

NRFC - GENERAL

National Reconstruction Fund Corporation (NRFC)

Issue

How is the National Reconstruction Fund Corporation (NRFC) progressing towards meeting its objectives?

Headline Response

Since it was launched on 18 September 2023 the NRFC has announced \$434.5 million of investments across 9 businesses or projects in its priority areas.

Facts and Figures

- On 23 July 2025, the NRFC was provided with a [Statement of Expectations](#) (SoE) by its Responsible Ministers, Ministers Gallagher and Ayres.
- The SoE outlines the government's strategic priorities and expectations for the operation of the NRFC including:
 - Future Made in Australia
 - Advanced computing including artificial intelligence
 - Advanced manufacturing, especially in clean energy, housing and construction
 - The Economic Resilience Program, delivering \$1 billion in interest free loans to support exporters
 - Accelerating nation building projects.
- The NRFC is expected to reply with a Statement of Intent within 3 months of receiving the SoE.
- As of 30 June 2025 the NRFC has made investment commitments totalling \$434.5 million.
- On 19 November 2024 the NRFC made its first investment of \$40 million in Russell Mineral Equipment, a world-leading manufacturer of relining technologies for grinding mills.
- Subsequent investments include:
 - Resource Capital Funds (\$100 million in November 2024, including the \$40 million RME investment)
 - Quantum Brilliance (\$13 million, December 2024)
 - Myriota (\$25 million, December 2024)
 - Vault Cloud (\$22.5 million, December 2024)
 - Arafura Rare Earths Limited (\$200 million, January 2025)
 - Harrison.ai (\$32 million, January 2025)
 - QuintessenceLabs (\$15 million, April 2025)

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- PolyActiva (\$27 million, April 2025).
- The NRFC has \$15 billion to invest and offers loans, guarantees and equity across seven priority areas of the Australian economy which are identified in the *National Reconstruction Fund Corporation (Priority Areas) Declaration 2023*.
- The targeted financing levels (outlined in the Investment Mandate) are:
 - **Renewables** and low emissions technologies – up to \$3 billion
 - **Medical science** – \$1.5 billion for medical manufacturing
 - **Transport**
 - Value-add in **agriculture, forestry and fisheries** sectors – \$500 million (including food and fibre)
 - Value-add in **resources** – \$1 billion
 - **Defence** capability
 - **Enabling capabilities** – \$2 billion (including \$1 billion for critical technologies and \$1 billion for advanced manufacturing).
- The NRFC is led by an independent board appointed jointly by the Minister for Finance and the Minister for Industry, Science and Resources. The board makes investment decisions independent of government and guided by the NRFC legislative and governance frameworks.
- Government sets directions for the NRFC in its Investment Mandate as how to carry out its investment function and exercise its investment powers.
 - **Return:** target an average return of between 2 and 3 per cent above the 5-year Australian government bond rate.
 - **Risk:** operate with a commercial approach, including by:
 - undertaking appropriate due diligence, credit and investment risk assessment processes
 - developing a diversified portfolio.
- The level of risk deemed acceptable by the NRFC may be higher than the risk tolerance of commercial banks and private sector investors, if this higher risk tolerance supports the objects of the NRFC Act and the IM.
- The NRFC takes a medium to long-term outlook in relation to its investment practices.

If asked: How does the NRFC decide what to invest in?

- Investment decisions are made by the board, guided by the Priority Areas Declaration, the NRFC Act and the Investment Mandate.
- The NRFC operates in a commercial manner and targets a positive rate of return for its portfolio, as set out in the mandate. It focuses on investments that transform and diversify the Australian economy and industry, including by crowding-in private sector finance.

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- The NRFC has a broad power to invest, including debt and equity instruments. It does not provide grants.

If asked: Please explain the NRFC's investment in Arafura Rare Earths Limited?

- The investment will support Arafura to finance the Nolans Project in the Northern Territory, which aims to be Australia's first ore-to-oxide rare earths processing operation and is expected to produce around 4% of the world's neodymium and praseodymium (NdPr) demand from 2032.
- The NRFC investment is in the form of a \$200 million convertible note which will have a total tenor of 15 years and a conversion period of 7 years.
- The project will deliver considerable benefits to the local community and is expected to create hundreds of local jobs as well as opportunities for local small and medium businesses.

If asked: What were the recommendations in the ANAO audit on the Design and Establishment of the National Reconstruction Fund Corporation?

- The ANAO's audit report on the Design and Establishment of the National Reconstruction Fund was tabled on 26 June 2025.
- The NRFC received 7 recommendations to improve policy and processes related to risk and strategic management.
- The NRFC has agreed with all recommendations from the ANAO audit.

If asked: How is the NRFC responding to whistleblower allegations? (ref: QB25-000111)

The board has stated that 'The NRFC responds comprehensively to any allegations of inappropriate conduct it may receive, including by complying with relevant legislative and confidentiality obligations.'

Policy Commitments

- The government has established the \$15 billion NRFC to diversify and transform Australia's industry and economy through loans, equity and guarantees, and thereby secure future prosperity and drive sustainable economic growth in line with the 2022 election commitment.
- The government has announced an Economic Resilience Fund, with \$1 billion in interest free loans administered by the NRFC to aid firms in taking advantage of new markets and export opportunities.

NRFC - GENERAL**Background**

The NRFC has published media releases on its website for each of its investments.

Mr David Gall was appointed CEO of the NRFC on 28 January 2025. The NRFC published a statement on its website at [Attachment A](#).

Ms Kellie Benda was appointed to the NRFC Board on 21 February 2025, for a 3-year term. The NRFC published a statement on its website at [Attachment B](#).

The Minister for Finance and the Minister for Industry, Science and Resources are responsible ministers within the NRFC Act. Information outlining the role and responsibilities of the NRFC Board can be found in Part 3 of the Act.

The board comprises 9 members, including the chair, appointed by the responsible ministers. All board members bring experience, expertise and professional credibility and have significant standing in at least one relevant field required by section 19 of the NRFC Act.

The Remuneration for the positions, as set by the Remuneration Tribunal include:

- Chair: \$135,800 and Tier 1 Travel
- Member: \$67,510 and Tier 1 Travel

The NRFC Board and their terms of appointment:

Board Member	Gender	Start Date	End Date	Years
Mr Martijn Wilder AM (Chair)	M	18/09/2023	17/09/2027	4
Mr Ahmed Fahour AO	M	18/09/2023	17/09/2026	3
The Hon Kelly O'Dwyer	F	18/09/2023	17/09/2027	4
Mr Daniel Petre AO	M	18/09/2023	17/09/2026	3
Ms Kathryn Presser AM	F	18/09/2023	17/09/2026	3
Ms Karen Smith-Pomeroy	F	18/09/2023	17/09/2026	3
Mr Daniel Walton	M	18/09/2023	17/09/2027	4
Mr Glenn Thompson	M	16/10/2023	15/10/2027	4
Ms Kellie Benda	F	21/02/2025	20/02/2028	3

Recent Media Articles

- [Design and Establishment of the National Reconstruction Fund Corporation | Australian National Audit Office \(ANAO\)](#)

NRFC - GENERAL**Attachment A****David Gall appointed CEO of the National Reconstruction Fund Corporation – 28 January 2025**

The National Reconstruction Fund Corporation (NRFC) is pleased to announce the appointment of David Gall as its Chief Executive Officer.

David brings significant experience to the role, with a successful 35-year career that spans corporate, commercial, and retail banking. He spent 16 years at National Australia Bank (NAB), including as Group Executive for Corporate and Institutional Banking, where he managed the bank's relationships with large corporations, financial institutions, and government entities. Prior to that, he served as NAB's Chief Risk Officer. His outstanding contribution to the financial services sector is demonstrated by four years as President of FINSIA (the Financial Services Institute of Australasia).

David's strong vision for Australian manufacturing and passion for rebuilding Australia's industrial capability make him the ideal candidate for the role. He is excited by the opportunity at the NRFC to drive investment in projects that create unique capabilities in Australia and will deliver significant value to our economy.

David's appointment comes as the NRFC announces its first investments and implements its strategy across priority sectors. He will begin the role effective today.

Quotes attributable to Martijn Wilder AM Chair of the NRFC:

"David has impressed us with his strong commitment to supporting Australian industries and creating long-term economic opportunities. His depth of experience, and strategic vision make him the ideal executive to lead the work of the NRFC to deliver investments that will shape the future of Australian industry."

"With his deep expertise in industry, finance and strategic leadership, David is well-equipped to deliver on the NRFC's mandate to invest in innovative projects that strengthen the nation's industrial base."

Quotes attributable to David Gall, CEO of the NRFC:

"The NRFC represents an exciting opportunity to help Australia achieve a more sustainable and diversified economy. I'm honoured to have the opportunity to lead the NRFC at this important stage of its growth."

"I believe in the power of strategic investment to create value, drive innovation, and rebuild the industrial capabilities that are vital for Australia's future."

"My experience managing relationships across corporate, institutional, and government sectors has given me a deep understanding of the collaboration required to achieve impactful outcomes."

"I look forward to working with the Board, our talented team, and stakeholders to deliver investments that drive economic growth and create jobs in key sectors."

Attachment B

Statement – NRFC Board Appointment – 9 March 2025

The National Reconstruction Fund Corporation (NRFC) welcomes the Government's announcement of Ms Kellie Benda's appointment to our Board.

Kellie brings a wealth of experience across key industries, including agriculture, energy, resources, and technology. Her expertise in corporate development, customer engagement and governance – gained through senior roles at AGL Limited, Origin Energy Limited, and Deep Blue Company – will be invaluable as the NRFC delivers on its mandate to drive investment in Australian manufacturing.

Based in Perth, Kellie also strengthens the NRFC's national perspective. We look forward to her contributions as we support innovation, manufacturing, and economic growth across the country.