

CHARTING A COURSE

Navigating Capital, Complexity and Change.



2024 TMA Australia Conference & Gala Dinner

PROGRAM AT A GLANCE

Day 1 - Tuesday, 10 SEPTEMBER

Registration Desk Opens: 8.00am

Turnaround Bootcamp Stage 1: 9.00am - 11.00am

Turnaround Bootcamp Stage 2: 11.00am - 12.30pm

Lunch & Networking: 12.30pm - 1.30pm

Conference Sessions: 1.30pm - 6.00pm

Welcome Reception: 6.00pm - 8.00pm

Day 2 - Wednesday, 11 SEPTEMBER

NOW Breakfast: 7.45am - 9.15am

Conference Sessions: 10.00am - 5.30pm

Pre-Dinner Drinks: 6.15pm | Gala Dinner: 7.00pm

Venues

Crown Sydney, 1 Barangaroo Avenue, Sydney

- Conference, Turnaround Bootcamp & NOW Breakfast – Pearl Ballroom, Level 5
- Welcome Cocktail Reception – a'Mare Restaurant, Level 1 (Ground)

Sofitel Sydney Wentworth, 101 Phillip Street, Sydney

- Gala Dinner – Grand Ballroom (Level 3)
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[!\[\]\(166772600a13ad0a433053f90fe45649_img.jpg\) Click here to visit the 2024 TMA Conference website for ticketing, accommodation, program and speakers information](#)



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Elite



Gordon Brothers

Gala Dinner



Premier



Coffee Cart



Welcome Reception

FARADAY

Technology



Session



DAY 1: TUESDAY 10 SEPTEMBER

Time Session	Event	Sponsor
8.00am	Registration Desk Opens	
9.00am	Acknowledgement of Country Welcome Day 1 2024 TMA Conference Co-Chairs Joseph Hansell Senior Managing Director, FTI Consulting Richard Hughes Partner, Deloitte Laura Johns Partner, Norton Rose Fulbright	
9.15am	 TMA Turnaround bootcamp Stage 1 Jason Preston Chairman, McGrathNicol, TMA Australia Vice President (Moderator) Keith Crawford Partner, McGrathNicol Alan Mitchell Partner, Herbert Smith Freehills Alexandra Lockie Senior Associate, Herbert Smith Freehills Manoj Jampala Managing Director, E&P Financial Samantha Findley Managing Director, Capital, Gordon Brothers Led by commercial and legal experts, this interactive case-study will equip you with the strategies and insights to navigate turbulent times and revive struggling organisations. Whether you're a seasoned professional or just starting your career, our bootcamp is designed to benefit individuals at all levels of experience. From beginners seeking a solid foundation to industry veterans looking to refine their skills, our program caters to diverse backgrounds. Don't miss this opportunity to sharpen your commercial and legal acumen and drive impactful change.	
10.45am	Morning Tea	
11.00am	 TMA Turnaround bootcamp Stage 2 Jason Preston Chairman, McGrathNicol, TMA Australia Vice President (Moderator) Keith Crawford Partner, McGrathNicol Alan Mitchell Partner, Herbert Smith Freehills Alexandra Lockie Senior Associate, Herbert Smith Freehills Manoj Jampala Managing Director, E&P Financial Samantha Findley Managing Director, Capital, Gordon Brothers Led by commercial and legal experts, this interactive case-study will equip you with the strategies and insights to navigate turbulent times and revive struggling organisations. Whether you're a seasoned professional or just starting your career, our bootcamp is designed to benefit individuals at all levels of experience. From beginners seeking a solid foundation to industry veterans looking to refine their skills, our program caters to diverse backgrounds. Don't miss this opportunity to sharpen your commercial and legal acumen and drive impactful change.	

DAY 1: TUESDAY 10 SEPTEMBER

Time Session	Event	Sponsor
12.30pm	Lunch & Networking	
1.30pm	<p>TMA Australia Conference Welcome to Country 2024 TMA Conference Co-Chairs Joseph Hansell Senior Managing Director, FTI Consulting Richard Hughes Partner, Deloitte Laura Johns Partner, Norton Rose Fulbright</p>	

1.45pm
 Session 01


Opening Keynote
Collateral Damage: The rise and spread of lender-on-lender violence

Heather Lennox Practice Leader Business Restructuring & Reorganization, Jones Day, New York


Born in the USA, the phenomenon of “lender on lender violence” is now sweeping through the UK and European financial markets. While the Australian economic and cultural landscape differs from other financial centres, it has fundamentally changed since the last economic downturn. Private capital is now a key player on the Australian stage and is shifting the dynamics in corporate restructurings. We are already seeing some attempts to import US-style liability management transactions onto our shores. While this creative financial engineering can provide a stressed business with new liquidity for a turnaround, liability management transactions typically benefit certain lenders at the expense of others. How did we get here? How do these structures work? Can they be stopped? And to what extent will they play out here? Join Heather Lennox, Jones Day’s global head of restructuring, for answers to these questions and more. Heather has been at the forefront of both structuring value-maximising turnaround solutions delivered by private capital, as well as representing stakeholders in the courtroom battles contesting liability management transactions. She will share cross-border perspective on lender-on-lender violence and potential implications for Australia.



DAY 1: TUESDAY 10 SEPTEMBER

Time Session	Event	Sponsor
<p>2.30pm Session 02</p>	<p>SunCable – Powering the Future Jeremy Kwong-Law Chief Investment Officer, Grok Ventures Shayne Dube Executive Director, MA Moelis Australia Camilla Clemente Partner, Ashurst David McGrath Senior Managing Director, Corporate Finance & Restructuring, FTI Consulting</p> <p>Join us for an in-depth exploration of SunCable, one of the most high-profile restructurings of 2023. This session delves into the recent restructuring of this ambitious renewables developer and examines the opportunities and challenges tied to its flagship project, the Australia-Asia Power Link. Discover the intricacies behind the project’s giga-scale vision, its impact on the renewable energy landscape, and the strategic moves shaping its future. Gain valuable insights of this groundbreaking initiative and its implications for global energy sustainability.</p>	



<p>3.05pm</p>	<p>Afternoon Tea</p>	
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<p>3.30pm Session 03</p>	<p>AGL - the Transition in Action Brad Williams Programme Director - Site Transition, AGL Energy Teagan Cronin Divisional Governance and Excellence Manager - Site Transition, AGL Energy</p> <p>AGL, a household name providing essential services for over 180 years. In 2022 AGL emerged with a refreshed Board, Executive Team and an assertive decarbonisation strategy as articulated to the market in the Climate Transition Action Plan. The approach at AGL to transition away from fossil fuels is showcased by the closure of the iconic Liddell Power Station in 2023. The commitment of AGL to deliver a safe and respectful transition of the site to an Energy Hub future is hallmarked by a supported transition of the workforce, open and proactive engagement with the community and regulators, and tackling the multiple technical challenges with a Can Do: Will Do attitude.</p>	
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DAY 1: TUESDAY 10 SEPTEMBER

Time Session	Event	Sponsor
4.00pm Session 04	<p>Discovering Financial Opportunities: Mastering the Shifts in Alternative Credit and Debt in Australia</p> <p>Zina Edwards Partner, Hamilton Locke, TMA Australia President, (Moderator) Anastasia Englebrecht Associate Director, Longreach Credit Investors Josh Hallowell Executive Manager, Valuation & Advisory, Pickles Hugh Selleck Managing Director, GCI</p> <p>An in-depth examination of Australia's rapidly evolving alternative credit and debt landscape. The session will cover advanced debt management techniques, including leveraging alternative data for risk evaluation and optimising debt restructuring strategies. We'll also delve into the impact of new regulatory frameworks aimed at improving transparency and safeguarding consumers within the credit and debt markets. This discussion is designed to provide industry professionals with practical insights and actionable knowledge to navigate these significant changes and seize emerging opportunities in the sector.</p>	Pickles
4.40pm Session 05	<p>Brain Power</p> <p>Todd Sampson Former chairman and CEO of Leo Burnett and co-creator of Earth Hour</p> <p>Todd will not only take you behind the scenes of this extraordinary scientific journey, he will also provide you with the practical tools, strategies and techniques to improve your brain. We are all capable of more than we realise, and modern science is showing us how.</p>	BLACKWALL LEGAL
5.45pm	Wrap up comments / Closing remarks	
6.00pm - 8.00pm	Welcome Cocktail Reception a'Mare Restaurant, Level 1 (Ground), Crown Sydney	FARADAY

DAY 2: WEDNESDAY 11 SEPTEMBER

Time Session	Event	Sponsor
7.15am	<p>NOW Breakfast The Duplicity of Empowerment Tracey Warren Founder & CEO, F5 Collective</p> <p>Empowerment is a buzzword in modern business. We talk about it in our mission statements, we tout it in our marketing materials and we strive to implement it in our workplaces. An empowered workforce is crucial for retention, organisational resilience, enhanced reputation and better customer experiences but the dual nature of empowerment comes with a reality check that many leaders often overlook. Let's delve into what an empowered workforce actually means and how to ensure empowerment works in favour of both the employees and the organisation.</p>	
9.15am	<p>NOW Networking & Conference Registrations</p>	
10.00am	<p>Acknowledgement of Country Welcome Day 2 2024 TMA Conference Co-Chairs Joseph Hansell Senior Managing Director, FTI Consulting Richard Hughes Partner, Deloitte Laura Johns Partner, Norton Rose Fulbright</p>	
10.15am	<p>TMA Global Update TMA CEO Scott Stuart</p> <p>TMA is many things to many people, but at its core it is about community that raises up our professionals to be the very best they can be by supporting each other, the restructuring community and celebrating the diversity that makes us who we are. Hear TMA CEO Scott Stuart share about the community we are all a part of that makes us #bettertogether and #tmaproud.</p>	
10.30am Session 06	<p>All Politics is History: America in the age of Trump Nick Bryant Foreign Correspondent and American Specialist</p> <p>During his distinguished career with the BBC, Nick Bryant came to be regarded as one of its finest foreign correspondents and also its leading authority on the United States.</p>	

DAY 2: WEDNESDAY 11 SEPTEMBER

Time Session	Event	Sponsor
11.00am Session 07	<p>Key turnaround insights from the Alvarez & Marsal-TMA annual Turnaround Survey</p> <p>Neil Hayward Managing Director, Alvarez & Marsal</p> <p>The Alvarez & Marsal - TMA Australia survey collects key insights and opinions from a diverse group of turnaround practitioners to present a snapshot of the current turnaround and restructuring trends in Australia.</p>	
11.15am Session 08	<p>The human factor: Why we need to elevate these 5 core skills to thrive in an AI world</p> <p>Nick Abrahams Futurist & Global Head of Digital Transformation Practice, Norton Rose Fulbright</p> <p>Join one of Australia's most entertaining, informative and thought-provoking speakers, Nick Abrahams as he explores the profound impact of Artificial Intelligence on the business landscape. Find out exactly how AI is fundamentally reshaping the corporate world! And while AI might make it easier to become competent, how do you become exceptional? Nick will then discuss five timeless human skills which, when enhanced by technology, become remarkable differentiators for you in an increasingly complex landscape. As technology marches forward, our unique human qualities become even more valuable. Nick will explain why Service, Communication, Relationships, Curiosity & Adaptability are the crucial keys to success in the age of AI.</p>	
11.55am	Morning Tea	
12.15pm Session 09	<p>A new dawn: how Scyne Advisory was spun out of PwC</p> <p>Adrian Loader Founder and Managing Director, Allegro Funds Fay Bou Partner and Managing Director, Allegro Funds Richard Gwilym Acting CEO and Managing Partner, Scyne Advisory Melita Swartz Human Capital Operating Partner, Allegro Funds Diane Rutter NSW Lead Managing Director, Scyne Advisory (Moderator)</p> <p>Hear from Allegro's Adrian Loader, Fay Bou and Melita Swartz, joined by Scyne's Acting CEO & Managing Director, Richard Gwilym, and Managing Director, Diane Rutter as they share about the unique partnership formed to execute a complex restructuring and corporate carve out of PwC's public sector consulting business and the vision led approach to establishing a new leader in the public sector consulting business in Australia.</p>	 <p>McGrathNicol</p>
1.15pm Session 10	<p>Has the bubble burst? Navigating complexity and change in the current electric vehicle (EV) landscape (video)</p> <p>Delve into the evolving and ever-changing EV sector, exploring the trials and tribulations being faced by the industry, what the future holds for EV technology, and what it means for the turnaround community and society as a whole.</p>	

DAY 2: WEDNESDAY 11 SEPTEMBER

Time Session	Event	Sponsor
1.30pm	Lunch	
2.15pm Session 11	<p>Forecast Asia</p> <p>Dr Geoff Raby AO Former Ambassador to China, Geoff Raby & Associates</p> <p>Dr Geoff Raby, former Australian Ambassador to China dissects China's economic and political tailwinds and headwinds.</p>	KING & WOOD MALLESONS 金杜律师事务所
2.50pm Session 12	<p>Unlocking Potential: Risks and Rewards in Commercial Real Estate Investments in Asia and Australia</p> <p>Cosimo Borrelli Managing Director, Global Head, Restructuring, Kroll Ben Coughlin Managing Director of Real Estate, Oaktree Capital Management, L.P. Stephen Allan Managing Director, BlackRock Private Credit Taline Chater Partner, Mills Oakley (Moderator)</p> <p>This discussion will delve into the commercial real estate (CRE) sector, revealing both hidden opportunities and critical risks. Cosimo Borrelli, Managing Director at Kroll Hong Kong, will analyse the volatile CRE markets of China and Hong Kong. Drawing on his extensive experience in transforming distressed assets, he will offer insights into how these dynamics might influence the investment environment in Australia.</p> <p>Stephen Allan, Managing Director at BlackRock Private Credit, and Ben Coughlin, Managing Director of Real Estate at Oaktree Capital Management, L.P., will examine the latest trends in the Australian CRE market. They will address aspects such as market valuations, transaction structures, and innovative risk management strategies, as well as explore emerging asset classes like data centres and other high-growth investment opportunities.</p>	MO MILLS OAKLEY
3.25pm Session 13	<p>Industry transformation - using today's imperative as a catalyst to unlock long-term value</p> <p>Naomi James (former) CEO of Channel Infrastructure</p> <p>During her tenure, Naomi James led Refining NZ, the NZX-listed company that owned and operated New Zealand's sole oil refinery and nationally significant fuel storage and distribution infrastructure. Under her leadership, in just three years, the company underwent a remarkable transformation from a capital intensive, commodity-exposed business with volatile earnings to a consistent performer with stable earnings, supportive Government policy and new sources of growth and capital. The company that emerged - re-named Channel Infrastructure — is the largest fuel infrastructure company in New Zealand and was the best-performing stock on the NZX in 2022.</p>	CLAYTON UTZ

DAY 2: WEDNESDAY 11 SEPTEMBER

Time Session	Event	Sponsor
4.00pm	Tea Break	

4.15pm
Session 14

Genesis, Exodus, Judges, and Numbers - Chronicling a restructuring of biblical proportions

James Marshall Head of Restructuring, Ashurst

Jim McKnight Managing Director, Financial Restructuring, Houlihan Lokey

Alinta Kemeny Partner, Ashurst

In 2023, GenesisCare (GC), one of the world's largest integrated cancer care businesses faced an extremely challenging financial position. An unsuccessful expansion into the US, the effects of the COVID-19 pandemic and ongoing regulatory issues, had all led to a substantial strain on the businesses' liquidity and over US\$1.8b in outstanding finance debt. In this session, we will talk about how this Australian headquartered business was restructured through a US Chapter 11 process (including a change in governing law and the provision of super priority DIP financing). This fascinating case study highlights the influence and importance of private capital and the US financial and legal system from an Australian perspective. The successful restructuring allowed GC to record year-on-year growth in treatment volumes despite the ongoing restructuring and to emerge with a low level of debt relative to its industry peers. Its Australian doctors have remained in place following a re-setting of their equity and incentive arrangements, allowing for further investment in patient care for cancer.

Ashurst

4.45pm
Session 15


The comeback of Australia's travel giant - Flight Centre

Graham 'Skroo' Turner Global Managing Director and CEO, Flight Centre Travel Group

Graham 'Skroo' Turner transitioned from a successful veterinary career to embark on his travel industry career. After co-founding a budget travel operation across Europe, North Africa, and Asia using a converted bus, he came back to Australia to found the Flight Centre Travel Group. Flight Centre has grown under Skroo's leadership to become a global travel giant and sells more than \$23B of flights every year. As a global travel business, Flight Centre was significantly impacted by COVID-19. Skroo will tell Flight Centre's remarkable story of how it was able to turnaround during the COVID-19 crisis and how it returned to the successful business it is today. We are delighted to welcome him as a key participant in our TMA program this year.

Deloitte.

DAY 2: WEDNESDAY 11 SEPTEMBER

Time Session	Event	Sponsor
5.15pm	<p>2024 TMA Australia Conference Close</p> <p>2024 TMA Conference Co-Chairs</p> <p>Joseph Hansell Senior Managing Director, FTI Consulting</p> <p>Richard Hughes Partner, Deloitte</p> <p>Laura Johns Partner, Norton Rose Fulbright</p>	
7pm – 10.30pm	<p>TMA Australia Gala Dinner</p> <p>Sofitel Wentworth Sydney – Wentworth Ballroom</p>	
6.30pm	<p>Pre-dinner drinks</p>	
7.00pm	<p>Gala Dinner</p>	
	<p>2024 TMA Australia Awards</p>	
	<p>Dinner Guest Speaker</p> <p>Joe Aston National Columnist</p>	