

Brenda J. Cushing
2816 Jordan Grove
West Des Moines, IA 50265

515-360-6333 (cell)
bcush5@gmail.com

Career Summary

A senior financial executive with over 30 years of experience, primarily in the financial services industry. Strong financial background including SEC reporting and compliance, public offerings, investor, regulator and rating agency communications and capital planning. Proven organizational and management skills with the ability to react quickly to new information, identify key issues and make decisions. A leader adept at building teams and developing or improving financial processes and systems.

Retired from Athene in August 2015. Currently serving on various Board of Directors (public and non-profit) and providing insurance consulting services.

Professional Experience

Athene & Predecessor Companies (Aviva, AmerUs)
West Des Moines, Iowa

1993 – August 2015

Athene Holding Ltd acquired Aviva USA in October 2013 and changed the name to Athene USA. Athene is one of the industry's fastest-growing writers of fixed annuities and has the second-largest portfolio of fixed-indexed annuity reserves in the United States. Assets total over \$60 billion and there are approximately 595,000 policyholders and 1,100 employees.

Executive Vice President and Chief Financial Officer - Athene

2013 – August 2015

Continued in the EVP and CFO role of the US operations following the Athene acquisition of Aviva USA. Promoted to EVP and CFO of Athene Holding in August 2014, reporting to the President and CEO. Served in a leadership role in the sale of Aviva USA to Athene and the subsequent transition and integration of the organizations. As an Executive Committee member of the Company, involved in setting the strategy and initiatives for the organization and providing leadership in the execution of the strategic directive of the organization. Also ensured the financial functions of Athene were conducted within the legal and statutory framework. Led the financial and performance management for the Company and responsible for communication of financial results to Athene's internal and external stakeholders. Total staff of approximately 165 associates including four senior vice president direct reports.

Aviva USA, West Des Moines, Iowa

Aviva USA was part of Aviva plc, the sixth-largest insurance group in the world. Aviva plc acquired the AmerUs Group in 2006 and changed the name to Aviva USA. Aviva USA offered long-term savings, insurance and retirement income products and was a leader in indexed universal life and indexed annuities. Revenues were nearly \$9 billion and assets totaled over \$60 billion.

Executive Vice President and Chief Financial Officer – Aviva USA**2008 – 2013**

Executive Committee member of the Company reporting to the Company CEO and Aviva plc Chief Accounting Officer. Responsible for all financial functions of the Company including controller, tax, internal control group, investment accounting, treasury, business partnering, and planning and analysis. Responsible for communication of financial results to internal and external stakeholders and served in a key role in preparing the Company for sale and execution of the transaction. Total staff of 130 associates including three senior vice president direct reports.

Senior Vice President and Controller – Aviva USA/AmerUs Group**1999 – 2007**

Executive leader for the financial and treasury operations of the Company. Responsible for financial and capital planning, budgeting, banking relations, IFRS, Statutory and MCEV/EEV financial reporting, accounting, internal audit, Sarbanes-Oxley (SOX) compliance, tax and treasury functions. Total staff of 65 associates including five officer level direct reports.

- Successfully managed finance integration activities resulting from the Aviva plc acquisition of the AmerUs Group, including the conversion to IFRS and EEV financial reporting in a three month time period and the consolidation of a Boston based finance function with the Des Moines finance function in a six month time period.
- Led or co-led several capital market transactions including public debt issuances, conversions and redemptions, stock buyback programs and bank syndicated credit facilities.
- Managed the implementation of Section 404 of the Sarbanes-Oxley Act resulting in an effective internal control over financial reporting opinion. Managed the transition from SOX methodology to Aviva plc Financial Reporting Controls Framework (FRCF).
- Led the implementation to a single general ledger and new finance processes across all AmerUs subsidiaries and holding company resulting in significantly reduced financial reporting timelines and improved quality of information.
- Managed the financial and accounting requirements of the full demutualization of two insurance subsidiaries and the acquisition of an insurance subsidiary.

Chief Financial Officer – AmerUs Bank/AmerUs Home Lending
(subsidiaries of the AmerUs Group)**1994 – 1999**

Served as executive leader for the financial and treasury operations of the Bank. Member of executive leadership team led by the CEO. Responsible for financial and capital planning, budgeting, financial reporting, accounting, internal audit, asset-liability management, risk management and treasury functions.

- Led the financial and accounting activities associated with the sale of the Bank in 1998, including due diligence meetings, financial projections, closing documents, and system conversions.
- Led the formation of a new Home Lending company simultaneously with the Bank sale activities. Managed start up activities for all functions including regulatory, finance, loan administration, information technology, human resources and facilities.
- Directed the development of Bank branch profitability reports. Conducted training to focus Bank branch managers on the key metrics to improve profitability. Implemented new branch manager compensation program based on branch profitability.

- Negotiated several key vendor relationships including outsourcing Bank branch facility management, outsourcing supply procurement and providing ATM administration services; all increased Bank profitability.
- Established loan servicing system, including initiating enhancements to support securitizations, which resulted in a new funding source for the Bank.

General Accounting Manager – AmerUs Life Insurance Company

1993 – 1994

Responsible for accounts payable, general ledger reconciliation, cash receipts, 401(k) and pension administration and payroll functions.

- Served on committee to review 401(k) administration. Contributed to decision to outsource the function and participated in selection of new provider.
- Co-led Bank RFP process. Evaluated submissions and selected new Bank for lockbox, ACH and commercial accounts.

McGladrey & Pullen, LLP, Des Moines, Iowa

1986 - 1993

McGladrey & Pullen, LLP is a leading national CPA firm focused on meeting the audit and accounting needs of mid-sized companies with approximately 100 offices across the United States.

Manager

Responsible for the management of audit and other assurance engagements for clients in the financial services, retail and construction industries. Experience includes SEC reporting, purchase GAAP, IT system reviews, audit and accounting technical report review and corporate tax.

Board of Directors Experience

Bankers Trust, Des Moines	January 2018 - Present
American Equity, Des Moines	March 2017 – Present
Mercy Medical Center, Des Moines	June 2015 – Present
United Way of Central Iowa, Des Moines	June 2015 – Present
Iowa Economic Development Authority Board, Des Moines	October 2011 – April 2015

Education, Certifications and Professional and Community Involvement

Bachelor of Business Administration; Accounting
Iowa State University, Ames, Iowa 1986

Certified Public Accountant (inactive)

Business Record Forty under 40 Designation 2003

McGladrey and Pullen Distinguished Alumni of the Year 2007

ISCPA Outstanding CPA in Business and Industry Award 2009

Iowa State University College of Business Citation of Achievement Award 2013

Iowa State University College of Business Executive in Residence Fall 2015

Iowa Society of CPA's (ISCPA)

Iowa State University College of Business Dean's Advisory Council

Bankers Trust Community Board

Previously served on Mercy Medical Center Finance Committee, Board of Directors of the Young Women's Christian Association (YWCA) and the Investment Committee of the United Way

Speaker at ISCPA conferences and Ernst & Young sponsored events

Speaker at Iowa State College of Business events