



# Blue Owl Investor Presentation

September 2021

# Disclosures

Unless otherwise indicated, the Report Date referenced is 6/30/2021.

Past performance is not a guide to future results and is not indicative of expected realized returns. Past credit, interest rate, and market conditions may not recur, and differing conditions may result in differing results.

## About Blue Owl

Blue Owl is an alternative asset manager that provides investors access to Direct Lending and GP Capital Solutions strategies through a variety of products. The firm's breadth of offerings and permanent capital base enables it to offer a differentiated, holistic platform of capital solutions to participants throughout the private market ecosystem, including alternative asset managers and private middle market corporations. The firm had approximately \$62.4 billion of assets under management as of June 30, 2021. Blue Owl's management team is comprised of seasoned investment professionals with more than 25 years of experience building alternative investment businesses. Blue Owl has approximately 250 employees across its Direct Lending and GP Capital Solutions divisions and has six offices globally. For more information, please visit us at [www.blueowl.com](http://www.blueowl.com).

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Important factors, among others, that may affect actual results or outcomes include the inability to recognize the anticipated benefits of the recently completed business combination; costs related to the recently completed business combination; Blue Owl's ability to manage growth; Blue Owl's ability to execute its business plan and meet its projections; potential litigation involving Blue Owl; changes in applicable laws or regulations; the possibility that Blue Owl may be adversely affected by other economic, business, and competitive factors; the impact of the continuing COVID-19 pandemic on Blue Owl's business as well as those factors described in the "Risk Factors" section of our filings with the Securities and Exchange Commission ("SEC").

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# Disclosures

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# About Blue Owl

Over \$62 billion of assets under management, Blue Owl is a leading provider of private capital solutions



## FIRM OVERVIEW

- Blue Owl was formed by the strategic combination of Owl Rock and Dyal
  - ▶ Owl Rock was formed in 2016 and manages \$31.2 billion in AUM
  - ▶ Dyal was formed in 2010 and manages \$31.2 billion in AUM
- We aim to provide institutional and private wealth clients access to compelling and differentiated investment opportunities
- Blue Owl invests across the private market ecosystem, providing debt and equity solutions to businesses and financial sponsors, including private equity and venture capital firms

### A Solutions Provider

Blue Owl's complementary platforms allow for enhanced origination opportunities and access to unique, proprietary deal flow

- Owl Rock is a leading capital provider to middle- and upper-middle-market businesses with over 570 sponsor relationships
- Dyal Capital is a leading capital provider to large multi-product private capital managers with over 50 partnerships since inception

### Track Record

- Since inception, both Owl Rock and Dyal have provided clients access to risk-adjusted returns with demonstrated ability to source opportunities in all market environments
- Our investment team of over 80 professionals are led by an executive team with decades of experience managing successful alternative investment businesses

NYSE: **OWL**

**BBB** from S&P  
and Fitch

**Over 250**  
**employees**

**Headquarters in**  
**New York**  
with five other  
offices

As of 6/30/21. Past performance is not a guarantee of future results. Credit ratings based on most recently released information from rating agencies. Please refer to the respective agency for ratings definitions.

# Blue Owl Overview

The Direct Lending and GP Capital Solutions platforms provide investment strategies dedicated to private capital solutions

## Over \$62 Billion of Assets Under Management

### Owl Rock Platform

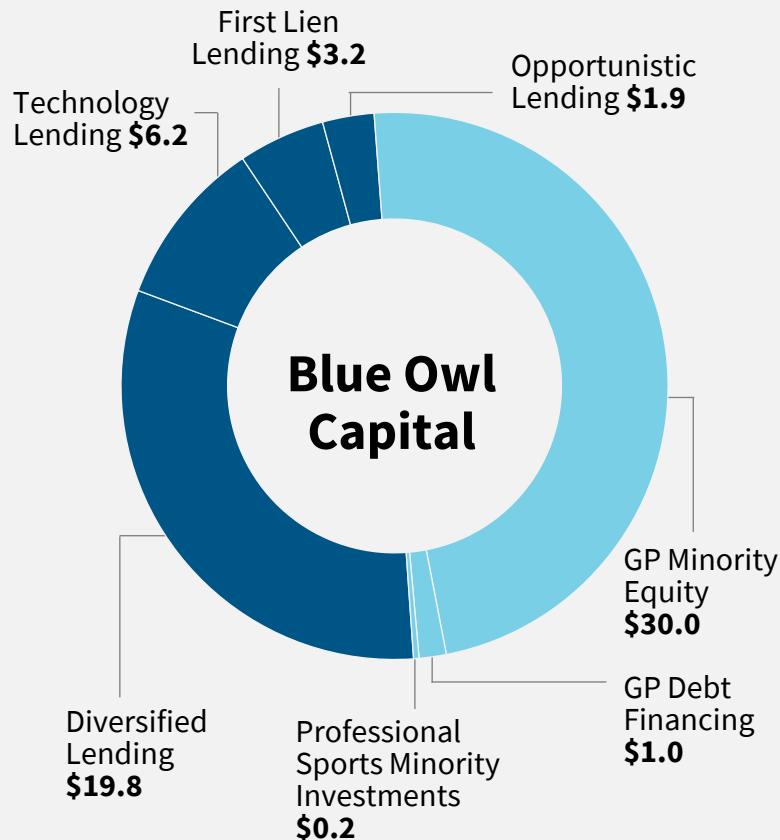
- A leading direct lending business with \$31.2 billion in AUM
- Focused on lending to middle- and upper-middle-market companies backed by leading private equity sponsors
- Demonstrated ability to source proprietary investment opportunities with \$34.8 billion in gross originations since inception

**\$31.2B**  
Assets Under Management

**65+**  
Investment Professionals

**300+**  
Deals Closed

**570+**  
Sponsor Relationships



### Dyal Capital Platform

- A leading capital provider to private market participants with \$31.2 billion in AUM
- Deep and extensive relationships across the alternative asset management ecosystem
- Successfully completed over 60 equity and debt transactions since inception

**\$31.2B**  
Assets Under Management

**60+**  
Professionals

**50+**  
Partnerships since inception

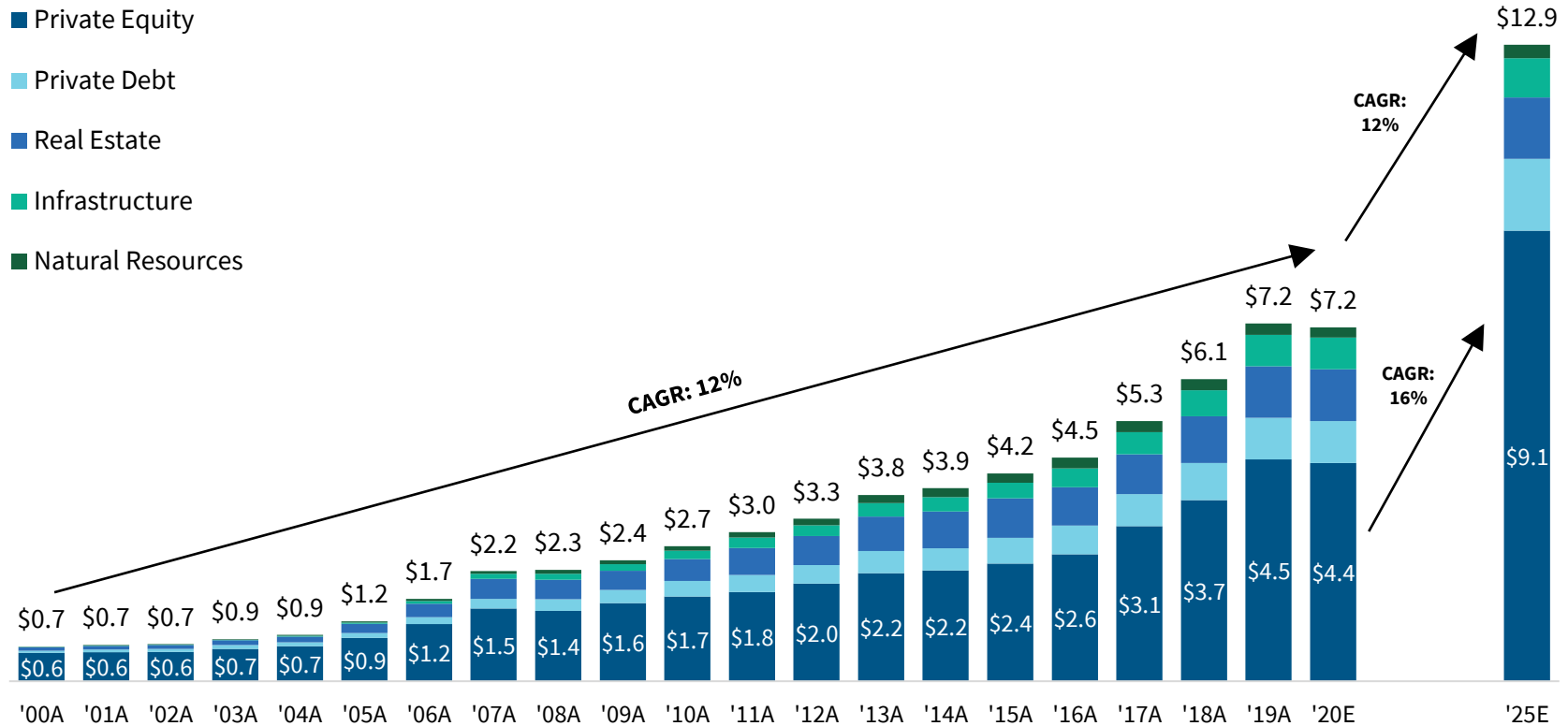
**10+**  
Year Track Record

# Blue Owl Is Providing Services to An Expanding Private Markets Ecosystem

## Private Capital AUM<sup>1</sup>

\$ Trillions

- Private Equity
- Private Debt
- Real Estate
- Infrastructure
- Natural Resources



**Industry has an estimated \$1.5 trillion of dry powder as of Q4 2020<sup>(2)</sup>**

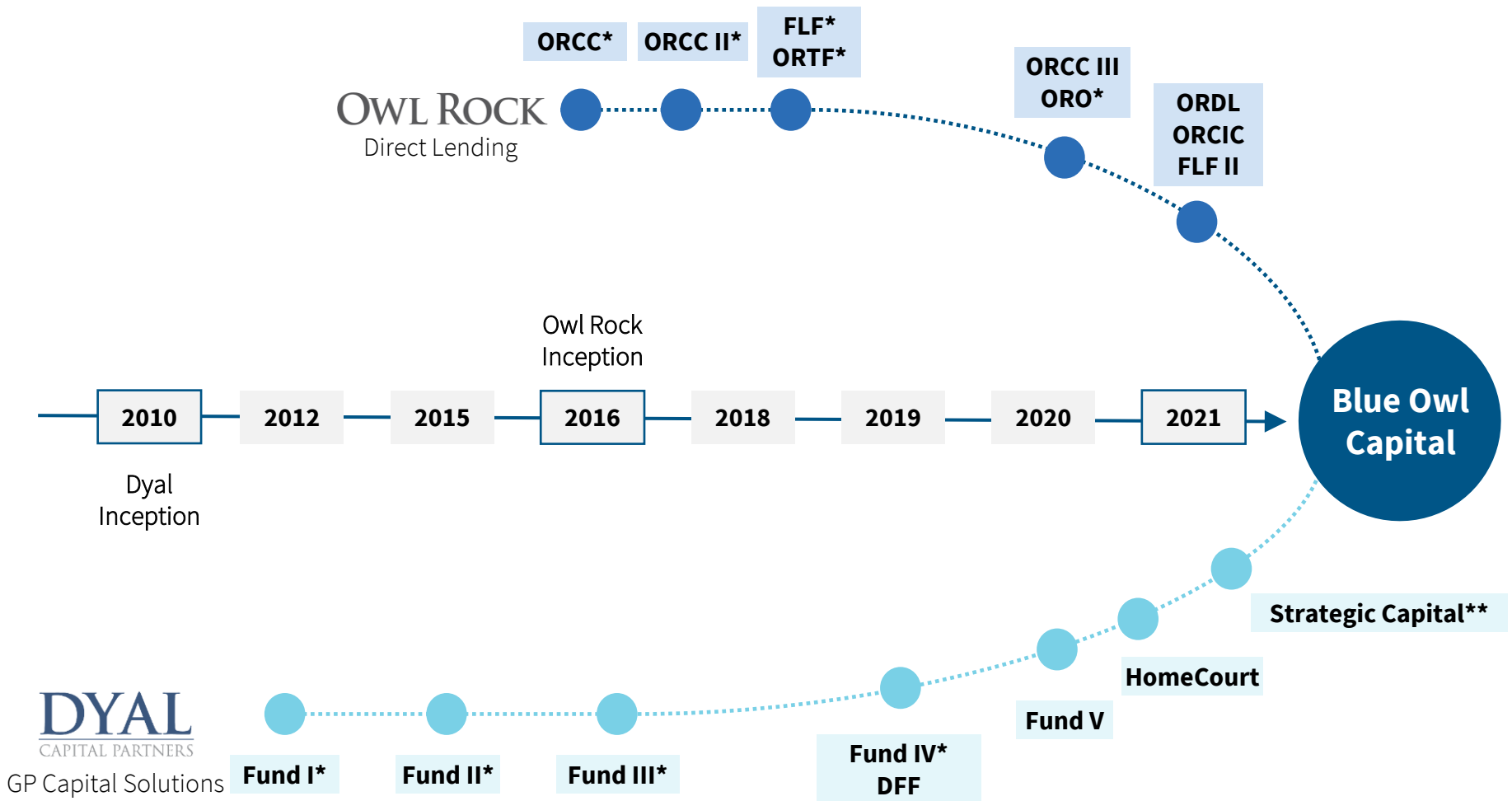
Data Source: Prequin

(1) Prequin forecasts as of 11/4/20; 2020A figure based on annualized data to October. (2) Prequin as of October 2020

Past performance is not a guarantee of future results. There can be no assurance that historical trends will continue through the life of any market or investment.

# History of Direct Lending and GP Capital Solutions Businesses

Since inception, both Owl Rock and Dyal have provided clients access to risk-adjusted returns



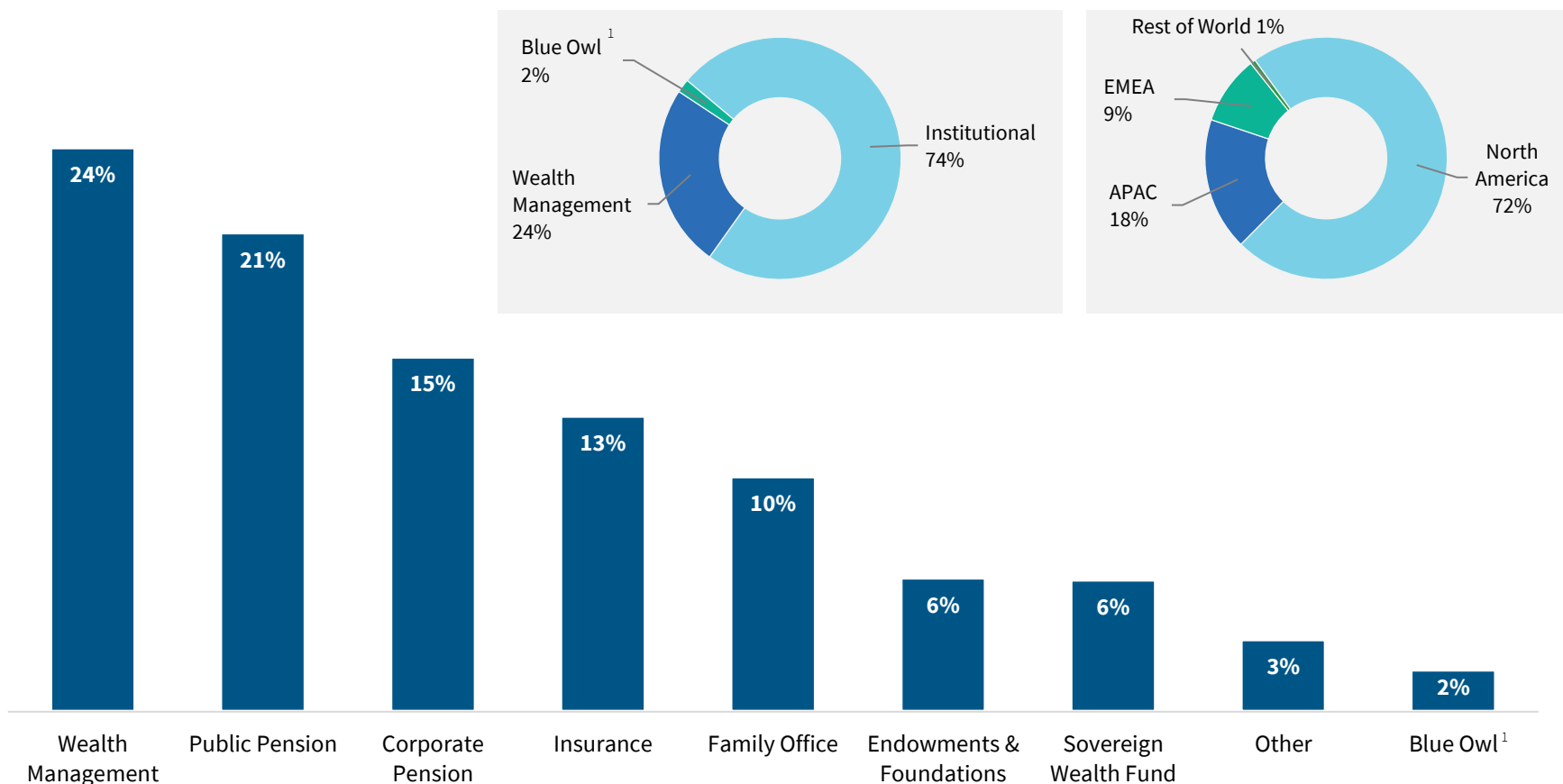
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As of August 6, 2021. \*Currently closed to new investor commitments. ORCC is a publicly traded BDC. \*\*Strategic Capital is anticipated to launch in 2021.

# A Diversified and Global Client Base

Blue Owl's client base is well diversified across institutional investors and wealth management firms

## Investor Base by Type & Geography



1. Blue Owl representative of GP, Partner and employee capital commitments.

ORCC investors included in Blue Owl's Investor Base represent those investors invested in ORCC prior to the exchange listing. All other Investors included are as of the report date.



# Experienced Senior Leadership Team



**Doug Ostrover**  
**CEO**

- Co-Founder and Chief Executive Officer of Blue Owl
- A member of the firm's Executive Committee and a member of the firm's board of directors
- Prior to founding Owl Rock, was one of the founders of GSO Capital Partners and a Senior Managing Director at Blackstone
- 25+ years of experience



**Marc Lipschultz**  
**Co-President**

- Co-Founder and Co-President of Blue Owl
- A member of the firm's Executive Committee and a member of the firm's board of directors
- Prior to founding Owl Rock, spent more than two decades at KKR, serving on the firm's Management Committee and as the Global Head of Energy and Infrastructure
- 25+ years of experience



**Michael Rees**  
**Co-President**

- Co-Founder and Co-President of Blue Owl
- A member of the firm's Executive Committee and a member of the firm's board of directors
- Prior to founding Dyal, was a founding employee and shareholder of Neuberger Berman Group and the first Chief Operating Officer of the NB Alternatives business
- 20+ years of experience



**Alan Kirshenbaum**  
**CFO**

- Chief Financial Officer of Blue Owl
- A member of the firm's Executive Committee
- Prior to Owl Rock, was the CFO of TPG Specialty Lending, Inc.
- 25+ years of experience

# A Business Built for Predictable, FRE-Centric Growth

**Market leading Permanent Capital base** with approximately \$56.9 billion in Permanent Capital AUM (97% of Management Fees from Permanent Capital<sup>1</sup>)

**Fee-Related Earnings drives 100%+ of DE<sup>2</sup>**

**Highly attractive, robust margins** (62% FRE Margin)<sup>3</sup>

**Industry leading embedded growth profile<sup>4</sup>**

**Conservative capital structure** and commitment to investment grade rating

**Proven, experienced leadership** with demonstrated track record

**Strong management alignment with shareholders**

(1) Reflects management fees generated by permanent capital AUM as a % of total management fees

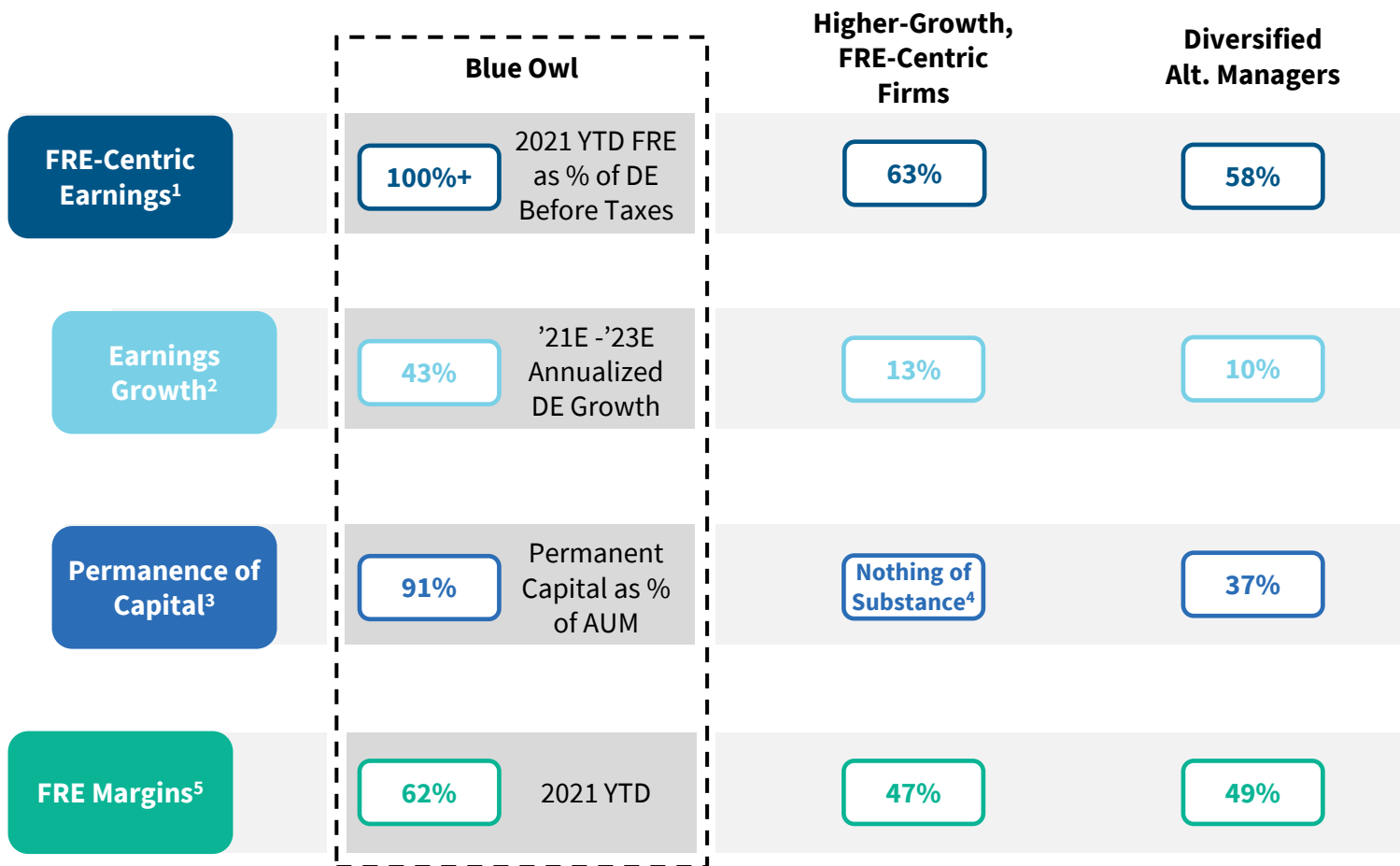
(2) Reflects pre-tax FRE as a % of DE excluding tax expense.

(3) For OWL, represents adjusted 2Q21 FRE margin. Adjusted 2Q21 results include the results of Dyal Capital as if the Business Combination had closed on April 1, 2021; comparability to prior and future periods may be limited. Definitions of FRE and Adjusted FRE available on slides 28 and 29. Adjusted FRE margin reflects adjusted FRE over adjusted revenues as defined.

(4) Refer to earnings growth comparison on slide 9

# Blue Owl has a Highly Differentiated Financial Profile

Compares Favorably to Public Alternative Asset Management Peers



Source: Company filings, Factset, and OWL Research as of 9/15/21

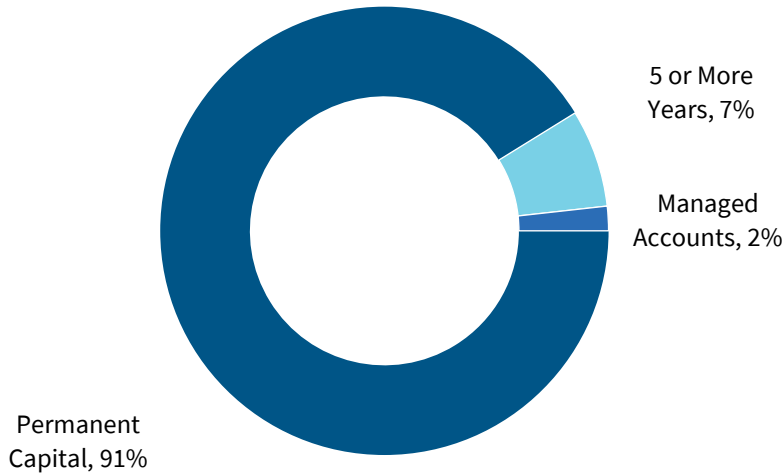
Higher-Growth, FRE-Centric Firms includes EQT, HLNE, PGHN and STEP. Public Diversified Alternative Firms includes APO, ARES, BX, CG and KKR

- (1) Based on latest reported results. For peers, reflects pre-tax FRE as a % of pre-tax earnings (as represented by DE, realized income, or net income).
- (2) Represents latest sellside analyst estimates. For HLNE and STEP, 2021E represents fiscal year ending Mar 2022, 2023E represents fiscal year ending Mar 2024
- (3) Reflects permanent capital AUM as % of Total AUM based on public filings
- (4) Statistics not reported for the firms in this group; permanent capital funds are generally not a significant portion of AUM for these businesses
- (5) For OWL, represents adjusted 2Q21 FRE margin. Adjusted 2Q21 results include the results of Dyal Capital as if the Business Combination had closed on April 1, 2021; comparability to prior and future periods may be limited. Definitions of FRE and Adjusted FRE available on slides 28 and 29. Adjusted FRE margin reflects adjusted FRE over adjusted revenues as defined.

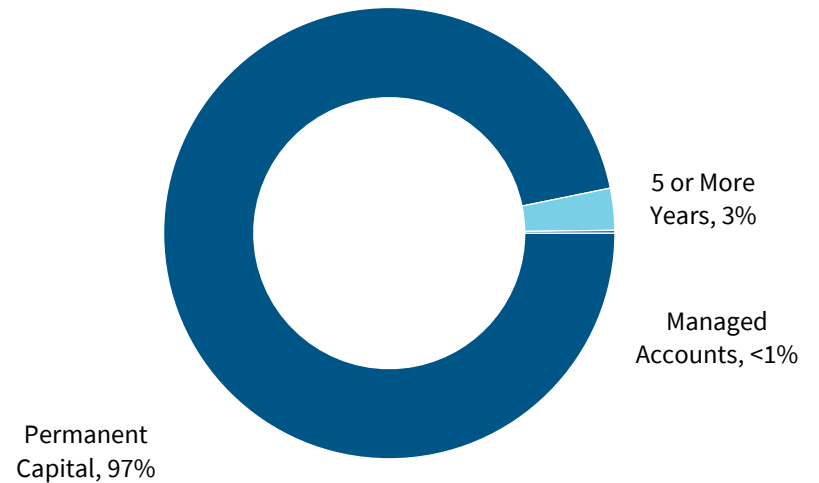
# Strong Permanent Capital Profile Creates High Visibility Into Future Revenue Streams

Future Fundraising Will Add New Layers Onto Existing AUM and Fee Streams

## AUM by Duration



## Management Fees by Duration



# A Focused and Highly Visible Path For Meaningful Growth

1

**Deploy \$8.5bn of AUM Not Yet Earning Fees (Already Raised)**

2

**Dyal and Owl Rock Fundraising (Ongoing)**

3

**Fee Step-Up – Private BDCs Going Public**

*~\$120mn of annualized management fees once deployed*

4

**Retail Expansion into Wirehouses (Ongoing)**

5

**Raising Additional BDCs and Funds in Existing Strategies**

6

**M&A?**

# Business Overviews

# Blue Owl Direct Lending Platform | Key Highlights

One of the largest direct lending platforms with strong performance and experienced leadership and investment teams

## Scale

**\$31.2B**  
Assets Under Management

- Robust proprietary deal flow driven by an extensive network of sponsors
- Deep bench of 65+ experienced investment professionals
- Ability to do \$1bn+ unitranche deals

## Track Record<sup>1</sup>

**9.0%**  
ORCC Net IRR Since Inception  
**13.5%**  
ORTF Net IRR Since Inception

- Demonstrated ability to source proprietary investment opportunities with \$35bn in originations since inception
- Strong credit performance across the platform with below market payment defaults

## Experience

**25+**  
Each Co-Founder's Years  
of Experience

- Founders: Douglas Ostrover, Marc Lipschultz and Craig Packer
- Formerly founder / senior executives at GSO / Blackstone, KKR and Goldman Sachs
- Extensive experience building and managing investment businesses

As of 6/30/21. Past performance is not a guarantee of future results.

(1) The track record represents the 2 largest funds of the platform, however does not represent all of the funds and some funds may have performed better or worse.

# Direct Lending Platform Breakdown

Complementary verticals that leverage existing origination and underwriting functions with a primary focus on private equity sponsored deals and other corporate solutions

## \$31.2 Billion Assets Under Management<sup>1</sup>

	Diversified Lending	Technology Lending	First Lien Lending	Opportunistic Lending
<b>AUM<sup>1</sup></b>	\$19.8 billion	\$6.2 billion	\$3.2 billion	\$1.9 billion
<b>Strategy Commenced</b>	March 2016	August 2018	July 2018	July 2020
<b>Equity Raised</b>	\$9.4 billion	\$3.2 billion	\$1.6 billion	\$1.9 billion
<b>Focus</b>	<ul style="list-style-type: none"> <li>• Senior secured, floating rate</li> <li>• First lien, second lien, unitranche</li> </ul>	<ul style="list-style-type: none"> <li>• Late-stage venture capital sponsored</li> <li>• Debt and equity investments</li> <li>• U.S. Technology companies</li> </ul>	<ul style="list-style-type: none"> <li>• Senior secured, floating rate</li> <li>• Traditional first lien only</li> </ul>	<ul style="list-style-type: none"> <li>• Performing U.S. companies, typically venture capital or sponsor backed</li> <li>• Flexible private capital solutions with debt and/or equity</li> <li>• Addressing challenging and unique situations</li> </ul>

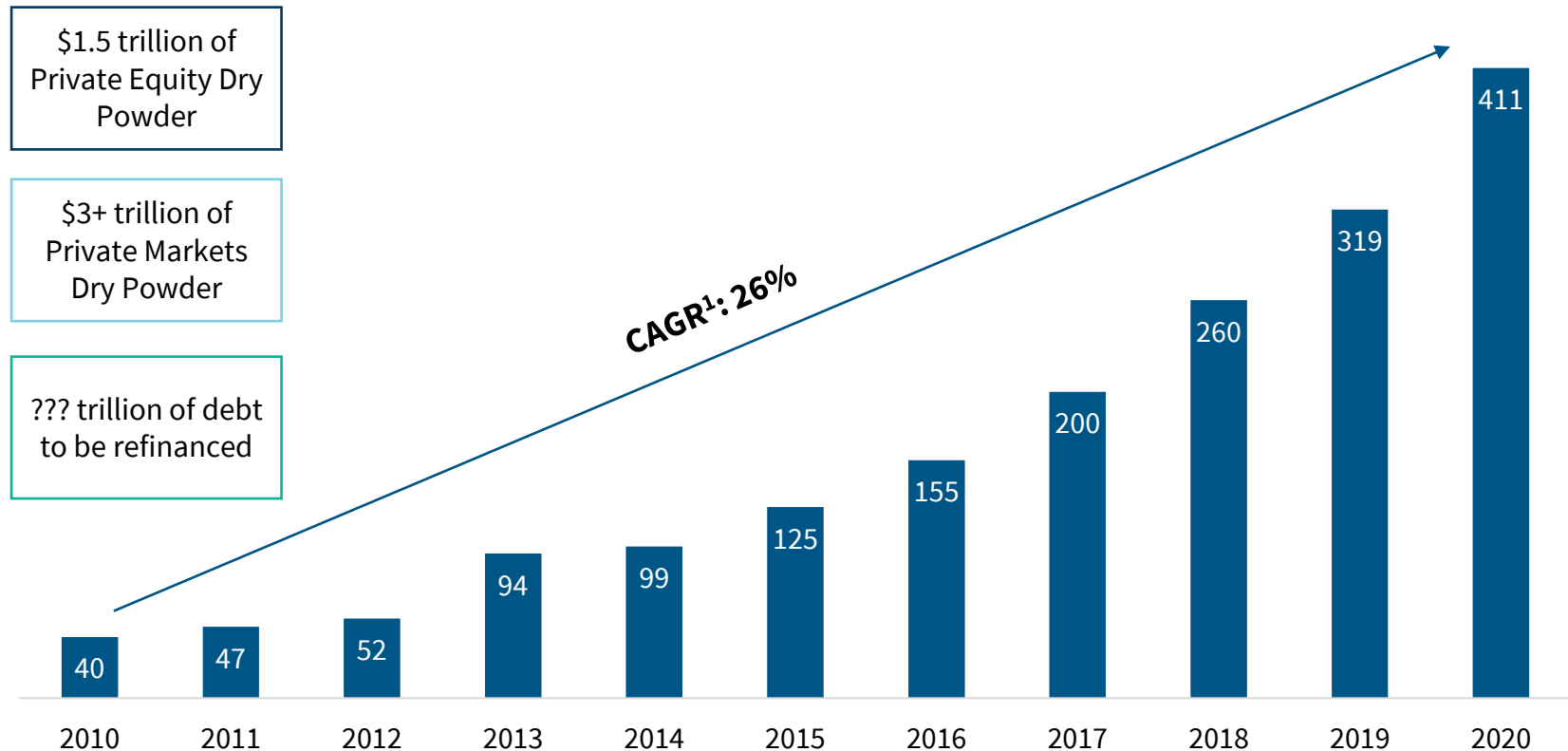
As of 6/30/21. Past performance is not a guarantee of future results.

(1) Numbers may not sum due to rounding.



# Direct Lending Continues to Expand Faster Than the Larger Alternatives Industry

In the context of the broader private markets industry, Direct Lending constitutes a relatively small but growing market share



## Direct Lending Industry AUM (\$bns)

(Includes Dry Powder and Invested Capital)

Data Source: Preqin. As of October 2020

[1] CAGR reflects compound annual growth rate

Past performance is not a guarantee of future results. There can be no assurance that historical trends will continue during the life of any market or investment.

# Blue Owl GP Capital Solutions | Key Highlights

Blue Owl is a market leader in the GP Capital Solutions space

## Scale

**\$31.2B**  
Assets Under Management

- Strong and extensive relationships with scaled players across the alternative asset management ecosystem
- Proven experience with over 60 equity and debt transactions completed
- Large-Cap Focus: Fund III and IV managers have an average AUM of \$33bn (as of 3/31/21)

## Track Record

**24%**  
Dyal III Net IRR Since Inception  
**62%**  
Dyal IV Net IRR Since Inception

- A track record of strong performance

## Long-Term Partner

**100%**  
Permanent Capital

- Permanent capital enables formation of stable, value-added partnerships
- Strive for maximum alignment of interest with Partner Managers through passive, minority stakes
- 40-person Business Services Platform team collaborates with partner managers to help them achieve their unique business goals

## Experience

**10+**  
Years of Team Experience  
Executing Minority  
Partnership Strategy

- Founder: Michael Rees
- Average 18 years of experience across senior management team

Past performance is not a guarantee of future results.

(1) The track record represents the 2 largest funds of the platform, however does not represent all of the funds and some funds may have performed better or worse.

# GP Capital Solutions Platform Breakdown

Complementary strategies providing a range of solutions to capital-constrained ecosystems

	<b>\$31.2 Billion Assets Under Management</b>			
	<b>GP Minority Equity Investments</b>	<b>GP Debt Financing</b>	<b>Professional Sports Minority Investments</b>	<b>Co-Investments &amp; Structured Equity</b>
<b>AUM</b>	\$30.0 billion	\$1.0 billion	\$0.2 billion	N/A
<b>Strategy Commenced</b>	2010	2019	2020	To Be Launched
<b>Focus</b>	<ul style="list-style-type: none"> <li>Seeks to provide permanent capital to the world's leading alternative asset managers</li> </ul>	<ul style="list-style-type: none"> <li>Primarily senior secured loans to private alternative asset managers</li> </ul>	<ul style="list-style-type: none"> <li>NBA franchise minority equity stakes</li> </ul>	<ul style="list-style-type: none"> <li>Minority equity investments in portfolio companies of private equity partners</li> </ul>

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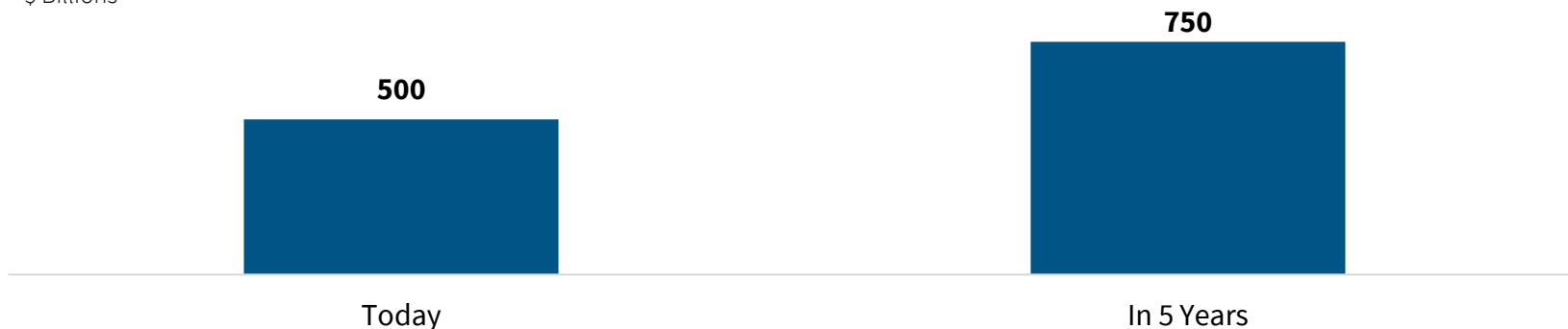
Co-Investments and Structured Equity is an expected new strategy of the Dyal business. There can be no assurance that such strategy will launch as expected

# Blue Owl Has a Leading Competitive Position in GP Solutions With Room to Grow

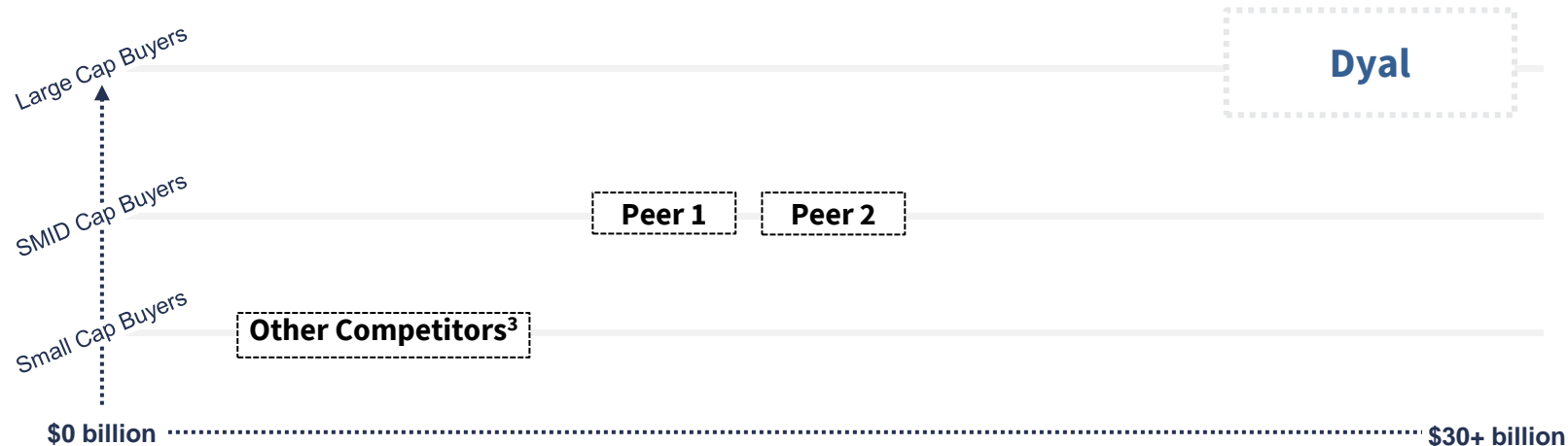
In the context of the broader private markets industry, the major players across the GP Capital Solutions space constitute a relatively small percentage of the total opportunity set

## GP Minority Equity Solutions Investable Opportunity<sup>1</sup>

\$ Billions



## Average Underlying PE Firm AUM<sup>2</sup>



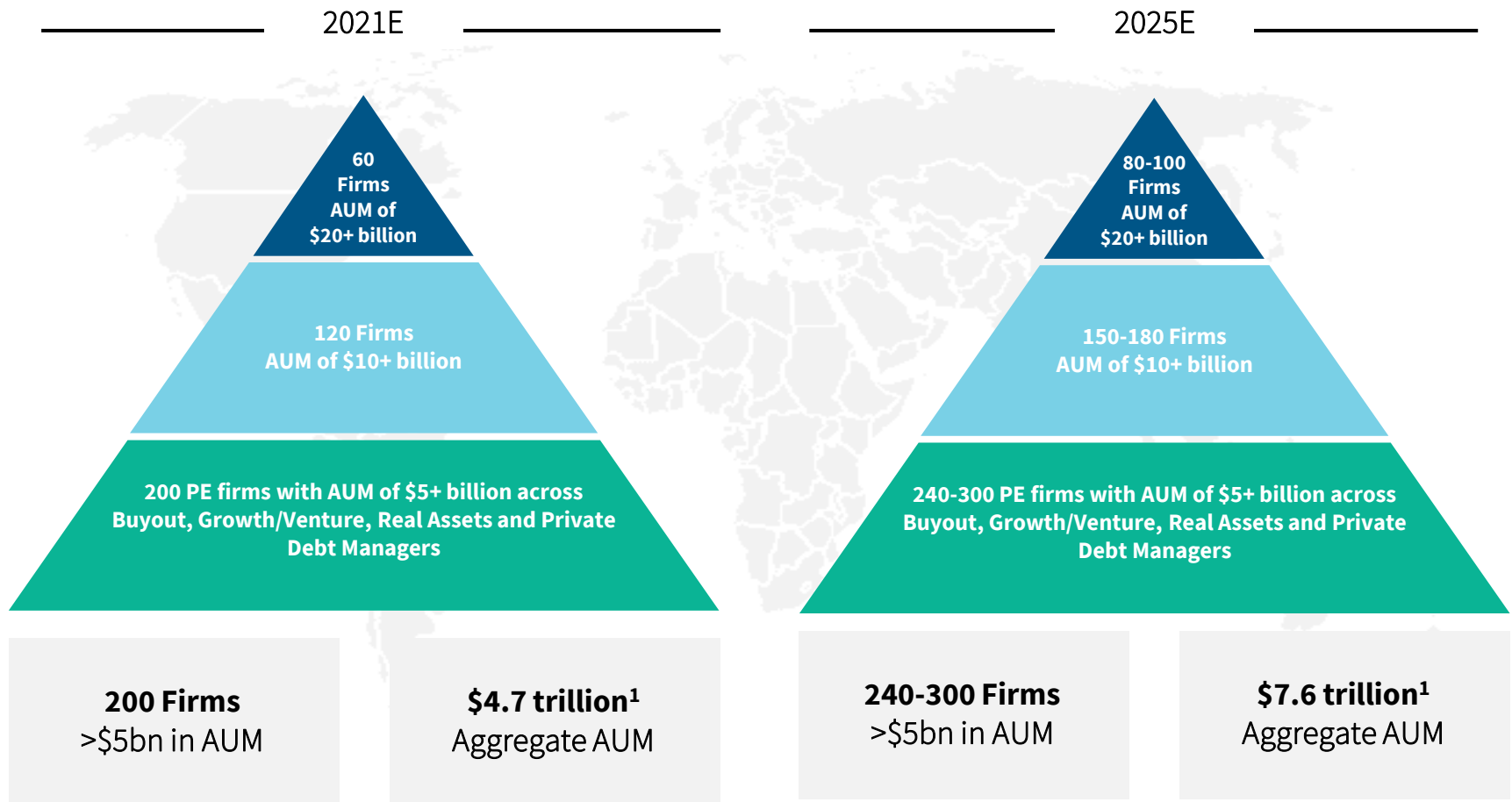
(1) Source: Pitchbook data as of March 2021 and Dyal proprietary research. There can be no guarantee that an investment strategy will achieve its objectives, nor the opportunities that may eventually be sourced will have similar characteristics to the opportunities described herein.

(2) Average underlying PE firm AUM for peers is based on publicly announced deals and is as of Sep 2020. Does not include non-public deals from these firms, the inclusion of which might impact the results shown. Average underlying PE Firm AUM for Blue Owl reflects Dyal Funds III and IV as of June 2021.

(3) Includes publicly announced deals by Wafra, Stonyrock, AMG and RDV

# The Universe of Private Capital Managers Continues to Expand

Institutionalized Private Capital Managers (>\$5 billion AUM) are expected to grow to ~\$7.6 trillion of aggregate AUM by 2025<sup>1</sup>



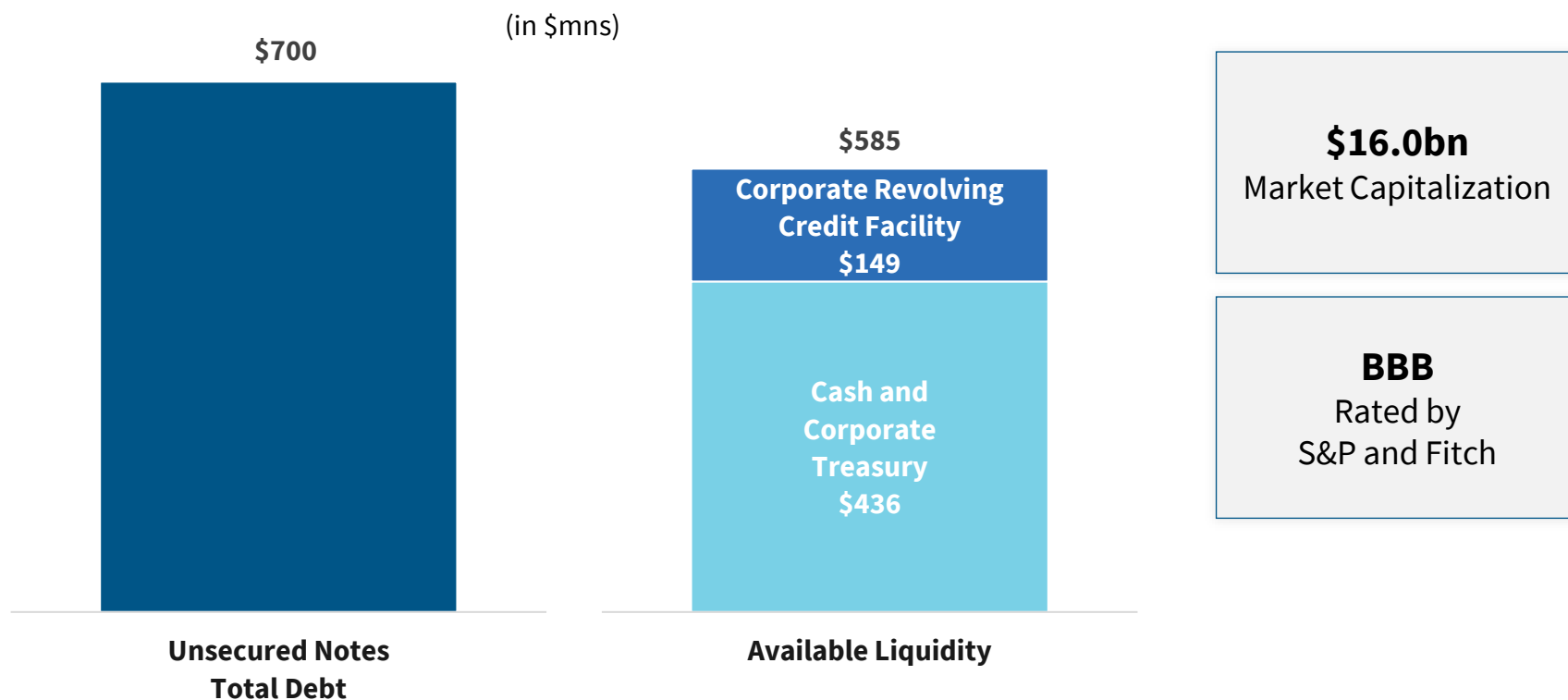
There can be no guarantee that an investment strategy will achieve its objectives, nor the opportunities that may eventually be sourced will have similar characteristics to the opportunities described herein.

1. Source: Pitchbook data as of March 2021 and Dyal proprietary research.

# Financial Information

# Strong, Conservatively Capitalized Balance Sheet

~0.5x Net Debt to Annualized Adjusted EBITDA



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# Blue Owl's Second Quarter 2021 Non-GAAP Results (Unaudited)<sup>1</sup>

(Amounts in thousands, except per share data)	Adjusted 2Q'21	2Q'21	2Q'20	2Q'21 YTD	2Q'20 YTD
<b>Adjusted Revenues</b>					
Management fees, net (including BDC Part I Fees)	\$ 180,402	\$ 142,135	\$ 36,837	236,848	\$ 73,684
Administrative, transaction and other fees	29,406	29,406	102	38,462	7,917
<b>Adjusted Revenues</b>	<b>209,808</b>	<b>171,541</b>	<b>36,939</b>	<b>275,310</b>	<b>81,601</b>
<b>Adjusted Expenses</b>					
Compensation and benefits	(60,734)	(56,141)	(29,311)	(100,681)	(58,645)
General, administrative and other expenses	(17,152)	(15,415)	(14,994)	(28,374)	(32,449)
<b>Adjusted Expenses</b>	<b>(77,886)</b>	<b>(71,556)</b>	<b>(44,305)</b>	<b>(129,055)</b>	<b>(91,094)</b>
<b>Fee-Related Earnings and Distributable Earnings</b>					
Adjusted Revenues	209,808	171,541	36,939	275,310	81,601
Adjusted Expenses	(77,886)	(71,556)	(44,305)	(129,055)	(91,094)
Noncontrolling interests	(1,852)	(1,852)	862	(1,774)	1,777
<b>Fee-Related Earnings</b>	<b>130,070</b>	<b>98,133</b>	<b>(6,504)</b>	<b>144,481</b>	<b>(7,716)</b>
Interest expense	(5,817)	(5,817)	(5,986)	(11,675)	(11,880)
Taxes and TRA payable	(15,893)	(7,178)	(2)	(7,416)	(7)
<b>Distributable Earnings</b>	<b>108,360</b>	<b>85,138</b>	<b>(12,492)</b>	<b>125,390</b>	<b>(19,603)</b>
Fee-Related Earnings per Adjusted Share	\$ 0.10				
Distributable Earnings per Adjusted Share	\$ 0.09				

Note 1: See page 27 for the GAAP to Non-GAAP Reconciliation.

Adjusted 2Q'21 results include the results of Dyal Capital as if the Business Combination had closed on April 1, 2021; comparability to prior and future periods may be limited.

Past performance is not a guarantee of future results.



# Appendix

# Blue Owl's Second Quarter 2021 GAAP Results (Unaudited)

(\$ in thousands, except per share data)	2Q'21	2Q'20	2Q'21 YTD	2Q'20 YTD
<b>Revenues</b>				
Management fees, net (including BDC Part I Fees)	\$ 142,135	\$ 36,837	\$ 236,848	\$ 73,684
Administrative, transaction and other fees	37,125	3,661	50,636	16,082
<b>Total Revenues, Net</b>	<b>179,260</b>	<b>40,498</b>	<b>287,484</b>	<b>89,766</b>
<b>Expenses</b>				
Compensation and benefits	1,221,565	32,269	1,269,549	64,444
Amortization of intangible assets	21,336	—	21,336	—
General, administrative and other expenses	51,520	15,595	66,380	34,815
<b>Total Expenses</b>	<b>1,294,421</b>	<b>47,864</b>	<b>1,357,265</b>	<b>99,259</b>
<b>Other Income (Loss)</b>				
Net losses on retirement of debt	(16,145)	—	(16,145)	—
Interest expense	(5,817)	(5,986)	(11,675)	(11,880)
Change in TRA liability	(1,146)	—	(1,146)	—
Change in warrant liability	(15,300)	—	(15,300)	—
Change in Earnout Securities liability	(462,970)	—	(462,970)	—
<b>Total Other Income (Loss)</b>	<b>(501,378)</b>	<b>(5,986)</b>	<b>(507,236)</b>	<b>(11,880)</b>
<b>Net Income (Loss) Before Income Taxes</b>	<b>(1,616,539)</b>	<b>(13,352)</b>	<b>(1,577,017)</b>	<b>(21,373)</b>
Income tax expense (benefit)	(29,199)	(47)	(29,011)	(93)
<b>Consolidated and Combined Net Income (Loss)</b>	<b>(1,587,340)</b>	<b>(13,305)</b>	<b>(1,548,006)</b>	<b>(21,280)</b>
Net (income) loss attributable to noncontrolling interests	1,224,996	862	1,225,076	1,777
<b>Net Income (Loss) Attributable to Blue Owl Capital Inc. (After May 19, 2021) / Owl Rock (Prior to May 19, 2021)</b>	<b>\$ (362,344)</b>	<b>\$ (12,443)</b>	<b>\$ (322,930)</b>	<b>\$ (19,503)</b>
			<b>May 19, 2021 through June 30, 2021</b>	
<b>Net Income (Loss) Attributable to Class A Shares</b>			<b>\$ (397,189)</b>	
<b>Net Income (Loss) per Class A Share:</b>				
Basic			\$ (1.21)	
Diluted			\$ (1.23)	
<b>Weighted-Average Class A Shares<sup>1</sup>:</b>				
Basic			329,055,258	
Diluted			1,252,092,338	

Note 1. Includes 9,050,000 fully vested RSUs that do not participate in dividends until settled.

2Q'21 results only include the results of Dyal Capital since May 19, 2021; comparability to prior and future periods may be limited.

# Non-GAAP Reconciliations

(\$ in thousands)	Adjusted 2Q'21	2Q'21	2Q'20	2Q'21 YTD	2Q'20 YTD
<b>GAAP Income (Loss) Before Income Taxes</b>	\$ (1,616,539)	\$ (1,616,539)	\$ (13,352)	\$ (1,577,017)	\$ (21,373)
Less: Net (income) loss allocated to noncontrolling interests included in Fee-Related Earnings	(1,852)	(1,852)	862	(1,774)	1,777
Plus: Incremental earnings assuming the Business Combination closed on April 1, 2021	31,937	—	—	—	—
Plus: Equity-based compensation	1,158,597	1,158,597	—	1,158,597	—
Plus: Amortization of intangible assets	21,336	21,336	—	21,336	—
Plus: Business Combination-related expenses	35,213	35,213	—	36,103	—
Plus: Interest expense	5,817	5,817	5,986	11,675	11,880
Less: Net losses on early retirement of debt	16,145	16,145	—	16,145	—
Less: Change in TRA liability	1,146	1,146	—	1,146	—
Less: Change in warrant liability	15,300	15,300	—	15,300	—
Less: Change in Earnout Securities liability	462,970	462,970	—	462,970	—
<b>Fee-Related Earnings</b>	<b>130,070</b>	<b>98,133</b>	<b>(6,504)</b>	<b>144,481</b>	<b>(7,716)</b>
Less: Interest expense	(5,817)	(5,817)	(5,986)	(11,675)	(11,880)
Less: Taxes and TRA payable	(15,893)	(7,178)	(2)	(7,416)	(7)
<b>Distributable Earnings</b>	<b>108,360</b>	<b>85,138</b>	<b>(12,492)</b>	<b>125,390</b>	<b>(19,603)</b>
Plus: Interest expense	5,817	5,817	5,986	11,675	11,880
Plus: Taxes and TRA payable	15,893	7,178	2	7,416	7
Plus: Fixed assets depreciation and amortization	135	135	229	265	459
<b>Adjusted EBITDA</b>	<b>\$ 130,205</b>	<b>\$ 98,268</b>	<b>\$ (6,275)</b>	<b>\$ 144,746</b>	<b>\$ (7,257)</b>
<b>GAAP Revenues</b>	<b>\$ 179,260</b>	<b>\$ 179,260</b>	<b>\$ 40,498</b>	<b>\$ 287,484</b>	<b>\$ 89,766</b>
Plus: Incremental revenues assuming the Business Combination closed on April 1, 2021	41,381	—	—	—	—
Less: Administrative and other expenses	(10,833)	(7,719)	(3,559)	(12,174)	(8,165)
<b>Adjusted Revenues</b>	<b>\$ 209,808</b>	<b>\$ 171,541</b>	<b>\$ 36,939</b>	<b>\$ 275,310</b>	<b>\$ 81,601</b>
<b>GAAP Expenses</b>	<b>\$ 1,294,421</b>	<b>\$ 1,294,421</b>	<b>\$ 47,864</b>	<b>\$ 1,357,265</b>	<b>\$ 99,259</b>
Plus: Incremental compensation and benefits assuming the Business Combination closed on 4/1/21	7,707	—	—	—	—
Plus: Incremental general, administrative and other expenses assuming the Business Combination closed on April 1, 2021	1,737	—	—	—	—
Less: Administrative and other expenses	(10,833)	(7,719)	(3,559)	(12,174)	(8,165)
Less: Equity-based compensation	(1,158,597)	(1,158,597)	—	(1,158,597)	—
Less: Amortization of intangible assets	(21,336)	(21,336)	—	(21,336)	—
Less: Business Combination-related expenses	(35,213)	(35,213)	—	(36,103)	—
<b>Adjusted Expenses</b>	<b>\$ 77,886</b>	<b>\$ 71,556</b>	<b>\$ 44,305</b>	<b>\$ 129,055</b>	<b>\$ 91,094</b>

# Non-GAAP Measures

## **Fee-Related Earnings and Related Components**

Fee-Related Earnings is a supplemental non-GAAP measure of operating performance used to make operating decisions and assess operating performance. Fee-Related Earnings excludes certain items that are required for the presentation of the Company's results on a GAAP basis. Management also reviews the components that comprise Fee-Related Earnings (i.e., Adjusted Revenues and Adjusted Expenses) on the same basis used to calculate Fee-Related Earnings, and such components are also non-GAAP measures and have been identified as "Adjusted" throughout this presentation. Fee-Related Earnings excludes various items that are required for the presentation of our results under GAAP, including the following: noncontrolling interests in the Blue Owl Operating Partnerships; equity-based compensation expense; amortization of intangible assets; Business Combination-related expenses; changes in TRA, Earnout Securities and warrant liabilities; net losses on retirement of debt; interest and taxes. In addition, management reviews Adjusted Revenues by reducing GAAP revenues for certain general, administrative and other expenses that primarily relate to expense reimbursements from the Company's products, which are presented gross under GAAP but presented net for the Company's adjusted non-GAAP measures.

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## **Distributable Earnings**

Distributable Earnings is a supplemental non-GAAP measure of operating performance that equals Fee-Related Earnings less interest expense and amounts payable for taxes and TRA payments related to the respective period's earnings. Amounts payable for taxes and the TRA presents the total estimated GAAP provision for current income taxes payable and the current payable under the TRA, assuming that all Distributable Earnings were allocated to Blue Owl Capital Inc., which would occur following the exchange of all Blue Owl Operating Group Units for Class A Shares or Class B Shares. The GAAP provision for current income taxes payable and the current payable under the TRA reflect the benefit of tax deductions that are excluded when calculating Distributable Earnings (e.g., equity-based compensation expenses, net losses on retirement of debt, certain Business Combination-related expenses, tax goodwill, etc.). Management believes that Distributable Earnings can be useful as a supplemental measure to the Company's GAAP results in assessing the amount of earnings available for distribution.

## Non-GAAP Measures (cont'd)

### **Adjusted Fee-Related Earnings and Adjusted Distributable Earnings**

Adjusted Fee-Related Earnings and Adjusted Distributable Earnings are supplemental non-GAAP measures of operating performance that are determined on the same basis as Fee-Related Earnings and Distributable Earnings, respectively, assuming that the Dyal Capital acquisition had closed on April 1, 2021. Adjusted Revenues were based on the actual revenues generated by the Dyal Capital funds for the period, and Adjusted Expenses were based on the incremental expense levels experienced in the stub period following the acquisition closing date. These expense levels were based on current results and may not be indicative of future results.

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### **Adjusted EBITDA**

Adjusted EBITDA is a supplemental non-GAAP measure of operating performance used to assess our ability to service our debt obligations. Adjusted EBITDA is equal to Distributable Earnings plus interest expense, taxes and TRA payable, and fixed assets depreciation and amortization. Adjusted EBITDA is a non-GAAP financial measure that supplements and should be considered in addition to and not in lieu of our GAAP results, and such measure should not be considered as indicative of our liquidity. Adjusted EBITDA may not be comparable to other similarly titled measures used by other companies.

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### **Adjusted Shares**

Adjusted Shares represents the weighted-average outstanding interests that are participating in distributions as of the end of each respective period. Adjusted Shares is the sum of Blue Owl Capital Inc.'s Class A Shares (and Class B Share to the extent outstanding in the future) and Common Units of the Blue Owl Operating Group. Common Units are limited partner interests held by certain members of management and employees, as well as other third parties in the Blue Owl Operating Group. Subject to certain restrictions, Common Units are exchangeable on a one-for-one basis for either Class A Shares or Class B Shares if held by certain senior members of management. As of June 30, 2021, Adjusted Shares were 1,243,042,338, which was comprised of 320,005,258 Class A Shares (excludes 9,050,000 fully vested RSUs that do not participate in dividends) and 923,037,080 Common Units.

# Defined Terms

<b>Assets Under Management or AUM</b>	Refers to the assets that the Company manages and are generally equal to the sum of (i) net asset value (“NAV”); (ii) drawn and undrawn debt; and (iii) uncalled capital commitments.
<b>BDCs</b>	Refers to business development companies, as regulated under the Investment Company Act of 1940, as amended; Owl Rock Capital Corporation (NYSE: ORCC) (“ORCC”), Owl Rock Capital Corporation II (“ORCC II”), Owl Rock Capital Corporation III (“ORCC III”), Owl Rock Technology Finance Corp. (“ORTF”) and Owl Rock Core Income Corp. (“ORCIC”).
<b>BDC Part I Fees</b>	Refers to quarterly performance income on the net investment income of our BDCs, subject to a fixed hurdle rate. These fees are classified as management fees as they are predictable and recurring in nature, not subject to repayment, and cash-settled each quarter.
<b>Blue Owl, the Company, we, us and our</b>	Refers to Blue Owl Capital Inc. and its consolidated subsidiaries.
<b>Blue Owl Operating Group</b>	Refers collectively to the Blue Owl Partnerships and their consolidated subsidiaries.
<b>Blue Owl Operating Group Units</b>	Refers collectively to a unit in each of the Blue Owl Operating Partnerships.
<b>Blue Owl Operating Partnerships</b>	Refers to Blue Owl Capital Carry LP and Blue Owl Capital Holdings LP, collectively.
<b>Business Combination</b>	Refers to the transactions contemplated by an agreement, the “Business Combination Agreement,” which were completed on May 19, 2021. The Business Combination Agreement was dated as of December 23, 2020 (as the same has been or may be amended, modified, supplemented or waived from time to time), by and among Altimar Acquisition Corporation, Owl Rock Capital Group LLC, Owl Rock Capital Feeder LLC, Owl Rock Capital Partners LP and Neuberger Berman Group LLC.
<b>Direct Lending</b>	Refers to the Company’s Direct Lending products, which offer private credit solutions to middle-market companies through four investment strategies: diversified lending, technology lending, first lien lending and opportunistic lending. Direct Lending products comprise the pre-Business Combination Owl Rock business.
<b>Dyal Capital</b>	Refers to the Dyal Capital Partners business, which was acquired from Neuberger Berman Group LLC in connection with the Business Combination.

## Defined Terms (cont'd)

<b>Fee-Paying AUM or FPAUM</b>	Refers to the AUM on which management fees are earned. For the Company's BDCs, FPAUM is generally equal to total assets (including assets acquired with debt, excluding cash). For other Direct Lending products, FPAUM is generally equal to NAV or investment cost. FPAUM also includes uncalled committed capital for products where the Company earns management fees on such uncalled committed capital. For GP Capital Solutions products, FPAUM for the GP minority equity investments strategy is generally equal to capital commitments during the investment period and the cost of unrealized investments after the investment period. For GP Capital Solutions' other strategies, FPAUM is generally equal to investment cost.
<b>GP Capital Solutions</b>	Refers to the Company's GP Capital Solutions products, which primarily focus on acquiring equity stakes in, or providing debt financing to large, multi-product private equity and private credit platforms through three existing and one emerging investment strategies: GP minority equity investments, GP debt financing, professional sports minority investments and co-investments and structured equity. GP Capital Solutions products comprise the pre-Business Combination Dyal Capital business.
<b>Net IRR</b>	Refers to an annualized since inception net internal rate of return of cash flows to and from the product and the product's residual value at the end of the measurement period. Net IRRs reflect returns to all investors. Net IRRs are calculated after giving effect to fees, as applicable, and all other expenses. An individual investor's IRR may be different to the reported IRR based on the timing of capital transactions. For GP Capital Solutions, performance metrics are presented on a quarter lag.
<b>Owl Rock</b>	Refers collectively to the combined businesses of Owl Rock Capital Group LLC (excluding certain assets) and Blue Owl Securities LLC (formerly, Owl Rock Capital Securities LLC), which was the predecessor of Blue Owl for accounting and financial reporting purposes.
<b>Partner Manager</b>	Refers to alternative asset management firms in which the GP Capital Solution products invest.
<b>Permanent Capital</b>	Refers to AUM in our products that do not have ordinary redemption provisions or a requirement to exit investments and return the proceeds to investors after a prescribed period of time.
<b>Tax Receivable Agreement or TRA</b>	Refers to the Tax Receivable Agreement, dated as of May 19, 2021.



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