

MEMBER SPOTLIGHT

Barnes & Thornburg

Aug 2026



Introduction

With more than 850 attorneys across the United States, Barnes & Thornburg LLP advises domestic and international businesses, investors, financial institutions, and emerging companies on complex transactions, regulatory matters, investigations, and disputes across some of the world's most dynamic industries. The firm combines sophisticated legal capabilities with practical business judgment and a nuanced understanding of the cultural, commercial, and relationship-driven dynamics that shape cross-border business in the United States and the Gulf region, helping clients navigate evolving global markets with agility, precision, and strategic insight.

Barnes & Thornburg is particularly well positioned to support the growing economic and investment relationship between the United States and the United Arab Emirates. The firm regularly advises U.S. and international companies, investors, and joint venture partners on cross-border transactions, strategic investments, sanctions and export controls, corporate governance, government-facing business issues, and operational risk management. The firm's multidisciplinary platform is aligned with sectors driving growth and innovation across the U.S.-UAE corridor, including energy, aviation, aerospace and defense, artificial intelligence, advanced manufacturing, infrastructure, logistics, healthcare, technology, and private capital.

Leadership



M. Shams Billah

Partner, Private Credit Chair,
Debt Finance Co-Chair

Shams Billah is a partner in Barnes & Thornburg's Corporate Department and co-chair of the firm's Debt Finance group where he leads the Private Credit team. Based in New York, he advises credit funds, private equity sponsors, portfolio companies and global asset managers, including InterVest Capital Partners (formerly Wafra), Farallon and Brightwood Capital, on sophisticated financing transactions ranging from middle-market deals to multibillion-dollar financings.

Shams also chairs both the Middle East & North Africa (MENA) Services Group and the India and Greater South Asia Services Group at the firm. In such positions, he brings unique value to clients through his deep experience in Islamic finance and other Sharia-compliant transactions. As a thought leader in this niche space, he has published and lectured extensively across the United States, providing clients with innovative financing solutions that align with their specific values and needs. He bridges cultural and business gaps to guide Middle Eastern, South Asian and U.S. entities through strategic financing transactions, investments and restructurings across various industries, including technology, healthcare and manufacturing.

As a founding board member of the Islamic Finance Trade Association of North America (IFTANA), Shams is well connected in the U.S.-UAE business corridor, providing valuable perspective for clients operating across international markets and navigating cross-border investment structures.

Contact

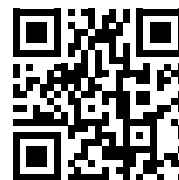
M. Shams Billah

Partner, Private Credit Chair, Debt Finance Co-Chair

T: (646) 746-2037

E: msbillah@btlaw.com

A: 390 Madison Avenue, 12th Floor, New York,
NY 10017-2509



W: btlaw.com/en



U.S.-U.A.E. Business Council
usuaebusiness.org

@USUAEBizCouncil