

INSOL London Conference

20-22 April 2026

Monday 20 April

18:00 - 20:00 **Welcome Reception** - *Sponsored by BDO*

Tuesday 21 April

08:30 - 09:30 **Networking Breakfast** - *Sponsored by TKQP*

09:30 - 10:00 **Welcome and Opening Remarks**

10:00 - 10:30 **Global economic & geopolitical market lens: A critical juncture in the new world order - resilience or chaos?**

In an era defined by seismic shifts in global power dynamics and economic uncertainty, this keynote offers a timely and incisive perspective on the forces reshaping our world. Delivered by a world-renowned economic and geopolitical expert, the session will cut through the noise to provide first-hand insights into the headwinds facing the global economy, the escalating geopolitical tensions, and the implications of ongoing global conflicts. This keynote followed by a moderated Q&A will explore the outlook for the global economy amid rising uncertainty, the sectors and regions most exposed to risk, the catalysts that could reignite sustainable growth, and pathways for resilience in a fractured world.

Prof. Noreena Hertz, Economic Advisory Council, UK

10:30 - 11:15 **Global economic & geopolitical market lens: Q&A**

Moderator: Sameena Ali-Khan, Central Tonight, UK
Prof. Noreena Hertz, Economic Advisory Council, UK
Kevin Kajiwaru, Teneo, USA
Vicky Pryce, Economist, UK
Hon. Minister Indranee Rajah SC, Minister of Law, Singapore





11:15 - 11:45

Coffee Break - Sponsored by Greenberg Traurig

11:45 - 12:45

BREAKOUT SESSIONS

Impact of AI on international asset tracing and recovery

As asset concealment becomes more sophisticated, artificial intelligence is rapidly becoming a key ally in international tracing and recovery efforts. This panel will examine the strategic use of AI in identifying hidden assets, mapping complex flows of funds and navigating opaque digital environments. Special attention will be given to crypto-assets, privacy-enhancing technologies, and the regulatory gaps that remain. What does “following the money” mean in the age of algorithms?

*Chair: David Prager, The Brattle Group, USA
Radford Goodman, Mishcon de Reya LLP, UK
Dani Haston, Asset Reality, France
Elisar Nurmagambet, Tesari AI, USA
Dan Oxley, Cellebrite, UK*

Preventive restructuring frameworks: cross-border challenges and opportunities

The EU’s Preventive Restructuring Directive was designed to implement substantive minimum standards in restructuring tools across Member States, but how coherent are these frameworks in practice? This session explores the legal, procedural, and financial complexities of implementing preventive restructuring regimes across the EU. From negotiation and funding to approaches to fairness and valuation in cross-class cram-down and treatment of equity, we’ll examine how different legal and procedural characterisations affect recognition and enforcement within and outside the EU. With caselaw still developing and diverging national approaches, the panel will consider how these frameworks interact with the EU Insolvency Regulation. Are we building a truly cross-border-ready restructuring landscape?

*Chair: Michael Broeders, Freshfields, The Netherlands
Max Mayer-Eming, PJT Partners, Germany
Anne-Marie Nicolas, Loyens & Loeff, Luxembourg
Renata Oliveira, Machado, Meyer, Sendacz e Opice Advogados, Brazil*





12:45 - 14:00

Networking Lunch - *Sponsored by Setia Law*

14:00 - 15:00

BREAKOUT SESSIONS

Navigating the crossroads: where laws collide and strategies emerge

Cross-border insolvencies present strategic opportunities and legal uncertainties. This panel examines some of the most pressing and contentious issues that are now at the crossroads: forum selection, third party releases, comity in recognition and synthetic proceedings. With the evolving boundaries in venue selection are we overly skewing the tension between creditor fairness, debtor flexibility and the aspirations of complementary restructuring nodal jurisdictions? Is using synthetic proceedings to avoid full blown recognition processes a practical fix or a legal fiction? To what extent are national laws and policy concerns relevant to the legitimacy of the solutions offered by different jurisdictions and systems? What role should courts play as restructuring arbitrageurs continue to capitalize on the global divergence in approach, information asymmetry and inefficiencies?

*Chair: Ronit Berkovich, Weil, Gotshal & Manges LLP, USA
Pablo Falabella, Duquen Capital, Argentina
Eva Sit SC, Temple Chambers, Hong Kong
Lord Justice Anthony Zacaroli, Court of Appeal of England & Wales, UK*

The unseen restructuring: ADR in action

ADR continues to be beneficial in a restructuring and insolvency scenario, both in helping to resolve complex creditor disputes and to guide stakeholders towards consensus in cross-border restructuring cases. In this dynamic panel session, recent ADR advances will be explored - including the success of mediation in resolving mass tort claims in the United States, and the attraction of international arbitration forums such as the Singapore International Arbitration Centre. The panel will also consider challenges to the use of ADR, such as the limitations on staying a winding up proceeding arising from Sian Participation and the absence of mandatory court mediation referral powers in an insolvency matter.

Chair: Blossom Hing SC, Drew & Napier LLC, Singapore





Debra Grassgreen, Pachulski Stang Ziehl & Jones LLP, USA
Sir Alastair Norris (ret.), Former Judge of the High Court of England & Wales, UK
Federica Pietrogrande, The Brattle Group, UK

15:00 - 15:30

Coffee Break - Sponsored by Greenberg Traurig

15:30 - 16:00

INSOL Talks

Dame Inga Beale DBE, UK

16:00 - 17:00

Space insolvency - restructuring in outer space

The global space economy is projected to grow to US \$1.8 trillion by 2035. Rapid commercialisation of space activities and new technologies are lowering barriers for entry to the space economy, and start-up launch, and space services companies are now infiltrating the market. In this environment, insolvency risks are inevitable, and space-related restructuring and insolvency matters will only increase in coming years. In this future focussed session, the speakers will provide an overview of the latest trends and developments in the space economy and explore the restructuring of space assets and the transactional dilemmas and challenges in dealing with space law.

Chair: Scott Atkins, Norton Rose Fulbright, Australia
Jodi Bartin, Citicourt & Co Limited, UK
Sarah-Jane Gill, UK Space Agency, UK
Farooq Sabri, London Economics, UK
Will Whitehorne OBE, Seraphim Space Investment Trust, UK

17:00 - 17:00

Close of day 1 - Delegate free evening





Wednesday 22 April

08:30 - 09:25 **Networking Breakfast** - *Sponsored by Brown Rudnick*

09:25 - 09:30 **Welcome back**

09:30 - 10:00 **Board tipping point: From market darling to market crash, how the Board didn't see it coming**

In today's world, is having a well-functioning, diligent board with robust corporate governance standards enough to ensure a company can avert a crisis? A key industry C-suite leader who has lived through many crises will share personal reflections on what really went on inside (and outside) the Boardroom. Following the keynote, a panel of experts will explore key case studies on when things have "gone awry". What have been the reasons behind high-profile board governance failures, and what have the consequences been for corporate stakeholders? Further, do these cases indicate that any board is just a small "tipping point" away from market doyen to being placed on the corporate watchlist? How do we recognize the early warning signs of trouble ahead?

Simon Freakley, AlixPartners, UK

10:00 - 10:45 **Board tipping point: Q&A**

*Chair: Simon Freakley, AlixPartners, UK
Christine-Ann Miller, Melinta Therapeutics LLC, USA
Kasper Rorsted, Circus SE, Denmark*

10:45 - 11:15 **Coffee Break** - *Sponsored by Gordon Brothers*

11:15 - 12:15 **BREAKOUT SESSIONS**

Too big to fail - restructuring utilities and other public interest companies

More than 15 years on from the banking crisis are we seeing new categories of businesses that are too big to fail? What challenges are



presented by the restructuring of public utilities such as Thames Water and the Puerto Rico Electric Power Authority; how does the involvement of government interests assist or hinder and what is the last resort if a restructuring cannot be achieved? What lessons can be learned from the banking sector and the increased regulation that followed the financial crisis - is that now being unwound in pursuit of economic growth and what will be the consequences?

Chair: David Gard, Teneo, UK

Amy Caton, Herbert Smith Freehills Kramer LLP, USA

Andries du Toit, FirstRand Bank, South Africa

Cathryn Ross, Thames Water, UK

Debt management strategies for financially distressed small businesses

In a world where small to medium-sized businesses represent the vast majority of all businesses globally, more attention should be given to the options available to smaller businesses facing financial distress, where costly proceedings and complex restructuring tools are not always relevant or feasible. In these scenarios, the role of the insolvency practitioner is key, fostering a different skillset and the need to capitalise on multiple strategies to help management and stakeholders steer through turbulent times. In this session, the panel will take a deep dive into some of the debt management strategies that can be implemented, offering guidance and examples for practitioners. The panel will consider forecasting and cashflows, how to deal with existing debt loads, smart decision making around the use of IT resources and staff, and how to support management to make the hard choices.

Chair: Dr. Stephen Degan, Heuking Kuhn Luer Wojtek, Germany

Michael Baigel, Baigel Corp, Canada

Victoria Kerton, NatWest Group, UK

Catherine Piper, Tom Piper & Associates, Botswana

12:15 - 13:30

Networking Lunch - Sponsored by FromCounsel

13:30 - 14:30

BREAKOUT SESSIONS

Hot topics - New and noteworthy



This session will be reserved for a discussion on newly emerging global issues and topical cases that impact the world of corporate reorganisation.

*Chair: Felicity Toubé KC, South Square, UK
Prof. Anthony Casey, University of Chicago, USA
Joanne Collette, Ogier, Hong Kong
Judge Elsbeth de Vos, NCC District Court Judge, The Netherlands*

Personal risks arising for insolvency professionals working across borders

In cross-border matters, the clash between jurisdictions and divergent views continues unabated. The panel will look at the recent “colliding cases” such as Oi and InterCement and examine the hotly debated issues that keep arising. The panel will also explore the various types of risk and liability insolvency professionals face, from personal liability to threats to their physical safety, when they administer the debtor’s affairs in foreign jurisdictions. How big is the gap between control on paper and on the ground in operating entities that are far from city courts? How effective are D&O insurance and court orders when facing down hostile employees that continue to only recognise the former management? What can IPs do to minimise their exposure and gain sufficient “buy in” in order to effectively to steer the operations?

*Chair: James Iremonger, DLA Piper, UAE
Wendy Lin, WongPartnership, Singapore
Jo Robinson, EY Parthenon, UK
Christiaan Zijdeveld, Houthoff, The Netherlands*

14:30 - 15:00

Coffee Break - Sponsored by Gordon Brothers

15:00 - 15:45

INSOL Talks

Jamil Qureshi, Performance Coach, UK

15:45 - 17:00

The evolution of private capital

Increases in interest rates, downward pressure on valuations across multiple asset classes and the trend away from investment in public markets towards investment in funds with increasingly diverse





investment strategies, have seen the increasing use of private credit and other alternative investments in refinancing and restructuring situations. This panel will discuss the increasingly diverse ways in which private capital is being deployed across the capital structure and how oftentimes it is the source of refinancing funding (which may delay or avoid a restructuring altogether) or part of a wider, wholesale restructuring. The unique considerations to be borne in mind by all stakeholders will be discussed within the context of recent transactions.

*Chair: Matthew Prest, Moelis & Company, UK
Simon Granger, GoldenTree Asset Management, UK
Nataliya Salo, CVC Credit, UK
Marc Sole, Sound Point Capital Management, USA
Natalia Tsitoura, Apollo Management International LLP, UK*

17:00 - 17:15

Closing Remarks

17:15 - 19:15

Closing Reception - *Sponsored by The Brattle Group*

