PROFESSIONAL EXPERIENCE:

- Pillsbury Winthrop Shaw Pittman, Partner Washington, D.C. (June 1994-Present)
- **Jaffe Raitt Heuer & Weiss**, *Associate* Detroit, Michigan (1992–1994)
- Jones Day, Associate Washington, D.C. (1990-1992)
- Law Clerk E.D. Michigan Chief Bankruptcy Judge Ray Graves (1989-1990)

PRACTICE DESCRIPTION: I advise domestic (including Puerto Rican) and international clients in connection with financially troubled investments/situations, whether the client is acting as business owner/borrower, lender or in another capacity. I work collaboratively to develop creative strategies and present options designed to reduce financial losses and enhance financial recoveries. I endeavor to negotiate and litigate to achieve positive results when necessary. I also advise clients in connection with insolvency issues that arise in connection with positive financial transactions (e.g., structured finance). My industry expertise includes real estate (all asset classes), energy, and heath care.

INTERNATIONAL EXPERIENCE: Over 30 international speaking engagements (see list).

RECOGNITION: Chambers, Law Dragon (International & US), Best Lawyers, Washingtonian.

DEAL AWARDS:

- The M&A Advisor: Restructuring of the Year (\$10MM-\$25MM)
- Americas Atlas Awards: Americas Restructuring Winner Small Market
- <u>Turnaround Atlas Awards</u>: Cleantech Energy Restructuring of the Year (\$5MM to \$250MM)
- Financial Times: Innovative Lawyer: Innovation in Unlocking and Delivering Value
- The M&A Advisor: Distressed M&A Deal of the Year (Over \$10MM to \$1B)
- Turnaround Management Association: Turnaround Transaction of the Year

BAR AND COURT MEMBERSHIPS

I am a member of the "state" bars of Michigan, Virginia, and D.C, and admitted to the US Supreme Court and many other federal courts. I have appeared in more than 30 different bankruptcy courts, and before more than 50 different US bankruptcy judges.

EDUCATION

- University of Michigan Law School Ann Arbor, Michigan JD, cum laude (1989)
- Michigan State University East Lansing, Michigan B.A. with Highest Honors (1986)

INTERESTS UNRELATED TO WORK

I have completed seven marathons on two continents, as well as the marathon-distance Bataan Memorial Death March (heavy division).

I. Programming & Capacity Building Abroad

CLDP/World Bank/INSOL Sponsored Programs

- 1. Dubai, UAE 5 Nation MENA Conference
 - "Regional Insolvency Reform" November 3-5, 2014
 - * U.S. Bankruptcy Judge Allan Gropper
- 2. Casablanca, Morocco Moroccan Conference
 - "Workshop on Best Practices in the Administration of Insolvency

Cases in Morocco: The US Example" - December 9-10, 2014

- * U.S. Bankruptcy Judge Nancy Alquist
- 3. Manama, Bahrain 2 Nation Middle East Conference
 - "Roundtable of the Role of Courts in Insolvency" December 5-7, 2016
 - * U.S. Bankruptcy Judge Martin Glenn
- 4. Singapore Workshops for Bahrain Judges
 - "Workshop on Developing an Effective Insolvency

Framework" - March 14-17, 2017

- * U.S. Bankruptcy Judge Brian Tester
- 5. Riyadh, Saudi Arabia Saudi Commercial Judges
 - "Judicial Workshop on the Role of Courts in Insolvency" November 8-9, 2017
 - * U.S. Bankruptcy Judge Brian Tester
- 6. Riyadh, Saudi Arabia Saudi Commercial Judges
 - "Regional Insolvency Workshop: Developing A Comprehensive Insolvency System" January 22-23, 2018
 - * U.S. Bankruptcy Judge Martin Glenn
 - * U.S. Bankruptcy Judge Brian Tester
- 7. Casablanca, Morocco 5 Nation MENA Conference
 - "Regional Insolvency Conference: The Role of Courts in an Effective Insolvency System" September 27-28, 2018
 - * U.S. Bankruptcy Judge Martin Glenn
 - * U.S. Bankruptcy Judge Nancy Alquist
- 8. Riyadh, Saudi Arabia Two Conferences for Saudi Judges
 - a. "Judicial Workshop on Court Specialization" **October 21-24, 2018** (Audience: Commercial Court)
 - b. "Judicial Workshop on Best Practices in Court Administration" October 24-25 2018 (Audience: Board/Court of Grievances)
 - * U.S. Bankruptcy Judge Brian Tester

- 9. Singapore 4 Nation MENA Conference
 - "Regional Insolvency Consultations for MENA Judges and

Court Administrators" – March 31-April 4, 2019

- * U.S. Bankruptcy Judge Martin Glenn
- 10. Vienna, Austria Kuwait Insolvency Law Drafting
 - "Workshop on Developing an Effective Insolvency Framework" May 2-3, 2019
 - * U.S. Bankruptcy Judge Martin Glenn
- 11. Casablanca, Morocco November 13-14, 2019
 - "Bankruptcy Workshop: The Role of Courts in Successful Reorganization Procedures and in the Protection of Economic Public Policy"
 - * U.S. Bankruptcy Judge Martin Glenn
 - * U.S. Bankruptcy Judge Thomas Catliota
- 12. Casablanca, Morocco November 29-30, 2022

Part I: "The Role of Courts in Successful Bankruptcy Procedures and in the Protection of Economic Public Policy"

- * U.S. Bankruptcy Judge Martin Glenn
- * U.S. Bankruptcy Judge Thomas Catliota
- 13. Marrakech, Morocco December 13-14, 2022

Part II: "The Role of Courts in Successful Bankruptcy Procedures and in the Protection of Economic Public Policy"

- * U.S. Bankruptcy Judge Thomas Catliota
- 14. Cairo, Egypt **June 19-20, 2023**

"First MENA Forum: Insolvency, Business Restructuring & Investment Promotion" – Egypt, Saudi Arabia, Bahrain, UAE, Morocco, Jordan

- 15. Riyadh, Saudi Arabia **July 12, 2023**
 - "Workshop Approaches to Promoting a More Efficient and Effective Restructuring Regime" Saudi Bankruptcy Commission (W)
 - * U.S. Bankruptcy Judge Thomas Catliota
- 16. Riyadh, Saudi Arabia November 8, 2023

"Practical Solutions to Resolving Challenges Arising in Bankruptcy Going Concern and Liquidation Sales" – INSOL International, The World Bank Group, CLDP (W)

17. Riyadh, Saudi Arabia – January 22, 2024

"Bankruptcy and Restructuring Proceedings in Focus – Expert Discourse" – Panel Moderator and Conference Planning Committee – INSOL International

USAID Sponsored

18. Tbilisi, Georgia: One-year assignment to assist the Georgians on the drafting of a new insolvency law (**September 2017-Septembedr 2018**). One week on sight interviews, meetings, and presentations in September 2017. Final written report delivered in September 2018.

Foreign/State Sponsored

- 19. Dubai, UAE April 2017 Dubai Judicial Institute
 "Workshop on Insolvency Law in the United Arab Emirates and the United States of America" April 17-19, 2017
 * U.S. Bankruptcy Judge Nancy Alquist
- 20. Marrakesh, Morocco Law and Business Forum
 "Protecting the Investor in Morocco: The Legal Structures and the Challenges of Efficiency and Coordination" February 23, 2018
 * U.S. Bankruptcy Judge Brian Tester
- 21. Riyadh, Saudi Arabia Bankruptcy Commission & Ministry of Commerce "The First Conference on Resolving Bankruptcies" April 29-30, 2019
 * U.S. Bankruptcy Judge Brian Tester
 * U.S. Bankruptcy Judge Marvin Isgur
- 22. Manama, Bahrain "The U.S. Approach to More Efficient and Effective Restructuring Procedures" presented to the Economic Development Board of Bahrain January 12, 2023 (W)
- II. Capacity Building with Foreign Judges/Insolvency Professionals in the USA
- 23. Washington, D.C. Armenian Judges September 19-23, 2016 "US/Armenian Consultations on Adjudication of Bankruptcy Disputes" CLDP
- 24. Washington, D.C. Saudi Judges May 9, 2017 "US-Saudi Commercial & Insolvency Roundtable" – May 9, 2017 -- World Bank
- 25. New York, New York Saudi Judges and Professionals April 16-20, 2018 "U.S. Consultations on Best Practices in Implementing a Successful Bankruptcy System" CLDP
- 26. Washington, D.C. Saudi Arabia Professionals **June 21, 2018** "Alternative Dispute Resolution" Including Arbitration **CLDP**
- New York, New York Judges from Kuwait & Saudi Arabia July 22-26, 2019
 "U.S. Judicial Consultations" CLDP
 * U.S. Bankruptcy Judge Martin Glenn

- 28. Washington, D.C. Judges form Egypt June 9 & 13, 2022 "US and MENA Insolvency Topics for the Egyptian Judicial and Ministry of Justice Delegation" - World Bank
 - * U.S. Bankruptcy Judge Thomas Catliota
 - * U.S. Bankruptcy Judge Maria Ellena Chavez-Ruark
- 29. Washington, D.C. October 31, 2023-November 1, 2023
 - "U.S.-Kuwaiti Judicial Consultations"
 - * U.S. Bankruptcy Judge Thomas Catliota
 - * U.S. Bankruptcy Judge Elizabth Gunn

III. World Bank Task Force

- 30. **September 19, 2016** World Bank Group's Insolvency & Creditor/Debtor Regimes Task Force (Treatment of MSME Insolvency)
- 31. **May 4, 2018** World Bank Group's Insolvency & Creditor/Debtor Regimes Task Force (Recycling Entrepreneurs)
- 32. **May 12-13, 2022** World Bank ICR and Insolvency & Creditor/Debtor Regimes Task Force Meetings
- 33. **April 24-25, 2023** World Bank ICR and Insolvency & Creditor/Debtor Regimes Task Force Meetings