

Bankers' Boot Camp

The outlook post COVID – where to from here?

OCTOBER – NOVEMBER 2021



Bankers' Boot Camp series 2021



For over 20 years, Grant Thornton has been delivering industry insights, technical content, and networking opportunities to bankers from all the major financial institutions via our annual Bankers' Boot Camp series.

We have been on the ride with you through a GFC, a mining boom (or two), and now a global pandemic. Previously presented in annual face-to-face half-day conferences in each of the major capital cities, 2020 saw the conference evolve quickly in order to deliver an accessible series of informative and relevant on-demand virtual webinars and presentations for our banking contacts nationally. An overview of the full 2020 program is [here](#).

This year, in late October and early November 2021, as we move closer to what we hope is a return to a 'normalised' business environment – a world without lockdowns and the same disruptions we have experienced over the last 18 months – we bring to you a series of targeted online panel webinars and presentations. These sessions will consider the current state of play in the key industries driving our economy, providing our views on the short to medium term outlook for bank customers operating in the Australian market.

We have assembled a list of guest presenters, along with Grant Thornton industry leaders and specialists, to share with you our market-leading insights, aimed at supporting you in what is the most dynamic market we have seen for decades.

Once again, we bring together bankers from all the major financial institutions, across all areas of the banks, to engage and hear from legal, accounting and advisory experts, industry specialists, as well as directly from customers of the banks.

With a move to online, you can get a complete picture of the latest developments and future trends for Australian businesses – as-it-happens, where you can ask questions of our experts, or at a time when it suits you as all sessions can be viewed on-demand.

Along with our sponsors, CBRE, Norton Rose Fulbright and Dominion Group, we look forward to you joining us for the 2021 Grant Thornton Bankers' Boot Camp series.

Our sessions are presented in a modular format, so you can consider which sessions are of interest to you below.

Matt Byrnes

National Head of Restructuring Advisory
Grant Thornton Australia

What will be covered?

WEDNESDAY
27 OCTOBER 2021

10am AEDT | 9am AEST | 7am AWST

KEYNOTE SPEAKER – DR KEITH SUTER AM

Our keynote speaker this year is Dr Keith Suter AM, global futurist, thought leader, author, and media commentator in national and foreign affairs.

His tailored keynotes are always entertaining and highly compelling.

Dr Suter will share his insights and predictions for the year ahead, both locally and internationally, including; the political and economic impact of the Coronavirus and what Australian businesses can expect as we emerge from extended lockdowns in our major markets, the status of the Australia and China relationship, and other important issues that will impact us in the year ahead.

11am AEDT | 10am AEST | 8am AWST

INDUSTRY SESSION – RETAIL & CONSUMER

PRESENTERS:

Luke Ritchie – Partner & National Head of Retail & Consumer Products at Grant Thornton
Andrew Myers – Vice President of Asia Pacific & Global Digital Strategy at WorkJam

Luke Ritchie will be joined by Andrew Myers, ex-COO of Target and currently the Australian head of the digital workplace business, WorkJam.

Andrew and Luke will discuss the retail sector in Australia, particularly in relation to the substantial challenges presented by the global pandemic. Our expert panelists will consider innovations across retail, both in Australia and globally, and discuss the changes that have been implemented over the last 18 months that are likely to remain in the sector. Finally, they will discuss retail beyond the pandemic, including what transformations we should expect to see here in Australia.

10am AEDT | 9am AEST | 7am AWST

INDUSTRY SESSION – MANUFACTURING & SUPPLY CHAIN

PRESENTERS:

Matt Byrnes – Partner & National Head of Restructuring Advisory at Grant Thornton

Jacky Millership – Partner, Innovation Incentives at Grant Thornton

Michael Climpson – Partner & National Head of Manufacturing at Grant Thornton

The COVID pandemic has presented the manufacturing sector with a series of supply chain challenges, while at the same time offering unprecedented opportunity for those companies that are able to respond to the market demand for locally-produced goods. We are seeing a strategic shift to onshore capacity and capability that will reset supply chains. By leveraging the latest technology, rather than purely relying on cheap labour, to deliver globally cost competitive goods, many Australian manufacturers are seizing the opportunity to capitalise on the increase in demand they are struggling to meet.

Join our expert panel to hear their views on how businesses are navigating the live challenges in relation to supply chain disruption, increased input costs driven by the rising price of imported materials, and a scarcity of human resources in many sub-sectors. We will discuss the government support for the sector, including the increased funding available via the Manufacturing Modernisation Fund (MMF).

Michael Climpson will also share some important insights from our national manufacturing benchmarking report into over 100 manufacturing businesses across a number of sub-sectors, to provide unique analysis regarding the key benchmarks and KPIs – including around sales growth, margins, EBITDA, working capital management, gearing levels, and ROE – to guide bankers on what a good customer looks like in the current climate.

11am AEDT | 10am AEST | 8am AWST

INDUSTRY SESSION – AGED CARE

PRESENTERS:

Darrell Price – Principal & National Head of Health & Aged Care at Grant Thornton

Melissa Argent – CEO at Rockpool Residential Aged Care

Sean Rooney – CEO at Leading Age Services Australia

Understanding the changes in aged care businesses, implications from the Royal Commission and the Government's Budget response.

Bankers play an integral role in the funding of the aged care sector in Australia. Every major bank, and most smaller banks, have a clear mandate to expand their loan book in seniors living. This may include residential care, home care, community support or retirement living.

The outcomes from the Federal Budget seemed promising with a record \$17.7b being touted for investment into aged care – however, is it enough? What are the implications for providers, and what compliance requirements come with the additional funding?

Join our expert panel as they discuss the challenges facing providers, and the implications of significant policy change within the industry.

10am AEDT | 9am AEST | 7am AWST

THE RESTRUCTURING LANDSCAPE

PRESENTERS:

Matt Byrnes – Partner & National Head of Restructuring Advisory at Grant Thornton
Scott Atkins – Head of Risk Advisory and Chair at Norton Rose Fulbright (Australia) & President of INSOL International
Smitha Menon – Partner at Wong Partners (Singapore)

A session not to be missed for any bankers in the workout or credit areas, or those with an interest in the dynamic restructuring market and how it is likely to impact the banks' customers. Matt Byrnes, National Head of Restructuring Advisory, will be joined by Scott Atkins and Smitha Menon to discuss the local and regional restructuring landscape as we prepare to emerge from COVID lockdowns in our major markets. The panel will discuss a number of key themes, including some new and innovative ways jurisdictions are looking to embrace more flexible restructuring solutions in order to support preservation of value for customers in financial distress and their stakeholders.

11am AEDT | 10am AEST | 8am AWST

INDUSTRY SESSION – PROPERTY & CONSTRUCTION

Phil Campbell-Wilson – Financial Advisory Partner at Grant Thornton
Nerida Conisbee – Chief Economist at Ray White Group
Sameer Chopra – Pacific Head of Research at CBRE
Sian Sinclair – National Head of Real Estate & Construction at Grant Thornton

Our expert panel will discuss some of the key issues confronting the real estate sector in Australia. While property prices have exploded since the pandemic due to record low rates and strong liquidity – cost pressures are evident with access to resources in a highly competitive market, and increasing input costs due to supply chain pressures all putting a squeeze on developer margins. There is also a looming challenge for landlords and tenants as we emerge from 18 months of lockdowns and the repayment of concessions kicks in. We will also consider what comes of the office market as we look to offshore jurisdictions as leading indicators of demand and consider the shining lights of the commercial and industrial markets

12pm AEDT | 11am AEST | 9am AWST

INDUSTRY SESSION – HOSPITALITY & TOURISM

PRESENTERS:

Michael McCann – Head of Financial Advisory (QLD) at Grant Thornton
Wayne Bunz – National Director, Hotels Capital Markets at CBRE
Troy Craig – Regional Director, Advisory Services at CBRE
Grant Wilckens – Founder & CEO of G'DAY Group and Board Director of South Australian Tourism Commission

Grant Thornton and CBRE industry specialists together with client Grant Wilckens will provide an update on the national hospitality and tourism sector as it struggles through COVID. The current

state of the market for owners and operators of sector assets will be surveyed together with an overview of the current year's transactions. This discussion will lead to a summary of valuation insights and the panel's view on the future for the sector together with a discussion on the enduring impact of COVID and the risks for operators and lenders. Grant will share his experiences as a market operator and provide his insight as to what's next for the sector.

THURSDAY
4 NOVEMBER 2021

11am AEDT | 10am AEST | 8am AWST

REVIEWING FINANCIAL FORECASTS

PRESENTERS:

Graham Killer – Partner, Financial Advisory at Grant Thornton

Danielle Franjic – Director, Financial Advisory at Grant Thornton

This session is aimed primarily at Assistant Relationship Managers and Analysts, or other bankers who have an interest in the key considerations at play when reviewing a customer's financial forecasts. Our webinar will include a presentation on the process of reviewing forecasts and the common errors that occur, followed by a case study where we will give participants the opportunity to work in groups to identify at least 15 common errors.

12pm AEDT | 11am AEST | 9am AWST

INDUSTRY SESSION – EDUCATION

PRESENTERS:

Liz May – Director, Financial Advisory at Grant Thornton

The independent school sector holds a significant and growing share of Australian school students. The sector is diverse, with schools ranging in size, type and focus, giving choice to parents through diverse schooling options. Independent schools are not-for-profit entities with strong community links, including strong faith-based affiliations. They hold autonomous governance arrangements, and give comprehensive accountability to parents, communities and governments.

Whilst the sector continues to grow, and with recent performance strong despite COVID-19 challenges, there are some future challenges facing school management and Boards.

This session will consider the Independent School market, its current position, recent performance, the compliance landscape and some of the challenges ahead.

Contacts

National

Matt Byrnes

National Head of Restructuring Advisory

E matt.byrnes@au.gt.com

T +61 3 8320 2222

Said Jahani

National Head of Financial Advisory

E said.jahani@au.gt.com

T +61 2 8297 2677

Adelaide

Iain Kemp

Office Chair

E iain.kemp@au.gt.com

Grant Thornton House
Level 3, 170 Frome Street
Adelaide SA 5000
T +61 8 8372 6666

Brisbane

Michael McCann

Head of Financial Advisory – Queensland

E michael.mccann@au.gt.com

Cameron Crichton

Partner – Financial Advisory

E cameron.crichton@au.gt.com

Graham Killer

Partner – Financial Advisory

E graham.killer@au.gt.com

Level 18, 145 Ann Street
Brisbane QLD 4000
T +61 7 3222 0200

Cairns

Tony Jonsson

Partner – Financial Advisory

E tony.jonsson@au.gt.com

Matt Mullen

Director – Financial Advisory

E matt.mullen@au.gt.com

Cairns Corporate Tower
Level 13, 15 Lake Street
Cairns QLD 4870
T +61 7 4046 8888

Melbourne

Andrew Hewitt

Head of Financial Advisory – Melbourne

E andrew.hewitt@au.gt.com

Nick Mellos

Partner – Financial Advisory

E nick.mellos@au.gt.com

Carolyn Bamberry

Director – Financial Advisory

E carolyn.bamberry@au.gt.com

Liz May

Director – Financial Advisory

E liz.may@au.gt.com

Tianne Nagy-Jones

Director – Financial Advisory

E tianne.nagy-jones@au.gt.com

Winnie Leung

Director – Financial Advisory

E winnie.leung@au.gt.com

Collins Square, Tower 5
727 Collins Street
Melbourne VIC 3008
T +61 3 8320 2222

Perth

David Hodgson

Partner – Financial Advisory

E david.hodgson@au.gt.com

Central Park
Level 43
152 - 158 St Georges Terrace
Perth WA 6000
T +61 8 9480 2000

Sydney

Philip Campbell-Wilson

Partner – Financial Advisory

E philip.campbell-wilson@au.gt.com

John McInerney

Partner – Financial Advisory

E john.mcinerney@au.gt.com

Danielle Franjic

Director – Financial Advisory

E danielle.franjic@au.gt.com

Erica Xu

Director – Financial Advisory

E erica.xu@au.gt.com

Lisa Gibb

Director – Financial Advisory

E lisa.gibb@au.gt.com

Naziful Islam

Director – Financial Advisory

E naziful.islam@au.gt.com

Level 17, 383 Kent Street
Sydney NSW 2000
T +61 2 8297 2400



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