

BOARD OF DIRECTORS

ABDLATIF Y. AL-HAMAD^{*(4,5)}

Director General/Chairman of the Board of Directors
Arab Fund for Economic and Social Development

MATHIS CABIALLAVETTA^{*(1,4,5)}

Vice Chairman of the Board
Swiss Re

PAMELA DALEY^{*}

Former Senior Vice President of
Corporate Business Development
General Electric Company

WILLIAM S. DEMCHAK⁽⁵⁾

President and Chief Executive Officer
The PNC Financial Services Group, Inc.

JESSICA EINHORN^{*(5)}

Former Dean
Paul H. Nitze School of Advanced International
Studies (SAIS) at The Johns Hopkins University

LAURENCE D. FINK⁽²⁾

Chairman and Chief Executive Officer
BlackRock, Inc.

FABRIZIO FREDA^{*(4)}

President and Chief Executive Officer
The Estée Lauder Companies, Inc.

MURRY S. GERBER^{*(1,2,3,5)}

Former Chairman and Chief Executive Officer
EQT Corporation

JAMES GROSFELD^{*(3,4)}

Former Chairman and Chief Executive Officer
Pulte Homes, Inc.

ROBERT S. KAPITO

President
BlackRock, Inc.

DAVID H. KOMANSKY^{*(2,3)}

Former Chairman and Chief Executive Officer
Merrill Lynch & Co., Inc.

SIR DERYCK MAUGHAN^{*(2,3,5)}

Senior Advisor
Kohlberg Kravis Roberts

CHERYL D. MILLS^{*}

Former Counselor and Chief of Staff
to Secretary of State Hillary Clinton

THOMAS K. MONTAG⁽⁵⁾

Co-Chief Operating Officer
Bank of America

THOMAS H. O'BRIEN^{*(1,2,4)}

Former Chairman and Chief Executive Officer
The PNC Financial Services Group, Inc.

JAMES E. ROHR⁽²⁾

Executive Chairman
The PNC Financial Services Group, Inc.

IVAN G. SEIDENBERG^{*(1,4)}

Former Chairman of the Board
and Chief Executive Officer
Verizon Communications

MARCO ANTONIO SLIM DOMIT^{*(1)}

Chairman of the Board of Directors
Grupo Financiero Inbursa

JOHN VARLEY^{*(1)}

Former Chief Executive
Barclays PLC

SUSAN L. WAGNER⁽⁵⁾

Former Vice Chairman
BlackRock, Inc.

Committees:

- (1) Audit
- (2) Executive
- (3) Management Development & Compensation
- (4) Nominating & Governance
- (5) Risk

*Independent Director