

## Marc Hodak

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<b>Finance</b>	<ul style="list-style-type: none"><li>• Over 20 years advising companies on corporate performance measurement</li><li>• Teach Finance at NYU</li><li>• Wharton MBA in Finance</li></ul>
<b>HR/Compensation</b>	<ul style="list-style-type: none"><li>• Over 20 years advising boards and investors on executive pay, for both public and private (including PE) firms in the U.S., Europe, and Asia</li></ul>
<b>Governance</b>	<ul style="list-style-type: none"><li>• Board member of Mustang Water, a North Texas utility</li><li>• Board member of the Institute of Excellence in Corporate Governance (IECG)</li><li>• Professor of Corporate Governance at NYU, SMU (TX), and USG (Switz.)</li></ul>
<b>Management</b>	<ul style="list-style-type: none"><li>• Headed automotive vehicles distribution business unit at Conrail</li><li>• Trained in lean manufacturing process by Toyota at their assembly plants</li><li>• CFO of a software tech start-up</li></ul>
<b>IP Law</b>	<ul style="list-style-type: none"><li>• Examiner at U.S. Patent and Trademark Office</li><li>• Passed the bar in Patent Law in 1984</li></ul>
<b>International</b>	<ul style="list-style-type: none"><li>• European clients since 1994; teaching in Europe since 2005</li><li>• Dual citizenship (U.S. and France)</li></ul>

### EXPERIENCE

#### **MUSTANG WATER, Aubrey, TX**

**2014 to present**

##### ***Director***

- Member of Board of Directors of the largest, non-municipal water district in Texas
- Chairman of the Audit Committee

#### **FARIENT ADVISORS, New York, NY**

**2017 to present**

##### ***Partner***

- Advise the compensation committees of the boards of public and private companies of all sizes, including venture-backed firms preparing to file for IPOs
- Provide the full range of services, including devising the compensation structure, peer benchmarking, incentive plan design, performance reviews, and investor disclosures

#### **NEW YORK UNIVERSITY Leonard N. Stern School, New York, NY**

**2005 to present**

##### ***Adjunct Professor***

- Teach Corporate Governance and Finance in the MBA program
- Published numerous papers and articles on corporate governance, performance measurement, organizational incentives, and executive pay
- Quoted or published in Wall Street Journal, BBC, Bloomberg, Forbes, Chief Executive, NACD/Directorship, Directors and Boards, among other outlets

#### **HODAK VALUE ADVISORS, New York, NY**

**2002 to 2016**

##### ***Managing Director***

- Advise the compensation committees of the boards of public and private companies, including venture-backed firms preparing to file for IPOs
- Advise investors, boards, and senior management of public and private companies in the U.S. and Europe on performance measurement, incentive compensation, and related governance areas

- Advise institutional investors on the evaluation of management pay

**FLAVOR SOFTWARE, New York, NY**  
**CFO**

**2001 to 2002**

- Participated with senior management in the development of business plans and presentations to current and potential investors; developed their reporting; prepared financial statements; helped the company secure a round of financing

**STERN STEWART & COMPANY, New York, NY**  
**Senior Vice President**

**1992 to 2001**

- Developed and managed major client relationships in providing consulting on performance measurement and incentive compensation; led over forty engagements across a range of industries, including manufacturing, consumer products, energy, telecommunications, transportation, health care, and real estate
- Developed intellectual capital relating to performance measurement, planning, capital allocation, and incentive compensation, including software and internet-based training on value-based management principles and applications used in 17 countries
- Raised the profile of the firm and its products through speaking engagements, panels, and publications throughout the U.S. and Europe
- Led the firm's research efforts in identifying links between corporate incentive practices and shareholder returns

**CONSOLIDATED RAIL CORPORATION, Philadelphia, PA**  
**Manager, Automotive**

**1986 to 1992**

- Chairman's Award winning manager of \$100 million automotive vehicles distribution business
- Developed long-term strategy for gaining competitive advantage, including network operations, terminal placement and expansion, equipment technology, and logistics information systems; profitably grew market share in a mature, automotive industry by over 20 percentage points in two years
- Led corporate-level team to develop and implement improved system for strategic planning
- Trained by Toyota in their 'lean manufacturing' system at their plants in Lexington, KY and Fremont, CA

**U.S. PATENT AND TRADEMARK OFFICE, Washington, D.C.**  
**Examiner**

**1982 to 1984**

- Determined the patentability of inventions, mostly in metals processing technologies
- Passed the U.S. Patent Bar

## **EDUCATION**

**THE WHARTON SCHOOL, University of Pennsylvania**  
**Master of Business Administration, Finance**

**Philadelphia, PA**  
**May 1986**

**UNIVERSITY OF MARYLAND**  
**Bachelor of Science, Aerospace Engineering**

**College Park, MD**  
**May 1982**

## **OTHER SKILLS AND INTERESTS**

Conversational in French; Coached wrestlers at New York Athletic Club