



भारतीय दिवाला और शोधन अधकता बोर्ड
Insolvency and Bankruptcy Board of India

INSOL
India

INTERNATIONAL CONCLAVE 2026

INSOLVENCY & RESTRUCTURING IN INDIA



28th January (9:00AM to 5:00PM)



Le Meridien, New Delhi(Sovereign I & II)



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PROGRAM SCHEDULE

Time	Session	Details / Proposed Speakers
08:30AM – 09:30AM	Delegate Registration	—
09:30AM – 10:45AM	Inaugural Session	<ul style="list-style-type: none"> • Welcome Address – Ms. Pooja Mahajan, President, INSOL India • Special Address – Dr. Bhushan Kumar Sinha, Whole time member, Insolvency and Bankruptcy Board of India • Special Address – Mr. Ravi Mital, Chairperson, Insolvency and Bankruptcy Board of India • Special Address – Ms. Deepti Gaur Mukerjee, Secretary, Ministry of Corporate Affairs • Special Address – Mr. M. Nagaraju, Secretary, Department of Financial Services • Chief Guest – Hon'ble Justice (Retd.) Ramalingam Sudhakar, President, NCLT
10:45AM – 11:00AM	Tea Break	
11:00AM – 12:00PM	Panel I – 10 Years of the Insolvency and Bankruptcy Code, 2016	<p>10 Years of the Insolvency and Bankruptcy Code, 2016 As the Insolvency and Bankruptcy Code, 2016 ("IBC, 2016") completes ten years, it stands as one of India's most significant economic reforms. Over the past decade, the IBC, 2016 has brought a fundamental shift in the insolvency framework by promoting time-bound resolution, strengthening credit discipline, and improving transparency and confidence in the system. In this context, speakers may reflect on key achievements of the Code, including landmark resolutions, improvements in recovery behaviour, and its impact on creditor-debtor dynamics. The discussion can also focus on practical learnings from implementation, evolving jurisprudence, and the role played by institutions such as the NCLT, insolvency professionals, and creditors. While the framework continues to evolve, this milestone offers an opportunity to share experiences from the ground and deliberate on how the IBC, 2016 can further mature through process efficiencies, reduced litigation, and targeted reforms to support sustainable growth and a resilient economy in the years ahead.</p> <p>Proposed Speakers:</p> <ul style="list-style-type: none"> • Justice Shri A.K. Sikri, Hon'ble Former Judge, Supreme Court of India; Presently, Judge, Singapore International Commercial Court (Online) • Sh. Jayanti Prasad, Whole Time Member, IBBI • Mr. Abizer Diwanji, Founder, Neostrat • Ms. Antonia Menezes, Senior Financial Sector Specialist, World Bank (Online) • Moderator: Mr. Suharsh Sinha, Senior Partner, Practice Area Banking & Finance Financial Services Restructuring & Insolvency (AZB)
12:00PM – 01:00PM	Panel II –Asset Tracing, Enforcement & Recovery	<p>Asset Tracing, Enforcement & Recovery Asset tracing, especially cross border asset tracing has become increasingly important in insolvency and enforcement proceedings as Indian businesses hold assets across multiple jurisdictions. Effective identification and preservation of assets is critical to maximising value and protecting stakeholder interests. In this context, speakers can discuss the practical challenges faced in tracing assets within and across borders, including information asymmetry, jurisdictional limitations, and delays in recognition and enforcement. In India, courts and insolvency professionals have demonstrated the ability to engage with foreign jurisdictions, as seen in cases such as Jet Airways, which highlighted the benefits of structured cross-border cooperation. The discussion can further focus on the need for clearer statutory recognition of foreign proceedings, development of formal cooperation frameworks with overseas courts and regulators, increased reliance on information-sharing protocols and technology, and focused capacity building for insolvency professionals and enforcement agencies. These measures can significantly enhance efficiency, certainty, and outcomes in cross-border insolvency matters.</p> <p>Proposed Speakers:</p> <ul style="list-style-type: none"> • Mr. Sandip Garg, Whole Time Member, IBBI • Mr. James Noble, Partner, Head of Litigation, Insolvency and Restructuring, Asia, Carey Olsen, Singapore • Mr. Mark J Forte, Partner, Head of BVI Litigation and Restructuring, Coneyers, BVI • Mr. Keith Han, Partner, Oon and Bazul, Singapore • Ms. Pooja Bahry, Insolvency Professional and Treasurer, Executive Committee, INSOL India • Moderator: Mr. Saurav Panda, Partner, Shardul Amarchand Mangaldas
01:00PM TO 1:45PM – LUNCH		



PROGRAM SCHEDULE

01:45PM – 2:45PM	Panel III – Out-of-Court Workouts & Pre-Pack Solutions	<p>Out-of-Court Workouts & Pre-Pack Solutions It is increasingly recognised as an effective and pragmatic tool for resolving financial stress by offering speed, flexibility, and preservation of enterprise value outside formal insolvency proceedings. In the Indian context, this discussion can focus on the importance of early identification of stress and timely engagement between debtors and creditors, the role of banks and financial institutions in driving consensus-led restructurings, and how existing regulatory frameworks can be used more effectively to support such arrangements. Speakers may also deliberate on standardisation of restructuring processes, the need for greater certainty and enforceability of workout agreements, and the role of independent professionals in facilitating negotiations. Finally, the panel can explore how out-of-court workouts can work in harmony with the IBC to reduce litigation, ease pressure on tribunals, and deliver quicker and more sustainable resolutions.</p> <p>Proposed Speakers:</p> <ul style="list-style-type: none"> • Mr. Sudhaker Shukla, Former Whole Time Member, IBBI • Mr. James Alexio, Managing Director, Kroll Singapore • Mr. Jamie H.M. Sprayregen, Vice- Chairman, Global Strategy and Growth, Hilco Global • Mr. Rob Downey, Senior Manager, Bank of England, UK • Mr. Rajat Goyal, Principal Investment Officer, SWAMIH Fund • Moderator: Mr. Pulkit Gupta, Partner, Restructuring and Turnaround Strategy, EY
02:45PM – 03:45PM	Panel IV – Financing Distressed Acquisitions & Special Situations	<p>Financing Distressed Acquisitions & Special Situations Financing distressed acquisitions has emerged as a critical enabler of successful insolvency resolutions and value maximisation under the IBC framework. Access to timely and flexible capital allows resolution applicants to acquire stressed assets, stabilise operations, and unlock long-term value. In this context, speakers can discuss the growing role of investors such as private equity funds, alternative investment funds, special situation funds, and strategic investors in driving distressed acquisitions in India. The discussion may also focus on investor considerations including risk appetite, return expectations, certainty of process, enforceability of rights, and exit pathways. Panelists can further deliberate on challenges relating to deal structuring, pricing, regulatory clarity, and availability of acquisition and bridge financing. Enhancing investor confidence through predictable timelines, transparent processes, and clear priority frameworks can significantly deepen investor participation, improve resolution outcomes, and strengthen India's distressed investment ecosystem.</p> <p>Proposed Speakers:</p> <ul style="list-style-type: none"> • Mr. Steven T. Kargman, President, Kargman Associates, USA • Mr. Ashok Kumar, Head Legal, Bird & Bird (Singapore) • Mr. Akash Suri, Group Chief Executive Officer Authum Investment and Infrastructure Limited • Mr. Apoorv Madhup, Managing Director and Head - India Financing, Deutsche Bank • Mr. Abdul Kader Suriya, Chief Investment Officer, SWAMIH Fund • Moderator: Mr. Soumitra Majumdar, Partner, JSA
03:45PM – 04:45PM	Panel V – UNCITRAL Model Law & Cross-Border Insolvency	<p>UNCITRAL Model Law & Cross-Border Insolvency The UNCITRAL Model Law on Cross-Border Insolvency offers a globally recognised framework for cooperation and coordination in cross-border insolvency cases, aiming to promote fairness, efficiency, and maximization of asset value across jurisdictions. As India's Insolvency and Bankruptcy Code (IBC) continues to evolve, the Model Law provides valuable reference principles that can enhance India's approach to cross-border cases, particularly in matters of recognition, information sharing, and cooperation with foreign courts and regulators. In this context, speakers can discuss the core features of the UNCITRAL Model Law – including mechanisms for recognition of foreign proceedings, coordination of concurrent cases, and cross-border communication – and how these align with or differ from India's current framework under the IBC. The discussion may also focus on practical challenges India faces in adopting Model Law principles, such as statutory incorporation, courts' receptivity, and operational readiness of insolvency professionals. Further, panelists from different jurisdictions can share their experiences with implementing the Model Law, highlighting best practices, pitfalls to avoid, and outcomes achieved in their respective countries. Such comparative insights can inform deliberations on potential pathways for India to strengthen its cross-border insolvency regime, improve predictability for international creditors, and foster greater confidence among global investors.</p> <p>Proposed Speakers:</p> <ul style="list-style-type: none"> • Ms. Samira Musayeva, Senior Legal Officer, UNCITRAL (Online) • Mr. Scott Atkins, Global Head of Restructuring, Norton Rose Fulbright Australia (Online) • Ms. Rebecca Parry, Professor, Nottingham Law School (Online) • Mr. Sumant Batra, Insolvency Lawyer: President, Insolvency Law Academy • Ms. Sharon Chong, Partner, Skrine Advocates and Solicitors, Malaysia • Moderator – Ms. Saloni Kothari, Group General Counsel, BDO India Services Pvt. Ltd
04:45PM ONWARDS	Hi - Tea & Networking	

DISCUSSION & INSIGHT

- 10 Years of the Insolvency and Bankruptcy Code, 2016
- Asset Tracing, Enforcement & Recovery
- Out-of-Court Workouts & Pre-Pack Solutions
- Financing Distressed Acquisitions & Special Situations
- UNCITRAL Model Law & Cross-Border Insolvency

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