

DAVID M. RUBENSTEIN
Co-founder and Co-CEO, The Carlyle Group

David M. Rubenstein is a Co-Founder and Co-CEO of The Carlyle Group, one of the world's largest private equity firms. Mr. Rubenstein co-founded the firm in 1987. Since then, Carlyle has grown into a firm managing \$200 billion from 36 offices around the world.

Mr. Rubenstein, a native of Baltimore, is a 1970 magna cum laude graduate of Duke, where he was elected Phi Beta Kappa. Following Duke, Mr. Rubenstein graduated in 1973 from The University of Chicago Law School, where he was an editor of the Law Review.

From 1973-75, Mr. Rubenstein practiced law in New York with Paul, Weiss, Rifkind, Wharton & Garrison. From 1975-76 he served as Chief Counsel to the U.S. Senate Judiciary Committee's Subcommittee on Constitutional Amendments. From 1977-1981, during the Carter Administration, Mr. Rubenstein was Deputy Assistant to the President for Domestic Policy. After his White House service and before co-founding Carlyle, Mr. Rubenstein practiced law in Washington with Shaw, Pittman, Potts & Trowbridge (now Pillsbury, Winthrop, Shaw Pittman).

Mr. Rubenstein is Chairman of the Boards of Trustees of the John F. Kennedy Center for the Performing Arts and of Duke University, a Regent of the Smithsonian Institution, Co-Chairman of the Brookings Institution, Vice-Chairman of the Council on Foreign Relations, and President of the Economic Club of Washington.

Mr. Rubenstein is on the Board of Directors or Trustees of Johns Hopkins University, University of Chicago, the Lincoln Center for the Performing Arts, the Memorial Sloan-Kettering Cancer Center, Johns Hopkins Medicine, the Institute for Advanced Study, the National Museum of American History of the Smithsonian Institution, and the National Museum of Natural History of the Smithsonian Institution.

Mr. Rubenstein is a member of the American Academy of Arts and Sciences, the Business Council, Visiting Committee of the Kennedy School of Government at Harvard, the Harvard Business School Board of Dean's Advisors, the Woodrow Wilson School Advisory Council at Princeton, the Board of Trustees of the Young Global Leaders Foundation, Advisory Board of School of Economics and Management Tsinghua University (Chairman), the Madison Council of the Library of Congress (Chairman), and the International Business Council of the World Economic Forum.

Mr. Rubenstein is married to Alice Rogoff Rubenstein, and they have three grown children.