

February 23, 2023

Q4 2022 CBRE Earnings Call

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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 regarding our earnings outlook. These statements involve risks and uncertainties that may cause actual results and trends to differ materially from those projected. 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), 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 &
Chief Executive Officer



Emma Giamartino

Chief Financial Officer



Brad Burke

Senior Vice President,
Investor Relations &
Strategic Finance

Consolidated Results Summary

- Full-year results slightly exceeded expectations set last quarter
- Strength in resilient businesses within GWS and Advisory offset sharper than anticipated transaction decline
- Core EPS rose 7% for full-year 2022 despite higher interest rates, equity market declines and constrained credit availability in H2 2022

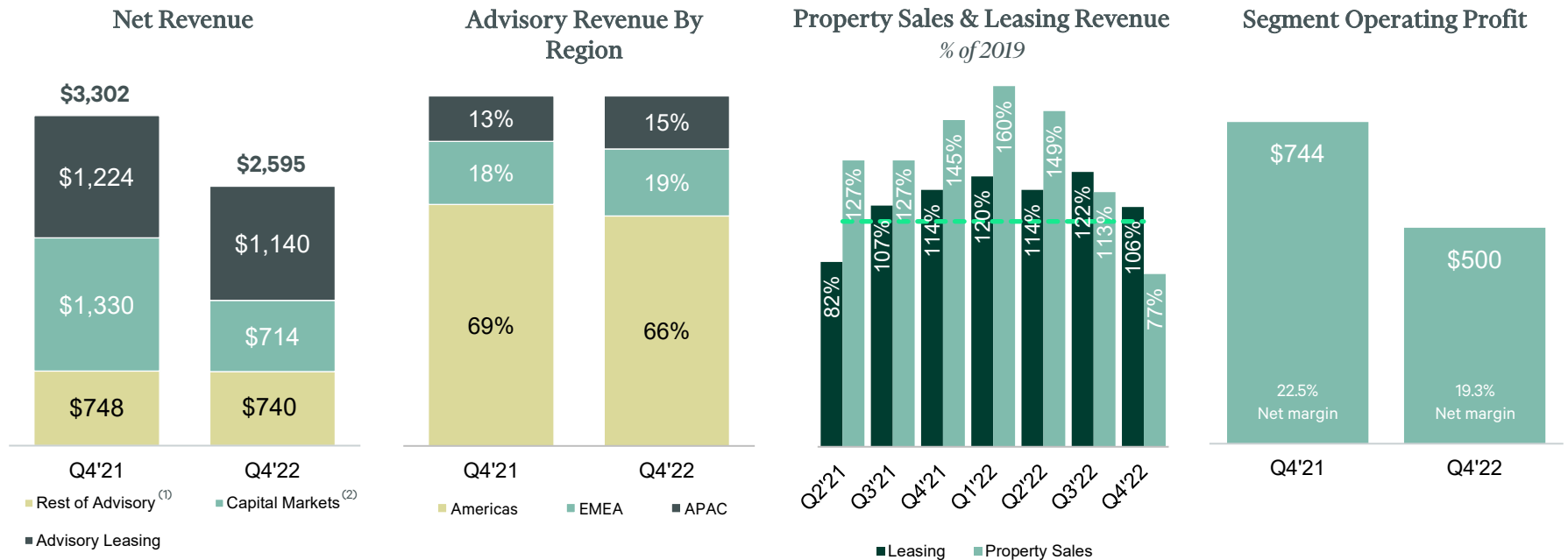
\$ in millions, except per share figures	Q4 2022	Q4 2021		2022/2021 % Change
Revenue	\$8,194	\$8,550	▼	(4)%
Net Revenue	4,975	5,566	▼	(11)%
Core EBITDA	668	956	▼	(30)%
GAAP EPS	\$0.25	\$2.04	▼	(88)%
Core EPS	\$1.33	\$1.80	▼	(26)%

\$ in millions, except per share figures	2022	2021		2022/2021 % Change
Revenue	\$30,828	\$27,746	▲	11%
Net Revenue	18,777	17,010	▲	10%
Core EBITDA	2,924	2,864	▲	2%
GAAP EPS	\$4.29	\$5.41	▼	(21)%
Core EPS	\$5.69	\$5.33	▲	7%

Advisory Services

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

- Total Advisory net revenue declined 21% (18% local currency) driven by slightly more pronounced decline in higher-margin transactional businesses than originally anticipated
- Capital markets revenue declined 46% on constrained debt and equity capital availability
- Leasing revenue declined 7%, with a notable slowdown for office leasing in US gateway cities. Combined EMEA and APAC leasing revenue increased 7% in local currency, but declined 6% in USD due to FX headwinds
- SOP net margin declined by 3.2%. OMSRs drove 20bps of lower margins with remainder due to cost leverage as 21% revenue decline outpaced 18% total Advisory cost reduction



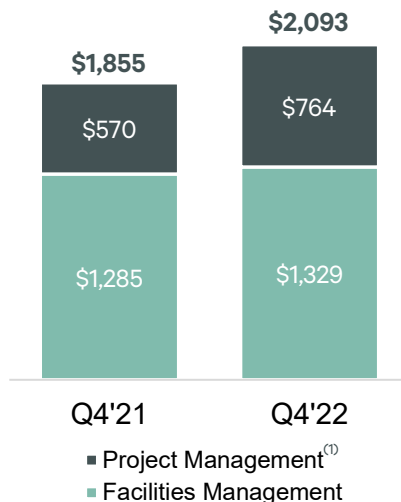
1. Includes Property Management, Valuation and Loan Servicing
 2. Includes Property Sales and Commercial Mortgage Origination
 Definitions and reconciliations are provided at the end of this presentation

Global Workplace Solutions (GWS)

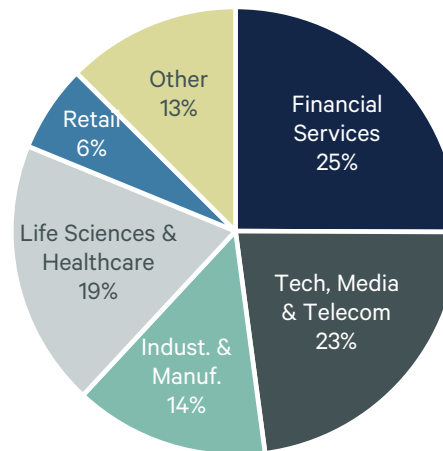
\$ in millions, totals may not sum due to rounding

- GWS net revenue grew by 13%, with half of that increase coming from organic revenue growth
 - In local currency, net revenue ex-Turner & Townsend increased by 12%, driven by a 9% increase in Facilities Management and a 21% increase in Project Management
- Q4 results supported by both new client wins and expansions with existing clients. Healthcare sector was notable contributor to Q4 growth
- GWS SOP grew 30%, with 1.7% increase in net margin partly driven by business mix
- Turner & Townsend contributed \$51M to SOP and has exceeded underwriting in first full year since acquiring 60% majority interest

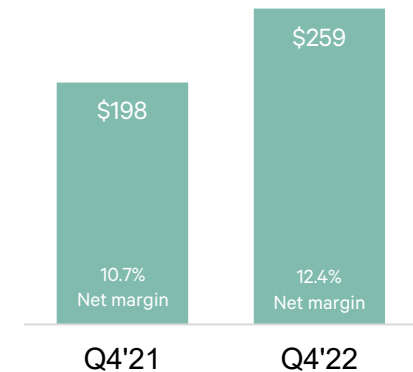
Net Revenue



Q4 2022 Facilities Management
Revenue By Industry



Segment Operating
Profit



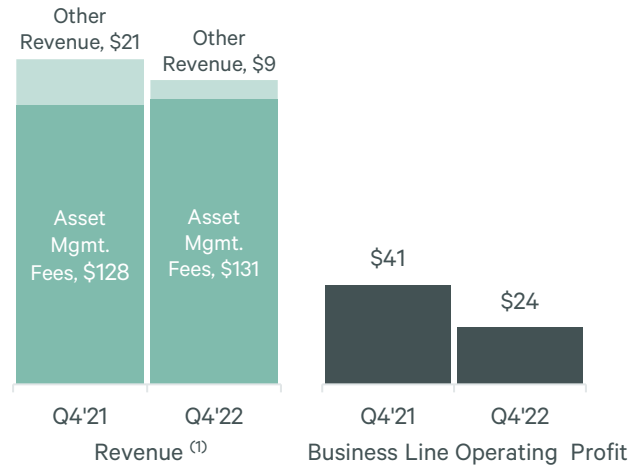
1. Project Management includes Turner & Townsend
Definitions and reconciliations are provided at the end of this presentation

Real Estate Investments

- REI Q4 SOP decline mostly attributable to previously anticipated development monetization schedule
- Development Operating Loss driven by \$36M of Operating Profit in TCC business offset by \$43M loss in Telford UK business
- Investment Management AUM grew \$5.4B sequentially on strong net inflows
- Investment Management SOP impacted by negative marks in Q4

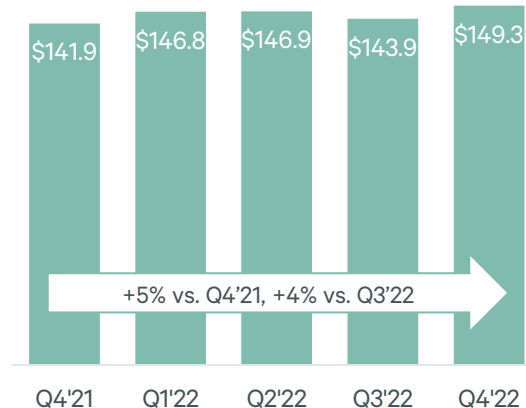
Investment Management

\$ Millions



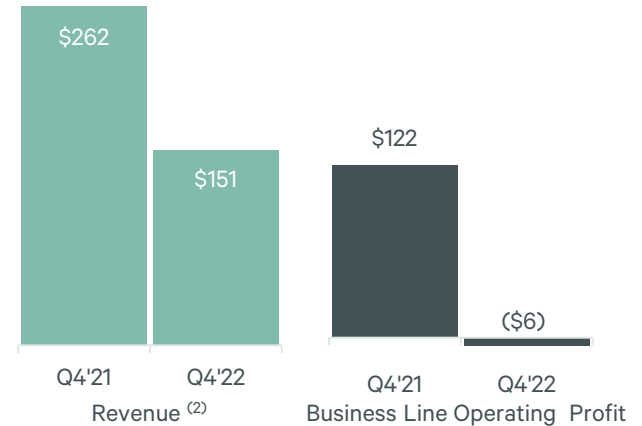
Assets Under Management

\$ Billions



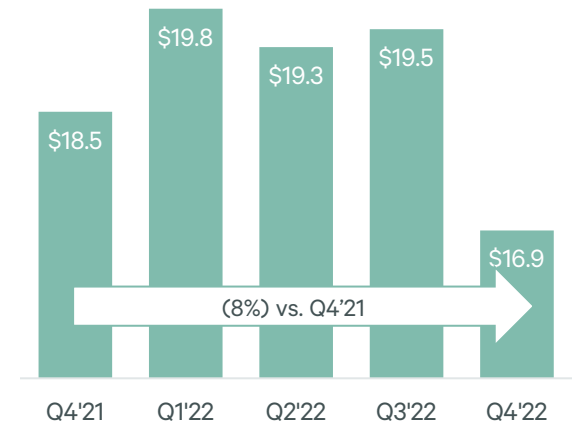
Development

\$ Millions



In-Process Inventory

\$ Billions



1. 'Other Revenue' includes incentive/acquisition/disposition and other fees as well as carried interest

2. Excludes revenue associated with Hana in Q4 2021

Definitions and reconciliations are provided at the end of this presentation

2023 Outlook

Advisory

- Expect total Advisory revenue down mid-single digits with leasing down mid-to-high single digits and property sales down mid-teens
- Anticipate SOP to decline by high-single to low-double digits

GWS

- Expect GWS net revenue and SOP to increase by low-double digits
- SOP margins increasing slightly

REI

- Expect total REI segment SOP in the mid \$300M range
- Roughly equal contributions to SOP from Development and Investment Management

Consolidated

- Expect Core Corporate SOP to approximate 2022 levels
- 2023 Core tax rate expected to return to 2021 level (23.4% in 2021)
- D&A, net interest and minority interest expected to increase from 2022 levels

Core EBITDA expected to decline by high-single digit percentage; ~5 percent attributable to Development

Core EPS expected to decline by low-to-mid double-digit percentage

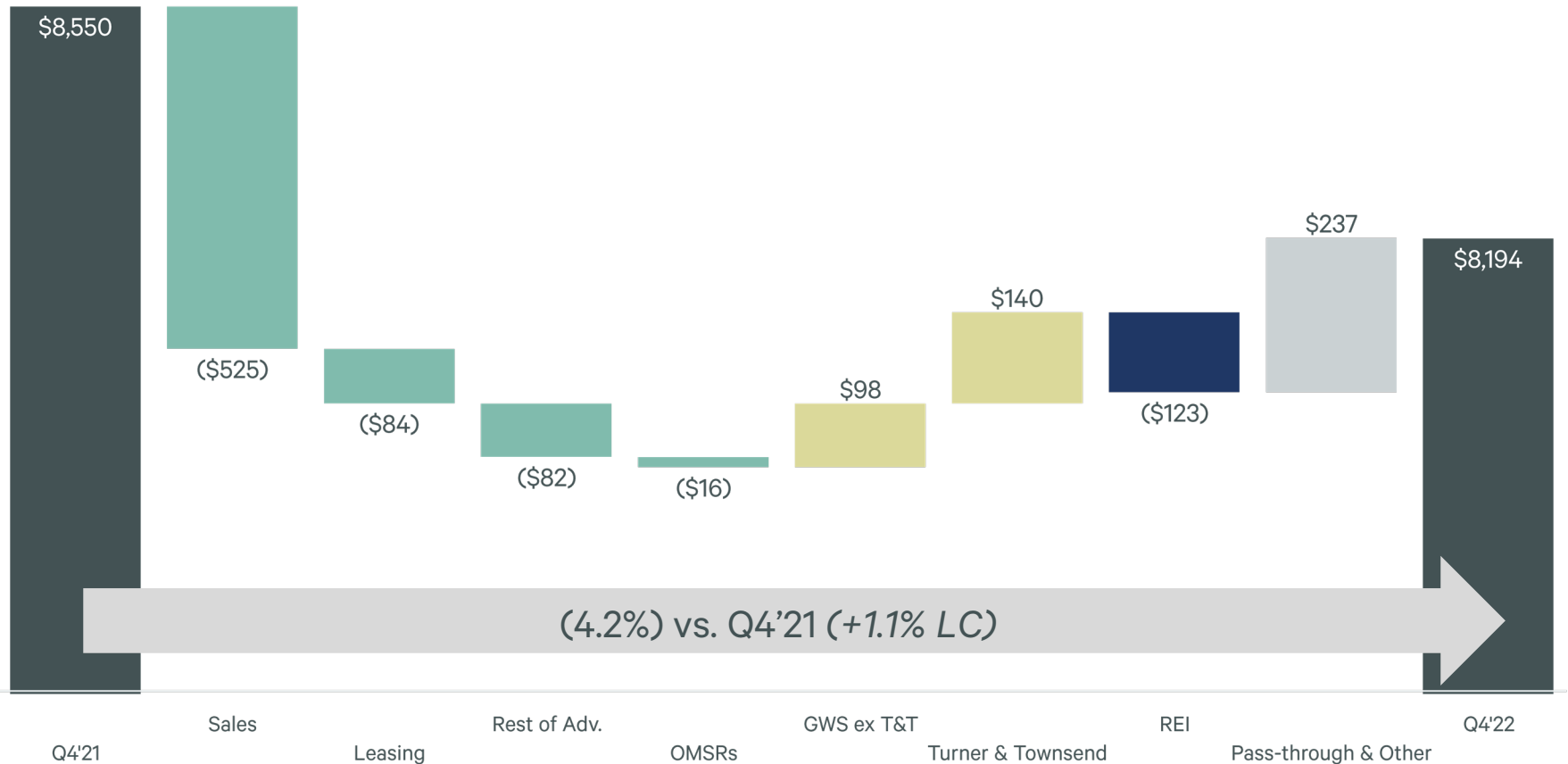
A large, light gray, stylized number '7' is positioned on the left side of the page. It has a thick vertical stem and a diagonal top bar that extends from the top left towards the center.

Appendix

Revenue

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

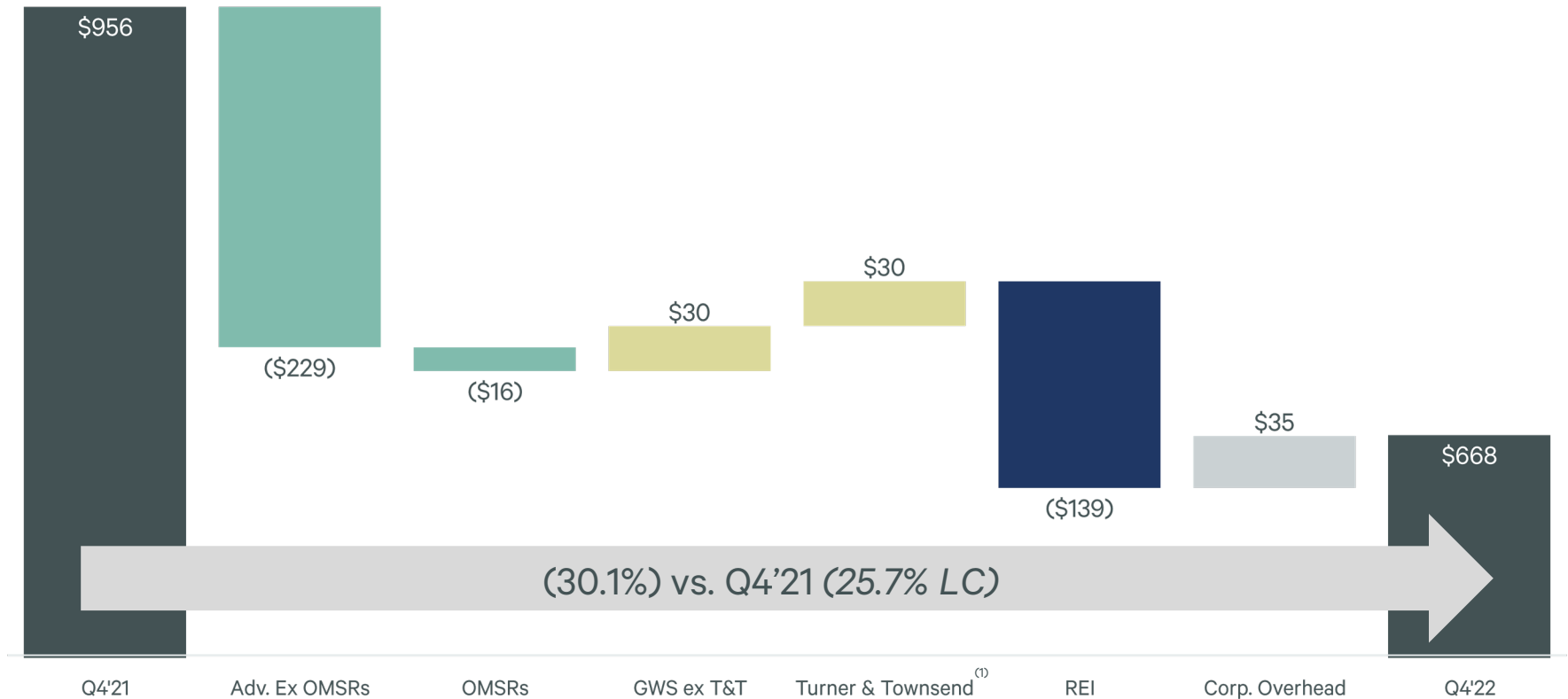
- Advisory
- Global Workplace Solutions (GWS)
- Real Estate Investments (REI)



Core EBITDA

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

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



1. Turner & Townsend includes ~\$4m of deferred purchase consideration expense related to CBRE's investment.

TTM Q4'22 Revenue

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

	Leasing	Property Sales	CMO	Loan Servicing	Valuation	Property Management	Global Workplace Solutions	Development	Investment Management	Total ⁽¹⁾
Revenue										
TTM Q4'22	\$3,872	\$2,523	\$563	\$311	\$764	\$1,850	\$19,851	\$515	\$595	\$30,828
<i>Less pass-through costs recognized as revenue</i>	—	—	—	—	—	72	11,980	—	—	12,052
Net Revenue										
TTM Q4'22	3,872	2,523	563	311	764	1,777	7,872	515	595	18,777
% of Total Net Revenue	21%	13%	3%	2%	4%	9%	42%	3%	3%	100%
Net Revenue Growth Rate (Q4'22 vs. Q4'21)										
USD	▲ 17%	▼ (10)%	▼ (20)%	▲ 2%	▲ 4%	▲ 5%	▲ 23%	▼ (3)%	▲ 7%	▲ 10%
Local Currency	▲ 20%	▼ (6)%	▼ (19)%	▲ 2%	▲ 10%	▲ 10%	▲ 27%	▲ 3%	▲ 14%	▲ 14%

1. Total includes impact of Corporate eliminations of (\$16) million
Definitions and reconciliations are provided at the end of this presentation

Q4'22 Revenue

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

	Leasing	Property Sales	CMO	Loan Servicing	Valuation	Property Management	Global Workplace Solutions	Development	Investment Management	Total ⁽¹⁾
Revenue										
Q4'22	\$1,140	\$587	\$127	\$75	\$210	\$474	\$5,294	\$151	\$140	\$8,194
<i>Less pass-through costs recognized as revenue</i>	—	—	—	—	—	19	3,201	—	—	3,219
Net Revenue										
Q4'22	1,140	587	127	75	210	456	2,093	151	140	4,975
% of Total Net Revenue	23%	12%	3%	2%	4%	9%	42%	3%	3%	100%
Net Revenue Growth Rate (Q4'22 vs. Q4'21)										
USD	▼ (7)%	▼ (47)%	▼ (42)%	▼ (19)%	▼ (3)%	▲ 4%	▲ 13%	▼ (42)%	▼ (6)%	▼ (11)%
Local Currency	▼ (3)%	▼ (44)%	▼ (41)%	▼ (18)%	▲ 4%	▲ 10%	▲ 19%	▼ (38)%	▲ 3%	▼ (6)%

1. Total includes impact of Corporate eliminations of (\$3) million
Definitions and reconciliations are provided at the end of this presentation



Non-GAAP Measures And Definitions

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. Net debt
- vi. Core adjusted net income attributable to CBRE Group, Inc. stockholders (which we also refer to as “core adjusted net income”)
- vii. 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. Prior to 2021, the company utilized fee revenue to analyze the overall financial performance. Fee revenue excluded additional reimbursed costs, primarily related to employees dedicated to clients, some of which included minimal margin.

With respect to Core EBITDA, business line operating profit, 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—and in the case of Core EBITDA, business line operating profit and segment operating profit on revenue and net revenue margins—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 Core EBITDA, segment operating profit and core EPS as significant components when measuring our operating performance under our employee incentive compensation programs.

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 VC investments) that are not directly related to our business segments. These can be volatile and are often non-cash in nature.

With respect to net debt, the company believes that investors use this measure when calculating the company’s net leverage ratio.

Definitions

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, costs associated with efficiency and cost reduction initiatives, provisions associated with Telford fire safety remediation and integration and other costs related to acquisitions. 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).

Core adjusted Earnings Per Diluted Share: adjusted earnings per diluted share less 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 adjusted Net Income: net income attributable to CBRE as adjusted less 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).

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

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

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 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 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, fair value adjustments to real estate acquired in the Telford Acquisition (purchase accounting) that were sold in the period, costs incurred related to legal entity restructuring, costs associated with workforce optimization, transformation initiatives, costs associated with efficiency and cost reduction initiatives, provisions associated with Telford fire safety remediation and integration and other costs related to acquisitions. Prior period results have been recast to conform to this definition.

Segment operating profit revenue margin: represents segment operating profit divided by revenue.

Segment operating profit revenue net margin: represents segment operating profit divided by net revenue.

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



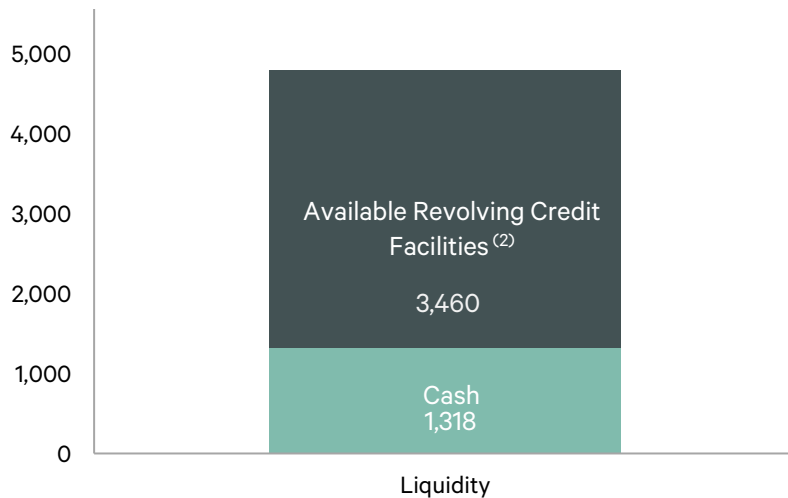
Supplemental
Slides, GAAP
Reconciliation
Tables

Mandatory Amortization and Maturity Schedule

\$ in millions, totals may not sum due to rounding | As of December 31, 2022

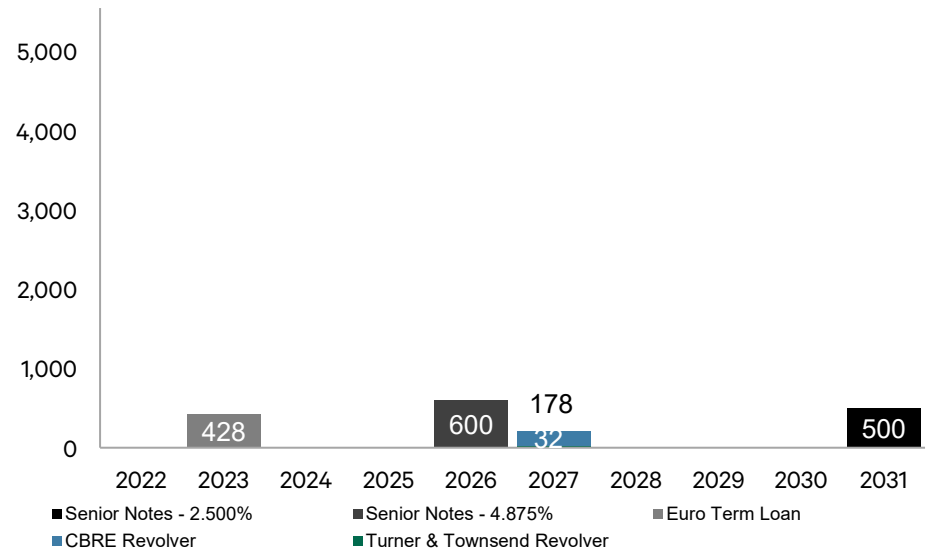
Liquidity ⁽¹⁾

- Robust liquidity at approximately \$4.8 billion, enabling net leverage of around 0.1x



Maturity Schedule

- No significant maturities until December 2023 ⁽³⁾
- Pre-payable debt allows for further flexibility
- Mix of EUR and USD denominated debt that matches business exposure and acts as a natural hedge



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

2. Includes outstanding capacity on 120M GBP Turner & Townsend revolver with an additional accordion option of 20M GBP. Maturity extended to 2027 during Q1 2022

3. Maturities on revolvers represent the maturity of the facilities

Debt and Leverage

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

	December 31, 2022
Cash	\$1,318
Revolving Credit Facility	178
Senior notes	1,085
Current Portion LTD	428
Other debt ⁽¹⁾ ⁽²⁾	43
Total Debt	\$1,734
Less: Cash	1,318
Net debt (net cash)	\$416
TTM Core EBITDA	2,924
Net leverage ⁽³⁾	0.14x

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. Excludes non-recourse notes payable on real estate, net of unamortized debt issuance costs

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

Liquidity

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

	December 31, 2022
Cash	1,318
Revolving Credit Facility Available ⁽¹⁾	3,460
Total Liquidity	4,778

1. Includes outstanding capacity on 120M GBP Turner & Townsend revolver with an additional accordion option of 20M GBP

Summarized Cash Flow Activity

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

	Three Months Ended December 31,		Year Ended December 31,	
	2022	2021	2022	2021
Net cash provided by operating activities	814	1,164	1,629	2,364
Net cash used in investing activities	(229)	(725)	(832)	(1,281)
Net cash provided by financing activities	(553)	(766)	(1,766)	(491)
Effect of FX rate changes on cash, cash equivalents and restricted cash	150	(9)	(165)	(92)
Net (decrease) increase in cash, cash equivalents and restricted cash	\$182	\$(336)	\$(1,135)	\$501

Other Financial Metrics

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

(\$ in millions)	Three Months Ended,				
	December 31, 2022	September 30, 2022	June 30, 2022	March 31, 2022	December 31, 2021
OMSR Gains	\$28.7	\$34.7	\$35.4	\$35.2	\$44.5
Amortization	\$(38.5)	\$(39.4)	\$(44.6)	\$(41.1)	\$(54.4)

(\$ in millions)	Q4 2022 over Q4 2021	Q3 2022 over Q3 2021	Q2 2022 over Q2 2021	Q1 2022 over Q1 2021	Q4 2021 over Q4 2020
OMSR Gains	\$(15.8)	\$(13.9)	\$(6.4)	\$(15.0)	\$(46.8)
Amortization	\$15.9	\$2.9	\$(4.9)	\$(5.3)	\$(16.6)

(\$ in billions)	As of				
	December 31, 2022	September 30, 2022	June 30, 2022	March 31, 2022	December 31, 2021
Loan Servicing Balance	\$381.2	\$350.0	\$348.1	\$339.7	\$329.7

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,	
	2022	2021	2022	2021
Net income attributable to CBRE Group, Inc.	\$81.1	\$692.0	\$1,407.4	\$1,836.6
Plus / minus:				
Non-cash depreciation and amortization expense related to certain assets attributable to acquisitions	45.5	33.8	166.2	86.8
Integration and other costs related to acquisitions	16.7	20.2	40.7	44.6
Carried interest incentive compensation (reversal) expense to align with the timing of associated revenue	(13.4)	16.0	(4.2)	49.9
Impact of fair value adjustments to real estate assets acquired in the Telford acquisition (purchase accounting) that were sold in period	(0.7)	(6.5)	(5.1)	(5.7)
Costs incurred related to legal entity restructuring	0.6	—	13.4	—
Asset impairments	22.0	—	58.7	—
Write-off of financing costs on extinguished debt	—	—	1.9	—
Net fair value adjustments on strategic non-core investments	167.2	(12.3)	175.2	(54.4)
Net gain on deconsolidation upon merger of the SPAC with and into Altus Power, net of associated costs	—	(156.4)	—	(156.4)
Impact of adjustments on non-controlling interest	(14.6)	(3.7)	(40.1)	(3.7)
Costs associated with efficiency and cost-reduction initiatives	98.6	—	117.5	—
Provision associated with Telford's fire safety remediation efforts	138.9	—	185.9	—
Tax impact of adjusted items, tax benefit attributable to legal entity restructuring, and strategic non-core investments	(117.5)	26.5	(254.3)	12.3
Core net income attributable to CBRE Group, Inc., as adjusted	\$424.4	\$609.6	\$1,863.1	\$1,810.0
Core diluted income per share attributable to CBRE Group, Inc., as adjusted ⁽¹⁾	\$1.33	\$1.80	\$5.69	\$5.33
Weighted average shares outstanding for diluted income per share (millions)	319.2	339.5	327.7	339.7

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 Net Income to Core EBITDA

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

	Three Months Ended December 31,		Year Ended December 31,	
	2022	2021	2022	2021
Net income attributable to CBRE Group, Inc.	\$81.1	\$692.0	\$1,407.4	\$1,836.6
Net income attributable to non-controlling interests	5.0	0.9	16.6	5.3
Net income	86.1	692.9	1,424.0	1,841.9
Add:				
Depreciation and amortization	159.6	162.1	613.1	525.9
Asset impairments	22.0	—	58.7	—
Interest expense, net of interest income	17.7	15.4	69.0	50.4
Write-off of financing costs on extinguished debt	—	—	1.9	—
(Benefit from) provision for income taxes	(25.5)	224.2	234.2	567.5
Integration and other costs related to acquisitions	16.7	20.2	40.7	44.6
Carried interest incentive compensation (reversal) expense to align with the timing of associated revenue	(13.4)	16.0	(4.2)	49.9
Impact of fair value adjustments to real estate assets acquired in the Telford acquisition (purchase accounting) that were sold in period	(0.7)	(6.5)	(5.1)	(5.7)
Costs incurred related to legal entity restructuring	0.6	—	13.4	—
Costs associated with efficiency and cost-reduction initiatives	98.6	—	117.5	—
Provision associated with Telford's fire safety remediation efforts	138.9	—	185.9	—
Net fair value adjustments on strategic non-core investments	167.2	(12.3)	175.2	(54.4)
Net gain on deconsolidation upon merger of the SPAC with and into Altus Power, net of associated costs	—	(156.4)	—	(156.4)
Core EBITDA	\$667.8	\$955.6	\$2,924.3	\$2,863.7

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.

Reconciliation of Revenue to Net Revenue

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

	Leasing	Property Sales	CMO	Loan Servicing	Valuation	Property Management	Global Workplace Solutions	Development	Investment Management	Total ⁽¹⁾
Revenue										
TTM Q4'21	\$3,307	\$2,790	\$701	\$306	\$734	\$1,739	\$17,099	\$530	\$556	\$27,746
<i>Less pass-through costs recognized as revenue</i>	—	—	—	—	—	47	10,689	—	—	10,737
Net Revenue										
TTM Q4'21	3,307	2,790	701	306	734	1,692	6,409	530	556	17,010

1. Total includes impact of Corporate eliminations of \$(20) million and revenue from Hana of \$5 million

Reconciliation of Revenue to Net Revenue

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

	Leasing	Property Sales	CMO	Loan Servicing	Valuation	Property Management	Global Workplace Solutions	Development	Investment Management	Total ⁽¹⁾
Revenue										
Q4'21	\$1,224	\$1,112	\$218	\$93	\$216	\$456	\$4,823	\$262	\$150	\$8,550
<i>Less pass-through costs recognized as revenue</i>	—	—	—	—	—	17	2,968	—	—	2,984
Net Revenue										
Q4'21	1,224	1,112	218	93	216	439	1,855	262	150	5,566

1. Total includes impact of Corporate eliminations of \$(5) million and revenue from Hana of \$2 million

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,	
	2022	2021	2022	2021
Advisory Revenue	\$2,613	\$3,319	\$9,884	\$9,576
Less:				
Pass through costs also recognized as revenue	18	17	73	47
Advisory Net Revenue	\$2,595	\$3,302	\$9,811	\$9,529
OMSR Gains	29	45	134	185
Advisory Segment Operating Profit	\$500	\$745	\$1,910	\$2,063
OMSR Gains	29	45	134	185
Advisory net margin ex OMSRs	18.4%	21.5%	18.4%	20.1%

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,	
	2022	2021	2022	2021
Global Workplace Solutions revenue	\$5,294	\$4,823	\$19,851	\$17,099
Less:				
Pass through costs also recognized as revenue	3,201	2,968	11,979	10,690
Global Workplace Solutions net revenue	\$2,093	\$1,855	\$7,872	\$6,409
Global Workplace Solutions Segment Operating Profit ⁽¹⁾	\$259	\$198	\$899	\$708
Global Workplace Solutions net margin	12.4%	10.7%	11.4%	11.0%

1. CBRE has not reconciled the (non-GAAP) GWS SOP net margin growth 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 integration and acquisitions and restructuring related charges 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 GWS 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,	
	2022	2021	2022	2021
Global Workplace Solutions Facilities Management revenue	\$3,908	\$3,772	\$15,201	\$14,167
Less:				
Pass through costs also recognized as revenue	2,579	2,487	10,064	9,295
Global Workplace Solutions Facilities Management net revenue	\$1,329	\$1,285	\$5,137	\$4,872
	Three Months Ended December 31,		Year Ended December 31,	
	2022	2021	2022	2021
Global Workplace Solutions Project Management revenue	\$1,385	\$1,052	\$4,650	\$2,932
Less:				
Pass through costs also recognized as revenue	621	482	1,915	1,395
Global Workplace Solutions Project Management net revenue	\$764	\$570	\$2,735	\$1,537
Less:				
Turner & Townsend net revenue	314	175	1,167	175
Global Workplace Solutions Project Management net revenue ex. Turner & Townsend	\$450	\$396	\$1,568	\$1,363

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,	
	2022	2021	2022	2021
Turner & Townsend revenue	\$358	\$194	\$1,334	\$194
Less:				
Pass through costs also recognized as revenue	44	19	166	19
Turner & Townsend net revenue	\$314	\$175	\$1,167	\$175
Turner & Townsend segment operating profit	\$51	\$21	\$163	\$21
Turner & Townsend net margin	16.1%	11.8%	14.0%	11.8%

Reconciliation of Revenue to Net Revenue

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

	Three Months Ended December 31,		Year Ended December 31,	
	2022	2021	2022	2021
Global Workplace Solutions revenue	\$5,294	\$4,823	\$19,851	\$17,099
Less:				
Pass through costs also recognized as revenue	3,201	2,968	11,980	10,689
Global Workplace Solutions net revenue	\$2,093	\$1,855	\$7,872	\$6,409
Less:				
Turner & Townsend net revenue	314	175	1,167	175
Global Workplace Solutions net revenue ex. Turner & Townsend	\$1,779	\$1,681	\$6,704	\$6,235

Reconciliation of Net Margin

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

	Three Months Ended December 31,		Year Ended December 31,	
	2022	2021	2022	2021
Real Estate Investments net revenue	\$291	\$413	\$1,110	\$1,092
Real Estate Investments Segment Operating Profit	\$17	\$156	\$518	\$520
Real Estate Investments net margin	5.9%	37.8%	46.7%	47.6%

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

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

	Three Months Ended December 31,		Year Ended December 31,	
	2022	2021	2022	2021
Investment Management Operating Profit	24	41	187	206
Development Operating Profit	(6)	122	333	351
Hana and Segment Overhead Operating Loss	(1)	(7)	(2)	(37)
REI Segment Operating Profit	\$17	\$156	\$518	\$520