

Baar-Zug, Switzerland; 1 April 2025

Dear Shareholders,

The 2024 Annual General Meeting (AGM) of Shareholders demonstrated strong support for our Compensation Report 2023, with an 84% approval rate. This outcome underscores our dedication to transparent and equitable compensation practices. We remain committed to annual engagement with our shareholders' stewardship teams, valuing these dialogues for their invaluable insights.

In 2024, the Nomination & Compensation Committee (NCC) strived to make further improvements to disclosure on the performance and payouts of prior Long-term Incentive (LTI) grants. In addition, the NCC ran a comprehensive review of Partners Group's Executive Team's compensation framework. As a result of this review, the NCC elected to make an amendment to the framework. This decision was made on the basis that it would foster greater alignment with the interests of shareholders and clients alike. We would like to take the opportunity to summarize this amendment below and outline the reasons behind it.

A key outcome of the most recent evaluation was the reintroduction of the Management Carry Program for the Executive Team (ExMCP) as an additional performance fee-based LTI program. Aligning with industry standards, the ExMCP grants participants rights to future performance fees from investments made in the review year, thereby linking rewards to long-term, sustainable investment performance. ExMCP will be allocated in three equal tranches over a three-year period, starting in 2024. The total estimated notional value of the first tranche stands at CHF 29.4 million for the Executive Team.

To assess the quantum of the ExMCP, the NCC conducted a dual-approach analysis, first examining the compensation structures of listed private market managers globally and secondly reviewing US private mid-market manager compensation data. For the latter, the US market was used as reference because it leads the global private markets industry in size, innovation, and compensation practices. Today, Partners Group is one of the largest non-US headquartered private markets investors active in the region with exposure at ~45% of AuM<sup>1</sup> and around USD 100 billion invested in North America<sup>2</sup> to-date.

The outcome of our review indicated that even with the additional ExMCP, the average total compensation consideration of an Executive Team member at Partners Group falls below the peer group's median. The CEO's compensation, while higher, also remains below the median as illustrated in the benchmarking data below. The additional ExMCP therefore enhances the competitiveness of our

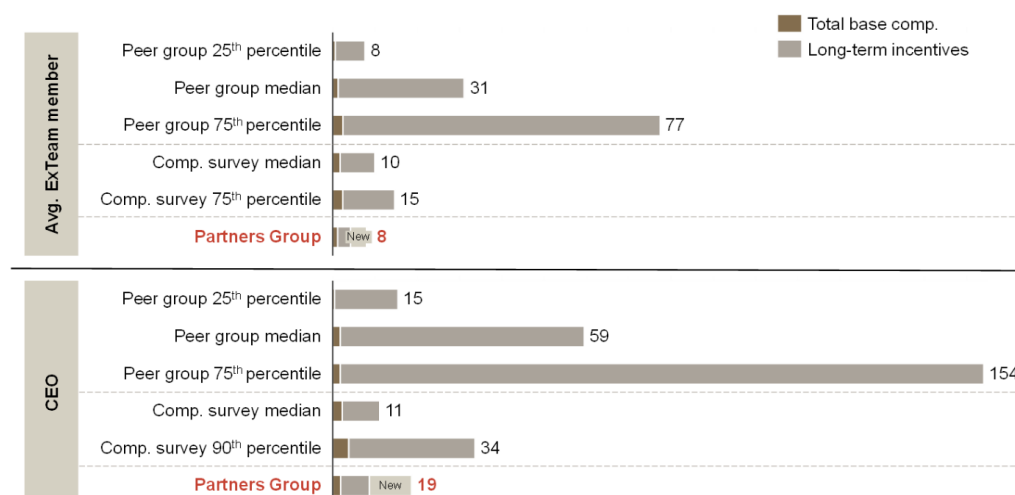
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<sup>1</sup> As of 2024. % North American NAV as proxy for investment exposure.

<sup>2</sup> Since inception until 31 December 2024.

compensation structure, while still not being excessive when compared to our peer group. We believe it strikes a balance between improving our ability to fairly compensate our global Executive Team members and ensuring a shareholder-friendly compensation approach.

### Compensation review: 3-year average total compensation in USDm<sup>3,4</sup>



Each year, Partners Group allocates up to 40% of its performance fees to employees, with the NCC and Board determining the use of the unallocated portion. The ExMCP will be funded from this unallocated portion and will therefore incur no additional cost to shareholders. In addition, the NCC has committed to a three-year freeze on total base compensation for the entire Executive Team in light of the introduction of ExMCP.

ExMCP is designed with stringent and ambitious performance conditions. Payouts will only be attained if these performance conditions are met. We outline this further within our 2024 Compensation Report. In absence of a floor, in the case of severe underperformance payout could be zero. To avoid excessive payouts, the ExMCP is capped at 1.20x the grant value.

In conjunction with that of the Executive Team, the NCC also reviewed the compensation of executive members of the Board, where a similar gap was identified and addressed. In contrast to the Executive Team, the executive members of the Board are mandated to represent shareholder interests and are

<sup>3</sup> Peer group for the "average Executive Team member" compensation analysis includes Blackstone Inc., KKR & Co. Inc., Apollo Global Management Inc., Brookfield Asset Management, Ares Management Corporation, Blue Owl Capital, TPG Inc., Carlyle Group, Hamilton Lane Inc., and Stepstone Group Inc. For the "average CEO" compensation analysis, the same peer group is used; however, in two instances where CEO compensation was >85% lower than the average Executive Team member compensation (specifically Apollo Global Management Inc. and Blue Owl Capital), the values for average Executive Team compensation of the company under review were applied for the average CEO compensation.

<sup>4</sup> Total compensation extrapolated from Managing Director (MD) and Partner base salaries, bonuses, and carried interest for mid-market funds with AuM exceeding USD 10 billion for their latest fund. Data sourced from Heidrick & Struggles' 2024 North American Private Equity Investment Professional Compensation Survey (available at [www.heidrick.com/en/insights/private-equity/2024-north-american-private-equity-investment-professional-compensation-survey](http://www.heidrick.com/en/insights/private-equity/2024-north-american-private-equity-investment-professional-compensation-survey)) and another proprietary, reputable data provider analyzing 2024 US Carried Interest information and 2022 US private markets compensation considerations across quartiles (study released in 2023).

responsible for the firm's sustainable growth strategy. The NCC deemed it important to ensure that the LTI of executive members of the Board was tied to both the profitable growth of the firm and the interests of shareholders. The equity-based MPP does exactly that. It aligns the Board's incentives with Partners Group's profitable growth strategy and shareholder value creation through a rising share price. Based on the above, the NCC granted a top-up to each executive member of the Board, with a combined total value of CHF 5 million.

For those interested, we would like to offer you a call to discuss the changes which we have highlighted above and to clarify any questions you may have or discuss any concerns which you would like to raise to us. We will make ourselves available to suit your schedule. Alternatively, we can also be contacted via email. As always, we would like to thank you for your time and consideration.

On behalf of the NCC, I would like to thank you for your continued trust and support in Partners Group.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Flora Zhao', written in a cursive style.

**Flora Zhao**

Chairwoman of the Nomination & Compensation Committee