

APAC REGIONAL CONFERENCE

Singapore



20-21 August 2025 | Marina Bay Sands Resort, Singapore



TMA 2025 APAC REGIONAL CONFERENCE

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Turnaround Management Association is proud to bring the inaugural TMA 2025 APAC Regional Conference to Singapore.

Turnaround Management Association (TMA) is the leading international organisation that allows you to build your personal brand and develop your professional network in a resource-rich organisation that boasts the most diverse group of professionals in the turnaround, restructuring and corporate health space.

Attracting Attendees and Sponsors from the APAC region and internationally, this new Conference experience will shine a spotlight on the restructuring, turnaround and corporate renewal expertise of TMA members and the business community.

Dynamic Programming

The innovative programme includes outstanding **Keynotes, industry-focused Panels**. Combined with plentiful **peer-to-peer networking** opportunities, including a **Gala Dinner** at the iconic Raffles Hotel, **TMA NOW Breakfast**, Networking Reception and Lunches, and 1:1 meetings available throughout the event, this opportunity enables you to connect with industry luminaries and key decision makers to take your business forward.

Specific focus on **TMA NOW** (Network of Women) further deepens the conference experience for Event Sponsors and Attendees.

Programme Highlights

- Asia Pacific Capital Menu
- Special Situations Valuation: Tech, Startups & Unicorns
- APAC Special Situation Private Capital
- Insolvency Judges Panel
- Tech In Turnaround
- Airline Turnaround
- Real Estate Finance

TMA NOW Breakfast

Celebrating TMA's Network of Women (NOW) with a dedicated breakfast event and guest speaker.



THANK YOU TO OUR CONFERENCE SPONSORS

Signature



Community



Day 1 lunch



Day 2 lunch



Attendee Badge & Lanyard



Gala Networking Reception




Gala Dinner





TMA NOW Breakfast



DAY 1: WEDNESDAY 20 AUGUST

Time Session	Event	Sponsor
12.30pm	Networking Lunch	
2.00pm	Conference Welcome Meiyen Tan Director, Ascendant Legal LLC (in alliance with Norton Rose Fulbright), TMA SEA President Eva Ringelspacher TMA Global Vice President International Relations, Dr. Wieselhuber & Partner	
	Masters of Ceremony: Matt Becker Partner, Deloitte Blossom Hing SC Director, Drew & Napier	
2.15pm	Fireside Chat: Opening Keynote Patrick Lee CEO of Standard Chartered Bank for Singapore & ASEAN Moderator: Matt Becker Partner, Deloitte Join Patrick Lee, CEO of Standard Chartered Bank for Singapore & ASEAN as he delivers the Opening Keynote, offering strategic insights into Asia's growing influence in the global economy. He will explore the key geopolitical and macroeconomic factors reshaping the region's position on the world stage. Gain a deeper understanding of how urbanisation, technological advancement, and trade integration are driving Asia's economic momentum, and what this means for investment and financing opportunities. Patrick will also examine the reconfiguration of global capital flows and their implications for Asia's role as a rising financial powerhouse, including emerging trends such as the expansion of private credit across the region.	
2.45pm	Break	
3.15pm Session 1	The Asia Pacific Capital Menu: A Hypothetical Jacob Samuel Managing Director Asia Credit, Ares Credit Group Tim Stewart Head of Asia Pacific, Gordon Brothers Moderator: Lachlan Edwards Founder, Faraday Associates This dynamic session brings together leading voices in private credit and restructuring to explore the evolving capital landscape across Asia Pacific. Through hypothetical scenarios and real-world case examples, the panel will unpack alternative capital structures, assess risk-return trade-offs, and examine the practical implications of financing choices—particularly for distressed assets. The discussion will also delve into emerging trends in private credit and direct lending, while addressing valuation complexities in today's volatile market environment.	

DAY 1: WEDNESDAY 20 AUGUST

Time Session	Event	Sponsor
4.15pm Session 2	Special Situations Valuation: Tech, Startups and Unicorns Annabelle Cai Managing Director, Kroll Kelvin Goh Executive Director, Openspace Ventures Moderator: Tan Kai Yun Partner, WongPartnership This session explores the complex world of valuing tech companies, startups, and unicorns in special situations such as restructuring, distress, or cross-border disputes. With a focus on high-growth and early-stage firms, the discussion will address the unique challenges posed by intangible assets, market volatility, and evolving investor sentiment. Attendees will gain insights into specialized valuation methodologies adapted for uncertainty and rapid scalability, as well as legal and regulatory considerations impacting enforcement and outcomes in cross-border tech cases.	
5.00pm	Break	
6.30pm - 10.30pm	Gala Drinks Reception & Dinner Raffles Hotel: Welcome drinks and canapes outside Raffles Ballroom Dinner inside Raffles Ballroom Masters of Ceremony: Matt Becker Partner, Deloitte Blossom Hing SC Director, Drew & Napier	FARADAY  

DAY 2: THURSDAY 21 AUGUST

Time Session	Event	Sponsor
8.00am Session 3	TMA NOW Breakfast Incl soundbath session Eva Ringelspacher TMA Global Vice President International Relations, Dr. Wieselhuber & Partner Maria O'Brien Partner, Clayton Utz	CLAYTON UTZ
9.30am	Welcome	
	Masters of Ceremony: Matt Becker Partner, Deloitte Blossom Hing SC Director, Drew & Napier	
9.45am	Opening Keynote Murali Pillai SC Senior Minister of State, Ministry of Law & Transport, Singapore In this keynote address, Murali Pillai will outline Singapore's strategic advancements in legal and regulatory reform that are cementing its position as a leading restructuring hub in the Asia-Pacific region. The session will highlight Singapore's alignment with international frameworks—such as the UNCITRAL Model Law—and its growing stature as a center for arbitration and mediation. Attendees will also gain insights into broader regional legal developments and cooperative initiatives aimed at enhancing cross-border restructuring outcomes through greater jurisdictional collaboration.	
10.30am Session 4	Investing in Uncertain Times Barnaby Lyons Global Head of Special Situations, Bain Capital In this compelling session, Barnaby Lyons offers a tour de force on the evolving landscape of capital allocation and investment strategy. Against the backdrop of global macroeconomic and geopolitical uncertainty, he will explore how traditional investment principles are being redefined. The session will cover shifts in strategy—such as sector rotation and the rise of alternative asset classes—and bring theory to life through real-world case examples that demonstrate how investors are adapting to change.	
11.00am	Break	

DAY 2: THURSDAY 21 AUGUST

Time | Session

Event

Sponsor

11.30am
Session 5

Panel: Insolvency Judges panel

The Hon. Justice Elizabeth Cheeseman The Federal Court of Australia
The Hon. Mr Justice Jonathan Harris Judge of the Hong Kong High Court
The Hon. Dr. Justice Nani Indrawati, S.H., M.H., Supreme Court of Indonesia
The Hon. Justice Tan Sri Datuk Nallini Pathmanathan The Federal Court, Malaysia
The Hon. Justice Aidan Xu @ Aedit Abdullah, The Singapore High Court
Moderator: Meiyen Tan Director, Ascendant Legal in alliance with Norton Rose Fulbright Singapore

This prestigious panel brings together senior judges from across the Asia-Pacific region to share their perspectives on the evolving landscape of insolvency law and cross-border cooperation. Moderated by Meiyen Tan, the discussion will delve into the jurisprudential differences across key APAC jurisdictions and the critical role courts play in shaping insolvency outcomes.

Panelists will offer insights into recent case law, judicial discretion, and court-led reforms in their respective jurisdictions, including Australia, Hong Kong SAR, Indonesia, Malaysia, and Singapore. Key topics include the recognition of foreign judgments, cross-border insolvency protocols, and the increasing importance of regional judicial cooperation in complex restructuring matters. The session provides a rare opportunity to hear directly from the bench on legal developments shaping the future of insolvency in the region.

12.15pm
Session 6

Fireside Chat: Real Estate Investing in the Asia Pacific Region

Nick Jacobson CEO, Wingate
Gabriel Fong Managing Director, Head of Special Opportunities Group, CapitalLand Investments

Join this fireside chat for a timely discussion on real estate investing across the Asia Pacific region. Moderated by Nick Jacobson, the conversation will explore how investors are navigating a dislocated market shaped by global uncertainty, shifting capital flows, and evolving risk appetites. Gabriel Fong will share practical insights from CapitalLand's experience, highlighting emerging opportunities in commercial and residential sectors, and the growing influence of sustainability and ESG on investment strategy. The session will also examine how geopolitical and economic developments are reshaping the regional real estate landscape.

DAY 2: THURSDAY 21 AUGUST

Time Session	Event	Sponsor
	Masters of Ceremony: Matt Becker Partner, Deloitte Blossom Hing SC Director, Drew & Napier	
12.45pm Session 7	China in Focus Eddie Middleton Managing Director, Alvarez & Marsal Moderator: Jacqueline Chan Partner, Milbank This session takes a deep dive into the complexities of large-scale restructurings in China, with Evergrande serving as a pivotal case study. Moderated by Jacqueline Chan, the discussion will unpack the role of bondholders, their disenfranchisement in liquidation proceedings, and the broader implications for creditor rights. Eddie Middleton will provide firsthand insights into how Chinese authorities approach systemically important corporates in distress and the strategic considerations surrounding jurisdictional enforcement. The session will also explore the evolving role of Hong Kong courts in cross-border insolvencies and their support for liquidators navigating the intricate legal landscape between mainland China and international stakeholders.	
1.15pm	Networking Lunch	Burford MANN & Associates PAC
2.15pm Session 8	Airline Industry Turnarounds Satish Gupta CEO, Alternate Asset Solutions Howard Lam Latham & Watkins Elisa Holmes SC Barrister, Eleven Wentworth Morgan Kelly Partner Strategy & Execution, Ernst & Young Moderator: Rosetta Au Bank of China This session brings together key experts to explore the complex and often turbulent world of airline restructurings. Moderated by Rosetta Au, the discussion will address the unique legal, financial, and jurisdictional challenges facing cross-border airline turnarounds. Satish Gupta will share lessons from the Jet Airways case, offering insights into India's insolvency framework and the role of creditors in aviation restructurings. Howard Lam will reflect on the Hong Kong Airlines experience, highlighting legal complexities, restructuring alternatives, and the involvement of international creditors and regulatory bodies. Elisa Holmes SC and Morgan Kelly will discuss the landmark restructuring of Air Vanuatu. From liquidation to the first statutory compromise of its kind in Vanuatu, this case illustrates how national interest, limited infrastructure, and cross-border service dependencies were managed to recommence operations and pave a path out of liquidation. The session will provide practical takeaways for navigating airline insolvencies in a multi-jurisdictional environment.	

DAY 2: THURSDAY 21 AUGUST

Time Session	Event	Sponsor
3.15pm	Break	
3.45pm Session 9	<p>Closing Keynote: Tech in Turnaround AI and Analytics</p> <p>John Ho Global Head of Legal, Financial Markets, Standard Chartered Bank</p> <p>In this thought-provoking closing keynote, John Ho explores the growing role of AI and advanced analytics in financial distress and restructuring scenarios. He will examine how predictive tools are being leveraged to detect early signs of insolvency and the legal implications when early warnings are overlooked. The session will also address the reliability and risks of AI-driven valuation models in distressed asset appraisal and restructuring negotiations—highlighting concerns around data bias, legal liability, and potential mispricing. Finally, John will tackle the ethical and legal debates around using AI to identify and deprioritise structurally non-viable companies, raising critical questions around transparency, fairness, and regulatory compliance in the use of algorithmic decision-making during turnarounds.</p>	
4.45pm	<p>Closing Remarks</p> <p>Matt Becker Partner, Deloitte</p>	
5.00pm	Networking Reception	
6.30pm	Close	

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