

CARLYLE

# Global Private Equity

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CHIEF INVESTMENT OFFICER OF CORPORATE PRIVATE EQUITY  
& CO-HEAD OF US BUYOUT

FEBRUARY 23, 2021

# IMPORTANT INFORMATION

This presentation 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, 2020, unless otherwise specifically noted. Unless otherwise expressly stated herein any analysis or outlook relating to the matters discussed herein express Carlyle’s views only as of February 23, 2021. Carlyle undertakes no obligation to publicly update or review any forward-looking statements, whether as a result of new information, future developments or otherwise, except as required by applicable law. This presentation may not be referenced, quoted or linked by website, in whole or in part except as agreed to in writing by Carlyle.

**FORWARD LOOKING STATEMENTS.** Statements contained in this presentation that are not historical facts are based on current expectations, estimates, projections, opinions and/or beliefs of Carlyle. Such statements involve known and unknown risks, uncertainties and other factors, and undue reliance should not be placed thereon. Certain information contained in this presentation constitutes “forward-looking statements,” which can be identified by the use of forward-looking terminology such as “may,” “will,” “should,” “seek,” “expect,” “anticipate,” “forecast,” “project,” “estimate,” “intend,” “continue,” “target,” or “believe” or the negatives thereof or other variations thereon or comparable terminology. **Statements related to projected Assets Under Management (“AUM”), Distributable Earnings (“DE”), Fee Related Earnings (“FRE”), fundraising, fee revenue for future periods could be impacted by the level of investment performance, our ability to fundraise and the fees we can charge on such commitments, the pace and scale of capital deployment which may not be consistent with historical levels, the pace and success of exit activity, changes in regulations and laws (including tax laws), our ability to scale existing businesses and wind-down underperforming businesses, our ability to manage expenses and retain key personnel, our ability to manage stock dilution and our ability to charge and retain transaction fees. Even if we were to achieve our goals, there is no guarantee that such fundraising will translate into increased earnings and margins. There can be no assurance that Carlyle’s strategic goals will ultimately be realized or if realized, that they will have the effect of accelerating our growth or earnings. All projections assume benign market conditions.** These statements are subject to risks, uncertainties and assumptions, including those listed in this disclaimer and described under the section entitled “Risk Factors” in our Annual Report on Form 10-K for the year ended December 31, 2020 as filed with the SEC on February 11, 2021 (the “Annual Report”), as such factors may be updated from time to time in our periodic filings with the SEC, which are accessible on the SEC’s website at [www.sec.gov](http://www.sec.gov). These factors should not be construed as exhaustive and should be read in conjunction with the other cautionary statements that are included in this presentation and in our filings with the SEC.

**CORPORATE CONVERSION.** On January 1, 2020, we completed our conversion from a Delaware limited partnership named The Carlyle Group L.P. into a Delaware corporation named The Carlyle Group Inc. Unless the context suggests otherwise, references in this report to “Carlyle”, the “Company”, “we”, “us”, and “our” refer (i) prior to the consummation of the conversion, to The Carlyle Group L.P. and its consolidated subsidiaries and (ii) from and after the consummation of the conversion, to The Carlyle Group Inc. and its consolidated subsidiaries. References to our common stock in periods prior to the conversion refer to the common units of The Carlyle Group L.P. References to our dividends in periods prior to the conversion refer to the distributions of The Carlyle Group L.P.

**PAST PERFORMANCE IS NOT INDICATIVE OF FUTURE RESULTS.** In considering investment performance information contained in this presentation, prospective investors should bear in mind that past performance is not necessarily indicative of future results and there can be no assurance that Carlyle or any Fund will achieve comparable results. Actual realized value of currently unrealized investments will depend on, among other factors, future operating results, the value of the assets and market conditions at the time of disposition, any related transaction costs and the timing and manner of sale, all of which may differ from the assumptions and circumstances on which the current unrealized valuations are based. Accordingly, the actual realized values of unrealized investments may differ materially from the values indicated herein.

**NOT A RECOMMENDATION OF ANY SECURITY.** This presentation provides an overview of Carlyle and is not intended to be taken by, and should not be taken by, any individual recipient as investment advice, a recommendation to buy, hold or sell any security, or an offer to sell or a solicitation of offers to purchase any security. An offer or solicitation for an investment in any investment fund managed or sponsored by Carlyle or its affiliates (“Fund”) will occur only through an offering memorandum and related purchase documentation, and subject to the terms and conditions contained in such documents and in such Fund’s operative agreements. The offering memorandum relating to any Fund contains additional information about the investment objective, terms and conditions of such Fund, tax information and risk disclosure that should be reviewed prior to making an investment decision regarding a Fund. This presentation is qualified in its entirety by such offering memorandum, which should be read completely before making any investment. An investment in a Fund would be speculative and would involve significant risks. Nothing in this presentation is intended to be taken by, and should not be taken by, any individual recipient as investment advice, a recommendation to buy, hold or sell any security, or an offer to sell or a solicitation of offers to purchase any security.

**RETURN CALCULATIONS.** The fund return information reflected in this presentation is not indicative of the performance of The Carlyle Group Inc. and is also not necessarily indicative of the future performance of any particular fund. There can be no assurance that any of Carlyle’s funds or its other existing and future funds will achieve similar returns. See “Risk Factors — Risks Related to Our Business Operations — The historical returns attributable to our funds, including those presented in this report, should not be considered as indicative of the future results of our funds or of our future results or of any returns expected on an investment in our common units” in the Annual Report. As used throughout this document, and unless otherwise indicated, “Gross IRR” represents the annualized internal rate of return for the period indicated on limited partner invested capital based on contributions, distributions and unrealized value before management fees, expenses and carried interest, which will reduce returns and, in the aggregate are substantial. “Net IRR” represents the annualized internal rate of return for the period indicated on limited partner invested capital based on contributions, distributions and unrealized value after management fees, expenses and carried interest (but not taxes borne by investors). “Gross MOIC” represents total fair value, before management fees, expenses and carried interest, divided by cumulative invested capital. An investment is considered realized when the investment fund has completely exited, and ceases to own an interest in, the investment. An investment is considered partially realized when the total proceeds received in respect of such investment, including dividends, interest or other distributions and/or return of capital represents at least 85% of invested capital and such investment is not yet fully realized. For Global Private Equity, since inception means since 1987, US Buyout since inception means since 1987, Asia Buyout since inception means since 1999 and Europe Buyout means since 1998 and since inception for US Opportunistic Real Estate means 1997.

## IMPORTANT INFORMATION (continued)

**COMPARISON TO INDEXES.** This presentation includes comparisons of certain private equity indices to various indexes including certain MSCI indexes (MSCI) and the S&P 500 and other indexes. These comparisons are provided for illustrative purposes only. The private equity indices do not represent the performance of any Fund or family of Funds. You should not infer that any Fund is top quartile. There are significant differences between the types of securities and assets typically acquired by U.S. and global buyout funds, the investments covered by the MSCI, S&P 500 and other indexes. Specifically, U.S. and global buyout funds typically make investments in securities and other assets that have a greater degree of risk and volatility, and less liquidity, than those securities included in these indexes and companies included in the indexes are not subject to certain of the management fees, carried interest or expenses to which investors in U.S. and global buyout funds are typically subject. Comparisons between private equity funds, Carlyle sponsored funds, the MSCI, S&P 500 and other indexes are included for informational purposes only. The private equity returns do not represent the performance of any Fund or family of Funds. You can not invest directly in an index. You should not infer that any Fund is top quartile.

**NON-GAAP METRICS.** This presentation includes certain Non-GAAP financial measures, Distributable Earnings (“DE”), Fee Related Earnings (“FRE”), FRE Margin, and Net Accrued Performance Revenues. These Non-GAAP financial measures should be considered only as supplemental to, and not as superior to, financial measures prepared in accordance with GAAP. Please refer to the Q4 2020 earnings release and the end of this presentation for a reconciliation of the Non-GAAP financial measures included in this presentation to the most directly comparable financial measure prepared in accordance with GAAP. Please see Carlyle’s public filings for the definitions of “carry funds,” “Assets under management” (“AUM”), and “Fee-earning assets under management” (“Fee-earning AUM” or “FEAUM”). A reconciliation of forward-looking Non-GAAP financial measures cannot be provided without unreasonable effort because of the inherent difficulty of accurately forecasting the occurrence and financial impact of the various adjusting items necessary for such reconciliation that have not yet occurred, are out of our control, or cannot be reasonably predicted. For the same reasons, Carlyle is unable to assess the probable significance of the unavailable information, which could have a material impact on its future GAAP financial results.

For purposes of the non-financial operating and statistical data included in this presentation, including the aggregation of our non-U.S. dollar denominated investment funds, foreign currencies have been converted to U.S. dollars at the spot rate as of the last trading day of the reporting period when presenting period end balances, and the average rate for the period has been utilized when presenting activity during such period. With respect to capital commitments raised in foreign currencies, the conversion to U.S. dollars is based on the exchange rate as of the date of closing of such capital commitment.

**MANAGEMENT FEES AND PERFORMANCE REVENUES.** Detailed information about Carlyle’s management fees and performance revenues is available in Carlyle’s public filings. Please note that certain metrics and projections contained in this Presentation include the Legacy Energy Funds and funds advised by NGP Energy Capital Management. Please note that the Legacy Energy Funds (as defined in Carlyle’s public filings), are managed with Riverstone Holdings LLC and its affiliates. Affiliates of both Carlyle and Riverstone act as investment advisers to each of the Legacy Energy Funds. Currently, Carlyle is only entitled to carried interest and management fees in certain funds advised by NGP Energy Capital Management. The NGP Energy Capital Management funds which solely earn management fees are referred to herein as “NGP predecessor funds.”

**THIRD PARTY SOURCES.** Although the information presented in this presentation has been obtained from sources that Carlyle believes to be reliable, Carlyle makes no representations as to its accuracy, validity, timeliness or completeness for any purpose. The information set forth herein does not purport to be complete and Carlyle is not responsible for errors and/or omissions with respect to the information contained herein.

**DIVIDEND POLICY.** Under our dividend policy for our common stock that we adopted in connection with the Conversion, we expect to pay our common stockholders an annualized dividend of \$1.00 per share of common stock, equal to a quarterly dividend of \$0.25 per share of common stock. The declaration and payment of any dividends to holders of our common stock are subject to the discretion of our Board of Directors, which may change our dividend policy at any time or from time to time, and the terms of our certificate of incorporation. There can be no assurance that dividends will be made as intended or at all or that any particular dividend policy will be maintained.

**TERMS OF USE POLICY.** By accessing or using the 2021 Carlyle Investor Day materials, you hereby accept and agree to comply with the Terms of Use Policy of the Carlyle Website ([www.carlyle.com](http://www.carlyle.com)) as though incorporated and set forth fully herein. You acknowledge your understanding that the Terms of Use Policy constitute a binding agreement between you and Carlyle that governs your access and use of the 2021 Carlyle Investor Day materials, which includes any images, text, illustrations, designs, icons, photographs, programs, music clips, downloads, video clips, graphics, user interfaces, visual interfaces, information, data, tools, products, written materials, services and other content, including but not limited to the design, structure, selection, coordination, expression and arrangement of the content available on or through the Carlyle website and the 2021 Carlyle Investor Day materials.

**Copies of this presentation are available upon request from Carlyle by contacting Daniel Harris, Head of Public Market Investor Relations, at [daniel.harris@carlyle.com](mailto:daniel.harris@carlyle.com) or +1 (212) 813-4527.**

# RISK FACTORS

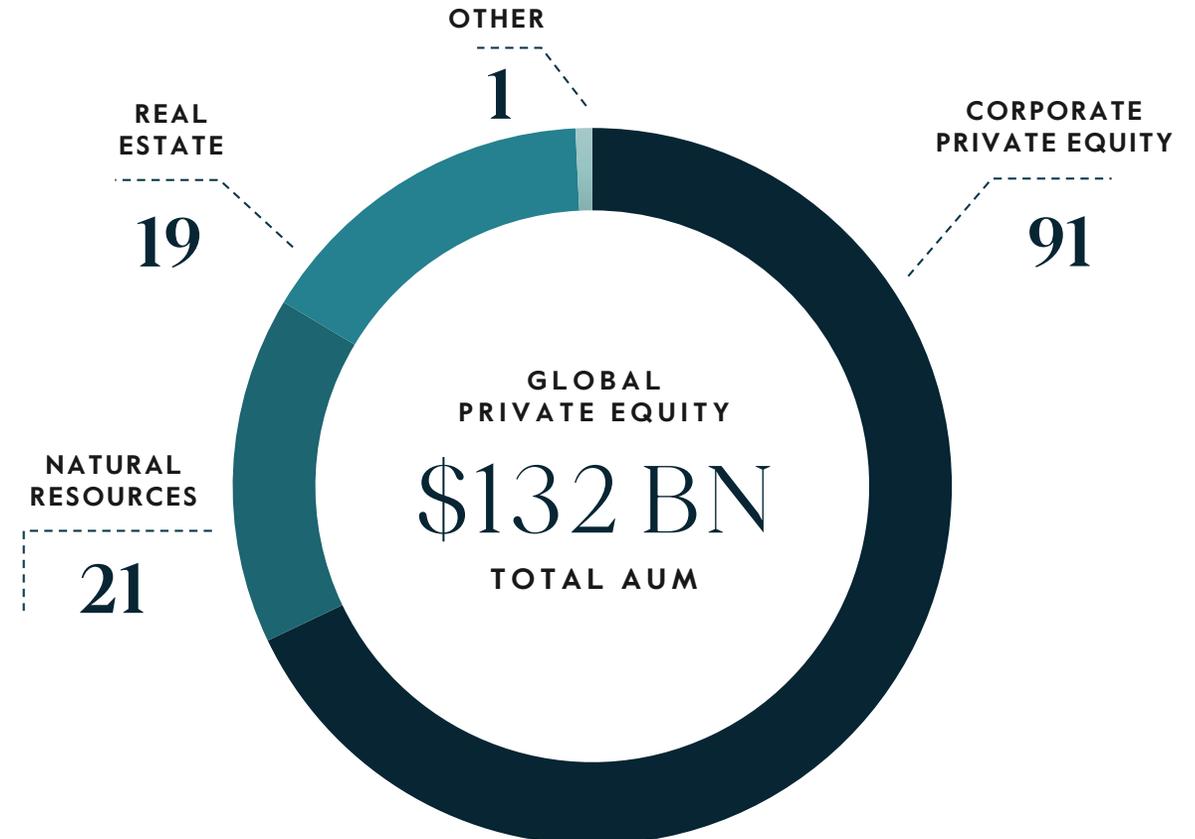
Certain statements in this presentation are based on current management expectations; and involve inherent risks and uncertainties, including those identified in the Risk Factors section of our Annual Report and other SEC filings, including without limitation:

- *Our business could be negatively impacted in many ways by adverse economic and market conditions or changes in the debt financing markets, including by reducing the value or performance of investments made by our investment funds and reducing the ability of our funds to raise capital or obtain attractive financing or re-financing.*
- *The global outbreak of the novel coronavirus, or COVID-19, has caused severe disruptions in the U.S. and global economies and may continue to adversely impact, our performance and results of operations.*
- *Our use of leverage may expose us to substantial risks and our revenue, earnings and cash flow are variable, which makes it difficult for us to achieve steady earnings growth on a quarterly basis.*
- *We may not be successful in expanding into new investment strategies, markets and businesses, including business initiatives to increase the number and type of investment products we offer to retail investors*
- *We may reduce our AUM, restrain its growth, reduce our fees or otherwise alter the terms under which we do business when we deem it in the best interest of our investors, even when such actions may be contrary to the near term interests of stockholders*
- *Poor performance of our investment funds would cause a decline in our revenue, income and cash flow, may obligate us to repay carried interest previously paid to us, and could adversely affect our ability to raise capital. Our asset management business depends in large part on our ability to raise capital from third-party investors.*
- *Our investors may negotiate to pay us lower management fees and the economic terms of our future funds may be less favorable to us than those of our existing funds, which could adversely affect our revenues.*
- *Valuation methodologies for certain assets in our funds can involve subjective judgments, and the fair value of assets established pursuant to such methodologies may be incorrect, which could result in the misstatement of fund performance and accrued performance allocations. Historical returns attributable to our funds should not be considered as indicative of the future results.*
- *Dependence on significant leverage in investments by our funds could adversely affect our ability to achieve attractive rates of return on those investments.*
- *The alternative asset management business is intensely competitive and we often pursue investment opportunities that involve business, regulatory, legal or other complexities and relatively high-risk, illiquid assets.*
- *The investments of our Global Private Equity, Global Credit and Investment Solutions funds are subject to a number of inherent risks.*
- *We may need to pay “giveback” obligations if they are triggered under the governing agreements with our investors.*
- *Operational risks may disrupt our businesses, result in losses or limit our growth and failure to maintain the security of our information and technology networks, intellectual property and proprietary business information could have a material adverse effect on us.*
- *Extensive regulation in the United States and abroad, including financial regulatory changes (such as those regarding derivatives and commodity interest transactions), affects our activities, increases the cost of doing business and creates the potential for significant liabilities, penalties and additional burdens.*
- *Third-party investors in substantially all of our carry funds have rights that in certain circumstances could lead to a decrease in our revenues. In addition, third-party investors in our investment funds with commitment-based structures may not satisfy their contractual obligation to fund capital calls when requested by us, which could adversely affect a fund's performance.*
- *Our private equity funds' performance, and our performance, may be adversely affected by the financial performance, financial projections or contingent liabilities of our portfolio companies and the industries in which our funds invest, including securities of companies that are experiencing significant financial or business difficulties.*
- *Investments in the insurance industry (including our investment in Fortitude Holdings) could be adversely impacted by insurance regulations and potential regulatory reforms. Our relationship with Fortitude Holdings may not generate a meaningful contribution to our revenue and our ownership and control of Fortitude Holdings could give rise to real or apparent conflicts of interest.*
- *Ongoing trade negotiations and potential for further regulatory reform may create regulatory uncertainty for our portfolio companies and our investment strategies and adversely affect the profitability of our portfolio companies.*
- *We are subject to substantial litigation risks, including allegations of employee misconduct or fraud (including at our portfolio companies), and may face significant liabilities and damage to our professional reputation as a result of such allegations and negative publicity.*
- *Changes in U.S. and foreign tax regulations, including the comprehensive U.S. federal income tax reform that became effective in 2018, could adversely affect us and our ability to raise funds from certain foreign investors.*

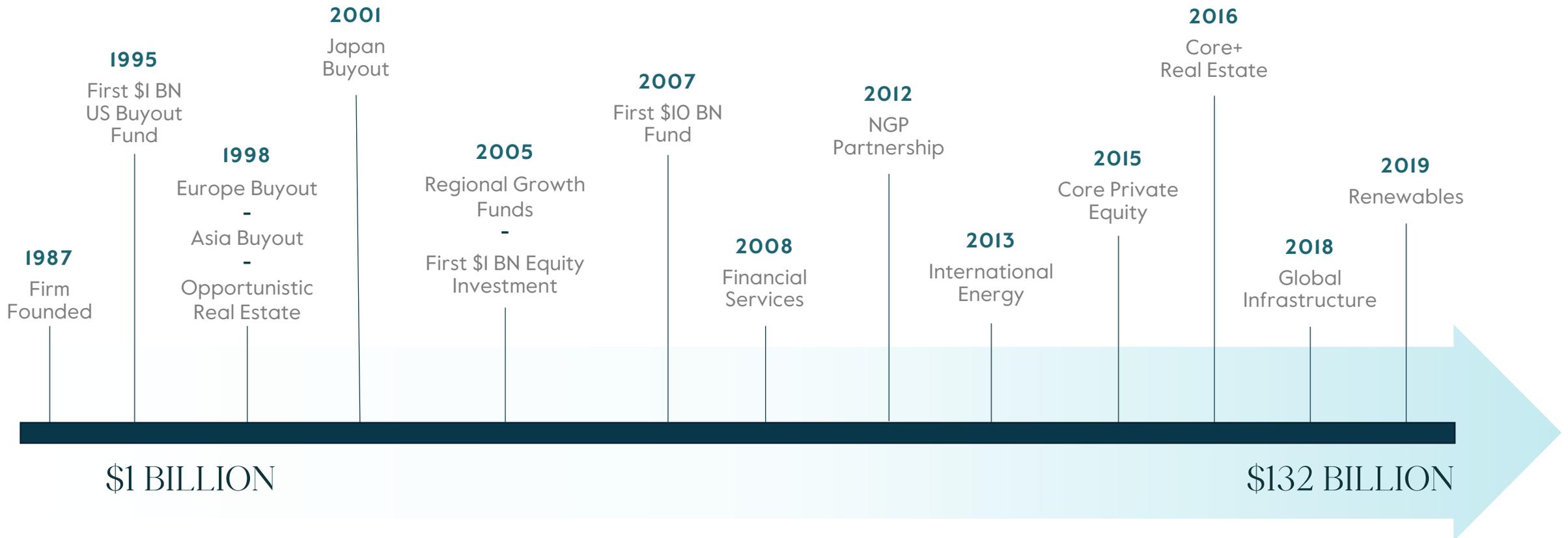
Global Private Equity is one of the world's largest and most diversified private equity platforms, spanning industries, geographies and asset types.

# Carlyle \$246 BN

<b>GLOBAL PRIVATE EQUITY</b> <b>\$132 BN</b>	<b>GLOBAL CREDIT</b> <b>\$56 BN</b>	<b>INVESTMENT SOLUTIONS</b> <b>\$58 BN</b>
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# Building on 30+ Years of Investment Excellence



Note: Presented for illustrative purposes only.

# We Are a Global Private Equity Powerhouse

## GLOBAL PRIVATE EQUITY

\$132 BN AUM

### CORPORATE PRIVATE EQUITY

\$91 BN

Americas **\$57 BN**

Asia & Japan **\$17 BN**

Europe **\$15 BN**

Other CPE **\$2 BN**

### REAL ESTATE

\$19 BN

US Opportunistic **\$13 BN**

US Core Plus **\$4 BN**

Europe Real Estate & Other **\$2 BN**

### NATURAL RESOURCES

\$21 BN

NGP Energy **\$10 BN**

International Energy **\$7 BN**

Infrastructure **\$5 BN**

Note: Totals may not add up due to rounding. Data presented as of 12/31/20. Infrastructure includes infrastructure, renewables and power.

# We Deliver Attractive Performance for Our Investors

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## INCEPTION-TO-DATE GROSS IRR

US Buyout

**29%**

Asia Buyout

**25%**

Europe Buyout

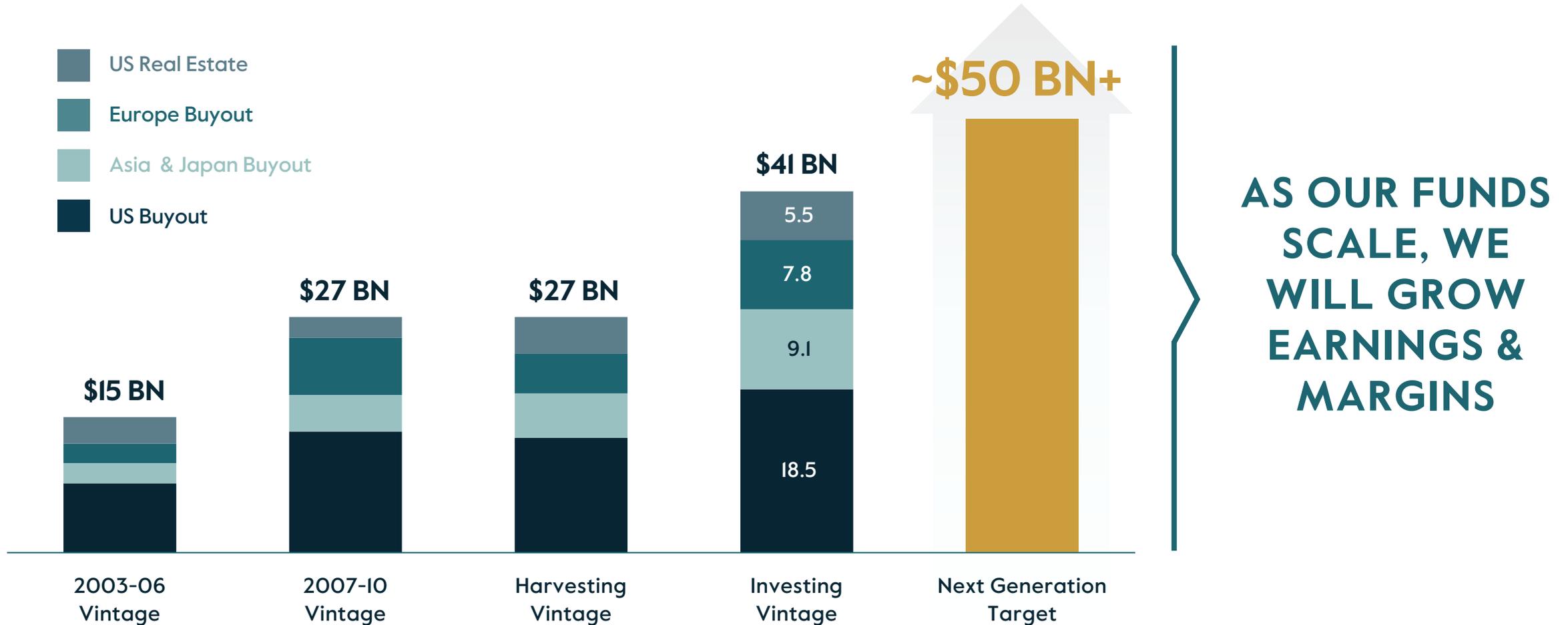
**20%**

US Opportunistic Real Estate

**16%**

*Note: Total fund and co-investment. Inception-to-date Net IRR as follows: US Buyout 21%, Asia Buyout 19%, Europe Buyout 13%, US Opportunistic Real Estate 11%. US opportunistic real estate includes CRP I – VIII, RMBS I – IV and CRCP.*

# Our Goal Is to Scale Our Next Flagship Funds at Least 20%



*Note: Total committed capital. Totals may not add up due to rounding. Japan and Europe buyout committed capital converted to USD at 12/31/20 exchange rate. Japan buyout funds included in the 2003-2006 and 2007-2010 vintage groups do not exactly align with those time frames. Please see the "Important Information" slide for more information about the use of, and reliance on, projections.*

# Corporate Private Equity: Leading & Scaled Platform

# The Scale of Our Platform Delivers Strong Performance

**GLOBAL PLATFORM** + **LOCAL INSIGHTS**

- Industry Expertise
- Proven Approach to Value Creation
- Flexible Capital
- Portfolio Construction

**LEADS TO CONSISTENT & ATTRACTIVE RETURNS**

## AMERICAS

121

Investment Professionals

## EMEA

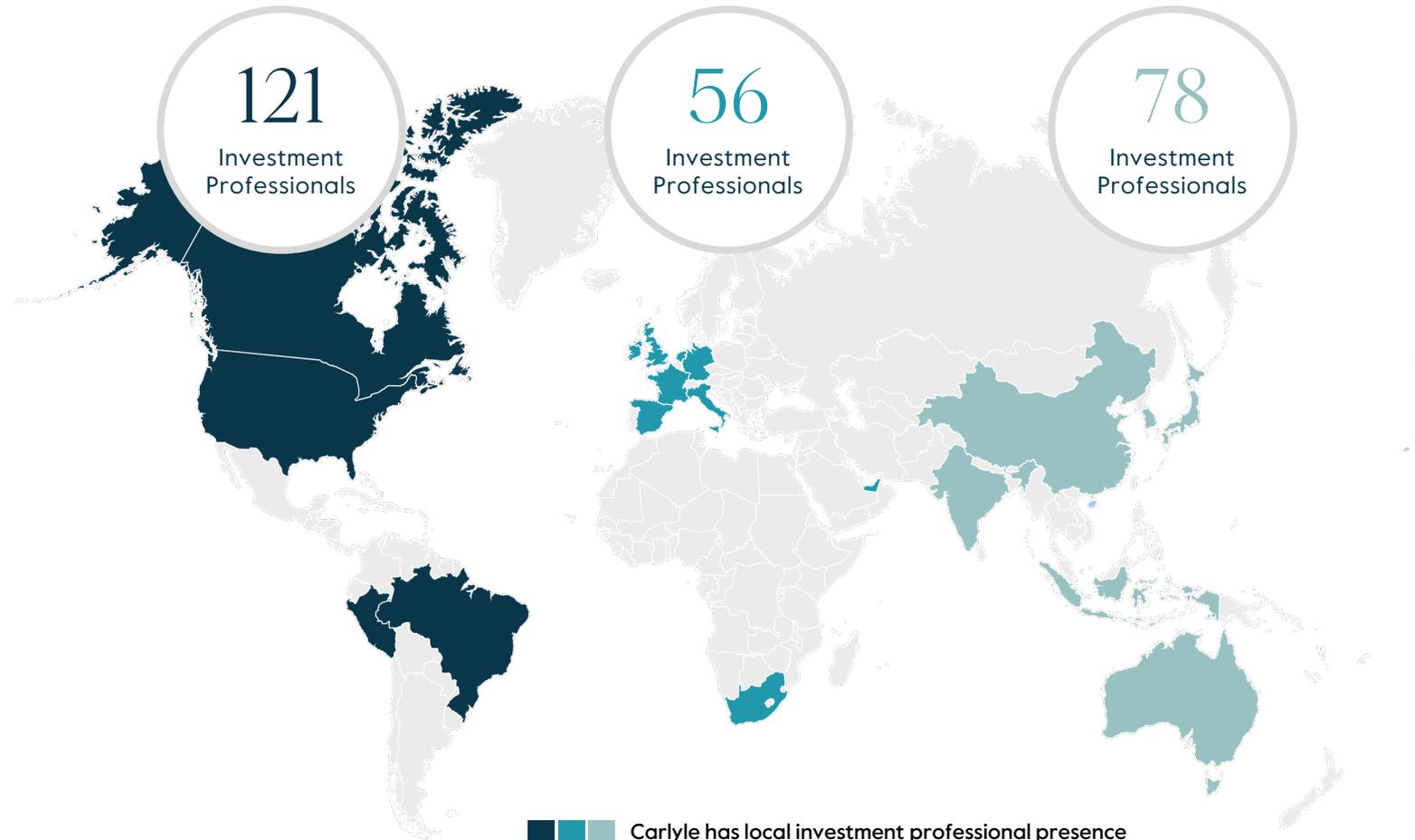
56

Investment Professionals

## ASIA

78

Investment Professionals



*Note: Presented for illustrative purposes only.*

# Deep Industry Expertise Across the Globe

We have deployed at least \$10 billion of equity into each of our core industry verticals globally across Corporate Private Equity

	TECHNOLOGY & BUSINESS SERVICES	INDUSTRIAL & TRANSPORTATION	CONSUMER, MEDIA & RETAIL	HEALTHCARE	FINANCIAL SERVICES	AEROSPACE, DEFENSE & GOVERNMENT SERVICES
Equity Invested	<b>\$29 BN</b>	<b>\$25 BN</b>	<b>\$24 BN</b>	<b>\$14 BN</b>	<b>\$10 BN</b>	<b>\$10 BN</b>
Number of Investments	<b>258</b>	<b>106</b>	<b>131</b>	<b>70</b>	<b>50</b>	<b>44</b>

*Note: Total fund and co-investment. Equity invested since inception. Excludes invested capital from corporate private equity funds in energy, infrastructure, real estate and other. Asia & Japan buyout have not made investments in the Aerospace, Defense & Government Services industry vertical. Totals may not add up due to rounding.*

# Global Investment Resource Capabilities

## Support Value Creation

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A dedicated team supporting value creation through the investment lifecycle

### TRANSACTION SUPPORT

- Enhanced Diligence

### REVENUE GROWTH

- Business Development

### PERFORMANCE IMPROVEMENT

- Digital Transformation
- Information Technology
- Procurement
- Talent and Organization Performance

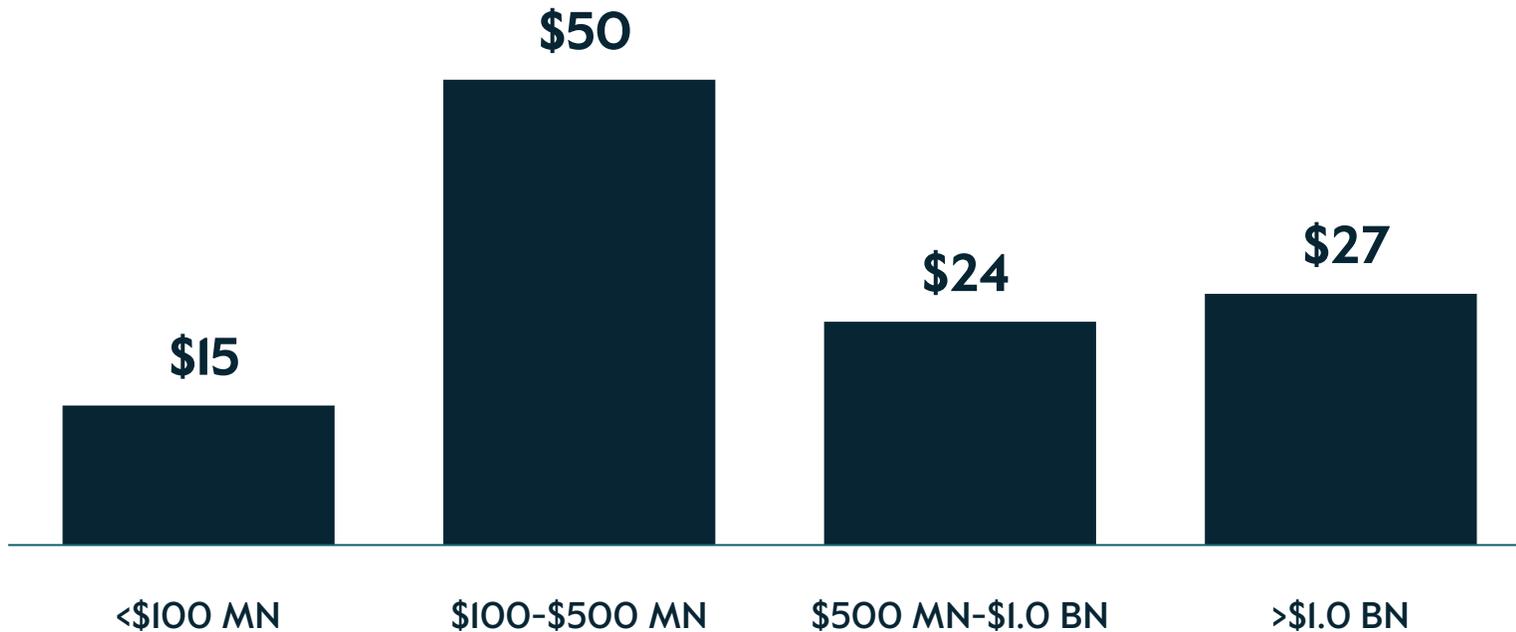
### ENVIRONMENTAL, SOCIAL & GOVERNANCE

- Identification of opportunities
- Risk mitigation

*Note: Presented for illustrative purposes only.*

# Broad and Flexible Capital Allows Us to Pursue Deals of All Types

**CORPORATE PRIVATE EQUITY CUMULATIVE  
EQUITY INVESTED BY SIZE (\$ BILLIONS)**



**BUYOUT**  
**GROWTH**  
**CORE**

*Note: Total fund and co-investment. Totals may not add up due to rounding. Presented for illustrative purposes only.*

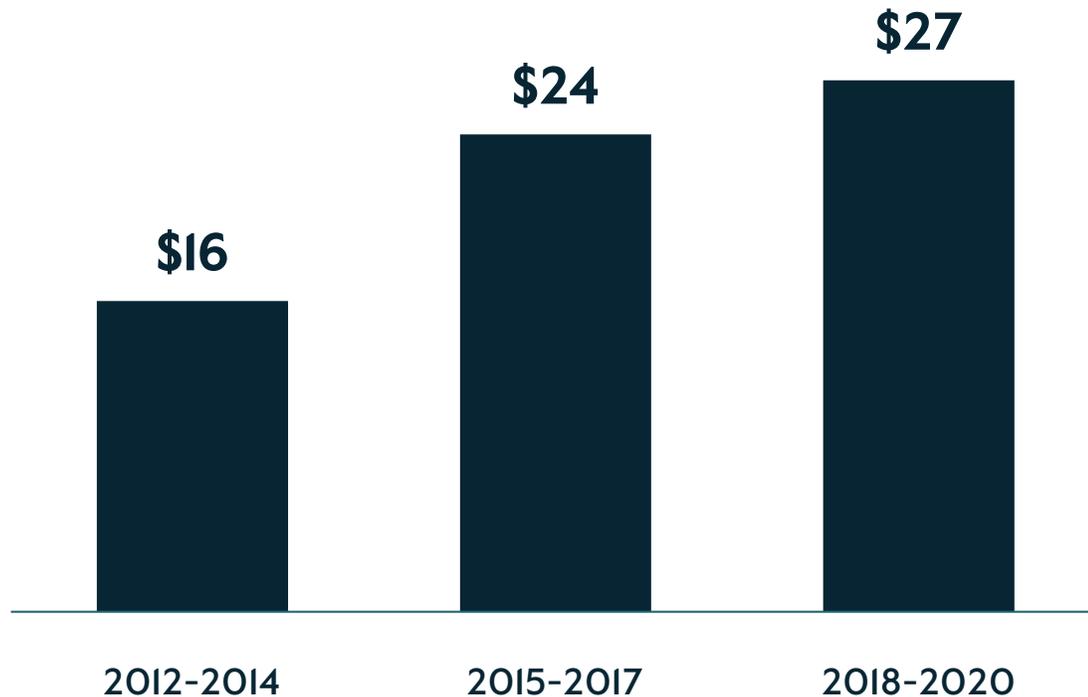
# Disciplined Focus on Portfolio Construction

LATEST FULLY INVESTED FUND	US BUYOUT	ASIA BUYOUT	EUROPE BUYOUT
Number of investments	24	21	20
Average investment size as a percent of total	4%	5%	5%
Number of industries	6	6	4
Top 3 largest industries by equity invested	Healthcare Technology & Business Services Industrial	Financial Services Consumer Technology & Business Services	Industrial Consumer Technology & Business Services

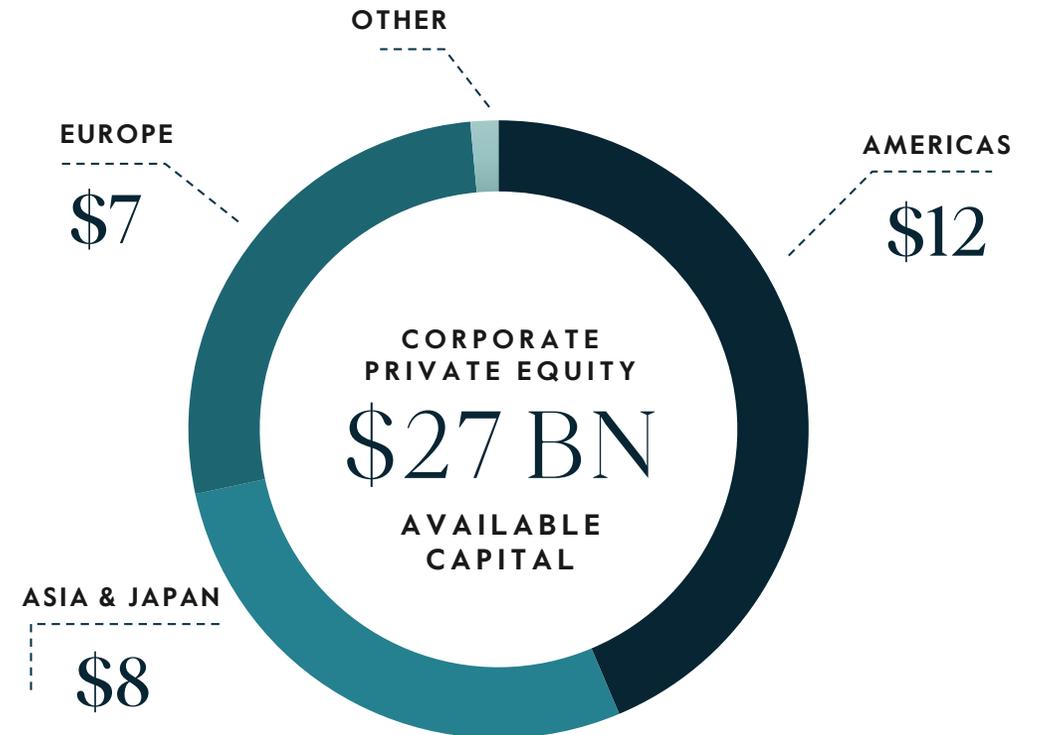
*Note: Total fund and co-investment. Presented for illustrative purposes only.*

# We Invest Significant Amounts of Capital for Many of the World's Largest Investors

CORPORATE PRIVATE EQUITY  
INVESTED CAPITAL (\$ BILLIONS)

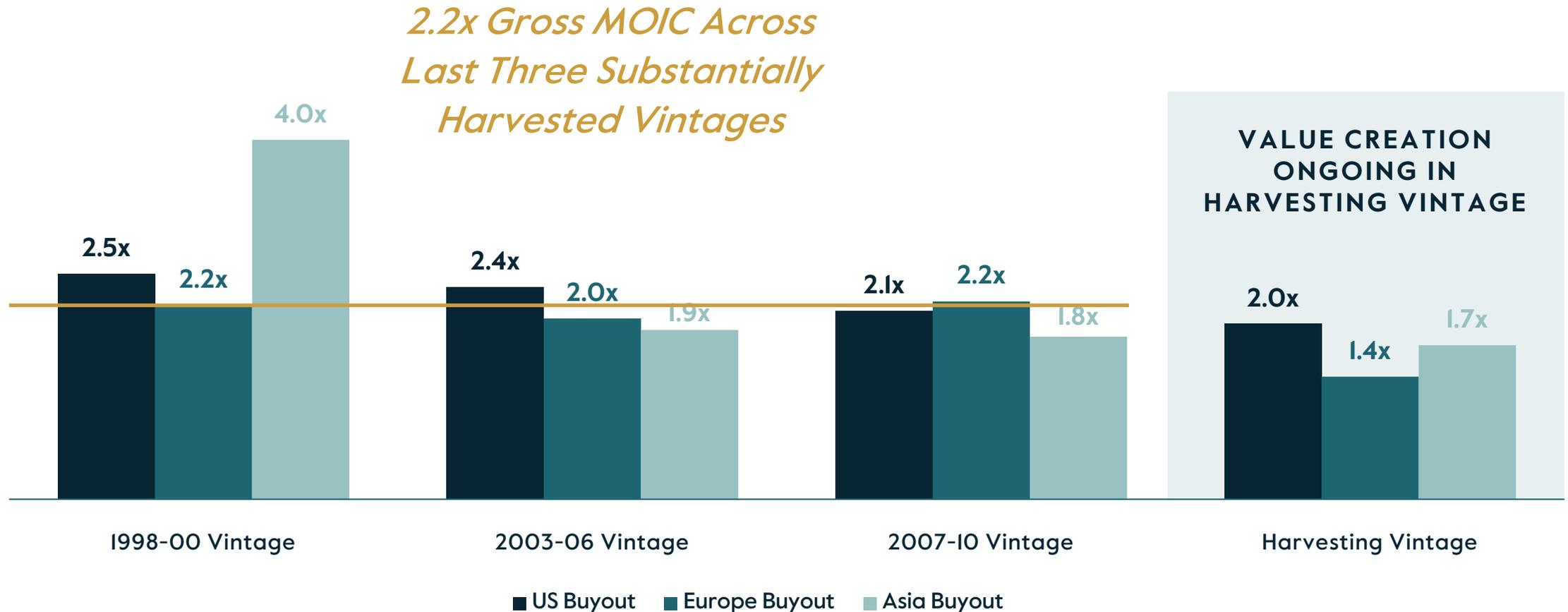


\$27 BILLION OF AVAILABLE CAPITAL GLOBALLY



Note: Total fund and co-investment. Totals may not add up due to rounding.

# Strong and Sustainable Long-Term Performance



Note: Gross MOIC. Fund-only. Presented for illustrative purposes only.

Real Estate:  
Established Leader with  
Distinct Investment Approach

# Established Leader with Distinct Approach to US Real Estate

## DEEP FOCUS ON PORTFOLIO CONSTRUCTION

Only

5%

OF PORTFOLIO IN  
TRADITIONAL OFFICE,  
HOTEL, RETAIL<sup>1</sup>

Deal Diversification

\$21 MN

AVG. INVESTMENT

Sector Diversification

16

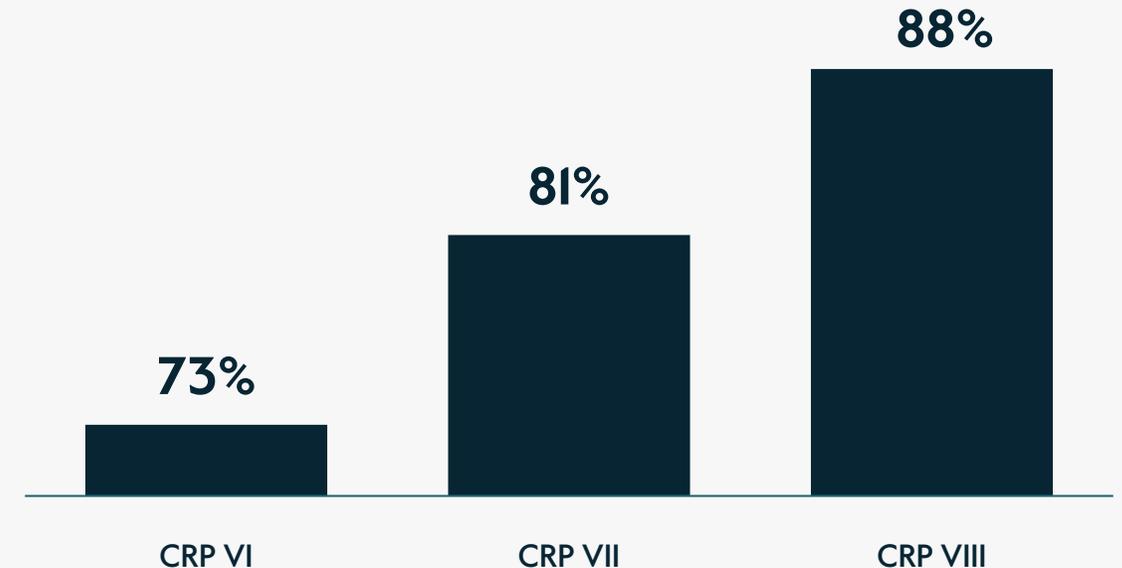
SECTORS

Geographic Diversification

55

MSAs

## US OPPORTUNISTIC REAL ESTATE FUND EXPOSURE TO DEMOGRAPHIC-DRIVEN SECTORS



Note: CRP VI – VIII, as of 9/30/20 unless otherwise noted. MSA stands for Metropolitan Statistical Area.  
1. Total opportunistic US real estate portfolio as of 12/31/20.

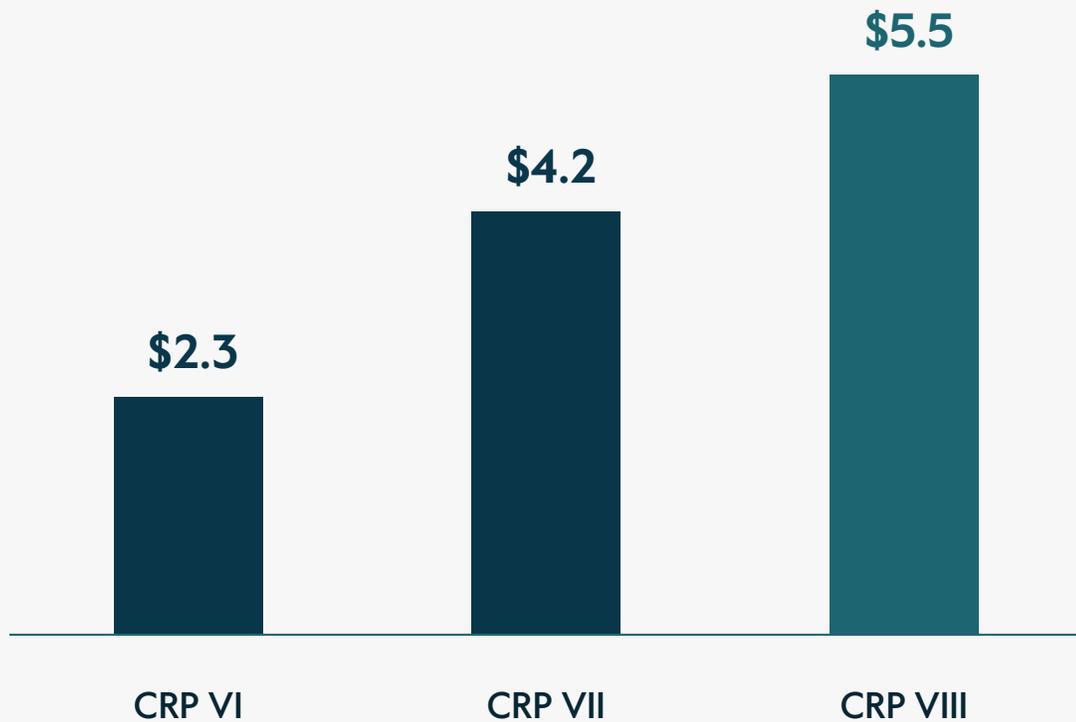
# Attractive Historical Returns Across Market Cycles

FUND	CRP I	CRP II	CRP III	CRP IV	CRP V	CRP VI	CRP VII
Vintage	1998	1999	2000	2004	2006	2010	2014
Gross MOIC	1.8x	1.6x	3.6x	1.6x	1.8x	1.8x	1.6x
Average Equity per Investment	\$15 MN	\$14 MN	\$14 MN	\$24 MN	\$42 MN	\$17 MN	\$20 MN

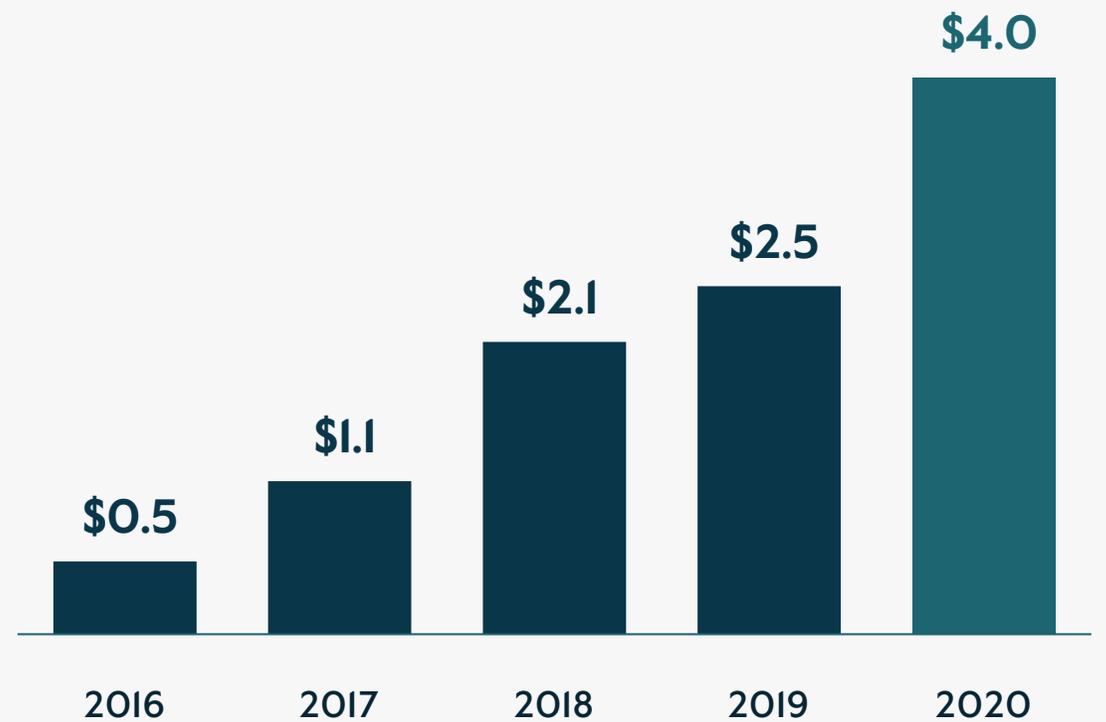
Note: Fully invested US opportunistic real estate funds. Fund only. See the significant fund performance tables included in our earnings release and filings with the U.S. Securities & Exchange Commission for more information on the performance of our funds.

# Investment Success Has Fueled Growth & Diversification

## OPPORTUNISTIC US REAL ESTATE TOTAL COMMITMENTS (\$ BILLIONS)



## CORE-PLUS US REAL ESTATE CUMULATIVE FUNDRAISING (\$ BILLIONS)



# Natural Resources: Capitalizing on the Global Energy Transition

# Adapting Our Platform to the Industry Transition

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GLOBAL  
INFRASTRUCTURE

RENEWABLES

POWER

INTERNATIONAL  
ENERGY

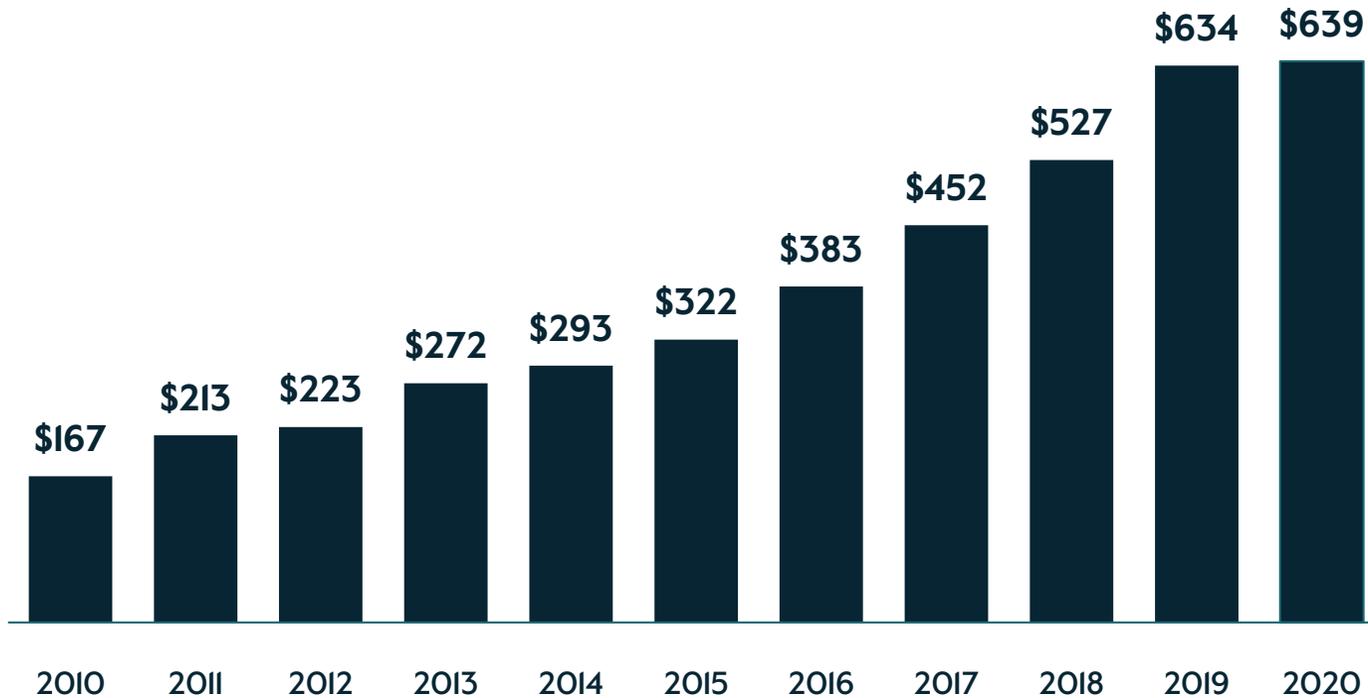
NORTH AMERICA  
ENERGY

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Global Platform  
Managing \$21 BN AUM

# Secular Trends Powering Infrastructure Growth

INDUSTRY UNLISTED INFRASTRUCTURE ASSETS UNDER MANAGEMENT<sup>1</sup>  
(\$ BILLIONS)



INFRASTRUCTURE  
AUM HAS NEARLY  
QUADRUPLED IN  
THE PAST DECADE,  
DRIVEN BY

**\$3.7 TN**

REQUIRED ANNUAL  
GLOBAL  
INFRASTRUCTURE  
SPENDING<sup>2</sup>

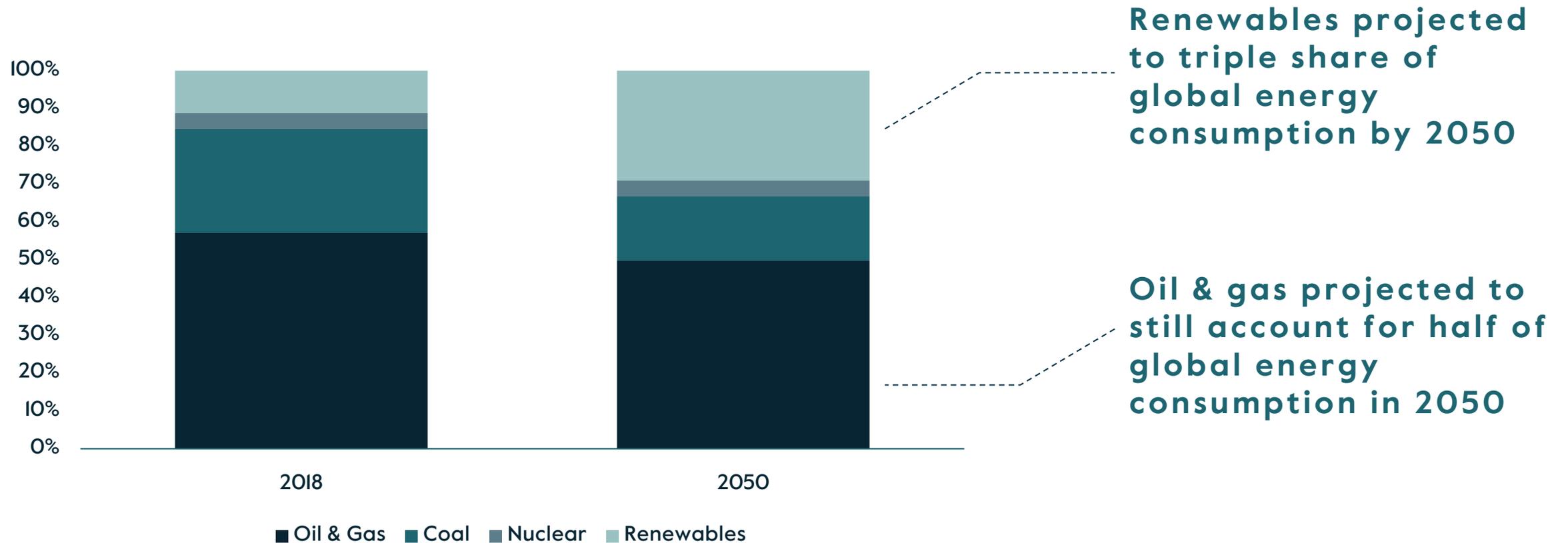
Note: There is no guarantee these trends will continue.

1. Preqin Special Report: The Future of Alternatives 2025. November 2020.

2. McKinsey & Co. "Bridging infrastructure gaps: Has the world made progress?" October 2017.

# Capitalize on Global Energy Transition

GLOBAL PRIMARY ENERGY CONSUMPTION



Note: There is no guarantee these projections will be achieved.  
BP Energy Outlook, 2020.

# Where Do We Go From Here?

# We Are Focused on Accelerating Earnings by Leveraging Our Greatest Areas of Strength

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## CORPORATE PRIVATE EQUITY

- Scale flagship funds and drive strong investment performance
- Accelerate growth of adjacencies: growth, core private equity
- Expand margins: fee revenue, cost management
- Drive performance revenues in harvesting funds

## REAL ESTATE

- Deliver consistent and attractive results across market cycles
- Further scale opportunistic and core-plus strategies

## NATURAL RESOURCES

- Capitalize on global energy transition in infrastructure & renewables
- Leverage strengths in carbon energy given sustained demand

CARLYLE

# Leveraging Our Capital and Platform To Drive Value Creation

SANDRA HORBACH

CO-HEAD OF US BUYOUT & GROWTH

FEBRUARY 23, 2021

# We Execute on a Broad Spectrum of Investment Opportunities

Buyout

Growth

Core



AMERICAS



ASIA



EUROPE

Aerospace, Defense  
& Gov't Services

Healthcare

Consumer,  
Media &  
Retail

Industrial &  
Transportation

Technology  
& Business  
Services

Financial  
Services

Real Estate

Natural  
Resources

*Presented for illustrative purposes only.*

# We Leverage Comprehensive Global Resources & Capabilities

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**GLOBAL SECTOR  
DEAL TEAMS**



**OPERATING  
ADVISORS**



**CAPITAL  
MARKETS**



**GLOBAL INVESTMENT  
RESOURCES (GIR)**

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Our systematic approach to value creation impacts  
the entire deal lifecycle

# Experience Managing Large, Complex Transactions

- Complexity Requires an Experienced and Deep Global Deal Team
- Dedicated Capital Markets Team Provides an Edge in Financing
- Global Resources Support Operational Improvement On Every Deal
- Relationships and Credibility With World Class Management Teams

Carve-Out of a global manufacturer, marketer and distributor of innovative, high performance coatings products from DuPont

**\$4.9BN**

Enterprise Value

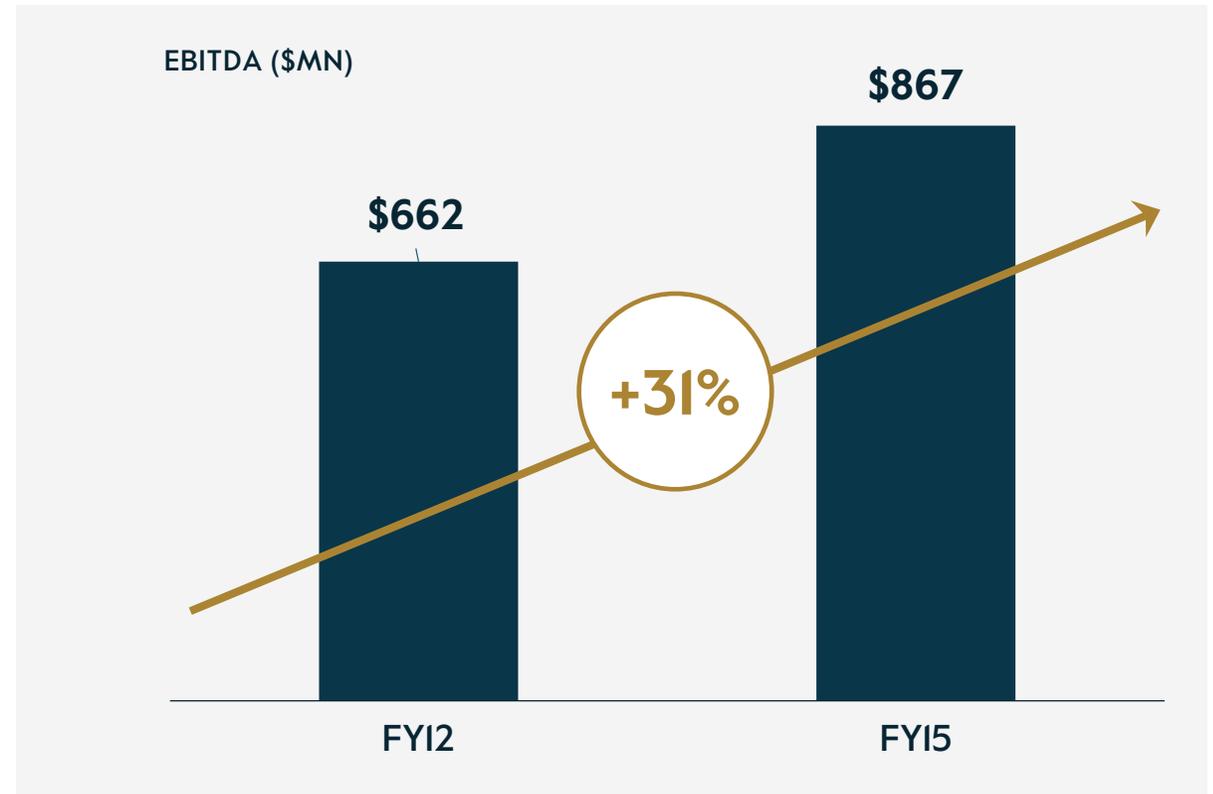
COMPLEX CARVE-OUT OF ORPHANED DUPONT DIVISION

**\$335MN**

ACTUAL COST SAVINGS DUE TO PROCUREMENT SAVINGS AND OPERATIONAL INITIATIVES

**\$4.5BN**

GROSS GAIN ON INVESTMENT



See end notes. Presented for illustrative purposes only.

# Expertise Drives Opportunities in Fast Growth Companies

- Deep Sector Expertise + Global Platform Driving Sourcing
- Be The Partner of Choice for Founders
- Deliver Operational & Strategic Resources to Drive Top Line Growth
- Leverage Technology and Digital to Drive Business Transformation

# Golden Goose



GOLDEN GOOSE DELUXE BRAND®  
VENEZIA

Partnership with fast-growing Italian 'Entry-to-Luxury' fashion company

**€425MN**

Enterprise Value

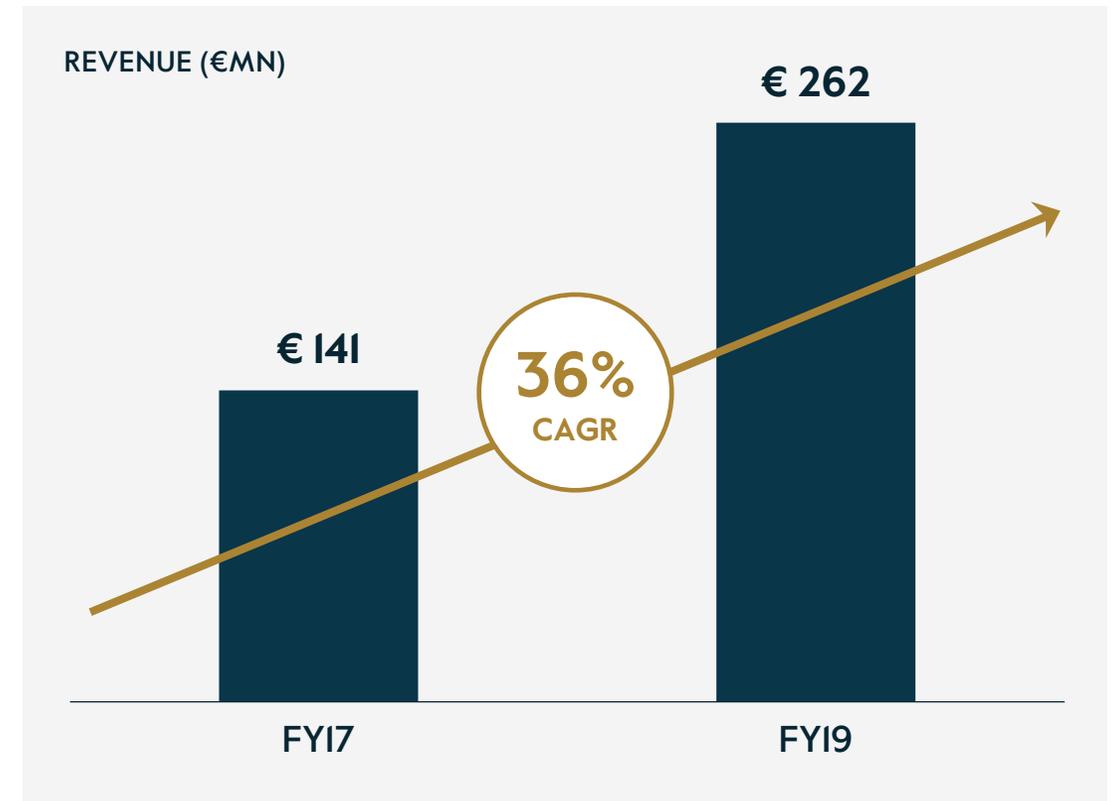
GROWTH EQUITY PROVIDED BY  
AND EUROPEAN AND ASIAN  
CARLYLE FUNDS

**91**

NEW DIRECTLY OPERATED STORES,  
UP FROM 8 AT ACQUISITION

**3.4X**

GROSS RETURN AS OF 12/31/2020



See end notes. Presented for illustrative purposes only.

# Local Insights Uncover Compelling Global Opportunities

- Pioneer in Global + Local Private Equity
- Local Resources For Hands on Support
- Strong Local Network Allows Us to Partner with Leading Corporates
- Flexible Mandate To Capture Widest Range of Investment Opportunities – Minority, Majority, Pre-IPO, etc.

Privatization of leading multi-platform out-of-home display network advertising company in China

**\$3BN**

Enterprise Value

LARGEST LBO IN CHINA AT THE TIME, BEGAN A WAVE OF PRIVATIZATIONS

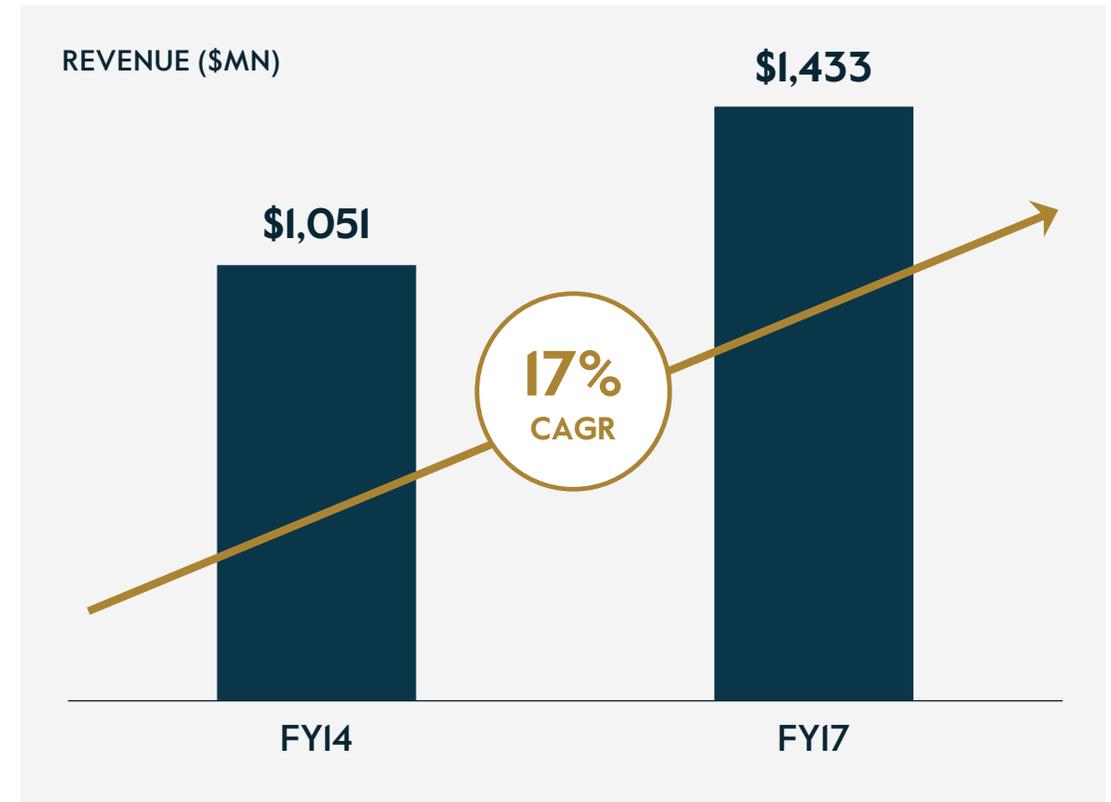
**\$1.2BN**

LARGEST RECAPITALIZATION IN CHINA AT THE TIME, AND FIRST WITH PARTICIPATION FROM CHINESE BANKS

**4.6X**

GROSS RETURN AS OF 12/31/2020

See end notes. Presented for illustrative purposes only.



# Long Term Capital Supports Core Investment Opportunities

- One Team Sourcing Model for Core, Growth and Buyout Transactions
- Flexible Approach to Transaction Structuring
- Provide Long Term Capital for Opportunistic M&A
- Leverage the Platform to Support Long Term Value Creation Opportunities

Leading independent offshore medical and healthcare professional education platform

**21%**

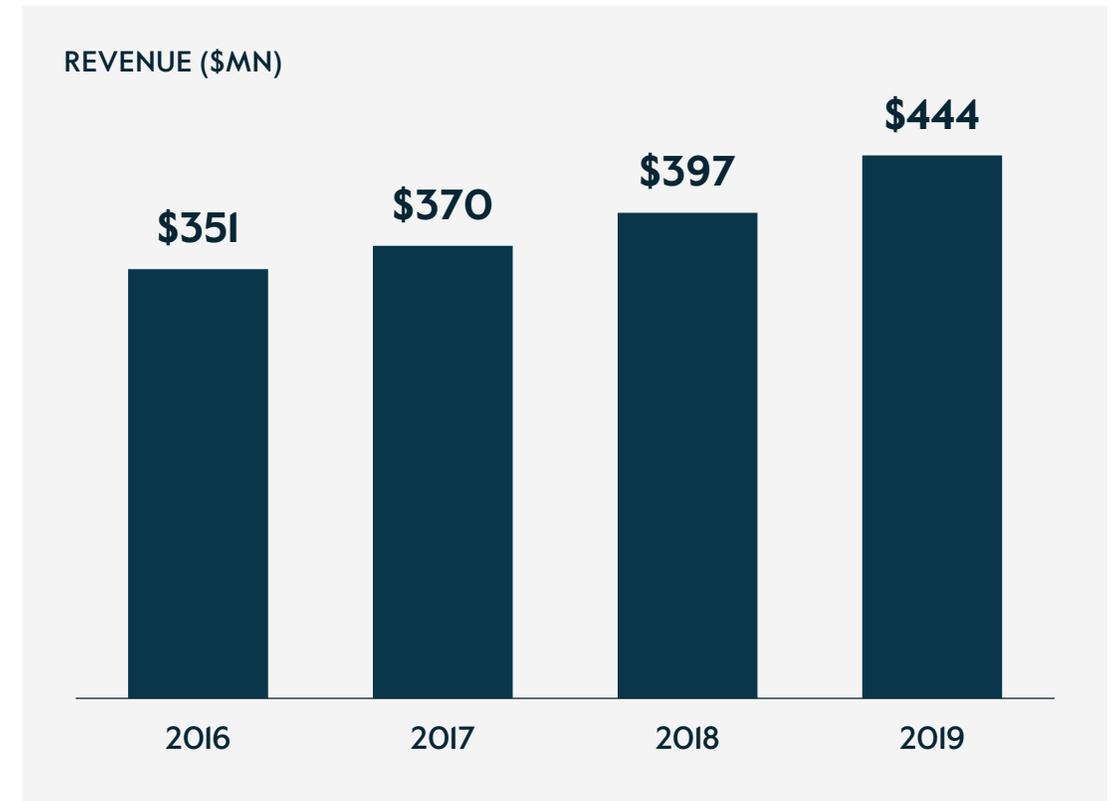
INITIAL MINORITY OWNERSHIP  
STAKE PURCHASED IN PARTNERSHIP  
WITH CURRENT OWNERS

**2 STAGE**

TRANSACTION, WITH CARLYLE  
PURCHASING A MAJORITY  
OWNERSHIP STAKE IN A  
FOLLOW-ON TRANSACTION

**15 YEAR**

UNINTERRUPTED REVENUE  
AND EBITDA GROWTH



See end notes. Presented for illustrative purposes only.

OVER

80%

OF OUR PORTFOLIO  
VALUE CREATION  
COMES FROM EBITDA  
IMPROVEMENT AND  
CASH FLOW

## We Are Experts in Portfolio Value Creation<sup>1</sup>



<sup>1</sup> - As of 9/30/2020 Includes Realized and Partially Realized investments from CAP, CEP, and CP Fund Families & Related Coinvestment. CEP Euro Denominated Amounts Converted to USD at 9/30/2020 FX Rate. Totals may not sum due to rounding

# We Create Value for All Stakeholders Through...

- Partnership and active management
- Flexible capital
- Large, diverse and growing global portfolio
- Delivering the right solutions to our investors

# Endnotes

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Carlyle believes these selected case studies should be considered as a reflection of Carlyle's investment process, and references to these particular portfolio companies should not be considered a recommendation of any particular security, investment, 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 in these case studies is for informational purposes only 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 its affiliates. Any such offer or solicitation shall only be made pursuant to a final confidential private placement memorandum, which will be furnished to qualified investors on a confidential basis at their request.