UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
WASHINGTON, D.C. 20549

FORM 10-Q

(Mark One)

☒ QUARTERLY REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

FOR THE QUARTERLY PERIOD ENDED June 30, 2025
OR

☐ TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

FOR THE TRANSITION PERIOD FROM TO
Commission File Number: 001-35538

CARLYLE

The Carlyle Group Inc.

(Exact name of registrant as specified in its charter)

Delaware	45-2832612
(State or other jurisdiction of incorporation or organization)	(I.R.S. Employer Identification No.)

1001 Pennsylvania Avenue, NW
Washington, DC, 20004-2505
(Address of principal executive offices) (Zip Code)

(202) 729-5626
(Registrant's telephone number, including area code)

Not Applicable
(Former name, former address and former fiscal year, if changed since last report)

Securities registered pursuant to Section 12(b) of the Act:

Title of each class	Trading Symbol(s)	Name of each exchange on which registered
Common Stock	CG	The Nasdaq Global Select Market
4.625% Subordinated Notes due 2061 of Carlyle Finance L.L.C.	CGABL	The Nasdaq Global Select Market

As of August 5, 2025, there were 361,704,907 shares of common stock of the registrant outstanding.

Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days. Yes ☒ No ☐

Indicate by check mark whether the registrant has submitted electronically every Interactive Data File required to be submitted pursuant to Rule 405 of Regulation S-T (§232.405 of this chapter) during the preceding 12 months (or for such shorter period that the registrant was required to submit such files). Yes ☒ No ☐

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, smaller reporting company or an emerging growth company. See the definitions of "large accelerated filer," "accelerated filer," "smaller reporting company," and "emerging growth company" in Rule 12b-2 of the Exchange Act.

Large accelerated filer	☒	Accelerated filer	☐
Non-accelerated filer	☐	Smaller reporting company	☐
		Emerging growth company	☐

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act. ☐

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act). Yes ☐ No ☒

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Forward-Looking Statements

This Quarterly Report on Form 10-Q may contain forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. These statements include, but are not limited to, statements related to our expectations, estimates, beliefs, projections, future plans and strategies, anticipated events or trends, and similar expressions and statements that are not historical facts, including our expectations regarding the performance of our business, our financial results, our liquidity and capital resources, contingencies, and our dividend policy. You can identify these forward-looking statements by the use of words such as "outlook," "believes," "expects," "potential," "continues," "may," "will," "should," "seeks," "approximately," "predicts," "intends," "plans," "estimates," "anticipates," or the negative version of these words or other comparable words. Such forward-looking statements are subject to various risks, uncertainties, and assumptions. Accordingly, there are or will be important factors that could cause actual outcomes or results to differ materially from those indicated in these statements including, but not limited to, those described in this Quarterly Report on Form 10-Q and under the section entitled "Risk Factors" in our Annual Report on Form 10-K for the year ended December 31, 2024, filed with the U.S. Securities and Exchange Commission ("SEC") on February 27, 2025, as such factors may be updated from time to time in our periodic filings with the SEC, which are accessible on the SEC's website at www.sec.gov. These factors should not be construed as exhaustive and should be read in conjunction with the other cautionary statements that are included in this Quarterly Report on Form 10-Q and in our other periodic filings with the SEC. We undertake no obligation to publicly update or review any forward-looking statements, whether as a result of new information, future developments, or otherwise, except as required by applicable law.

Website and Social Media Disclosure

We use our website (www.carlyle.com), our corporate Facebook page (www.facebook.com/onecarlyle), our corporate X account (@OneCarlyle or www.x.com/onecarlyle), our corporate Instagram account (@onecarlyle or www.instagram.com/onecarlyle), our corporate LinkedIn account (www.linkedin.com/company/the-carlyle-group), our corporate YouTube channel (www.youtube.com/user/onecarlyle), and our corporate WeChat account (ID: gh_3e34f090ec20) as channels of distribution of material company information. For example, financial and other material information regarding our company is routinely posted on and accessible at www.carlyle.com. Accordingly, investors should monitor these channels, in addition to following our press releases, SEC filings and public conference calls and webcasts. In addition, you may automatically receive email alerts and other information about Carlyle when you enroll your email address by visiting the "Email Alerts" section at http://ir.carlyle.com/email-alerts. The contents of our website and social media channels are not, however, a part of this Quarterly Report on Form 10-Q and are not incorporated by reference herein.

Carlyle does not conduct any public solicitations (including print and online articles, advertisements, or postings on social media sites, messaging applications such as Telegram, WeChat, or WhatsApp, or other public platforms) with respect to investments, fundraising, cryptocurrency, or opening accounts on social media sites. Any investment-related communication received from these platforms purporting to be from a Carlyle professional is fraudulent and should be reported to authorities.

On January 1, 2020, we completed our conversion from a Delaware limited partnership named The Carlyle Group L.P. into a Delaware Corporation named The Carlyle Group Inc. (the conversion, together with such restructuring steps and related transactions, the "Conversion").

Unless the context suggests otherwise, references in this Quarterly Report on Form 10-Q to "Carlyle," the "Company," "we," "us" and "our" refer to The Carlyle Group Inc. and its consolidated subsidiaries. When we refer to our "senior Carlyle professionals," we are referring to the partner-level personnel of our firm. References in this Quarterly Report on Form 10-Q to the ownership of the senior Carlyle professionals include the ownership of personal planning vehicles of these individuals. When we refer to the "Carlyle Holdings partnerships" or "Carlyle Holdings," we are referring to Carlyle Holdings I L.P., Carlyle Holdings II L.P., and Carlyle Holdings III L.P., which prior to the Conversion were the holding partnerships through which the Company and our senior Carlyle professionals and other holders of Carlyle Holdings partnership units owned their respective interests in our business.

"Carlyle funds," "our funds" and "our investment funds" refer to the investment funds and vehicles advised by Carlyle.

"Carry funds" generally refers to closed-end investment vehicles, in which commitments are drawn down over a specified investment period, and in which the general partner receives a special residual allocation of income from limited partners, which we refer to as carried interest, in the event that specified investment returns are achieved by the fund. Disclosures referring to carry funds will also include the impact of certain commitments that do not earn carried interest, but are either part of or associated with our carry funds. The rate of carried interest, as well as the share of carried interest allocated to Carlyle, may vary across the carry fund platform. Carry funds generally include the following investment vehicles across our three business segments:

- Global Private Equity: Buyout, growth, real estate, and infrastructure & natural resources funds advised by Carlyle, as well as certain energy funds advised by our strategic partner NGP Energy Capital Management ("NGP") in which Carlyle is entitled to receive a share of carried interest ("NGP Carry Funds");

- Global Credit: Opportunistic credit, aviation finance, and other closed-end credit funds advised by Carlyle; and

- Carlyle AlpInvest (formerly, Global Investment Solutions): Funds and vehicles advised by AlpInvest Partners B.V. and its affiliates ("AlpInvest"), which include global private equity programs that pursue secondary purchases and financing of existing portfolios, managed co-investment programs, and primary fund investments.

Carry funds specifically exclude certain legacy Abingworth funds in which Carlyle is not entitled to receive a share of carried interest, collateralized loan obligation vehicles ("CLOs"), our business development companies and associated managed accounts, as well as capital raised from strategic third-party investors which directly invest in Fortitude (defined below) alongside a carry fund.

For an explanation of the fund acronyms used throughout this Quarterly Report on Form 10-Q, refer to "Item 2. Management's Discussion and Analysis of Financial Condition and Results of Operation – Our Global Investment Offerings."

"Fortitude" refers to FGH Parent, L.P. ("FGH Parent"), the direct parent of Fortitude Group Holdings, LLC ("Fortitude Holdings"). See Note 4, Investments, to the condensed consolidated financial statements in Part I, Item 1 of this Quarterly Report on Form 10-Q for more information regarding the Company's strategic investment in Fortitude.

"Fee-earning assets under management" or "Fee-earning AUM" refers to the assets we manage or advise from which we derive recurring fund management fees. Our Fee-earning AUM is generally based on one of the following, once fees have been activated:

(a) the amount of limited partner capital commitments, generally for carry funds where the original investment period has not expired and for AlpInvest carry funds during the commitment fee period;

(b) the remaining amount of limited partner invested capital at cost, generally for carry funds and certain co-investment vehicles where the original investment period has expired;

(c) the amount of aggregate fee-earning collateral balance of our CLOs and other securitization vehicles, as defined in the fund indentures (pre-2020 CLO vintages are generally exclusive of equities and defaulted positions) as of the quarterly cut-off date;

(d) the external investor portion of the net asset value of certain carry funds;

(e) the fair value of Fortitude's general account assets invested under the strategic advisory services agreement;

(f) the gross assets (including assets acquired with leverage) of certain cross-platform credit and direct lending products, excluding cash and cash equivalents for one of our business development companies (included in "Fee-earning AUM based on fair value and other" in the table below); and

(g) the lower of cost or fair value of invested capital, generally for AlpInvest carry funds where the commitment fee period has expired and certain carry funds where the investment period has expired.

"Assets under management" or "AUM" refers to the assets we manage or advise. Our AUM generally equals the sum of the following:

(a) the aggregate fair value of our carry funds and related co-investment vehicles, and separately managed accounts, plus the capital that Carlyle is entitled to call from investors in those funds and vehicles (including Carlyle commitments to those funds and vehicles and those of senior Carlyle professionals and employees) pursuant to the terms of their capital commitments to those funds and vehicles;

(b) the amount of aggregate collateral balance and principal cash or aggregate principal amount of the notes of our CLOs and other structured products (inclusive of all positions);

(c) the net asset value of certain carry funds;

(d) the fair value of Fortitude's general account assets covered by the strategic advisory services agreement; and

(e) the gross assets (including assets acquired with leverage) of certain cross-platform credit and direct lending products, plus the capital that Carlyle is entitled to call from investors in those vehicles pursuant to the terms of their capital commitments to those vehicles.

We include in our calculation of AUM and Fee-earning AUM the NGP Carry Funds that are advised by NGP. Our calculation of AUM also includes third-party capital raised for the investment in Fortitude through a Carlyle-affiliated investment fund and from strategic investors which directly invest in Fortitude alongside the fund. The total AUM and Fee-earning AUM related to the strategic advisory services agreement with Fortitude is inclusive of the net asset value of investments in Carlyle products. These amounts are also reflected in the AUM and Fee-earning AUM of the strategy in which they are invested.

For most of our carry funds, total AUM includes the fair value of the capital invested, whereas Fee-earning AUM includes the amount of capital commitments or the remaining amount of invested capital, depending on whether the original investment period for the fund has expired. As such, Fee-earning AUM may be greater than total AUM when the aggregate fair value of the remaining investments is less than the cost of those investments.

Our calculations of AUM and Fee-earning AUM may differ from the calculations of other asset managers. As a result, these measures may not be comparable to similar measures presented by other asset managers. In addition, our calculation of AUM (but not Fee-earning AUM) includes uncalled commitments to, and the fair value of invested capital in, our investment funds from Carlyle and our personnel, regardless of whether such commitments or invested capital are subject to management fees, incentive fees or performance allocations. Our calculations of AUM or Fee-earning AUM are not based on any definition of AUM or Fee-earning AUM that is set forth in the agreements governing the investment funds that we manage or advise.

"Performance Fee Eligible AUM" represents the AUM of funds for which we are entitled to receive performance allocations, inclusive of the fair value of investments in those funds (which we refer to as "Performance Fee Eligible Fair Value") and their Available Capital. Performance Fee Eligible Fair Value is "Performance Fee-Generating" when the associated fund has achieved the specified investment returns required under the terms of the fund's agreement and is accruing performance revenue as of the quarter-end reporting date. Funds whose performance allocations are treated as fee related performance allocations are excluded from these metrics.

"Perpetual Capital" refers to the assets we manage or advise which have an indefinite term and for which there is no immediate requirement to return capital to investors upon the realization of investments made with such capital, except as required by applicable law. Perpetual Capital may be materially reduced or terminated under certain conditions, including reductions from changes in valuations and payments to investors, including through elections by investors to redeem their investments, dividend payments, and other payment obligations, as well as the termination of or failure to renew the respective investment advisory agreements. Perpetual Capital includes: (a) assets managed under the strategic advisory services agreement with Fortitude, (b) our Core Plus real estate fund, (c) our business development companies and certain other direct lending products, (d) Carlyle Tactical Private Credit Fund ("CTAC"), (e) our closed-end tender offer Carlyle AlpInvest Private Markets ("CAPM") funds, and (f) certain other structured credit products.

"Legacy Energy Funds" include Energy III, Energy IV, and Renew II and are managed with Riverstone and its affiliates. The investment periods for these funds have expired and the remaining investments in each fund are being disposed of in the ordinary course of business. The impact of these funds is no longer significant to our results of operations.

"Metropolitan" or "MRE" refers to Metropolitan Real Estate Management, LLC, which was included in the Carlyle AlpInvest business segment prior to its sale on April 1, 2021.

PART I – FINANCIAL INFORMATION

Item 1. Financial Statements

The Carlyle Group Inc.
Condensed Consolidated Balance Sheets
(Dollars in millions)

	June 30, 2025	December 31, 2024
	(Unaudited)	
Assets		
Cash and cash equivalents	**$ 1,275.8**	$ 1,266.0
Cash and cash equivalents held at Consolidated Funds	**463.1**	830.4
Investments, including accrued performance allocations of $7,598.8 and $7,053.5 as of June 30, 2025 and December 31, 2024, respectively	**11,203.1**	10,936.7
Investments of Consolidated Funds	**9,857.5**	7,782.4
Due from affiliates and other receivables, net	**795.5**	805.6
Due from affiliates and other receivables of Consolidated Funds, net	**247.8**	237.1
Fixed assets, net	**191.7**	185.3
Lease right-of-use assets, net	**351.1**	341.4
Deposits and other	**82.9**	56.9
Intangible assets, net	**573.6**	634.1
Deferred tax assets	**25.7**	27.6
Total assets	**$ 25,067.8**	$ 23,103.5
Liabilities and equity		
Debt obligations	**$ 2,155.3**	$ 2,143.5
Loans payable of Consolidated Funds	**8,056.1**	6,864.2
Accounts payable, accrued expenses and other liabilities	**439.5**	389.8
Accrued compensation and benefits	**5,598.9**	5,446.6
Due to affiliates	**198.9**	241.9
Deferred revenue	**204.0**	138.7
Deferred tax liabilities	**128.3**	137.0
Other liabilities of Consolidated Funds	**1,030.9**	861.6
Lease liabilities	**493.7**	488.6
Accrued giveback obligations	**44.6**	44.0
Total liabilities	**18,350.2**	16,755.9
Commitments and contingencies		
Common stock, $0.01 par value, 100,000,000,000 shares authorized (358,961,915 and 357,183,632 shares issued and outstanding as of June 30, 2025 and December 31, 2024, respectively)	**3.6**	3.6
Additional paid-in-capital	**4,096.4**	3,892.3
Retained earnings	**1,950.0**	2,040.8
Accumulated other comprehensive loss	**(189.5)**	(329.8)
Non-controlling interests in consolidated entities	**857.1**	740.7
Total equity	**6,717.6**	6,347.6
Total liabilities and equity	**$ 25,067.8**	$ 23,103.5

See accompanying notes.

The Carlyle Group Inc.
Condensed Consolidated Statements of Operations
(Unaudited)
(Dollars in millions, except share and per share data)

	Three Months Ended June 30,		Six Months Ended June 30,	
	2025	**2024**	**2025**	**2024**
Revenues				
Fund management fees	**$ 620.4**	$ 534.4	**$ 1,206.5**	$ 1,058.0
Incentive fees	**40.5**	31.3	**83.7**	57.5
Investment income				
Performance allocations	**638.8**	198.2	**861.7**	41.2
Principal investment income (loss)	**55.2**	88.1	**(7.9)**	161.2
Total investment income	**694.0**	286.3	**853.8**	202.4
Interest and other income	**55.0**	52.1	**105.6**	109.7
Interest and other income of Consolidated Funds	**163.0**	165.6	**296.4**	330.5
Total revenues	**1,572.9**	1,069.7	**2,546.0**	1,758.1
Expenses				
Compensation and benefits				
Cash-based compensation and benefits	**238.4**	206.3	**456.8**	428.2
Equity-based compensation	**92.9**	125.2	**196.4**	233.5
Performance allocations and incentive fee related compensation	**443.6**	144.2	**615.0**	71.4
Total compensation and benefits	**774.9**	475.7	**1,268.2**	733.1
General, administrative and other expenses	**205.5**	187.9	**379.1**	335.6
Interest	**28.0**	30.4	**55.8**	61.2
Interest and other expenses of Consolidated Funds	**170.8**	152.1	**284.3**	276.7
Other non-operating income	**(0.1)**	(0.3)	**(0.1)**	(0.1)
Total expenses	**1,179.1**	845.8	**1,987.3**	1,406.5
Other income (loss)				
Net investment income (loss) of Consolidated Funds	**46.8**	(5.1)	**52.9**	(12.1)
Income before provision for income taxes	**440.6**	218.8	**611.6**	339.5
Provision for income taxes	**112.5**	69.5	**124.9**	91.4
Net income	**328.1**	149.3	**486.7**	248.1
Net income attributable to non-controlling interests in consolidated entities	**8.4**	1.1	**37.0**	34.3
Net income attributable to The Carlyle Group Inc.	**$ 319.7**	$ 148.2	**$ 449.7**	$ 213.8
Net income attributable to The Carlyle Group Inc. per common share (see Note 12)				
Basic	**$ 0.89**	$ 0.41	**$ 1.25**	$ 0.59
Diluted	**$ 0.87**	$ 0.40	**$ 1.23**	$ 0.58
Weighted-average common shares				
Basic	**360,359,241**	358,317,151	**359,914,229**	359,612,699
Diluted	**366,967,197**	366,896,000	**366,654,517**	368,119,801

Substantially all revenue is earned from affiliates of the Company. See accompanying notes.

The Carlyle Group Inc.
Condensed Consolidated Statements of Comprehensive Income
(Unaudited)
(Dollars in millions)

	Three Months Ended June 30,		Six Months Ended June 30,	
	2025	**2024**	**2025**	**2024**
Net income	**$ 328.1**	$ 149.3	**$ 486.7**	$ 248.1
Other comprehensive income (loss)				
Foreign currency translation adjustments	**105.5**	(9.2)	**152.5**	(29.9)
Defined benefit plans				
Unrealized income (loss) for the period	**0.5**	0.2	**(0.6)**	0.6
Reclassification adjustment for gain during the period, included in cash-based compensation and benefits expense	**—**	—	**(0.1)**	(0.1)
Other comprehensive income (loss)	**106.0**	(9.0)	**151.8**	(29.4)
Comprehensive income	**434.1**	140.3	**638.5**	218.7
Comprehensive income attributable to non-controlling interests in consolidated entities	**15.2**	1.1	**48.5**	31.6
Comprehensive income attributable to The Carlyle Group Inc.	**$ 418.9**	$ 139.2	**$ 590.0**	$ 187.1

See accompanying notes.

The Carlyle Group Inc.
Condensed Consolidated Statements of Changes in Equity
(Unaudited)
(Dollars and shares in millions)

	Common Shares	Common Stock	Additional Paid-in-Capital	Retained Earnings	Accumulated Other Comprehensive Loss	Non-controlling Interests in Consolidated Entities	Total Equity
Balance at March 31, 2025	**360.9**	**$ 3.6**	**$ 3,997.7**	**$ 1,864.8**	**$ (288.7)**	**$ 807.8**	**$ 6,385.2**
Shares repurchased	(2.2)	—	—	(100.0)	—	—	(100.0)
Net shares issued for equity-based awards	0.3	—	—	(3.6)	—	—	(3.6)
Equity-based compensation	—	—	94.1	—	—	—	94.1
Dividend-equivalent rights on certain equity-based awards	—	—	4.6	(4.6)	—	—	—
Contributions	—	—	—	—	—	68.3	68.3
Dividends and distributions	—	—	—	(126.3)	—	(34.2)	(160.5)
Net income	—	—	—	319.7	—	8.4	328.1
Currency translation adjustments	—	—	—	—	98.7	6.8	105.5
Defined benefit plans, net	—	—	—	—	0.5	—	0.5
Balance at June 30, 2025	**359.0**	**$ 3.6**	**$ 4,096.4**	**$ 1,950.0**	**$ (189.5)**	**$ 857.1**	**$ 6,717.6**

	Common Shares	Common Stock	Additional Paid-in-Capital	Retained Earnings	Accumulated Other Comprehensive Loss	Non-controlling Interests in Consolidated Entities	Total Equity
Balance at December 31, 2024	**357.2**	**$ 3.6**	**$ 3,892.3**	**$ 2,040.8**	**$ (329.8)**	**$ 740.7**	**$ 6,347.6**
Shares repurchased	(2.7)	—	—	(125.0)	—	—	(125.0)
Net shares issued for equity-based awards	4.5	—	—	(155.1)	—	—	(155.1)
Equity-based compensation	—	—	196.4	—	—	—	196.4
Dividend-equivalent rights on certain equity-based awards	—	—	7.7	(7.7)	—	—	—
Initial consolidation of a Consolidated Entity	—	—	—	—	—	35.0	35.0
Contributions	—	—	—	—	—	231.3	231.3
Dividends and distributions	—	—	—	(252.7)	—	(198.4)	(451.1)
Net income	—	—	—	449.7	—	37.0	486.7
Currency translation adjustments	—	—	—	—	141.0	11.5	152.5
Defined benefit plans, net	—	—	—	—	(0.7)	—	(0.7)
Balance at June 30, 2025	**359.0**	**$ 3.6**	**$ 4,096.4**	**$ 1,950.0**	**$ (189.5)**	**$ 857.1**	**$ 6,717.6**

	Common Shares	Common Stock	Additional Paid-in-Capital	Retained Earnings	Accumulated Other Comprehensive Loss	Non-controlling Interests in Consolidated Entities	Total Equity
Balance at March 31, 2024	**359.3**	**$ 3.6**	**$ 3,513.9**	**$ 1,868.2**	**$ (315.0)**	**$ 669.3**	**$ 5,740.0**
Shares repurchased	(3.5)	—	—	(151.1)	—	—	(151.1)
Net shares issued for equity-based awards	0.6	—	—	(28.3)	—	—	(28.3)
Equity-based compensation	—	—	125.0	—	—	—	125.0
Dividend-equivalent rights on certain equity-based awards	—	—	3.7	(3.7)	—	—	—
Contributions	—	—	—	—	—	55.7	55.7
Dividends and distributions	—	—	—	(125.6)	—	(26.6)	(152.2)
Net income	—	—	—	148.2	—	1.1	149.3
Currency translation adjustments	—	—	—	—	(9.2)	—	(9.2)
Defined benefit plans, net	—	—	—	—	0.2	—	0.2
Balance at June 30, 2024	**356.4**	**$ 3.6**	**$ 3,642.6**	**$ 1,707.7**	**$ (324.0)**	**$ 699.5**	**$ 5,729.4**

	Common Shares	Common Stock	Additional Paid-in-Capital	Retained Earnings	Accumulated Other Comprehensive Loss	Non-controlling Interests in Consolidated Entities	Total Equity
Balance at December 31, 2023	**361.3**	**$ 3.6**	**$ 3,403.0**	**$ 2,082.1**	**$ (297.3)**	**$ 593.1**	**$ 5,784.5**
Shares repurchased	(6.3)	—	—	(282.3)	—	—	(282.3)
Net shares issued for equity-based awards	1.4	—	—	(47.7)	—	—	(47.7)
Equity-based compensation	—	—	233.7	—	—	—	233.7
Dividend-equivalent rights on certain equity-based awards	—	—	5.9	(5.9)	—	—	—
Contributions	—	—	—	—	—	120.4	120.4
Dividends and distributions	—	—	—	(252.3)	—	(45.6)	(297.9)
Net income	—	—	—	213.8	—	34.3	248.1
Currency translation adjustments	—	—	—	—	(27.2)	(2.7)	(29.9)
Defined benefit plans, net	—	—	—	—	0.5	—	0.5
Balance at June 30, 2024	**356.4**	**$ 3.6**	**$ 3,642.6**	**$ 1,707.7**	**$ (324.0)**	**$ 699.5**	**$ 5,729.4**

See accompanying notes.

The Carlyle Group Inc.
Condensed Consolidated Statements of Cash Flows
(Unaudited)
(Dollars in millions)

	Six Months Ended June 30,	
	2025	**2024**
Cash flows from operating activities		
Net income	**$ 486.7**	$ 248.1
Adjustments to reconcile net income to net cash flows from operating activities:		
Depreciation and amortization	**94.6**	90.8
Equity-based compensation	**196.4**	233.5
Non-cash performance allocations and incentive fees, net	**(250.6)**	146.2
Non-cash principal investment income	**32.6**	(145.6)
Other non-cash amounts	**36.8**	(1.5)
Consolidated Funds related:		
Realized/unrealized (gain) loss on investments of Consolidated Funds	**(11.6)**	(83.0)
Realized/unrealized (gain) loss from loans payable of Consolidated Funds	**(41.3)**	95.1
Purchases of investments by Consolidated Funds	**(4,033.2)**	(3,874.9)
Proceeds from sales and settlements of investments by Consolidated Funds	**2,311.1**	2,687.1
Non-cash interest income, net	**(8.7)**	(11.4)
Change in cash and cash equivalents held at Consolidated Funds	**405.4**	(701.7)
Change in other receivables held at Consolidated Funds	**10.5**	(87.6)
Change in other liabilities held at Consolidated Funds	**(14.0)**	530.5
Purchases of investments	**(144.3)**	(180.1)
Proceeds from the sale of investments	**469.6**	185.1
Payments of contingent consideration	**(1.0)**	(1.5)
Changes in deferred taxes, net	**(16.5)**	(42.5)
Change in due from affiliates and other receivables	**(16.3)**	(21.2)
Change in deposits and other	**(24.9)**	(7.8)
Change in accounts payable, accrued expenses and other liabilities	**39.1**	37.1
Change in accrued compensation and benefits	**(116.2)**	(277.4)
Change in due to affiliates	**23.6**	(2.1)
Change in lease right-of-use assets and lease liabilities	**(6.3)**	(4.0)
Change in deferred revenue	**57.6**	(9.8)
Net cash used in operating activities	**(520.9)**	(1,198.6)
Cash flows from investing activities		
Purchases of corporate treasury investments	**—**	(5.0)
Purchases of fixed assets, net	**(34.2)**	(31.9)
Net cash used in investing activities	**(34.2)**	(36.9)

	Six Months Ended June 30,	
	2025	**2024**
Cash flows from financing activities		
Borrowings under credit facilities	—	10.4
Repayments under credit facilities	—	(10.4)
Payments on CLO borrowings	**(40.1)**	(36.0)
Proceeds from CLO borrowings, net of financing costs	**15.1**	—
Net borrowings on loans payable of Consolidated Funds	**1,055.1**	1,328.5
Dividends to common stockholders	**(252.7)**	(252.3)
Payment of deferred consideration for Carlyle Holdings units	—	(68.8)
Contributions from non-controlling interest holders	**231.3**	120.4
Distributions to non-controlling interest holders	**(198.4)**	(45.6)
Common shares repurchased and net share settlement of equity-based awards	**(280.1)**	(328.3)
Change in due to/from affiliates financing activities	**(3.4)**	(0.7)
Net cash provided by financing activities	**526.8**	717.2
Effect of foreign exchange rate changes	**38.7**	(6.7)
Increase (decrease) in cash, cash equivalents and restricted cash	**10.4**	(525.0)
Cash, cash equivalents and restricted cash, beginning of period	**1,266.5**	1,442.1
Cash, cash equivalents and restricted cash, end of period	**$ 1,276.9**	$ 917.1
Supplemental non-cash disclosures		
Initial consolidation of Consolidated Funds	**$ 55.0**	$ —
Net asset impact of deconsolidation of Consolidated Funds	**$ (26.6)**	$ —
Reconciliation of cash, cash equivalents and restricted cash, end of period:		
Cash and cash equivalents	**$ 1,275.8**	$ 914.8
Restricted cash	**1.1**	2.3
Total cash, cash equivalents and restricted cash, end of period	**$ 1,276.9**	$ 917.1
Cash and cash equivalents held at Consolidated Funds	**$ 463.1**	$ 1,047.5

See accompanying notes.

1. Organization

Carlyle is one of the world's largest global investment firms that deploys private capital across its business and conducts its operations through three reportable segments: Global Private Equity, Global Credit, and Carlyle AlpInvest (see Note 15, Segment Reporting). The Global Private Equity segment advises buyout, growth, real estate, and infrastructure & natural resources funds. The Global Private Equity segment also includes the NGP Carry Funds advised by NGP. The Global Credit segment advises funds and vehicles that pursue investment strategies including insurance solutions, liquid credit, opportunistic credit, direct lending, asset-backed finance, aviation finance, infrastructure credit, cross-platform credit products, and global capital markets. The Carlyle AlpInvest segment (formerly, Global Investment Solutions) advises global private equity programs that pursue secondary purchases and financing of existing portfolios, managed co-investment programs, and primary fund investments. Carlyle typically serves as the general partner, investment manager or collateral manager, making day-to-day investment decisions concerning the assets of these products.

2. Summary of Significant Accounting Policies

Basis of Presentation

The accompanying condensed consolidated financial statements are prepared in accordance with accounting principles generally accepted in the United States ("U.S. GAAP") and include the accounts of the Company and its consolidated subsidiaries. In addition, certain Carlyle-affiliated funds, related co-investment entities and certain CLOs managed by the Company (collectively, the "Consolidated Funds") have been consolidated in the accompanying financial statements. The consolidation of the Consolidated Funds generally has a gross-up effect on assets, liabilities and cash flows, and generally has no effect on the net income attributable to the Company. The economic ownership interests of the other investors in the Consolidated Funds are reflected as non-controlling interests in consolidated entities in the accompanying condensed consolidated financial statements. All of the investments held and notes issued by the Consolidated Funds are presented at their estimated fair values in the Company's condensed consolidated balance sheets. Interest and other income of the Consolidated Funds, interest expense and other expenses of the Consolidated Funds, and net investment income (losses) of Consolidated Funds are included in the Company's condensed consolidated statements of operations.

Management has determined that the Company's funds are investment companies under U.S. GAAP for the purposes of financial reporting. U.S. GAAP for an investment company requires investments to be recorded at estimated fair value and the unrealized gains and/or losses in an investment's fair value are recognized on a current basis in the statements of operations. Additionally, the funds do not consolidate their majority-owned and controlled investments (the "Portfolio Companies"). In the preparation of these condensed consolidated financial statements, the Company has retained the specialized accounting for the funds.

The accompanying condensed consolidated financial statements have been prepared in accordance with U.S. GAAP for interim financial information. These statements, including notes, have not been audited, exclude some of the disclosures required for annual financial statements, and should be read in conjunction with the audited consolidated financial statements included in the Company's Annual Report on Form 10-K for the year ended December 31, 2024 filed with the U.S. Securities and Exchange Commission ("SEC") on February 27, 2025. The operating results presented for interim periods are not necessarily indicative of the results that may be expected for any other interim period or for the entire year. In the opinion of management, the condensed consolidated financial statements reflect all adjustments, consisting of normal recurring accruals, which are necessary for the fair presentation of the financial condition and results of operations for the interim periods presented.

Principles of Consolidation

The Company consolidates all entities that it controls either through a majority voting interest or as the primary beneficiary of variable interest entities ("VIEs").

The Company evaluates (1) whether it holds a variable interest in an entity, (2) whether the entity is a VIE, and (3) whether the Company's involvement would make it the primary beneficiary. In evaluating whether the Company holds a variable interest, fees (including management fees, incentive fees and performance allocations) that are customary and commensurate with the level of services provided, and where the Company does not hold other economic interests in the entity that would absorb more than an insignificant amount of the expected losses or returns of the entity, are not considered variable interests. The Company considers all economic interests, including indirect interests, to determine if a fee is considered a variable interest.

For those entities where the Company holds a variable interest, the Company determines whether each of these entities qualifies as a VIE and, if so, whether or not the Company is the primary beneficiary. The assessment of whether the entity is a VIE is generally performed qualitatively, which requires judgment. These judgments include: (a) determining whether the equity investment at risk is sufficient to permit the entity to finance its activities without additional subordinated financial support, (b) evaluating whether the equity holders, as a group, can make decisions that have a significant effect on the economic performance of the entity, (c) determining whether two or more parties' equity interests should be aggregated, and (d) determining whether the equity investors have proportionate voting rights to their obligations to absorb losses or rights to receive returns from an entity.

For entities that are determined to be VIEs, the Company consolidates those entities where it has concluded it is the primary beneficiary. The primary beneficiary is defined as the variable interest holder with (a) the power to direct the activities of a VIE that most significantly impact the entity's economic performance and (b) the obligation to absorb losses of the entity or the right to receive benefits from the entity that could potentially be significant to the VIE. In evaluating whether the Company is the primary beneficiary, the Company evaluates its economic interests in the entity held either directly or indirectly by the Company.

As of June 30, 2025, assets and liabilities of the consolidated VIEs reflected in the condensed consolidated balance sheets were $10.6 billion and $9.1 billion, respectively. As of December 31, 2024, assets and liabilities of the consolidated VIEs reflected in the consolidated balance sheets were $8.9 billion and $7.7 billion, respectively. Except to the extent of the consolidated assets of the VIEs, the holders of the consolidated VIEs' liabilities generally do not have recourse to the Company.

The Company's Consolidated Funds are primarily CLOs, which are VIEs that issue loans payable that are backed by diversified collateral asset portfolios consisting primarily of loans or structured debt. In exchange for managing the collateral for the CLOs, the Company earns investment management fees, including in some cases subordinated management fees and contingent incentive fees. In cases where the Company consolidates the CLOs (primarily because of a retained interest that is significant to the CLO), those management fees and contingent incentive fees have been eliminated as intercompany transactions. As of June 30, 2025, the Company held $343.7 million of investments in these CLOs which represents its maximum risk of loss. The Company's investments in these CLOs are generally subordinated to other interests in the entities and entitle the Company to receive a pro rata portion of the residual cash flows, if any, from the entities. Investors in the CLOs have no recourse against the Company for any losses sustained in the CLO structure. The Company's Consolidated Funds also include certain investment funds in the Global Private Equity segment that are accounted for as consolidated VIEs due to the Company providing financing to bridge investment purchases. As of June 30, 2025, the Company held $716.9 million of notes receivable and investments related to these investment funds which represents its maximum risk of loss. The Company's Consolidated Funds also include certain funds in the Global Credit and Carlyle AlpInvest segments that are accounted for as consolidated VIEs due to the Company having a significant indirect interest in these funds via the Company's investment in Fortitude (see Note 4, Investments).

Entities that do not qualify as VIEs are generally assessed for consolidation as voting interest entities. Under the voting interest entity model, the Company consolidates those entities it controls through a majority voting interest.

All significant inter-entity transactions and balances of entities consolidated have been eliminated.

Investments in Unconsolidated Variable Interest Entities

The Company holds variable interests in certain VIEs that are not consolidated because the Company is not the primary beneficiary, including its investments in certain credit vehicles and certain AlpInvest vehicles, as well as its strategic investment in NGP Management Company, L.L.C. ("NGP Management" and, together with its affiliates, "NGP"). Refer to Note 4, Investments, for information on the strategic investment in NGP. The Company's involvement with such entities is in the form of direct or indirect equity interests and fee arrangements. The maximum exposure to loss represents the loss of assets recognized by the Company relating to its variable interests in these unconsolidated entities.

The assets recognized in the Company's condensed consolidated balance sheets related to the Company's variable interests in these non-consolidated VIEs were as follows:

	As of	
	June 30, 2025	**December 31, 2024**
	(Dollars in millions)	
Investments	**$ 824.5**	$ 942.6
Accrued performance allocations	**710.3**	580.8
Management fee receivables	**76.0**	62.4
Total	**$ 1,610.8**	$ 1,585.8

These amounts represent the Company's maximum exposure to loss related to the unconsolidated VIEs as of June 30, 2025 and December 31, 2024.

Use of Estimates

The preparation of financial statements in conformity with U.S. GAAP requires management to make assumptions and estimates that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the condensed consolidated financial statements and the reported amounts of revenues and expenses during the reporting period. Management's estimates are based on historical experiences and other factors, including expectations of future events that management believes to be reasonable under the circumstances. It also requires management to exercise judgment in the process of applying the Company's accounting policies. Assumptions and estimates regarding the valuation of investments and their resulting impact on performance allocations and incentive fees involve a higher degree of judgment and complexity and these assumptions and estimates may be significant to the condensed consolidated financial statements and the resulting impact on performance allocations and incentive fees. Actual results could differ from these estimates and such differences could be material.

Revenue Recognition

The Company recognizes revenue in accordance with ASC 606, *Revenue from Contracts with Customers*. Revenue is recognized when the Company transfers promised goods or services to customers in an amount that reflects the consideration to which the Company expects to be entitled in exchange for those goods or services. ASC 606 includes a five-step framework that requires an entity to: (i) identify the contract(s) with a customer, which includes assessing the collectability of the consideration to which it will be entitled in exchange for the goods or services transferred to the customer, (ii) identify the performance obligations in the contract, (iii) determine the transaction price, (iv) allocate the transaction price to the performance obligations in the contract, and (v) recognize revenue when the entity satisfies a performance obligation.

The Company accounts for performance allocations that represent a performance-based capital allocation from fund limited partners to the Company (commonly known as "carried interest") as earnings from financial assets within the scope of ASC 323, *Investments—Equity Method and Joint Ventures*, and therefore are not in the scope of ASC 606. In accordance with ASC 323, the Company records equity method income (losses) as a component of investment income based on the change in its proportionate claim on net assets of the investment fund, including performance allocations, assuming the investment fund was liquidated as of each reporting date pursuant to each fund's governing agreements. See Note 4, Investments, for additional information on the components of investments and investment income. Performance fees that do not meet the definition of performance-based capital allocations are in the scope of ASC 606 and are included in incentive fees in the condensed consolidated statements of operations. The calculation of unrealized performance revenues utilizes investment valuations of the funds' underlying investments, which are derived using the policies, methodologies and templates prepared by the Company's valuation group, as described in Note 3, Fair Value Measurement.

While the determination of who is the customer in a contractual arrangement will be made on a contract-by-contract basis, the customer will generally be the investment fund for the Company's significant management and advisory contracts. The customer determination impacts the Company's analysis of the accounting for contract costs.

Fund Management Fees

The Company provides management services to funds in which it holds a general partner interest or to funds or certain portfolio companies with which it has an investment advisory or investment management agreement. The Company considers the performance obligations in its contracts with its funds to be the promise to provide (or to arrange for third parties to provide) investment management services related to the management, policies and operations of the funds.

As it relates to the Company's performance obligation to provide investment management services, the Company typically satisfies this performance obligation over time as the services are rendered, as the funds simultaneously receive and consume the benefits provided as the Company performs the service. The transaction price is the amount of consideration to which the Company expects to be entitled in exchange for transferring the promised services to the funds. Management fees earned from each investment management contract over the contract life represent variable consideration because the consideration the Company is entitled to varies based on fluctuations in the basis for the management fee, for example fund net asset value ("NAV") or assets under management ("AUM"). Given that the management fee basis is susceptible to market factors outside of the Company's influence, management fees are constrained and, therefore, estimates of future period management fees are generally not included in the transaction price. Revenue recognized for the investment management services provided is generally the amount determined at the end of the period because that is when the uncertainty for that period is resolved.

For closed-end carry funds in the Global Private Equity segment, management fees generally range from 1.0% to 2.0% of limited partners' capital commitments during the fund's commitment period. For closed-end carry funds in the Global Credit segment, management fees generally range from 1.0% to 2.0% of limited partners' invested capital. Following the expiration or termination of the investment period, management fees generally are based on the lower of cost or fair value of invested capital and the rate charged may also be reduced. These terms may vary for certain separately managed accounts, longer-dated carry funds, and other closed-end funds. The Company will receive management fees during a specified period of time, which is generally ten years from the initial closing date, or, in some instances, from the final closing date, but such termination date may be earlier in certain limited circumstances or later if extended for successive one-year periods, typically up to a maximum of two years. Depending upon the contracted terms of investment advisory or investment management and related agreements, these fees are generally called semi-annually in advance and are recognized as earned over the subsequent six month period. For certain longer-dated carry funds and certain other closed-end funds, management fees are called quarterly over the life of the funds.

Within the Global Credit segment, for CLOs and other structured products, management fees generally range from 0.4% to 0.5% based on the total par amount of assets or the aggregate principal amount of the notes in the CLO and are generally due quarterly in arrears based on the terms and recognized over the respective period. Management fees for the CLOs and other structured products are governed by indentures and collateral management agreements. The Company will receive management fees for the CLOs, generally five to ten years after issuance, including after the CLO redemption date until all eligible assets are disposed of or at such time the collateral manager waives fees at its discretion. Management fees for the business development companies are due quarterly in arrears at annual rates that range from 1.0% of capital under management to 1.5% of gross assets, excluding cash and cash equivalents. Management fees for CTAC are due monthly in arrears at the annual rate of 1.0% of the month-end value of the CTAC's net assets. Carlyle Aviation Partners' funds have varying management fee arrangements depending on the strategy of the particular fund. Under the strategic advisory services agreement with Fortitude, the Company earns a recurring management fee based on Fortitude's general account assets, which adjusts within an agreed upon range based on Fortitude's overall profitability and is due quarterly in arrears. Management fees for certain of our perpetual capital strategies and separately managed accounts in Global Credit have annual rates that generally range from 0.10% to 0.75%, which are charged based on invested capital or the fair value of the underlying assets, though management fee arrangements vary depending on the strategy of the particular account.

Management fees for the Company's carry fund vehicles in the Carlyle AlpInvest segment generally range from 0.25% to 1.5% of the vehicle's capital commitments during the commitment fee period of the relevant fund. Following the expiration of the commitment fee period, the management fees generally range from 0.25% to 1.5% on (i) the net invested capital, (ii) the lower of cost or net asset value of the capital invested, or (iii) the net asset value for unrealized investments. Management fees for the Carlyle AlpInvest carry fund vehicles are generally due quarterly in advance and recognized over the related quarter. The investment advisers to the CAPM funds are entitled to receive a monthly management fee equal to 1.25% on an annualized basis of the fund's net asset value as of the last day of the month.

The Company also provides transaction advisory and portfolio advisory services to the portfolio companies, and where covered by separate contractual agreements, recognizes fees for these services when the performance obligation has been satisfied and collection is reasonably assured. The Company is generally required to offset its fund management fees earned from the funds that have invested in the portfolio companies to which the service has been provided by a percentage of the transaction and advisory fees allocable to those funds. This amount is referred to as the “rebate offset,” and is generally 100%. Transaction and advisory fees allocable to funds that do not pay fund management fees do not have a rebate offset. The Company also recognizes underwriting fees from the Company’s loan syndication and capital markets business, Carlyle Global Capital Markets. Fund management fees include transaction and portfolio advisory fees, as well as capital markets fees, of $45.8 million and $26.2 million for the three months ended June 30, 2025 and 2024, respectively, and $122.5 million and $50.0 million for the six months ended June 30, 2025 and 2024, respectively, net of rebate offsets as defined in the respective fund limited partnership agreements.

Fund management fees exclude the reimbursement of any partnership expenses paid by the Company on behalf of the Carlyle funds pursuant to the limited partnership agreements, including amounts related to the pursuit of actual, proposed, or unconsummated investments, professional fees, expenses associated with the acquisition, holding and disposition of investments, and other fund administrative expenses. For the professional fees that the Company arranges for the investment funds, the Company concluded that the nature of its promise is to arrange for the services to be provided and it does not control the services provided by third parties before they are transferred to the customer. Therefore, the Company concluded it is acting in the capacity of an agent. Accordingly, the reimbursement for these professional fees paid on behalf of the investment funds is presented on a net basis in general, administrative and other expenses in the condensed consolidated statements of operations.

The Company also incurs certain costs, primarily employee travel and entertainment costs, employee compensation and systems costs, for which it receives reimbursement from the investment funds in connection with its performance obligation to provide investment and management services. For reimbursable travel, compensation and systems costs, the Company concluded it controls the services provided by its employees and the resources used to develop applicable systems before they are transferred to the customer and therefore is a principal. Accordingly, the reimbursement for these costs incurred by the Company to manage the fund limited partnerships are presented on a gross basis in interest and other income in the condensed consolidated statements of operations and the expense in general, administrative and other expenses or cash-based compensation and benefits expenses in the condensed consolidated statements of operations.

Incentive Fees

The Company is also entitled to receive performance-based incentive fees when the return on assets under management exceeds certain benchmark returns or other performance targets. In such arrangements, incentive fees are recognized when the performance benchmark has been achieved. Incentive fees are variable consideration because they are contingent upon the investment vehicle achieving stipulated investment return hurdles. Investment returns are highly susceptible to market factors outside of the Company’s influence. Accordingly, incentive fees are constrained until all uncertainty is resolved. Estimates of future period incentive fees are generally not included in the transaction price because these estimates are constrained. The transaction price for incentive fees is generally the amount determined at the end of each accounting period to which they relate because that is when the uncertainty for that period is resolved, as these fees are not subject to clawback.

Investment Income (Loss), including Performance Allocations

Investment income (loss) represents the unrealized and realized gains and losses resulting from the Company’s equity method investments, including any associated general partner performance allocations, and other principal investments, including CLOs.

General partner performance allocations consist of the allocation of profits from certain of the funds to which the Company is entitled (commonly known as carried interest).

For closed-end carry funds in the Global Private Equity and Global Credit segments, the Company is generally entitled to a 20% allocation (or approximately 2% to 12.5% for most of the Carlyle AlpInvest segment carry fund vehicles) of the net realized income or gain as a carried interest after returning the invested capital, the allocation of preferred returns of generally 7% to 9% and return of certain fund costs (generally subject to catch-up provisions as set forth in the fund limited partnership agreement). These terms may vary on longer-dated funds, certain credit funds, and external co-investment vehicles. Carried interest is recognized upon appreciation of the funds’ investment values above certain return hurdles set forth in each respective partnership agreement. The Company recognizes revenues attributable to performance allocations based upon the amount that would be due pursuant to the fund partnership agreement at each period end as if the funds were terminated at that date. Accordingly, the amount recognized as investment income for performance allocations reflects the Company's share of the gains and losses of the associated funds' underlying investments measured at their then-current fair values relative to the fair values as of the end of the prior period. Because of the inherent uncertainty, these estimated values may differ significantly from the values that would have been used had a ready market for the investments existed, and it is reasonably possible that the difference could be material.

Carried interest is ultimately realized when: (i) an underlying investment is profitably disposed of, (ii) certain costs borne by the limited partner investors have been reimbursed, (iii) the fund's cumulative returns are in excess of the preferred return, and (iv) the Company has decided to collect carry rather than return additional capital to limited partner investors. Realized carried interest may be required to be returned by the Company in future periods if the fund's investment values decline below certain levels. When the fair value of a fund's investments remains constant or falls below certain return hurdles, previously recognized performance allocations are reversed. In all cases, each fund is considered separately in this regard, and for a given fund, performance allocations can never be negative over the life of a fund. If upon a hypothetical liquidation of a fund's investments at their then-current fair values, previously recognized and distributed carried interest would be required to be returned, a liability is established for the potential giveback obligation. As of June 30, 2025 and December 31, 2024, the Company accrued $44.6 million and $44.0 million, respectively, for giveback obligations.

Principal investment income (loss) is realized when the Company redeems all or a portion of its investment or when the Company receives or is due cash income, such as dividends or distributions. Unrealized principal investment income (loss) results from the Company's proportionate share of the investee's unrealized earnings, including changes in the fair value of the underlying investment, as well as the reversal of unrealized gain (loss) at the time an investment is realized. As it relates to the Company's investments in NGP (see Note 4, Investments), principal investment income includes the related amortization of the basis difference between the Company's carrying value of its investment and the Company's share of underlying net assets of the investee, as well as the compensation expense associated with compensatory arrangements provided by the Company to employees of its equity method investee, and impairment charges.

Interest Income

Interest income is recognized when earned. For debt securities representing non-investment grade beneficial interests in securitizations, the effective yield is determined based on the estimated cash flows of the security. Changes in the effective yield of these securities due to changes in estimated cash flows are recognized on a prospective basis as adjustments to interest income in future periods. Interest income earned by the Company is included in interest and other income in the accompanying condensed consolidated statements of operations. Interest income of the Consolidated Funds was $142.5 million and $149.3 million for the three months ended June 30, 2025 and 2024, respectively, and $265.5 million and $291.9 million for the six months ended June 30, 2025 and 2024, respectively, and is included in interest and other income of Consolidated Funds in the accompanying condensed consolidated statements of operations.

Credit Losses

The Company measures all expected credit losses for financial assets held at the reporting date in accordance with ASC 326, *Financial Instruments—Credit Losses*, based on historical experience, current conditions, and reasonable and supportable forecasts. The Company assesses the collection risk characteristics of the outstanding amounts in its due from affiliates balance into the following pools of receivables:

- Reimbursable fund expenses receivables,
- Management fee receivables,
- Incentive fee receivables,
- Transaction fee receivables,
- Portfolio fee receivables, and
- Notes receivable.

The Company generally utilizes either historical credit loss information or discounted cash flows to calculate expected credit losses for each pool. The Company's receivables are predominantly with its investment funds, which have low risk of credit loss based on the Company's historical experience. Historical credit loss data may be adjusted for current conditions and reasonable and supportable forecasts, including the Company's expectation of near-term realization based on the liquidity of the affiliated investment funds.

Compensation and Benefits

Cash-Based Compensation and Benefits – Cash-based compensation and benefits includes salaries, bonuses (discretionary awards and guaranteed amounts), performance payment arrangements and benefits paid and payable to Carlyle employees. Bonuses are accrued over the service period to which they relate.

Equity-Based Compensation – Compensation expense relating to the issuance of equity-based awards is measured at fair value on the grant date. The compensation expense for awards that vest over a future service period is recognized over the relevant service period on a straight-line basis. The compensation expense for awards that do not require future service is recognized immediately. Cash settled equity-based awards are classified as liabilities and are re-measured at the end of each reporting period. The compensation expense for awards that contain performance conditions is recognized when it is probable that the performance conditions will be achieved. The compensation expense for awards that contain market conditions is based on a grant-date fair value that factors in the probability that the market conditions will be achieved and is recognized over the requisite service period on a straight-line basis.

Certain equity-based awards contain dividend-equivalent rights, which are subject to the same terms and conditions, including with respect to vesting and settlement, that apply to the related award. Dividend-equivalents are accounted for as a reclassification from retained earnings to additional paid-in capital at the time dividends are declared and do not result in incremental compensation expense.

Equity-based awards issued to non-employees are generally recognized as general, administrative and other expenses, except to the extent they are recognized as part of the Company's equity method earnings because they are issued to employees of equity method investees.

The Company recognizes equity-based award forfeitures in the period they occur as a reversal of previously recognized compensation expense for awards that vest based on service and/or performance conditions. The reduction in compensation expense is determined based on the specific awards forfeited during that period. Furthermore, the Company recognizes all excess tax benefits and deficiencies as income tax benefit or expense in the condensed consolidated statements of operations. For awards with a market condition (e.g., achievement of certain stock price hurdles) that are forfeited due to the market condition not being achieved, the related equity-based compensation expense is not reversed.

Performance Allocations and Incentive Fee Related Compensation – A portion of the performance allocations and incentive fees and certain other interests earned is due to employees and advisors of the Company. These amounts are accounted for as profit sharing interests in compensation expense in a systematic and rational manner in conjunction with the recognition of the related performance allocations and incentive fee revenue and, until paid, are recognized as a component of the accrued compensation and benefits liability. The liability is measured assuming the hypothetical liquidation of the associated funds' underlying investments as of the measurement date. Accordingly, upon a reversal of performance allocations or incentive fee revenue, the related compensation expense, if any, is also reversed. As any vesting requirement is accelerated upon realization, the service period is not considered substantive when recording the liability based on the hypothetical liquidation value. As of June 30, 2025 and December 31, 2024, the Company recorded a liability of $5.1 billion and $4.8 billion, respectively, related to the portion of accrued performance allocations and incentive fees due to employees and advisors, which was included in accrued compensation and benefits in the accompanying condensed consolidated balance sheets.

Income Taxes

The Carlyle Group Inc. is a corporation for U.S. federal income tax purposes and thus is subject to U.S. federal, state and local corporate income taxes. Tax positions taken by the Company are subject to periodic audit by U.S. federal, state, local and foreign taxing authorities. The interim provision for income taxes is calculated using the discrete effective tax rate method as allowed by ASC 740, *Accounting for Income Taxes*. The discrete method is applied when the application of the estimated annual effective tax rate is impractical because it is not possible to reliably estimate the annual effective tax rate. In addition, the discrete method treats the year-to-date period as if it was the annual period and determines the income tax expense or benefit on that basis.

The Company accounts for income taxes using the asset and liability method, which requires the recognition of deferred tax assets and liabilities for the expected future consequences of events that have been included in the financial statements or tax returns. Under this method, deferred tax assets and liabilities are determined based on the difference between the financial statement reporting and the tax basis of assets and liabilities using enacted tax rates in effect for the period in which the difference is expected to reverse. The effect of a change in tax rates on deferred tax assets and liabilities is recognized in the period of the change in the provision for income taxes. Further, deferred tax assets are recognized for the expected realization of available net operating loss and tax credit carry forwards. A valuation allowance is recorded on the Company's gross deferred tax assets when it is "more likely than not" that such asset will not be realized. When evaluating the realizability of the Company's deferred tax assets, all evidence, both positive and negative, is evaluated. Items considered in this analysis include the ability to carry back losses, the reversal of temporary differences, tax planning strategies, and expectations of future earnings. The Company accounts for the valuation allowance assessment on its deferred tax assets and without regard to the Company's potential future corporate alternative minimum tax ("CAMT") status or global minimum tax status under the Pillar Two Global Anti-Base Erosion ("GloBE") model rules of the Organization for Economic Co-operation and Development ("OECD"). Therefore, the Company accounts for CAMT and the global minimum tax in the period as incurred. Lastly, the Company accounts for the tax on global intangible low-taxed income ("GILTI") as incurred and therefore has not recorded deferred taxes related to GILTI on its foreign subsidiaries.

Under U.S. GAAP for income taxes, the amount of tax benefit to be recognized is the amount of benefit that is "more likely than not" to be sustained upon examination. The Company analyzes its tax filing positions in all of the U.S. federal, state, local and foreign tax jurisdictions where it is required to file income tax returns, as well as for all open tax years in these jurisdictions. If, based on this analysis, the Company determines that uncertainties in tax positions exist, a liability is established, which is included in accounts payable, accrued expenses and other liabilities in the condensed consolidated financial statements. The Company recognizes accrued interest and penalties related to unrecognized tax positions in the provision for income taxes. If recognized, the entire amount of unrecognized tax positions would be recorded as a reduction in the provision for income taxes.

Non-controlling Interests

Non-controlling interests in consolidated entities represent the component of equity in consolidated entities held by third-party investors. These interests are adjusted for general partner allocations which occur during the reporting period. Any change in ownership of a subsidiary while the controlling financial interest is retained is accounted for as an equity transaction between the controlling and non-controlling interests. Transaction costs incurred in connection with such changes in ownership of a subsidiary are recorded as a direct charge to equity.

Earnings Per Common Share

The Company computes earnings per common share in accordance with ASC 260, *Earnings Per Share*. Basic earnings per common share is calculated by dividing net income (loss) attributable to the common shares of the Company by the weighted-average number of common shares outstanding for the period. Diluted earnings per common share reflects the assumed conversion of all dilutive securities. The Company applies the treasury stock method to determine the dilutive weighted-average common shares outstanding for certain equity-based compensation awards. For certain equity-based compensation awards that contain performance or market conditions, the number of contingently issuable common shares is included in diluted earnings per common share based on the number of common shares, if any, that would be issuable under the terms of the awards if the end of the reporting period were the end of the contingency period, if the result is dilutive.

Fair Value of Financial Instruments

The underlying entities that the Company manages and invests in (and in certain cases, consolidates) are primarily investment companies which account for their investments at estimated fair value.

The fair value measurement accounting guidance under ASC 820, *Fair Value Measurement*, establishes a hierarchical disclosure framework which ranks the observability of market price inputs used in measuring financial instruments at fair value. The observability of inputs is impacted by a number of factors, including the type of financial instrument, the characteristics specific to the financial instrument and the state of the marketplace, including the existence and transparency of transactions between market participants. Financial instruments with readily available quoted prices, or for which fair value can be measured from quoted prices in active markets, will generally have a higher degree of market price observability and a lesser degree of judgment applied in determining fair value.

Financial instruments measured and reported at fair value are classified and disclosed based on the observability of inputs used in the determination of fair values, as follows:

Level I – inputs to the valuation methodology are quoted prices available in active markets for identical instruments as of the reporting date. The type of financial instruments in this category include unrestricted securities, such as equities and derivatives, listed in active markets. The Company does not adjust the quoted price for these instruments, even in situations where the Company holds a large position and a sale could reasonably impact the quoted price.

Level II – inputs to the valuation methodology are other than quoted prices in active markets, which are either directly or indirectly observable as of the reporting date. The types of financial instruments in this category include less liquid and restricted securities listed in active markets, securities traded in other than active markets, government and agency securities, and certain over-the-counter derivatives where the fair value is based on observable inputs.

Level III – inputs to the valuation methodology are unobservable and significant to overall fair value measurement. The inputs into the determination of fair value require significant management judgment or estimation. The types of financial instruments in this category include investments in privately-held entities, non-investment grade residual interests in securitizations, collateralized loan obligations, and certain over-the-counter derivatives where the fair value is based on unobservable inputs.

In certain cases, the inputs used to measure fair value may fall into different levels of the fair value hierarchy. In such cases, the determination of which category within the fair value hierarchy is appropriate for any given financial instrument is based on the lowest level of input that is significant to the fair value measurement. The Company's assessment of the significance of a particular input to the fair value measurement in its entirety requires judgment and considers factors specific to the financial instrument.

In certain cases, debt and equity securities (including corporate treasury investments) are valued on the basis of prices from an orderly transaction between market participants provided by reputable dealers or pricing services. In determining the value of a particular investment, pricing services may use certain information with respect to transactions in such investments, quotations from dealers, pricing matrices, market transactions in comparable investments and various relationships between investments.

In the absence of observable market prices, the Company values its investments and its funds' investments using valuation methodologies applied on a consistent basis. For some investments little market activity may exist. Management's determination of fair value is then based on the best information available in the circumstances and may incorporate management's own assumptions and involve a significant degree of judgment, taking into consideration a combination of internal and external factors, including the appropriate risk adjustments for non-performance and liquidity risks. Investments for which market prices are not observable include private investments in the equity and debt of operating companies and real assets, CLO investments and CLO loans payable and fund investments. The valuation technique for each of these investments is described below:

Investments in Operating Companies and Real Assets – The fair values of private investments in operating companies and real assets are generally determined by reference to the income approach (including the discounted cash flow method and the income capitalization method) and the market approach (including the comparable publicly traded company method and the comparable transaction method). Valuations under these approaches are typically derived by reference to investment-specific inputs (such as projected cash flows, earnings before interest, taxes, depreciation and amortization ("EBITDA"), and net operating income) combined with market-based inputs (such as discount rates, EBITDA multiples and capitalization rates). In many cases, the investment-specific inputs are unaudited at the time received. Management may also adjust the market-based inputs to account for differences between the subject investment and the companies, assets or investments used to derive the market-based inputs. Adjustments to observable valuation measures are frequently made upon the initial investment to calibrate the initial investment valuation to industry observable inputs. Such adjustments are made to align the investment to observable industry inputs for differences in size, profitability, projected growth rates, geography, capital structure, and other factors as applicable. The adjustments are then reviewed with each subsequent valuation to assess how the investment has evolved relative to the observable inputs. Additionally, the investment may be subject to certain specific risks and/or development milestones which are also taken into account in the valuation assessment. Option pricing models and similar tools may also be considered but do not currently drive a significant portion of operating company or real asset valuations and are used primarily to value warrants, derivatives, certain restrictions and other atypical investment instruments.

Credit-Oriented Investments – The fair values of credit-oriented investments (including corporate treasury investments) are generally determined on the basis of prices between market participants provided by reputable dealers or pricing services. In determining the value of a particular investment, pricing services may use certain information with respect to transactions in such investments, quotations from dealers, pricing matrices, market transactions in comparable investments and various relationships between investments. Specifically, for investments in distressed debt and corporate loans and bonds, the fair values are generally determined by valuations of comparable investments. In some instances, the Company may utilize other valuation techniques, including the discounted cash flow method.

CLO Investments and CLO Loans Payable – The Company measures the financial liabilities of its consolidated CLOs based on the fair value of the financial assets of its consolidated CLOs, as the Company believes the fair value of the financial assets are more observable. The fair values of the CLO loan and bond assets are primarily based on quotations from reputable dealers or relevant pricing services. In situations where valuation quotations are unavailable, the assets are valued based on similar securities, market index changes, and other factors. The Company performs certain procedures to ensure the reliability of the quotations from pricing services for its CLO assets and CLO structured asset positions, which generally includes corroborating prices with a discounted cash flow analysis. Generally, the loan and bond assets of the CLOs are not publicly traded and are classified as Level III. The fair values of the CLO structured asset positions are determined based on both discounted cash flow analyses and third party quotes. Those analyses consider the position size, liquidity, current financial condition of the CLOs, the third party financing environment, reinvestment rates, recovery lags, discount rates and default forecasts and are compared to broker quotations from market makers and third party dealers.

The Company measures the CLO loan payables held by third party beneficial interest holders on the basis of the fair value of the financial assets of the CLO and the beneficial interests held by the Company. The Company continues to measure the CLO loans payable that it holds at fair value based on relevant pricing services or discounted cash flow analyses, as described above.

Fund Investments – The Company's primary and secondary investments in external funds are generally valued as its proportionate share of the most recent net asset value provided by the third-party general partners of the underlying fund partnerships, adjusted for subsequent cash flows received from or distributed to the underlying fund partnerships. The Company also adjusts for any changes in the market prices of public securities held by the underlying fund partnerships and may also apply a market adjustment to reflect the estimated change in the fair value of the underlying fund partnerships' non-public investments from the date of the most recent net asset value provided by the third-party general partners.

Investment professionals with responsibility for the underlying investments are responsible for preparing the investment valuations pursuant to the policies, methodologies and templates prepared by the Company's valuation group, which is a team made up of dedicated valuation professionals reporting to the Company's chief accounting officer. The valuation group is responsible for maintaining the Company's valuation policy and related guidance, templates and systems that are designed to be consistent with the guidance found in ASC 820. These valuations, inputs and preliminary conclusions are reviewed by the fund management teams. The valuations are then reviewed and approved by the respective fund valuation subcommittees, which include the respective fund head(s), segment head, chief financial officer and chief accounting officer, as well as members of the valuation group. The valuation group compiles the aggregate results and significant matters and presents them for review and approval by the global valuation committee, which includes the Company's Chief Executive Officer, Chief Risk Officer, Chief Financial Officer, Chief Accounting Officer, and the business segment heads, and observed by the Chief Compliance Officer, the Chief Audit Executive, the Company's Audit Committee and others. Additionally, each quarter a sample of valuations are reviewed by external valuation firms. Valuations of the funds' investments are used in the calculation of accrued performance allocations, or "carried interest."

Investments, at Fair Value

Investments include (i) the Company’s ownership interests (typically general partner interests) in the Funds, including the Company’s investment in Fortitude held through Carlyle FRL (which are accounted for as equity method investments), (ii) the Company’s investment in NGP (which is accounted for as an equity method investment), (iii) the investments held by the Consolidated Funds (which are presented at fair value in the Company’s condensed consolidated financial statements), and (iv) certain credit-oriented investments, including investments in the CLOs and the common shares of Carlyle Secured Lending, Inc. (“CGBD,” see Note 4, Investments, and Note 9, Related Party Transactions, for more information) which are accounted for as trading securities.

Upon the sale of a security or other investment, the realized net gain or loss is computed on a weighted average cost basis, with the exception of the investments held by the CLOs, which compute the realized net gain or loss on a first in, first out basis. Securities transactions are recorded on a trade date basis.

Equity Method Investments

The Company accounts for all investments in which it has or is otherwise presumed to have significant influence, including investments in the unconsolidated Funds and the Company’s investment in NGP, using the equity method of accounting. The carrying value of equity method investments is determined based on amounts invested by the Company, adjusted for the equity in earnings or losses of the investee (including performance allocations) allocated based on the respective partnership agreement, less distributions received. The Company evaluates its equity method investments for impairment whenever events or changes in circumstances indicate that the carrying amounts of such investments may not be recoverable.

Cash and Cash Equivalents

Cash and cash equivalents include cash held at banks and cash held for distributions, including investments with original maturities of less than three months when purchased. The Company is subject to credit risk should a financial institution be unable to fulfil its obligations and if balances held at a financial institution exceed insured limits.

Cash and Cash Equivalents Held at Consolidated Funds

Cash and cash equivalents held at Consolidated Funds consists of cash and cash equivalents held by the Consolidated Funds, which, although not legally restricted, is not available to fund the general liquidity needs of the Company.

Restricted Cash

Restricted cash primarily represents cash held by the Company’s foreign subsidiaries due to certain government regulatory capital requirements as well as certain amounts held on behalf of Carlyle funds. As of June 30, 2025 and December 31, 2024, the Company held restricted cash of $1.1 million and $0.5 million, respectively, which are included in Deposits and other in the condensed consolidated balance sheets.

Corporate Treasury Investments

Corporate treasury investments represent investments in U.S. Treasury and government agency obligations, commercial paper, certificates of deposit, other investment grade securities and other investments with original maturities of greater than three months when purchased. These investments are accounted for as trading securities in which changes in the fair value of each investment are recorded through investment income (loss). Any interest earned on debt investments is recorded through interest and other income.

Derivative Instruments

The Company uses derivative instruments primarily to reduce its exposure to changes in foreign currency exchange rates. Derivative instruments are recognized at fair value in the condensed consolidated balance sheets with changes in fair value recognized in the condensed consolidated statements of operations for all derivatives not designated as hedging instruments.

Securities Sold Under Agreements to Repurchase

As it relates to certain European CLOs sponsored by the Company, securities sold under agreements to repurchase ("Repurchase Agreements") are accounted for as collateralized financing transactions. The Company provides securities to counterparties to collateralize amounts borrowed under Repurchase Agreements on terms that permit the counterparties to repledge or resell the securities to others. As of June 30, 2025, $285.6 million of securities were transferred to counterparties under Repurchase Agreements and are included within investments in the condensed consolidated balance sheets. Cash received under Repurchase Agreements is recognized as a liability within debt obligations in the condensed consolidated balance sheets. See Note 6, Borrowings, for additional information.

Fixed Assets

Fixed assets consist of furniture, fixtures and equipment, leasehold improvements, computer hardware and software, and fractional shares in corporate aircraft, and are stated at cost, less accumulated depreciation and amortization. Depreciation is recognized on a straight-line method over the assets' estimated useful lives, which for leasehold improvements are the lesser of the lease terms or the life of the asset, and three to seven years for other fixed assets. Fixed assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable.

Leases

The Company accounts for its leases in accordance with ASC 842, *Leases*, and recognizes a lease liability and right-of-use ("ROU") asset in the condensed consolidated balance sheets for contracts that it determines are leases or contain a lease. The Company's leases primarily consist of operating leases for office space in various countries around the world. The Company also has operating leases for office equipment and vehicles, which are not significant. The Company does not separate non-lease components from lease components for its office space and equipment operating leases and instead accounts for each separate lease component and its associated non-lease component as a single lease component. ROU assets represent the Company's right to use an underlying asset for the lease term and lease liabilities represent the Company's obligation to make lease payments arising from the leases. The Company's ROU assets and lease liabilities are recognized at lease commencement based on the present value of lease payments over the lease term. Lease ROU assets include initial direct costs incurred by the Company and are presented net of deferred rent and lease incentives. Absent an implicit interest rate in the lease, the Company uses its incremental borrowing rate, adjusted for the effects of collateralization, based on the information available at commencement in determining the present value of lease payments. The Company's lease terms may include options to extend or terminate the lease when it is reasonably certain that the Company will exercise those options. Lease expense for lease payments is recognized on a straight-line basis over the lease term. Lease ROU assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount of the asset may not be recoverable.

The Company does not recognize a lease liability or ROU asset on the balance sheet for short-term leases. Instead, the Company recognizes short-term lease payments as an expense on a straight-line basis over the lease term. A short-term lease is defined as a lease that, at the commencement date, has a lease term of 12 months or less and does not include an option to purchase the underlying asset that the lessee is reasonably certain to exercise. When determining whether a lease qualifies as a short-term lease, the Company evaluates the lease term and the purchase option in the same manner as all other leases.

ROU assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable.

Intangible Assets and Goodwill

The Company's intangible assets consist of acquired contractual rights to earn future fee income, including management and advisory fees, customer relationships, and acquired trademarks. Finite-lived intangible assets are amortized over their estimated useful lives, which range from four to eight years, and are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount of the asset may not be recoverable.

Goodwill represents the excess of cost over the identifiable net assets of businesses acquired and is recorded in the functional currency of the acquired entity. Goodwill is recognized as an asset and is reviewed for impairment annually as of October 1 and between annual tests when events and circumstances indicate that impairment may have occurred.

Deferred Revenue

Deferred revenue represents management fees and other revenue received prior to the balance sheet date, which has not yet been earned. Deferred revenue also includes transaction and portfolio advisory fees received by the Company that are required to offset fund management fees pursuant to the related fund agreements.

Accumulated Other Comprehensive Income (Loss)

The Company's accumulated other comprehensive income (loss) comprise foreign currency translation adjustments and gains and losses on defined benefit plans sponsored by AlpInvest. The components of accumulated other comprehensive income (loss) as of June 30, 2025 and December 31, 2024 were as follows:

	As of	
	June 30, 2025	December 31, 2024
	(Dollars in millions)	
Currency translation adjustments	**$ (186.9)**	$ (327.9)
Unrealized losses on defined benefit plans	**(2.6)**	(1.9)
Total	**$ (189.5)**	$ (329.8)

Foreign Currency Translation

Non-U.S. dollar denominated assets and liabilities are translated at period-end rates of exchange, and the condensed consolidated statements of operations are translated at rates of exchange in effect throughout the period. Foreign currency gains (losses) resulting from transactions outside of the functional currency of an entity of $(20.9) million and $0.5 million for the three months ended June 30, 2025 and 2024, respectively, and $(25.1) million and $1.0 million for the six months ended June 30, 2025 and 2024, respectively, are included in general, administrative and other expenses in the condensed consolidated statements of operations.

Recent Accounting Pronouncements

The Company considers the applicability and impact of all accounting standard updates ("ASU") issued by the Financial Accounting Standards Board ("FASB"). ASUs not listed below were assessed and either determined to be not applicable or expected to have minimal impact on the Company's condensed consolidated financial statements.

In December 2023, the FASB issued ASU 2023-09, *Improvements to Income Tax Disclosure*, which requires disclosure of disaggregated information about a reporting entity's effective tax rate reconciliation, using both percentages and reporting currency amounts for specific standardized categories, as well as disclosure of income taxes paid disaggregated by jurisdiction. The guidance is effective for annual periods beginning after December 15, 2024, with early adoption permitted. The Company does not expect the adoption of this guidance to have a material impact on the Company's condensed consolidated financial statements.

In November 2024, the FASB issued ASU 2024-03, *Disaggregation of Income Statement Expenses*, which requires disaggregated disclosures of certain categories of expenses on an annual and interim basis including employee compensation, depreciation, and intangible asset amortization for each income statement line item that contains those expenses. The guidance is effective for annual periods beginning after December 15, 2026 and interim periods beginning after December 15, 2027. The Company is currently evaluating the impact of adopting this guidance on its condensed consolidated financial statements.

3. Fair Value Measurement

The following table summarizes the Company's assets and liabilities measured at fair value on a recurring basis by the fair value hierarchy levels as disclosed in Note 2, Summary of Significant Accounting Policies, as of June 30, 2025:

(Dollars in millions)	Level I	Level II	Level III	Total
Assets				
Investments of Consolidated Funds[1]:				
Equity securities[2]	$ —	$ —	$ 910.1	$ 910.1
Bonds	—	—	569.7	569.7
Loans	—	—	7,964.7	7,964.7
	—	—	9,444.5	9,444.5
Investments in CLOs and other:				
Investments in CLOs	—	—	366.9	366.9
Other investments[3]	74.0	21.1	66.3	161.4
	74.0	21.1	433.2	528.3
Foreign currency forward contracts	—	9.0	—	9.0
Subtotal	$ 74.0	$ 30.1	$ 9,877.7	$ 9,981.8
Investments measured at net asset value				420.5
Total				$ 10,402.3
Liabilities				
Loans payable of Consolidated Funds[4][5]	$ —	$ —	$ 7,923.0	$ 7,923.0
Foreign currency forward contracts	—	13.2	—	13.2
Total	$ —	$ 13.2	$ 7,923.0	$ 7,936.2

(1) This balance excludes $413.1 million of Investments of Consolidated Funds that are included in Investments measured at net asset value, which relate to certain consolidated investment fund of funds in the Company's Carlyle AlpInvest segment.

(2) This balance includes $739.7 million related to investments that have been bridged by the Company to investment funds and are accounted for as consolidated VIEs as of June 30, 2025.

(3) The Level III balance excludes $56.1 million related to three corporate investments in equity securities which the Company has elected to account for under the measurement alternative for equity securities without readily determinable fair values pursuant to ASC 321, *Investments–Equity Securities*. As a non-recurring fair value measurement, the fair value of these equity securities is excluded from the tabular Level III rollforward disclosures.

(4) Senior and subordinated notes issued by CLO vehicles are valued based on the more observable fair value of the CLO financial assets, less (i) the fair value of any beneficial interest held by the Company and (ii) the carrying value of any beneficial interests that represent compensation for services.

(5) Loans payable of Consolidated Funds balance excludes a $133.1 million revolving credit balance.

The following table summarizes the Company's assets and liabilities measured at fair value on a recurring basis by the above fair value hierarchy levels as of December 31, 2024:

(Dollars in millions)	Level I	Level II	Level III	Total
Assets				
Investments of Consolidated Funds[(1)]:				
Equity securities[(2)]	$ —	$ —	$ 572.0	$ 572.0
Bonds	—	—	465.1	465.1
Loans	—	—	6,431.4	6,431.4
Other	—	1.3	—	1.3
	—	1.3	7,468.5	7,469.8
Investments in CLOs and other:				
Investments in CLOs	—	—	378.9	378.9
Other investments[(3)]	40.4	21.5	85.1	147.0
	40.4	21.5	464.0	525.9
Subtotal	$ 40.4	$ 22.8	$ 7,932.5	$ 7,995.7
Investments measured at net asset value				320.7
Total				$ 8,316.4
Liabilities				
Loans payable of Consolidated Funds[(4)(5)]	$ —	$ —	$ 6,809.1	$ 6,809.1
Foreign currency forward contracts	—	0.6	—	0.6
Total	$ —	$ 0.6	$ 6,809.1	$ 6,809.7

(1) This balance excludes $312.6 million of Investments of Consolidated Funds that are included in Investments measured at net asset value, which relate to certain consolidated investment fund of funds in the Company's Carlyle AlpInvest segment.

(2) This balance includes $441.9 million related to investments that have been bridged by the Company to investment funds and are accounted for as consolidated VIEs as of December 31, 2024.

(3) The Level III balance excludes $55.4 million related to three corporate investments in equity securities which the Company has elected to account for under the measurement alternative for equity securities without readily determinable fair values pursuant to ASC 321, *Investments–Equity Securities*. As a non-recurring fair value measurement, the fair value of these equity securities is excluded from the tabular Level III rollforward disclosures.

(4) Senior and subordinated notes issued by CLO vehicles are valued based on the more observable fair value of the CLO financial assets, less (i) the fair value of any beneficial interests held by the Company and (ii) the carrying value of any beneficial interests that represent compensation for services.

(5) Loans payable of Consolidated Funds balance excludes a $55.1 million revolving credit balance.

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The changes in financial instruments measured at fair value for which the Company has used Level III inputs to determine fair value are as follows (Dollars in millions):

	Financial Assets					
	Three Months Ended June 30, 2025					
	Investments of Consolidated Funds					
	Equity securities	Bonds	Loans	Investments in CLOs	Other investments	Total
Balance, beginning of period	$ 821.7	$ 495.8	$ 7,632.6	$ 365.5	$ 63.7	$ 9,379.3
Deconsolidation of funds(1)	—	(76.6)	(424.0)	23.2	—	(477.4)
Purchases	74.6	226.8	1,293.4	2.1	22.2	1,619.1
Sales and distributions	(19.5)	(111.7)	(386.5)	(45.6)	(20.0)	(583.3)
Settlements	—	(0.6)	(350.2)	—	—	(350.8)
Realized and unrealized gains (losses), net						
Included in earnings	33.3	(0.6)	(50.0)	1.8	0.4	(15.1)
Included in other comprehensive income	—	36.6	249.4	19.9	—	305.9
Balance, end of period	$ 910.1	$ 569.7	$ 7,964.7	$ 366.9	$ 66.3	$ 9,877.7
Changes in unrealized gains (losses) included in earnings related to financial assets still held at the reporting date	$ 32.8	$ (1.3)	$ (52.4)	$ 4.3	$ 0.6	$ (16.0)
Changes in unrealized gains (losses) included in other comprehensive income related to financial assets still held at the reporting date	$ —	$ 27.9	$ 199.9	$ 18.9	$ —	$ 246.7

	Financial Assets					
	Six Months Ended June 30, 2025					
	Investments of Consolidated Funds					
	Equity securities	Bonds	Loans	Investments in CLOs	Other investments	Total
Balance, beginning of period	$ 572.0	$ 465.1	$ 6,431.4	$ 378.9	$ 85.1	$ 7,932.5
Initial consolidation/deconsolidation of funds(2)	—	(52.6)	(256.1)	24.2	—	(284.5)
Transfer out related to the Exchange(3)	—	—	—	—	(50.4)	(50.4)
Purchases	327.8	283.2	3,518.7	3.2	60.0	4,192.9
Sales and distributions	(28.5)	(184.3)	(1,330.4)	(81.8)	(31.2)	(1,656.2)
Settlements	—	(0.6)	(709.1)	—	—	(709.7)
Realized and unrealized gains (losses), net						
Included in earnings	38.8	3.9	(60.9)	13.8	2.8	(1.6)
Included in other comprehensive income	—	55.0	371.1	28.6	—	454.7
Balance, end of period	$ 910.1	$ 569.7	$ 7,964.7	$ 366.9	$ 66.3	$ 9,877.7
Changes in unrealized gains (losses) included in earnings related to financial assets still held at the reporting date	$ 37.3	$ 1.4	$ (54.2)	$ 14.5	$ 5.7	$ 4.7
Changes in unrealized gains (losses) included in other comprehensive income related to financial assets still held at the reporting date	$ —	$ 34.5	$ 266.8	$ 28.6	$ —	$ 329.9

(1) As a result of the deconsolidation of one fund during the three months ended June 30, 2025.

(2) As a result of the initial consolidation of one fund and deconsolidation of two funds during the six months ended June 30, 2025.

(3) Represents the exchange of the BDC Preferred Shares, which were valued using Level III inputs, for common shares of CGBD, which are valued using Level I inputs. See Note 9, Related Party Transactions, for more information.

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	Financial Assets — Three Months Ended June 30, 2024					
	Investments of Consolidated Funds					
	Equity securities	Bonds	Loans	Investments in CLOs	Other investments	Total
Balance, beginning of period	$ 387.3	$ 500.4	$ 6,064.9	$ 520.8	$ 93.2	$ 7,566.6
Purchases	38.2	71.7	2,279.7	—	7.2	2,396.8
Sales and distributions	(4.0)	(70.0)	(801.2)	(36.5)	—	(911.7)
Settlements	—	—	(520.7)	—	—	(520.7)
Realized and unrealized gains (losses), net						
Included in earnings	(1.5)	(9.7)	20.7	10.7	8.2	28.4
Included in other comprehensive income	—	(2.9)	(19.4)	(0.4)	—	(22.7)
Balance, end of period	$ 420.0	$ 489.5	$ 7,024.0	$ 494.6	$ 108.6	$ 8,536.7
Changes in unrealized gains (losses) included in earnings related to financial assets still held at the reporting date	$ (4.6)	$ (6.5)	$ 20.9	$ 10.7	$ 8.2	$ 28.7
Changes in unrealized gains (losses) included in other comprehensive income related to financial assets still held at the reporting date	$ —	$ (2.6)	$ (18.6)	$ (0.4)	$ —	$ (21.6)

	Financial Assets — Six Months Ended June 30, 2024					
	Investments of Consolidated Funds					
	Equity securities	Bonds	Loans	Investments in CLOs	Other investments	Total
Balance, beginning of period	$ 377.6	$ 522.5	$ 5,862.1	$ 532.6	$ 84.6	$ 7,379.4
Purchases	63.0	118.1	3,677.1	1.0	7.2	3,866.4
Sales and distributions	(10.1)	(142.8)	(1,530.7)	(60.5)	(0.9)	(1,745.0)
Settlements	—	—	(985.4)	—	—	(985.4)
Realized and unrealized gains (losses), net						
Included in earnings	(10.5)	5.9	93.5	25.9	17.7	132.5
Included in other comprehensive income	—	(14.2)	(92.6)	(4.4)	—	(111.2)
Balance, end of period	$ 420.0	$ 489.5	$ 7,024.0	$ 494.6	$ 108.6	$ 8,536.7
Changes in unrealized gains (losses) included in earnings related to financial assets still held at the reporting date	$ (13.0)	$ 8.6	$ 85.6	$ 25.9	$ 16.8	$ 123.9
Changes in unrealized gains (losses) included in other comprehensive income related to financial assets still held at the reporting date	$ —	$ (11.2)	$ (72.6)	$ (4.4)	$ —	$ (88.2)

	Financial Liabilities	
	Loans Payable of Consolidated Funds	
	Three Months Ended June 30,	
	2025	2024
Balance, beginning of period	**$ 7,680.3**	$ 6,352.3
Deconsolidation of funds[1]	**(473.9)**	—
Borrowings	**1,430.2**	3,000.2
Paydowns	**(599.5)**	(258.7)
Sales	**(346.7)**	(1,453.2)
Realized and unrealized (gains) losses, net		
Included in earnings	**(40.5)**	5.8
Included in other comprehensive income	**273.1**	(23.0)
Balance, end of period	**$ 7,923.0**	$ 7,623.4
Changes in unrealized (gains) losses included in earnings related to financial liabilities still held at the reporting date	**$ (17.3)**	$ 7.1
Changes in unrealized (gains) losses included in other comprehensive income related to financial liabilities still held at the reporting date	**$ 262.5**	$ (27.1)

	Financial Liabilities	
	Loans Payable of Consolidated Funds	
	Six Months Ended June 30,	
	2025	2024
Balance, beginning of period	**$ 6,809.1**	$ 6,298.6
Initial consolidation/deconsolidation of funds[2]	**(280.1)**	—
Borrowings	**2,212.3**	3,546.9
Paydowns	**(841.6)**	(466.4)
Sales	**(353.2)**	(1,741.9)
Realized and unrealized (gains) losses, net		
Included in earnings	**(39.3)**	95.2
Included in other comprehensive income	**415.8**	(109.0)
Balance, end of period	**$ 7,923.0**	$ 7,623.4
Changes in unrealized (gains) losses included in earnings related to financial liabilities still held at the reporting date	**$ (5.0)**	$ 101.7
Changes in unrealized (gains) losses included in other comprehensive income related to financial liabilities still held at the reporting date	**$ 395.8**	$ (123.6)

(1) As a result of the deconsolidation of one fund during the three months ended June 30, 2025.
(2) As a result of the initial consolidation of one fund and deconsolidation of one fund during the six months ended June 30, 2025.

Realized and unrealized gains and losses included in earnings for Level III investments for investments in CLOs and other investments are included in investment income (loss), and such gains and losses for investments of Consolidated Funds and loans payable of the Consolidated Funds are included in net investment gains (losses) of Consolidated Funds in the condensed consolidated statements of operations.

Gains and losses included in other comprehensive income for all Level III financial asset and liabilities are included in accumulated other comprehensive loss and non-controlling interests in consolidated entities.

The following table summarizes quantitative information about the Company's Level III inputs as of June 30, 2025:

The Carlyle Group Inc.
Notes to the Condensed Consolidated Financial Statements
(Unaudited)

(Dollars in millions)		Fair Value at June 30, 2025	Valuation Technique(s)	Unobservable Input(s)	Range (Weighted Average)	Impact to Valuation from Increase in Input
Assets						
Investments of Consolidated Funds:						
Equity securities	$	2.0	Consensus Pricing	Indicative Quotes ($ per share)	0.00 - 22.93 (0.14)	Higher
		717.8	Discounted Cash Flow	Discount Rates	8% - 17% (11%)	Lower
				Terminal Growth Rate	0% - 9% (4%)	Higher
			Comparable Multiple	EBITDA Multiple	4.9x - 21.7x (12.0x)	Higher
				TCF Multiple	28.1x - 28.1x (28.1x)	Higher
		96.0	Discounted Cash Flow	Discount Rates	7% - 40% (19%)	Lower
				Constant Prepayment Rate	6% - 14% (8%)	Lower
				Constant Default Rate	1% - 3% (2%)	Lower
				Recovery Rate	0% - 40% (25%)	Higher
		94.3	Other[1]	N/A	N/A	N/A
Bonds		569.7	Consensus Pricing	Indicative Quotes (% of Par)	25 - 106 (95)	Higher
Loans		7,817.5	Consensus Pricing	Indicative Quotes (% of Par)	0 - 102 (97)	Higher
		141.6	Discounted Cash Flow	Discount Rates	7% - 17% (10%)	Lower
		4.1	Discounted Cash Flow	Discount Rates	14% - 14% (14%)	Lower
				Constant Prepayment Rate	8% - 14% (11%)	Lower
				Constant Default Rate	1% - 1% (1%)	Lower
				Recovery Rate	0% - 0% (0%)	Higher
		1.5	Other[1]	N/A	N/A	N/A
		9,444.5				
Investments in CLOs:						
Senior secured notes		313.7	Consensus Pricing with Discounted Cash Flow	Indicative Quotes (% of Par)	84 - 101 (99)	Higher
				Discount Margins (Basis Points)	80 - 1,349 (214)	Lower
				Default Rates	2% - 2% (2%)	Lower
				Recovery Rates	60% - 60% (60%)	Higher
Subordinated notes and preferred shares		53.2	Consensus Pricing with Discounted Cash Flow	Indicative Quotes (% of Par)	0 - 100 (67)	Higher
				Discount Rates	8% - 31% (15%)	Lower
				Default Rates	2% - 2% (2%)	Lower
				Recovery Rates	60% - 60% (60%)	Higher
Other investments:						
Aviation subordinated notes		9.1	Discounted Cash Flow	Discount Rates	21% - 21% (21%)	Lower
Loans		39.8	Consensus Pricing with Discounted Cash Flow	Indicative Quotes (% of Par)	96 - 100 (98)	Higher
				Discount Rates	7% - 12% (10%)	Lower
		17.4	Other (1)	N/A	N/A	Higher
Total	$	9,877.7				
Liabilities						
Loans payable of Consolidated Funds:						
Senior secured notes	$	7,657.1	Other[2]	N/A	N/A	N/A
Subordinated notes and preferred shares		265.9	Consensus Pricing with Discounted Cash Flow	Indicative Quotes (% of Par)	12 - 100 (59)	Higher
				Discount Rates	(2)% - 36% (12%)	Lower
				Default Rates	1% - 2% (2%)	Lower
				Recovery Rates	60% - 60% (60%)	Higher
Total	$	7,923.0				

(1) Fair value approximates transaction price that was in close proximity to the reporting date.
(2) Senior and subordinated notes issued by CLO vehicles are classified based on the more observable fair value of the CLO financial assets, less (i) the fair value of any beneficial interests held by the Company and (ii) the carrying value of any beneficial interests that represent compensation for services.

The following table summarizes quantitative information about the Company’s Level III inputs as of December 31, 2024:

(Dollars in millions)	Fair Value at December 31, 2024	Valuation Technique(s)	Unobservable Input(s)	Range (Weighted Average)	Impact to Valuation from Increase in Input
Assets					
Investments of Consolidated Funds:					
Equity securities	$ 3.9	Consensus Pricing	Indicative Quotes ($ per share)	0.00 - 112.17 (0.01)	Higher
	485.0	Discounted Cash Flow	Discount Rates	10% - 13% (11%)	Lower
			Terminal Growth Rate	3% - 7% (6%)	Higher
		Comparable Multiple	EBITDA Multiple	7.7x - 23.2x (12.8x)	Higher
			TCF Multiple	26.0x - 26.0x (26.0x)	Higher
	38.2	Discounted Cash Flow	Discount Rates	14% - 34% (18%)	Lower
			Constant Prepayment Rate	6% - 16% (11%)	Lower
			Constant Default Rate	1% - 4% (2%)	Lower
			Recovery Rate	0% - 40% (17%)	Higher
	44.9	Other(1)	N/A	N/A	N/A
Bonds	465.1	Consensus Pricing	Indicative Quotes (% of Par)	30 - 103 (93)	Higher
Loans	6,408.2	Consensus Pricing	Indicative Quotes (% of Par)	0 - 105 (97)	Higher
	10.2	Discounted Cash Flow	Discount Rates	9% - 19% (18%)	Lower
	6.4	Discounted Cash Flow	Discount Rates	16% - 16% (16%)	Lower
			Constant Prepayment Rate	8% - 14% (11%)	Lower
			Constant Default Rate	1% - 1% (1%)	Lower
			Recovery Rate	0% - 0% (0%)	Higher
Other	6.6	Other(1)	N/A	N/A	N/A
	7,468.5				
Investments in CLOs					
Senior secured notes	321.8	Discounted Cash Flow with Consensus Pricing	Indicative Quotes (% of Par)	80 - 101 (99)	Higher
			Discount Margins (Basis Points)	113 - 1,535 (214)	Lower
			Default Rates	2% - 2% (2%)	Lower
			Recovery Rates	60% - 60% (60%)	Higher
Subordinated notes and preferred shares	57.1	Discounted Cash Flow with Consensus Pricing	Indicative Quotes (% of Par)	1 - 103 (38)	Higher
			Discount Rate	4% - 35% (16%)	Lower
			Default Rates	1% - 2% (2%)	Lower
			Recovery Rates	60% - 60% (60%)	Higher
Other investments:					
BDC preferred shares	53.4	Other(2)	Net Asset Value per Share	16.80 - 16.80 (16.80)	Lower
Aviation subordinated notes	2.9	Discounted Cash Flow	Discount Rates	21% - 21% (21%)	Lower
Loans	28.8	Consensus Pricing	Indicative Quotes (% of Par)	99 - 99 (99)	Higher
Total	$ 7,932.5				
Liabilities					
Loans payable of Consolidated Funds:					
Senior secured notes	$ 6,598.8	Other(3)	N/A	N/A	N/A
Subordinated notes and preferred shares	210.3	Discounted Cash Flow with Consensus Pricing	Indicative Quotes (% of Par)	11 - 87 (34)	Higher
			Discount Rates	2% - 35% (15%)	Lower
			Default Rates	1% - 2% (2%)	Lower
			Recovery Rates	60% - 60% (60%)	Higher
Total	$ 6,809.1				

(1) Fair value approximates transaction price that was in close proximity to the reporting date.
(2) See Note 9, Related Party Transactions, for more information.

(3) Senior and subordinated notes issued by CLO vehicles are classified based on the more observable fair value of the CLO financial assets, less (i) the fair value of any beneficial interests held by the Company and (ii) the carrying value of any beneficial interests that represent compensation for services.

4. Investments

Investments consist of the following:

	As of	
	June 30, 2025	**December 31, 2024**
	(Dollars in millions)	
Accrued performance allocations	**$ 7,598.8**	$ 7,053.5
Principal equity method investments, excluding performance allocations	**3,001.6**	3,292.3
Principal investments in CLOs	**366.9**	378.9
Other investments	**235.8**	212.0
Total	**$ 11,203.1**	$ 10,936.7

Accrued Performance Allocations

The components of accrued performance allocations are as follows:

	As of	
	June 30, 2025	**December 31, 2024**
	(Dollars in millions)	
Global Private Equity	**$ 5,153.4**	$ 4,910.2
Global Credit	**632.9**	527.1
Carlyle AlpInvest	**1,812.5**	1,616.2
Total	**$ 7,598.8**	$ 7,053.5

Approximately 23% and 20% of accrued performance allocations at June 30, 2025 and December 31, 2024, respectively, was related to Carlyle Partners VII, L.P., one of the Company's Global Private Equity funds.

Accrued performance allocations are shown gross of the Company's accrued performance allocations and incentive fee related compensation (see Note 7, Accrued Compensation and Benefits), and accrued giveback obligations, which are separately presented in the condensed consolidated balance sheets. The components of the accrued giveback obligations are as follows:

	As of	
	June 30, 2025	**December 31, 2024**
	(Dollars in millions)	
Global Private Equity	**$ (19.1)**	$ (18.5)
Global Credit	**(25.5)**	(25.5)
Total	**$ (44.6)**	$ (44.0)

Principal Equity-Method Investments, Excluding Performance Allocations

The Company's principal equity method investments (excluding performance allocations) include its fund investments in Global Private Equity, Global Credit, and Carlyle AlpInvest typically as general partner interests, and its investments in Fortitude through a Carlyle-affiliated fund (included within Global Credit) and NGP (included within Global Private Equity), which are not consolidated. Principal investments are related to the following segments:

	As of	
	June 30, 2025	December 31, 2024
	(Dollars in millions)	
Global Private Equity[(1)]	**$ 1,523.1**	$ 1,818.0
Global Credit[(2)]	**1,188.3**	1,157.0
Carlyle AlpInvest	**290.2**	317.3
Total	**$ 3,001.6**	$ 3,292.3

(1) The balance includes $639.0 million and $912.0 million as of June 30, 2025 and December 31, 2024, respectively, related to the Company's equity method investments in NGP.
(2) The balance includes $739.1 million and $723.5 million as of June 30, 2025 and December 31, 2024, respectively, related to the Company's investment in Fortitude.

Investment in Fortitude

In November 2018, the Company acquired a 19.9% interest in Fortitude Group Holdings, LLC ("Fortitude Holdings"), a wholly owned subsidiary of American International Group, Inc. ("AIG"). Fortitude Holdings owns 100% of the outstanding common shares of Fortitude Reinsurance Company Ltd., a Bermuda domiciled reinsurer ("Fortitude Re"). The Company paid $381 million in cash at closing and paid $95 million in additional deferred consideration in 2024. In May 2020, the initial purchase price was adjusted upward by $99.5 million in accordance with the purchase agreement as Fortitude Holdings chose not to distribute a planned non-pro rata dividend to AIG, of which the Company paid $79.6 million in May 2020. The remaining $19.9 million was paid in 2024.

In June 2020, Carlyle FRL, L.P. ("Carlyle FRL"), a Carlyle-affiliated investment fund, and T&D United Capital Co., Ltd. ("T&D"), a strategic third-party investor, acquired a 51.6% ownership interest and 25.0% ownership interest, respectively, in Fortitude Holdings from AIG. At closing, the Company contributed its existing 19.9% interest in Fortitude Holdings to Carlyle FRL, such that Carlyle FRL held a 71.5% interest in Fortitude Holdings. Taken together, Carlyle FRL and T&D had 96.5% ownership of Fortitude Holdings. In October 2021, Carlyle FRL, T&D and an affiliate of AIG contributed the entirety of their interest in Fortitude Holdings to FGH Parent, L.P. ("FGH Parent"), a newly-formed entity interposed as the direct parent of Fortitude Holdings, in exchange for an equivalent ownership interest in FGH Parent. References to "Fortitude" prior to this restructuring refer to Fortitude Holdings and refer to FGH Parent for subsequent periods.

In March 2022, the Company raised $2.0 billion in third-party equity capital from certain investors in Carlyle FRL and T&D, and committed $100 million from the Company for additional equity capital in Fortitude. Upon Fortitude calling the remaining commitments from the capital raise in May 2023, the Company's indirect ownership of Fortitude decreased to 10.5%. Effective October 2023, a third-party investor in Carlyle FRL received a distribution in kind of its interest in FGH Parent held indirectly through the fund, reducing Carlyle FRL's ownership in FGH Parent to 38.5%. Following the additional capital contributions in 2022 and 2023, Carlyle FRL and its strategic third-party investors collectively hold a 97.5% interest in FGH Parent.

In November 2024, Fortitude declared and paid a $200.0 million dividend, of which Carlyle FRL's share was $76.9 million. The Company received a distribution from Carlyle FRL of $21.0 million related to this dividend, of which $7.9 million was recognized as realized principal investment income, and the balance as return of capital. As of June 30, 2025, the carrying value of the Company's investment in Carlyle FRL, which is an investment company that accounts for its investment in Fortitude at fair value, was $739.1 million, relative to equity invested of $666.8 million.

The Company has an asset management relationship with Fortitude pursuant to which Fortitude committed to allocate assets in asset management strategies and vehicles of the Company and its affiliates. As of June 30, 2025, Fortitude, its affiliates and certain Fortitude reinsurance counterparties have committed approximately $21.7 billion of capital to-date to various Carlyle strategies. On April 1, 2022, the Company entered into a strategic advisory services agreement with certain subsidiaries of Fortitude through Carlyle Insurance Solutions Management L.L.C. ("CISM"), an investment adviser. Under the agreement, CISM provides Fortitude with certain services, including business development and growth, transaction origination and execution, and capital management services in exchange for a recurring management fee based on Fortitude's general account assets, which adjusts within an agreed range based on Fortitude's overall profitability. Third-party investors who participated in the March 2022 capital raise also made a minority investment in CISM, which is reflected as non-controlling interest in consolidated entities in the condensed consolidated financial statements.

Investment in NGP

The Company has equity interests in NGP Management Company, L.L.C. ("NGP Management"), the general partners of certain carry funds advised by NGP, and principal investments in certain NGP funds as described below. These investments are included in the Global Private Equity segment. NGP Management serves as the investment advisor to the NGP Energy Funds. The Company does not control NGP and accounts for its investments in NGP under the equity method of accounting.

The Company's investments in NGP as of June 30, 2025 and December 31, 2024 are as follows:

	As of	
	June 30, 2025	December 31, 2024
	(Dollars in millions)	
Investment in NGP Management	**$ 265.7**	$ 369.2
Investments in NGP general partners - accrued performance allocations	**326.7**	489.4
Principal investments in NGP funds	**46.6**	53.4
Total investments in NGP	**$ 639.0**	$ 912.0

NGP Restructuring. On March 31, 2025, the Company restructured the terms of its strategic investment in NGP (the "Restructuring") to further align the interests of the Company and NGP. The Restructuring eliminated previous restrictions on the Company's ability to pursue domestic energy strategies, established a new capital markets fees arrangement with NGP, and terminated the Company's obligation to grant up to $10 million of its common shares to NGP annually following a final grant made with respect to 2030. Additionally, in order to facilitate the development of future funds while substantially maintaining the Company's economics on existing funds, the Restructuring reduced the Company's allocation of the management fee related revenues of NGP Management related to future funds, as well as its share of the performance allocations received by current and future NGP fund general partners, as discussed further below.

Prior to the Restructuring, the Company's equity interests in NGP Management entitled the Company to an allocation of income equal to 55.0% of the management fee related revenues earned by NGP Management. Subsequent to the Restructuring, for all funds that held an initial closing after December 31, 2024, the Company's allocations of income for the management fee related revenues will be based on a sliding scale of the total annual management fee related revenues accrued from all such funds in the aggregate up to 55.0%, including all management fees being retained by NGP for the years 2025 through 2028 on such future NGP funds. The Company identified the reduction of its allocation of the management fee related revenues of NGP Management as an indicator of impairment and performed an impairment analysis. As a result of the Restructuring, the Company concluded that the carrying value of its investment in NGP Management was impaired and recorded an impairment charge of $92.5 million during the first quarter of 2025, representing the difference in the carrying value of the investment of $352.5 million and its fair value of $260.0 million at the time of Restructuring. The Company utilized a discounted cash flow method for determining the fair value of its equity method investment, which is a Level III valuation within the fair value hierarchy and utilizes significant unobservable assumptions, including discount rates and long-term growth rates. The allocation of management fee related revenues for existing NGP funds remains unchanged, including the Company's interest in management fees from NGP XI, NGP XII, and NGP XIII.

The impairment charge created new basis differences with an estimated fair value of $165 million within the equity method investment. These basis differences will be amortized over an estimated useful life ranging from five to seven years as a reduction of principal investment income.

The Company's investment in the general partners of the NGP Carry Funds entitled it to 47.5% (38.0% to 42.75% in the case of certain funds) of the performance allocations received by certain current and future NGP fund general partners prior to the Restructuring. In connection with the Restructuring, the Company's allocation of the performance allocations from existing NGP Carry Funds was reduced to a range of 35.1% to 43.8%, which resulted in a $38 million reduction in accrued performance allocations during the first quarter of 2025. The Company's interest in the performance allocations from future NGP Carry

Funds will be based on a sliding scale of the fee paying capital raised in each future NGP Carry Fund, up to 47.5% of the performance allocations received by future NGP Carry Funds.

The impairment charge related to the investment in NGP Management and the reduction in accrued performance allocations from NGP Carry Funds are recorded in Principal investment income (loss) in the condensed consolidated statements of operations and excluded from Distributable Earnings, as defined in Note 15, Segment Reporting.

Investment in NGP Management. As referenced above, the Company's equity interests in NGP Management entitle the Company to an allocation of income equal to 55.0% of the management fee related revenues earned by existing funds, and up to 55.0% of management fees earned on future NGP funds in the aggregate, including all management fees being retained by NGP for the years 2025 through 2028 on such future NGP funds. The Company records investment income (loss) for its equity income allocation from NGP management fee related revenues and also records its share of any allocated expenses from NGP Management, as well as expenses associated with the compensatory elements of the investment and any impairment charges. The net investment income (loss) recognized in the Company's condensed consolidated statements of operations for the three and six months ended June 30, 2025 and 2024 were as follows:

	Three Months Ended June 30,		Six Months Ended June 30,	
	2025	**2024**	**2025**	**2024**
	(Dollars in millions)			
Management fee related revenues from NGP Management	**$ 15.4**	$ 19.2	**$ 31.5**	$ 36.5
Expenses related to the investment in NGP Management	**(3.6)**	(3.8)	**(7.2)**	(7.0)
Amortization of basis differences and impairment of investment in NGP Management	**(8.8)**	—	**(101.3)**	—
Net investment income from NGP Management	**$ 3.0**	$ 15.4	**$ (77.0)**	$ 29.5

Management fee related revenues from NGP Management were primarily driven by NGP XI, NGP XII, and NGP XIII during the three and six months ended June 30, 2025 and 2024. These funds calculate management fees as 1.5% of the limited partners' commitments less any return of capital or write-offs during the investment period. Following the investment period, the basis on which fund management fees are generally calculated is further reduced by a reserve for future management fees and operating costs.

Investment in the General Partners of NGP Carry Funds. As referenced above, the Company's investment in the general partners of the NGP Carry Funds entitle it to up to 47.5% of the performance allocations received by NGP fund general partners. The Company records its equity income allocation from NGP performance allocations in principal investment income (loss) from equity method investments rather than performance allocations in its condensed consolidated statements of operations. The Company recognized net investment earnings (losses) related to these performance allocations of $27.6 million and $3.0 million for the three months ended June 30, 2025 and 2024, respectively, and $(0.9) million and $18.3 million for the six months ended June 30, 2025 and 2024, respectively, in its condensed consolidated statements of operations. The six months ended June 30, 2025 included the $38.0 million reduction related to the Restructuring.

Principal Investments in NGP Funds. The Company also holds principal investments in the NGP Carry Funds. The Company recognized net investment earnings (losses) related to principal investment income (loss) in its condensed consolidated statements of operations of $4.2 million and $0.7 million for the three months ended June 30, 2025 and 2024, respectively, and $5.5 million and $2.7 million for the six months ended June 30, 2025 and 2024, respectively.

Principal Investments in CLOs and Other Investments

Principal investments in CLOs as of June 30, 2025 and December 31, 2024 were $366.9 million and $378.9 million, respectively, and consisted of investments in CLO senior and subordinated notes. A portion of the Company's principal investments in CLOs is collateral to CLO term loans (see Note 6, Borrowings). As of June 30, 2025 other investments include the Company's investment in common shares of CGBD at fair value of $41.1 million. As of December 31, 2024, other investments include the Company's investment in preferred shares of CGBD (the "BDC Preferred Shares") at fair value of $53.4 million, which were exchanged for common shares effective March 27, 2025 (see Note 9, Related Party Transactions).

Investment Income (Loss)

The components of investment income (loss) are as follows:

	Three Months Ended June 30,		Six Months Ended June 30,	
	2025	**2024**	**2025**	**2024**
	(Dollars in millions)			
Performance allocations				
Realized	**$ 116.7**	$ 147.9	**$ 449.6**	$ 537.6
Unrealized	**522.1**	50.3	**412.1**	(496.4)
	638.8	198.2	**861.7**	41.2
Principal investment income (loss) from equity method investments (excluding performance allocations)				
Realized	**178.3**	43.7	**148.9**	97.4
Unrealized	**(122.9)**	12.8	**(156.2)**	6.2
	55.4	56.5	**(7.3)**	103.6
Principal investment income (loss) from investments in CLOs and other investments				
Realized	**1.6**	7.0	**(0.4)**	9.2
Unrealized	**(1.8)**	24.6	**(0.2)**	48.4
	(0.2)	31.6	**(0.6)**	57.6
Total	**$ 694.0**	$ 286.3	**$ 853.8**	$ 202.4

The performance allocations included in revenues are derived from the following segments:

	Three Months Ended June 30,		Six Months Ended June 30,	
	2025	**2024**	**2025**	**2024**
	(Dollars in millions)			
Global Private Equity	**$ 476.9**	$ 185.0	**$ 561.9**	$ (178.5)
Global Credit	**50.8**	46.2	**129.8**	111.3
Carlyle AlpInvest	**111.1**	(33.0)	**170.0**	108.4
Total	**$ 638.8**	$ 198.2	**$ 861.7**	$ 41.2

The following tables summarize the funds that are the primary drivers of performance allocations for the three and six months ended June 30, 2025 and 2024, as well as the total revenue recognized, including performance allocations as well as fund management fees and principal investment income:

Three Months Ended June 30, 2025			Six Months Ended June 30, 2025		
(Dollars in millions)			(Dollars in millions)		
Global Private Equity	Carlyle Asia Partners V, L.P.	287.6	Global Private Equity	Carlyle Partners VII, L.P.	$ 447.7
Global Private Equity	Carlyle Partners VII, L.P.	213.7			

Three Months Ended June 30, 2024			Six Months Ended June 30, 2024		
(Dollars in millions)			(Dollars in millions)		
Global Private Equity	Carlyle Partners VII, L.P.	$ 103.2	Global Private Equity	Carlyle Europe Partners V, L.P.	$ (138.4)
Global Private Equity	Carlyle Partners VI, L.P.	(62.1)	Global Private Equity	Carlyle Partners VI, L.P.	(148.7)

Carlyle's income (loss) from its principal equity method investments consists of:

	Three Months Ended June 30,		Six Months Ended June 30,	
	2025	2024	2025	2024
	(Dollars in millions)			
Global Private Equity	**$ 43.2**	$ 37.3	**$ (52.4)**	$ 66.1
Global Credit	**(0.5)**	19.6	**18.7**	31.0
Carlyle AlpInvest	**12.7**	(0.4)	**26.4**	6.5
Total	**$ 55.4**	$ 56.5	**$ (7.3)**	$ 103.6

Principal investment income for Global Private Equity for the six months ended June 30, 2025 included the impairment charge related to the investment in NGP Management of $92.5 million and the reduction in accrued performance allocations from NGP Carry Funds of $38.0 million related to the Restructuring. Principal investment income for Global Private Equity for the three and six months ended June 30, 2024 included the Company's equity income allocation from NGP performance allocations of $3.0 million and $18.3 million, respectively.

Investments of Consolidated Funds

The Company consolidates the financial positions and results of operations of certain CLOs in which it is the primary beneficiary. During the six months ended June 30, 2025, the Company became the primary beneficiary of one additional CLO. Investments in Consolidated Funds as of June 30, 2025 and December 31, 2024 also included $739.7 million and $441.9 million, respectively, related to investments that have been bridged by the Company to investment funds and are accounted for as consolidated VIEs.

There were no individual investments with a fair value greater than five percent of the Company's total assets for any period presented.

Interest and Other Income of Consolidated Funds

The components of interest and other income of Consolidated Funds are as follows:

	Three Months Ended June 30,		Six Months Ended June 30,	
	2025	**2024**	**2025**	**2024**
	(Dollars in millions)			
Interest income from investments	**$ 142.5**	$ 149.3	**$ 265.5**	$ 291.9
Other income	**20.5**	16.3	**30.9**	38.6
Total	**$ 163.0**	$ 165.6	**$ 296.4**	$ 330.5

Net Investment Income (Loss) of Consolidated Funds

Net investment income (loss) of Consolidated Funds includes net realized gains (losses) from sales of investments and unrealized gains (losses) resulting from changes in fair value of the Consolidated Funds' investments. The components of Net investment income (loss) of Consolidated Funds are as follows:

	Three Months Ended June 30,		Six Months Ended June 30,	
	2025	**2024**	**2025**	**2024**
	(Dollars in millions)			
Gains from investments of Consolidated Funds	**$ 4.6**	$ 0.2	**$ 11.6**	$ 82.9
Gains (losses) from liabilities of CLOs	**42.2**	(5.4)	**41.3**	(95.1)
Gains on other assets of CLOs	**—**	0.1	**—**	0.1
Total	**$ 46.8**	$ (5.1)	**$ 52.9**	$ (12.1)

The following table presents realized and unrealized gains (losses) earned from investments of the Consolidated Funds:

	Three Months Ended June 30,		Six Months Ended June 30,	
	2025	**2024**	**2025**	**2024**
	(Dollars in millions)			
Realized losses	**$ (24.5)**	$ (23.4)	**$ (24.9)**	$ (44.6)
Net change in unrealized gains	**29.1**	23.6	**36.5**	127.5
Total	**$ 4.6**	$ 0.2	**$ 11.6**	$ 82.9

5. Intangible Assets and Goodwill

The following table summarizes the carrying amount of intangible assets as of June 30, 2025 and December 31, 2024:

	As of	
	June 30, 2025	**December 31, 2024**
	(Dollars in millions)	
Acquired contractual rights	**$ 929.7**	$ 922.7
Accumulated amortization	**(460.6)**	(392.2)
Finite-lived intangible assets, net	**469.1**	530.5
Goodwill	**104.5**	103.6
Intangible Assets, net	**$ 573.6**	$ 634.1

As discussed in Note 2, Summary of Significant Accounting Policies, the Company reviews its intangible assets for impairment whenever events or changes in circumstances indicate that the carrying amount of the asset may not be recoverable, and considers factors including, but not limited to, expected cash flows from its interest in future management fees and the ability to raise new funds. The Company recorded no impairment losses of intangible assets for the periods presented.

Intangible asset amortization expense was $32.8 million and $32.7 million for the three months ended June 30, 2025 and 2024, respectively, and $65.4 million and $65.3 million for the six months ended June 30, 2025 and 2024, respectively, and is included in general, administrative, and other expenses in the condensed consolidated statements of operations. Certain intangible assets are held by entities of which the functional currency is not the U.S. dollar. Any corresponding currency translation is recorded in accumulated other comprehensive income (loss).

The following table summarizes the expected amortization expense for 2025 through 2029 and thereafter (Dollars in millions):

Year ending December 31,		
2025 (excluding the six months ended June 30, 2025)	$	66.1
2026		132.0
2027		121.8
2028		114.7
2029		31.9
Thereafter		2.6
	$	469.1

6. Borrowings

The Company borrows and enters into credit agreements for its general operating and investment purposes. The Company's debt obligations consist of the following:

	June 30, 2025		**December 31, 2024**	
	Borrowing Outstanding	**Carrying Value**	**Borrowing Outstanding**	**Carrying Value**
	(Dollars in millions)			
CLO Borrowings (See below)	**$ 301.7**	**$ 299.3**	$ 289.4	$ 288.0
3.500% Senior Notes Due 9/19/2029	**425.0**	**423.1**	425.0	422.9
5.625% Senior Notes Due 3/30/2043	**600.0**	**600.5**	600.0	600.5
5.650% Senior Notes Due 9/15/2048	**350.0**	**346.7**	350.0	346.6
4.625% Subordinated Notes Due 5/15/2061	**500.0**	**485.7**	500.0	485.5
Total debt obligations	**$ 2,176.7**	**$ 2,155.3**	$ 2,164.4	$ 2,143.5

Senior Credit Facility

As of June 30, 2025, the senior credit facility included $1.0 billion in a revolving credit facility, which was amended in May 2025 to extend the maturity date from April 29, 2027 to May 29, 2030. The Company's borrowing capacity is subject to the ability of the financial institutions in the banking syndicate to fulfill their respective obligations under the revolving credit facility. Principal amounts outstanding under the revolving credit facility accrue interest, at the option of the borrowers, either (a) at an alternate base rate plus an applicable margin not to exceed 0.50% per annum, or (b) at SOFR (or similar benchmark rate for non-U.S. dollar borrowings) plus a 0.10% adjustment and an applicable margin not to exceed 1.50% per annum (at June 30, 2025, the interest rate was 5.42%). The Company made no borrowings under the revolving credit facility during the three and six months ended June 30, 2025 and 2024, and there was no amount outstanding as of June 30, 2025.

Global Credit Revolving Credit Facility

Certain subsidiaries of the Company are parties to a revolving line of credit, primarily intended to support certain lending activities within the Global Credit segment. As currently amended, the Global Credit Revolving Credit Facility provides for a revolving line of credit with a capacity of $300 million, which matures in September 2027, and a second revolving line of credit with a capacity of $200 million, which the Company intends to amend to extend the maturity date from August 20, 2025. The Company's borrowing capacity is subject to the ability of the financial institutions in the banking syndicate to fulfill their respective obligations under the Global Credit Revolving Credit Facility. Principal amounts outstanding accrue interest at applicable SOFR or Eurocurrency rates plus an applicable margin of 2.00% or an alternate base rate plus an applicable margin of 1.00%. During the three and six months ended June 30, 2025, the Company made no borrowings under the Global Credit Revolving Credit Facility. During the three and six months ended June 30, 2024, the Company made borrowings under the Global Credit Revolving Credit Facility of $5.0 million and €5.0 million, which were repaid during the quarter. As of June 30, 2025, there was no borrowing outstanding under the Global Credit Revolving Credit Facility.

CLO Borrowings

For certain of the Company's CLOs, the Company finances a portion of its investment in the CLOs through the proceeds received from term loans and other financing arrangements with financial institutions. The Company's outstanding CLO borrowings consist of the following (Dollars in millions):

Formation Date	Borrowing Outstanding June 30, 2025	Borrowing Outstanding December 31, 2024	Maturity Date (1)	Interest Rate as of June 30, 2025	
February 28, 2017	**$ 16.1**	$ 23.5	September 21, 2029	5.03%	(2)
December 6, 2017	**—**	25.5	N/A	N/A	(4)
March 15, 2019	**1.9**	1.7	March 15, 2032	10.08%	(3)
August 20, 2019	**4.2**	3.7	August 15, 2032	6.88%	(3)
September 15, 2020	**20.8**	18.4	April 15, 2033	3.87%	(3)
January 8, 2021	**21.9**	19.2	January 15, 2034	4.77%	(3)
March 30, 2021	**16.6**	16.5	March 15, 2032	3.77%	(3)
April 21, 2021	**3.8**	3.3	April 15, 2033	8.13%	(3)
May 21, 2021	**9.5**	11.6	November 17, 2031	3.59%	(3)
June 4, 2021	**22.0**	19.4	January 16, 2034	4.56%	(3)
June 10, 2021	**1.4**	1.2	November 17, 2031	4.99%	(3)
July 15, 2021	**16.4**	14.5	July 15, 2034	4.57%	(3)
July 20, 2021	**21.9**	19.3	July 20, 2031	4.51%	(3)
August 4, 2021	**17.2**	15.6	August 15, 2032	3.90%	(3)
October 27, 2021	**25.5**	22.5	October 15, 2035	4.68%	(3)
January 6, 2022	**22.1**	19.4	February 15, 2035	4.52%	(3)
February 22, 2022	**22.1**	19.5	November 10, 2035	4.59%	(3)
September 5, 2023	**—**	5.1	N/A	N/A	(4)
April 25, 2024	**19.6**	17.2	April 25, 2037	5.03%	(3)
December 19, 2024	**16.6**	12.3	January 15, 2039	4.90%	(3)
March 10, 2025	**22.1**	—	April 15, 2038	4.88%	(3)
	$ 301.7	$ 289.4			

(1) Maturity date is earlier of date indicated or the date that the CLO is dissolved.
(2) Incurs interest at EURIBOR plus applicable margins as defined in the agreement.
(3) Incurs interest at the average effective interest rate of each class of purchased securities plus 0.50% spread percentage.
(4) Term loan was fully repaid during the six months ended June 30, 2025.

The CLO term loans are secured by the Company's investments in the respective CLO, have a general unsecured interest in the Carlyle entity that manages the CLO, and generally do not have recourse to any other Carlyle entity. Interest expense for the three months ended June 30, 2025 and 2024 was $4.0 million and $6.2 million, respectively. Interest expense for the six months ended June 30, 2025 and 2024 was $7.8 million and $13.0 million, respectively. The fair value of the outstanding balance of the CLO term loans at June 30, 2025 approximated par value based on current market rates for similar debt instruments. These CLO term loans are classified as Level III within the fair value hierarchy.

European CLO Financing – February 28, 2017

A subsidiary of the Company is a party to a financing agreement with several financial institutions. As of June 30, 2025, the financing agreement provided the Company with a term loan of €13.7 million ($16.1 million at June 30, 2025). This term loan is secured by the Company's investments in the retained notes in certain European CLOs that were formed in 2014 and 2015. This term loan will mature on the earlier of September 21, 2029 or the date that the certain European CLO retained notes have been redeemed. The Company may prepay the term loan in whole or in part at any time. Interest on this term loan accrues at EURIBOR plus applicable margins (5.03% at June 30, 2025).

Master Credit Agreement – Term Loans

The Company assumed liabilities under master credit agreements previously entered into by CBAM under which a financial institution provided term loans to CBAM for the purchase of eligible interests in CLOs. Term loans issued under these master credit agreements are secured by the Company's investment in the respective CLO as well as any senior management fee and subordinated management fee payable by each CLO. Term loans generally bear interest at SOFR plus a weighted average spread over SOFR on the CLO notes, which is due quarterly. As of June 30, 2025, all outstanding CLO term loans under this agreement have been repaid.

CLO Repurchase Agreements

On February 5, 2019, the Company entered into a master credit facility agreement (the "Carlyle CLO Financing Facility") to finance a portion of the risk retention investments in certain European CLOs managed by the Company. Each transaction entered into under the Carlyle CLO Financing Facility will bear interest at a rate based on the weighted average effective interest rate of each class of securities that have been sold plus a spread to be agreed upon by the parties. As of June 30, 2025, €179.4 million ($211.1 million) was outstanding under the Carlyle CLO Financing Facility. Additional borrowings may be made on terms agreed upon by the Company and the counterparty subject to the terms and conditions of the Carlyle CLO Financing Facility.

Each transaction entered into under the CLO Financing Facility provides for payment netting and, in the case of a default or similar event with respect to the counterparty to the CLO Financing Facility, provides for netting across transactions. Generally, upon a counterparty default, the Company can terminate all transactions under the CLO Financing Facility and offset amounts it owes in respect of any one transaction against collateral, if any, or other amounts it has received in respect of any other transactions under the CLO Financing Facility; provided, however, that in the case of certain defaults, the Company may only be able to terminate and offset solely with respect to the transaction affected by the default. During the term of a transaction entered into under the CLO Financing Facility, the Company will deliver cash or additional securities acceptable to the counterparty if the securities sold are in default. Upon termination of a transaction, the Company will repurchase the previously sold securities from the counterparty at a previously determined repurchase price. The CLO Financing Facility may be terminated at any time upon certain defaults or circumstances agreed upon by the parties.

The Repurchase Agreements may result in credit exposure in the event the counterparty to the transaction is unable to fulfill its contractual obligations. The Company minimizes the credit risk associated with these activities by monitoring counterparty credit exposure and collateral values. Other than margin requirements, the Company is not subject to additional terms or contingencies which would expose the Company to additional obligations based upon the performance of the securities pledged as collateral.

The Company assumed liabilities under a master credit facility agreement previously entered into by CBAM (the "CBAM CLO Financing Facility," together with the Carlyle CLO Financing Facility, the "CLO Financing Facilities") to finance a portion of the risk retention investments in certain European CLOs managed by CBAM. The maximum facility amount is €100.0 million, but may be expanded on such terms agreed upon by the Company and the counterparty subject to the terms and conditions of the CBAM CLO Financing Facility. Each transaction entered into under the CBAM CLO Financing Facility will bear interest at a rate based on the weighted average effective interest rate of each class of securities that have been sold plus a spread to be agreed upon by the parties. As of June 30, 2025, €63.4 million ($74.5 million) was outstanding under the CBAM CLO Financing Facility.

Senior Notes

Certain indirect subsidiaries of the Company have issued long term borrowings in the form of senior notes, on which interest is payable semi-annually in arrears. The following table provides information regarding these senior notes (Dollars in millions):

		Fair Value [1] As of		Interest Expense			
				Three Months Ended June 30,		Six Months Ended June 30,	
	Aggregate Principal Amount	June 30, 2025	December 31, 2024	2025	2024	2025	2024
3.500% Senior Notes Due 9/19/2029 [2]	$ 425.0	**$ 412.4**	$ 401.2	**$ 3.9**	$ 3.9	**$ 7.7**	$ 7.7
5.625% Senior Notes Due 3/30/2043 [3]	600.0	**585.0**	589.5	**8.5**	8.5	**16.9**	16.9
5.650% Senior Notes Due 9/15/2048 [4]	350.0	**338.6**	338.1	**5.0**	5.0	**10.0**	10.0
				$ 17.4	$ 17.4	**$ 34.6**	$ 34.6

(1) Including accrued interest. Fair value is based on indicative quotes and the notes are classified as Level II within the fair value hierarchy.
(2) Issued in September 2019 at 99.841% of par.
(3) Issued $400.0 million in aggregate principal at 99.583% of par in March 2013. An additional $200.0 million in aggregate principal was issued at 104.315% of par in March 2014, and is treated as a single class with the outstanding $400.0 million in senior notes previously issued.
(4) Issued in September 2018 at 99.914% of par.

The issuers may redeem the senior notes, in whole at any time or in part from time to time, at a price equal to the greater of (i) 100% of the principal amount of the notes being redeemed and (ii) the sum of the present values of the remaining scheduled payments of principal and interest on any notes being redeemed discounted to the redemption date on a semiannual basis at the Treasury Rate plus 40 basis points (30 basis points in the case of the 3.500% senior notes), plus in each case accrued and unpaid interest on the principal amounts being redeemed.

Subordinated Notes

In May 2021, an indirect subsidiary of the Company issued $435.0 million aggregate principal amount of 4.625% Subordinated Notes due May 15, 2061 (the "Subordinated Notes"), on which interest is payable quarterly accruing from May 11, 2021. In June 2021, an additional $65.0 million aggregate principal amount of these Subordinated Notes were issued and are treated as a single series with the already outstanding $435.0 million aggregate principal amount. The Subordinated Notes are unsecured and subordinated obligations of the issuer, and are fully and unconditionally guaranteed (the "Guarantees"), jointly and severally, on a subordinated basis, by the Company, each of the Carlyle Holdings partnerships, and CG Subsidiary Holdings L.L.C., an indirect subsidiary of the Company (collectively, the "Guarantors"). The Consolidated Funds are not guarantors, and as such, the assets of the Consolidated Funds are not available to service the Subordinated Notes under the Guarantee. The Subordinated Notes may be redeemed at the issuer's option, in whole or in part, at any time and from time to time on or after June 15, 2026, prior to their stated maturity, at a redemption price equal to their principal amount plus any accrued and unpaid interest to, but excluding, the date of redemption. If interest due on the Subordinated Notes is deemed to no longer be deductible in the U.S., a "Tax Redemption Event," the Subordinated Notes may be redeemed, in whole, but not in part, within 120 days of the occurrence of such event at a redemption price equal to their principal amount plus accrued and unpaid interest to, but excluding, the date of redemption. In addition, the Subordinated Notes may be redeemed, in whole, but not in part, at any time prior to May 15, 2026, within 90 days of the rating agencies determining that the Subordinated Notes should no longer receive partial equity treatment pursuant to the rating agency's criteria, a "rating agency event," at a redemption price equal to 102% of their principal amount plus any accrued and unpaid interest to, but excluding, the date of redemption.

As of June 30, 2025 and December 31, 2024, the fair value of the Subordinated Notes was $335.0 million and $356.4 million, respectively. Fair value is based on active market quotes and the notes are classified as Level I within the fair value hierarchy. For both the three months ended June 30, 2025 and 2024, the Company incurred $5.9 million of interest expense on the Subordinated Notes. For both the six months ended June 30, 2025 and 2024, the Company incurred $11.8 million of interest expense on the Subordinated Notes.

Debt Covenants

The Company is subject to various financial covenants under its loan agreements including, among other items, maintenance of a minimum amount of management fee-earning assets. The Company is also subject to various non-financial covenants under its loan agreements and the indentures governing its senior notes. The Company was in compliance with all financial and non-financial covenants under its various loan agreements as of June 30, 2025.

Loans Payable of Consolidated Funds

Loans payable of Consolidated Funds primarily represent amounts due to holders of debt securities issued by the CLOs. As of June 30, 2025 and December 31, 2024, the following borrowings were outstanding (Dollars in millions):

	As of June 30, 2025			
	Borrowing Outstanding	**Fair Value**	**Weighted Average Interest Rate**	**Weighted Average Remaining Maturity in Years**
Senior secured notes	**$ 7,706.1**	**$ 7,657.1**	**5.51 %**	**9.93**
Subordinated notes	**320.2**	**265.9**	**N/A (2)**	**9.06**
Revolving credit facilities(1)	**133.1**	**133.1**	**6.80 %**	**3.72**
Total	**$ 8,159.4**	**$ 8,056.1**		

	As of December 31, 2024			
	Borrowing Outstanding	**Fair Value**	**Weighted Average Interest Rate**	**Weighted Average Remaining Maturity in Years**
Senior secured notes	$ 6,732.8	$ 6,598.8	5.72 %	9.18
Subordinated notes	229.9	210.3	N/A (2)	9.15
Revolving credit facilities(1)	55.1	55.1	7.01 %	4.53
Total	$ 7,017.8	$ 6,864.2		

(1) Fair Value as of June 30, 2025 and December 31, 2024 reflects the amortized cost of outstanding revolving credit balances which approximates fair value.
(2) The subordinated notes do not have contractual interest rates, but instead receive distributions from the excess cash flows of the CLOs.

Loans payable of the CLOs are collateralized by the assets held by the CLOs and the assets of one CLO may not be used to satisfy the liabilities of another. This collateral consisted of cash and cash equivalents, corporate loans, corporate bonds and other securities. As of June 30, 2025 and December 31, 2024, the fair value of the CLO assets was $9.2 billion and $7.9 billion, respectively.

7. Accrued Compensation and Benefits

Accrued compensation and benefits consist of the following:

	As of	
	June 30, 2025	December 31, 2024
	(Dollars in millions)	
Accrued performance allocations and incentive fee related compensation	**$ 5,081.0**	$ 4,819.7
Accrued bonuses	**189.2**	335.5
Realized performance allocations and incentive fee related compensation not yet paid	**214.5**	183.8
Other	**114.2**	107.6
Total	**$ 5,598.9**	$ 5,446.6

The following table presents realized and unrealized performance allocations and incentive fee related compensation:

	Three Months Ended June 30,		Six Months Ended June 30,	
	2025	2024	2025	2024
	(Dollars in millions)			
Realized	**$ 189.4**	$ 114.9	**$ 442.3**	$ 381.7
Unrealized	**254.2**	29.3	**172.7**	(310.3)
Total	**$ 443.6**	$ 144.2	**$ 615.0**	$ 71.4

8. Commitments and Contingencies

Capital Commitments

The Company and its unconsolidated affiliates have unfunded commitments totaling $4.0 billion as of June 30, 2025, of which approximately $3.4 billion is subscribed individually by senior Carlyle professionals, advisors and other professionals. In addition to these unfunded commitments, the Company may from time to time exercise its right to purchase additional interests in its investment funds that become available in the ordinary course of their operations.

Under the Carlyle Global Capital Markets platform, certain subsidiaries of the Company may act as an underwriter, syndicator or placement agent for security offerings and loan originations. The Company earns fees in connection with these activities and bears the risk of the sale of such securities and placement of such loans, which may be longer dated. As of June 30, 2025, the Company had no material commitments related to the origination and syndication of loans and securities under the Carlyle Global Capital Markets platform.

Guaranteed Loans

From time to time, the Company or its subsidiaries may enter into agreements to guarantee certain obligations of the investment funds related to, for example, credit facilities or equity commitments. Certain consolidated subsidiaries of the Company are the guarantors of revolving credit facilities for certain funds in the Carlyle AlpInvest segment. The guarantee is limited to the lesser of the total amount drawn under the credit facilities or the total of net asset value of the guarantor subsidiaries plus any uncalled capital of the applicable general partner. The outstanding balances are secured by uncalled capital commitments from the underlying funds and the Company believes the likelihood of any material funding under this guarantee to be remote. The Company had no material outstanding guarantees under the credit facilities as of June 30, 2025.

Additionally, as of June 30, 2025, certain consolidated subsidiaries of the Company are the guarantors of a credit agreement for a fund in the Carlyle AlpInvest segment, which is scheduled to expire in August 2025. The maximum potential amount to be funded under this guarantee is $25.0 million. The outstanding balances under the credit agreement are collateralized by the investments in the fund, and the Company believes the likelihood of any material funding under this guarantee to be remote.

Contingent Obligations (Giveback)

A liability for potential repayment of previously received performance allocations of $44.6 million at June 30, 2025 was shown as accrued giveback obligations in the condensed consolidated balance sheets, representing the giveback obligation that would need to be paid if the funds were liquidated at their current fair values at June 30, 2025. However, the ultimate giveback obligation, if any, generally is not paid until the end of a fund's life or earlier if the giveback becomes fixed and early payment is agreed upon by the fund's partners (see Note 2, Summary of Significant Accounting Policies). The Company had $11.5 million of unbilled receivables from former and current employees and senior Carlyle professionals as of June 30, 2025 related to giveback obligations. Any such receivables are collateralized by investments made by individual senior Carlyle professionals and employees in Carlyle-sponsored funds. In addition, $152.7 million have been withheld from distributions of carried interest to senior Carlyle professionals and employees for potential giveback obligations as of June 30, 2025. Such amounts are held on behalf of the respective current and former Carlyle employees to satisfy any givebacks they may owe and are held by entities not included in the accompanying condensed consolidated balance sheets. Current and former senior Carlyle professionals and employees are personally responsible for their giveback obligations. As of June 30, 2025, approximately $11.5 million of the Company's accrued giveback obligation is the responsibility of various current and former senior Carlyle professionals and other former limited partners of the Carlyle Holdings partnerships, and the net accrued giveback obligation attributable to the Company is $33.1 million.

If, at June 30, 2025, all of the investments held by the Company's Funds were deemed worthless, a possibility that management views as remote, the amount of realized and distributed carried interest subject to potential giveback would be $1.5 billion, on an after-tax basis where applicable, of which approximately $0.6 billion would be the responsibility of current and former senior Carlyle professionals.

Legal Matters

In the ordinary course of business, the Company is a party to litigation, investigations, inquiries, employment-related matters, disputes, and other potential claims. Certain of these matters are described below. The Company is not currently able to estimate the reasonably possible amount of loss or range of loss, in excess of amounts accrued, for the matters that have not been resolved. The Company does not believe it is probable that the outcome of any existing litigation, investigations, disputes, or other potential claims will materially affect the Company or these financial statements in excess of amounts accrued.

The Authentix Matter

Authentix, Inc. ("Authentix") was a majority-owned portfolio company in one of the Company's investment funds, Carlyle U.S. Growth Fund III, L.P. ("CGF III"). When Authentix was owned by CGF III, two of the Company's employees served on Authentix's board of directors. After a lengthy sale process, Authentix was sold for an aggregate sale price of $87.5 million. On August 7, 2020, certain of the former minority shareholders in Authentix filed suit in Delaware Chancery Court, alleging that the Authentix board of directors, CGF III, and the Company breached various fiduciary duties by agreeing to a sale of Authentix at an inopportune time and at a price that was too low. A trial before the Delaware Court of Chancery was completed in early February 2024, and a decision was rendered in favor of the Company and all other defendants on all claims on January 8, 2025. The plaintiffs appealed the decision to the Delaware Supreme Court on March 13, 2025. Oral argument is expected in October 2025.

The Tax Receivable Agreement Matter

The Company came into existence on January 1, 2020, when its predecessor, The Carlyle Group, L.P. (the "PTP"), converted from a partnership into a corporation (the "Conversion"). On July 29, 2022, an alleged stockholder of the Company, the City of Pittsburgh Comprehensive Municipal Trust Fund (the "Plaintiff"), filed suit in the Delaware Court of Chancery, alleging a direct claim against the Company for breach of its certificate of incorporation and a derivative claim on behalf of the Company against certain current and former officers and directors of the Company. Plaintiff challenges the receipt, by certain officers of the PTP and certain directors of the general partner of the PTP, of a right to cash payments associated with the elimination of a tax receivable agreement in connection with the Conversion. Plaintiff is seeking monetary damages, restitution, and an injunction preventing the Company from making any future cash payments for the elimination of the tax receivable agreement in connection with the Conversion. By virtue of the derivative nature of the primary claims (i.e., that the claims are aimed primarily at certain officers and directors), it is unlikely that the Company itself will pay material damage awards based on the Plaintiff's claims, although the Company is expected to incur legal defense fees to the extent not covered by insurance.

The Delaware Court issued a ruling on the defendant's motion to dismiss on April 24, 2024, dismissing some of the Plaintiff's claims but allowing most of the claims to proceed to discovery and possibly to trial. The Company intends to contest the direct claims vigorously, and the officer and director defendants intend to continue contesting the derivative claims vigorously.

General

The Company currently is and expects to continue to be, from time to time, subject to examinations, formal and informal inquiries, and investigations by various U.S. and non-U.S. governmental and regulatory agencies, including but not limited to, the SEC, Department of Justice, state attorneys general, FINRA, National Futures Association, and the U.K. Financial Conduct Authority. The Company routinely cooperates with such examinations, inquiries and investigations, and they may result in the commencement of civil, criminal, or administrative or other proceedings against the Company or its personnel.

It is not possible to predict the ultimate outcome of all pending investigations and legal proceedings and employment-related matters, and some of the matters discussed above involve claims for potentially large and/or indeterminate amounts of damages. Based on information known by management, management does not believe that as of the date of this filing the final resolutions of the matters above will have a material effect upon the Company's condensed consolidated financial statements. However, given the potentially large and/or indeterminate amounts of damages sought in certain of these matters and the inherent unpredictability of investigations and litigations, it is possible that an adverse outcome in certain matters could, from time to time, have a material effect on the Company's financial results in any particular period.

The Company accrues an estimated loss contingency liability when it is probable that such a liability has been incurred and the amount of the loss can be reasonably estimated. As of June 30, 2025, the Company had recorded liabilities aggregating to approximately $35 million for litigation-related contingencies, regulatory examinations and inquiries, and other matters. The Company evaluates its outstanding legal and regulatory proceedings and other matters each quarter to assess its loss contingency accruals, and makes adjustments in such accruals, upward or downward, as appropriate, based on management's best judgment after consultation with counsel. There is no assurance that the Company's accruals for loss contingencies will not need to be adjusted in the future or that, in light of the uncertainties involved in such matters, the ultimate resolution of these matters will not significantly exceed the accruals that the Company has recorded.

Indemnifications

In the normal course of business, the Company and its subsidiaries enter into contracts that contain a variety of representations and warranties and provide general indemnifications. The Company's maximum exposure under these arrangements is unknown as this would involve future claims that may be made against the Company that have not yet occurred. However, based on experience, the Company believes the risk of material loss to be remote.

In connection with the sale of the Company's interest in its local Brazilian management entity in August 2021, the Company provided a guarantee to the acquiring company of up to BRL 100.0 million ($18.4 million as of June 30, 2025) for liabilities arising from tax-related indemnifications. This guarantee, which will expire in August 2027, would only come into effect after all alternative remedies have been exhausted. The Company believes the likelihood of any material funding under this guarantee to be remote.

Risks and Uncertainties

Carlyle's funds seek investment opportunities that offer the possibility of attaining substantial capital appreciation. Certain events particular to each industry in which the underlying investees conduct their operations, as well as general economic, political, regulatory, and public health conditions, may have a significant negative impact on the Company's investments and profitability. The funds managed by the Company may also experience a slowdown in the deployment of capital, which could adversely affect the Company's ability to raise capital for new or successor funds and could also impact the management fees the Company earns on its carry funds and managed accounts, and/or result in the impairment of intangible assets and/or goodwill the case of the Company's acquired businesses. Such events are beyond the Company's control, and the likelihood that they may occur and the effect on the Company cannot be predicted.

Furthermore, certain of the funds' investments are made in private companies and there are generally no public markets for the underlying securities at the current time. The funds' ability to liquidate their publicly-traded investments are often subject to limitations, including discounts that may be required to be taken on quoted prices due to the number of shares being sold. The funds' ability to liquidate their investments and realize value is subject to significant limitations and uncertainties, including among others currency fluctuations and natural disasters.

The Company and the funds make investments outside of the United States. Investments outside the United States may be subject to less developed bankruptcy, corporate, partnership and other laws (which may have the effect of disregarding or otherwise circumventing the limited liability structures potentially causing the actions or liabilities of one fund or a portfolio company to adversely impact the Company or an unrelated fund or portfolio company). Non-U.S. investments are subject to the same risks associated with the Company's U.S. investments as well as additional risks, such as fluctuations in foreign currency exchange rates, unexpected changes in regulatory requirements, heightened risk of political and economic instability, difficulties in managing non-U.S. investments, potentially adverse tax consequences and the burden of complying with a wide variety of foreign laws.

Furthermore, Carlyle is exposed to economic risk concentrations related to certain large investments as well as concentrations of investments in certain industries and geographies.

Additionally, the Company encounters credit risk. Credit risk is the risk of default by a counterparty in the Company's investments in debt securities, loans, leases and derivatives that result from a borrower's, lessee's or derivative counterparty's inability or unwillingness to make required or expected payments. The Company is subject to credit risk should a financial institution be unable to fulfill its obligations.

The Company considers cash, cash equivalents, securities, receivables, principal equity method investments, accounts payable, accrued expenses, other liabilities, loans, senior notes, assets and liabilities of Consolidated Funds and contingent and other consideration for acquisitions to be its financial instruments. Except for the senior notes, subordinated notes and compensatory contingent and other consideration for acquisitions, the carrying amounts reported in the condensed consolidated balance sheets for these financial instruments equal or closely approximate their fair values. The fair value of the senior and subordinated notes is disclosed in Note 6, Borrowings.

9. Related Party Transactions

Due from Affiliates and Other Receivables, Net

The Company had the following due from affiliates and other receivables at June 30, 2025 and December 31, 2024:

	As of	
	June 30, 2025	December 31, 2024
	(Dollars in millions)	
Accrued incentive fees	**$ 40.1**	$ 33.7
Unbilled receivable for giveback obligations from current and former employees	**11.5**	11.5
Notes receivable and accrued interest from affiliates	**36.6**	46.2
Management fee receivable, net	**285.1**	296.4
Reimbursable expenses and other receivables from unconsolidated funds and affiliates, net	**422.2**	417.8
Total	**$ 795.5**	$ 805.6

Reimbursable expenses and other receivables from certain of the unconsolidated funds and portfolio companies relate to advisory fees receivable and expenses paid on behalf of these entities. These costs generally represent costs related to the pursuit of actual or proposed investments, professional fees, and expenses associated with the acquisition, holding and disposition of the investments. The affiliates are obligated at the discretion of the Company to reimburse the expenses. Based on management's determination, the Company accrues and charges interest on amounts due from affiliate accounts at interest rates ranging up to 7.02% as of June 30, 2025. The accrued and charged interest to the affiliates was not significant for any period presented.

Notes receivable includes loans that the Company has provided to certain unconsolidated funds to meet short-term obligations to purchase investments. Notes receivable as of June 30, 2025 and December 31, 2024 also include interest-bearing loans of $19.6 million and $22.8 million, respectively, to certain eligible Carlyle employees, which excludes Section 16 officers and other members of senior management, to finance their investments in certain Carlyle sponsored funds. These advances accrue interest at the WSJ Prime Rate minus 1.00% floating with a floor rate of 3.50% (6.50% as of June 30, 2025) and are collateralized by each borrower's interest in the Carlyle sponsored funds.

These receivables are assessed regularly for collectability. Management fee receivable amounts determined to be uncollectible are recorded as a reduction in revenue in the condensed consolidated statements of operations. For all other receivables, amounts determined to be uncollectible are charged directly to general, administrative and other expenses in the condensed consolidated statements of operations. A corresponding allowance for doubtful accounts is recorded and such amounts were not significant for any period presented.

Due to Affiliates

The Company had the following due to affiliates balances at June 30, 2025 and December 31, 2024:

	As of	
	June 30, 2025	**December 31, 2024**
	(Dollars in millions)	
Due to affiliates of Consolidated Funds	**$ 5.7**	$ 5.3
Due to non-consolidated affiliates	**91.6**	134.1
Amounts owed under the tax receivable agreement	**71.6**	77.2
Other	**30.0**	25.3
Total	**$ 198.9**	$ 241.9

The Company has recorded obligations for amounts due to certain of its affiliates. The Company periodically offsets expenses it has paid on behalf of its affiliates against these obligations.

In connection with the Company's initial public offering, the Company entered into a tax receivable agreement with the limited partners of the Carlyle Holdings partnerships whereby certain subsidiaries of the Partnership agreed to pay to the limited partners of the Carlyle Holdings partnerships involved in any exchange transaction 85% of the amount of cash tax savings, if any, in U.S. federal, state and local income tax realized as a result of increases in tax basis resulting from exchanges of Carlyle Holdings Partnership units for common units of The Carlyle Group L.P.

Other Related Party Transactions

Aircraft Transactions

Entities controlled by our co-founders own aircraft that may be used for the Company's business in the ordinary course of its operations. The hourly rates that the Company pays for the use of these aircraft are based on current market rates for chartering private aircraft of the same type. For the three and six months ended June 30, 2025, the Company incurred $0.6 million and $1.0 million, respectively, for the use of these aircraft, all of which was paid directly to the manager of the aircraft and a significant portion of which ultimately was paid to or for the benefit of certain co-founders.

BDC Preferred Shares

On May 5, 2020, the Company purchased 2,000,000 of the BDC Preferred Shares from CGBD in a private placement at a price of $25 per share. Prior to the Exchange, as discussed below, dividends were payable on a quarterly basis in an initial amount equal to 7.0% per annum payable in cash, or, at CGBD's option, 9.0% per annum payable in additional BDC Preferred Shares. The BDC Preferred Shares were convertible at the Company's option, in whole or in part, into the number of shares of common stock equal to $25 per share plus any accumulated but unpaid dividends divided by an initial conversion price of $9.50 per share, subject to certain adjustments.

In August 2024, to facilitate a merger between CGBD and another Carlyle-advised BDC (the "Merger"), the Company agreed to exchange its 2,000,000 preferred shares into newly issued common shares of CGBD at a price equal to the net asset value per common share on the date of completion of the Merger (the "Exchange"). The Merger and the Exchange were completed on March 27, 2025, and the Company exchanged its preferred shares for 3,004,808 newly issued common shares of CGBD based on the net asset value of $16.64 per common share of CGBD on that date. The preferred shares were cancelled following the completion of the Exchange. The newly issued common shares of CGBD are subject to a tiered lock-up agreement with a restriction period that expires in three equal tranches of the common shares over a period of two years and are recorded at fair value using Level I inputs based on the CGBD common share price.

The Company received the final dividend distribution related to its BDC Preferred Shares in the first quarter of 2025. For the three months ended June 30, 2024, the Company recorded dividend income from the BDC Preferred Shares of $0.9 million. For the six months ended June 30, 2025 and 2024, the Company recorded dividend income from the BDC Preferred Shares of $0.8 million and $1.8 million, respectively. This was included in Interest and other income in the condensed consolidated statements of operations. The Company's investment in the BDC Preferred Shares, which was recorded at fair value using Level III inputs based on the estimated conversion value, was $53.4 million as of December 31, 2024, and was included in Investments, including accrued performance allocations, in the condensed consolidated balance sheets.

Other Transactions

Senior Carlyle professionals and employees are permitted to participate in co-investment entities that invest in Carlyle funds or alongside Carlyle funds. In many cases, participation is limited by law to individuals who qualify under applicable legal requirements. These co-investment entities generally do not require senior Carlyle professionals and employees to pay management or performance allocations, however, Carlyle professionals and employees are required to pay their portion of partnership expenses.

Carried interest income from certain funds can be distributed to senior Carlyle professionals and employees on a current basis, but is subject to repayment by the subsidiary of the Company that acts as general partner of the fund in the event that certain specified return thresholds are not ultimately achieved. The senior Carlyle professionals and certain other investment professionals have personally guaranteed, subject to certain limitations, the obligation of these subsidiaries in respect of this general partner obligation. Such guarantees are several and not joint and are limited to a particular individual's distributions received.

The Company does business with some of its portfolio companies; all such arrangements are on a negotiated basis.

Substantially all revenue is earned from affiliates of Carlyle.

10. Income Taxes

	Three Months Ended June 30,		Six Months Ended June 30,	
	2025	2024	**2025**	2024
	(Dollars in millions)			
Provision for income taxes	**$ 112.5**	$ 69.5	**$ 124.9**	$ 91.4
Effective tax rate	**26 %**	32 %	**20 %**	27 %

The effective tax rate for the three months ended June 30, 2025 and 2024 primarily comprised the 21% U.S. federal corporate income tax rate, the impact of U.S. state and foreign income taxes, and disallowed executive compensation, offset by non-controlling interest. The effective tax rate for the three months ended June 30, 2024 also includes an increase related to other non-deductible expenses. The effective tax rate for the six months ended June 30, 2025 and 2024 primarily comprised the 21% U.S. federal corporate income tax rate, the impact of U.S. state and foreign income taxes, and disallowed executive compensation, primarily offset by equity-based compensation deductions and non-controlling interest. The effective tax rate for the six months ended June 30, 2024 also includes an increase related to other non-deductible expenses.

As of June 30, 2025 and December 31, 2024, the Company had federal, state, local and foreign taxes payable of $90.2 million and $46.2 million, respectively, which is recorded as a component of accounts payable, accrued expenses and other liabilities on the accompanying condensed consolidated balance sheets.

In the normal course of business, the Company is subject to examination by federal and certain state, local and foreign tax regulators. With a few exceptions, as of June 30, 2025, the Company's U.S. federal income tax returns for the years 2021 through 2023 are open under the normal three-year statute of limitations and therefore subject to examination. State and local tax returns are generally subject to audit from 2019 to 2023. Foreign tax returns are generally subject to audit from 2011 to 2024. Certain of the Company's affiliates are currently under audit by federal, state and foreign tax authorities.

The Company does not believe that the outcome of the audits will require it to record material reserves for uncertain tax positions or that the outcome will have a material impact on the condensed consolidated financial statements. The Company does not believe that it has any tax positions for which it is reasonably possible that the total amounts of unrecognized tax benefits will significantly increase or decrease within the next twelve months.

On August 16, 2022, the Inflation Reduction Act of 2022 (the "IRA") was signed into law. The IRA enacted a 15% CAMT on the "adjusted financial statement income" of certain large corporations, which became effective on January 1, 2023. The Company does not expect the IRA to have a material impact to its provision for income taxes given that any current year payments that would be made under CAMT would be permitted to be carried forward and used as credits in future years resulting in a deferred tax benefit. The Company will continue to monitor as additional guidance is released by U.S. Department of the Treasury, the Internal Revenue Service, and other standard-setting bodies.

In October 2021, the OECD introduced a 15% global minimum tax under the Pillar Two GloBE model rules. There are a number of key provisions under the rules that became effective in 2024 and others that will be phased in during 2025. Several OECD member countries have enacted the tax legislation based on certain elements of these rules that became effective on January 1, 2024, and additional countries have drafted or announced an intent to implement legislation. While Pillar Two has not had a material impact to the Company's provision for income taxes, the rules remain subject to significant negotiation and potential change, and the timing and ultimate impact of any such changes on our tax obligations are uncertain. The Company will continue to monitor as additional countries enact legislation, new parts of the regime come into force or additional guidance is released by the OECD and other standard-setting bodies.

On July 4, 2025, the One Big Beautiful Bill Act (the "OBBBA") was signed into law. The OBBBA extends several provisions from the 2017 Tax Cuts and Jobs Act along with other domestic and international corporate tax provisions. Under U.S. GAAP, the impact of OBBBA will be accounted for in the enactment period and will therefore be reflected in the Company's consolidated financial statements for the period ending September 30, 2025. The Company is currently evaluating but does not expect the OBBBA to have a material impact to its provision for income taxes.

11. Non-controlling Interests in Consolidated Entities

The components of the Company's non-controlling interests in consolidated entities are as follows:

	As of	
	June 30, 2025	**December 31, 2024**
	(Dollars in millions)	
Non-Carlyle interests in Consolidated Funds	**$ 454.4**	$ 407.1
Non-Carlyle interests in majority-owned subsidiaries	**402.3**	334.2
Non-controlling interest in carried interest, giveback obligations and cash held for carried interest distributions	**0.4**	(0.6)
Non-controlling interests in consolidated entities	**$ 857.1**	$ 740.7

The components of the Company's non-controlling interests in income of consolidated entities are as follows:

	Three Months Ended June 30,		Six Months Ended June 30,	
	2025	2024	2025	2024
	(Dollars in millions)			
Non-Carlyle interests in Consolidated Funds	**$ 13.9**	$ (4.3)	**$ 21.9**	$ 8.4
Non-Carlyle interests in majority-owned subsidiaries	**(5.3)**	5.4	**15.3**	25.9
Non-controlling interest in carried interest, giveback obligations and cash held for carried interest distributions	**(0.2)**	—	**(0.2)**	—
Non-controlling interests in income of consolidated entities	**$ 8.4**	$ 1.1	**$ 37.0**	$ 34.3

12. Earnings Per Common Share

Basic and diluted net income per common share are calculated as follows:

	Three Months Ended June 30, 2025		Six Months Ended June 30, 2025	
	Basic	Diluted	Basic	Diluted
Net income attributable to common shares	**$ 319,700,000**	**$ 319,700,000**	**$ 449,700,000**	**$ 449,700,000**
Weighted-average common shares outstanding	**360,359,241**	**366,967,197**	**359,914,229**	**366,654,517**
Net income per common share	**$ 0.89**	**$ 0.87**	**$ 1.25**	**$ 1.23**

	Three Months Ended June 30, 2024		Six Months Ended June 30, 2024	
	Basic	Diluted	Basic	Diluted
Net income attributable to common shares	$ 148,200,000	$ 148,200,000	$ 213,800,000	$ 213,800,000
Weighted-average common shares outstanding	358,317,151	366,896,000	359,612,699	368,119,801
Net income per common share	$ 0.41	$ 0.40	$ 0.59	$ 0.58

The weighted-average common shares outstanding, basic and diluted, are calculated as follows:

	Three Months Ended June 30, 2025		Six Months Ended June 30, 2025	
	Basic	Diluted	Basic	Diluted
The Carlyle Group Inc. weighted-average common shares outstanding	**360,359,241**	**360,359,241**	**359,914,229**	**359,914,229**
Unvested restricted stock units	**—**	**5,917,596**	**—**	**6,049,928**
Issuable common shares and performance-vesting restricted stock units	**—**	**690,360**	**—**	**690,360**
Weighted-average common shares outstanding	**360,359,241**	**366,967,197**	**359,914,229**	**366,654,517**

	Three Months Ended June 30, 2024		Six Months Ended June 30, 2024	
	Basic	Diluted	Basic	Diluted
The Carlyle Group Inc. weighted-average common shares outstanding	358,317,151	358,317,151	359,612,699	359,612,699
Unvested restricted stock units	—	7,872,625	—	7,302,954
Issuable common shares and performance-vesting restricted stock units	—	706,224	—	1,204,148
Weighted-average common shares outstanding	358,317,151	366,896,000	359,612,699	368,119,801

The Company applies the treasury stock method to determine the dilutive weighted-average common shares represented by the unvested restricted stock units. Also included in the determination of dilutive weighted-average common shares are issuable common shares associated with the Company's investment in NGP and performance-vesting restricted stock units.

13. Equity

Share Repurchase Program

The Board of Directors reset the total repurchase authorization of the Company's previously approved share repurchase program to $1.4 billion in shares of the Company's common stock, effective as of February 6, 2024. Under the share repurchase program, shares of the Company's common stock may be repurchased from time to time in open market transactions, in privately negotiated transactions, or otherwise, including through Rule 10b5-1 plans. The timing and actual number of shares of common stock repurchased will depend on a variety of factors, including legal requirements and price, economic, and market conditions. In addition to repurchases of common stock, the share repurchase program is used for the payment of tax withholding amounts upon net share settlement of equity-based awards granted pursuant to our Equity Incentive Plan or otherwise based on the value of shares withheld that would have otherwise been issued to the award holder. The share repurchase program may be suspended or discontinued at any time and does not have a specified expiration date. As of June 30, 2025, $572.0 million of repurchase capacity remained under the program, which reflects both common shares repurchased and shares retired in connection with the net share settlement of equity-based awards. The following table presents the Company's shares that have been repurchased or retired as a result of net share settlement of equity-based awards during the three and six months ended June 30, 2025 and 2024. Dollar amounts exclude the impact of excise taxes.

	Three Months Ended June 30,				Six Months Ended June 30,			
	2025		2024		2025		2024	
	Shares	$	Shares	$	Shares	$	Shares	$
					(Dollars in millions, except share data)			
Shares repurchased	**2,173,966**	**$ 100.0**	3,505,301	$ 150.0	**2,667,747**	**$ 125.0**	6,358,903	$ 280.6
Shares retired in connection with the net share settlement of equity-based awards	**92,001**	**3.6**	633,886	28.3	**2,927,355**	**155.1**	1,115,147	47.7
Total	**2,265,967**	**$ 103.6**	4,139,187	$ 178.3	**5,595,102**	**$ 280.1**	7,474,050	$ 328.3

Dividends

The table below presents information regarding the quarterly dividends on the common shares, which were made at the sole discretion of the Board of Directors of the Company.

Dividend Record Date	Dividend Payment Date	Dividend per Common Share	Dividend to Common Stockholders
		(Dollars in millions, except per share data)	
May 14, 2024	May 21, 2024	$ 0.35	$ 125.6
August 16, 2024	August 26, 2024	0.35	125.5
November 18, 2024	November 25, 2024	0.35	125.2
February 21, 2025	February 28, 2025	0.35	126.4
Total 2024 Dividend Year		$ 1.40	$ 502.7
May 19, 2025	May 27, 2025	$ 0.35	$ 126.3
August 18, 2025	August 28, 2025	0.35	126.6
Total 2025 Dividend Year (through Q2 2025)		$ 0.70	$ 252.9

The Board of Directors will take into account general economic and business conditions, as well as the Company's strategic plans and prospects, business and investment opportunities, financial condition and obligations, legal, tax and regulatory restrictions, other constraints on the payment of dividends by the Company to its common stockholders or by subsidiaries to the Company, and other such factors as the Board of Directors may deem relevant. In addition, the terms of the Company's credit facility provide certain limits on the Company's ability to pay dividends.

14. Equity-Based Compensation

The Carlyle Group Inc. Amended and Restated 2012 Equity Incentive Plan (the "Equity Incentive Plan," initially adopted in May 2012 and as most recently amended and restated on May 29, 2024) is a source of equity-based awards permitting the Company to grant to Carlyle employees, directors and consultants non-qualified options, share appreciation rights, common shares, restricted stock units and other awards based on the Company's shares of common stock. A total of 58,800,000 shares of common stock are authorized for the grant of awards under the Equity Incentive Plan, of which a total of 26,115,547 shares of the Company's common stock remain available for grant as of June 30, 2025.

A summary of the status of the Company's non-vested equity-based awards as of June 30, 2025 and a summary of changes for the six months ended June 30, 2025, are presented below:

Unvested Shares	Performance-Vesting Restricted Stock Units	Weighted-Average Grant Date Fair Value	Restricted Stock Units	Weighted-Average Grant Date Fair Value	Unvested Common Shares	Weighted-Average Grant Date Fair Value
Balance, December 31, 2024	16,940,150	$ 25.41	13,966,488	$ 37.97	458,906	$ 39.35
Granted [1]	420,548	$ 35.07	4,600,158	$ 55.70	171,891	$ 56.33
Vested [2]	5,362,679	$ 30.83	2,010,706	$ 32.21	—	$ —
Forfeited	359,053	$ 23.37	215,584	$ 40.64	—	$ —
Balance, June 30, 2025	11,638,966	$ 23.33	16,340,356	$ 43.64	630,797	$ 43.98

(1) Includes shares reserved for issuance upon settlement of dividend-equivalent rights carried by certain restricted stock units concurrently with the settlement of the restricted stock units for shares.

(2) Includes 2,927,355 shares that were retired in connection with the net share settlement of equity-based awards. The Company paid $155.1 million of taxes related to the net share settlement of equity-based awards during the six months ended June 30, 2025, which is included within financing activities in the condensed consolidated statements of cash flows.

The Company recorded equity-based compensation expense, net of forfeitures, for restricted stock units of $92.9 million and $125.2 million for the three months ended June 30, 2025 and 2024, respectively, with $18.1 million and $23.6 million of corresponding deferred tax benefits, respectively. The Company recorded equity-based compensation expense, net of forfeitures, for restricted stock units of $196.4 million and $233.5 million for the six months ended June 30, 2025 and 2024, respectively, with $36.7 million and $43.8 million of corresponding deferred tax benefits, respectively. As of June 30, 2025, the total unrecognized equity-based compensation expense related to unvested restricted stock units was $545.8 million, which is expected to be recognized over a weighted-average term of 2.0 years.

15. Segment Reporting

Carlyle conducts its operations through three reportable segments:

Global Private Equity – The Global Private Equity segment advises buyout, growth, real estate, and infrastructure & natural resources funds. The segment also includes the NGP Carry Funds advised by NGP.

Global Credit – The Global Credit segment advises funds and vehicles that pursue investment strategies including insurance solutions, liquid credit, opportunistic credit, direct lending, asset-backed finance, aviation finance, infrastructure credit, cross-platform credit products, and global capital markets.

Carlyle AlpInvest – The Carlyle AlpInvest segment advises global private equity programs that pursue secondary purchases and financing of existing portfolios, managed co-investment programs, and primary fund investments.

The Company's reportable business segments are differentiated by their various investment focuses and strategies. Overhead costs are generally allocated based on cash-based compensation and benefits expense for each segment. The Company's earnings from its investment in NGP are presented in the respective operating captions within the Global Private Equity segment.

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

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

Fee Related Earnings. Fee Related Earnings, or “FRE,” is a component of DE and is used to assess the ability of the business to cover base compensation and operating expenses from total fee revenues. FRE adjusts DE to exclude net realized performance revenues, realized principal investment income, and net interest (interest income less interest expense). Fee Related Earnings includes fee related performance revenues and related compensation expense. Fee related performance revenues represent the realized portion of performance revenues that are measured and received on a recurring basis, are not dependent on realization events, and which have no risk of giveback.

Asset information by segment is not disclosed because this information is not used by the CODM to make resource deployment decisions or evaluate the performance of the Company’s segments.

The Carlyle Group Inc.
Notes to the Condensed Consolidated Financial Statements
(Unaudited)

The following tables present the financial data for the Company’s three reportable segments for the three and six months ended June 30, 2025:

	Three Months Ended June 30, 2025			
	Global Private Equity	Global Credit	Carlyle AlpInvest	Total
	(Dollars in millions)			
Segment Revenues				
Fund level fee revenues				
Fund management fees	$ 302.4	$ 170.0	$ 117.2	$ 589.6
Portfolio advisory and transaction fees, net and other	6.9	41.0	—	47.9
Fee related performance revenues	—	28.6	10.1	38.7
Total fund level fee revenues	309.3	239.6	127.3	676.2
Realized performance revenues	244.7	5.1	10.0	259.8
Realized principal investment income	12.4	12.0	9.1	33.5
Interest income	5.5	7.0	2.0	14.5
Total revenues	571.9	263.7	148.4	984.0
Segment Expenses				
Compensation and benefits				
Cash-based compensation and benefits	108.4	88.2	37.2	233.8
Realized performance revenues related compensation	160.9	3.1	8.1	172.1
Total compensation and benefits	269.3	91.3	45.3	405.9
General, administrative, and other indirect expenses[1]	50.3	36.2	19.8	106.3
Depreciation and amortization expense	7.0	3.8	2.0	12.8
Interest expense	13.4	11.5	3.1	28.0
Total expenses	340.0	142.8	70.2	553.0
(=) Distributable Earnings	**$ 231.9**	**$ 120.9**	**$ 78.2**	**$ 431.0**
(-) Realized Net Performance Revenues	83.8	2.0	1.9	87.7
(-) Realized Principal Investment Income	12.4	12.0	9.1	33.5
(+) Net Interest	7.9	4.5	1.1	13.5
(=) Fee Related Earnings	**$ 143.6**	**$ 111.4**	**$ 68.3**	**$ 323.3**

The Carlyle Group Inc.
Notes to the Condensed Consolidated Financial Statements
(Unaudited)

	Six Months Ended June 30, 2025			
	Global Private Equity	Global Credit	Carlyle AlpInvest	Total
	(Dollars in millions)			
Segment Revenues				
Fund level fee revenues				
Fund management fees	$ 585.4	$ 309.6	$ 220.1	$ 1,115.1
Portfolio advisory and transaction fees, net and other	21.4	104.4	—	125.8
Fee related performance revenues	—	57.4	20.8	78.2
Total fund level fee revenues	606.8	471.4	240.9	1,319.1
Realized performance revenues	561.8	18.4	34.7	614.9
Realized principal investment income	27.5	17.5	18.5	63.5
Interest income	11.5	14.0	4.2	29.7
Total revenues	1,207.6	521.3	298.3	2,027.2
Segment Expenses				
Compensation and benefits				
Cash-based compensation and benefits	209.1	177.2	71.5	457.8
Realized performance revenues related compensation	361.3	11.0	27.5	399.8
Total compensation and benefits	570.4	188.2	99.0	857.6
General, administrative, and other indirect expenses(1)	99.0	71.2	31.7	201.9
Depreciation and amortization expense	13.9	7.7	3.9	25.5
Interest expense	26.8	22.8	6.2	55.8
Total expenses	710.1	289.9	140.8	1,140.8
(=) Distributable Earnings	**$ 497.5**	**$ 231.4**	**$ 157.5**	**$ 886.4**
(-) Realized Net Performance Revenues	200.5	7.4	7.2	215.1
(-) Realized Principal Investment Income	27.5	17.5	18.5	63.5
(+) Net Interest	15.3	8.8	2.0	26.1
(=) Fee Related Earnings	**$ 284.8**	**$ 215.3**	**$ 133.8**	**$ 633.9**

(1) General, administrative, and other indirect expenses primarily comprised professional fees, rent and other office expenses, IT expenses, travel and entertainment expenses, and fundraising costs.

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The following tables present the financial data for the Company's three reportable segments for the three and six months ended June 30, 2024:

	Three Months Ended June 30, 2024			
	Global Private Equity	Global Credit	Carlyle AlpInvest	Total
	(Dollars in millions)			
Segment Revenues				
Fund level fee revenues				
Fund management fees	$ 305.2	$ 140.8	$ 79.5	$ 525.5
Portfolio advisory and transaction fees, net and other	3.8	25.0	0.1	28.9
Fee related performance revenues	3.2	28.0	1.9	33.1
Total fund level fee revenues	312.2	193.8	81.5	587.5
Realized performance revenues	129.7	6.9	19.9	156.5
Realized principal investment income	6.8	19.2	0.6	26.6
Interest income	6.5	10.1	1.7	18.3
Total revenues	455.2	230.0	103.7	788.9
Segment Expenses				
Compensation and benefits				
Cash-based compensation and benefits	103.9	74.0	27.4	205.3
Realized performance revenues related compensation	81.4	4.3	15.1	100.8
Total compensation and benefits	185.3	78.3	42.5	306.1
General, administrative, and other indirect expenses[(1)]	50.2	35.3	12.4	97.9
Depreciation and amortization expense	6.5	3.2	1.6	11.3
Interest expense	14.1	13.4	2.9	30.4
Total expenses	256.1	130.2	59.4	445.7
(=) Distributable Earnings	**$ 199.1**	**$ 99.8**	**$ 44.3**	**$ 343.2**
(-) Realized Net Performance Revenues	48.3	2.6	4.8	55.7
(-) Realized Principal Investment Income	6.8	19.2	0.6	26.6
(+) Net Interest	7.6	3.3	1.2	12.1
(=) Fee Related Earnings	**$ 151.6**	**$ 81.3**	**$ 40.1**	**$ 273.0**

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	Six Months Ended June 30, 2024			
	Global Private Equity	Global Credit	Carlyle AlpInvest	Total
	(Dollars in millions)			
Segment Revenues				
Fund level fee revenues				
Fund management fees	$ 609.8	$ 277.7	$ 153.6	$ 1,041.1
Portfolio advisory and transaction fees, net and other	10.9	44.6	0.1	55.6
Fee related performance revenues	6.9	52.2	3.1	62.2
Total fund level fee revenues	627.6	374.5	156.8	1,158.9
Realized performance revenues	503.5	7.5	43.3	554.3
Realized principal investment income	25.7	33.0	1.6	60.3
Interest income	14.1	20.8	3.5	38.4
Total revenues	1,170.9	435.8	205.2	1,811.9
Segment Expenses				
Compensation and benefits				
Cash-based compensation and benefits	213.2	150.8	55.6	419.6
Realized performance revenues related compensation	315.7	4.6	36.3	356.6
Total compensation and benefits	528.9	155.4	91.9	776.2
General, administrative, and other indirect expenses[(1)]	88.8	64.9	23.9	177.6
Depreciation and amortization expense	12.9	6.3	3.2	22.4
Interest expense	28.1	27.3	5.8	61.2
Total expenses	658.7	253.9	124.8	1,037.4
(=) Distributable Earnings	**$ 512.2**	**$ 181.9**	**$ 80.4**	**$ 774.5**
(-) Realized Net Performance Revenues	187.8	2.9	7.0	197.7
(-) Realized Principal Investment Income	25.7	33.0	1.6	60.3
(+) Net Interest	14.0	6.5	2.3	22.8
(=) Fee Related Earnings	**$ 312.7**	**$ 152.5**	**$ 74.1**	**$ 539.3**

(1) General, administrative, and other indirect expenses primarily comprised professional fees, rent and other office expenses, IT expenses, travel and entertainment expenses, and fundraising costs.

The following tables reconcile the Total Segments to the Company's Income (Loss) Before Provision for Taxes for the three months ended June 30, 2025 and 2024:

	Three Months Ended June 30, 2025				
	Total Reportable Segments	Consolidated Funds	Reconciling Items		Carlyle Consolidated
	(Dollars in millions)				
Revenues	**$ 984.0**	**$ 163.0**	**$ 425.9**	**(a)**	**$ 1,572.9**
Expenses	**$ 553.0**	**$ 178.5**	**$ 447.6**	**(b)**	**$ 1,179.1**
Other income (loss)	**$ —**	**$ 46.8**	**$ —**	**(c)**	**$ 46.8**
Distributable earnings	**$ 431.0**	**$ 31.3**	**$ (21.7)**	**(d)**	**$ 440.6**

	Three Months Ended June 30, 2024				
	Total Reportable Segments	Consolidated Funds	Reconciling Items		Carlyle Consolidated
	(Dollars in millions)				
Revenues	$ 788.9	$ 165.6	$ 115.2	(a)	$ 1,069.7
Expenses	$ 445.7	$ 164.5	$ 235.6	(b)	$ 845.8
Other income (loss)	$ —	$ (5.1)	$ —	(c)	$ (5.1)
Distributable earnings	$ 343.2	$ (4.0)	$ (120.4)	(d)	$ 218.8

The following tables reconcile the Total Segments to the Company's Income (Loss) Before Provision for Taxes for the six months ended June 30, 2025 and 2024.

	Six Months Ended June 30, 2025				
	Total Reportable Segments	Consolidated Funds	Reconciling Items		Carlyle Consolidated
	(Dollars in millions)				
Revenues	**$ 2,027.2**	**$ 296.4**	**$ 222.4**	**(a)**	**$ 2,546.0**
Expenses	**$ 1,140.8**	**$ 309.3**	**$ 537.2**	**(b)**	**$ 1,987.3**
Other income (loss)	**$ —**	**$ 52.9**	**$ —**	**(c)**	**$ 52.9**
Distributable earnings	**$ 886.4**	**$ 40.0**	**$ (314.8)**	**(d)**	**$ 611.6**

	Six Months Ended June 30, 2024				
	Total Reportable Segments	Consolidated Funds	Reconciling Items		Carlyle Consolidated
	(Dollars in millions)				
Revenues	$ 1,811.9	$ 330.5	$ (384.3)	(a)	$ 1,758.1
Expenses	$ 1,037.4	$ 304.0	$ 65.1	(b)	$ 1,406.5
Other income (loss)	$ —	$ (12.1)	$ —	(c)	$ (12.1)
Distributable earnings	$ 774.5	$ 14.4	$ (449.4)	(d)	$ 339.5

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

	Three Months Ended June 30,		Six Months Ended June 30,	
	2025	2024	2025	2024
	(Dollars in millions)			
Unrealized performance and fee related performance revenues	**$ 331.0**	$ 47.4	**$ 133.7**	$ (474.2)
Unrealized principal investment income (loss)	**25.5**	48.1	**42.5**	52.5
Adjustments related to expenses associated with investments in NGP Management and its affiliates	**(12.4)**	(3.8)	**(108.5)**	(7.0)
Non-controlling interests and other adjustments to present certain costs on a net basis	**106.8**	36.2	**197.8**	77.7
Elimination of revenues of Consolidated Funds	**(25.0)**	(12.7)	**(43.1)**	(33.3)
	$ 425.9	$ 115.2	**$ 222.4**	$ (384.3)

The following table reconciles the total segments fund level fee revenue to the most directly comparable U.S. GAAP measure, the Company's consolidated fund management fees, for the three and six months ended June 30, 2025 and 2024.

	Three Months Ended June 30,		Six Months Ended June 30,	
	2025	2024	2025	2024
	(Dollars in millions)			
Total Reportable Segments - Fund level fee revenues	**$ 676.2**	$ 587.5	**$ 1,319.1**	$ 1,158.9
Adjustments(1)	**(55.8)**	(53.1)	**(112.6)**	(100.9)
Carlyle Consolidated - Fund management fees	**$ 620.4**	$ 534.4	**$ 1,206.5**	$ 1,058.0

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

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

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	Three Months Ended June 30,		Six Months Ended June 30,	
	2025	2024	2025	2024
	(Dollars in millions)			
Unrealized performance and fee related performance revenue compensation expense	**$ 206.7**	$ 32.2	**$ 99.4**	$ (296.2)
Equity-based compensation	**96.4**	127.4	**201.1**	238.4
Acquisition or disposition-related charges and amortization of intangibles and impairment	**48.3**	33.3	**170.5**	66.1
Tax (expense) benefit associated with certain foreign performance revenues related compensation	**(0.1)**	(0.2)	**(0.1)**	(1.2)
Non-controlling interests and other adjustments to present certain costs on a net basis	**99.9**	27.0	**74.2**	44.8
Other adjustments	**4.0**	28.3	**17.1**	40.5
Elimination of expenses of Consolidated Funds	**(7.6)**	(12.4)	**(25.0)**	(27.3)
	$ 447.6	$ 235.6	**$ 537.2**	$ 65.1

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

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

	Three Months Ended June 30,		Six Months Ended June 30,	
	2025	2024	2025	2024
	(Dollars in millions)			
Income (loss) before provision for income taxes	**$ 440.6**	$ 218.8	**$ 611.6**	$ 339.5
Adjustments:				
Net unrealized performance and fee related performance revenues	**(124.3)**	(15.2)	**(34.3)**	178.0
Unrealized principal investment (income) loss	**(25.5)**	(48.1)	**(42.5)**	(52.5)
Equity-based compensation(1)	**96.4**	127.4	**201.1**	238.4
Acquisition or disposition-related charges, including amortization of intangibles and impairment	**48.3**	33.3	**170.5**	66.1
Tax (expense) benefit associated with certain foreign performance revenues	**(0.1)**	(0.2)	**(0.1)**	(1.2)
Net income attributable to non-controlling interests in consolidated entities	**(8.4)**	(1.1)	**(37.0)**	(34.3)
Other adjustments(2)	**4.0**	28.3	**17.1**	40.5
Distributable Earnings	**$ 431.0**	$ 343.2	**$ 886.4**	$ 774.5
Realized performance revenues, net of related compensation(3)	**87.7**	55.7	**215.1**	197.7
Realized principal investment income(3)	**33.5**	26.6	**63.5**	60.3
Net interest	**13.5**	12.1	**26.1**	22.8
Fee Related Earnings	**$ 323.3**	$ 273.0	**$ 633.9**	$ 539.3

(1) Equity-based compensation for the three and six months ended June 30, 2025 and 2024 included amounts that are presented in principal investment income and general, administrative and other expenses in the Company's condensed consolidated statements of operations.

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

(3) See reconciliation to most directly comparable U.S. GAAP measure below:

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	Three Months Ended June 30, 2025		
	Carlyle Consolidated	Adjustments (4)	Total Reportable Segments
	(Dollars in millions)		
Performance revenues	$ 638.8	$ (379.0)	$ 259.8
Performance revenues related compensation expense	443.6	(271.5)	172.1
Net performance revenues	$ 195.2	$ (107.5)	$ 87.7
Principal investment income (loss)	$ 55.2	$ (21.7)	$ 33.5

	Six Months Ended June 30, 2025		
	Carlyle Consolidated	Adjustments (4)	Total Reportable Segments
	(Dollars in millions)		
Performance revenues	$ 861.7	$ (246.8)	$ 614.9
Performance revenues related compensation expense	615.0	(215.2)	399.8
Net performance revenues	$ 246.7	$ (31.6)	$ 215.1
Principal investment income (loss)	$ (7.9)	$ 71.4	$ 63.5

	Three Months Ended June 30, 2024		
	Carlyle Consolidated	Adjustments (4)	Total Reportable Segments
	(Dollars in millions)		
Performance revenues	$ 198.2	$ (41.7)	$ 156.5
Performance revenues related compensation expense	144.2	(43.4)	100.8
Net performance revenues	$ 54.0	$ 1.7	$ 55.7
Principal investment income (loss)	$ 88.1	$ (61.5)	$ 26.6

	Six Months Ended June 30, 2024		
	Carlyle Consolidated	Adjustments (4)	Total Reportable Segments
	(Dollars in millions)		
Performance revenues	$ 41.2	$ 513.1	$ 554.3
Performance revenues related compensation expense	71.4	285.2	356.6
Net performance revenues	$ (30.2)	$ 227.9	$ 197.7
Principal investment income (loss)	$ 161.2	$ (100.9)	$ 60.3

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

16. Subsequent Events

In July, the Company’s Board of Directors declared a quarterly dividend of $0.35 per share of common stock to common stockholders of record at the close of business on August 18, 2025, payable on August 28, 2025.

17. Supplemental Financial Information

The following supplemental financial information illustrates the consolidating effects of the Consolidated Funds on the Company’s financial position as of June 30, 2025 and December 31, 2024 and results of operations for the three and six months ended June 30, 2025 and 2024. The supplemental statement of cash flows is presented without effects of the Consolidated Funds.

	As of June 30, 2025			
	Consolidated Operating Entities	Consolidated Funds	Eliminations	Consolidated
	(Dollars in millions)			
Assets				
Cash and cash equivalents	$ 1,275.8	$ —	$ —	$ 1,275.8
Cash and cash equivalents held at Consolidated Funds	—	463.1	—	463.1
Investments, including accrued performance allocations of $7,598.8	11,890.3	—	(687.2)	11,203.1
Investments of Consolidated Funds	—	9,857.5	—	9,857.5
Due from affiliates and other receivables, net	1,097.9	—	(302.4)	795.5
Due from affiliates and other receivables of Consolidated Funds, net	—	247.8	—	247.8
Fixed assets, net	191.7	—	—	191.7
Lease right-of-use assets, net	351.1	—	—	351.1
Deposits and other	81.4	1.5	—	82.9
Intangible assets, net	573.6	—	—	573.6
Deferred tax assets	25.7	—	—	25.7
Total assets	$ 15,487.5	$ 10,569.9	$ (989.6)	$ 25,067.8
Liabilities and equity				
Debt obligations	$ 2,155.3	$ —	$ —	$ 2,155.3
Loans payable of Consolidated Funds	—	8,350.3	(294.2)	8,056.1
Accounts payable, accrued expenses and other liabilities	439.5	—	—	439.5
Accrued compensation and benefits	5,598.9	—	—	5,598.9
Due to affiliates	193.2	5.7	—	198.9
Deferred revenue	204.0	—	—	204.0
Deferred tax liabilities	128.3	—	—	128.3
Other liabilities of Consolidated Funds	—	1,031.0	(0.1)	1,030.9
Lease liabilities	493.7	—	—	493.7
Accrued giveback obligations	44.6	—	—	44.6
Total liabilities	9,257.5	9,387.0	(294.3)	18,350.2
Common stock	3.6	—	—	3.6
Additional paid-in capital	4,096.4	715.7	(715.7)	4,096.4
Retained earnings	1,950.0	—	—	1,950.0
Accumulated other comprehensive loss	(222.7)	12.8	20.4	(189.5)
Non-controlling interests in consolidated entities	402.7	454.4	—	857.1
Total equity	6,230.0	1,182.9	(695.3)	6,717.6
Total liabilities and equity	$ 15,487.5	$ 10,569.9	$ (989.6)	$ 25,067.8

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	As of December 31, 2024			
	Consolidated Operating Entities	Consolidated Funds	Eliminations	Consolidated
	(Dollars in millions)			
Assets				
Cash and cash equivalents	$ 1,266.0	$ —	$ —	$ 1,266.0
Cash and cash equivalents held at Consolidated Funds	—	830.4	—	830.4
Investments, including accrued performance allocations of $7,053.5	11,324.1	—	(387.4)	10,936.7
Investments of Consolidated Funds	—	7,782.4	—	7,782.4
Due from affiliates and other receivables, net	1,111.0	—	(305.4)	805.6
Due from affiliates and other receivables of Consolidated Funds, net	—	237.1	—	237.1
Fixed assets, net	185.3	—	—	185.3
Lease right-of-use assets, net	341.4	—	—	341.4
Deposits and other	55.1	1.8	—	56.9
Intangible assets, net	634.1	—	—	634.1
Deferred tax assets	27.6	—	—	27.6
Total assets	$ 14,944.6	$ 8,851.7	$ (692.8)	$ 23,103.5
Liabilities and equity				
Debt obligations	$ 2,143.5	$ —	$ —	$ 2,143.5
Loans payable of Consolidated Funds	—	7,161.6	(297.4)	6,864.2
Accounts payable, accrued expenses and other liabilities	389.8	—	—	389.8
Accrued compensation and benefits	5,446.6	—	—	5,446.6
Due to affiliates	236.6	5.3	—	241.9
Deferred revenue	138.7	—	—	138.7
Deferred tax liabilities	137.0	—	—	137.0
Other liabilities of Consolidated Funds	—	861.7	(0.1)	861.6
Lease liabilities	488.6	—	—	488.6
Accrued giveback obligations	44.0	—	—	44.0
Total liabilities	9,024.8	8,028.6	(297.5)	16,755.9
Common stock	3.6	—	—	3.6
Additional paid-in capital	3,892.3	423.5	(423.5)	3,892.3
Retained earnings	2,040.8	—	—	2,040.8
Accumulated other comprehensive loss	(350.5)	(7.5)	28.2	(329.8)
Non-controlling interests in consolidated entities	333.6	407.1	—	740.7
Total equity	5,919.8	823.1	(395.3)	6,347.6
Total liabilities and equity	$ 14,944.6	$ 8,851.7	$ (692.8)	$ 23,103.5

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	Three Months Ended June 30, 2025			
	Consolidated Operating Entities	Consolidated Funds	Eliminations	Consolidated
	(Dollars in millions)			
Revenues				
Fund management fees	$ 628.0	$ —	$ (7.6)	$ 620.4
Incentive fees	40.9	—	(0.4)	40.5
Investment income				
Performance allocations	640.0	—	(1.2)	638.8
Principal investment income	66.2	—	(11.0)	55.2
Total investment income	706.2	—	(12.2)	694.0
Interest and other income	59.8	—	(4.8)	55.0
Interest and other income of Consolidated Funds	—	163.0	—	163.0
Total revenues	1,434.9	163.0	(25.0)	1,572.9
Expenses				
Compensation and benefits				
Cash-based compensation and benefits	238.4	—	—	238.4
Equity-based compensation	92.9	—	—	92.9
Performance allocations and incentive fee related compensation	443.6	—	—	443.6
Total compensation and benefits	774.9	—	—	774.9
General, administrative and other expenses	205.4	—	0.1	205.5
Interest	28.0	—	—	28.0
Interest and other expenses of Consolidated Funds	—	178.5	(7.7)	170.8
Other non-operating income	(0.1)	—	—	(0.1)
Total expenses	1,008.2	178.5	(7.6)	1,179.1
Other income (loss)				
Net investment income of Consolidated Funds	—	46.8	—	46.8
Income before provision for income taxes	426.7	31.3	(17.4)	440.6
Provision for income taxes	112.5	—	—	112.5
Net income	314.2	31.3	(17.4)	328.1
Net income (loss) attributable to non-controlling interests in consolidated entities	(5.5)	—	13.9	8.4
Net income attributable to The Carlyle Group Inc.	$ 319.7	$ 31.3	$ (31.3)	$ 319.7

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	Six Months Ended June 30, 2025			
	Consolidated Operating Entities	Consolidated Funds	Eliminations	Consolidated
	(Dollars in millions)			
Revenues				
Fund management fees	$ 1,222.4	$ —	$ (15.9)	$ 1,206.5
Incentive fees	84.2	—	(0.5)	83.7
Investment income				
Performance allocations	863.4	—	(1.7)	861.7
Principal investment income (loss)	5.7	—	(13.6)	(7.9)
Total investment income	869.1	—	(15.3)	853.8
Interest and other income	117.0	—	(11.4)	105.6
Interest and other income of Consolidated Funds	—	296.4	—	296.4
Total revenues	2,292.7	296.4	(43.1)	2,546.0
Expenses				
Compensation and benefits				
Cash-based compensation and benefits	456.8	—	—	456.8
Equity-based compensation	196.4	—	—	196.4
Performance allocations and incentive fee related compensation	615.0	—	—	615.0
Total compensation and benefits	1,268.2	—	—	1,268.2
General, administrative and other expenses	379.1	—	—	379.1
Interest	55.8	—	—	55.8
Interest and other expenses of Consolidated Funds	—	309.3	(25.0)	284.3
Other non-operating income	(0.1)	—	—	(0.1)
Total expenses	1,703.0	309.3	(25.0)	1,987.3
Other income (loss)				
Net investment income of Consolidated Funds	—	52.9	—	52.9
Income before provision for income taxes	589.7	40.0	(18.1)	611.6
Provision for income taxes	124.9	—	—	124.9
Net income	464.8	40.0	(18.1)	486.7
Net income attributable to non-controlling interests in consolidated entities	15.1	—	21.9	37.0
Net income attributable to The Carlyle Group Inc.	$ 449.7	$ 40.0	$ (40.0)	$ 449.7

	Three Months Ended June 30, 2024			
	Consolidated Operating Entities	Consolidated Funds	Eliminations	Consolidated
	(Dollars in millions)			
Revenues				
Fund management fees	$ 540.8	$ —	$ (6.4)	$ 534.4
Incentive fees	31.6	—	(0.3)	31.3
Investment income				
Performance allocations	197.3	—	0.9	198.2
Principal investment income	90.8	—	(2.7)	88.1
Total investment income	288.1	—	(1.8)	286.3
Interest and other income	56.3	—	(4.2)	52.1
Interest and other income of Consolidated Funds	—	165.6	—	165.6
Total revenues	916.8	165.6	(12.7)	1,069.7
Expenses				
Compensation and benefits				
Cash-based compensation and benefits	206.3	—	—	206.3
Equity-based compensation	125.2	—	—	125.2
Performance allocations and incentive fee related compensation	144.2	—	—	144.2
Total compensation and benefits	475.7	—	—	475.7
General, administrative and other expenses	187.9	—	—	187.9
Interest	30.4	—	—	30.4
Interest and other expenses of Consolidated Funds	—	164.5	(12.4)	152.1
Other non-operating income	(0.3)	—	—	(0.3)
Total expenses	693.7	164.5	(12.4)	845.8
Other income (loss)				
Net investment loss of Consolidated Funds	—	(5.1)	—	(5.1)
Income (loss) before provision for income taxes	223.1	(4.0)	(0.3)	218.8
Provision for income taxes	69.5	—	—	69.5
Net income (loss)	153.6	(4.0)	(0.3)	149.3
Net income attributable to non-controlling interests in consolidated entities	5.4	—	(4.3)	1.1
Net income (loss) attributable to The Carlyle Group Inc.	$ 148.2	$ (4.0)	$ 4.0	$ 148.2

The Carlyle Group Inc.
Notes to the Condensed Consolidated Financial Statements
(Unaudited)

	Six Months Ended June 30, 2024			
	Consolidated Operating Entities	Consolidated Funds	Eliminations	Consolidated
	(Dollars in millions)			
Revenues				
Fund management fees	$ 1,071.0	$ —	$ (13.0)	$ 1,058.0
Incentive fees	57.8	—	(0.3)	57.5
Investment income				
Performance allocations	41.5	—	(0.3)	41.2
Principal investment income	170.4	—	(9.2)	161.2
Total investment income	211.9	—	(9.5)	202.4
Interest and other income	120.2	—	(10.5)	109.7
Interest and other income of Consolidated Funds	—	330.5	—	330.5
Total revenues	1,460.9	330.5	(33.3)	1,758.1
Expenses				
Compensation and benefits				
Cash-based compensation and benefits	428.2	—	—	428.2
Equity-based compensation	233.5	—	—	233.5
Performance allocations and incentive fee related compensation	71.4	—	—	71.4
Total compensation and benefits	733.1	—	—	733.1
General, administrative and other expenses	335.6	—	—	335.6
Interest	61.2	—	—	61.2
Interest and other expenses of Consolidated Funds	—	304.0	(27.3)	276.7
Other non-operating income	(0.1)	—	—	(0.1)
Total expenses	1,129.8	304.0	(27.3)	1,406.5
Other income (loss)				
Net investment loss of Consolidated Funds	—	(12.1)	—	(12.1)
Income before provision for income taxes	331.1	14.4	(6.0)	339.5
Provision for income taxes	91.4	—	—	91.4
Net income	239.7	14.4	(6.0)	248.1
Net income attributable to non-controlling interests in consolidated entities	25.9	—	8.4	34.3
Net income attributable to The Carlyle Group Inc.	$ 213.8	$ 14.4	$ (14.4)	$ 213.8

The Carlyle Group Inc.
Notes to the Condensed Consolidated Financial Statements
(Unaudited)

	Six Months Ended June 30,	
	2025	2024
	(Dollars in millions)	
Cash flows from operating activities		
Net income	$ 464.8	$ 239.7
Adjustments to reconcile net income to net cash flows from operating activities:		
Depreciation and amortization	94.6	90.8
Equity-based compensation	196.4	233.5
Non-cash performance allocations and incentive fees	(252.4)	145.8
Non-cash principal investment (income) loss	33.5	(144.5)
Other non-cash amounts	36.8	(1.5)
Purchases of investments	(481.8)	(383.0)
Proceeds from the sale of investments	499.5	271.1
Payments of contingent consideration	(1.0)	(1.5)
Change in deferred taxes, net	(16.5)	(42.5)
Change in due from affiliates and other receivables	(16.5)	(19.7)
Change in deposits and other	(25.0)	(7.8)
Change in accounts payable, accrued expenses and other liabilities	39.1	37.1
Change in accrued compensation and benefits	(116.2)	(277.4)
Change in due to affiliates	23.6	(2.1)
Change in lease right-of-use assets and lease liabilities	(6.3)	(4.0)
Change in deferred revenue	57.6	(9.8)
Net cash provided by operating activities	530.2	124.2
Cash flows from investing activities		
Purchases of corporate treasury investments	—	(5.0)
Purchases of fixed assets, net	(34.2)	(31.9)
Net cash used in investing activities	(34.2)	(36.9)
Cash flows from financing activities		
Borrowings under credit facilities	—	10.4
Repayments under credit facilities	—	(10.4)
Payments on CLO borrowings	(40.1)	(36.0)
Proceeds from CLO borrowings, net of financing costs	15.1	—
Dividends to common stockholders	(252.7)	(252.3)
Payment of deferred consideration for Carlyle Holdings units	—	(68.8)
Contributions from non-controlling interest holders	91.4	116.4
Distributions to non-controlling interest holders	(48.6)	(45.6)
Common shares repurchased and net share settlement of equity-based awards	(280.1)	(328.3)
Change in due to/from affiliates financing activities	(0.5)	7.3
Net cash used in financing activities	(515.5)	(607.3)
Effect of foreign exchange rate changes	29.9	(5.0)
Increase (decrease) in cash, cash equivalents and restricted cash	10.4	(525.0)
Cash, cash equivalents and restricted cash, beginning of period	1,266.5	1,442.1
Cash, cash equivalents and restricted cash, end of period	$ 1,276.9	$ 917.1
Reconciliation of cash, cash equivalents and restricted cash, end of period:		
Cash and cash equivalents	$ 1,275.8	$ 914.8
Restricted cash	1.1	2.3
Total cash, cash equivalents and restricted cash, end of period	$ 1,276.9	$ 917.1
Cash and cash equivalents held at Consolidated Funds	$ 463.1	$ 1,047.5

Item 2. Management's Discussion and Analysis of Financial Condition and Results of Operations

Unless context suggests otherwise, references in this Quarterly Report on Form 10-Q to "Carlyle," the "Company," "we," "us," and "our" refer to The Carlyle Group Inc. and its consolidated subsidiaries. The following discussion and analysis should be read in conjunction with the consolidated financial statements and the related notes included in this Quarterly Report on Form 10-Q and the Annual Report on Form 10-K for the year ended December 31, 2024.

Overview

We are one of the world's largest global investment firms and deploy private capital across our business. We conduct our operations through three reportable segments: Global Private Equity, Global Credit, and Carlyle AlpInvest (formerly, Global Investment Solutions).

- *Global Private Equity* — Our Global Private Equity segment advises our buyout, growth, real estate, and infrastructure & natural resources funds. The segment also includes the NGP Carry Funds advised by NGP. As of June 30, 2025, our Global Private Equity segment had $165 billion in AUM and $102 billion in Fee-earning AUM.

- *Global Credit* — Our Global Credit segment advises funds and vehicles that pursue investment strategies including insurance solutions, liquid credit, opportunistic credit, direct lending, asset-backed finance, aviation finance, infrastructure credit, cross-platform credit products, and global capital markets. As of June 30, 2025, our Global Credit segment had $203 billion in AUM and $163 billion in Fee-earning AUM.

- *Carlyle AlpInvest* — Our Carlyle AlpInvest segment advises global private equity programs that pursue secondary purchases and financing of existing portfolios, managed co-investment programs, and primary fund investments. As of June 30, 2025, our Carlyle AlpInvest segment had $97 billion in AUM and $60 billion in Fee-earning AUM.

We earn management fees pursuant to contractual arrangements with the investment funds that we manage and fees for transaction advisory and oversight services provided to portfolio companies of these funds. We also typically receive a performance fee from an investment fund, which may be either an incentive fee or a special residual allocation of income, which we refer to as a performance allocation, or carried interest, in the event that specified investment returns are achieved by the fund. Under U.S. generally accepted accounting principles ("U.S. GAAP"), we are required to consolidate some of the investment funds that we advise. However, for segment reporting purposes, we present revenues and expenses on a basis that deconsolidates these investment funds. Refer to Note 15, Segment Reporting, to the condensed consolidated financial statements included in this Quarterly Report on Form 10-Q for more information on the differences between our financial results reported pursuant to U.S. GAAP and our financial results for segment reporting purposes.

Our Global Investment Offerings

The following table provides a breakout of the product offerings and related acronyms included in our total assets under management of $465 billion as of June 30, 2025 for each of our three global business segments (in billions):

Global Private Equity	**$**	**165.1**
Corporate Private Equity	**$**	**106.4**
U.S. Buyout (CP)		53.1
Asia Buyout (CAP)		12.2
Europe Buyout (CEP)		10.5
Carlyle Global Partners (CGP)		6.6
Europe Technology (CETP)		6.1
Japan Buyout (CJP)		5.9
U.S. Growth (CP Growth / CEOF)		3.1
Life Sciences (ABV / ACCD)		2.2
Asia Growth (CAP Growth / CAGP)		1.2
Other [1]		5.5
Real Estate	**$**	**36.4**
U.S. Real Estate (CRP)		25.7
Core Plus Real Estate (CPI)		8.2
International Real Estate (CER)		2.5
Infrastructure & Natural Resources	**$**	**22.3**
NGP Energy [2]		10.7
Infrastructure and Renewable Energy [3]		6.1
International Energy (CIEP)		5.5

Global Credit	**$**	**203.0**
Insurance Solutions [4]	**$**	**82.3**
Liquid Credit	**$**	**49.6**
U.S. CLOs		35.7
Europe CLOs		9.5
CLO Investment Products		2.5
Revolving Credit		2.0
Private Credit	**$**	**71.1**
Opportunistic Credit (CCOF / CSP)		19.9
Aviation Finance (SASOF / CALF)		12.9
Direct Lending [5]		12.5
Asset-Backed Finance		9.6
Cross-Platform Credit (incl CTAC)		9.0
Infrastructure Credit (CICF)		6.6
Other [6]		0.5

Carlyle AlpInvest	**$**	**96.5**
Secondaries and Portfolio Finance (ASF / ASPF)	**$**	**41.9**
Co-Investments (ACF)	**$**	**25.8**
Primary Investments & Other [7]	**$**	**28.8**

Note: All amounts shown represent total assets under management as of June 30, 2025, and totals may not sum due to rounding. In addition, certain carry funds included herein may not be included in fund performance if they have not made an initial capital call or commenced investment activity.

(1) Includes our Financial Services (CGFSP), Sub-Saharan Africa Buyout (CSSAF), South America Buyout (CSABF), Peru Buyout (CPF), MENA Buyout and Ireland Buyout (CCIF) funds, as well as platform accounts which invest across Corporate Private Equity strategies.
(2) NGP Energy funds are advised by NGP Energy Capital Management, LLC, a separately registered investment adviser. We do not serve as an investment adviser to those funds.
(3) Includes our Infrastructure (CGIOF), Renewable Energy (CRSEF) and Power funds (CPP / CPOCP).
(4) Includes Carlyle FRL, capital raised from strategic third-party investors which directly invest in Fortitude alongside Carlyle FRL, as well as the fair value of the general account assets covered by the strategic advisory services agreement with Fortitude.
(5) Includes our business development companies (CGBD / CARS) and our evergreen fund (CDLF).
(6) Includes our Energy Credit (CEMOF) and Real Estate Credit (CNLI) funds.
(7) Includes Mezzanine and Carlyle AlpInvest Private Markets (CAPM) funds.

Trends Affecting our Business

The second quarter of 2025 ended very differently from the way it started. Just two days into the period, markets were roiled by higher than expected “Liberation Day” tariffs, driving the S&P 500 down more than 12% peak-to-trough over the following six days. Yet, financial markets ultimately performed well, as tariff rates were temporarily reduced and the hard economic data, while lackluster, held up. In the United States, the S&P 500 and NASDAQ ended the quarter up 10.6% and 17.6%, respectively, outperforming many other global benchmarks (1%, 2.9%, and 7.9% for the Euro Stoxx 50, Shanghai Composite, and DAX, respectively; the Nikkei 225 outperformed the S&P 500 with a 13.7% return). While employment growth was sluggish in the U.S. during the second quarter, the unemployment rate was roughly unchanged at quarter-end thanks in large part to a simultaneously shrinking labor force. Front-loaded inventories and longer-term supply contracts made it possible for many businesses to maintain pricing and production schedules without sacrificing margins. Looking ahead, however, prices, output, and labor demand will likely adjust more than has been observed thus far as inventory stocks dwindle and fixed contracts approach expiration. Indeed, early clues of what might be yet to come were visible in the June inflation report, where prices for goods with high import exposure surged (e.g., toy and appliance prices rose 15% and 34%, respectively, at an annualized rate over the quarter). While trade negotiations have produced tentative agreements with a handful of countries, the end-state tariff rate for many U.S. trading partners remains unclear. Several nations currently face potential levies of as much as 25-50% on their exports to the U.S. and important inputs to domestic U.S. producers (copper products, steel and aluminum) may shoulder 50% tariffs. While few expect a full implementation of the initial (and highest) “reciprocal” rates, current U.S. economy-wide effective tariff rates in place are already at 13%, a more than 10 percentage point increase over 2024’s level, representing an implicit tax increase of over 1% of GDP. This fundamental change in trade policy still imposes risks to corporate profit margins and broader global growth in subsequent quarters. Companies that rely on key components and supplies from regions with high tariff rates may see their operating performance materially impacted, while stretched consumers and a general softening in global growth may erode the financial performance of even those companies with minimal trade dependence.

Perhaps the biggest counterweight to trade-policy headwinds is ongoing or planned fixed investment. In the U.S., the relentless surge in artificial intelligence (AI)-related capital expenditures accounted for over half of U.S. GDP growth in the first half of the year, with order backlogs growing at annual rates of 35–60%—a powerful support for both corporate investment and overall output amid tariff uncertainty. This AI-related spend should also bolster business investment in Japan, even while its auto sector faces headwinds from U.S. tariffs. In Europe, a pivot towards “military Keynesianism” could unlock upwards of €1.5 trillion of new capex into defense, infrastructure, and energy over the next decade and, in turn, drive both productivity and real output growth higher. In the second quarter, China’s economy performed remarkably well, expanding at a 4.5% annual rate thanks to strong industrial production and export growth despite the U.S.’s punitive tariffs on Chinese goods; China has quickly succeeded in finding new export destinations, primarily Southeast Asian countries such as Vietnam. However, exports to these markets are not typically for domestic consumption (goods intended for domestic consumption only account for about 10% of Vietnam’s imports from China). The prospect of broader tariffs on Asian imports with Chinese value-added has therefore prompted many management teams to plan to relocate supply chains to Europe, with associated potential economic upside for that region. India’s relatively large consumer market, strong manufacturing base in select sectors (e.g., smartphones, automotive components), and growing policy emphasis on attracting foreign direct investment have also positioned it as a promising alternative to China for global manufacturers, although recent tensions with the U.S. administration over India’s Russian oil purchases has introduced uncertainty into the near-term outlook.

Despite the subsequent market rebound, the tariff-driven selloff earlier in the quarter underscored the new reality that bonds no longer serve as a reliable hedge to risk assets. In April, rather than cushioning portfolios as stocks plunged, Treasury yields spiked in tandem. Large and persistent fiscal deficits, an overvalued dollar, and the risk of sanctions pressures have combined to make U.S. dollar-denominated assets less attractive, putting upward pressure on the term premia of longer-duration Treasuries. Against this backdrop, private market allocations stand out. For decades, private assets have delivered a 100–500 bps annualized net-of-fees return premium over their public equivalents. In an era when liquid markets can amplify shocks rather than cushion them, that premium together with the built-in liquidity “buffer” of closed-end structures offer complementary hedge and asset allocation characteristics in a diversified portfolio of equities and bonds. Closed-end structures and termed-out liabilities prevent private funds from being forced into fire-sale liquidations or abrupt markdowns, unlike listed markets, where the most liquid stocks fell roughly 15% in April compared with an approximately 11% drop for the least liquid quartile—a gap of over 400 bps.

On the surface, global M&A activity in Q2 2025 would appear to be robust, totaling nearly $1.1 trillion in the quarter, essentially unchanged from Q1 2025 but about 30% above year-ago levels. However, deal count tells a different story: there were just 8,700 transactions worldwide, lower than the 9,500 transactions observed in Q2 2020 at the onset of the pandemic and the lowest on record since 2005. Aggregate volumes were flattered by a concentration of large cash- and stock-driven deals. Activity was subdued across all regions, most notably in Europe and the U.S., where deal counts fell 24% and 22%, respectively, relative to year-ago levels. Asia fared somewhat better, though from already reduced bases. The same pattern is apparent in sponsor-led acquisitions. Globally, GPs announced LBOs totaling $151 billion in Q2 2025, the largest quarterly dollar figure since Q2 2022—but this uptick was entirely driven by a handful of mega-transactions. The top ten LBOs accounted for 60 percent of the quarter’s total value, while the total number of sponsor-led deals dipped to just 390, the fewest since Q3 2023. The slower deal environment was also reflected in sluggish exit activity in the broader market. Although total exit proceeds reached $102 billion—up nearly 20 percent from Q1 2025—this surge was almost entirely due to one large transaction that accounted for roughly 25% of global exit value for the quarter. The total number of divestitures was just 422 companies, marking the weakest quarterly count since Q4 2022. Through the first half of 2025, buyout-backed company exits were roughly 18% lower than in the first half of 2024. There is reason for optimism in the coming quarters, however. Recent surveys indicate that over half of U.S. companies are still actively looking to pursue M&A, and there have been several notable deal announcements from the last week of July into the first week of August 2025. In the interim, heightened demand for liquidity at the same time that exit activity has slowed could present our secondaries business the opportunity to buy assets at discounts larger than would have been otherwise anticipated. Continuation vehicles and portfolio financings have also emerged as important channels to generate liquidity for both GPs and LPs. Continuation vehicles are now responsible for more than 13% of exits across buyout funds. We expect these shares to maintain or even increase, as GPs seek to take the necessary steps to reset the private equity cycle.

While tepid deal activity weighed on leveraged loan issuance during the quarter (new issue loan activity in the U.S. excluding extensions and repricings was roughly $80 billion in Q2 2025, 45% lower than Q2 2024), the highly uncertain macroeconomic and geopolitical environment can provide favorable opportunities for our credit business. For example, when tariff-induced volatility led to a freeze in the broadly syndicated loan (BSL) market in April (no U.S. transactions priced for 15 consecutive days, the longest stretch of inactivity since the 2020 pandemic), market participants indicated that deals in process at the time of the freeze oftentimes ultimately ended up moving forward with private credit.

While broader market deal activity was sluggish during the quarter, our investment activity in the second quarter continued the momentum we experienced toward the end of 2024 and into the first quarter this year. We deployed $14.6 billion across our platform and realized proceeds of $7.6 billion in our traditional carry funds during the second quarter, over 50% more capital deployed and 30% more proceeds realized than in the second quarter of 2024. Realized proceeds in our carry funds totaled $33.0 billion over the last twelve months, approaching a level near that of 2022, which was our second highest year of realized proceeds to date. In addition, we generated $122.5 million in transaction and portfolio advisory fees, net of rebate offsets, during the six months ended June 30, 2025. This was more than double the fees generated in the comparable prior year period. However, the impact of pervasive uncertainty in global markets, combined with heightened equity and credit market volatility, may impact our investment deployment and realization pace in the near term.

Our carry fund portfolio appreciated 2% in the second quarter of 2025, continuing to show relative stability against a backdrop of volatility in the global equity markets. Within our Global Private Equity segment in the second quarter, our corporate private equity funds appreciated 1%, our infrastructure & natural resources funds appreciated 4%, and our real estate funds appreciated 1%. Our publicly traded investments, which represent approximately 8% of our Global Private Equity portfolio, appreciated 16% during the second quarter. Our Global Credit carry funds (which represent approximately 11% of the total Global Credit remaining fair value as of June 30, 2025) appreciated 3% in the second quarter, while carry funds in our Carlyle AlpInvest segment appreciated 2% in the second quarter.

We had $13.4 billion in inflows in the second quarter of 2025 and $50.6 billion in inflows over the last twelve months as of June 30, 2025, continuing the momentum on the first quarter amidst a period of significant market uncertainty.

Recent Developments

Dividends

In July 2025, our Board of Directors declared a quarterly dividend of $0.35 per share to common stockholders of record at the close of business on August 18, 2025, payable on August 28, 2025.

Key Financial Measures

Our key financial measures and operating metrics are discussed in the following pages. Additional information regarding U.S. GAAP measures and our other significant accounting policies can be found in Note 2, Summary of Significant Accounting Policies, to the condensed consolidated financial statements included in this Quarterly Report on Form 10-Q.

Revenues

Revenues primarily consist of Fund management fees, Incentive fees, Investment income (including Performance allocations, realized and unrealized gains of our investments in our funds and other principal investments), as well as Interest and other income.

Fund management fees. Fund management fees include management fees and transaction and portfolio advisory fees. We earn management fees for advisory services we provide to funds in which we hold a general partner interest or to funds or certain portfolio companies with which we have an investment advisory or investment management agreement. These fees are largely from either traditional closed-end, long-dated funds, which are highly predictable and stable, or Perpetual Capital products as defined below. Management fees also include catch-up management fees, which are episodic in nature and represent management fees charged to fund investors in subsequent closings of a fund which apply to the time period between the fee initiation date and the subsequent closing date. We also earn management fees on our CLOs and other structured products.

Transaction and portfolio advisory fees generally include capital markets fees generated by Carlyle Global Capital Markets in connection with activities related to the underwriting, issuance and placement of debt and equity securities, and loan syndication for our portfolio companies and third-party clients, which are generally not subject to rebate offsets as described below with respect to our most recent vintages (but are subject to the rebate offsets set forth below for older funds). Underwriting fees include gains, losses, and fees arising from securities offerings in which we participate in the underwriter syndicate.

Transaction and portfolio advisory fees also include fees we receive for the transaction and portfolio advisory services we provide to our portfolio companies. When covered by separate contractual agreements, we recognize transaction and portfolio advisory fees for these services when the performance obligation has been satisfied and collection is reasonably assured. We are generally required to offset our fund management fees by the transaction and advisory fees earned, which we refer to as “rebate offsets.”

The recognition of portfolio advisory fees, transactions fees, and capital markets fees can be volatile as they are primarily generated by investment activity within our funds, and therefore are impacted by our investment pace or other capital transactions at our portfolio companies.

Incentive fees. Incentive fees consist of performance-based incentive arrangements pursuant to management contracts, primarily from certain of our Global Credit funds, when the return on assets under management exceeds certain benchmark returns or other performance targets. In such arrangements, incentive fees are recognized when the performance benchmark has been achieved.

Investment income. Investment income consists of our performance allocations as well as the realized and unrealized gains and losses resulting from our equity method investments and other principal investments.

Performance allocations consist principally of the performance-based capital allocation from fund limited partners to us, commonly referred to as carried interest, from certain of our investment funds, which we refer to as the “carry funds.” Carried interest revenue is recognized by Carlyle upon appreciation of the valuation of our funds’ investments above certain return hurdles as set forth in each respective partnership agreement and is based on the amount that would be due to us pursuant to the fund partnership agreement at each period end as if the funds were liquidated at such date. Accordingly, the amount of carried interest recognized as performance allocations reflects our share of the fair value gains and losses of the associated funds’ underlying investments measured at their then-current fair values relative to the fair values as of the end of the prior period. As a result, the performance allocations earned in an applicable reporting period are not indicative of any future period, as fair values are based on conditions prevalent as of the reporting date. Refer to “—Trends Affecting our Business” for further discussion.

For any given period, performance allocations revenue on our statement of operations may include reversals of previously recognized performance allocations due to a decrease in the value of a particular fund that results in a decrease of cumulative performance allocations earned to date. Since fund return hurdles are cumulative, previously recognized performance allocations also may be reversed in a period of appreciation that is lower than the particular fund's hurdle rate. Additionally, unrealized performance allocations reverse when performance allocations are realized, and unrealized performance allocations can be negative if the amount of realized performance allocations exceed total performance allocations generated in the period. The timing and receipt of realized performance allocations varies with the lifecycle of our carry funds and there is often a difference between the time we start accruing performance allocations and realization. The timing of performance allocation realizations from our Carlyle AlpInvest, Carlyle Aviation, and Abingworth funds is typically later than in our other carry funds based on the terms of such arrangements.

Under our arrangements with the historical owners and management teams of AlpInvest and Abingworth, the amount of carried interest to which we are entitled varies. In some cases, we are entitled to 15% of the carried interest in respect of commitments from the historical owners of AlpInvest for the period between 2011 and 2020. In certain instances, carried interest associated with the AlpInvest fund vehicles is subject to entity level income taxes in the Netherlands. Additionally, in connection with the acquisition of Abingworth, we are entitled to 15% of carried interest generated from certain Abingworth funds.

Realized carried interest may be clawed back or given back to the fund if the fund's investment values decline below certain return hurdles, which vary from fund to fund. This amount is known as the "giveback obligation." In all cases, each investment fund is considered separately in evaluating carried interest and potential giveback obligations. See Note 8, Commitments and Contingencies, for more information.

Accrued performance allocations and accrued giveback obligations at a point in time assume a hypothetical liquidation of the funds' investments at their then current fair values. Each investment fund is considered separately in evaluating carried interest and potential giveback obligations. These assets and liabilities will continue to fluctuate in accordance with the fair values of the funds' investments until they are realized. The Company uses "net accrued performance revenues" to refer to the aggregation of the accrued performance allocations net of (i) accrued giveback obligations, (ii) accrued performance allocations related compensation, (iii) performance allocations related tax obligations, and (iv) accrued performance allocations attributable to non-controlling interests. Net accrued performance revenues exclude any net accrued performance allocations and incentive fees that have been realized but will be collected in subsequent periods, as well as net accrued performance revenues which are presented as fee related performance revenues when realized in our non-GAAP financial measures. Realized performance allocation-related compensation that has not yet been paid is also excluded from our net accrued performance allocations.

In addition, realized performance allocations may be reversed in future periods to the extent that such amounts become subject to a giveback obligation. The aggregate amount of giveback obligations realized since Carlyle's inception totaled $257.0 million, $175.6 million of which was related to various Legacy Energy Funds. Given that current and former senior Carlyle professionals and other limited partners of the Carlyle Holdings partnerships are responsible for paying the majority of the realized giveback obligation, only $87.1 million of the $257.0 million aggregate giveback obligation realized since inception was attributable to Carlyle. The realization of giveback obligations for the Company's portion of such obligations reduces Distributable Earnings in the period realized. Further, each individual who holds equity interests in carried interest generated by our funds and is a recipient of realized carried interest typically signs a guarantee agreement or partnership agreement that personally obligates such person to return his/her pro rata share of any amounts of realized carried interest previously distributed that are later clawed back. Accordingly, carried interest as performance allocation compensation is subject to return to the Company in the event a giveback obligation is funded. Generally, the actual giveback liability, if any, does not become due until the end of a fund's life.

In addition, in our discussion of our non-GAAP results, we use the term "realized net performance revenues" to refer to realized performance allocations and incentive fees from our funds, net of the portion allocated to our investment professionals, and other employees and certain tax expenses associated with carried interest attributable to certain partners and employees, which are reflected as realized performance allocations and incentive fees related compensation expense. See "—Non-GAAP Financial Measures" and "—Segment Analysis" for the amount of realized net performance revenues recognized each period and related discussion.

Investment income also represents the realized and unrealized gains and losses on our principal investments, including our investments in Carlyle funds that are not consolidated, and our strategic investments in NGP as described below. Realized principal investment income (loss) is recorded when we redeem all or a portion of our investment or when we receive or are due cash income, such as dividends or distributions. A realized principal investment loss is also recorded when an investment is deemed to be permanently impaired or worthless. Unrealized principal investment income (loss) results from changes in the fair value of the underlying investment, as well as the reversal of previously recognized unrealized gains (losses) at the time an investment is realized.

We account for our investments in NGP under the equity method of accounting. Our investments in NGP include the equity interests in NGP Management and the general partners of certain carry funds advised by NGP. Following the restructuring of the terms of our strategic investment in NGP (the "Restructuring"), our equity interests in NGP Management entitle us to an allocation of income equal to 55.0% of the management fee related revenues earned by NGP Management for existing funds, and up to 55.0% for all NGP funds that held an initial closing after December 31, 2024, including all management fees being retained by NGP for the years 2025 through 2028 on such future NGP funds. Our investment in the general partners of the NGP Carry Funds entitle us to up to 47.5% of the performance allocations received from NGP fund general partners. For further information regarding our strategic investments in NGP and the Restructuring, refer to Note 4, Investments, to the condensed consolidated financial statements included in this Quarterly Report on Form 10-Q.

We record investment income (loss) for our equity income allocation from NGP management fee related revenues and our share of any allocated expenses from NGP Management, as well as expenses associated with the compensatory elements of the strategic investment and any impairment charges. We also record our equity income allocation from NGP performance allocations in principal investment income (loss) from equity method investments rather than performance allocations in our condensed consolidated statements of operations. We do not control or manage NGP. Moreover, we do not operate NGP's business, have representation on NGP's board or serve as an investment advisor to any investment fund sponsored by NGP, nor do we direct the operations of any of NGP's portfolio companies. While we have consent rights over certain major actions by NGP outside of the ordinary course of NGP's business (including, for example, consent rights over items such as amendments to the organizational documents of the entity in which we are invested, changes to the management fee streams earned by NGP under its fund agreements, or the incurrence of certain debt by NGP and other similar items), we have no voting rights or consent rights on any NGP investment committee that selects investments to be made by NGP funds.

Interest and other income. Interest and other income primarily represents reimbursement of certain costs incurred on behalf of our funds, as well as interest income that we earn such as from our cash and money market accounts and other investments, including CLO senior and subordinated notes.

Interest and other income of Consolidated Funds. Interest and other income of Consolidated Funds primarily represents the interest earned on assets of consolidated CLOs.

Net investment income (loss) of Consolidated Funds. Net investment income (loss) of Consolidated Funds generally measures the change in the difference in fair value between the assets and the liabilities of the Consolidated Funds. Income (loss) indicates that the fair value of the assets of the Consolidated Funds appreciated more (less), or depreciated less (more), than the fair value of the liabilities of the Consolidated Funds. Income or loss is not necessarily indicative of the investment performance of the Consolidated Funds and does not impact the management or incentive fees received by Carlyle for its management of the Consolidated Funds. The portion of the net investment income (losses) of Consolidated Funds attributable to the limited partner investors is allocated to non-controlling interests. Therefore, income or loss is not expected to have a material impact on the revenues or profitability of the Company. Moreover, although the assets of the Consolidated Funds are consolidated onto our balance sheet pursuant to U.S. GAAP, ultimately we do not have recourse to such assets and such liabilities are generally non-recourse to us. Therefore, income or loss from the Consolidated Funds generally does not impact the assets available to our common stockholders.

Expenses

Compensation and benefits. Compensation includes salaries, bonuses, equity-based compensation, and performance payment arrangements. Bonuses are accrued over the service period to which they relate.

We recognize as compensation expense the portion of performance allocations and incentive fees that are due to our employees, senior Carlyle professionals, advisors, and operating executives in a manner consistent with how we recognize the performance allocations and incentive fee revenue. These amounts are accounted for as compensation expense in conjunction with the related performance allocations and incentive fee revenue and, until paid, are recognized as a component of the accrued compensation and benefits liability. Compensation in respect of performance allocations and incentive fees is paid when the related performance allocations and incentive fees are realized, and not when such performance allocations and incentive fees are accrued. The funds do not have a uniform allocation of performance allocations and incentive fees to our employees, senior Carlyle professionals, advisors, and operating executives. However, we generally allocate a range of 60% to 70% of performance allocations and incentive fees to our employees.

In addition, we have implemented various equity-based compensation arrangements that require senior Carlyle professionals and other employees to provide services over a service period of generally one year to four years in order to vest in the applicable equity interests, which under U.S. GAAP will result in compensation charges over current and future periods.

In certain of our equity-based compensation arrangements, vesting is based on the achievement of certain performance targets or market conditions (see Note 14, Equity-Based Compensation, for additional information). Compensation charges associated with all equity-based compensation grants are excluded from Fee Related Earnings and Distributable Earnings.

We may hire additional individuals and overall compensation levels may correspondingly increase, which could result in an increase in compensation and benefits expense. As a result of prior acquisitions, we have charges associated with contingent consideration taking the form of earn-outs and profit participation, some of which are reflected as compensation expense.

General, administrative and other expenses. General, administrative and other expenses include occupancy and equipment expenses and other expenses, which consist principally of professional fees, including those related to our global regulatory compliance program, external costs of fundraising, travel and related expenses, communications and information services, depreciation and amortization (including intangible asset amortization and impairment), bad debt expense, and foreign currency transactions. We expect that general, administrative and other expenses will vary due to infrequently occurring or unusual items, such as impairment of intangible assets or lease right-of-use assets and expenses or insurance recoveries associated with litigation and contingencies. Also, in periods of significant fundraising, to the extent that we use third parties to assist in our fundraising efforts, our general, administrative and other expenses may increase accordingly. Similarly, our general, administrative and other expenses may increase as a result of professional and other fees incurred as part of due diligence related to strategic acquisitions and new product development. Additionally, we anticipate that general, administrative and other expenses will fluctuate from period to period due to the impact of foreign exchange transactions.

Interest and other expenses of Consolidated Funds. Interest and other expenses of Consolidated Funds consist primarily of interest expense related primarily to loans of consolidated CLOs, professional fees and other third-party expenses.

Income taxes. Income taxes are accounted for using the asset and liability method of accounting. Under this method, deferred tax assets and liabilities are recognized for the expected future tax consequences of differences between the carrying amounts of assets and liabilities and their respective tax basis, using currently enacted tax rates. The effect on deferred tax assets and liabilities of a change in tax rates is recognized in income in the period in which the change is enacted. Deferred tax assets are reduced by a valuation allowance when it is more likely than not that some or all of the deferred tax assets will not be realized.

Non-controlling Interests in Consolidated Entities. Non-controlling interests in consolidated entities represent the component of equity in consolidated entities not held by us. These interests are adjusted for general partner allocations.

Earnings Per Common Share. We compute earnings per common share in accordance with ASC 260, *Earnings Per Share*. Basic earnings per common share is calculated by dividing net income (loss) attributable to the common shares of the Company by the weighted average number of common shares outstanding for the period. Diluted earnings per common share reflects the assumed conversion of all dilutive securities. See Note 12, Earnings Per Common Share, to the condensed consolidated financial statements in this Quarterly Report on Form 10-Q for more information.

Non-GAAP Financial Measures

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

Distributable Earnings differs from income (loss) before provision for income taxes computed in accordance with U.S. GAAP in that it includes certain tax expenses associated with certain foreign performance revenues (composed of performance allocations and incentive fees), and does not include unrealized performance allocations and related compensation expense, unrealized principal investment income, equity-based compensation expense, net income (loss) attributable to non-Carlyle interest in consolidated entities, or charges (credits) related to Carlyle corporate actions and non-recurring items that affect period-to-period comparability and are not reflective of the Company’s operational performance. Charges (credits) related to Carlyle corporate actions and non-recurring items include: charges associated with the Conversion, charges associated with acquisitions, dispositions, or strategic investments, changes in the tax receivable agreement liability, amortization and any impairment charges associated with acquired intangible assets, transaction costs associated with acquisitions and dispositions, charges associated with earn-outs and contingent consideration including gains and losses associated with the estimated fair value of contingent consideration issued in conjunction with acquisitions or strategic investments, impairment charges associated with lease right-of-use assets, gains and losses from the retirement of debt, charges associated with contract terminations and employee severance, and non-recurring items that affect period-to-period comparability and are not reflective of the Company's operating performance. We believe the inclusion or exclusion of these items provides investors with a meaningful indication of our core operating performance. This measure supplements and should be considered in addition to and not in lieu of the results of operations discussed further under "—Consolidated Results of Operations" prepared in accordance with U.S. GAAP.

Fee Related Earnings. Fee Related Earnings, or "FRE," is a component of DE and is used to assess the ability of the business to cover base compensation and operating expenses from total fee revenues. FRE adjusts DE to exclude net realized performance revenues, realized principal investment income from investments in Carlyle funds, and net interest (interest income less interest expense). Fee Related Earnings includes fee related performance revenues and related compensation expense. Fee related performance revenues represent the realized portion of performance revenues that are measured and received on a recurring basis, are not dependent on realization events, and which have no risk of giveback.

Operating Metrics

We monitor certain operating metrics that are common to the asset management industry.

Fee-earning Assets under Management. Fee-earning assets under management or Fee-earning AUM refers to the assets we manage or advise from which we derive recurring fund management fees. Our Fee-earning AUM is generally based on one of the following, once fees have been activated:

(a) the amount of limited partner capital commitments, generally for carry funds where the original investment period has not expired and for AlpInvest carry funds during the commitment fee period (see "Fee-earning AUM based on capital commitments" in the table below for the amount of this component at each period);

(b) the remaining amount of limited partner invested capital at cost, generally for carry funds and certain co-investment vehicles where the original investment period has expired (see "Fee-earning AUM based on invested capital" in the table below for the amount of this component at each period);

(c) the amount of aggregate fee-earning collateral balance at par of our CLOs and other securitization vehicles, as defined in the fund indentures (pre-2020 CLO vintages are generally exclusive of equities and defaulted positions) as of the quarterly cut-off date;

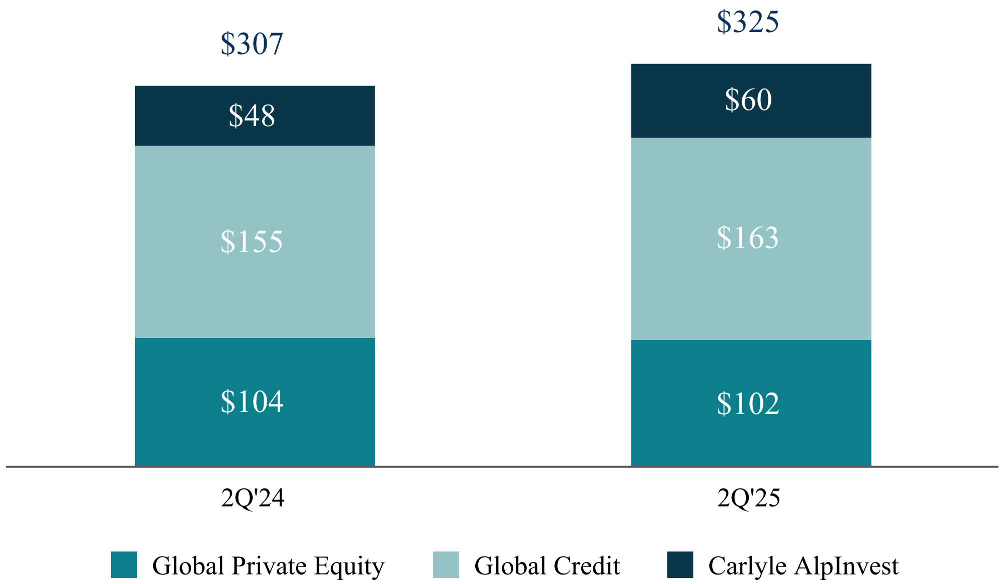
(d) the external investor portion of the net asset value of certain carry funds (see "Fee-earning AUM based on net asset value" in the table below for the amount of this component at each period);

(e) the fair value of Fortitude's general account assets invested under the strategic advisory services agreement (see "Fee-earning AUM based on fair value and other" in the table below);

(f) the gross assets (including assets acquired with leverage) of certain cross-platform credit and direct lending products, excluding cash and cash equivalents for one of our business development companies (included in "Fee-earning AUM based on fair value and other" in the table below); and

(g) the lower of cost or fair value of invested capital, generally for AlpInvest carry funds where the commitment fee period has expired and certain carry funds where the investment period has expired, (included in "Fee-earning AUM based on fair value and other" in the table below).

The chart below presents Fee-earning AUM by segment at each period, in billions.



The table below details Fee-earning AUM by its respective components at each period.

	As of June 30,	
	2025	2024
Consolidated Results	(Dollars in millions)	
Components of Fee-earning AUM		
Fee-earning AUM based on capital commitments	$ 70,434	$ 69,255
Fee-earning AUM based on invested capital	80,609	72,683
Fee-earning AUM based on collateral balances, at par	45,062	48,200
Fee-earning AUM based on net asset value	26,221	20,688
Fee-earning AUM based on fair value and other	102,375	96,519
Balance, End of Period[(1)]	**$ 324,701**	**$ 307,345**

(1) Ending balances as of June 30, 2025 and 2024 exclude $17.6 billion and $18.3 billion, respectively, of pending Fee-earning AUM for which fees have not yet been activated.

The table below provides the period to period rollforward of Fee-earning AUM.

	Three Months Ended June 30,		Six Months Ended June 30,	
	2025	2024	2025	2024
Consolidated Results	(Dollars in millions)			
Fee-earning AUM Rollforward				
Balance, Beginning of Period	$ 313,843	$ 304,225	$ 304,358	$ 307,418
Inflows[(1)]	18,038	10,236	29,904	15,900
Outflows (including realizations)[(2)]	(10,805)	(7,142)	(16,411)	(13,453)
Market Activity & Other[(3)]	209	398	1,639	(949)
Foreign Exchange[(4)]	3,416	(372)	5,211	(1,571)
Balance, End of Period	**$ 324,701**	**$ 307,345**	**$ 324,701**	**$ 307,345**

(1) Inflows represents limited partner capital raised by our carry funds or separately managed accounts for which management fees based on commitments were activated during the period, the fee-earning commitments invested in vehicles for which management fees are based on invested capital, the fee-earning collateral balance of new CLO issuances, closed reinsurance transactions at Fortitude, as well as gross subscriptions in vehicles for which management fees are based on net asset value. Inflows exclude fundraising amounts during the period for which fees have not yet been activated, which are referenced as Pending Fee-earning AUM.

(2) Outflows represents the impact of realizations from vehicles with management fees based on remaining invested capital at cost or fair value, changes in basis for funds where the investment period, weighted-average investment period or commitment fee period has expired during the period, reductions for funds that are no longer calling for fees, gross redemptions in our open-end funds, and outflows from our liquid credit products. Distributions for funds earning management fees based on commitments during the period do not affect Fee-earning AUM.

(3) Market Activity & Other represents realized and unrealized gains (losses) on portfolio investments in our carry funds based on the lower of cost or fair value and net asset value, activity of funds with fees based on gross asset value, and changes in the fair value of Fortitude's general account assets covered by the strategic advisory services agreement.

(4) Foreign Exchange represents the impact of foreign exchange rate fluctuations on the translation of our non-U.S. dollar denominated funds. Activity during the period is translated at the average rate for the period. Ending balances are translated at the spot rate as of the period end.

Refer to "—Segment Analysis" for a detailed discussion by segment of the activity affecting Fee-earning AUM for each of the periods presented by segment.

Assets under Management. Assets under management or "AUM" refers to the assets we manage or advise. Our AUM generally equals the sum of the following:

(a) the aggregate fair value of our carry funds and related co-investment vehicles, and separately managed accounts, plus the capital that Carlyle is entitled to call from investors in those funds and vehicles (including Carlyle commitments to those funds and vehicles and those of senior Carlyle professionals and employees) pursuant to the terms of their capital commitments to those funds and vehicles;

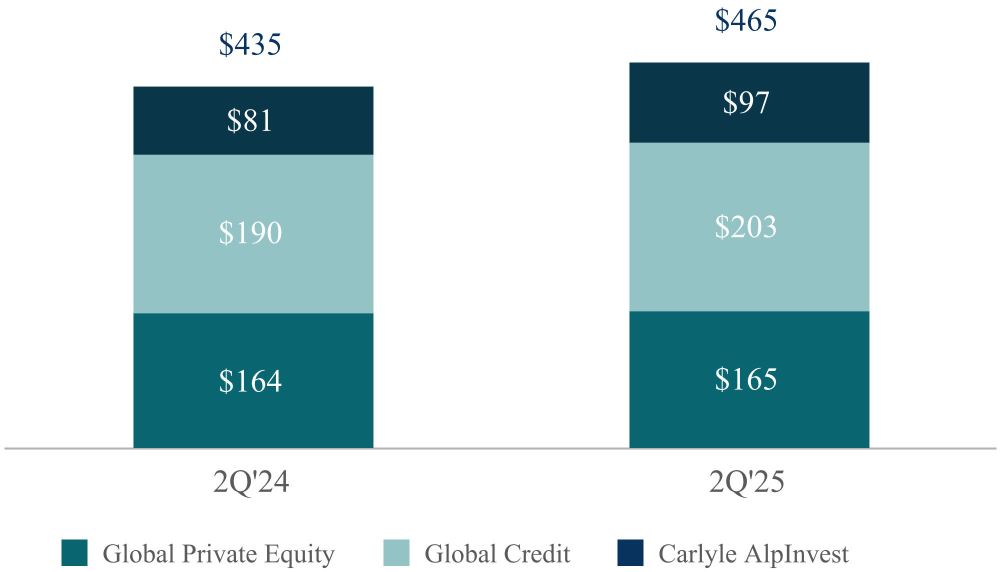
(b) the amount of aggregate collateral balance and principal cash at par or aggregate principal amount of the notes of our CLOs and other structured products (inclusive of all positions);

(c) the net asset value of certain carry funds;

(d) the fair value of Fortitude's general account assets invested under the strategic advisory services agreement; and

(e) the gross assets (including assets acquired with leverage) of certain cross-platform credit and direct lending products, plus the capital that Carlyle is entitled to call from investors in those vehicles pursuant to the terms of their capital commitments to those vehicles.

The chart below presents Total AUM by segment at each period, in billions.



We include in our calculation of AUM and Fee-earning AUM the NGP Energy Funds that are advised by NGP. Our calculation of AUM also includes third-party capital raised for the investment in Fortitude through a Carlyle-affiliated investment fund and from strategic investors who directly invest in Fortitude alongside the fund. The AUM and Fee-earning AUM related to the strategic advisory services agreement with Fortitude is inclusive of the net asset value of investments in Carlyle products. These amounts are also reflected in the AUM and Fee-earning AUM of the strategy in which they are invested.

For most of our Global Private Equity and Carlyle AlpInvest carry funds, total AUM includes the fair value of the capital invested, whereas Fee-earning AUM includes the amount of capital commitments or the remaining amount of invested capital, depending on whether the original investment period for the fund has expired. As such, Fee-earning AUM may be greater than total AUM when the aggregate fair value of the remaining investments is less than the cost of those investments.

Our calculations of AUM and Fee-earning AUM may differ from the calculations of other asset managers. As a result, these measures may not be comparable to similar measures presented by other asset managers. In addition, our calculation of AUM (but not Fee-earning AUM) includes uncalled commitments to, and the fair value of invested capital in, our investment funds from Carlyle and our personnel, regardless of whether such commitments or invested capital are subject to management fees or performance allocations. Our calculations of AUM or Fee-earning AUM are not based on any definition of AUM or Fee-earning AUM that is set forth in the agreements governing the investment funds that we manage or advise.

We generally use Fee-earning AUM as a metric to measure changes in the assets from which we earn recurring management fees. Total AUM tends to be a better measure of our investment and fundraising performance as it reflects investments at fair value plus available capital.

The table below provides the period to period rollforward of Total AUM.

Consolidated Results	Three Months Ended June 30, 2025	Six Months Ended June 30, 2025
	(Dollars in millions)	
Total AUM Rollforward		
Balance, Beginning of Period	$ 452,608	$ 441,020
Inflows[(1)]	13,443	27,612
Outflows (including realizations)[(2)]	(10,522)	(20,015)
Market Activity & Other[(3)]	3,820	7,868
Foreign Exchange[(4)]	5,253	8,117
Balance, End of Period	**$ 464,602**	**$ 464,602**

(1) Inflows generally reflects the impact of gross fundraising as well as closed reinsurance transactions at Fortitude and corporate acquisitions during the period, if any. For funds or vehicles denominated in foreign currencies, this reflects translation at the average quarterly rate.

(2) Outflows includes distributions net of recallable or recyclable amounts in our carry funds, related co-investment vehicles, and separately managed accounts, gross redemptions in our open-end funds, outflows from our liquid credit products, and the expiration of available capital.

(3) Market Activity & Other generally represents realized and unrealized gains (losses) on portfolio investments in our carry funds and related co-investment vehicles, and separately managed accounts, as well as the net impact of fees, expenses and non-investment income, change in gross asset value for our business development companies, changes in the fair value of Fortitude's general account assets covered by the strategic advisory services agreement, and other changes in AUM.

(4) Foreign Exchange represents the impact of foreign exchange rate fluctuations on the translation of our non-U.S. dollar denominated funds. Activity during the period is translated at the average rate for the period. Ending balances are translated at the spot rate as of the period end.

Please refer to "—Segment Analysis" for a detailed discussion by segment of the activity affecting Total AUM for each of the periods presented.

Available Capital. "Available Capital" refers to the amount of capital commitments available to be called for investments, which may be reduced for equity invested that is funded via a fund credit facility and expected to be called from investors at a later date, plus any additional assets/liabilities at the fund level other than active investments. Amounts previously called may be added back to available capital following certain distributions. "Expired Available Capital" occurs when a fund has passed the investment and follow-on periods and can no longer invest capital into new or existing deals. Any remaining Available Capital, typically a result of either recycled distributions or specific reserves established for the follow-on period that are not drawn, can only be called for fees and expenses and is therefore removed from the Total AUM calculation.

Perpetual Capital. "Perpetual Capital" refers to the assets we manage or advise which have an indefinite term and for which there is no immediate requirement to return capital to investors upon the realization of investments made with such capital, except as required by applicable law. Perpetual Capital may be materially reduced or terminated under certain conditions, including reductions from changes in valuations and payments to investors, including through elections by investors to redeem their investments, dividend payments, and other payment obligations, as well as the termination of or failure to renew the respective investment advisory agreements. Perpetual Capital includes: (a) assets managed under the strategic advisory services agreement with Fortitude, (b) our Core Plus real estate fund, (c) our business development companies and certain other direct lending products, (d) Carlyle Tactical Private Credit Fund ("CTAC"), (e) our closed-end tender offer Carlyle AlpInvest Private Markets ("CAPM") funds, and (f) certain other structured credit products. As of June 30, 2025, our total AUM and Fee-earning AUM included $104.5 billion and $101.0 billion, respectively, of Perpetual Capital.

Performance Fee Eligible AUM. "Performance Fee Eligible AUM" represents the AUM of funds for which we are entitled to receive performance allocations, inclusive of the fair value of investments in those funds (which we refer to as "Performance Fee Eligible Fair Value") and their Available Capital. Performance Fee Eligible Fair Value is "Performance Fee-Generating" when the associated fund has achieved the specified investment returns required under the terms of the fund's agreement and is accruing performance revenue as of the quarter-end reporting date. Funds whose performance allocations are treated as fee related performance revenues are excluded from these metrics. As of June 30, 2025, our total AUM included $236.7 billion of Performance Fee Eligible AUM.

Consolidation of Certain Carlyle Funds

The Company consolidates all entities that it controls either through a majority voting interest or as the primary beneficiary of variable interest entities. The entities we consolidate are referred to collectively as the Consolidated Funds in our condensed consolidated financial statements. As of June 30, 2025, our Consolidated Funds represent approximately 2% of our AUM; 1% of our management fees for both the three and six months ended June 30, 2025; and 2% of our total investment income or loss on an unconsolidated basis for both the three and six months ended June 30, 2025.

We are not required under the consolidation guidance to consolidate in our financial statements most of the investment funds we advise. However, we consolidate certain CLOs and certain other funds that we advise. As of June 30, 2025, the assets and liabilities of the Consolidated Funds were primarily related to our consolidated CLOs, which held approximately $9.2 billion of total assets. The assets and liabilities of the Consolidated Funds are generally held within separate legal entities and, as a result, the liabilities of the Consolidated Funds are non-recourse to us.

Generally, the consolidation of the Consolidated Funds has a gross-up effect on our assets, liabilities and cash flows but has no net effect on the net income attributable to the Company and equity. The majority of the net economic ownership interests of the Consolidated Funds are reflected as non-controlling interests in consolidated entities in the consolidated financial statements.

The Consolidated Funds are not the same entities in all periods presented. The Consolidated Funds in future periods may change due to changes in fund terms, formation of new funds, and terminations of funds. Because only a small portion of our funds are consolidated, the performance of the Consolidated Funds is not necessarily consistent with or representative of the combined performance trends of all of our funds.

For further information on our consolidation policy and the consolidation of certain funds, see Note 2, Summary of Significant Accounting Policies, to the condensed consolidated financial statements included in this Quarterly Report on Form 10-Q.

Consolidated Results of Operations

The following table and discussion sets forth information regarding our condensed consolidated results of operations for the three and six months ended June 30, 2025 and 2024. The condensed consolidated financial statements have been prepared on substantially the same basis for all historical periods presented; however, the consolidated funds are not the same entities in all periods shown due to changes in fund terms and the creation and termination of funds. As further described above, the consolidation of these funds primarily has the impact of increasing interest and other income of Consolidated Funds, interest and other expenses of Consolidated Funds, and net investment income (losses) of Consolidated Funds in the year that the fund is initially consolidated. The consolidation of these funds had no effect on net income attributable to the Company for the periods presented.

	Three Months Ended June 30,		Change		Six Months Ended June 30,		Change	
	2025	2024	$	%	2025	2024	$	%
	(Dollars in millions)							
Revenues								
Fund management fees	$ 620.4	$ 534.4	$ 86.0	16 %	$ 1,206.5	$ 1,058.0	$ 148.5	14 %
Incentive fees	40.5	31.3	9.2	29 %	83.7	57.5	26.2	46 %
Investment income								
Performance allocations	638.8	198.2	440.6	222 %	861.7	41.2	820.5	NM
Principal investment income (loss)	55.2	88.1	(32.9)	(37)%	(7.9)	161.2	(169.1)	NM
Total investment income	694.0	286.3	407.7	142 %	853.8	202.4	651.4	NM
Interest and other income	55.0	52.1	2.9	6 %	105.6	109.7	(4.1)	(4)%
Interest and other income of Consolidated Funds	163.0	165.6	(2.6)	(2)%	296.4	330.5	(34.1)	(10)%
Total revenues	1,572.9	1,069.7	503.2	47 %	2,546.0	1,758.1	787.9	45 %
Expenses								
Compensation and benefits								
Cash-based compensation and benefits	238.4	206.3	32.1	16 %	456.8	428.2	28.6	7 %
Equity-based compensation	92.9	125.2	(32.3)	(26)%	196.4	233.5	(37.1)	(16)%
Performance allocations and incentive fee related compensation	443.6	144.2	299.4	208 %	615.0	71.4	543.6	NM
Total compensation and benefits	774.9	475.7	299.2	63 %	1,268.2	733.1	535.1	73 %
General, administrative and other expenses	205.5	187.9	17.6	9 %	379.1	335.6	43.5	13 %
Interest	28.0	30.4	(2.4)	(8)%	55.8	61.2	(5.4)	(9)%
Interest and other expenses of Consolidated Funds	170.8	152.1	18.7	12 %	284.3	276.7	7.6	3 %
Other non-operating income	(0.1)	(0.3)	0.2	(67)%	(0.1)	(0.1)	—	— %
Total expenses	1,179.1	845.8	333.3	39 %	1,987.3	1,406.5	580.8	41 %
Other income (loss)								
Net investment income (loss) of Consolidated Funds	46.8	(5.1)	51.9	NM	52.9	(12.1)	65.0	NM
Income before provision for income taxes	440.6	218.8	221.8	101 %	611.6	339.5	272.1	80 %
Provision for income taxes	112.5	69.5	43.0	62 %	124.9	91.4	33.5	37 %
Net income	328.1	149.3	178.8	120 %	486.7	248.1	238.6	96 %
Net income attributable to non-controlling interests in consolidated entities	8.4	1.1	7.3	NM	37.0	34.3	2.7	8 %
Net income attributable to The Carlyle Group Inc. Common Stockholders	$ 319.7	$ 148.2	$ 171.5	116 %	$ 449.7	$ 213.8	$ 235.9	110 %

NM - Not meaningful

Revenues

Fund management fees. Fund management fees increased $86.0 million, or 16%, for the three months ended June 30, 2025, as compared to the three months ended June 30, 2024, and increased $148.5 million, or 14.0%, for the six months ended June 30, 2025, as compared to the six months ended June 30, 2024, primarily due to the following:

	Three Months Ended June 30,	Six Months Ended June 30,
	2025 v. 2024	
	(Dollars in millions)	
Higher management fees from the commencement of the investment period for certain newly raised funds which charge fees based on commitments and the impact of incremental fundraising in funds which activated fees in a prior period	$ 68.3	$ 111.3
Lower management fees resulting from the change in basis from commitments to invested capital and step-downs in rate for certain funds, and the impact of net investment activity in funds whose management fees are based on invested capital, including the impact of changes in the base under the strategic advisory services agreement with Fortitude	(32.9)	(74.0)
Increase in catch-up management fees from subsequent closes of funds that are in the fundraising period	18.1	30.5
Higher transaction and portfolio advisory fees	19.6	72.5
All other changes[(1)]	12.9	8.2
Total increase in Fund management fees[(2)]	$ 86.0	$ 148.5

(1) The three and six months ended June 30, 2025 included approximately $19 million of aviation catch-up subordinated management fees.

(2) Total increase in Fund management fees does not include our equity income allocation from NGP management fee related revenues. We do not control NGP and account for our strategic investment in NGP as an equity method investment under U.S. GAAP. Therefore, Fund management fees associated with NGP are included in Principal investment income (loss) in our U.S. GAAP results.

No fund generated over 10% of total fund management fees in any of the periods presented. Over the last twelve months ended June 30, 2025, Fee-earning assets under management in our Carlyle AlpInvest and Global Credit segments grew 24% and 5%, respectively, while Global Private Equity decreased 1%. As a result, Fund management fees increased in Carlyle AlpInvest and Global Credit, while Global Private Equity decreased, which was due in part to smaller buyout fund sizes in our corporate private equity strategy and step-downs in rate or basis, partially offset by the activation of fees in certain products in our Global Private Equity segment.

Fund management fees included transaction and portfolio advisory fees, net of rebate offsets, of $45.8 million and $26.2 million for the three months ended June 30, 2025 and 2024, respectively, and $122.5 million and $50.0 million for the six months ended June 30, 2025 and 2024, respectively. These fees primarily comprise capital markets fees generated by Carlyle Global Capital Markets. Nearly one-third of the fees earned during the six months ended June 30, 2025 related to the acquisition of a healthcare investment across our U.S., Europe, and Asia buyout funds in the first quarter. The recognition of portfolio advisory fees, transactions fees, and capital markets fees can be volatile as they are primarily generated by investment activity within our funds, and therefore are impacted by our investment pace. See "—Trends Affecting Our Business" for further discussion on our investment activity and broader market trends.

Investment income. Investment income increased $407.7 million for the three months ended June 30, 2025 compared to the three months ended June 30, 2024, and increased $651.4 million for the six months ended June 30, 2025 compared to the six months ended June 30, 2024. The components of Investment income are included in the following table:

	Three Months Ended June 30,		Change		Six Months Ended June 30,		Change	
	2025	2024	$	%	2025	2024	$	%
				(Dollars in millions)				
Performance allocations	$ 638.8	$ 198.2	$ 440.6	222 %	$ 861.7	$ 41.2	$ 820.5	NM
Principal investment income (loss):								
Investment income (loss) from NGP, which includes performance allocations	34.8	19.1	15.7	82 %	(72.4)	50.5	(122.9)	NM
Investment income (loss) from our carry funds:								
Global Private Equity	7.9	16.5	(8.6)	(52)%	19.4	13.8	5.6	41 %
Global Credit	(0.9)	0.2	(1.1)	NM	(0.1)	8.7	(8.8)	NM
Carlyle AlpInvest	12.7	(0.3)	13.0	NM	26.5	6.8	19.7	290 %
Investment income (loss) from our CLOs	(6.7)	15.6	(22.3)	NM	(7.5)	29.0	(36.5)	NM
Investment income from Carlyle FRL	1.5	10.8	(9.3)	(86)%	15.4	9.6	5.8	60 %
Investment income (loss) from our other Global Credit products	(1.7)	16.4	(18.1)	NM	4.7	28.9	(24.2)	(84)%
Investment income on foreign currency hedges	2.4	2.1	0.3	14 %	1.6	4.9	(3.3)	(67)%
All other investment income	5.2	7.7	(2.5)	(32)%	4.5	9.0	(4.5)	(50)%
Total Principal investment income (loss)	55.2	88.1	(32.9)	(37)%	(7.9)	161.2	(169.1)	NM
Total Investment income	$ 694.0	$ 286.3	$ 407.7	142 %	$ 853.8	$ 202.4	$ 651.4	NM

Performance allocations. Performance allocations by segment for the three and six months ended June 30, 2025 and 2024 comprised the following:

	Three Months Ended June 30,		Change		Six Months Ended June 30,		Change	
	2025	2024	$	%	2025	2024	$	%
				(Dollars in millions)				
Global Private Equity	$ 476.9	$ 185.0	$ 291.9	158 %	$ 561.9	$ (178.5)	$ 740.4	NM
Global Credit	50.8	46.2	4.6	10 %	129.8	111.3	18.5	17 %
Carlyle AlpInvest	111.1	(33.0)	144.1	NM	170.0	108.4	61.6	57 %
Total performance allocations	$ 638.8	$ 198.2	$ 440.6	222 %	$ 861.7	$ 41.2	$ 820.5	NM

Performance allocations for the three and six months ended June 30, 2025 included the following:

- In the Global Private Equity segment, for the three months ended June 30, 2025, Performance allocation accruals were primarily driven by appreciation in CAP V, CP VII, and CP VIII. For the six months ended June 30, 2025, Performance allocation accruals were primarily driven by appreciation in CP VII and CP VIII.
- In the Global Credit segment, for the three and six months ended June 30, 2025, Performance allocation accruals were primarily driven by appreciation in SASOF V and CCOF II.
- In the Carlyle AlpInvest segment, for the three and six months ended June 30, 2025, Performance allocation accruals were primarily driven by appreciation in our secondaries & portfolio finance and co-investment funds.

Performance allocations for the three and six months ended June 30, 2024 included the following:

- In the Global Private Equity segment, for the three months ended June 30, 2024, performance allocation accruals driven by appreciation in our CP VII, CAP IV, and infrastructure & natural resources funds were partially offset by the reversal of performance allocations in CP VI due to depreciation in the portfolio. For the six months ended June 30, 2024, reversals of performance allocations were largely driven by CP VI due to portfolio depreciation, CP VII due to preferred returns outpacing carry fund portfolio appreciation, and CEP V due to the impact of preferred returns. These reversals were partially offset by performance allocation accruals in our infrastructure & natural resources funds.
- In the Global Credit segment, performance allocation accruals in both the three and six months ended June 30, 2024 were primarily driven by appreciation in our opportunistic credit and certain aviation funds.
- In the Carlyle AlpInvest segment, for the three months ended June 30, 2024, reversals of performance allocations in our secondaries & portfolio finance strategy driven by portfolio depreciation were partially offset by performance allocation accruals in our co-investment strategy. For the six months ended June 30, 2024, performance allocation accruals were primarily driven by our secondaries & portfolio finance and co-investment strategies.

See “—Trends Affecting Our Business” for further discussion on the macroeconomic, geopolitical and industry landscape and our investment activity.

Principal investment income (loss). The decrease in Principal investment income (loss) for the three months ended June 30, 2025 compared to the three months ended June 30, 2024 was primarily attributable to unrealized investment losses from our Europe and U.S. CLOs, and unrealized investment losses from our other Global Credit products, driven by our BDCs. These were partially offset by an increase in unrealized investment income from NGP, driven by appreciation in certain NGP Carry funds.

The decrease in Principal investment income (loss) for the six months ended June 30, 2025 compared to the six months ended June 30, 2024, was primarily attributable to an impairment charge of $92.5 million and a $38.0 million reduction in NGP accrued carry, both related to the restructuring of the terms of our strategic investment in NGP (see Note 4, Investments, for more information), and to a lesser extent, unrealized investment losses from our Europe and U.S. CLOs, and unrealized investment losses from our other Global Credit products, driven by our BDCs.

Expenses

Compensation and benefits. Total compensation and benefits increased $299.2 million for the three months ended June 30, 2025, as compared to the three months ended June 30, 2024, and increased $535.1 million for the six months ended June 30, 2025, as compared to the six months ended June 30, 2024. The increases for the three and six months ended June 30, 2025 relative to the comparable prior year periods are primarily attributable to:

- an increase in Performance allocations and incentive fee related compensation of $299.4 million and $543.6 million, respectively, primarily driven by an increase in Performance allocations, on which Performance allocations and incentive fee related compensation is based;
- an increase in Cash-based compensation and benefits of $32.1 million and $28.6 million, respectively, primarily driven by an increase in annual bonus accruals and higher headcount;
- partially offset by a decrease in Equity-based compensation of $32.3 million and $37.1 million, respectively, primarily driven by lower amortization on performance-based stock awards, partially offset by additional equity awards granted in February 2025.

General, administrative and other expenses. General, administrative and other expenses increased $17.6 million for the three months ended June 30, 2025, as compared to the three months ended June 30, 2024, and increased $43.5 million for the six months ended June 30, 2025 as compared to the six months ended June 30, 2024, primarily driven by an increase in foreign currency movement, reflecting a foreign exchange loss for the three and six months ended June 30, 2025 compared to a foreign exchange gain for the three and six months ended June 30, 2024 related to the weakening of the U.S. dollar relative to EUR and GBP. Foreign exchange loss for the three and six months ended June 30, 2025 was primarily attributable to Performance allocations earned by certain EUR-denominated funds that hold USD investments. The increase for the six months ended June 30, 2025 also included an increase in costs for funds in fundraising and operating costs related to certain funds. These increases were partially offset by the impact of an increase in liabilities for litigation-related contingencies, regulatory examination and inquiries, and other matters during the three and six months ended June 30, 2024.

Interest and other expenses of Consolidated Funds. Interest and other expenses of Consolidated Funds increased $18.7 million for the three months ended June 30, 2025, as compared to the three months ended June 30, 2024, and increased $7.6 million for the six months ended June 30, 2025, as compared to the six months ended June 30, 2024, primarily due to an increase in the number of consolidated CLOs and higher interest expense. The CLOs incur interest expense on their loans payable and incur other expenses consisting of trustee fees, rating agency fees, and professional fees. Substantially all interest and other income of our CLOs together with interest expense of our CLOs and net investment gains (losses) of Consolidated Funds is attributable to the related funds' limited partners or CLO investors. Accordingly, such amounts have no material impact on net income attributable to the Company.

Net investment income (loss) of Consolidated Funds. The table below summarizes the components of Net investment income (loss) of Consolidated Funds, including our consolidated CLOs and certain other funds:

	Three Months Ended June 30,		Change		Six Months Ended June 30,		Change	
	2025	2024	$	%	2025	2024	$	%
	(Dollars in millions)							
Realized losses	$ (24.5)	$ (23.4)	$ (1.1)	5 %	$ (24.9)	$ (44.6)	$ 19.7	(44)%
Net change in unrealized gains	29.1	23.6	5.5	23 %	36.5	127.5	(91.0)	(71)%
Total gains	4.6	0.2	4.4	NM	11.6	82.9	(71.3)	(86)%
Gains (losses) from liabilities of CLOs	42.2	(5.4)	47.6	NM	41.3	(95.1)	136.4	NM
Total net investment income (loss) of Consolidated Funds	$ 46.8	$ (5.1)	$ 51.9	NM	$ 52.9	$ (12.1)	$ 65.0	NM

Provision for income taxes. The Company's provision for income taxes was $112.5 million and $69.5 million for the three months ended June 30, 2025 and 2024, respectively, and $124.9 million and $91.4 million for the six months ended June 30, 2025 and 2024, respectively. The Company's effective tax rate was approximately 26% and 32% for the three months ended June 30, 2025 and 2024, respectively, and 20% and 27% for the six months ended June 30, 2025 and 2024, respectively. The effective tax rate for the three months ended June 30, 2025 and 2024 primarily comprised the 21% U.S. federal corporate income tax rate, the impact of U.S. state and foreign income taxes, and disallowed executive compensation, offset by non-controlling interest. The effective tax rate for the three months ended June 30, 2024 also includes an increase related to other non-deductible expenses. The effective tax rate for the six months ended June 30, 2025 and 2024 primarily comprised the 21% U.S. federal corporate income tax rate, the impact of U.S. state and foreign income taxes, and disallowed executive compensation, primarily offset by equity-based compensation deductions and non-controlling interest. The effective tax rate for the six months ended June 30, 2024 also includes an increase related to other non-deductible expenses.

As of June 30, 2025 and December 31, 2024, the Company had federal, state, local and foreign taxes payable of $90.2 million and $46.2 million, respectively, which is recorded as a component of accounts payable, accrued expenses and other liabilities in the accompanying condensed consolidated balance sheets.

Net income attributable to non-controlling interests in consolidated entities. Net income attributable to non-controlling interests in consolidated entities was $8.4 million for the three months ended June 30, 2025, as compared to $1.1 million for the three months ended June 30, 2024, and $37.0 million for the six months ended June 30, 2025, as compared to $34.3 million for the six months ended June 30, 2024. These amounts are primarily attributable to the net earnings of the Consolidated Funds for each period, which are substantially all allocated to the related fund's limited partners or CLO investors, as well as net earnings from our insurance solutions business and certain other products that are allocated to certain third-party investors. These amounts also reflect the net income attributable to non-controlling interests in carried interest, giveback obligations, and cash held for carried interest distributions. The net income (loss) of our Consolidated Funds, after eliminations, was $13.9 million and $(4.3) million for the three months ended June 30, 2025 and 2024, respectively, and $21.9 million and $8.4 million for the six months ended June 30, 2025 and 2024, respectively.

Non-GAAP Financial Measures

The following tables set forth information in the format used by management when making resource deployment decisions and in assessing performance of our segments. These Non-GAAP financial measures are presented for the three and six months ended June 30, 2025 and 2024. Our Non-GAAP financial measures exclude the effects of unrealized performance allocations net of related compensation expense, unrealized principal investment income, consolidated funds, acquisition and disposition-related items including amortization and any impairment charges of acquired intangible assets and contingent consideration taking the form of earn-outs, charges associated with the Conversion, impairment charges associated with lease right-of-use assets, gains or losses from retirement of debt, charges associated with contract terminations and employee severance, charges associated with equity-based compensation, changes in the tax receivable agreement liability, corporate actions and infrequently occurring or unusual events.

The following table shows our total segment DE and FRE for the three and six months ended June 30, 2025 and 2024.

	Three Months Ended June 30,		Six Months Ended June 30,	
	2025	2024	2025	2024
	(Dollars in millions)			
Total Segment Revenues	$ 984.0	$ 788.9	$ 2,027.2	$ 1,811.9
Total Segment Expenses	553.0	445.7	1,140.8	1,037.4
(=) Distributable Earnings	**$ 431.0**	**$ 343.2**	**$ 886.4**	**$ 774.5**
(-) Realized Net Performance Revenues	87.7	55.7	215.1	197.7
(-) Realized Principal Investment Income	33.5	26.6	63.5	60.3
(+) Net Interest	13.5	12.1	26.1	22.8
(=) Fee Related Earnings	**$ 323.3**	**$ 273.0**	**$ 633.9**	**$ 539.3**

The following table sets forth our total segment revenues for the three and six months ended June 30, 2025 and 2024.

	Three Months Ended June 30,		Six Months Ended June 30,	
	2025	2024	2025	2024
	(Dollars in millions)			
Segment Revenues				
Fund level fee revenues				
Fund management fees	$ 589.6	$ 525.5	$ 1,115.1	$ 1,041.1
Portfolio advisory and transaction fees, net and other	47.9	28.9	125.8	55.6
Fee related performance revenues	38.7	33.1	78.2	62.2
Total fund level fee revenues	676.2	587.5	1,319.1	1,158.9
Realized performance revenues	259.8	156.5	614.9	554.3
Realized principal investment income	33.5	26.6	63.5	60.3
Interest income	14.5	18.3	29.7	38.4
Total Segment Revenues	$ 984.0	$ 788.9	$ 2,027.2	$ 1,811.9

The following table sets forth our total segment expenses for the three and six months ended June 30, 2025 and 2024.

	Three Months Ended June 30,		Six Months Ended June 30,	
	2025	2024	2025	2024
	(Dollars in millions)			
Segment Expenses				
Compensation and benefits				
Cash-based compensation and benefits	$ 233.8	$ 205.3	$ 457.8	$ 419.6
Realized performance revenue related compensation	172.1	100.8	399.8	356.6
Total compensation and benefits	405.9	306.1	857.6	776.2
General, administrative, and other indirect expenses	106.3	97.9	201.9	177.6
Depreciation and amortization expense	12.8	11.3	25.5	22.4
Interest expense	28.0	30.4	55.8	61.2
Total Segment Expenses	$ 553.0	$ 445.7	$ 1,140.8	$ 1,037.4

Income (loss) before provision for income taxes is the U.S. GAAP financial measure most comparable to Distributable Earnings and Fee Related Earnings. The following table is a reconciliation of income (loss) before provision for income taxes to Distributable Earnings and to Fee Related Earnings.

	Three Months Ended June 30,		Six Months Ended June 30,	
	2025	2024	2025	2024
	(Dollars in millions)			
Income (loss) before provision for income taxes	**$ 440.6**	**$ 218.8**	**$ 611.6**	**$ 339.5**
Adjustments:				
Net unrealized performance and fee related performance revenues	(124.3)	(15.2)	(34.3)	178.0
Unrealized principal investment (income) loss	(25.5)	(48.1)	(42.5)	(52.5)
Equity-based compensation[1]	96.4	127.4	201.1	238.4
Acquisition or disposition-related charges, including amortization of intangibles and impairment	48.3	33.3	170.5	66.1
Tax (expense) benefit associated with certain foreign performance revenues	(0.1)	(0.2)	(0.1)	(1.2)
Net (income) loss attributable to non-controlling interests in consolidated entities	(8.4)	(1.1)	(37.0)	(34.3)
Other adjustments[2]	4.0	28.3	17.1	40.5
(=) Distributable Earnings	**$ 431.0**	**$ 343.2**	**$ 886.4**	**$ 774.5**
(-) Realized net performance revenues, net of related compensation[3]	87.7	55.7	215.1	197.7
(-) Realized principal investment income[3]	33.5	26.6	63.5	60.3
(+) Net interest	13.5	12.1	26.1	22.8
(=) Fee Related Earnings	**$ 323.3**	**$ 273.0**	**$ 633.9**	**$ 539.3**

(1) Equity-based compensation for the three and six months ended June 30, 2025 and 2024 includes amounts presented in principal investment income and general, administrative and other expenses in our U.S. GAAP statement of operations.
(2) Includes charges (credits) related to Carlyle corporate actions and non-recurring items that affect period-to-period comparability and are not reflective of the Company’s operating performance.

(3) See reconciliation to most directly comparable U.S. GAAP measure below:

	Three Months Ended June 30, 2025		
	Carlyle Consolidated	Adjustments[4]	Total Reportable Segments
	(Dollars in millions)		
Performance revenues	$ 638.8	$ (379.0)	$ 259.8
Performance revenues related compensation expense	443.6	(271.5)	172.1
Net performance revenues	$ 195.2	$ (107.5)	$ 87.7
Principal investment income (loss)	$ 55.2	$ (21.7)	$ 33.5

	Six Months Ended June 30, 2025		
	Carlyle Consolidated	Adjustments[4]	Total Reportable Segments
	(Dollars in millions)		
Performance revenues	$ 861.7	$ (246.8)	$ 614.9
Performance revenues related compensation expense	615.0	(215.2)	399.8
Net performance revenues	$ 246.7	$ (31.6)	$ 215.1
Principal investment income (loss)	$ (7.9)	$ 71.4	$ 63.5

	Three Months Ended June 30, 2024		
	Carlyle Consolidated	Adjustments[4]	Total Reportable Segments
	(Dollars in millions)		
Performance revenues	$ 198.2	$ (41.7)	$ 156.5
Performance revenues related compensation expense	144.2	(43.4)	100.8
Net performance revenues	$ 54.0	$ 1.7	$ 55.7
Principal investment income (loss)	$ 88.1	$ (61.5)	$ 26.6

	Six Months Ended June 30, 2024		
	Carlyle Consolidated	Adjustments[4]	Total Reportable Segments
	(Dollars in millions)		
Performance revenues	$ 41.2	$ 513.1	$ 554.3
Performance revenues related compensation expense	71.4	285.2	356.6
Net performance revenues	$ (30.2)	$ 227.9	$ 197.7
Principal investment income (loss)	$ 161.2	$ (100.9)	$ 60.3

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

Distributable Earnings for our reportable segments are as follows:

	Three Months Ended June 30,		Six Months Ended June 30,	
	2025	2024	2025	2024
	(Dollars in millions)			
Global Private Equity	$ 231.9	$ 199.1	$ 497.5	$ 512.2
Global Credit	120.9	99.8	231.4	181.9
Carlyle AlpInvest	78.2	44.3	157.5	80.4
Distributable Earnings	**$ 431.0**	**$ 343.2**	**$ 886.4**	**$ 774.5**

Segment Analysis

Discussed below is our DE and FRE for our segments for the periods presented. Our segment information is reflected in the manner used by our chief operating decision maker to make operating and compensation decisions, assess performance, and allocate resources.

For segment reporting purposes, revenues and expenses are presented on a basis that deconsolidates our Consolidated Funds. As a result, segment revenues from management fees, realized performance revenues and realized principal investment income (loss) are different than those presented on a consolidated U.S. GAAP basis because these revenues recognized in certain segments are received from Consolidated Funds and are eliminated in consolidation when presented on a consolidated U.S. GAAP basis. Furthermore, segment expenses are different than related amounts presented on a consolidated U.S. GAAP basis due to the exclusion of fund expenses that are paid by the Consolidated Funds.

Global Private Equity

The following table presents our results of operations for our Global Private Equity[1] segment:

	Three Months Ended June 30,		Change		Six Months Ended June 30,		Change	
	2025	2024	$	%	2025	2024	$	%
	(Dollars in millions)							
Segment Revenues								
Fund level fee revenues								
Fund management fees	$ 302.4	$ 305.2	$ (2.8)	(1) %	$ 585.4	$ 609.8	$ (24.4)	(4) %
Portfolio advisory and transaction fees, net and other	6.9	3.8	3.1	82 %	21.4	10.9	10.5	96 %
Fee related performance revenues	—	3.2	(3.2)	(100) %	—	6.9	(6.9)	(100) %
Total fund level fee revenues	309.3	312.2	(2.9)	(1) %	606.8	627.6	(20.8)	(3) %
Realized performance revenues	244.7	129.7	115.0	89 %	561.8	503.5	58.3	12 %
Realized principal investment income	12.4	6.8	5.6	82 %	27.5	25.7	1.8	7 %
Interest income	5.5	6.5	(1.0)	(15) %	11.5	14.1	(2.6)	(18) %
Total revenues	571.9	455.2	116.7	26 %	1,207.6	1,170.9	36.7	3 %
Segment Expenses								
Compensation and benefits								
Cash-based compensation and benefits	108.4	103.9	4.5	4 %	209.1	213.2	(4.1)	(2) %
Realized performance revenues related compensation	160.9	81.4	79.5	98 %	361.3	315.7	45.6	14 %
Total compensation and benefits	269.3	185.3	84.0	45 %	570.4	528.9	41.5	8 %
General, administrative, and other indirect expenses[1]	50.3	50.2	0.1	— %	99.0	88.8	10.2	11 %
Depreciation and amortization expense	7.0	6.5	0.5	8 %	13.9	12.9	1.0	8 %
Interest expense	13.4	14.1	(0.7)	(5) %	26.8	28.1	(1.3)	(5) %
Total expenses	340.0	256.1	83.9	33 %	710.1	658.7	51.4	8 %
(=) Distributable Earnings	**$ 231.9**	**$ 199.1**	**$ 32.8**	**16 %**	**$ 497.5**	**$ 512.2**	**$ (14.7)**	**(3)%**
(-) Realized Net Performance Revenues	83.8	48.3	35.5	73 %	200.5	187.8	12.7	7 %
(-) Realized Principal Investment Income	12.4	6.8	5.6	82 %	27.5	25.7	1.8	7 %
(+) Net Interest	7.9	7.6	0.3	4 %	15.3	14.0	1.3	9 %
(=) Fee Related Earnings	**$ 143.6**	**$ 151.6**	**$ (8.0)**	**(5)%**	**$ 284.8**	**$ 312.7**	**$ (27.9)**	**(9)%**

(1) For purposes of presenting our results of operations for this segment, our earnings from our investments in NGP are presented in the respective operating captions.

Distributable Earnings

Distributable Earnings increased $32.8 million for the three months ended June 30, 2025, as compared to the three months ended June 30, 2024, and decreased $14.7 million for the six months ended June 30, 2025, as compared to the six months ended June 30, 2024. The following table provides the components of the changes in Distributable Earnings for the three and six months ended June 30, 2025:

	Three Months Ended June 30,	Six Months Ended June 30,
	2025 v. 2024	
	(Dollars in millions)	
Distributable Earnings, June 30, 2024	$ 199.1	$ 512.2
Increases (decreases):		
Decrease in fee related earnings	(8.0)	(27.9)
Increase in realized net performance revenues	35.5	12.7
Increase in realized principal investment income	5.6	1.8
Increase in net interest	(0.3)	(1.3)
Total increase (decrease)	32.8	(14.7)
Distributable Earnings, June 30, 2025	$ 231.9	$ 497.5

Realized Net Performance Revenues. Realized net performance revenues increased $35.5 million for the three months ended June 30, 2025, as compared to the three months ended June 30, 2024, and increased $12.7 million for the six months ended June 30, 2025, as compared to the six months ended June 30, 2024. Realized net performance revenues for the three months ended June 30, 2025 were primarily attributable to realizations in NGP XI and, to a lesser extent, CAP IV and CP VI. Realized net performance revenues for the six months ended June 30, 2025 were primarily attributable to realizations in CPP II, NGP XI, and CAP IV. Realized net performance revenues for the three and six months ended June 30, 2024 were primarily attributable to realizations in CIEP I and CP VI. Additionally, the six months ended June 30, 2024 were impacted by realizations in CAP IV. A slower pace of investment exit activity in funds of a vintage that are realizing carry may reduce our realized net performance revenues in the coming quarters.

Fee Related Earnings

Fee Related Earnings decreased $8.0 million for the three months ended June 30, 2025, as compared to the three months ended June 30, 2024, and decreased $27.9 million for the six months ended June 30, 2025, as compared to the six months ended June 30, 2024. The following table provides the components of the changes in Fee Related Earnings for the three and six months ended June 30, 2025:

	Three Months Ended June 30,	Six Months Ended June 30,
	2025 v. 2024	
	(Dollars in millions)	
Fee Related Earnings, June 30, 2024	$ 151.6	$ 312.7
Increases (decreases):		
Decrease in fee revenues	(2.9)	(20.8)
(Increase) decrease in cash-based compensation and benefits	(4.5)	4.1
Increase in general, administrative and other indirect expenses	(0.1)	(10.2)
All other changes	(0.5)	(1.0)
Total decrease	(8.0)	(27.9)
Fee Related Earnings, June 30, 2025	$ 143.6	$ 284.8

Fee Revenues. Total fee revenues decreased $2.9 million for the three months ended June 30, 2025, as compared to the three months ended June 30, 2024, and decreased $20.8 million for the six months ended June 30, 2025, as compared to the six months ended June 30, 2024, due to the following:

	Three Months Ended June 30,	Six Months Ended June 30,
	2025 v. 2024	
	(Dollars in millions)	
Lower fund management fees	$ (2.8)	$ (24.4)
Higher portfolio advisory and transaction fees, net and other	3.1	10.5
Lower fee related performance revenues	(3.2)	(6.9)
Total decrease in fee revenues	$ (2.9)	$ (20.8)

The decrease in fund management fees for the six months ended June 30, 2025 as compared to the six months ended June 30, 2024 was primarily due to step-downs in management fee basis on CEP V and CRP IX in the fourth quarter of 2024, as well as net investment realizations in funds on which management fees are based on invested capital. These were partially offset by the activation of fees in CJP V, which turned on fees in the fourth quarter of 2024, as well as CRP X, which turned on fees on April 1, 2025. The impact of smaller buyout funds in our corporate private equity strategy is resulting in, and may continue to result in, lower fund management fees relative to prior periods.

The increase in portfolio advisory and transaction fees, net and other for the three and six months ended June 30, 2025 as compared to the three and six months ended June 30, 2024 was primarily due to an increase in transaction fees. Transaction fees are primarily generated by investment activity within our funds, and are therefore impacted by our investment pace. See "—Trends Affecting Our Business" for further discussion on our investment activity and broader market trends.

General, administrative and other indirect expenses. General, administrative and other indirect expenses increased $0.1 million for the three months ended June 30, 2025, as compared to the three months ended June 30, 2024, and increased $10.2 million for the six months ended June 30, 2025, as compared to the six months ended June 30, 2024. The increase for the six months ended June 30, 2025 was primarily due to an increase in costs related to funds in fundraising as well as a lower reversal of value-added tax expense in Asia. This was partially offset by foreign exchange gains for the six months ended June 30, 2025 compared to foreign exchange loss for the six months ended June 30, 2024.

Fee-earning AUM

Fee-earning AUM is presented below for each period together with the components of change during each respective period.

	As of June 30,	
	2025	2024
Global Private Equity	(Dollars in millions)	
Components of Fee-earning AUM[(1)]		
Fee-earning AUM based on capital commitments	$ 42,297	$ 47,522
Fee-earning AUM based on invested capital	49,703	45,361
Fee-earning AUM based on net asset value	7,364	7,166
Fee-earning AUM based on lower of cost or fair value	2,966	3,613
Total Fee-earning AUM	**$ 102,330**	**$ 103,662**
Annualized Management Fee Rate[(2)]	1.16 %	1.16 %

(1) For additional information concerning the components of Fee-earning AUM, see "—Key Financial Measures—Operating Metrics."

(2) Represents annualized fund management fees divided by the average of the beginning of year and each quarter end's Fee-earning AUM in the reporting period. Catch-up management fees were excluded in the calculation of the annualized fund management fees.

The table below provides the period to period rollforward of Fee-earning AUM.

	Three Months Ended June 30,		Six Months Ended June 30,	
	2025	2024	2025	2024
Global Private Equity	**(Dollars in millions)**			
Fee-earning AUM Rollforward				
Balance, Beginning of Period	$ 98,711	$ 104,024	$ 98,033	$ 106,651
Inflows[1]	9,169	2,965	10,666	3,684
Outflows (including realizations)[2]	(6,539)	(3,254)	(8,016)	(5,870)
Market Activity & Other[3]	(208)	116	(258)	(108)
Foreign Exchange[4]	1,197	(189)	1,905	(695)
Balance, End of Period	**$ 102,330**	**$ 103,662**	**$ 102,330**	**$ 103,662**

(1) Inflows represents limited partner capital raised by our carry funds or separately managed accounts for which management fees based on commitments were activated during the period, and the fee-earning commitments invested in vehicles for which management fees are based on invested capital. Inflows exclude fundraising amounts during the period for which fees have not yet been activated, which are referenced as Pending Fee-earning AUM.

(2) Outflows represents the impact of realizations from vehicles with management fees based on remaining invested capital at cost or fair value, changes in basis for funds where the investment period, weighted-average investment period or commitment fee period has expired during the period, and reductions for funds that are no longer calling for fees. Realizations for funds earning management fees based on commitments during the period do not affect Fee-earning AUM.

(3) Market Activity & Other represents realized and unrealized gains (losses) on portfolio investments in our carry funds based on the lower of cost or fair value.

(4) Foreign Exchange represents the impact of foreign exchange rate fluctuations on the translation of our non-U.S. dollar denominated funds. Activity during the period is translated at the average rate for the period. Ending balances are translated at the spot rate as of the period end.

Fee-earning AUM of $102.3 billion at June 30, 2025 increased 4% from $98.7 billion at March 31, 2025. The net increase was due to:

- Inflows of $9.2 billion, primarily driven by the activation of management fees in our tenth U.S. opportunistic real estate fund; and
- Positive foreign exchange activity of $1.2 billion reflecting the translation of our EUR- and JPY-denominated funds to USD.

Offsetting these increases were:

- Outflows of $6.5 billion, driven by the expiration of fees in CP VI during the period, a fee basis step-down in CIEP II, and realizations in funds that charge fees on invested capital.

Fee-earning AUM of $102.3 billion at June 30, 2025 increased 4% from $98.0 billion at December 31, 2024. The net increase was due to:

- Inflows of $10.7 billion, which included the activation of management fees in our tenth U.S. opportunistic real estate fund, additional fee-paying capital raised in CAP VI, and investments in our Asia buyout and Europe buyout funds which charge fees on invested capital; and
- Positive foreign exchange activity of $1.9 billion reflecting the translation of our EUR- and JPY-denominated funds to USD.

Offsetting these increases were:

- Outflows of $8.0 billion, which included realizations in funds that charge fees on invested capital, notably in our Europe buyout, U.S. buyout, and U.S. real estate funds, as well as the expiration of fees in CP VI during the period, and a fee basis step-down in CIEP II.

Fee-earning AUM of $102.3 billion at June 30, 2025 decreased 1% from $103.7 billion at June 30, 2024. The net decrease was due to:

- Outflows of $17.1 billion driven by realizations in funds that charge fees on invested capital, fee basis step-downs in CRP IX, CEP V, and CIEP II, and the expiration of fees in CP VI during the period.

Offsetting these decreases were:

- Inflows of $14.7 billion primarily from the activation of fees in CRP X and CJP V, additional fee-paying capital raised in CAP VI, and investments in funds which charge fees on invested capital; and
- Positive foreign exchange activity of $1.4 billions reflecting the translation of our EUR- and JPY-denominated funds to USD.

Total AUM

The table below provides the period to period rollforward of Total AUM.

	Three Months Ended June 30, 2025	Six Months Ended June 30, 2025
	(Dollars in millions)	
Global Private Equity		
Total AUM Rollforward		
Balance, Beginning of Period	$ 164,210	$ 163,533
Inflows(1)	2,843	5,556
Outflows (including realizations)(2)	(4,971)	(9,650)
Market Activity & Other(3)	1,021	2,479
Foreign Exchange(4)	1,954	3,139
Balance, End of Period	**$ 165,057**	**$ 165,057**

(1) Inflows reflects the impact of gross fundraising during the period. For funds or vehicles denominated in foreign currencies, this reflects translation at the average quarterly rate, while the separately reported Fundraising metric is translated at the spot rate for each individual closing.

(2) Outflows includes distributions net of recallable or recyclable amounts in our carry funds, related co-investment vehicles, and separately managed accounts, gross redemptions in our open-ended funds, and the expiration of available capital.

(3) Market Activity & Other generally represents realized and unrealized gains (losses) on portfolio investments in our carry funds, related co-investment vehicles, and separately managed accounts, as well as the impact of fees, expenses and non-investment income, and other changes in AUM.

(4) Foreign Exchange represents the impact of foreign exchange rate fluctuations on the translation of our non-U.S. dollar denominated funds. Activity during the period is translated at the average rate for the period. Ending balances are translated at the spot rate as of the period end.

Total AUM was $165.1 billion at June 30, 2025, an increase of 1% from $164.2 billion at March 31, 2025. The net increase was due to:

- Inflows of $2.8 billion, which included new capital raised in CRP X, CPI, and ACCD 3;
- Positive foreign exchange activity of $2.0 billion reflecting the translation of our EUR- and JPY-denominated funds to USD; and
- Market appreciation of $1.0 billion driven by appreciation in CP VII ($0.6 billion), CAP V ($0.5 billion), and CP VIII ($0.4 billion), partially offset by depreciation in CEP V ($0.7 billion).

Offsetting these increases were:

- Outflows of $5.0 billion driven by realizations in our U.S. buyout and Asia buyout funds, as well as the NGP Energy funds.

Total AUM was $165.1 billion at June 30, 2025, an increase of 1% from $163.5 billion at December 31, 2024. The net increase was due to:

- Inflows of $5.6 billion, which included new capital raised in CRP X, NGP RP III, CPI, and CAP VI;

- Positive foreign exchange activity of $3.1 billion, which reflected the translation of our EUR- and JPY-denominated funds to USD; and
- Market appreciation of $2.5 billion driven by appreciation in CP VII ($1.3 billion), CP VIII ($0.6 billion), CGP II ($0.3 billion), and the NGP Energy funds ($0.6 billion), partially offset by depreciation in CEP V ($0.8 billion).

Offsetting these increases were:

- Outflows of $9.7 billion driven by distributions across the segment, notably in our U.S. buyout, power, Asia buyout, and international energy funds, as well as the NGP Energy funds.

Fund Performance Metrics

Fund performance information for our investment funds that generally have at least $1.0 billion in capital commitments, cumulative equity invested or total value as of June 30, 2025, which we refer to as our "significant funds," is included throughout this discussion and analysis to facilitate an understanding of our results of operations for the periods presented. The fund return information reflected in this discussion and analysis is not indicative of the performance of The Carlyle Group Inc. and is also not necessarily indicative of the future performance of any particular fund. An investment in The Carlyle Group Inc. is not an investment in any of our funds. There can be no assurance that any of our funds or our other existing and future funds will achieve similar returns.

The following table reflects the performance of our significant funds in our Global Private Equity business. Please see "—Our Global Investment Offerings" for a legend of the fund acronyms listed below.

(Amounts in millions)				TOTAL INVESTMENTS						REALIZED/PARTIALLY REALIZED INVESTMENTS(12)		
				As of June 30, 2025						As of June 30, 2025		
Fund (Fee Initiation Date/Step-down Date)(1)	**Committed Capital(2)**	**Cumulative Invested Capital(3)**	**Percent Invested**	**Realized Value(4)**	**Remaining Fair Value(5)**	**MOIC (6)**	**Gross IRR (7)(8)**	**Net IRR (8)(9)**	**Net Accrued Carry/ (Giveback) (10)**	**Total Fair Value(11)**	**MOIC (6)**	**Gross IRR (7)(8)**
Corporate Private Equity												
CP VIII (Oct 2021 / Oct 2027)	$ 14,797	$ 10,389	70%	$ 1,684	$ 12,589	1.4x	21%	10%	$ 148	$ 2,088	1.6x	58%
CP VII (May 2018 / Oct 2021)	$ 18,510	$ 17,787	96%	$ 7,206	$ 22,231	1.7x	12%	8%	$ 658	$ 6,965	1.6x	12%
CP VI (May 2013 / May 2018)	$ 13,000	$ 13,140	101%	$ 25,560	$ 3,089	2.2x	18%	13%	$ 127	$ 26,313	2.5x	22%
CP V (Jun 2007 / May 2013)	$ 13,720	$ 13,238	96%	$ 28,117	$ 449	2.2x	18%	14%	$ 31	$ 28,134	2.3x	20%
CEP V (Oct 2018 / Oct 2024)	€ 6,416	€ 6,079	95%	€ 1,628	€ 4,918	1.1x	1%	Neg	$ —	€ 543	0.8x	Neg
CEP IV (Sep 2014 / Oct 2018)	€ 3,670	€ 3,968	108%	€ 6,197	€ 1,315	1.9x	16%	11%	$ 57	€ 6,250	2.1x	20%
CEP III (Jul 2007 / Dec 2013)	€ 5,295	€ 5,177	98%	€ 11,730	€ 19	2.3x	19%	14%	$ 2	€ 11,749	2.3x	19%
CAP VI (Jun 2024 / Jun 2030)	$ 2,852	$ —	—%	$ —	$ —	n/a	n/a	n/a	$ —	n/a	n/a	n/a
CAP V (Jun 2018 / Jun 2024)	$ 6,554	$ 6,875	105%	$ 2,758	$ 7,123	1.4x	15%	8%	$ 104	$ 2,136	1.3x	23%
CAP IV (Jul 2013 / Jun 2018)	$ 3,880	$ 4,146	107%	$ 8,667	$ 301	2.2x	18%	13%	$ 18	$ 8,704	2.4x	21%
CJP V (Nov 2024 / Nov 2030)	¥ 434,325	¥ —	—%	¥ —	¥ —	n/a	n/a	n/a	$ —	n/a	n/a	n/a
CJP IV (Oct 2020 / Nov 2024)	¥ 258,000	¥ 234,357	91%	¥ 144,666	¥ 272,773	1.8x	35%	23%	$ 74	¥ 173,942	3.3x	63%
CJP III (Sep 2013 / Aug 2020)	¥ 119,505	¥ 91,192	76%	¥ 262,826	¥ 18,580	3.1x	25%	18%	$ 10	¥ 271,686	3.2x	26%
CGFSP III (Dec 2017 / Dec 2023)	$ 1,005	$ 972	97%	$ 530	$ 1,707	2.3x	23%	17%	$ 76	$ 1,038	4.2x	35%
CGFSP II (Jun 2013 / Dec 2017)	$ 1,000	$ 943	94%	$ 1,961	$ 609	2.7x	26%	19%	$ 35	$ 1,956	2.4x	28%
CP Growth (Oct 2021 / Oct 2027)	$ 1,283	$ 568	44%	$ —	$ 676	1.2x	NM	NM	$ —	n/a	n/a	n/a
CEOF II (Nov 2015 / Mar 2020)	$ 2,400	$ 2,368	99%	$ 4,106	$ 1,422	2.3x	21%	15%	$ 71	$ 4,670	2.5x	23%
CETP V (Mar 2022 / Jun 2028)	€ 3,180	€ 1,393	44%	€ —	€ 1,573	1.1x	NM	NM	$ —	n/a	n/a	n/a
CETP IV (Jul 2019 / Jun 2022)	€ 1,350	€ 1,200	89%	€ 1,344	€ 1,423	2.3x	31%	22%	$ 60	€ 1,344	4.4x	74%
CETP III (Jul 2014 / Jul 2019)	€ 657	€ 610	93%	€ 1,752	€ 353	3.5x	41%	28%	$ 22	€ 1,756	3.8x	45%
CGP II (Dec 2020 / Jan 2025)	$ 1,840	$ 984	53%	$ 195	$ 1,661	1.9x	22%	17%	$ 34	n/a	n/a	n/a
CGP (Jan 2015 / Mar 2021)	$ 3,588	$ 3,235	90%	$ 1,581	$ 2,773	1.3x	5%	4%	$ 20	$ 1,802	2.3x	16%
All Other Active Funds & Vehicles(13)		$ 20,543	n/a	$ 15,421	$ 16,908	1.6x	12%	10%	$ 49	$ 15,402	2.0x	19%
Fully Realized Funds & Vehicles(14)(15)		$ 35,609	n/a	$ 81,770	$ 2	2.3x	28%	20%	$ 2	$ 81,772	2.3x	28%
TOTAL CORPORATE PRIVATE EQUITY(16)		**$ 154,724**	**n/a**	**$ 209,023**	**$ 84,854**	**1.9x**	**25%**	**17%**	**$ 1,599**	**$ 209,523**	**2.3x**	**26%**
Real Estate												
CRP X (Apr 2025 / Jul 2030)	$ 8,920	$ 181	2%	$ —	$ 169	0.9x	NM	NM	$ —	n/a	n/a	n/a
CRP IX (Oct 2021 / Dec 2024)	$ 7,987	$ 5,819	73%	$ 284	$ 6,611	1.2x	15%	4%	$ —	$ 272	1.4x	22%
CRP VIII (Aug 2017 / Oct 2021)	$ 5,505	$ 5,169	94%	$ 5,468	$ 3,587	1.8x	33%	19%	$ 96	$ 5,427	2.1x	52%
CRP VII (Jun 2014 / Dec 2017)	$ 4,162	$ 3,820	92%	$ 5,092	$ 1,197	1.6x	17%	10%	$ 10	$ 5,063	1.7x	20%
CRP VI (Mar 2011 / Jun 2014)	$ 2,340	$ 2,155	92%	$ 3,815	$ 118	1.8x	27%	17%	$ 4	$ 3,748	1.9x	28%
CPI (May 2016 / n/a)	$ 8,194	$ 8,474	103%	$ 3,313	$ 7,666	1.3x	11%	9%	n/a*	$ 2,132	1.7x	12%
All Other Active Funds & Vehicles(17)		$ 2,578	n/a	$ 481	$ 2,483	1.1x	9%	6%	$ 5	$ 329	1.5x	22%
Fully Realized Funds & Vehicles(15)(18)		$ 14,292	n/a	$ 21,635	$ 14	1.5x	9%	5%	$ —	$ 21,649	1.5x	10%
TOTAL REAL ESTATE(16)		**$ 42,488**	**n/a**	**$ 40,088**	**$ 21,844**	**1.5x**	**12%**	**7%**	**$ 115**	**$ 38,620**	**1.6x**	**13%**
Infrastructure & Natural Resources												
CIEP II (Apr 2019 / Apr 2025)	$ 2,286	$ 1,008	44%	$ 799	$ 1,060	1.8x	27%	12%	$ 35	$ 740	3.1x	NM**
CIEP I (Sep 2013 / Jun 2019)	$ 2,500	$ 2,470	99%	$ 3,289	$ 1,429	1.9x	15%	9%	$ 46	$ 3,738	2.2x	18%
CGIOF (Dec 2018 / Sep 2023)	$ 2,201	$ 2,054	93%	$ 658	$ 2,779	1.7x	18%	11%	$ 76	$ 777	1.7x	16%
CRSEF II (Nov 2022 / Aug 2027)	$ 1,187	$ 471	40%	$ —	$ 727	1.5x	NM	NM	$ 11	n/a	n/a	n/a
NGP XIII (Feb 2023 / Feb 2028)	$ 2,300	$ 452	20%	$ 31	$ 620	1.4x	NM	NM	$ 2	$ 63	3.1x	NM
NGP XII (Jul 2017 / Jul 2022)	$ 4,304	$ 3,634	84%	$ 4,513	$ 2,864	2.0x	21%	15%	$ 30	$ 4,180	2.9x	37%
NGP XI (Oct 2014 / Jul 2017)	$ 5,325	$ 5,034	95%	$ 7,915	$ 1,872	1.9x	13%	10%	$ 64	$ 7,367	2.1x	21%
NGP X (Jan 2012 / Dec 2014)	$ 3,586	$ 3,351	93%	$ 3,448	$ 285	1.1x	3%	—%	$ —	$ 3,262	1.2x	5%
All Other Active Funds & Vehicles(19)		$ 4,901	n/a	$ 3,120	$ 4,546	1.6x	15%	12%	$ 26	$ 2,799	2.2x	18%
Fully Realized Funds & Vehicles(15)(20)		$ 3,534	n/a	$ 5,573	$ 6	1.6x	8%	5%	$ 1	$ 5,579	1.6x	8%
TOTAL INFRASTRUCTURE & NATURAL RESOURCES(16)		**$ 26,907**	**n/a**	**$ 29,346**	**$ 16,187**	**1.7x**	**12%**	**8%**	**$ 291**	**$ 28,503**	**1.9x**	**14%**

**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 June 30, 2025.*
***The IRR is incalculable, which occurs in instances when a distribution occurs prior to a Limited Partner capital contribution due to the use of fund-level credit facilities.*

(1) 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.

(2) All amounts shown represent total capital commitments as of June 30, 2025. Certain of our recent vintage funds are currently in fundraising and total capital commitments are subject to change.

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

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

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

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

(7) Gross Internal Rate of Return ("Gross IRR") represents an annualized time-weighted 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 vintages 2017 and after, 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.

(8) 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.

(9) Net Internal Rate of Return ("Net IRR") represents an annualized time-weighted 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.

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

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

(12) 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 similarly titled measures.

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

(14) 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, CMG, CVP I, CVP II, CUSGF III, CGFSP I, CEVP I, CETP I, CETP II, CAVP I, CAVP II, CAGP III, CEOF I, Mexico and CSABF.

(15) 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.

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

(17) 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.

(18) 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, CRCP I, CAREP I, CAREP II, CEREP I, CEREP II and CEREP III.

(19) 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 ETP IV, CPOCP, and CRSEF.

(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: CIP and CPP II.

Global Credit

The following table presents our results of operations for our Global Credit segment:

	Three Months Ended June 30,		Change		Six Months Ended June 30,		Change	
	2025	2024	$	%	2025	2024	$	%
	(Dollars in millions)							
Segment Revenues								
Fund level fee revenues								
Fund management fees	$ 170.0	$ 140.8	$ 29.2	21 %	$ 309.6	$ 277.7	$ 31.9	11 %
Portfolio advisory and transaction fees, net and other	41.0	25.0	16.0	64 %	104.4	44.6	59.8	134 %
Fee related performance revenues	28.6	28.0	0.6	2 %	57.4	52.2	5.2	10 %
Total fund level fee revenues	239.6	193.8	45.8	24 %	471.4	374.5	96.9	26 %
Realized performance revenues	5.1	6.9	(1.8)	(26) %	18.4	7.5	10.9	145 %
Realized principal investment income	12.0	19.2	(7.2)	(38) %	17.5	33.0	(15.5)	(47) %
Interest income	7.0	10.1	(3.1)	(31) %	14.0	20.8	(6.8)	(33) %
Total revenues	263.7	230.0	33.7	15 %	521.3	435.8	85.5	20 %
Segment Expenses								
Compensation and benefits								
Cash-based compensation and benefits	88.2	74.0	14.2	19 %	177.2	150.8	26.4	18 %
Realized performance revenues related compensation	3.1	4.3	(1.2)	(28) %	11.0	4.6	6.4	139 %
Total compensation and benefits	91.3	78.3	13.0	17 %	188.2	155.4	32.8	21 %
General, administrative, and other indirect expenses	36.2	35.3	0.9	3 %	71.2	64.9	6.3	10 %
Depreciation and amortization expense	3.8	3.2	0.6	19 %	7.7	6.3	1.4	22 %
Interest expense	11.5	13.4	(1.9)	(14) %	22.8	27.3	(4.5)	(16) %
Total expenses	142.8	130.2	12.6	10 %	289.9	253.9	36.0	14 %
(=) Distributable Earnings	**$ 120.9**	**$ 99.8**	**$ 21.1**	**21 %**	**$ 231.4**	**$ 181.9**	**$ 49.5**	**27 %**
(-) Realized Net Performance Revenues	2.0	2.6	(0.6)	(23) %	7.4	2.9	4.5	155 %
(-) Realized Principal Investment Income	12.0	19.2	(7.2)	(38) %	17.5	33.0	(15.5)	(47) %
(+) Net Interest	4.5	3.3	1.2	36 %	8.8	6.5	2.3	35 %
(=) Fee Related Earnings	**$ 111.4**	**$ 81.3**	**$ 30.1**	**37 %**	**$ 215.3**	**$ 152.5**	**$ 62.8**	**41 %**

Distributable Earnings

Distributable Earnings increased $21.1 million for the three months ended June 30, 2025, as compared to the three months ended June 30, 2024, and increased $49.5 million for the six months ended June 30, 2025, as compared to the six months ended June 30, 2024. The following table provides the components of the changes in Distributable Earnings for the three and six months ended June 30, 2025:

	Three Months Ended June 30,	Six Months Ended June 30,
	2025 v. 2024	
	(Dollars in millions)	
Distributable Earnings, June 30, 2024	$ 99.8	$ 181.9
Increases (decreases):		
Increase in fee related earnings	30.1	62.8
(Decrease) increase in realized net performance revenues	(0.6)	4.5
Decrease in realized principal investment income	(7.2)	(15.5)
Increase in net interest	(1.2)	(2.3)
Total increase	21.1	49.5
Distributable Earnings, June 30, 2025	$ 120.9	$ 231.4

Realized Principal Investment Income. Realized principal investment income decreased $7.2 million for the three months ended June 30, 2025, as compared to the three months ended June 30, 2024, and decreased $15.5 million for the six months ended June 30, 2025, as compared to the six months ended June 30, 2024, primarily driven by lower realized principal investment income from our European and U.S. CLOs.

Fee Related Earnings

Fee Related Earnings increased $30.1 million for the three months ended June 30, 2025, as compared to the three months ended June 30, 2024, and increased $62.8 million for the six months ended June 30, 2025, as compared to the six months ended June 30, 2024. The following table provides the components of the changes in Fee Related Earnings for the three and six months ended June 30, 2025:

	Three Months Ended June 30,	Six Months Ended June 30,
	2025 v. 2024	
	(Dollars in millions)	
Fee Related Earnings, June 30, 2024	$ 81.3	$ 152.5
Increases (decreases):		
Increase in fee revenues	45.8	96.9
Increase in cash-based compensation and benefits	(14.2)	(26.4)
Increase in general, administrative and other indirect expenses	(0.9)	(6.3)
All other changes	(0.6)	(1.4)
Total increase	30.1	62.8
Fee Related Earnings, June 30, 2025	$ 111.4	$ 215.3

Fee Revenues. Fee revenues increased $45.8 million for the three months ended June 30, 2025, as compared to the three months ended June 30, 2024, and increased $96.9 million for the six months ended June 30, 2025, as compared to the six months ended June 30, 2024, due to the following:

	Three Months Ended June 30,	Six Months Ended June 30,
	2025 v. 2024	
	(Dollars in millions)	
Higher fund management fees	$ 29.2	$ 31.9
Higher portfolio advisory and transaction fees, net and other	16.0	59.8
Higher fee related performance revenues	0.6	5.2
Total increase in fee revenues	$ 45.8	$ 96.9

The increase in Fund management fees for the three and six months ended June 30, 2025 as compared to the three and six months ended June 30, 2024 was primarily attributable to the receipt of approximately $19 million of catch-up subordinated management fees in certain aviation funds during the three months ended June 30, 2025, due in part to the collection of insurance proceeds and in part due to the sale of collateral in those vehicles. To a lesser extent, the increase in Fund management fees for the three and six months ended June 30, 2025 as compared to the three and six months ended June 30, 2024 was also attributable to increases in management fees from CTAC, our opportunistic credit funds, and our direct lending business. These were partially offset by lower management fees from our liquid credit business.

The increase in portfolio advisory and transaction fees, net and other fees for the three and six months ended June 30, 2025 as compared to the three and six months ended June 30, 2024 was primarily driven by an increase in capital markets fees. The recognition of capital markets fees can be volatile as they are primarily generated by investment activity and a slower pace of investment activity may reduce capital markets fees in the coming quarters. See "—Trends Affecting Our Business" for further discussion on our investment activity and broader market trends.

Cash-based compensation and benefits expense. Cash-based compensation and benefits expense increased $14.2 million for the three months ended June 30, 2025, as compared to the three months ended June 30, 2024, and increased $26.4 million for the six months ended June 30, 2025, as compared to the six months ended June 30, 2024, primarily due to an increase in accrued bonuses related to capital markets fees and incentive fees.

Fee-earning AUM

Fee-earning AUM is presented below for each period together with the components of change during each respective period.

	As of June 30,	
	2025	2024
Global Credit	(Dollars in millions)	
Components of Fee-earning AUM(1)		
Fee-earning AUM based on capital commitments	$ 2,530	$ 2,470
Fee-earning AUM based on invested capital	20,884	18,428
Fee-earning AUM based on collateral balances, at par	45,062	48,200
Fee-earning AUM based on net asset value	3,512	2,142
Fee-earning AUM based on fair value and other(2)	90,796	84,197
Total Fee-earning AUM	**$ 162,784**	**$ 155,437**
Annualized Management Fee Rate(3)	0.36 %	0.36 %

(1) For additional information concerning the components of Fee-earning AUM, see "—Key Financial Measures—Operating Metrics."

(2) Includes the fair value of Fortitude's general account assets covered by the strategic advisory services agreement and funds with fees based on gross asset value.

(3) Represents annualized fund management fees divided by the average of the beginning of year and each quarter end's Fee-earning AUM in the reporting period. Catch-up management fees were excluded in the calculation of the annualized fund management fees.

The table below provides the period to period rollforward of Fee-earning AUM.

	Three Months Ended June 30,		Six Months Ended June 30,	
	2025	2024	2025	2024
Global Credit	**(Dollars in millions)**			
Fee-earning AUM Rollforward				
Balance, Beginning of Period	$ 160,731	$ 153,428	$ 154,186	$ 155,238
Inflows[1]	4,470	4,861	12,281	7,622
Outflows (including realizations)[2]	(3,415)	(2,804)	(6,528)	(5,764)
Market Activity & Other[3]	237	23	1,702	(1,315)
Foreign Exchange[4]	761	(71)	1,143	(344)
Balance, End of Period	**$ 162,784**	**$ 155,437**	**$ 162,784**	**$ 155,437**

(1) Inflows represents limited partner capital raised by our carry funds or separately managed accounts for which management fees based on commitments were activated during the period, the fee-earning commitments invested in vehicles for which management fees are based on invested capital, the fee-earning collateral balance of new CLO issuances, closed reinsurance transactions at Fortitude, and gross subscriptions in our vehicles for which management fees are based on net asset value.

(2) Outflows represents the impact of realizations from vehicles with management fees based on remaining invested capital at cost or fair value, changes in basis for funds where the investment period, weighted-average investment period or commitment fee period has expired during the period, reductions for funds that are no longer calling for fees, gross redemptions in our open-ended funds, and outflows from our liquid credit products. Realizations for funds earning management fees based on commitments during the period do not affect Fee-earning AUM.

(3) Market Activity & Other represents realized and unrealized gains (losses) on portfolio investments in funds or vehicles based on the lower of cost or fair value or net asset value, activity of funds with fees based on gross asset value, and changes in the fair value of Fortitude's general account assets covered by the strategic advisory services agreement.

(4) Foreign Exchange represents the impact of foreign exchange rate fluctuations on the translation of our non-U.S. dollar denominated funds. Activity during the period is translated at the average rate for the period. Ending balances are translated at the spot rate as of the period end.

Fee-earning AUM was $162.8 billion at June 30, 2025, an increase of 1% from $160.7 billion at March 31, 2025. The net increase was due to:

- Inflows of $4.5 billion, which were driven by capital deployment across the platform, including the closing of our two latest vintage U.S. CLOs; and
- Positive foreign exchange activity of $0.8 billion reflecting the translation of our EUR-denominated products to USD.

Offsetting these increases were:

- Outflows of $3.4 billion, which included outflows from our liquid credit products and realizations across the platform.

Fee-earning AUM was $162.8 billion at June 30, 2025, an increase of 6% from $154.2 billion at December 31, 2024. The net increase was due to:

- Inflows of $12.3 billion, which were driven by over $4 billion of closed reinsurance transactions at Fortitude and capital deployment across the platform, including the closing of our two latest vintage U.S. CLOs;
- Positive market activity of $1.7 billion, which primarily reflected an increase in the fair value of assets covered by the Fortitude strategic advisory services agreement, as well as increases in our cross-platform credit and direct lending products; and
- Positive foreign exchange activity of $1.1 billion reflecting the translation of our EUR-denominated products to USD.

Offsetting these increases were:

- Outflows of $6.5 billion, which were driven by outflows from our liquid credit products and realizations in our aviation and opportunistic credit funds.

Fee-earning AUM was $162.8 billion at June 30, 2025, an increase of 5% from $155.4 billion at June 30, 2024. The net increase was due to:

- Inflows of $20.0 billion, which reflected capital deployment across the platform, notably in our asset-backed finance, direct lending, and opportunistic credit funds, over $4 billion of closed reinsurance transactions at Fortitude, and the closing of our seven latest vintage CLOs.

Offsetting these increases were:

- Outflows of $13.3 billion, which included outflows from our liquid credit products and realizations across the platform.

Total AUM

The table below provides the period to period rollforward of Total AUM.

	Three Months Ended June 30, 2025	Six Months Ended June 30, 2025
	(Dollars in millions)	
Global Credit		
Total AUM Rollforward		
Balance, Beginning of Period	$ 199,168	$ 192,374
Inflows[1]	5,452	12,982
Outflows (including realizations)[2]	(3,881)	(6,734)
Market Activity & Other[3]	1,463	3,172
Foreign Exchange[4]	825	1,233
Balance, End of Period	**$ 203,027**	**$ 203,027**

(1) Inflows generally reflects the impact of gross fundraising and closed reinsurance transactions at Fortitude during the period. For funds or vehicles denominated in foreign currencies, this reflects translation at the average quarterly rate, while the separately reported Fundraising metric is translated at the spot rate for each individual closing.

(2) Outflows includes distributions net of recallable or recyclable amounts in our carry funds, related co-investment vehicles, and separately managed accounts, gross redemptions in our open-ended funds, outflows from our liquid credit products, and the expiration of available capital.

(3) Market Activity & Other generally represents realized and unrealized gains (losses) on portfolio investments in our carry funds, related co-investment vehicles, and separately managed accounts, as well as the impact of fees, expenses and non-investment income, change in gross asset value for our business development companies, changes in the fair value of Fortitude's general account assets covered by the strategic advisory services agreement, and other changes in AUM.

(4) Foreign Exchange represents the impact of foreign exchange rate fluctuations on the translation of our non-U.S. dollar denominated funds. Activity during the period is translated at the average rate for the period. Ending balances are translated at the spot rate as of the period end.

Total AUM was $203.0 billion at June 30, 2025, an increase of 2% compared to $199.2 billion at March 31, 2025. The net increase was due to:

- Inflows of $5.5 billion, which were driven by capital raised in our U.S. structured credit and opportunistic credit strategies; and
- Positive market activity of $1.5 billion, primarily from an increase in the fair value of our direct lending and cross-platform credit products.

Offsetting these increases were:

- Outflows of $3.9 billion for the period, which primarily reflected outflows from our liquid credit products and realizations across the platform.

Total AUM was $203.0 billion at June 30, 2025, an increase of 6% compared to $192.4 billion at December 31, 2024. The net increase was due to:

- Inflows of $13.0 billion, which were driven by capital raised in our U.S. structured credit, asset-backed finance, aviation and opportunistic credit products, as well as over $4 billion of closed reinsurance transactions at Fortitude; and
- Positive market activity of $3.2 billion, which primarily reflected an increase in the fair value of assets covered by the Fortitude strategic advisory services agreement and an increase in the fair value of our direct lending and cross-platform credit products.

Offsetting these increases were:

- Outflows of $6.7 billion for the period, which were primarily in our liquid credit products, with additional activity reflecting realizations across the platform, notably in our aviation products.

Fund Performance Metrics

Fund performance information for certain of our Global Credit funds is included throughout this discussion and analysis to facilitate an understanding of our results of operations for the periods presented. The fund return information reflected in this discussion and analysis is not indicative of the performance of The Carlyle Group Inc. and is also not necessarily indicative of the future performance of any particular fund. An investment in The Carlyle Group Inc. is not an investment in any of our funds. There can be no assurance that any of our funds or our other existing and future funds will achieve similar returns.

The following table reflects the performance of our significant carry funds in our Global Credit business. Please see "—Our Global Investment Offerings" for a legend of the fund acronyms listed below.

(Dollars in millions)				TOTAL INVESTMENTS					
				As of June 30, 2025					
Fund (Fee Initiation Date/Step-down Date)(11)	Committed Capital(12)	Cumulative Invested Capital (1)	Percent Invested	Realized Value (2)	Remaining Fair Value (3)	MOIC (4)	Gross IRR (5) (8)	Net IRR (6) (8)	Net Accrued Carry/(Giveback) (7)
Global Credit Carry Funds									
CCOF III - Levered (Feb 2023 / Oct 2028)	$ 4,678	$ 3,174	68%	$ 396	$ 3,163	1.1x	NM	NM	$ 9
CCOF II (Nov 2020 / Mar 2026)	$ 4,430	$ 5,784	131%	$ 3,323	$ 4,503	1.4x	14%	10%	$ 112
CCOF I (Nov 2017 / Sep 2022)	$ 2,373	$ 3,514	148%	$ 3,743	$ 1,279	1.4x	16%	11%	$ 28
CSP IV (Apr 2016 / Dec 2020)	$ 2,500	$ 2,500	100%	$ 1,661	$ 1,762	1.4x	9%	5%	$ —
CICF II (Mar 2024 / Dec 2029)	$ 1,379	$ 263	19%	$ 31	$ 257	1.1x	NM	NM	$ —
SASOF III (Nov 2014 / n/a)	$ 833	$ 991	119%	$ 1,253	$ 84	1.3x	19%	11%	$ 6
All Other Active Funds & Vehicles(9)		$ 12,453	n/a	$ 3,585	$ 11,304	1.2x	10%	8%	$ 79
Fully Realized Funds & Vehicles(10)(13)		$ 9,698	n/a	$ 12,155	$ 36	1.3x	9%	4%	$ —
TOTAL GLOBAL CREDIT CARRY FUNDS		**$ 38,376**	**n/a**	**$ 26,146**	**$ 22,388**	**1.3x**	**11%**	**7%**	**$ 234**

(1) 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.

(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) Gross Internal Rate of Return ("Gross IRR") represents an annualized time-weighted 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 vintages 2017 and after, 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.

(6) Net Internal Rate of Return (“Net IRR”) represents an annualized time-weighted 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.

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

(8) 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.

(9) 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, CICF, CAF, CALF, CCOF III - Unlevered, and CCOF III PSV.

(10) 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, CSP III, CEMOF I, CEMOF II, CSC, CMP I, CMP II, SASOF II, and CASCOF.

(11) 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.

(12) All amounts shown represent total capital commitments as of June 30, 2025. Certain of our recent vintage funds are currently in fundraising and total capital commitments are subject to change. Committed capital for CCOF II excludes $150 million in capital committed by a CCOF II investor to a side vehicle. The CCOF III platform, which includes CCOF III - Levered, CCOF III - Unlevered, and CCOF III PSV, collectively has $5.7 billion of committed capital.

(13) 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.

Carlyle AlpInvest

The following table presents our results of operations for our Carlyle AlpInvest segment:

	Three Months Ended June 30,		Change		Six Months Ended June 30,		Change	
	2025	**2024**	**$**	**%**	**2025**	**2024**	**$**	**%**
				(Dollars in millions)				
Segment Revenues								
Fund level fee revenues								
Fund management fees	$ 117.2	$ 79.5	$ 37.7	47 %	$ 220.1	$ 153.6	$ 66.5	43 %
Portfolio advisory and transaction fees, net and other	—	0.1	(0.1)	NM	—	0.1	(0.1)	NM
Fee related performance revenues	10.1	1.9	8.2	NM	20.8	3.1	17.7	NM
Total fund level fee revenues	127.3	81.5	45.8	56 %	240.9	156.8	84.1	54 %
Realized performance revenues	10.0	19.9	(9.9)	(50) %	34.7	43.3	(8.6)	(20) %
Realized principal investment income	9.1	0.6	8.5	NM	18.5	1.6	16.9	NM
Interest income	2.0	1.7	0.3	18 %	4.2	3.5	0.7	20 %
Total revenues	148.4	103.7	44.7	43 %	298.3	205.2	93.1	45 %
Segment Expenses								
Compensation and benefits								
Cash-based compensation and benefits	37.2	27.4	9.8	36 %	71.5	55.6	15.9	29 %
Realized performance revenues related compensation	8.1	15.1	(7.0)	(46) %	27.5	36.3	(8.8)	(24) %
Total compensation and benefits	45.3	42.5	2.8	7 %	99.0	91.9	7.1	8 %
General, administrative, and other indirect expenses	19.8	12.4	7.4	60 %	31.7	23.9	7.8	33 %
Depreciation and amortization expense	2.0	1.6	0.4	25 %	3.9	3.2	0.7	22 %
Interest expense	3.1	2.9	0.2	7 %	6.2	5.8	0.4	7 %
Total expenses	70.2	59.4	10.8	18 %	140.8	124.8	16.0	13 %
(=) Distributable Earnings	**$ 78.2**	**$ 44.3**	**$ 33.9**	**77 %**	**$ 157.5**	**$ 80.4**	**$ 77.1**	**96 %**
(-) Realized Net Performance Revenues	1.9	4.8	(2.9)	(60) %	7.2	7.0	0.2	3 %
(-) Realized Principal Investment Income	9.1	0.6	8.5	NM	18.5	1.6	16.9	NM
(+) Net Interest	1.1	1.2	(0.1)	(8) %	2.0	2.3	(0.3)	(13) %
(=) Fee Related Earnings	**$ 68.3**	**$ 40.1**	**$ 28.2**	**70 %**	**$ 133.8**	**$ 74.1**	**$ 59.7**	**81 %**

Distributable Earnings

Distributable Earnings increased $33.9 million for the three months ended June 30, 2025, as compared to the three months ended June 30, 2024, and increased $77.1 million for the six months ended June 30, 2025, as compared to the six months ended June 30, 2024. The following table provides the components of the changes in Distributable Earnings for the three and six months ended June 30, 2025:

	Three Months Ended June 30,	Six Months Ended June 30,
	2025 v. 2024	
	(Dollars in millions)	
Distributable Earnings, June 30, 2024	$ 44.3	$ 80.4
Increases (decreases):		
Increase in fee related earnings	28.2	59.7
(Decrease) increase in realized net performance revenues	(2.9)	0.2
Increase in realized principal investment income	8.5	16.9
Decrease in net interest	0.1	0.3
Total increase	33.9	77.1
Distributable Earnings, June 30, 2025	$ 78.2	$ 157.5

Realized Principal Investment Income. Realized principal investment income increased $8.5 million for the three months ended June 30, 2025, as compared to the three months ended June 30, 2024, and increased $16.9 million for the six months ended June 30, 2025, as compared to the six months ended June 30, 2024, primarily driven by realized principal investment income related to our investment in the CAPM funds.

Fee Related Earnings

Fee Related Earnings increased $28.2 million for the three months ended June 30, 2025, as compared to the three months ended June 30, 2024, and increased $59.7 million for the six months ended June 30, 2025, as compared to the six months ended June 30, 2024. The following table provides the components of the changes in Fee Related Earnings for the three and six months ended June 30, 2025:

	Three Months Ended June 30,	Six Months Ended June 30,
	2025 v. 2024	
	(Dollars in millions)	
Fee Related Earnings, June 30, 2024	$ 40.1	$ 74.1
Increases (decreases):		
Increase in fee revenues	45.8	84.1
Increase in cash-based compensation and benefits	(9.8)	(15.9)
Increase in general, administrative and other indirect expenses	(7.4)	(7.8)
All other changes	(0.4)	(0.7)
Total increase	28.2	59.7
Fee Related Earnings, June 30, 2025	$ 68.3	$ 133.8

Fee Revenues. Fee revenues increased $45.8 million for the three months ended June 30, 2025, as compared to the three months ended June 30, 2024, and increased $84.1 million for the six months ended June 30, 2025, as compared to the six months ended June 30, 2024, driven by an increase in Fund management fees of $37.7 million and $66.5 million and an increase in Fee related performance revenues of $8.2 million and $17.7 million, respectively. The increase in Fund management fees was primarily driven by the impact of ongoing fundraising in our most recent vintage secondaries & portfolio finance and co-investment products, including catch-up management fees of $22.5 million and $33.5 million for the three and six months ended June 30, 2025, respectively, an increase of $16.8 million and $27.0 million, respectively, relative to the comparable 2024 periods. Our CAPM retail strategy also contributed to the increase in Fund management fees, and drove the increase in Fee related performance revenues due to its growing capital base and performance.

Cash-based compensation and benefits expense. Cash-based compensation and benefits expense increased $9.8 million for the three months ended June 30, 2025, as compared to the three months ended June 30, 2024, and increased $15.9 million for the six months ended June 30, 2025, as compared to the six months ended June 30, 2024, primarily due to an increase in headcount and an increase in compensation associated with fee related performance revenues.

Fee-earning AUM

Fee-earning AUM is presented below for each period together with the components of change during each respective period.

	As of June 30,	
	2025	2024
Carlyle AlpInvest	(Dollars in millions)	
Components of Fee-earning AUM[1]		
Fee-earning AUM based on capital commitments	$ 25,607	$ 19,263
Fee-earning AUM based on invested capital[2]	10,022	8,894
Fee-earning AUM based on net asset value	15,345	11,380
Fee-earning AUM based on lower of cost or fair market value	8,613	8,709
Total Fee-earning AUM	**$ 59,587**	**$ 48,246**
Annualized Management Fee Rate[3]	0.67 %	0.62 %

(1) For additional information concerning the components of Fee-earning AUM, see "—Key Financial Measures—Operating Metrics."

(2) Includes amounts committed to or reserved for certain AlpInvest funds.

(3) Represents annualized fund management fees divided by the average of the beginning of year and each quarter end's Fee-earning AUM in the reporting period. Catch-up management fees were excluded in the calculation of the annualized fund management fees.

The table below provides the period to period rollforward of Fee-earning AUM.

	Three Months Ended June 30,		Six Months Ended June 30,	
	2025	2024	2025	2024
Carlyle AlpInvest	(Dollars in millions)			
Fee-earning AUM Rollforward				
Balance, Beginning of Period	$ 54,401	$ 46,773	$ 52,139	$ 45,529
Inflows[1]	4,399	2,410	6,957	4,594
Outflows (including realizations)[2]	(851)	(1,084)	(1,867)	(1,819)
Market Activity & Other[3]	180	259	195	474
Foreign Exchange[4]	1,458	(112)	2,163	(532)
Balance, End of Period	**$ 59,587**	**$ 48,246**	**$ 59,587**	**$ 48,246**

(1) Inflows represents limited partner capital raised by our carry funds or separately managed accounts for which management fees based on commitments were activated during the period and the fee-earning commitments invested in vehicles for which management fees are based on invested capital. Inflows exclude fundraising amounts during the period for which fees have not yet been activated, which are referenced as Pending Fee-earning AUM.

(2) Outflows represents the impact of realizations from vehicles with management fees based on remaining invested capital at cost or fair value, changes in basis for funds where the investment period, weighted-average investment period or commitment fee period has expired during the period, and reductions for funds that are no longer calling for fees. Distributions for funds earning management fees based on commitments during the period do not affect Fee-earning AUM.

(3) Market Activity & Other represents realized and unrealized gains (losses) on portfolio investments in our carry funds based on the lower of cost or fair value and net asset value.

(4) Foreign Exchange represents the impact of foreign exchange rate fluctuations on the translation of our non-U.S. dollar denominated funds. Activity during the period is translated at the average rate for the period. Ending balances are translated at the spot rate as of the period end.

Fee-earning AUM was $59.6 billion at June 30, 2025, an increase of 10% from $54.4 billion at March 31, 2025. The net increase was due to:

- Inflows of $4.4 billion, which were driven by fee-paying capital raised and investment activity across all strategies, notably in our secondaries & portfolio finance funds; and
- Positive foreign exchange activity of $1.5 billion, primarily from the translation of our EUR-denominated funds to USD.

Offsetting these increases were:

- Outflows of $0.9 billion, which were driven by realizations in funds, across all strategies, that charge fees on invested capital.

Fee-earning AUM was $59.6 billion at June 30, 2025, an increase of 14% from $52.1 billion at December 31, 2024. The net increase was due to:

- Inflows of $7.0 billion, which were driven by fee-paying capital raised and investment activity across all strategies, notably in our secondaries & portfolio finance funds; and
- Positive foreign exchange activity of $2.2 billion, primarily from the translation of our EUR-denominated funds to USD.

Offsetting these increases were:

- Outflows of $1.9 billion, which were driven by realizations in our primary and secondaries & portfolio finance funds that charge fees on invested capital.

Fee-earning AUM was $59.6 billion at June 30, 2025, an increase of 24% compared to $48.2 billion at June 30, 2024. The net increase was due to:

- Inflows of $12.2 billion, which were driven by fee-paying capital raised and investment activity in our secondaries & portfolio finance and CAPM funds;
- Positive foreign exchange activity of $1.6 billion, primarily from the translation of our EUR-denominated funds to USD; and
- Market appreciation of $1.4 billion, which was driven by certain funds in our secondaries & portfolio finance and primary strategies, as well as our CAPM funds, in which fees are based on fair value.

Offsetting these increases were:

- Outflows of $3.9 billion, which reflected realizations and step-downs in fee bases, notably in our primary and secondaries & portfolio finance funds.

Total AUM

The table below provides the period to period rollforward of Total AUM.

	Three Months Ended June 30, 2025	Six Months Ended June 30, 2025
	(Dollars in millions)	
Carlyle AlpInvest		
Total AUM Rollforward		
Balance, Beginning of Period	$ 89,230	$ 85,113
Inflows[1]	5,148	9,074
Outflows (including realizations)[2]	(1,670)	(3,631)
Market Activity & Other[3]	1,336	2,217
Foreign Exchange[4]	2,474	3,745
Balance, End of Period	**$ 96,518**	**$ 96,518**

(1) Inflows reflects the impact of gross fundraising during the period. For funds or vehicles denominated in foreign currencies, this reflects translation at the average quarterly rate, while the separately reported Fundraising metric is translated at the spot rate for each individual closing.

(2) Outflows includes distributions in our carry funds, related co-investment vehicles and separately managed accounts, as well as the expiration of available capital.

(3) Market Activity & Other generally represents realized and unrealized gains (losses) on portfolio investments in our carry funds, related co-investment vehicles and separately managed accounts, the net impact of fees, expenses and non-investment income, as well as other changes in AUM.

(4) Foreign Exchange represents the impact of foreign exchange rate fluctuations on the translation of our non-U.S. dollar denominated funds. Activity during the period is translated at the average rate for the period. Ending balances are translated at the spot rate as of the period end.

Total AUM was $96.5 billion at June 30, 2025, an increase of 8% compared to $89.2 billion at March 31, 2025. The net increase was due to:

- Inflows of $5.1 billion, which reflected fundraising across the segment, notably in our secondaries & portfolio finance funds;
- Positive foreign exchange activity of $2.5 billion, primarily from the translation of our EUR-denominated funds to USD; and
- Market appreciation of $1.3 billion, which was driven by our coinvestment and secondaries & portfolio finance funds.

Offsetting these increases were:

- Outflows of $1.7 billion, predominantly from realizations in our primary and secondaries & portfolio finance funds.

Total AUM was $96.5 billion at June 30, 2025, an increase of 13% compared to $85.1 billion at December 31, 2024. The net increase was due to:

- Inflows of $9.1 billion, which reflected fundraising across the platform, notably in our secondaries & portfolio finance and co-investment strategies and the CAPM funds;
- Positive foreign exchange activity of $3.7 billion, primarily from the translation of our EUR-denominated funds to USD; and
- Market appreciation of $2.2 billion, which was driven by our coinvestment and secondaries & portfolio finance funds.

Offsetting these increases were:

- Outflows of $3.6 billion, predominantly from realizations in our primary and secondaries & portfolio finance funds.

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Fund Performance Metrics

The fund return information reflected in this discussion and analysis is not indicative of the performance of The Carlyle Group Inc. and is also not necessarily indicative of the future performance of any particular fund. An investment in The Carlyle Group Inc. is not an investment in any of our funds. There can be no assurance that any of our funds or our other existing and future funds will achieve similar returns.

The following table reflects the performance of our significant funds in our Carlyle AlpInvest business. We also present fund performance information for portfolios of investments held by separately managed accounts, generally aggregated either as invested alongside the relevant commingled fund or over a specified time period.

(Amounts in millions)

				TOTAL INVESTMENTS							
				As of June 30, 2025							
	Carlyle AlpInvest (1)(8)	Vintage Year	Fund Size	Cumulative Invested Capital (2)(3)	Realized Value (3)	Remaining Fair Value (3)	Total Fair Value(3)(4)	MOIC (5)	Gross IRR (6)(10)	Net IRR (7)(10)	Net Accrued Carry/ (Giveback) (12)
				(Reported in Local Currency, in Millions)							
Secondaries & Portfolio Finance	ASF VIII	2024	$ 11,433	$ 5,460	$ 78	$ 6,719	$ 6,798	1.2x	NM	NM	$ 45
	ASF VII	2020	$ 6,769	$ 4,888	$ 1,847	$ 5,761	$ 7,607	1.6x	18%	14%	$ 110
	ASF VII - SMAs	2020	€ 2,027	€ 1,681	€ 514	€ 1,965	€ 2,479	1.5x	17%	14%	$ 36
	ASF VI	2017	$ 3,333	$ 2,800	$ 2,739	$ 1,896	$ 4,635	1.7x	15%	12%	$ 59
	ASF VI - SMAs	2017	€ 2,817	€ 2,604	€ 2,337	€ 1,835	€ 4,172	1.6x	14%	12%	$ 49
	ASF V	2012	$ 756	$ 673	$ 1,081	$ 118	$ 1,199	1.8x	18%	14%	$ 5
	ASF V - SMAs	2012	€ 3,916	€ 3,912	€ 6,785	€ 463	€ 7,248	1.9x	21%	19%	$ 10
	SMAs 2009-2011	2010	€ 1,859	€ 1,928	€ 3,318	€ 43	€ 3,360	1.7x	19%	18%	$ —
	ASPF II	2023	$ 2,227	$ 635	$ 186	$ 583	$ 769	1.2x	NM	NM	$ 6
	All Other Active Funds & Vehicles (9)	Various		$ 1,771	$ 726	$ 1,708	$ 2,434	1.4x	21%	18%	$ 27
	Fully Realized Funds & Vehicles	Various		€ 4,084	€ 6,719	€ 14	€ 6,733	1.6x	19%	18%	$ —
Co-Investments	ACF IX	2023	$ 4,120	$ 1,488	$ 13	$ 1,670	$ 1,683	1.1x	NM	NM	$ 2
	ACF VIII	2021	$ 3,614	$ 3,435	$ 197	$ 4,553	$ 4,750	1.4x	12%	9%	$ 43
	ACF VIII - SMAs	2021	$ 1,079	$ 984	$ 69	$ 1,290	$ 1,359	1.4x	13%	11%	$ 11
	ACF VII	2017	$ 1,688	$ 1,668	$ 1,161	$ 2,236	$ 3,396	2.0x	16%	13%	$ 62
	ACF VII - SMAs	2017	€ 1,452	€ 1,364	€ 748	€ 1,840	€ 2,588	1.9x	15%	13%	$ 45
	SMAs 2014-2016	2014	€ 1,274	€ 1,067	€ 2,264	€ 491	€ 2,755	2.6x	24%	22%	$ 9
	SMAs 2012-2013	2012	€ 1,124	€ 1,012	€ 2,759	€ 129	€ 2,888	2.9x	28%	26%	$ 1
	SMAs 2009-2010	2010	€ 1,475	€ 1,318	€ 3,392	€ 493	€ 3,885	2.9x	23%	21%	$ —
	Strategic SMAs	Various		$ 4,404	$ 1,810	$ 5,819	$ 7,629	1.7x	17%	16%	$ 81
	All Other Active Funds & Vehicles (9)	Various		€ 318	€ 239	€ 232	€ 471	1.5x	27%	25%	$ 2
	Fully Realized Funds & Vehicles	Various		€ 5,736	€ 9,845	€ 2	€ 9,847	1.7x	15%	13%	$ —
Primary Investments	SMAs 2024-2026	2024	€ 2,958	€ 83	€ 4	€ 81	€ 85	1.0x	NM	NM	$ —
	SMAs 2021-2023	2021	€ 4,535	€ 1,444	€ 76	€ 1,613	€ 1,689	1.2x	NM	NM	$ —
	SMAs 2018-2020	2018	$ 3,116	$ 2,526	$ 635	$ 3,039	$ 3,673	1.5x	14%	13%	$ 3
	SMAs 2015-2017	2015	€ 2,501	€ 2,436	€ 2,636	€ 2,160	€ 4,796	2.0x	19%	19%	$ 9
	SMAs 2012-2014	2012	€ 5,080	€ 5,678	€ 9,308	€ 3,122	€ 12,430	2.2x	18%	17%	$ 12
	SMAs 2009-2011	2009	€ 4,877	€ 5,519	€ 10,250	€ 1,728	€ 11,977	2.2x	17%	17%	$ 1
	SMAs 2006-2008	2005	€ 11,500	€ 12,820	€ 21,259	€ 1,208	€ 22,466	1.8x	10%	10%	$ —
	SMAs 2003-2005	2003	€ 4,628	€ 4,879	€ 7,761	€ 123	€ 7,884	1.6x	10%	9%	$ —
	All Other Active Funds & Vehicles (9)	Various		€ 1,739	€ 1,730	€ 239	€ 1,968	1.1x	3%	2%	$ —
	Fully Realized Funds & Vehicles	Various		€ 4,740	€ 7,721	€ 25	€ 7,745	1.6x	12%	11%	$ —
TOTAL CARLYLE ALPINVEST (USD)(11)				**$ 106,434**	**$ 127,767**	**$ 56,332**	**$ 184,100**	**1.7x**	**14%**	**13%**	**$ 627**

(1) 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); and (d) LP co-investment vehicles managed by AlpInvest. As of June 30, 2025, these excluded portfolios amounted to approximately $11.6 billion of AUM in the aggregate.

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

(3) 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.

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

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

(6) 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.

(7) 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.

(8) "ASF" stands for AlpInvest Secondaries 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. 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.

(9) 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.

(10) 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.

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

(12) Represents the net accrued performance revenue balance/(giveback obligation) as of the current quarter end. Total Net Accrued Carry excludes net accrued carry which was retained as part of the sale of MRE on April 1, 2021. There was no net accrued carry balance for MRE as of June 30, 2025.

Liquidity and Capital Resources

Historical Liquidity and Capital Resources

We have historically required limited capital resources to support the working capital and operating needs of our business. Our management fees have largely covered our operating costs and all realized performance allocations, after covering the related compensation, are available for distribution to stockholders. Approximately 95% – 97% of all capital commitments to our funds are provided by our fund investors, with the remaining amount typically funded by Carlyle, our senior Carlyle professionals, advisors, and other professionals. We may elect to invest additional amounts in funds focused on new investment areas. We may also invest in or alongside our funds and may transfer those investments to newly developed products.

Our Sources of Liquidity

We have multiple sources of liquidity to meet our capital needs, including cash on hand, annual cash flows, accumulated earnings, cash we receive from our notes offerings, and funds from our senior revolving credit facility, which had $1.0 billion of available capacity as of June 30, 2025. Although we may consider other financings to invest in growing our business, we believe these sources will be sufficient to fund our capital needs for at least the next twelve months. We believe we will meet longer-term expected future cash requirements and obligations through a combination of existing cash and cash equivalent balances, cash flow from operations, accumulated earnings, and amounts available for borrowing from our senior revolving credit facility or other financings.

Cash and cash equivalents. Cash and cash equivalents were approximately $1.3 billion at June 30, 2025. However, a portion of this cash is allocated for specific business purposes, including, but not limited to: (i) performance allocations and incentive fee related cash that has been received but not yet distributed as performance allocations and incentive fee related compensation and amounts owed to non-controlling interests, (ii) proceeds received from realized investments that are allocable to non-controlling interests, and (iii) regulatory capital.

Corporate Treasury Investments. These investments represent investments in U.S. Treasury and government agency obligations, commercial paper, certificates of deposit, other investment grade securities and other investments with original maturities of greater than three months when purchased.

After deducting cash amounts allocated to the specific requirements mentioned above, the remaining cash, cash equivalents, and corporate treasury investments (if any), was approximately $1.2 billion as of June 30, 2025. This remaining amount will be used towards our primary liquidity needs, as outlined in the next section. This amount does not take into consideration ordinary course of business payables and reserves for specific business purposes.

Senior Revolving Credit Facility. The capacity under the amended and restated revolving credit facility is $1.0 billion, which was amended in May 2025 to extend the maturity date from April 29, 2027 to May 29, 2030. The Company's borrowing capacity is subject to the ability of the financial institutions in the banking syndicate to fulfill their respective obligations under the revolving credit facility. Principal amounts outstanding under the amended and restated revolving credit facility accrue interest, at the option of the borrowers, either (a) at an alternate base rate plus an applicable margin not to exceed 0.50% per annum, or (b) at SOFR (or similar benchmark rate for non-U.S. dollar borrowings) plus a 0.10% adjustment and an applicable margin not to exceed 1.50% per annum (5.42% at June 30, 2025). As of June 30, 2025, there were no amounts outstanding under the senior revolving credit facility.

The senior revolving credit facility is unsecured. We are required to maintain management fee-earning assets (as defined in the amended and restated senior revolving credit facility) of at least $156.9 billion and a total leverage ratio of less than 4.0 to 1.0, in each case, tested on a quarterly basis. Non-compliance with any of the financial or non-financial covenants without cure or waiver would constitute an event of default under the senior revolving credit facility. An event of default resulting from a breach of certain financial or non-financial covenants may result, at the option of the lenders, in an acceleration of the principal and interest outstanding, and a termination of the senior revolving credit facility. The senior credit facility also contains other customary events of default, including defaults based on events of bankruptcy and insolvency, nonpayment of principal, interest or fees when due, breach of specified covenants, change in control, and material inaccuracy of representations and warranties.

Global Credit Revolving Credit Facility. Certain subsidiaries of the Company are parties to a revolving line of credit, primarily intended to support certain lending activities within the Global Credit segment. As currently amended, the Global Credit Revolving Credit Facility provides for a revolving line of credit with a capacity of $300 million, which matures in September 2027, and a second revolving line of credit with a capacity of $200 million, which the Company intends to amend to extend the maturity date from August 20, 2025.

The Company's borrowing capacity is subject to the ability of the financial institutions in the banking syndicate to fulfill their respective obligations under the Global Credit Revolving Credit Facility. Principal amounts outstanding accrue interest at applicable SOFR or Eurocurrency rates plus an applicable margin of 2.00% or an alternate base rate plus an applicable margin of 1.00%. As of June 30, 2025, there was no borrowing outstanding under the Global Credit Revolving Credit Facility.

CLO Borrowings. For certain of our CLOs, the Company finances a portion of its investment in the CLOs through the proceeds received from term loans and other financing arrangements with financial institutions or other financing arrangements. The Company's CLO borrowings were $299.3 million at June 30, 2025. The CLO borrowings are secured by the Company's investments in the respective CLO, have a general unsecured interest in the Carlyle entity that manages the CLO and generally do not have recourse to any other Carlyle entity. As of June 30, 2025, $280.6 million of these borrowings are secured by investments attributable to The Carlyle Group Inc. See Note 6, Borrowings, to the condensed consolidated financial statements included in this Quarterly Report on Form 10-Q for more information on our CLO borrowings.

Senior Notes. Certain indirect finance subsidiaries of the Company have issued senior notes, on which interest is payable semi-annually, as discussed below. The senior notes are unsecured and unsubordinated obligations of the respective subsidiary and are fully and unconditionally guaranteed, jointly and severally, by the Company and each of the Carlyle Holdings partnerships. The indentures governing each of the senior notes contain customary covenants that, among other things, limit the issuers' and the guarantors' ability, subject to certain exceptions, to incur indebtedness secured by liens on voting stock or profit participating equity interests of their subsidiaries or merge, consolidate or sell, transfer or lease assets. The notes also contain customary events of default. All or a portion of the notes may be redeemed at our option, in whole or in part, at any time and from time to time, prior to their stated maturity, at the make-whole redemption price set forth in the notes. If a change of control repurchase event occurs, the notes are subject to repurchase at the repurchase price as set forth in the notes.

3.500% Senior Notes. In September 2019, Carlyle Finance Subsidiary L.L.C. issued $425.0 million of 3.500% senior notes due September 19, 2029 at 99.841% of par.

5.625% Senior Notes. In March 2013, Carlyle Holdings II Finance L.L.C. issued $400.0 million of 5.625% senior notes due March 30, 2043 at 99.583% of par. In March 2014, an additional $200.0 million of these notes were issued at 104.315% of par and are treated as a single class with the already outstanding $400.0 million aggregate principal amount of these notes.

5.650% Senior Notes. In September 2018, Carlyle Finance L.L.C. issued $350.0 million of 5.650% senior notes due September 15, 2048 at 99.914% of par.

Subordinated Notes. In May and June 2021, Carlyle Finance L.L.C. issued $500.0 million aggregate principal amount of 4.625% subordinated notes due May 15, 2061. The Subordinated Notes are unsecured and subordinated obligations of the issuer and are fully and unconditionally guaranteed, jointly and severally, on a subordinated basis, by the Company, each of the Carlyle Holdings partnerships, and CG Subsidiary Holdings L.L.C., an indirect subsidiary of the Company. The indentures governing the Subordinated Notes contain customary covenants that, among other things, limit the issuers' and the guarantors' ability, subject to certain exceptions, to incur indebtedness ranking on a parity with the Subordinated Notes or indebtedness ranking junior to the Subordinated Notes secured by liens on voting stock or profit participating equity interests of their subsidiaries or merge, consolidate or sell, transfer or lease all or substantially all of their assets. The Subordinated Notes also contain customary events of default. All or a portion of the notes may be redeemed at our option, in whole or in part, at any time and from time to time on or after June 15, 2026, prior to their stated maturity, at a redemption price equal to their principal amount plus any accrued and unpaid interest to, but excluding, the date of redemption. If interest due on the Subordinated Notes is deemed to no longer be deductible in the U.S., a "Tax Redemption Event," the Subordinated Notes may be redeemed, in whole, but not in part, within 120 days of the occurrence of such event at a redemption price equal to their principal amount plus accrued and unpaid interest to, but excluding, the date of redemption. In addition, the Subordinated Notes may be redeemed, in whole, but not in part, at any time prior to May 15, 2026, within 90 days of the rating agencies determining that the Subordinated Notes should no longer receive partial equity treatment pursuant to the rating agency's criteria, a "rating agency event," at a redemption price equal to 102% of their principal amount plus any accrued and unpaid interest to, but excluding, the date of redemption.

Obligations of CLOs. Loans payable of the Consolidated Funds primarily comprise amounts due to holders of debt securities issued by the CLOs. We are not liable for any loans payable of the CLOs. Loans payable of the CLOs are collateralized by the assets held by the CLOs and the assets of one CLO may not be used to satisfy the liabilities of another. This collateral consists of cash and cash equivalents, corporate loans, corporate bonds and other securities.

Realized Performance Allocation Revenues. Another source of liquidity we may use to meet our capital needs is the realized performance allocation revenues generated by our investment funds. Performance allocations are generally realized when an underlying investment is profitably disposed of and the fund's cumulative returns are in excess of the preferred return. For certain funds, performance allocations are realized once all invested capital and expenses have been returned to the fund's investors and the fund's cumulative returns are in excess of the preferred return. Incentive fees earned on our CLO vehicles generally are paid upon the dissolution of such vehicles.

Our accrued performance allocations by segment as of June 30, 2025, gross and net of accrued giveback obligations, are set forth below:

	Accrued Performance Allocations[(1)]	Accrued Giveback Obligation	Net Accrued Performance Revenues
		(Dollars in millions)	
Global Private Equity	$ 5,153.4	$ (19.1)	$ 5,134.3
Global Credit	632.9	(25.5)	607.4
Carlyle AlpInvest	1,812.5	—	1,812.5
Total	$ 7,598.8	$ (44.6)	$ 7,554.2
Plus: Accrued performance allocations from NGP Carry Funds[(2)]			326.4
Less: Accrued performance allocation-related compensation			(5,049.3)
Plus: Receivable for giveback obligations from current and former employees			11.5
Less: Deferred taxes on certain foreign accrued performance allocations			(20.9)
Less/Plus: Net accrued performance allocations/giveback obligations attributable to non-controlling interests in consolidated entities			(0.4)
Plus: Net accrued performance allocations attributable to Consolidated Funds, eliminated in consolidation			11.8
Net accrued performance revenues before timing differences			2,833.3
Less/Plus: Timing differences between the period when accrued performance allocations/giveback obligations are realized and the period they are collected/distributed			32.7
Net accrued performance revenues attributable to The Carlyle Group Inc.			$ 2,866.0

(1) Accrued incentive fees are excluded from net accrued performance revenues.

(2) Accrued performance allocations from NGP funds are presented as principal equity method investments in the condensed consolidated balance sheets.

The net accrued performance revenues attributable to The Carlyle Group Inc., excluding realized amounts, related to our carry funds and our other vehicles as of June 30, 2025, as well as the carry fund appreciation (depreciation), is set forth below by segment (Dollars in millions):

	Carry Fund Appreciation/(Depreciation)[(1)]						
	Quarter-to-Date		Year-to-Date		Last Twelve Months		Net Accrued Performance Revenues
	Q2 2024	Q2 2025	Q2 2024	Q2 2025	Q2 2024	Q2 2025	
Overall Carry Fund Appreciation/(Depreciation)	1 %	2 %	3 %	3 %	7 %	8 %	
Global Private Equity:	2 %	2 %	3 %	3 %	5 %	7 %	$ 2,004.4
Corporate Private Equity	2 %	1 %	3 %	3 %	5 %	8 %	1,599.0
Real Estate	1 %	1 %	3 %	2 %	1 %	5 %	114.9
Infrastructure & Natural Resources	3 %	4 %	5 %	7 %	9 %	10 %	290.5
Global Credit Carry Funds	3 %	3 %	5 %	8 %	13 %	15 %	234.4
Carlyle AlpInvest Carry Funds	(1)%	2 %	4 %	2 %	8 %	7 %	627.2
Net Accrued Performance Revenues							$ 2,866.0

(1) Appreciation/(Depreciation) represents unrealized gain/(loss) for the period on a total return basis before fees and expenses. The percentage of return is calculated as: ending remaining investment fair market value plus net investment outflow (sales proceeds minus net purchases) minus beginning remaining investment fair market value divided by beginning remaining investment fair market value. Amounts are fund only, and do not include coinvestments.

Realized Principal Investment Income. Another source of liquidity we may use to meet our capital needs is the realized principal investment income generated by our equity method investments and other principal investments. Principal investment income is realized when we redeem all or a portion of our investment or when we receive or are due cash income, such as dividends or distributions. Certain of the investments attributable to The Carlyle Group Inc. (excluding certain general partner interests, certain strategic investments, and investments in certain CLOs) may be sold at our discretion as a source of liquidity.

Investments as of June 30, 2025 consist of the following:

	Investments in Carlyle Funds	Investments in NGP[1]	Total
	(Dollars in millions)		
Investments, excluding performance allocations	$ 3,011.9	$ 592.4	$ 3,604.3
Less: Amounts attributable to non-controlling interests in consolidated entities	(379.8)	—	(379.8)
Plus: Investments in Consolidated Funds, eliminated in consolidation	675.4	—	675.4
Less: Strategic equity method investments in NGP Management	—	(265.7)	(265.7)
Less: Investment in NGP general partners - accrued performance allocations	—	(326.7)	(326.7)
Total investments attributable to The Carlyle Group Inc.	$ 3,307.5	$ —	$ 3,307.5

(1) Strategic equity method investment in NGP Management and investments in NGP general partners - accrued performance allocations. See Note 4, Investments, to our condensed consolidated financial statements.

Our investments as of June 30, 2025 can be further attributed as follows (Dollars in millions):

Investments in Carlyle Funds, excluding CLOs:	
Global Private Equity funds[1]	$ 1,233.2
Global Credit funds[2]	1,321.9
Carlyle AlpInvest funds	295.2
Total investments in Carlyle Funds, excluding CLOs	2,850.3
Investments in CLOs	382.8
Other investments	74.4
Total investments attributable to The Carlyle Group Inc.	3,307.5
CLO loans and other borrowings collateralized by investments attributable to The Carlyle Group Inc.[3]	(280.6)
Total investments attributable to The Carlyle Group Inc., net of CLO loans and other borrowings	$ 3,026.9

(1) Excludes our strategic equity method investment in NGP Management and investments in NGP general partners - accrued performance allocations.

(2) Includes the Company's indirect investment in Fortitude through Carlyle FRL, a Carlyle-affiliated investment fund, as discussed in Note 4, Investments, to the condensed consolidated financial statements. This investment had a carrying value of $739.1 million as of June 30, 2025.

(3) Of the $299.3 million in total CLO borrowings as of June 30, 2025 and as disclosed in Note 6, Borrowings, to the condensed consolidated financial statements, $280.6 million are collateralized by investments attributable to The Carlyle Group Inc. The remaining $18.7 million in total CLO borrowings are collateralized by investments attributable to non-controlling interests.

Our Liquidity Needs

We generally use our working capital and cash flows to invest in growth initiatives, service our debt, fund the working capital needs of our business and investment funds and return capital to our common stockholders in the form of dividends or stock repurchases.

In the future, we expect that our primary liquidity needs will be to:

- provide capital to facilitate the growth of our existing business lines;
- provide capital to facilitate our expansion into new, complementary business lines, including acquisitions;
- pay operating expenses, including compensation and compliance costs and other obligations as they arise;
- fund costs of litigation and contingencies, including related legal costs;
- fund the capital investments of Carlyle in our funds;
- fund capital expenditures;
- repay borrowings and related interest costs and expenses;

- pay earn-outs and contingent cash consideration associated with our acquisitions and strategic investments;
- pay income taxes, including corporate income taxes;
- pay dividends to our common stockholders in accordance with our dividend policy;
- repurchase our common stock and pay any associated taxes; and
- settle tax withholding obligations in connection with net share settlements of equity-based awards.

Common Stockholder Dividends. Under our dividend policy for our common stock, our intention is to pay dividends to holders of our common stock in an amount of $0.35 per common share on a quarterly basis ($1.40 annually). For U.S. federal income tax purposes, any dividends we pay generally will be treated as qualified dividend income (generally taxable to U.S. individual stockholders at capital gain rates) paid by a domestic corporation to the extent paid out of our current or accumulated earnings and profits, as determined for U.S. federal income tax purposes, with any excess dividends treated as return of capital to the extent of the stockholder's basis. The declaration and payment of dividends to holders of our common stock will be at the sole discretion of our Board of Directors and in compliance with applicable law, and our dividend policy may be changed at any time.

With respect to dividend year 2025, the Board of Directors has declared a dividend to common stockholders totaling $252.9 million, or $0.70 per share, consisting of the following:

Common Stock Dividends - Dividend Year 2025

Quarter	Dividend per Common Share	Dividend to Common Stockholders	Record Date	Payment Date
	(Dollars in millions, except per share data)			
Q1 2025	$ 0.35	$ 126.3	May 19, 2025	May 27, 2025
Q2 2025	0.35	126.6	August 18, 2025	August 28, 2025
Total	$ 0.70	$ 252.9		

With respect to dividend year 2024, the Board of Directors declared cumulative dividends to common stockholders totaling $502.7 million, consisting of the following:

Common Stock Dividends - Dividend Year 2024

Quarter	Dividend per Common Share	Dividend to Common Stockholders	Record Date	Payment Date
	(Dollars in millions, except per share data)			
Q1 2024	$ 0.35	$ 125.6	May 14, 2024	May 21, 2024
Q2 2024	0.35	125.5	August 16, 2024	August 26, 2024
Q3 2024	0.35	125.2	November 18, 2024	November 25, 2024
Q4 2024	0.35	126.4	February 21, 2025	February 28, 2025
Total	$ 1.40	$ 502.7		

Dividends to common stockholders paid during the six months ended June 30, 2025 totaled $252.7 million, including the amount paid in February 2025 of $0.35 per common share in respect of the fourth quarter of 2024. Dividends to common stockholders paid during the six months ended June 30, 2024 totaled $252.3 million, including the amount paid in March 2024 of $0.35 per common share in respect of the fourth quarter of 2023.

Fund Commitments. Generally, 3% – 5% of all capital commitments to our investment funds are made by Carlyle, our senior Carlyle professionals, advisors, and other professionals. Carlyle will generally commit up to 1% of capital commitments related to our carry funds, although we may elect to invest additional amounts in funds focused on new investment areas. We may, from time to time, exercise our right to purchase additional interests in our investment funds that become available in the ordinary course of their operations. We expect our senior Carlyle professionals and employees to continue to make significant capital contributions to our funds based on their existing commitments, and to make capital commitments to future funds consistent with the level of their historical commitments. We also intend to make investments in our open-end funds and our

CLO vehicles. Our investments in our European CLO vehicles will comply with the risk retention rules as discussed in "Risk Retention Rules" later in this section.

A substantial majority of the remaining commitments to our investment funds are expected to be funded by senior Carlyle professionals, operating executives, and other professionals through our internal co-investment program. Of the $4.0 billion of unfunded commitments as of June 30, 2025, approximately $3.4 billion is subscribed individually by senior Carlyle professionals, operating executives, and other professionals, with the balance funded directly by the Company. Approximately 78% of the $4.0 billion of unfunded commitments relate to investment funds in our Global Private Equity segment.

Under the Carlyle Global Capital Markets platform, certain of our subsidiaries may act as an underwriter, syndicator or placement agent for security offerings and loan originations. We earn fees in connection with these activities and bear the risk of the sale of such securities and placement of such loans, which may be longer dated. As of June 30, 2025, there were no material commitments related to the origination and syndication of loans and securities under the Carlyle Global Capital Markets platform.

Repurchase Program. During the six months ended June 30, 2025, we paid an aggregate of $125.0 million to repurchase and retire approximately 2.7 million shares of common stock. In addition, during the six months ended June 30, 2025, we paid an aggregate of $155.1 million and retired 2.9 million shares of common stock to settle tax withholding obligations in connection with net share settlements of equity-based awards, for a total of $280.1 million shares repurchased or withheld this year. As of June 30, 2025, $0.6 billion of repurchase capacity remained under the share repurchase program, which reflects the cost of common shares repurchased as well as shares settled for tax withholding payments made by the Company related to the net share settlement of equity-based awards. For further information on our repurchase program, see Note 13, Equity, to the condensed consolidated financial statements included in this Quarterly Report on Form 10-Q.

Cash Flows

The significant captions and amounts from our condensed consolidated statements of cash flows, which include the effects of our Consolidated Funds and CLOs in accordance with U.S. GAAP, are summarized below.

	Six Months Ended June 30,	
	2025	2024
	(Dollars in millions)	
Statements of Cash Flows Data		
Net cash used in operating activities	$ (520.9)	$ (1,198.6)
Net cash used in investing activities	(34.2)	(36.9)
Net cash provided by financing activities	526.8	717.2
Effect of foreign exchange rate changes	38.7	(6.7)
Net change in cash, cash equivalents and restricted cash	$ 10.4	$ (525.0)

Net cash used in operating activities. Net cash used in operating activities includes the investment activity of our Consolidated Funds. Excluding this activity, net cash used in operating activities was primarily driven by our earnings in the respective periods after adjusting for significant non-cash activity, including non-cash performance allocations and incentive fees, the related non-cash performance allocations and incentive fee related compensation, non-cash equity-based compensation, and depreciation, amortization and impairments, all of which are included in earnings. Operating cash inflows primarily include the receipt of management fees, realized performance allocations and incentive fees, while operating cash outflows primarily include payments for operating expenses, including compensation and general, administrative and other expenses.

Cash flows provided by operating activities during the six months ended June 30, 2025 and 2024, excluding the activities of our Consolidated Funds, were $530.2 million and $124.2 million, respectively. During the six months ended June 30, 2025 and 2024, cash inflows impacting net cash provided by operating activities primarily included the receipt of management fees and realized performance allocations and incentive fees, totaling approximately $1.7 billion and $1.7 billion, respectively. These inflows were offset by payments for compensation and general, administrative and other expenses of approximately $1.6 billion and $1.5 billion for the six months ended June 30, 2025 and 2024, respectively, which includes payment of 2024 and 2023 year-end bonuses paid in January 2025 and 2024, respectively.

Cash used to purchase investments, as well as the proceeds from the sale of such investments, are also reflected in our operating activities as investments are a normal part of our operating activities. During the six months ended June 30, 2025, investment proceeds were $469.6 million as compared to investment purchases of $144.3 million. During the six months ended June 30, 2024, investment proceeds were $185.1 million as compared to investment purchases of $180.1 million, which included a $115.1 million deferred consideration payment related to our investment in Fortitude.

The net cash provided by operating activities for the six months ended June 30, 2025 and 2024 also reflects the investment activity of our Consolidated Funds. For the six months ended June 30, 2025, purchases of investments by the Consolidated Funds were $4.0 billion, while proceeds from the sales and settlements of investments by the Consolidated Funds were $2.3 billion. For the six months ended June 30, 2024, purchases of investments by the Consolidated Funds were $3.9 billion, while proceeds from the sales and settlements of investments by the Consolidated Funds were $2.7 billion.

Net cash used in investing activities. Our investing activities generally reflect cash used for fixed assets, software for internal use, and corporate treasury investments. For the six months ended June 30, 2025 and 2024, cash used in investing activities principally reflects purchases of fixed assets of $34.2 million and $31.9 million, respectively.

Net cash provided by financing activities. Excluding the activities of our Consolidated Funds, net cash used in financing activities during the six months ended June 30, 2025 and 2024 was $515.5 million and $607.3 million, respectively. During the six months ended June 30, 2025, we made no borrowings or repayments under the revolving credit facilities. During the six months ended June 30, 2024, we borrowed and subsequently repaid an aggregate of $10.4 million under the Global Credit Revolving Credit Facility.

Dividends paid to our common stockholders were $252.7 million and $252.3 million for the six months ended June 30, 2025 and 2024, respectively. For the six months ended June 30, 2025 and 2024, we paid $280.1 million and $328.3 million, respectively, to repurchase and retire 5.6 million and 7.5 million shares, respectively, which included shares retired in connection with the net share settlement of equity-based awards. During the six months ended June 30, 2024, we paid $68.8 million in January 2024, representing the final annual installment of the deferred consideration payable to former Carlyle Holdings unitholders in connection with the Conversion. For more information, see Note 9 to the consolidated financial statements included in the Company's Annual Report on Form 10-K for the year ended December 31, 2024.

The net borrowings (payments) on loans payable by our Consolidated Funds during the six months ended June 30, 2025 and 2024 were $1,055.1 million and $1,328.5 million, respectively. Contributions from non-controlling interest holders were $231.3 million and $120.4 million for the six months ended June 30, 2025 and 2024, respectively, which relate primarily to contributions from the non-controlling interest holders in Consolidated Funds. For the six months ended June 30, 2025 and 2024, distributions to non-controlling interest holders were $198.4 million and $45.6 million, respectively, which relate primarily to distributions to the non-controlling interest holders in Consolidated Funds.

Our Balance Sheet

Total assets were $25.1 billion at June 30, 2025, an increase of $2.0 billion compared to December 31, 2024, primarily attributable to an increase in Investments in Consolidated Funds of $2.1 billion and an increase in Investments, including Performance allocations of $0.3 billion, partially offset by a decrease in Cash and cash equivalents held at Consolidated Funds of $0.4 billion. The increase in Investments, including Performance allocations was primarily attributable to an increase in Accrued performance allocations, primarily driven by appreciation in CP VII, CP VIII, and our Carlyle AlpInvest funds, partially offset by the impact of realizations.

Total liabilities were $18.4 billion at June 30, 2025, an increase of $1.6 billion from December 31, 2024. The increase in liabilities was primarily attributable to an increase in Loans payable of Consolidated Funds of $1.2 billion, an increase in Accrued compensation and benefits of $0.2 billion, and an increase in Other liabilities of Consolidated Funds of $0.2 billion. The increase in Accrued compensation and benefits was primarily attributable to an increase in Accrued performance allocations, on which Accrued performance allocations and incentive fee related compensation is based, partially offset by payments of year-end bonuses.

The assets and liabilities of the Consolidated Funds are generally held within separate legal entities and, as a result, the assets of the Consolidated Funds are not available to meet our liquidity requirements and similarly the liabilities of the Consolidated Funds are non-recourse to us. In addition, as previously discussed, the CLO term loans generally are secured by the Company's investment in the CLO, have a general unsecured interest in the Carlyle entity that manages the CLO, and do not have recourse to any other Carlyle entity. The number of funds that we consolidate fluctuates period to period. In general, the number of funds we are required to consolidate has been increasing as a result of the impacts of capital from our balance sheet invested in new products and our indirect interest in funds through our indirect investment in Fortitude.

Our balance sheet without the effect of the Consolidated Funds can be seen in Note 17, Supplemental Financial Information, to the condensed consolidated financial statements included in this Quarterly Report on Form 10-Q. At June 30, 2025, our total assets without the effect of the Consolidated Funds were $15.5 billion, including cash and cash equivalents of $1.3 billion and net accrued performance revenues of $2.9 billion.

Unconsolidated Entities

Certain of our funds have entered into lines of credit secured by their investors' unpaid capital commitments or by a pledge of the equity of the underlying investment. These lines of credit are used primarily to reduce the overall number of capital calls to investors or for working capital needs. In certain instances, however, they may be used for other investment related activities, including serving as bridge financing for investments. The degree of leverage employed varies among our funds.

Off-balance Sheet Arrangements

In the normal course of business, we enter into various off-balance sheet arrangements including sponsoring and owning limited or general partner interests in consolidated and non-consolidated funds, entering into derivative transactions, and entering into guarantee arrangements. We also have ongoing capital commitment arrangements with certain of our consolidated and non-consolidated funds. We do not have any other off-balance sheet arrangements that would require us to fund losses or guarantee target returns to investors in any of our other investment funds.

For further information regarding our off-balance sheet arrangements, see Note 2, Summary of Significant Accounting Policies, and Note 8, Commitments and Contingencies, to the condensed consolidated financial statements included in this Quarterly Report on Form 10-Q.

Contractual Obligations

The following table sets forth information relating to our contractual obligations as of June 30, 2025 on a consolidated basis and on a basis excluding the obligations of the Consolidated Funds:

	Jul. 1, 2025 to Dec. 31, 2025	2026-2027	2028-2029	Thereafter	Total
	(Dollars in millions)				
Debt obligations(1)	$ 10.9	$ 124.6	$ 494.7	$ 1,546.5	$ 2,176.7
Interest payable(2)	53.4	204.3	192.3	1,547.9	1,997.9
Other consideration(3)	4.1	36.0	18.0	—	58.1
Operating lease obligations(4)	37.4	150.1	147.1	255.8	590.4
Capital commitments to Carlyle funds(5)	4,064.0	—	—	—	4,064.0
Tax receivable agreement payments(6)	—	11.3	12.3	48.0	71.6
Loans payable of Consolidated Funds(7)	195.0	773.6	774.7	10,209.6	11,952.9
Unfunded commitments of the CLOs(8)	46.1	—	—	—	46.1
Consolidated contractual obligations	4,410.9	1,299.9	1,639.1	13,607.8	20,957.7
Loans payable of Consolidated Funds(7)	(195.0)	(773.6)	(774.7)	(10,209.6)	(11,952.9)
Capital commitments to Carlyle funds(5)	(3,389.2)	—	—	—	(3,389.2)
Unfunded commitments of the CLOs(8)	(46.1)	—	—	—	(46.1)
Carlyle Operating Entities contractual obligations	$ 780.6	$ 526.3	$ 864.4	$ 3,398.2	$ 5,569.5

(1) The table above assumes that no prepayments are made on the senior and subordinated notes and that the outstanding balances, if any, on the senior credit facility and Global Credit Revolving Credit Facility are repaid on the maturity dates of credit facilities. The CLO term loans are included in the table above based on the earlier of the stated maturity date or the date the CLO is expected to be dissolved. See Note 6, Borrowings, to the condensed consolidated financial statements for the various maturity dates of our borrowings.

(2) The interest rates on the debt obligations as of June 30, 2025 consist of: 3.500% on $425.0 million of senior notes, 5.650% on $350.0 million of senior notes, 5.625% on $600.0 million of senior notes, 4.625% on $500.0 million of subordinated notes, and a range of approximately 3.59% to 10.08% for our CLO term loans. Interest payments assume that no prepayments are made and loans are held until maturity with the exception of the CLO term loans, which are based on the earlier of the stated maturity date or the date the CLO is expected to be dissolved.

(3) These obligations represent our estimate of amounts to be paid on the contingent cash obligations associated with our acquisition of Abingworth. The payment obligations are unsecured obligations of the Company or a subsidiary thereof, subordinated in right of payment to indebtedness of the Company and its subsidiaries, and do not bear interest.

(4) We lease office space in various countries around the world, including our largest offices in Washington, D.C., New York City, London, Amsterdam, and Hong Kong, which have non-cancelable lease agreements expiring in various years through 2036. The amounts in this table represent the minimum lease payments required over the term of the lease.

(5) These obligations generally represent commitments by us to fund a portion of the purchase price paid for each investment made by our funds. These amounts are generally due on demand and are therefore presented in the less than one year category. A substantial majority of these investments is expected to be funded by senior Carlyle professionals and other professionals through our internal co-investment program. Of the $4.0 billion of unfunded commitments to the funds, approximately $3.4 billion is subscribed individually by senior Carlyle professionals, advisors and other professionals, with the balance funded directly by the Company. Additionally, these obligations include accrued giveback that has been realized but not yet paid to the respective funds, a portion of which is payable by current and former senior Carlyle professionals.

(6) In connection with our initial public offering, we entered into a tax receivable agreement with the limited partners of the Carlyle Holdings partnerships whereby we agreed to pay such limited partners 85% of the amount of cash tax savings, if any, in U.S. federal, state and local income tax realized as a result of increases in tax basis resulting from exchanges of Carlyle Holdings partnership units for common units of The Carlyle Group L.P. From and after the consummation of the Conversion, former holders of Carlyle Holdings partnership units do not have any rights to payments under the tax receivable agreement except for payment obligations pre-existing at the time of the Conversion with respect to exchanges that occurred prior to the Conversion. These obligations are more than offset by the future cash tax savings that we are expected to realize.

(7) These obligations represent amounts due to holders of debt securities issued by the consolidated CLO vehicles. These obligations include interest to be paid on debt securities issued by the consolidated CLO vehicles. Interest payments assume that no prepayments are made and loans are held until maturity. For debt securities with rights only to the residual value of the CLO and no stated interest, no interest payments were included in this calculation. Interest payments on variable-rate debt securities are based on interest rates in effect as of June 30, 2025, at spreads to market rates pursuant to the debt agreements, and range from 1.65% to 11.83%.

(8) These obligations represent commitments of the CLOs to fund certain investments. These amounts are generally due on demand and are therefore presented in the less than one year category.

Excluded from the table above are liabilities for uncertain tax positions of $36.4 million at June 30, 2025 as we are unable to estimate when such amounts may be paid.

Contingent Cash Payments For Business Acquisitions and Strategic Investments

We have certain contingent cash obligations associated with our acquisition of Abingworth, which are accounted for as compensation expense, and are accrued over the service period. If earned, payments are made in the quarter following the performance year to which the payments relate. The contingent cash obligations relate to future incentive payments of up to $130.0 million that are payable upon the achievement of certain performance targets during 2025 through 2028, which is the maximum amount that could be paid as of June 30, 2025. Through June 30, 2025, we paid $2.7 million related to these contingent obligations.

In connection with our acquisition of Carlyle Aviation Partners, we had contingent cash payments related to an earn-out of up to $150.0 million that were payable upon the achievement of certain revenue and earnings performance targets during 2020 through 2025. We previously entered into a termination and settlement agreement with respect to the earn-out and made a final payment of $1.0 million during the first quarter of 2025 for total earn-out payments of $124.7 million.

Risk Retention Rules

We will continue to comply with the risk retention rules governing CLOs issued in Europe for which we are a sponsor, which require a combination of capital from our balance sheet, commitments from senior Carlyle professionals and/or third-party financing.

Guarantees

See Note 8, Commitments and Contingencies, to the condensed consolidated financial statements included in this Quarterly Report on Form 10-Q for information related to all of our material guarantees.

Indemnifications

In many of our service contracts, we agree to indemnify the third-party service provider under certain circumstances. The terms of the indemnities vary from contract to contract, and the amount of indemnification liability, if any, cannot be determined and has not been included in the table above or recorded in our condensed consolidated financial statements as of June 30, 2025. See Note 8, Commitments and Contingencies, to the condensed consolidated financial statements included in this Quarterly Report on Form 10-Q for information related to indemnifications.

Contingent Obligations (Giveback)

Carried interest is ultimately realized when: (1) an underlying investment is profitably disposed of, (2) certain costs borne by the limited partner investors have been reimbursed, (3) the fund’s cumulative returns are in excess of the preferred return, and (4) we have decided to collect carry rather than return additional capital to limited partner investors. Realized carried interest may be required to be returned by us in future periods if the fund’s investment values decline below certain levels. When the fair value of a fund’s investments remains constant or falls below certain return hurdles, previously recognized performance allocations are reversed. See Note 8, Commitments and Contingencies, to the condensed consolidated financial statements included in this Quarterly Report on Form 10-Q for additional information related to our contingent obligations (giveback).

Other Contingencies

In the ordinary course of business, we are a party to litigation, investigations, inquiries, employment-related matters, disputes and other potential claims. We discuss certain of these matters in Note 8, Commitments and Contingencies, to the condensed consolidated financial statements included in this Quarterly Report on Form 10-Q.

Carlyle Common Stock

A rollforward of our common stock outstanding for the six months ended June 30, 2025 is as follows:

	Six Months Ended June 30,
	2025
Balance, beginning of period	357,183,632
Shares issued	4,446,030
Shares repurchased/retired	(2,667,747)
Balance, end of period	358,961,915

Shares of The Carlyle Group Inc. common stock issued during the six months ended June 30, 2025 relate to the vesting of the Company's restricted stock units. Shares of The Carlyle Group Inc. common stock repurchased during the six months ended June 30, 2025 relate to shares repurchased and subsequently retired as part of our share repurchase programs. Shares of The Carlyle Group Inc. common stock issued and repurchased/retired during the six months ended June 30, 2025 include shares retired as part of the net share settlement of equity-based awards.

The total shares as of June 30, 2025 as shown above exclude approximately 2.7 million net common shares, representing the vesting of restricted stock units and shares issued and delivered in connection with our equity method investment in NGP subsequent to June 30, 2025 that will participate in the common shareholder dividend that will be paid on August 28, 2025.

Critical Accounting Policies and Estimates

The preparation of our condensed consolidated financial statements in conformity with U.S. GAAP requires our management to make estimates and judgments that affect the reported amounts of assets and liabilities, revenues and expenses, and related disclosures of contingent assets and liabilities. These estimates and judgments are based on historical information, information currently available to us and on various other assumptions management believes to be reasonable under the circumstances. Actual results could vary from those estimates and we may change our estimates and assumptions in future evaluations. Changes in these estimates and assumptions may have a material effect on our results of operations and financial condition.

Other than the Restructuring as discussed in Note 4, Investments, which resulted in the impairment of our investment in NGP, there have been no material changes in the critical accounting estimates since those discussed in our Annual Report on Form 10-K for the year ended December 31, 2024.

Item 3. Quantitative and Qualitative Disclosures About Market Risk

Our primary exposure to market risk is related to our role as general partner or investment advisor to our investment funds and the sensitivities to movements in the fair value of their investments, including the effect on management fees, incentive fees and investment income, including performance allocations. Although our investment funds share many common themes, each of our asset management asset classes runs its own investment and risk management processes, subject to our overall risk tolerance and philosophy. The investment process of our investment funds involves a comprehensive due diligence approach, including review of reputation of shareholders and management, company size and sensitivity of cash flow generation, business sector and competitive risks, portfolio fit, exit risks and other key factors highlighted by the deal team. Key investment decisions are generally subject to approval by both the fund-level managing directors, as well as the investment committee, which generally comprises one or more of the three founding partners as well as senior investment professionals. Once an investment in a portfolio company has been made, our fund teams closely monitor the performance of the portfolio company, generally through frequent contact with management and the receipt of financial and management reports.

There was no material change in our market risks during the six months ended June 30, 2025. For additional information, refer to our Annual Report on Form 10-K for the year ended December 31, 2024.

Item 4. Controls and Procedures

Evaluation of Disclosure Controls and Procedures

We maintain disclosure controls and procedures (as that term is defined in Rules 13a-15(e) and 15d-15(e) under the Securities Exchange Act of 1934, as amended (the "Exchange Act")) that are designed to ensure that information required to be disclosed in our reports under the Exchange Act is recorded, processed, summarized and reported within the time periods specified in the SEC’s rules and forms, and that such information is accumulated and communicated to our management, including our principal executive officer and principal financial officer, as appropriate, to allow timely decisions regarding required disclosures. In designing disclosure controls and procedures, our management necessarily was required to apply its judgment in evaluating the cost-benefit relationship of possible disclosure controls and procedures. The design of any disclosure controls and procedures also is based in part upon certain assumptions about the likelihood of future events, and there can be no assurance that any design will succeed in achieving its stated goals under all potential future conditions. Any controls and procedures, no matter how well designed and operated, can provide only reasonable, not absolute, assurance of achieving the desired control objectives.

Our management, with the participation of our principal executive officer and principal financial officer, has evaluated the effectiveness of the design and operation of our disclosure controls and procedures as of the end of the period covered by this report. Based upon that evaluation and subject to the foregoing, our principal executive officer and principal financial officer concluded that, as of the end of the period covered by this report, the design and operation of our disclosure controls and procedures were effective to accomplish their objectives at the reasonable assurance level.

Changes in Internal Control over Financial Reporting

There have been no changes in our internal control over financial reporting (as defined in Rule 13a-15(f) and 15d-15(f) under the Exchange Act) during the fiscal quarter ended June 30, 2025 that have materially affected, or that are reasonably likely to materially affect, our internal control over financial reporting.

PART II - OTHER INFORMATION

Item 1. Legal Proceedings

The information required with respect to this item can be found under "Legal Matters" in Note 8, Commitments and Contingencies, of the notes to the Company's condensed consolidated financial statements contained in this Quarterly Report on Form 10-Q, and such information is incorporated by reference into this Item 1.

Item 1A. Risk Factors

For a discussion of our potential risks and uncertainties, see the information under Item 1A. "Risk Factors" in our Annual Report on Form 10-K for the year ended December 31, 2024.

Item 2. Unregistered Sales of Equity Securities and Use of Proceeds

Issuer Purchases of Equity Securities

The following table sets forth repurchases of our common stock during the three months ended June 30, 2025 for the periods indicated. During the three months ended June 30, 2025, 2.2 million shares were repurchased. In addition, 0.1 million shares were retired in connection with the net share settlement of equity-based awards, which are not included in the table below.

Period	(a) Total number of shares purchased	(b) Average price paid per share	(c) Total number of shares purchased as part of publicly announced plans or programs	(d) Maximum number (or approximate dollar value) of shares that may yet be purchased under the plans or programs (3)
	(Dollars in millions, except share and per share data)			
April 1, 2025 to April 30, 2025 (1)	—	$ —	—	$ 979.3
May 1, 2025 to May 31, 2025 (1)(2)	835,494	$ 45.84	835,494	$ 941.0
June 1, 2025 to June 30, 2025 (1)(2)	1,338,472	$ 46.13	1,338,472	$ 879.3
Total	2,173,966		2,173,966	

(1) The Board of Directors reset the total repurchase authorization of our previously approved share repurchase program to $1.4 billion in shares of our common stock, effective as of February 6, 2024. Under the share repurchase program, shares of our common stock may be repurchased from time to time in open market transactions, in privately negotiated transactions, or otherwise, including through Rule 10b5-1 plans. The timing and actual number of shares of common stock repurchased will depend on a variety of factors, including legal requirements and price, economic, and market conditions. In addition to the repurchase of common stock, the repurchase program is used for the payment of tax withholding amounts upon net share settlement of equity-based awards granted pursuant to our Equity Incentive Plan or otherwise based on the value of shares withheld that would have otherwise been issued to the award holder. The repurchase program may be suspended or discontinued at any time and does not have a specified expiration date.

(2) Reflects shares purchased in open market and brokered transactions, which were subsequently retired.

(3) The remaining repurchase authorization was $572.0 million as of June 30, 2025 when factoring in the net share settlement of equity-based awards.

Item 3. Defaults Upon Senior Securities

Not applicable.

Item 4. Mine Safety Disclosures

Not applicable.

Item 5. Other Information

None.

Item 6. Exhibits

The following is a list of all exhibits filed or furnished as part of this report:

Exhibit No.	Description
3.1	Amended and Restated Certificate of Incorporation of The Carlyle Group Inc. (incorporated by reference to Exhibit 3.1 to the Registrant's Current Report on Form 8-K filed with the SEC on June 2, 2023).
3.2	Bylaws of The Carlyle Group Inc. (incorporated by reference to Exhibit 3.3 to the Registrant's Current Report on Form 8-K filed with the SEC on January 2, 2020).
10.1*†	Third Amended and Restated Credit Agreement, dated as of May 29, 2025, among TC Group Cayman, L.P., Carlyle Investment Management L.L.C., and CG Subsidiary Holdings L.L.C., as Borrowers, TC Group, L.L.C., Carlyle Holdings I L.P., Carlyle Holdings II L.L.C., Carlyle Holdings III L.P. and Carlyle Finance Subsidiary L.L.C. as Parent Guarantors, the Lenders Party Hereto, and Citibank, N.A. as Administrative Agent, and Citibank, N.A., JPMorgan Chase Bank, N.A., BofA Securities, Inc. and Wells Fargo Securities, LLC as Joint Lead Arrangers and Bookrunners, and JPMorgan Chase Bank, N.A., Bank of America, N.A. and Wells Fargo Bank, National Association, as Syndication Agents.
10.2*+	Form of Global Restricted Stock Unit Agreement for Time-Based Awards to Non-Employee Directors.
10.3*+	Form of Global Restricted Stock Unit Agreement for Vested Awards to Non-Employee Directors.
10.4*	Aircraft Lease Agreement, dated as of April 21, 2025, by and between Falstaff Partners LLC and Carlyle Investment Management L.L.C.
10.5*	Flight Support Services Agreement, dated as of April 18, 2025, by and between Jet Aviation Flights Services, Inc. and Carlyle Investment Management L.L.C.
22*	Senior and Subordinated Notes, Issuers, and Guarantors.
31.1*	Certification of the principal executive officer pursuant to Rule 13a – 14(a).
31.2*	Certification of the principal financial officer pursuant to Rule 13a – 14(a).
32.1**	Certification of the principal executive officer pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002.
32.2**	Certification of the principal financial officer pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002.
101.INS	Inline XBRL Instance Document - the Instance Document does not appear in the Interactive Data File because its XBRL tags are embedded within the Inline XBRL document.
101.SCH	Inline XBRL Taxonomy Extension Schema Document.
101.CAL	Inline XBRL Taxonomy Extension Calculation Linkbase Document.
101.DEF	Inline XBRL Taxonomy Extension Definition Linkbase Document.
101.LAB	Inline XBRL Taxonomy Extension Labels Linkbase Document.
101.PRE	Inline XBRL Taxonomy Extension Presentation Linkbase Document.
104	The cover page from The Carlyle Group Inc.'s Quarterly Report on Form 10-Q for the quarter ended June 30, 2025, formatted in Inline XBRL (included within the Exhibit 101 attachments).

* Filed herewith.

** Furnished herewith.

† Certain information contained in this agreement has been omitted because it is not material and is the type that the registrant treats as private or confidential.

\+ Management contract or compensatory plan or arrangement in which directors and/or executive officers are eligible to participate.

The agreements and other documents filed as exhibits to this report are not intended to provide factual information or other disclosure other than with respect to the terms of the agreements or other documents themselves, and you should not rely on them for that purpose. In particular, any representations and warranties made by us in these agreements or other documents were made solely within the specific context of the relevant agreement or document and may not describe the actual state of affairs as of the date they were made or at any other time.

SIGNATURES

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned thereunto duly authorized.

The Carlyle Group Inc.

Date: August 8, 2025	By:	/s/ John C. Redett
	Name:	John C. Redett
	Title:	Chief Financial Officer
		(Principal Financial Officer and Authorized Officer)