



Earnings Presentation

Fourth Quarter 2022

February 28, 2023

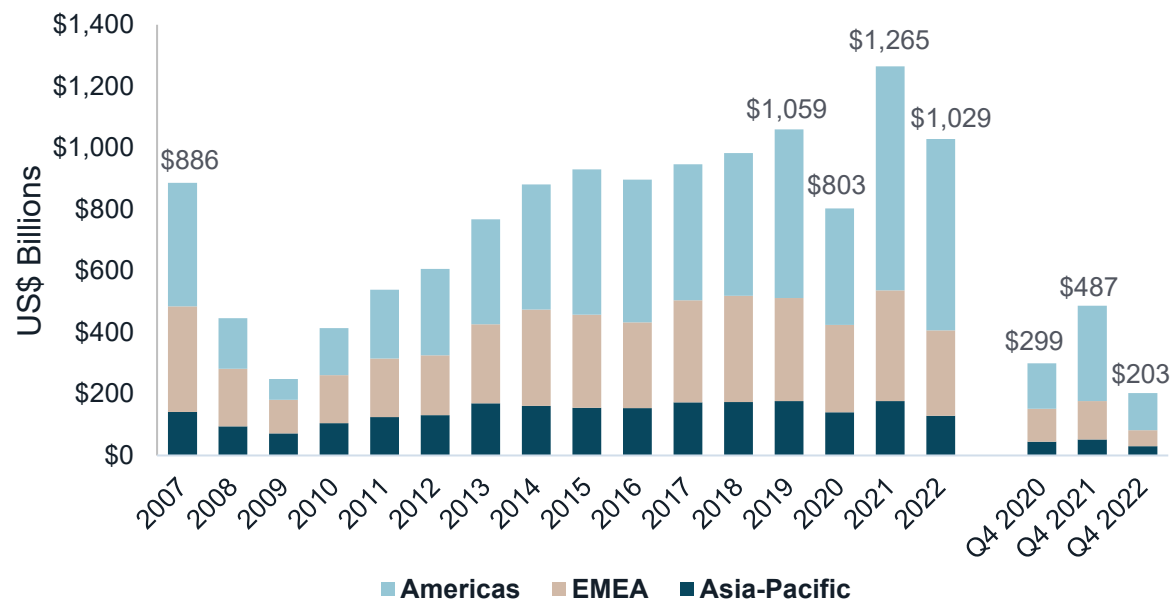
Cautionary note regarding forward-looking statements

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 soon to be filed Annual Report on Form 10-K for the year ended December 31, 2022, 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.

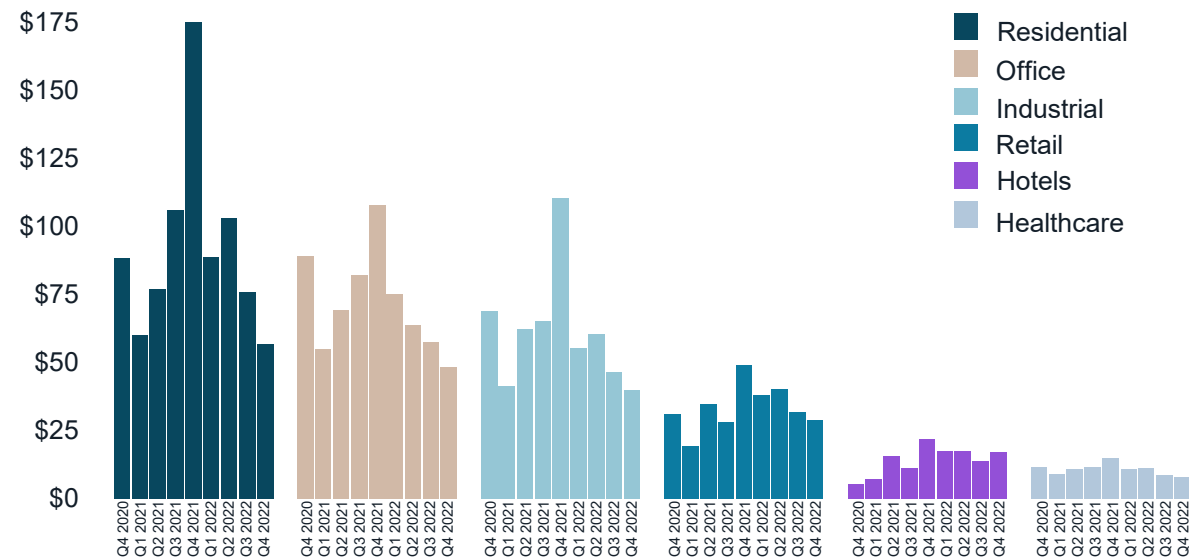
Fourth quarter market highlights

Capital markets industry highlights

Real estate investment volumes by region, 2007 – 2022



Quarterly investment volumes by sector, Q1 2021 – Q4 2022



Fourth Quarter Highlights

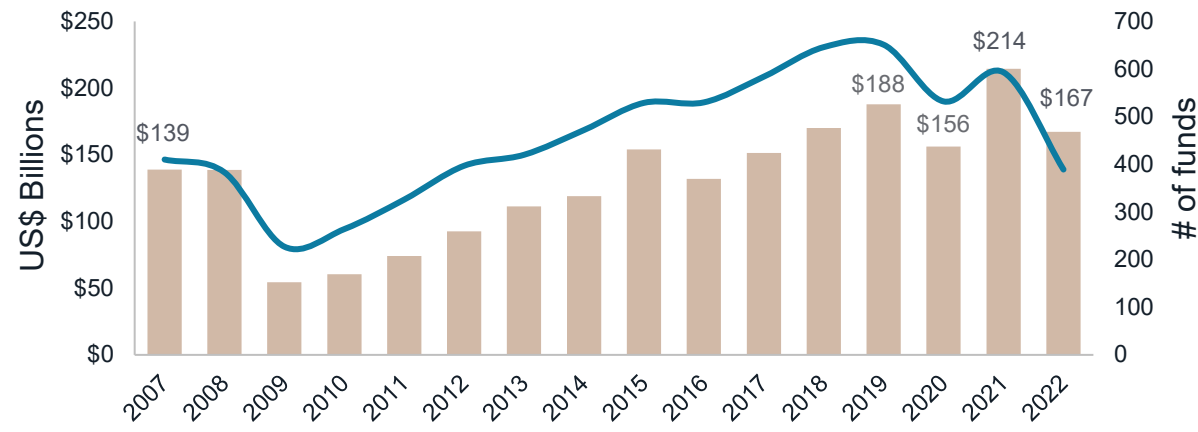
- Global direct investment was down 56% local currency (down 58% USD) in the fourth quarter; with the Americas down 61% local currency / USD, EMEA down 54% local currency (down 58% USD), and Asia-Pacific down 35% local currency (down 41% USD)
- The decline in volume reflects a prolonged period of price discovery which is elongating the time to close deals
- Liquidity in capital markets remained soft across most sectors, as capital deployment and deal formation slowed

Notes:

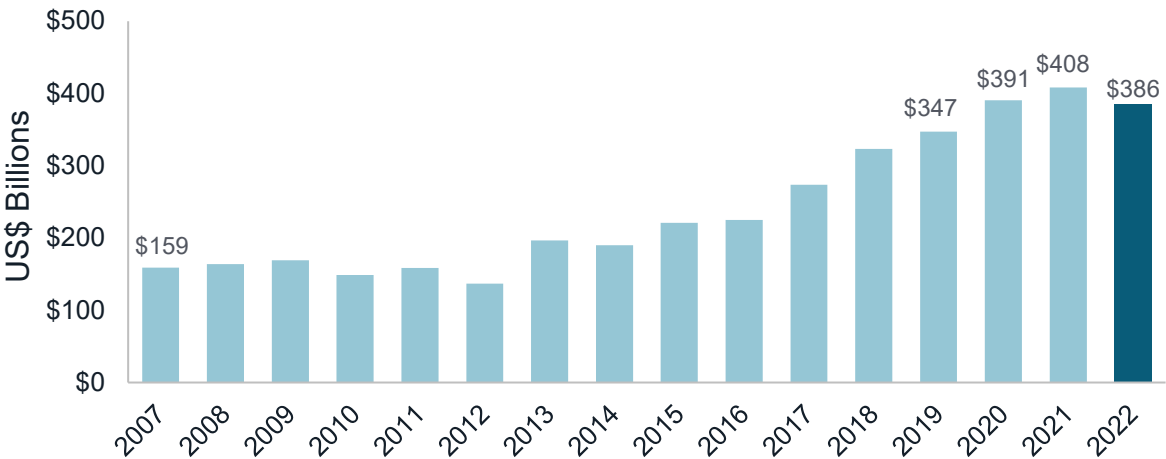
- Source: JLL Research, January 2023
- Real estate investment includes office, multifamily residential, retail, hotels, industrial, mixed use, healthcare and alternatives sectors. Excludes entity-level and development transactions.

Capital markets industry trends

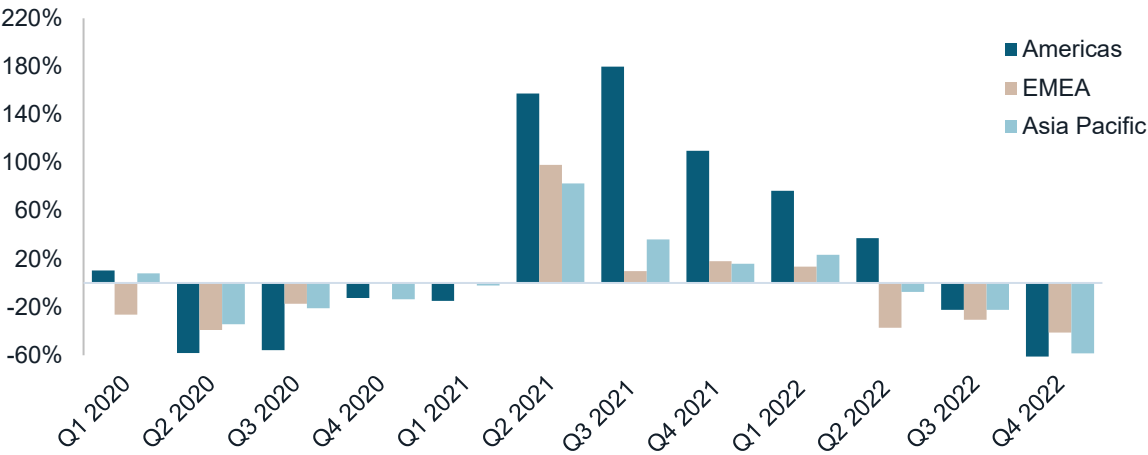
Global fundraising for closed-end funds, 2007 – 2022



Dry powder in closed-end funds, 2007 – 2022

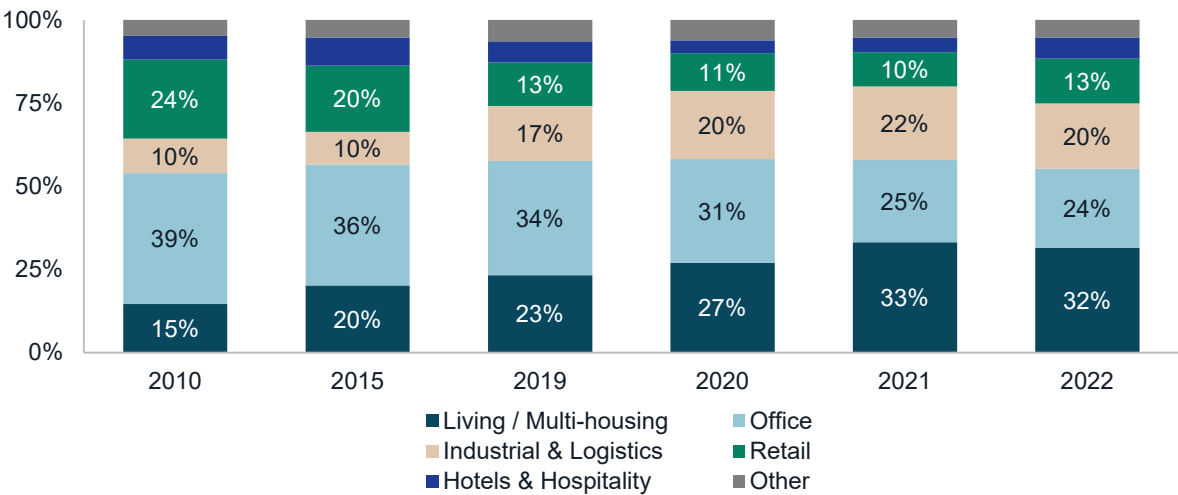


Investment volume change YoY by region, Q1 2020 – Q4 2022



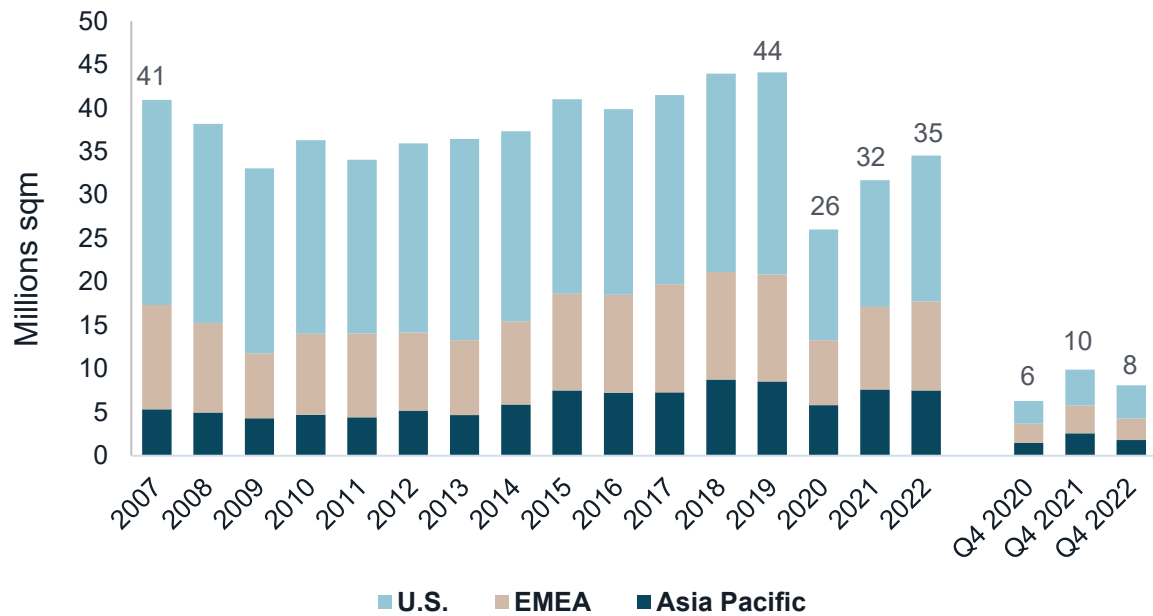
Notes:
 • Source: JLL Research, Preqin Ltd, January 2023

Share of investment volume by sector, 2010 – 2022

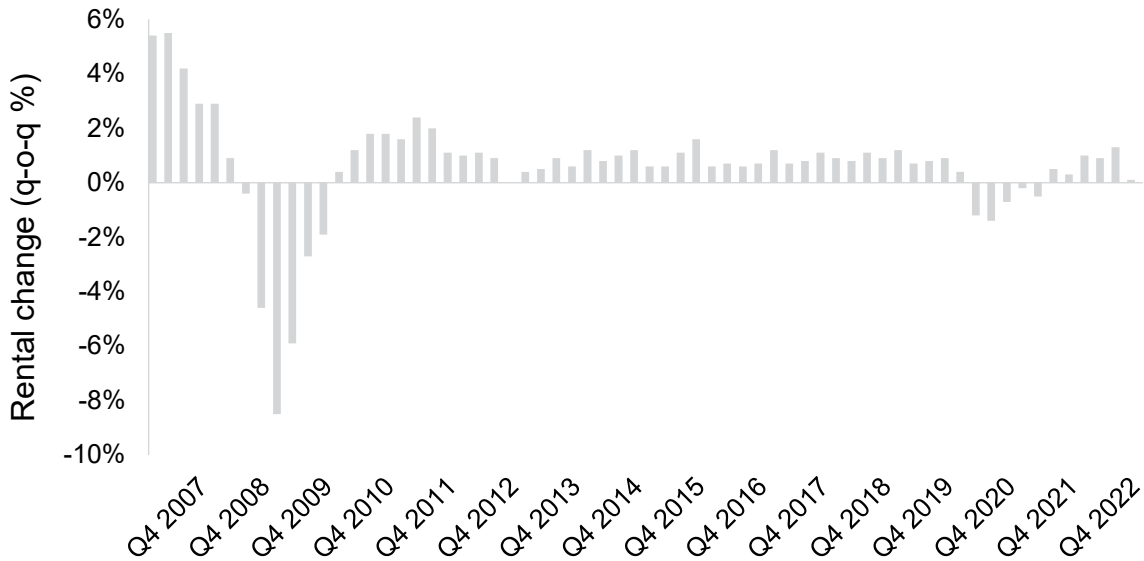


Office leasing industry highlights

Global office leasing volumes by region, 2007 – 2022



Rental growth for prime office assets - quarterly



Fourth Quarter Highlights

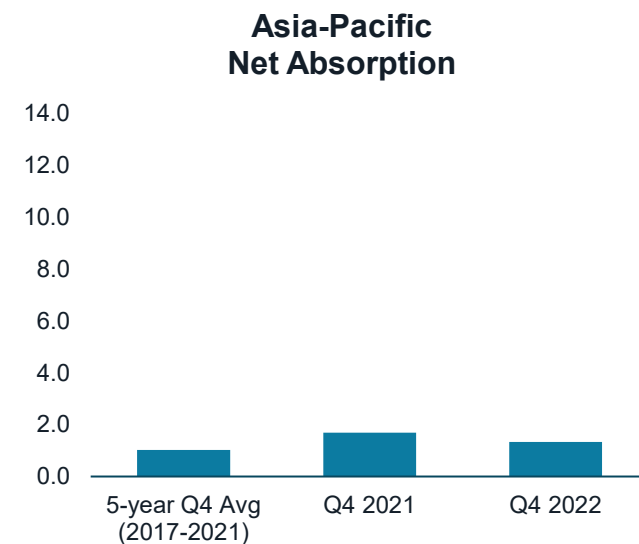
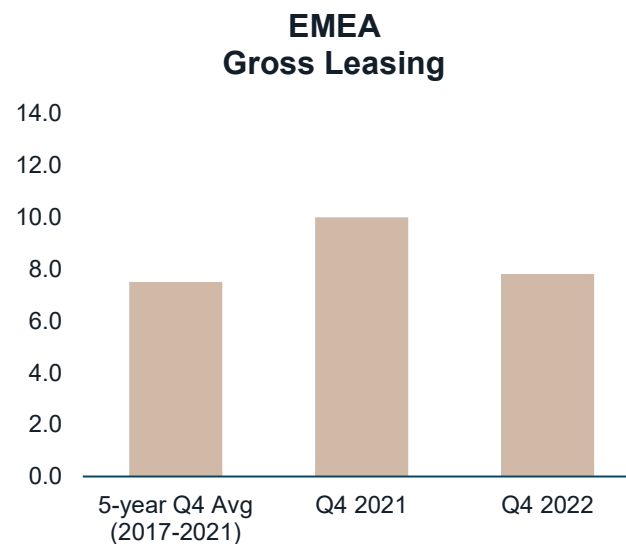
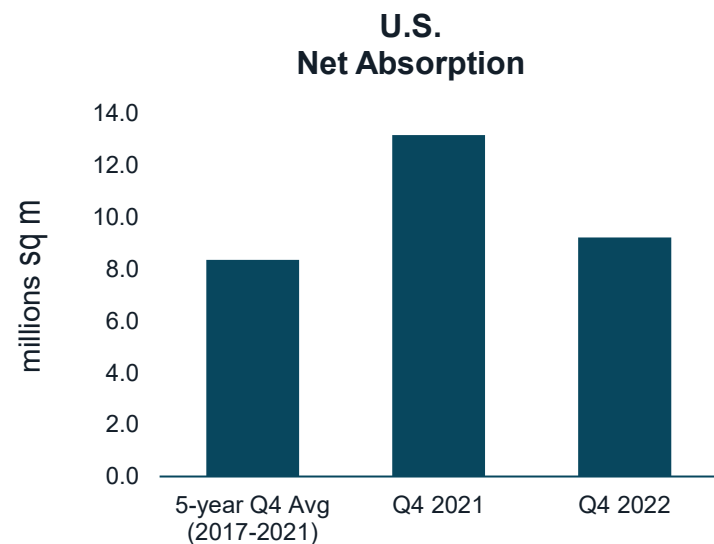
- Global office leasing volumes in the fourth quarter were down 19% compared to Q4 2021, with Asia-Pacific down 31%, EMEA down 23% and the U.S. down 9%; for the full year 2022 global office leasing volume grew 9% compared to 2021 with strong performance in the first nine months more than offsetting softness in Q4
- In most markets high quality, premium assets are significantly outperforming the rest of the market as occupiers focus on upgrading space
- The global office vacancy rate ticked up to 14.9% in the fourth quarter, with increases across all regions

Notes:

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



Industrial leasing industry highlights



Fourth Quarter Highlights

- Industrial leasing demand slowed in the fourth quarter across all three regions as occupiers are adopting a more cautious approach amid economic headwinds; market fundamentals remain strong overall with low vacancy rates and healthy rental growth
- U.S. net absorption above 5-year historical average as demand continues to outpace supply in many markets; Asia-Pacific net absorption modestly above 5-year historical average
- EMEA gross leasing above 5-year historical average following a year of elevated demand in 2021

Notes:

- Source: JLL Research, January 2023
- U.S. Net Absorption: 55 city markets; EMEA Gross Leasing: 13 country markets; Asia-Pacific Net Absorption: 6 city markets

Consolidated fourth quarter 2022 financial results

Margins in local currency; growth rates represent % change over three months ended Q4 2021

	Q4 2022	Q4 2021	'22/'21 % Chg. USD	'22/'21 % Chg. Local Currency
Revenue	\$5,605M	\$5,946M	↓ (6)%	↓ (2)%
Fee Revenue	\$2,214M	\$2,748M	↓ (19)%	↓ (16)%
Operating Income	\$255M	\$446M	↓ (43)%	↓ (41)%
Operating Income Margin	11.4%	16.2%	↓ 470 bps	↓ 480 bps
Equity (Losses) Earnings	\$(22)M	\$103M	↓ (121)%	↓ (121)%
Net Income Attributable to Common Shareholders	\$175M	\$421M	↓ (59)%	↓ (55)%
Adjusted Net Income	\$211M	\$447M	↓ (53)%	↓ (49)%
Adjusted Diluted EPS	\$4.36	\$8.66	↓ (50)%	↓ (46)%
Adjusted EBITDA	\$339M	\$622M	↓ (46)%	↓ (42)%
Adjusted EBITDA Margin	15.5%	22.6%	↓ 730 bps	↓ 710 bps

Notes:

- Q4 2022 Organic Fee Revenue Growth was (16)% 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 27 - 31 for definitions and reconciliations of non-GAAP financial measures

Business segments results

Fourth quarter 2022 financial results – Business segments

\$M. Growth rates and margins in local currency; growth rates represent % change over three months ended Q4 2021

	Revenue	Fee Revenue	Adjusted EBITDA	Adjusted EBITDA Margin
Markets Advisory	\$1,186 ↓ (10)%	\$915 ↓ (14)%	\$150 ↓ (24)%	17.4% ↓ 230 bps
Capital Markets	\$608 ↓ (35)%	\$599 ↓ (34)%	\$116 ↓ (46)%	19.3% ↓ 440 bps
Work Dynamics	\$3,635 ↑ 11%	\$534 ↑ 11%	\$84 ↑ 20%	14.7% ↑ 110 bps
JLL Technologies	\$57 ↑ 30%	\$54 ↑ 36%	\$(36) ↓ (172)%	(67.9)% ↓ N.M.
LaSalle	\$119 ↓ (23)%	\$111 ↓ (24)%	\$25 ↓ (55)%	22.7% ↓ N.M.
Consolidated	\$5,605 ↓ (2)%	\$2,214 ↓ (16)%	\$339 ↓ (42)%	15.5% ↓ 710 bps

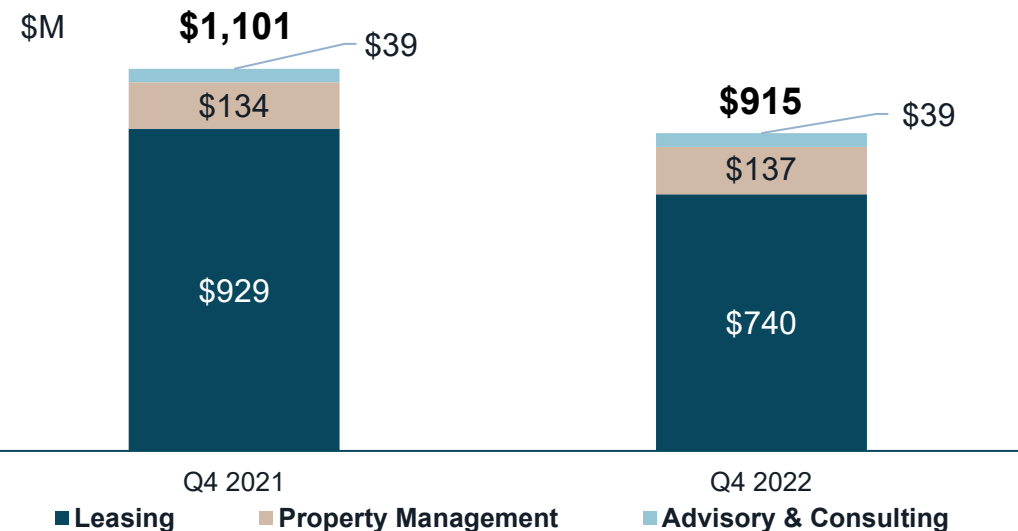
Notes:

- Refer to pages 27 - 31 for definitions and reconciliations of non-GAAP financial measures
- N.M." defined as "not meaningful"

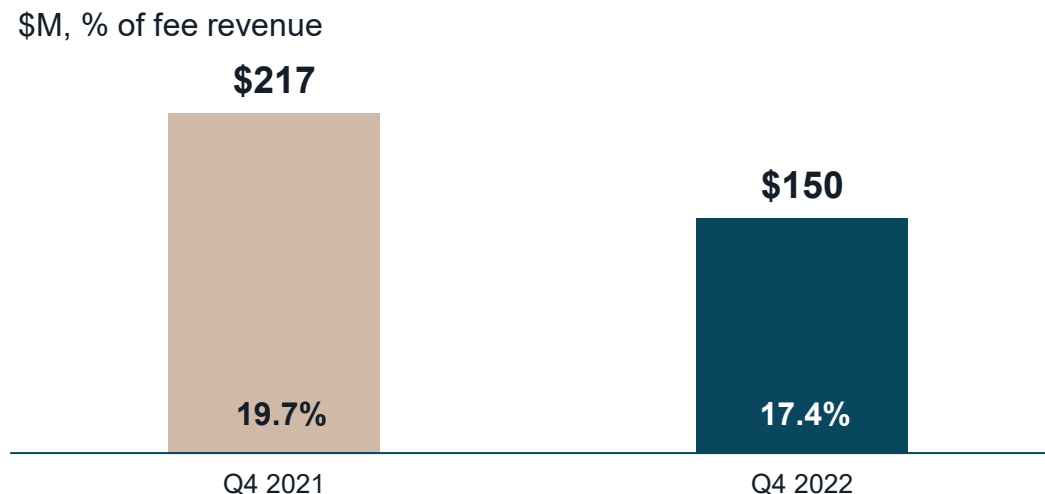
Markets Advisory

Margins in local currency; growth rates represent % change over three months ended Q4 2021

Fee Revenue



Adjusted EBITDA



Fourth Quarter Highlights

- Leasing fee revenue decline of 18% local currency (decline of 20% USD) driven by lower volumes across asset types and regions, as well as decreased average deal size, particularly in the office sector
- Property Management growth of 8% local currency (2% USD) driven by the Americas, primarily from organic contributions
- Adjusted EBITDA margin declined primarily due to lower Leasing fee revenue and incremental fixed compensation expenses

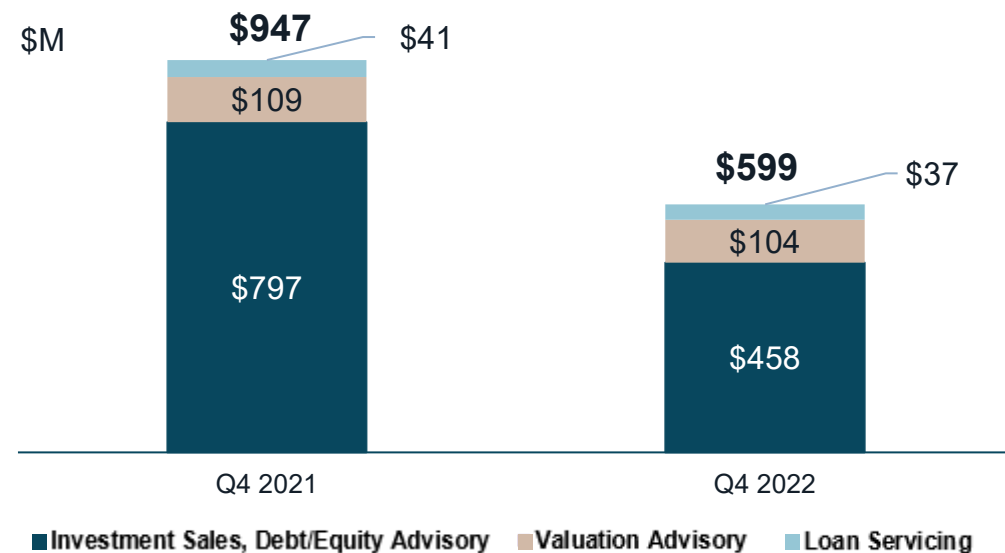
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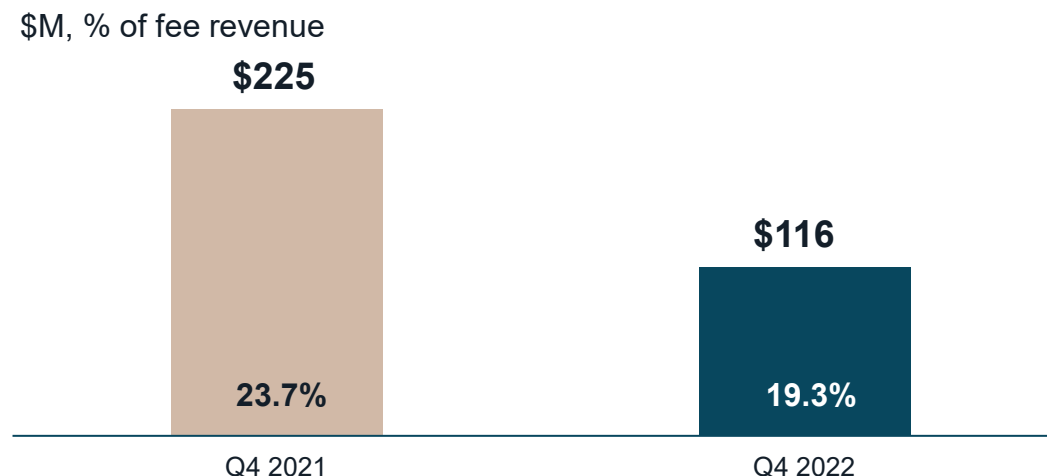
Capital Markets

Margins in local currency; growth rates represent % change over three months ended Q4 2021

Fee Revenue



Adjusted EBITDA



Fourth Quarter Highlights

- Fee revenue decline of 34% local currency (decline of 37% USD) was primarily driven by lower Investment Sales volumes, as rising interest rates and economic uncertainty impacted transactions and elongated the time to close deals
- Loan Servicing decline of 10% local currency / USD reflected lower prepayment fees; more than offsetting growth in the underlying servicing portfolio
- Adjusted EBITDA margin declined primarily due to lower Investment Sales fee revenue and incremental fixed compensation expense

Notes:

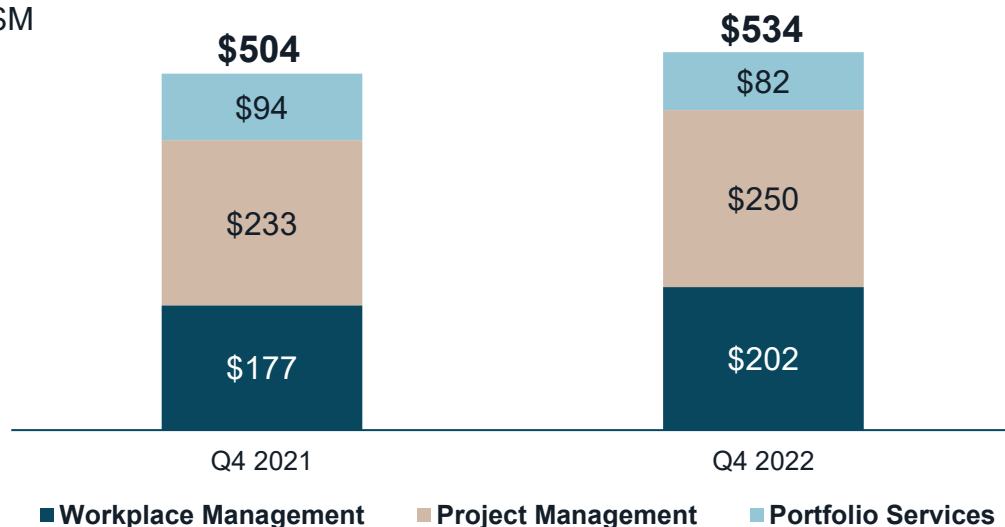
- Refer to pages 27 - 31 for definitions and reconciliations of non-GAAP financial measures

Work Dynamics

Margins in local currency; growth rates represent % change over three months ended Q4 2021

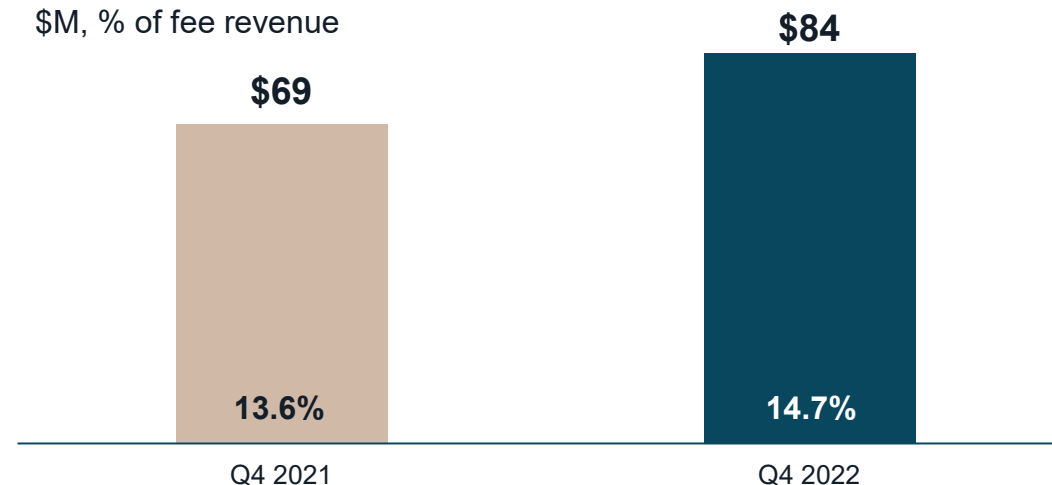
Fee Revenue

\$M



Adjusted EBITDA

\$M, % of fee revenue



Fourth Quarter Highlights

- Work Dynamics fee revenue growth of 11% local currency (6% USD) was driven by double-digit growth in Workplace Management and Project Management, which was broad-based across regions
- Client wins and global contract expansions drove fee revenue growth of 19% local currency (15% USD) in Workplace Management
- Project Management fee revenue saw continued momentum from occupiers' desire to upgrade their space with the return-to-office movement
- Adjusted EBITDA margin expansion was a result of fee revenue growth and continued cost management strategies; partially offset by incremental investments in people and technology

Notes:

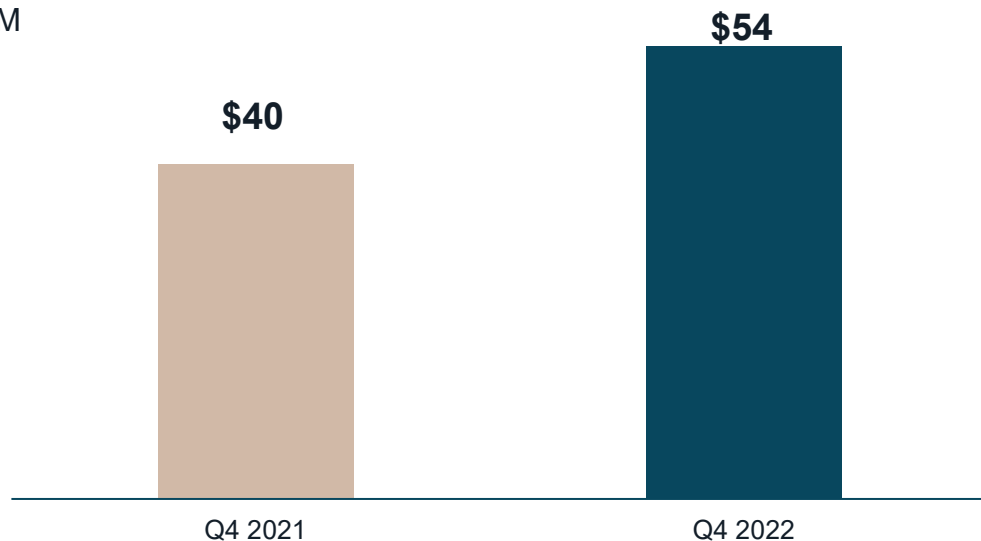
- Refer to pages 27 - 31 for definitions and reconciliations of non-GAAP financial measures

JLL Technologies

Margins in local currency; growth rates represent % change over three months ended Q4 2021

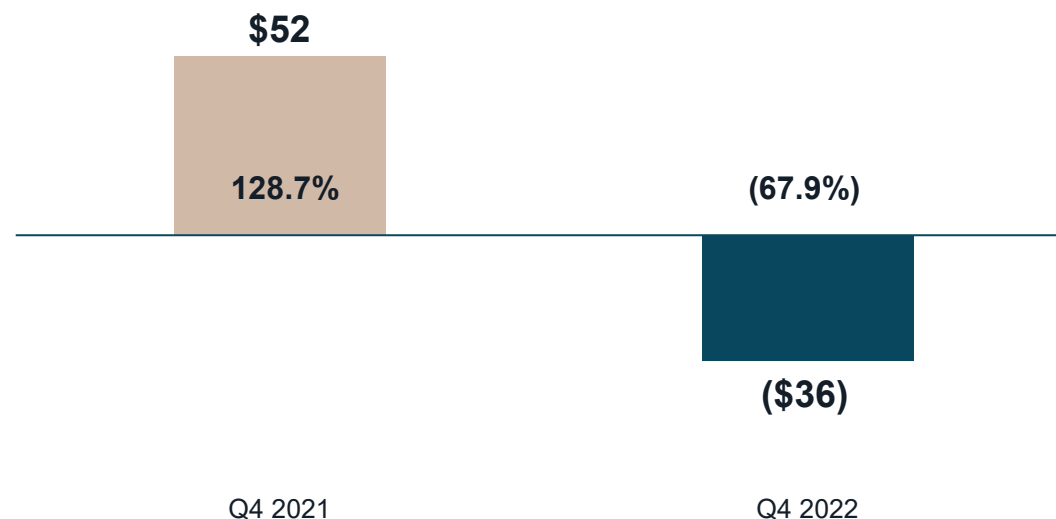
Fee Revenue

\$M



Adjusted EBITDA

\$M, % of fee revenue



Fourth Quarter Highlights

- Fee revenue growth of 36% local currency (35% USD); 21% local currency organic growth driven by new customer wins as well as growth from existing customers in software and solutions offerings
- Equity losses of \$18 million in the fourth quarter 2022 resulted from impairments in the carrying value of certain investments, coupled with fewer valuation increases; this compares to equity earnings of \$83 million in Q4 2021
- Adjusted EBITDA margin contraction driven by equity losses in the quarter and continued investment in people and platform; partially offset by higher fee revenue

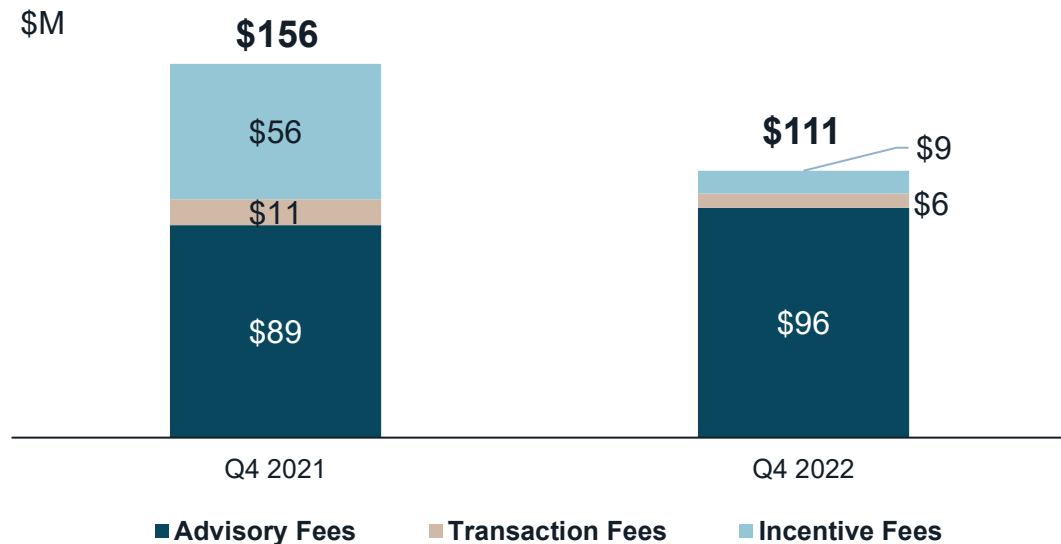
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LaSalle

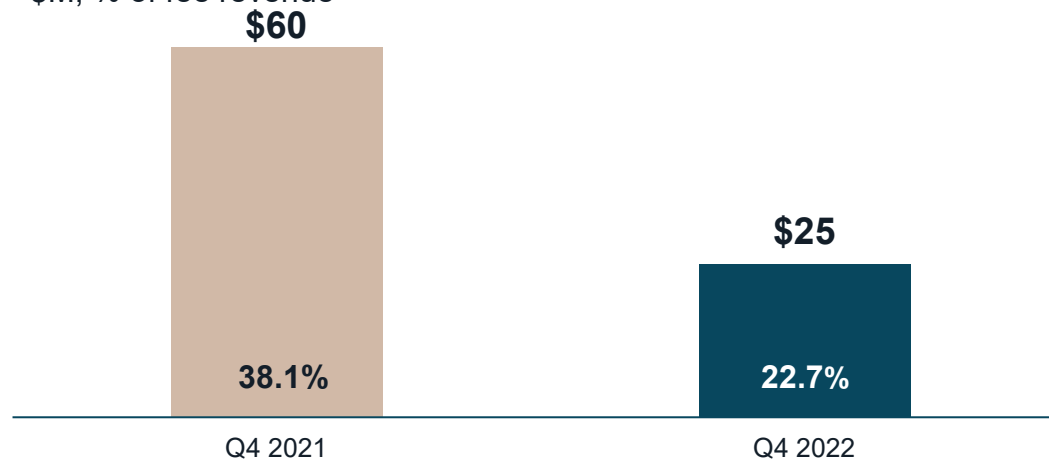
Margins in local currency; growth rates represent % change over three months ended Q4 2021

Fee Revenue



Adjusted EBITDA

\$M, % of fee revenue



Fourth Quarter Highlights

- Strong capital raising and AUM growth over the trailing twelve months, concentrated in open-ended funds, supported 16% local currency (8% USD) growth in advisory fee revenue
- Equity losses of \$4 million were attributable to valuation declines across the co-investment portfolio, compared to equity earnings of \$18 million in the fourth quarter 2021
- Adjusted EBITDA declined as a result of lower equity earnings and incentive fees, partially offset by increased advisory fee platform scale

Notes:

- Refer to pages 27 - 31 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 \$58.3 million as of December 31, 2022
- 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
- Net debt increase primarily attributable to higher year-over-year annual incentive compensation and commission payments, share repurchases, and net capital contributions primarily related to JLL Technologies' investment activity

Debt and leverage (\$M)	Q4 2022	Q4 2021
Cash and cash equivalents	519	594
Total debt	1,763	970
Short-term borrowings	164	423
Credit facility	1,225	150
Long term senior notes	374	397
Total Net Debt	\$1,244	\$376
Adjusted TTM EBITDA	\$1,247	\$1,497
Net Debt /Adjusted TTM EBITDA	1.0x	0.2x

Notes:

- Refer to pages 27 - 31 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

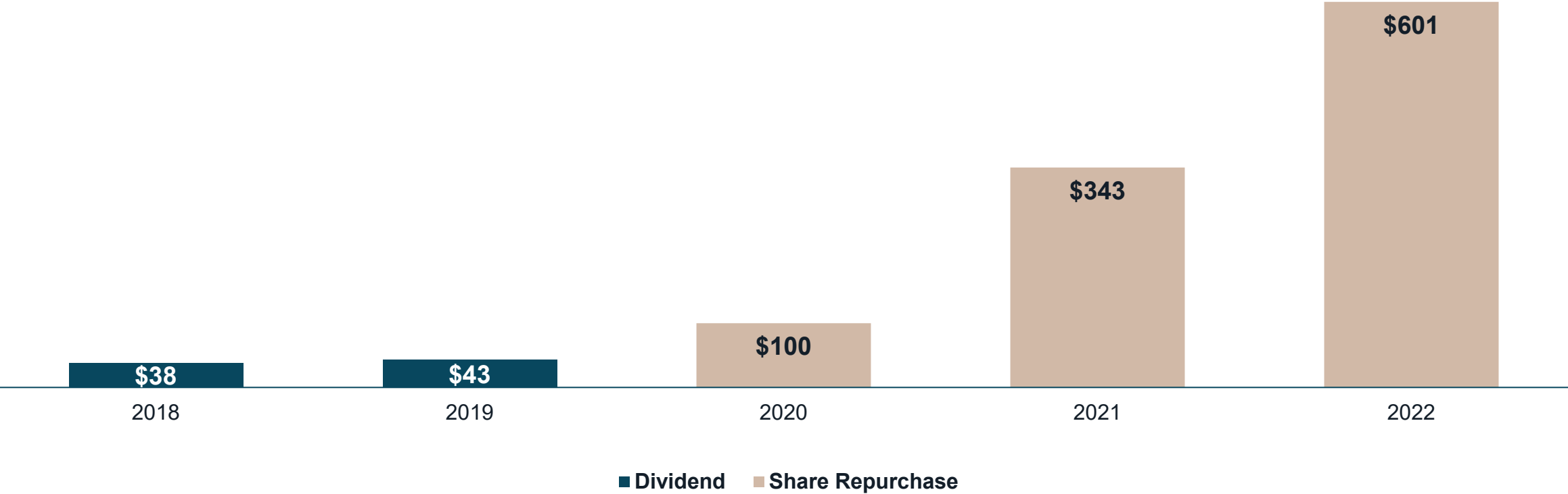
LT Senior Notes

10-yr debt 1.96% fixed (due 2027)

12-yr debt 2.21% fixed (due 2029)

Return of capital to shareholders

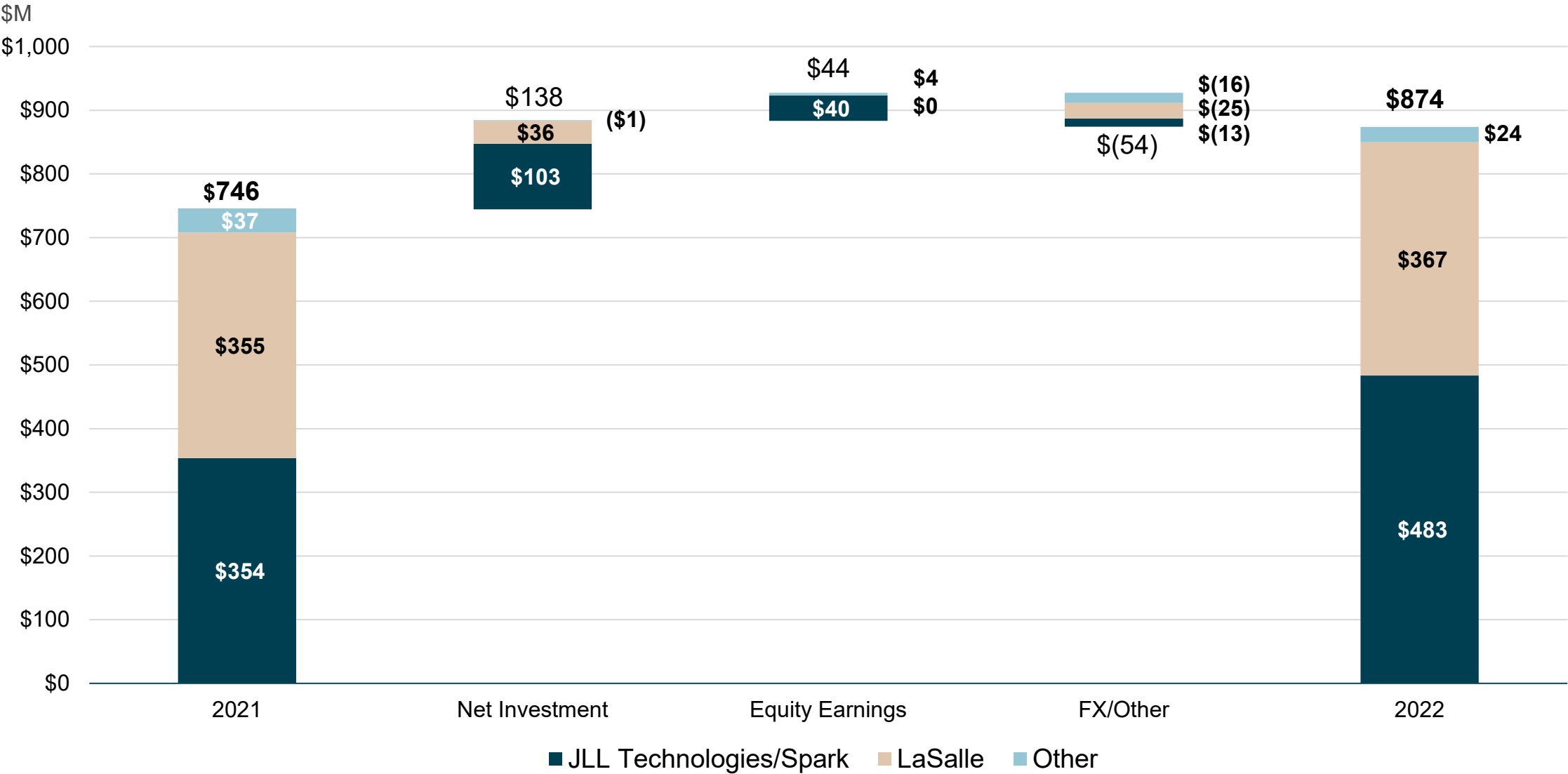
\$M



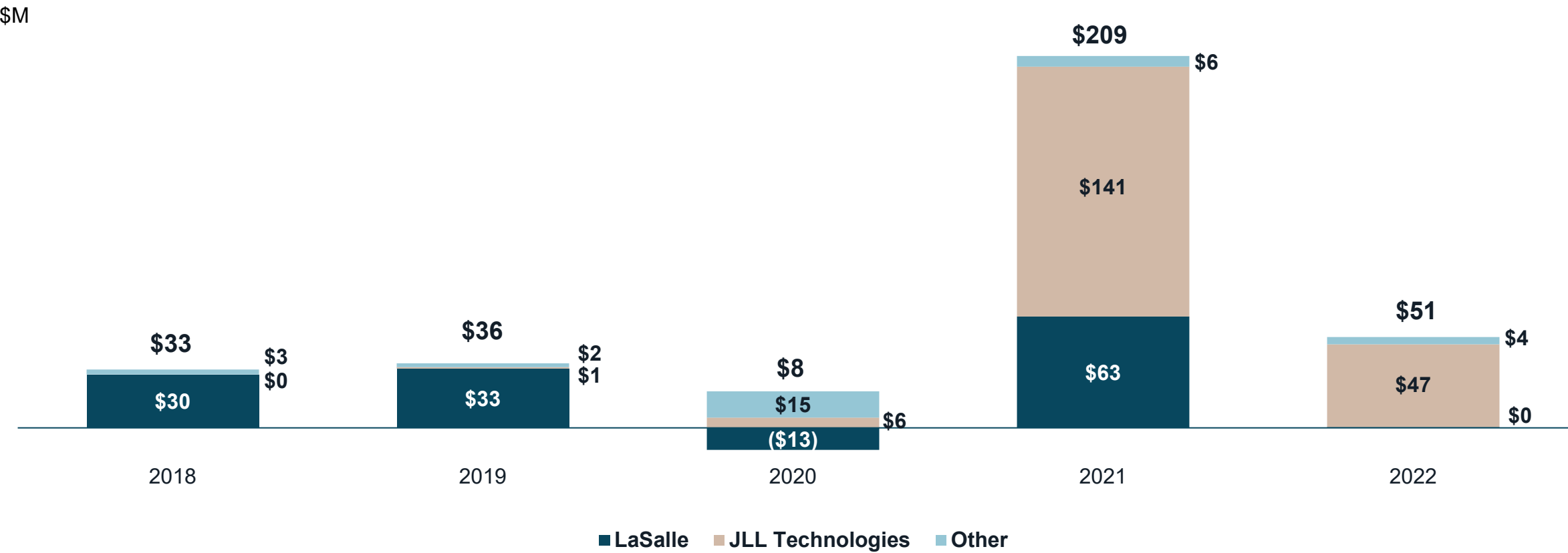
Highlights

- Strong balance sheet provides flexibility to invest in the business while also returning cash to shareholders
- Full year 2022 share repurchases of over \$600 million have driven a 5% reduction in outstanding shares from a year ago

Investments Rollforward



Historical Equity Earnings



Highlights

- 2021 equity earnings outsized compared to historical average attributable to valuation increases to JLLT’s investments in early to mid-stage proptech companies and funds as well as LaSalle valuation increases on underlying real estate investments within the co-investment portfolio
- LaSalle 2022 equity earnings declined \$62M vs 2021 driven by adverse fair value mark of our publicly traded JREIT as well as valuation declines across the co-investment portfolio
- JLLT 2022 equity earnings declined \$94M vs 2021 due to more modest net valuation increases and impairments in the carrying value of certain investments

Financial Targets

2023 and Mid-Term Financial Targets

2023 Consolidated Financial Targets

Adj. EBITDA Margin	14-16%
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2023 Adj. EBITDA Margin target assumes:

- Minimal equity earnings
- \$140M of cost savings on an annualized basis, with \$125M expected in 2023
- A recovery in Investment Sales and Leasing activity in the second half of the year

2025 Consolidated Financial Targets

Fee revenue	\$10-11B
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Adj. EBITDA Margin	16-19%
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Net Debt / Adj. EBITDA	< 2x
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Supplemental materials & non-GAAP reconciliations

Consolidated FY 2022 financial results

Margins in local currency; growth rates represent % change over twelve months ended Q4 2021

	FY 2022	FY 2021	'22/'21 % Chg. USD	'22/'21 % Chg. Local Currency
Revenue	\$20,862M	\$19,367M	↑ 8%	↑ 11%
Fee Revenue	\$8,302M	\$8,018M	↑ 4%	↑ 7%
Operating Income	\$868M	\$1,044M	↓ (17%)	↓ (15%)
Operating Income Margin	10.3%	13.0%	↓ 250 bps	↓ 270 bps
Equity Earnings	\$51M	\$209M	↓ (76%)	↓ (76%)
Net Income Attributable to Common Shareholders	\$655M	\$962M	↓ (32%)	↓ (30%)
Adjusted Net Income	\$775M	\$1,014M	↓ (24%)	↓ (21%)
Adjusted Diluted EPS	\$15.71	\$19.47	↓ (19%)	↓ (17%)
Adjusted EBITDA	\$1,247M	\$1,497M	↓ (17%)	↓ (14%)
Adjusted EBITDA Margin	15.0%	18.7%	↓ 370 bps	↓ 370 bps

Notes:

- FY 2022 Organic Fee Revenue Growth was 6% 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 27 - 31 for definitions and reconciliations of non-GAAP financial measures

FY 2022 financial results – Business segments

\$M. Growth rates and margins in local currency; growth rates represent % change over twelve months ended Q4 2021

	Revenue	Fee Revenue	Adjusted EBITDA	Adjusted EBITDA Margin
Markets Advisory	\$4,416 ↑ 8%	\$3,360 ↑ 8%	\$528 ↑ 1%	16.0% ↓ 110 bps
Capital Markets	\$2,488 ↓ (1%)	\$2,430 --	\$444 ↓ (16%)	18.2% ↓ 340 bps
Work Dynamics	\$13,269 ↑ 15%	\$1,865 ↑ 15%	\$230 ↑ 24%	11.6% ↑ 80 bps
JLL Technologies	\$214 ↑ 30%	\$200 ↑ 47%	(\$51) ↓ (199%)	(26.1%) ↓ N.M.
LaSalle	\$476 ↑ 1%	\$447 ↑ 1%	\$97 ↓ (40%)	21.4% ↓ N.M.
Consolidated	\$20,862 ↑ 11%	\$8,302 ↑ 7%	\$1,247 ↓ (14%)	15.0% ↓ 370 bps

Notes:

- Refer to pages 27 - 31 for definitions and reconciliations of non-GAAP financial measures
- N.M." defined as "not meaningful"

Fee revenue / fee-based operating expenses reconciliation

	Three Months Ended Dec 31		Twelve Months Ended Dec 31	
(\$M)	2022	2021	2022	2021
Revenue	\$5,604.8	\$5,945.7	\$20,862.1	\$19,367.0
Gross contract costs	(3,392.5)	(3,181.8)	(12,549.1)	(11,290.2)
Net non-cash MSR and mortgage banking derivative activity	1.8	(15.8)	(11.0)	(59.3)
Fee revenue	\$2,214.1	\$2,748.1	\$8,302.0	\$8,017.5
Operating expenses	\$5,350.1	\$5,500.1	\$19,994.0	\$18,323.5
Gross contract costs	(3,392.5)	(3,181.8)	(12,549.1)	(11,290.2)
Fee-based operating expenses	\$1,957.6	\$2,318.3	\$7,444.9	\$7,033.3

Reconciliation of net income attributable to common shareholders to adjusted EBITDA

	Three Months Ended Dec 31		Twelve Months Ended Dec 31	
(\$M)	2022	2021	2022	2021
Net income attributable to common shareholders	\$174.8	\$421.4	\$654.5	\$961.6
Interest expense, net of interest income	26.1	9.5	75.2	40.1
Provision for income taxes	45.4	115.9	200.8	264.3
Depreciation and amortization	61.7	57.2	225.2	217.5
EBITDA	\$308.0	\$604.0	\$1,155.7	\$1,483.5
Restructuring and acquisition charges	38.4	33.8	104.8	84.7
Net (gain) loss on disposition	--	--	7.5	(12.4)
Net non-cash MSR and mortgage banking derivative activity	1.8	(15.8)	(11.0)	(59.3)
Interest on employee loans, net	(9.7)	--	(9.7)	--
Adjusted EBITDA	\$338.5	\$622.0	\$1,247.3	\$1,496.5
Net income margin attributable to common shareholders	3.1%	7.1%	3.1%	5.0%
Adjusted EBITDA margin (presented on a fee revenue and local currency basis)	15.5%	22.6%	15.0%	18.7%

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

Fee revenue / fee-based operating expenses reconciliation

	Three Months Ended Dec 31		Twelve Months Ended Dec 31	
(\$M except per share data)	2022	2021	2022	2021
Net income attributable to common shareholders	\$174.8	\$421.4	\$654.5	\$961.6
Shares (in 000s)	48,263	51,619	49,341	52,071
Diluted earnings per share	\$3.62	\$8.16	\$13.27	\$18.47
Net income attributable to common shareholders	\$174.8	\$421.4	\$654.5	\$961.6
Restructuring and acquisition charges	38.4	33.8	104.8	84.7
Net non-cash MSR and mortgage banking derivative activity	1.8	(15.8)	(11.0)	(59.3)
Amortization of acquisition-related intangibles	17.9	14.6	67.4	53.3
Net (gain) loss on disposition	--	--	7.5	(12.4)
Interest on employee loans, net	(9.7)	--	(9.7)	--
Tax impact of adjusted items	(12.6)	(7.0)	(38.4)	(14.3)
Adjusted net income	\$210.6	\$447.0	\$775.1	\$1,013.6
Shares (in 000s)	48,263	51,619	49,341	52,071
Adjusted diluted earnings per share⁽¹⁾	\$4.36	\$8.66	\$15.71	\$19.47

(1) Calculated on a local currency basis, the results for the three and twelve months ended December 31, 2022, include \$0.31 and \$0.49, respectively, unfavorable 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. In 2022, the \$7.5 million net loss from the second quarter included \$10.5 million of loss related to the disposition of the Russia business, partially offset by a \$3.0 million gain related to a disposition within JLL Technologies. In 2021, \$12.0 million of the activity related to a business disposition within JLL Technologies during the first quarter and \$0.4 million related to a sold business within Markets Advisory during the third quarter.

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.