



Australian Government

export
finance
australia

No one takes on the world alone.

CORPORATE PLAN 2025-2026



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Our Ministerial Statement of Expectations is available on our [website](#).



Acknowledgement of Country and Traditional Custodians

Export Finance Australia acknowledges the Traditional Custodians of Country throughout Australia and their continuing connection to lands, waters and communities.

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

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

INTRODUCTION

As Chair of Export Finance Australia (EFA) and on behalf of the Board as the accountable authority, I am pleased to present our 2025–2026 Corporate Plan.

The plan covers the 4-year period from 2025–2026 to 2028–2029, 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

ABOUT US

At EFA, we support Australian businesses – small and large – to grow and succeed on the global stage.

Our finance enables exporters and investors to secure global opportunities, expand into new markets and diversify their international presence.

As Australia's export credit agency (ECA), our role includes supporting the development of critical domestic industries and projects, from the transition to net zero to the growth of the critical minerals sector. Backing Australia's exporters, supply chain businesses and industries, contributes to Australia's economic growth and prosperity.

Our support also extends across the Indo-Pacific, including finance for high-quality, sustainable infrastructure in the region, particularly in clean energy. We help encourage Australian participation in overseas projects, often in collaboration with our international counterparts. We are also helping boost Australian investment in the region, with a focus on Southeast Asia, the Pacific and India.

Through this work, we contribute to a more stable and prosperous Indo-Pacific while advancing Australia's trade, investment and economic security objectives.

We believe that no one should take on the world alone. That's why we work closely with banks, other Government agencies, Specialist Investment Vehicles (SIVs) and international partners to deliver tailored finance solutions and support businesses where other lenders may be unable to assist.

IN THE PAST 10 YEARS, WE'VE:

PROVIDED

\$12.9 b

in finance to

779

customers.

SUPPORTED OVER

\$58 b

in contracts and projects in

122

destinations across the globe.

PURPOSE

Our purpose is to support Australian export trade and overseas investment, as well as overseas infrastructure development that has an Australian benefit.

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
- › provide finance that supports Australia's economic resilience and security and the net zero transformation
- › 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 Government requires us to cooperate (and not compete) with private financiers and to focus on supporting:

- › Australian exporting businesses, including small and medium-sized enterprises (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
- › Australia's economic resilience and security and the net zero transformation as part of Future Made in Australia (FMA).

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.

PURPOSE

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

We are guided by the Government's broader policy framework and priorities, as outlined in our Ministerial Statement of Expectations (SOE), including engagement with First Nations organisations.

We work with other corporate Commonwealth entities to ensure a coordinated approach to investments made by the Commonwealth and manage our resources responsibly to deliver on Government priorities within our legislative framework.

We are part of the Foreign Affairs and Trade portfolio of agencies. Our responsible Ministers are the Minister for Trade and Tourism, Senator the Hon Don Farrell and the Minister for Finance, Senator the Hon Katy Gallagher.

We administer the Australian Government's National Interest Account (NIA). This includes 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 support other Commonwealth entities, including the National Reconstruction Fund Corporation (NRFC), Housing Australia and the Northern Australia Infrastructure Facility (NAIF).

The Australian Government's FMA policy means we can also finance major domestic projects on the NIA without an export link. These projects must align with the Government's National Interest Framework.



HOW WE PROVIDE FINANCE

We provide a range of finance solutions through two financing pathways, our Commercial Account (CA) and the Government's NIA. Our financing tools include loans, bonds, guarantees, insurance and in limited circumstances, equity. The NIA is only considered when CA criteria cannot be met. 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

On the CA, we operate on a commercial basis. We retain transaction income and take responsibility for all risks and losses. We are a self-funded corporate Commonwealth entity and pay the Commonwealth a dividend and other tax-equivalent charges. Our Board and management team are responsible for making decisions under the CA.

National Interest Account

On the NIA, the Minister for Trade and Tourism can direct us to support classes of transactions in the national interest. We can also refer transactions to the Minister for Trade and Tourism for NIA consideration based on their size, risk and return profile, tenor or other factors relevant to the national interest. The NIA delivers the CMF, the DEF, SEAIFF and the AIFFP facilities. It is also how we provide equity and how we provide finance as part of FMA. The Commonwealth receives all income from NIA transactions. It also takes responsibility for all risks and losses.



“

Having solution-focused partners is really important when looking to secure funding to support Zenith’s rapidly growing business. Export Finance Australia is there to help Zenith achieve its goals – it really worked as a partner.”

Tim Cipolloni
Chief Financial Officer,
Zenith Energy

ZENITH ENERGY | Customer story

Zenith Energy (Zenith) is a leading power producer that integrates thermal and sustainable fuel sources to support its clients in decarbonising their mine sites.

With demand for hybrid energy accelerating across the mining sector, Zenith has rapidly scaled its operations. Delivering larger and more complex projects meant a growing need for capital. To continue delivering for its clients, Zenith required significant funding to refinance existing debt and support new developments.

We provided an \$80 million loan as part of a \$1.9 billion syndicated refinancing and upsizing of bank debt facilities for Zenith – support we were able to offer because of Zenith’s integral role in Australia’s export supply chains. Our participation helped close a key liquidity gap and gave other lenders the confidence to invest, allowing Zenith to move forward with its next phase of growth.

INDUSTRY:

Electricity, gas, water and waste services

SECTOR:

Natural resources

SOLUTION:

Direct loan

REGION:

Oceania

KEY ACTIVITIES

Helping Australian businesses to grow and diversify their export trade

We support Australian businesses across many industries, from advanced manufacturing and renewable energy to mining and agriculture. The majority of our customers are SMEs.

We also support businesses that are part of export supply chains and are enhancing our partnerships with commercial banks to mitigate the risks associated with exporting to emerging markets.

To support these businesses, we work to:

- › refine our existing products and delivery of finance
- › pursue distribution partnerships with banks and industry lenders
- › create opportunities across key sectors
- › grow awareness of our financing solutions.

Supporting a Future Made in Australia

We can now finance major domestic projects that support Australia's economic resilience and security and the net zero transformation, including those without an export link. These projects are supported through the NIA. We will work to 'crowd in' private finance to support Australia's ambitions as a renewable energy superpower, adding value to our natural resources and strengthening our economic security.

We will focus on financing opportunities within the priority sectors of FMA, which include:

- › clean energy manufacturing, including battery and solar panel supply chains
- › critical minerals processing
- › green metals
- › low carbon liquid fuels
- › renewable hydrogen.

Supporting the critical minerals sector

Critical minerals, including battery minerals and rare earths, are essential inputs for the energy transition and strategic sectors. There is strong government action globally to enhance the supply of these minerals. Demand for critical minerals is growing due to the important role they play in areas such as renewable energy, electric vehicles, defence and security and manufacturing.

Our critical minerals financing is key to:

- › 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 within the supply chain of critical minerals projects
- › supporting the Australian Government's Critical Minerals Strategy and administering the \$4 billion CMF, which the Government has announced will be increased to \$5 billion.

KEY ACTIVITIES

Australian investment in Southeast Asia

We are helping Australian businesses and investors to expand into Southeast Asia and seize economic opportunities in one of the world's fastest growing regions.

As part of the Southeast Asia Investment Deal Teams, we have specialists based in Indonesia, Singapore and Vietnam who help Australian businesses and investors establish and strengthen their presence across the region.

We also manage the Government's \$2 billion SEAIFF. The SEAIFF is focused on growing Australia's trade with and investment in Southeast Asia and supporting the region's infrastructure development and energy transition.

Financing high-quality and sustainable infrastructure in the Indo-Pacific

The Government is committed to supporting a stable and prosperous Indo-Pacific region. Our support for overseas infrastructure projects in the Pacific and broader Indo-Pacific builds stronger commercial links and deepens relationships between Australia and the region.

We will continue to:

- › work with like-minded partners and financing institutions in forums like the Quad (Australia's diplomatic partnership with India, Japan and the United States) and the Trilateral Infrastructure Partnership to promote high-quality, sustainable infrastructure in the Indo-Pacific region
- › facilitate our region's transition to cleaner energy sources.

Supporting Australia's defence industry

Australia's defence industry is critical to national security and defence exports are an important part of the Australian Government's strategy to enhance resilience.

Our support for defence exporters, both those pursuing direct sales overseas and working in the supply chain of major projects, includes:

- › helping Australian defence businesses invest in their growth and pursue contracts overseas
- › providing buyer finance to purchasers of Australian defence exports
- › administering the US\$3 billion DEF.



“

Support from leading global multilateral development banks and finance institutions, including Export Finance Australia, the Asian Development Bank, and so forth, is crucial to the development of Thailand’s renewable energy sector.”

Ms. Yupapin Wangviwat
Chief Financial Officer,
GULF

GULF DEVELOPMENT PUBLIC COMPANY LIMITED

Customer story

Gulf Development Public Company Limited (GULF) is one of Thailand’s largest power producers and infrastructure companies. Its goal is to deliver sustainable, future-driven energy, infrastructure and digital infrastructure across boundaries.

As part of Thailand’s utility-scale renewable energy program, it announced plans to develop 12 ground-mounted solar photovoltaic plants, including 4 with Battery Energy Storage Systems (BESS) attached, with a total capacity of 649 megawatts.

As one of the first large-scale BESS projects in Southeast Asia, these projects are expected to significantly strengthen Thailand’s future energy needs, increasing the country’s wind and solar capacity. Given the scale of the project, GULF required significant financial backing.

We played an important role in financing GULF’s solar projects, providing a US\$79 million loan, which supported a US\$820 million equivalent construction facility arranged by the Asian Development Bank.

INDUSTRY:

Other electricity generation

SECTOR:

Infrastructure

SOLUTION:

Direct loan

REGION:

Southeast Asia

KEY ACTIVITIES

Our strategy

Strategic priority: Sustainable growth

Increase commercial finance to support more customers and futureproof EFA.

GOAL 1	Drive commercial growth
Activities	
1. Drive growth in transactions to strengthen our commercial account portfolio.	2. Ensure our financing activity aligns with established risk appetite and governance standards.
GOAL 2	Strengthen key markets
Activities	
1. Strengthen our presence in key markets to sustain and grow pipelines across our mandates.	2. Collaborate with commercial financiers, ECAs, multilateral institutions and other Commonwealth agencies to drive greater investment.
GOAL 3	Deliver our mandates
Activities	
1. Enhance our offering and capabilities to effectively implement our mandates and enable our people.	2. Prioritise initiatives that increase brand awareness to generate further demand for our offering.
GOAL 4	Ensure sustainability
Activities	
1. Align our governance, risk, capability and reporting with Government climate policy and trade investment priorities.	2. Work with Government partners to enhance our engagement with First Nations organisations.
GOAL 5	Accelerate digitalisation
Activities	
1. Leverage automation and artificial intelligence to streamline our service delivery and optimise experience for customers and employees, in line with whole of government guidelines.	2. Modernise our operational systems and tools to futureproof our organisation and enhance the stakeholder experience.

KEY ACTIVITIES

Our strategy is supported by 4 strategic enablers:

People and culture

- › Provide our people with a best-in-class employee experience.

Partners and stakeholders

- › Align our collaboration with partners to support our mandates.

Technology and systems

- › Accelerate transformation initiatives to modernise and protect our systems and processes to enable growth.

Communication

- › Deliver effective communications to engage our people, customers and partners.



OPERATING CONTEXT

Environment

As a global financier, we operate in a dynamic environment shaped by a range of interconnected factors, including:

- › macroeconomic conditions
- › Government policies
- › technology
- › governance and risk
- › people.

Macroeconomic conditions

Major worldwide policy shifts are reshaping the global trading system and economic governance.

In July 2025, the International Monetary Fund forecast global growth to expand 3.0% in 2025 and 3.1% in 2026, well below the historical (2000–19) average of 3.7%. The expected economic deceleration reflects trade tensions and policy uncertainty that will weigh on confidence, stifle investment and erode resilience to future shocks. Geopolitical tensions may expose financial vulnerabilities, particularly for emerging markets with limited fiscal space and reserve buffers.

Many of our customers' inputs, sectors and markets have already been negatively affected by geopolitical tensions. However, as the last few years have demonstrated, Australian businesses – aided by free trade agreements – can adapt to disrupted trading conditions to diversify into new markets.

Our finance supports Australian businesses that are navigating complex trading conditions in global markets. As exporters face ongoing economic uncertainty and a slowing global outlook, we continue to work alongside them to help ensure they have access to the finance they need. We are also helping Australia capitalise on the economic and industrial opportunities created by the global transition to net zero.

By focusing on delivering on our mandates, we strengthen Australia's position in an increasingly competitive global market.

Government priorities

In delivering on our legislated functions, we continue to prioritise projects that deliver shared value to the broader community, particularly those that drive inclusive, export-led growth. We are also committed to supporting First Nations businesses to ensure they benefit from job-creating and income-generating opportunities in international trade.

As part of this commitment, we work closely with other corporate Commonwealth entities and companies to ensure a coordinated and consistent approach to investments made by the Commonwealth.

OPERATING CONTEXT

Technology

Across the banking and financial services sector, advances in Artificial Intelligence (AI), automation and data sharing are reshaping how commercial lenders operate and how customers access finance. AI is being used to enhance credit assessments and deliver faster, more tailored support. Automation is enabling lenders to lower costs and improve turnaround times – benefits that translate into faster decisions and a more consistent experience for customers.

We are now leveraging AI to further streamline and automate business processes, with the aim of improving both employee and customer experiences.

Cybersecurity and data protection remain priorities for financial institutions, particularly as the volumes of data being held increase and the threat landscape evolves.

We are continuing to strengthen our cyber controls to safeguard systems and data and mitigate cyber risk.

We work with relevant agencies in Government to ensure our controls are robust and our incident response mechanisms are in accordance with the agreed requirements.

Governance and risk

Our transactions tend to have higher risk attributes. We apply our high governance standards to meet our domestic and international obligations on the credit, social, environmental and technical aspects of our financing activities.

We continue to focus on the ongoing implementation of legislative reforms including climate, privacy, SME lending and modern slavery.

Ongoing regulatory change also presents a compliance challenge for our customers, especially small businesses. In this environment, we must ensure our risk management framework and governance processes are robust and account for these developments as they arise.

People

Our role in providing specialist finance requires us to recruit from within the banking and financial services sector – one of Australia's most competitive recruitment markets.

This sector continues to see strong competition from domestic and global banks, other financial institutions, fintech companies and consulting firms that are all vying for top talent from a limited talent pool.

We seek to differentiate ourselves by leading with our purpose-driven mission and our positive work culture when attracting top talent. Career mobility is a key focus to develop, engage and retain our people.

OPERATING CONTEXT

Capability

We're investing in our people to achieve our purpose, attracting top talent and maintaining an inclusive culture. By focusing on the skills of the future and equipping our people with the right tools, we create opportunities for them to excel.

Our people and culture

Our people are key to delivering on our purpose.

We focus on:

- › building capabilities to support our evolving mandates and operating model
- › enhancing ways of working to drive greater efficiencies
- › a culture of ownership and collaboration across teams
- › maintaining an inclusive environment that promotes belonging, engagement and growth.

We will continue to provide our people flexibility and opportunities for professional growth. We will explore ways to enhance our employee value proposition to attract and retain talent and develop our leadership capabilities.

Our systems and processes

We have implemented more secure and scalable cloud-based solutions with the aim of reducing our operational risk. We are modernising our loan origination and customer-servicing systems and enhancing them to streamline and automate business processes to improve the employee and customer experience.

To protect our customers' information and mitigate cyber security risks, we have implemented comprehensive controls that have been rigorously tested by independent third parties. We regularly collaborate with other organisations including the Australian Cyber Security Centre to strengthen our cyber practices.

OPERATING CONTEXT

Risk

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

We systematically identify and manage risk to increase the likelihood and impact of positive outcomes while mitigating negative events. Our risk management is structured around a 'three lines of defence' model:

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

The Australian National Audit Office and its appointed agent also independently review our financial statements.

Risk management oversight

Our Board sets risk-related policies, tolerances and operational limits, and our Board Audit and Risk Committee provides support and specific oversight.

Our Executive and senior management teams are responsible for implementing our Board-approved risk and compliance 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.
- › **Treasury Risk Review Committee:** reviews Treasury activities, limits, noteworthy transactions and current issues.
- › **Transaction Review Committee:** reviews large potential transactions, including credit and non-financial risk consideration.
- › **Executive Risk and Compliance Committee:** reviews our risk and compliance management framework, including reviewing policies before submission to the Board.
- › **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:** drives the implementation and success of the 2024-27 Strategic Plan, IMPACT.

Risk culture

Our risk culture and risk management foundations include:

- › a focus on uplifting risk management processes, promoting the use of data-driven decision-making, documented control processes and management reporting, supported by Board oversight and independent reviews
- › clear policies and procedures supported by systems and detailed processes
- › clear lines of responsibility and accountability
- › strategies to recruit, develop and retain employees who have the required specialist skills to support the delivery of our mandates
- › an employee performance system that requires robust risk management behaviours
- › a culture of consultation and speaking up about potential issues
- › an open and transparent risk culture that aims to anticipate and manage risks and seeks to always learn and improve.

OPERATING CONTEXT

Key risks

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

There are 5 key risk categories and associated mitigation strategies:

1. Strategic risk

Strategic risk relates to the need to effectively deliver on our strategic priorities and respond to a changing operating environment.

As we pursue sustainable growth and deliver on our expanded mandates, we must ensure our strategy remains aligned with government priorities, stakeholder expectations and our legislated purpose.

We manage this risk through a structured strategic planning process and enterprise-wide risk management framework. Our strategy is regularly reviewed and refined to reflect shifts in our external environment. Strategic initiatives are prioritised, resourced and governed with oversight from our Board.

2. Credit risk

The provision of finance carries inherent risks. We recognise that counterparty credit risk, country risk and associated portfolio and industry risks arise from supporting Australian exporters, overseas investment and infrastructure development. Our focus on SMEs and emerging markets increases the likelihood of credit losses. Our credit policy, together with rigorous procedures, provides our framework for managing credit risks.

We assess the impact of environmental and social risks (including transaction safety risks) on the transactions that we support. Failure to identify or manage environmental and social risks can have negative 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 affect our organisation or the Government.

We have a range of policies, procedures and processes in place to protect our reputation and mitigate and manage reputation risks that may arise. This also helps to manage our compliance with laws, regulations, policies and Ministerial Directions. In particular, transactions are tested against our mandates and we apply anti-money laundering and know-your-customer processes to each transaction.

4. Market risk

We fund our operations by issuing debt in our name. We also hold domestic and foreign currency-denominated loans and financial instruments to support activity 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 4 sub-categories:

- › people
- › process
- › data and systems
- › external events.

Operational risk is only acceptable at levels required to meet our mandates effectively and efficiently. We have a wide range of policies, procedures and controls in place to manage operational risks, including those related to work health and safety, business continuity, climate risk and cyber risk.

OPERATING CONTEXT

Cooperation

We actively collaborate with banks, international financial institutions, Government agencies and industry groups to share expertise, unlock opportunities and deliver on our purpose.

We work closely with our international commercial and sovereign counterparts to crowd in like-minded investment and share market insights and risks, which is particularly important in an increasingly complex global trade environment.

Collaboration with relevant Government agencies and industry associations supports our strong sector focus and means we can better support export trade, overseas investment and infrastructure development. Within the Foreign Affairs and Trade portfolio, we benefit from the peak body relationships of larger Commonwealth departments and agencies. These include the Department of Foreign Affairs and Trade (DFAT), the Australian Trade and Investment Commission (Austrade), the Department of Finance and the Department of the Treasury (Treasury).

We also collaborate with other Government SIVs to share information and explore transaction opportunities including co-financing arrangements.

Who we collaborate with

Australian and State and Territory Government agencies, including:

- › 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 the Prime Minister and Cabinet
- › Housing Australia
- › Indigenous Business Australia
- › NRFC
- › Net Zero Economy Authority
- › NAIF
- › State and Territory departments and agencies
- › Treasury

Peak industry groups and sector associations, including:

- › 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

International business chambers and councils, including:

- › American Chamber of Commerce in Australia
- › Australia Fiji 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, including:

- › 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.



“

We would have struggled with cash flow and delivery for some of these major overseas projects if we did not have the support from Export Finance Australia. The team helps you from start to finish and is always there if you have questions, offering support and direction.”

Lesley Cuntrip

Chief Financial Officer,
Eco Structures

ECO STRUCTURES AUSTRALIA | Customer story

Eco Structures is a global leader in glamping and eco-friendly construction, specialising in creating manufacturing solutions for remote locations.

With export orders increasing and projects growing in scale, Eco Structures faced the challenge of financing major international contracts while maintaining healthy cash flow.

Since 2019, we have provided Eco Structures with a range of finance solutions, including Small Business Export Loans, Export Contract Loans and an Export Line of Credit.

Our finance helped Eco Structures deliver more than 60 Eco tents across a range of projects, including in Thailand, Laos and the United States.

INDUSTRY:
Construction

SECTOR:
Tourism

SOLUTION:
Working capital

REGION:
Multiple

PERFORMANCE

Our key performance measures and targets have been developed to drive meaningful outcomes that are aligned with our purpose and mandates. They are underpinned by our Strategy and risk appetite, as set and monitored by our Board.

Measuring performance

We operate in a largely demand-driven environment. The financing needs of Australian businesses and the support required for international infrastructure projects can vary significantly each year. Some transactions we assess may not proceed due to macroeconomic conditions, geopolitical events or inconsistencies with Government policy. These variables can make accurate forecasts of future performance challenging.

For these reasons, our key performance indicators (KPIs) for the next 4 years, which include both quantitative and qualitative metrics, represent our best estimate of the expected level of quantitative business activity.

Quantitative performance targets

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

Transactions on the NIA, including our new FMA domestic NIA capability, encompass facilities written under the CMF, DEF, SEAIFF and the AIFFP. Approximately 77 per cent of our CA facilities are denominated in foreign currencies, with 70 per cent in US dollars.

Balance sheet items are generally hedged to manage foreign currency risk. However, future foreign exchange income and expenses remain unhedged and may impact future profitability as exchange rates fluctuate. Some transactions such as floating rate loans and short-term loans are managed through economic hedges through natural offsets. Fixed interest rate risk is hedged within tight exposure limit parameters. The exception is our Australian dollar investments in our capital and reserves portfolio, which remains unhedged for interest rate risk, given that this is an investment portfolio.

Table 1 – Quantitative performance targets

Commercial and National Interest Account	2025–2026	2026–2027	2027–2028	2028–2029
Value of facilities signed	\$1.625b	\$1.825b	\$1.950b	\$2.050b
Number of customers supported	140	165	185	205
Active customers (customers on risk)	288	290	295	300
Commercial Account profit (pre-tax)	>\$35m	>\$40m	>\$45m	>\$50m

Performance targets are set for each business and aggregated at an organisational level. We use a variety of data and analysis to set quantitative performance targets, including historical performance, transaction pipeline and other relevant data. These inputs are point-in-time and have limited meaningful application to future years.

PERFORMANCE

Qualitative performance targets

Our performance measures and targets are important benchmarks that guide our activities for the year ahead. However, they do not fully reflect the breadth of our activities or broader strategic impact.

Our participation in a CA transaction often serves to encourage involvement from other financiers. This objective of crowding in private sector

financiers is central to our role and may, at times, require us to reduce our exposure or withdraw from a transaction to facilitate greater market participation.

Similarly, for transactions under the NIA, we engage closely with the Government throughout the assessment process. While the decision to support an NIA transaction rests with the Government, we undertake

rigorous due diligence and credit assessments prior to any referral to the Minister for Trade and Tourism for consideration.

The performance risks outlined in the previous section should be considered alongside the planned outcomes presented in Table 2 below.

Table 2 - Qualitative performance targets

Our legislative purpose	Performance indicators
Provide finance that facilitates and encourages Australian export trade, overseas investment and infrastructure development.	Develop a transaction pipeline that meets the requirements of our mandates and supports Australia's economic security and regional resilience.
Provide finance that supports Australia's economic resilience and security and the net zero transformation.	Represent the Government as lead negotiator on financing packages for major domestic projects that support Australia's economic resilience and security and the net zero transformation and, in doing so, crowd in private investment at scale.
Encourage banks and other financial institutions to finance exports, overseas investment and infrastructure development.	Collaborate with banks, 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 the Minister for Trade and Tourism, 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.

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Australian Government

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CORPORATE PLAN 2025-2026

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