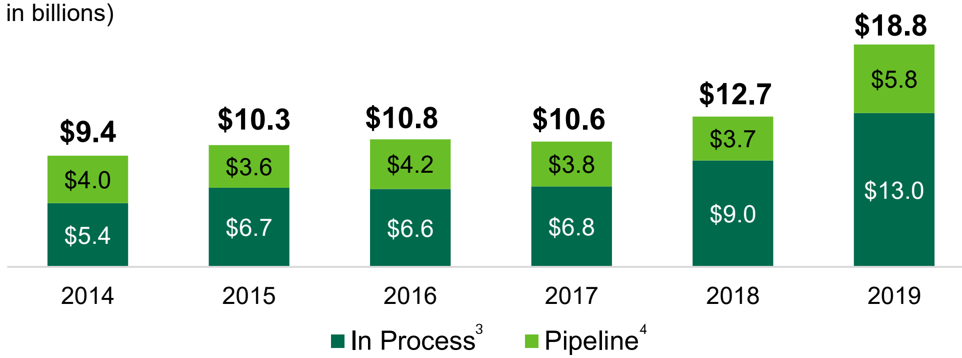
Adjusted EBITDA[2]

See slide 27 for footnotes.

DEVELOPMENT

Pipeline reflects integration of Telford and robust demand

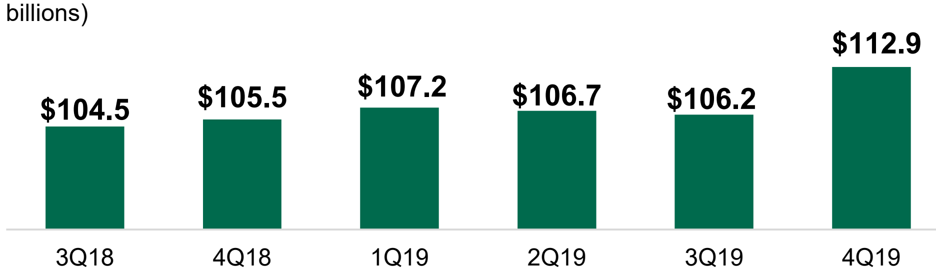
($ in billions)



INVESTMENT MANAGEMENT

Record capital raising helped drive new AUM record

($ billions)



FLEXIBLE-SPACE SOLUTIONS (HANA)

3 locations opened, pipeline reflects evolution to asset-light model

2020 OUTLOOK – REVENUE

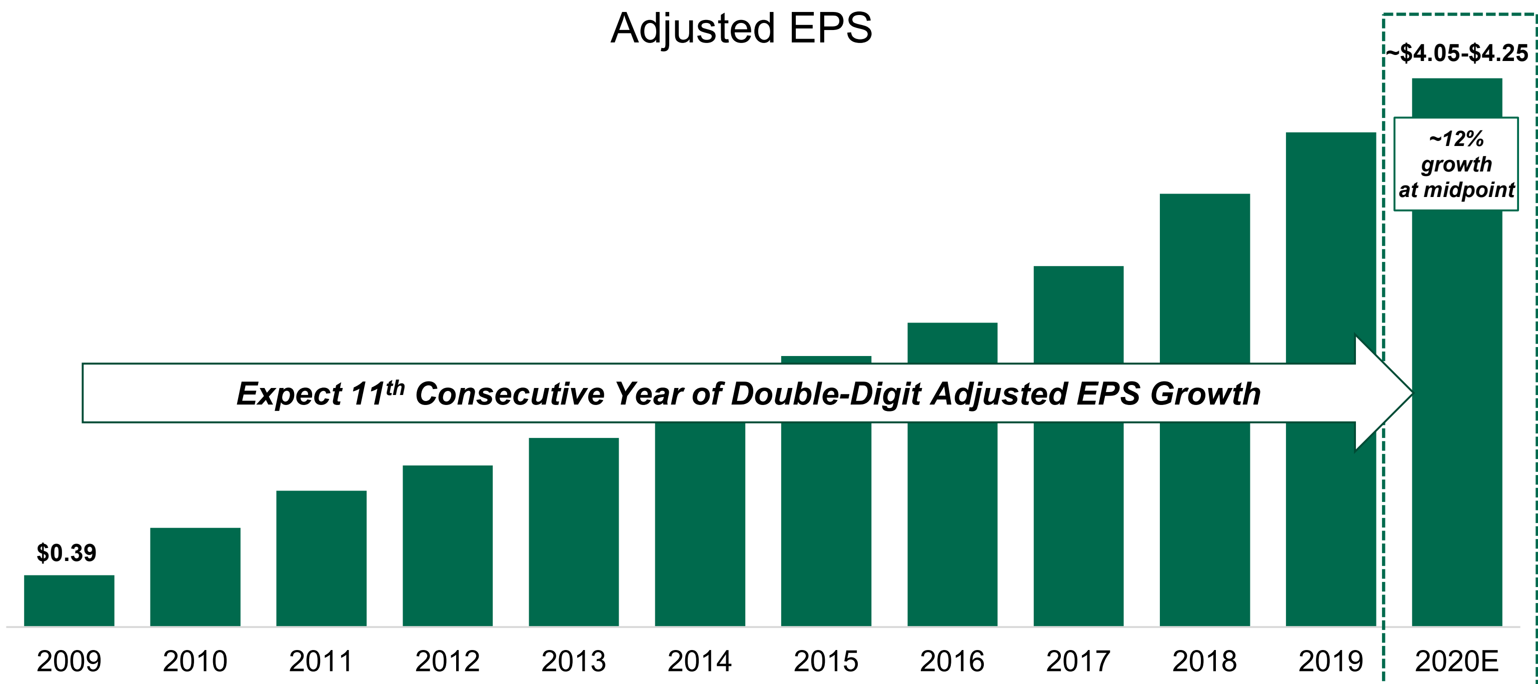
EXPECTATIONS REFLECTS OUTLOOK MIDPOINTS

Part of Business	Fee Revenue Growth Expectation
Advisory	Mid-single-digit
Leasing	Mid-single-digit
Capital Markets	Mid-single-digit
GWS	Low double-digit

- Balances tough first half comparisons with actual 2020 performance year to date
- Reflects significant client, geographic and business line diversification embedded in revenue stream
- Expect strong renewal rate in-line with historical average within GWS segment
  – Believe highly differentiated platform offers significant value to clients

2020 OUTLOOK – ADJUSTED EBITDA[1,2] AND ADJUSTED EPS[1,3]

2020E REFLECTS OUTLOOK MIDPOINT

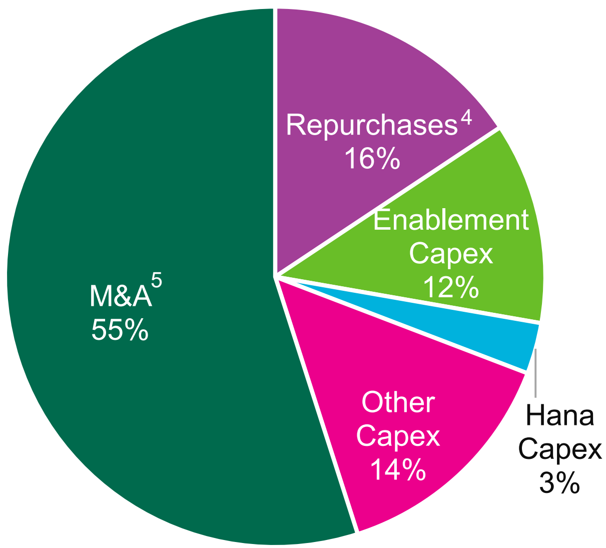


- Expect Adjusted EBITDA contribution from REI will increase significantly to around $250 million
- Anticipate solid consolidated Adjusted EBITDA growth along with expectations for below-the-line items to drive EPS growth of around 12% at the midpoint of our outlook

See slide 27 for footnotes.

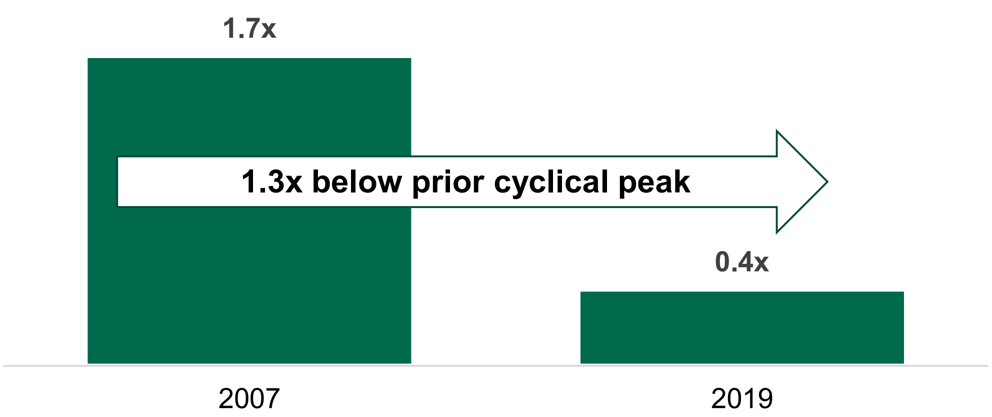
RETAIN AMPLE INVESTMENT CAPACITY

2019 Capital Allocation



Leverage Trajectory

Net Debt[1] to TTM Adj. EBITDA[2,3]



- Deployed nearly $930 million of capital during 2019, while reducing leverage and building further balance sheet capacity
- Simultaneously increased diversification of cash flow streams and exposure to less cyclical businesses
- Enhances our ability to strategically invest in the business while simultaneously returning cash to our shareholders

See slide 28 for footnotes.

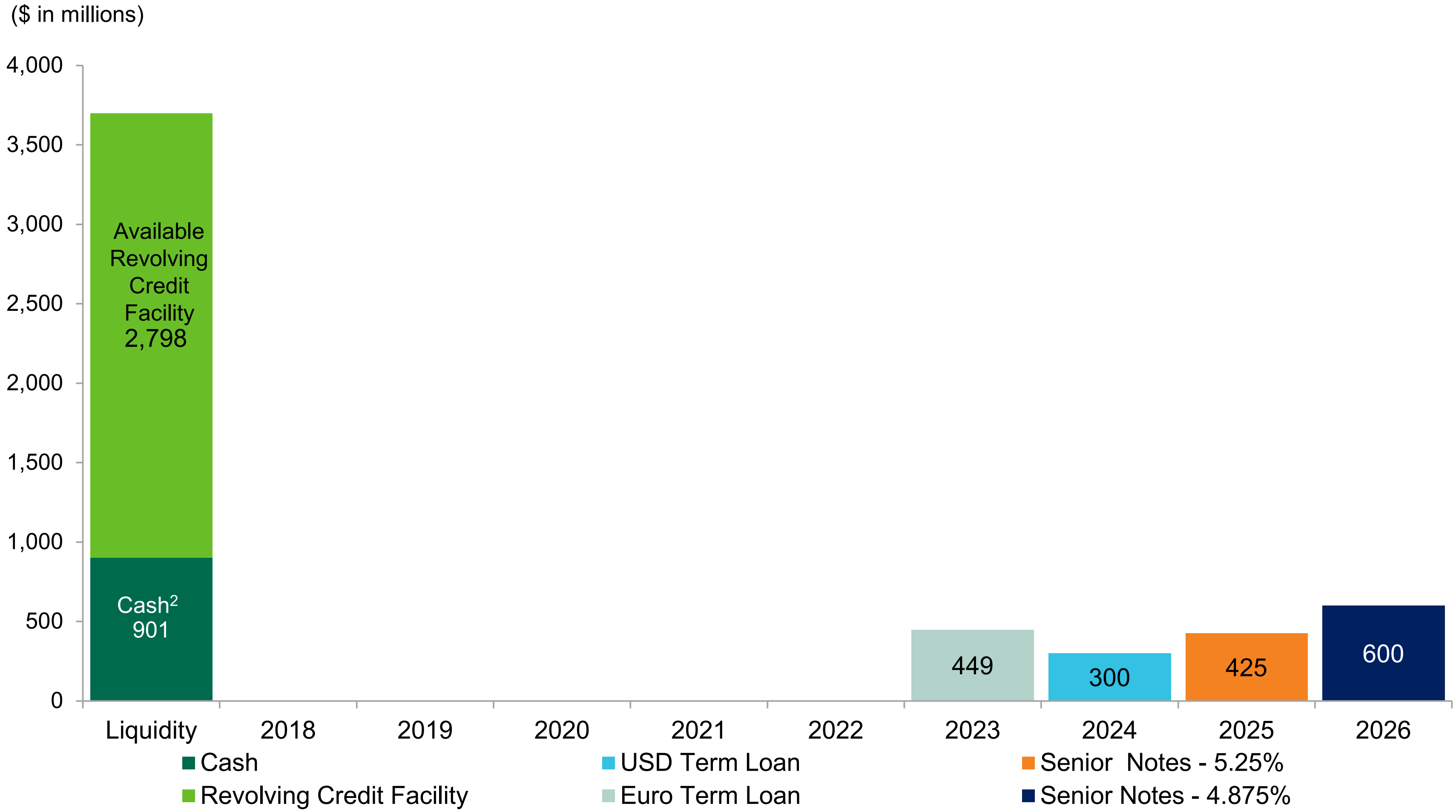
SUMMARY

- Remain committed to extending industry leadership position regarding financial and sustainability performance and transparency
- Finished 2019 strong with record property sales and second best quarter of leasing ever
- Macroeconomic fundamentals remains supportive of solid growth for our business in 2020
- Expect to generate 11th consecutive year of double-digit Adjusted EPS growth
- Increased financial resiliency and healthy balance sheet should enable continued strategic investments

SUPPLEMENTAL SLIDES, GAAP RECONCILIATION TABLES AND FOOTNOTES

MANDATORY AMORTIZATION AND MATURITY SCHEDULE

AS OF DECEMBER 31, 2019[1]



1. $2,800 million revolving credit facility matures in March 2024. As of December 31, 2019, there was no balance outstanding on this facility other than letters of credit totaling $2.0 million.
2. Excludes $70.5 million of cash in consolidated funds and other entities not available for company use.

DEBT & LEVERAGE

TOTALS MAY NOT ADD DUE TO ROUNDING

($ in millions)

	December 31		
	2019	2018	2007
Cash[1]	$ 901	$ 622	$ 343
Revolving credit facility	-	-	227
Senior term loans[2]	745	751	1,787
Senior notes[2]	1,017	1,015	-
Other debt[3,4]	6	4	22
Total debt	$ 1,768	$ 1,770	$ 2,036
Total net debt[5]	**$ 867**	**$ 1,148**	**$ 1,693**
TTM Adjusted EBITDA[6]	$ 2,064	$ 1,905	$ 970
Net debt to TTM Adjusted EBITDA	**0.42x**	**0.60x**	**1.75x**

1. Excludes $70.5 million and $155.2 million of cash in consolidated funds and other entities not available for company use at December 31, 2019 and 2018, respectively.
2. Outstanding amounts for 2019 and 2018 reflected net of unamortized debt issuance costs. In the third quarter of 2015, we early adopted ASU 2015-03, which required that debt issuance costs related to a recognized debt liability be presented as a direct deduction from the carrying amount of that debt liability. Amounts presented for 2007 reflect the accounting guidance applicable at that time (i.e. debt issuance costs were included in other assets and not reflected as a direct deduction from carrying amount debt liabilities).
3. Excludes $977.2 million, $1,328.8 million and $255.8 million of warehouse facilities for loans originated on behalf of the FHA and other government sponsored enterprises outstanding at December 31, 2019, 2018, and 2007, respectively, which are non-recourse to CBRE Group, Inc.
4. Excludes non-recourse notes payable on real estate, net of unamortized debt issuance costs, of $12.5 million, $6.3 million and $459.4 million at December, 2019, 2018 and 2007, respectively. As of December 31, 2007 also excludes a $42.6 million non-recourse revolving credit facility in our development services line of business.
5. Total net debt is calculated as total debt (excluding non-recourse debt) less cash available for company use, as disclosed above.
6. Adjusted EBITDA excludes the impact of fair value adjustments to real estate assets acquired in the Telford Acquisition (purchase accounting) that were sold in period, costs incurred related to legal entity restructuring, impact of a one-time non-cash gain associated with remeasuring CBRE's investment in an unconsolidated subsidiary in New England to fair value as of the date it acquired the remaining controlling interest, costs associated with our reorganization, including cost-savings initiatives, costs incurred in connection with a litigation settlement, integration and other costs related to acquisitions, merger-related charges, loss on trading securities acquired in the Trammell Crow Company acquisition and certain carried interest incentive compensation expense (reversal) to align with the timing of associated revenue.

Q4 2019 BUSINESS LINE REVENUE

TOTALS MAY NOT ADD DUE TO ROUNDING

($ in millions)

CONTRACTUAL REVENUE AND LEASING, WHICH IS LARGELY RECURRING OVER TIME[1], IS 72% OF FEE REVENUE

	Contractual Revenue & Leasing										
	Global Workplace Solutions	Property & Advisory Project Management	Investment Management (excl. Carried Interest)	Valuation	Loan Servicing	Advisory Leasing	Advisory Sales	Commercial Mortgage Origination	Development Services	Carried Interest	Total
Revenue											
Q4 2019	$ 4,057	$ 621	$ 102	$ 188	$ 54	$ 1,048	$ 753	$ 151	$ 135	$ 10	$ 7,119
Fee Revenue[2]											
Q4 2019	$ 877	$ 354	$ 102	$ 188	$ 54	$ 1,048	$ 753	$ 151	$ 135	$ 10	$ 3,672
% of Q4 2019 Total Fee Revenue	24%	10%	3%	5%	1%	29%	20%	4%	4%	<1%	100%
Fee Revenue Growth Rate (Change Q4 2019-over-Q4 2018)											
USD	▲ 13%	▲ 8%	▼ (6%)	▲ 8%	▲ 6%	▼ (7%)	▲ 21%	▼ (15%)	▲ 310%	▼ (1%)	▲ 8%
Local Currency	▲ 14%	▲ 9%	▼ (5%)	▲ 10%	▲ 6%	▼ (6%)	▲ 22%	▼ (15%)	▲ 310%	▼ (1%)	▲ 9%

72% of total fee revenue

CBRE See slide 28 for footnotes.

FY 2019 BUSINESS LINE REVENUE

TOTALS MAY NOT ADD DUE TO ROUNDING

($ in millions)

CONTRACTUAL REVENUE AND LEASING, WHICH IS LARGELY RECURRING OVER TIME[1], IS 75% OF FEE REVENUE

	Contractual Revenue & Leasing										
	Global Workplace Solutions	**Property & Advisory Project Management**	**Investment Management (excl. Carried Interest)**	**Valuation**	**Loan Servicing**	**Advisory Leasing**	**Advisory Sales**	**Commercial Mortgage Origination**	**Development Services**	**Carried Interest**	**Total**
Revenue											
FY 2019	$14,164	$ 2,255	$ 395	$ 630	$ 207	$ 3,270	$ 2,131	$ 576	$ 236	$ 30	$ 23,894
Fee Revenue[2]											
FY 2019	$ 3,127	$1,259	$ 395	$ 630	$ 207	$ 3,270	$ 2,131	$ 576	$ 236	$ 30	$ 11,861
% of FY 2019 Total Fee Revenue	26%	11%	3%	5%	2%	28%	18%	5%	2%	<1%	100%
Fee Revenue Growth Rate (Change FY 2019-over-FY 2018)											
USD	▲ 14%	▲ 7%	▼ (1%)	▲ 5%	▲ 13%	▲ 6%	▲ 8%	▲ 7%	▲ 135%	▼ (13%)	▲ 9%
Local Currency	▲ 17%	▲ 9%	▲ 2%	▲ 8%	▲ 13%	▲ 7%	▲ 9%	▲ 7%	▲ 135%	▼ (13%)	▲ 11%

75% of total fee revenue

 See slide 28 for footnotes.

SUMMARIZED CASH FLOW ACTIVITY

($ in millions)	Twelve Months Ended December 2019	Twelve Months Ended December 2018
Net cash flows from operating activities	$ 1,223	$ 1,131
Net cash flows used in investing activities	(721)	(561)
Net cash flows used in financing activities	(272)	(507)
Effect of FX rate changes on cash and cash equivalents and restricted cash	-	(24)
Net increase in cash and cash equivalents and restricted cash	**$ 230**	**$ 39**

OTHER FINANCIAL METRICS

($ in thousands)	December 31, 2019	September 30, 2019	June 30, 2019	March 31, 2019	December 31, 2018	September 30, 2018
	Three Months Ended					
OMSR Gains	40,301	59,562	44,309	38,270	56,760	45,623
Amortization	(33,244)	(32,784)	(29,282)	(27,698)	(31,949)	(30,280)

($ in thousands)	Q4 2019 over Q4 2018	Q3 2019 over Q3 2018	Q2 2019 over Q2 2018	Q1 2019 over Q1 2018	Q4 2018 over Q4 2017	Q3 2018 over Q3 2017
OMSR Gains	(16,459)	13,939	5,072	6,153	7,674	10,175
Amortization	(1,295)	(2,504)	(2,658)	(805)	(5,898)	(4,522)

($ in billions)	December 31, 2019	September 30, 2019	June 30, 2019	March 31, 2019	December 31, 2018	September 30, 2018
	As of					
Loan Servicing Balance	230.1	223.0	210.3	201.6	192.8	186.9

NON-GAAP FINANCIAL MEASURES

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

i. fee revenue

ii. contractual fee revenue

iii. adjusted revenue for the Real Estate Investments segment

iv. net income attributable to CBRE Group, Inc., as adjusted (which we also refer to as "adjusted net income")

v. diluted income per share attributable to CBRE Group, Inc. shareholders, as adjusted (which we also refer to as "adjusted earnings per share" or "adjusted EPS")

vi. Adjusted EBITDA and adjusted EBITDA on fee revenue margin

These measures are not recognized measurements under United States generally accepted accounting principles, or "GAAP." When analyzing our operating performance, investors should use them 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 that 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 fee revenue: the company believes that investors may find these measures useful to analyze the financial performance of our Global Workplace Solutions segment and Property & Advisory Project Management business line and our business generally. Fee revenue excludes costs reimbursable by clients, and as such provides greater visibility into the underlying performance of our business.

With respect to adjusted revenue: the company believes that investors may find this measure useful to analyze the financial performance of our Real Estate Investments segment because it is more reflective of this segment's total operations.

With respect to contractual fee revenue: the company believes that investors may find this measure useful to analyze our overall financial performance because it identifies revenue streams that are typically more stable over time.

With respect to adjusted net income, adjusted EPS, adjusted EBITDA and adjusted EBITDA on fee revenue margin: 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—and in the case of adjusted EBITDA and adjusted EBITDA fee revenue margin—the effects of financings and income tax and the accounting effects of capital spending. All of these measures and adjusted revenue may vary for different companies for reasons unrelated to overall operating performance. In the case of adjusted EBITDA, this measure is not intended to be a measure of free cash flow for our management's discretionary use because they do not consider cash requirements such as tax and debt service payments. The adjusted EBITDA measures 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 and making certain restricted payments. The company also uses adjusted EBITDA and adjusted EPS as significant components when measuring our operating performance under our employee incentive compensation programs.

RECONCILIATION OF ADJUSTED EBITDA TO NET INCOME

	Twelve Months Ended December 31,											
($ in millions)	2019	2018	2017	2016	2015	2014	2013	2012[1]	2011[1]	2010[1]	2009[1]	2007[1]
Net income attributable to CBRE Group, Inc.	$ 1,282.4	$ 1,063.2	$ 697.1	$ 573.1	$ 547.1	$ 484.5	$ 316.5	$ 315.6	$ 239.2	$ 200.3	$ 33.3	$ 390.5
Add:												
Depreciation and amortization	439.2	452.0	406.1	366.9	314.1	265.1	191.3	170.9	116.9	109.0	99.5	113.7
Interest expense, net of interest income	85.7	98.7	127.0	136.8	112.6	105.8	132.1	169.0	144.1	184.3	183.0	135.8
Write-off of financing costs on extinguished debt	2.6	28.0	-	-	2.7	23.1	56.3	-	-	18.2	29.3	-
Provision for income taxes	69.9	313.0	467.8	296.9	320.8	263.8	188.6	186.3	193.1	135.7	27.0	194.3
Intangible asset impairment	89.8	-	-	-	-	-	98.1	19.8	-	-	-	-
EBITDA	$ 1,969.6	$ 1,954.9	$ 1,698.0	$ 1,373.7	$ 1,297.3	$ 1,142.3	$ 982.9	$ 861.6	$ 693.3	$ 647.5	$ 372.1	$ 834.3
Adjustments:												
Impact of fair value adjustments to real estate assets acquired in the Telford Acquisition (purchase accounting) that were sold in period	9.3	-	-	-	-	-	-	-	-	-	-	-
Costs incurred related to legal entity restructuring	6.9	-	-	-	-	-	-	-	-	-	-	-
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	-	(100.4)	-	-	-	-	-	-	-	-	-	-
Costs associated with our reorganization, including cost-savings initiatives	49.6	38.0	-	-	-	-	-	-	-	-	-	
Costs incurred in connection with litigation settlement	-	8.8	-	-	-	-	-	-	-	-	-	
Cost-elimination expenses	-	-	-	78.4	40.4	-	17.6	17.6	31.1	15.3	43.6	-
Carried interest incentive compensation expense (reversal) to align with the timing of associated revenue[2]	13.1	(5.2)	(8.5)	(15.5)	26.1	23.8	9.2	-	-	-	-	-
Merger-related charges	-	-	-	-	-	-	-	-	-	-	-	56.9
Loss on trading securities acquired in the Trammell Crow Company Acquisition	-	-	-	-	-	-	-	-	-	-	-	33.7
Integration and other costs related to acquisitions	15.3	9.1	27.3	125.7	48.9	-	12.6	39.2	68.8	7.2	5.6	45.2
Write-down of impaired assets	-	-	-	-	-	-	-	-	9.4	11.3	32.6	-
Adjusted EBITDA	$ 2,063.8	$ 1,905.2	$ 1,716.8	$ 1,562.3	$ 1,412.7	$ 1,166.1	$ 1,022.3	$ 918.4	$ 802.6	$ 681.3	$ 453.9	$ 970.1

1. Includes an immaterial amount of activity from discontinued operations.
2. CBRE began adjusting carried interest compensation expense in Q2 2013 in order to better match the timing of this expense with associated carried interest revenue. This expense has only been adjusted for funds that incurred carried interest expense for the first time in Q2 2013 or in subsequent quarters.

Note: 2016 and 2017 figures were restated for our adoption of new revenue guidance in 2018 (ASC 606). We have not made a similar restatement for 2007-2015, and such periods continue to be reported under the accounting standards in effect for such periods. 2018 and 2019 figures reflect ASC 606.

RECONCILIATION OF NET INCOME TO ADJUSTED NET INCOME AND ADJUSTED EARNINGS PER SHARE

($ in millions, except per share amounts)	Twelve Months Ended December 31,										
	2019	2018	2017	2016	2015	2014	2013[1]	2012[1]	2011[1]	2010[1]	2009[1]
Net income attributable to CBRE Group, Inc.	$ 1,282.4	$ 1,063.2	$ 697.1	$ 573.1	$ 547.1	$ 484.5	$ 316.5	$ 315.6	$ 239.2	$ 200.3	$ 33.3
Impact of fair value adjustments to real estate assets acquired in the Telford Acquisition (purchase accounting) that were sold in period	9.3	-	-	-	-	-	-	-	-	-	-
Costs incurred related to legal entity restructuring	6.9	-	-	-	-	-	-	-	-	-	-
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	-	(100.4)	-	-	-	-	-	-	-	-	-
Non-cash depreciation and amortization expense related to certain assets attributable to acquisitions	81.0	113.1	112.9	111.1	86.6	66.1	29.4	37.2	15.3	11.9	11.9
Write-off of financing costs on extinguished debt	2.6	28.0	-	-	2.7	23.1	56.3	-	-	18.1	29.3
Costs associated with our reorganization, including cost-savings initiatives	49.6	38.0	-	-	-	-	-	-	-	-	-
Costs incurred in connection with litigation settlement	-	8.8	-	-	-	-	-	-	-	-	-
Carried-interest incentive compensation expense (reversal) to align with the timing of associated revenue[2]	13.1	(5.2)	(8.5)	(15.6)	26.1	23.8	9.2	-	-	-	-
Integration and other costs related to acquisitions	15.3	9.1	27.3	125.7	48.9	-	12.6	39.2	68.8	7.2	5.6
Cost-elimination expenses	-	-	-	78.5	40.4	-	17.6	17.6	31.1	15.3	43.6
Goodwill and other non-amortizable intangible asset impairment	89.8	-	-	-	-	-	98.1	19.8			
Tax impact of adjusted items and tax benefit attributable to outside basis differences as a result of a legal entity restructuring	(287.0)	(44.2)	(42.1)	(93.2)	(62.6)	(36.4)	(65.4)	(30.0)	(29.3)	(24.3)	(46.5)
Write-down of impaired assets	-	-	-	-	-	-	-	-	9.4	11.3	32.6
Impact of U.S. tax reform	-	13.3	143.4	-	-	-	-	-			
Adjusted net income	$ 1,263.0	$ 1,123.7	$ 930.1	$ 779.6	$ 689.2	$ 561.1	$ 474.3	$ 399.4	$ 334.5	$ 239.8	$ 109.8
Adjusted diluted earnings per share	$3.71	$ 3.28	$ 2.73	$ 2.30	$ 2.05	$ 1.68	$ 1.43	$ 1.22	$ 1.03	$ 0.75	$ 0.39
Weighted average shares outstanding for diluted income per share (millions)	340.5	343.1	340.8	338.4	336.4	334.2	331.8	327.0	323.7	319.0	280.0

1. Includes an immaterial amount of activity from discontinued operations.
2. CBRE began adjusting carried interest compensation expense in Q2 2013 in order to better match the timing of this expense with associated carried interest revenue. This expense has only been adjusted for funds that incurred carried interest expense for the first time in Q2 2013 or in subsequent quarters.

Note: 2016 and 2017 figures were restated for our adoption of new revenue guidance in 2018 (ASC 606). We have not made a similar restatement for 2009-2015, and such periods continue to be reported under the accounting standards in effect for such periods. 2018 and 2019 figures reflect ASC 606

RECONCILIATION OF REVENUE TO FEE REVENUE AND OF NET INCOME TO ADJUSTED NET INCOME AND ADJUSTED EARNINGS PER SHARE

	Three Months Ended December 31		Twelve Months Ended December 31	
	2019	2018	2019	2018
Global Workplace Solutions revenue	$ 4,057.5	$ 3,420.1	$ 14,164.0	$ 12,365.4
Less:				
Client reimbursed costs largely associated with employees dedicated to client facilities and subcontracted vendor work performed for clients	3,180.0	2,646.1	11,037.1	9,626.3
Global Workplace Solutions fee revenue	$ 877.5	$ 774.0	$ 3,126.9	$ 2,739.1
Property & Advisory Project Management revenue	$ 620.7	$ 572.1	$ 2,255.4	$ 2,057.4
Less:				
Client reimbursed costs largely associated with employees dedicated to client facilities and subcontracted vendor work performed for clients	267.3	243.7	996.2	876.2
Property & Advisory Project Management fee revenue	$ 353.4	$ 328.4	$ 1,259.2	$ 1,181.2

	Three Months Ended December 31		Twelve Months Ended December 31	
	2019	2018	2019	2018
Consolidated revenue	$ 7,119.4	$ 6,293.7	$ 23,894.1	$ 21,340.1
Less:				
Client reimbursed costs largely associated with employees dedicated to client facilities and subcontracted vendor work performed for clients	3447.2	2,989.7	12,033.2	10,502.6
Consolidated fee revenue	$ 3,672.2	$ 3,404.0	$ 11,860.9	$ 10,837.5

	Three Months Ended December 31,	
($ in millions, except share and per share amounts)	2019	2018
Net income attributable to CBRE Group, Inc.	$ 637.6	$ 393.8
Non-cash depreciation and amortization expense related to certain assets attributable to acquisitions	19.9	26.5
Impact of fair value adjustments to real estate assets acquired in the Telford Acquisition (purchase accounting) that were sold in period	9.3	—
Costs incurred related to legal entity restructuring	6.9	—
Integration and other costs related to acquisitions	1.7	3.0
Carried interest incentive compensation expense (reversal) to align with the timing of associated revenue	0.8	(0.7)
Intangible asset impairment	0.8	—
Costs associated with our reorganization, including cost-savings initiatives [1]	—	25.2
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	—	(7.8)
Tax impact of adjusted items and tax benefit attributable to outside basis differences recognized as a result of a legal entity restructuring	(228.4)	(37.8)
Impact of U.S. tax reform	—	12.8
Adjusted Net Income	$ 448.6	$ 415.0
Adjusted diluted earnings per share	$ 1.32	$ 1.21
Weighted average shares outstanding for diluted income per share (millions)	340.3	342.7

1. Primarily represents severance costs related to headcount reductions in connection with our reorganization announced in the third quarter of 2018 that became effective January 1, 2019.

RECONCILIATION OF REAL ESTATE INVESTMENTS REVENUE TO ADJUSTED REVENUE AND ADJUSTED EBITDA TO NET INCOME

($ in millions), totals may not sum due to rounding	Three Months Ended December 31, 2019	Three Months Ended December 31, 2018
Real Estate Investments Revenue	$ 246.6	$ 151.5
Adjustments		
Less: Cost of revenue	85.0	-
Add: Gain on disposition of real estate	0.6	2.3
Add: Equity income from unconsolidated subsidiaries	41.8	61.3
Less: Net income (loss) attributable to non-controlling interests	1.0	(0.3)
Add: Impact of fair value adjustments to real estate assets acquired in the Telford Acquisition (purchase accounting) that were sold in period	9.3	-
Net adjustments	(34.3)	63.9
Real Estate Investments Adjusted Revenue	$ 212.3	$ 215.4

($ in millions), totals may not sum due to rounding	Three Months Ended December 31, 2019	Three Months Ended December 31, 2018
Net income attributable to CBRE Group, Inc.	$ 637.6	$ 393.8
Add:		
Depreciation and amortization	115.4	116.9
Intangible asset impairment	0.8	-
Interest expense, net of interest income	18.1	22.6
Write-off of financing costs on extinguished debt	-	-
(Benefit of) provision for income taxes	(100.0)	101.6
EBITDA	$ 671.9	$ 635.0
Adjustments:		
Impact of fair value adjustments to real estate assets acquired in the Telford Acquisition (purchase accounting) that were sold in period)	9.3	-
Costs incurred related to legal entity restructuring	6.9	-
Costs associated with our reorganization, including cost-savings initiatives	-	25.2
Integration and other costs related to acquisitions	1.7	3.0
Carried interest incentive compensation (reversal) expense to align with the timing of associated revenue	0.8	(0.7)
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	-	(7.8)
Adjusted EBITDA	$ 690.6	$ 654.6

FOOTNOTES

Notes – Local currency percent changes versus prior year is a non-GAAP measure noted on slides 4, 18 and 19. These percent changes are calculated by comparing current year results at prior year exchange rates versus prior year results.

We have not reconciled the (non-GAAP) adjusted earnings per share guidance referenced 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.

Slide 4

1. Fee revenue is gross revenue less both client reimbursed costs largely associated with employees that are dedicated to client facilities and subcontracted vendor work performed for clients.
2. EBITDA represents earnings before net interest expense, write-off of financing costs on extinguished debt, income taxes, depreciation, amortization and intangible asset impairments. Amounts shown for adjusted EBITDA further remove (from EBITDA) costs associated with our reorganization, including cost-savings initiatives, integration and other costs related to acquisitions, certain carried interest incentive compensation expense (reversal) to align with the timing of associated revenue, the impact of fair value adjustments to real estate assets acquired in the Telford Acquisitions (purchase accounting) that were sold in period, costs incurred related to legal entity restructuring, the impact of a one-time non-cash gain associated with remeasuring CBRE's investment in an unconsolidated subsidiary in New England to fair value as of the date it acquired the remaining controlling interest and costs incurred in connection with a litigation settlement.
3. All EPS information is based on diluted shares.
4. Adjusted EPS excludes depreciation and amortization expense related to certain assets attributable to acquisitions, costs associated with our reorganization, including cost-savings initiatives, integration and other costs related to acquisitions and certain carried interest incentive compensation expense (reversal) to align with the timing of associated revenue, the impact of fair value adjustments to real estate assets acquired in the Telford Acquisition (purchase accounting) that were sold in period, costs incurred related to legal entity restructuring, the impact of a one-time non-cash gain associated with remeasuring CBRE's investment in an unconsolidated subsidiary in New England to fair value as of the date it acquired the remaining controlling interest and costs incurred in connection with a litigation settlement, as well as adjusts the provision for income taxes for such charges. For the three and twelve months ended December 31, 2019, the tax benefit attributable to outside basis differences recognized as a result of a legal entity restructuring has also been excluded. Adjustments for the three and twelve months ended December 31, 2018 also include an update to the provisional estimated impact of U.S. tax reform initially recorded in the fourth quarter of 2017.

Slide 6,12

1. The Company adopted new revenue recognition guidance (ASC 606) in 2018. 2017 and 2016 figures were restated for this change. However, prior years were not. Accordingly, figures presented prior to 2016 reflect the revenue recognition standards in the effect at that time.
2. Adjusted EBITDA excludes the impact of fair value adjustments to real estate assets acquired in the Telford Acquisition (purchase accounting) that were sold in period, costs incurred related to legal entity restructuring, costs associated with our reorganization, including cost savings initiatives, integration and other costs related to acquisitions, the impact of a one-time non-cash gain associated with remeasuring CBRE's investment in an unconsolidated subsidiary in New England to fair value as of the date it acquired the remaining controlling interest, costs incurred in connection with a litigation settlement, carried interest incentive compensation expense (reversal) to align with timing of associated revenue, cost-elimination expenses and write-down of impaired assets
3. Adjusted EPS excludes the impact of fair value adjustments to real estate assets acquired in the Telford Acquisition (purchase accounting) that were sold in period, costs incurred related to legal entity restructuring, costs associated with our reorganization, including cost savings initiatives, integration and other costs related to acquisitions, the impact of a one-time non-cash gain associated with remeasuring CBRE's investment in an unconsolidated subsidiary in New England to fair value as of the date it acquired the remaining controlling interest, costs incurred in connection with a litigation settlement, carried interest incentive compensation expense (reversal) to align with timing of associated revenue, cost-elimination expenses, the write-down of impaired assets, non-cash depreciation and amortization related to certain assets attributable to acquisitions, write-off of financing costs on extinguished debt and goodwill and intangible asset impairment, as well as adjusts the provision for income taxes for such charges. For the year ended December 31, 2019, the tax benefit attributable to outside basis differences recognized as a result of a legal entity restructuring has also been excluded. Adjustments for the years ended December 31, 2018 and 2017 also include removing the impact of U.S. tax reform.

Slide 8

1. Fee revenue is gross revenue less both client reimbursed costs largely associated with employees that are dedicated to client facilities and subcontracted vendor work performed for clients.
2. Adjusted EBITDA excludes costs incurred related to legal entity restructuring, costs associated with our reorganization, including cost-savings initiatives, integration and other costs related to acquisitions and one-time non-cash gain associated with remeasuring CBRE's investment in an unconsolidated subsidiary in New England to fair value as of the date it acquired the remaining controlling interest.

Slide 9

1. Fee revenue is gross revenue less both client reimbursed costs largely associated with employees that are dedicated to client facilities and subcontracted vendor work performed for clients.
2. Adjusted EBITDA excludes integration and other costs related to acquisitions.

Slide 10

1. Adjusted revenue is revenue, less the direct cost of revenue, along with equity income from unconsolidated subsidiaries and gain on disposition of real estate, net of non-controlling interests. Adjusted revenue also removes the impact of fair value adjustments to real estate assets acquired in the Telford Acquisition (purchase accounting) that were sold in period. See slide 26 for computation.
2. Adjusted EBITDA excludes integration and other costs related to acquisitions, costs associated with our reorganization including cost saving initiatives, the impact of fair value adjustments to real estate acquired in the Telford Acquisition (purchase accounting(that were solid in period and certain carried interest incentive compensation expense to align with the timing of associated revenue.
3. In-Process figures include Long-Term Operating Assets (LTOA) were zero for 2019 and $0.3 billion for 2018. LTOA are projects that have achieved a stabilized level of occupancy or have been held 18-24 months following shell completion or acquisition.
4. Pipeline deals are projects we are pursuing which we believe have a greater than 50% chance of closing or where land has been acquired and the projected construction start is more than 12 months out.

FOOTNOTES

Slide 13

1. Net debt is calculated as total debt (excluding non-recourse debt) less cash available for company use. See slide 17.
2. Adjusted EBITDA excludes the impact of fair value adjustments to real estate assets acquired in the Telford Acquisition (purchase accounting) that were sold in period, costs incurred related to legal entity restructuring, costs associated with our reorganization, including cost-savings initiatives, integration and other costs related to acquisitions, certain carried interest incentive compensation expense to align with the timing of associated revenue, merger-related charges and loss on trading securities acquired in the Trammell Crow Company Acquisition.
3. The Company adopted new revenue recognition guidance (ASC 606) in 2018. We have note made a similar restatement for 2009, and this period continues to be reported under the accounting standards in effect at that time.
4. Includes $145.0 million to repurchase an additional 3.1 million shares of common stock during 2019 at an average price of $47.83.
5. Includes $329.0 million payment for Telford Homes Plc acquisition which closed on October 1, 2019 as well as $110.7 million of net debt assumed through the acquisition and subsequently repaid.

Slide 18,19

1. Contractual revenue refers to revenue derived from our Global Workplace Solutions, Property & Advisory Project Management, Investment Management (excl. carried interest), Valuation and Loan Servicing businesses. We regard advisory leasing revenue as largely recurring over time because unlike most other transaction businesses, leasing activity normally takes place when leases expire. The average lease expires in five to six years. This means that, on average, in a typical year approximately 17% to 20% of leases roll over and a new leasing decision must be made. When a lease expires in the ordinary course, we expect it to be renewed, extended or the tenant to vacate the space to lease another space in the market. In each instance, a transaction is completed. If there is a downturn in economic activity, some tenants may seek a short term lease extension, often a year, before making a longer term commitment. In this scenario, that delayed leasing activity tends to be stacked on top of the normal activity in the following year. Thus, we characterize advisory leasing as largely recurring over time because we expect an expiration of a lease, in the ordinary course, to lead to an opportunity for a leasing commission from such completed transaction even if delayed by a year or two during an economic downturn.
2. Fee revenue is gross revenue less both client reimbursed costs largely associated with employees that are dedicated to client facilities and subcontracted vendor work performed for clients.