PEPE CARRILLO · FRACTIONAL GENERAL COUNSEL · BARCELONA

How I work



ONE SENIOR LAWYER IN YOUR CORNER

For founders and investors in Africa, Latin America and Europe who need a general counsel's judgement without a full-time hire or a law firm meter. I close the raises, acquisitions and restructurings that decide whether a company scales.

For: founders raising seed to Series B, investors in cross-border deals, groups entering new markets.

Not for: litigation, criminal or family matters, or country tax filings. I will point you to someone good.

WHAT I TAKE ON

- **Fundraising.** SAFEs to Series B: term sheets, negotiation, closing.
- **M&A and joint ventures.** Buy side or sell side, diligence, integration.
- **Cross-border structure.** Holding companies, new markets, carve-outs.
- **Boards and governance.** Consents, board packs, investor relations.
- **Data privacy.** GDPR and African data laws, built in from day one.
- **Outside counsel.** I scope, brief and review them, so the bill stays sane.

THREE WAYS TO WORK TOGETHER

Build

FIXED DELIVERABLES

Structure, capital plan, investor readiness, key agreements, IP. Billed per deliverable, nothing upfront.

Close

SUCCESS FEE

I run your round or your deal to signing. I get paid only when the money clears.

Lead

INTERIM, FRACTIONAL

Your general counsel for a season, a few days a month, until you hire full-time. Cancel with 30 days' notice.

Part of the fees can be taken in equity at your next round. Every engagement starts with a free 60-minute diagnosis call, and you get a written proposal within 24 hours.

RECENT WORK

$350M non-dilutive partnership. Structured the Mastercard Foundation partnership for the whole group as a grant free of the usual restrictions and financial oversight, 2020.

Silicon Valley acquisition. Bought Holberton, the Silicon Valley-founded coding school, 2022.

Capital for a university. A $5M first institutional loan, a $30M Series B, and a first-of-its-kind bond in Rwanda that let a pension fund invest in the campus.

Two cross-border acquisitions. For Sand Technologies: a Romanian tech consultancy and an AI consulting and education company in the UK and South Africa, turning an education group into a tech business, 2023 to 2024.

Two spin-offs. Spun off the education businesses into standalone non-profit structures (2019 and 2024), so the operating company could raise and scale.

Five markets in one year. Launched ALX in Egypt, Morocco, Ghana and Rwanda and stabilized Nigeria, 2022. Plus a $1.5M round for a Rwandan EV startup, 2026.

WHAT CLIENTS SAY

"You gave us space, trust and time to figure things out and yet kept us accountable. For our next round we want to give you stock at my personal cost."
Alex Kalanda, Founder and CEO, Ayambe

"Very operational and pragmatic. He handled our local entity structuring in Ethiopia, where getting it wrong would have put both our credibility and operations at risk."
Mirafe Gebriel Marcos, General Manager, ALX and Sand Ethiopia

$6B IN DEALS · **$500M** RAISED · **25** COUNTRIES · **18** COUNTRIES OF LEGAL OPS

Legal 500 GC Powerlist, East Africa, 2024 and 2025. Ex Chadbourne & Parke. Yale SOM. English and Spanish.

Pepe Carrillo
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