

CARLYLE

Deutsche Bank Global Financial Services Conference

June 2022

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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.

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.

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This presentation contains forward-looking statements within the meaning of Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934. 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 comparable terminology. Statements related to projected Distributable Earnings ("DE"), Fee Related Earnings ("FRE"), and fundraising 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, 2021 as filed with the SEC on February 10, 2022 (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. 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. 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. 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. Unless otherwise specified, LTM, or last twelve months refers to the period of Q2 2021 through Q1 2022, and the prior rolling 12-month period refers to the period Q2 2020 to Q1 2021.

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. The private equity indices do not represent the performance of any Fund or family of Funds. Recipients 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. Recipients should not infer that any Fund is top quartile.

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."

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.

This presentation includes non-GAAP financial measures, including Fee Related Earnings ("FRE") and Distributable Earnings ("DE"). The non-GAAP financial measures should be considered only as supplemental to, and not as superior to, financial measures prepared in accordance with U.S. GAAP. Please see Carlyle's public filings for the definitions of "Fee Related Earnings," "Distributable Earnings," "Assets Under Management" ("AUM"), FRE Margin and "Fee-earning assets under management" ("Fee-earning AUM" or "FEAUM"). Please refer to the Appendix for reconciliations to the most directly comparable financial measures prepared in accordance with U.S. GAAP. A reconciliation of forward-looking Non-GAAP financial measures, including 2022 full year FRE, 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 U.S. GAAP financial results.

We Are A Leading Global Investment Firm

\$375BN
TOTAL AUM



GLOBAL PRIVATE EQUITY \$169BN

Corporate Private Equity ▪ Real Estate
Infrastructure & Natural Resources



GLOBAL CREDIT \$141BN

Liquid Credit ▪ Illiquid Credit
Real Assets Credit ▪ Insurance



GLOBAL INVESTMENT SOLUTIONS \$65BN

Primary ▪ Secondaries
Co-investments

Carlyle Is An Underappreciated Growth Story

**OPERATING IN A
GROWTH INDUSTRY**

**DELIVERING ATTRACTIVE
GROWTH**

**DRIVING ORGANIC AND
INORGANIC EXPANSION**

**VISIBLE PATH TO
INCREASED AND
SUSTAINABLE MIX OF
EARNINGS**

**REMAIN ATTRACTIVELY
VALUED**

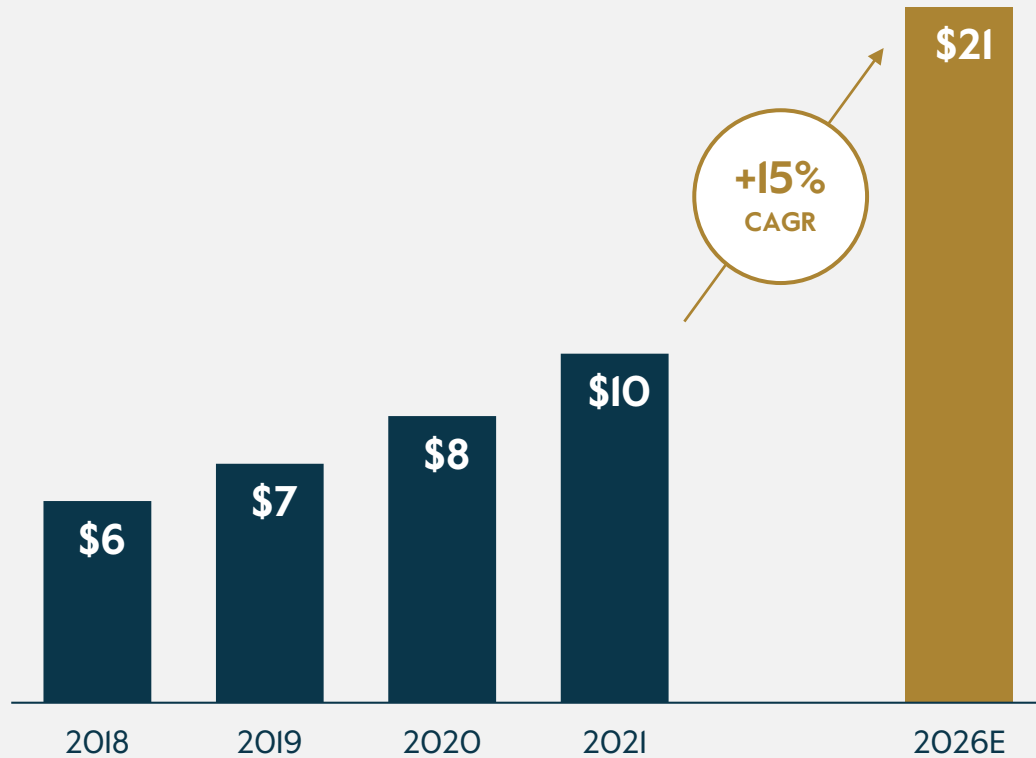
1

Operating in a Growth Industry

Secular Tailwinds in Our Biggest Business Strategies

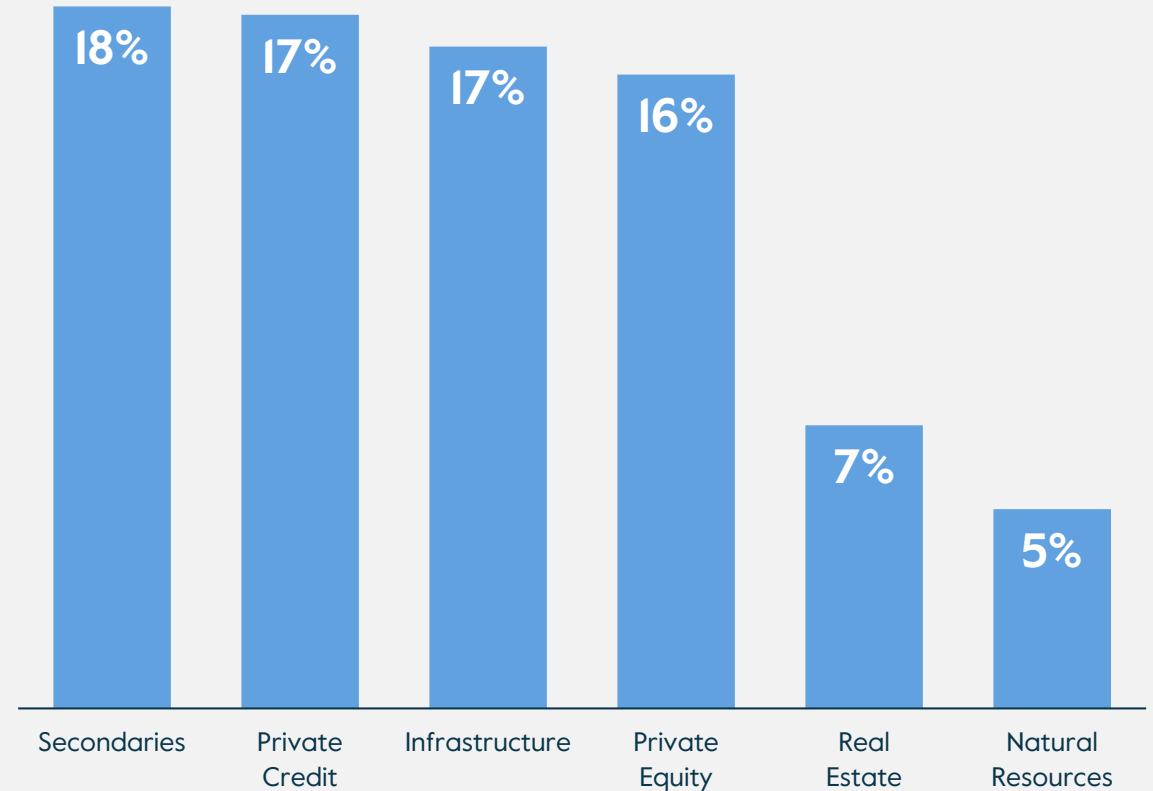
PRIVATE MARKETS GROWTH TO CONTINUE

ASSETS UNDER MANAGEMENT (\$TN):
TOTAL PRIVATE MARKETS¹



OUR BIGGEST STRATEGIES POISED FOR THE MOST GROWTH

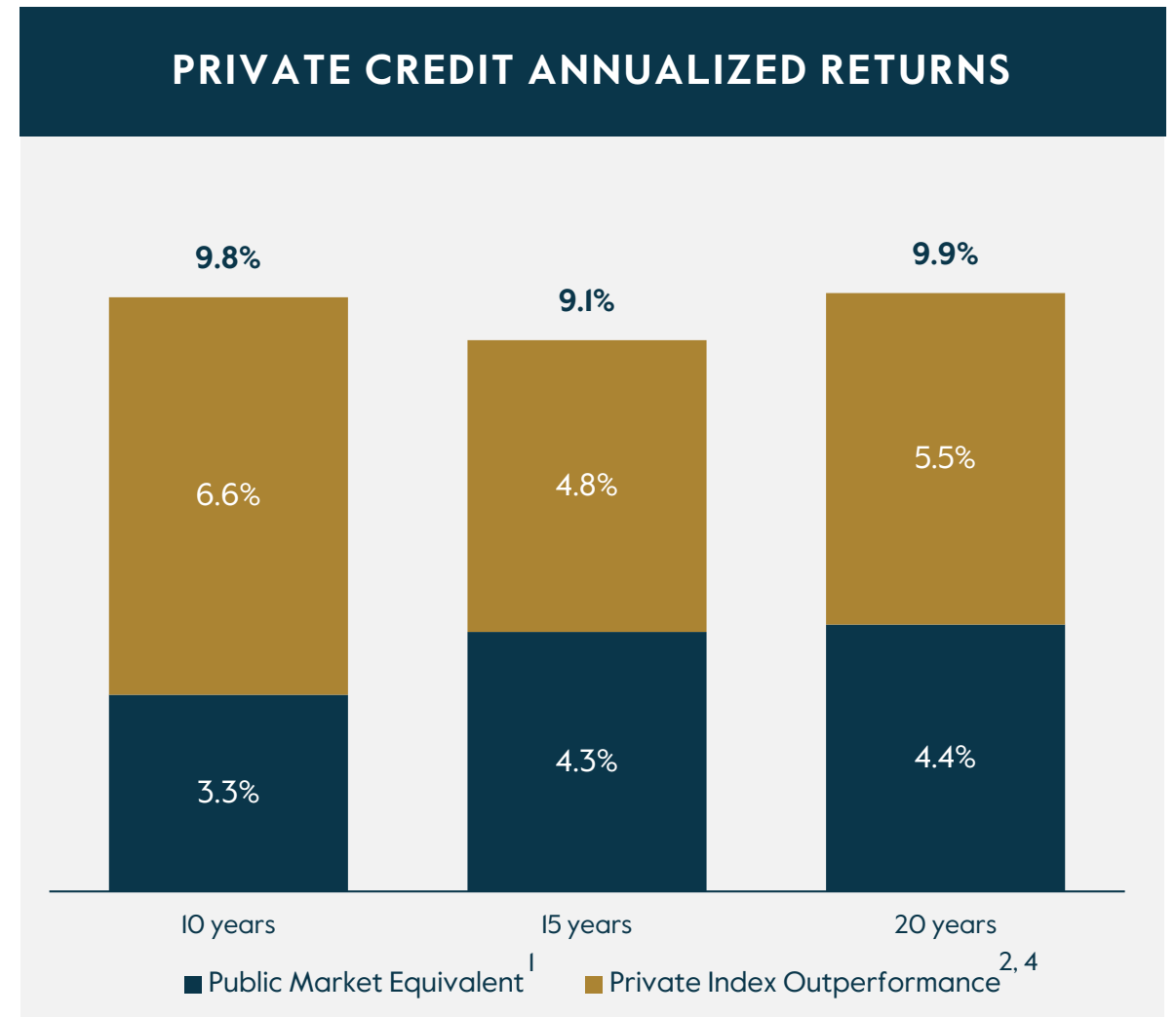
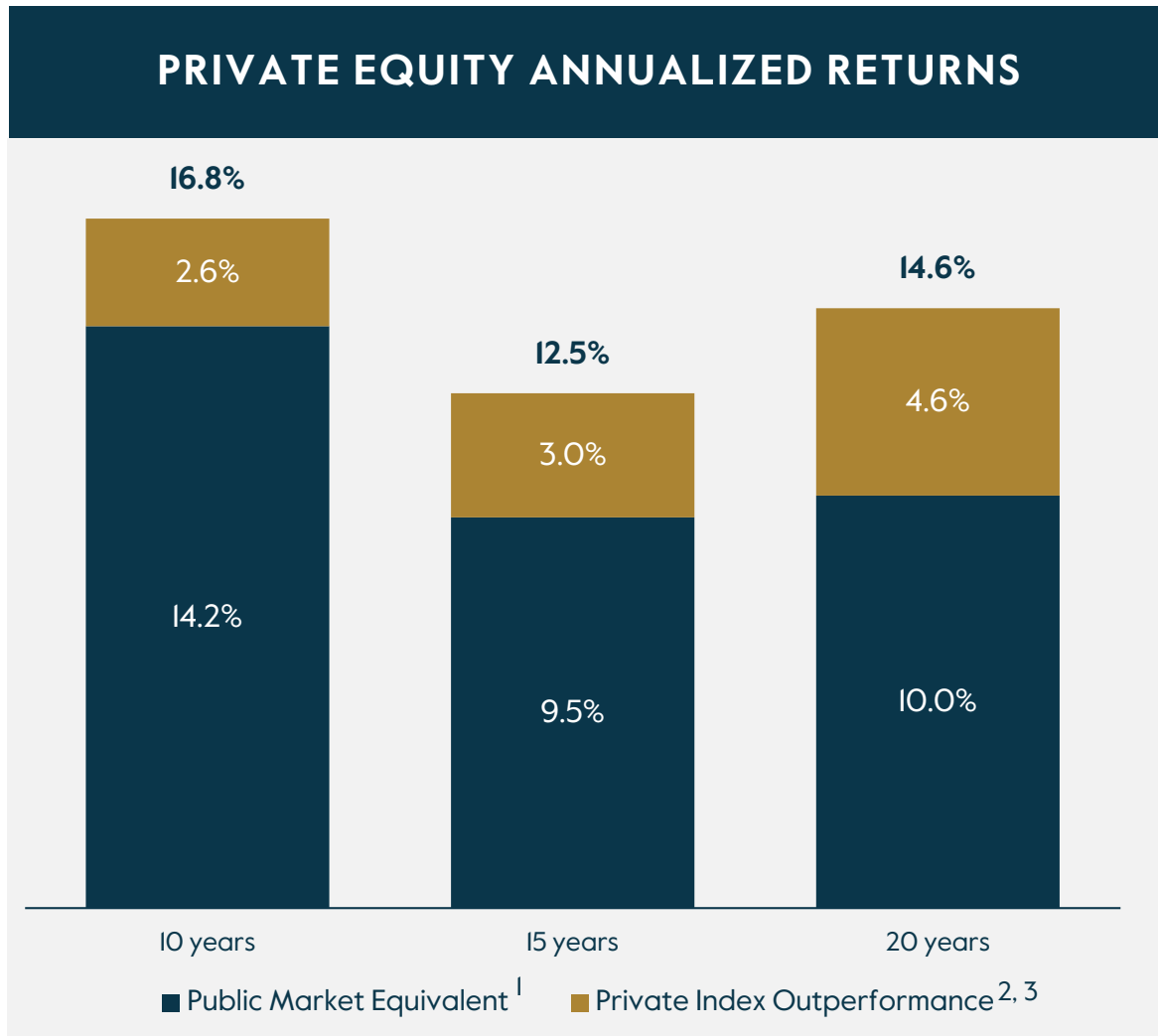
AUM CAGR: 2021-2026
TOTAL PRIVATE MARKETS²



1. As of Sept 2021, from Preqin Alternatives in 2022 Report

2. Total Global AUM CAGR from BCG, BCG Global Asset Management Market Sizing Database 2021

Investment Outperformance Drives Positive Asset Flows



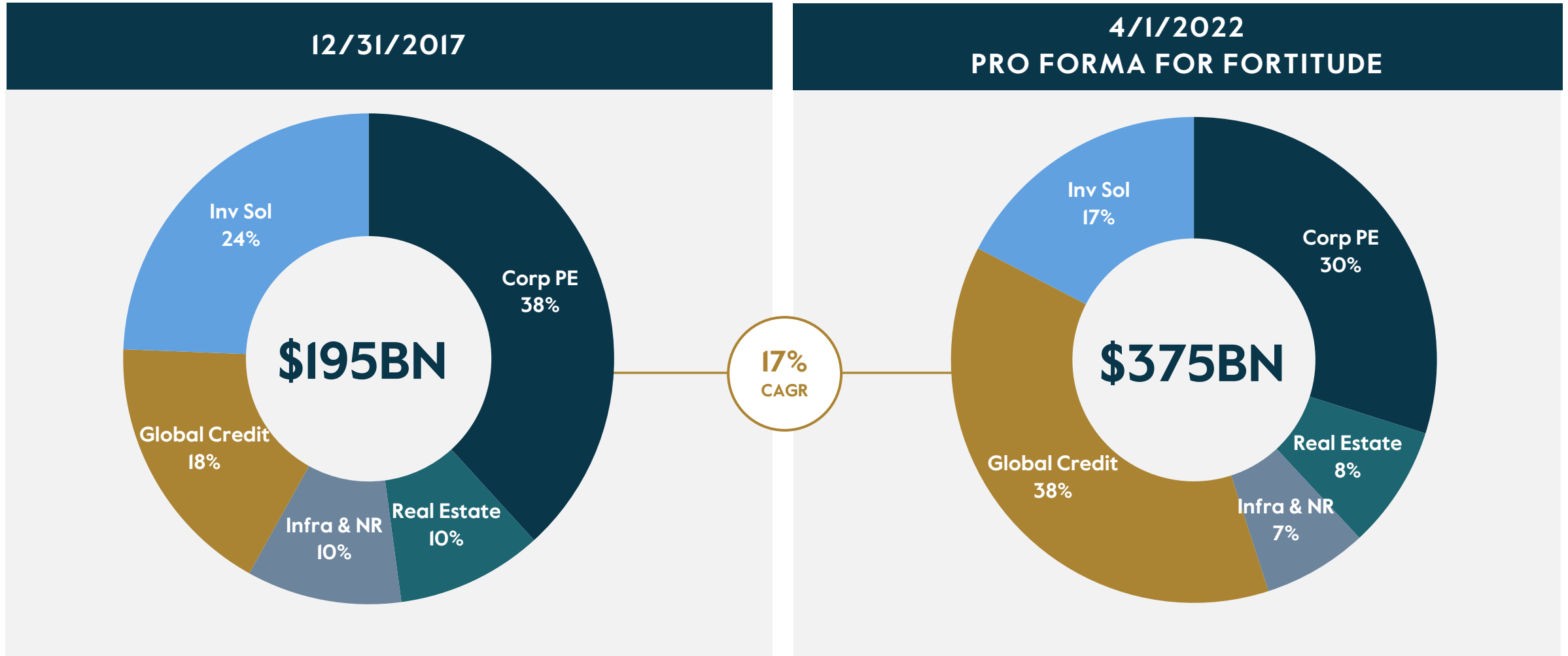
As of 12/31/2021. 1. Cambridge Associates Modified Public Market Equivalent (mPME) replicates private investment performance under public market conditions. The public index's shares are purchased and sold according to the private fund cash flow schedule, with distributions calculated in the same proportion as the private fund, and mPME NAV is a function of mPME cash flows and public index returns. Private Credit mPME: Bloomberg Barclays Government/Credit Bond Index Private Equity mPME: Russell 2000® Index 2. Pooled horizon return, net of fees, expenses, and carried interest. 3. Data compiled by Cambridge Associates from 2,568 private equity funds, formed between 1986 and 2021 4. Data compiled by Cambridge Associates from 551 private credit funds, formed between 1986 and 2021

2

Delivering *Attractive* Growth

Our AUM Has GROWN Rapidly and Is Increasingly DIVERSIFIED

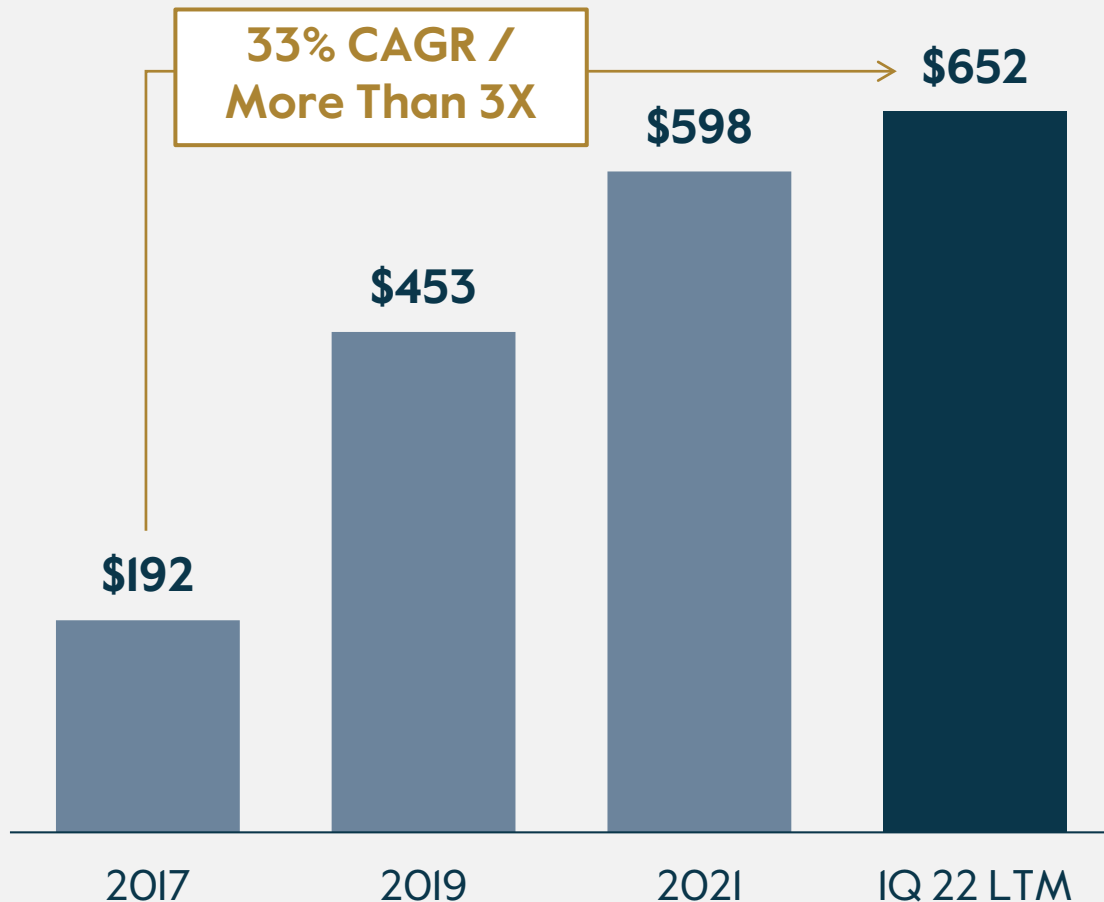
Global Credit has more than doubled its impact and is our largest source of AUM



Note: April 1 AUM is pro-forma for an incremental \$50 billion from the closing of the Fortitude transaction.

Platform Growth Driving Strong Fee Related Earnings

FEE RELATED EARNINGS (\$MN)



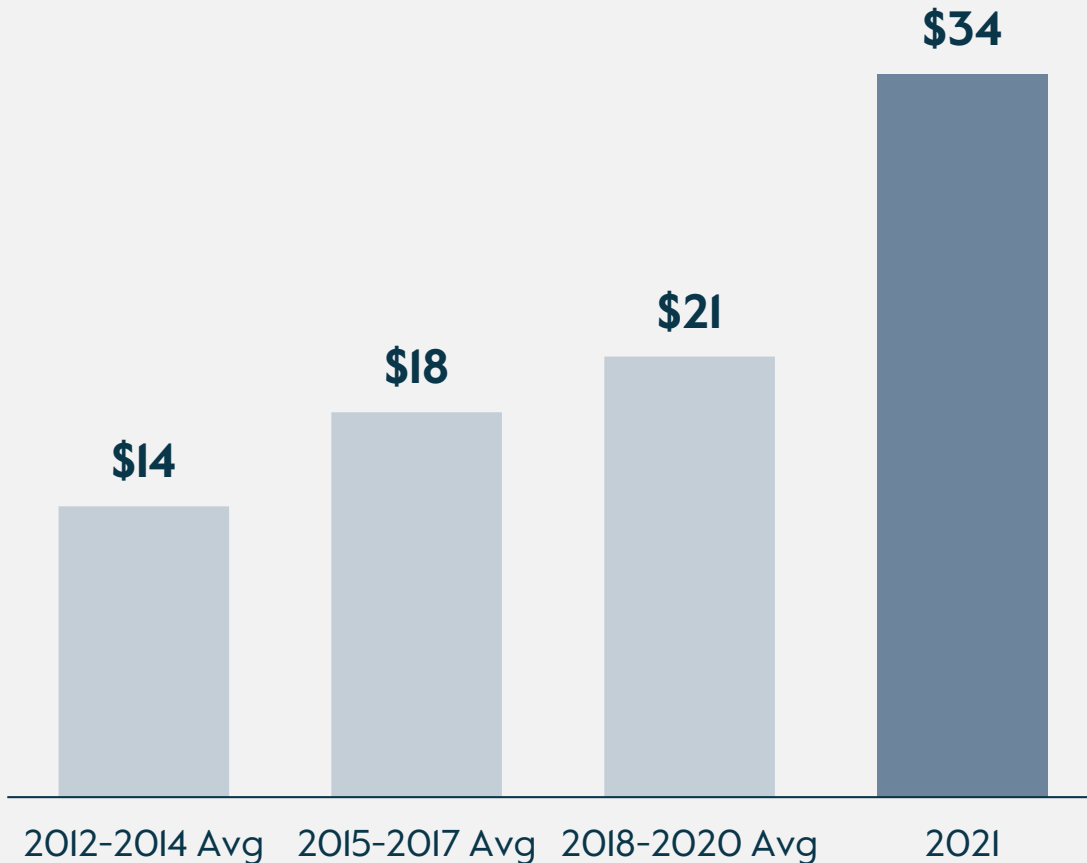
STRATEGIC FOCUS ON GROWING FRE

- **Increasing sustainable FRE** a main driver to create shareholder value
- **FRE more than tripled** in the past three years, with a CAGR ~33% since 2017
- **FRE margins expanded** approximately 1,000 basis points over the past 3-years to 36% in IQ 2022

Record Capital Deployment Driving Record Level of Invested Capital

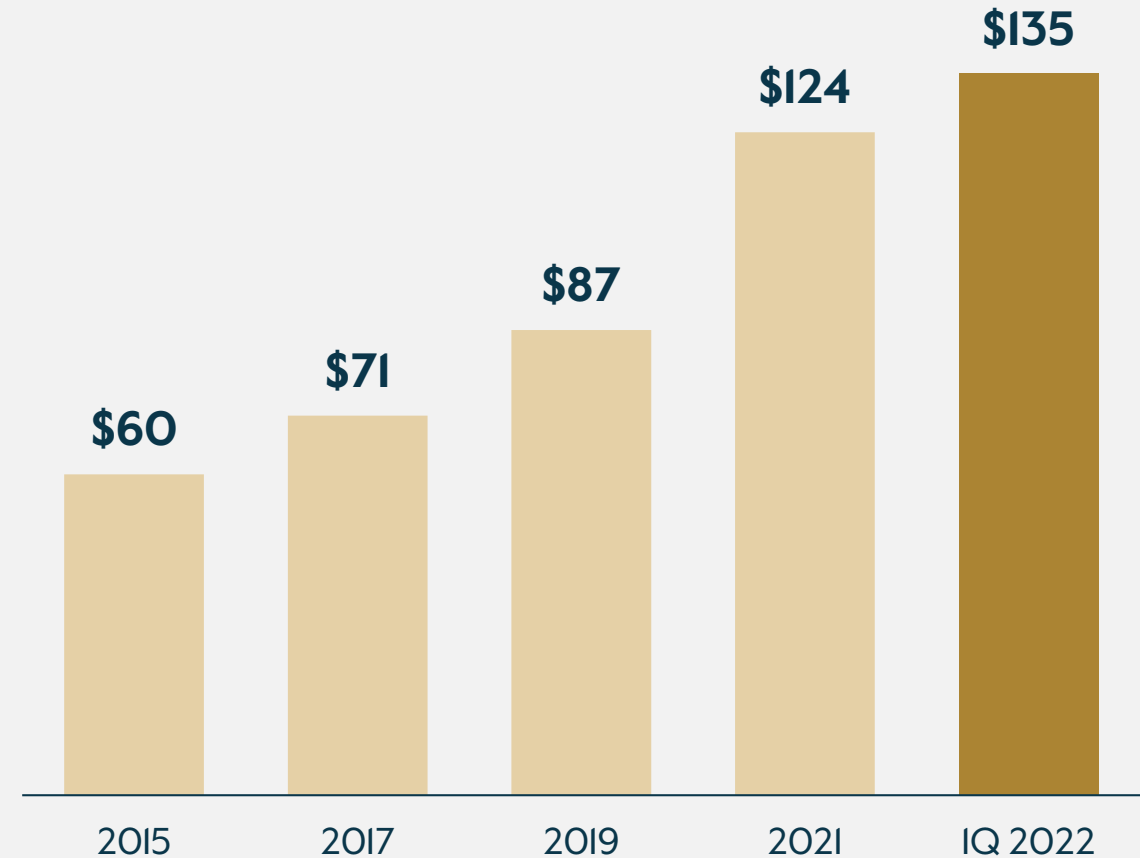
CARRY FUND INVESTED CAPITAL (\$BN)

TRADITIONAL CARRY FUNDS ONLY¹



REMAINING FAIR VALUE (\$BN)

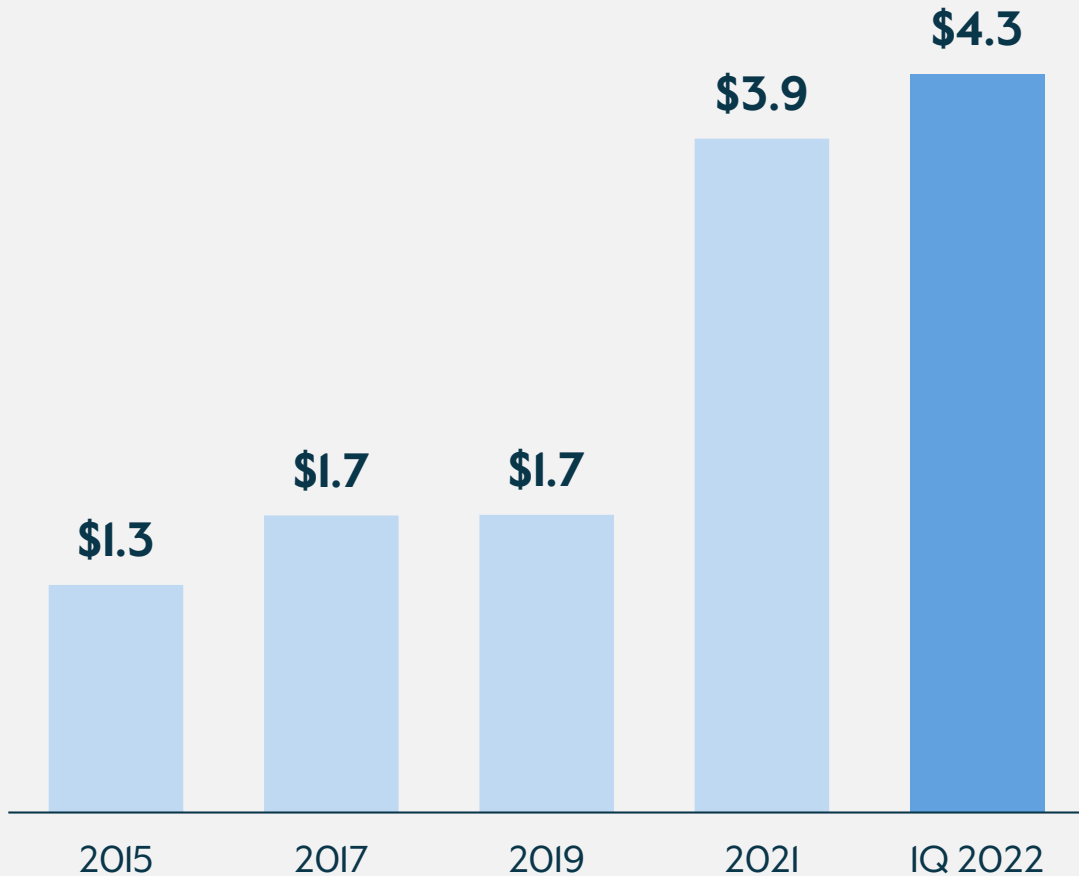
TRADITIONAL CARRY FUNDS ONLY¹



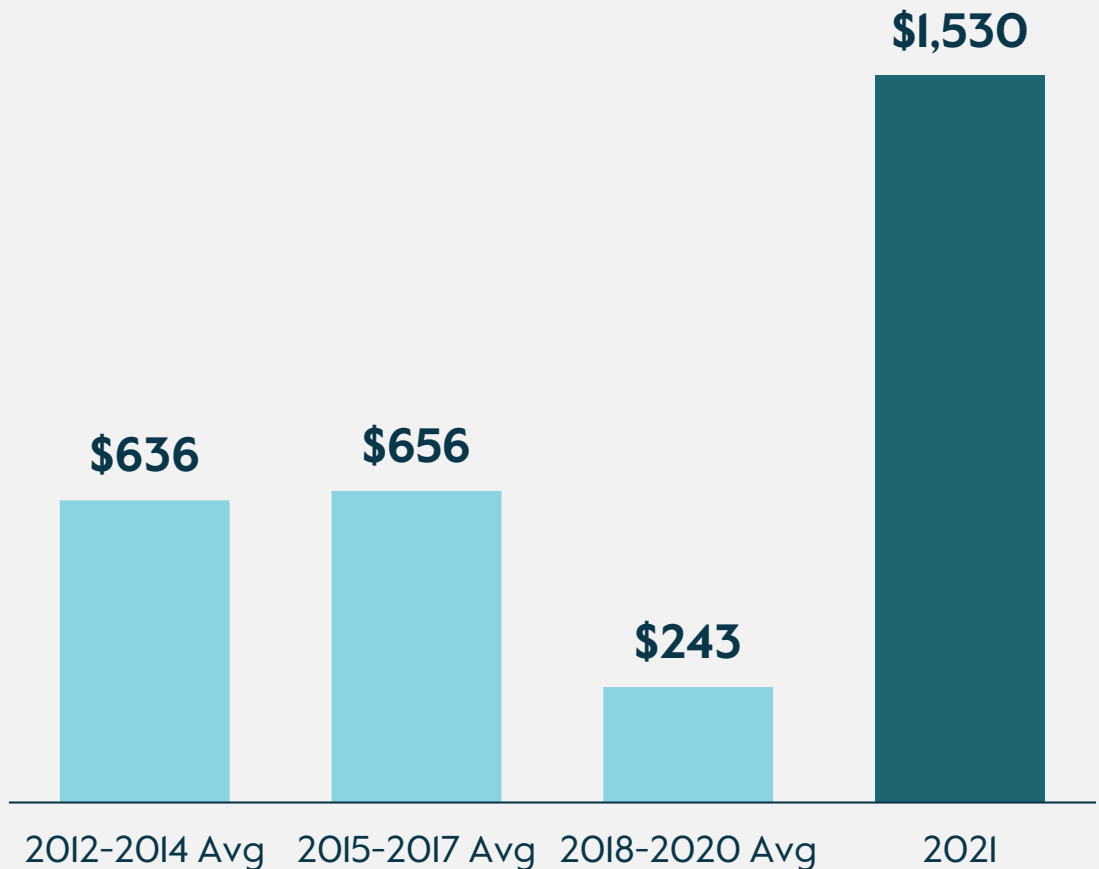
¹ Remaining Fair Value includes capital includes in our Global Private Equity and Global Credit carry funds only.

Strong Investment Performance Driving Performance Revenues

NET ACCRUED PERFORMANCE REVENUES (\$BN)

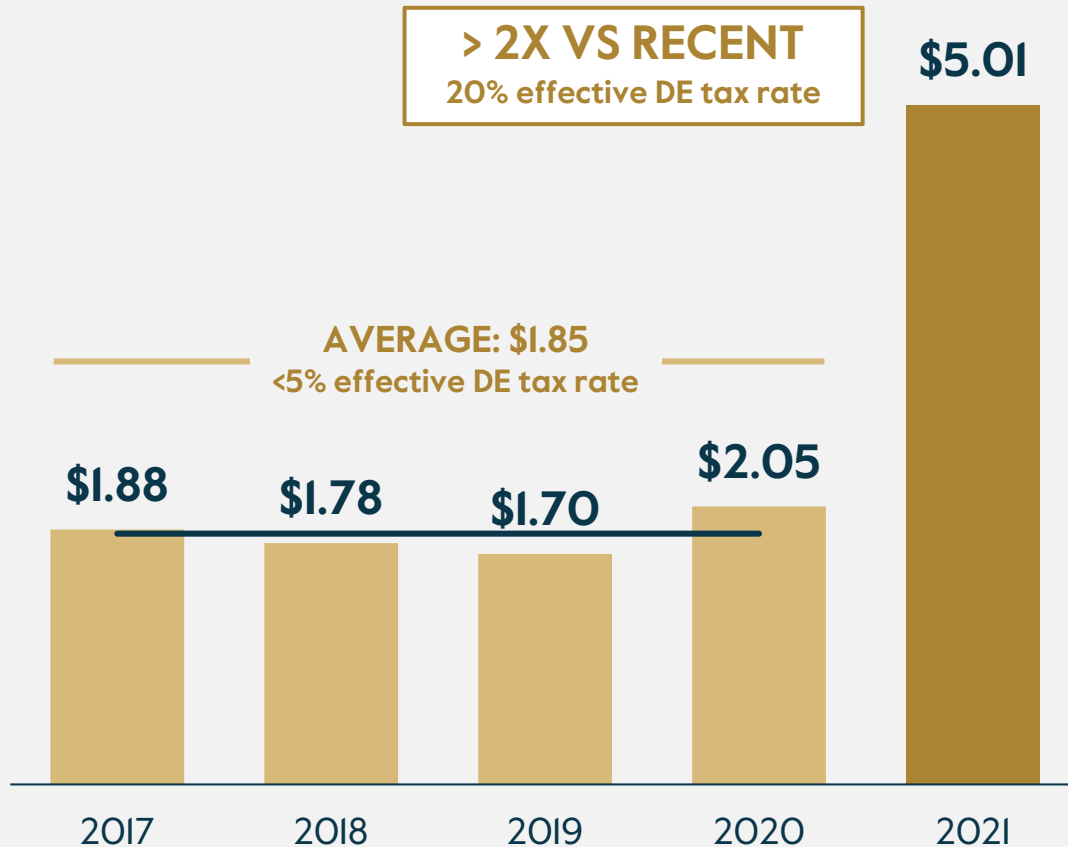


NET REALIZED PERFORMANCE REVENUES (\$MN)



High Performing Platform Delivering Significantly Higher Earnings

DISTRIBUTABLE EARNINGS PER SHARE



EARNINGS SCALING ALONGSIDE PLATFORM

- Carlyle generated **over \$2.2 billion in pre-tax Distributable Earnings** in 2021, nearly triple the average level of the prior few years
- **More than \$5 of DE/share** in 2021. Up well more than 2X the recent annual average
- **Earnings scaling** despite effective step up in tax rate from shift to a full c-corporation

3

Driving Organic & Inorganic Expansion

Delivering On Our Strategic Plan To Drive Long Term Shareholder Value

WE LAUNCHED OUR STRATEGIC PLAN IN FEBRUARY 2021

1



**ACCELERATE
SCOPE & SCALE
OF INVESTMENT
PLATFORM**

2



**CAPITALIZE ON
NEW OPPORTUNITIES
THROUGH
ADJACENCIES**

3



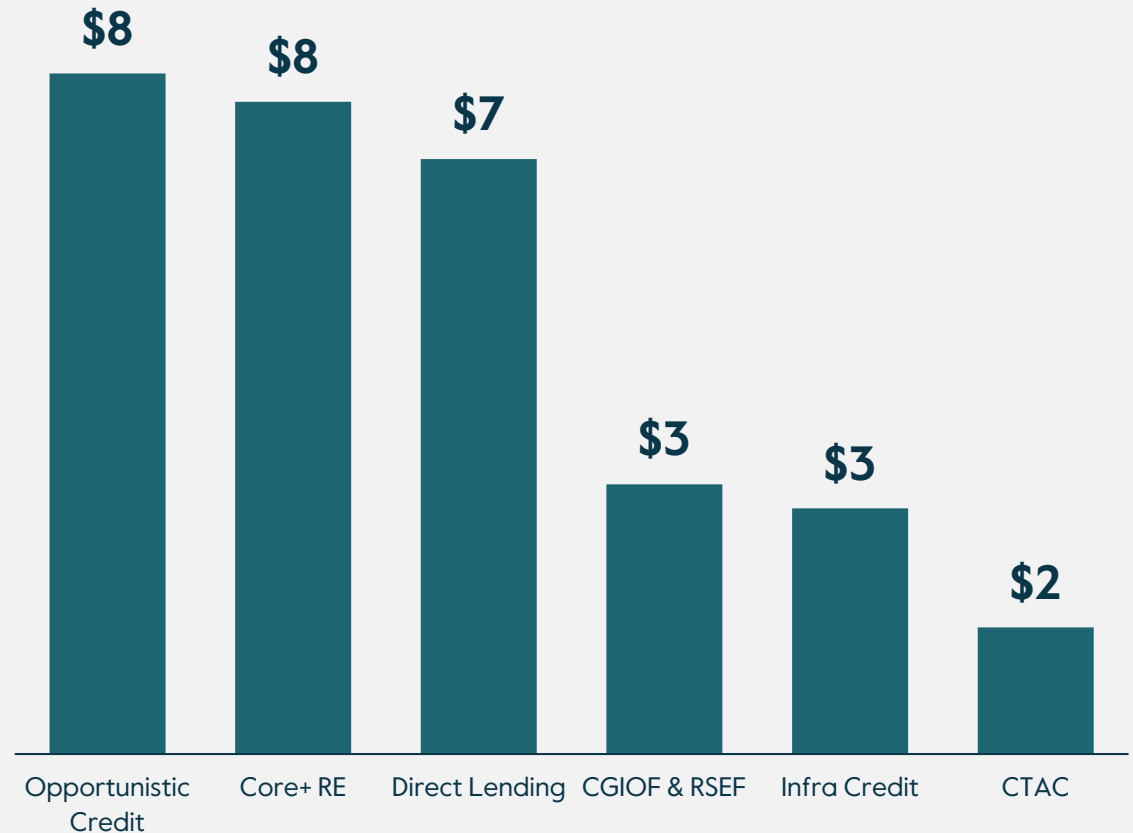
**INSTITUTIONALIZE
THE FIRM**

Attractive Organic Scaling & New Strategy Growth

RAPIDLY SCALING OUR BIGGEST FUND STRATEGIES

	Prior Vintage	Latest Fully Raised Vintage	% Change
Global Buyout (U.S., Europe, Asia & Japan)	\$22BN 2013-2014	\$34BN 2018-2020	+56%
U.S. Real Estate	\$6BN 2017	\$8BN 2021	+45%
AlInvest Secondaries + Coinvest	\$9BN 2017	\$12BN 2020-2021	+41%

ORGANICALLY BUILDING NEW BUSINESSES TOTAL AUM (\$BN)



As of March 31, 2022. For purposes of aggregation, funds that report in foreign currency have been converted to U.S. dollars at the reporting period spot rate.

Strategic Transactions Driving Substantial Accretive Growth

\$1.2BN

**BALANCE SHEET
INVESTMENT**

\$65BN

INCREMENTAL FE AUM

\$120MN

**INCREMENTAL FRE
ON A RUN RATE BASIS**

Fortitude

Scaling Insurance Solutions

CBAM

Building upon our
leading CLO strategy

iStar

Building Real Estate
Credit capabilities

The financial and AUM metrics indicated on this page represent the combined balance sheet investment, incremental AUM and anticipated Fee Related Earnings of the announced Fortitude, CBAM, and iStar transactions.

Insurance Solutions Strategy Poised for Future Growth

FORTITUDE RE

We created Fortitude in 2018 and aggressively expanded its capabilities. This year, we made transformational changes to further align with Fortitude and drive growth

SIGNIFICANT EARNINGS GROWTH & DIVERSIFICATION

- AUM from Fortitude expanded from \$0 in 2018 to **\$55BN Today**
- Annualized FRE from new advisory relationship in excess of **\$50MN**
- \$8bn rotated into Carlyle funds generates **~\$50MN of annual management fees**
- Expect earnings from Fortitude to **Double by 2025**

STRONG STAKEHOLDER ALIGNMENT

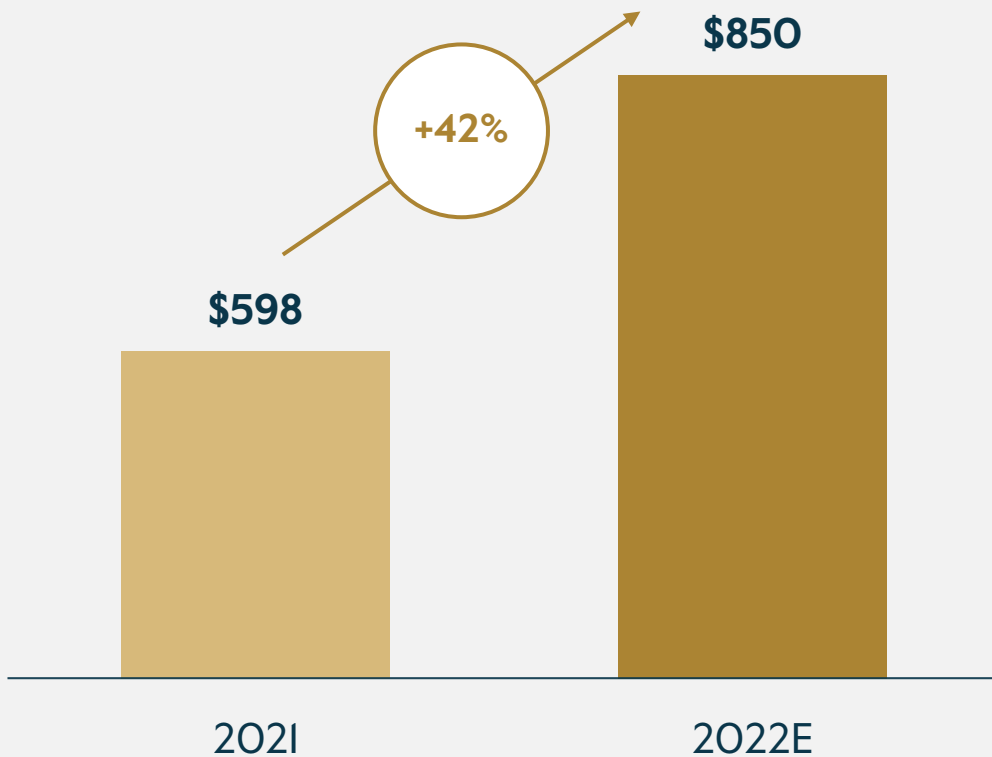
- **Advisory relationship** positions CG to benefit with Fortitude growth
- **All stakeholders aligned** to help Fortitude deliver great performance for its stakeholders
- **Leverages** Carlyle's global investment platform

4

Visible Path to Increased & Sustainable Mix of Earnings

FRE Is Poised to Hit a New Level of Sustained Growth

FEE RELATED EARNINGS (\$MN)

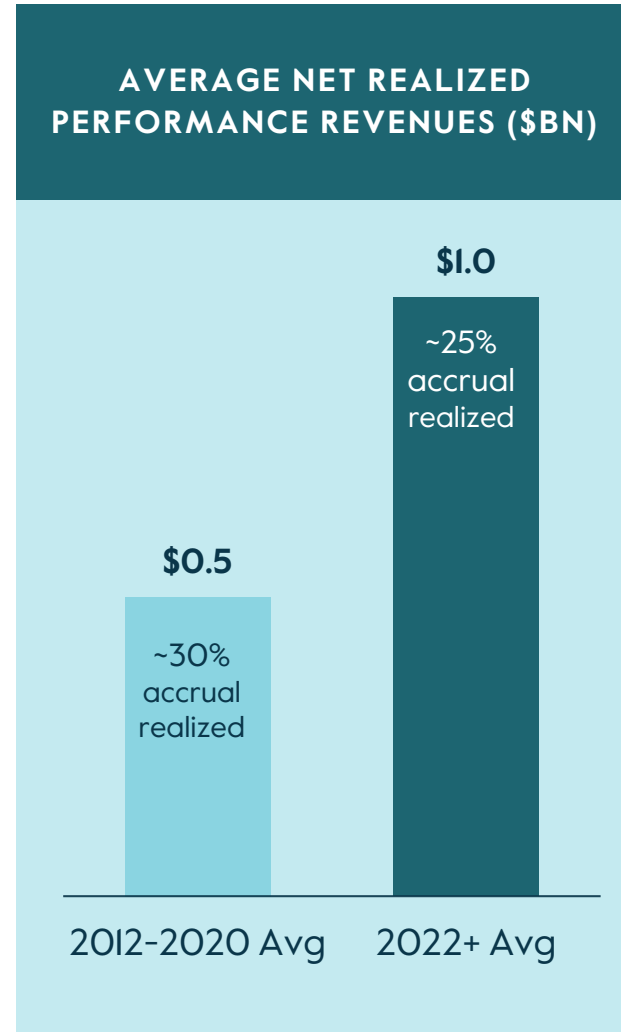
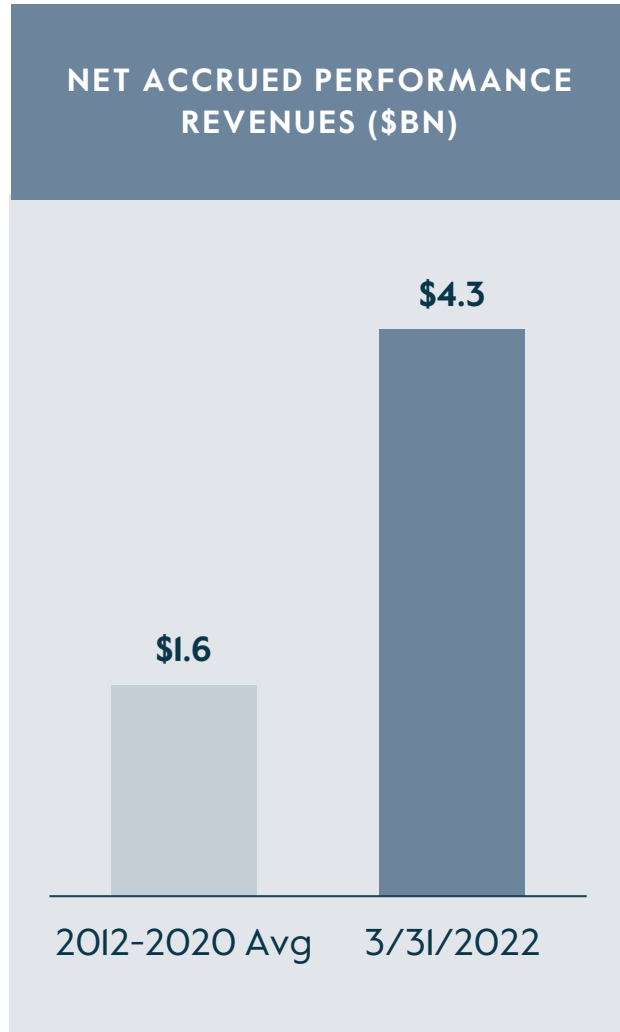


PATH TO FRE GROWTH

- **Solid Fundraising Momentum**
 - \$9BN in Q1, \$53BN LTM
- **Accretive Acquisitions**
 - \$120MN run rate FRE
- **Expect continued growth in 2023**
- **FRE margins** continue to march towards goal of 40%+

Note: There is no assurance that current trends will continue or that we will achieve our projections.

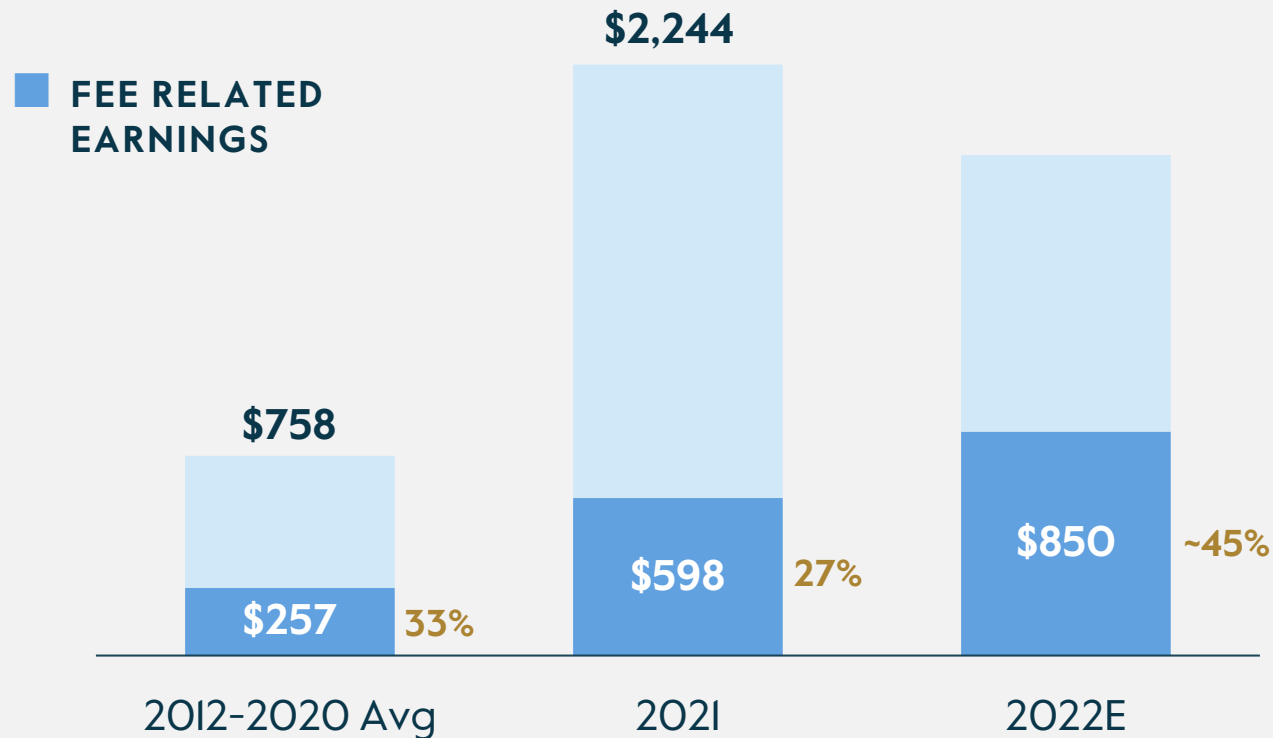
Record Accrued Carry Supports Projected \$1BN+ Average Realized Performance Revenue



- PATH TO PERFORMANCE REVENUE GROWTH**
- **Net realized performance revenue growth** supported by higher accrual
 - Projected **\$1bn annual average of net realized performance revenues** in line with historic realization rate
 - **Record level of remaining fair value** with 37% aged 4+ years

Building An Increasingly Sustainable Earnings Mix

FEE RELATED EARNINGS & DISTRIBUTABLE EARNINGS (\$MN)



INCREASINGLY BALANCED EARNINGS MIX

- Focused on **improving the mix** of earnings
- **More balance from higher & more sustainable FRE**
- **Perpetual capital 20%** of total AUM (as of 4/1/2022)
- 2022 estimated FRE higher than average DE 2012-2020

Note: There is no assurance that these trends will continue or that we will achieve these objectives.

5

Remain Attractively Valued

Growing Fast and Attractively Valued

FRE GROWTH	EARNINGS GROWTH	ACCRUED CARRY	VALUATION
25%	22%	32%	8x
2016-2021 CAGR	2016-2021 CAGR of DE/Share	Net accrued carry to market cap	Current Price to 2023 DE/share
Peers: 28%	Peers: 22%	Peers: 6%	Peers: 13x

Note: Peers include Apollo, Ares, Blackstone & KKR. Pricing and valuation data as of May 25, 2022.
Source: Company reports, Factset.

Traditional Carry Funds Have Significant Embedded Shareholder Value

Fair Value + Dry Powder (\$BN)



As of 3/31/2022

■ Fair Value of Capital ■ Available Capital

Hypothetical NRPR (in \$BN)



2.0x invested capital

**Equivalent to
current
market
capitalization**
(pre-tax)

There is no assurance current trends continue or that we can achieve these results. Data as of May 30, 2022.

Note: Based on the following assumptions for our traditional carry funds as of 3/31/2022 (excludes Global Investment Solutions): \$135 bn FV of current invested capital at current MOIC of 1.30x, \$63 bn of dry powder, 10% adjustment for unpromoted portion, 8% gain discount attributable to management fee and other offsets, 90% of gains generated by funds in carry. Reflects a standard 20% performance fee rate in our carry funds and the firm's 55% ownership share of performance fee revenue. Assumes a 25% effective tax rate and 361 million common shares outstanding.

CARLYLE

Appendix

U.S. GAAP Statement of Operations¹

(Dollars in millions, except per share amounts)

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	LTM 1Q'22
REVENUES											
Fund management fees	\$ 977.6	\$ 984.6	\$ 1,166.3	\$ 1,085.2	\$ 1,076.1	\$ 1,026.9	\$ 1,272.0	\$ 1,476.2	\$ 1,486.0	\$ 1,667.5	\$ 1,737.0
Incentive fees	40.0	145.7	4.1	22.7	36.4	35.3	30.2	35.9	37.0	48.8	53.3
Investment income (loss)											
Performance allocations	1,001.1	2,229.6	1,670.3	802.2	715.4	2,058.6	622.9	799.1	1,635.9	6,084.6	5,008.7
Principal investment income (loss)	36.4	18.8	(7.2)	15.2	160.5	232.0	186.3	769.3	(540.7)	637.3	777.8
Total investment income (loss)	1,037.5	2,248.4	1,663.1	817.4	875.9	2,290.6	809.2	1,568.4	1,095.2	6,721.9	5,786.5
Interest and other income	14.5	11.9	20.6	18.6	23.9	36.7	101.3	97.3	89.6	90.7	96.1
Interest and other income of Consolidated Funds	903.5	1,043.1	956.0	975.5	166.9	177.7	214.5	199.2	226.8	253.2	253.8
Revenue of a real estate VIE	—	7.5	70.2	86.8	95.1	109.0	—	—	—	—	—
Total Revenues	2,973.1	4,441.2	3,880.3	3,006.2	2,274.3	3,676.2	2,427.2	3,377.0	2,934.6	8,782.1	7,926.7
EXPENSES											
Compensation and benefits											
Cash-based compensation and benefits	624.5	738.0	789.0	632.2	647.1	652.7	746.7	833.4	849.6	908.0	933.8
Equity-based compensation	201.7	322.4	344.0	378.0	334.6	320.3	239.9	140.0	105.0	163.1	170.4
Performance allocations and incentive fee related compensation	317.7	1,183.7	872.9	510.9	353.1	988.3	376.3	436.7	779.1	2,961.0	2,465.1
Total compensation and benefits	1,143.9	2,244.1	2,005.9	1,521.1	1,334.8	1,961.3	1,362.9	1,410.1	1,733.7	4,032.1	3,569.3
General, administrative and other expenses	357.5	496.4	526.8	712.8	521.1	276.8	460.7	494.4	349.3	431.7	446.3
Interest	24.6	45.5	55.7	58.0	61.3	65.5	82.2	82.1	94.0	113.3	118.1
Interest and other expenses of Consolidated Funds	758.1	890.6	1,042.0	1,039.3	128.5	197.6	164.6	131.8	163.5	178.5	178.9
Interest and other expenses of a real estate VIE and loss on deconsolidation	—	33.8	175.3	144.6	207.6	202.5	—	—	—	—	—
Other non-operating expenses (income)	7.1	(16.5)	(30.3)	(7.4)	(11.2)	(71.4)	1.1	1.3	(7.2)	1.5	1.2
Total Expenses	2,291.2	3,693.9	3,775.4	3,468.4	2,242.1	2,632.3	2,071.5	2,119.7	2,333.3	4,757.1	4,313.8
Net investment gains (losses) of consolidated funds	1,758.0	696.7	887.0	864.4	13.1	88.4	4.5	(23.9)	(21.3)	2.5	(7.0)
Income (loss) before provision for income taxes ²	2,439.9	1,444.0	991.9	402.2	45.3	1,132.3	360.2	1,233.4	580.0	4,027.5	3,605.9
Provision (benefit) for income taxes	40.4	96.2	76.8	2.1	30.0	124.9	31.3	49.0	197.2	982.3	856.8
Net income (loss)	2,399.5	1,347.8	915.1	400.1	15.3	1,007.4	328.9	1,184.4	382.8	3,045.2	2,749.1
Net income (loss) attributable to non-controlling interests in consolidated entities	1,756.7	676.0	485.5	537.9	41.0	72.5	33.9	36.6	34.6	70.5	72.1
Net income (loss) attributable to Carlyle Holdings	642.8	671.8	429.6	(137.8)	(25.7)	934.9	295.0	1,147.8	348.2	2,974.7	2,677.0
Net income attributable to non-controlling interests in Carlyle Holdings	622.5	567.7	343.8	(119.4)	(32.1)	690.8	178.5	766.9	—	—	—
Net income (loss) attributable to The Carlyle Group Inc.	20.3	104.1	85.8	(18.4)	6.4	244.1	116.5	380.9	348.2	2,974.7	2,677.0
Net income attributable to Series A Preferred Shareholders	—	—	—	—	—	6.0	23.6	19.1	—	—	—
Series A Preferred Unit redemption premium	—	—	—	—	—	—	—	16.5	—	—	—
Net income (loss) attributable to The Carlyle Group Inc. Common Stockholders	\$ 20.3	\$ 104.1	\$ 85.8	\$ (18.4)	\$ 6.4	\$ 238.1	\$ 92.9	\$ 345.3	\$ 348.2	\$ 2,974.7	\$ 2,677.0
Net income (loss) attributable to The Carlyle Group Inc. per common share											
Basic	\$ 0.48	\$ 2.24	\$ 1.35	\$ (0.24)	\$ 0.08	\$ 2.58	\$ 0.89	\$ 3.05	\$ 0.99	\$ 8.37	\$ 7.53
Diluted	\$ 0.41	\$ 2.05	\$ 1.23	\$ (0.30)	\$ (0.08)	\$ 2.38	\$ 0.82	\$ 2.82	\$ 0.97	\$ 8.20	\$ 7.35
Income before provision for income taxes margin ³	82.1 %	32.5 %	25.6 %	13.4 %	2.0 %	30.8 %	14.8 %	36.5 %	19.8 %	45.9 %	45.5 %

See Notes at end of document.

Distributable Earnings and Fee Related Earnings

(Dollars in millions)

SEGMENT REVENUES

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	LTM 1Q'22
Fund management fees	\$ 943.2	\$ 1,054.7	\$ 1,229.3	\$ 1,197.9	\$ 1,085.8	\$ 1,081.0	\$ 1,337.2	\$ 1,537.8	\$ 1,523.1	\$ 1,654.6	\$ 1,726.0
Transaction and portfolio advisory fees, net and other	58.5	61.7	93.7	42.4	60.6	59.0	63.2	53.5	56.9	97.0	93.5
Fee related performance revenues	—	—	—	—	—	—	24.6	33.1	36.1	43.2	78.3
Total segment fee revenues	1,001.7	1,116.4	1,323.0	1,240.3	1,146.4	1,140.0	1,425.0	1,624.4	1,616.1	1,794.8	1,897.8
Realized performance revenues	869.1	1,128.6	1,323.7	1,434.8	1,215.8	1,085.3	682.4	374.3	586.1	2,938.6	3,006.5
Realized principal investment income (loss)	16.3	10.6	(6.1)	(64.8)	44.9	(25.8)	48.1	87.0	73.0	209.5	205.8
Interest income	4.7	1.8	2.2	4.8	10.2	16.7	30.4	24.4	14.3	7.2	7.0
Total Segment Revenues	\$ 1,891.8	\$ 2,257.4	\$ 2,642.8	\$ 2,615.1	\$ 2,417.3	\$ 2,216.2	\$ 2,185.9	\$ 2,110.1	\$ 2,289.5	\$ 4,950.1	\$ 5,117.1

SEGMENT EXPENSES

Compensation and benefits	\$ 561.9	\$ 588.8	\$ 682.5	\$ 649.8	\$ 601.3	\$ 658.0	\$ 740.7	\$ 792.1	\$ 821.5	\$ 891.5	\$ 925.1
Cash-based compensation and benefits	368.2	454.1	590.9	646.3	590.5	532.7	362.7	210.2	339.8	1,409.0	1,434.9
Realized performance revenues related compensation	930.1	1,042.9	1,273.4	1,296.1	1,191.8	1,190.7	1,103.4	1,002.3	1,161.3	2,300.5	2,360.0
Total compensation and benefits ²	227.2	309.4	318.1	312.8	483.5	258.9	298.8	331.3	241.4	267.6	282.3
General, administrative and other expenses ³	21.5	24.3	22.4	25.6	29.0	31.1	35.1	48.2	33.5	37.6	38.0
Depreciation and amortization expense	24.5	43.6	55.7	58.1	61.3	65.5	74.7	81.7	91.2	100.7	105.2
Interest expense											
Total Segment Expenses	\$ 1,203.3	\$ 1,420.2	\$ 1,669.6	\$ 1,692.6	\$ 1,765.6	\$ 1,546.2	\$ 1,512.0	\$ 1,463.5	\$ 1,527.4	\$ 2,706.4	\$ 2,785.5

Total Segment Revenues	\$ 1,891.8	\$ 2,257.4	\$ 2,642.8	\$ 2,615.1	\$ 2,417.3	\$ 2,216.2	\$ 2,185.9	\$ 2,110.1	\$ 2,289.5	\$ 4,950.1	\$ 5,117.1
Total Segment Expenses	1,203.3	1,420.2	1,669.6	1,692.6	1,765.6	1,546.2	1,512.0	1,463.5	1,527.4	2,706.4	2,785.5
(=) Distributable Earnings	\$ 688.5	\$ 837.2	\$ 973.2	\$ 922.5	\$ 651.7	\$ 670.0	\$ 673.9	\$ 646.6	\$ 762.1	\$ 2,243.7	\$ 2,331.6
(-) Realized Net Performance Revenues	500.9	674.5	732.8	788.5	625.3	552.6	319.7	164.1	246.3	1,529.6	1,571.6
(-) Realized Principal Investment Income (Loss)	16.3	10.6	(6.1)	(64.8)	44.9	(25.8)	48.1	87.0	73.0	209.5	205.8
(+) Net Interest	19.8	41.8	53.5	53.3	51.1	48.8	44.3	57.3	76.9	93.5	98.2
(=) Fee Related Earnings	\$ 191.1	\$ 193.9	\$ 300.0	\$ 252.1	\$ 32.6	\$ 192.0	\$ 350.4	\$ 452.8	\$ 519.7	\$ 598.1	\$ 652.4

FRE Margin ¹	19.1 %	17.4 %	22.7 %	20.3 %	2.8 %	16.8 %	24.6 %	27.9 %	30.3 %	33.3 %	34.4 %
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See Notes at end of document.

Reconciliation of GAAP to Total Segment Information

(Dollars in millions)

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	LTM 1Q'22
INCOME (LOSS) BEFORE PROVISION FOR INCOME TAXES	\$ 2,439.9	\$ 1,444.0	\$ 991.9	\$ 402.2	\$ 45.3	\$ 1,132.3	\$ 360.2	\$ 1,233.4	\$ 580.0	\$ 4,027.5	\$ 3,605.9
Adjustments:											
Partner compensation ¹	(265.4)	—	—	—							
Net unrealized performance revenues	(14.2)	(516.9)	(74.6)	396.8	231.6	(625.2)	50.2	(42.3)	(598.7)	(1,606.2)	(1,226.4)
Unrealized principal investment (income) loss ²	(25.2)	53.2	5.0	(42.4)	(5.4)	(73.0)	(48.8)	(590.9)	556.2	(351.8)	(244.2)
Adjusted unrealized principal investment (income) loss from Fortitude	—	—	—	—	—	—	(11.7)	(140.9)	104.4	—	—
Equity-based compensation ³	201.9	330.1	349.6	381.3	343.0	365.1	252.2	151.5	116.6	172.9	178.7
Acquisition or disposition related charges, including amortization of intangibles and impairment	128.3	260.4	242.5	288.8	94.2	35.7	22.3	52.0	38.1	37.7	47.8
Tax (expense) benefit associated with certain foreign performance revenues	(9.5)	(34.9)	(25.3)	(14.9)	(15.1)	(9.2)	(1.5)	(14.3)	(7.9)	(17.1)	(11.9)
Net (income) loss attributable to non-controlling interests in consolidated entities	(1,756.7)	(676.0)	(485.5)	(537.9)	(41.0)	(72.5)	(33.9)	(36.6)	(34.6)	(70.5)	(72.1)
Lease assignment and termination costs / Right-of-use asset impairment	—	—	—	—	—	—	66.9	—	—	26.8	26.8
Reserve for litigation and contingencies	—	—	—	50.0	—	(25.0)	—	—	—	—	—
Debt extinguishment costs	—	—	—	—	—	—	7.8	0.1	—	10.2	10.2
Other adjustments, including severance and Conversion costs in 2019 and 2020 ⁴	(10.6)	(22.7)	(30.4)	(1.4)	(0.9)	(58.2)	10.2	34.6	8.0	14.2	16.8
DISTRIBUTABLE EARNINGS	\$ 688.5	\$ 837.2	\$ 973.2	\$ 922.5	\$ 651.7	\$ 670.0	\$ 673.9	\$ 646.6	\$ 762.1	\$ 2,243.7	\$ 2,331.6
Realized net performance revenues	500.9	674.5	732.8	788.5	625.3	552.6	319.7	164.1	246.3	1,529.6	1,571.6
Realized principal investment income	16.3	10.6	(6.1)	(64.8)	44.9	(25.8)	48.1	87.0	73.0	209.5	205.8
Net interest	19.8	41.8	53.5	53.3	51.1	48.8	44.3	57.3	76.9	93.5	98.2
FEE RELATED EARNINGS	\$ 191.1	\$ 193.9	\$ 300.0	\$ 252.1	\$ 32.6	\$ 192.0	\$ 350.4	\$ 452.8	\$ 519.7	\$ 598.1	\$ 652.4

See Notes at end of document.

Reconciliation of GAAP to Total Segment Information

(Dollars in millions)

	Total Reportable Segments	Consolidated Funds	Reconciling Items	Carlyle Consolidated ¹
For the Year Ended December 31, 2012				
Revenues	\$ 1,891.8	\$ 903.5	\$ 177.8	\$ 2,973.1 ²
Expenses	\$ 1,203.3	\$ 923.9	\$ 164.0	\$ 2,291.2 ²
Other income (loss)	\$ —	\$ 1,755.5	\$ 2.5	\$ 1,758.0 ³
Distributable Earnings	\$ 688.5	\$ 1,735.1	\$ 16.3	\$ 2,439.9 ⁴
For the Year Ended December 31, 2013				
Revenues	\$ 2,257.4	\$ 1,043.1	\$ 1,140.7	\$ 4,441.2 ²
Expenses	\$ 1,420.2	\$ 1,169.4	\$ 1,104.3	\$ 3,693.9 ²
Other income (loss)	\$ —	\$ 701.3	\$ (4.6)	\$ 696.7 ³
Distributable Earnings	\$ 837.2	\$ 575.0	\$ 31.8	\$ 1,444.0 ⁴
For the Year Ended December 31, 2014				
Revenues	\$ 2,642.8	\$ 956.0	\$ 281.5	\$ 3,880.3 ²
Expenses	\$ 1,669.6	\$ 1,286.5	\$ 819.3	\$ 3,775.4 ²
Other income (loss)	\$ —	\$ 898.4	\$ (11.4)	\$ 887.0 ³
Distributable Earnings	\$ 973.2	\$ 567.9	\$ (549.2)	\$ 991.9 ⁴
For the Year Ended December 31, 2015				
Revenues	\$ 2,615.1	\$ 975.5	\$ (584.4)	\$ 3,006.2 ²
Expenses	\$ 1,692.6	\$ 1,258.8	\$ 517.0	\$ 3,468.4 ²
Other income (loss)	\$ —	\$ 886.9	\$ (22.5)	\$ 864.4 ³
Distributable Earnings	\$ 922.5	\$ 603.6	\$ (1,123.9)	\$ 402.2 ⁴

	Total Reportable Segments	Consolidated Funds	Reconciling Items	Carlyle Consolidated ¹
For the Year Ended December 31, 2016				
Revenues	\$ 2,417.3	\$ 166.9	\$ (309.9)	\$ 2,274.3 ²
Expenses	\$ 1,765.6	\$ 153.1	\$ 323.4	\$ 2,242.1 ²
Other income (loss)	\$ —	\$ 13.1	\$ —	\$ 13.1 ³
Distributable Earnings	\$ 651.7	\$ 26.9	\$ (633.3)	\$ 45.3 ⁴
For the Year Ended December 31, 2017				
Revenues	\$ 2,216.2	\$ 177.7	\$ 1,282.3	\$ 3,676.2 ²
Expenses	\$ 1,546.2	\$ 240.4	\$ 845.7	\$ 2,632.3 ²
Other income (loss)	\$ —	\$ 123.5	\$ (35.1)	\$ 88.4 ³
Distributable Earnings	\$ 670.0	\$ 60.8	\$ 401.5	\$ 1,132.3 ⁴
For the Year Ended December 31, 2018				
Revenues	\$ 2,185.9	\$ 214.5	\$ 26.8	\$ 2,427.2 ²
Expenses	\$ 1,512.0	\$ 213.3	\$ 346.2	\$ 2,071.5 ²
Other income (loss)	\$ —	\$ 4.5	\$ —	\$ 4.5 ³
Distributable Earnings	\$ 673.9	\$ 5.7	\$ (319.4)	\$ 360.2 ⁴
For the Year Ended December 31, 2019				
Revenues	\$ 2,110.1	\$ 199.2	\$ 1,067.7	\$ 3,377.0 ²
Expenses	\$ 1,463.5	\$ 165.6	\$ 490.6	\$ 2,119.7 ²
Other income (loss)	\$ —	\$ (23.9)	\$ —	\$ (23.9) ³
Distributable Earnings	\$ 646.6	\$ 9.7	\$ 577.1	\$ 1,233.4 ⁴

	Total Reportable Segments	Consolidated Funds	Reconciling Items	Carlyle Consolidated ¹
For the Year Ended December 31, 2020				
Revenues	\$ 2,289.5	\$ 226.8	\$ 418.3	\$ 2,934.6 ²
Expenses	\$ 1,527.4	\$ 206.2	\$ 599.7	\$ 2,333.3 ²
Other income (loss)	\$ —	\$ (21.3)	\$ —	\$ (21.3) ³
Distributable Earnings	\$ 762.1	\$ (0.7)	\$ (181.4)	\$ 580.0 ⁴
For the Year Ended December 31, 2021				
Revenues	\$ 4,950.1	\$ 253.2	\$ 3,578.8	\$ 8,782.1 ²
Expenses	\$ 2,706.4	\$ 217.8	\$ 1,832.9	\$ 4,757.1 ²
Other income (loss)	\$ —	\$ 2.5	\$ —	\$ 2.5 ³
Distributable Earnings	\$ 2,243.7	\$ 37.9	\$ 1,745.9	\$ 4,027.5 ⁴
For the Twelve Months Ended March 31, 2022				
Revenues	\$ 5,117.1	\$ 253.8	\$ 2,555.8	\$ 7,926.7 ²
Expenses	\$ 2,785.5	\$ 214.2	\$ 1,314.1	\$ 4,313.8 ²
Other income (loss)	\$ —	\$ (7.0)	\$ —	\$ (7.0) ³
Distributable Earnings	\$ 2,331.6	\$ 32.6	\$ 1,241.7	\$ 3,605.9 ⁴

See Notes at end of document.

Reconciliation of GAAP to Total Segment Information

(Dollars in millions)

	Carlyle Consolidated	Reconciling Items ¹	Total Reportable Segments	Carlyle Consolidated	Reconciling Items ¹	Total Reportable Segments	Carlyle Consolidated	Reconciling Items ¹	Total Reportable Segments
	For the Year Ended December 31, 2012			For the Year Ended December 31, 2016			For the Year Ended December 31, 2020		
Performance revenues	\$ 1,041.1	\$ (172.0)	\$ 869.1	\$ 715.4	\$ 500.4	\$ 1,215.8	\$ 1,635.9	\$ (1,049.8)	\$ 586.1
Performance revenues related compensation expense	\$ 317.7	\$ 50.5	\$ 368.2	\$ 353.1	\$ 237.4	\$ 590.5	\$ 779.1	\$ (439.3)	\$ 339.8
Net performance revenues	\$ 723.4	\$ (222.5)	\$ 500.9	\$ 362.3	\$ 263.0	\$ 625.3	\$ 856.8	\$ (610.5)	\$ 246.3
Principal investment income (loss)	\$ 36.4	\$ (20.1)	\$ 16.3	\$ 160.5	\$ (115.6)	\$ 44.9	\$ (540.7)	\$ 613.7	\$ 73.0
	For the Year Ended December 31, 2013			For the Year Ended December 31, 2017			For the Year Ended December 31, 2021		
Performance revenues	\$ 2,375.3	\$ (1,246.7)	\$ 1,128.6	\$ 2,058.6	\$ (973.3)	\$ 1,085.3	\$ 6,084.6	\$ (3,146.0)	\$ 2,938.6
Performance revenues related compensation expense	\$ 1,183.7	\$ (729.6)	\$ 454.1	\$ 988.3	\$ (455.6)	\$ 532.7	\$ 2,961.0	\$ (1,552.0)	\$ 1,409.0
Net performance revenues	\$ 1,191.6	\$ (517.1)	\$ 674.5	\$ 1,070.3	\$ (517.7)	\$ 552.6	\$ 3,123.6	\$ (1,594.0)	\$ 1,529.6
Principal investment income (loss)	\$ 18.8	\$ (8.2)	\$ 10.6	\$ 232.0	\$ (257.8)	\$ (25.8)	\$ 637.3	\$ (427.8)	\$ 209.5
	For the Year Ended December 31, 2014			For the Year Ended December 31, 2018			For the Twelve Months Ended March 31, 2022		
Performance revenues	\$ 1,674.4	\$ (350.7)	\$ 1,323.7	\$ 622.9	\$ 59.5	\$ 682.4	\$ 5,008.7	\$ (2,002.2)	\$ 3,006.5
Performance revenues related compensation expense	\$ 872.9	\$ (282.0)	\$ 590.9	\$ 376.3	\$ (13.6)	\$ 362.7	\$ 2,465.1	\$ (1,030.2)	\$ 1,434.9
Net performance revenues	\$ 801.5	\$ (68.7)	\$ 732.8	\$ 246.6	\$ 73.1	\$ 319.7	\$ 2,543.6	\$ (972.0)	\$ 1,571.6
Principal investment income (loss)	\$ (7.2)	\$ 1.1	\$ (6.1)	\$ 186.3	\$ (138.2)	\$ 48.1	\$ 777.8	\$ (572.0)	\$ 205.8
	For the Year Ended December 31, 2015			For the Year Ended December 31, 2019					
Performance revenues	\$ 824.9	\$ 609.9	\$ 1,434.8	\$ 799.1	\$ (424.8)	\$ 374.3			
Performance revenues related compensation expense	\$ 510.9	\$ 135.4	\$ 646.3	\$ 436.7	\$ (226.5)	\$ 210.2			
Net performance revenues	\$ 314.0	\$ 474.5	\$ 788.5	\$ 362.4	\$ (198.3)	\$ 164.1			
Principal investment income (loss)	\$ 15.2	\$ (80.0)	\$ (64.8)	\$ 769.3	\$ (682.3)	\$ 87.0			

See Notes at end of document.

Reconciliation of GAAP to Total Segment Information

(Dollars in millions)

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	LTM 1Q'22
REVENUE RECONCILING ITEMS											
Unrealized performance revenues	\$ 126.9	\$ 1,164.7	\$ 384.2	\$ (525.1)	\$ (464.1)	\$ 1,089.5	\$ (42.7)	\$ 267.8	\$ 1,031.0	\$ 3,155.6	\$ 2,232.6
Unrealized principal investment income (loss)	25.2	(53.2)	(5.0)	42.4	5.4	73.0	48.8	590.9	(556.2)	351.8	244.2
Adjusted unrealized principal investment income (loss) from Fortitude	—	—	—	—	—	—	11.7	140.9	(104.4)	—	—
Adjustments related to expenses associated with NGP Management and its affiliates	(1.0)	(77.2)	(74.7)	(71.9)	(71.2)	(62.5)	(18.9)	(16.2)	(15.3)	(13.7)	(13.2)
Tax expense (benefit) associated with certain performance revenues	—	—	—	—	—	0.9	(4.9)	0.3	0.5	0.2	0.2
Non-controlling interests and other adjustments to present certain costs on a net basis	198.0	299.2	201.2	134.5	254.4	237.9	92.5	117.5	96.6	159.6	132.2
Elimination of revenues of Consolidated Funds	(171.3)	(192.8)	(224.2)	(164.3)	(34.4)	(56.5)	(59.7)	(33.5)	(33.9)	(74.7)	(40.2)
Total Revenue Reconciling Items	\$ 177.8	\$ 1,140.7	\$ 281.5	\$ (584.4)	\$ (309.9)	\$ 1,282.3	\$ 26.8	\$ 1,067.7	\$ 418.3	\$ 3,578.8	\$ 2,555.8
EXPENSE RECONCILING ITEMS											
Partner compensation	\$ (265.4)	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
Unrealized performance revenues related compensation	112.7	647.8	309.6	(128.3)	(232.5)	464.4	7.4	225.5	432.3	1,549.4	1,006.3
Equity-based compensation	201.9	330.1	349.6	381.3	343.0	365.1	252.2	151.5	116.6	172.9	178.7
Acquisition or disposition related charges (credits), including amortization of intangibles and impairment	128.3	260.4	242.5	288.8	94.2	35.7	22.3	52.0	38.1	37.7	47.8
Tax (expense) benefit associated with certain foreign performance revenues related compensation	(9.5)	(34.9)	(25.3)	(14.9)	(15.1)	(8.4)	(6.2)	(14.3)	(8.4)	(17.3)	(12.1)
Non-controlling interests and other adjustments to present certain costs on a net basis	174.9	198.9	214.9	161.0	159.3	114.9	34.3	75.0	55.8	78.5	75.1
Reserve for litigation and contingencies	—	—	—	50.0	—	(25.0)	—	—	—	—	—
Lease assignment and termination costs / Right-of-use asset impairment	—	—	—	—	—	—	66.9	—	—	26.8	26.8
Debt extinguishment costs	—	—	—	—	—	—	7.8	0.1	—	10.2	10.2
Other, including severance and Conversion costs in 2019 and 2020	(10.6)	(22.7)	(30.4)	(1.4)	(0.9)	(58.2)	10.2	34.6	8.0	14.2	16.8
Elimination of expenses of Consolidated Funds	(168.3)	(275.3)	(241.6)	(219.5)	(24.6)	(42.8)	(48.7)	(33.8)	(42.7)	(39.5)	(35.5)
Total Expense Reconciling Items	\$ 164.0	\$ 1,104.3	\$ 819.3	\$ 517.0	\$ 323.4	\$ 845.7	\$ 346.2	\$ 490.6	\$ 599.7	\$ 1,832.9	\$ 1,314.1

See Notes at end of document.

Reconciliation of Investments and Accrued Performance Allocations

RECONCILIATION OF TOTAL INVESTMENTS ATTRIBUTABLE TO THE CARLYLE GROUP INC.

(Dollars in millions)

	03/31/22
INVESTMENTS, EXCLUDING PERFORMANCE ALLOCATIONS	\$ 3,418.2
Less: Amounts attributable to non-controlling interests in Consolidated Funds	(205.4)
Plus: Investments in Consolidated Funds, eliminated in consolidation	142.9
Less: Strategic equity method investments in NGP Management ¹	(369.9)
Less: Investment in NGP general partners - accrued performance allocations ¹	(254.2)
TOTAL INVESTMENTS ATTRIBUTABLE TO THE CARLYLE GROUP INC.	2,731.6
Less: CLO loans and other borrowings attributable to The Carlyle Group Inc. ²	(387.3)
TOTAL INVESTMENTS ATTRIBUTABLE TO THE CARLYLE GROUP INC., NET OF CLO LOANS AND OTHER BORROWINGS	\$ 2,344.3

RECONCILIATION OF ACCRUED PERFORMANCE ALLOCATIONS

(Dollars in millions)

	03/31/22
ACCRUED PERFORMANCE ALLOCATIONS, NET OF ACCRUED GIVEBACK OBLIGATIONS	\$ 8,464.4
Plus: Accrued performance allocations from NGP Carry Funds ³	254.2
Less: Net accrued performance allocations presented as fee related performance revenues	(65.3)
Less: Accrued performance allocation-related expense	(4,269.1)
Plus: Receivable for giveback obligations from current and former employees	9.9
Less: Deferred taxes on certain foreign accrued performance allocations	(53.0)
Less: Net accrued performance allocations attributable to non-controlling interests in consolidated entities	1.0
NET ACCRUED PERFORMANCE REVENUES BEFORE TIMING DIFFERENCES	4,342.1
Less: Timing differences between the period when accrued performance allocations are realized and the period they are collected/distributed	(71.2)
NET ACCRUED PERFORMANCE REVENUES ATTRIBUTABLE TO THE CARLYLE GROUP INC.	\$ 4,270.9

See Notes at end of document.

Definitions

Distributable Earnings (“DE”)

Distributable Earnings, or “DE”, is a key performance benchmark used in our industry and is evaluated regularly by management in making resource deployment and compensation decisions, and in assessing the performance of our three segments. We also use DE in our budgeting, forecasting, and the overall management of our segments. We believe that reporting DE is helpful to understanding our business and that investors should review the same supplemental financial measure that management uses to analyze our segment performance. DE is intended to show the amount of net realized earnings without the effects of consolidation of the Consolidated Funds. DE is derived from our segment reported results and is an additional measure to assess performance.

Distributable Earnings differs from income (loss) before provision for income taxes computed in accordance with U.S. GAAP in that it includes certain tax expenses associated with performance revenues (comprised of performance allocations and incentive fees), and does not include unrealized performance allocations and related compensation expense, unrealized principal investment income, equity-based compensation expense, net income (loss) attributable to non-Carlyle interest in consolidated entities, or charges (credits) related to Carlyle corporate actions and non-recurring items. Charges (credits) related to Carlyle corporate actions and non-recurring items include: charges associated with acquisitions or strategic investments, changes in the tax receivable agreement liability, corporate conversion costs, amortization and any impairment charges associated with acquired intangible assets, transaction costs associated with acquisitions and dispositions, charges associated with earnouts and contingent consideration including gains and losses associated with the estimated fair value of contingent consideration issued in conjunction with acquisitions or strategic investments, impairment charges associated with lease right-of-use assets, gains and losses from the retirement of debt, charges associated with contract terminations and employee severance. We believe the inclusion or exclusion of these items provides investors with a meaningful indication of our core operating performance.

Fee Related Earnings (“FRE”)

Fee Related Earnings, or “FRE”, is a component of DE and is used to assess the ability of the business to cover direct base compensation and operating expenses from total fee revenues. FRE differs from income (loss) before provision for income taxes computed in accordance with U.S. GAAP in that it adjusts for the items included in the calculation of DE and also adjusts DE to exclude net realized performance revenues, realized principal investment income from investments in Carlyle funds, net interest (interest income less interest expense), and certain general, administrative and other expenses when the timing of any future payment is uncertain.

Distributable Earnings per Common Share After Tax

DE per common share after tax represents DE less estimated current corporate, foreign, state and local taxes, divided by shares eligible for the dividend in each period. Estimated current corporate, foreign state and local taxes represents the total 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.

Endnotes

PAGE 28: U.S. GAAP STATEMENT OF OPERATIONS

1. On January 1, 2020, The Carlyle Group L.P. (the "Partnership") completed its conversion from a Delaware limited partnership to a Delaware corporation, The Carlyle Group Inc. Information reported for periods prior to the Conversion on January 1, 2020 reflect the results of the Partnership. References to The Carlyle Group Inc., our common stock and our dividends in periods prior to the Conversion refer to The Carlyle Group L.P., its common units and distributions. For periods subsequent to the Conversion, Net income (loss) attributable to Carlyle Holdings, refers to Net income (loss) of The Carlyle Group Inc. and its consolidated subsidiaries, net of non-controlling interests in consolidated entities.
2. Income (loss) before provision for income taxes is the GAAP measure that is most directly comparable to Distributable Earnings, which management uses to measure the performance of the business. A full reconciliation is included starting on page 30.
3. Income (loss) before provision for taxes margin is equal to Income (loss) before provision for taxes, divided by Total revenues.

PAGE 29: DISTRIBUTABLE EARNINGS AND FEE RELATED EARNINGS

1. Fee related performance revenues are the realized portion of performance revenues that are measured and received on a recurring basis, are not dependent on the disposition of investments, and which are not at risk of giveback. The related compensation expense is included in cash-based compensation and benefits. We began disclosing this as a separate line item in 2022. Previously, these amounts were included as a component of fund management fees. During the three months ended March 31, 2022, our Core Plus real estate fund, CPI, began to realize recurring fee related performance revenues. Realized net performance revenues for CPI were immaterial in prior periods.
2. Total Segment compensation and benefits exclude equity-based compensation, detailed on page 44. These amounts include equity-based compensation reflected in (i) principal investment income and (ii) general, administration and other expense in our U.S. GAAP statement of operations, and excludes amounts related to shares issued in conjunction with a previous acquisition.
3. General, administrative and other expenses in FY'20 include the positive impact of a \$30 million recovery of litigation costs (a contra expense). Excluding this, General, administrative and other expenses would have been \$271 million.
4. FRE Margin is calculated as Fee Related Earnings, divided by Total Segment Fee Revenues. FRE Margin for 2020 excludes the impact of \$30 million in litigation cost recoveries.

PAGE 30: RECONCILIATION OF TOTAL SEGMENTS TO INCOME BEFORE PROVISION FOR INCOME TAXES

1. Adjustments for partner compensation due to senior Carlyle professionals for compensation and performance fees allocated to them, which amount were classified as distributions from partners' capital in the consolidated financial statements for periods prior to the reorganization and initial public offering in May 2012.
2. The U.S. GAAP results for FY'20 include a loss in principal investment income (loss) of \$(621) million related to the closing of the transaction in which a Carlyle-affiliated investment fund purchased additional interests in Fortitude from AIG. The loss is driven by the contribution of our existing 19.9% investment in Fortitude into the fund, and the subsequent accounting for our investment based on the net asset value of our limited partnership interest in the fund rather than a direct investment in Fortitude.
2. Equity-based compensation includes amounts reflected in principal investment income and general, administrative and other expense in our U.S. GAAP statement of operations, as well as amounts related to shares issued in conjunction with a previous acquisition. FY'16 - FY'18 include amounts related to the IPO.
3. Included in other non-operating (income) expense for the year ended December 31, 2017 is a \$71.5 million adjustment for the revaluation of the tax receivable agreement liability as result of the passage of the Tax Cuts and Job Act of 2017.

Information reported for periods prior to January 1, 2020 reflect the results of the Partnership.

Endnotes

PAGE 31: RECONCILIATION OF TOTAL SEGMENTS TO INCOME BEFORE PROVISION FOR INCOME TAXES

1. The Distributable Earnings in the Carlyle Consolidated column is income before provision for income taxes, which is the U.S. GAAP measure that is most directly comparable to Distributable Earnings.
2. See detailed breakdown of revenue and expense adjustments on page 33.
3. The Other Income (Loss) adjustment results from the Consolidated Funds which were eliminated in consolidation to arrive at Carlyle's total Other Income (Loss).
4. See the reconciliation for Distributable Earnings and Fee Related Earnings on page 30.

PAGE 32: ADJUSTMENTS TO PERFORMANCE REVENUES AND PRINCIPAL INVESTMENT INCOME

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 certain incentive fees from business development companies, which are included in fund management fees 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, and the exclusion of charges associated with the investment in NGP Management and its affiliates that are excluded from the segment results, and adjustments to reflect the Company's share of UrbPlan net losses, until UrbPlan was deconsolidated during 2017, as investment losses for the Non-GAAP results. See Note 15 to the consolidated financial statements in our Annual Report on Form 10-K for the year ended December 31, 2017 for further information regarding UrbPlan, and Note 5 to the consolidated financial statements in our Annual Report on Form 10-K for the year ended December 31, 2020 for further information regarding NGP.

PAGE 33: RECONCILIATION OF INVESTMENTS AND ACCRUED PERFORMANCE ALLOCATIONS

1. The Company has 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 the equity method of accounting. Total investments attributable to The Carlyle Group Inc. excludes the strategic equity method investment in NGP Management and investments in the general partners of certain NGP carry funds.
2. Of the \$405.1 million in CLO loans as of March 31, 2022, \$387.3 million are collateralized by investments attributable to The Carlyle Group Inc. The remaining \$17.8 million in CLO borrowings outstanding are collateralized by investments attributable to non-controlling interests.
3. Accrued performance allocations from NGP Carry Funds are recorded as an investment in the U.S. GAAP balance sheet.