

Board and Committee Memberships

Board of Directors	Audit	Compensation	Executive	Finance and Risk	Governance and Corporate Responsibility	Investment
Carlos M. Gutierrez				x		x
Carla A. Harris			x		x	c
Laura J. Hay	c		x	x		
R. Glenn Hubbard ^(CM)			x		x	x
Jeh C. Johnson	x				x	
William E. Kennard		x	x	c		x
Michel A. Khalaf			c			
Diana L. McKenzie	x	x		x		
Denise M. Morrison		x	x		c	x
Christian Mumenthaler				x		x
Mark A. Weinberger	x	c	x		x	

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

As of June 17, 2025