



At the corporate level, we focus our citizenship efforts on upholding the highest ethical and business standards. As a global firm, we're dedicated to adhering to relevant disclosure and transparency guidelines in countries where we invest. To that end, we have developed and invested in a number of effective systems and controls that enable us to closely monitor all aspects of our business.



Corporate governance

We operate from a place of strong corporate governance, ownership and transparency. We strive to clearly align the interests of Carlyle, our portfolio companies and our investors.

We believe we have a clear and effective framework that enables us to uphold the highest ethical and business standards across the firm. Maintaining Carlyle's good name and the good names of our investors is paramount. From the earliest years of the firm, we have invested heavily in our systems and controls. We perform most ongoing activities in-house, including investor relations, corporate communications, financial reporting and accounting oversight.

OWNERSHIP

Carlyle is a private partnership, owned by a group of senior Carlyle professionals and two institutional investors. Mubadala Development Company, a strategic investment and development company headquartered in Abu Dhabi, owns 9.35% of Carlyle and CalPERS, the California Public Employees Retirement System, owns 5% of the firm.

MANAGEMENT

Carlyle is headquartered in Washington, DC and has offices in 19 countries. The firm is managed by its three Co-Founders and Managing Directors, William E. Conway, Jr., Daniel A. D'Aniello and David M. Rubenstein. The three founders are joined by Glenn A. Youngkin, Managing Director and Operating Committee Chairman, on the firm's executive committee. All investments made by Carlyle-sponsored funds are assessed and approved by investment committees comprising senior investment professionals.

Investment advisory entities based in offices around the world provide the funds with investment advice. Carlyle has also established an operating committee, an important step in the continued institutionalization of our firm. The operating committee is responsible for corporate development and planning, balance sheet management and new product development, among other critical functions. The operating committee is led by seven senior Carlyle professionals: Glenn A. Youngkin, Chair; Michael W. Arpey; Jeffrey W. Ferguson; David M. Marchick; Michael J. Petrick; Bruce E. Rosenblum; and Gregory L. Summe.

COMPLIANCE OFFICER

Catherine Ziobro is Carlyle's Chief Compliance Officer and is based in Washington, DC. Ms. Ziobro is responsible for the oversight and management of Carlyle's compliance program.

CONFLICTS OF INTEREST

Carlyle has adopted a Code of Conduct that sets forth the standards of ethical conduct for its employees. The firm also has a conflicts committee to help manage conflicts of interests that may arise during the conduct of its business.

U.K. “WALKER” GUIDELINES FOR DISCLOSURE AND TRANSPARENCY

As a member of the British Venture Capital Association, Carlyle believes that it is fully compliant with the Walker Guidelines for Disclosure and Transparency. Carlyle’s website, www.carlyle.com, is regularly updated, and the information within it forms the basis upon which compliance with the Guidelines is maintained. This Corporate Citizenship Report is produced in addition to the website to deliver an overview of the firm and its activities.

THE CARLYLE GROUP’S U.K. BUYOUT OPERATION

CECP Advisors, L.L.P. is a U.K. Financial Services Authority (FSA)-regulated entity based in London that provides investment advisory services to Carlyle’s European buyout and growth capital investment funds, among other non-regulated services. The buyout funds include Carlyle Europe Partners, L.P., Carlyle Europe Partners II, L.P. and Carlyle Europe Partners III, L.P. The growth capital funds include Carlyle Europe Venture Partners, L.P., Carlyle Europe Technology Partners, L.P. and Carlyle Europe Technology Partners II, L.P. The advisory services provided by this U.K. FSA-regulated entity include providing advice and recommendations to the funds with respect to origination, investigation, structuring, financing, acquisition, monitoring and/or for the disposition of investments. It does not make investment decisions on behalf of the investment funds or have the authority to enter into contracts or commitments on behalf of the investment funds. Andrew Burgess, Managing Director, heads Carlyle’s U.K. buyout operation. Robert Easton, Managing Director, and Michael Wand, Managing Director, co-head Carlyle’s Europe technology operation. Sam Block III, Principal, is Chief Compliance Officer for CECP Advisors, L.L.P. The U.K. companies in Carlyle’s Europe funds include Ensus, Mill Digital Media, ReEnergy Advisory Group and Talaris (see www.carlyle.com for details).

GERMANY “BVK” GUIDELINES FOR DISCLOSURE AND TRANSPARENCY

As a member of the Bundesverband Deutscher Kapitalbeteiligungsgesellschaften (BVK), the German private equity and venture capital trade association, Carlyle believes that it is fully compliant with the BVK Guidelines for Disclosure and Transparency. Carlyle’s website, www.carlyle.com, is regularly updated, and the information within it forms the basis upon which compliance with the guidelines is maintained. This Corporate Citizenship Report is produced in addition to the website to deliver an overview of the firm and its activities. Carlyle portfolio companies H.C. Starck, KCS.net Holdings, LBI International and Personal & Informatik will comply with the guidelines and the Corporate Citizenship Report will be published on the website.

THE CARLYLE GROUP’S GERMAN BUYOUT OPERATION

Carlyle utilizes the services of Carlyle Beratungs GmbH, an independent advisory company based in Munich, Germany, that provides advisory services with respect to investment activity in Germany to Carlyle’s buyout funds, Carlyle Europe Partners, L.P., Carlyle Europe Partners II, L.P. and Carlyle Europe Partners III, L.P. Dennis Schulze and Michael C. Schuster are directors of this advisory entity. The advisory services include providing advice and recommendations to the funds with respect to origination, investigation, structuring, financing and monitoring. It does not make investment decisions on behalf of the investment funds or have the authority to enter into contracts or commitments on behalf of the investment funds. Gregor Böhm, Managing Director, is a specialist in German private equity providing advice to Carlyle’s buyout funds.