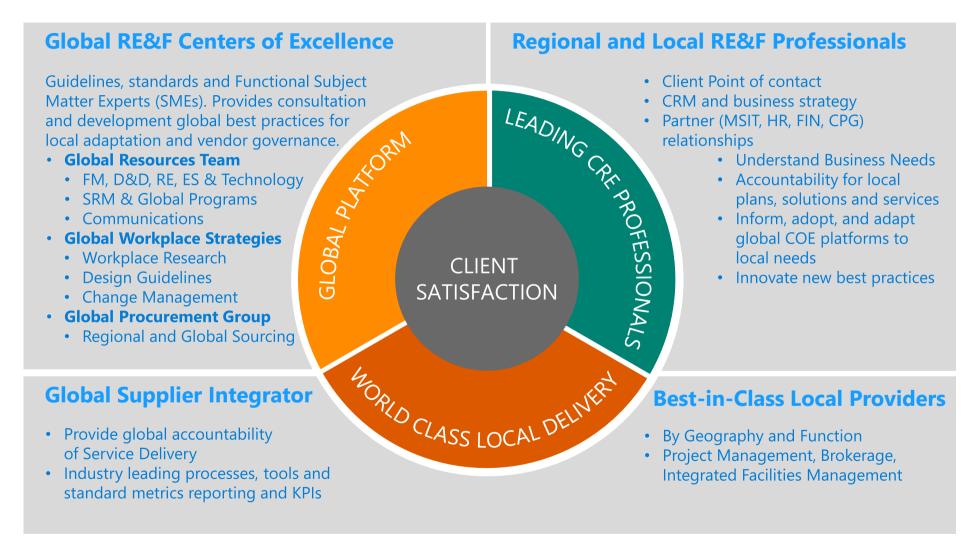


## RE&F Global Business Model



Integrator Model

Leadership & Strategy MSFT FTE

- Business Partnering
- Partnering with HR, IT, Fin, LCA, GPG
- Strategic Supplier Management
- RE, PM, IFM, AWS Platform Ownership in COE
- Governance
- Insight & Strategic Planning
- **Execution accountability**
- Industry leadership

**Service Management** 

Global Integrator - CBRE

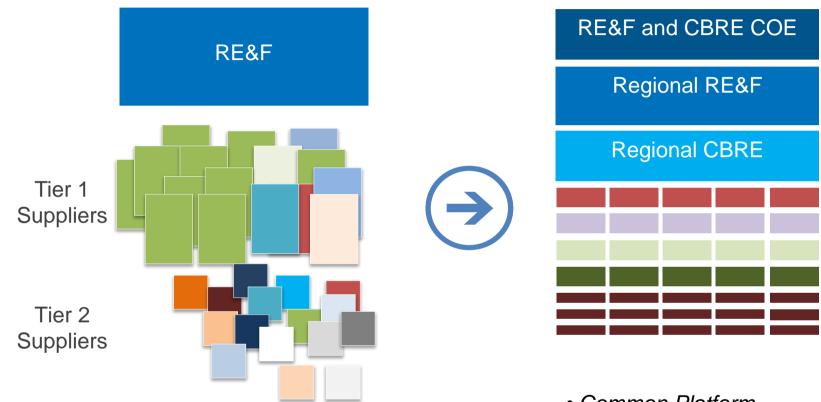
- Lease Administration
- Tier 1 Contract Management
- RE Planning
- RE, PM, TM Service Oversight
- Performance Systems
- Portfolio Management
- · Infrastructure Management, Benchmarking

**Service Delivery** 

Tier 1 & 2 Suppliers

- Transaction Management
- Project Management
- Design and Construction
- Facilities Management
- Energy Management
- Food Services
- Employee Services
- Other user services

## Delivery Model Transformation Challenges



- Over 9,400 People
- Over 150 Leaders
- 25 +/- Core I Firms

- Common Platform
- Managed Supplier Ecosystem
- Cross Regional Supplier
- Local Choice

