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## The Carlyle Group Names Former Procter & Gamble Executive Susan Arnold Operating Executive for Consumer & Retail Group

### Firm Now Has 25 Operating Executives Working to Create Value

NEW YORK--(BUSINESS WIRE)-- Global alternative asset manager [The Carlyle Group](#) (NASDAQ: CG) today announced that Susan E. Arnold, former Procter & Gamble President of Global Business Units, has joined the firm as an Operating Executive in the Global Consumer & Retail group. She begins her duties in September.

As an Operating Executive, Ms. Arnold will provide strategic guidance to Carlyle professionals throughout the investment process, from sourcing to acquisition to exit and advise portfolio company executives on management, operational, branding and growth strategies. She joins a group of 24 senior business executives — with an average of 40 years of experience — who help Carlyle create value across a range of industries.

Sandra Horbach, Carlyle Managing Director and Head of the Global Consumer & Retail group, said, "We are pleased to welcome Susan to the Carlyle team following a remarkable 29-year career at Procter & Gamble. Susan's depth and scope of strategic and operational experience in the consumer space will help us to create value in our existing portfolio and to make new promising investments."

Ms. Arnold said, "I am excited to become part of a firm that is committed to strengthening brands and creating value. Sandra and her team have a track record of success and I am eager to contribute to their efforts."

The Consumer & Retail group has led Carlyle's acquisition of numerous companies, including: Dunkin' Brands, philosophy, NBTY and CVC.

Ms. Arnold joined Procter & Gamble in 1980 and retired in 2009. Prior to serving as President of Procter & Gamble's \$50 billion Global Business Unit, Ms. Arnold held various positions within the firm, including Vice Chairman of Global Beauty Care and Health, and President of Global Personal Beauty and Global Feminine Care. She currently serves on the Board of Directors of Disney and McDonalds.

Ms. Arnold earned her bachelor's degree in psychology from the University of Pennsylvania and her MBA from the University of Pittsburgh.

### About The Carlyle Group

The Carlyle Group (NASDAQ: CG) is a global alternative asset manager with \$180 billion of assets under management across 118 funds and 81 fund of funds vehicles as of June 30, 2013. Carlyle's purpose is to invest wisely and create value on behalf of its investors, many of whom are public pensions. Carlyle invests across four segments — Corporate Private Equity, Real Assets, Global Market Strategies and Global Solutions — in Africa, Asia, Australia, Europe, the Middle East, North America and South America. Carlyle has expertise in various industries, including: aerospace, defense & government services, consumer & retail, energy, financial services, healthcare, industrial, technology & business services, telecommunications & media and transportation. The Carlyle Group employs more than 1,400 people in 34 offices across six continents.

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The Carlyle Group  
Elizabeth Gill, +1-202-729-5385  
[Elizabeth.gill@carlyle.com](mailto:Elizabeth.gill@carlyle.com)

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