

The Carlyle Group Inc.

4Q'25 Supplemental Financial Data

February 6, 2026

The Carlyle Group Inc.
Summary Key Metrics

	Quarterly Data											
	1Q'23	2Q'23	3Q'23	4Q'23	1Q'24	2Q'24	3Q'24	4Q'24	1Q'25	2Q'25	3Q'25	4Q'25
Fee Related Earnings (\$ mm)	193.4	207.3	204.7	254.0	266.3	273.0	277.9	287.4	310.6	323.3	311.9	290.4
Global Private Equity	129.4	149.7	139.4	146.3	161.1	151.6	148.2	137.8	141.2	143.6	140.3	135.8
Global Credit	47.9	47.5	47.6	81.4	71.2	81.3	82.2	97.8	103.9	111.4	84.1	102.1
Carlyle AlpInvest	16.1	10.1	17.7	26.3	34.0	40.1	47.5	51.8	65.5	68.3	87.5	52.5
Distributable Earnings (\$ mm)	271.6	388.8	367.4	402.7	431.3	343.2	367.1	383.9	455.4	431.0	368.4	436.4
Global Private Equity	182.8	320.7	292.2	276.1	313.1	199.1	235.5	209.6	265.6	231.9	146.8	246.5
Global Credit	68.9	55.4	54.8	95.3	82.1	99.8	80.5	114.9	110.5	120.9	126.4	123.2
Carlyle AlpInvest	19.9	12.7	20.4	31.3	36.1	44.3	51.1	59.4	79.3	78.2	95.2	66.7
Total AUM (\$ bn)	381.2	384.8	382.3	426.0	425.5	434.6	447.4	441.0	452.6	464.6	474.1	476.9
Global Private Equity	164.4	162.8	160.6	161.3	159.2	164.2	169.2	163.5	164.2	165.1	163.4	163.5
Corporate Private Equity	107.0	105.7	105.3	108.1	106.6	107.9	111.0	105.2	106.5	106.4	104.6	104.3
Real Estate	30.2	30.0	29.7	27.6	27.7	31.1	33.9	34.4	35.3	36.4	36.1	36.0
Infrastructure & Natural Resources	27.1	27.0	25.6	25.4	24.9	25.2	24.3	24.0	22.4	22.3	22.5	23.3
Global Credit	150.0	151.5	150.1	187.8	186.4	189.8	194.5	192.4	199.2	203.0	208.5	211.3
Carlyle AlpInvest	66.8	70.4	71.6	76.9	79.9	80.6	83.7	85.1	89.2	96.5	102.1	102.0
Fee-earning AUM (\$ bn)	271.4	271.4	273.0	307.4	304.2	307.3	313.6	304.4	313.8	324.7	332.0	336.8
Global Private Equity	107.8	107.1	107.4	106.7	104.0	103.7	103.5	98.0	98.7	102.3	101.1	101.4
Corporate Private Equity	68.0	66.8	66.5	66.3	64.5	64.1	64.3	62.8	63.9	60.9	60.2	59.7
Real Estate	20.6	20.8	20.9	21.3	21.3	21.5	21.1	18.3	18.2	26.3	26.5	27.0
Infrastructure & Natural Resources	18.9	19.4	20.0	19.0	18.3	18.0	18.2	16.9	16.7	15.1	14.5	14.6
Global Credit	125.3	126.2	124.0	155.2	153.4	155.4	159.2	154.2	160.7	162.8	167.2	169.5
Carlyle AlpInvest	38.3	38.1	41.6	45.5	46.8	48.2	50.9	52.1	54.4	59.6	63.6	66.0
Inflows(1) (\$ bn)	9.4	7.2	6.3	40.6	5.3	12.4	8.8	14.2	14.2	13.4	16.9	9.2
Global Private Equity	3.5	0.8	1.7	2.7	1.5	5.1	3.7	2.3	2.7	2.8	0.6	1.3
Corporate Private Equity	2.2	0.3	1.0	1.8	1.1	1.4	0.5	1.2	0.8	0.6	0.2	0.2
Real Estate	0.2	0.1	0.1	0.3	0.2	3.4	2.9	1.2	1.1	1.8	0.4	0.3
Infrastructure & Natural Resources	1.0	0.4	0.6	0.6	0.2	0.4	0.3	0.0	0.8	0.5	0.1	0.8
Global Credit	4.3	2.2	2.2	33.2	1.5	5.0	2.8	8.0	7.5	5.5	9.9	5.4
Carlyle AlpInvest	1.6	4.1	2.4	4.6	2.4	2.3	2.3	3.9	3.9	5.1	6.3	2.5
Deployment(2) (\$ bn)	5.1	6.8	5.6	11.3	7.9	9.6	7.5	17.6	11.1	14.6	11.8	16.9
Global Private Equity	1.8	1.8	2.1	2.8	1.6	1.2	1.6	3.8	3.5	2.2	1.6	3.1
Corporate Private Equity	0.8	0.8	0.9	1.4	1.1	0.3	0.9	2.7	2.4	1.1	0.8	1.6
Real Estate	0.7	1.0	0.8	1.2	0.3	0.6	0.5	0.8	0.5	0.4	0.6	0.7
Infrastructure & Natural Resources	0.3	0.3	0.3	0.2	0.2	0.3	0.2	0.3	0.6	0.6	0.3	0.8
Global Credit	2.0	2.9	2.2	5.4	3.6	6.7	4.2	9.9	5.3	8.9	7.4	8.3
Carlyle AlpInvest	1.2	2.0	1.3	3.2	2.8	1.7	1.6	3.9	2.4	3.5	2.8	5.5
Realized Proceeds (\$ bn)	4.5	5.3	5.6	5.2	5.9	5.8	6.8	10.0	8.6	7.6	6.1	11.8
Global Private Equity	2.9	3.4	3.7	3.5	3.3	3.7	4.1	6.7	5.0	5.1	2.3	5.7
Corporate Private Equity	1.3	2.6	0.4	2.3	2.0	2.0	2.8	5.6	2.3	3.7	1.1	4.2
Real Estate	0.2	0.3	0.2	0.3	0.2	0.3	0.5	0.5	0.2	0.4	0.5	0.6
Infrastructure & Natural Resources	1.3	0.5	3.1	0.9	1.1	1.4	0.8	0.5	2.6	1.0	0.6	1.0
Global Credit	0.7	0.4	0.6	0.4	0.7	1.0	1.0	1.4	1.7	0.9	1.2	1.9
Carlyle AlpInvest	0.9	1.6	1.2	1.3	1.9	1.1	1.7	1.9	1.9	1.6	2.6	4.2
Fund Appreciation	2%	2%	2%	1%	2%	1%	3%	1%	2%	2%	2%	2%
Global Private Equity	1%	2%	1%	1%	1%	2%	4%	1%	2%	2%	1%	3%
Corporate Private Equity	1%	1%	1%	2%	0%	2%	4%	1%	2%	1%	0%	3%
Real Estate	0%	1%	1%	(2)%	1%	1%	2%	1%	1%	1%	1%	0%
Infrastructure & Natural Resources	0%	3%	5%	0%	2%	3%	2%	1%	3%	4%	5%	5%
Global Credit	3%	2%	2%	4%	2%	3%	3%	3%	4%	3%	4%	3%
Carlyle AlpInvest	5%	2%	2%	2%	5%	(1)%	2%	3%	1%	2%	2%	1%
Net Accrued Perf Revenue (\$ mm)	3,970	3,682	3,514	2,379	2,169	2,176	2,785	2,738	2,688	2,866	2,630	2,859
Global Private Equity	3,443	3,123	2,931	1,778	1,498	1,508	2,056	2,005	1,902	2,004	1,705	1,940
Corporate Private Equity	2,280	1,916	1,773	1,169	909	932	1,479	1,442	1,455	1,599	1,295	1,527
Real Estate	270	273	256	158	155	148	142	131	122	115	96	70
Infrastructure & Natural Resources	894	935	903	452	435	428	436	424	325	291	314	343
Global Credit	105	122	144	118	143	156	174	192	217	234	266	263
Carlyle AlpInvest	422	438	440	483	529	512	555	541	569	627	660	656

	Annual Data									
	FY'16	FY'17	FY'18	FY'19	FY'20*	FY'21	FY'22	FY'23	FY'24	FY'25
Fee Related Earnings (\$ mm)	32.6	192.0	350.4	452.8	519.7	598.1	834.4	859.4	1,104.6	1,236.2
Global Private Equity	184.2	77.9	244.6	387.6	383.0	402.3	540.6	564.8	598.7	560.9
Global Credit	(174.9)	82.0	71.9	47.8	99.4	111.6	224.5	224.4	332.5	401.5
Carlyle AlpInvest	23.3	32.1	33.9	17.4	37.3	84.2	69.3	70.2	173.4	273.8
Distributable Earnings (\$ mm)	651.7	670.0	673.9	646.6	762.1	2,243.7	1,909.0	1,430.5	1,525.5	1,691.2
Global Private Equity	788.7	512.7	557.5	579.4	604.5	2,021.9	1,505.6	1,071.8	957.3	890.8
Global Credit	(157.4)	126.9	77.5	48.4	116.2	119.7	315.5	274.4	377.3	481.0
Carlyle AlpInvest	20.4	30.4	38.9	18.8	41.4	102.1	87.9	84.3	190.9	319.4
Total AUM (\$ bn)	157.6	195.1	216.5	224.4	245.8	301.0	372.7	426.0	441.0	476.9
Global Private Equity	85.1	115.4	126.4	129.8	131.8	162.1	163.1	161.3	163.5	163.5
Corporate Private Equity	50.9	72.6	80.8	86.4	90.7	109.0	105.4	108.1	105.2	104.3
Real Estate	12.8	18.3	18.6	18.4	19.4	29.3	30.3	27.8	34.4	36.0
Infrastructure & Natural Resources	15.3	19.4	23.0	22.4	20.9	23.6	27.3	25.4	24.0	23.3
Global Credit	29.4	33.3	44.4	49.4	55.9	73.4	146.3	187.8	192.4	211.3
Carlyle AlpInvest	43.1	46.3	45.7	45.2	58.1	65.5	63.3	76.9	85.1	102.0
Fee-earning AUM (\$ bn)	115.0	124.6	159.6	161.1	170.1	193.4	266.6	307.4	304.4	336.8
Global Private Equity	63.8	67.2	95.3	94.8	91.6	104.3	107.8	106.7	98.0	101.4
Corporate Private Equity	36.3	35.6	62.4	61.7	60.0	65.6	68.7	66.3	62.8	59.7
Real Estate	7.7	12.0	11.8	11.5	12.1	19.9	20.6	21.3	18.3	27.0
Infrastructure & Natural Resources	14.3	15.8	17.8	19.1	18.3	18.2	19.0	16.9	14.6	
Global Credit	24.1	27.3	35.2	37.9	42.1	51.7	121.2	155.2	154.2	169.5
Carlyle AlpInvest	27.1	30.2	29.1	28.4	36.4	37.4	37.5	45.5	52.1	66.0
Inflows(1) (\$ bn)	13.2	42.8	38.7	20.0	26.9	51.3	94.8	63.5	40.8	53.7
Global Private Equity	2.0	30.8	22.6	10.7	3.6	27.2	12.4	8.8	12.7	7.5
Corporate Private Equity	0.8	20.5	16.9	7.5	0.6	16.1	10.0	5.3	4.2	1.8
Real Estate	0.8	6.2	2.0	0.6	1.6	10.4	0.8	0.8	7.7	3.5
Infrastructure & Natural Resources	0.4	4.0	3.7	2.6	1.0	0.7	1.5	2.6	0.9	2.2
Global Credit	7.1	6.6	12.1	6.3	9.5	16.9	78.3	42.0	17.3	28.3
Carlyle AlpInvest	4.1	5.5	4.1	3.0	13.9	7.1	4.2	12.7	10.8	17.9
Deployment(2) (\$ bn)								28.8	42.7	54.5
Global Private Equity								8.5	8.2	10.4
Corporate Private Equity								3.7	5.0	5.9
Real Estate								3.7	2.2	2.2
Infrastructure & Natural Resources								1.1	1.0	2.3
Global Credit								12.5	24.5	29.9
Carlyle AlpInvest								7.8	10.0	14.2
Realized Proceeds (\$ bn)	29.4	26.0	24.0	19.9	20.9	44.3	33.8	20.6	28.6	34.1
Global Private Equity	20.4	15.7	13.9	10.7	12.1	29.9	22.5	13.5	17.8	18.2
Corporate Private Equity	14.8	11.2	8.8	5.0	6.4	21.3	15.9	6.5	12.4	11.3
Real Estate	2.8	2.2	3.1	2.7	2.					

Carlyle Total Segment Results by Quarter

(Dollars in millions, except per share amounts)

	1Q'23	2Q'23	3Q'23	4Q'23	1Q'24	2Q'24	3Q'24	4Q'24	1Q'25	2Q'25	3Q'25	4Q'25
SEGMENT REVENUES												
Fund management fees	\$ 506.2	\$ 515.0	\$ 518.1	\$ 525.1	\$ 515.6	\$ 525.5	\$ 526.5	\$ 539.9	\$ 525.5	\$ 589.6	\$ 573.9	\$ 554.1
Transaction and portfolio advisory fees, net and other	16.4	18.2	11.2	34.6	26.7	28.9	27.4	80.6	77.9	47.9	32.3	67.0
Fee related performance revenues ¹	28.8	73.2	23.4	35.6	29.1	33.1	36.3	34.2	39.5	38.7	47.5	48.8
Total segment fee revenues	\$ 551.4	\$ 606.4	\$ 552.7	\$ 595.3	\$ 571.4	\$ 587.5	\$ 590.2	\$ 654.7	\$ 642.9	\$ 676.2	\$ 653.7	\$ 669.9
Realized performance revenues	165.1	335.1	180.4	257.7	397.8	156.5	275.9	245.7	355.1	259.8	61.7	360.8
Realized principal investment income (loss)	23.8	22.1	23.4	19.5	33.7	26.6	9.1	31.6	30.0	33.5	49.5	38.8
Interest income	13.9	14.3	20.1	23.9	20.1	18.3	19.8	16.5	15.2	14.5	17.6	22.3
Total Segment Revenues	\$ 754.2	\$ 977.9	\$ 776.6	\$ 896.4	\$ 1,023.0	\$ 788.9	\$ 895.0	\$ 948.5	\$ 1,043.2	\$ 984.0	\$ 782.5	\$ 1,091.8
SEGMENT EXPENSES												
Compensation and benefits												
Cash-based compensation and benefits	\$ 260.6	\$ 288.7	\$ 256.0	\$ 226.6	\$ 214.3	\$ 205.3	\$ 207.6	\$ 234.5	\$ 224.0	\$ 233.8	\$ 220.5	\$ 223.8
Realized performance revenues related compensation	95.6	160.0	30.4	121.3	255.8	100.8	185.3	167.9	227.7	172.1	42.6	237.7
Total compensation and benefits	\$ 356.2	\$ 448.7	\$ 286.4	\$ 347.9	\$ 470.1	\$ 306.1	\$ 392.9	\$ 402.4	\$ 451.7	\$ 405.9	\$ 263.1	\$ 461.5
General, administrative and other expenses	87.5	101.7	81.6	105.7	79.7	97.9	92.9	120.2	95.6	106.3	107.3	141.2
Depreciation and amortization expense	9.9	8.7	10.4	9.0	11.1	11.3	11.8	12.6	12.7	12.8	14.0	14.5
Interest expense	29.0	30.0	30.8	31.1	30.8	30.4	30.3	29.4	27.8	28.0	29.7	38.2
Total Segment Expenses	\$ 482.6	\$ 589.1	\$ 409.2	\$ 493.7	\$ 591.7	\$ 445.7	\$ 527.9	\$ 564.6	\$ 587.8	\$ 553.0	\$ 414.1	\$ 655.4
Total Segment Revenues	\$ 754.2	\$ 977.9	\$ 776.6	\$ 896.4	\$ 1,023.0	\$ 788.9	\$ 895.0	\$ 948.5	\$ 1,043.2	\$ 984.0	\$ 782.5	\$ 1,091.8
Total Segment Expenses	482.6	589.1	409.2	493.7	591.7	445.7	527.9	564.6	587.8	553.0	414.1	655.4
(=) Distributable Earnings	\$ 271.6	\$ 388.8	\$ 367.4	\$ 402.7	\$ 431.3	\$ 343.2	\$ 367.1	\$ 383.9	\$ 455.4	\$ 431.0	\$ 368.4	\$ 436.4
(-) Realized Net Performance Revenues	69.5	175.1	150.0	136.4	142.0	55.7	90.6	77.8	127.4	87.7	19.1	123.1
(-) Realized Principal Investment Income (Loss)	23.8	22.1	23.4	19.5	33.7	26.6	9.1	31.6	30.0	33.5	49.5	38.8
(+) Net Interest	15.1	15.7	10.7	7.2	10.7	12.1	10.5	12.9	12.6	13.5	12.1	15.9
(=) Fee Related Earnings	\$ 193.4	\$ 207.3	\$ 204.7	\$ 254.0	\$ 266.3	\$ 273.0	\$ 277.9	\$ 287.4	\$ 310.6	\$ 323.3	\$ 311.9	\$ 290.4
After-tax Distributable Earnings, per common share²	\$ 0.63	\$ 0.88	\$ 0.87	\$ 0.86	\$ 1.01	\$ 0.78	\$ 0.95	\$ 0.92	\$ 1.14	\$ 0.91	\$ 0.96	\$ 1.01
Dividend per common share³	\$ 0.350	\$ 0.350	\$ 0.350	\$ 0.350	\$ 0.350	\$ 0.350	\$ 0.350	\$ 0.350				

(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.

(2) In the earnings presentation attached as an exhibit to our Form 8-K for the quarter ended December 31, 2025 and furnished to the SEC on February 20, 2026, reconciliation of Distributable Earnings to After-tax Distributable Earnings per common share is provided on page 28.

(3) In February 2022, our Board of Directors approved an increase in the anticipated common stock dividend to an annual rate of \$1.30 per share (\$0.325 per common share on a quarterly basis), commencing with the first quarter 2022 dividend paid in May 2022. In February 2023, our Board of Directors approved an increase in the anticipated common stock dividend to an annual rate of \$1.40 per share (\$0.35 per common share on a quarterly basis), anticipated to commence for the first quarter 2023 dividend expected to be paid in May 2023. 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.

Global Private Equity Segment Results by Quarter

(Dollars in millions, except per share amounts)

	<u>1Q'23</u>	<u>2Q'23</u>	<u>3Q'23</u>	<u>4Q'23</u>	<u>1Q'24</u>	<u>2Q'24</u>	<u>3Q'24</u>	<u>4Q'24</u>	<u>1Q'25</u>	<u>2Q'25</u>	<u>3Q'25</u>	<u>4Q'25</u>
SEGMENT REVENUES												
Fund management fees	\$ 326.9	\$ 330.2	\$ 330.1	\$ 322.6	\$ 304.6	\$ 305.2	\$ 298.6	\$ 303.6	\$ 283.0	\$ 302.4	\$ 295.0	\$ 295.9
Transaction and portfolio advisory fees, net and other	5.4	5.3	4.0	3.7	7.1	3.8	5.9	7.8	14.5	6.9	6.5	11.1
Fee related performance revenues	9.6	52.8	0.7	5.2	3.7	3.2	—	—	—	—	—	0.3
Total segment fee revenues	\$ 341.9	\$ 388.3	\$ 334.8	\$ 331.5	\$ 315.4	\$ 312.2	\$ 304.5	\$ 311.4	\$ 297.5	\$ 309.3	\$ 301.5	\$ 307.3
Realized performance revenues	99.0	313.7	164.6	227.8	373.8	129.7	225.2	198.5	317.1	244.7	38.0	245.8
Realized principal investment income (loss)	11.9	13.2	14.4	5.8	18.9	6.8	10.0	14.0	15.1	12.4	(0.4)	29.2
Interest income	5.4	5.5	8.8	11.9	7.6	6.5	7.7	6.3	6.0	5.5	7.4	9.8
Total Segment Revenues	\$ 458.2	\$ 720.7	\$ 522.6	\$ 577.0	\$ 715.7	\$ 455.2	\$ 547.4	\$ 530.2	\$ 635.7	\$ 571.9	\$ 346.5	\$ 592.1
SEGMENT EXPENSES												
Compensation and benefits												
Cash-based compensation and benefits	\$ 148.7	\$ 173.6	\$ 142.3	\$ 119.2	\$ 109.3	\$ 103.9	\$ 101.1	\$ 108.5	\$ 100.7	\$ 108.4	\$ 97.4	\$ 90.7
Realized performance revenues related compensation	46.3	144.6	18.2	99.0	234.3	81.4	141.5	132.9	200.4	160.9	24.2	154.9
Total compensation and benefits	\$ 195.0	\$ 318.2	\$ 160.5	\$ 218.2	\$ 343.6	\$ 185.3	\$ 242.6	\$ 241.4	\$ 301.1	\$ 269.3	\$ 121.6	\$ 245.6
General, administrative and other expenses	57.1	59.1	46.0	59.7	38.6	50.2	48.5	57.9	48.7	50.3	56.2	72.9
Depreciation and amortization expense	6.7	5.9	7.1	6.3	6.4	6.5	6.7	7.2	6.9	7.0	7.6	7.9
Interest expense	16.6	16.8	16.8	16.7	14.0	14.1	14.1	14.1	13.4	13.4	14.3	19.2
Total Segment Expenses	\$ 275.4	\$ 400.0	\$ 230.4	\$ 300.9	\$ 402.6	\$ 256.1	\$ 311.9	\$ 320.6	\$ 370.1	\$ 340.0	\$ 199.7	\$ 345.6
Total Segment Revenues	\$ 458.2	\$ 720.7	\$ 522.6	\$ 577.0	\$ 715.7	\$ 455.2	\$ 547.4	\$ 530.2	\$ 635.7	\$ 571.9	\$ 346.5	\$ 592.1
Total Segment Expenses	275.4	400.0	230.4	300.9	402.6	256.1	311.9	320.6	370.1	340.0	199.7	345.6
(=) Distributable Earnings	\$ 182.8	\$ 320.7	\$ 292.2	\$ 276.1	\$ 313.1	\$ 199.1	\$ 235.5	\$ 209.6	\$ 265.6	\$ 231.9	\$ 146.8	\$ 246.5
(-) Realized Net Performance Revenues	52.7	169.1	146.4	128.8	139.5	48.3	83.7	65.6	116.7	83.8	13.8	90.9
(-) Realized Principal Investment Income (Loss)	11.9	13.2	14.4	5.8	18.9	6.8	10.0	14.0	15.1	12.4	(0.4)	29.2
(+) Net Interest	11.2	11.3	8.0	4.8	6.4	7.6	6.4	7.8	7.4	7.9	6.9	9.4
(=) Fee Related Earnings	\$ 129.4	\$ 149.7	\$ 139.4	\$ 146.3	\$ 161.1	\$ 151.6	\$ 148.2	\$ 137.8	\$ 141.2	\$ 143.6	\$ 140.3	\$ 135.8

Global Credit Segment Results by Quarter

(Dollars in millions, except per share amounts)

	<u>1Q'23</u>	<u>2Q'23</u>	<u>3Q'23</u>	<u>4Q'23</u>	<u>1Q'24</u>	<u>2Q'24</u>	<u>3Q'24</u>	<u>4Q'24</u>	<u>1Q'25</u>	<u>2Q'25</u>	<u>3Q'25</u>	<u>4Q'25</u>
SEGMENT REVENUES												
Fund management fees	\$ 122.6	\$ 126.9	\$ 128.9	\$ 133.8	\$ 136.9	\$ 140.8	\$ 142.8	\$ 137.8	\$ 139.6	\$ 170.0	\$ 146.5	\$ 153.0
Transaction and portfolio advisory fees, net and other	11.0	12.9	7.2	30.9	19.6	25.0	21.4	72.8	63.4	41.0	25.6	55.8
Fee related performance revenues	18.4	19.6	21.1	30.0	24.2	28.0	29.0	27.9	28.8	28.6	28.6	29.2
Total segment fee revenues	\$ 152.0	\$ 159.4	\$ 157.2	\$ 194.7	\$ 180.7	\$ 193.8	\$ 193.2	\$ 238.5	\$ 231.8	\$ 239.6	\$ 200.7	\$ 238.0
Realized performance revenues (giveback)	27.7	5.6	2.7	7.5	0.6	6.9	11.5	13.0	13.3	5.1	8.2	71.4
Realized principal investment income (loss)	9.0	8.2	8.0	11.9	13.8	19.2	(2.8)	16.0	5.5	12.0	42.8	(0.9)
Interest income	7.2	7.7	9.7	10.1	10.7	10.1	9.8	8.4	7.0	7.0	8.1	9.5
Total Segment Revenues	\$ 195.9	\$ 180.9	\$ 177.6	\$ 224.2	\$ 205.8	\$ 230.0	\$ 211.7	\$ 275.9	\$ 257.6	\$ 263.7	\$ 259.8	\$ 318.0
SEGMENT EXPENSES												
Compensation and benefits												
Cash-based compensation and benefits	\$ 80.4	\$ 84.6	\$ 81.3	\$ 78.2	\$ 76.8	\$ 74.0	\$ 76.5	\$ 92.8	\$ 89.0	\$ 88.2	\$ 83.8	\$ 90.9
Realized performance revenues related compensation	12.7	2.7	1.4	3.5	0.3	4.3	6.9	7.9	7.9	3.1	4.7	44.2
Total compensation and benefits	\$ 93.1	\$ 87.3	\$ 82.7	\$ 81.7	\$ 77.1	\$ 78.3	\$ 83.4	\$ 100.7	\$ 96.9	\$ 91.3	\$ 88.5	\$ 135.1
General, administrative and other expenses	21.7	25.6	26.2	33.3	29.6	35.3	31.2	44.3	35.0	36.2	28.5	40.6
Depreciation and amortization expense	2.0	1.7	2.1	1.8	3.1	3.2	3.3	3.6	3.9	3.8	4.3	4.4
Interest expense	10.2	10.9	11.8	12.1	13.9	13.4	13.3	12.4	11.3	11.5	12.1	14.7
Total Segment Expenses	\$ 127.0	\$ 125.5	\$ 122.8	\$ 128.9	\$ 123.7	\$ 130.2	\$ 131.2	\$ 161.0	\$ 147.1	\$ 142.8	\$ 133.4	\$ 194.8
Total Segment Revenues	\$ 195.9	\$ 180.9	\$ 177.6	\$ 224.2	\$ 205.8	\$ 230.0	\$ 211.7	\$ 275.9	\$ 257.6	\$ 263.7	\$ 259.8	\$ 318.0
Total Segment Expenses	127.0	125.5	122.8	128.9	123.7	130.2	131.2	161.0	147.1	142.8	133.4	194.8
(=) Distributable Earnings	\$ 68.9	\$ 55.4	\$ 54.8	\$ 95.3	\$ 82.1	\$ 99.8	\$ 80.5	\$ 114.9	\$ 110.5	\$ 120.9	\$ 126.4	\$ 123.2
(-) Realized Net Performance Revenues (Giveback)	15.0	2.9	1.3	4.0	0.3	2.6	4.6	5.1	5.4	2.0	3.5	27.2
(-) Realized Principal Investment Income (Loss)	9.0	8.2	8.0	11.9	13.8	19.2	(2.8)	16.0	5.5	12.0	42.8	(0.9)
(+) Net Interest	3.0	3.2	2.1	2.0	3.2	3.3	3.5	4.0	4.3	4.5	4.0	5.2
(=) Fee Related Earnings	\$ 47.9	\$ 47.5	\$ 47.6	\$ 81.4	\$ 71.2	\$ 81.3	\$ 82.2	\$ 97.8	\$ 103.9	\$ 111.4	\$ 84.1	\$ 102.1

Carlyle AlInvest Segment Results by Quarter

(Dollars in millions, except per share amounts)

	<u>1Q'23</u>	<u>2Q'23</u>	<u>3Q'23</u>	<u>4Q'23</u>	<u>1Q'24</u>	<u>2Q'24</u>	<u>3Q'24</u>	<u>4Q'24</u>	<u>1Q'25</u>	<u>2Q'25</u>	<u>3Q'25</u>	<u>4Q'25</u>
SEGMENT REVENUES												
Fund management fees	\$ 56.7	\$ 57.9	\$ 59.1	\$ 68.7	\$ 74.1	\$ 79.5	\$ 85.1	\$ 98.5	\$ 102.9	\$ 117.2	\$ 132.4	\$ 105.2
Transaction and portfolio advisory fees, net and other	—	—	—	—	—	0.1	0.1	—	—	—	0.2	0.1
Fee related performance revenues	0.8	0.8	1.6	0.4	1.2	1.9	7.3	6.3	10.7	10.1	18.9	19.3
Total segment fee revenues	\$ 57.5	\$ 58.7	\$ 60.7	\$ 69.1	\$ 75.3	\$ 81.5	\$ 92.5	\$ 104.8	\$ 113.6	\$ 127.3	\$ 151.5	\$ 124.6
Realized performance revenues	38.4	15.8	13.1	22.4	23.4	19.9	39.2	34.2	24.7	10.0	15.5	43.6
Realized principal investment income (loss)	2.9	0.7	1.0	1.8	1.0	0.6	1.9	1.6	9.4	9.1	7.1	10.5
Interest income	1.3	1.1	1.6	1.9	1.8	1.7	2.3	1.8	2.2	2.0	2.1	3.0
Total Segment Revenues	\$ 100.1	\$ 76.3	\$ 76.4	\$ 95.2	\$ 101.5	\$ 103.7	\$ 135.9	\$ 142.4	\$ 149.9	\$ 148.4	\$ 176.2	\$ 181.7
SEGMENT EXPENSES												
Compensation and benefits												
Cash-based compensation and benefits	\$ 31.5	\$ 30.5	\$ 32.4	\$ 29.2	\$ 28.2	\$ 27.4	\$ 30.0	\$ 33.2	\$ 34.3	\$ 37.2	\$ 39.3	\$ 42.2
Realized performance revenues related compensation	36.6	12.7	10.8	18.8	21.2	15.1	36.9	27.1	19.4	8.1	13.7	38.6
Total compensation and benefits	\$ 68.1	\$ 43.2	\$ 43.2	\$ 48.0	\$ 49.4	\$ 42.5	\$ 66.9	\$ 60.3	\$ 53.7	\$ 45.3	\$ 53.0	\$ 80.8
General, administrative and other expenses	8.7	17.0	9.4	12.7	11.5	12.4	13.2	18.0	11.9	19.8	22.6	27.7
Depreciation and amortization expense	1.2	1.1	1.2	0.9	1.6	1.6	1.8	1.8	1.9	2.0	2.1	2.2
Interest expense	2.2	2.3	2.2	2.3	2.9	2.9	2.9	2.9	3.1	3.1	3.3	4.3
Total Segment Expenses	\$ 80.2	\$ 63.6	\$ 56.0	\$ 63.9	\$ 65.4	\$ 59.4	\$ 84.8	\$ 83.0	\$ 70.6	\$ 70.2	\$ 81.0	\$ 115.0
Total Segment Revenues	\$ 100.1	\$ 76.3	\$ 76.4	\$ 95.2	\$ 101.5	\$ 103.7	\$ 135.9	\$ 142.4	\$ 149.9	\$ 148.4	\$ 176.2	\$ 181.7
Total Segment Expenses	80.2	63.6	56.0	63.9	65.4	59.4	84.8	83.0	70.6	70.2	81.0	115.0
(=) Distributable Earnings	\$ 19.9	\$ 12.7	\$ 20.4	\$ 31.3	\$ 36.1	\$ 44.3	\$ 51.1	\$ 59.4	\$ 79.3	\$ 78.2	\$ 95.2	\$ 66.7
(-) Realized Net Performance Revenues	1.8	3.1	2.3	3.6	2.2	4.8	2.3	7.1	5.3	1.9	1.8	5.0
(-) Realized Principal Investment Income (Loss)	2.9	0.7	1.0	1.8	1.0	0.6	1.9	1.6	9.4	9.1	7.1	10.5
(+) Net Interest	0.9	1.2	0.6	0.4	1.1	1.2	0.6	1.1	0.9	1.1	1.2	1.3
(=) Fee Related Earnings	\$ 16.1	\$ 10.1	\$ 17.7	\$ 26.3	\$ 34.0	\$ 40.1	\$ 47.5	\$ 51.8	\$ 65.5	\$ 68.3	\$ 87.5	\$ 52.5

Carlyle Total Segment Results by Year

(Dollars in millions, except per share amounts)

	<u>FY'16</u>	<u>FY'17</u>	<u>FY'18</u>	<u>FY'19</u>	<u>FY'20</u>	<u>FY'21</u>	<u>FY'22</u>	<u>FY'23</u>	<u>FY'24</u>	<u>FY'25</u>
SEGMENT REVENUES										
Fund management fees	\$ 1,085.8	\$ 1,081.0	\$ 1,337.2	\$ 1,537.8	\$ 1,523.1	\$ 1,654.6	\$ 1,996.9	\$ 2,064.4	\$ 2,107.5	\$ 2,243.1
Transaction and portfolio advisory fees, net and other	60.6	59.0	63.2	53.5	56.9	97.0	111.1	80.4	163.6	225.1
Fee related performance revenues ¹	—	—	24.6	33.1	36.1	43.2	129.3	161.0	132.7	174.5
Total segment fee revenues	\$ 1,146.4	\$ 1,140.0	\$ 1,425.0	\$ 1,624.4	\$ 1,616.1	\$ 1,794.8	\$ 2,237.3	\$ 2,305.8	\$ 2,403.8	\$ 2,642.7
Realized performance revenues	1,215.8	1,085.3	682.4	374.3	586.1	2,938.6	1,980.7	938.3	1,075.9	1,037.4
Realized principal investment income (loss) ²	44.9	(25.8)	48.1	87.0	73.0	209.5	150.6	88.8	101.0	151.8
Interest income	10.2	16.7	30.4	24.4	14.3	7.2	32.8	72.2	74.7	69.6
Total Segment Revenues	\$ 2,417.3	\$ 2,216.2	\$ 2,185.9	\$ 2,110.1	\$ 2,289.5	\$ 4,950.1	\$ 4,401.4	\$ 3,405.1	\$ 3,655.4	\$ 3,901.5
SEGMENT EXPENSES										
Compensation and benefits										
Cash-based compensation and benefits	\$ 601.3	\$ 658.0	\$ 740.7	\$ 792.1	\$ 821.5	\$ 891.5	\$ 994.2	\$ 1,031.9	\$ 861.7	\$ 902.1
Realized performance revenues related compensation	590.5	532.7	362.7	210.2	339.8	1,409.0	982.2	407.3	709.8	680.1
Total compensation and benefits	\$ 1,191.8	\$ 1,190.7	\$ 1,103.4	\$ 1,002.3	\$ 1,161.3	\$ 2,300.5	\$ 1,976.4	\$ 1,439.2	\$ 1,571.5	\$ 1,582.2
General, administrative and other expenses ³	483.5	258.9	298.8	331.3	241.4	267.6	369.8	376.5	390.7	450.4
Depreciation and amortization expense	29.0	31.1	35.1	48.2	33.5	37.6	38.9	38.0	46.8	54.0
Interest expense	61.3	65.5	74.7	81.7	91.2	100.7	107.3	120.9	120.9	123.7
Total Segment Expenses	\$ 1,765.6	\$ 1,546.2	\$ 1,512.0	\$ 1,463.5	\$ 1,527.4	\$ 2,706.4	\$ 2,492.4	\$ 1,974.6	\$ 2,129.9	\$ 2,210.3
Total Segment Revenues	\$ 2,417.3	\$ 2,216.2	\$ 2,185.9	\$ 2,110.1	\$ 2,289.5	\$ 4,950.1	\$ 4,401.4	\$ 3,405.1	\$ 3,655.4	\$ 3,901.5
Total Segment Expenses	1,765.6	1,546.2	1,512.0	1,463.5	1,527.4	2,706.4	2,492.4	1,974.6	2,129.9	2,210.3
(=) Distributable Earnings	\$ 651.7	\$ 670.0	\$ 673.9	\$ 646.6	\$ 762.1	\$ 2,243.7	\$ 1,909.0	\$ 1,430.5	\$ 1,525.5	\$ 1,691.2
(-) Realized Net Performance Revenues	625.3	552.6	319.7	164.1	246.3	1,529.6	998.5	531.0	366.1	357.3
(-) Realized Principal Investment Income (Loss)	44.9	(25.8)	48.1	87.0	73.0	209.5	150.6	88.8	101.0	151.8
(+) Net Interest	51.1	48.8	44.3	57.3	76.9	93.5	74.5	48.7	46.2	54.1
(=) Fee Related Earnings	\$ 32.6	\$ 192.0	\$ 350.4	\$ 452.8	\$ 519.7	\$ 598.1	\$ 834.4	\$ 859.4	\$ 1,104.6	\$ 1,236.2
After-tax Distributable Earnings, per common share⁴	\$ 1.85	\$ 1.88	\$ 1.78	\$ 1.70	\$ 2.05	\$ 5.01	\$ 4.34	\$ 3.24	\$ 3.66	\$ 4.02
Dividend per common share⁵	\$ 1.55	\$ 1.41	\$ 1.34	\$ 1.18	\$ 1.00	\$ 1.00	\$ 1.30	\$ 1.40	\$ 1.40	\$ 1.40

(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.

(2) Realized principal investment income in 2019 includes \$72 million of gain upon the final resolution of French tax litigation concerning a European Real Estate fund, reversing in part a loss that was recognized in 2015.

(3) General, administrative and other expenses ("G&A") in 2020 G&A includes the positive impact of a \$30 million recovery of litigation costs (a contra expense). Excluding this, G&A would have been \$271.4 million in FY 2020.

(4) In the earnings presentation attached as an exhibit to our Form 8-K for the quarter ended December 31, 2025 and furnished to the SEC on February 20, 2026, reconciliation of Distributable Earnings to After-tax Distributable Earnings per common share is provided on page 28.

(5) In February 2022, our Board of Directors approved an increase in the anticipated common stock dividend to an annual rate of \$1.30 per share (\$0.325 per common share on a quarterly basis), commencing with the first quarter 2022 dividend paid in May 2022. In February 2023, our Board of Directors approved an increase in the anticipated common stock dividend to an annual rate of \$1.40 per share (\$0.35 per common share on a quarterly basis), anticipated to commence for the first quarter 2023 dividend expected to be paid in May 2023. 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.

Global Private Equity Segment Results by Year

(Dollars in millions, except per share amounts)

	<u>FY'16</u>	<u>FY'17</u>	<u>FY'18</u>	<u>FY'19</u>	<u>FY'20</u>	<u>FY'21</u>	<u>FY'22</u>	<u>FY'23</u>	<u>FY'24</u>	<u>FY'25</u>
SEGMENT REVENUES										
Fund management fees	\$ 750.0	\$ 734.6	\$ 952.0	\$ 1,106.6	\$ 1,042.0	\$ 1,111.8	\$ 1,300.9	\$ 1,309.8	\$ 1,212.0	\$ 1,176.3
Transaction and portfolio advisory fees, net and other	53.5	51.1	56.7	38.9	22.8	34.3	29.5	18.4	24.6	39.0
Fee related performance revenues	—	—	—	—	—	—	69.4	68.3	6.9	0.3
Total segment fee revenues	\$ 803.5	\$ 785.7	\$ 1,008.7	\$ 1,145.5	\$ 1,064.8	\$ 1,146.1	\$ 1,399.8	\$ 1,396.5	\$ 1,243.5	\$ 1,215.6
Realized performance revenues	1,113.6	923.5	566.2	301.8	404.5	2,757.8	1,656.6	805.1	927.2	845.6
Realized principal investment income (loss)	39.7	(37.8)	40.1	73.3	52.0	167.8	108.7	45.3	49.7	56.3
Interest income	5.1	8.5	13.7	8.7	3.3	1.4	14.9	31.6	28.1	28.7
Total Segment Revenues	\$ 1,961.9	\$ 1,679.9	\$ 1,628.7	\$ 1,529.3	\$ 1,524.6	\$ 4,073.1	\$ 3,180.0	\$ 2,278.5	\$ 2,248.5	\$ 2,146.2
SEGMENT EXPENSES										
Compensation and benefits										
Cash-based compensation and benefits	\$ 400.8	\$ 468.8	\$ 508.3	\$ 510.6	\$ 501.9	\$ 546.2	\$ 598.3	\$ 583.8	\$ 422.8	\$ 397.2
Realized performance revenues related compensation	509.7	414.5	261.9	145.2	183.0	1,243.6	751.5	308.1	590.1	540.4
Total compensation and benefits	\$ 910.5	\$ 883.3	\$ 770.2	\$ 655.8	\$ 684.9	\$ 1,789.8	\$ 1,349.8	\$ 891.9	\$ 1,012.9	\$ 937.6
General, administrative and other expenses ¹	199.0	216.6	231.7	215.2	157.9	172.5	235.3	221.9	195.2	228.1
Depreciation and amortization expense	19.5	22.4	24.1	32.1	22.0	25.1	25.6	26.0	26.8	29.4
Interest expense	44.2	44.9	45.2	46.8	55.3	63.8	63.7	66.9	56.3	60.3
Total Segment Expenses	\$ 1,173.2	\$ 1,167.2	\$ 1,071.2	\$ 949.9	\$ 920.1	\$ 2,051.2	\$ 1,674.4	\$ 1,206.7	\$ 1,291.2	\$ 1,255.4
Total Segment Revenues	\$ 1,961.9	\$ 1,679.9	\$ 1,628.7	\$ 1,529.3	\$ 1,524.6	\$ 4,073.1	\$ 3,180.0	\$ 2,278.5	\$ 2,248.5	\$ 2,146.2
Total Segment Expenses	1,173.2	1,167.2	1,071.2	949.9	920.1	2,051.2	1,674.4	1,206.7	1,291.2	1,255.4
(=) Distributable Earnings	\$ 788.7	\$ 512.7	\$ 557.5	\$ 579.4	\$ 604.5	\$ 2,021.9	\$ 1,505.6	\$ 1,071.8	\$ 957.3	\$ 890.8
(-) Realized Net Performance Revenues	603.9	509.0	304.3	156.6	221.5	1,514.2	905.1	497.0	337.1	305.2
(-) Realized Principal Investment Income (Loss)	39.7	(37.8)	40.1	73.3	52.0	167.8	108.7	45.3	49.7	56.3
(+) Net Interest	39.1	36.4	31.5	38.1	52.0	62.4	48.8	35.3	28.2	31.6
(=) Fee Related Earnings	\$ 184.2	\$ 77.9	\$ 244.6	\$ 387.6	\$ 383.0	\$ 402.3	\$ 540.6	\$ 564.8	\$ 598.7	\$ 560.9

(1) General, administrative and other expenses ("G&A") in 2020 G&A includes the positive impact of a \$21 million recovery of litigation costs (a contra expense).

Global Credit Segment Results by Year

(Dollars in millions, except per share amounts)

	<u>FY'16</u>	<u>FY'17</u>	<u>FY'18</u>	<u>FY'19</u>	<u>FY'20</u>	<u>FY'21</u>	<u>FY'22</u>	<u>FY'23</u>	<u>FY'24</u>	<u>FY'25</u>
SEGMENT REVENUES										
Fund management fees	\$ 195.5	\$ 191.5	\$ 218.4	\$ 274.1	\$ 288.1	\$ 314.4	\$ 473.1	\$ 512.2	\$ 558.3	\$ 609.1
Transaction and portfolio advisory fees, net and other	5.8	7.5	6.1	14.6	34.0	62.2	81.6	62.0	138.8	185.8
Fee related performance revenues	—	—	24.6	33.1	36.1	43.2	59.9	89.1	109.1	115.2
Total segment fee revenues	\$ 201.3	\$ 199.0	\$ 249.1	\$ 321.8	\$ 358.2	\$ 419.8	\$ 614.6	\$ 663.3	\$ 806.2	\$ 910.1
Realized performance revenues	36.6	75.4	9.8	1.8	26.5	(6.0)	131.5	43.5	32.0	98.0
Realized principal investment income (loss)	5.1	11.9	7.9	12.0	18.7	31.9	38.1	37.1	46.2	59.4
Interest income	4.7	7.1	15.3	14.2	10.4	5.6	15.3	34.7	39.0	31.6
Total Segment Revenues	\$ 247.7	\$ 293.4	\$ 282.1	\$ 349.8	\$ 413.8	\$ 451.3	\$ 799.5	\$ 778.6	\$ 923.4	\$ 1,099.1
SEGMENT EXPENSES										
Compensation and benefits										
Cash-based compensation and benefits	\$ 120.0	\$ 104.5	\$ 140.4	\$ 185.2	\$ 206.1	\$ 237.1	\$ 284.2	\$ 324.5	\$ 320.1	\$ 351.9
Realized performance revenues related compensation	17.6	35.0	4.5	0.4	12.2	(2.7)	61.3	20.3	19.4	59.9
Total compensation and benefits	\$ 137.6	\$ 139.5	\$ 144.9	\$ 185.6	\$ 218.3	\$ 234.4	\$ 345.5	\$ 344.8	\$ 339.5	\$ 411.8
General, administrative and other expenses ¹	250.0	7.4	30.5	78.9	45.7	63.1	97.7	106.8	140.4	140.3
Depreciation and amortization expense	6.2	5.1	6.3	9.9	7.0	8.0	8.2	7.6	13.2	16.4
Interest expense	11.3	14.5	22.9	27.0	26.6	26.1	32.6	45.0	53.0	49.6
Total Segment Expenses	\$ 405.1	\$ 166.5	\$ 204.6	\$ 301.4	\$ 297.6	\$ 331.6	\$ 484.0	\$ 504.2	\$ 546.1	\$ 618.1
Total Segment Revenues	\$ 247.7	\$ 293.4	\$ 282.1	\$ 349.8	\$ 413.8	\$ 451.3	\$ 799.5	\$ 778.6	\$ 923.4	\$ 1,099.1
Total Segment Expenses	405.1	166.5	204.6	301.4	297.6	331.6	484.0	504.2	546.1	618.1
(=) Distributable Earnings	\$ (157.4)	\$ 126.9	\$ 77.5	\$ 48.4	\$ 116.2	\$ 119.7	\$ 315.5	\$ 274.4	\$ 377.3	\$ 481.0
(-) Realized Net Performance Revenues	19.0	40.4	5.3	1.4	14.3	(3.3)	70.2	23.2	12.6	38.1
(-) Realized Principal Investment Income (Loss)	5.1	11.9	7.9	12.0	18.7	31.9	38.1	37.1	46.2	59.4
(+) Net Interest	6.6	7.4	7.6	12.8	16.2	20.5	17.3	10.3	14.0	18.0
(=) Fee Related Earnings	\$ (174.9)	\$ 82.0	\$ 71.9	\$ 47.8	\$ 99.4	\$ 111.6	\$ 224.5	\$ 224.4	\$ 332.5	\$ 401.5

(1) General, administrative and other expenses ("G&A") in 2020 G&A includes the positive impact of a \$6 million recovery of litigation costs (a contra expense).

Carlyle AlInvest Segment Results by Year

(Dollars in millions, except per share amounts)

	<u>FY'16</u>	<u>FY'17</u>	<u>FY'18</u>	<u>FY'19</u>	<u>FY'20</u>	<u>FY'21</u>	<u>FY'22</u>	<u>FY'23</u>	<u>FY'24</u>	<u>FY'25</u>
SEGMENT REVENUES										
Fund management fees	\$ 140.3	\$ 154.9	\$ 166.8	\$ 157.1	\$ 193.0	\$ 228.4	\$ 222.9	\$ 242.4	\$ 337.2	\$ 457.7
Transaction and portfolio advisory fees, net and other	1.3	0.4	0.4	—	0.1	0.5	—	—	0.2	0.3
Fee related performance revenues	—	—	—	—	—	—	—	3.6	16.7	59.0
Total segment fee revenues	\$ 141.6	\$ 155.3	\$ 167.2	\$ 157.1	\$ 193.1	\$ 228.9	\$ 222.9	\$ 246.0	\$ 354.1	\$ 517.0
Realized performance revenues	65.6	86.4	106.4	70.7	155.1	186.8	192.6	89.7	116.7	93.8
Realized principal investment income (loss)	0.1	0.1	0.1	1.7	2.3	9.8	3.8	6.4	5.1	36.1
Interest income	0.4	1.1	1.4	1.5	0.6	0.2	2.6	5.9	7.6	9.3
Total Segment Revenues	\$ 207.7	\$ 242.9	\$ 275.1	\$ 231.0	\$ 351.1	\$ 425.7	\$ 421.9	\$ 348.0	\$ 483.5	\$ 656.2
SEGMENT EXPENSES										
Compensation and benefits										
Cash-based compensation and benefits	\$ 80.5	\$ 84.7	\$ 92.0	\$ 96.3	\$ 113.5	\$ 108.2	\$ 111.7	\$ 123.6	\$ 118.8	\$ 153.0
Realized performance revenues related compensation	63.2	83.2	96.3	64.6	144.6	168.1	169.4	78.9	100.3	79.8
Total compensation and benefits	\$ 143.7	\$ 167.9	\$ 188.3	\$ 160.9	\$ 258.1	\$ 276.3	\$ 281.1	\$ 202.5	\$ 219.1	\$ 232.8
General, administrative and other expenses ¹	34.5	34.9	36.6	37.2	37.8	32.0	36.8	47.8	55.1	82.0
Depreciation and amortization expense	3.3	3.6	4.7	6.2	4.5	4.5	5.1	4.4	6.8	8.2
Interest expense	5.8	6.1	6.6	7.9	9.3	10.8	11.0	9.0	11.6	13.8
Total Segment Expenses	\$ 187.3	\$ 212.5	\$ 236.2	\$ 212.2	\$ 309.7	\$ 323.6	\$ 334.0	\$ 263.7	\$ 292.6	\$ 336.8
Total Segment Revenues	\$ 207.7	\$ 242.9	\$ 275.1	\$ 231.0	\$ 351.1	\$ 425.7	\$ 421.9	\$ 348.0	\$ 483.5	\$ 656.2
Total Segment Expenses	187.3	212.5	236.2	212.2	309.7	323.6	334.0	263.7	292.6	336.8
(=) Distributable Earnings	\$ 20.4	\$ 30.4	\$ 38.9	\$ 18.8	\$ 41.4	\$ 102.1	\$ 87.9	\$ 84.3	\$ 190.9	\$ 319.4
(-) Realized Net Performance Revenues	2.4	3.2	10.1	6.1	10.5	18.7	23.2	10.8	16.4	14.0
(-) Realized Principal Investment Income (Loss)	0.1	0.1	0.1	1.7	2.3	9.8	3.8	6.4	5.1	36.1
(+) Net Interest	5.4	5.0	5.2	6.4	8.7	10.6	8.4	3.1	4.0	4.5
(=) Fee Related Earnings	\$ 23.3	\$ 32.1	\$ 33.9	\$ 17.4	\$ 37.3	\$ 84.2	\$ 69.3	\$ 70.2	\$ 173.4	\$ 273.8

(1) General, administrative and other expenses ("G&A") in 2020 G&A includes the positive impact of a \$3 million recovery of litigation costs (a contra expense).

Carlyle U.S. GAAP Results by Quarter

(Dollars in millions, except per share amounts)

	<u>1Q'23</u>	<u>2Q'23</u>	<u>3Q'23</u>	<u>4Q'23</u>	<u>1Q'24</u>	<u>2Q'24</u>	<u>3Q'24</u>	<u>4Q'24</u>	<u>1Q'25</u>	<u>2Q'25</u>	<u>3Q'25</u>	<u>4Q'25</u>
REVENUES												
Fund management fees	\$ 500.8	\$ 507.8	\$ 502.6	\$ 532.0	\$ 523.6	\$ 534.4	\$ 532.7	\$ 597.4	\$ 586.1	\$ 620.4	\$ 583.3	\$ 606.8
Incentive fees	19.8	21.0	21.1	31.8	26.2	31.3	38.7	37.3	43.2	40.5	51.4	55.4
Investment income (loss), including performance allocations	172.5	(254.0)	(17.7)	144.0	(83.9)	286.3	1,831.5	220.5	159.8	694.0	(519.0)	1,006.9
Revenue from consolidated entities	121.9	137.1	152.7	158.4	164.9	165.6	180.1	121.0	133.4	163.0	163.4	175.5
All other revenues	44.0	50.2	57.9	60.0	57.6	52.1	52.2	56.3	50.6	55.0	53.6	56.5
Total Revenues	\$ 859.0	\$ 462.1	\$ 716.6	\$ 926.2	\$ 688.4	\$ 1,069.7	\$ 2,635.2	\$ 1,032.5	\$ 973.1	\$ 1,572.9	\$ 332.7	\$ 1,901.1
EXPENSES												
Cash-based compensation and benefits	\$ 260.2	\$ 270.6	\$ 267.6	\$ 225.3	\$ 221.9	\$ 206.3	\$ 207.5	\$ 239.8	\$ 218.4	\$ 238.4	\$ 216.2	\$ 222.2
Equity-based compensation	54.4	68.0	64.4	62.3	108.3	125.2	121.6	112.8	103.5	92.9	90.7	87.6
Performance allocations and incentive fee related compensation	105.7	(92.2)	(53.9)	1,144.1	(72.8)	144.2	1,151.0	139.1	171.4	443.6	(324.6)	645.9
General, administrative and other expenses	159.2	168.5	143.0	181.4	147.7	187.9	176.6	153.4	173.6	205.5	180.7	224.5
Expenses from consolidated entities	93.7	102.1	102.5	120.8	124.6	152.1	162.0	126.2	113.5	170.8	177.3	162.7
Interest and other non-operating expenses (income)	29.8	30.7	31.5	32.0	31.0	30.1	30.2	29.4	27.8	27.9	29.8	38.2
Total Expenses	\$ 703.0	\$ 547.7	\$ 555.1	\$ 1,765.9	\$ 560.7	\$ 845.8	\$ 1,848.9	\$ 800.7	\$ 808.2	\$ 1,179.1	\$ 370.1	\$ 1,381.1
Net investment gains (losses) of consolidated funds	\$ 3.6	\$ 15.6	\$ (9.3)	\$ (3.0)	\$ (7.0)	\$ (5.1)	\$ 2.5	\$ 33.6	\$ 6.1	\$ 46.8	\$ 123.2	\$ (58.2)
Income (loss) before provision for income taxes ¹	159.6	(70.0)	152.2	(842.7)	120.7	218.8	788.8	265.4	171.0	440.6	85.8	461.8
Provision (benefit) for income taxes	34.3	(7.3)	41.2	(172.4)	21.9	69.5	173.1	38.1	12.4	112.5	(26.7)	116.3
Net income (loss)	125.3	(62.7)	111.0	(670.3)	98.8	149.3	615.7	227.3	158.6	328.1	112.5	345.5
Net income (loss) attributable to non-controlling interests	24.6	35.7	29.7	21.7	33.2	1.1	20.0	16.4	28.6	8.4	111.6	(12.6)
Net income (loss) attributable to The Carlyle Group Inc.	100.7	(98.4)	81.3	(692.0)	65.6	148.2	595.7	210.9	130.0	319.7	0.9	358.1
Net income attributable to Series A Preferred Unitholders	—	—	—	—	—	—	—	—	—	—	—	—
Series A Preferred Units redemption premium	—	—	—	—	—	—	—	—	—	—	—	—
Net income (loss) attributable to The Carlyle Group Inc. Common Stockholders	\$ 100.7	\$ (98.4)	\$ 81.3	\$ (692.0)	\$ 65.6	\$ 148.2	\$ 595.7	\$ 210.9	\$ 130.0	\$ 319.7	\$ 0.9	\$ 358.1
Net income (loss) attributable to The Carlyle Group Inc. per common share												
Basic	\$ 0.28	\$ (0.27)	\$ 0.23	\$ (1.92)	\$ 0.18	\$ 0.41	\$ 1.67	\$ 0.59	\$ 0.36	\$ 0.89	\$ —	\$ 1.00
Diluted	\$ 0.28	\$ (0.27)	\$ 0.22	\$ (1.92)	\$ 0.18	\$ 0.40	\$ 1.63	\$ 0.57	\$ 0.35	\$ 0.87	\$ —	\$ 0.96
Supplemental Information												
Margin on income (loss) before provision for taxes ²	18.6 %	(15.1)%	21.2 %	(91.0)%	17.5 %	20.5 %	29.9 %	25.7 %	17.6 %	28.0 %	25.8 %	24.3 %
Effective tax rate	21.5 %	10.4 %	27.1 %	20.5 %	18.1 %	31.8 %	21.9 %	14.4 %	7.3 %	25.5 %	(31.1)%	25.2 %
Net performance revenues ³	\$ 55.1	\$ (154.6)	\$ (64.4)	\$ (1,028.4)	\$ (84.2)	\$ 54.0	\$ 634.5	\$ 49.9	\$ 51.5	\$ 195.2	\$ (282.1)	\$ 321.6

Note: Fund management fees increased 10% in FY 2025 compared to FY 2024, primarily driven by the impact of fundraising in Carlyle AlInvest, higher portfolio and transaction fees and investment activity in Global Credit, and the activation of fees in certain funds in Global Private Equity. Catch-up management fees in Carlyle AlInvest totaled \$56 million in FY 2025, an increase of \$42 million from FY 2024. These increases were partially offset by the impact of step-downs in certain products in our Global Private Equity segment.

Note: Investment income, including performance allocations, in FY 2025 primarily reflected accrual of unrealized performance allocations driven by appreciation in our carry fund portfolio, most notably in our U.S. buyout funds which were positively impacted by market price increases of certain public investments, partially offset by the reversal of unrealized performance allocations driven primarily by the impact of preferred returns in our fifth Asia buyout fund. Investment income, including performance allocations, in FY 2024 primarily reflected accrual of unrealized performance allocations driven by appreciation in our carry fund portfolio, particularly in our U.S. buyout funds.

Note: Equity-based compensation decreased in FY 2025 compared to FY 2024, driven by lower amortization on performance-based stock awards, partially offset by additional equity awards granted in February 2025. Equity-based compensation increased in FY 2024 from FY 2023, driven by awards granted in February 2024, including awards to certain senior Carlyle professionals that are subject to vesting based on the achievement of stock price performance conditions over a service period of three years.

Note: Performance allocations and incentive fee related compensation decreased in FY 2025 compared to FY 2024, driven by the decrease in Investment income, including performance allocations.

(1) 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. In the earnings presentation attached as an exhibit to our Form 8-K for the quarter ended December 31, 2025 and furnished to the SEC on February 20, 2026, a full reconciliation is included starting on page 29. In that document, see "Non-GAAP Financial Measures" for additional information.

(2) Margin on income (loss) before provision for taxes is equal to Income (loss) before provision for taxes, divided by Total revenues.

(3) Net performance revenues are equal to Performance revenues less Performance revenues related compensation expense.

Carlyle U.S. GAAP Results¹ by Year

(Dollars in millions, except per share amounts)

	FY'16	FY'17	FY'18	FY'19	FY'20	FY'21	FY'22	FY'23	FY'24	FY'25
REVENUES										
Fund management fees	\$ 1,076.1	\$ 1,026.9	\$ 1,272.0	\$ 1,476.2	\$ 1,486.0	\$ 1,667.5	\$ 2,030.1	\$ 2,043.2	\$ 2,188.1	\$ 2,396.6
Incentive fees	36.4	35.3	30.2	35.9	37.0	48.8	63.7	93.7	133.5	190.5
Investment income (loss), including performance allocations	875.9	2,290.6	809.2	1,568.4	1,095.2	6,721.9	1,898.0	44.8	2,254.4	1,341.7
Revenue from consolidated entities	262.0	286.7	214.5	199.2	226.8	253.2	311.0	570.1	631.6	635.3
All other revenues	23.9	36.7	101.3	97.3	89.6	90.7	135.9	212.1	218.2	215.7
Total Revenues	\$ 2,274.3	\$ 3,676.2	\$ 2,427.2	\$ 3,377.0	\$ 2,934.6	\$ 8,782.1	\$ 4,438.7	\$ 2,963.9	\$ 5,425.8	\$ 4,779.8
EXPENSES										
Cash-based compensation and benefits	\$ 647.1	\$ 652.7	\$ 746.7	\$ 833.4	\$ 849.6	\$ 908.0	\$ 1,052.0	\$ 1,023.7	\$ 875.5	\$ 895.2
Equity-based compensation	334.6	320.3	239.9	140.0	105.0	163.1	154.0	249.1	467.9	374.7
Performance allocations and incentive fee related compensation	353.1	988.3	376.3	436.7	779.1	2,961.0	719.9	1,103.7	1,361.5	936.3
General, administrative and other expenses	521.1	276.8	460.7	494.4	349.3	431.7	575.8	652.1	665.6	784.3
Expenses from consolidated entities	336.1	400.1	164.6	131.8	163.5	178.5	211.6	419.1	564.9	624.3
Interest and other non-operating expenses (income)	50.1	(5.9)	83.3	83.4	86.8	114.8	111.4	124.0	120.7	123.7
Total Expenses	\$ 2,242.1	\$ 2,632.3	\$ 2,071.5	\$ 2,119.7	\$ 2,333.3	\$ 4,757.1	\$ 2,824.7	\$ 3,571.7	\$ 4,056.1	\$ 3,738.5
Net investment gains (losses) of consolidated funds	\$ 13.1	\$ 88.4	\$ 4.5	\$ (23.9)	\$ (21.3)	\$ 2.5	\$ (41.5)	\$ 6.9	\$ 24.0	\$ 117.9
Income (loss) before provision for income taxes ²	45.3	1,132.3	360.2	1,233.4	580.0	4,027.5	1,572.5	(600.9)	1,393.7	1,159.2
Provision (benefit) for income taxes	30.0	124.9	31.3	49.0	197.2	982.3	287.8	(104.2)	302.6	214.5
Net income (loss)	15.3	1,007.4	328.9	1,184.4	382.8	3,045.2	1,284.7	(496.7)	1,091.1	944.7
Net income (loss) attributable to non-controlling interests in consolidated entities ³	8.9	763.3	212.4	803.5	34.6	70.5	59.7	111.7	70.7	136.0
Net income (loss) attributable to The Carlyle Group Inc.	6.4	244.1	116.5	380.9	348.2	2,974.7	1,225.0	(608.4)	1,020.4	808.7
Net income attributable to Series A Preferred Common Unitholders	—	6.0	23.6	19.1	—	—	—	—	—	—
Series A Preferred Units redemption premium	—	—	—	16.5	—	—	—	—	—	—
Net income (loss) attributable to The Carlyle Group Inc. Common Stockholders	\$ 6.4	\$ 238.1	\$ 92.9	\$ 345.3	\$ 348.2	\$ 2,974.7	\$ 1,225.0	\$ (608.4)	\$ 1,020.4	\$ 808.7
Net income (loss) attributable to The Carlyle Group Inc. per common share										
Basic	\$ 0.08	\$ 2.58	\$ 0.89	\$ 3.05	\$ 0.99	\$ 8.37	\$ 3.39	\$ (1.68)	\$ 2.85	\$ 2.25
Diluted	\$ (0.08)	\$ 2.38	\$ 0.82	\$ 2.82	\$ 0.97	\$ 8.20	\$ 3.35	\$ (1.68)	\$ 2.77	\$ 2.18
Supplemental Information										
Margin on income (loss) before provision for taxes ⁴	2.0 %	30.8 %	14.8 %	36.5 %	19.8 %	45.9 %	35.4 %	(20.3)%	25.7 %	24.3 %
Effective tax rate	66.2 %	11.0 %	8.7 %	4.0 %	34.0 %	24.4 %	18.3 %	17.3 %	21.7 %	18.5 %
Net performance revenues ⁵	\$ 393.7	\$ 1,177.8	\$ 246.6	\$ 362.4	\$ 856.8	\$ 3,123.6	\$ 607.6	\$ (1,192.3)	\$ 654.2	\$ 286.2

Note: Fund management fees increased 10% in FY 2025 compared to FY 2024, primarily driven by the impact of fundraising in Carlyle AlInvest, higher portfolio and transaction fees and investment activity in Global Credit, and the activation of fees in certain funds in Global Private Equity. Catch-up management fees in Carlyle AlInvest totaled \$56 million in FY 2025, an increase of \$42 million from FY 2024. These increases were partially offset by the impact of step-downs in certain products in our Global Private Equity segment.

Note: Investment income, including performance allocations, in FY 2025 primarily reflected accrual of unrealized performance allocations driven by appreciation in our carry fund portfolio, most notably in our U.S. buyout funds which were positively impacted by market price increases of certain public investments, partially offset by the reversal of unrealized performance allocations driven primarily by the impact of preferred returns in our fifth Asia buyout fund. Investment income, including performance allocations, in FY 2024 primarily reflected accrual of unrealized performance allocations driven by appreciation in our carry fund portfolio, particularly in our U.S. buyout funds.

Note: Equity-based compensation decreased in FY 2025 compared to FY 2024, driven by lower amortization on performance-based stock awards, partially offset by additional equity awards granted in February 2025. Equity-based compensation increased in FY 2024 from FY 2023, driven by awards granted in February 2024, including awards to certain senior Carlyle professionals that are subject to vesting based on the achievement of stock price performance conditions over a service period of three years.

Note: Performance allocations and incentive fee related compensation decreased in FY 2025 compared to FY 2024, driven by the decrease in Investment income, including performance allocations.

Note: G&A in 3Q'21 includes \$15 million in currency translation loss previously recorded in accumulated other comprehensive income and related to the sale of our local Brazilian management entity on August 31, 2021. 2Q'21 G&A also include \$27 million in right-of-use asset impairment related to the sublease of a portion of our office space in New York. The currency translation loss and impairment charges are excluded from our Non-GAAP financial metrics. In 1Q'20, G&A includes the positive impact of a \$30 million recovery of litigation costs (a contra expense). Excluding this, G&A would have been \$100 million in 1Q'20.

Note: Provision for (benefit) for income taxes in 3Q'21 reflects higher pre-tax income. Provision (benefit) for income taxes in 1Q'20 reflects a tax benefit of \$170 million related to the net loss during the quarter, net of \$90 million in expense related to a reduction in the net deferred tax asset resulting from the Company's conversion from a partnership to a corporation on January 1, 2020 (the "Conversion").

(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. In the earnings presentation attached as an exhibit to our Form 8-K for the quarter ended December 31, 2025 and furnished to the SEC on February 20, 2026, a full reconciliation is included starting on page 29. In that document, see "Non-GAAP Financial Measures" for additional information.

(3) Prior to the Conversion on January 1, 2020, Net income (loss) attributable to non-controlling interests includes the non-controlling interests in Carlyle Holdings.

(4) Margin on income (loss) before provision for taxes is equal to Income (loss) before provision for taxes, divided by Total revenues.

(5) Net performance revenues are equal to Performance revenues less Performance revenues related compensation expense.

Carlyle Reconciliation of U.S. GAAP to Non-GAAP Results by Quarter

(Dollars in millions, except per share amounts)

	<u>1Q'23</u>	<u>2Q'23</u>	<u>3Q'23</u>	<u>4Q'23</u>	<u>1Q'24</u>	<u>2Q'24</u>	<u>3Q'24</u>	<u>4Q'24</u>	<u>1Q'25</u>	<u>2Q'25</u>	<u>3Q'25</u>	<u>4Q'25</u>
INCOME (LOSS) BEFORE PROVISION FOR INCOME TAXES	\$ 159.6	\$ (70.0)	\$ 152.2	\$ (842.7)	\$ 120.7	\$ 218.8	\$ 788.8	\$ 265.4	\$ 171.0	\$ 440.6	\$ 85.8	\$ 461.8
Adjustments:												
Net unrealized performance and fee related performance revenues ¹	18.4	314.3	138.9	1,187.6	193.2	(15.2)	(564.4)	(10.3)	90.0	(124.3)	244.6	(232.8)
Unrealized principal investment (income) loss ²	29.0	(30.4)	(17.1)	(17.6)	(4.4)	(48.1)	(1.8)	20.2	(17.0)	(25.5)	7.4	54.5
Principal investment loss from dilution of indirect investment in Fortitude ²	—	104.0	—	—	—	—	—	—	—	—	—	—
Equity-based compensation ³	57.1	70.7	67.3	65.0	111.0	127.4	122.0	116.1	104.7	96.4	88.2	87.3
Acquisition or disposition related charges, including amortization of intangibles and impairment	28.7	33.7	50.6	32.3	32.8	33.3	37.4	33.1	122.2	48.3	46.2	45.7
Tax (expense) benefit associated with certain foreign performance revenues	(0.5)	(0.1)	(0.2)	(0.2)	(1.0)	(0.2)	(0.2)	0.4	—	(0.1)	(0.4)	—
Net (income) loss attributable to non-controlling interests in consolidated entities	(24.6)	(35.7)	(29.7)	(21.7)	(33.2)	(1.1)	(20.0)	(16.4)	(28.6)	(8.4)	(111.6)	12.6
Other adjustments including severance ⁴	3.9	2.3	5.4	—	12.2	28.3	5.3	(24.6)	13.1	4.0	8.2	7.3
DISTRIBUTABLE EARNINGS	\$ 271.6	\$ 388.8	\$ 367.4	\$ 402.7	\$ 431.3	\$ 343.2	\$ 367.1	\$ 383.9	\$ 455.4	\$ 431.0	\$ 368.4	\$ 436.4
Realized net performance revenues	69.5	175.1	150.0	136.4	142.0	55.7	90.6	77.8	127.4	87.7	19.1	123.1
Realized principal investment income (loss)	23.8	22.1	23.4	19.5	33.7	26.6	9.1	31.6	30.0	33.5	49.5	38.8
Net interest	15.1	15.7	10.7	7.2	10.7	12.1	10.5	12.9	12.6	13.5	12.1	15.9
FEE RELATED EARNINGS	\$ 193.4	\$ 207.3	\$ 204.7	\$ 254.0	\$ 266.3	\$ 273.0	\$ 277.9	\$ 287.4	\$ 310.6	\$ 323.3	\$ 311.9	\$ 290.4

(1) Effective December 31, 2023, we realigned our employee compensation program to increase the proportion of our performance allocations used to compensate our employees. Net realized performance and fee related performance revenues in 4Q'23 and FY 2023 include a one-time charge of \$1.1 billion to unrealized performance allocations and incentive fee related compensation expense related to this compensation realignment.

(2) In connection with the initial drawdown of the March 2022 capital raise from Fortitude, the Company's indirect ownership of Fortitude decreased from 19.9% to 13.5%. As a result of the dilution, the Company recorded a reduction in the carrying value of its equity method investment and corresponding loss of \$177 million in 2Q'22. In 2Q'23, the remaining capital was called by Fortitude and the Company's indirect ownership further decreased to 10.5%. As a result of this dilution, the Company recorded an additional reduction in carrying value and corresponding loss of \$104 million. These amounts are excluded from the total segment results.

(3) Equity-based compensation includes amounts reflected in principal investment income and general, administrative and other expense in our U.S. GAAP statement of operations.

(4) Includes charges (credits) related to Carlyle corporate actions and non-recurring items that affect period-to-period comparability and are not reflective of the Company's operating performance.

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

Carlyle Reconciliation of U.S. GAAP to Non-GAAP Results by Year

(Dollars in millions, except per share amounts)

	FY'16	FY'17	FY'18	FY'19	FY'20	FY'21	FY'22	FY'23	FY'24	FY'25
INCOME (LOSS) BEFORE PROVISION FOR INCOME TAXES	\$ 45.3	\$ 1,132.3	\$ 360.2	\$ 1,233.4	\$ 580.0	\$ 4,027.5	\$ 1,572.5	\$ (600.9)	\$ 1,393.7	\$ 1,159.2
Adjustments:										
Net unrealized performance and fee related performance revenues ¹	231.6	(625.2)	50.2	(42.3)	(598.7)	(1,606.2)	(183.7)	1,659.2	(396.7)	(22.5)
Unrealized principal investment (income) loss ²	(5.4)	(73.0)	(48.8)	(590.9)	556.2	(351.8)	38.3	(36.1)	(34.1)	19.4
Principal investment loss from dilution of indirect investment in Fortitude ³	—	—	—	—	—	—	176.9	104.0	—	—
Adjusted unrealized principal investment income from investment in Fortitude	—	—	(11.7)	(140.9)	104.4	—	—	—	—	—
Equity-based compensation ⁴	343.0	365.1	252.2	151.5	116.6	172.9	161.9	260.1	476.5	376.6
Acquisition or disposition related charges, including amortization of intangibles and impairment	94.2	35.7	22.3	52.0	38.1	37.7	187.4	145.3	136.6	262.4
Tax (expense) benefit associated with certain foreign performance revenues	(15.1)	(9.2)	(1.5)	(14.3)	(7.9)	(17.1)	3.0	(1.0)	(1.0)	(0.5)
Net (income) loss attributable to non-controlling interests in consolidated entities	(41.0)	(72.5)	(33.9)	(36.6)	(34.6)	(70.5)	(59.7)	(111.7)	(70.7)	(136.0)
Lease assignment and termination costs / Right-of-use asset impairment	—	—	66.9	—	—	26.8	—	—	—	—
Reserve for litigation and contingencies.	—	(25.0)	—	—	—	—	—	—	—	—
Debt extinguishment costs	—	—	7.8	0.1	—	10.2	—	—	—	—
Other adjustments, including severance and Conversion costs in 2019 and 2020 ⁵	(0.9)	(58.2)	10.2	34.6	8.0	14.2	12.4	11.6	21.2	32.6
DISTRIBUTABLE EARNINGS	\$ 651.7	\$ 670.0	\$ 673.9	\$ 646.6	\$ 762.1	\$ 2,243.7	\$ 1,909.0	\$ 1,430.5	\$ 1,525.5	\$ 1,691.2
Realized net performance revenues	625.3	552.6	319.7	164.1	246.3	1,529.6	998.5	531.0	366.1	357.3
Realized principal investment income (loss)	44.9	(25.8)	48.1	87.0	73.0	209.5	150.6	88.8	101.0	151.8
Net interest	51.1	48.8	44.3	57.3	76.9	93.5	74.5	48.7	46.2	54.1
FEE RELATED EARNINGS	\$ 32.6	\$ 192.0	\$ 350.4	\$ 452.8	\$ 519.7	\$ 598.1	\$ 834.4	\$ 859.4	\$ 1,104.6	\$ 1,236.2

(1) Effective December 31, 2023, we realigned our employee compensation program to increase the proportion of our performance allocations used to compensate our employees. Net realized performance and fee related performance revenues in 4Q'23 and FY 2023 include a one-time charge of \$1.1 billion to unrealized performance allocations and incentive fee related compensation expense related to this compensation realignment.

(2) The U.S. GAAP results for FY 2020 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 was driven by the contribution of our existing 19.9% investment in Fortitude into the fund, and the subsequent accounting for our investment which is based on the net asset value of our limited partnership interest in the fund rather than a direct investment in Fortitude.

(3) In connection with the initial drawdown of the March 2022 capital raise from Fortitude, the Company's indirect ownership of Fortitude decreased from 19.9% to 13.5%. As a result of the dilution, the Company recorded a reduction in the carrying value of its equity method investment and corresponding loss of \$177 million in 2Q'22. In 2Q'23, the remaining capital was called by Fortitude and the Company's indirect ownership further decreased to 10.5%. As a result of this dilution, the Company recorded an additional reduction in carrying value and corresponding loss of \$104 million. These amounts are excluded from the total segment results.

(4) Equity-based compensation includes amounts reflected in principal investment income and general, administrative and other expense in our U.S. GAAP statement of operations.

(5) Includes charges (credits) related to Carlyle corporate actions and non-recurring items that affect period-to-period comparability and are not reflective of the Company's operating performance. For the year ended December 31, 2017, includes 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.

Carlyle Reconciliation of Revenues and Expenses by Quarter

(Dollars in millions)	For the Three Months Ended March 31, 2023				For the Three Months Ended March 31, 2024				For the Three Months Ended March 31, 2025			
	Total Reportable Segments	Consolidated Funds	Reconciling Items	Carlyle Consolidated 1	Total Reportable Segments	Consolidated Funds	Reconciling Items	Carlyle Consolidated 1	Total Reportable Segments	Consolidated Funds	Reconciling Items	Carlyle Consolidated 1
Revenues	\$ 754.2	\$ 121.9	\$ (17.1)	\$ 859.0	\$ 1,023.0	\$ 164.9	\$ (499.5)	\$ 688.4	\$ 1,043.2	\$ 133.4	\$ (203.5)	\$ 973.1
Expenses	482.6	97.2	123.2	703.0	591.7	139.5	(170.5)	560.7	587.8	130.8	89.6	808.2
Other income (loss)	—	3.6	—	3.6	—	(7.0)	—	(7.0)	—	6.1	—	6.1
Distributable earnings	271.6	28.3	(140.3)	159.6	431.3	18.4	(329.0)	120.7	455.4	8.7	(293.1)	171.0
For the Three Months Ended June 30, 2023												
Revenues	\$ 977.9	\$ 137.1	\$ (652.9)	\$ 462.1	\$ 788.9	\$ 165.6	\$ 115.2	\$ 1,069.7	\$ 984.0	\$ 163.0	\$ 425.9	\$ 1,572.9
Expenses	589.1	116.3	(157.7)	547.7	445.7	164.5	235.6	845.8	553.0	178.5	447.6	1,179.1
Other income (loss)	—	15.6	—	15.6	—	(5.1)	—	(5.1)	—	46.8	—	46.8
Distributable earnings	388.8	36.4	(495.2)	(70.0)	343.2	(4.0)	(120.4)	218.8	431.0	31.3	(21.7)	440.6
For the Three Months Ended September 30, 2023												
Revenues	\$ 776.6	\$ 152.7	\$ (212.7)	\$ 716.6	\$ 895.0	\$ 180.1	\$ 1,560.1	\$ 2,635.2	\$ 782.5	\$ 163.4	\$ (613.2)	\$ 332.7
Expenses	409.2	111.2	34.7	555.1	527.9	160.6	1,160.4	1,848.9	414.1	195.8	(239.8)	370.1
Other income (loss)	—	(9.3)	—	(9.3)	—	2.5	—	2.5	—	123.2	—	123.2
Distributable earnings	367.4	32.2	(247.4)	152.2	367.1	22.0	399.7	788.8	368.4	90.8	(373.4)	85.8
For the Three Months Ended December 31, 2023												
Revenues	\$ 896.4	\$ 158.4	\$ (128.6)	\$ 926.2	\$ 948.5	\$ 121.0	\$ (37.0)	\$ 1,032.5	\$ 1,091.8	\$ 175.5	\$ 633.8	\$ 1,901.1
Expenses	493.7	135.6	1,136.6	1,765.9	564.6	145.7	90.4	800.7	655.4	173.3	552.4	1,381.1
Other income (loss)	—	(3.0)	—	(3.0)	—	33.6	—	33.6	—	(58.2)	—	(58.2)
Distributable earnings	402.7	19.8	(1,265.2)	(842.7)	383.9	8.9	(127.4)	265.4	436.4	(56.0)	81.4	461.8

(1) The Distributable Earnings in the Carlyle Consolidated column is income before provision for income taxes, which is the GAAP measure that is most directly comparable to Distributable Earnings.

(2) See detailed breakdown of revenue and expense adjustments on page 19.

(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 13.

Carlyle Reconciliation of Revenues and Expenses by Year

(Dollars in millions)	Total Reportable Segments	Consolidated Funds	Reconciling Items	Carlyle Consolidated 1		Total Reportable Segments	Consolidated Funds	Reconciling Items	Carlyle Consolidated 1	
	For the Year Ended December 31, 2016					For the Year Ended December 31, 2021				
Revenues	\$ 2,417.3	\$ 166.9	\$ (309.9)	\$ 2,274.3	2	\$ 4,950.1	\$ 253.2	\$ 3,578.8	\$ 8,782.1	2
Expenses	1,765.6	153.1	323.4	2,242.1	2	2,706.4	217.8	1,832.9	4,757.1	2
Other income (loss)	—	13.1	—	13.1	3	—	2.5	—	2.5	3
Distributable earnings	651.7	26.9	(633.3)	45.3	4	2,243.7	37.9	1,745.9	4,027.5	4
	For the Year Ended December 31, 2017					For the Year Ended December 31, 2022				
Revenues	\$ 2,216.2	\$ 177.7	\$ 1,282.3	\$ 3,676.2	2	\$ 4,401.4	\$ 311.0	\$ (273.7)	\$ 4,438.7	2
Expenses	1,546.2	240.4	845.7	2,632.3	2	2,492.4	255.3	77.0	2,824.7	2
Other income (loss)	—	123.5	(35.1)	88.4	3	—	(41.5)	—	(41.5)	3
Distributable earnings	670.0	60.8	401.5	1,132.3	4	1,909.0	14.2	(350.7)	1,572.5	4
	For the Year Ended December 31, 2018					For the Year Ended December 31, 2023				
Revenues	\$ 2,185.9	\$ 214.5	\$ 26.8	\$ 2,427.2	2	\$ 3,405.1	\$ 570.1	\$ (1,011.3)	\$ 2,963.9	2
Expenses	1,512.0	213.3	346.2	2,071.5	2	1,974.6	460.3	1,136.8	3,571.7	2
Other income (loss)	—	4.5	—	4.5	3	—	6.9	—	6.9	3
Distributable earnings	673.9	5.7	(319.4)	360.2	4	1,430.5	116.7	(2,148.1)	(600.9)	4
	For the Year Ended December 31, 2019					For the Year Ended December 31, 2024				
Revenues	\$ 2,110.1	\$ 199.2	\$ 1,067.7	\$ 3,377.0	2	\$ 3,655.4	\$ 631.6	\$ 1,138.8	\$ 5,425.8	2
Expenses	1,463.5	165.6	490.6	2,119.7	2	2,129.9	610.3	1,315.9	4,056.1	2
Other income (loss)	—	(23.9)	—	(23.9)	3	—	24.0	—	24.0	3
Distributable earnings	646.6	9.7	577.1	1,233.4	4	1,525.5	45.3	(177.1)	1,393.7	4
	For the Year Ended December 31, 2020					For the Year Ended December 31, 2025				
Revenues	\$ 2,289.5	\$ 226.8	\$ 418.3	\$ 2,934.6	2	\$ 3,901.5	\$ 635.3	\$ 243.0	\$ 4,779.8	
Expenses	1,527.4	206.2	599.7	2,333.3	2	2,210.3	678.4	849.8	3,738.5	
Other income (loss)	—	(21.3)	—	(21.3)	3	—	117.9	—	117.9	
Distributable earnings	762.1	(0.7)	(181.4)	580.0	4	1,691.2	74.8	(606.8)	1,159.2	

(1) The Distributable Earnings in the Carlyle Consolidated column is income before provision for income taxes, which is the GAAP measure that is most directly comparable to Distributable Earnings.

(2) See detailed breakdown of revenue and expense adjustments on page 20.

(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 14.

Carlyle Reconciliation of Net Performance Revenues by Quarter

(Dollars in millions)	Carlyle	Reconciling Items	Total Reportable	Carlyle	Reconciling Items	Total Reportable	Carlyle	Reconciling Items	Total Reportable
	Consolidated	1	Segments	Consolidated	1	Segments	Consolidated	1	Segments
	For the Three Months Ended March 31, 2023			For the Three Months Ended March 31, 2024			For the Three Months Ended March 31, 2025		
Performance revenues	\$ 160.8	\$ 4.3	\$ 165.1	\$ (157.0)	\$ 554.8	\$ 397.8	\$ 222.9	\$ 132.2	\$ 355.1
Performance revenues related compensation expense	\$ 105.7	\$ (10.1)	\$ 95.6	\$ (72.8)	\$ 328.6	\$ 255.8	\$ 171.4	\$ 56.3	\$ 227.7
Net performance revenues	\$ 55.1	\$ 14.4	\$ 69.5	\$ (84.2)	\$ 226.2	\$ 142.0	\$ 51.5	\$ 75.9	\$ 127.4
Principal investment income (loss)	\$ 11.7	\$ 12.1	\$ 23.8	\$ 73.1	\$ (39.4)	\$ 33.7	\$ (63.1)	\$ 93.1	\$ 30.0
	For the Three Months Ended June 30, 2023			For the Three Months Ended June 30, 2024			For the Three Months Ended June 30, 2025		
Performance revenues	\$ (246.8)	\$ 581.9	\$ 335.1	\$ 198.2	\$ (41.7)	\$ 156.5	\$ 638.8	\$ (379.0)	\$ 259.8
Performance revenues related compensation expense	\$ (92.2)	\$ 252.2	\$ 160.0	\$ 144.2	\$ (43.4)	\$ 100.8	\$ 443.6	\$ (271.5)	\$ 172.1
Net performance revenues	\$ (154.6)	\$ 329.7	\$ 175.1	\$ 54.0	\$ 1.7	\$ 55.7	\$ 195.2	\$ (107.5)	\$ 87.7
Principal investment income (loss)	\$ (7.2)	\$ 29.3	\$ 22.1	\$ 88.1	\$ (61.5)	\$ 26.6	\$ 55.2	\$ (21.7)	\$ 33.5
	For the Three Months Ended September 30, 2023			For the Three Months Ended September 30, 2024			For the Three Months Ended September 30, 2025		
Performance revenues	\$ (118.3)	\$ 298.7	\$ 180.4	\$ 1,785.5	\$ (1,509.6)	\$ 275.9	\$ (606.7)	\$ 668.4	\$ 61.7
Performance revenues related compensation expense	\$ (53.9)	\$ 84.3	\$ 30.4	\$ 1,151.0	\$ (965.7)	\$ 185.3	\$ (324.6)	\$ 367.2	\$ 42.6
Net performance revenues	\$ (64.4)	\$ 214.4	\$ 150.0	\$ 634.5	\$ (543.9)	\$ 90.6	\$ (282.1)	\$ 301.2	\$ 19.1
Principal investment income (loss)	\$ 100.6	\$ (77.2)	\$ 23.4	\$ 46.0	\$ (36.9)	\$ 9.1	\$ 87.7	\$ (38.2)	\$ 49.5
	For the Three Months Ended December 31, 2023			For the Three Months Ended December 31, 2024			For the Three Months Ended December 31, 2025		
Performance revenues	\$ 115.7	\$ 142.0	\$ 257.7	\$ 189.0	\$ 56.7	\$ 245.7	\$ 967.5	\$ (606.7)	\$ 360.8
Performance revenues related compensation expense	\$ 1,144.1	\$ (1,022.8)	\$ 121.3	\$ 139.1	\$ 28.8	\$ 167.9	\$ 645.9	\$ (408.2)	\$ 237.7
Net performance revenues	\$ (1,028.4)	\$ 1,164.8	\$ 136.4	\$ 49.9	\$ 27.9	\$ 77.8	\$ 321.6	\$ (198.5)	\$ 123.1
Principal investment income (loss)	\$ 28.3	\$ (8.8)	\$ 19.5	\$ 31.5	\$ 0.1	\$ 31.6	\$ 39.4	\$ (0.6)	\$ 38.8

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

Carlyle Reconciliation of Net Performance Revenues by Year

(Dollars in millions)	Carlyle Consolidated	Reconciling Items 1	Total Reportable Segments	Carlyle Consolidated	Reconciling Items 1	Total Reportable Segments
	For the Year Ended December 31, 2016			For the Year Ended December 31, 2021		
Performance revenues	\$ 715.4	\$ 500.4	\$ 1,215.8	\$ 6,084.6	\$ (3,146.0)	\$ 2,938.6
Performance revenues related compensation expense	353.1	237.4	590.5	2,961.0	(1,552.0)	1,409.0
Net performance revenues	\$ 362.3	\$ 263.0	\$ 625.3	\$ 3,123.6	\$ (1,594.0)	\$ 1,529.6
Principal investment income (loss)	\$ 160.5	\$ (115.6)	\$ 44.9	\$ 637.3	\$ (427.8)	\$ 209.5
	For the Year Ended December 31, 2017			For the Year Ended December 31, 2022		
Performance revenues	\$ 2,058.6	\$ (973.3)	\$ 1,085.3	\$ 1,327.5	\$ 653.2	\$ 1,980.7
Performance revenues related compensation expense	988.3	(455.6)	532.7	719.9	262.3	982.2
Net performance revenues	\$ 1,070.3	\$ (517.7)	\$ 552.6	\$ 607.6	\$ 390.9	\$ 998.5
Principal investment income (loss)	\$ 232.0	\$ (257.8)	\$ (25.8)	\$ 570.5	\$ (419.9)	\$ 150.6
	For the Year Ended December 31, 2018			For the Year Ended December 31, 2023		
Performance revenues	\$ 622.9	\$ 59.5	\$ 682.4	\$ (88.6)	\$ 1,026.9	\$ 938.3
Performance revenues related compensation expense	376.3	(13.6)	362.7	1,103.7	(696.4)	407.3
Net performance revenues	\$ 246.6	\$ 73.1	\$ 319.7	\$ (1,192.3)	\$ 1,723.3	\$ 531.0
Principal investment income (loss)	\$ 186.3	\$ (138.2)	\$ 48.1	\$ 133.4	\$ (44.6)	\$ 88.8
	For the Year Ended December 31, 2019			For the Year Ended December 31, 2024		
Performance revenues	\$ 799.1	\$ (424.8)	\$ 374.3	\$ 2,015.7	\$ (939.8)	\$ 1,075.9
Performance revenues related compensation expense	436.7	(226.5)	210.2	1,361.5	(651.7)	709.8
Net performance revenues	\$ 362.4	\$ (198.3)	\$ 164.1	\$ 654.2	\$ (288.1)	\$ 366.1
Principal investment income (loss)	\$ 769.3	\$ (682.3)	\$ 87.0	\$ 238.7	\$ (137.7)	\$ 101.0
	For the Year Ended December 31, 2020			For the Year Ended December 31, 2025		
Performance revenues	\$ 1,635.9	\$ (1,049.8)	\$ 586.1	\$ 1,222.5	\$ (185.1)	\$ 1,037.4
Performance revenues related compensation expense	779.1	(439.3)	339.8	936.3	(256.2)	680.1
Net performance revenues	\$ 856.8	\$ (610.5)	\$ 246.3	\$ 286.2	\$ 71.1	\$ 357.3
Principal investment income (loss)	\$ (540.7)	\$ 613.7	\$ 73.0	\$ 119.2	\$ 32.6	\$ 151.8

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

Carlyle Reconciliation of Revenues and Expenses (Detail) by Quarter

(Dollars in millions)

	<u>1Q'23</u>	<u>2Q'23</u>	<u>3Q'23</u>	<u>4Q'23</u>	<u>1Q'24</u>	<u>2Q'24</u>	<u>3Q'24</u>	<u>4Q'24</u>	<u>1Q'25</u>	<u>2Q'25</u>	<u>3Q'25</u>	<u>4Q'25</u>
REVENUE RECONCILING ITEMS												
Unrealized performance and fee related performance revenues	(20.7)	(600.5)	(229.2)	(196.2)	(521.6)	47.4	1,495.1	11.0	(197.3)	331.0	(632.0)	619.8
Unrealized principal investment income (loss)	(29.0)	30.4	17.1	17.6	4.4	48.1	1.8	(20.2)	17.0	25.5	(7.4)	(54.5)
Principal investment loss from dilution of indirect investment in Fortitude	—	(104.0)	—	—	—	—	—	—	—	—	—	—
Adjustments related to expenses associated with NGP Management and its affiliates	(3.4)	(4.1)	(3.5)	(2.8)	(3.2)	(3.8)	(3.5)	(2.6)	(96.1)	(12.4)	(12.3)	(9.5)
Non-controlling interests and other adjustments to present certain costs on a net basis	50.8	43.9	23.5	73.4	41.5	36.2	79.0	11.2	91.0	106.8	56.5	36.1
Elimination of revenues of Consolidated Funds	(14.8)	(18.6)	(20.6)	(20.6)	(20.6)	(12.7)	(12.3)	(36.4)	(18.1)	(25.0)	(18.0)	41.9
TOTAL REVENUE RECONCILING ITEMS	\$ (17.1)	\$ (652.9)	\$ (212.7)	\$ (128.6)	\$ (499.5)	\$ 115.2	\$ 1,560.1	\$ (37.0)	\$ (203.5)	\$ 425.9	\$ (613.2)	\$ 633.8
EXPENSE RECONCILING ITEMS												
Unrealized performance and fee related performance revenue compensation expense	(2.3)	(286.2)	(90.3)	991.4	(328.4)	32.2	930.7	0.7	(107.3)	206.7	(387.4)	387.0
Equity-based compensation	57.1	70.7	67.3	65.0	111.0	127.4	122.0	116.1	104.7	96.4	88.2	87.3
Acquisition or disposition related charges (credits), including amortization of intangibles and impairment	28.7	33.7	50.6	32.3	32.8	33.3	37.4	33.1	122.2	48.3	46.2	45.7
Tax (expense) benefit associated with certain foreign performance revenues related compensation	(0.5)	(0.1)	(0.2)	(0.2)	(1.0)	(0.2)	(0.2)	0.4	—	(0.1)	(0.4)	—
Non-controlling interests and other adjustments to present certain costs on a net basis	40.0	35.2	10.7	62.8	17.8	27.0	63.8	(15.8)	(25.7)	99.9	23.9	35.8
Other	3.9	2.3	5.4	—	12.2	28.3	5.3	(24.6)	13.1	4.0	8.2	7.3
Elimination of expenses of Consolidated Funds	(3.7)	(13.3)	(8.8)	(14.7)	(14.9)	(12.4)	1.4	(19.5)	(17.4)	(7.6)	(18.5)	(10.7)
TOTAL EXPENSE RECONCILING ITEMS	\$ 123.2	\$ (157.7)	\$ 34.7	\$ 1,136.6	\$ (170.5)	\$ 235.6	\$ 1,160.4	\$ 90.4	\$ 89.6	\$ 447.6	\$ (239.8)	\$ 552.4

Carlyle Reconciliation of Revenues and Expenses (Detail) by Year

(Dollars in millions)

	<u>FY'16</u>	<u>FY'17</u>	<u>FY'18</u>	<u>FY'19</u>	<u>FY'20</u>	<u>FY'21</u>	<u>FY'22</u>	<u>FY'23</u>	<u>FY'24</u>	<u>FY'25</u>
REVENUE RECONCILING ITEMS										
Unrealized performance and fee related performance revenues	(464.1)	1,089.5	(42.7)	267.8	1,031.0	3,155.6	(142.5)	(1,046.6)	1,031.9	121.5
Unrealized principal investment income (loss)	5.4	73.0	48.8	590.9	(556.2)	351.8	(38.3)	36.1	34.1	(19.4)
Principal investment loss from dilution of indirect investment in Fortitude	—	—	—	—	—	—	(176.9)	(104.0)	—	—
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	(71.2)	(62.5)	(18.9)	(16.2)	(15.3)	(13.7)	(12.9)	(13.8)	(13.1)	(130.3)
Tax expense (benefit) associated with certain foreign performance revenues	—	0.9	(4.9)	0.3	0.5	0.2	0.1	—	—	—
Non-controlling interests and other adjustments to present certain costs on a net basis	254.4	237.9	92.5	117.5	96.6	159.6	119.0	191.6	167.9	290.4
Elimination of revenues of Consolidated Funds	(34.4)	(56.5)	(59.7)	(33.5)	(33.9)	(74.7)	(22.2)	(74.6)	(82.0)	(19.2)
TOTAL REVENUE RECONCILING ITEMS	\$ (309.9)	\$ 1,282.3	\$ 26.8	\$ 1,067.7	\$ 418.3	\$ 3,578.8	\$ (273.7)	\$ (1,011.3)	\$ 1,138.8	\$ 243.0
EXPENSE RECONCILING ITEMS										
Unrealized performance and fee related performance revenue compensation expense	(232.5)	464.4	7.4	225.5	432.3	1,549.4	(326.2)	612.6	635.2	99.0
Equity-based compensation	343.0	365.1	252.2	151.5	116.6	172.9	161.9	260.1	476.5	376.6
Acquisition or disposition related charges (credits), including amortization of intangibles and impairment	94.2	35.7	22.3	52.0	38.1	37.7	187.4	145.3	136.6	262.4
Tax (expense) benefit associated with certain foreign performance revenues related compensation	(15.1)	(8.4)	(6.2)	(14.3)	(8.4)	(17.3)	2.9	(1.0)	(1.0)	(0.5)
Non-controlling interests and other adjustments to present certain costs on a net basis	159.3	114.9	34.3	75.0	55.8	78.5	82.7	148.7	92.8	133.9
Reserve for litigation and contingencies	—	(25.0)	—	—	—	—	—	—	—	—
Lease assignment and termination costs / Right-of-use asset impairment	—	—	66.9	—	—	26.8	—	—	—	—
Debt extinguishment costs	7.8	0.1	7.8	0.1	—	10.2	—	—	—	—
Other adjustments, including severance and Conversion costs in 2019 and 2020	(0.9)	(58.2)	10.2	34.6	8.0	14.2	12.4	11.6	21.2	32.6
Elimination of expenses of Consolidated Funds	(24.6)	(42.8)	(48.7)	(33.8)	(42.7)	(39.5)	(44.1)	(40.5)	(45.4)	(54.2)
TOTAL EXPENSE RECONCILING ITEMS	\$ 331.2	\$ 845.8	\$ 346.2	\$ 490.6	\$ 599.7	\$ 1,832.9	\$ 77.0	\$ 1,136.8	\$ 1,315.9	\$ 849.8

Secondary and Portfolio Finance	ASF VIII	2024	\$ 13,422	\$ 6,597	\$ 278	\$ 8,191	\$ 8,469	1.3x	NM	NM	\$ 59
	ASF VII	2020	\$ 6,769	\$ 4,991	\$ 2,484	\$ 5,431	\$ 7,914	1.6x	17%	13%	\$ 118
	ASF VII - SMAs	2020	\$ 2,043	\$ 1,721	\$ 662	\$ 1,903	\$ 2,565	1.5x	15%	13%	\$ 38
	ASF VI	2017	\$ 3,333	\$ 2,820	\$ 3,116	\$ 1,547	\$ 4,663	1.7x	15%	11%	\$ 58
	ASF VI - SMAs	2017	\$ 2,817	\$ 2,626	\$ 2,717	\$ 1,497	\$ 4,214	1.6x	13%	11%	\$ 49
	ASF V	2012	\$ 756	\$ 674	\$ 1,091	\$ 110	\$ 1,201	1.8x	18%	14%	\$ 5
	ASF V - SMAs	2012	\$ 3,916	\$ 3,922	\$ 6,857	\$ 407	\$ 7,264	1.9x	21%	19%	\$ 9
	SMAs 2009-2011	2010	\$ 1,859	\$ 1,931	\$ 3,334	\$ 33	\$ 3,367	1.7x	19%	18%	\$ —
	ACPF II	2023	\$ 2,227	\$ 1,379	\$ 274	\$ 1,282	\$ 1,556	1.1x	24%	17%	\$ 8
	All Other Active Funds & Vehicles (24)	Various	\$	\$ 1,803	\$ 479	\$ 2,049	\$ 2,528	1.4x	19%	16%	\$ 36
Fully Realized Funds & Vehicles	Various	\$	\$ 4,341	\$ 7,074	\$ 12	\$ 7,087	1.6x	19%	16%	\$ —	
Co-Investments	ACF IX	2023	\$ 4,120	\$ 2,120	\$ 19	\$ 2,426	\$ 2,445	1.2x	15%	9%	\$ 4
	ACF VIII	2021	\$ 3,614	\$ 3,469	\$ 455	\$ 4,487	\$ 4,941	1.4x	11%	9%	\$ 48
	ACF VIII - SMAs	2021	\$ 1,099	\$ 1,011	\$ 135	\$ 1,289	\$ 1,424	1.4x	12%	10%	\$ 12
	ACF VII	2017	\$ 1,688	\$ 1,691	\$ 1,718	\$ 1,628	\$ 3,346	2.0x	14%	12%	\$ 58
	ACF VII - SMAs	2017	\$ 1,452	\$ 1,381	\$ 1,173	\$ 1,404	\$ 2,577	1.9x	14%	12%	\$ 42
	SMAs 2014-2016	2014	\$ 1,274	\$ 1,064	\$ 2,424	\$ 288	\$ 2,713	2.6x	24%	22%	\$ 6
	SMAs 2012-2013	2012	\$ 1,124	\$ 1,009	\$ 2,764	\$ 129	\$ 2,893	2.9x	28%	26%	\$ 1
	SMAs 2009-2010	2010	\$ 1,475	\$ 1,317	\$ 3,496	\$ 409	\$ 3,905	3.0x	23%	21%	\$ —
	Strategic SMAs	Various	\$	\$ 4,872	\$ 2,642	\$ 5,472	\$ 8,115	1.7x	16%	14%	\$ 79
	All Other Active Funds & Vehicles (24)	Various	\$	\$ 345	\$ 167	\$ 328	\$ 495	1.4x	32%	30%	\$ 2
Fully Realized Funds & Vehicles	Various	\$	\$ 5,788	\$ 9,904	\$ —	\$ 9,905	1.7x	15%	13%	\$ —	
Primary Investments	SMAs 2024-2026	2024	\$ 3,475	\$ 202	\$ 6	\$ 199	\$ 204	1.0x	NM	NM	\$ —
	SMAs 2021-2023	2021	\$ 4,583	\$ 1,816	\$ 152	\$ 2,042	\$ 2,194	1.2x	NM	NM	\$ 1
	SMAs 2018-2020	2018	\$ 3,116	\$ 2,661	\$ 943	\$ 3,170	\$ 4,013	1.5x	14%	13%	\$ 4
	SMAs 2015-2017	2015	\$ 2,501	\$ 2,465	\$ 2,838	\$ 2,061	\$ 4,900	2.0x	19%	18%	\$ 9
	SMAs 2012-2014	2012	\$ 5,080	\$ 5,704	\$ 9,650	\$ 2,801	\$ 12,452	2.2x	17%	17%	\$ 11
	SMAs 2009-2011	2009	\$ 4,877	\$ 5,527	\$ 10,423	\$ 1,532	\$ 11,955	2.2x	17%	16%	\$ 1
	SMAs 2006-2008	2005	\$ 11,500	\$ 12,836	\$ 21,532	\$ 1,058	\$ 22,591	1.8x	10%	10%	\$ —
	SMAs 2003-2005	2003	\$ 4,628	\$ 4,883	\$ 7,775	\$ 131	\$ 7,906	1.6x	10%	9%	\$ —
	All Other Active Funds & Vehicles (24)	Various	\$	\$ 1,744	\$ 1,767	\$ 218	\$ 1,986	1.1x	3%	2%	\$ —
	Fully Realized Funds & Vehicles	Various	\$	\$ 4,744	\$ 7,735	\$ 18	\$ 7,753	1.6x	12%	11%	\$ —
TOTAL Carlyle AlpInvest (USD13)			\$ 110,807	\$ 133,782	\$ 56,414	\$ 190,196	1.7x	14%	13%	\$ 656	

*Net accrued fee related performance revenues for CPI are excluded from net accrued performance revenues. These amounts will be reflected as fee related performance revenues when realized, and included in fund level fee revenues in our segment results. There were no accrued fee related performance revenues for CPI as of December 31, 2025.

**The IRR is inconvertible, which occurs when a distribution occurs prior to a Limited Partner capital contribution due to the use of fund-level credit facilities.

***The IRR is inconvertible, which occurs when a distribution occurs prior to a Limited Partner capital contribution due to the use of fund-level credit facilities.

“ASF” stands for Alpinvest Secondary Fund, “ACF” stands for Alpinvest Co-Investment Fund, and “SMAs” are Separately Managed Accounts. “ASF - SMAs” and “ACF - SMAs” reflect the aggregated portfolios of investments held by SMAs within the relevant strategy, which invest alongside the relevant ASF or ACF (as applicable). Strategic SMAs reflect the aggregated portfolios of co-investments made by SMAs sourced from the SMA investor's own private equity fund investment portfolio. Other SMAs reflect the aggregated portfolios of investments within the relevant strategy that began making investments in the corresponding time periods. See Notes at end of document for further detail.

(1) Represents the original cost of investments since inception of the fund.

(2) Represents all realized proceeds since inception of the fund.

(3) Represents remaining fair value, before management fees, expenses and carried interest, and may include remaining escrow values for realized investments.

(4) Multiple of invested capital (“MOIC”) represents total fair value, before management fees, expenses and carried interest, divided by cumulative invested capital.

(5) 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 amount of 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. Because part of our value creation strategy involves pursuing best exit alternatives, we believe information regarding Realized/Partially Realized MOIC and Gross IRR, when considered together with the other investment performance metrics presented, provides investors with meaningful information regarding our investment performance by removing the impact of investments where significant realization activity has not yet occurred. Realized/Partially Realized MOIC and Gross IRR have limitations as measures of investment performance and should not be considered in isolation. Such limitations include the fact that these measures do not include the performance of earlier stage and other investments that do not satisfy the criteria provided above. The exclusion of such investments will have a positive impact on Realized/Partially Realized MOIC and Gross IRR in instances when the MOIC and Gross IRR in respect of such investments are less than the aggregate MOIC and Gross IRR. Our measurements of Realized/Partially Realized MOIC and Gross IRR may not be comparable to those of other companies that use similar, but not necessarily the same, metrics.

(6) Gross Internal Rate of Return (“Gross IRR”) represents an annualized return on Limited Partner invested capital, based on contributions, distributions and unrealized fair value as of the reporting date, before the impact of management fees, partnership expenses and carried interest. For fund vintage 2017 and all Gross IRR includes the impact of interest expense related to the funding of investments on fund lines of credit. Gross IRR is calculated based on the timing of Limited Partner cash flows, which may differ to varying degrees from the timing of actual investment cash flows for the fund. Subtotal Gross IRR aggregations for multiple funds are calculated based on actual cash flow dates for each fund and represent a theoretical time-weighted return for a Limited Partner who invested sequentially in each fund.

(7) Net Internal Rate of Return (“Net IRR”) represents an annualized return on Limited Partner invested capital, based on contributions, distributions and unrealized fair value as of the reporting date, after the impact of all management fees, partnership expenses and carried interest, including current accruals. Net IRR is calculated based on the timing of Limited Partner cash flows, which may differ to varying degrees from the timing of actual investment cash flows for the fund. Fund level IRRs are based on aggregate Limited Partner cash flows, and this blended return may differ from that of individual Limited Partners. As a result, certain funds may generate accrued performance revenues with a blended Net IRR that is below the preferred return hurdle for that fund. Subtotal Net IRR aggregations for multiple funds are calculated based on actual cash flow dates for each fund and represent a theoretical time-weighted return for a Limited Partner who invested sequentially in each fund.

(8) Represents the net accrued performance revenue balance (giveback obligation) as of the current quarter end.

(9) Represents all realized proceeds combined with remaining fair value, before management fees, expenses and carried interest.

(10) Aggregate includes the following funds, as well as all active co-investments, separately managed accounts (SMAs), and stand-alone investments arranged by us: MENA, CCL, CSSAF I, CPF I, CAP Growth I, CAP Growth II, CBPF II, CAGP IV, ABV 8, ABV 9, ACCD 2, ACCD 3, and CCD-CIF.

(11) Aggregate includes the following funds, as well as related co-investments, separately managed accounts (SMAs), and certain other stand-alone investments arranged by us: CP I, CP II, CP III, CP IV, CEP I, CEP II, CAP I, CAP II, CAP III, CBPF I, CJP I, CJP II, CJP III, CJP IV, CJP V, CJP VI, CUSGF II, CGFSP I, CEVP I, CETP I, CETP II, CAVP I, CAVP II, CAGP II, CCEP I, Mexico, and CSASF.

(12) For funds marked “NM,” IRR may be positive or negative, but is not considered meaningful because of the limited time since initial investment and early stage of capital deployment. For funds marked “Neg,” IRR is considered meaningful but is negative as of reporting period end.

(13) For purposes of aggregation, funds that report in foreign currency have been converted to U.S. dollars at the reporting period spot rate.

(14) Aggregate includes the following funds, as well as all active co-investments, separately managed accounts (SMAs), and stand-alone investments arranged by us: CCR, CER I, and CER II.

(15) Aggregate includes the following funds, as well as related co-investments, separately managed accounts (SMAs), and certain other stand-alone investments arranged by us: CRP I, CRP II, CRP III, CRP IV, CRP V, CRP VI, CRP VII, CAREP I, CAREP II, CEREP I, CEREP II, and CEREP III.

(16) Aggregate includes the following funds, as well as all active co-investments, separately managed accounts (SMAs), and stand-alone investments arranged by us: NGP GAP, NGP RP I, NGP RP II, NGP RP III, NGP RP IV, CPOCP, and CRSEF.

(17) Aggregate includes the following funds, as well as related co-investments, separately managed accounts (SMAs), and certain other stand-alone investments arranged by us: CIP and CPP II.

(18) Represents the original cost of investments since the inception of the fund. For CSP III and CSP IV, reflects amounts net of investment level recallable proceeds which is adjusted to reflect recyclability of invested capital for the purpose of calculating the fund MOIC.

(19) Aggregate includes the following funds, as well as all active co-investments, separately managed accounts (SMAs), and stand-alone investments arranged by us: SASOF IV, SASOF V, CAPF VII, CIOF, CAF, CALF, COOF III - Unlevered, and COOF III PSV.

(20) Aggregate includes the following funds, as well as related co-investments, separately managed accounts (SMAs), and certain other stand-alone investments arranged by us: CSP I, CSP II, CEMOF I, CEMOF II, CSC, CMP I, CMP II, SASOF II, and CASCOF.

(21) Includes private equity and mezzanine primary fund investments, secondary fund investments and co-investments originated by Alpinvest. Excluded from the performance information shown are: (a) investments that were not originated by Alpinvest (i.e., Alpinvest did not make the original investment decision or recommendation); (b) Direct Investments, which was spun off from Alpinvest in 2005; (c) Carlyle Alpinvest Private Markets (“CAPM”); (d) Carlyle Alpinvest Private Markets Secondaries (“CAPS”); and (e) LP co-investment vehicles managed by Alpinvest. As of December 31, 2025, these excluded portfolios amounted to approximately \$16 billion of AUM in the aggregate.

(22) To exclude the impact of FX, all foreign currency cash flows have been converted to the currency representing a majority of the capital committed to the relevant fund at the reporting period spot rate.

(23) Gross Internal Rate of Return (“Gross IRR”) represents the annualized IRR for the period indicated on Limited Partner invested capital based on investment contributions, distributions and unrealized value of the underlying investments, before management fees, expenses and carried interest at the Alpinvest level.

(24) Includes ASF VIII - SMAs, ACF IX - SMAs, Alpinvest Atom Fund, Alpinvest Atom Fund II, all mezzanine investment portfolios, all “clean technology” private equity investment portfolios, all strategic portfolio finance SMAs, all Alpinvest senior portfolio lending SMAs, and any state-focused investment mandate portfolios.

(25) “ASF” stands for Alpinvest Secondary Fund, “ACF” stands for Alpinvest Co-Investment Fund, and “SMAs” are Separately Managed Accounts. “ASF - SMAs” and “ACF - SMAs” reflect the aggregated portfolios of investments held by SMAs within the relevant strategy, which invest alongside the relevant ASF or ACF (as applicable). Strategic SMAs reflect the aggregated portfolios of investments made by SMAs sourced from the SMA investor's own private equity fund investment portfolio. Other SMAs reflect the aggregated portfolios of investments within the relevant strategy that began making investments in the corresponding time periods. Co-investments SMAs 2014-2016 does not include two SMAs that started in 2016 but invested a substantial majority alongside ACF VII. These two SMAs have instead been grouped with ACF VII - SMAs. An SMA may pursue multiple investment strategies and make commitments over multiple years.

(26) Net Internal Rate of Return (“Net IRR”) represents the annualized IRR for the period indicated on Limited Partner invested capital based on investment contributions, distributions and unrealized value of the underlying investments, after management fees, expenses and carried interest. Fund level IRRs are based on aggregate Limited Partner cash flows, and this blended return may differ from that of individual Limited Partners. As a result, certain funds may generate accrued performance revenues with a blended Net IRR that is below the preferred return hurdle for that fund.

(27) The fund step-down date represents the contractual step-down date under the respective fund agreements for funds on which the fee basis step-down has not yet occurred. Funds without a listed Fee Initiation Date and Step-down Date have not yet initiated fees.

(28) All amounts shown represent total capital commitments as of December 31, 2025. Certain of our recent vintage funds are currently in fundraising and total capital commitments are subject to change. Committed capital for COOF II excludes \$150 million in capital committed by a COOF II investor to a side vehicle. The COOF III platform, which includes COOF III - Levered, COOF III - Unlevered, and COOF III PSV, collectively has \$5.7 billion of committed capital.

(29) Net accrued carry presented excludes net accrued carry retained as part of the sale of Metropolitan Real Estate on April 1, 2021. There was no net accrued carry balance for Metropolitan Real Estate as of December 31, 2022.

(30) Funds are included when all investments have been realized. There may be remaining fair value and net accrued carry where there are outstanding escrow balances or undistributed proceeds.