CBRE Group, Inc. Ecosystem

CBRE Group, Inc.
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Phone: (214) 979-6100; Website: cbre.com

Outside Relationships

Regulators

General Business Regulators

- U.S. Department of the Treasury (Anti-Money Laundering Laws; Prohibition on Transactions with Terrorists, Drug Traffickers, and Sanctioned Nations and Individuals)
- U.S. Department of Labor (Wage and Overtime Record Keeping, Fair Hiring, Serious Injury Reporting)
- Environmental Protection Agency (EPA) (Regulation and Permitting Regarding Air, Soil, and Water Emissions, Discharges, and Leaks, Disposal of Hazardous Waste, and Cleanup of Contaminated Sites)
- U.S. Patent and Trademark Office, and U.S. Copyright Office (Intellectual Property Registrations and Renewals)
- Attorneys General and Data Privacy Agencies (U.K Anti-Bribery, U.S. Anti-Foreign Corruption, Anti-Money Laundering, and Data Protection Regulation under California Consumer Privacy Act and E.U. General Data Protection Regulation)
- U.S. Patent and Trademark Office; U.S. Copyright Office (Intellectual Property Registrations and Renewals)
- U.S. Internal Revenue Service (IRS) and State Tax Authorities (Regulation of Income Taxes, Indirect Taxes Such as Excise/Duty and Sales/Use Taxes, Payroll Taxes, Franchise Taxes, Withholding Taxes, and Ad Valorem Taxes)

Capital

- Public Debt Holders
- Commercial Banks (JPMorgan Chase, Fannie Mae, TD Bank, Bank of America, MUFG Union Bank)
- Hedge Counterparties

Suppliers

Capital Market Suppliers

- Commercial Real Estate Market Information (CoStar, Urban Land Institute, American Appraisal Institute)
- Commercial Real Estate Technology (ARGUS, Bloomberg)

Customers

Leasing Customers

- Property Owners
- Property Investors
- Property Occupiers

Capital Market Customers

- Investment Banks
- National Banks
- Regional Banks
- Credit Companies
- Insurance Companies
- Government Sponsored Enterprises
- Pension Funds

Property Management Customers

- Industrial, Office and Retail Property Owners
- Industrial, Office and Retail Property Investors

Bond Financing
Working Capital Financing
Foreign Currency and Interest Rate Swaps
General Business Regulation
Leasing Advisory Services
Real Estate Capital Market Advisory Services
Supplies of Commercial Real Estate Market Information
Property Valuation Services

CBRE Group, Inc (a Delaware Corporation)

Debt Structure

Long Term Debt ($1.38B); Long Term Lease Liabilities ($1.12B) | **Credit Ratings (Senior Unsecured): Baa2 (Moody's); BBB+ (S&P);**

- Warehouse Lines of Credit (6 Facilities): $3.5B (Floating Interest Rate)
- Revolving Credit Facility for Canada, Australia, New Zealand, and UK Subsidiaries: $500M
- Senior Term Loans Maturing Through 2024: $789M (0.75%-1.15%)
- Senior Notes Due 2026: $598M (4.875%)

Equity Structure

Equity

- *Share Repurchase Program* — Authorized: $500M; Expiration: None; Balance: $350M
- *Preferred Stock* — Authorized: 25 million shares; Issued: 0 shares; Record Holders: 0
- *Common Stock* — Authorized: 525 million shares; Issued/Outstanding: 335,561,345 shares; Record Holders: 52

Governance

Board of Directors

Brandon Boze (E)	Reginald Gilyard (C, CG)	Oscar Munoz	Committees: Audit (A), Compensation (C), Corporate Governance and Nominating Committee (CG), Executive (E)
Bob Sulentic (E)	Shira Goodman (A, C)	Laura Tyson (A)	
Beth Colbert (C, CG)	Chris Jenny (A, CG)	Ray Wirta (E)	
Curtis Feeny (A, CG, E)	Gerardo Lopez (C, CG)	Sanjiv Yajnik (A, C)	

Management Team

President & CEO *Bob Sulentic*	Chief Administrative Officer *Chandra Dhandapani*	Global Group President, Clients and Business Partners *William Concannon*
Chief Financial Officer *Leah Sterns*	Global CEO, Advisory Services *Daniel Queenan*	Global COO and Global COO, Advisory Services *J. Christopher Kirk*
Chief Strategy Officer *Paul Steitz*	GCEO, Global Workplace Solutions *Jack Durburg*	Executive VP, General Counsel and Chief Risk Officer *Laurence H. Midler*
Chief Responsibility Officer *Tim Dismond*	Global Chief Investment Officer *Emma Giamartino*	SVP, Business Insight and Executive VP, Corporate Finance *Vikram Kohli*

Administrative

- ***People***: People and Culture; HR Information Systems; Total Rewards; Learning and Development; Employee Engagement
- ***Digital & Technology***: IT Infrastructure, Equipment, Devices, Software Licenses; Cyber & Security Protocols
- ***Marketing***: Branding; Advertising
- ***Research***: Market; Evaluation
- ***Communications***: Internal & External Communications; Media & Public Relations; Special Events
- ***Supply Chain***
- ***Corporate Real Estate***: Headquarters; Security

Finance and Accounting

- Accounting; Investor Relations; Tax; Balance Sheet Management
- ***Corporate Finance***: Treasury; Finance Innovation; FP&A; Data, Analytics, Insight; Risk Management
- ***Oversight***: Internal Audit; Investment Accounting; Strategic Programs Office; Reporting Solutions; Data, Insight, Analytics
- **Investments**: Strategic Investments
- ***Capital Allocation***: Mergers & Acquisitions; Real Estate Investments

Corporate Matters

Responsibility

- Diversity, Equity & Inclusion
- Environmental Sustainability
- Workplace Safety & Wellbeing
- Philanthropy, Communities and Giving
- Public/Government Affairs

Legal and Risk

- ***Legal***: Transactions; Litigation Management; Corporate Governance; Intellectual Property
- ***Compliance***: Ethics; Regulatory Affairs
- ***Risk***: Legal and Regulatory Risk Management

Operations

ADVISORY SERVICES (2020 Revenue: $7.7B)

Advisory Services provides a comprehensive range of real estate advisory services globally, including (a) property leasing, (b) property sales, mortgage services, and capital-raising, (c) property and project management, and (d) valuation services.

Advisory and Transaction Services (Leasing)

- **Office** — *Comprehensive advisory and transaction services platform and specialists in the office sector*
- **Industrial and Logistics** — *Assists clients navigate a demanding and dynamic supply chain environment*
- **Retail** — *Assists retailers, restaurantteurs, investors and developers across all retail environments*
- **Other Property Types** — *Assists clients in leasing, other property types, including consulting*

Capital Markets

- **Property Sales** — *Assists with acquisitions and dispositions, market research, due diligence support, consulting, portfolio planning, valuations, equity placement, and property marketing*
- **Debt and Structured Finance** — *Provides commercial and multifamily financing to real estate owners via lender relationships; proprietary technology platform*
- **Capital Raising/Investment Banking** — *Assists with capital-raising, portfolio sales, public M&A, valuation/fairness opinions, refinancing, buy-side advisory services, restructurings, trading, direct secondary deals, joint ventures, commingled fund raising, and recapitalizations*

Property Management

- Accounting; Experience Services (Host); Project Management
- PULSE *(proptech)*; Energy & Sustainability; REIT Services
- Axis Portal *(proptech)*; Global Standards; Risk Management
- Business Continuity; Human Resources; Security
- Client Care; Learning and Development; Technical Services
- Consulting; Lease Administration; Tenant Services
- Digital Solutions; Procurement; Transition

Valuation and Advisory Services

- **Valuation & Advisory** — *Provides appraisals, alternative valuations, valuation portfolio services, valuations for financial/tax reporting, property and transaction tax services, right of way/eminent domain, litigation support and testimony*
- **Assessment & Consulting** — *Property condition assessments (PCAs), environmental site assessments (ESAs), and seismic/zoning/Fannie/Freddie reports)*

Competition

Jones Lang LaSalle (JLL)	Savills	Walker & Dunlop
Cushman & Wakefield	Newmark	ISS
Colliers International Group	Marcus & Millichap	Sodexo S.A.

REAL ESTATE INVESTMENTS (2020 Revenue: $831.53M)

Real Estate Investments provides (a) investment management services provided globally, (b) development services in the United States and United Kingdom; and (c) flexible office space solutions.

telfordhomes — A TRAMMELL CROW COMPANY DEVELOPER
TrammellCrowCompany

Investment Management Services (via CBRE Global Investors, LLC)

- Direct Real Estate Investments (Through Sponsored Funds)
- Direct Real Estate Investments (Through Separate Accounts)
- Indirect Real Estate & Infrastructure Investments (Through Listed Securities)
- Indirect Real Estate, Infrastructure & Private Equity Investments *(Through Multi Manager Investment Programs)*
- Real-Estate Backed Credit Investments (Through Sponsored Funds, Separate Accounts ,Pooled Strategies)
- Sponsor Investment Programs (Spans Risk / Return Spectrum in North America, Europe, Asia)

Development Services (via Trammell Crow Company, LLC and Telford Homes Plc)

Trammell Crow Company (USA)

- **Development and Investment Services** — *For commercial real estate occupiers and investors*
- **Merchant Builder** — *Site identification by procuring optimal entitlements and directing the design, construction and leasing of real estate to meet market needs)*
- **Occupier Services** — *End-to-end assistance, from advising on alternative land or building options through the development or acquisition of facilities*
- **Investor Services** — *Creating attractive risk-adjusted returns on development and acquisition projects, usually in joint venture or incentive fee-based deal structures*

Telford Homes (UK)

- **Residential-Led, Mixed-Use Project Development** — *In the London real estate market*
- **Multi-Family Investments** — *Pursues opportunities in the multifamily market with third party investors*

Flexible Space Solutions (via CBRE Hana, LLC)

Hana for Owners

- **Development** — *Develops and operates integrated, scalable and flexible workspaces; focuses on dedicated office suites for large enterprises*
- **Institutional Owner Services** — *Helps institutional property owners meet real estate occupiers' needs for flexible office space solutions*
- **Owner In-House Solutions** — *Enhances the owner's ability to directly provide custom, agile spaces for occupiers, without relying on third-party flexible space providers*
- **Occupier Analysis** — *Provides owners a full view of the companies within their building, enabling them to build a roster of quality, high growth and enterprise occupiers*

Hana for Occupiers

- **Conference Rooms and Events** — *Offers flexible conference room and event workspaces and communal co-working space to companies*
- **Meeting Rooms and Co-Working Spaces** — *Provides team suites, meeting rooms, and coworking spaces*

Competition

Jones Lang LaSalle (JLL)	WeWork	IWG/Regus/Spaces
Cushman & Wakefield	Newmark	Industrious National
Colliers International Group	Marcus & Millichap	Knotel

GLOBAL WORKPLACE SOLUTIONS (2020 Revenue: $15.3B)

Global Workplace Solutions provides a broad suite of integrated, contractually-based outsourcing services to occupiers of real estate, including facilities management, project management and transaction services.



Facilities Management Services

- **Transformative Workplace Solutions and Destinations of Choice** (via Host)
- **Energy and Sustainability Services** *(Certifications, consulting, procurement)*
- **Automated Building Solutions and Building Optimization Services** *(via CBRE | ESI)*
- **Operations and Maintenance Management Advisory Services**
- **Proprietary Technology Services** *(includes in-house computerized maintenance management system; mobile applications)*
- **Health and Safety Environment Management**
- **Lean Six Sigma Methodology Expertise** *(includes quality management, continuous improvement tools for improved process, efficiency, and performance tracking)*
- **Supply Chain Programs**

Client Strategy and Consulting

- **Strategic Business Alignment**
- **Process Design & Improvement**
- **Sourcing Strategies**
- **Performance Management**
- **Expense Management and Benchmarking**
- **Transformation and Change Management**
- **Organization Design** *(e.g., centralization, globalization of Corporate Real Estate function)*
- **Delivery Model Optimization, Integration & Innovation**

Project Management Services

- **Design and Furniture, Fixtures & Equipment (FF&E) Management**
- **Programs** — *Americans with Disabilities Act, Branding, Surveys*
- **Construction** — *Ground Up and Renovation*
- **Cost Consultancy**
- **Program Management**
- **Sustainability Consulting**
- **Tenant and Infrastructure Improvements**
- **Cost Segregation**
- **Critical Environments**
- **Design & Engineering**
- **Business Transition and Move Management**

Occupier Advisory and Transaction Services

- **Cost Reduction**
- **Location Analytics**
- **Workplace Performance**
- **Portfolio & Supply Chain Optimization**
- **Complex Transactions**
- **Deal Execution Management**

Competition

Jones Lang LaSalle (JLL)	Savills	Walker & Dunlop
Cushman & Wakefield	Newmark	ISS
Colliers International Group	Marcus & Millichap	Sodexo S.A.

Investment Management Services
Real Estate Development Supplies & Services
Real Estate Development Services
Flexible Workplace Spaces and Services

Investment Management Customers

- Pension Funds
- Foundations
- Endowments
- Sovereign Wealth Funds
- Insurance Companies
- Other Institutional Investors

Development Services Customers

- Investors in Commercial Real Estate
- Users of Commercial Real Estate
- Residential Property Owners (UK)

Flexible Space Customers

- Institutional Property Owners
- Occupiers of Office Space (Primarily Organizations in Financial Services, Technology, Media, Telecommunications, Life Sciences and Healthcare, Industry and Manufacturing, and Retail)

Suppliers

- Construction General Contractors
- Construction Subcontractors
- Land Surveyors
- Land Appraisers
- Environmental Surveyors
- Civil Engineering Firms
- Other Engineering Firms
- Architecture Firms

Securities Regulation and Stock Exchange Listing Rules
Common Stock Repurchases
Equity Capital
Professional Services
Facilities Management Services
Project Management Services
Sale and Acquisition Advisory Services

Outside Relationships

Customers

Facilities Management Customers

- Occupiers of Single Location Assets
- Occupiers of Multiple Location Assets
- Occupiers' Regional Portfolios
- Occupiers' National Portfolios
- Occupiers' Global Portfolios

Project Management Customers

- Owners, Investors and Occupiers of Real Estate in Local Markets
- Portfolio Owners
- "One-Off" Clients

Occupier Advisory and Transaction Services Customers

- Office Occupiers
- Industrial Occupiers
- Retail Occupiers

Suppliers

Professional Services Firms

- Klynveld Peat Marwick Goerdeler (Audit Services)
- Carlton Fields (Litigation Services)
- Mayer Brown (Transactional Legal Services)
- Jones Day (Legal Services)
- m/SIX (A GroupM/WPP Company) (Digital Media Services)

Capital

Significant Shareholders

- The Vanguard Group (14.65%)
- BlackRock Fund Advisors (5.77%)
- Harris Associates LP (4.37%)
- SSgA Funds Management (4.00%)
- Baillie Gifford & Co. (3.32%)
- Institutional Ownership 97.88%

Regulators

Securities Regulators

- US Securities and Exchange Commission (Public Disclosure and Financial Reporting Requirement; Anti-Corruption Law Record-Keeping Requirements)
- New York Stock Exchange (Stock Listing, Maintenance and Corporate Accountability Rules)

Key Company Data

Share Data

- Stock Exchange: NYSE
- Ticker Symbol: CBRE
- Share Price: $80.05 (as of 04/02/2021)
- Earnings Per Share: $2.22 (trailing 12 months)
- Forward Annual Dividend: $0
- Market Capitalization: $26.87B

Financial Highlights

Results of Operations

- Revenues: $23.837B
- Cost and Expenses: $22.94B
- Gross Profit: $4.789BM
- Operating Income: $969.76M
- Net Income: $755.87M

Resources

- Employees: 100,000+
- Patents: Pending patent applications relating to proprietary technologies for the provision of complex real estate services and analyses

Financial Condition

- Total Assets: $18.039B
- Total Liabilities: $10.533B
- Long Term Debt:$1.382B
- Equity: $7.078B

Real Estate Assets (Total: $340.21M)

- Under Development (Current): $55.07M
- Under Development (Total): $277.63M
- Held for Sale: $3.71M
- Held for Investment: $3.795M

Cash Flow

- Cash Flow from Operations: $1.831B
- Cash Flow from Financing: ($625M)
- Cash Flow From Investing: ($342M)

Recent Developments

Summary Description. CBRE Group, Inc. is a U.S.–based commercial real estate services and investment firm. "CBRE" stands for Coldwell Banker Richard Ellis. It is the largest commercial real estate services company in the world.

Core Values. CBRE Group champions four key values which serve as the foundation on which the company is built, and as a touchstone for how its employees conduct themselves: (a) respect, (b) integrity, (c) service, and (d) excellence.

Research Function. Because CBRE Group has the pulse of all aspects of the commercial real estate market, it is in position to publish research reports on the sector. The company recently reported that data centers are primed to set growth records after the COVID-19 pandemic forced lives online.

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