CARLYLE

Annual Report | 2024

At Carlyle, we work together to create long-term value for our investors, companies, shareholders, people, and communities.

LETTER TO SHAREHOLDERS

Capital at a Crossroads – Why Private Markets Matter More Than Ever

As we write this letter, the global economy stands at an inflection point. Escalating geopolitical tensions, realignments in global trade, market volatility, and shifting regulatory landscapes have created an environment of heightened uncertainty. The continued ripple effects of tariffs, supply chain recalibrations, and fragmented geopolitical alliances are reshaping how capital flows—and where opportunities lie.

While these short-term disruptions have rattled public markets, they have also reinforced the strategic importance of private markets. The long-term trends driving innovation, value creation, and capital formation remain intact—and in many cases, are accelerating.

HARVEY M. SCHWARTZ
CHIEF EXECUTIVE OFFICER, CARLYLE

In this context, understanding how capital is being deployed—and where long-term value is being created—has never been more essential. The transformation of the investment landscape is well underway, and private markets are at the center of it.

Over the past two decades, the number of publicly traded companies in the U.S. has declined by nearly 50%, while the number of private companies has grown by over 500%—from fewer than 1,000 in 2000 to more than 6,000 today.[1]

This seismic shift means a growing share of the economic activity that drives wealth creation—hyper-growth, innovation, and scaling into market leadership—is now occurring before companies ever reach the public markets, if they do at all. Many of today's most dynamic businesses have raised billions in private capital, allowing them to accelerate innovation, create jobs, and generate meaningful value while remaining privately held.

As a result, private markets have become critical engines of both value creation and employment. The way companies raise capital, innovate, and expand has changed dramatically—shaped by geopolitical realignments, technological breakthroughs, and evolving macroeconomic forces. At the same time, public market-focused strategies are facing structural limitations, with fewer listings and constrained access to early-stage growth.

For investors seeking to capture the next era of economic expansion—and alpha generation—understanding the evolving role of private markets is more essential than ever. The forces reshaping capital deployment are not only unlocking compelling investment opportunities—they're defining the next chapter of innovation, value creation, and job growth across the global economy.

1 "Switched On: The Deal Rebound & It's Implications" by Jason Thomas.

THE FORCES RESHAPING PRIVATE MARKETS

A new era of private market investing is being driven by a fundamental shift in where economic activity—and long-term enterprise value—is being generated. Several powerful trends are transforming how capital is deployed, where opportunity lies, and who gets access. These include, but are not limited to:

THE AI REVOLUTION AND THE ENERGY AND INFRASTRUCTURE BOOM

The rapid advancement of artificial intelligence is driving extraordinary demand for data centers, energy infrastructure, and computing power. As AI use cases expand, so does the need for investment in the physical and digital systems that support them. More than $1.8 trillion of capital is expected to be deployed by 2030 to meet this growing demand, underscoring the sector's explosive potential.[2] Private markets are playing a key role in financing these large-scale developments—from renewable energy and grid modernization to next-generation semiconductor manufacturing.

STRATEGIC REALIGNMENT OF INVESTMENT AND SUPPLY CHAINS

The COVID-19 pandemic exposed vulnerabilities in global supply chains, triggering a wave of rethinking around how and where goods are produced. What began as crisis response has evolved into lasting strategic realignment—accelerated by geopolitical tensions, trade realignments, and national security concerns. Companies are prioritizing onshoring, domestic manufacturing, and investment in defense, infrastructure, and energy security. These shifts are fueling capital flows into sectors essential to national resilience. One clear signal: U.S. manufacturing construction spending has more than doubled since 2021, surpassing $200 billion annually as the push for supply chain security intensifies.[3]

2 The Boston Consulting Group.
3 U.S. Department of the Treasury.

> Private markets are no longer just an alternative—they are a primary engine of capital formation and economic progress.

THE PRIVATE CREDIT EXPANSION

Private credit has emerged as a powerful alternative to traditional financing channels, offering companies flexible capital while enabling investors to capture attractive risk-adjusted returns. Now a $1.8 trillion market,[4] private credit has become a critical source of liquidity for businesses and a stabilizing force within private capital markets. In 2024, direct lending deal activity more than doubled from the prior year, with more than $300 billion in volume[5]—underscoring private credit's growing role in corporate financing and its resilience amid market volatility.

THE RISE OF INSURANCE AS A PRIVATE MARKETS PLAYER

A key driver of private credit's expansion is the growing participation of insurance companies. In search of stable, long-duration returns and better asset-liability matching, insurers are increasingly turning to private markets—particularly private credit. These strategies offer yield premiums over traditional fixed income with lower mark-to-market volatility. Insurers expanding presence reflects a structural shift in how insurance capital is being deployed and reinforces the rise of long-term, patient capital as a source of real economic impact.

THE RISE OF PRIVATE WEALTH INVESTORS IN PRIVATE MARKETS

Individual investors are gaining access to private markets—once the exclusive domain of institutions—through new investment vehicles designed for broader participation. This democratization is being driven by regulatory evolution, product innovation, and technology platforms lowering barriers to entry. More than 90% of financial advisors are planning to increase their private markets allocations in the next two years.[6] As access expands, a new class of investors is tapping into private opportunities that were previously out of reach.

THE PLAYBOOK FOR PRIVATE MARKETS SUCCESS

Combined, these structural shifts have changed the way investors must think about capital deployment. Simply put, private markets have evolved beyond an alternative asset class—they have become a primary driver of global investment opportunities. Success in this environment requires scale, efficiency, and deep sector expertise.

The ability to navigate complex deal structures, access proprietary opportunities, and deploy capital with speed and discipline has never been more critical. Firms with strong relationships, differentiated insights, and a global platform are best positioned to lead—and to unlock the full potential of private markets in the years ahead.

CARLYLE'S 2024 PERFORMANCE

From its founding, Carlyle was built to capitalize on structural shifts—identifying opportunity early, deploying capital with discipline, and leveraging sector expertise to drive lasting value. The results in 2024 reflect that strategy in action.

We met or exceeded all 2024 financial targets. Fee Related Earnings (FRE) surpassed $1.1 billion, a nearly 30% increase

4 Carlyle Analysis.
5 KBRA Direct Lending Deals.
6 CAIS "The State of Alternative Investments in Wealth Management."

year-over-year, while our FRE margin expanded to 46%, up 900 basis points. Total inflows of $41 billion in 2024 brought our two-year total to more than $100 billion. These results highlight the strength of our platform, our disciplined execution, and our ability to navigate evolving markets to deliver long-term value for our clients and investors.

With a global footprint, innovative mindset, and focused investment approach, Carlyle is well-positioned to lead in the next phase of private market evolution.

LOOKING AHEAD

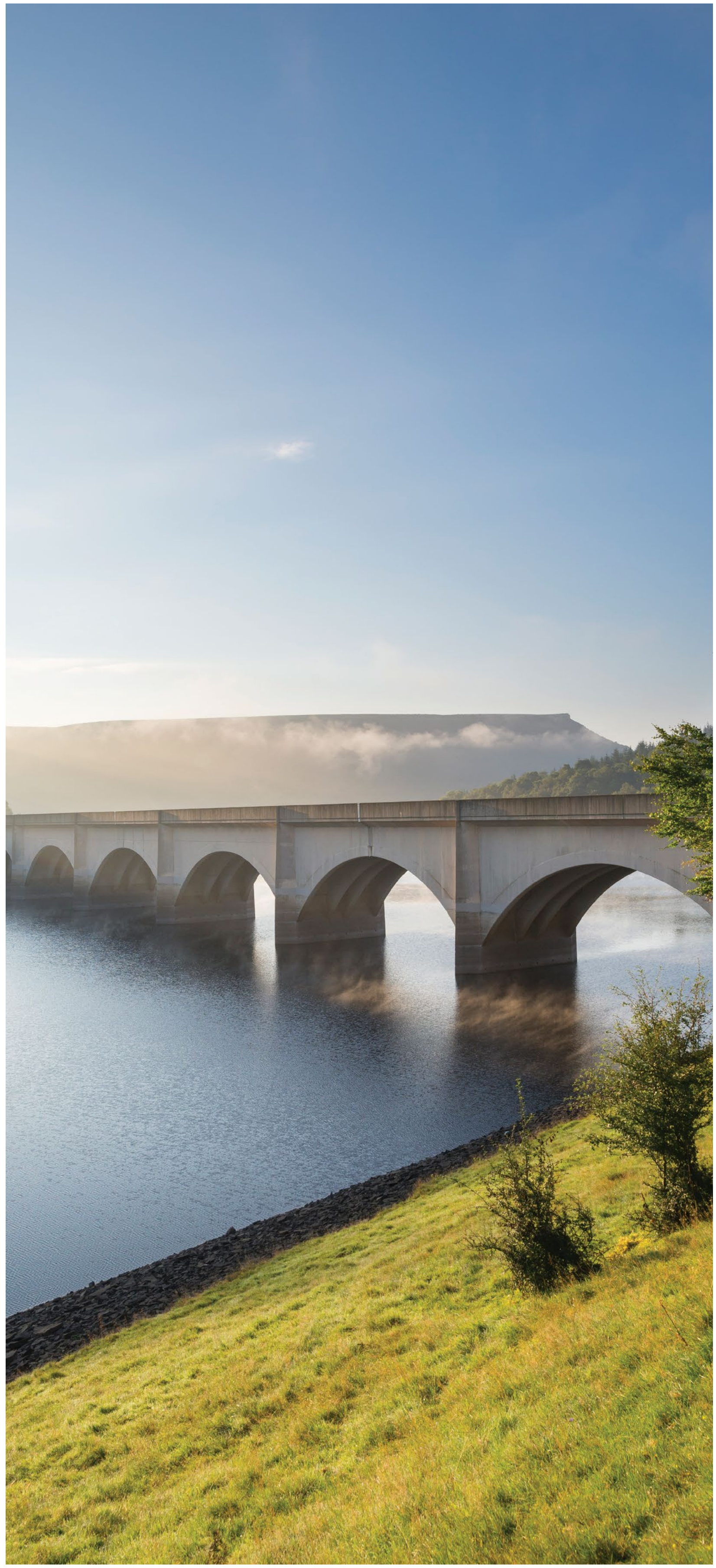
We recognize that the current environment is marked by complexity—from inflationary pressures and tighter monetary policy to geopolitical fragmentation, shifting supply chains, and rapid technological transformation. But with disruption comes opportunity. Private markets are uniquely positioned to serve as stabilizing forces in uncertain times and dynamic engines of innovation and growth.

Private markets are no longer just an alternative—they are a primary engine of capital formation and economic progress. As this next chapter unfolds, Carlyle remains committed to helping investors navigate this evolving landscape with clarity, confidence, and conviction.

On behalf of the entire Carlyle team, thank you for your continued trust. We look forward to another year of delivering lasting value for our investors and stakeholders.

Sincerely,

HARVEY M. SCHWARTZ
Chief Executive Officer, Carlyle



OUR GLOBAL REACH

We strive to build better businesses through our global platform, local insights and deep industry expertise.

North America
Atlanta
Barrington
Boston
Los Angeles
Menlo Park
Miami
New York City
San Francisco
Toronto
Washington DC

Europe
Amsterdam
Barcelona
Dublin
London
Luxembourg
Milan
Munich
Paris

Middle East-North Africa
Abu Dhabi

Asia-Pacific
Beijing
Hong Kong
Mumbai
Seoul
Shanghai
Singapore
Sydney
Tokyo

OFFICES
29

INVESTMENT VEHICLES
636

CONTINENTS
Four

PROFESSIONALS WORLDWIDE
2,300

Financials

Carlyle had a strong year in 2024, successfully delivering on all financial targets.

These results reflect the power of our diversified platform, disciplined execution, and ability to mobilize our teams to create long-term value for our clients and investors.

We generated $1.5 billion in distributable earnings (DE) in 2024, or $3.66 per share on a post-tax basis. We also produced a record $1.1 billion in Fee Related Earnings (FRE) in 2024, up nearly 30% compared to 2023. Over the past five years, we have grown our FRE at a 20% annual growth rate. In addition, we delivered an FRE margin of 46%, up 900 basis points year-over-year.

We had record transaction and portfolio advisory fees, which more than doubled to $164 million. Our focus and investment in our Capital Markets business led to a strong year for transaction fees, which we accomplished even as broader market activity levels remain well below that of prior years.

We attracted $41 billion in inflows in 2024, bringing our two-year total to more than $100 billion. This was our third best fundraising year ever.

We finished 2024 with a record $441 billion in Assets Under Management. We also returned more than $1 billion of capital to shareholders while continuing to invest in our business to drive long-term growth.

Carlyle delivered strong results in 2024, and we believe we are well-positioned for a year of significant investment activity, realizations, and fundraising in 2025. Our three global businesses continue to perform at a high level, and we are confident in our ability to build on this momentum and drive further growth in the years ahead.

RECORD FEE RELATED EARNINGS

$1.1 Billion

ASSETS UNDER MANAGEMENT

$441 Billion

INFLOWS

$41 Billion

2024 BUSINESS SEGMENT MILESTONES

GLOBAL PRIVATE EQUITY

$164 Billion
of AUM

$599 Million
of Fee Related Earnings

+7%
GPE segment appreciation (+8% in Corporate Private Equity, +5% in Real Estate, +8% in Infrastructure & Natural Resources)

$8.2 Billion
deployed

$17.8 Billion
in realized proceeds

GLOBAL CREDIT

$192 Billion
of AUM

$332 Million
of Fee Related Earnings

$17.3 Billion
in Inflows

$24.5 Billion
deployed

10
new CLOs issued for $4.8 billion in Inflows

GLOBAL INVESTMENT SOLUTIONS

$85 Billion
of AUM

$173 Million
of Fee Related Earnings (+147% YOY)

$10.8 Billion
in Inflows

+9%
Portfolio Appreciation

$541 Million
in net accrued performance revenues, +12% YOY

Global Private Equity

Our Global Private Equity (GPE) business has created value across market cycles by investing in resilient businesses, building well-diversified portfolios, and seeking secular growth.

Our deep vertical specialization and approach to operational improvement enables us to drive efficiencies, accelerate revenue growth, and enhance competitive positioning. With this focus on resilient businesses, we are well-suited for the investment environment we are in today. Across our global platform, we believe we are well-positioned to deliver attractive results for our fund investors across periods of market volatility.

We have grown our GPE business to $164 billion in assets under management (AUM) with a focus on three strategies: Corporate Private Equity, Real Estate, and Infrastructure & Natural Resources.

The scale of our platform allows us to continue to invest in deeper capabilities, share insights, and pivot quickly to execute on attractive opportunities around the globe.

In our Corporate Private Equity business, we are actively driving value creation for 190 portfolio companies across global sectors, including aerospace, defense & government, financial services, healthcare, industrials, and technology. Our portfolio companies benefit from our Global Portfolio Solutions (GPS) team, which partners with portfolio company management to drive growth and operational improvements throughout a company's lifecycle.

In US Real Estate, our differentiated approach to portfolio construction has driven attractive historical performance and allowed us to adapt to market conditions in 2024. Our team assesses sectors using a proprietary framework of criteria that evaluates predictability and resilience of demand. As a result, we have limited exposure to volatile property sectors such as office, retail, and hotel. While other investors have recently avoided and exited the office, retail, and hotel sectors, we have been out of those sectors since 2017.

Within Infrastructure & Natural Resources, we pursue opportunities in the areas of transportation, energy, digital infrastructure, water, and power, as well as opportunities relating to the world's energy transition, such as renewable energy. These assets support economic growth and productivity and are a key part of everyday life.

2024 MILESTONES

We navigated 2024's shifting market environment by adhering to our

diversified portfolio construction models, focusing on resilient businesses, and enhancing our GPS value creation framework. We continued our measured approach to deploying capital and have $41 billion of dry powder available across the GPE platform.

REALIZATIONS

We generated $17.8 billion of realized proceeds in 2024 through both private market and public equity transactions. 2024 realizations included McDonald's China (Grand Foods Holdings), SER Group, Tokiwa, and several complete or partial divestitures in the public markets, including the initial public offerings of StandardAero and Rigaku.

DEAL HIGHLIGHTS

North America

In August 2024, Carlyle's US, Europe, and Asia buyout teams agreed to acquire the Vantive Kidney Care business from Baxter International for $3.8 billion. This transaction established Vantive as a standalone leader in global kidney care.

The company's exposure to large and growing end markets in life-sustaining therapies made this an attractive investment opportunity. Vantive holds leading market share positions, including 65% in peritoneal dialysis and 55% in acute renal therapy, underpinned by strong clinical differentiation, brand recognition, and robust fulfillment capabilities.

The transaction brought together the entire Carlyle Corporate Private Equity platform, providing Vantive access to the full spectrum of Carlyle's value creation resources. The team has identified initial value creation initiatives through operational enhancements and cost structure optimization. Additionally, Carlyle's proven track record with complex carve-outs positions the team well to support Vantive in its transition to an independent company.

DEAL HIGHLIGHTS

Vantive

Quest global

1E

COGENTRIX® ENERGY

KFC

Asia

In January 2024, Carlyle invested $405 million in Quest Global, a leading global pure-play engineering and research development company headquartered in Singapore. Quest Global solves cutting-edge engineering problems for industry leaders across seven sectors. The company is supported by a highly skilled workforce of over 20,000 professionals, operating in 18 countries and 78 locations globally.

This investment highlights Carlyle's long track record and deep experience investing in the technology sector globally.

Carlyle sees multiple levers for significant value creation, including accelerating revenue growth across geographies, driving transformational merger and acquisition (M&A) initiatives to expand and enhance Quest's capabilities, and margin enhancement.

Japan

In July 2024, Carlyle's Japan and Asia buyout teams completed a tender offer bid to acquire KFC Holdings Japan Ltd, the master franchisee of Kentucky Fried Chicken's business in Japan. The company has been the master franchisee operator of KFC in Japan for 55 years and currently operates more than 1,200 stores including both directly owned stores and sub-franchisee stores. The business is the number two Western quick-service-restaurant ("QSR") player in Japan, known for its high quality and strong brand, with 99% brand recognition in Japan.

Bringing together local expertise in the Japanese market and a strong track record in the QSR sector more broadly across Asia, the Carlyle team is working with KFC Japan's management team to accelerate new store openings, introduce menu enhancements, and invest in digital innovations to improve the customer journey.

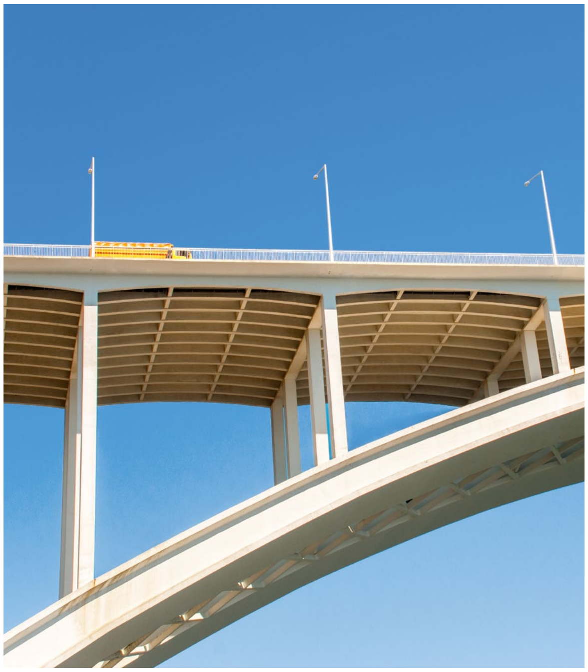
Europe

In December 2024, Carlyle agreed to sell 1E to TeamViewer for $720 million. Founded in 1997, 1E is a leader in digital employee experience software solutions with a platform that delivers real-time visibility on enterprise information technology (IT) landscapes. Its products, which identify issues in real-time and automate remediation directly at the endpoint, enable customers to minimize IT downtime, disruptions, and costs. During its ownership, Carlyle built out a high-caliber leadership team capable of driving value for the company. Carlyle collaborated with this leadership team to improve 1E's product and market position as a differentiated digital employee experience leader, attract industry recognition, refine go-to-market strategy, and drive both commercial momentum and operational efficiencies throughout the business.

Infrastructure & Natural Resources

In August 2024, Carlyle announced the sale of Cogentrix Energy, a premier US independent power producer, and the portfolio of power assets it manages to Quantum Capital for approximately $3 billion. Headquartered in Charlotte, North Carolina, Cogentrix has a multi-decade track record of successfully acquiring, developing, constructing, operating, and optimizing conventional and renewable power generation assets throughout the United States.

The Carlyle team leveraged multiple tools to help grow the company and created value through strategic M&A, operational improvements, and capital structure optimization, alongside robust environmental, health, and safety management practices.



IDENTIFYING OPPORTUNITIES, STRENGTHENING OPERATIONS, ACCELERATING GROWTH, AND DRIVING IMPACT

Guided by our GPS framework, our dedicated team of operators—value-creation experts in fields such as revenue, cost, digital transformation, procurement, and sustainability—works closely with deal and management teams to create value throughout the entire investment lifecycle.

This approach brings together four key elements that allow Carlyle to identify and help execute detailed and comprehensive programs to facilitate growth and cost value creation.

01. *Innovative Functional Expertise*
We operate across eight primary functional areas to accelerate growth and drive operational excellence: procurement, revenue growth, cost, digital transformation, technology, talent and organizational performance, sustainability, and government affairs

02. *Collaborative Planning Methodology*
We used a collaborative, knowledge-based methodology to lead company management teams in the development of integrated growth acceleration and cost management plans, which have a proven track record of driving value.

03. *World-Class Partner Ecosystem*
We leverage our vast partner network and facilitate cross-collaboration among portfolio companies. Doing so enables us to use Carlyle's global scale in order to cultivate growth and value.

04. *Deep Sector Expertise*
Our sector experts and teams, including a network of 45 operating executives and advisors, assist in tailoring strategies for specific industries and regions.

05. *Recent Performance and Impact*
In 2024, the GPS team worked with Carlyle portfolio companies to design and execute on $1.5 billion in multi-year value creation opportunities across our functional areas of expertise. By continuing to follow the prioritization and deployment approach we adopted in 2023, we were able to focus time and attention on significant opportunities within our portfolio while embedding digital applications across many of our offerings. We also introduced an additional ten preferred partnerships, eight playbooks for portfolio companies, and several collaboration events to expand our ecosystem.

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In 2025, we remain focused on investing in market-leading and emerging businesses, as well as those where we believe we can drive operational improvement.

LOOKING AHEAD

In 2025, we remain focused on investing in market-leading and emerging businesses, as well as those where we believe we can drive operational improvement. Some areas we intend to focus on include healthcare, government technology, the energy transition, and digital transformation and artificial intelligence (AI).

We are leveraging technological innovations and AI tools that offer operational efficiency potential throughout the deal life cycle, from sourcing and diligence all the way to exit. These tools allow our deal teams to operate more efficiently by democratizing access to data analysis and automating more routine tasks, allowing teams more time to focus on key issues and drive greater investment insights. For portfolio companies, these technologies also provide new means of operating leverage improvement and growth.

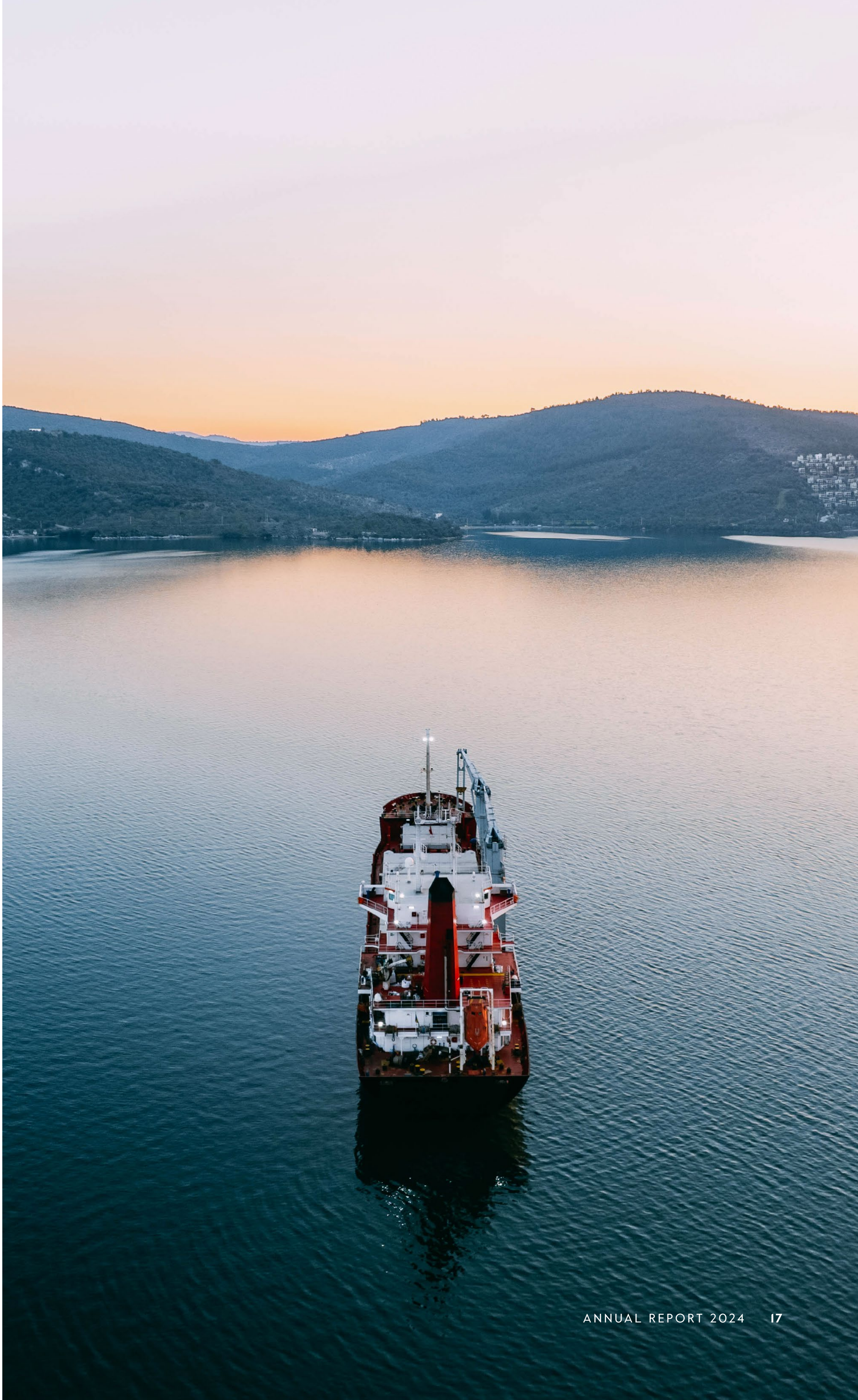
In the year ahead, we expect to further support our portfolio companies in evaluating how artificial intelligence can drive meaningful value in the procurement and supply chain arena. We will also continue providing tools to drive working capital improvements, transportation network optimization, forecasting and planning improvements, and supply risk identification and mitigation.

Within US real estate, we remain focused on demographic-based themes targeting real estate assets that we believe offer compelling value propositions to deep and growing demand pools and seek to avoid investing in sectors more correlated with GDP and broad macroeconomic conditions. We are continuing to see strong demand in non-GDP-driven residential sectors, including single-family rental, multifamily residential, active adult, self-storage, and industrial, with demand driven by a record premium in the cost of home ownership versus renting.

In addition, we continue to pursue opportunities connected to the energy transition, supported by our belief that investment, not divestment, will create attractive investment opportunities as part of the global movement to decarbonize the economy. Effectively transitioning a business to more sustainable operations can improve the resiliency and adaptability of a company—thereby reducing risk—and drive value creation outcomes. Across the energy landscape, we see investment opportunities in renewable power generation, battery storage solutions, transportation and distribution, carbon capture and storage solutions, and supply chain decarbonization, as well as in decarbonizing traditional sources of energy and more carbon-intensive businesses. Carlyle was among the first major global private equity firms to establish both short- and long-term climate goals, which we believe will lead to improved financial outcomes for our portfolio companies and investors.

Importantly, our approach is grounded in driving real emissions reductions within our portfolio companies, which we believe makes them better positioned competitively and therefore both a risk mitigator and commercial opportunity.

Global Credit



Carlyle's Global Credit business is a diversified and integrated credit platform, delivering flexible capital solutions to borrowers and providing broad access to credit markets for investors.

Our expansive suite of solutions is designed to address the unique needs of borrowers across varied types and sizes while delivering consistent returns to our investors.

Our business addresses a diverse range of needs through a broad range of investment strategies, geographies, and specialized functional teams that provide expertise across the spectrum of private credit. We offer several scaled products in structured credit, opportunistic credit, direct lending, and aviation, as well as various developing strategies focused on asset-backed finance, infrastructure credit, insurance, and other areas of credit that are all well-positioned for growth.

We craft bespoke solutions to fit institutional, wealth, and insurance clients' specific requirements, which can include investments into our comingled funds and customized strategy-specific mandates or multi-strategy cross-platform vehicles.

Our platform is structured to lend to resilient businesses and assets in industries in which we demonstrate sector expertise. As a global investment firm, we leverage the advantages of proprietary insights and strategic relationships to deliver positive investment outcomes across our diverse range of credit products and strategies. With more than $192 billion in assets under management (AUM), our scale provides a distinct competitive edge, enabling us to source and capitalize on unique investment opportunities.

2024 MILESTONES

In 2024, the credit markets presented significant opportunities for our stakeholders and our diverse, integrated credit business was well-positioned to capitalize on these opportunities.

DELIVERING FINANCIAL GROWTH

Fee revenues increased to $806 million in 2024 from $663 million in 2023, a 22% increase year-over-year. Fee Related Earnings (FRE) outpaced fee revenue growth, increasing 48% year-over-year, to $332 million in 2024 from $224 million in 2023, demonstrating our ongoing focus on driving growth across the business.

ASSETS UNDER MANAGEMENT

$192 Billion

FEE REVENUES

$806 Million

FEE RELATED EARNINGS

$332 Million

Our Global Credit business saw strong fundraising momentum in 2024, attracting more than $17 billion in new capital across a diverse set of strategies, including opportunistic credit, direct lending, liquid credit, asset-backed finance, and Carlyle Tactical Private Credit Fund (CTAC), our private credit interval fund.

CREDIT OPPORTUNITIES RAISES OVER $7 BILLION FOR ITS THIRD FUND

This year, Global Credit closed its third Carlyle Credit Opportunities Fund (CCOF III) with $7.1 billion in investable capital, our largest credit fundraise to date. This includes $5.7 billion in equity commitments from a variety of large, global institutions, including new and existing CCOF investors, and available leverage. CCOF III is nearly 30% larger than its predecessor and brings total investable capital across the Opportunistic Credit strategy to approximately $17 billion. Through year-end, CCOF III had invested approximately $2.2 billion in investments across North America, Europe, and Asia Pacific.

CCOF provides highly-structured and privately negotiated solutions across the capital structure to family, founder, and management-owned companies, sponsor-backed companies, and special situations. We believe the global economy is in a period of prolonged transformation and our Credit Opportunities strategy is well-positioned to expand its reach and provide timely, strategic capital to such companies navigating complex situations. CCOF's long-standing sourcing relationships and rigorous approach to due diligence and credit selection differentiate us in the marketplace and position us well to capture market share in a crowded environment.

RECORD YEAR FOR CTAC

CTAC seeks to produce current income and provide investors with access to the private credit markets by

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CTAC has more than doubled in size over the past two years, surpassing $5 billion in AUM in 2024.

opportunistically allocating its assets across a wide range of credit strategies within Carlyle's Global Credit platform.

Notably, for CTAC, gross subscriptions exceeded $1.4 billion in 2024 marking a record year of fundraising and an 8% increase in gross subscriptions year-over-year. CTAC has more than doubled in size over the past two years, surpassing $5 billion in AUM in 2024. CTAC's portfolio has performed well, a testament to Carlyle's focus on investing in resilient companies and maintaining underwriting standards through market cycles.

In 2024, Carlyle saw a healthy dynamic between the broadly syndicated loan (BSL) market and the private credit market, creating an opportunity for CTAC across both liquid and illiquid markets. We believe CTAC is well-positioned to take advantage of opportunities in the near, medium, and long-term, and generate attractive returns. Looking ahead, we are excited about continuing growth and capturing what we believe to be compelling opportunities in the evolving credit market landscape.

CONTINUED STRENGTH OF CLO BUSINESS

In 2024, Liquid Credit experienced a record year of collateralized loan obligation (CLO) market activity across its 25-year history, capitalizing on supportive market conditions. Carlyle maintained its position as one of the world's largest BSL and CLO managers, with approximately $50 billion in AUM. Carlyle also sourced new opportunities in third-party CLO debt and equity tranches for its CLO investing business.

CLO liabilities, or the cost to finance a CLO, tightened significantly in 2024 due to global investor demand, which bolstered underlying CLO arbitrage. This was the primary driver of record CLO market issuance in both the United States and Europe, as well as record reset activity in the US throughout 2024. Carlyle had a record year, successfully raising nearly $5 billion in new AUM from 10 CLOs and pricing 18 resets for over $9 billion in AUM, excluding middle market CLOs. Notably, half of these new issue CLOs were issued out of CLO Partners (CLOP), Carlyle's inaugural captive CLO equity fund, which closed in December 2023. Furthermore, Carlyle continued to scale its CLO investing business and Carlyle Credit Income Fund (NYSE: CCIF) with inflows from a diverse investor base, including insurers, pensions, family offices, and others.

GROWING ASSET-BACKED FINANCE

2024 was a marquee year for Carlyle's Asset-Backed Finance (ABF) team. Carlyle's ABF strategy is focused on asset-backed, private fixed income investing that seeks to generate a premium return profile compared to traditional fixed income by acquiring and lending against highly diversified pools of assets with predictable, contractual cash flows. Carlyle formed the strategy in 2021, building on Carlyle's 25-year history in structured credit.

The ABF team gained significant momentum in 2024, deploying approximately $2.9 billion across more than thirty transactions and growing AUM by approximately $1.2 billion. Notable transactions in 2024 included the landmark purchase of an approximately $10.1 billion portfolio of private student loans from Discover Financial Services.

The growth of the business continues to be driven by a dynamic market opportunity, as high-quality assets are less likely to be financed by deposit-taking banks, and specialty finance lenders increasingly look to private markets to finance their originations. Simultaneously, institutional investors are seeking to diversify their portfolios beyond mergers and acquisitions (M&A) and private equity-driven investment activity. While insurance companies were pioneers in the ABF asset class, we have been observing increasing interest in ABF from other types of investors, such as pension funds, sovereign wealth funds, family offices, and others. As we look toward 2025, we remain focused on developing innovative investment and distribution strategies tailored to meet the diverse needs of our clients.

LOOKING AHEAD

Private credit remains in the spotlight as private lenders continue to participate in deals historically executed in the BSL market or the more traditional capital markets. Borrowers seeking certainty, speed, and flexible capital solutions are gravitating toward private markets. In 2025, we anticipate growing demand for our various credit products from institutional, wealth, and insurance clients as the asset class benefits from an improving macroeconomic environment, bank retrenchment, and anticipated pickup in M&A and transaction activity.

Our Global Credit platform is well-positioned to deploy capital effectively, bolstered by CCOF's milestone fundraise and the continued strength of our CLO business. Leveraging both the insurance and wealth channels, we aim to scale our perpetual capital offerings further. CTAC delivered meaningful growth and performance in 2024, and we believe that momentum will continue in 2025. ABF is a high-conviction investment strategy for Global Credit, and we expect to grow the volume and number of investor partnerships in the asset class as we continue to scale investment activity in 2025.

Overall, we believe that Global Credit will play an increasingly important role in Carlyle's growth as we continue to deliver for our investors.

“The ABF team gained significant momentum in 2024, deploying approximately $2.9 billion across more than thirty transactions and growing AUM by approximately $1.2 billion.

Global Investment Solutions

Carlyle's Global Investment Solutions (GIS) business is dedicated to helping investors achieve their financial goals through tailored portfolio strategies and a rigorous approach to investment selection.

Within GIS, AlpInvest, our private equity solutions business, offers comprehensive access to global private markets through primary, secondary, portfolio finance, and co-investment opportunities. This diverse range of strategies allows us to meet the evolving needs of our clients.

As one of the largest global investors in private equity with $85 billion in assets under management (AUM), AlpInvest has cultivated trusted relationships with over 360 general partners (GPs). We believe our extensive network provides us with access to a steady stream of high-quality investment opportunities. Our integrated approach—spanning primary, secondary, portfolio finance, and co-investment strategies—positions us as a long-term strategic partner for private equity funds throughout their lifecycle. In 2024 alone, we committed $11.4 billion across our private equity strategies, bringing our total commitments to over $125 billion since inception.

With a disciplined investment process and a local presence across Europe, North America, and Asia, our GIS segment benefits from a global perspective on private equity markets. We remain committed to building on our history of success and remaining an industry-leading private equity investment platform.

2024 MILESTONES

CONTINUED FUNDRAISING MOMENTUM AND EXPANDED WEALTH AND PORTFOLIO LENDING SOLUTIONS

Throughout the year, much of our fundraising efforts were dedicated to concluding the fundraising periods for our flagship commingled product offerings. These efforts have resulted in a total of $13.9 billion in aggregate commitments across 331 investors, including the addition of 186 new investors to our platform. Additionally, we have seen continued strong demand for our custom account programs, raising approximately $2.3 billion across 54 separately managed accounts (SMA) investors and two new client wins. Furthermore, following the successful launch of our US evergreen wealth

GENERAL PARTNERS IN OUR NETWORK

360+

COMMITMENTS ACROSS OUR STRATEGIES IN 2024

$11.4 Billion

COMMITMENTS SINCE INCEPTION

$125 Billion

product in 2023 through Carlyle AlpInvest Private Markets Fund (CAPM) RIC, we were pleased to launch its European counterpart, CAPM SICAV, in 2024. These products leverage our global secondary, co-investment, and primary programs, targeting a diversified portfolio of private market investments. Net asset value (NAV) across both CAPM funds, CAPM and CAPM SICAV, has now surpassed $1.8 billion, underscoring the growing importance of the wealth distribution channel as a key driver of growth. Newer growth areas like CAPM are adding to the scale of this business and reducing its cyclicality.

Finally, we successfully closed a $1 billion GP-led collateralized fund obligation (“CFO”), which is the largest publicly-rated GP-led CFO in the market to date. The CFO is a structured product that provides investors with access to private equity through a variety of share classes, which can be a useful tool for investors seeking to optimize their risk-return profile. This further strengthens our foothold in the portfolio lending space, and we are pleased to see the strong interest in the market for this type of structured solutions.

INVESTMENT EXCELLENCE THROUGH STRATEGIC DEPLOYMENT AND CUTTING-EDGE TECHNOLOGY

In 2024, the secondary market continued to be a key driver in resetting market dynamics, with transaction volumes hitting record highs as limited partners (LPs) and GPs addressed growing liquidity needs. Elevated interest rates also pushed buyout transactions to require higher equity contributions, increasing demand for co-investment capital. As a result, we sourced over $200 billion in deal flow across secondaries and co-investments, committing approximately $6.0 billion to Secondaries, $900 million to Portfolio

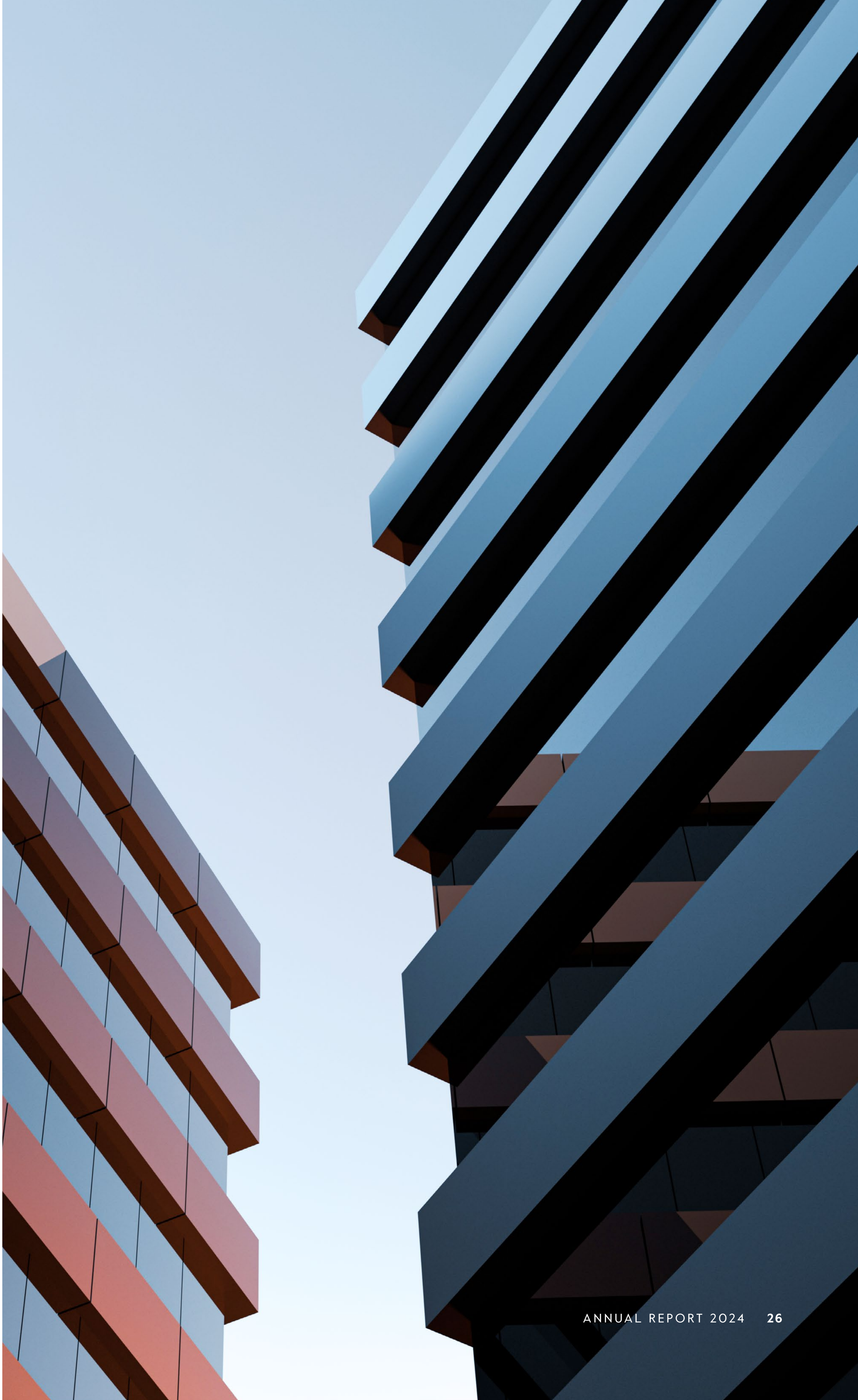
Finance transactions, and $2.5 billion to Co-Investments. Meanwhile, our primaries investment strategy remained strong, deploying over $2 billion, primarily in access-constrained middle-market opportunities and also sizeable allocations to emerging manager and impact-focused funds at our investors' request.

We believe that our data sits at the heart of our success. Our portfolio monitoring system aggregates over 12 million data points across 18,856 companies, providing our teams with actionable, data-driven insights that enhance due diligence, streamline decision-making, and improve transparency. This system underscores AlpInvest's leadership in leveraging technology and data to drive investment strategies. We are proud of the progress we have made in integrating technology and data, and push forward to maintain our competitive edge. Throughout 2024, we partnered with leaders in artificial intelligence (AI), machine learning, and data science to implement targeted initiatives that address multiple use cases. We believe these efforts will provide substantial value in improving organizational capacity and drawing new proprietary insights.

LOOKING AHEAD

We believe our Global Investment Solutions business, built on strong relationships, thorough portfolio construction, and advanced data capabilities, remains a market-leading franchise. In 2025, we intend to expand access for private wealth investors, further expand our product offerings, and utilize data and AI for enhanced investment insights.

Technology Transformation



TECHNOLOGY TRANSFORMATION

We aim to drive business transformation with cutting-edge technology.

In 2024, Carlyle continued building its team of technologists to drive business transformation across the firm and its portfolio companies. The team advanced growth through artificial intelligence (AI) adoption, data science strategies, enterprise technology systems, and cybersecurity resiliency with two key objectives:

01. Maximizing the value and growth potential of our investments

02. Accelerating Carlyle's operational transformation and scalability

PARTNERING FOR SUCCESS

Carlyle strengthened its portfolio companies through strategic partnerships with leading AI providers, cloud platforms, and implementation partners. These collaborations helped portfolio companies deploy AI tools and digital solutions that improved their operations and competitive position. Partners provided technical expertise, infrastructure, and implementation support that accelerated the companies' technology adoption. As a result, several portfolio companies achieved significant operational improvements in 2024, including reduced costs and increased productivity.

Our strategic partnerships with AI partners strengthen our AI capabilities and drive value creation across the portfolio. This collaboration enhances both Carlyle's internal operations and our portfolio companies' AI initiatives, while providing valuable insight into emerging AI capabilities and product development. In March 2024, we co-hosted a Generative AI Summit at OpenAI's headquarters, bringing together over 60 portfolio and Carlyle executives, including CEO Harvey Schwartz. The summit highlighted portfolio company AI implementations projecting $50 million in potential bottom-line impact, with surveys revealing that more than 90% of companies attending actively use AI.

In addition, our partnerships with leading cloud providers accelerated AI adoption across our portfolio. In Asia, we established a targeted funding program to equip companies with AI tools, strengthening their market position. One North American portfolio company leveraged our cloud partnerships to develop GenAI solutions that streamlined operations and enhanced documentation workflows, resulting in over $10 million in annual savings. Carlyle's cloud maturity frameworks, developed with our partners, amplified these efforts, unlocking significant cash flow benefits and providing access to advanced AI capabilities.

MAXIMIZING THE VALUE OF OUR INVESTMENTS

Carlyle reached significant milestones in 2024, with notable achievements in AI and digital transformation. Our initiatives delivered more than $470 million in value creation impact, underscoring the importance of technology investments in driving growth and operational excellence.

VALUE CREATION IMPACT

$470 Million

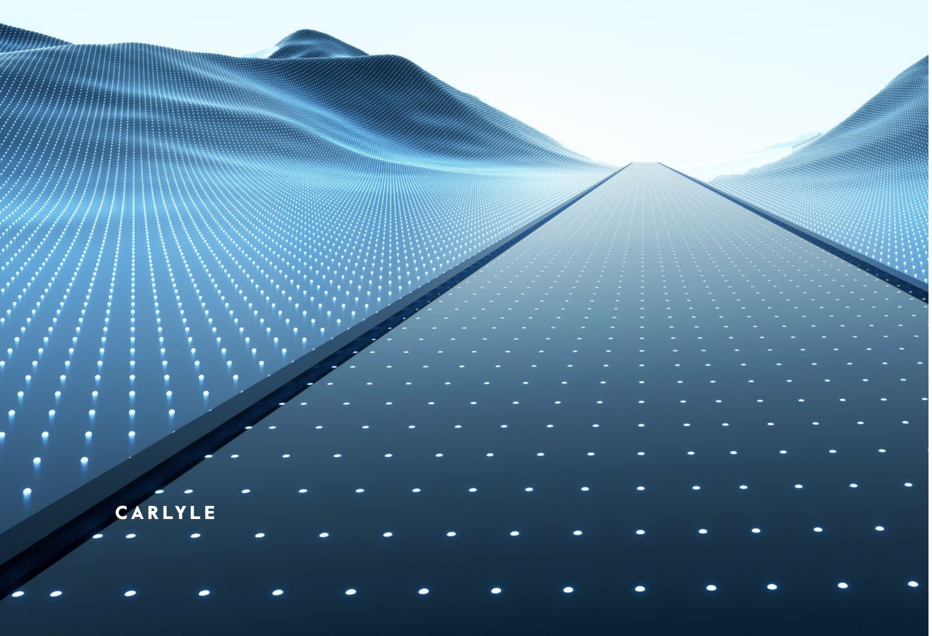
GENERATIVE AI ADOPTION RATE AMONG CARLYLE EMPLOYEES

90%+

VIRTUAL EVENT HIGHLIGHTS

20
events hosted

250+
portfolio company leaders in attendance



Our approach emphasized community-building initiatives to advance AI and technology adoption. The firm hosted 20 virtual events, as well as global technology conferences in the United States, Europe, and Asia. These events connected over 250 portfolio company leaders to share insights on AI, data analytics, and cybersecurity. Carlyle's technology initiatives delivered transformative benefits across operational and strategic areas, with portfolio companies from diverse industries reaping the rewards of targeted investments by our Global Portfolio Solutions (GPS) team. For example, automation technologies deployed at a company in the medical technology sector reduced prototyping timelines by 40%. An industrials portfolio company implemented AI-augmented customer service solutions that eliminated seasonal staffing needs, delivering $10 million in annual savings. Similarly, a financial services company adopted GenAI tools to enhance fraud detection and optimize documentation processes, achieving significant cost efficiencies. Scalable solutions optimized operations, fostered value creation, and underscored Carlyle's commitment to transformation.

ACCELERATING OPERATIONAL EXCELLENCE AND SCALABILITY AT CARLYLE

In 2024, we saw noteworthy progress in using technology to deliver scalable growth and efficiency across Carlyle's business segments. We executed strategic technology initiatives that redefined our approach to innovation and delivered measurable impacts firmwide.

AI-Powered Growth and Automation Efficiency

We significantly expanded our AI capabilities across the firm, implementing enterprise-wide solutions that enhanced operational efficiency and decision-making capabilities. Through the enterprise-wide rollout of generative AI tools, we achieved an employee adoption rate of over 90%, which led to a 20% improvement in workload efficiency across the firm.

We also launched AI Scaler, a framework to rapidly identify, assess, and prototype AI solutions. This program surfaced over 100 use cases, uncovering a diverse range of efficiency and improvement opportunities. Powered by our best technology and data science talent, Carlyle piloted and implemented AI solutions that enhanced efficiency, while accelerating key business processes and reducing external dependencies.

Alongside AI adoption, we also launched Project Catalyst, which employs process excellence techniques to streamline complex workflows. Additionally, we established the Carlyle Delivery & Innovation Center, which provides dedicated access to critical, in-demand skill sets.

> “
> Through the enterprise-wide rollout of generative AI tools, we achieved an employee adoption rate of over 90%, leading to a 20% improvement in workload efficiency across the firm.

Data-Driven Growth Transformation

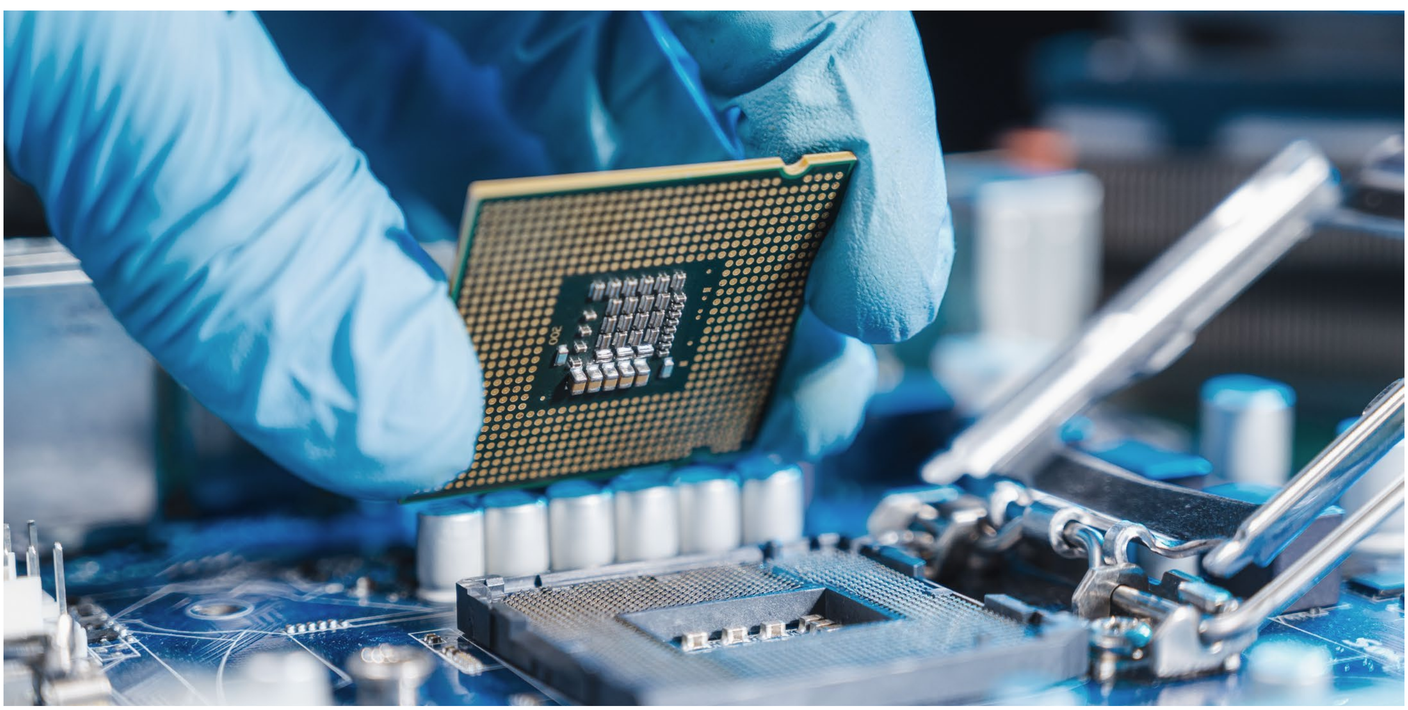
Under the leadership of our Chief Data Officer, Carlyle initiated a Data Transformation initiative to strengthen data as an asset. This effort boosted agility and scalability, enhanced the speed of data retrieval for investment professionals, and strengthened data analysis capabilities. These advancements enabled our teams to navigate complex financial markets with greater precision while fostering data-driven growth.

LOOKING AHEAD

ACCELERATING FUTURE GROWTH

Building on the achievements of 2024, Carlyle is well-positioned to drive technological innovation across both our portfolio and our firm. In 2025, we intend to deepen our focus on scaling AI adoption across our portfolio and internal operations while expanding partnerships with leading GenAI providers. Modernizing the cloud and data ecosystem, coupled with advanced analytics and governance frameworks, will unlock new growth opportunities.

Through these initiatives, Carlyle remains committed to delivering exceptional value for its investors and portfolio companies, setting new benchmarks for innovation and transformation in the industry.



Sustainability

At Carlyle, we continue to strengthen our approach to sustainability and environmental, social, and governance (ESG) integration to seek to mitigate risk and accelerate value creation within our firm and investment portfolio.

Sustainability is one lever to increase the resilience and adaptability that we believe businesses need to navigate a shifting economic landscape.

Integrating ESG considerations into our investment processes can provide an additional lens to potentially uncover opportunities for driving revenues, reducing costs, improving operational efficiency, and securing more favorable financing terms. By embedding material sustainability data and insights into our information gathering, we aim to sharpen our investment edge, deliver superior financial outcomes, and fulfill our commitment to being responsible stewards of capital for our limited partners (LPs), shareholders, and broader stakeholders.

We believe our impact as a firm is rooted in building better businesses, and we regard sustainability as a core lever in this effort. As such, our team remains committed to improving our approach, data, and tools to deliver strong results for investors.

2024 MILESTONES

ESG DATA CONVERGENCE INITIATIVE

In 2021, Carlyle and the California Public Employees' Retirement System (CalPERS) led the formation of the ESG Data Convergence Initiative (EDCI), the private equity industry's first-ever collaboration to standardize ESG metrics and provide a mechanism for comparative reporting. Partnering alongside a founding group of general partners (GPs) and LPs, the project aims to generate relevant and comparable ESG data.

Since the initiative's launch in September 2021, uptake among GPs and LPs has been strong, reflecting the market's demand for improved ESG data transparency and accountability. In 2024, membership included 450 investors managing $38 trillion in AUM, with 6,200 portfolio companies contributing data. EDCI helps to create a critical mass of meaningful, performance-based sustainability data from private companies by converging

INVESTORS SIGNED ON TO THE EDCI AS OF 2024

450

PERCENT OF IN-SCOPE COMPANIES' SCOPE 1 AND 2 EMISSIONS COVERED BY CLIMATE GOALS AS OF 2024

93%

exceeding the target of 75% by 2025

on a standardized set of sustainability metrics for companies in the private markets. The data collected allows GPs and portfolio companies to benchmark their current position and assess progress toward sustainability improvements, while enabling greater transparency and more comparable portfolio information for LPs.[1]

Research by The Boston Consulting Group, the exclusive partner of the initiative, on this proprietary data set is starting to demonstrate situations where there are specific correlations between performance and certain ESG factors and stronger financial performance. One finding in the 2023 data set, for example, was that companies with climate goals have increased revenues faster than companies without climate goals.

OUR LEADERSHIP IN DECARBONIZATION

In 2022, we were one of the first major global private equity firms to announce our goal of reaching Net Zero greenhouse gas emissions by 2050 or sooner across our direct investments, alongside near-term goals. Since setting these goals, in addition to deploying $1.75 billion toward renewable energy investment, we have also worked closely with certain portfolio companies in climate target-setting, meeting our own short-term climate targets ahead of time. In 2024, we achieved the milestone of 93% of In-Scope Companies' Scope 1 and 2 emissions[2] being

7 BCG, Sustainability in Private Equity, October 2024.

8 Includes majority-owned corporate private equity, energy, and power companies. This includes the following funds: Carlyle Asia Growth Partners (CAGP) IV, Carlyle Asia Partners Growth (CAPG) I, CAPG II, Carlyle Asia Partners (CAP) IV, CAP V, Carlyle Japan Partners (CJP) III, CJP IV, Carlyle Europe Partners (CEP) II, CEP III, CEP IV, CEP V, Carlyle Europe Technology Partners (CETP) III, CETP IV, Carlyle Partners (CP) V, CP VI, CP VII, CP VIII, Carlyle Global Financial Services Partners III, Carlyle Equity Opportunities Fund (CEOF) I, CEOF II, Carlyle Global Partners (CGP), CGP II, Carlyle International Energy Partners (CIEP) I, CIEP II, Carlyle Power Partners (CPP) I, and CPP II. This goal does not include companies within funds that are closed with no successor funds, companies in credit funds including those companies that Carlyle may have equity ownership, separately managed accounts or co-investment funds, AlpInvest, NGP, Carlyle Global Infrastructure Opportunity Fund (CGI) I, CGI II, Carlyle Renewable and Sustainable Energy Fund (CRSEF) I and CRSEF II.

covered by climate goals, exceeding the target of 75% by 2025. We set our climate targets to support value preservation and value creation in our portfolio. Specifically, we have focused on working with companies where decarbonization and climate are aligned with core business drivers such as customer expectations, regulations, operational excellence, and cost savings.

As an example of this work at the portfolio company level, Neptune Energy has exemplified the financial rationale for integrating decarbonization into a business model. The company achieved an emissions intensity 60%[3] lower than the industry average, which played a pivotal role in its acquisition by Eni International BV and Vår Energi ASA.[4] The sale of Neptune Energy marked one of the largest cash acquisitions in the international energy sector in nearly a decade, underscoring how decarbonization can directly enhance asset value and exit opportunities.

Additionally, a highlight of 2024 was the launch of our voluntary 'Decarbonization Bootcamp,' which we believe to be among the first of its kind in the industry. The Carlyle Sustainability Team—together with a curated expert network—developed a six-month curriculum that supports portfolio companies by measuring an audit-ready carbon footprint and setting science-based climate targets. Over 40 companies signed up for the first cohort in January 2024—demonstrating the attractiveness of a scaled, bespoke approach to building commercially accretive climate strategies. The bootcamp is set to continue in 2025.

> “
> The sale of Neptune Energy marked one of the largest cash acquisitions in the energy sector in nearly a decade.

9 Neptune Energy Annual Report and Accounts 2022.

10 Eni and Vår Energi to acquire Neptune, a leading independent exploration and production company with low emission, gas-oriented operations in Western Europe, North Africa, Indonesia and Australia.

A PATH TO SUSTAINABLE GROWTH AND IPO

StandardAero, a global leader in aircraft engine maintenance, repair, and overhaul (MRO) services, became a Carlyle portfolio company in 2019.

In 2021, recognizing the growing demand for sustainability in aviation, StandardAero partnered with Carlyle's sustainability team to build a program focused on integrating decarbonization into its business strategy. One of the reasons this was commercially important is because one of StandardAero's largest European customers set a requirement that any eligible bidder must have a Net Zero target in place. This collaboration supported the company's operational improvements and helped position it for a successful initial public offering (IPO) in 2024.

01. *Building a Decarbonization Roadmap*

In 2021, Carlyle and StandardAero's leadership team began collaborating closely, launching an ESG initiative to address rising customer demands. This effort included conducting a strategy workshop that identified key sustainability priorities and performance metrics. A dedicated Head of ESG at StandardAero was appointed to drive implementation, and a comprehensive decarbonization roadmap was developed. The roadmap included setting ambitious greenhouse gas (GHG) targets to align with customer expectations, including a 45% reduction in emissions by 2030 and Net Zero by 2050.

02. *Executing Carbon Reduction Initiatives*

StandardAero identified carbon reduction levers across its operations and prioritized projects that it believed most efficiently contributed to meeting targets and improving competitiveness with customers. Central to meeting these targets is GreenERmro™, a program StandardAero launched in 2021 to address demand-side energy consumption. The program focuses on all operations, including activities such as HVAC heat recovery, compressed air systems, and lighting controls.

03. *Preparing for IPO and Showcasing Leadership*

As StandardAero progressed on its sustainability journey, Carlyle worked closely with the company and its banking partners to prepare for the IPO. The roadshow narrative emphasized the company's use of sustainability as a lens for product innovation, including work to support the design and maintenance of sustainable aviation fuel (SAF) engines and its actions taken to meet NetZero requirements. These achievements included identifying near-term energy efficiency projects (to 2030) with estimated payback of approximately 2 years and realizing $1.3M in annual savings which helped position StandardAero as a leader in sustainable aviation services.

04. *Delivering Results*

Carlyle's strategic partnership with StandardAero enabled the company to integrate sustainability into its operations, achieve measurable results, and enhance its market position. This includes realized savings from energy and waste reduction initiatives that led to measurable emissions reductions. These efforts helped contribute to a successful IPO, delivering value to investors and reinforcing the business case for sustainability-led growth.

LOOKING AHEAD

In 2024, we continued to work on key aspects of sustainability that we believe could help improve business outcomes. In 2025, we intend to sharpen our focus on unlocking value and boosting the competitive edge of our businesses by:

— **Building resilience through sustainability**, recognizing the need for durable, high-performing businesses that can successfully navigate dynamic economic environments.

— **Increasing emphasis on the social dimension of sustainability**, particularly the importance of supporting businesses that provide quality jobs and economic opportunities.

— **Enhancing our sustainability efforts with a tech- and data-enabled approach**, leveraging improved analytics and more robust tools where relevant, to generate deeper insights that can inform decision-making to unlock sustainability performance and financial outcomes.

By combining data-driven insights, a focus on meaningful outcomes, and commercially impactful climate leadership, we aim to continue to drive value and position our investments for long-term success.

Our People and Culture

At Carlyle, our success is driven by our people. In today's complex, global investment landscape, maintaining a competitive edge requires a broad range of perspectives, innovative thinking, and a commitment to continuous growth.

Our employees are our greatest asset, and we are dedicated to fostering a workplace where their backgrounds, experiences, and insights help drive value for our clients and other stakeholders.

Research and experience show that a dynamic range of perspectives enhances creative problem-solving, minimizes groupthink, and sharpens our competitive advantage. In 2024, we reinforced our commitment to attracting, retaining, and developing top talent and fostering a high-performance culture across the firm where our employees can excel.

LEADERSHIP DEVELOPMENT

We invest in our leaders through targeted development programs that strengthen decision-making, communication, and strategic thinking, all with the goal of enhancing our competitive advantage.

A flagship program that our senior leaders have found particularly valuable is the Admiral's Leadership Program, led by our Vice Chair of Global Affairs, Admiral (USN, Ret.) James Stavridis, a retired four-star U.S. naval officer. We hosted the inaugural class of this program in 2023 and expanded it globally in 2024, achieving a 97% retention rate among participants. This program provides unique insights on leadership from Admiral Stavridis's wealth of experience and fosters collaboration across geographies and business teams.

In 2024 we also introduced the Global Wealth Analyst Program, which provides an opportunity to pursue a financial services career for recent graduates of a wider range of universities. The program offers participants rigorous sales training, hands-on experience, and preparation for financial securities licensing exams. Following completion of this training program, these graduates are well-positioned to contribute to our wealth platform.

TALENT DEVELOPMENT

Our performance management philosophy is built to drive continuous growth and innovation. We provide employees with frequent, actionable feedback to help them unlock their potential, strengthen team performance, and drive both our long-term success and their career growth and development.

In 2024, we enhanced the promotion process for our most senior roles by introducing a new framework to assess their contributions, leadership capabilities, and alignment with our values. A senior-level promotion committee plays a critical role in reinforcing Carlyle's culture of excellence, focused on driving performance and incentivizing our highest performers.

The promotion committee's work also deepened senior leadership engagement, building an enhanced understanding of global top talent across the firm. This shared perspective strengthened leaders' commitment to invest in talent beyond their immediate business areas and expanded mobility opportunities that advance the firm's broader objectives. In addition, the committee ensured that each promotion candidate received feedback on their strengths and development areas, enabling them to continue to contribute to the firm's success.

FOSTERING INCLUSIVE LEADERSHIP AND ENGAGEMENT

Inclusive leadership is one of our core leadership competencies, and employees nominated for promotion to Managing Director and Partner in 2024 were evaluated on, among other factors, their inclusive leadership and management skills. To further strengthen inclusive leadership and effectiveness, we launched a workshop equipping managers with skills and strategies to maximize team performance. Over 400 leaders participated in this workshop in 2024, gaining practical tools to cultivate environments where all our employees can thrive. In addition, we offered a wide array of training sessions focused on various leadership principles.

We believe that communication of our values and strategic goals is a key part of maintaining our culture. During 2024, we sought to further strengthen communication and connectivity between our employees and our senior leaders, including via our Leadership Lounge series. This program connects senior leaders with small groups of employees across our global offices, fostering cross-functional knowledge sharing, best practices, and transparency.

LOOKING AHEAD

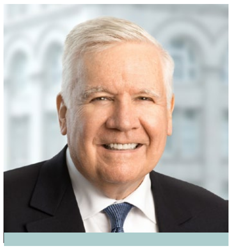
Carlyle remains committed to building a culture of innovation, inclusion, and excellence. By investing in our people and fostering an environment where individuals can perform at their best, we seek to empower our people to drive sustained growth for our business and leadership across the global investment landscape.

"

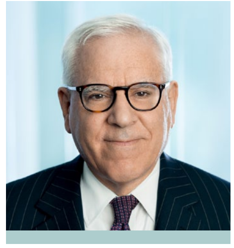
The Admiral's Leadership program provides unique insights on leadership from Admiral Stavridis's wealth of experience and fosters collaboration across geographies and business teams.

BOARD OF DIRECTORS AND EXECUTIVE OFFICERS

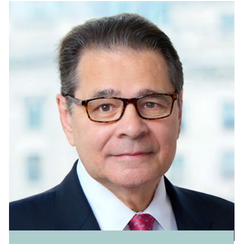
Board Member
Executive Officer



William E. Conway, Jr.
Co-Founder and Co-Chairman

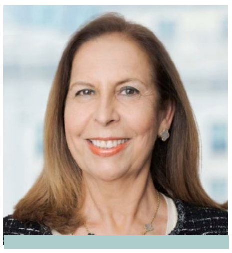


David M. Rubenstein
Co-Founder and Co-Chairman



Daniel A. D'Aniello
Co-Founder and Chairman Emeritus

Harvey M. Schwartz
Chief Executive Officer and Director



Afsaneh Beschloss
Director

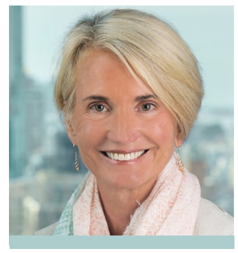
Founder and Chief Executive Officer of RockCreek

Sharda Cherwoo
Director

Former Senior Partner at Ernst & Young LLP

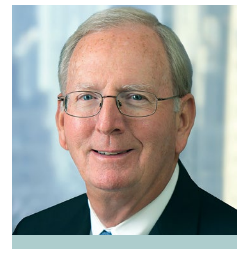
Linda H. Filler
Director

Former Executive of Walgreen Co, Walmart, Kraft Foods, and Hanesbrands



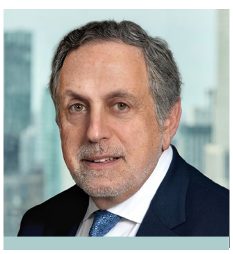
Lawton W. Fitt
Director

Former Investment Banker and Partner at Goldman Sachs



James H. Hance, Jr.
Director

Carlyle Operating Executive and former Vice Chairman of Bank of America

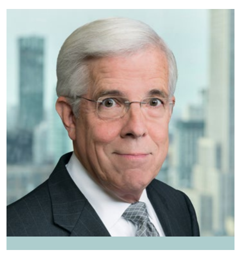


Mark S. Ordan
Lead Independent Director

Chairman and Chief Executive Officer of Pediatrix Medical Group

Derica W. Rice
Director

Former Executive Vice President of CVS Health and former President of CVS Caremark



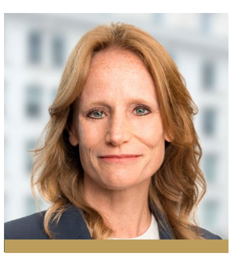
William J. Shaw
Director

Former Vice Chairman of Marriott International

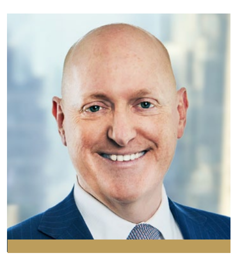
Anthony Welters
Director

Founder, Chairman, and Chief Executive Officer of CINQ Care Inc. and Executive Chairman of BlackIvy Group, LLC

John C. Redett
Chief Financial Officer and Head of Corporate Strategy



Lindsay LoBue
Chief Operating Officer



Jeffrey W. Ferguson
General Counsel

The composition of the Board of Directors and the Executive Officers is as of April 10, 2025.

SHAREHOLDER INQUIRIES

Information about Carlyle, including quarterly earnings releases and filings with the U.S. Securities and Exchange Commission, can be accessed via Carlyle's website at www.carlyle.com. Shareholder inquiries can also be directed by e-mail to public.investor@carlyle.com.

STOCK EXCHANGE

The common stock of The Carlyle Group Inc. trades on the Nasdaq Global Select Market with CG as its ticker symbol.

TRANSFER AGENT

Equiniti Trust Company
6201 15th Avenue
Brooklyn, NY 11219
+1 800 937 5449

TRADE ASSOCIATION

American Investment Council
799 9th Street, NW, Suite 200
Washington, DC 20001
+1 202 583 5263

DISCLOSURES

This Annual Report has been prepared by The Carlyle Group Inc. (together with its affiliates, "Carlyle") and may only be used for informational purposes. All information contained herein is presented as of December 31, 2024, unless otherwise specifically noted.

There can be no assurances that Carlyle's investment objectives will be achieved or that our investment programs will be successful. PAST PERFORMANCE IS NO GUARANTEE OF FUTURE RESULTS. Investors should read this Annual Report in conjunction with investment fund quarterly reports, financial statements and other disclosures regarding the valuations and performance of the specific investments listed herein.

This Annual Report includes forward-looking statements. Forward-looking statements are inherently uncertain, and changing factors, such as those affecting the markets generally, or those affecting particular industries or issuers, may cause events or results to differ from those discussed. Therefore, undue reliance should not be placed on such statements, or the conclusions drawn therefrom, which in no event shall be construed as a guarantee of future performance, results, or courses of action. Carlyle believes these factors include, but are not limited to, those described under "Risk Factors" in Carlyle's Annual Report on Form 10-K for the year ended December 31, 2024, filed with the SEC, as such factors may be updated from time to time in its periodic filings, which are accessible on the SEC's website at www.sec.gov. These factors should not be construed as exhaustive and should be read in conjunction with Carlyle's other disclosures. Carlyle expressly disclaims any obligation or undertaking to update or revise any such forward-looking statements.

References to portfolio companies are intended to illustrate the application of Carlyle's investment process only and should not be viewed as a recommendation of any particular security or portfolio company. The information provided about these portfolio companies is intended to be illustrative and is not intended to be used as an indication of the current or future performance of Carlyle's portfolio companies. The investments described in the selected case studies were not made by any single fund or other product and do not represent all of the investments purchased or sold by any fund or other product. The information provided herein is for informational purposes only and is not and may not be relied on in any manner as advice or as an offer to sell or a solicitation of an offer to buy interests in any fund or other product sponsored or managed by Carlyle or any of its affiliates.

Any such offer or solicitation shall only be made pursuant to a final confidential private placement memorandum (as amended and/or restated from time to time) and the applicable fund's subscription documents, which will be furnished to qualified investors on a confidential basis at their request for their consideration in connection with such offering.

This Annual Report contains financial measures that are calculated and presented on the basis of methodologies other than in accordance with generally accepted accounting principles in the United States of America. These non-GAAP financial measures should be considered in addition to and not as a substitute for, or superior to, financial measures presented in accordance with U.S. GAAP. The reasons management believes that these non-GAAP financial measures provide useful information, as well as reconciliations of these measures to their most comparable U.S. GAAP measures, are set forth in our most recent Annual Report on Form 10-K filed with the SEC. FRE Margin is calculated as Fee Related Earnings, divided by Total Segment Fee Revenues. FRE Margin is most comparable to the Margin on income before provision for taxes, which is calculated as Income before provision for taxes, divided by Total revenues. DE per common share is equal to DE less estimated current corporate, foreign, state and local taxes, divided by the number of common shares outstanding at each quarter end. For purposes of this calculation, net common shares that were issued in the following quarter in connection with the vesting of restricted stock units were added to the common shares outstanding, as they participated in the dividend paid on common shares in the following quarter. Estimated current corporate, foreign, state and local taxes represents the total U.S. GAAP Provision (benefit) for income taxes adjusted to include only the current tax provision (benefit) applied to Net income (loss) attributable to The Carlyle Group Inc. This adjustment, used to calculate Distributable Earnings, Net attributable to common stockholders, reflects the benefit of deductions available to the Company on certain expense items that are excluded from the underlying calculation of Distributable Earnings, such as equity-based compensation expense and charges (credits) related to corporate actions and non-recurring items. Management believes that using the estimated current tax provision (benefit) in this manner more accurately reflects earnings that are available to be distributed to common stockholders.

RECONCILIATION OF NON-GAAP MEASURES

Distributable Earnings and Fee Related Earnings

Distributable Earnings, or "DE," is a key performance benchmark used in our industry and is evaluated regularly by the chief operating decision maker ("CODM"), which is our Chief Executive Officer, in making resource deployment and compensation decisions and in assessing performance of our three reportable segments. The CODM also uses DE in budgeting, forecasting, and the overall management of our segments. The CODM believes that reporting DE is helpful to understanding our business and that investors should review the same supplemental financial measure that the CODM uses to analyze our segment performance. DE is intended to show the amount of net realized earnings without the effects of the consolidation of the Consolidated Funds. DE is derived from our segment reported results and is used to assess performance. Fee Related Earnings, or "FRE," is a component of DE and is used to assess the ability of the business to cover base compensation and operating expenses from total fee revenues.

The following tables reconcile the Total Segments to our Income (Loss) Before Provision for Income Taxes for the years ended December 31, 2024 and 2023:

YEAR ENDED DECEMBER 31, 2024

(in millions)	Total Reportable Segments	Consolidated Funds	Reconciling Items	Carlyle Consolidated
Revenues	$ 3,655.4	$ 631.6	$ 1,138.8 (a)	$ 5,425.8
Expenses	$ 2,129.9	$ 610.3	$ 1,315.9 (b)	$ 4,056.1
Other income (loss)	$ —	$ 24.0	$ — (c)	$ 24.0
Distributable earnings	$ 1,525.5	$ 45.3	$ (177.1) (d)	$ 1,393.7

YEAR ENDED DECEMBER 31, 2023

(in millions)	Total Reportable Segments	Consolidated Funds	Reconciling Items	Carlyle Consolidated
Revenues	$ 3,405.1	$ 570.1	$ (1,011.3) (a)	$ 2,963.9
Expenses	$ 1,974.6	$ 460.3	$ 1,136.8 (b)	$ 3,571.7
Other income (loss)	$ —	$ 6.9	$ — (c)	$ 6.9
Distributable earnings	$ 1,430.5	$ 116.7	$ (2,148.1) (d)	$ (600.9)

(a) The Revenues adjustment principally represents unrealized performance revenues, unrealized principal investment income (loss) (including Fortitude), the principal investment loss from dilution of the indirect investment in Fortitude, revenues earned from the Consolidated Funds which were eliminated in consolidation to arrive at the Company's total revenues, adjustments for amounts attributable to non-controlling interests in consolidated entities, adjustments related to expenses associated with the investments in NGP Management and its affiliates that are included in operating captions or are excluded from the segment results, adjustments to reflect the reimbursement of certain costs incurred on behalf of Carlyle funds on a net basis, and the inclusion of tax expenses associated with certain foreign performance revenues, as detailed below:

YEAR ENDED DECEMBER 31,		
(in millions)	**2024**	**2023**
Unrealized performance and fee related performance revenues	$ 1,031.9	$ (1,046.6)
Unrealized principal investment income (loss)	34.1	36.1
Principal investment loss from dilution of indirect investment in Fortitude	—	(104.0)
Adjustments related to expenses associated with investments in NGP Management and its affiliates	(13.1)	(13.8)
Non-controlling interests and other adjustments to present certain costs on a net basis	167.9	191.6
Elimination of revenues of Consolidated Funds	(82.0)	(74.6)
	$ 1,138.8	**$ (1,011.3)**

The following table reconciles the total segments fund level fee revenue to the most directly comparable U.S. GAAP measure, the Company's consolidated fund management fees, for the years ended December 31, 2024 and 2023:

YEAR ENDED DECEMBER 31,		
(in millions)	**2024**	**2023**
Total Reportable Segments – Fund level fee revenues	$ 2,403.8	$ 2,305.8
Adjustments[1]	(215.7)	(262.6)
Carlyle Consolidated – Fund management fees	**$ 2,188.1**	**$ 2,043.2**

1. Adjustments represent the reclassification of NGP management fees from principal investment income, the reclassification of fee related performance revenues from business development companies and other products, management fees earned from Consolidated Funds which were eliminated in consolidation to arrive at the Company's fund management fees, and the reclassification of certain amounts included in portfolio advisory fees, net and other in the segment results that are included in interest and other income in the U.S. GAAP results.

(b) The Expenses adjustment represents the elimination of intercompany expenses of the Consolidated Funds payable to the Company, the inclusion of equity-based compensation, certain tax expenses associated with realized performance revenues related compensation, and unrealized performance revenues related compensation, adjustments related to expenses associated with the investment in NGP Management that are included in operating captions, adjustments to reflect the reimbursement of certain costs incurred on behalf of Carlyle funds on a net basis, changes in the tax receivable agreement liability, and charges and credits associated with Carlyle corporate actions and non-recurring items, as detailed below:

YEAR ENDED DECEMBER 31,				
(in millions)		**2024**		**2023**
Unrealized performance and fee related performance revenue compensation expense	$	635.2	$	612.6
Equity-based compensation		476.5		260.1
Acquisition or disposition-related charges and amortization of intangibles and impairment		136.6		145.3
Tax expense associated with certain foreign performance revenues related compensation		(1.0)		(1.0)
Non-controlling interests and other adjustments to present certain costs on a net basis		92.8		148.7
Other adjustments		21.2		11.6
Elimination of expenses of Consolidated Funds		(45.4)		(40.5)
	$	**1,315.9**	$	**1,136.8**

(c) The Other Income (Loss) adjustment results from the Consolidated Funds that were eliminated in consolidation to arrive at the Company's total Other Income (Loss).

(d) The following table is a reconciliation of Income (Loss) Before Provision for Income Taxes to Distributable Earnings and to Fee Related Earnings:

YEAR ENDED DECEMBER 31,		
(in millions, except per share amounts)	**2024**	**2023**
Income (loss) before provision for income taxes	**$ 1,393.7**	**$ (600.9)**
Adjustments:		
Net unrealized performance and fee related performance revenues	(396.7)	1,659.2
Unrealized principal investment income	(34.1)	(36.1)
Principal investment loss from dilution of indirect investment in Fortitude	—	104.0
Equity-based compensation[1]	476.5	260.1
Acquisition or disposition-related charges, including amortization of intangibles and impairment	136.6	145.3
Net income attributable to non-controlling interests in consolidated entities	(70.7)	(111.7)
Tax expense associated with certain foreign performance revenues	(1.0)	(1.0)
Other adjustments[2]	21.2	11.6
Distributable Earnings	**$ 1,525.5**	**$ 1,430.5**
Realized performance revenues, net of related compensation[3]	366.1	531.0
Realized principal investment income[3]	101.0	88.8
Net interest	46.2	48.7
Fee Related Earnings	**$ 1,104.6**	**$ 859.4**
Distributable Earnings	$ 1,525.5	$ 1,430.5
Less: Estimated current corporate, foreign, state and local taxes[4]	210.3	255.4
Distributable Earnings, net	**$ 1,315.2**	**$ 1,175.1**
Distributable Earnings, net per common share outstanding[5]	$ 3.66	$ 3.24
FRE margin[6]	46%	37%
Margin on income (loss) before provision for income taxes[7]	26%	(20)%

1. Equity-based compensation includes amounts that are presented in principal investment income and general, administrative and other expenses in our U.S. GAAP consolidated statements of operations.
2. Includes charges (credits) related to Carlyle corporate actions and non-recurring items that affect period-to-period comparability and are not reflective of the Company's operating performance.
3. Refer to "Realized Net Performance Revenues and Realized Principal Investment Income" below for the reconciliations to the most directly comparable U.S. GAAP measures.
4. Estimated current corporate, foreign, state and local taxes represents the total U.S. GAAP Provision (benefit) for income taxes adjusted to include only the current tax provision (benefit) applied to Net income (loss) attributable to The Carlyle Group Inc. This adjustment, used to calculate Distributable Earnings, Net attributable to common stockholders, reflects the benefit of deductions available to the Company on certain expense items that are excluded from the underlying calculation of Distributable Earnings, such as equity-based compensation expense, amortization of acquired intangible assets, and charges (credits) related to corporate actions and non-recurring items. Management believes that using the estimated current tax provision (benefit) in this manner more accurately reflects earnings that are available to be distributed to common stockholders.
5. Distributable Earnings, net per common share outstanding is calculated by dividing Distributable Earnings, net for each quarter by the number of common shares outstanding at each quarter end. For the purposes of this calculation, net common shares that were issued in the following quarter in connection with the vesting of restricted stock units were added to the common shares outstanding, as they participate in the divided paid on common shares in the following quarter.
6. FRE margin is calculated as Fee Related Earnings divided by Total Segment Fee Revenues. Effective December 31, 2023, we realigned our employee compensation program, which increased the proportion of our accrued performance allocations used to compensate our employees. This led to a lower FRE compensation ratio, which is calculated as total segment cash-based compensation and benefits, divided by total segment fee revenues, and a higher realized performance revenue compensation ratio.
7. Margin on income (loss) before provision for taxes is the most directly comparable U.S. GAAP measure to FRE margin, and is equal to Income (loss) before provision for taxes divided by Total revenues.

Realized Net Performance Revenues and Realized Principal Investment Income

Below is a reconciliation to the most directly comparable U.S. GAAP measures:

YEAR ENDED DECEMBER 31, 2024

(in millions)	Carlyle Consolidated	Adjustments[1]	Total Reportable Segments
Performance revenues	$ 2,015.7	$ (939.8)	$ 1,075.9
Performance revenues related compensation expense	1,361.5	(651.7)	709.8
Net performance revenues	$ 654.2	$ (288.1)	$ 366.1
Principal investment income (loss)	$ 238.7	$ (137.7)	$ 101.0

YEAR ENDED DECEMBER 31, 2023

(in millions)	Carlyle Consolidated	Adjustments[1]	Total Reportable Segments
Performance revenues	$ (88.6)	$ 1,026.9	$ 938.3
Performance revenues related compensation expense	1,103.7	(696.4)	407.3
Net performance revenues	$ (1,192.3)	$ 1,723.3	$ 531.0
Principal investment income (loss)	$ 133.4	$ (44.6)	$ 88.8

1. Adjustments to performance revenues and principal investment income (loss) relate to (i) unrealized performance allocations net of related compensation expense and unrealized principal investment income, which are excluded from the segment results, (ii) amounts earned from the Consolidated Funds, which were eliminated in the U.S. GAAP consolidation but were included in the segment results, (iii) amounts attributable to non-controlling interests in consolidated entities, which were excluded from the segment results, (iv) the reclassification of NGP performance revenues, which are included in principal investment income in the U.S. GAAP financial statements, (v) the reclassification of fee related performance revenues, which are included in fund level fee revenues in the segment results, and (vi) the reclassification of tax expenses associated with certain foreign performance revenues. Adjustments to principal investment income (loss) also include the reclassification of earnings for the investments in NGP Management and its affiliates to the appropriate operating captions for the segment results, the exclusion of charges associated with the investment in NGP Management and its affiliates that are excluded from the segment results and the exclusion of the principal investment loss from dilution of the indirect investment in Fortitude.

Net Accrued Performance Revenues

Accrued performance allocations, net of accrued giveback obligations is the U.S. GAAP measure most comparable to Net accrued performance revenues. The following is a reconciliation:

AS OF DECEMBER 31,		
(in millions)	**2024**	**2023**
Accrued performance allocations, net of accrued giveback obligations[1]	$ 7,009.5	$ 6,125.9
Plus: Accrued performance allocations from NGP Carry Funds[2]	489.4	484.4
Less: Net accrued performance allocations presented as fee related performance revenues	—	(5.2)
Less: Accrued performance allocation-related compensation	(4,788.5)	(4,235.5)
Plus: Receivable for giveback obligations from current and former employees	11.5	11.5
Less: Deferred taxes on certain foreign accrued performance allocations	(19.0)	(27.1)
Plus/Less: Net accrued performance allocations/giveback obligations attributable to non-controlling interests in consolidated entities	0.2	7.4
Plus: Net accrued performance allocations attributable to Consolidated Funds, eliminated in consolidation	10.1	9.1
Net accrued performance revenues before timing differences	2,713.2	2,370.5
Less/Plus: Timing differences between the period when accrued performance allocations/giveback obligations are realized and the period they are collected/distributed	24.7	8.3
Net accrued performance revenues attributable to The Carlyle Group Inc.	$ 2,737.9	$ 2,378.8

1. Accrued incentive fees are excluded from net accrued performance revenues.
2. Accrued performance allocations from NGP funds are presented as investments in the consolidated balance sheet.

Total Investments Attributable to The Carlyle Group Inc.

Investments, excluding performance allocations, is the U.S. GAAP measure most comparable to Total investments attributable to The Carlyle Group Inc., net of CLO loans and other borrowings. The following is a reconciliation:

AS OF DECEMBER 31,		
(in millions)	**2024**	**2023**
Investments, excluding performance allocations	$ 3,883.2	$ 3,785.4
Less: Amounts attributable to non-controlling interests in consolidated entities	(309.6)	(173.9)
Plus: Investments in Consolidated Funds, eliminated in consolidation	377.3	140.1
Less: Strategic equity method investments in NGP Management[1]	(369.2)	(370.3)
Less: Investment in NGP general partners-accrued performance allocations	(489.4)	(484.4)
Total investments attribution to The Carlyle Group Inc.	3,092.3	2,896.9
Less: CLO loans and other borrowings collateralized by investments attributable to The Carlyle Group Inc.[2]	(271.6)	(408.8)
Total investments attributable to The Carlyle Group Inc., net of CLO loans and other borrowings	$ 2,820.7	$ 2,488.1

1. We have equity interests in NGP Management Company, L.L.C. ("NGP Management"), the general partners of certain carry funds advised by NGP, and principal investments in certain NGP funds. These equity interests are accounted for as investments under equity method accounting. Total investments attributable to The Carlyle Group Inc. excludes the strategic equity method investments in NGP Management and investments in the general partners of certain NGP carry funds.
2. Of the total CLO and other borrowings, $271.6 million and $408.8 million are collateralized by investments attributable to The Carlyle Group Inc. as of December 31, 2024 and 2023, respectively.

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