



Earnings Presentation

First Quarter 2023

May 4, 2023

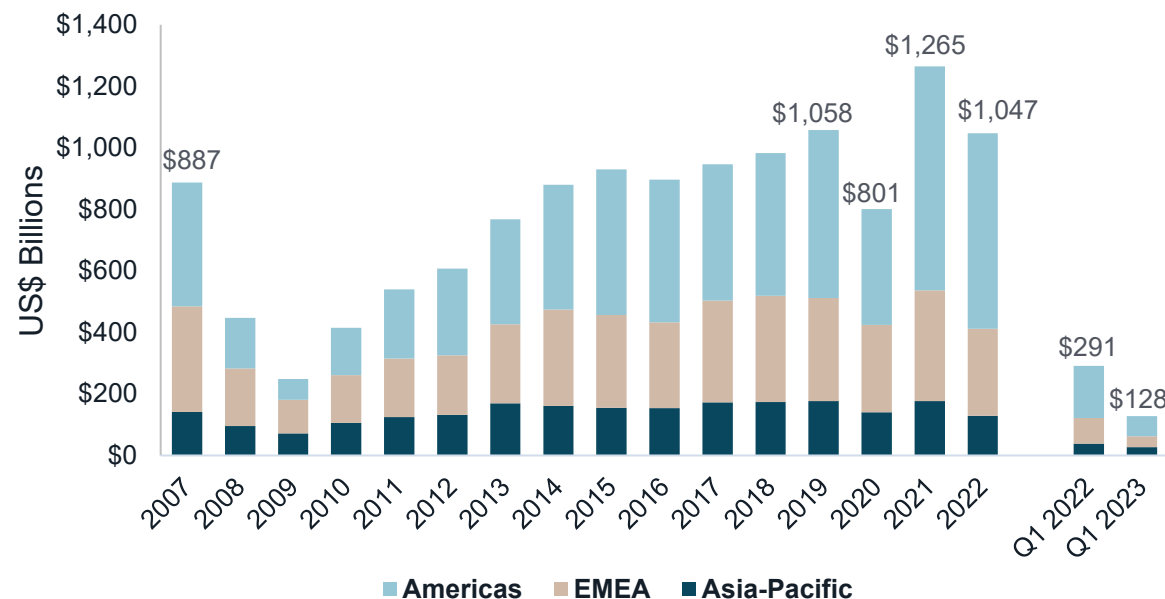
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Statements in this presentation regarding, among other things, future financial results and performance, achievements, plans, objectives and shares repurchases may be considered forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Such statements involve known and unknown risks, uncertainties, and other factors, the occurrence of which are outside JLL's control which may cause JLL's actual results, performance, achievements, plans, and objectives to be materially different from those expressed or implied by such forward looking statements. For additional information concerning risks, uncertainties, and other factors that could cause actual results to differ materially from those anticipated in forward-looking statements, and risks to JLL's business in general, please refer to those factors discussed under "Risk Factors," "Business," "Management's Discussion and Analysis of Financial Condition and Results of Operations," "Quantitative and Qualitative Disclosures about Market Risk," and elsewhere in JLL's filed Annual Report on Form 10-K for the year ended December 31, 2022, soon to be filed Quarterly Report on Form 10-Q for the quarter ended March 31, 2023 and other reports filed with the Securities and Exchange Commission. Any forward-looking statements speak only as of the date of this release, and except to the extent required by applicable securities laws, JLL expressly disclaims any obligation or undertaking to publicly update or revise any forward-looking statements contained herein to reflect any change in expectations or results, or any change in events.

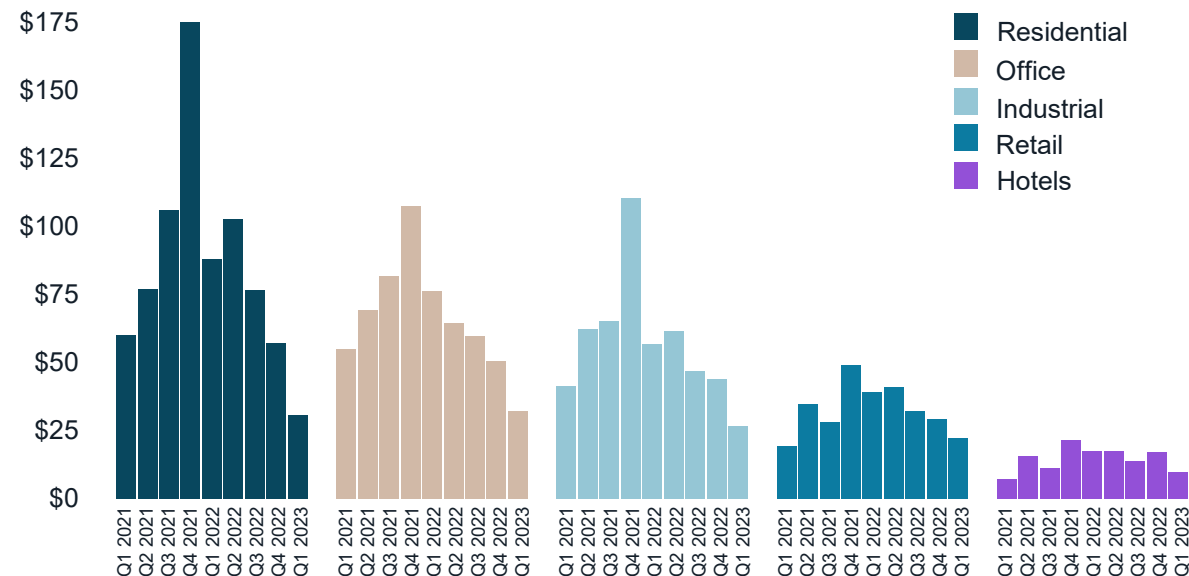
First quarter industry highlights

Capital markets industry highlights

Real estate investment volumes by region, 2007 – Q1 2023



Quarterly investment volumes by sector, Q1 2021 – Q1 2023



First Quarter Highlights

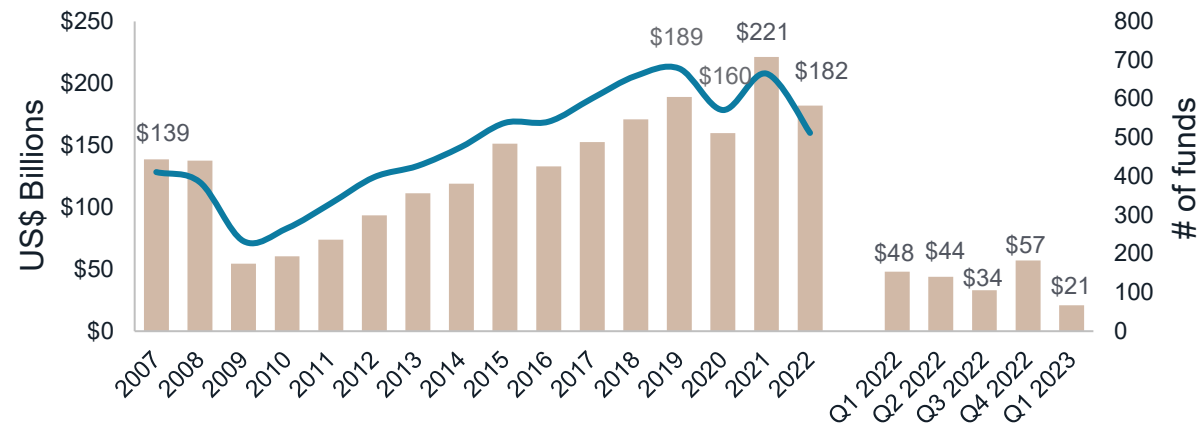
- Global direct investment was down 54% local currency (down 56% USD) in the first quarter; with the Americas down 61% local currency / USD, EMEA down 53% local currency (down 58% USD), and Asia-Pacific down 28% local currency (down 30% USD)
- Continued uncertainty and elevated borrowing costs are inhibiting transaction activity
- Global Capital flows weakened further during the first quarter

Notes:

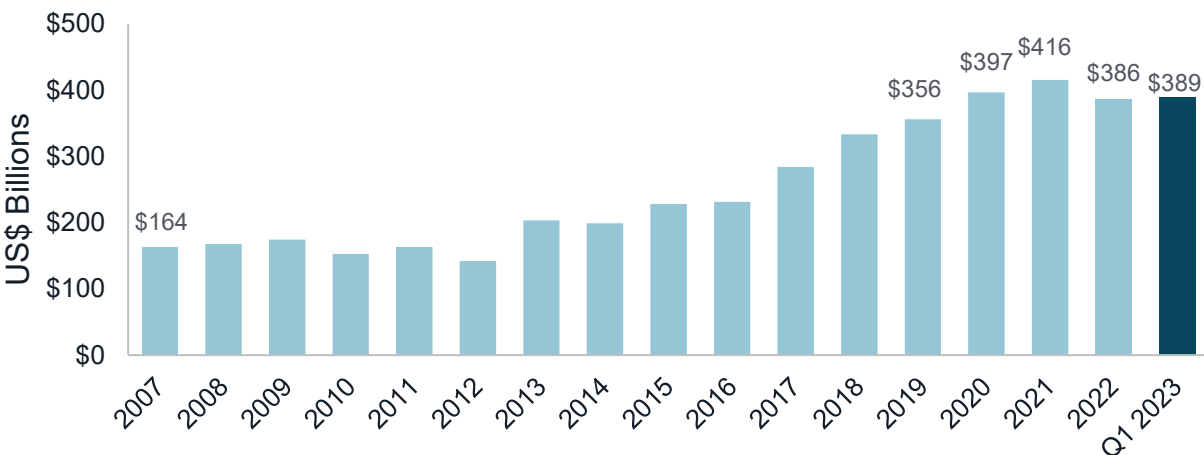
- Source: JLL Research, April 2023
- Real estate investment includes office, multifamily residential, retail, hotels, industrial, mixed use, healthcare and alternatives sectors. Excludes entity-level and development transactions.

Capital markets industry trends

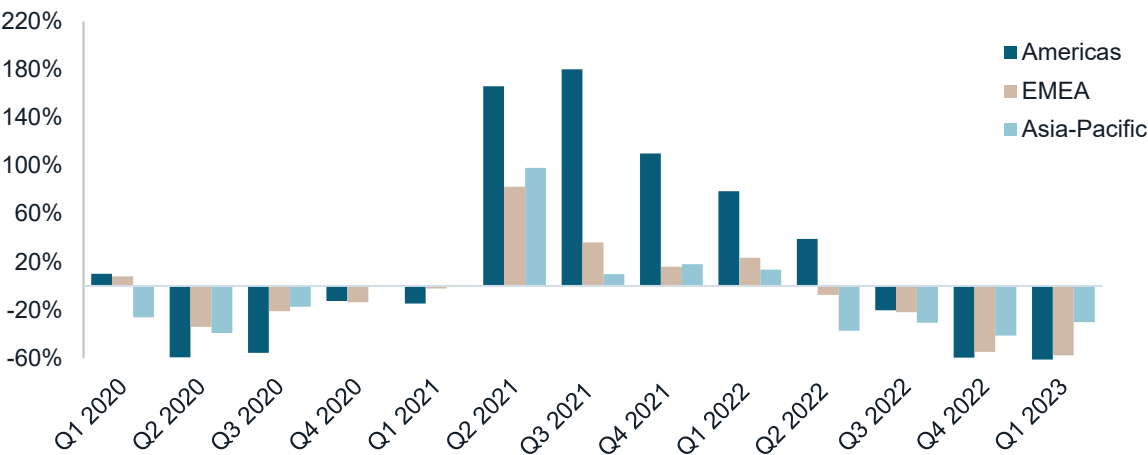
Global fundraising for closed-end funds, 2007 – Q1 2023



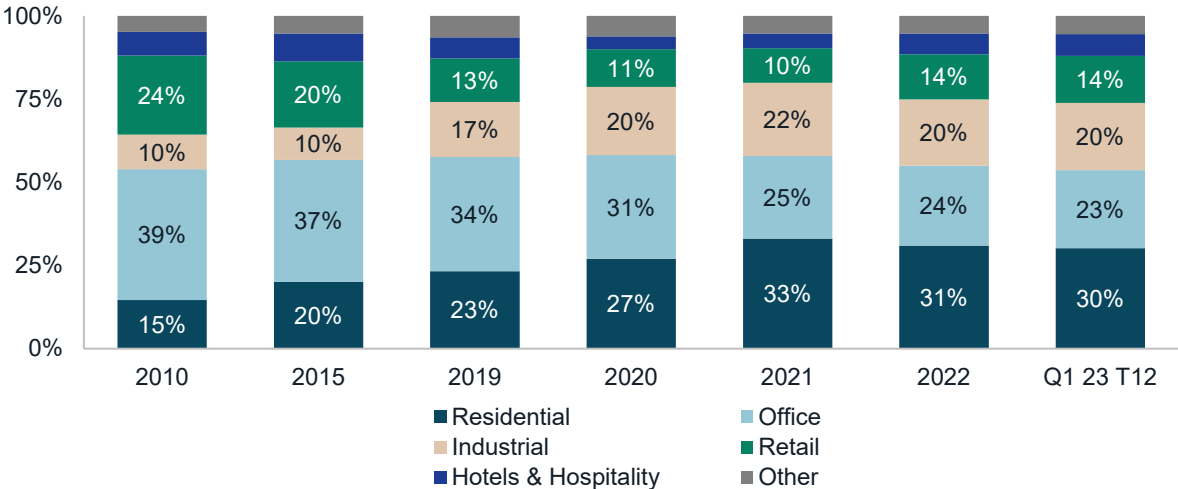
Dry powder in closed-end funds, 2007 – Q1 2023



Investment volume change YoY by region, Q1 2020 – Q1 2023



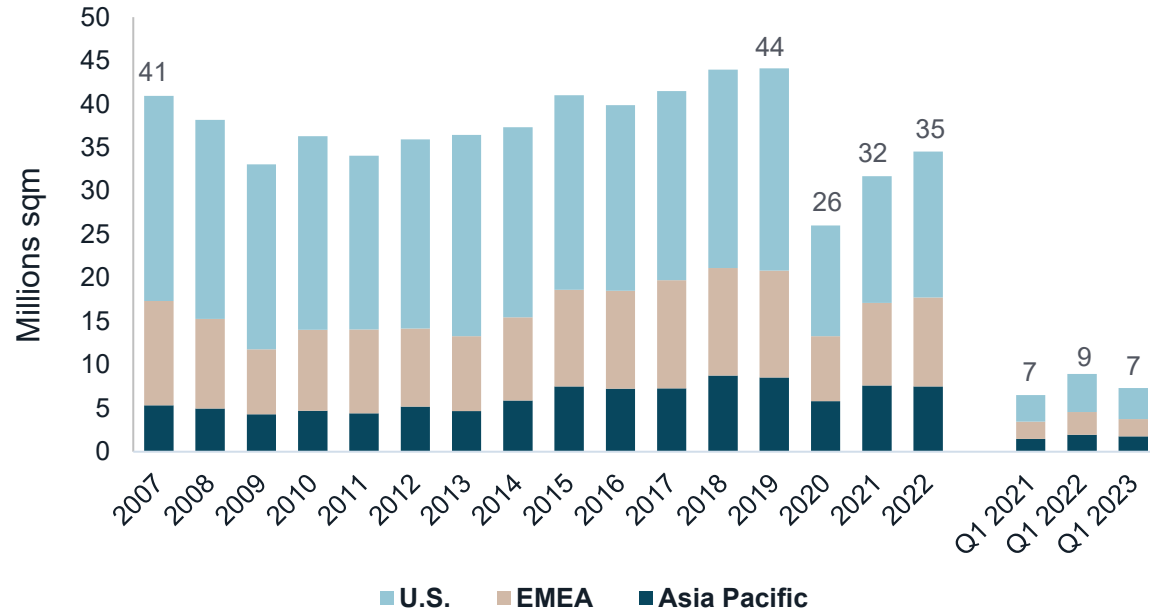
Share of investment volume by sector, 2010 – Q1 2023



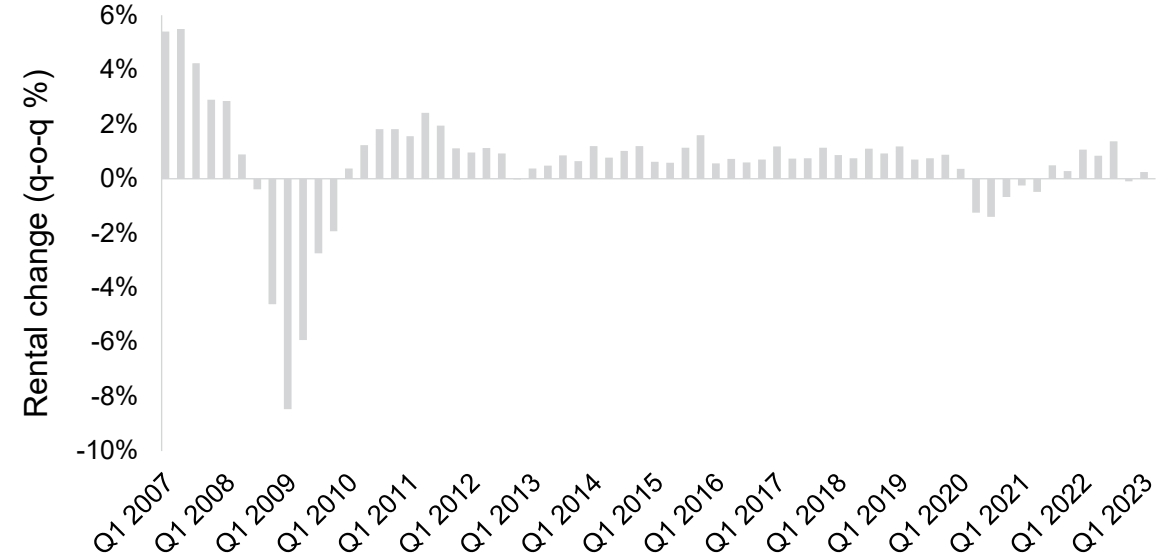
Notes:
• Source: JLL Research, Preqin Ltd, April 2023

Office leasing industry highlights

Global office leasing volumes by region, 2007 – Q1 2023



Rental growth for prime office assets - quarterly



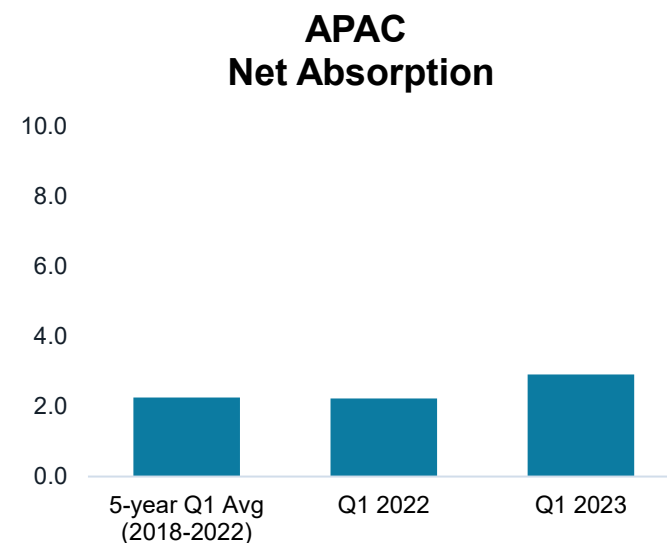
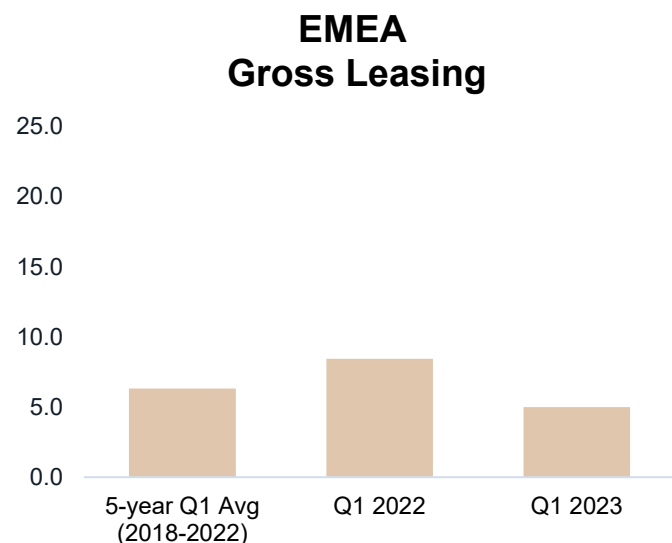
First Quarter Highlights

- Global office leasing volumes in the first quarter were down 18% compared to the first quarter 2022, with EMEA down 24%, U.S. down 19%, and Asia-Pacific down 9%
- In most markets high quality, premium assets are significantly outperforming the rest of the market
- The global office vacancy rate ticked up to 15.3% in the first quarter, with increases across all regions; this compares to 14.9% at the end of 2022

Notes:

- Source: JLL Research, April 2023
- Prime Office Rental Growth: unweighted average of 30 major markets

Industrial leasing industry highlights



First Quarter Highlights

- Industrial leasing demand slowed in the first quarter with the U.S. and EMEA posting declines as occupiers delayed decision-making; market fundamentals remain strong overall with low vacancy rates and healthy rental growth in many markets
- U.S. and EMEA gross leasing below 5-year historical average as slowdown helps bring supply and demand into balance
- Asia-Pacific net absorption above 5-year historical average as demand remained strong

Notes:

- Source: JLL Research, April 2023
- U.S. Gross Leasing: 55 city markets; EMEA Gross Leasing: 13 country markets; Asia-Pacific Net Absorption: 35 city markets

Consolidated financials

Consolidated first quarter 2023 financial results

Margins in local currency; growth rates represent % change over three months ended Q1 2022

	Q1 2023	Q1 2022	'23/'22 % Chg. USD	'23/'22 % Chg. Local Currency
Revenue	\$4,716M	\$4,801M	↓ (2)%	↑ 1%
Fee Revenue	\$1,584M	\$1,901M	↓ (17)%	↓ (15)%
Operating Income	\$18M	\$176M	↓ (90)%	↓ (93)%
Operating Income Margin	0.8%	9.2%	↓ 810 bps	↓ 840 bps
Equity (Losses) Earnings	\$(3)M	\$19M	↓ (114)%	↓ (115)%
Net (Loss) Income Attributable to Common Shareholders	\$(9)M	\$146M	↓ (106)%	↓ (111)%
Adjusted Net Income	\$31M	\$177M	↓ (82)%	↓ (85)%
Adjusted Diluted EPS	\$0.65	\$3.47	↓ (81)%	↓ (84)%
Adjusted EBITDA	\$109M	\$274M	↓ (60)%	↓ (61)%
Adjusted EBITDA Margin	6.6%	14.4%	↓ 750 bps	↓ 780 bps

Notes:

- Q1 2023 Organic Fee Revenue decline of (15)% local currency
- Non-GAAP items listed above include Fee Revenue, Adjusted Net Income, Adjusted EBITDA, Adjusted EBITDA margin and Adjusted Diluted EPS
- Refer to pages 22 - 26 for definitions and reconciliations of non-GAAP financial measures

Business segments results

First quarter 2023 financial results – Business segments

\$M. Growth rates and margins in local currency; growth rates represent % change over three months ended Q1 2022

	Revenue	Fee Revenue	Adjusted EBITDA	Adjusted EBITDA Margin
Markets Advisory	\$906 ↓ (7)%	\$627 ↓ (14)%	\$72 ↓ (36)%	11.2% ↓ 380 bps
Capital Markets	\$357 ↓ (39)%	\$350 ↓ (39)%	\$11 ↓ (91)%	2.9% ↓ 1,710 bps
Work Dynamics	\$3,276 ↑ 11%	\$442 ↑ 11%	\$26 ↓ (33)%	5.1% ↓ 350 bps
JLL Technologies	\$61 ↑ 25%	\$58 ↑ 29%	\$(13) ↓ (12)%	(23.7)% ↑ 350 bps
LaSalle	\$114 ↑ 1%	\$107 --	\$14 ↓ (30)%	13.3% ↓ 570 bps
Consolidated	\$4,716 ↑ 1%	\$1,584 ↓ (15)%	\$109 ↓ (61)%	6.6% ↓ 780 bps

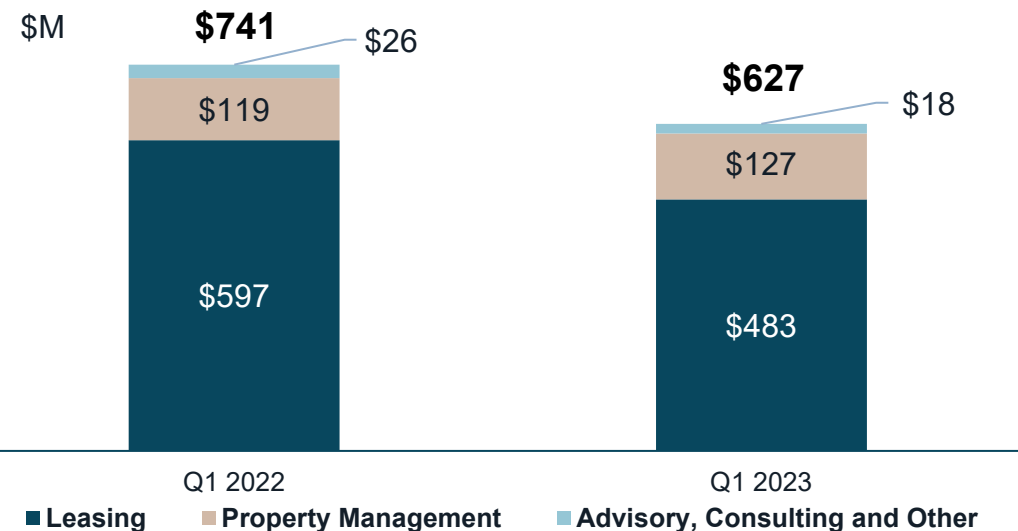
Notes:

- Refer to pages 22 - 26 for definitions and reconciliations of non-GAAP financial measures

Markets Advisory

Margins in local currency; growth rates represent % change over three months ended Q1 2022

Fee Revenue



Adjusted EBITDA

\$M, % of fee revenue



First Quarter Highlights

- Leasing fee revenue decline of 18% local currency (19% USD) driven by lower volumes and decreased average deal size across asset types and most geographies, particularly in the office sector
- Property Management fee revenue growth of 12% local currency (7% USD) driven by portfolio expansion in the Americas and incremental fees from interest rate sensitive contract terms in the U.K.
- Adjusted EBITDA margin decline primarily due to lower Leasing fee revenue

Notes:

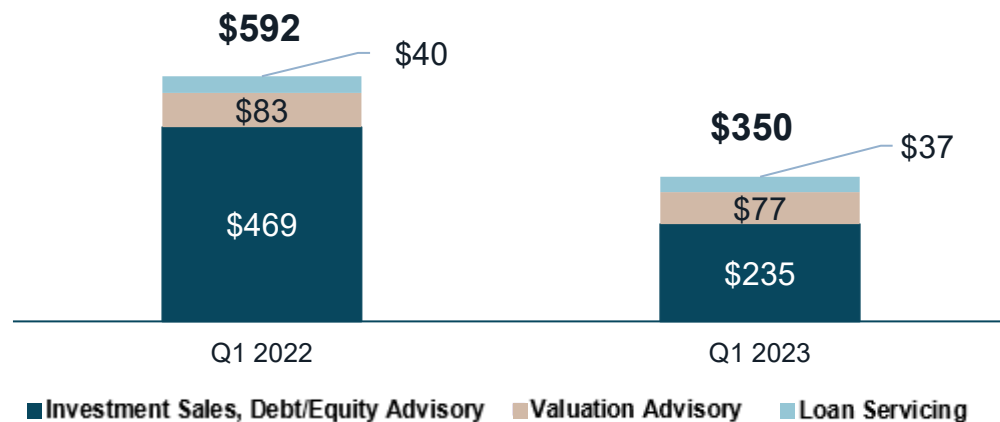
- Refer to pages 22 - 26 for definitions and reconciliations of non-GAAP financial measures

Capital Markets

Margins in local currency; growth rates represent % change over three months ended Q1 2022

Fee Revenue

\$M



Adjusted EBITDA

\$M, % of fee revenue



First Quarter Highlights

- Fee revenue decline of 39% local currency (41% USD) driven by lower Investment Sales and Debt/Equity Advisory activity, as transaction volumes fell and the deal-cycle time remained elongated, reflecting rising interest rates, tightening credit and macroeconomic uncertainty
- Loan Servicing decline of 6% local currency / USD reflected lower prepayment fees, more than offsetting growth in the underlying servicing portfolio
- Adjusted EBITDA margin decline primarily due to fixed cost deleverage on lower fee revenue and the impact of incremental investments in headcount in early to mid-2022

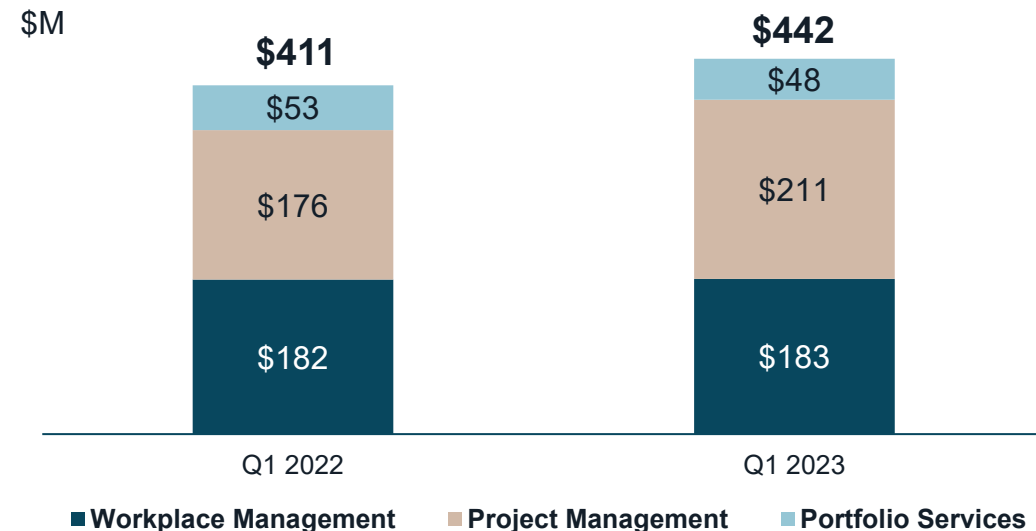
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Work Dynamics

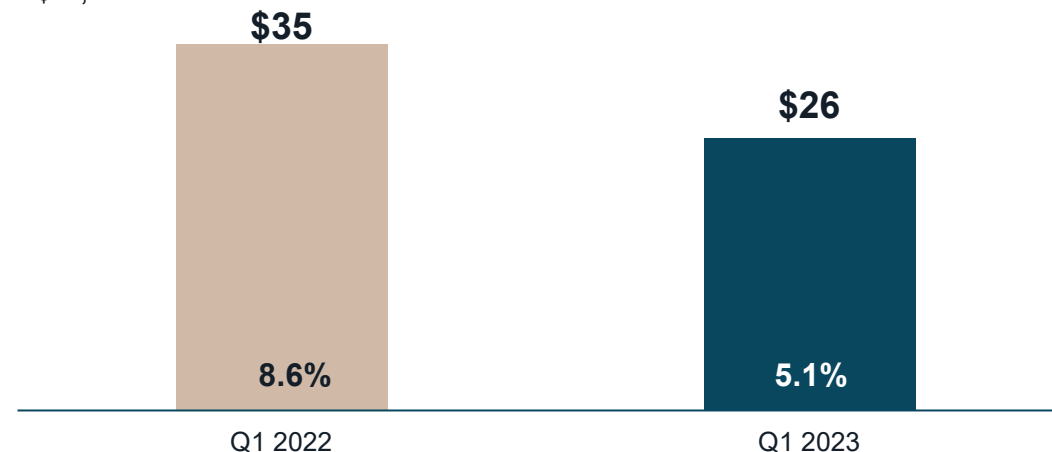
Margins in local currency; growth rates represent % change over three months ended Q1 2022

Fee Revenue



Adjusted EBITDA

\$M, % of fee revenue



First Quarter Highlights

- Work Dynamics fee revenue growth of 11% local currency (8% USD) was driven by double-digit growth in Project Management
- Workplace Management fee revenue growth of 3% local currency (1% USD) demonstrated continued resilience, lapping strong growth in the prior-year quarter
- Project Management fee revenue growth of 24% local currency (20% USD) driven by continued project demand in several geographies, most notably the U.S., France and MENA
- Adjusted EBITDA margin contraction was primarily attributable to \$9 million of Tetris contract losses and incremental investments in sustainability and technology products, partially offset by higher fee revenue

Notes:

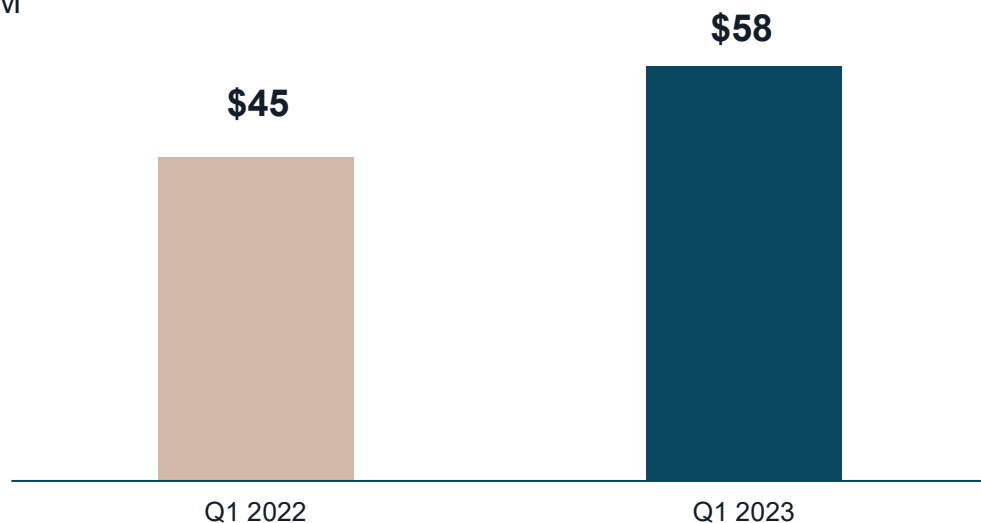
- Refer to pages 22 - 26 for definitions and reconciliations of non-GAAP financial measures

JLL Technologies

Margins in local currency; growth rates represent % change over three months ended Q1 2022

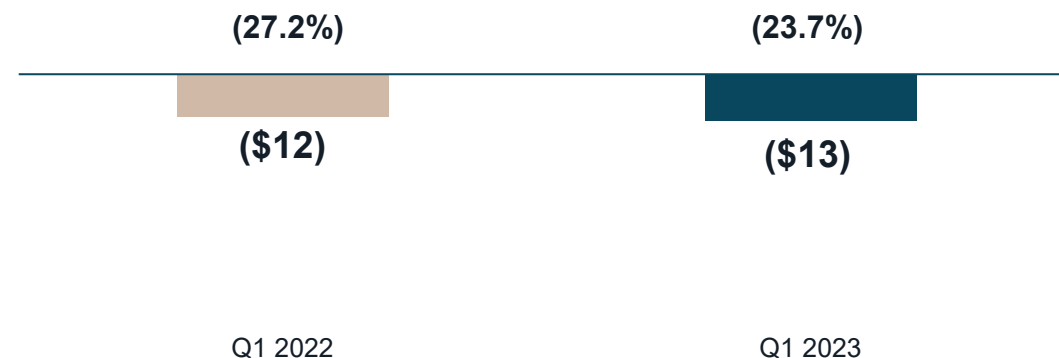
Fee Revenue

\$M



Adjusted EBITDA

\$M, % of fee revenue



First Quarter Highlights

- Fee revenue growth of 29% local currency (28% USD) driven by solutions and service offerings, especially from existing large enterprise clients
- Operating expenses excluding carried interest were up 7% year over year from tighter cost control and higher efficiencies
- Equity earnings of \$5 million in the first quarter 2023 were primarily attributable to net valuation increases in JLL Technologies' investments, offset by valuation declines in specific proptech funds; this compares to equity earnings of \$19 million in the first quarter 2022
- Adjusted EBITDA margin improvement was driven by fee revenue growth and operational efficiency gains, tempered by lower equity earnings

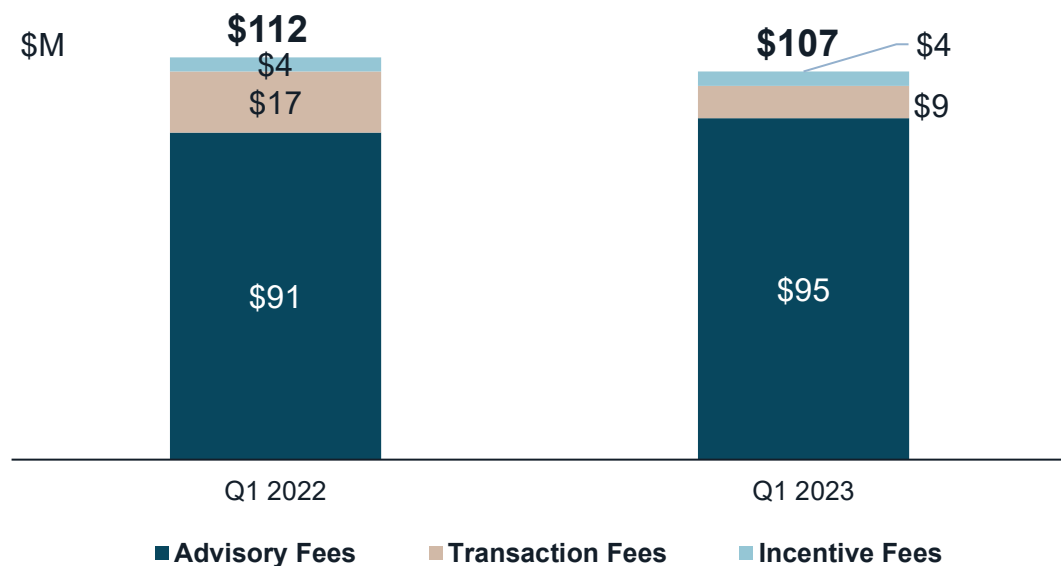
Notes:

- Refer to pages 22 - 26 for definitions and reconciliations of non-GAAP financial measures
- Included in Segment operating loss is carried interest expense of \$0.7 million and \$6.2 million for the first quarter of 2023 and 2022, respectively, related to the segment's equity earnings

LaSalle

Margins in local currency; growth rates represent % change over three months ended Q1 2022

Fee Revenue



Adjusted EBITDA

\$M, % of fee revenue



First Quarter Highlights

- AUM growth from strong capital deployment and valuation increases over the trailing twelve months, concentrated in open-ended funds, supported 9% local currency (4% USD) growth in advisory fee revenue, offset by lower transaction fees attributable to muted deal activity
- Equity losses of \$9 million were primarily attributable to valuation declines in the co-investment portfolio; this compares to equity losses of \$2 million in the first quarter of 2022
- Adjusted EBITDA margin contraction was largely attributable to higher equity losses, as additional advisory fee platform scale was offset by lower transaction fees

Notes:

- Refer to pages 22 - 26 for definitions and reconciliations of non-GAAP financial measures
- The market value of JLL's investment in LaSalle LOGIPORT REIT (ticker 3466-TKS) was approximately \$55.5 million as of March 31, 2023
- AUM amounts reported on a one-quarter lag

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Capital allocation and balance sheet

Debt and leverage

Highlights:

- Strong balance sheet with ample liquidity provides operational flexibility
- Sequential quarter increase in net debt primarily attributable to annual incentive compensation payments

Debt and leverage (\$M)	Q1 2023	Q4 2022	Q1 2022
Cash and cash equivalents	485	519	576
Total debt	2,585	1,763	1,907
Short-term borrowings	104	164	118
Credit facility	2,100	1,225	1,125
Long term senior notes	380	374	664
Total Net Debt	\$2,100	\$1,244	\$1,331
Adjusted TTM EBITDA	\$1,083	\$1,247	\$1,580
Net Debt /Adjusted TTM EBITDA	1.9x	1.0x	0.8x

Notes:

- Refer to pages 22 - 26 for definitions and reconciliations of non-GAAP financial measures
- Credit Facility and Long-Term Senior Notes amounts shown are gross of debt issuance costs
- Credit Facility figures shown in table represent amount drawn

Investment Grade Credit Ratings

Moody's: Baa1
S&P: BBB+

\$3.35B

Credit Facility
Maturing in April 2026

€ 350M

LT Senior Notes

10-yr debt 1.96% fixed (due 2027)

12-yr debt 2.21% fixed (due 2029)

Financial Targets

2023 and Mid-Term Financial Targets

2023 Consolidated Financial Targets

Adj. EBITDA Margin

14-16%

2025 Consolidated Financial Targets*

Fee Revenue

\$10-11B

Adj. EBITDA Margin

16-19%

Net Debt / Adj. EBITDA

< 2x

*Unchanged from the November 2022 Investor Briefing

Supplemental materials & non-GAAP reconciliations

Fee revenue / fee-based operating expenses reconciliation

	Three Months Ended Mar 31	
(\$M)	2023	2022
Revenue	\$4,715.5	\$4,801.4
Gross contract costs	(3,133.3)	(2,904.5)
Net non-cash MSR and mortgage banking derivative activity	1.8	3.6
Fee revenue	\$1,584.0	\$1,900.5
Operating expenses	\$4,697.7	\$4,625.7
Gross contract costs	(3,133.3)	(2,904.5)
Fee-based operating expenses	\$1,564.4	\$1,721.2

Reconciliation of net (loss) income attributable to common shareholders to adjusted EBITDA

	Three Months Ended Mar 31	
(\$M)	2023	2022
Net (loss) income attributable to common shareholders	\$(9.2)	\$145.6
Interest expense, net of interest income	26.3	10.2
Income tax (benefit) provision	(2.3)	40.3
Depreciation and amortization	56.5	54.4
EBITDA	\$71.3	\$250.5
Restructuring and acquisition charges	35.7	19.5
Net non-cash MSR and mortgage banking derivative activity	1.8	3.6
Interest on employee loans, net of forgiveness	0.2	--
Adjusted EBITDA	\$109.0	\$273.6

Adjusted EBITDA attributable to common shareholders ("Adjusted EBITDA") represents EBITDA attributable to common shareholders ("EBITDA") further adjusted for certain items we do not consider directly indicative of our ongoing performance in the context of certain performance measurements

Reconciliation of net (loss) income to adjusted net income and adjusted diluted earnings per share

	Three Months Ended Mar 31	
(\$M except per share data)	2023	2022
Net (loss) income attributable to common shareholders	\$(9.2)	\$145.6
Shares (in 000s) ⁽¹⁾	47,555	50,957
Diluted (loss) earnings per share	\$(0.19)	\$2.86
Net (loss) income attributable to common shareholders	\$(9.2)	\$145.6
Restructuring and acquisition charges	35.7	19.5
Net non-cash MSR and mortgage banking derivative activity	1.8	3.6
Amortization of acquisition-related intangibles	16.5	16.8
Interest on employee loans, net of forgiveness	0.2	--
Tax impact of adjusted items	(13.7)	(8.7)
Adjusted net income	\$31.3	\$176.8
Shares (in 000s)	48,360	50,957
Adjusted diluted earnings per share⁽²⁾	\$0.65	\$3.47

(1) Basic shares outstanding were used in the calculation of dilutive loss per share for the three months ended March 31, 2023, as the impact of unvested stock-based compensation awards would be anti-dilutive.

(2) Calculated on a local currency basis, the results for the three months ended March 31, 2023, includes \$0.10 favorable impact due to foreign exchange rate fluctuations.

Non-GAAP measures

Management uses certain non-GAAP financial measures to develop budgets and forecasts, measure and reward performance against those budgets and forecasts, and enhance comparability to prior periods. These measures are believed to be useful to investors and other external stakeholders as supplemental measures of core operating performance and include the following:

- (i) Fee revenue and Fee-based operating expenses,
- (ii) Adjusted EBITDA attributable to common shareholders ("Adjusted EBITDA") and Adjusted EBITDA margin,
- (iii) Adjusted net income attributable to common shareholders and Adjusted diluted earnings per share,
- (iv) Percentage changes against prior periods, presented on a local currency basis, and
- (v) Free Cash Flow.

However, non-GAAP financial measures should not be considered alternatives to measures determined in accordance with U.S. generally accepted accounting principles ("GAAP"). Any measure that eliminates components of a company's capital structure, cost of operations or investments, or other results has limitations as a performance measure. In light of these limitations, management also considers GAAP financial measures and does not rely solely on non-GAAP financial measures. Because the company's non-GAAP financial measures are not calculated in accordance with GAAP, they may not be comparable to similarly titled measures used by other companies.

Adjustments to GAAP Financial Measures Used to Calculate non-GAAP Financial Measures

Gross Contract Costs represent certain costs associated with client-dedicated employees and third-party vendors and subcontractors and are directly or indirectly reimbursed through the fees we receive. These costs are presented on a gross basis in Operating expenses with the equal amount of corresponding fees in Revenue. Excluding gross contract costs from both Fee revenue and Fee-based operating expenses more accurately reflects how the company manages its expense base and operating margins and also enables a more consistent performance assessment across a portfolio of contracts with varying payment terms and structures.

Net Non-Cash Mortgage Servicing Rights ("MSR") and Mortgage Banking Derivative Activity consists of the balances presented within Revenue composed of (i) derivative gains/losses resulting from mortgage banking loan commitment and warehousing activity and (ii) gains recognized from the retention of MSR upon origination and sale of mortgage loans, offset by (iii) amortization of MSR intangible assets over the period that net servicing income is projected to be received. Non-cash derivative gains/losses resulting from mortgage banking loan commitment and warehousing activity are calculated as the estimated fair value of loan commitments and subsequent changes thereof, primarily represented by the estimated net cash flows associated with future servicing rights. MSR gains and corresponding MSR intangible assets are calculated as the present value of estimated cash flows over the estimated mortgage servicing periods. The above activity is reported entirely within Revenue of the Capital Markets segment. Excluding net non-cash MSR and mortgage banking derivative activity reflects how the company manages and evaluates performance because the excluded activity is non-cash in nature.

Non-GAAP measures (cont.)

Restructuring and Acquisition Charges primarily consist of: (i) severance and employment-related charges, including those related to external service providers, incurred in conjunction with a structural business shift, which can be represented by a notable change in headcount, change in leadership or transformation of business processes; (ii) acquisition, transaction and integration-related charges, including fair value adjustments, which are generally non-cash in the periods such adjustments are made, to assets and liabilities recorded in purchase accounting such as earn-out liabilities and intangible assets; and (iii) lease exit charges. Such activity is excluded as the amounts are generally either non-cash in nature or the anticipated benefits from the expenditures would not likely be fully realized until future periods. Restructuring and acquisition charges are excluded from segment operating results and therefore not a line item in the segments' reconciliation to Adjusted EBITDA.

Amortization of Acquisition-Related Intangibles, primarily composed of the estimated fair value ascribed at closing of an acquisition to assets such as acquired management contracts, customer backlog and relationships, and trade name, is more notable following the company's increase in acquisition activity in recent years. Such non-cash activity is excluded as the change in period-over-period activity is generally the result of longer-term strategic decisions and therefore not necessarily indicative of core operating results.

Gain or Loss on Disposition reflects the gain or loss recognized on the sale of businesses. Given the low frequency of business disposals by the company historically, the gain or loss directly associated with such activity is excluded as it is not considered indicative of core operating performance.

Interest on Employee Loans, Net of Forgiveness reflects interest accrued on employee loans less the amount of accrued interest forgiven. Certain employees (predominantly in our Leasing and Capital Markets businesses) receive cash payments structured as loans, with interest. Employees earn forgiveness of the loan based on performance, generally calculated as a percentage of revenue production, annually. Such forgiven amounts are reflected in Compensation and benefits expense. Given the interest accrued on these employee loans and subsequent forgiveness are non-cash and the amounts perfectly offset over the life of the loan, the activity is not indicative of core operating performance and is excluded from non-GAAP measures.