



Board and Committee Memberships

| Board of Directors | Audit | Compensation | Executive | Finance and Risk | Governance and Corporate Responsibility | Investment |
|---------------------------|--------------|---------------------|------------------|-------------------------|--|-------------------|
| Cheryl W. Gris  | x | x | | | x | |
| Carlos M. Gutierrez | | | | x | | x |
| Carla A. Harris | | | x | | x | c |
| Laura J. Hay | c | | x | x | | |
| David L. Herzog | x | x | | x | | |
| R. Glenn Hubbard (cm) | | | x | | x | x |
| Jeh C. Johnson | x | | | | x | |
| Edward J. Kelly, III | x | x | | x | | |
| William E. Kennard | | | x | c | | x |
| Michel A. Khalaf | | | c | | | |
| Diana L. McKenzie | x | x | | x | | |
| Denise M. Morrison | | x | x | | c | x |
| Mark A. Weinberger | x | c | | | x | |

Key: cm= Chairman, c= Committee Chair, x= Member

As of January 1, 2025