

EXECUTIVE SUMMARY

Strategic legal and policy leader with 20+ years of experience advising on financial regulation, payments, and digital assets. Proven track record in shaping crypto policy, building government and regulator relationships, and leading compliance and advocacy initiatives across the U.S., EU, and Asia. Skilled in bridging technical innovation with regulatory frameworks to advance responsible adoption of blockchain and fintech solutions.

CORE COMPETENCIES

- Crypto & Fintech Policy Strategy
 - Government & Regulatory Affairs
 - AML/CFT & Sanctions Compliance
 - International Regulations
 - Global Exchanges and Capital Markets
 - Payments, E-Money & Digital Assets Frameworks
 - Risk Management & Regulatory Advisory
 - Stakeholder Engagement & Lobbying
 - Investor & Regulator Communications
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PROFESSIONAL EXPERIENCE

Independent Consultant – Legal, Policy & Risk Advisor

SL Consultants | 2023 – Present

- Advise fintech companies, Web3 platforms, and payments companies on regulatory strategy, licensing, and compliance frameworks.
- Draft policy positions and advocacy materials for lobbying efforts on digital assets and emerging financial regulation.
- Designed and scaled AML/CFT and sanctions compliance programs for crypto clients operating globally.
- Authored thought leadership in award-winning trade journals, blogs, and investor presentations, shaping public discourse on finance and technology.

Professional Council Member- Legal, Economic and Regulatory Affairs

Gerson Lehrman Group | 2016 – 2023

- Advised banks, e-money issuers, and card networks on stored value, cross-border payments, and virtual asset frameworks.
- Developed risk management addressing fraud, liquidity, and operational risks in fast-moving fintech environments.
- Led regulatory engagements with U.S. and EU authorities, ensuring compliance with AML and consumer protection obligations.

Attorney – International Capital Markets

SL Global Partners | 2016– 2019

- Served as Managing Partner overseeing transactional project teams across a consortium of international firms.
- Led cross-border capital markets and M&A transactions, ensuring compliance with multi-jurisdictional regulations.
- Provided counsel on securities regulation, corporate governance, and investor protection.
- Navigated international regulatory regimes, aligning complex transactions with global compliance standards.

Attorney – Securities Regulations and Capital Markets

Arent Fox LLP | 2015 – 2016

- Senior Counsel and primary client contact on securities, M&A, and corporate regulatory matters.
- Managed and supervised junior associates through negotiations and closings of domestic debt and equity offerings for middle-market private companies.

Attorney – Global Capital Markets

Vinson & Elkins, LLP | 2004 – 2015

- Practiced internationally in the Middle East, China, and London, representing clients in cross-border transactions and regulatory compliance.
 - Advised international issuers on ongoing compliance obligations under U.S. securities laws.
 - Represented underwriters and issuers in debt and equity offerings, including SEC-registered offerings, private placements (Rule 144A & Reg S), shelf offerings, tender offers, and listings on NYSE, NASDAQ, SGX, DIFX and LSE Exchanges.
 - Guided public and private companies through global and domestic acquisitions and divestitures.
 - Advisory Board Member to the Dubai International Financial Centre (DIFC).
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EDUCATION

- **Juris Doctor (JD)** – University of Chicago Law School
 - **Bachelor of Arts (BA)** – Duke University
 - **Visiting Scholar** – Oxford University (UK)
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SELECTED PUBLICATIONS & THOUGHT LEADERSHIP

- *A New Era of Indian Energy Development: Angolan Bilateral Alliance Market Report*, presented to Adani Enterprises, African Development Bank (AFDB) and the U.S. Energy Information Administration (2025).
 - *The Growth and Development of Equity, Linked Products, Derivatives and Treasury Instruments*, IFN Issuers & Investors Europe Forum, London, UK (2011).
 - *Regulatory Bodies*, BMB Islamic UK Limited (2011).
 - *Regulatory Issues in Islamic Finance and New Developments*, Global Islamic Finance Report (2011).
 - *Material Adverse Change in M&A Transactions*, The China Dealmaker (2010).
 - *Innovation and New Opportunities: Catalyst for Global Change and Innovation*, Euromoney Books (2009).
 - *Examining Alternative Investments & Private Equity*, Islamic Finance World Conference, Toronto (2007).
 - *Racial Discrimination: The Record of South Africa*, HRDC, United Nations Economic Council (2001).
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AFFILIATIONS AND CERTIFICATIONS

- FinTech Law and Policy Certification, FINRA and Duke University School of Law (2018).
 - District of Columbia Bar (2008) / Supreme Court of Texas Bar (2004)
 - State Bar of Texas Pro Bono College Honor Roll (2007-2024)
 - National Association of Women Judges, Amicus Judicii member (2018-Present)
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ACHIEVEMENTS & RECOGNITION

- **Highest M&A Volume in China (2010)**: Member of Vinson & Elkins' China legal team (Shanghai & Beijing), advising on landmark cross-border transactions, including the largest direct U.S. energy investments by a Chinese company.
 - **Inaugural Board Member, Dubai International Financial Center (DIFC)**: Consulted and drafted the first regulatory framework for the Dubai International Financial Exchange (now NASDAQ Dubai).
 - **Award-Winning Transactions**:
 - *Most Innovative Islamic Finance Deal of the Year* — Euromoney (2007)
 - *Best Structured Finance Deal of the Year* — Islamic Finance News (2007)
 - *Best USA Deal of the Year* — Islamic Finance News (2006)
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REPRESENTATIVE TRANSACTIONS

- Attached

INTERNATIONAL PRIVATE EQUITY / MERGERS & ACQUISITIONS

- Represented a Chinese consortium in the purchase of \$313 million in pipeline assets located in Trinidad and Tobago from a Canadian oil and gas exploration and production company.
- Represented an occupational healthcare services company in the separation of its two principal operating segments, spin-off and related restructuring transactions.
- Represented TPG Capital, a private equity company, in its \$1.25 billion group investment in Chesapeake Cleveland-Tonkawa, a subsidiary of Chesapeake Energy Corporation.
- Represented The Blackstone Group, a private equity company, in a \$350 million acquisition of a global supplier of food industry products.
- Represented Lone Star Funds, a private equity company, in a \$160 million acquisition of an in-store marketing communications company.
- Represented The Carlyle Group, a private equity company, in the acquisition of the power generation assets of Cogentrix Energy, including five coal and solar power projects and a development pipeline of gas and renewable projects, from The Goldman Sachs Group.
- Represented Riverstone Holdings, a private equity company, in a \$300 million commitment to Eagle Energy Exploration, to invest in oil and gas assets and related properties in the Mid-Continent region of the United States.
- Represented Mars, Inc., the 4th largest US private company, for purposes of acquiring and divesting its various business segments through subsidiary transactions and reverse triangle mergers.

ALTERNATIVE INVESTMENT STRUCTURES

- Represented a UAE investment company on a US\$165.67M Sukuk for East Cameron Partners, a Texas oil and gas company. First Sukuk issued in United States and rated by Standard & Poor's. Named as 2006 "Most Innovative Islamic Finance Deal of the Year," "Best Structured Finance Deal of the Year" and "Best USA Deal of the Year" by Euromoney and Islamic Finance News.
- Represented Kuwait-based NBK Capital and GSC Corporation in connection with the structuring of NBK Capital-GSC Mezzanine Fund I, L.P., a US\$200 million MENA mezzanine fund focused on investments in the UAE, Saudi Arabia, and Turkey.
- Represented Pramerica Real Estate Investors GmbH (a subsidiary of Prudential Real Estate Investors) in connection with a Sharia compliant structure for investments in real estate securities in Southeast Asia.
- Represented the real estate subsidiary of one of the largest banks in the Middle East on the structuring and formation of a \$250 million real estate development fund.
- Represented Liquidity Management Centre B.S.C., a Bahrain-based Islamic joint stock company, as lead arranger on the structuring and documentation of a \$200 million Sukuk utilized to finance a real estate development project in Kuwait.
- Represented Liquidity Management Centre B.S.C. in connection with the restructuring of obligations for the Lagoon City Islamic Musharaka Sukuk.
- Advised the Dubai International Financial Centre (DIFC) and the Dubai Financial Services Authority (DFSA) in the initial drafting of its rules and regulations governing the DIFX trading platform, currently known as NASDAQ DUBAI.
- Represented a prominent United Arab Emirates (UAE) sovereign wealth fund in several transactions, including its divestiture of its entire limited partnership interest and general partner shares in a real estate fund and certain other funds and a substantial portion of its interest in a leading retail group in the Middle East.
- Represented Tatweer Dubai LLC in its joint venture with New York Mercantile Exchange to establish the Dubai Mercantile Exchange (DME), and subsequent investment and restructuring of the DME group.

CAPITAL MARKETS, GLOBAL OFFERINGS & SECURITIES REGULATIONS

- Represented the sales agents/investment banks in a \$150 million at-the-market (ATM) offering of common stock
- Represented the underwriters in a \$150 million offering of a foreign private issuer's high-yield notes and warrants issued under Rule 144A and Regulation S listed on the Singapore Exchange (SGX)
- Represented the underwriters in a \$150 million common stock offering of a real estate investment trust (REIT)
- Represented the underwriters in three offerings of common shares of beneficial interest of a REIT
- Represented an oil and gas company in offerings of its \$262 million common stock and \$600 million high-yield debt
- Represented the underwriters in a \$75 million offering of limited liability company interests in an oil and gas company
- Represented an occupational healthcare company in a \$185 million private exchange offer for its high-yield notes
- Represented the underwriters in a \$650 million offering of investment grade notes of an energy exploration and development company
- Represented the underwriters in a \$185 million offering of high-yield notes of a foreign private issuer under Rule 144A; subsequently represented foreign private issuer in a registered exchange offer for such high-yield notes
- Represented the underwriters in a \$2.75 billion public offering of convertible notes of an oil, gas and geothermal land drilling company
- Represented the underwriters in a \$200 million initial public offering of common stock of an international provider of transportation services company listed on the NASDAQ and SGX
- Represented a wireless communications service provider in a \$150 million third-party debt-tender offer, a \$150 million self- tender offer and consent solicitation
- Represented a security broker, dealer and flotation company in a \$200 million public offering of investment grade notes
- Represented the underwriters in a \$150 million public equity offering of a bituminous coal and lignite surface mining company
- Reviewed and drafted periodic reports and other filings for ongoing compliance with SEC rules and regulations:
 - Exchange Act: Forms 10-K, 20-F, 10-Q, 8-K, 6-K, 11-K , Forms 3-5 and Form 15
 - Investment Advisers Act: Forms-ADV and Forms-PF
 - Investment Company Act
 - Trust Indenture Act