



A seasoned executive with over 20 years of experience in global corporate strategy, risk and corporate crisis management, brand strategy/protection, corporate governance, ethics/compliance, and complex transactions, focused in the consumer products and hospitality/services industries, including 11 years directly advising a public company Board of Directors.

PROFESSIONAL EXPERIENCE

EQUINOX HOLDINGS, INC., NEW YORK, NEW YORK

2017 TO PRESENT

SENIOR VICE PRESIDENT, GENERAL COUNSEL & SECRETARY

Member of the executive leadership team and advisor to the Board of Directors of Equinox Holdings, Inc., an integrated fitness and wellness lifestyle company, with a portfolio of brands/business interests in Equinox Fitness, SoulCycle, Blink Fitness, PURE Yoga, Furthermore (a digital lifestyle magazine), and the upcoming Equinox Hotels. Equinox is a subsidiary of The Related Companies. Within its portfolio of brands, Equinox has 170 global locations (U.S., U.K., and Canada) and over 13,000 employees.

- Member of the executive team consisting of the 7 most senior leaders responsible for identifying and executing strategic objectives, resolving corporate crisis, assessing risk, and overseeing governance.
- Lead business innovation and growth through enhanced digital/technological consumer use and investments in other fitness entities such as Rumble Boxing.
- Structure and execute transactions and other operational initiatives for the scheduled opening of the first Equinox Hotel in Hudson Yards NYC in 2019, with subsequent hotels to open in key metropolitan cities.
- Redefine Equinox's infrastructure to ensure systems scalability by streamlining processes and maximizing operating efficiencies focusing on hospitality and consumer services.
- Support Equinox's operations through financial and commercial transactions, dispute resolutions/complex litigation, intellectual property portfolio, employment/labor policies and training, privacy/data protection matters, and marketing or sponsorship initiatives.

RALPH LAUREN CORPORATION, NEW YORK, NEW YORK

2006 TO 2017

*SENIOR VICE PRESIDENT-ASSOCIATE GENERAL COUNSEL & ASSISTANT SECRETARY
SEC/CORPORATE GOVERNANCE, GLOBAL COMPLIANCE, LICENSING & TRANSACTIONS*

Key member of the senior leadership team and advisor to the Board of Directors of Ralph Lauren Corporation, a fortune 500 global company specializing in the design, marketing, and distribution of products in apparel, home, accessories, and fragrances. Ralph Lauren (RL: NYSE) has annual revenues exceeding \$7 billion and approximately 23,000 employees in North America, South America, Europe, and Asia.

Public Company Board and Executive Corporate Governance/Restructurings

- Provided guidance on CEO succession, C-suite management transitions, and restructurings/reorganizations, including the transition of Mr. Ralph Lauren from CEO to Executive Chairman and the implementation of the Way Forward Plan turnaround strategy.
- Oversaw the development of Board materials and presented to the Board on governance, executive compensation, and regulatory compliance, including the Dodd-Frank Act, Sarbanes-Oxley Act, and SEC/NYSE rules.
- Engaged directly with key institutional investors, proxy advisors, and other stakeholders.

Risk Management/Brand Protection/Corporate Social Responsibility

- Provided guidance on risk assessments and communications cadence on corporate crisis communication strategies, public relations/government affairs, brand strategy/protection, and corporate social responsibility matters related to international apparel manufacturing operations, including implementation of the Company's first CSR report.

Global Compliance and Ethics

- Implemented the anti-bribery policy and program and obtained the unprecedented dual non-prosecution agreements from the DOJ and SEC related to the Foreign Corrupt Practices Act.
- Designed, implemented, and monitored other compliance/ethics policies and programs related to employee code of conduct, related party transactions, securities trading, and whistleblower.
- Oversaw regulatory compliance with international trade and customs law, global consumer product safety standards, and international human rights labor standards.
- Oversaw, on an interim basis, a team of compliance professionals in the Quality Assurance Department.

Global Corporate Finance, International Licensing, Sourcing & Supply Chain

- Led corporate financing transactions, including bond offerings, credit facilities, and a secondary offering.
- Led significant corporate transactions, including acquisitions of license businesses in Japan and Panama and a joint venture with Compagnie Financière Richemont S.A.
- Oversaw negotiations and maintenance of a portfolio of international licensing and distribution agreements.
- Structured and executed transactions to achieve global supply chain and manufacturing/sourcing initiatives.

Corporate Philanthropy and 501(c)(3) Private Foundation

- Provided corporate philanthropy advice and served as an officer for The Polo Ralph Lauren Foundation, executing projects with the Smithsonian Institute and the Royal Marsden.

SIMPSON THACHER & BARTLETT LLP, NEW YORK, NEW YORK

1997 TO 2006

SENIOR ASSOCIATE ATTORNEY, CORPORATE DEPARTMENT

Corporate attorney with extensive experience structuring, negotiating, and executing complex transactions for private equity firms, public and private companies, and investment banks in a variety of sectors including entertainment/media, reinsurance, and healthcare. Specialized in capital markets transactions, focusing on IPOs, acquisition financings, secondary offerings, and debt offerings (investment grade and high yield).

EDUCATION

COLUMBIA UNIVERSITY SCHOOL OF LAW, NEW YORK, NY, J.D.

1997

Justice Harry A. Blackmun Scholar, *1995 recipient of national scholarship*
 Editor-in-Chief, Columbia Journal of Transnational Law

UNIVERSITY OF MINNESOTA, MINNEAPOLIS, MN, B.A.

1994

Summa Cum Laude in International Relations

PROFESSIONAL ACTIVITIES AND OTHER AREAS

Select ProfessionalActivities:

- **Columbia Law School Association**, *Board of Directors*, 2013 – present
- **Columbia Law First Generation Professionals**, *Mentor/Workshop*, 2016-present
- **PENCIL**: NYC Business School Partnership: *Anatomy of a Business, Instructor*, 2014
- **Vietnam Culture Development Society**, *pro bono* formation and representation for a non-profit organization providing educational materials to schools in Vietnam, 2006

Select SpeakingEngagements:

- *Building a Strategic Legal Department*, Argyle CLO Leadership Forum, March 2018
- *The New General Counsel: Adding Value as a Strategic Advisor*, Argyle CLO Leadership Forum, March 2017
- *Made in New York: NYC Retail and Manufacturing* with the NYC Mayor's Office, December 2015
- *Key Governance and Compliance Trends and Developments: Annual Fashion and Retail Law Program*, Practicing Law Institute (PLI), May 2015

Languages:

Native speaker of Vietnamese