

## Pauline Brown

Former Chairman of North America for LVMH Moët Hennessy Louis Vuitton

For more than 25 years, Pauline Brown has acquired, built, and led the world's most influential global luxury brands. Pauline served as the Chairman of North America for the world's leading luxury goods company, LVMH Moët Hennessy Louis Vuitton, where she provided regional leadership for about 70 brands in five sectors including fashion and leather goods, watches and jewelry, perfume and cosmetics, wine and spirits, and selective retailing. While at LVMH, Pauline also served on the board of L Capital, a private equity fund backed by LVMH, as well as on the boards of several LVMH subsidiaries including Donna Karan, Marc Jacobs, and Fresh Cosmetics. In 2016, Pauline joined the faculty of the Harvard Business School, designing and teaching a new interdisciplinary course for graduate students named "The Business of Aesthetics."

Pauline Brown boasts unparalleled expertise when it comes to understanding why long-term financial value in today's world rests on an ability to deliver aesthetic value. Touching on the strategies that have built consumer demand and loyalty for booming brands in the age of Amazon, she explains how such companies are rewarded not only for eliciting a high degree of pleasure in those who buy their goods and services, but also for spurring desirability among others who aspire to them. Pauline focuses on helping organizations discern and appraise businesses through their own senses—a critical and oftentimes under-developed skill set for corporate executives, entrepreneurs, and investors alike—as well as to analyze the issues and challenges of running aesthetic business from a strategic, financial, organizational, and cultural vantage.

In addition to her operational experience in the luxury goods sector, Pauline Brown also boasts a successful track record as an investor in luxury brands. Before joining LVMH, she was a Managing Director at private equity firm, The Carlyle Group, where she helped build the firm's global consumer and retail practice, co-led deals, and served on the boards of portfolio companies including the European sportswear brand, Moncler, and the American beauty brand, Philosophy. Earlier in her career, Pauline held senior executive positions in the global beauty industry including Head of Corporate Strategy and New Business Development at The Estée Lauder Companies. There, she led all mergers, acquisitions, and licensing activities and helped to expand Estée Lauder's portfolio from eight to 25 distinct beauty brands. She reported to the Company's CEO and was a member of its Executive Committee. Pauline began her career as a Management Consultant at Bain & Company.

Since 2008, Pauline has been a Henry Crown Fellow of the Aspen Institute, a program that seeks to develop the next generation of community-spirited leaders. In 2013, she joined the board of the Henry Crown Fellowship Program. She also currently sits on the boards of the Parsons School of Design, Pioneer Works Center for Art and Innovation, and Donna Karan's Urban Zen Foundation. She has served on the boards of the National Retail Federation and Cosmetic Executive Women.

Pauline Brown is currently writing a book on aesthetic intelligence and its ability to create value, drive performance, and build competitive advantage. She received an MBA from the Wharton School and a BA from Dartmouth College. She is also a member of both schools' Executive Alumni Councils.