Australian Government

export finance australia

CORPORATE PLAN 2024–2025

Australian business, Alpha HPA.

CONTENTS

Introduction **3**
Who we are **4**
Purpose **5**
Key activities **8**
Operating context **15**
Performance **21**

Our Statement of Expectations is available on our website.

Creating Connections
By Artist Lani Balzan from the Wiradjuri people of the three-river tribe.

Acknowledgement of Country and Traditional Custodians

Export Finance Australia acknowledges the Traditional Custodians of the land throughout Australia and their continuing connection to land, sea and community.

We pay our respects to them, their cultures and their Elders, past and present.

Introduction

As Chair of Export Finance Australia (EFA) and on behalf of the Board as the accountable authority, I am pleased to present our 2024–2025 Corporate Plan.

The plan covers the four-year period 2024–25 to 2027–28, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). It also incorporates the requirements of section 49 of the *Export Finance and Insurance Corporation Act 1991* (EFIC Act).

Debra Hazelton
Chair

Who we are

We are Australia's export credit agency (ECA).

We provide finance to support export trade and overseas infrastructure development that delivers benefits to Australia. From small and medium-sized enterprises (SMEs) to large corporates, foreign governments, infrastructure projects and investment in Southeast Asia, we help Australian businesses take on the world. In doing so, our finance supports Australia's economic security and regional resilience.

We administer the Australian Government's National Interest Account (NIA), including the Critical Minerals Facility (CMF), the Defence Export Facility (DEF), the Southeast Asia Investment Financing Facility (SEAIFF) and loans for the Australian Infrastructure Financing Facility for the Pacific (AIFFP). We also provide services to other Commonwealth entities including the AIFFP, Housing Australia, the National Reconstruction Fund Corporation (NRFC) and the Northern Australia Infrastructure Facility (NAIF).

In the past 10 years, we've provided more than

$10.9 b

in finance to

757

customers.

This has delivered essential finance to support over

$49 b

in contracts across more than 120 global markets.

We use our specialist knowledge and financing capability to help Australia's exporting businesses fulfil their global ambitions.

Purpose

Our purpose is to support Australian export trade and overseas infrastructure development that delivers benefits to Australia.

We achieve this by fulfilling our legislated functions, which are to:

- provide finance that facilitates and encourages Australian export trade, overseas investment and infrastructure development
- encourage banks and other financial institutions to finance exports, overseas investment and infrastructure development
- provide information and advice regarding financial arrangements to support Australian export trade, overseas investment and infrastructure financing
- assist other Commonwealth entities and companies in providing finance and financial services
- administer payments in relation to certain overseas aid projects financed by the Commonwealth.

How we operate

In performing our functions, the Australian Government requires us to:

- cooperate with and not compete with private financiers
- focus on supporting:
  - SMEs
  - the infrastructure needs of the Pacific and Indo-Pacific regions
  - infrastructure and Australian investment in Southeast Asia
  - defence-related exports
  - critical minerals projects and related infrastructure.

We must also consider Australia's international commitments, including:

- sustainable lending practices
- multilateral, regional and bilateral trade agreements
- international climate, environmental and social issues
- human rights, particularly relating to combatting slavery and forced labour
- the prevention of bribery and corruption
- the security of 5G networks and future communication technologies.

We are a corporate Commonwealth entity with an independent Board that is responsible for managing our affairs. This includes determining our strategy, defining our risk appetite and monitoring our performance.

We are part of the Foreign Affairs and Trade portfolio of agencies. Our responsible portfolio Minister is the Minister for Trade and Tourism, Senator the Hon Don Farrell (Minister). As a Specialist Investment Vehicle, we also have reporting and accountability responsibilities to the Minister for Finance, Senator the Hon Katy Gallagher.

Purpose

How we provide finance

The financing solutions we can provide include loans, bonds, guarantees, insurance and in limited circumstances, equity. Transactions on the NIA are typically outside the risk appetite of the CA as determined by our Board. NIA transactions support Government policies and objectives. Equity investments are limited to the NIA.

Commercial Account

Under the Commercial Account (CA), we operate on a commercial basis. This means we keep transaction income and take responsibility for all risks and losses. We use our CA income to fund our operations and pay a dividend and other tax equivalent charges to the Commonwealth. The EFA Board and management are responsible for decisions under the CA.

National Interest Account

Under the NIA, our Minister can direct us to support classes of transactions that are in the national interest. We can also refer transactions to our Minister for NIA consideration, based on their size, risk and return profile, tenor, or other factors that are relevant to the national interest. The CMF, DEF, SEAIFF and AIFFP are NIA facilities. The Commonwealth receives all income on NIA transactions. It also takes responsibility for all risks and losses.

CUSTOMER STORY

IND Technology

IND Technology provides its highly innovative early fault detection (EFD®) technology to some of the world's largest utility companies and asset holders to predict and locate electrical faults before they occur.

After winning some large contracts throughout North America, IND Technology needed finance to help fund the gap in its payment cycle while manufacturing and delivering large orders to its North American customers.

We provided IND Technology with a loan, which the business uses to help manage its working capital.

IND Technology's EFD® is now used by prominent utility companies across Australia, the USA and Canada. The business grew by a compound annual growth rate of 75% in two years from 2022 and now has offices in New York and Kuala Lumpur, in addition to its Victorian headquarters and manufacturing facilities.

Industry:
Manufacturing

Sector:
Technology

Solution:
Loans

Region:
North America

"At the time we started working with Export Finance Australia, we couldn't secure finance from other banks to fund our growth – Export Finance Australia really filled that gap."

Alan Wong
Founder and CEO, IND Technology

Key activities

With 67 years of experience, our finance supports Australian businesses to diversify and fulfil orders for goods and services in new and emerging markets.

Supporting Australian SMEs, corporates and governments to realise export opportunities

We support businesses across many industries, from advanced manufacturing and renewable energy to mining and agriculture. Our specialist expertise also allows us to help with financing solutions for larger corporate and government projects. This, in turn, enables us to 'crowd in' private finance and smaller Australian businesses, providing opportunities to expand their global footprint.

To support more businesses, we will continue to:

- refine our existing products and delivery
- pursue distribution partnerships with banks and industry lenders
- support larger businesses across key sectors
- make businesses aware of our financing solutions.

Helping Australia become a leading supplier of critical minerals globally

Critical minerals and rare earths are essential to support our energy transition objectives and to power future technologies. These resources play an important role in a range of industries, such as electric batteries, clean energy technologies and for our defence sector.

Our critical minerals financings play an important role in:

- diversifying critical mineral supply chains and moving Australian businesses further along the value chain to downstream processing
- crowding in international and private finance
- providing finance to support exporters of critical minerals on our CA where possible
- supporting SMEs working in the supply chain of critical minerals projects
- administering the $4 billion CMF.

CUSTOMER STORY

Streamline Connect

Streamline Connect delivers turn-key telecommunications infrastructure solutions to its clients, from fibre installation and site civil works to network commissioning and integration.

With the materials component and plant expenses of a project often costing up to 50% of the overall contract, Streamline Connect required a working capital facility to deliver on large projects.

We provided Streamline Connect with a number of performance and warranty bonds, to help the business secure and deliver on its contract security requirements.

Tony Farrell, Director of Streamline Connect, highlighted that when working with the major miners, they assess their risks in appointing a contractor and "being able to show that Export Finance Australia backs our business helps remove that concern for them."

Industry:
Information, Media and Telecommunications

Sector:
Mining

Solution:
Bonds

Region:
Oceania

"As one of the smaller players getting that seat at the table, being able to show that we've got our financial house in order and say Export Finance Australia backs our business demonstrates that we're credible."

Tony Farrell
Director,
Streamline Connect

Key activities

Financing sustainable infrastructure in the Indo-Pacific and Southeast Asia

To meet the challenges of an increasingly contested and competitive region, the Government has set out a trade, infrastructure and energy transition agenda that supports Australian interests, provides greater choice for our partners and reinforces the rules, norms and institutions that underpin our nation's security and prosperity.

To support this agenda, we will continue to:

- support Australia's export trade priorities regionally and globally
- actively support infrastructure financing in the Indo-Pacific and Southeast Asia, including supporting our region's transition to cleaner energy sources
- work with like-minded ECAs and multilateral financing institutions within forums such as the Quad and Trilateral Infrastructure Partnership
- provide transaction, operational and technical support to the AIFFP.

The Government's economic strategy is to increase two-way trade and investment with the region.

To support this, we are:

- providing finance solutions to support greater Australian trade and investment in Southeast Asia
- supporting Australian investors through the Southeast Asia Investment Deal Teams initiative
- administering the $2 billion SEAIFF
- establishing our first overseas presence, with employees located in Singapore, Indonesia and Vietnam.

Supporting Australia's defence industry

We support Australian defence exports across all domains, including those in the supply chain of major projects. This support spans:

- defence businesses ranging from SMEs to larger defence companies, to help them win defence contracts overseas
- collaboration with domestic and international partners, to finance defence exports from Australia
- administering the US$3 billion DEF.

CUSTOMER STORY

CC Pines

CC Pines is a technical and high-risk construction specialist that delivers large and complex projects for clients across the world.

We supported CC Pines with surety bonds to secure two tenders from the US Navy. The contracts, worth more than US$24m combined, were awarded by US Naval Facilities Engineering Systems Command (NAVFAC) for the construction of US Air Force Squadron Operations Facilities at RAAF Bases Darwin and Tindal in the Northern Territory.

Reflecting on the support we provided, Mike Foster, Managing Director at CC Pines, highlighted that we had a significant impact on the growth of the business. "Export Finance Australia has been a vital partner in our international expansion. Its tailored financial solutions and deep understanding of our industry have been invaluable."

Industry:
Construction

Sector:
Defence

Solution:
Bonds

Region:
Oceania

"With Export Finance Australia's support, we've successfully navigated the complexities of global markets and secured new opportunities. The team's professionalism and commitment have made a significant impact on our growth, and we wholeheartedly recommend their services to any business looking to expand overseas."

Mike Foster
Managing Director, CC Pines

CASE

twisted
Minis
Minis

Key activities

Our strategy

Our strategy is driven by our purpose and mandate. We help promote Australia's trade and investment priorities and enhance Australia's economic security and regional resilience.

Strategic priority: Sustainable growth

Increase transactions to support more customers and futureproof EFA.

GOAL 1 - COMMERCIAL GROWTH
Activities
1. Grow and sustain our commercial account portfolio by increasing the number of transactions and customers we support to meet corporate KPIs.
2. Adhere to the risk and governance frameworks set by our Board and Government.

GOAL 2 – KEY MARKETS
Activities
1. Build, sustain and expand pipelines in key markets across our mandates.
2. Undertake activities that enhance brand and organisational awareness and generate demand for our offering in priority markets.

GOAL 3 - MANDATE DELIVERY
Activities
1. Partner with ECAs, multilateral institutions, banks and other Commonwealth agencies to crowd in finance across our mandates.
2. Enhance our capabilities to effectively implement our mandates.

Key activities

Our strategy

GOAL 4 - SUSTAINABILITY
Activities
1. Support Government climate and related policies by building pipelines and technical expertise in clean and renewable energy technologies for domestic and regional transition.
2. Promote inclusion through activities that enhance support for First Nations businesses and communities

GOAL 5 - INNOVATION
Activities
1. Modernise, streamline and simplify our offering to make it easier for businesses to access our finance.
2. Work with partners to provide solutions tailored to our mandates and remove barriers to financing in key markets.

Our strategy is supported by our strategic enablers:

People and culture

Activities:

- Build on our inclusive culture
- Attract, retain and develop employees to build a centre of excellence
- Deliver a best-in-class employee experience.

Technology and systems

Activities:

- Complete our technology transformation projects
- Continuously improve our customer and employee experience
- Enhance our security program to protect against cyber threats.

Partners and stakeholders

Activities:

- Implement the new partnerships framework across the enterprise
- Develop an enterprise standard for stakeholder data management and develop insights to inform our partnership strategy.

Operating context

Environment

As a global financier, our operating environment is influenced by many dynamic factors, including:

- macroeconomic conditions
- geopolitical events
- Government policy
- people
- technology
- governance and risk appetite.

Macroeconomic conditions

The 2024 global economy remains resilient, with steady growth and declining inflation. However, the International Monetary Fund's medium-term global growth forecasts for the next year are their lowest in decades. This reflects restrictive monetary policies, less fiscal support amid high debt, low productivity growth and continued geopolitical tensions.

The outlook for 2024–25 presents significant challenges. Geopolitical conflicts mean volatility in trade, commodity prices and financial conditions will continue. Globally, the potential for higher-for-longer interest rates to curb inflation could further increase business costs and raise financial stability risks, particularly in emerging markets. Fiscal pressures in many countries will constrain growth. Meanwhile, social and political risks are higher this year due to a record number of elections around the globe.

The exponential pace of technological change and climate-related disasters and weather events present ongoing global challenges.

Still, the Indo-Pacific, led by India and China, is expected to contribute over 60 per cent of global growth in 2024. Fast growth in Southeast Asian economies is poised to continue, making them some of the largest economic groups in the world by the end of this decade. This will create new opportunities for Australian businesses, because of our geographic proximity and strong people and business connections with this dynamic region. Global efforts towards decarbonisation will also create opportunities for Australian exports of critical minerals, resources and other green exports.

Geopolitical events

Sovereigns continue to prioritise the resilience of their supply chains over their efficiency. This has seen many locate their productions in countries that are nearby and reliable.

Many of our customers' inputs, sectors and markets have been negatively impacted by geopolitical tensions, including Russia's invasion of Ukraine and conflict in the Middle East and rising global trade restrictions. The latter have more than tripled since 2019 as governments focus on national security, supply chain resilience and support for domestic industries.

Despite this uncertainty, we continue to help SMEs achieve international success. As the last few years have demonstrated, Australian businesses can adapt swiftly to disrupted trading conditions, aided by free trade agreements, to diversify into new countries and markets. We will provide finance to support SMEs export to multiple markets and access new markets. We will also assist through overseas direct investment.

In addition, we will help to maximise the economic and industrial opportunities of the global net zero transition. We will help ensure that Australia's place is secured in the changing global economic and strategic landscape by putting our enhanced mandates into practice.

Operating context

Government priorities

As well as concentrating on SMEs, Indo-Pacific infrastructure, investment in Southeast Asia, critical minerals and defence exports, we are also focused on:

- Australia's transition to net zero and our ambition to become a renewable energy superpower
- the economic development of First Nations businesses to ensure First Nations Australians share the job-creating and income-raising benefits of international trade
- trade diversification and Australia's economic resilience and security
- other corporate Commonwealth entities and companies to ensure a coordinated approach to investments made by the Commonwealth.

Technology

Artificial Intelligence (AI) capability and adoption has accelerated rapidly. In response, we are considering how AI technologies can deliver new service models to improve our customer experience. As we assess the solutions that will work best for our organisation, we will continue to prioritise the protection of sensitive data.

Cyber security threats and the continuing evolution of digital business models present challenges for businesses worldwide. As the digitalisation of the finance industry continues, we are continuing to focus on streamlining and automating business processes to improve our employee and customer experience where possible.

Governance and risk appetite

As a 'market gap' financier, our transactions tend to have higher risk attributes. That is why it is critical we maintain our high governance standards and meet our domestic and international obligations on the credit, social, environmental and technical aspects of our financing activities.

The ongoing implementation of legislated reforms regarding climate, privacy, SME lending and modern slavery require changes to disclosures about our transactions and our lending documentation.

The volume and pace of regulatory change also presents a compliance challenge for our customers, especially SMEs. In this environment, we must ensure our risk appetite management framework and governance processes are robust and include these developments as they arise. New mandates and emerging risks, such as those presented by AI, can also affect our risk management framework.

Operating context

Capability

To achieve our purpose, we are building our capability by attracting new talent, developing our people and providing an inclusive work culture. Our people are supported in their work by appropriate technology, systems and processes.

Our people and culture

As our mandate grows, we need skilled experts and a healthy workplace culture to deliver for our customers and support Government priorities. Our culture and employee experience supports our people to deliver on our purpose. It also enables us to attract and retain people with the specialist skills we need.

Our people and culture strategy is focused on:

- building capabilities to support our evolving operating model
- working more efficiently to deliver on our expanding mandate
- enabling a culture of ownership and collaboration between teams
- maintaining our inclusive environment that fosters a sense of belonging and engagement where people can thrive.

We will continue to provide our people with flexibility and opportunities to grow. In addition to promoting our purpose and supportive culture, we will also identify new ways to enhance our employee value proposition to attract talent to grow and build our leadership capabilities.

Our systems and processes

We are implementing a technology-enabled transformation program to continue to improve our systems and processes. The program uses leading cloud-based solutions to modernise our loan origination and customer servicing systems. This has reduced operational and reputational risk.

We implement a range of controls to protect our customers' information and mitigate cyber security risk. We continually test our controls through independent third parties and regularly collaborate with peer organisations, including the Australian Cyber Security Centre, to strengthen our cyber practices.

Operating context

Risk

Risk management is a critical enabler of our commercial activities and advisory role to Government, supporting our financial stability and sustainable growth.

We systematically identify and manage risk to increase the likelihood and impact of positive outcomes and mitigate negative events. We manage risk using a 'three lines of defence' model:

1. business functions take responsibility for risks within their own operations
2. an internal, but independent, Risk and Compliance function reviews our risk management framework
3. audits and reviews by our internal auditors provide detailed reports on improving our risk management approach.

The Australian National Audit Office and its appointed audit agent also provide an independent review of our financial statements.

Risk management oversight

Risk-related policies, tolerances and operational limits are set by our Board. Our Board Audit and Risk Committee provide support and specific oversight.

Our Executive and senior management teams are responsible for implementing our Board-approved risk management framework. However, we also emphasise that risk management and reporting are everyone's responsibility.

Our internal committees support our risk management processes and demonstrate individual accountability by the relevant Executive team members:

- **Executive Committee**
  Reviews all aspects of our business and operations.
- **Treasury Review Committee**
  Reviews Treasury activities, limits, noteworthy transactions and current issues.
- **Credit Committee**
  Reviews large potential transactions.
- **Executive Risk and Compliance Committee**
  Reviews and monitors our management of risk and compliance.
- **Work Health and Safety Committee**
  Reviews workplace risks and reports any hazards or safety problems that may cause harm or injury to employees, contractors or visitors.
- **Business Continuity Planning Steering Committee**
  Monitors business continuity planning and crisis management.
- **Strategy Committee**
  Reviews the performance of our commercial business and implementation of strategy initiatives.

Risk culture

Our risk culture and risk management foundations include:

- an open and transparent risk culture that seeks to anticipate, avoid and mitigate risks, elevate potential issues, learn and improve
- an employee performance system that requires robust risk management behaviours
- documented control processes, including management reporting and detailed policies and procedures, supported by Board oversight and independent review
- a continual focus on uplifting risk management processes, including enhancing the use of data-driven decision making.

Operating context

Key risks

We have an enterprise-wide risk management framework that identifies the risks facing the organisation and the controls we have in place.

There are five key risk categories and associated mitigation strategies.

1. Strategic risk

We are mandated to provide financial support to exporters and entities engaged in overseas infrastructure development where there is an identified Australian benefit.

Our strategy framework ensures that we prioritise strategic initiatives appropriately and report and manage associated risks.

2. Credit risk

Finance carries inherent risks. We recognise that counterparty credit risk, country risk and associated portfolio and industry risks arise from supporting Australian exporters and overseas infrastructure development. Our focus on SMEs and emerging markets increases the likelihood of credit losses. Our credit policy (and rigorous procedures) provide our framework for managing credit risks.

We assess the impact of environmental and social risks on the transactions that we support. Failure to identify or manage environmental and social risks can have reputational and financial impacts. Our policy for Environmental and Social Review of Transactions outlines how we manage these risks.

3. Reputation risk

Reputation risk can emerge from any conduct, transaction, activity or behaviour that is unlawful, unethical or inconsistent with our purpose. Reputation risk may impact our organisation or the Government.

We have a range of policies, procedures and processes in place to protect our reputation and to mitigate and manage reputation risks that may arise. In particular, transactions are tested against our mandate and our credit, and we apply anti-money laundering and know-your-customer processes to each transaction.

4. Market risk

We fund ourselves through issuing debt in our own name. We also hold domestic and foreign currency denominated loans and financial instruments to support operations in export markets. These instruments expose our balance sheet to financial risks, including credit and market risks.

We manage market risks to an acceptable level through a framework of quantitative controls. Risks include mark-to-market risk, funding and liquidity mismatch risk, repricing risk, interest rate and foreign exchange risks and earnings volatility.

Our Treasury Policy sets out the framework for managing market risks. It is supported by a wide range of procedural documents.

5. Operational risk

Operational risk covers a broad range of risks across our organisation. It is divided into four sub-categories:

1. people
2. process
3. data and systems
4. external events.

Operational risk is only acceptable at levels required to meet our mandate effectively and efficiently. We have a wide range of policies, procedures and controls in place to manage operational risks.

Operating context

Cooperation

Consistent with our purpose, we collaborate with banks and international financial institutions, ECAs, government agencies and industry groups.

We do this to help support Australia's trade and infrastructure agenda and help Australian businesses succeed and grow in international markets.

We also have a strong sector focus. We work with relevant agencies and industry associations to support businesses. Within the foreign affairs and trade portfolio, we benefit from the peak body relationships of larger Commonwealth departments and agencies, such as the Department of Foreign Affairs and Trade (DFAT), the Australian Trade and Investment Commission (Austrade), the Department of Finance and the Treasury.

Who we collaborate with

Australian and State and Territory Government agencies

- Austrade
- Clean Energy Finance Corporation
- Commonwealth Scientific and Industrial Research Organisation
- Department of Defence
- Department of Finance
- DFAT, including AIFFP
- Department of Industry, Science and Resources, including Critical Minerals Office
- Department of Prime Minister and Cabinet
- Housing Australia
- Indigenous Business Australia
- NRFC
- Net Zero Economy Agency
- NAIF
- State and Territory departments and agencies
- The Treasury

Peak industry groups and sector associations

- Austmine
- Australian Chamber of Commerce and Industry
- Australian Manufacturing Technology Institute Limited
- Business Council of Australia
- Clean Energy Council
- Defence Teaming Centre
- Export Council of Australia
- Wine Australia

Business chambers and councils

- AmCham
- Australia Fiji Business Council
- Australia-India Business Council
- Australia-Indonesia Business Council
- Australia-Japan Business Cooperation Committee
- Australia-Korea Business Council
- Australia Pacific Islands Business Council
- Australia Papua New Guinea Business Council

Other financiers and professional services firms

- Australian banks, institutional investors and other financiers
- International ECAs and multilateral partners
- Major accounting firms
- Select law firms
- Select private equity firms

We also collaborate with other agencies, stakeholders and financiers when sector-specific issues arise.

Performance

Our key performance measures and targets are aligned with our purpose and mandate. They are supported by our overall strategy and risk appetite as set out and monitored by our Board.

Measuring performance

We are largely demand driven. The financing needs of Australian businesses and the support required for international infrastructure projects can vary significantly each year. Some of the transactions we assess may not proceed as a result of macroeconomic conditions, geopolitical events or inconsistency with Government policy. These variable can make accurate forecasts of future performance difficult.

For these reasons, our key performance targets (KPIs) for the next four years provide our best estimate of the expected level of quantitative business activity and includes qualitative business metrics.

Our KPIs for the Corporate Plan period also consider macro-economic conditions, geopolitical events and Government policy.

Quantitative performance targets

The combined performance targets for the CA and NIA are shown as an aggregate. However, the pre-tax profit only reflects the CA. This is because the Government receives all net income on the NIA and must reimburse us for any losses.

Transactions on the NIA include facilities written under the CMF, DEF, SEAIFF and the AIFFP. Note that approximately 78.8 per cent of our CA facilities are denominated in foreign currencies, 70.2 per cent of this is in US dollars.

Balance sheet items are hedged for foreign currency risk, except for future foreign exchange income and expenses. This can have an impact on future profitability, as exchange rates fluctuate. Fixed interest rate risk is hedged within tight exposure limit parameters. The exception to this is our Australian dollar investments in our capital and reserves portfolio, which is unhedged for interest rate risk, given this is an investment portfolio.

Table 1 – Quantitative performance targets

COMMERCIAL AND NATIONAL INTEREST ACCOUNTS	2024–2025	2025–2026	2026–2027	2027–2028
Value of facilities signed	>1.2b	>1.3b	>1.4b	>1.4b
Number of customers supported	>175	>250	>325	>375
Active customers (customers on risk)	285	300	390	480
Commercial Account profit (pre-tax)	>$35m	>$35m	>$35m	>$35m

Performance

Qualitative performance targets

Our outlined performance targets do not fully capture our activity or our broader impact.

When we help a customer on the CA, our participation often encourages other financiers to participate. This is consistent with our mandate to 'crowd in' the private sector and may mean we need to reduce our exposure to, or step away from a transaction or project.

In the same way, for NIA transactions we work closely with the Government when considering potential transactions. The decision whether to support an NIA transaction rests with Government. However, before a transaction is referred to our Minister for consideration, we undertake significant due diligence and credit assessment.

Our performance risks outlined in the previous section, should be considered when assessing our planned outcomes, outlined in Table 2.

Table 2 – Qualitative performance indicators

OUR LEGISLATED PURPOSES	PERFORMANCE INDICATORS
Provide finance that facilitates and encourages Australian export trade, overseas investment and infrastructure development.	Develop a pipeline of transactions that meet our mandate requirements and support Australia's economic security and regional resilience.
Encourage banks and other financial institutions to finance exports, overseas investment and infrastructure development.	Collaborate with banks and international financial institutions, ECAs, government agencies and industry groups to help Australian businesses succeed and grow in international markets.
Provide information and advice about financial arrangements to support Australian export trade, overseas investment and infrastructure financing.	Deliver information and resources through domestic and international business engagement and promotional activities.
Help other Commonwealth entities and businesses to provide finance and financial services.	Provide timely, professional services to entities as directed by our Minister, consistent with service level agreement standards.
Administer payments for certain overseas aid projects financed by the Commonwealth.	Be a trusted adviser to the Australian Government on financial payment solutions as required.

No one takes on
the world alone.

Australian Government

export finance australia

CORPORATE PLAN 2024-2025

1800 093 724
exportfinance.gov.au