



National
Reconstruction
Fund
Corporation

25

Corporate
Plan

26



Australian Government

Statement of preparation

The Board, as the accountable authority of the National Reconstruction Fund Corporation (NRFC), presents the 2025-26 Corporate Plan (Plan) which covers the periods from 2025-26 to 2028-29, as required under paragraph 35 (1)(b) of the Public Governance, Performance and Accountability Act 2013 (PGPA Act).



Martijn Wilder AM

Chair, National Reconstruction Fund Corporation



Acknowledgement of Country

The National Reconstruction Fund Corporation acknowledges the Traditional Custodians throughout Australia and recognises the continuing contribution of First Nations peoples to Australian industry and society. We pay respects to all Aboriginal and Torres Strait Islander peoples and to their Elders, past and present.

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Purpose

The purpose of the National Reconstruction Fund Corporation (NRFC) is to facilitate increased flows of finance into priority areas of the Australian economy.

The NRFC seeks to diversify and transform Australian industry to drive sustainable economic growth and productivity.

The NRFC is Australia's sovereign investor transforming manufacturing and industrial capability. We achieve this through targeted investments, partnerships and influence, creating high quality jobs and boosting sovereign capability.

The NRFC plays a critical role in delivering a more resilient and productive Australian economy.

The NRFC has been created to deliver commercial and public policy returns that contribute to a stronger, future-ready Australia.

The NRFC invests in accordance with the *National Reconstruction Fund Corporation Act 2023* (the Act) and legislative instruments issued under it. As set out in the Act, the types of investment the NRFC may make includes guarantees, debt and equity. The NRFC Investment Mandate provides flexibility to accept a higher level of risk for investments:

- in emerging technologies and industries
- that support Australia's strategic interest, or
- with long-term payback periods.



About us

The NRFC is a corporate Commonwealth entity under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and governed by an independent Board.

The *National Reconstruction Fund Corporation (Priority Areas) Declaration 2023* sets the seven priority areas of the Australian economy in which the NRFC can invest.

The NRFC's investment functions are guided by the *National Reconstruction Fund Corporation (Investment Mandate) Direction 2023* which requires the NRFC to operate in a commercial manner and make a positive return on investment over the medium to long term.

The Investment Mandate also requires the NRFC to allocate investments to target the following funding levels over the medium to long term:

- up to \$3 billion for renewables and low emission technologies
- \$1.5 billion for medical manufacturing
- \$1 billion for value-adding in resources
- \$1 billion for critical technologies in the national interest
- \$1 billion for advanced manufacturing
- \$500 million for agriculture, forestry, fisheries, food and fibre.

Areas of investment:



Renewables and low emission technologies



Enabling capabilities



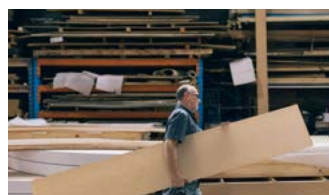
Defence capability



Transport



Value-add in resources



Value-add in agriculture, forestry and fisheries



Medical science

Strategy, activities and performance measures

Strategy

The NRFC will crowd in finance to transform and diversify Australia's industry and economy. This supports the development of market leading enterprises in the priority areas of the Australian economy that deliver high value, internationally competitive products and services across the value chain. The NRFC will have regard to public policy outcomes when making investment decisions.

In support of the key outcome for the NRFC published in the Portfolio Budget Statements our purpose is:

To facilitate increased flows of finance into priority areas of the Australian economy, through targeted investments to diversify and transform Australian industry, create secure, well-paying jobs and boost sovereign capability. The NRFC has broken down this outcome into three key activities.

Ministerial Statement of Expectations

On 22 July 2025, the NRFC's responsible Ministers provided the NRFC with a Statement of Expectations. The Statement reflects the Government's priorities and vision for Australia's economic future through industrial capability growth, and the role of NRFC in collaboratively supporting areas of national interest by building on early momentum and accelerating its investments in genuine nation building projects.

The Government has committed to deliver an Economic Resilience Program through the NRFC.

A copy of the Statement of Expectations is available here: www.nrfc.gov.au/who-we-are/our-governance

The NRFC will publish its responding Statement of Intent on its website.

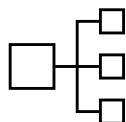


Key activities

01

Delivering investments to facilitate flows of finance into priority areas

Commercial and self-sustainable debt or equity investments in targeted sectors that facilitate the flows of finance into priority areas of the Australian economy.



02

Making a positive difference

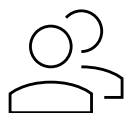
Support opportunities to diversify and transform Australia's industry and economy and drive public policy outcomes.



03

Partnering and engaging with stakeholders

Build and nurture relationships to support facilitation of our mandate. In addition to investment, NRFC recognised as a professional and reliable co-investment partner.



Performance measures

Key activity 01

Delivering investments to facilitate flows of finance into priority areas

The NRFC can provide finance at commercial and concessional rates to meet the needs of organisations that are growing and transforming Australian manufacturing capability. In doing so, the NRFC, seeks to facilitate flows of finance into the seven priority areas, and leveraging additional capital.

Each of these measures are quantitative measures on the NRFC portfolio. These measures are collected either at the point of investment or, in the case, of the return on investment, over the medium to long term.

Performance measure	Key performance indicators	Target 25-26
Commercial and self-sustainable debt or equity investments in targeted sectors that that facilitate the flows of finance into priority areas of the Australian economy.	1. Total capital deployed	\$1,500M
	2. Private capital leveraged	1:1 ratio across the investment portfolio
	3. Return on investment	Target rate of return 2-3% over the 5-year Australian Government Bond rate over the medium to long term
	4a. Diverse portfolio <i>priority areas</i>	4
	4b. Diverse portfolio <i>states and territories</i>	5

Collection and reporting

Progress for the current year against this indicator is provided to the Audit and Risk Committee each quarter.

Results are published in the annual report.

Key activity 02

Making a positive difference

As part of the NRFC legislative mandate, the NRFC will build upon positive momentum and generate impact for Australia's sovereign capability and resilience.

The measures in this key activity are designed to evaluate the extent to which the NRFC portfolio of investments is achieving public policy outcomes in addition to the financial outcomes specified in key activity 1.

Performance measure

Support opportunities to diversify and transform Australia's industry and economy and drive public policy outcomes.

Key performance indicators

Investments support, diversify and transform Australia's industry and economy and deliver public policy outcomes: Investments contribute to increased capability and support in at least one of the other *s17(NRFC Act)/ c10 NRFC (Investment Mandate) Direction 2023* requirements; and/or crowd-in private investment.

Target 25-26

NRFC investments should support, diversify and transform Australia's manufacturing capability; and contribute to one or more of the following:

- **National Interest**
- **Participation and Inclusion**
- **Sustainable future**
- **Crowd-in private capital**

Research and activities that support and enhance Australia's manufacturing capability.

Qualitative assessment of influence/evidence developed and shared with others.

Collection and reporting

Progress for the current year against this indicator is provided to the Audit and Risk Committee each quarter.

Results are published in the annual report.

Key activity 03

Stakeholder partnership and engagement

We are part of the rich ecosystem of manufacturing capability and financing in Australia. The NRFC is committed to working together with our stakeholders and partners to transform Australia's manufacturing capabilities. We are going to commence more formal evaluation of those relationships to ensure that they create value and opportunities within the ecosystem.

Media sentiment, responsiveness to enquiries and a favourable Net Promoter Score demonstrate the commitment of the NRFC to increasing the awareness of our mission and to building relationships to support our purpose.

Performance measure

Build and nurture relationships to support facilitation of our mandate.

In addition to investment, NRFC recognised as a professional and reliable co-investment partner.

Key performance indicators

Increased awareness of NRFC

Collaboration within the ecosystem

Customer experience

Target 25-26

Increasing neutral and positive media sentiment - baseline from 30 June 2025

Favourable Net Promoter Score (NPS) survey results from ecosystem partners, other SIVs and government stakeholders

90% of general (not investment) enquires responded to in 10 working days

Favourable NPS survey results from borrowers within the last 12 months

Collection and reporting

Progress for the current year against this indicator is provided to the Audit and Risk Committee each quarter.

Results are published in the annual report.

Operating context

The NRFC's ability to deliver on our purpose is influenced by our operating environment, the capability of our people and the systems and processes that facilitate them.

Environment

The NRFC operates in the connected global investment and finance markets. As such, we are subject to the same macroeconomic conditions and fluctuations as the industry. The variability of this environment may impact the achievement of our objectives. For example, macroeconomic conditions such as the inflation rate or the Reserve Bank of Australia's corresponding cash rate could influence the market's appetite to invest or the desire of potential NRFC proponents to develop new projects.

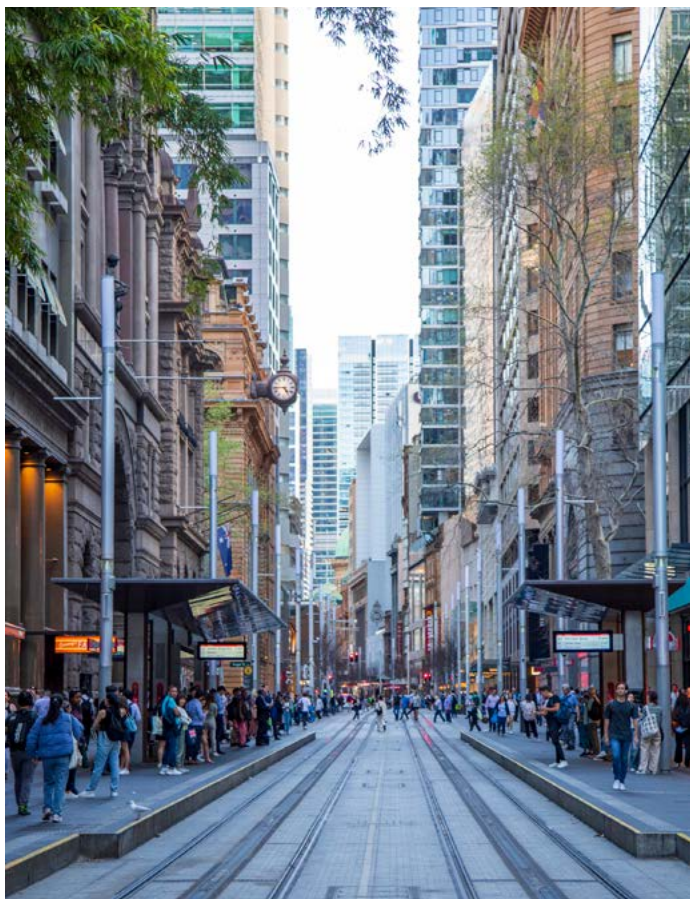
Other macroeconomic factors that may influence the NRFC include: availability of capital in markets; compounding geopolitical risk and rising cost of materials, energy and skilled labour in Australia.

Our operating context is also influenced by a broader policy emphasis on sovereign capability, fostering economic resilience, and re-orienting supply chains. Developments in these areas could create new market and investment opportunities, along with the potential for additional uncertainty.

The NRFC's investment portfolio, as stipulated under our legislative framework, is intended to be diverse across the priority sectors of the economy. This can serve to mitigate sectoral risk, such as downturns in discrete markets.

The Australian Government has outlined its expectations to remain focused on supporting the national interest. For the NRFC, this means making timely investments that will support Australian production and industrial capabilities, boost productivity and competitiveness, and help create more sustainable, secure and well paid jobs for Australians.

The NRFC also operates within the public policy landscape, including the Federal Government's Future Made in Australia agenda, which seeks to maximise the economic and industrial benefits of the move to net zero and secure Australia's place in a changing global economic and strategic landscape.



Capability

The NRFC continues to enhance our operational capability and capacity with a commitment to workforce, digital enablement and treatment of risk.

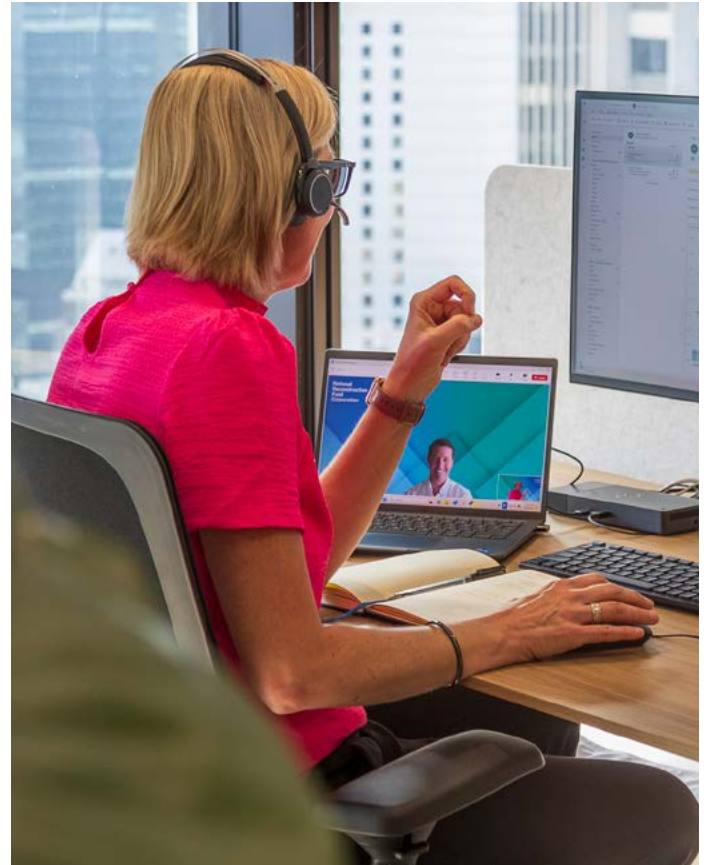
Workforce capability

The NRFC needs a workforce of highly skilled professionals across investment, legal, finance and supporting functions. We are committed to making the NRFC a great place to work.

The NRFC is committed to building a high-performing, inclusive culture and strengthening organisational capability to fulfil our purpose. Our core values—creativity and connection, accountability, respect, and enthusiasm—are the foundation that enables us to achieve this.

NRFC has a workforce plan that supports development in technical and leadership roles. We will continue to build our capability as a focused, purposeful, agile organisation.

This workforce plan is informed and guided by findings from internal and external reviews undertaken to improve the NRFC's operations, including by the Australian National Audit Office (ANAO) and external partners.



Digital enablement

We are deploying a sustainable approach to the establishment of our core ICT systems to support our investment objectives and operational capabilities.

The NRFC continues to implement its ICT roadmap with a focus on building secure, efficient, and user-friendly systems. We remain committed to partnering with experienced service providers as we transition from foundational setup to long-term operational capability.

We have prioritised quality and risk-managed decision-making through comprehensive market scans and robust procurement processes. Implementation allows for considered planning and alignment with evolving business needs, each step continues to strengthen our digital core and readiness for scale.

Risk

The NRFC's ability to identify, assess and manage risk effectively is a fundamental enabler of sustainable performance and delivery on our objectives.

Responsible risk taking is a core activity that enables the organisation to generate positive financial returns.

Our risk management arrangements are designed to ensure that risks are identified, assessed and, where relevant, mitigated to preserve and enhance the value of the organisation.

Risk Management Policy (RMP) and Risk Appetite Statement (RAS)

The NRFC Board has implemented an enterprise-wide RMP which sets out the Board's approach to managing risk in the pursuit of the NRFC's objectives.

The RMP is complemented by the RAS which records and communicates the Board's appetite for key risks. The Board expects Management to operate within these parameters, and to proactively identify and escalate any activity that is outside appetite in a timely way.

Key risks

The NRFC faces strategic, investment, portfolio and enterprise risks. Enterprise risk may include risk to workforce capability, IT, finance, compliance, reputation or conduct.

The NRFC's approach to identifying, assessing and managing these risks is consistent with ISO 31000:2018 and includes measures to:

- identify and establish an understanding of the risk;
- identify and evaluate existing control measures;
- determine the likelihood and consequence of any loss arising from the risk materialising; and
- determine the organisation's response accordingly.

The NRFC has a detailed risk reporting framework in place with a mix of lead and lag risk indicators designed to identify emerging risks.

Board oversight

The Board's role

Under the NRFC Act, the Board's functions include:

- deciding the strategies and policies the NRFC should follow; and
- ensuring the proper, efficient and effective performance of the NRFC's functions.

Under the PGPA Act, the Board is required to ensure:

- appropriate systems of risk oversight, management and internal control are in place; and
- the NRFC is governed in a way that promotes the proper use and management of public resources for which the Board is responsible.

Board committees

The Board has established three standing Board Committees to support oversight:

- the Audit and Risk Committee;
- the Remuneration, People and Culture Committee, and
- the Investment Committee.

The Board also creates ad hoc Committees to oversee specific initiatives.



Management accountability

The NRFC Executive Leadership Team has a collective responsibility for leading, influencing and maintaining an organisational culture that is consistent with the NRFC's values, demonstrated day-to-day through behaviours that align with the NRFC Code of Conduct.

Executive committees

The Executive Leadership Team have also established two standing executive committees to support and increase executive oversight:

- the Executive Risk Committee; and
- the Executive Investment Committee.

These risk oversight and management systems are designed to reflect public and private sector better practice and will evolve as our risk management maturity increases.

Collaboration and cooperation

We work with Commonwealth, State and Territory governments with the shared goal to build sovereign manufacturing capability.

Our cooperation and working relationships are aligned to both the PGPA Act section 17 and also the NRFC Investment Mandate section 14.

The NRFC cooperates with government and commercial investment organisations to bring together the investment ecosystem around building manufacturing capability.

NRFC works closely with our portfolio department, the Department of Industry, Science and Resources. We also collaborate with the Department of Finance to ensure our work and outcomes are aligned to the public policy objectives for the NRFC.

We also work with our peer Specialist Investment Vehicles (SIVs) in supporting companies seeking investment find relevant possible investors to work with. These include the: Australian Renewable Energy Agency (ARENA); Clean Energy Finance Corporation (CEFC); Northern Australia Infrastructure Facility (NAIF); Export Finance Australia (EFA); Housing Australia (HA); and Regional Investment Corporation (RIC).

We also work together with other Commonwealth entities such as the Commonwealth Scientific and Industrial Research Organisation (CSIRO), the National Science and Technology Council, Industry Growth Program, and Net Zero Economy Authority (NZEa).

We work to form collaborative partnerships where we have mutual value and benefits. These are with organisations that have a shared vision of transformation and growth of Australia's sovereign manufacturing capability.



Subsidiaries

The NRFC does not have subsidiaries and may establish subsidiary entities in future.

Performance to 2028-29

Key activity 01

Delivering investments to facilitate flows of finance into priority areas

Each of these measures are quantitative measures on the NRFC portfolio. These measures are collected either at the point of investment or, in the case, of the return on investment, over the medium to long term.

Performance measure	Key performance indicators	Target			
		25-26	26-27	27-28	28-29
Commercial and self-sustainable debt or equity investments in targeted sectors that facilitate the flows of finance into priority areas of the Australian economy.	1. Total capital deployed	\$1,500m	\$2,505m	\$3,05m	\$3,550m
	2. Private capital leveraged	1:1 ratio across the investment portfolio			
	3. Return on investment	Target rate of return 2-3% above the 5-year Australian Government Bond rate over the medium to long term			
	4a. Diverse portfolio – <i>priority areas</i>	4	5	6	all
	4b. Diverse portfolio – <i>states and territories</i>	5	6	7	all

Definitions

Total capital deployed	This measure is total capital committed and/ or deployed by the NRFC during the period.
Private capital leveraged	This measure shows how NRFC is crowding in private capital and part of the ecosystem of investment for Australian manufacturing capability. This is measured at the point of investment, although we recognise this may change through subsequent funding rounds.
Return on investment	The NRFC Investment Mandate specifies that the Corporation must target an average return on investment across the portfolio of 2-3% over the 5-year Australian Governance Bond over the medium to long term - the NRFC will commence tracking on this measure, however, it will not be formally considered until the medium to long term is reached.
Diverse portfolio	The diversity of the portfolio measures both the investment across the priority areas and also geographical diversity of the portfolio across Australian states and territories.

Collection and reporting

Progress for the current year against this indicator is provided to the Audit and Risk Committee each quarter.
Results are published in the annual report.

Key activity 02

Making a positive difference

The measures in this key activity are designed to evaluate the extent to which the NRFC portfolio of investments are achieving public policy outcomes in addition to the financial outcomes specified in key activity 1.

Performance measure	Key performance indicators	Target			
		25-26	26-27	27-28	28-29
Support opportunities to diversify and transform Australia's industry and economy and drive public policy outcomes.	Investments support, diversify and transform Australia's industry and economy and deliver public policy outcomes: Investments contribute to increased capability and support in at least one of the other s17/c10 requirements; and/or crowd-in private investment.	Impact of NRFC investments is measured according to the NRFC impact framework.			
	Research and activities that support and enhance Australia's manufacturing capability. Qualitative assessment of influence/evidence developed and shared with others.	Qualitative assessment of influence / evidence developed and shared with others.	2 Investment insights	4 Investment insights	6 Investment insights

Definitions

Investments support, diversify and transform Australia's industry and economy and deliver public policy outcomes

The NRFC has a broad remit to diversify and transform Australia's industry and economy while also delivering public policy outcomes. The requirements for transformation in the Australian manufacturing capability alongside a range of public policy outcomes are significant and have been established in the NRFC Act, Priority Areas (Declaration) and Investment Mandate (Direction). They have been grouped together for ease of assessment and evaluation in the following areas:

1. Eligibility: legal eligibility for the investment
2. Diversify and transform Australia's manufacturing capability through growing or improving industrial capability; or improving industry ability to pursue value-adding opportunities; or supporting a long-term improvement in economic diversity.
3. National Interest: national security; supply chain resilience; commercialisation of Australian innovation and technology
4. Participation and Inclusion: Job creation and a skilled and adaptable workforce; economic participation of historically underrepresented groups; and regional development.
5. Sustainable future: emissions reduction targets and supporting decarbonisation; supporting sustainability and circular economy principles and solutions.
6. Crowd-in private capital and investment: this is measured in the first outcome and will not be explicitly measured in this target.



Key activity 02

Making a positive difference

Definitions continued.	
Manufacturing	<p>Manufacturing is a capability that cuts across sectors. Manufacturing transforms raw materials or parts into new products and covers the entire product lifecycle, including activities that design, refine, make, distribute, and service those products.</p> <p>Manufacturing is a contemporary practice that combines methods of creation and production with advanced technologies to enhance efficiency, productivity and competitiveness.</p>
Insights	<p>Research or insights into the NRFC Priority Areas, Australian manufacturing or other relevant topics.</p>
Collection and reporting	<p>Progress for the current year against this indicator is provided to the Audit and Risk Committee each quarter.</p> <p>Results are published in the annual report.</p>

Key activity 03

Stakeholder partnership and engagement

Media sentiment, responsiveness to enquiries and a favourable Net Promoter Score (NPS) demonstrates the commitment of the NRFC to increasing awareness of our mission and to building relationships to support the purpose of the NRFC.

Performance measure	Key performance indicators	Target			
		25-26	26-27	27-28	28-29
Build and nurture relationships to support facilitation of our mandate. In addition to investment, NRFC recognised as a professional and reliable co-investment partner.	Increased awareness of NRFC	Increasing neutral and positive media sentiment - baseline from 30 June 2025	Increase of 5% from baseline	Increase of further 5%	Increase of further 5%
	Collaboration within the ecosystem	Favourable NPS survey results from ecosystem partners, other SIVs and government stakeholders	Increase of 5% from baseline	Increase of further 5%	Increase of further 5%
	Customer experience	90% of general enquires responded to in 10 working days			
		Favourable NPS survey results from borrowers within the last 12 months	Increase of 5% from baseline	Increase of further 5%	Increase of further 5%

Definitions

Media sentiment	Sentiment analysis determines the emotion behind the statements or opinions. From there, they can be classified as positive, negative, or neutral.
Net Promoter Score (NPS)	NPS is a metric that gauges how likely stakeholders are to recommend their experience of the NRFC.
Enquiries	Responsiveness to general enquiries is important to facilitate access to information and processes. <i>These are not investment enquiries.</i>
Borrowers	Borrowers refers to all investees, and those seeking NRFC investment.

Collection and reporting

Progress for the current year against this indicator is provided to the Audit and Risk Committee each quarter.
Results are published in the annual report.

