# THE CARLYLE GROUP

GLOBAL ALTERNATIVE ASSET MANAGEMENT

# Citi Global Financial Conference

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November 19, 2014

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Detailed information about Carlyle's management fees and performance fees is available in Carlyle's public filings. Please note that certain metrics and projections contained in this Presentation include the Legacy Energy Funds and Carlyle's hedge funds. 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 fee funds. With respect to Carlyle's hedge funds (Claren Road Asset Management, Emerging Sovereign Group and Vermillion Asset Management), Carlyle has a specified percentage of the earnings of the businesses based on Carlyle's 55% ownership in the management companies. This presentation includes comparisons to certain private equity returns to MSCI World Index and other indexes and such comparisons are provided for informational purposes only. The private equity returns do not represent the performance of any 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 indexes.

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 certain Non-GAAP financial measures, including Distributable Earnings ("DE") and EBITDA. These Non-GAAP financial measures should be considered only as supplemental to, and not as superior to, financial measures prepared in accordance with GAAP. Please refer to the Appendix of this presentation for a reconciliation of the non-GAAP financial measures included in this presentation to the most directly comparable financial measured prepared in accordance with GAAP. Please see Carlyle's public fillings for the definition of "carry funds," "Fee-earning assets under management" or "Fee-earning AUM," and "Assets under management" or "AUM."

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 and the average spot rate for the period has been utilized when presenting multiple periods. 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 certain Non-GAAP financial measures, including Economic Net Income (ENI) and Distributable Earnings (DE). These Non-GAAP financial measures should be considered only as supplemental to, and not as superior to, financial measures prepared in accordance with GAAP.

# Carlyle is One of the Largest Global Alternative Asset Managers

# THE CARLYLE GROUP

GLOBAL ALTERNATIVE ASSET MANAGEMENT

Nasdaq: CG • Market Capitalization: \$9.4 billion

# Large Capital Base

- \$203 billion AUM
- \$140 billion Fee-Earning AUM
- \$56 billion dry powder
- 129 Active funds
- 141 Fund of funds vehicles

# Global Scale

- 40 offices in 23 countries
- 1,700 employees
- 800+ investment professionals
- 200+ current portfolio companies
- 300+ active real estate investments

# Strong Track Record

- \$103 billion invested <sup>1</sup>
- \$118 billion distributed <sup>1</sup>
- 475+ Corporate Private Equity transactions
  - 30% gross IRR <sup>2</sup>
- 725+ Real Assets transactions
  - 25% gross IRR <sup>2</sup>

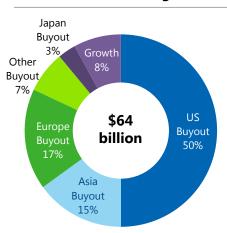
Note: As of 9/30/2014. Except market capitalization data which is as of 11/14/2014. (1) Carry funds only.

# Our Multi-Strategy Business is Diverse, Scaled & Drives Strong Results

#### **Corporate Private Equity**

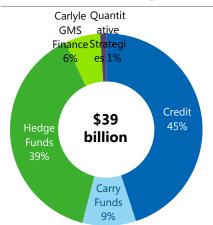
- 14 fund families
- \$22.8 billion of dry powder
- 30% Gross IRR <sup>1</sup>
- 25% LTM carry fund appreciation
- LTM DE: \$813 mm

#### **Assets Under Management**



#### **Global Market Strategies**

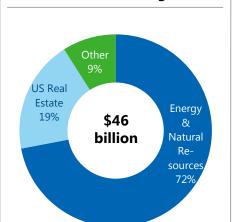
- 8 strategies across carry funds, hedge funds, structured credit, BDC, and other markets facing funds
- 68 individual funds
- 29% LTM carry fund appreciation
- LTM DE: \$170 mm Assets Under Management



#### **Real Assets**

- 3 Energy Strategies
- 3 Real Estate fund families
- \$14.5 billion of dry powder
- 25% Gross IRR <sup>1</sup>
- LTM DE: \$34 mm

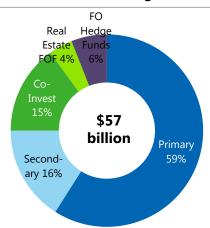
#### **Assets Under Management**



#### **Solutions**

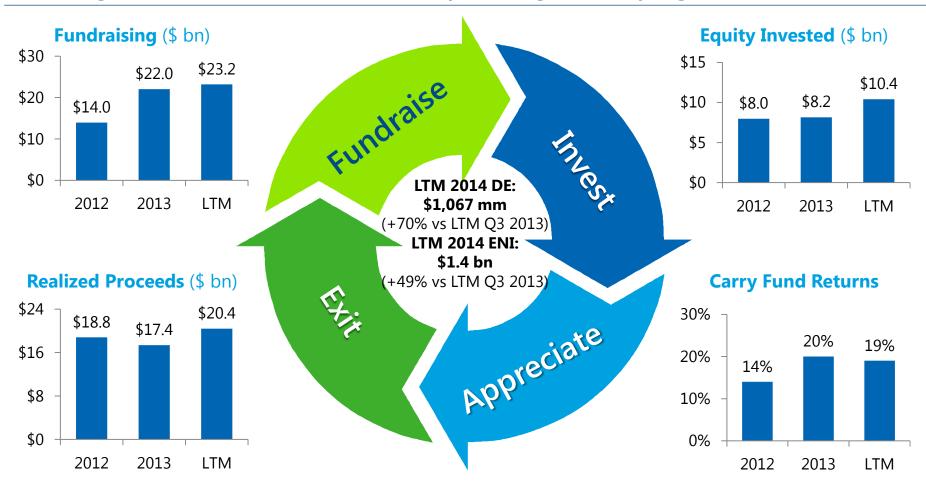
- 100 PE fund vehicles
- 26 R/E fund vehicles
- 15 fund of hedge funds vehicles
- \$17.6 billion of dry powder
- LTM DE: \$51 mm

#### **Assets Under Management**



# Carlyle Produced \$1.1 Billion in LTM Distributable Earnings

# Earnings Growth Has Been Driven by Strong Underlying Metrics



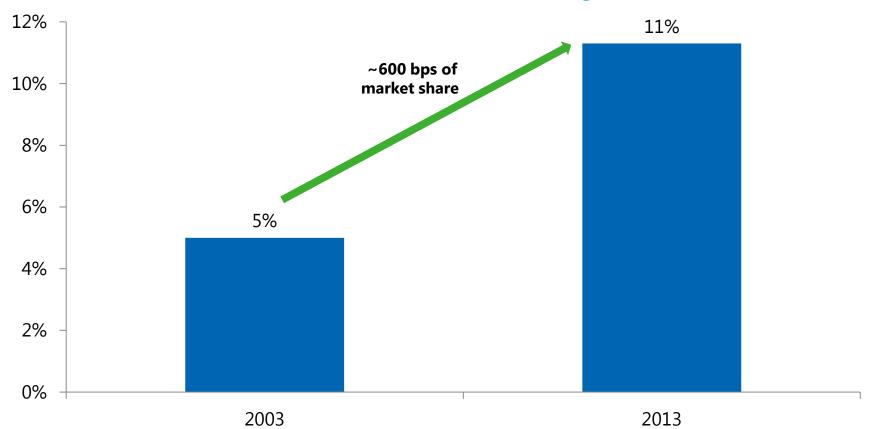
- Distributed \$1.88 per unit to our Common Unitholders (4Q 2013 to 3Q 2014)
- Net Accrued Carry balance of \$2.0 billion as of September 30, 2014 (+22% versus Q3 2013)
- \$17 billion public portfolio expected to drive near-term realizations and performance fees

# Why should you be excited about the Alternative Asset Management industry?

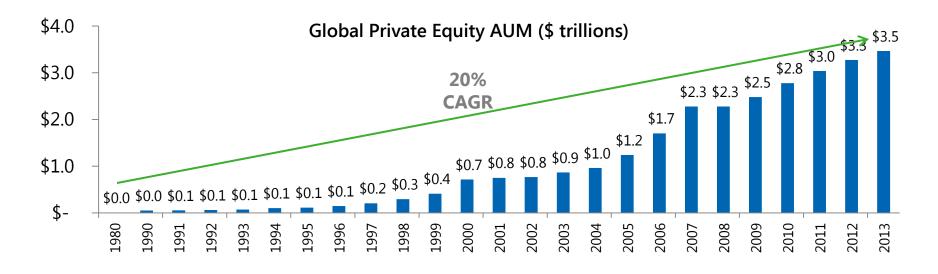
# Alternative Strategies Growing Rapidly & Taking Share in a Growing Market

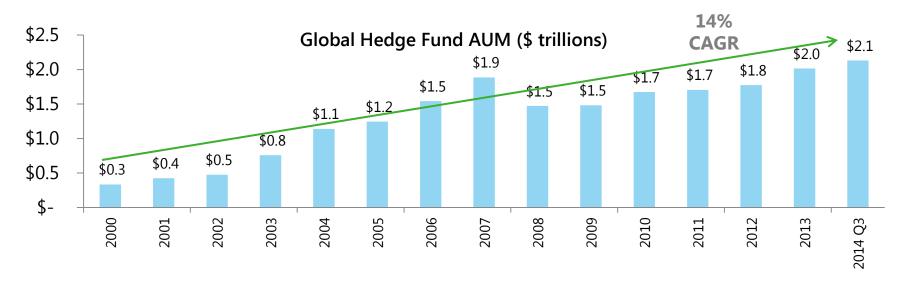
- Alternatives AUM is \$7 trillion today vs. \$2 trillion a decade ago (13% CAGR)
- Asset management AUM is \$64 trillion today vs. \$38 trillion a decade ago (5% CAGR)

## **Alternatives AUM As A % Of Total Asset Management AUM**

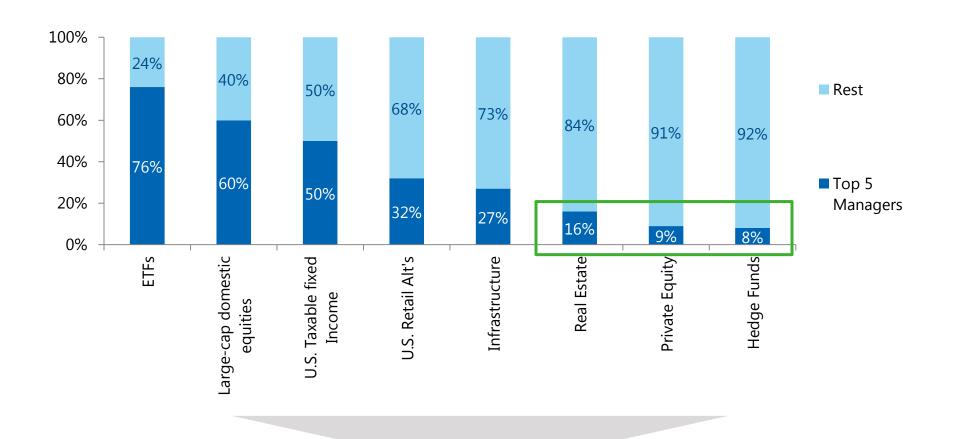


# Private Equity & Hedge Fund AUM Stand At Record Levels With Strong Growth Trends





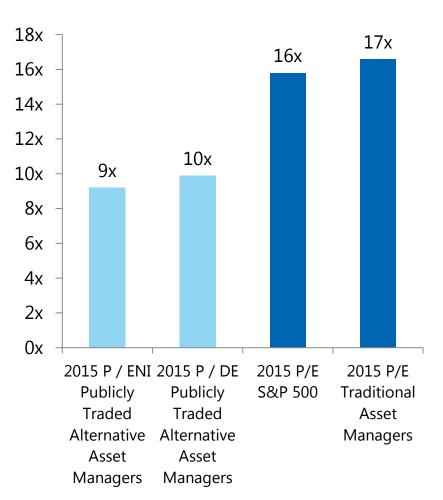
# The Largest Alternative Managers Only Represent a Small Percent of Segment Assets Today



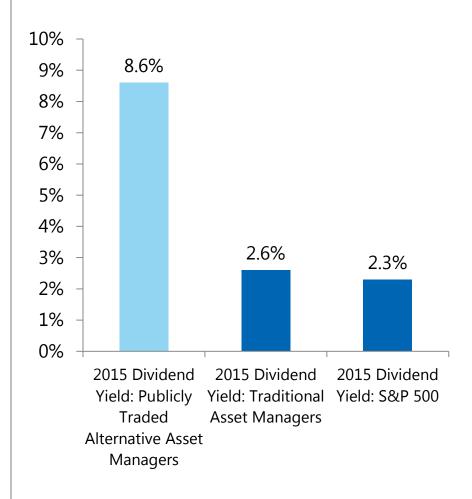
Segment leaders have room to attract additional market share & scale their platforms to the market opportunity.

# Secular Tailwinds, Attractive Valuation

# Alternative Asset Manager Earnings Multiples Below Market Despite Secular Tailwinds



# Alternative Asset Managers Expected Yield Higher than Market

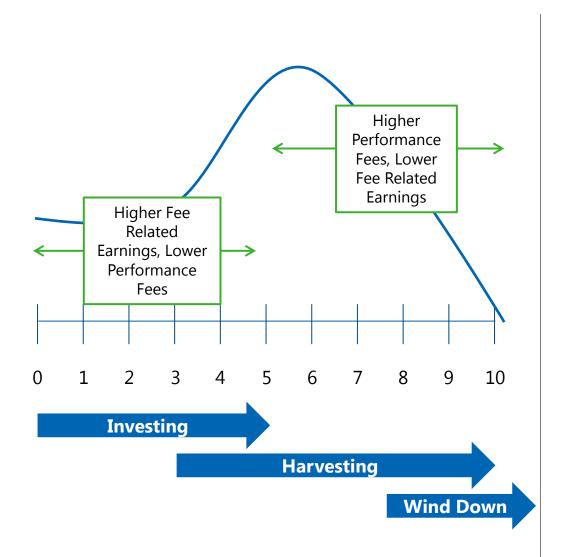


Source: Factset, Carlyle data. Note: 2015 estimated multiples and yield based off consensus estimates as of November 14, 2014 and do not reflect the view of Carlyle. Publicly traded alternative asset managers includes Carlyle, Apollo, Blackstone, KKR, OakTree, Fortress, Och-Ziff, and ARES. Traditional Asset Managers include Alliance Bernstein, AMG, Franklin Templeton, BlackRock, Calamos, Cohen & Steers, Eaton Vance, Gabelli, Federated Investors, Invesco, Janus, Legg Mason, Pzena, T. Rowe Price, and Waddell & Reed.

# Is Carlyle's "realization cycle" peaking?

We do not think so.

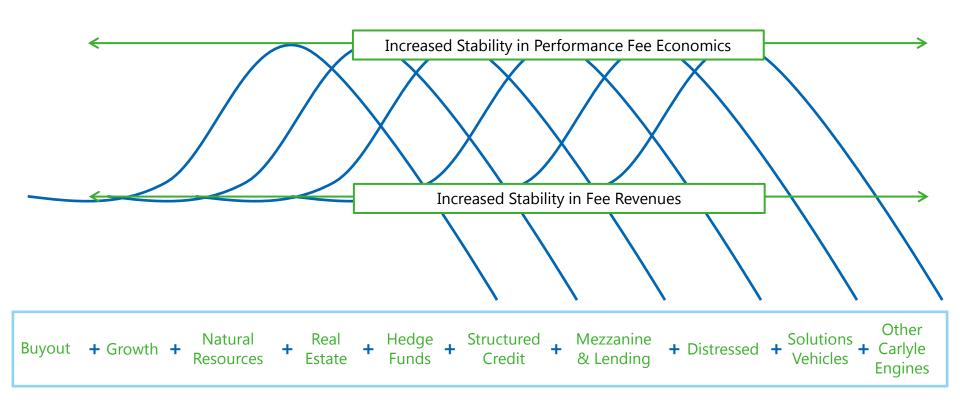
# Each Specific Fund Has an Associated Cash Cycle...



- Each individual carry fund has a cyclical nature to it: investing, harvesting, and wind down
- Fee economics are highest in the early stages of a fund's life
- Performance fee economics peak at the midpoint through early wind down
- A fund reaches its economic end when all assets have been exited
- A change in the economic or business cycle can slow or accelerate a fund cycle

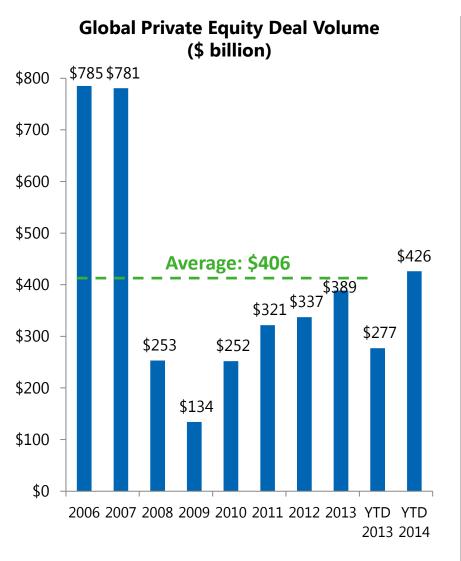
# ...But Carlyle's Multiple Economic Engines Help Mitigate the Impact of Any Single Fund Cycle

# Multiple Economic Engines Could Help Smooth the Earnings Cycle of Each Fund



Business cycle exposure remains, but Carlyle's multiple fund & geographic model reduces single fund risk

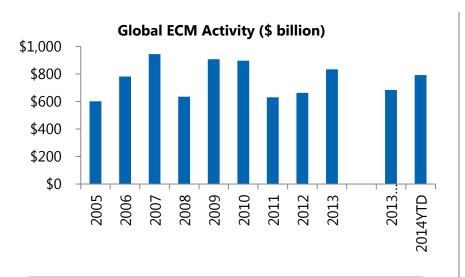
# Strength in Deal Activity & Fund Performance Should Drive Significant Future Exit Activity

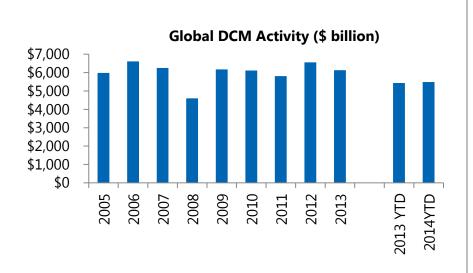


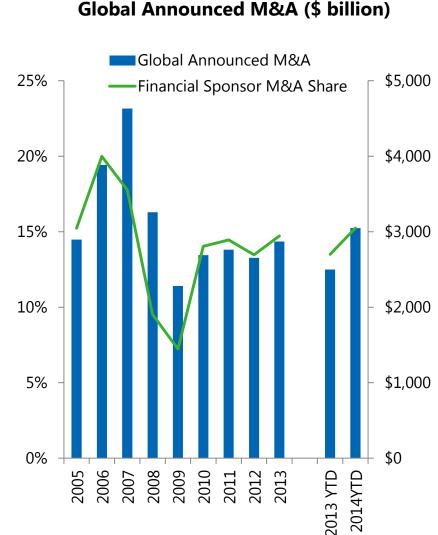
# Global Private Equity Exit Volume (\$ billion)



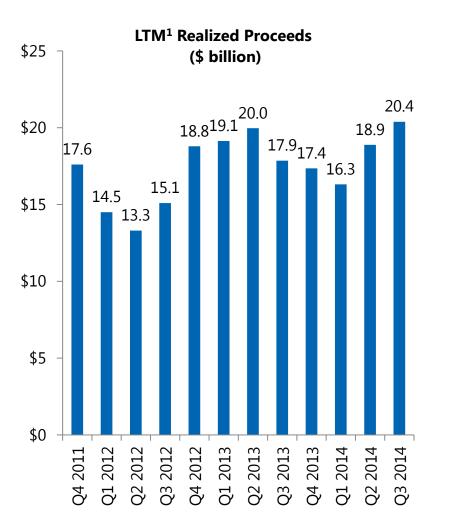
# Accelerating M&A and Issuance Strength Supports Healthy Realization Activity

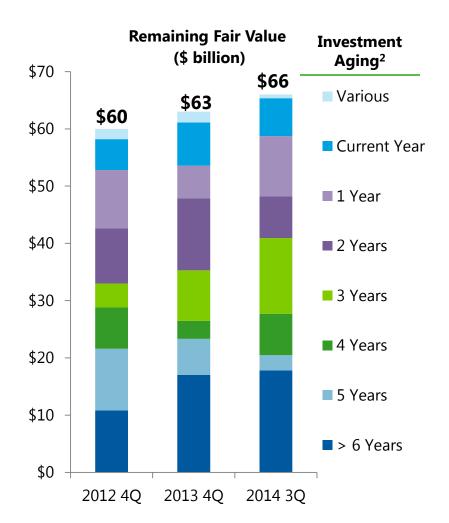






# Our Carry Fund Realized Proceeds Have Been Persistent, While Remaining Fair Value Continues to Grow





<sup>(1)</sup> Realized Proceeds for Carlyle carry funds only, and represents rolling 12-month level of Realized Proceeds as of each period end. (2) Remaining Fair Value in the ground by vintage for carry funds only, with investment aging based on calendar year invested as of the date each period end analysis.

# Can Carlyle sustain returns in the current environment?

We think so.

# Buyout Multiples Elevated, But Investing Backdrop Supportive of Activity

# EBITDA Multiples (Buyouts > \$500 million)

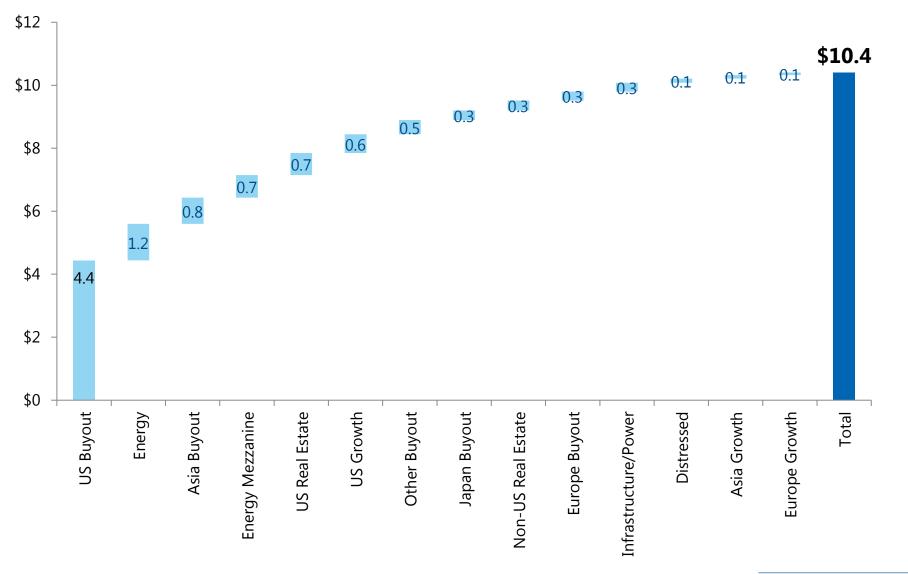


- Current buyout multiples supported by historically low interest rates
- Expect interest rates to remain relatively low and rise gradually over time
- Global economy in better position than in 2007, supporting elevated valuations

# Carlyle Private Equity Funds Have Performed Well Even When Investing Through Elevated Valuation Periods

|                             |                     | Total Inv | <b>Total Investments</b> |      | Realized/Partially Realized |  |
|-----------------------------|---------------------|-----------|--------------------------|------|-----------------------------|--|
| Fund                        | Investing<br>Period | MOIC      |                          | MOIC | Gross IRR                   |  |
| Carlyle Partners IV         | 2004 – 2007         | 2.3X      | 16%                      | 2.7X | 20%                         |  |
| Carlyle Partners V          | 2007 – 2012         | 1.8X      | 19%                      | 2.4X | 29%                         |  |
| Carlyle Europe Partners II  | 2003 – 2006         | 1.9X      | 37%                      | 2.5X | 59%                         |  |
| Carlyle Europe Partners III | 2007 – 2013         | 1.8X      | 18%                      | 2.7X | 27%                         |  |
| Carlyle Asia Partners II    | 2006 – 2008         | 1.7X      | 11%                      | 3.0X | 24%                         |  |
| Carlyle Asia Partners III   | 2008 – 2012         | 1.5X      | 17%                      | 2.0X | 23%                         |  |

# Carlyle Has Invested More than \$10 Billion Over the Past Year Across the Globe Across Many Sectors



# Value Creation Largely Through EBITDA Growth, Not Multiple Expansion



Drivers of Value Creation<sup>1</sup> - (% of Value Created)

Total Value

| Fund                       | EBITDA Growth | Debt Paydown | Multiple<br>Expansion |
|----------------------------|---------------|--------------|-----------------------|
| US Buyout <sup>2</sup>     | 73%           | 23%          | 4%                    |
| Asia Buyout <sup>3</sup>   | 73%           | 15%          | 12%                   |
| Europe Buyout <sup>4</sup> | 55%           | 20%          | 25%                   |
|                            |               |              |                       |

and CP V. Excludes coinvestment.

(4) As of 6/30/13, represents most recent data available. Includes all fully realized & partially realized CEP transactions since inception with the exception of Bredbandsbolaget AB (venture led deal which is not representative of CEP strategy). The losses from realized transactions that have returned < 0.5x cost have been allocated to EBITDA growth, deleveraging, & multiple expansion on a pro-rata basis. Excludes co-investment.



<sup>(1)</sup> Includes both realized and unrealized deals for US Buyout, and includes only realized and partially realized deals for Europe Buyout. Asia buyout only reflects realized and partially realized investments, but includes the unrealized portion of partially realized investments. On the unrealized portion of partially realized investments, actual realized values may differ from the estimated values on which this slide is based. Past performance is not indicative of future results and there is no guarantee these trends will continue. See "Important Information" at the beginning of this presentation.

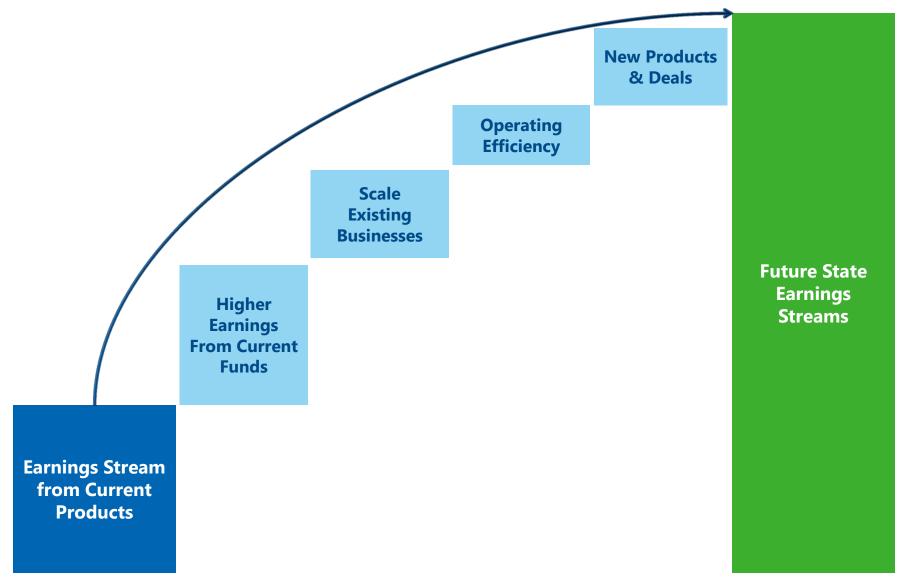
(2) As of 6/30/13, represents most recent data available. Illustrates the source of value creation on all deals currently valued at greater than 1.0x in CP IV

<sup>(3)</sup> As of 9/30/13, represents most recent data available. Excludes co-investment.

# Can Carlyle grow earnings from here?

We think so.

# Carlyle Can Grow Core Earnings Through New Products, Scaling Existing Businesses, and Operating Efficiency



# Diverse Group of Funds Support Accelerating Performance Fees...

|                             |                               | Remaining<br>Fair Value<br>(\$ mm) | Net IRR<br>9/30/2014 | In Accrued<br>Carry/<br>(Clawback) | LTM<br>Realized<br>Carry |
|-----------------------------|-------------------------------|------------------------------------|----------------------|------------------------------------|--------------------------|
|                             | Carlyle Partners V            | \$12,717                           | 14%                  | √                                  | V                        |
|                             | Europe Partners III           | 6,630                              | 13%                  | √                                  | √                        |
|                             | Carlyle Partners IV           | 2,354                              | 13%                  | √                                  | √                        |
| Corporate                   | Carlyle Asia Partners III     | 2,027                              | 10%                  | √                                  |                          |
| Private Equity              | Carlyle Asia Partners II      | 1,066                              | 8%                   | (√)                                |                          |
|                             | Financial Services Partners I | 973                                | 11%                  | √                                  | √                        |
|                             | Equity Opportunities Fund I   | 849                                | 26%                  | √                                  |                          |
|                             | Europe Technology Partners II | 532                                | 16%                  | √                                  | √                        |
|                             | Energy Partners IV            | 4,792                              | 13%                  | √                                  | √                        |
|                             | Energy Partners III           | 1,762                              | 9%                   | √                                  |                          |
| Real Assets                 | NGP X                         | 2,895                              | 19%                  | √                                  |                          |
|                             | Carlyle Realty Partners V     | 1,048                              | 7%                   |                                    |                          |
|                             | Carlyle Realty Partners VI    | 1,779                              | 22%                  | √                                  | √                        |
| Global Market<br>Strategies | Energy Mezzanine Partners I   | 1,049                              | 19%                  | V                                  |                          |

# 14 additional funds are currently accruing performance fees

# ... As the Number of Funds "In Carry" Moving Higher...

|   |                               | 2011   | 2012   | 2013   | 2014 3Q |
|---|-------------------------------|--------|--------|--------|---------|
|   | Carlyle Partners IV           | V      | √      | √      | √       |
|   | Carlyle Partners V            | √      | √      | √      | √       |
|   | Carlyle Europe Partners III   |        |        | √      | √       |
| Corporate   | Carlyle Asia Partners II      |        | √      | √      | (√)     |
| Private Equity  | Carlyle Asia Partners III     |        |        | √      | √       |
|   | Financial Services Partners I | √      | √      | √      | √       |
|   | Equity Opportunities Fund I   |        |        | √      | √       |
|   | Europe Technology Partners II |        |        | √      | √       |
|   | Carlyle Realty Partners V     | √      |        |        |         |
|   | Carlyle Realty Partners VI    |        | √      | √      | √       |
| Real Assets   | Energy III                    | √      | √      | √      | √       |
|   | Energy IV                     | √      | √      | √      | √       |
|   | NGP X                         | n/a    | n/a    | n/a    | √       |
| Global Market<br>Strategies Energy Mezzanine Partners I |                               |        |        | V      | √       |
| Sub-Total   |                               | 6      | 7      | 12     | 12      |
| Remaining Fair Value in Carry (\$ billion) <sup>1</sup> |                               | \$30.3 | \$27.9 | \$40.0 | \$38.4  |

As of 9/30/2014. Please see "Important Information" at the beginning of this presentation. Funds selected represent fourteen carry funds which are currently accruing, or have the potential to accrue carry in the near future. Funds are not representative of Carlyle's entire portfolio & results may not be typical. For more information about the performance of Carlyle's significant funds, please see Carlyle's filings with the US Securities & Exchange Commission. (1) Remaining fair value of only funds listed.

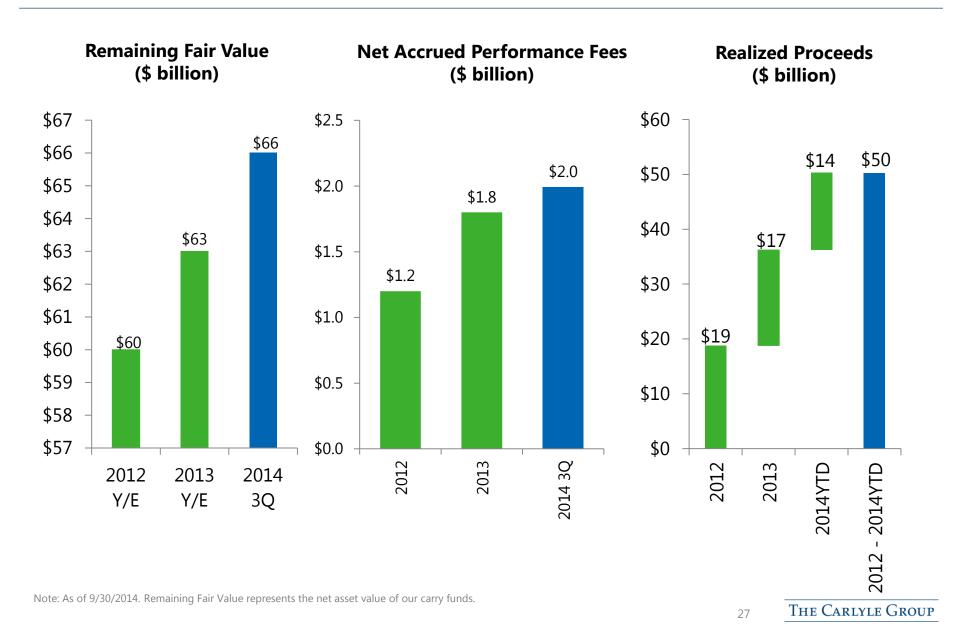
# Assets Under Management Have Sharply Increased From Three Years Ago





Assets Under Management have almost doubled since year-end 2010 through a combination of organic product launches & acquisitions

# We Have More Capital At Work and Accrued Carry Despite Realizing over \$50 billion in Proceeds for Investors Since 2012



# Carlyle's Culture of Innovation Drives Long-Term Growth

# **Investment/Fund Teams Added in the Past 5 Years**

## Organic in Blue/Acquired in Green

| 2010             |
|------------------|
| Claren Road      |
| Energy Mezzanine |
| RMB Fund         |

|   | AlpInvest            |  |
|---|----------------------|--|
|   | ESG                  |  |
| S | ub-Saharan<br>Africa |  |
| Р | eru Buyout           |  |
|   |                      |  |

2011

# NGP Energy Capital Management Middle Market Finance/BDC Power Vermillion Ireland Growth

| pital<br>it | Int'l Energy               |
|-------------|----------------------------|
|             | Metropolitan               |
| et          | Real Estate                |
|             | Fund of Funds              |
|             | CPG Carlyle<br>Global      |
|             | PE-40Act RIC <sup>1</sup>  |
| th          | Quantitative<br>Strategies |
|             |                            |

2013

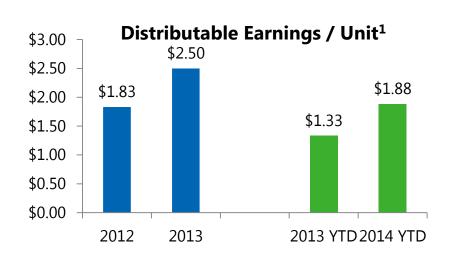
| 2014 Y                         | TD    |
|--------------------------------|-------|
| DGAI<br>Hedge F<br>of Fun      | und   |
| Asia Struc<br>Cred             |       |
| Metals F                       | und   |
| Energy<br>Infrastru<br>Seconda | cture |
| Global Bal<br>Risk             |       |

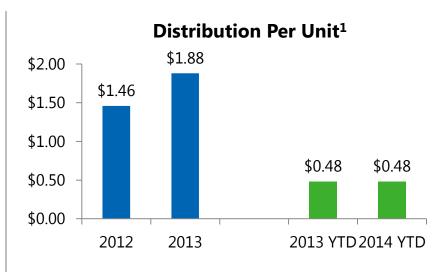
New organic & acquired strategies over the past five years have added more than \$95 billion <sup>2</sup> in AUM to Carlyle over the past five years, or more than 45% <sup>2</sup> of current AUM

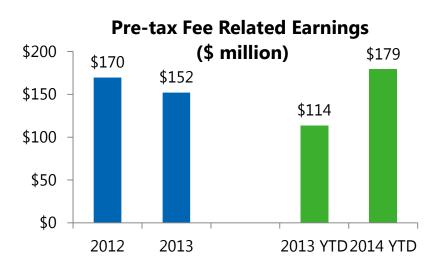
<sup>(1)</sup> Central Park Group is the investment advisor to this Fund.

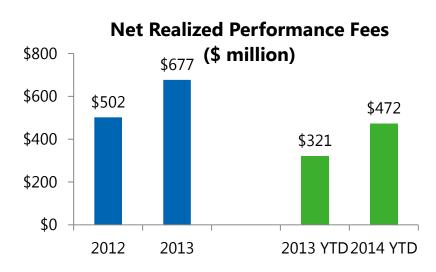
<sup>(2)</sup> The new strategies include all the above with the exclusion of the CPG Carlyle 40-Act Fund, which is invested into other Carlyle funds. As of 9/30/2014.

# Carlyle Is Delivering Growing Financial Results Through Q3 2014









(1) Pro-forma for the full year-ended December 31, 2012. Carlyle held its initial public offering in May 2012. Assuming the full year distribution of 80% of pro forma Distributable Earnings, net, the distribution per common unit for the year ended December 31, 2012 would have been \$1.46 per common unit. Carlyle paid out \$1.12 in distributions to common unitholders for the 2012 post-IPO period.

# THE CARLYLE GROUP

GLOBAL ALTERNATIVE ASSET MANAGEMENT



# Global Alternative Asset Management

# **Appendix**

# Corporate Private Equity: Global, Diverse & High Performing

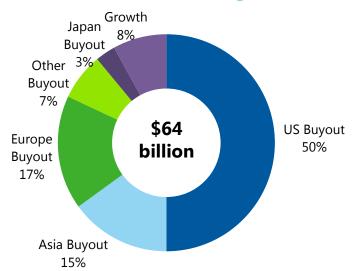
# **Strategy & Returns**

- Expand position as one of the largest, most diverse, & consistent performing global private equity platforms
- Unwavering focus on achieving strong absolute returns for our fund investors
- 30% Gross IRR/2.6x MOIC on Realized/ Partially Realized Transactions <sup>1</sup>

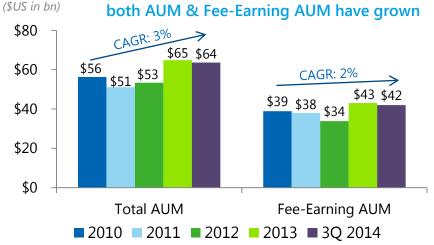
# **Operating Statistics**

- 14 fund families
- 150+ active Portfolio Companies
- 269 investment professionals
- 26 Operating Executives
- \$22.8 billion of dry powder
- LTM DE: \$813 million

# **Assets Under Management**



Despite \$52 billion of CPE distributions since 2010, both AUM & Fee-Earning AUM have grown



# **Corporate Private Equity**

#### **Financial Data**

| DE <sup>1</sup>                   | \$813 million |
|-----------------------------------|---------------|
| Fee-Related Earnings <sup>1</sup> | \$100 million |
| # of Funds                        | 32            |
| # of Investment Professionals     | 269           |
| # of Offices                      | 24            |

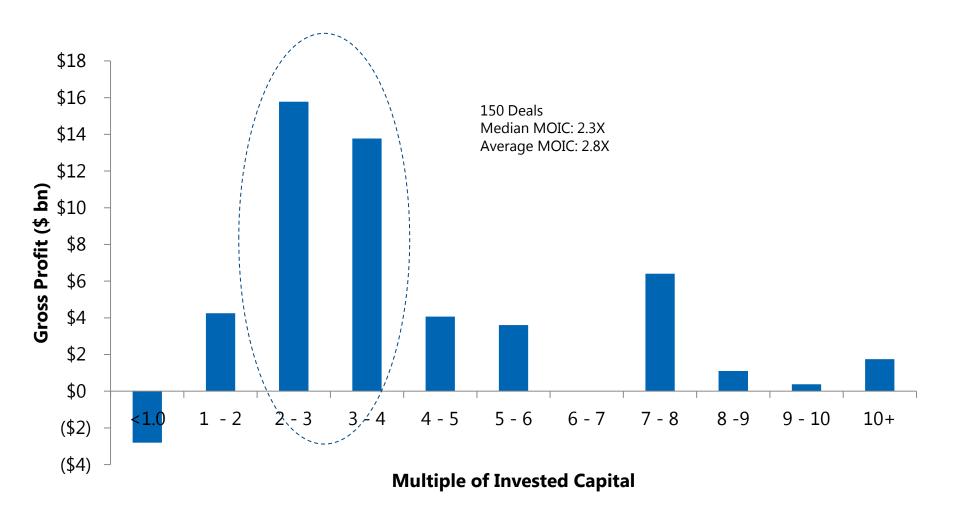
# **Operating Metrics**

| MOIC (Realized & Partially Realized)      | 2.6x           |
|---|----------------|
| MOIC (All Assets)                         | 1.9x           |
| Gross IRR (Realized & Partially Realized) | 30%            |
| Gross IRR (All Assets)                    | 26%            |
| Fee-Earning AUM                           | \$42.0 billion |
| Total AUM                                 | \$63.6 billion |
| Dry Powder                                | \$22.8 billion |

### **Select Active Fund Level Information**

| Fund         | Fully/<br>Partially<br>Invested | Inception<br>Date | Committed<br>Capital | Cumulative<br>Invested<br>Capital | MOIC | Gross IRR | Net IRR |
|--------------|---------------------------------|-------------------|----------------------|-----------------------------------|------|-----------|---------|
| US Buyout    |                                 |                   |                      |                                   |      |           |         |
| CP II        | Invested                        | Oct-94            | \$1,331              | \$1,362                           | 3.0x | 34%       | 25%     |
| CP III       | Invested                        | Feb-00            | \$3,913              | \$4,032                           | 2.5x | 27%       | 21%     |
| CP IV        | Invested                        | Dec-04            | \$7,850              | \$7,613                           | 2.3x | 16%       | 13%     |
| CP V         | Invested                        | May-07            | \$13,720             | \$12,759                          | 1.8x | 19%       | 14%     |
| CP VI        | Partially                       | May-12            | \$13,000             | \$3,629                           | 1.0x | n/m       | n/m     |
| Europe Buyo  | out                             |                   |                      |                                   |      |           |         |
| CEP I        | Invested                        | Dec-97            | € 1,004              | € 982                             | 2.2x | 18%       | 11%     |
| CEP II       | Invested                        | Sep-03            | € 1,805              | € 2,049                           | 1.9x | 37%       | 20%     |
| CEP III      | Invested                        | Dec-06            | € 5,295              | € 4,985                           | 1.8x | 18%       | 13%     |
| CEP IV       | Partially                       | Aug-13            | € 1,262              | € 194                             | 1.0x | n/m       | n/m     |
| Asia Buyout  |                                 |                   |                      |                                   |      |           |         |
| CAP I        | Invested                        | Dec-98            | \$750                | \$628                             | 4.0x | 25%       | 18%     |
| CAP II       | Invested                        | Feb-06            | \$1,810              | \$1,629                           | 1.7x | 11%       | 8%      |
| CAP III      | Invested                        | May-08            | \$2,552              | \$2,406                           | 1.5x | 17%       | 10%     |
| CAP IV       | Partially                       | Nov-12            | \$3,880              | \$365                             | 0.9x | n/m       | n/m     |
| Carlyle Japa | n Partners                      |                   |                      |                                   |      |           |         |
| CJP I        | Invested                        | Oct-01            | ¥50,000              | ¥47,291                           | 2.9x | 61%       | 37%     |
| CJP II       | Invested                        | Jul-06            | ¥165,600             | ¥141,867                          | 1.1x | 3%        | (1%)    |
| Carlyle Fina | ncial Services                  | Partners          |                      |                                   |      |           |         |
| CGFSP I      | Invested                        | Sep-08            | \$1,100              | \$1,044                           | 1.6x | 17%       | 11%     |
| CGFSP II     | Partially                       | Apr-13            | \$1,000              | \$90                              | 1.2x | n/m       | n/m     |
| Carlyle US G | Frowth                          |                   |                      |                                   |      |           |         |
| CEOF I       | Partially                       | May-11            | \$1,119              | \$770                             | 1.5x | 39%       | 26%     |
| Carlyle Asia | Growth Partr                    | ners              |                      |                                   |      |           |         |
| CAGP IV      | Partially                       | Jun-08            | \$1,041              | \$772                             | 1.4x | 15%       | 8%      |
| Europe Tech  | nnology                         |                   |                      |                                   |      |           |         |
| CETP II      | Invested                        | Feb-07            | € 522                | € 432                             | 2.1x | 25%       | 16%     |

# CPE's Proven, Disciplined Investment Process Drives Consistent Returns



# Global Market Strategies ("GMS") Has Nearly Doubled AUM Since 2010

# **Strategy & Returns**

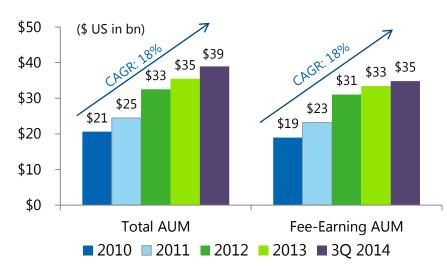
- Seize today's investment opportunities across credit, commodities, and liquid strategies to deliver outsized returns for our investors
- GMS Carry Funds: 18% Gross IRR <sup>1</sup>

# **Operating Statistics**

- 8 distinct investment strategies
- 68 individual funds
- 226<sup>2</sup> investment professionals
- \$1.4 billion of dry powder (carry funds)
- LTM DE: \$170 million

# **Assets Under Management**





# **Global Market Strategies**

#### **Financial Data**

| DE <sup>1</sup>                            | \$170 million |
|--|---------------|
| Fee-Related Earnings <sup>1</sup>          | \$68 million  |
| # of Funds                                 | 68            |
| # of Investment Professionals <sup>2</sup> | 157           |
| # of Offices                               | 12            |

# Onevetine Metric

| Operating Metrics |  |  |  |  |  |  |  |  |  |
|-------------------|--|--|--|--|--|--|--|--|--|
| \$15.1 billion    |  |  |  |  |  |  |  |  |  |
| \$17.7 billion    |  |  |  |  |  |  |  |  |  |
| \$3.6 billion     |  |  |  |  |  |  |  |  |  |
| \$2.5 billion     |  |  |  |  |  |  |  |  |  |
| \$0.1 billion     |  |  |  |  |  |  |  |  |  |
| \$34.8 billion    |  |  |  |  |  |  |  |  |  |
| \$38.9 billion    |  |  |  |  |  |  |  |  |  |
|                   |  |  |  |  |  |  |  |  |  |

\$1.4 billion

# **Segment Composition**

| Product Line                                       | Strategy  | \$ AUM<br>(bn) | # of<br>Funds |
|--|---|----------------|---------------|
| Structured Cred                                    | dit   |                |               |
| Structured<br>Credit - US &<br>Europe <sup>1</sup> | Invests in performing broadly syndicated senior secured bank loans through CLOs and synthetic structures  | \$17.7         | 43            |
| Carry Funds & F                                    | Financing   |                |               |
| Strategic<br>Partners                              | Invests in debt and equity of operationally sound, financially distressed companies, seeking to exert influence or obtain control where appropriate                                   | \$1.6          | 3             |
| Carlyle GMS<br>Finance <sup>2</sup>                | Middle market mezzanine investments, focused on LBOs, recapitalization, acquisitions and growth financings  | \$2.5          | 5             |
| Energy<br>Mezzanine                                | Invests in mezzanine debt investments in North<br>American energy and power projects and companies  | \$2.0          | 1             |
| Hedge Funds ar                                     | nd other vehicles   |                |               |
| Emerging<br>Sovereign<br>Group                     | Emerging markets investment manager focused on macro, long/short equity and other strategic/tactical global macro strategies  | \$5.3          | 7             |
| Claren Road<br>Asset<br>Management                 | Long/short credit manager focused on global high grade, high yield, sovereign debt, cash and derivative markets   | \$8.5          | 2             |
| Vermillion Asset<br>Management <sup>3</sup>        | Commodities investment manager actively pursuing opportunities in agricultural commodities, soft commodities, ferrous, non-ferrous and precious metals, as well as freight and energy | \$1.4          | 6             |
| Quantitative<br>Strategies                         | Balanced Risk contribution across asset classes with emphasis on managing volatility and minimizing drawdowns.  | \$0.1          | 1             |
| Total  |   | \$38.9         | 68            |

<sup>(1)</sup> Excludes Churchill Cayman Financial Ltd., a \$1.3 billion CLO and Carlyle GMS Commodities Funding 2014-1, a

**Dry Powder** 

<sup>(2)</sup> Comprised of a majority of the former investment team of Churchill Financial LLC & currently manages Churchill Cayman Financial Ltd., a \$1.3 billion CLO; as well as Carlyle GMS Finance and a co-invest vehicle, Carlyle's Business Development Companies; and Carlyle Mezzanine Partners, which consists of 2 funds totaling

<sup>(3)</sup> Includes Carlyle GMS Commodities Funding 2014-1, a \$400 million CCO.

<sup>(1)</sup> Last twelve months through 9/30/2014. (2) Excludes 69 middle-office professionals.

# Global Market Strategies Offers a Diverse Set of Investment Opportunities

| (AUM \$US in bn)           | Proc                             | Product                          |     |         |    |  |  |  |  |  |
|----------------------------|----------------------------------|----------------------------------|-----|---------|----|--|--|--|--|--|
| Fund Family                | Line                             | . # Team<br>Members <sup>3</sup> | AUM | # Funds |    |  |  |  |  |  |
| Structured Credit          | Structured Credit <sup>1</sup>   | Leveraged Loans                  | 23  | \$17.7  | 44 |  |  |  |  |  |
|                            | Strategic Partners               | Distressed                       | 8   | \$1.6   | 3  |  |  |  |  |  |
| Carry Funds<br>& Financing | Carlyle GMS Finance <sup>2</sup> | Corporate Lending                | 14  | \$2.5   | 5  |  |  |  |  |  |
|                            | Energy Mezzanine                 | Energy Lending                   | 18  | \$2.0   | 1  |  |  |  |  |  |
|                            | Claren Road                      | L/S Corporate Credit             | 67  | \$8.5   | 2  |  |  |  |  |  |
| Hedge Funds and            | Emerging Sovereign               | L/S EM Equities, Macro           | 41  | \$5.3   | 7  |  |  |  |  |  |
| other vehicles             | Vermillion <sup>4</sup>          | Commodities                      | 30  | \$1.4   | 6  |  |  |  |  |  |
|                            | Quantitative Strategies          | Balanced-Risk                    | 7   | \$0.1   | 1  |  |  |  |  |  |
|                            | Total                            | GMS                              | 208 | \$38.9  | 68 |  |  |  |  |  |

Note: As of 9/30/2014.

(4) Includes Carlyle GMS Commodities Funding 2014-1, a \$400 million CCO.

<sup>(1)</sup> Excludes Churchill Cayman Financial Ltd., a \$1.3 billion CLO and Carlyle GMS Commodities Funding 2014-1, a \$400 million CCO. Also excludes certain non-material new strategies.

<sup>(2)</sup> Comprised of a majority of the former investment team of Churchill Financial LLC & currently manages Churchill Cayman Financial Ltd., a \$1.3 billion CLO; as well as Carlyle GMS Finance and a co-invest vehicle, Carlyle's Business Development Companies; and Carlyle Mezzanine Partners, which consists of 2 funds totaling \$0.6 billion in AUM.

<sup>(3)</sup> Excludes 13 investment professionals not assigned to a specific fund family and 5 employees in our Asia Structured Credit group.

# Real Assets Has Significant Real Estate & Energy Capabilities

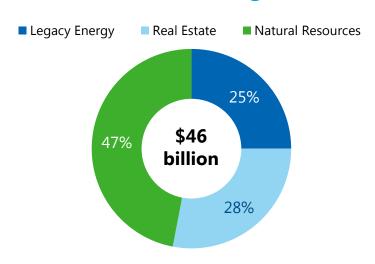
# **Strategy & Returns**

- Build best-in-class global natural resources investment platform and scale the real estate investment capabilities
- Real Asset Funds Gross IRR of 25% <sup>1</sup> since inception on Realized/Partially Realized Transactions
- NGP lifetime to date Gross IRR of 32% on Realized/Partially Realized Transactions <sup>2</sup>

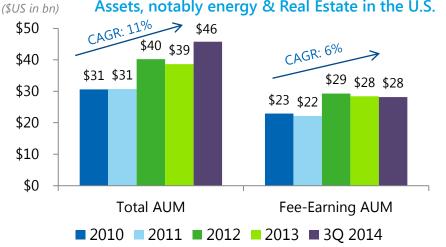
# **Operating Statistics**

- 29 active funds
- 139 investment professionals
- 700+ real assets investments since inception; 387 active
- \$14.5 billion dry powder available to invest
- LTM DE: \$34 million

# **Assets Under Management**



2014 should be a significant fund raising year in Real Assets, notably energy & Real Estate in the U.S.



# **Real Assets**

## **Financial Data**

| DE <sup>1</sup>                   | \$34 million |
|-----------------------------------|--------------|
| Fee-Related Earnings <sup>1</sup> | \$14 million |
| # of Funds                        | 29           |
| # of Investment Professionals     | 139          |
| # of Offices                      | 13           |

# **Operating Metrics**

| MOIC (Realized & Partially Realized)      | 1.8x           |
|---|----------------|
| MOIC (All Assets)                         | 1.5x           |
| Gross IRR (Realized & Partially Realized) | 25%            |
| Gross IRR (All Assets)                    | 14%            |
| Fee-Earning AUM                           | \$28.2 billion |
| Total AUM                                 | \$45.8 billion |
| Dry Powder                                | \$14.5 billion |

# **Select Active Fund Level Information**

| Fund  | Fully/<br>Partially<br>Invested | Inception<br>Date | Committed<br>Capital | Cumulative<br>Invested<br>Capital | MOIC | Gross<br>IRR | Net IRR |  |  |  |  |  |
|---|---------------------------------|-------------------|----------------------|-----------------------------------|------|--------------|---------|--|--|--|--|--|
| Carlyle Realty                              | Partners (CRP)                  | )                 |                      |                                   |      |              |         |  |  |  |  |  |
| CRP III                                     | Invested                        | Nov-00            | \$564                | \$523                             | 2.7x | 44%          | 29%     |  |  |  |  |  |
| CRP IV                                      | Invested                        | Dec-04            | \$950                | \$1,199                           | 1.1x | 3%           | (1%)    |  |  |  |  |  |
| CRP V                                       | Invested                        | Nov-06            | \$3,000              | \$3,290                           | 1.4x | 11%          | 7%      |  |  |  |  |  |
| CRP VI                                      | Invested                        | Sep-10            | \$2,340              | \$1,742                           | 1.5x | 34%          | 22%     |  |  |  |  |  |
| CRP VII                                     | Partially                       | Mar-14            | \$1,488              | n/m                               | n/m  | n/m          | n/m     |  |  |  |  |  |
| Carlyle Europe Real Estate Partners (CEREP) |                                 |                   |                      |                                   |      |              |         |  |  |  |  |  |
| CEREP I                                     | Invested                        | Mar-02            | € 427                | € 517                             | 1.3x | 12%          | 7%      |  |  |  |  |  |
| CEREP II                                    | Invested                        | Apr-05            | € 763                | € 834                             | 0.2x | n/a          | n/a     |  |  |  |  |  |
| CEREP III                                   | Invested                        | May-07            | € 2,230              | € 1,968                           | 1.0x | (1%)         | (5%)    |  |  |  |  |  |
| Legacy Energy Funds                         |                                 |                   |                      |                                   |      |              |         |  |  |  |  |  |
| Energy II                                   | Invested                        | Jul-02            | \$1,100              | \$1,335                           | 2.5x | 81%          | 55%     |  |  |  |  |  |
| Energy III                                  | Invested                        | Oct-05            | \$3,800              | \$3,560                           | 1.7x | 12%          | 9%      |  |  |  |  |  |
| Energy IV                                   | Invested                        | Dec-07            | \$5,979              | \$5,746                           | 1.6x | 19%          | 13%     |  |  |  |  |  |
| Renew II                                    | Invested                        | Mar-08            | \$3,417              | \$2,802                           | 1.4x | 12%          | 8%      |  |  |  |  |  |
| NGP Energy Fu                               | ınd                             |                   |                      |                                   |      |              |         |  |  |  |  |  |
| NGP X                                       | Partially                       | Jan-12            | \$3,586              | \$2,380                           | 1.4x | 28%          | 19%     |  |  |  |  |  |
| International E                             | Energy Fund                     |                   |                      |                                   |      |              |         |  |  |  |  |  |
| CIEP I                                      | Partially                       | Sep-13            | \$1,783              | \$187                             | 0.8x | n/m          | n/m     |  |  |  |  |  |
| Infrastructure                              | Fund                            |                   |                      |                                   |      |              |         |  |  |  |  |  |
| CIP   | Invested                        | Sep-06            | \$1,144              | \$1,012                           | 1.2x | 5%           | 2%      |  |  |  |  |  |

As of 9/30/2014. Note: Select fund list includes funds that have at least \$1 billion in capital commitments, cumulative equity invested, or total value as of September 30, 2014. Please see "Important Information" slide for more information on the calculation of Gross IRR and Gross MOICs. (1) Last twelve months through 9/30/2014.

(1) Last twelve months through 9/30/2014.

# Natural Resource Platform Development Targets High Growth Area

We have assembled a leading platform for investing in global natural resources through a combination of organic & acquisition initiatives



NGP Energy Capital Management Carlyle International Energy
Partners

**O**Cogentrix

**Carlyle Power Partners** 

**Description / Area of Focus** 

North American based oil/gas resource acquisition, exploration and exploitation opportunities

Global ex-North America oil and gas exploration, production, refining and marketing

America's based acquisition and development of power assets

**Funds** 

Current AUM: \$17.2 billion Raising NGP XI: Target Fund Size: \$5.0 billion

Current AUM: \$2.1 billion Target Fund Size: \$2.5 billion Current AUM: \$856 million Raising CPP II: Target Fund Size: \$1.5 billion

**Financial Impact** 

55% of fee revenue 47.5% of carry<sup>1</sup>

100% of Fee Related Earnings 55% of carry <sup>2</sup>

100% of Fee Related Earnings 55% of carry <sup>2</sup>

Carlyle also benefits from \$11.6 billion in AUM in Legacy Energy fund exposure as well as Energy Mezzanine & Commodities based investments (GMS based funds)

# Global Real Estate Platform Has Financial & Strategic Growth Potential

#### **United States** Europe Asia Leading platform with Turnaround story Looking to scale vs strong track record opportunity Potential for **Position** Seventh fund raising managed accounts capital **Current AUM** \$8.8 billion \$2.3 billion \$1.8 billion Out of recession Improving jobs Growing middle class situation Recovery lags U.S. Strong retail growth Bust bigger than Unemployment high Urbanization Backdrop boom but not likely to • Rise of tier-2,-3, and significantly worsen Housing shortage 4 cities in China Traditional lenders being replaced

# Our Solutions Businesses Offer an Array of Outcome-Oriented Investments

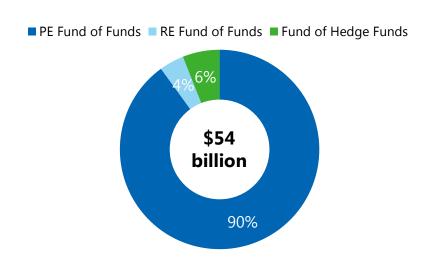
# **Strategy & Goals**

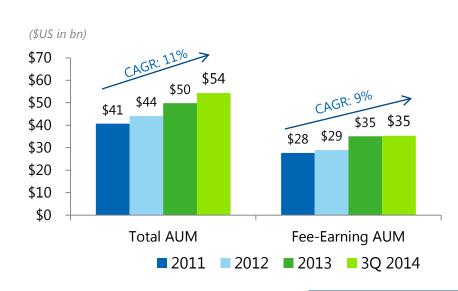
- Design & manage portfolios of either Carlyle products, non-Carlyle products, or combinations thereof
- Solutions packaged as separate accounts or commingled products
- Leverage broad skills & capabilities to enter new product markets

# **Operating Statistics**

- 141 active fund of fund vehicles
  - 100 Private Equity, 26 Real Estate, 15 Fund of Hedge Funds
- 179 investment professionals<sup>1</sup>
- \$17.6 billion dry powder available
- LTM DE: \$51 million

# **Assets Under Management**





# **Solutions**

#### **Financial Data**

| DE <sup>1</sup>                            | \$51 million |
|--|--------------|
| Fee-Related Earnings <sup>1</sup>          | \$36 million |
| # of Fund Vehicles                         | 141          |
| # of Investment Professionals <sup>2</sup> | 179          |
| # of Offices                               | 12           |

# **Operating Metrics**

| MOIC (All Assets) <sup>3</sup>      | 1.5x           |
|-------------------------------------|----------------|
| Gross IRR (All Assets) <sup>3</sup> | 13%            |
| Net IRR (All Assets) <sup>3</sup>   | 12%            |
| Fee-Earning AUM                     | \$35.3 billion |
| Total AUM                           | \$54.3 billion |
| Dry Powder                          | \$17.6 billion |

#### **Select Business Information**

#### **Corporate Private Equity Solutions**



AUM: \$49.1 billion

- One of the largest private equity investors over the past 15 years
- Fund of funds, secondaries, and co-investments

#### **Hedge Fund Solutions**



AUM: \$3.2 billion

 Combines direct trading with fund investments to create efficient and cost effective portfolios

#### **Real Estate Solutions**



AUM: \$2.1 billion

- One of the first dedicated real estate fund of funds
- Focus on small and midsized managers

As of 9/30/2014. Please see "Important Information" slide for more information on the calculation of Gross IRR and Gross MOICs.

- (1) Last twelve months through 9/30/2014.
- Includes 44 middle-office professionals.
- (3) AlpInvest reported funds only.

# **Summary Financial Results**

| Pre-tax Segment Measures (\$ million)              | (    | Quarterly |      |      |      |       |       | Annual |       |       |
|--|------|-----------|------|------|------|-------|-------|--------|-------|-------|
| Pre-tax segment weasures (\$ million)              | 3Q13 | 4Q13      | 1Q14 | 2Q14 | 3Q14 | 2010  | 2011  | 2012   | 2013  | LTM   |
| Revenue  |      |           |      |      |      |       |       |        |       |       |
| Management & Transaction Fees                      | 292  | 296       | 295  | 351  | 341  | 814   | 946   | 993    | 1,105 | 1,282 |
| Performance Fees                                   | 323  | 1,144     | 605  | 549  | 224  | 1,478 | 1,106 | 996    | 2,293 | 2,522 |
| Investment, Interest & Other Income                | (0)  | (46)      | (3)  | 0    | 12   | 94    | 97    | 55     | (30)  | (37)  |
| Total Revenue                                      | 615  | 1,394     | 897  | 900  | 577  | 2,386 | 2,149 | 2,044  | 3,369 | 3,767 |
| Direct & Indirect Base Compensation                | 153  | 159       | 173  | 178  | 185  | 457   | 538   | 562    | 589   | 695   |
| Equity Based Compensation                          | 4    | 5         | 14   | 20   | 24   | 0     | 0     | 2      | 16    | 62    |
| Performance Fee Compensation                       | 166  | 552       | 299  | 287  | 100  | 735   | 476   | 471    | 1,067 | 1,238 |
| General & Administrative, Interest & Other Expense | 92   | 97        | 84   | 92   | 97   | 159   | 281   | 252    | 353   | 369   |
| Depreciation & Amortization                        | 6    | 6         | 5    | 6    | 5    | 21    | 22    | 22     | 24    | 22    |
| Total Expenses                                     | 420  | 818       | 575  | 582  | 411  | 1,372 | 1,316 | 1,308  | 2,049 | 2,386 |
| Economic Net Income                                | 195  | 576       | 322  | 318  | 166  | 1,014 | 833   | 736    | 1,320 | 1,381 |
| (-) Net Performance Fees <sup>1</sup>              | 157  | 592       | 307  | 262  | 124  | 744   | 630   | 525    | 1,226 | 1,284 |
| (-) Investment Income (Loss)                       | (3)  | (50)      | (8)  | (5)  | 4    | 72    | 81    | 42     | (43)  | (59)  |
| (+) Equity Based Compensation                      | 4    | 5         | 14   | 20   | 24   | 0     | 0     | 2      | 16    | 62    |
| Fee Related Earnings                               | 44   | 39        | 37   | 80   | 62   | 199   | 122   | 171    | 152   | 218   |
| (+) Realized Net Performance Fees <sup>1</sup>     | 61   | 357       | 141  | 232  | 99   | 134   | 678   | 502    | 677   | 829   |
| (+) Realized Investment Income (Loss)              | (1)  | 6         | 5    | 12   | (3)  | 10    | 66    | 16     | 11 *  | 20    |
| Distributable Earnings                             | 105  | 401       | 183  | 324  | 159  | 343   | 865   | 690    | 840   | 1,067 |
|  |      |           |      |      |      |       |       |        |       |       |

| Per Unit Measures                                  |        |        |        |        |        |        |        |  |  |  |
|--|--------|--------|--------|--------|--------|--------|--------|--|--|--|
| Economic Net Income Per Unit (after-tax)           | \$0.51 | \$1.64 | \$0.85 | \$0.73 | \$0.55 | \$3.55 | \$3.77 |  |  |  |
| Distributable Earnings Per Common Unit (after-tax) | \$0.32 | \$1.18 | \$0.52 | \$0.93 | \$0.44 | \$2.50 | \$3.06 |  |  |  |
| Distribution per Common Unit                       | \$0.16 | \$1.40 | \$0.16 | \$0.16 | \$0.16 | \$1.88 | \$1.88 |  |  |  |

See "Selected Financial Data" in Carlyle's Form 10-K filed with the U.S. Securities and Exchange Commission. LTM, last 12-months, refers to the period from 4Q 2013 to 3Q 2014.

THE CARLYLE GROUP

# **Strong Balance Sheet**

| Key Balance Sheet Items¹ (\$ million)   | 9/30/2014 |
|---|-----------|
| Cash & equivalents  | \$1,279   |
| Net accrued performance fees (net of giveback and accrued performance fee compensation) | 1,973     |
| Investments attributable to Carlyle unitholders <sup>2</sup>                            | 330       |
| Loans Payable and Senior Notes  | \$1,149   |
| Drawn revolving credit line (\$750 million capacity)                                    | -         |

<sup>(1)</sup> Balance sheet amounts are shown without the impact of certain Carlyle funds that are required to be consolidated on its financial statements.

# **Key Metrics for "The Carlyle Engine"**

|                              |       | (     | Quarterly Da | ata   |       |       |       |       |                                 |      |      | Annual | Data |       |       |       |       |       |
|------------------------------|-------|-------|--------------|-------|-------|-------|-------|-------|---------------------------------|------|------|--------|------|-------|-------|-------|-------|-------|
|                              | 4Q12  | 1Q13  | 2Q13         | 3Q13  | 4Q13  | 1Q14  | 2Q14  | 3Q14  |                                 | 2006 | 2007 | 2008   | 2009 | 2010  | 2011  | 2012  | 2013  | 2014  |
| Total AUM(1) (\$ bn)         | 170.2 | 176.3 | 180.4        | 185.0 | 188.8 | 198.9 | 202.7 | 202.6 | Total AUM(1) (\$ bn)            | 45.3 | 80.6 | 86.3   | 89.8 | 107.5 | 147.0 | 170.2 | 188.8 | 202.6 |
| Corporate Private Equity     | 53.3  | 55.1  | 57.9         | 62.2  | 64.9  | 64.5  | 64.5  | 63.6  | Corporate Private Equity        | 24.7 | 48.5 | 45.2   | 48.8 | 56.3  | 51.1  | 53.3  | 64.9  | 63.6  |
| Global Market Strategies     | 32.5  | 33.1  | 34.7         | 35.4  | 35.5  | 36.5  | 38.2  | 38.9  | Global Market Strategies        | 6.7  | 10.4 | 13.9   | 13.3 | 20.6  | 24.5  | 32.5  | 35.5  | 38.9  |
| Real Assets                  | 40.2  | 40.3  | 39.8         | 39.0  | 38.7  | 40.7  | 43.3  | 45.8  | Real Assets                     | 13.9 | 21.7 | 27.3   | 27.7 | 30.6  | 30.7  | 40.2  | 38.7  | 45.8  |
| Solutions                    | 44.1  | 47.8  | 48.0         | 48.4  | 49.8  | 57.2  | 56.7  | 54.3  | Solutions                       | n/a  | n/a  | n/a    | n/a  | n/a   | 40.7  | 44.1  | 49.8  | 54.3  |
| Fee-Earning AUM(1) (\$ bn)   | 123.1 | 122.9 | 132.0        | 137.9 | 139.9 | 142.1 | 145.6 | 140.2 | Fee-Earning AUM(1) (\$ bn)      | 33.6 | 64.8 | 76.3   | 75.4 | 80.8  | 111.0 | 123.1 | 139.9 | 140.2 |
| Corporate Private Equity     | 33.8  | 33.2  | 38.5         | 41.9  | 43.0  | 42.9  | 43.0  | 42.0  | Corporate Private Equity        | 17.4 | 36.6 | 40.2   | 40.4 | 38.9  | 38.0  | 33.8  | 43.0  | 42.0  |
| Global Market Strategies     | 31.0  | 31.4  | 33.1         | 33.7  | 33.4  | 34.3  | 35.4  | 34.8  | Global Market Strategies        | 6.0  | 8.3  | 13.4   | 12.5 | 19.0  | 23.2  | 31.0  | 33.4  | 34.8  |
| Real Assets                  | 29.3  | 29.4  | 28.7         | 28.5  | 28.4  | 27.4  | 27.9  | 28.2  | Real Assets                     | 10.2 | 20.0 | 22.8   | 22.5 | 22.9  | 22.2  | 29.3  | 28.4  | 28.2  |
| Solutions                    | 28.9  | 28.9  | 31.8         | 33.7  | 35.1  | 37.5  | 39.4  | 35.3  | Solutions                       | n/a  | n/a  | n/a    | n/a  | n/a   | 27.7  | 28.9  | 35.1  | 35.3  |
| Fundraising(2)(3) (\$ bn)    | 4.6   | 4.7   | 7.0          | 6.4   | 3.8   | 5.5   | 7.4   | 6.5   | Fundraising(2)(3) (\$ bn)       | 15.2 | 31.2 | 20.1   | 1.2  | 4.2   | 6.6   | 14.0  | 21.9  | 19.4  |
| Corporate Private Equity     | 3.0   | 1.4   | 3.8          | 3.9   | 2.6   | 0.6   | 2.7   | 1.6   | Corporate Private Equity        | 8.5  | 18.8 | 5.5    | 0.3  | 2.4   | 1.6   | 7.8   | 11.7  | 4.9   |
| Global Market Strategies     | 1.2   | 1.2   | 2.4          | 1.6   | 0.5   | 1.8   | 2.2   | 1.7   | Global Market Strategies        | 2.8  | 4.7  | 6.3    | 0.1  | 0.3   | 2.4   | 5.2   | 5.7   | 5.7   |
| Real Assets                  | 0.0   | 0.5   | 0.3          | 0.8   | 0.4   | 1.7   | 2.7   | 3.0   | Real Assets                     | 3.9  | 7.6  | 8.3    | 0.8  | 1.5   | 2.1   | 0.3   | 2.0   | 7.4   |
| Solutions                    | 0.3   | 1.6   | 0.5          | 0.2   | 0.3   | 1.4   | (0.1) | 0.1   | Solutions                       | n/a  | n/a  | n/a    | n/a  | n/a   | 0.5   | 0.6   | 2.5   | 1.3   |
| Equity Invested(4) (\$ bn)   | 3.3   | 2.5   | 1.5          | 1.9   | 2.2   | 1.1   | 3.4   | 3.7   | Equity Invested(4) (\$ bn)      | 7.9  | 14.5 | 12.0   | 5.0  | 10.1  | 11.3  | 8.0   | 8.2   | 8.2   |
| Corporate Private Equity     | 2.4   | 1.9   | 0.8          | 1.1   | 0.9   | 0.9   | 2.8   | 2.5   | Corporate Private Equity        | 5.6  | 9.3  | 4.9    | 2.0  | 5.4   | 7.5   | 4.2   | 4.8   | 6.2   |
| Global Market Strategies     | 0.1   | 0.1   | 0.3          | 0.1   | 0.4   | 0.1   | 0.2   | 0.3   | Global Market Strategies        | 0.2  | 0.5  | 0.7    | 0.5  | 0.8   | 0.8   | 0.6   | 0.8   | 0.5   |
| Real Assets                  | 0.9   | 0.5   | 0.5          | 0.7   | 0.9   | 0.2   | 0.4   | 0.9   | Real Assets                     | 2.1  | 4.7  | 6.4    | 2.5  | 3.9   | 3.0   | 3.2   | 2.5   | 1.6   |
| Realized Proceeds(4) (\$ bn) | 6.8   | 4.1   | 3.9          | 3.0   | 6.3   | 3.1   | 6.5   | 4.5   | Realized Proceeds(4)(5) (\$ bn) | 10.6 | 8.9  | 2.0    | 2.1  | 8.2   | 17.6  | 18.8  | 17.4  | 14.1  |
| Corporate Private Equity     | 4.7   | 3.0   | 2.5          | 1.5   | 5.3   | 2.2   | 4.6   | 3.2   | Corporate Private Equity        | 8.2  | 6.2  | 1.1    | 0.9  | 5.3   | 11.4  | 12.1  | 12.2  | 10.1  |
| Global Market Strategies     | 0.6   | 0.4   | 0.2          | 0.1   | 0.3   | 0.1   | 0.1   | 0.4   | Global Market Strategies        | 0.1  | 0.1  | 0.2    | 0.2  | 0.8   | 1.0   | 1.1   | 1.0   | 0.6   |
| Real Assets                  | 1.5   | 0.8   | 1.2          | 1.4   | 0.8   | 0.8   | 1.8   | 0.8   | Real Assets                     | 2.3  | 2.6  | 0.7    | 1.0  | 2.1   | 5.2   | 5.5   | 4.1   | 3.4   |
| Carry Fund Appreciation(6)   | 4%    | 7%    | 3%           | 4%    | 6%    | 6%    | 5%    | 3%    | Carry Fund Appreciation(6)      |      |      | (22%)  | 8%   | 34%   | 16%   | 14%   | 20%   | 14%   |
| Corporate Private Equity     | 5%    | 9%    | 5%           | 5%    | 9%    | 8%    | 5%    | 3%    | Corporate Private Equity        |      |      | (23%)  | 9%   | 46%   | 16%   | 16%   | 30%   | 16%   |
| Global Market Strategies     | 5%    | 9%    | 8%           | 2%    | 10%   | 3%    | 12%   | 6%    | Global Market Strategies        |      |      | (46%)  | 43%  | 38%   | 9%    | 23%   | 28%   | 23%   |
| Real Assets                  | 1%    | 3%    | (2%)         | 1%    | (1%)  | 2%    | 3%    | 2%    | Real Assets                     |      |      | (18%)  | 3%   | 15%   | 16%   | 9%    | 1%    | 7%    |

Note: segments may not add to total due to rounding; For definitions of the operating metrics above, please see The Carlyle Group LP's filings with the Securities and Exchange Commission.

<sup>(1)</sup> For purposes of aggregation, funds denominated in a currency other than U.S. Dollars have been converted at the spot rate as of the end of each period presented.

<sup>(2)</sup> For purposes of aggregation, commitments denominated in a currency other than U.S. Dollars have been converted at the spot rate as of the date of closing of such commitment.

<sup>(3)</sup> Excludes acquisitions.

<sup>(4)</sup> Amounts represent carry fund transactions only (including related coinvestments). Does not include hedge funds, structured credit funds, management fee funds or fund of funds vehicles. For purposes of aggregation, transactions denominated in a currency other than U.S. Dollars have been converted at the average rate for the period presented.

<sup>(5)</sup> Years before 2011 are presented using Distributions to fund investors, 2011 to present are Realized Proceeds.

<sup>(6)</sup> Appreciation / (Depreciation) represents unrealized gain / (losses) for the period on a total return basis before fees and expenses. The percentage of return is calculated as: Ending Remaining Investment FMV plus net investment outflow (sales proceeds minus net purchases) minus Beginning Remaining Investment FMV. Excludes external coinvestment.

# Reconciliation of GAAP to Non-GAAP Financials

| (\$ millions)   | Quarterly |           |      |            |      |            |      |              |      |           |    | Annual   |      |            |      |                |      |              |  |
|---|-----------|-----------|------|------------|------|------------|------|--------------|------|-----------|----|----------|------|------------|------|----------------|------|--------------|--|
|   | 3Q13      |           | 4Q13 |            | 1Q14 |            | 2014 |              | 3Q14 | 2010      |    |          | 2011 |            | 2012 |                | 2013 |              |  |
| Income before provision for income taxes  | \$        | (9)       | \$   | 714        | \$   | 472        | \$   | 541          | \$   | 175       | \$ | 1,480    | \$   | 1,183      | \$   | 2,440          | \$   | 1,444        |  |
| Adjustments:  |           |           |      |            |      |            |      |              |      |           |    |          |      |            |      |                |      |              |  |
| Partner compensation <sup>(1)</sup>   |           | -         |      | -          |      | -          |      | -            |      | -         |    | (768)    |      | (672)      |      | (265)          |      | -            |  |
| Equity-based compensation issued in conjunction with the initial public offering and strategic investments            |           | 76        |      | 63         |      | 62         |      | 91           |      | 56        |    | -        |      | -          |      | 200            |      | 314          |  |
| Acquisition related charges and amortization of intangibles   |           | 95        |      | 51         |      | 80         |      | 62           |      | 25        |    | 11       |      | 92         |      | 128            |      | 260          |  |
| Equity issued for affiliate debt financing  |           | -         |      | -          |      | _          |      | _            |      | _         |    | 214      |      | -          |      | -              |      | -            |  |
| Other non-operating expenses  |           | 8         |      | (18)       |      | 30         |      | (5)          |      | (40)      |    | -        |      | 32         |      | 7              |      | (17)         |  |
| Net (income) loss attrituable to non-controlling interests in Consolidated entities  Other adjustments <sup>(2)</sup> |           | 27<br>(2) |      | (235)<br>1 |      | (325)<br>1 |      | (370)<br>(2) |      | (53)<br>2 |    | 66<br>11 |      | 203<br>(5) | (    | 1,757)<br>(17) |      | (676)<br>(5) |  |
| Economic Net Income   | \$        | 195       | \$   | 576        | \$   | 322        | \$   | 318          | \$   | 166       | \$ | 1,014    | \$   | 833        | \$   | 736            | \$ 1 | ,320         |  |
| (-) Net Performance Fees  |           | 157       |      | 592        |      | 307        |      | 262          |      | 124       |    | 744      |      | 630        |      | 525            |      | 1,226        |  |
| (-) Investment Income (Loss)  |           | (2)       |      | (50)       |      | (8)        |      | (5)          |      | 4         |    | 71       |      | 82         |      | 42             |      | (42)         |  |
| (+) Equity-Based Compensation   |           | 4         |      | 5          |      | 14         |      | 20           |      | 24        |    | -        |      | -          |      | 2              |      | 16           |  |
| Fee Related Earnings  | \$        | 44        | \$   | 39         | \$   | 37         | \$   | 80           | \$   | 62        | \$ | 199      | \$   | 121        | \$   | 171            | \$   | 152          |  |
| (+) Realized Net Performance Fees   |           | 61        |      | 357        |      | 141        |      | 232          |      | 99        |    | 134      |      | 678        |      | 502            |      | 677          |  |
| (+) Realized Investment Income (Loss)   |           | -         |      | 5          |      | 5          |      | 12           |      | (3)       |    | 10       |      | 65         |      | 17             |      | 11           |  |
| Distributable Earnings  | \$        | 105       | \$   | 401        | \$   | 183        | \$   | 324          | \$   | 159       | \$ | 343      | \$   | 864        | \$   | 690            | \$   | 840          |  |
| (+) Depreciation & Amortization   |           | 6         |      | 6          |      | 5          |      | 6            |      | 5         |    | 21       |      | 22         |      | 22             |      | 24           |  |
| (+) Interest Expense  |           | 12        |      | 12         |      | 12         |      | 15           |      | 15        |    | 18       |      | 59         |      | 24             |      | 44           |  |
| Distributable EBITDA  | \$        | 123       | \$   | 419        | \$   | 200        | \$   | 345          | \$   | 179       | \$ | 382      | \$   | 945        | \$   | 736            | \$   | 908          |  |

<sup>(1)</sup> Adjustments for partner compensation reflect amounts due to senior Carlyle professionals for compensation and performance fees allocated to them, which amounts were classified as distributions from partner's capital in the consolidated financial statements for periods prior to the reorganization and initial public offering in May 2012.

<sup>(2)</sup> Other Adjustments are comprised of losses associated with early extinguishment of debt, severance and lease terminations, provisions for income taxes attributable to non-controlling interests in consolidated entities, and gains on business acquisitions.