



BACK TO MOTOWN FOR THE FUTURE OF RESTRUCTURING

September 20-21, 2021
Detroit, MI

Participating Chapters

Chicago • Detroit • Minnesota • Missouri • Ohio • West Michigan



Chicago/Midwest

WELCOME TO MARC 2021



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EDSI Solutions



John Dimovski
Harmon Partners



Mike Rosow
Winthrop & Weinstine PA



Brian Stewart, CTP
The Keystone Group

On behalf of the Detroit, Chicago/Midwest, Minnesota, Missouri, Ohio and West Michigan chapters of the Turnaround Management Association, we cordially invite you to join us for the premier restructuring conference in our region: The 13th Annual Mid-America Regional Conference (MARC). We are excited to welcome everyone to this in-person event, which will take place September 20-21 at the Westin Book Cadillac in Detroit. The theme for this year's event is, "Back to Motown for the Future of Restructuring."

To many in the industry, Detroit is considered the mecca for restructuring. The automotive industry has historically been at the forefront of being impacted by economic recessions and finding solutions to overcome the problems that come along with them. Detroit is also the origin of some of the founding fathers of financial restructuring such as AlixPartners and Conway MacKenzie. So while there are plenty of uncertainties about what level of restructuring to expect in 2021 and beyond, and what the future of restructuring holds, we are certain that we are in the right town to figure it out!

Who better to help us answer many of the questions we have about the future of restructuring than some of the industry Titans who led the way when it all started? We were fortunate to secure and pleased to announce a panel consisting of some of the nation's best financial and legal restructuring advisors, including Al Koch (AlixPartners), Kimberly Rodriguez (Huron Capital), Jack Butler (Birch Lake Holdings), James Stempel (Kirkland & Ellis), Steve Wybo (Conway MacKenzie) and Heather Lennox (Jones Day). This esteemed panel will be moderated by Dan Weiner (Schafer & Weiner) who will ask challenging questions about the origins of restructuring, how it has evolved, and what the future holds.

We are also excited to welcome two fascinating keynote speakers: James Weakly, President of Lake Carriers' Association; who brings a unique perspective on the sheer magnitude of our nation's reliance on the locks at Sault Ste. Marie, its

comprehensive remake after decades of neglect, and various what if scenarios (imagine if our air traffic control system went down....), and Dr. David E. Cole, Chair of AutoHarvest, Chair Emeritus, Center for Automotive Research, Chair Building America's Tomorrow and Prof. Emeritus, University of Michigan Engineering who will share insights on "The Auto future: Fast, Furious and Uncertain."

And that's not all. In addition to the Titan's panel and our two fabulous keynotes, there are three other panels planned: Post-Pandemic Restructuring, Lenders & Workouts, and Private Equity & Distressed Investing PLUS the highly regarded Capital Showcase Reception that will include over 20 firms and great networking.

In addition to hosting a private event for our NextGen attendees, the MARC Conference Committee has added a new twist to this year's event by including an exclusive Sunday evening "Dining in the D" event that you won't want to miss – make sure to RSVP as tickets to this event are limited to 50 and will most certainly go quickly! Members will go on a bus tour hosted by Chef Pete Loren to 4 of Detroit's finest restaurants and end the evening at a venue with a rooftop view of Detroit.

We would like to thank this year's planning committee, who has worked tirelessly over the past year juggling the challenges the pandemic presented us to get us where we are today. We would also like to give special recognition to this year's Conference Sponsors: Fifth Third Business Capital, Honigman LLP, and Harney Partners. Thank you for your generous support.

The MARC presents a great opportunity to experience the tremendous renaissance that has taken place in the City of Detroit. We are excited to showcase newly established businesses fantastic restaurants and entertainment venues that have recently opened. We encourage our members to drive attendance and we look forward to seeing you there.

AGENDA

MONDAY, SEPTEMBER 20

- 10:30 am** Registration Desk Opens
- 11:30 am** Conference Opens/Lunch Buffet
- 1:00 pm** Welcome - Opening Remarks
- 1:30 pm** **Panel #1 of 4 - Titans**
- 2:30 pm** Break (30 min)
- 3:00 pm** **Panel #2 of 4 - PE/Capital Markets**
- 4:00 - 5:30 pm** Capital Showcase
- 5:30 pm** NextGen Reception (or Activity)
- 6:30 pm** Dine Arouds
- 8:30 - 10:30 pm** Nightcap Reception

TUESDAY, SEPTEMBER 21

- 7:30 pm** Registration Opens/Breakfast Buffet
- 8:30 am** **Keynote Speaker**
Dr. David Cole - University of Michigan (Automotive Discussion)
- 9:30 am** Break (15 min)
- 9:45 am** **Panel #3 of 4 - Restructuring Post-Pandemic**
- 10:45 am** 1 Break (15 min)
- 11:00 am** **Panel #4 of 4 - Lender/Workout**
- 12:00 pm** Lunch Buffet
- 12:30 pm** **Keynote Speaker**
Jim Weakly - President, Great Lakes Carriers Association
- 1:30 pm** Conference Closes

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Monday - September 20

1:30pm - Titans

Learn from over a combined 200 years of industry leader experiences. What attracted these Titans to the distressed/turnaround space in the first place? Hear insights of lessons learned, industry prognostics and overviews of their respective practices.

MODERATOR

Laura Marcero, CPA, CIRA

Managing Director,
Huron Consulting Group

PANELISTS

Steven Wybo

Sr. Managing Director,
Conway MacKenzie, Inc.

James A. Stempel

Partner (retired), Kirkland & Ellis, LLP

Al Koch

Managing Director, AlixPartners

Heather Lennox

Partner-in-Charge, Jones Day

Kimberly (Davis) Rodriguez

CEO, Interim Management

3:00pm - Private Equity Panel

Today's distressed investing landscape is challenged by limited deal opportunities, plenty of competition and risks inherent in buying something that is at least underperforming, if not deeply distressed.

Discussion will center on the state of current deal activity, how they find opportunities and how they create value.

- Status of deal activity (through 8/30/21 and expectations for Q4)
- Impact from Net New Money (NNM) vs. Assets Under Management (AUM)
- Current pricing multiples
- Impact on activity from tax law uncertainty in light of possible increase in capital gain taxes
- SPAC scrutiny (real or perceived) effect on competition and possible exit strategy
- Common areas of performance improvement on investments
- War Stories of deeply distressed recoveries and renewal
- ESG (environmental, social and governance) Considerations
- Expectations of continued bank/senior debt covenant defaults and consequential delaying identification of deteriorating credits

MODERATOR

Robert G. Goldstein

Rally Capital Advisors

PANELISTS

Erin E. Broderick

Partner, Honigman LLP

Scott Eisenberg

Managing Director,
Capstone Headwaters

Kyle Ascher

Monroe Capital

Jeff Stone

Managing Director,
Speyside Equity

Charles Asfour

Aves Capital

Tuesday - September 21

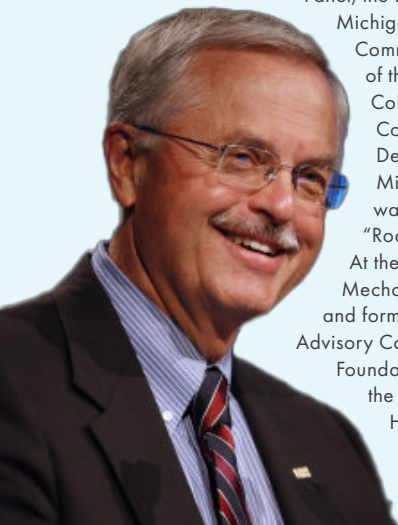
8:30 a.m. - Keynote

Dr. David Cole

Chairman Emeritus, Center for Automotive Research
Chairman, AutoHarvest
Chairman Building America's Tomorrow

David E. Cole is the Chairman Emeritus of the Center for Automotive Research (CAR) in Ann Arbor, Michigan, Chairman of AutoHarvest and Building America's Tomorrow. He was formerly Director of the Office for the Study of Automotive Transportation (OSAT) at the University of Michigan Transportation Research Institute and an engineering professor at the University of Michigan. He has worked extensively on internal combustion engines, vehicle design, and overall automotive industry trends.

Dr. Cole's recent research has focused on strategic issues related to the restructuring of the International Auto industry and trends in globalization, leadership, technology, market factors, and human resource requirements. He is chairman of AutoHarvest, an organization created to facilitate the flow of intellectual property in and out of the auto industry and within the industry. He is also chairman of Building America's Tomorrow, an organization aimed at increasing the number of K-12 students considering careers related to manufacturing. He was formerly a member of the Energy Engineering Board of the National Research Council, the U.S.-Canada Free Trade Pact Select Panel, the NASA subcommittee on Energy and the Michigan Strategic Economic Investment and Commercialization Board. He is also director of three automotive related companies. Dr. Cole was formerly a member of the Executive Committee of the Michigan Economic Development Corporation (MEDC) and the Michigan Renewable Fuels Commission. He was formerly co-chair of Detroit Renaissance's "Road to Renaissance" Project in the fall of 2006. At the University of Michigan he is a member of the Mechanical Engineering External Advisory Board and formerly a member of the Biological Station Advisory Committee. He is a member of the Denso Foundation Board and the Executive Committee of the Ohio State Center for Automotive Research. He was formerly a member of the Business Development Committee of Ann Arbor Spark. He is currently a member of the Prof.



Sam Wu Manufacturing Leadership award committee. Dr. Cole was formerly a director of the Automotive Hall of Fame, the Original Equipment Suppliers Association and member of the Board of Trustees of Hope College.

He is active in SAE, including serving two terms on the Board of Directors. In February 1986, he was named a fellow of SAE. He is also active in the Engineering Society of Detroit and was elected to fellow status in 1990. In 2000, he received the Engineering Society's highest award, the Horace H. Rackham medal. He is also a member of the Society of Manufacturing Engineers and was elected to fellow grade in 2009. In 1993, he received the National Automobile Dealers Association Foundation's International Freedom of Mobility Award. In 1994, Design News selected Dr. Cole as one of eight engineering leaders, and he was also selected to receive Sweden's Order of the Polar Star. He is listed in Marquis' Who's Who in America and the World. In the summer of 2013 Dr. Cole was inducted into the Automotive Hall of Fame, the industry's highest honor.

In the fall of 1998, Dr. Cole was named as the Marketing Educator of the Year by the Society of Marketing Executives. Additionally, he received the 1998 Rene Dubos Environmental Award for his contributions to the industrial ecology of the automobile and in 1999 received the Chevalier of the National Order of Merit from France. In addition, he received the 2008 Mechanical Engineering Distinguished Alumni Award from the University of Michigan

Dr. Cole also has been and is actively involved in the start-up of nine different Ann Arbor-based companies. His technical and policy consulting experience includes a variety of assignments for industry, labor, and government and he has spoken to more than 1000 different groups on automotive issues. He has been a judge at the Concourse d'Elegance in Michigan, a judge in the E & Y Michigan Entrepreneur of the Year Competition and a judge for the Society of Plastic Engineers, products of the year competition.

Dr. Cole received his B.S.M.E. and Mathematics, M.S.M.E. and Ph.D. from the University of Michigan and an honorary doctorate from Cleary University.

9:45 am - Restructuring Post-Pandemic

At the outset of the 2020 Pandemic, all bets were that the work for restructuring professionals would explode. However, the opposite occurred. Why was this? What were the reasons? Now that the Pandemic is ending, what is the current outlet for work for restructuring professionals. We have assembled a group of knowledgeable speakers who will each weigh in on this issue and provide guidance on what to expect in the near future.

MODERATOR

David Levy
Summit Investment Management /
Keen-Summit Capital Partners

PANELISTS

Paul Schapira
Newpoint Advisors

Tom Goldblatt
Ravinia Capital

Hannah Robb
Eastward Partners

Scott Opincar
McDonald Hopkins

11:00am - Lender/Workout

A unique workout lending perspective on the numerous signs facing today's distressed deals. Panelists will improve your visibility and preparedness in maneuvering through these obstacles facing syndications, regional banks, and growing credit union presence.

MODERATOR

Mike Wolf

Fifth Third Business Capital

PANELISTS

John Hecker

Senior Vice President, KeyBank

Traci Courter-Quillan

First Vice President, Mercantile Bank

Gino Saliccioli, CTP

Vice President, Portfolio Management, Michigan Business Connection

Brandon Karpeles

Wintrust Bank

12:30 p.m. - Keynote

Jim Weakley

President of Lake Carrier's Association

Jim Weakley has served as President of Lake Carriers' Association since January 16, 2003. As chief spokesman for U.S.-flag Great Lakes carriers, he represents the industry on a wide range of issues affecting vessel operations. A 1984 graduate of the U.S. Coast Guard Academy, he sailed aboard the USCG Cutter MIDGETT as an Engineering Officer. Shoreside assignments included Pollution Response and Vessel Inspection, as well as Search and Rescue (SAR).

Mr. Weakley entered the private sector in 1993 when he joined The Interlake Steamship Company as Personnel Director. During his career with Interlake (one of the largest U.S.-flag carriers on the Great Lakes), he advanced to the position of Operations Manager. He remained in the Coast Guard Reserve and was recalled to active duty following the events of September 11, 2001 and became a founding member of the Maritime Security Division for the Ninth Coast Guard District. He retired from the Coast Guard as a Commander after 23 years of active and reserve service.

Mr. Weakley is a member of the Board of Directors of America's Maritime Partnership, the Washington, DC-based coalition that promotes Jones Act shipping in our nation's capital. He is also an officer of the Great Lakes Maritime

Task Force, a regional labor/management coalition that focuses on Lakes issues. He serves as chairman of the Great Lakes Maritime Academy's Board of Visitors and is one of Ohio's Great Lakes Commissioners.

Mr. Weakley earned a Masters of Business Administration from the Executive Program at Case Western Reserve University in 1999.

With roots that trace back to 1880, Lake Carrier' Association is one of the oldest trade associations in the country. Today the Association represents 13 American corporations that operate 45 vessels. Major cargos include iron ore for the steel industry; coal for power generation; and limestone for the construction industry. In a typical year, LCA's members will haul more than 100 million tons of dry- and liquid-bulk cargo.



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HOTEL LOCATION & INFORMATION



Monday, **September 20**, 2021 – Tuesday, **September 21**, 2021



The Westin Book Cadillac Detroit

1114 Washington Blvd.
Detroit, Michigan 48226



Hotel Reservations

Book your hotel to secure the conference rate of \$189 per night.
Call 800-333-3333 or [click here](#) to book online.
Rate expires August 30, 2021.

For more information please contact:

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