

E. Shepard Farrar, NACD.DC® QRD® DDN.QTE® CFA® CAIA®

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A Qualified Financial Expert, Risk Director & Technology Expert, Shepard served as Chief/Head of Investments of \$USD billions multi-asset portfolios, led Board funding, investment and risk policies, and is a thought leader in investments (CFA, CAIA) and governance (NACD). She serves on boards' Audit-Risk, Executive, Finance-Operations & Nom-Gov Committees. Investing across public and private equity, fixed income and real assets, she has expertise in energy-utility infrastructure, real estate, asset/financial industries. She leverages broad international experience to lead multinational teams, explain complex macro-economic and geopolitical issues to stakeholders, and implement effective programs. She led the Inter-American Development Bank's \$8.5B retirement funds, NRRIT's \$15B U.S. equities and UMWA H&R Funds' \$3B U.S. & private equities, and served as OCIO for hundreds of corporate, foundation & endowment clients (Riggs, CoreStates). Her work in France, Africa and the IADB, and service in Latin & North America, Portugal and the Caribbean, she applies an economic development and sustainability lens to advisory, board and leadership. With certifications in AI, cybersecurity, governance, investments, project management and risk, she speaks at industry conferences, builds CFA, CAIA, NACD curriculum, and is an adjunct faculty (finance) and executive coach.



BOARD AND INDUSTRY SKILLS

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| <ul style="list-style-type: none">• Audit, Governance & Risk Board Committees• Automation, Digital Innovation & Oversight• Cybersecurity Governance & Vendor Oversight• Financial, Capital & Asset/Liability Acumen• International Expertise & Global Strategy | <ul style="list-style-type: none">• Investment & Governance Thought Leader• Legal & Regulatory Compliance• Risk Management & Policies• Strategic Growth & Business Transformation• Sustainability & Resilience Oversight |
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EXPERIENCE & EXPERTISE

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| <ul style="list-style-type: none">• Scales assets organically & through expansion. Manages funds with superior performance and develops business, growing assets 2x to 10x.• Drives sustainable fund & business resilience. Builds multi-asset, resilient portfolios. Manage vendor performance & cybersecurity controls.• Operates effectively in global environment. Deep experience working in international organizations, in Africa, the Caribbean, Europe & Latin America.• Continuously learns, engages and solves issues. | <ul style="list-style-type: none">• Engages as Board Director & Advisor. Creates industry-leading ALM, funding, governance, risk appetite and succession policies.• Builds talent in global, high-performing teams. Experienced executive, coach and board leader for multi-national, multi-generation workforce.• Drives automation, efficiency and innovation. Implements & manages systems, processes and controls, streamlining operations & portfolios.• Creates governance & investment curriculum. |
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BOARDS & RECOGNITION

- **Board Member:** Eastern University, Fin/Ops Cmte.
- **Board Member:** IADB, Medical & Retirement Cmte.s
- **Board Member:** NACD Capital Area Chapter
- **Board Member:** PDA DC Metro, Chair Program Cmte.
- **Audit & Risk Committee Member:** Reall, Ltd.
- **Board Member:** The Memton Fund, Audit/Risk Cmte.
- **DCRO Institute:** Steering Committee, Education
- **NACD.DC Ambassador:** NACD Directorship Cert.
- **Fmr. Board Member:** NAISMA, Audit/Fin/Gov/Exec.
- **Fmr. Board Member:** CFA Institute, Phila, DC
- **Awards:** Most Influential Women in Investment Management (Institutional Investor, '24); Who's Who Women of Influence & in America (Marquis, '24).

OTHER SKILLS

- Asset management; highly regulated sectors; board governance, enterprise risk management.
- Curriculum development: CFA, CAIA & NACD.
- Speaking: Governance, investment events.
- Teaching: American College of Financial Svcs. Adjunct Faculty – Wealth Management.
- Education: MBA Eastern & BA Princeton Univ.
- Certificates: AI/Cyber/Tech: AI (HBS, NACD), cyber (DCRO, NACD), tech (DDN); Governance: NACD D.C.®, PDA Private Company, Equity, ESOP; Investment: CFA®, CAIA®; Management: PMP®, Project & Supervisory Mgmt (Penn State); Risk: DCRO QRD; Sustainability: CFA, SASB FSA1®, TCFD

*** REFERENCES AVAILABLE UPON REQUEST **