Statement of Corporate Intent and Business Plan

FY27

September 2026



ASL

Cover image: Squadron Energy, Sapphire Wind Farm

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Important notice

Purpose and disclaimer

This document has been prepared by AusEnergy Services Limited (ABN 59 651 198 364) (ASL) pursuant to section 5.1 of the Members Agreement between ASL, AEMO Limited (AEMO) and the Crown in right of the State of New South Wales (NSW).

The statement of corporate intent and business plan satisfies two of the three requirements under section 5.1 of the Members Agreement and constitute ASL's:

- Statement of Corporate Intent (SCI) for financial year July 2026 to June 2027 (FY27); and
- Business Plan for the three financial years between July 2026 and June 2029 (FY27–29).

This document provides an overview of how ASL intends to pursue our organisational vision and purpose from 1 July 2026 to 30 June 2027.

Please note, the third requirement under section 5.1 of the Members Agreement has been fulfilled separately in the FY27 Budget.

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Information contained in this document is based on assumptions and information available at the time of writing, August 2026, and is subject to change.

Version control

Version	Release date	Changes
Draft 1.0	30 April 2026	n/a
Final 2.0	30 September 2026	Final narrative, strategy, initiatives and business plan

Acknowledgement of Country

ASL recognises the Traditional Custodians of Country throughout Australia and acknowledges that, wherever we work, we do so on Aboriginal and Torres Strait Islander lands.

We pay respect to the world's oldest continuing culture and First Nations peoples' deep and continuing connection to Country; and hope that our work can benefit both people and Country.

We acknowledge the ongoing challenges and opportunities in First Nations reconciliation and are committed to continuing our reconciliation journey, building on our Reflect Reconciliation Action Plan (RAP) as we commence delivery of our Innovate RAP.

Artwork credit: The 'Journey of unity: AEMO's Reconciliation Path' was created by Wiradjuri artist Lani Balzan.



Foreword

FY27 combines a significant delivery program with a period of organisational and policy change.

Governments continue to entrust ASL with the delivery of complex functions and services in the public interest, while broader policy, governance and market reform processes may change our future delivery models and institutional arrangements. In this environment, our priority is to continue delivering what governments need today, while ensuring ASL is ready for what comes next.

While the environment around us continues to evolve, our purpose remains unchanged. ASL exists to help governments translate policy objectives into real world outcomes through independent, transparent and effective delivery. We do this on a not-for-profit, full cost recovery basis, with a focus on providing value for money to the jurisdictions and electricity consumers we serve. Throughout FY27, we will continue to strengthen our operating model, improve efficiency, and ensure our services remain fit-for-purpose, scalable and cost-effective.

This Statement of Corporate Intent is structured around three organisational goals:

Goal 1

Delivering successful tenders that support government objectives and provide confidence to investors and market participants. FY27 includes a substantial tender program across NSW, the Capacity Investment Scheme (CIS), and South Australia (SA), including NSW generation, long-duration storage and firming tenders, remaining CIS tender rounds, and potential SA tender activity. We will continue to deliver these programs on time, within budget and to a high standard of quality, while maintaining market confidence and improving productivity across the tender process.

Goal 2

Delivering trusted client services. Alongside our tender activities, FY27 includes a significant body of work associated with the NSW Consumer Trustee role, including the 2027 Infrastructure Investment Objectives (IIO) reports, expected Renewable Energy Zone (REZ) authorisations, access fee determinations and the design and delivery of future NSW tenders. These functions support the overall delivery of the NSW Roadmap and provide investment certainty to support NSW's electricity infrastructure needs.

Goal 3

Strengthening ASL's readiness and resilience to navigate change. The AEMO Governance Review, decisions relating to the Electricity Services Entry Mechanism (ESEM), and broader National Electricity Market (NEM) reforms mean aspects of the future operating environment may change for ASL. While the outcome of these processes is not yet known, our approach remains clear. We will continue to deliver on our existing responsibilities while preparing for change, ensuring ASL remains well positioned to support governments as policy and institutional arrangements evolve. Throughout FY27, we will continue to strengthen our governance, corporate services, workforce capability, systems and risk management arrangements. This will help ensure ASL remains effective, scalable and ready to respond to changing government requirements while continuing to deliver high-quality services.

Regardless of future policy or institutional outcomes, we remain committed to delivering high-quality services and meeting our obligations. The year ahead will require discipline, adaptability and consistent execution. We are confident ASL has the people, capability and governance foundations to meet that challenge. By maintaining strong delivery while preparing for change, we will continue to support governments to achieve their objectives and deliver in the long-term financial interests of energy consumers.



Greg Medcraft
Independent Chair



Nevenka Codevelle
Chief Executive Officer

About ASL

Our vision

A net zero energy system that benefits all Australians

Our purpose

Bridging ambition and action to deliver the energy transition

Our values

We understand that we operate to deliver a positive public impact.
To achieve this, our work is underpinned by three strong values:

Character Act with integrity, always

Connection Better together

Commitment Let's make it happen

About ASL

ASL is an independent delivery partner for Australian governments, helping turn government policy objectives into built renewable energy infrastructure. We tailor our work to each government's policy objectives, statutory frameworks and market context, accelerating private infrastructure investment for the benefit of consumers, host communities and the future energy system.

ASL serves as the NSW Consumer Trustee, tender delivery partner for the Australian Government's CIS and Scheme Administrator for SA FERM. We are also undertaking preparatory work for the ESEM and supported the Victorian Government with advice on the integration of its proposed offshore wind tender into the ESEM framework.

ASL is a subsidiary of AEMO, with an independent Board. Our current Members are AEMO and the NSW Government. We operate on a not-for-profit, full cost recovery basis.

Our capabilities

ASL was established to deliver energy transition and investment programs for governments. Our in-house capabilities have been built to fulfill this purpose, and include:

- Energy system and market modelling and analysis
- Energy infrastructure financing and procurement
- Financial and capital markets
- Risk management and risk-based decision-making.

Our clients

ASL provides tender delivery and advisory services to support investment in energy infrastructure across Australia.

Our current and past government clients include:

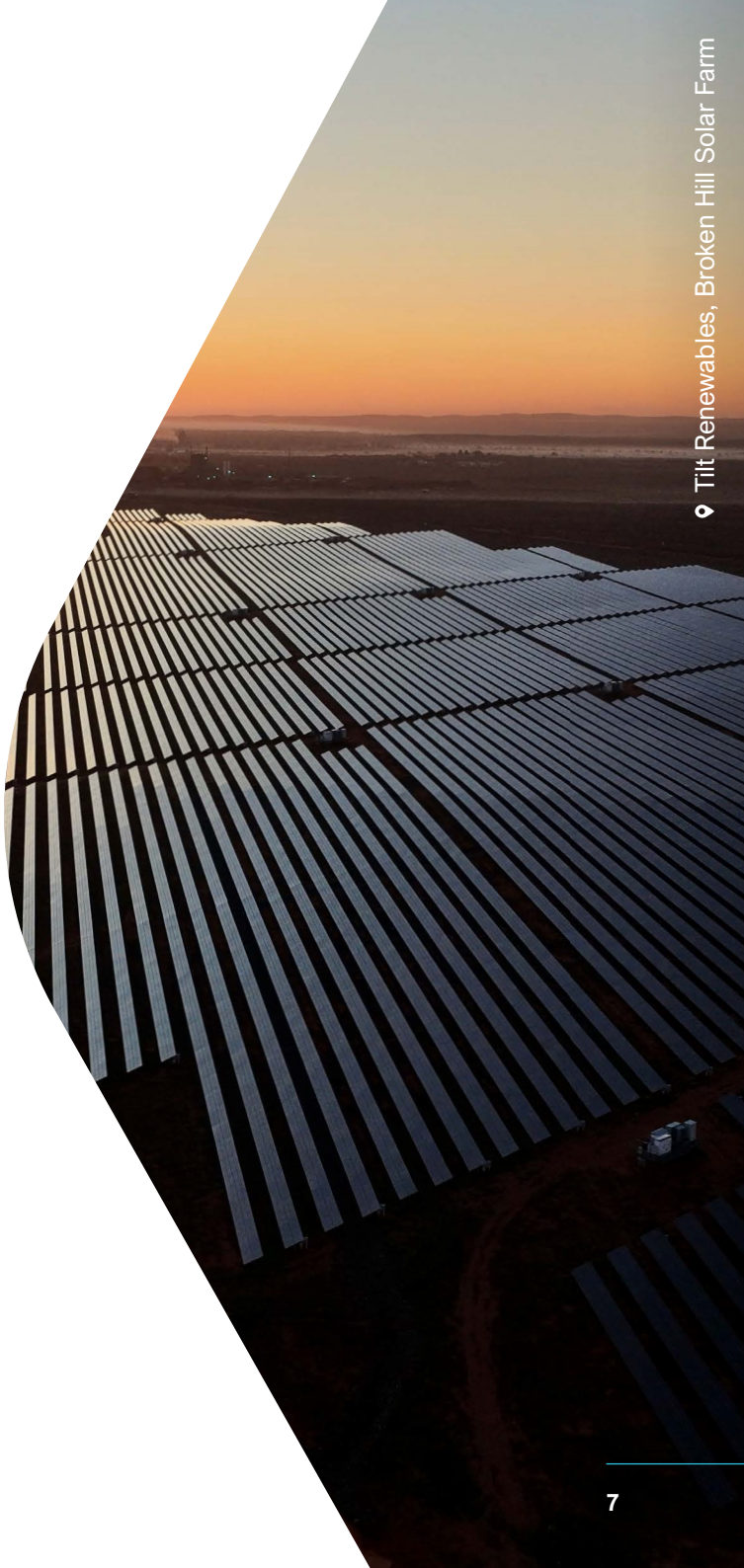
- Australian Government
- NSW Government
- SA Government
- Victorian Government

Our members

Membership is open to AEMO as well as Australian governments. ASL also provides services through statutory roles or contracted service lines.

Our stakeholders

ASL acknowledges the importance of strong relationships across all of our roles. We do not work in isolation. The schemes and services we deliver rely on close collaboration with governments and partners, an understanding of changing market conditions, and ongoing engagement with the investors and developers who ultimately make investment decisions and deliver new infrastructure. These insights help inform our planning, tenders, products and advice, and ensure our work remains grounded in the practical realities of infrastructure delivery.


Tilt Renewables, Broken Hill Solar Farm

Our organisation

ASL provides tender delivery, planning and advisory services to support investment in energy infrastructure across Australia.

Our services

ASL's service offering has evolved to meet the needs of our client governments and the roles we have been entrusted to deliver. Our services support investment in energy infrastructure and include system planning, competitive tender design and delivery, product design and financial risk management and scheme administration.

	Scheme Admin & Financial Management Services				Tender Services				System Planning Services			REZ Services		Program and advisory services			
Service used by:	RMF and Wholesale Electricity Market Risk Mgmt	Scheme Design and Establishment	Financial Vehicles Appointment & Oversight	PDA Management	Product Design and Advice	Tender Design and Advice	Energy Tenders	Social Value Advice and Services	System Planning Advice and Modelling	Tender Target Setting and Advice	Long-Term Investment Pathway Planning	REZ Network Authorisation	REZ Network Access Fees	Client and Program Management	Stakeholder Engagement and Communications	Other Bespoke Advisory	Strategic Energy Partnerships
NSW Roadmap	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
CIS				●	●	●	●	●	●					●	●	●	●
SA FERM	●	●	●		●	●	●							●	●		●
ESEM including VIC Advisory		●			●	●				●				●		●	

● Services no longer provided

Our people

To deliver on our roles, ASL has in-house capabilities across energy system and market modelling, energy infrastructure financing and procurement, financial and capital markets, risk management and scheme administration.

These capabilities are supported by services provided by AEMO, market and energy sector relationships and external specialist expertise where required.

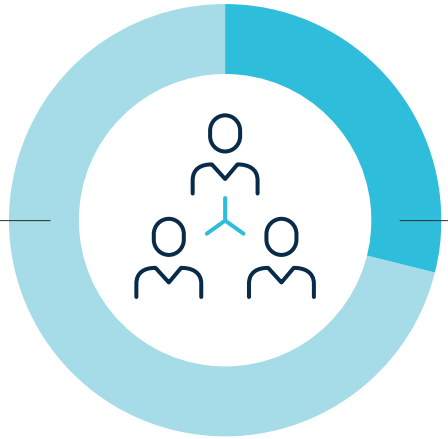
Our organisation is structured with six divisions with our commercial and system planning and financial markets teams representing the majority of employees.

Our diverse range of expertise, coupled with access to best-in-class external advisors, enables us to deliver our unique service offering to governments.

Figure 1: FY27 workforce (full-time equivalent (FTE))

ASL organisational structure	
Commercial	Corporate Affairs and Social Value
System Planning and Financial Markets	Business Operations
Legal and Company Secretariat	People and Culture

Figure 2: FY27 workforce (full-time equivalent (FTE)



71%
Delivery FTE

29%
Enterprise FTE

Our roles

ASL is purpose-built to provide specialist services to help governments deliver on their ambitions for Australia's energy systems. Independent and not-for-profit, we bring a commercial mindset to public policy problems, allowing us to act as a bridge between government ambitions and private sector investment. Delivering positive outcomes for energy consumers is central to our purpose and shapes both our approach to our roles and the way we operate.

NSW Consumer Trustee

In 2021, the NSW Government appointed ASL as the independent Consumer Trustee under the NSW Electricity Roadmap, to protect the long-term financial interests of NSW electricity consumers.

ASL's responsibilities as Consumer Trustee are established under the *Electricity Infrastructure Investment Act 2020* (NSW) and include long-term infrastructure investment planning, tender and financial product design and delivery and undertaking authorisations of REZ infrastructure project recommendations received from the Infrastructure Planner. The Consumer Trustee is also responsible for appointing the Financial Trustee.

Statutory functions and service offering

- Energy planning and advisory services
- Tender design and management services
- Network operator authorisation services
- Access fee determination services
- Risk advisory services and financial markets expertise
- Scheme services

Jurisdiction

- NSW

Client and beneficiaries

- Client: NSW Government
- Beneficiaries: NSW electricity consumers

Engagement Type

- Statutory appointment

SA FERM Scheme Administrator

In 2025, the SA Government introduced a framework to support sufficient long-duration dispatchable capacity to ensure secure, reliable, and affordable electricity supply for South Australia. As part of this framework, the SA Government has defined a rolling five-year Firm Energy Target (FET) that prescribes the required amount of long-duration firm capacity to manage risks to energy reliability.

To meet the FET, long-duration firm capacity generators tender for contracts that underwrite a portion of their revenue through the SA FERM.

In October 2025, the SA Government appointed ASL as the independent Scheme Administrator under the *National Electricity (South Australia) Firm Energy Reliability and Orderly Exit Management Regulations 2025* (SA), to act in the long-term financial interests of SA electricity consumers.

Statutory functions and service offering

- Tender design and management services
- Scheme design services
- Scheme establishment and administration services
- Advisory services

Jurisdiction

- SA

Client and beneficiaries

- Client: SA Government
- Beneficiary: SA energy consumers

Engagement Type

- Instrument of Appointment

CIS Delivery Partner

The CIS is a national program to encourage new investment in renewable capacity, such as wind and solar, as well as clean dispatchable capacity, such as battery storage.

In 2023, AEMO engaged ASL to support the roll-out of the CIS as an advisor and tender delivery partner, bringing together our expertise in energy market design, management and tenders.

ASL is conducting the competitive tender processes that enable the Australian Government to determine which projects the scheme should support. CIS tenders are being progressively rolled out until 2027 to meet reliability needs between FY26 and FY30.

Service offering

- Tender design services
- Tender management services
- Product design services
- Financial markets advice
- Other advisory services

Markets

- NEM and Wholesale Electricity Market (WEM)

Client and beneficiaries

- Client: Australian Government
- Beneficiaries: Australian electricity consumers

Engagement Type

- Fee-for-Service Contracts

ESEM Advice and Preparatory Works

The ESEM is being developed to support investment in energy across the National Electricity Market.

In FY26, ASL was engaged by the Australian Government to provide preparatory services related to the establishment of the ESEM. This included supporting the ESEM contract co-design process.

ASL's future role in ESEM remains subject to consideration by Energy Ministers in Q2 FY27.

Service offering

- Preparatory works advisory services
- Product and tender design services
- Tender pathway planning advisory services
- Financial markets advice and scheme design services
- Other advisory services

Engagement Type

- Fee-for-Service Contracts



Gentari, Maryvale Solar and Energy Storage Project

Delivering for our client governments

NSW Roadmap outcomes

Generation
2.46 GW
of awarded NSW generation.

Long-duration storage
2.77 GW / 30.36 GWh
of awarded NSW long-duration storage capacity.

Firming
1.607 GW / 5.128 GWh
of awarded NSW firming capacity.

Network authorisations
2 authorisation decisions
CWO and HCC REZ network recommendations from EnergyCo authorised.

Access fee determinations
14 determinations
across the South-West and Central-West Orana REZ access schemes, supporting participant contributions to shared infrastructure.

Competition

Market competition
700+ bids received
across ASL-supported NSW, CIS and SA tenders, demonstrating market interest in government-backed investment pathways.

CIS outcomes

NEM generation
20.8 GW
of NEM generation capacity recommended.

NEM dispatchable capacity
4.13 GW / 15.37 GWh
of NEM dispatchable capacity recommended.

WEM generation
1.89 GW
of WEM generation capacity recommended.

WEM dispatchable storage
6.28 GW
of WEM dispatchable capacity recommended.

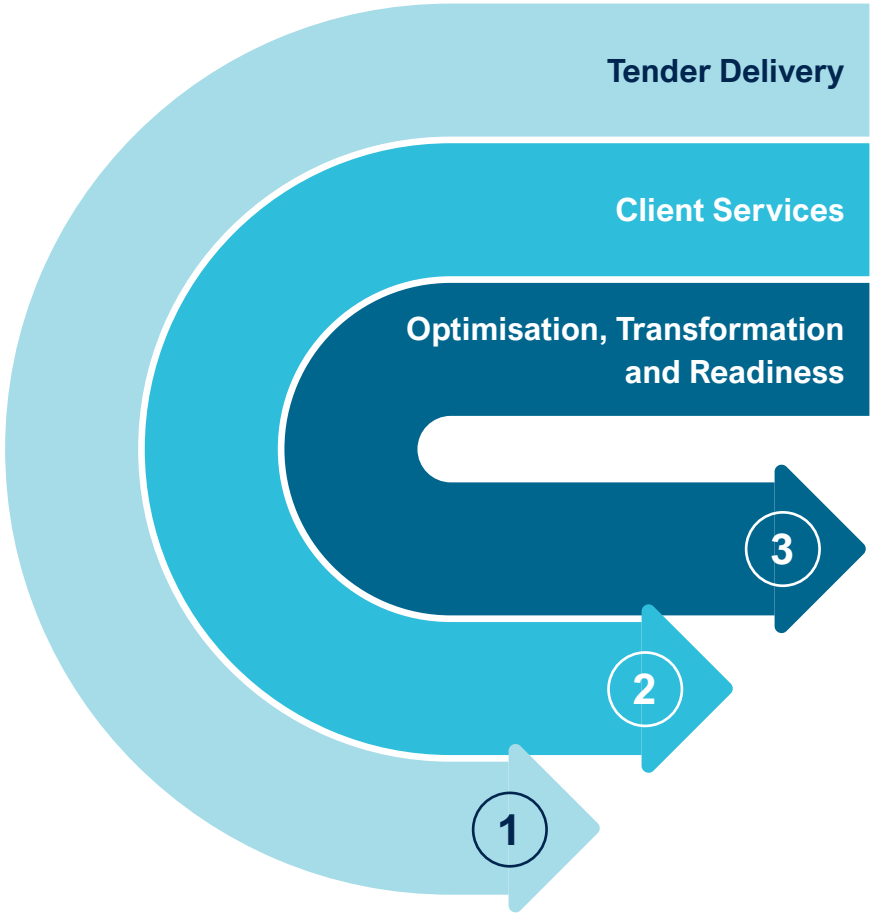
SA FERM outcomes

Long-duration firm capacity
517 MW / 4,136 MWh
of committed output capacity awarded.

Our vision, purpose and goals

ASL's strategy has been reshaped to reflect the balance required to continue delivering our existing statutory, contractual and client obligations without compromise, while preparing the organisation for potential change as national and state policies evolve. This includes supporting governments to prepare for new and evolving arrangements, such as the ESEM, and progressing the internal priorities needed to ensure ASL remains ready to respond to change.

The strategy has been refined around three strategic goals, which provide a clear framework for sustaining today's delivery obligations while strengthening ASL's capability, resilience and readiness for future service, governance, and operating requirements.



Our purpose

Bridging ambition and action to deliver the energy transition

Our vision

A net zero energy system that benefits all Australians

Across all three goals, ASL will continue to deliver today, while shaping tomorrow's service offerings and building readiness for change.

1 Tender Delivery	2 Client Services	3 Optimisation, Transformation and Readiness
Stimulate investment in energy infrastructure through successful tenders	**Deliver trusted client services that enable energy transition outcomes**	**Optimise and strengthen ASL's readiness and resilience to navigate change**
Our intent: Deliver tenders on time, within budget and to agreed quality standards, while achieving target bid participation levels, and driving continuous productivity and cost discipline across the tender process.	**Our intent:** Achieve successful client service outcomes through timely, efficient and high-quality program delivery aligned to client priorities.	**Our intent:** Deliver the corporate enablement roadmap and achieve agreed milestones that strengthen organisational capability, resilience and change readiness.
Key FY27 program and initiatives: **1.01** Tender Program Delivery **1.02** Product and Tender Design **1.03** Market Confidence and Transparency	**Key FY27 program and initiatives:** **2.01** System Planning, REZ, Financial Markets and Scheme Services **2.02** Future-State Service Offering **2.03** Role, Relationships and Value	**Key FY27 program and initiatives:** **3.01** Independence and Standalone Readiness **3.02** Workforce Capability and Change Management **3.03** Enterprise Risk, Performance and Ways of Working

Our focus

FY27



Akaysha Energy, Orana BESS

Our focus

Delivering today.
Preparing for tomorrow.

In FY27, ASL will focus on maintaining delivery while strengthening the organisational foundations needed to navigate a more complex, multi-client operating environment.

Tender delivery

Tender delivery remains a key priority in FY27. ASL will continue to design, prepare and conduct tenders across NSW, CIS and SA FERM, subject to government requirements. This will support government objectives, maintain investor and market confidence, and progress energy infrastructure outcomes through well-run competitive processes.

In parallel, we will progress product and tender design activities that support evolving energy market arrangements, including ESEM contract co-design, ESEM tender design and the design of the NSW firming LTESA. This will help ensure future tenders and products are fit-for-purpose, responsive to market conditions and ready to support government decisions as policy settings evolve.

Client services

ASL will continue to provide client services that are timely, efficient and aligned to government priorities.

In NSW, we will perform our role as Consumer Trustee, supporting delivery of the NSW Roadmap through independent planning, advisory, financial risk management and other statutory functions. For SA FERM, we will fulfil our role as Scheme Administrator, including scheme administration and financial risk-related services as required.

While maintaining focus on delivery, we will also evolve our service offering in response to changing government requirements. This includes supporting ESEM preparatory activities and any other responsibilities required by Energy Ministers.

During FY27, we will strengthen the way these services are delivered by enhancing interfaces and relationships with government and delivery partners. This will strengthen how ASL works with governments, delivery partners and the wider energy ecosystem to support evolving market arrangements and advance Australia's energy objectives.

Optimisation, transformation and readiness

During FY27, we will progress initiatives to support potential governance changes and ensure ASL is positioned to balance transformation with delivery. Priority activities will focus on strengthening standalone capabilities, workforce readiness and risk management practices, improving enterprise systems and processes, while improving the enterprise foundations needed to support efficient, resilient and scalable delivery.

Throughout this program, we will ensure changes to governance, funding, systems and workforce settings do not disrupt core service obligations. Together, these initiatives will embed practical improvements that strengthen service continuity, operational effectiveness, cost optimisation and change readiness.

We will also optimise the way work is planned, managed and delivered across ASL by improving enterprise processes, systems, tools and reporting. This will improve productivity and support stronger cost discipline, resource planning and decision-making across our functions.

Alongside this enterprise focus, we will continue to improve tender processes and other service delivery functions to support efficient, cost-effective, consistent and high-quality outcomes, that serve our clients' needs now and into the future.

Our key operating principles

ASL continues to operate on a not-for-profit, full cost recovery basis, with distinct funding mechanisms for each function and service. ASL will apply disciplined governance, risk management, cost recovery and assurance practices to ensure functions are delivered with clear accountability and without cross-subsidisation between government clients. ASL operates in accordance with the following guiding principles:

Governance and assurance

Strong governance and accountability are central to ASL's operations. ASL is governed by an independent Board of Directors and supported by a robust governance framework. The Board and its Committees – Risk, Compliance and Audit Committee and People and Remuneration Committee - provide oversight of ASL's strategy, policies, financial performance, and risk and compliance, while supporting management in delivering ASL's organisational objectives and responsibilities. The Board meets on average at least ten times per year.

ASL conducts half-yearly and/or annual "Statements of Compliance" to ensure we execute our functions consistent with our obligations under the NSW EII Act and SA FERM Regulations and our service contracts.

Risk management

ASL's risk management framework includes Board approved governance documents and executive leadership-approved artefacts that collectively establish ASL's risk management approach. These include the risk management policy, risk management framework and risk appetite statement.

Delivery and efficiency

Service model

ASL delivers distinct functions and services for each government client, with clear objectives, obligations and funding arrangements for each role. Appropriate ring-fencing ensures there is no cross-subsidisation or sharing of confidential information between clients.

Each service offering is tailored to the needs, policy settings and delivery context of the relevant government, ensuring ASL remains focused on the outcomes we have been engaged to deliver.

At the same time, common processes, systems, and frameworks allow ASL to identify synergies across client requirements, apply lessons learned across schemes, and flex resources across tenders, roles, and functions. This supports efficient scaling, avoids unnecessary duplication, enables enterprise costs to be shared across service lines, and allows ASL to manage delivery and introduce new services without undue disruption to current operations.

Efficiency

We are focused on service excellence, which means that any systems, processes, and technologies that we implement must be streamlined, efficient, cost-effective, and deliver an optimal user experience.

In FY27, this includes initiatives to leverage technology, strengthen enterprise infrastructure and improve how work is planned, managed and delivered across the organisation.

Organisational capability and capacity

ASL has prioritised building and maintaining the in-house capability needed to meet our statutory, contractual and client obligations. This ensures we retain the organisational knowledge, delivery discipline and core expertise required to provide trusted services to governments and respond effectively to changing policy, market and client needs.

At the same time, ASL recognises that not all capability needs to be built or maintained internally. Where it is sensible and feasible to do so, we will leverage the expertise and services of others to deliver cost-effective and operationally efficient solutions that support flexibility, scalability and economies of scale.

This approach allows ASL to maintain a strong internal capability base while drawing on external expertise, independent advice or additional capacity where it improves delivery outcomes. All services obtained from external parties are on-passed to our clients at cost, consistent with ASL's not-for-profit, full cost recovery operating model.

Financial management and accounting principles

Funding

ASL operates on a not-for-profit but full cost recovery basis to provide cost-effective services. We are primarily funded through two mechanisms:

1. The contribution determination mechanism under the NSW EII Act and SA FERM Regulations, under which we annually lodge our estimated administration expenditure with the Australian Energy Regulator (AER) for our roles in undertaking the NSW Consumer Trustee function and the SA FERM Scheme Administrator function.
2. A fee-for-service mechanism where services to non-members are scoped, costed, and recovered on a full cost recovery basis. Services undertaken to support AEMO in the delivery of the CIS fall under this category.

Cost recovery of functions and services

- The ASL Members Agreement requires us to operate on a not-for-profit, full cost-recovery basis with an appropriate funding mechanism in place to recover costs in exercising each function. All functions and services are provided on this basis and priced commensurate with the actual costs of performing those functions and services, including an appropriate allocation of corporate overheads. No cross-subsidisation should occur between the service offerings to our various government clients.
- ASL's cost and pricing approach is applied to all functions and services. Any foreseen or unforeseen future expenditure that is incurred in FY27 to support jurisdictions will be accounted for and fully funded separately.
- Prior to undertaking additional functions and services, ASL will ensure appropriate legal and governance structures are in place, including securing sufficient funding to deliver those functions and services.
- ASL endeavours to continually assess and reset spending requirements in the short and near term to ensure expenditure is optimised, demonstrates value for money and is commensurate with our activity level.
- In line with our commitment to transparency, our performance is reported to Members and government clients each month.
- ASL reports our financial performance to Members on a segment basis to demonstrate how we manage full cost recovery for services provided.

Accounting policies

- ASL adopts Australian Accounting Standards to ensure our financial statements comply with all relevant standards that are applicable to not-for-profit entities.
- Accounting policies are selected and applied to ensure the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported.
- As a subsidiary of AEMO, ASL adopts its accounting policies and works closely with AEMO to ensure consistency in the application of accounting policies and standards.
- Any new accounting pronouncements or standards that apply to ASL from 1 July 2026 will be reviewed and adopted as required.

Please read in conjunction with the FY27 Budget.

Achieving our corporate intent

To demonstrate progress towards our core legislative and contractual obligations, we will regularly track our performance against the key strategic outcomes detailed throughout the final FY27 SCI and will measure performance through a scorecard of key performance indicators (KPIs).

FY27 Scorecard

KPI		Client/ Entity	Target Expectation
Compliance	No material non-compliance that gives rise to a termination right or ability to suspend ASL as the NSW Consumer Trustee, SA Scheme Administrator or delivery partner to the CIS	NSW, CIS, SA	No termination or suspension
Tender Delivery	Deliver tenders on time, within approved budget, meeting quality standards, achieving target bid participation levels, and driving continuous efficiency improvements across the tender process	NSW, CIS, SA, ESEM	**High Success**
Client Services	Achieve successful client service outcomes through the timely, efficient and high-quality delivery of programs aligned to client priorities	NSW, CIS, SA, ESEM	**High Success**
Optimisation, Transformation and Readiness	Deliver the corporate enablement roadmap, achieving agreed milestones that strengthen organisational capability, resilience and readiness for change.	ASL	**High Success**

Business Plan

A high-level timeline of critical activities

FY27-FY29

ASL compiles this draft plan pursuant to section 5.1 of the Members Agreement between ASL, AEMO Limited and the Crown in right of the State of New South Wales.

The business plan outlines the high-level activities that ASL anticipates undertaking over the course of FY27, FY28 and FY29.

Information contained in this plan is based on knowledge and understanding at the time of writing, August 2026, and is subject to change.

The schedules and associated activities outlined in the business plan are regularly reviewed and amended in accordance with client and organisational priorities.

September 2026

ASL



Tilt Renewables, Broken Hill Solar Farm

Tender delivery activities FY27-29

■ Scheduled dates ■ Best estimate dates, subject to change ■ Dates assumed for planning purposes, requirements not yet confirmed

1.01 Tender Program			FY2027				FY2028				FY2029			
NSW Tender Program			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
NSW T8 2026 Generation	Conduct and make recommendations for NSW Tender Round 8		Launched in FY26		Wrap up									
NSW T9 2026 LDS	Conduct and make recommendations for NSW Tender Round 9		Launched in FY26		Wrap up									
NSW T10 2026 Generation	Conduct and make recommendations for NSW Tender Round 10			Launch										
NSW T11 2027 Firming	Conduct and make recommendations for NSW Tender Round 11	1			Launch									
NSW T12 2027 Generation	Conduct and make recommendations for NSW Tender Round 12	1				Launch								
NSW T13 2027 LDS	Conduct and make recommendations for NSW Tender Round 13	1				Launch								
CIS Tender Program			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
CIS T8 2026 NEM Dispatch	Conduct and make recommendations for CIS Tender Round 8		Wrap up											
CIS T9 2026 NEM Gen	Conduct and make recommendations for CIS Tender Round 9		Launched in FY26		Wrap up									
CIS T10 2026 NEM Dispatch	Conduct and make recommendations for CIS Tender Round 10		Launched in FY26		Wrap up									
CIS T11 2026 WEM Gen	Conduct and make recommendations for CIS Tender Round 11		Launch											
CIS T12 2026 NEM Gen	Conduct and make recommendations for CIS Tender Round 12	2		Launch										
CIS T13 2026 (TBC)	Conduct and make recommendations for CIS Tender Round 13	2				Launch								
CIS T14 2026 (TBC)	Conduct and make recommendations for CIS Tender Round 14	2				Launch								
SA Tender Program			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
SA Tenders	Conduct and make recommendations for future SA tenders	3	Under consideration by SA Government											

Indicative only not for further distribution

1. Timing of NSW Tender Rounds beyond NSW T10 are indicative only and have not yet been confirmed with the client. Six NSW tenders have been assumed to be at different phases of delivery over the term of this business plan.
2. Timing of CIS Tender Rounds beyond CIS T11 are indicative only and have not yet been confirmed with the client. Seven CIS tenders have been assumed to be at different phases of delivery over the term of this business plan. There is provision in the CIS Head Contract for an additional two CIS tenders if required. It has also been assumed that if ESEM is endorsed by the ECMC, CIS will be replaced by ESEM after the completion of CIS T14 or T16 if the additional two tenders are required.
3. Timing of SA Tender Rounds have not been displayed in this business plan. ASL is awaiting Ministerial direction. However, there is provision for two potential SA tenders during the term of this business plan.

Tender delivery activities FY27-29

■ Scheduled dates ■ Best estimate dates, subject to change ■ Dates assumed for planning purposes, requirements not yet confirmed

1.01 Tender Program		FY2027				FY2028				FY2029			
ESEM Tender Program		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
ESEM Rolling Qualifications	Conduct rolling ESEM project pre-qualification process [4]					Initial process		Ongoing process					
ESEM T1 – 2027 (if required)	Conduct and make recommendations for ESEM Tender Round 1 [4]						Launch						
ESEM T2 – 2028 (if required)	Conduct and make recommendations for ESEM Tender Round 2 [4]								Launch				
ESEM T3 – 2028 (if required)	Conduct and make recommendations for ESEM Tender Round 3 [4]										Launch		
ESEM T4 – 2029 (if required)	Conduct and make recommendations for ESEM Tender Round 4 [4]												Launch
ESEM T5 – 2029 (if required)	Conduct and make recommendations for ESEM Tender Round 5 [4]												Prep
1.02 Product and Tender Design		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
ESEM Contract Co-Design	Deliver the ESEM Contract Co-Design through Working Group [4]												
NSW Firming Product & Process	Develop tender process and products for NSW Firming Tender												
ESEM Tender Design	Commence the ESEM Tender Design (including pre-qualification process) [4]												
1.03 Market Confidence and Transparency		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Stakeholder and market insights	Establish an enterprise insights capability that integrates stakeholder, market, consumer, and delivery intelligence												
Market development and confidence	Drive coordinated market development to improve readiness, participation, confidence, and understanding of tenders												
Tender transparency	Deliver transparent and accessible communications to improve understanding of ASL's role, tender processes, and decision-making logic												
MC4 insights and reporting	Provide structured social value assessment reporting and insights to government clients and key stakeholders												

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4. At the time of writing, ASL had not been granted an ongoing role in ESEM. For the purpose of this high-level business plan, ASL has assumed that, in addition to its current engagement to provide preparatory and advisory services, it may have a role in ESEM tender delivery. This includes an assumed five ESEM tenders and three special ESEM tenders between FY27 and FY29. Special ESEM tenders are not shown on the timeline above. ASL has also assumed it may have a role, to some degree, in other ESEM functions, including scheme administration, Financial Management Entity mobilisation, RMF development and oversight, policy advice, PDA management services and the Anticipated Entry Trajectory with AEMO. The business plan also assumes any transitional arrangements or service demobilisation that may be required to support the possible transition of existing schemes into ESEM.

Client services activities FY27-29

■ Scheduled dates ■ Best estimate dates, subject to change ■ Dates assumed for planning purposes, requirements not yet confirmed

2.01 System Planning, REZ, FM and Scheme Services		FY2027				FY2028				FY2029			
NSW IIOs and system planning		**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**
Annual GSP report	Prepare and publish annual NSW GSP Reports	2026 GSP	2027 GSP	2027 GSP	2027 GSP	2027 GSP	2028 GSP	2028 GSP	2028 GSP	2028 GSP	2029 GSP	2029 GSP	2029 GSP
Firming IIO report	Prepare and publish 2026 NSW Firming IIO Report	2026 Firming IIO											
Bi-annual IIO reports	Prepare and publish the 2027 and 2029 NSW IIO Reports	2027 IIO	2027 IIO	2027 IIO	2027 IIO					2029 IIO	2029 IIO	2029 IIO	2029 IIO
REZ Network and Network Upgrade Authorisations		**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**
SW REZ authorisation	Assess and make authorisation decision for SW REZ [5]												
NE REZ authorisation	Assess and make authorisation decision for NE REZ [5]												
Orana REZ authorisation	Assess and make authorisation decision for Orana REZ [5]												
REZ Access Fee Determinations		**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**
NE access fees	Determine transitional access fees for NE [6]												
HCC access fees	Determine access fees for HCC REZ [6]												
NSW data centers	Determine major network upgrade fee for data centers [6]												
Financial Markets and Scheme Services		**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**
ASL-SFV Interface and partnership	Build an effective and compliant interface with SFV under the RMF												
	Strengthen and evolve the ASL–SFV strategic partnership												
NSW Financial Trustee	Review NSW Financial Trustee appointment for end of current term												
	Monitor compliance with the NSW FT Instrument of Appointment												

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5. The initiation and timing of REZ network authorisations are dependent on confirmation from the Infrastructure Planner. ASL is unable to provide at this time a forward plan for REZ network authorisation beyond the authorisation of projects in SW and NE REZ.
6. The initiation and timing of access fee determinations will be dependent on the Minister declaring or amending an access scheme declaration. ASL is unable to provide at this time a forward plan of access fee determinations beyond the determination of NE, HCC and Orana REZ access fees. It is anticipated that ASL may play a role in large load fees and access control mechanism for CWO and SW REZ. These activities have not been included in the business plan timeline.

Client services activities FY27-29

■ Scheduled dates ■ Best estimate dates, subject to change ■ Dates assumed for planning purposes, requirements not yet confirmed

2.02 Future-State Service Offering		FY2027				FY2028				FY2029			
ESEM	* PLAN A – if a role in ESEM is conferred	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
ESEM preparatory works	Undertaking assigned ESEM preparatory activities												
	Strengthen and evolve collaboration with AEMO System Design in line with agreed responsibilities for delivery of ESEM Anticipated Entry Trajectory [4] *												
	Provide advice as required on ESEM policy matters including changes to the NEL/NER to implement ESEM [4] *												
ESEM mobilisation	Design and operationalise any designated ESEM functions [4] *												
CIS demobilisation *(as required)*	Plan and execute for the orderly wind-down or transition of CIS services [4] *												
Service Transition *(if required)*	Support states and territories to transition existing schemes into ESEM [4] *												
State Sovereignty	# PLAN B – if a role in ESEM is not conferred	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
State Sovereignty Service Model	Develop a jurisdiction-led service model that supports state-specific priorities #												
New Service Offerings	Identify new service offerings aligned to emerging jurisdictional demands #												

2.03 Role, Relationships and Value		FY2027				FY2028				FY2029			
Role and Relationships		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Positioning strategy and messaging framework	Position ASL for its changing role and operating environment and enable consistent messaging on our role												
Government engagement strategy	Strengthen ASL's government engagement approach across jurisdictions												
Enterprise transparency and governance	Strengthen transparency to improve understanding of ASL's governance, decision-making, and accountability												
Value for Money		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Value for Money	Demonstrate value for money by strengthening cost transparency, service optimisation and the evidence base for consumer, community, social and First Nations outcomes												

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Optimisation, transformation, and readiness activities FY27-29

■ Scheduled dates ■ Best estimate dates, subject to change ■ Dates assumed for planning purposes, requirements not yet confirmed

3.01 ASL Independence and Standalone Readiness		FY2027				FY2028				FY2029			
ASL/AEMO Separation		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
ASL/AEMO separation	Prepare ASL to govern independently from AEMO												
Standalone Corporate Services		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
WHS & learning and development	Transition remaining People and Culture functions into ASL												
Digital strategy	Enact ASL's digital strategy and establish standalone digital capability												
Property strategy	Determine and implement ASL's property strategy												
Resilience program	Embed the future state operating model into business as usual												

3.02 Workforce Capability and Change Management		FY2027				FY2028				FY2029			
Workforce Strategy		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Workforce and succession planning	Establish an enterprise workforce and succession view for FY27												
Workforce decisions and delivery execution	Develop and embed data-driven people and workforce decisions to improve delivery, future readiness and costs												
Future-state workforce scenarios	Develop workforce planning scenarios showing the roles, skills, timing and cost implications of different future-states												
Leadership	Support Leadership to align and lead delivery and transformation through a period of change												
Communications, Engagement and Change Management		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Enterprise communications and engagement	Strengthen organisational alignment through the clear communication of priorities, decisions, and change												
Change management and readiness	Support successful delivery of transformation initiatives through structured change planning, readiness assessment and adoption support												
People and safety impact of change	Ensure change is enacted in consideration of workload, consultation obligations and psychosocial safety												

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Optimisation, transformation, and readiness activities FY27-29

■ Scheduled dates ■ Best estimate dates, subject to change ■ Dates assumed for planning purposes, requirements not yet confirmed

3.03 Enterprise Risk, Performance and Ways of Working		FY2027				FY2028				FY2029			
Enterprise Risks and Risk Appetite Statements		**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**
Enterprise Risks and Risk Appetite Statements	Develop and adopt ASL's strategic risks and risk appetite statements and strengthen risk governance across ASL												
Enterprise Optimisation		**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**
Enterprise process optimisation	Optimise and simplify critical enterprise processes to improve efficiency and productivity												
Schedule and resource planning	Enhance scheduling and resource planning across ASL to drive transparency and resource utilisation												
Reporting	Enhance and automate enterprise reports												
Tender Process Optimisation		**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**
Tender Process Improvements	Drive productivity and cost discipline through efficiency improvements and capability building												
Other Service Optimisation		**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**
Authorisation Management Framework	Continuously improved the NSW REZ Authorisation framework to drive optimisation and efficiency												
Other Service Optimisation	Drive cost and other efficiencies across non-tender service delivery												

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