



Q1 2026 EARNINGS PRESENTATION

MAY 7, 2026

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CAUTIONARY NOTE ON FORWARD LOOKING STATEMENTS

All statements in this presentation other than historical facts are forward-looking statements, which rely on a number of estimates, projections and assumptions concerning future events. Such statements are also subject to a number of uncertainties and factors outside the control of the Cushman & Wakefield Ltd. (the “Company”). Such factors include, but are not limited to, disruptions in general macroeconomic conditions and global and regional demand for commercial real estate; risks associated with sociopolitical polarization and changes in political landscapes; social, geopolitical and economic risks associated with its international operations; foreign currency volatility; the seasonality of significant portions of its revenue and cash flow; its ability to recruit and retain qualified revenue-producing advisors and senior management; its ability to maintain and execute its information technology strategies; the increasing use of artificial intelligence (“AI”) technologies in its operations and client service offerings and the inadequate deployment and governance of these AI technologies; interruption or failure of its information technology, communications systems or data services; its vulnerability to potential breaches in security or other threats related to its information systems; its ability to comply with cybersecurity, AI governance and data privacy laws and regulations and other confidentiality obligations; the concentration of business with specific corporate clients; its ability to preserve, grow and leverage the value of its brand; its ability to compete globally, regionally and locally and its ability to cross-sell its services; the extent to which infrastructure disruptions may affect its ability to provide its services; the failure of its mergers, acquisitions and investments to perform as expected or the lack of future acquisition opportunities; the potential impairment of its goodwill or equity method investments; its ability to comply with new and existing laws, regulations or licensing requirements; changes in tax legislation or tax rates and its ability to make correct determinations in complex and varied tax regimes; incremental tax risk associated with Bermuda’s limited network of international treaties; the failure of third parties performing on its behalf to comply with contract, regulatory or legal requirements; risks related to climate change and with respect to other environmental conditions; restrictions imposed on the Company by the agreements governing its indebtedness; its amount of indebtedness and the potential adverse impact on its available cash flow and the operation of its business; its ability to incur more indebtedness; litigation and regulatory risks; the fact that the rights of its shareholders may be limited or otherwise differ in certain respects from the rights afforded to shareholders of a U.S. corporation; and risks related to its capital allocation strategy including current intentions to not pay cash dividends. Should any of the Company’s estimates, projections and assumptions or these other uncertainties and factors materialize in ways that it did not expect, there is no guarantee of future performance and the actual results could differ materially from the forward-looking statements in this presentation, including the possibility that recipients may lose a material portion of the amounts invested. While the Company believes the assumptions underlying these forward-looking statements are reasonable under current circumstances, such assumptions are inherently uncertain and subjective and past or projected performance is not necessarily indicative of future results. No representation or warranty, express or implied, is made as to the accuracy or completeness of the information contained in this presentation, and nothing shall be relied upon as a promise or representation as to the performance of any investment. You are cautioned not to place undue reliance on such forward-looking statements or other information in this presentation and should rely on your own assessment of an investment or a transaction. Any estimates or projections as to events that may occur in the future are based upon the best and current judgment of the Company as actual results may vary from the projections and such variations may be material. Any forward-looking statements speak only as of the date of this presentation and the Company expressly disclaims any obligation to publicly update or revise any forward-looking statement, whether as a result of events or circumstances, new information, future developments or otherwise after the date of this presentation, except as required by applicable securities laws. Additional information concerning factors that may influence the Company’s results is discussed under “Risk Factors” in Part I, Item 1A of its most recently filed Annual Report on Form 10-K and in its other periodic reports filed with the U.S. Securities and Exchange Commission (the “SEC”).

Forward-Looking Non-GAAP Measures

The Company is not able to provide reconciliations of any forward-looking non-GAAP financial measures to GAAP because it cannot provide specific guidance for the various extraordinary, non-recurring or unusual charges and other items. These items have not yet occurred and/or cannot be reasonably predicted. As a result, reconciliation of the forward-looking non-GAAP guidance measures to GAAP is not available without unreasonable effort.

The Company routinely posts important information about its business on its Investors Relations website at <https://ir.cushmanwakefield.com>. The Company uses its website as a means of disclosing material, nonpublic information and for complying with its disclosure obligations under Regulation FD. Investors should monitor the Company’s Investor Relations website in addition to following the Company’s press releases, filings with the SEC, public conference calls and webcasts. The Company does not incorporate the contents of any website into this or any other report it files with the SEC.

NON-GAAP FINANCIAL MEASURES AND OTHER FINANCIAL INFORMATION

The Company uses the following measures, which are considered “non-GAAP financial measures” under SEC guidelines:

- i. Adjusted earnings before interest, taxes, depreciation and amortization (“Adjusted EBITDA”);
- ii. Adjusted net income and Adjusted earnings per share;
- iii. Free cash flow and Free cash flow conversion;
- iv. Local currency; and
- v. Net debt.

Management principally uses these non-GAAP financial measures to evaluate operating performance, develop budgets and forecasts, improve comparability of results and assist our investors in analyzing the underlying performance of our business. These measures are not measurements recognized under GAAP. When analyzing our operating results, investors should use these measures in addition to, but not as an alternative for, the most directly comparable financial results calculated and presented in accordance with GAAP. Because the Company’s calculation of these non-GAAP financial measures may differ from other companies, our presentation of these measures may not be comparable to similarly titled measures of other companies.

The Company believes that these measures provide a more complete understanding of ongoing operations, enhance comparability of current results to prior periods and may be useful for investors to analyze our financial performance. The measures eliminate the impact of certain items that may obscure trends in the underlying performance of our business. The Company believes that they are useful to investors for the additional purposes described below.

Adjusted EBITDA: We have determined Adjusted EBITDA to be our primary measure of segment profitability. We believe that investors find this measure useful in comparing our operating performance to that of other companies in our industry because these calculations generally eliminate unrealized loss (gain) on investments, net; impairment of investments; acquisition related costs; the revolving accounts receivable securitization (the “A/R Securitization”) servicing liability, fees and amortization; pension buy-out settlement loss; non-operating items related to our equity method investment in Cushman Wakefield Greystone LLC (the “Greystone JV”); and other non-recurring items. Adjusted EBITDA also excludes the effects of financings, income taxes and the non-cash accounting effects of depreciation and intangible asset amortization.

Adjusted net income and Adjusted earnings per share: Management also assesses the profitability of the business using Adjusted net income. We believe that investors find this measure useful in comparing our profitability to that of other companies in our industry because this calculation generally eliminates depreciation and amortization related to merger; unrealized loss (gain) on investments, net; impairment of investments; acquisition related costs; A/R Securitization servicing liability, fees and amortization; pension buy-out settlement loss; non-operating items related to the Greystone JV; and other non-recurring items. Tax impact of adjusted items reflects management’s estimated annual effective tax rate. The Company also uses Adjusted earnings per share (“EPS”) as a component when measuring operating performance. Management defines Adjusted EPS as Adjusted net income divided by diluted weighted average shares outstanding.

Free cash flow and Free cash flow conversion: Free cash flow is a financial performance metric that is calculated as net cash provided by (used in) operating activities, less capital expenditures (reflected as Payment for property and equipment in the investing activities section of the Condensed Consolidated Statements of Cash Flows). Free cash flow conversion, a non-GAAP measure of liquidity as a percentage of profit, is measured against Adjusted net income.

Local currency: In discussing our results, we refer to percentage changes in local currency (“LC”). These metrics are calculated by holding foreign currency exchange rates constant in year-over-year comparisons. Management believes that this methodology provides investors with greater visibility into the performance of our business excluding the effect of foreign currency rate fluctuations.

Net debt: Net debt is used as a measure of our liquidity and is calculated as total debt minus cash and cash equivalents.

NON-GAAP FINANCIAL MEASURES AND OTHER FINANCIAL INFORMATION (CONT.)

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

During the periods presented in this presentation, we had the following adjustments:

Unrealized loss on investments, net represents net unrealized gains and losses on real estate investments.

Impairment of investments reflects certain one-time impairment charges related to investments, equity method investments or other assets.

Acquisition related costs includes certain direct costs incurred in connection with acquiring businesses.

Servicing liability, fees and amortization reflects the additional non-cash servicing liability accrued in connection with the A/R Securitization amendment in March 2026, net of amortization, along with related fees incurred to execute the amendment. The liability will be amortized through March 2029.

Pension buy-out settlement loss represents a non-cash settlement charge related to a pension buy-out arrangement in the United Kingdom.

Non-operating items related to the Greystone JV reflects certain non-operating activity presented within (loss) earnings from equity method investments related to the Greystone JV for (i) gains recognized from the retention of mortgage servicing rights (“MSRs”) upon the origination and sale of mortgage loans, (ii) increases or decreases in the fair value of the MSRs and (iii) estimated provisions for credit losses related to mortgage loans. This activity is specific to the Greystone JV rather than all of the Company’s equity method investments based on the Greystone JV’s specialized industry, namely, multi-family lending and loan servicing solutions. Starting in the second quarter of 2025, the Company has excluded such activity from the calculation of its non-GAAP financial measures as it is non-cash in nature and does not represent the underlying operating performance of the business. This activity is reported entirely within the Americas reportable segment.

The interim financial information for the three months ended March 31, 2026 and 2025 is unaudited. All adjustments, consisting of normal recurring adjustments, except as otherwise noted, considered necessary for a fair presentation of the unaudited interim condensed consolidated financial information for these periods have been included. Users of all of the aforementioned unaudited interim financial information should refer to the audited Consolidated Financial Statements of the Company and notes thereto for the year ended December 31, 2025 in the Company’s Annual Report on Form 10-K.

Please see the appendix at the end of this presentation for reconciliations of our non-GAAP financial measures to the most closely comparable GAAP measures.

FIRST QUARTER FINANCIAL OVERVIEW

| USD \$m, except Adjusted EPS | Three Months Ended March 31, | | % Change | |
|---------------------------------|---------------------------------|---------|----------|-----|
| | 2026 | 2025 | USD | LC |
| Revenue | \$2,536 | \$2,285 | 11% | 9% |
| Adjusted EBITDA | \$111 | \$96 | 16% | 15% |
| Adjusted Net Income | \$35 | \$21 | 69% | - |
| Adjusted EPS (Diluted) | \$0.15 | \$0.09 | 67% | - |

FIRST QUARTER 2026 OVERVIEW⁽¹⁾ AND FY 2026 OUTLOOK

First Quarter 2026

- Q1'26 revenue of \$2.5 billion, up 9%
 - Leasing revenue up 17%
 - Capital markets revenue up 14%
 - Services revenue up 7%
- Adjusted EBITDA of \$111 million, up 15%
- Adjusted EPS of \$0.15, up 67%
- Generated trailing twelve-month free cash flow of \$204 million
- Liquidity at the end of Q1'26 was \$1.6 billion, consisting of \$0.6 billion of cash and \$1.0 billion revolving credit facility (undrawn)

2026 Full Year Outlook

- Revenue Growth of 6-8%
- Adjusted EPS Growth of 15-20%
- Free Cash Flow Conversion of 60-80%⁽²⁾

1. Percent changes are shown in local currency and compare results for the three months ended March 31, 2026 to the same period in the prior year

2. Calculated as a percentage of Adjusted Net Income

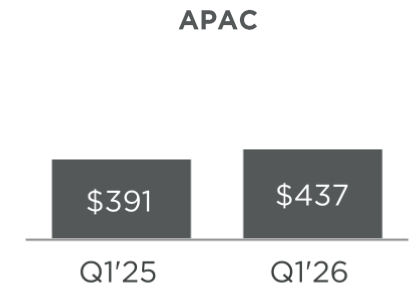
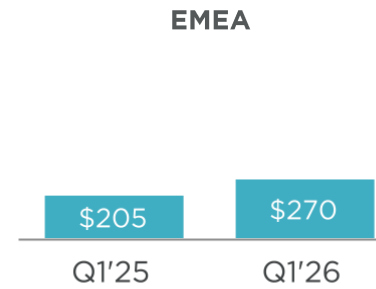
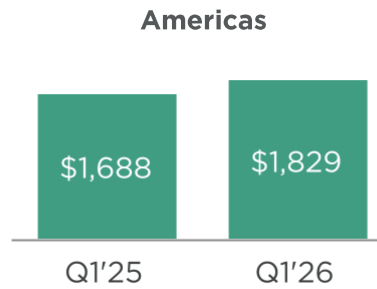
Q1'26 PERFORMANCE BY SEGMENT

In USD \$m

Total Revenue



Revenue by Segment



Growth % LC⁽¹⁾

9%

8%

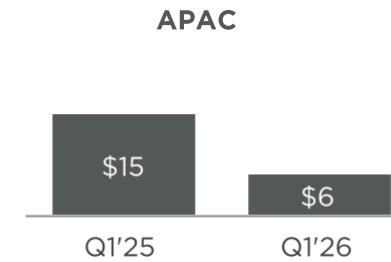
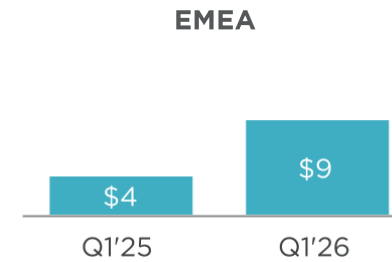
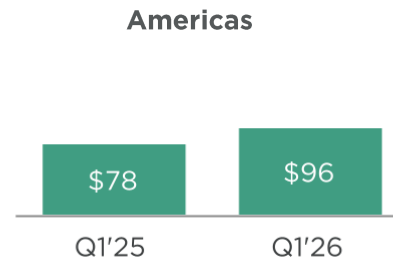
21%

8%

Total Adjusted EBITDA



Adjusted EBITDA by Segment



Growth % LC⁽¹⁾

15%

23%

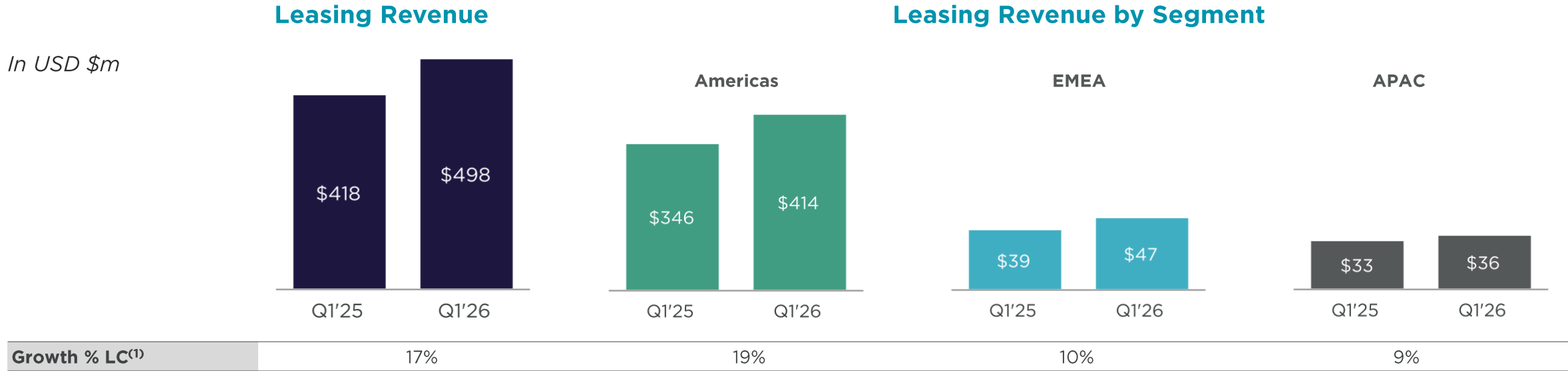
n.m.

(56)%

Q1'26 LEASING PERFORMANCE BY SEGMENT

Highlights

- Leasing improved across all segments
- Americas growth driven by office and industrial performance, including data centers, with broad strength across all deal sizes and geographies
- EMEA growth driven by strength in Germany and the Netherlands
- APAC growth primarily driven by improvements in Greater China



1. Percent changes are shown in local currency and compare results for the three months ended March 31, 2026 to the same period in the prior year

Q1'26 CAPITAL MARKETS PERFORMANCE BY SEGMENT

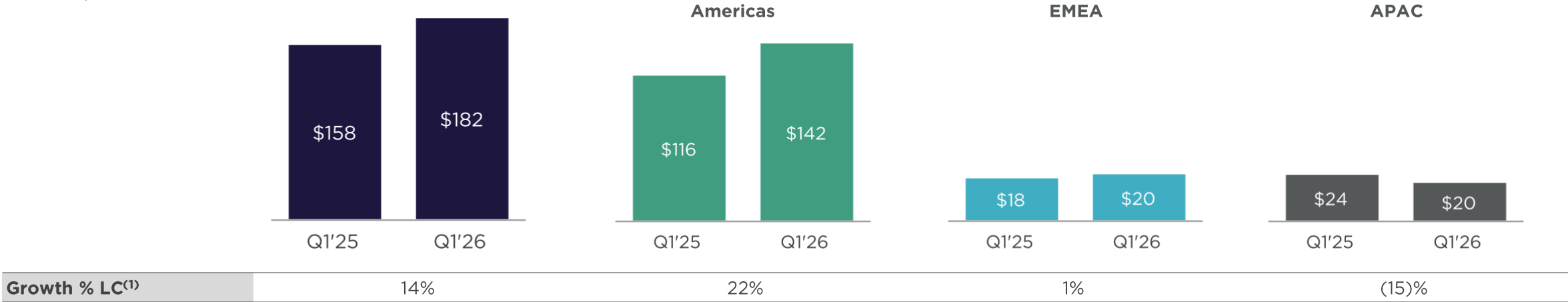
Highlights

- Capital markets grew in the Americas and EMEA as healthy transaction markets, combined with improved platform strength contributed to growth
- Americas performance reflects ongoing investments in talent and our platform. Growth was led by office with industrial also performing well.
- APAC decrease largely due to a difficult comparison in Japan, partially offset by strength in Australia and India

Capital Markets Revenue

Capital Markets Revenue by Segment

In USD \$m

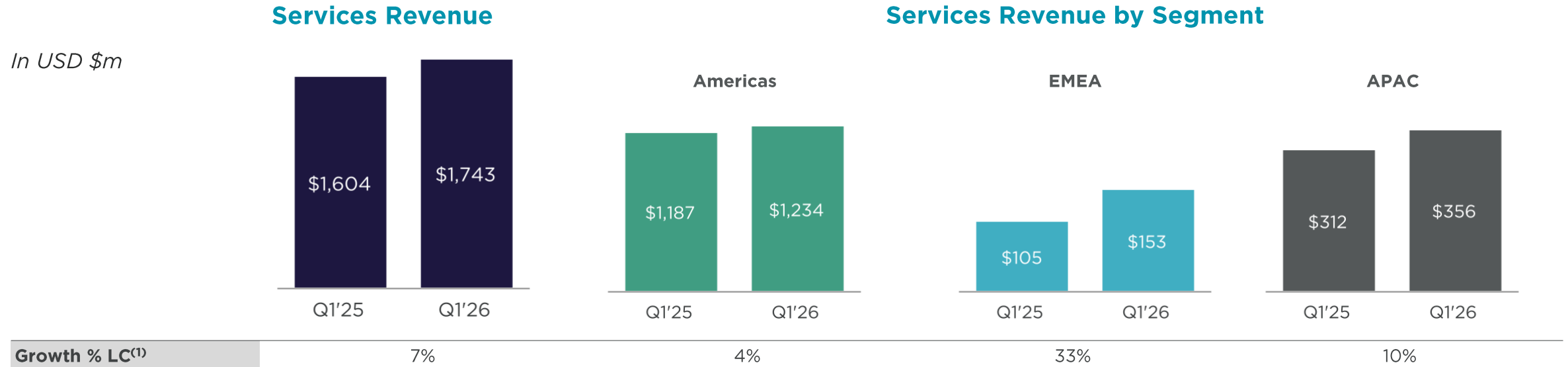


1. Percent changes are shown in local currency and compare results for the three months ended March 31, 2026 to the same period in the prior year

Q1'26 SERVICES PERFORMANCE BY SEGMENT

Highlights

- Americas performance driven by new wins and mandate expansions in facilities management
- EMEA growth primarily driven by improved facilities management in the UK&I and strong project management in France
- APAC increase driven largely by strength in facilities management and project management in Australia and India



Q1'26 VALUATION & OTHER PERFORMANCE BY SEGMENT

Highlights

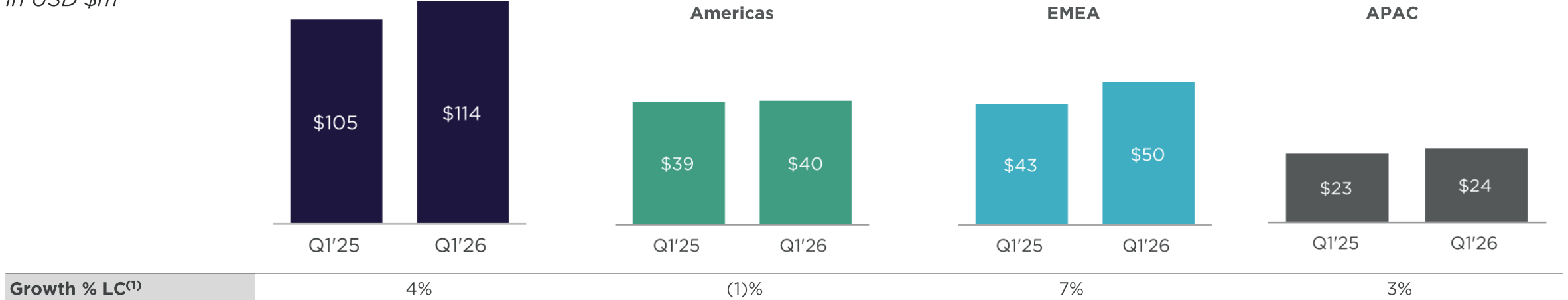
- Valuation and other growth driven by improvements in EMEA and APAC
- EMEA growth driven by strength in the UK and the Netherlands
- Australia and India drove positive performance in APAC

Valuation & Other Revenue

In USD \$m

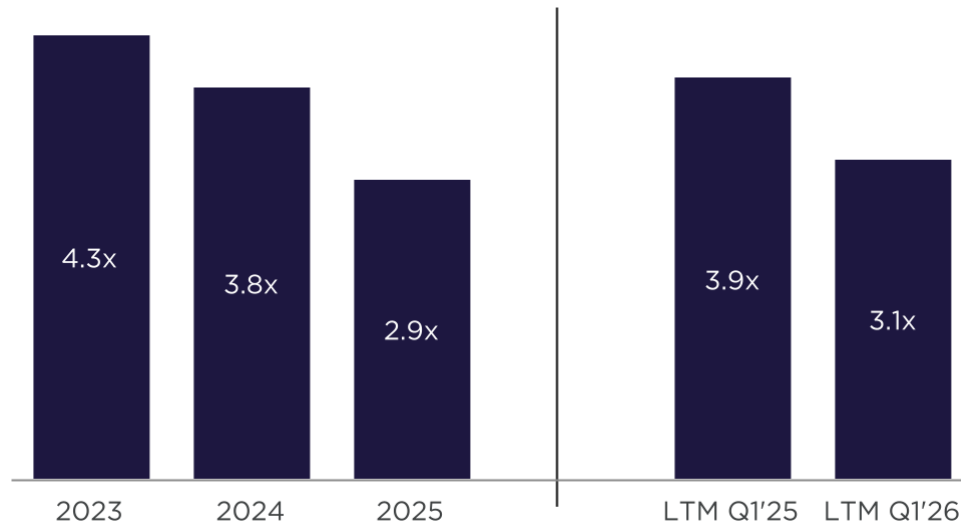


Valuation & Other Revenue by Segment

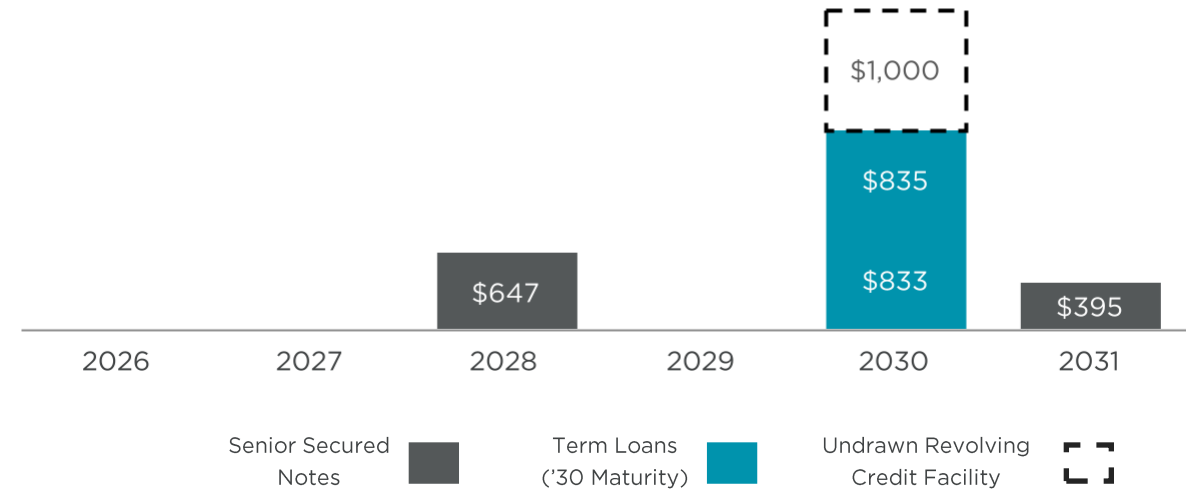


CAPITAL STRUCTURE

Net Debt / Adj. EBITDA⁽¹⁾



Debt Maturity Profile⁽¹⁾⁽²⁾
in USD \$m



- Liquidity of \$1.6 billion, with \$1.0 billion revolving credit facility (undrawn) and \$0.6 billion of cash

1. All numbers shown as of March 31, 2026
2. Debt presented net of deferred financing fees

THREE-YEAR VALUE CREATION FRAMEWORK

FY26-28 TARGETS

15-20%

Annual Adjusted
EPS Growth

6-8%

Revenue Growth

60-80%

FCF
Conversion⁽¹⁾

2x

2028 Net Debt
Leverage⁽²⁾

1. Calculated as a percentage of Adjusted Net Income
2. Calculated as Net Debt divided by Annual Adjusted EBITDA



APPENDIX
SUPPLEMENTAL SLIDES AND
RECONCILIATIONS OF GAAP TO
NON-GAAP FINANCIAL MEASURES

DEBT AND LEVERAGE

| (USD \$m, unless otherwise indicated) | Twelve Months Ended | | | | |
|--|---------------------|-------------------|------------------|-------------------|-------------------|
| | March 31, 2026 | December 31, 2025 | March 31, 2025 | December 31, 2024 | December 31, 2023 |
| Term Loans ⁽¹⁾ | \$1,668.2 | \$1,667.1 | \$1,936.1 | \$1,960.2 | \$2,157.7 |
| 2028 Senior Secured Notes ⁽²⁾ | 646.9 | 646.6 | 645.5 | 645.1 | 643.7 |
| 2031 Senior Secured Notes ⁽³⁾ | 395.3 | 395.1 | 394.4 | 394.2 | 393.3 |
| Total Debt | \$2,710.4 | \$2,708.8 | \$2,976.0 | \$2,999.5 | \$3,194.7 |
| Less: Cash and cash equivalents | (600.6) | (784.2) | (623.2) | (793.3) | (767.7) |
| Net debt | \$2,109.8 | \$1,924.6 | \$2,352.8 | \$2,206.2 | \$2,427.0 |
| TTM Adjusted EBITDA | 671.3 | 656.2 | 599.9 | 581.9 | 570.1 |
| Net leverage | 3.1x | 2.9x | 3.9x | 3.8x | 4.3x |

1. Net of unamortized discount and financing costs of \$19.3 million and \$26.4 million as of March 31, 2026 and 2025, respectively, and \$20.4 million, \$27.3 million and \$30.2 million as of December 31, 2025, 2024 and 2023, respectively.

2. Net of unamortized financing costs of \$3.1 million and \$4.5 million as of March 31, 2026 and 2025, respectively, and \$3.4 million, \$4.9 million and \$6.3 million as of December 31, 2025, 2024 and 2023, respectively.

3. Net of unamortized discount and financing cost of \$4.7 million and \$5.6 million as of March 31, 2026 and 2025, respectively, and \$4.9 million and \$5.8 million and \$6.7 million as of December 31, 2025, 2024 and 2023, respectively.

RECONCILIATION OF NET (LOSS) INCOME TO ADJUSTED EBITDA

| (USD \$m) | Three Months Ended | | | Twelve Months Ended | | | |
|--|--------------------|----------------|----------------|---------------------|----------------|-------------------|-------------------|
| | March 31, 2026 | March 31, 2025 | March 31, 2026 | December 31, 2025 | March 31, 2025 | December 31, 2024 | December 31, 2023 |
| Net (loss) income | \$(12.6) | \$1.9 | \$73.7 | \$88.2 | \$162.0 | \$131.3 | \$(35.4) |
| Adjustments: | | | | | | | |
| Depreciation and amortization | 25.3 | 26.7 | 102.8 | 104.2 | 116.4 | 122.2 | 145.6 |
| Interest expense, net of interest income | 49.2 | 52.3 | 213.1 | 216.2 | 223.5 | 229.9 | 281.1 |
| Provision for income taxes | 3.0 | 3.1 | 25.9 | 26.0 | 45.3 | 44.5 | 5.4 |
| Unrealized loss (gain) on investments, net | 1.1 | 0.7 | (25.7) | (26.1) | 0.5 | 0.8 | 27.8 |
| Impairment of investments | — | 6.5 | 177.0 | 183.5 | 6.5 | — | — |
| Loss on dispositions | — | — | — | — | 18.4 | 18.4 | 1.8 |
| Integration and other costs related to merger | — | — | — | — | — | — | 11.2 |
| Pre-IPO stock-based compensation | — | — | — | — | — | — | — |
| Acquisition related costs | — | 0.4 | 0.4 | 0.8 | 0.4 | — | 14.2 |
| Cost savings initiatives | — | — | — | — | 21.7 | 28.9 | 55.6 |
| System implementation costs | — | — | 5.6 | 5.6 | — | — | — |
| CEO transition costs | — | — | — | — | — | — | 8.3 |
| Servicing liability, fees and amortization | 11.2 | — | 11.2 | — | — | — | 11.7 |
| Pension buy-out settlement loss | 16.6 | — | 16.6 | — | — | — | — |
| Legal and compliance matters | — | — | — | — | — | — | 23.0 |
| Loss (gain) from insurance proceeds, net of legal fees | — | — | 2.7 | 2.7 | (16.5) | (16.5) | 1.1 |
| Non-operating items related to the Greystone JV | 12.9 | — | 50.3 | 37.4 | — | — | — |
| Other | 4.6 | 4.6 | 17.7 | 17.7 | 21.7 | 22.4 | 18.7 |
| Adjusted EBITDA | \$111.3 | \$96.2 | \$671.3 | \$656.2 | \$599.9 | \$581.9 | \$570.1 |

RECONCILIATION OF NET (LOSS) INCOME TO ADJUSTED NET INCOME AND ADJUSTED EARNINGS PER SHARE

| (USD \$m, except per share data) | Three Months Ended | | Twelve Months Ended | |
|--|--------------------|----------------|---------------------|----------------|
| | March 31, 2026 | March 31, 2025 | March 31, 2026 | March 31, 2025 |
| Net (loss) income | \$(12.6) | \$1.9 | \$73.7 | \$162.0 |
| Adjustments: | | | | |
| Merger and acquisition related depreciation and amortization | 10.1 | 10.2 | 40.7 | 43.9 |
| Financing and other facility fees | — | — | — | 2.9 |
| Unrealized loss (gain) on investments, net | 1.1 | 0.7 | (25.7) | 0.5 |
| Impairment of investments | — | 6.5 | 177.0 | 6.5 |
| Loss on dispositions | — | — | — | 18.4 |
| Acquisition related costs | — | 0.4 | 0.4 | 0.4 |
| Cost savings initiatives | — | — | — | 21.7 |
| System implementation costs | — | — | 5.6 | — |
| Servicing liability, fees and amortization | 11.2 | — | 11.2 | — |
| Pension buy-out settlement loss | 16.6 | — | 16.6 | — |
| Loss (gain) from insurance proceeds, net of legal fees | — | — | 2.7 | (16.5) |
| Non-operating items related to the Greystone JV | 12.9 | — | 50.3 | — |
| Other | 4.6 | 4.6 | 17.7 | 21.7 |
| Tax impact of adjusted items ⁽¹⁾ | (9.2) | (3.8) | (70.8) | (29.2) |
| Adjusted net income | \$34.7 | \$20.5 | \$299.4 | \$232.3 |
| Weighted average shares outstanding, basic | 232.8 | 230.4 | | |
| Weighted average shares outstanding, diluted ⁽²⁾ | 235.5 | 232.3 | | |
| (Loss) earnings per share, diluted ⁽²⁾⁽³⁾ | \$(0.05) | \$0.01 | | |
| Adjusted earnings per share, diluted⁽²⁾ | \$0.15 | \$0.09 | | |

1. Reflective of management's estimation of an annual adjusted effective tax rate of 26% and 25% for the three months ended March 31, 2026 and 2025, respectively.

2. Weighted average shares outstanding, diluted is calculated by taking basic weighted average shares outstanding and adding dilutive shares of 2.7 million and 1.9 million for the three months ended March 31, 2026 and 2025, respectively.

3. For all periods with a GAAP net loss, weighted average shares outstanding, diluted is only used to calculate Adjusted earnings per share, diluted. For all periods with a GAAP net loss, all potentially dilutive shares would be anti-dilutive; therefore, both basic and diluted loss per share are calculated using weighted average shares outstanding, basic.

FREE CASH FLOW AND FREE CASH FLOW CONVERSION

| (USD \$m) | Three Months Ended | | Twelve Months Ended | |
|---------------------------------------|--------------------|------------------|---------------------|----------------|
| | March 31, 2026 | March 31, 2025 | March 31, 2026 | March 31, 2025 |
| Net cash used in operating activities | \$(243.5) | \$(162.0) | \$258.9 | \$171.1 |
| Payment for property and equipment | (12.2) | (4.6) | (55.0) | (35.1) |
| Free cash flow | \$(255.7) | \$(166.6) | \$203.9 | \$136.0 |
| Adjusted net income | 34.7 | 20.5 | 299.4 | 232.3 |
| Free cash flow conversion | n.m. | n.m. | 68% | 59% |



About Cushman & Wakefield

Cushman & Wakefield (NYSE: CWK) is a leading global commercial real estate services firm for occupiers and investors with approximately 53,000 employees in over 350 offices and nearly 60 countries. In 2025, the firm reported revenue of \$10.3 billion across its core service lines of Services, Leasing, Capital markets, and Valuation and other. Built around the belief that *Better never settles*, the firm receives numerous industry and business accolades for its award-winning culture. For additional information, visit www.cushmanwakefield.com.

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