

April 28, 2020

Colliers International Group Inc.

First Quarter 2020 Financial Results



Forward-Looking Statements

This presentation includes or may include forward-looking statements. Forward-looking statements include the Company's financial performance outlook and statements regarding goals, beliefs, strategies, objectives, plans or current expectations. These statements involve known and unknown risks, uncertainties and other factors which may cause the actual results to be materially different from any future results, performance or achievements contemplated in the forward-looking statements. Such factors include: economic conditions, especially as they relate to commercial and consumer credit conditions and business spending; commercial real estate property values, vacancy rates and general conditions of financial liquidity for real estate transactions; the effects of changes in foreign exchange rates in relation to the US dollar on Canadian dollar, Australian dollar, UK pound sterling and Euro denominated revenues and expenses; competition in markets served by the Company; labor shortages or increases in commission, wage and benefit costs; the impact of pandemics on client demand for the Company's services, the ability of the Company to deliver its services and the health and productivity of its employees; disruptions or security failures in information technology systems; and political conditions or events, including elections, referenda, changes to international trade and immigration policies and any outbreak or escalation of terrorism or hostilities.

Additional factors and explanatory information are identified in the Company's Annual Information Form for the year ended December 31, 2019 under the heading "Risk Factors" (which factors are adopted herein and a copy of which can be obtained at www.sedar.com) and other periodic filings with Canadian and US securities regulators. Forward looking statements contained in this presentation are made as of the date hereof and are subject to change. All forward-looking statements in this press release are qualified by these cautionary statements. Except as required by applicable law, Colliers undertakes no obligation to publicly update or revise any forward-looking statement, whether as a result of new information, future events or otherwise.

Non-GAAP measures

This presentation makes reference to the non-GAAP measures Adjusted EBITDA and Adjusted EPS. Please refer to Appendix for reconciliations to GAAP measures.

First Quarter 2020 Results



- Solid first quarter results
 - Quarterly revenues down 1% (up 1% in local currency)
 - Adjusted EBITDA up 25% (28% in local currency)
 - Adjusted EPS of \$0.54, up 6% from last year
- Well-positioned to navigate near-term uncertainties stemming from COVID-19 pandemic
 - Significant recurring revenue and EBITDA
 - Globally diversified revenues with about 55% of revenues coming from Americas
 - Strong balance sheet, enterprising employees and significant insider ownership

First Quarter 2020 Results Summary

(US\$ millions, except per share amounts)



	Q1 2020	Q1 2019	% Change over Q1 2019	
			USD	LC ⁽¹⁾
Revenue	630.6	635.1	-1%	1%
Adjusted EBITDA	54.5	43.6	25%	28%
Adjusted EBITDA Margin	8.6%	6.9%		
Adjusted EPS	0.54	0.51	6%	
GAAP Operating Earnings	18.5	13.4	38%	
GAAP Operating Earnings Margin	2.9%	2.1%		
GAAP EPS	0.11	0.04	175%	

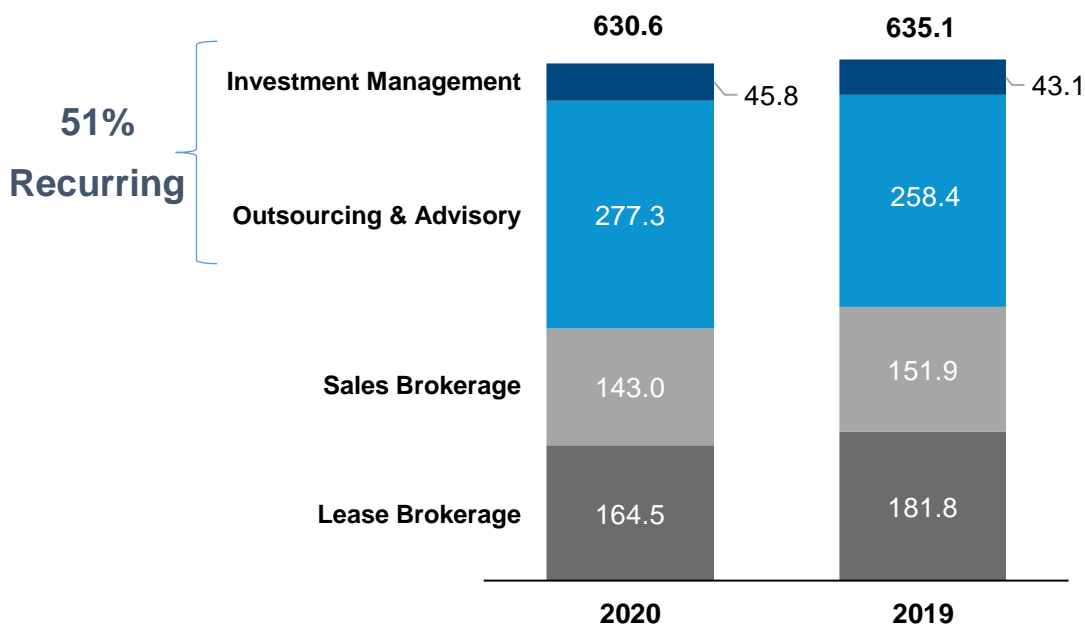
(1) Local currency ("LC") basis, excluding the effects of foreign currency exchange rate fluctuations

First Quarter Consolidated Revenues

(US\$ millions)



Q1 Revenues



% Change over Q1 2019	USD	LC
Investment Management	6%	7%
Outsourcing & Advisory	7%	9%
Sales Brokerage	-6%	-4%
Lease Brokerage	-10%	-8%
Total	-1%	1%

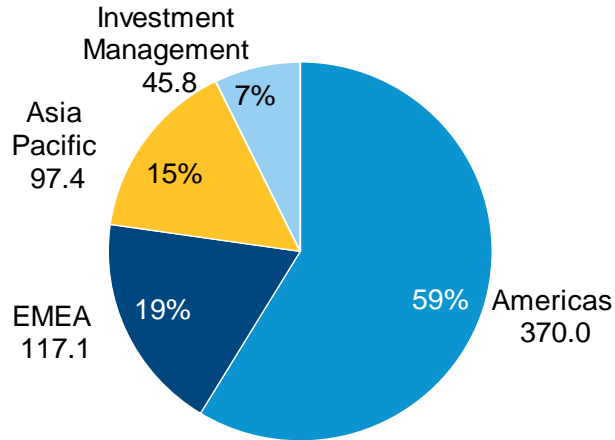
Revenue Mix	Q1 2020	Q1 2019
Investment Management	7%	7%
Outsourcing & Advisory	44%	41%
Sales Brokerage	23%	24%
Lease Brokerage	26%	29%
Total	100%	100%

First Quarter Geographic Split

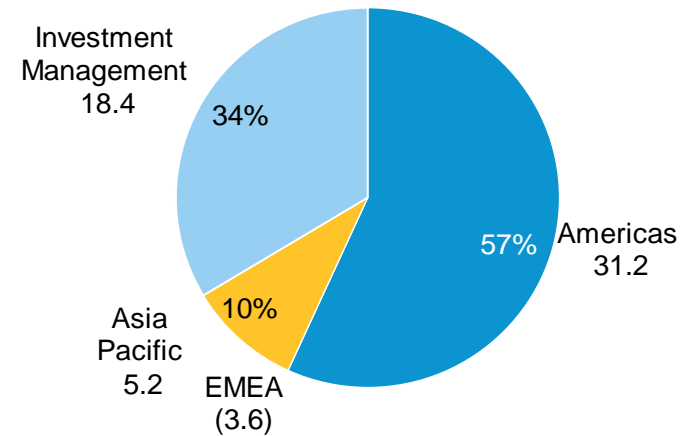
(US\$ millions)



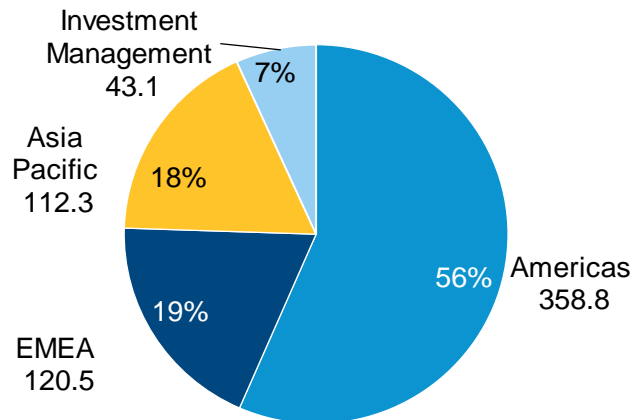
Q1 2020 Revenues



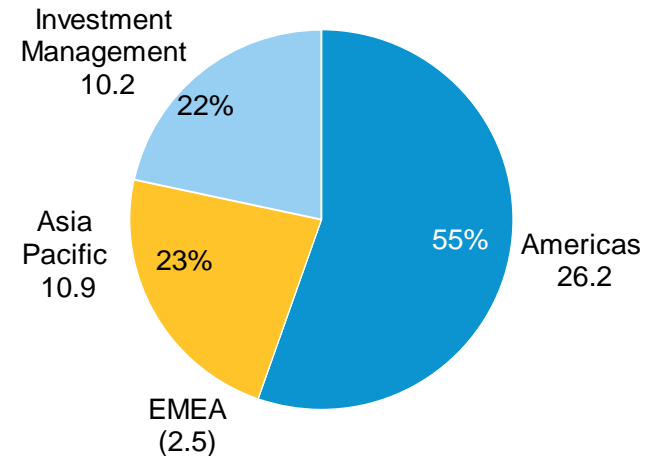
Q1 2020 Adjusted EBITDA¹



Q1 2019 Revenues



Q1 2019 Adjusted EBITDA²



(1) Q1 2020 GAAP Operating Earnings: \$22.7M Americas, \$(13.5)M EMEA, \$1.2M Asia Pacific, \$11.8M Investment Management

(2) Q1 2019 GAAP Operating Earnings: \$16.2M Americas, \$(10.1)M EMEA, \$9.2M Asia Pacific, \$3.6M Investment Management

Americas

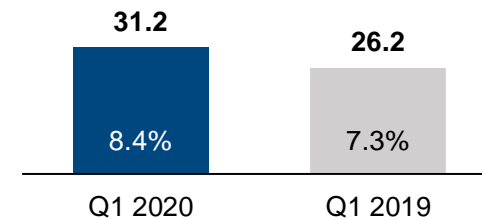
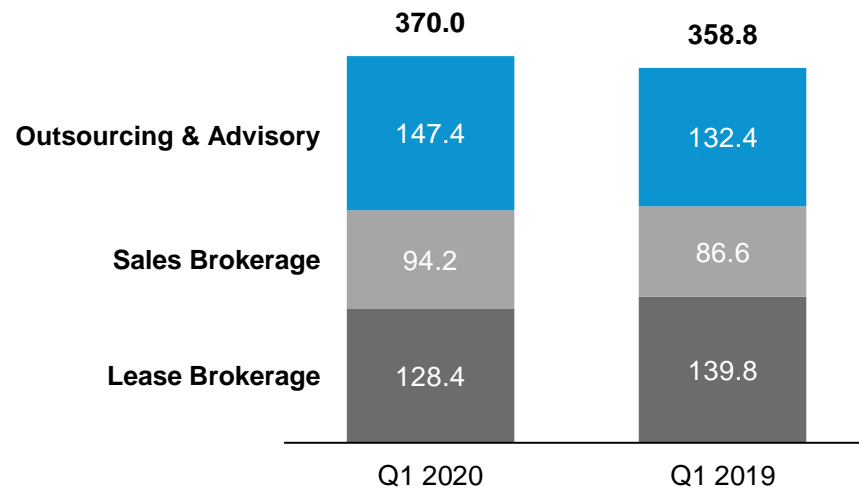
(US\$ millions)



- Revenues up 4% in local currency
- Growth was driven by strong increases in Outsourcing & Advisory activity with brokerage down slightly versus the prior year quarter
- Adjusted EBITDA margin up on lower costs and operating leverage in Outsourcing & Advisory

Revenue

Adjusted EBITDA¹ (Adjusted EBITDA Margin)



	USD	LC
Revenue Growth	3%	4%

(1) GAAP Operating Earnings: Q1 2020 \$22.7M at 6.1% margin ; Q1 2019 \$16.2M at 4.5% margin

EMEA

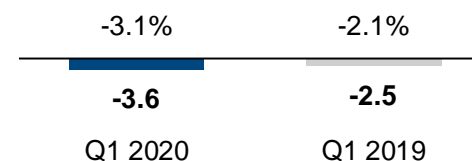
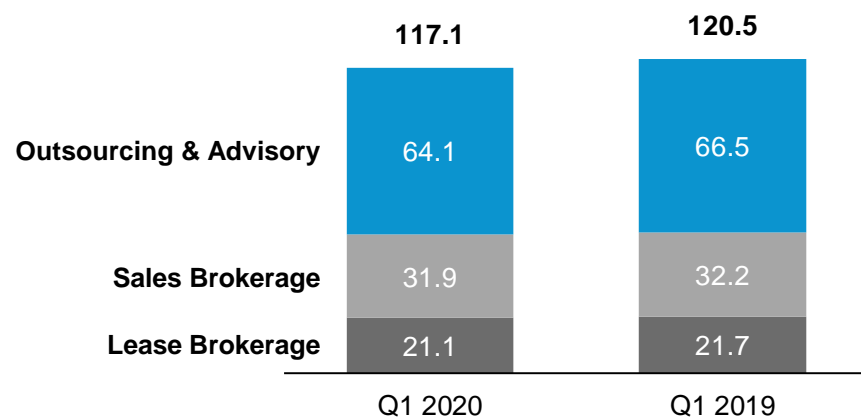
(US\$ millions)



- Revenues were approximately flat in local currency across all service lines
- Adjusted EBITDA was a loss of \$3.6 million relative to a loss of \$2.5 million in Q1 2019

Revenue

Adjusted EBITDA¹ (Adjusted EBITDA Margin)



	USD	LC
Revenue Growth	-3%	0%

(1) GAAP Operating Earnings: Q1 2020 (\$13.5M) at (11.5%) margin; Q1 2019 (\$10.1M) at (8.4%) margin

Asia Pacific

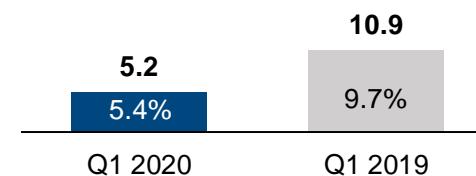
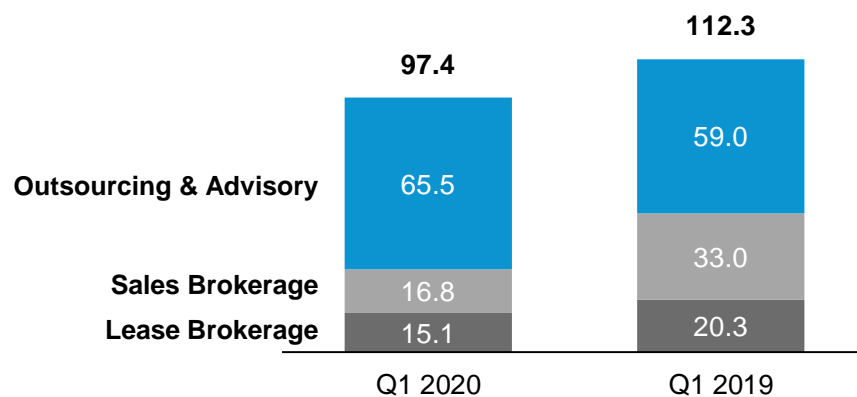
(US\$ millions)



- Revenues were down 9% in local currency
- Sharply reduced Sales Brokerage activity in China and the rest of Asia attributable to the pandemic, beginning early in the quarter, partially offset by incremental revenues from the recent Synergy acquisition
- Adjusted EBITDA decline on lower revenues and service mix

Revenue

Adjusted EBITDA¹ (Adjusted EBITDA Margin)



	USD	LC
Revenue Growth	-13%	-9%

(1) GAAP Operating Earnings: Q1 2020 \$1.2M at 1.3% margin; Q1 2019 \$9.2M at 8.2% margin

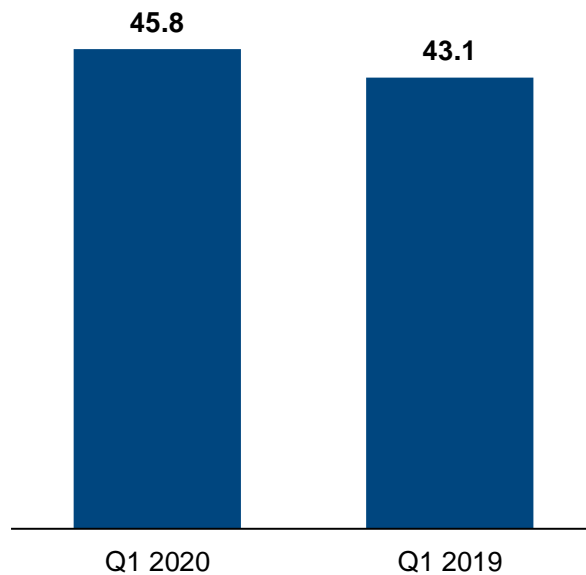
Investment Management

(US\$ millions)



- Local currency revenue growth of 7% was positively impacted by management fee growth across open and closed-ended alternative asset funds as well as timing of certain European transaction fees
- \$35.1 Billion of AUM as of March 31, 2020, up 31% from \$26.7 Billion as of March 31, 2019

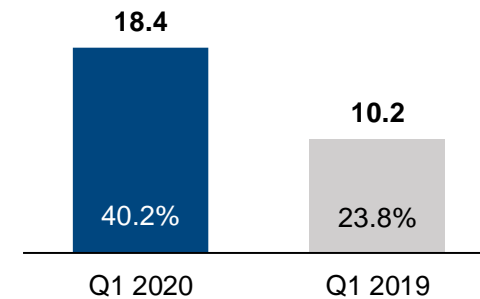
Revenue



	USD	LC
Revenue Growth	6%	7%

Adjusted EBITDA¹

(Adjusted EBITDA Margin)



(1) GAAP Operating Earnings: Q1 2020 \$11.8M at 25.7% margin; Q1 2019 \$3.6M at 8.4% margin

Balance Sheet & Liquidity

(US\$ millions)



	March 31, 2020	December 31, 2019	March 31, 2019
Cash	\$ 103.1	\$ 115.0	\$ 117.3
Total Debt	741.2	611.4	803.5
Net Debt	\$ 638.1	\$ 496.4	\$ 686.2
Redeemable non-controlling interests	349.6	359.2	345.5
Shareholders' equity	496.4	517.3	404.5
Total capitalization	\$ 1,484.1	\$ 1,372.9	\$ 1,436.2
Net debt / pro forma adjusted EBITDA	1.8x	1.4x	2.0x

	Three months ended	
	March 31, 2020	March 31, 2019
Capital Expenditures	\$ 8.7	\$ 10.4
Acquisition Spend ⁽¹⁾	\$ 18.5	\$ 20.3

¹ Includes business acquisitions, contingent acquisition consideration and purchase of non-controlling interests in subsidiaries.

Highlights

- **Conservative financial profile with net debt / pro forma adjusted EBITDA leverage of 1.8x at March 31, 2020**
 - Up from 1.4x at December 31, 2019 and reflects seasonal working capital usage
 - Debt agreements permit maximum leverage of 3.5x
- **As of March 31, 2020, had \$478 million of available and unused credit under revolving credit facility maturing in April 2024**
- **Capital expenditures now expected at \$40-\$50 million for 2020, down from \$65-\$75 million previously budgeted**
- **Acquisitions of Dougherty and Maser expected to close in 2020, subject to applicable closing conditions including regulatory approvals and closing adjustments**

Impact of COVID-19



Financial Metrics

- Given uncertainty related to the pandemic, working assumption is a 15% - 25% reduction in consolidated revenues and a 25% - 35% reduction in consolidated Adjusted EBITDA for the full year 2020 (relative to 2019) and excludes any acquisitions not yet completed
- Brokerage revenues, which represented approximately 55% of 2019 consolidated revenues, have a highly variable cost structure, are expected to decline sharply for the second quarter with gradual improvements in the third and fourth quarters
- Outsourcing & Advisory and Investment Management, which represent approximately 45% of 2019 consolidated revenues, are expected to remain relatively stable for the balance of the year with some variability depending on market conditions
- Working assumption is based on the best available information as of April 28, 2020 and is subject to change based on numerous macroeconomic, health, social, political and related factors

Impact of COVID-19



Operational Priorities

- Company has taken significant steps to adjust costs to expected revenues across all service lines swiftly and thoughtfully as conditions warranted and may take further cost reduction measures in the future as required
- Executed measures should result in approximately \$150 million of cost savings in 2020
 - Furloughed approximately 10% of workforce for a period of 2-3 months with health benefits maintained, while another 5% were separated from service
 - Reduced non-essential spending for the balance of the year
- Remotely serving and communicating with clients across our global platform
 - Surveys, thought leadership, and interactive webinars at local, regional, and global levels
 - Dedicated COVID-19 information available on Company's regional websites:

[Canada](#)

[US](#)

[EMEA](#)

[APAC](#)

Appendix

Reconciliation of non-GAAP measures



Appendix

Reconciliation of GAAP earnings to adjusted EBITDA



<i>(US\$ thousands)</i>	Three months ended	
	March 31, 2020	March 31, 2019
Net earnings	\$ 6,458	\$ 5,463
Income tax	5,198	1,215
Other income, net	(704)	(501)
Interest expense, net	7,585	7,221
Operating earnings	18,537	13,398
Depreciation and amortization	24,891	22,668
Equity income from non-consolidated entities	555	-
Acquisition-related items	2,750	4,635
Restructuring costs	5,468	39
Stock-based compensation expense	2,253	2,831
Adjusted EBITDA	\$ 54,454	\$ 43,571

Appendix

Reconciliation of GAAP earnings to adjusted net earnings and adjusted earnings per share



<i>(US\$ thousands)</i>	Three months ended	
	March 31, 2020	March 31, 2019
Net earnings	\$ 6,458	\$ 5,463
Non-controlling interest share of earnings	(3,377)	(1,244)
Amortization of intangible assets	16,013	14,720
Acquisition-related items	2,750	4,635
Restructuring costs	5,468	39
Stock-based compensation expense	2,253	2,831
Income tax on adjustments	(5,805)	(4,004)
Non-controlling interest on adjustments	(2,150)	(2,246)
Adjusted net earnings	\$ 21,610	\$ 20,194

<i>(US\$)</i>	Three months ended	
	March 31, 2020	March 31, 2019
Diluted net earnings per common share	\$ 0.11	\$ 0.04
Non-controlling interest redemption increment	(0.04)	0.07
Amortization of intangible assets, net of tax	0.24	0.23
Acquisition-related items	0.07	0.10
Restructuring costs, net of tax	0.10	-
Stock-based compensation expense, net of tax	0.06	0.07
Adjusted EPS	\$ 0.54	\$ 0.51