ASIC CORPORATE **PLAN**

2026–27

ASIC.GOV.AU

ASIC acknowledges the Traditional Owners of the lands and waters on which we live and work.

We pay respects to Elders past and present as the custodians of the world's oldest continuing cultures.

OUR CORPORATE PLAN

This corporate plan covers the period from 2026–27 to 2029–30. It has been prepared as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013.*

ISSN 2205–5908 (Online)

26 August 2026

CONTENTS

Message from the Chair

Our Corporate Plan 2026–27 sets out how we will continue to support better financial outcomes for all Australians, while driving productivity, enhancing responsible innovation and building a more resilient financial system.

ASIC is committed to being easier to deal with for those trying to comply with the law, while being harder to avoid for those causing harm.

Our new Statement of Expectations from the Australian Government provides us with a clear mandate to support growth in the economy, while preserving important consumer and market integrity protections. It recognises that financial regulators have a powerful role to play in improving business dynamism and unlocking investment – and that how we regulate is as important as what we regulate.

We don't have to choose between strong regulation and growth. We can and we must have both, if we are to address Australia's longstanding productivity challenges.

This means ensuring consumers and investors have confidence that the system is fair, and that ASIC will address misconduct and identify risks before harm becomes entrenched. It means reducing the regulatory burden on businesses and giving them confidence that the rules are clear, the playing field is level and that those who break the law will be held to account. And it means giving innovators the clarity and certainty they need to bring new products and services to market.

The strategic priorities outlined in this corporate plan will guide our work in addressing the most significant threats and harms in our regulatory environment – be they emerging or endemic. Our operational priorities will ensure ASIC has the capabilities we need to support that work now and into the future.

Our work in 2026–27 and beyond will include a focus on:

- supporting better financial outcomes for all Australians
- driving productivity
- enhancing innovation, and
- building resilience.

Better outcomes

The people we encounter in our work often come to ASIC at their most vulnerable moments – as victims of scams, high-risk superannuation-switching misconduct or exposure to other forms of financial harm.

Supporting better financial outcomes for them – as for all Australians – remains one of ASIC's primary motivating factors.

We will continue to use the full range of our regulatory and enforcement powers to minimise financial harm to all Australians. Our areas of focus include protecting people from scams, ensuring fairer insurance outcomes, enabling the safe adoption of artificial intelligence (AI) and holding those who break the law to account.

We also remain determined to shut down unchecked avenues of misconduct outside the existing regulatory perimeter, including unlicensed lead generation in superannuation.

ASIC firmly believes that one of the best ways to protect consumers is to ensure that they are risk aware and financially informed. We will continue to support financial capability and deliver trusted information through Moneysmart.

Driving productivity

Our work to reduce the regulatory burden on business continues to deliver tangible, practical benefits for our regulated population.

We are continuing to modernise our business registers to improve reliability and usability, and by expanding email lodgement options, we have significantly reduced the time and cost associated with business interactions.

As a member of the Council of Financial Regulators (CFR), we are also working with the Australian Prudential Regulation Authority (APRA) and other regulators to better coordinate our surveillance activity and streamline data requests.

Through these ongoing initiatives, we continue to contribute to the Government's regulation and productivity agenda.

Enhancing innovation

We recognise the contribution technology and innovation can make to improving productivity and enhancing the customer experience.

We continue to support responsible innovation through clear regulatory frameworks and oversight that allows innovation with confidence. This includes clearing the pathway from concept to development to market.

We will continue to advocate for the safe and responsible use of AI, where it benefits businesses and doesn't diminish outcomes for consumers. And our own investment in AI and digital capability will continue to improve ASIC's operational performance.

Building resilience

The operational and technological resilience of our financial markets is central to their stability and to the confidence of consumers and investors.

Our work in the coming year will build on longstanding efforts to drive improvements in digital security. The need for these improvements remains as pressing as ever, particularly given recent developments in frontier AI.

We will implement our own multi-year cyber resilience program to strengthen our ability to detect and respond to cyber incidents, protect sensitive data and maintain trust in the systems we operate.

We will also continue to oversee the remediation of the Australian Securities Exchange (ASX), driving the sustained change necessary to restore trust and confidence in this critical market infrastructure.

As the accountable authority of ASIC, I present the ASIC Corporate Plan 2026–27, which covers the periods of 2026–27 to 2029–30, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

Sarah Court
Chair

AGENCY OVERVIEW

1

Our corporate plan on a page

Our vision

What we aspire to achieve

A fair, strong and efficient financial system for all Australians

Our purposes

Our purposes derived from the ASIC Act

1. Maintain, facilitate and improve the performance of the financial system and entities in it
2. Promote confident and informed participation in the financial system
3. Administer the law effectively and with minimal procedural requirements
4. Take whatever action we can, and which is necessary, to enforce and give effect to the law
5. Store, process and make available information we receive about companies and other bodies

Our key activities

Key activities we undertake to achieve our purposes

1. Enforcement and compliance
2. Regulation and supervision
3. Registry and licensing
4. Engagement and education
5. Unclaimed money

Our strategic priorities

The priorities guiding work under our key activities

1. Improve consumer and small business outcomes
2. Strengthen professional conduct and improve access to reliable financial and business information
3. Support better retirement outcomes and superannuation member services
4. Support effective, resilient and innovative operations
5. Drive integrity, transparency and confidence across markets

Our operational capabilities

The capabilities we need to undertake our key activities and achieve our purposes

1. People and culture
2. Intelligence and technology
3. Regulatory efficiency

Our operational priorities

The priorities guiding development of our capabilities

1. Build an accountable, capable and valued team
2. Enhance our digital, AI and intelligence capability
3. Make it easier and more efficient for our stakeholders

Our performance

How we measure our performance

Our outcome statement *(Portfolio Budget Statements (PBS))*	**Our programs** *(PBS)*	**Key activities** *(pp 6–8)*	**Performance measures** *(pp 34–46)*
1. Improved confidence in Australia's financial markets through promoting informed investors and financial consumers, facilitating fair and efficient markets and delivering efficient registry systems	**1.1** Australian Securities and Investments Commission	Key activities 1 to 4	Measures 1.1 to 4.1
	1.2 Unclaimed Money	Key activity 5	Measure 5.1

Reporting on our progress in achieving our purposes

ASIC Annual Report 2026–27 (Annual Performance Statements)

Our key activities

We undertake five key activities to achieve our purposes.

1 Enforcement and compliance

Enforcement and compliance are critical parts of our work. We dedicate significant expertise and resources to detecting, disrupting, investigating and responding to unlawful conduct.

Our enduring enforcement priorities are to address:

- misconduct damaging market integrity, including insider trading, continuous disclosure breaches and market manipulation
- misconduct impacting First Nations peoples
- misconduct involving a high risk of significant consumer harm, particularly conduct targeting financially vulnerable consumers
- systemic compliance failures by large financial institutions resulting in widespread consumer harm
- new or emerging conduct risks within the financial system, and
- governance and directors' duties failures.

We select our enforcement actions using information from various sources, including the reports of misconduct we receive and our proactive surveillances. We target our enforcement actions to ensure we have the greatest impact on the most serious harms within our remit. We give particular attention to matters that align with our strategic and enforcement priorities.

When we take enforcement action, our aim is not only to hold individuals and companies to account, but also to deter future misconduct – we want to achieve outcomes that reverberate across the market. For this reason, and as we are not a complaints resolution body, we dedicate resources to target misconduct with significant consumer harm. This approach helps promote a culture of compliance across the Australian financial system and the corporate sector more generally.

We are also committed to pursuing high penalties and sentences through the courts, so that the cost of breaking the law has a material impact on companies and individuals and there is a strong deterrence message to the sector more broadly.

We cannot take enforcement action in every instance. We design our compliance work to have maximum impact across as many sectors and matters as possible. While compliance work can take many forms, it primarily involves making sure that laws are adhered to.

2 Regulation and supervision

We undertake risk-based supervision. This includes enhanced supervision of financial institutions that have the greatest potential to impact consumers (due to market share and other factors). We surveil trading on Australian financial markets both in real time and on a post-trade basis, and act to maintain the integrity of those markets.

We conduct surveillances to identify and understand emerging risks, test compliance with the law, and enhance market conduct and consumer outcomes. Surveillances involve gathering and analysing information about selected entities to achieve outcomes targeted to one or more of the sectors we regulate.

We provide guidance to industry about how we plan to administer and enforce the law, especially for new legal requirements. Our guidance aims to help businesses comply with the law with minimum compliance costs.

We use ASIC's discretionary powers to provide entities with relief from regulatory requirements to facilitate business, promote innovation and support the Australian economy.

We also monitor selected public company transactions where our intervention will reduce the potential for investor harm – for example, initial public offerings (IPOs) and acquisitions of control of public companies.

Through our supervision and surveillances, we seek to:

- ensure that entities and individuals are acting in the best interests of consumers and investors
- ensure that financial services providers have the resources, competence and systems to operate efficiently, honestly and fairly
- change behaviours and processes to drive good consumer and investor outcomes
- monitor licensees' compliance with their licence conditions, and
- promote trust and confidence in Australian financial markets.

When our supervision or surveillances identify misconduct within our jurisdiction, we consider regulatory or enforcement action to protect consumers.

3 Registry and licensing

ASIC's registers play a critical role in our economy. We administer more than 30 registers, which hold essential records for every company, business name, and licensed financial industry professional. The registers support the Australian financial system and businesses of all sizes, contributing substantial economic benefits.

Each year, we collect fees and charges associated with the registers. In 2025–26 we raised fees and charges contributing over $1.7 billion to Commonwealth revenue.

The quality and integrity of registry data is critical. The registers are relied on across the economy to support important business decisions. Registry records are used in legal proceedings and by government for regulatory, investigative and enforcement actions.

Our work under the RegistryConnect program remains a key priority for ASIC. This work will stabilise and secure the registers and deliver new functionality.

The processes, policies and technology that enable registry services are aged and do not meet contemporary standards for digital user experience. To address these challenges, ASIC has received a significant funding commitment to continue the RegistryConnect program.

The Registry Business Advisory Group provides direct consultation with users of our registry services to offer strategic insights and guide future proposals to stabilise and uplift our registers.

Our Customer Contact Centre provides frontline support to regulated entities, small businesses, company officeholders, registered agents and consumers. Our team respond to more than 559,000 inquiries each year. If our Customer Contact Centre team cannot resolve an inquiry on the spot, they direct it to the right team in ASIC.

ASIC assesses applications for Australian financial services (AFS) licences, Australian credit licences (credit licences), professional registrations, and company and business name registrations. We also manage registered liquidator registrations and assess registrations of managed investment schemes.

Our assessments help ensure that ASIC only grants licences or professional registrations to persons who meet the statutory requirements, including relevant fit and proper tests.

4 Engagement and education

We help consumers, especially vulnerable consumers, make confident and informed financial decisions with the information and tools we provide on ASIC's Moneysmart website. Over 9.1 million Australian users visited Moneysmart in 2025–26. It is recognised as one of Australia's leading sources of independent and reliable financial information for consumers.

We seek to engage, inform and support Aboriginal and Torres Strait Islander peoples in their interaction with financial services and help them achieve positive financial outcomes. We do this through Moneysmart, our Indigenous Outreach Program, and our Indigenous Financial Services Framework.

We also consult, engage and collaborate with:

- financial and regulatory technology businesses, to support technological advancements beneficial to consumers, investors and markets through our Innovation Hub and administration of the Australian Government's enhanced regulatory sandbox
- industry, to inform the guidance we provide about how we administer and enforce the law and, where appropriate, on what we consider to be good practice
- our external panels, representing academic, consumer, industry, legal and regulatory sectors, to understand market developments and systemic risks, and
- our domestic and international peer regulators and agencies, including contributing to the work of international bodies, to assess the fitness and properness of individuals and companies, exchange information and intelligence, respond to cross-border misconduct, and positively influence the regulation and operation of global financial markets.

Read more about the stakeholders, agencies and bodies with which we cooperate that make a significant contribution to achieving our purposes on pages 26–28.

5 Unclaimed money

We are responsible for administering money that has been held in bank accounts, shares, investments and life insurance policies and not claimed for a certain period of time.

We receive this unclaimed money under section 69 of the *Banking Act 1959* (Banking Act), section 216 of the *Life Insurance Act 1995* (Life Insurance Act), and various sections of the *Corporations Act 2001* (Corporations Act), on behalf of the Australian Government.

We reunite people with their unclaimed money by maintaining a publicly accessible register on our Moneysmart website. This allows individuals and entities to search for lost funds at any time, with no time limit for submission of claims.

We process claims and pay them to their rightful owner promptly and in accordance with applicable legislation. By doing so, we support economic growth and contribute to improved living standards for all Australians.

As at 30 June 2026, the balance of unclaimed money administered by ASIC on behalf of the Australian Government exceeded $3 billion.

WHAT WE'LL DO IN 2026–27 AND BEYOND

2

Our priorities for 2026–30

STRATEGIC PRIORITIES

1	2	3	4	5
Improve consumer and small business outcomes	**Strengthen professional conduct and improve access to reliable financial and business information**	**Support better retirement outcomes and superannuation member services**	**Support effective, resilient and innovative operations**	**Drive integrity, transparency and confidence across markets**

FOCUS AREAS

1	2	3	4	5
Misconduct targeting vulnerable consumers and small businesses	High-quality and timely financial reporting, valuations and auditing	Trustee delivery of fair and informed member services	Technological, operational, cyber and data resilience across the corporate sector, financial services and markets	Market cleanliness across public and private markets
Scam prevention and disruption	Implementation of the mandatory climate reporting framework	Trustee performance under the retirement income covenant	Crisis preparedness and financial stress responses	Changing risks, interconnectedness and supervision across private markets
Insurance claims and service	Holding directors and auditors to account for misconduct	Innovation in advice	Effective supervision of critical market infrastructure, including ASX	Information disclosure
Impact of AI use	Improving ease of access to and quality of registry data	Misconduct targeting superannuation savings	Facilitating competition, innovation, AI and emerging technology	Private credit practices, including valuations and liquidity management
Trusted financial education through Moneysmart		Managed investment schemes oversight		Digital asset platforms
Payments reforms				

OPERATIONAL PRIORITIES

1 Build an accountable, capable and valued team

- A people-first approach
- An agile and high performing team
- A thriving, inclusive and future-ready workforce
- Systems and processes that make it easier for people to do their best work

2 Enhance our digital, AI and intelligence capability

- Better leveraging data and technology for earlier, actionable insights and faster decision making
- Investing in systems that improve internal effectiveness and efficiency
- Improving company registration, lodgement and data linking
- Enhancing register integrity including combating misuse of the registers
- Making the ASIC website and ASIC Regulatory Portal easier to use

3 Make it easier and more efficient for our stakeholders

- Better coordination with fellow regulatory agencies and other elements of the Council of Financial Regulators Better Regulation Roadmap
- ASIC's ongoing simplification work

Operating environment

Economic, regulatory, technological, social and geographical factors in our environment may affect our work.

Economic

While economic growth strengthened in late 2025 and early 2026, gross domestic product (GDP) is expected to slow over the coming years. Inflationary pressures remain a key near-term risk. These conditions are likely to increase financial stress for many households and small businesses.

These domestic pressures are occurring alongside a highly uncertain global environment. Ongoing geopolitical conflict, geoeconomic fragmentation and policy volatility are affecting the functioning of global economic and financial systems, contributing to greater structural instability.

Regulatory

There is a continued push to simplify regulation to reduce compliance costs and support market growth. In Australia, the Australian Government's productivity agenda is advancing this work, which includes reforms to lower financial sector compliance costs and modernise the regulatory framework.

Technological

AI is transforming ASIC's operating environment. Consumers increasingly rely on digital platforms, automated tools and online content to access financial services and make decisions. While this offers the potential for significant benefits, including efficiency and choice, it can also put consumers at increased risk.

Weakening information quality, reduced accountability and AI technologies can increase exposure to misleading and unreliable financial information outside traditional firm channels. This can increase the likelihood of consumers experiencing harm, particularly where digital systems with weak controls rapidly spread poor-quality information.

Operational risks are becoming increasingly system wide. Greater reliance on shared service providers, technology platforms and core infrastructure is strengthening interconnections across the financial system, increasing the potential for disruptions to transmit rapidly across entities and sectors.

Social

Australia's ageing population affects our financial system, particularly the superannuation sector. This sector continues to expand in scale, complexity and systemic importance. Total assets under management exceeded $4.5 trillion in late 2025.

The superannuation sector is continuing to consolidate into a small number of large firms. This highlights the importance of governance and risk management, given the potential impact of operational failures in this large and important market.

Increasing investments in self-managed superannuation funds (SMSFs) can come with the risk of exposure to poor advice and compliance failures.

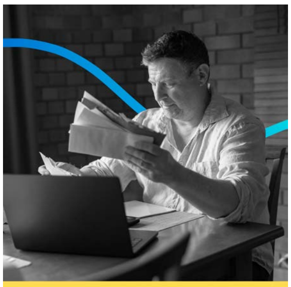
Digital marketing and lead-generation channels have the potential to allow coordinated misconduct across advisers and platforms with devastating results for retirement savings.

Geographical

Extreme weather events driven by climate change remain a significant risk over the short and long term. This risk is particularly acute for the insurance sector and communities located in high-risk areas. The growing cost of natural disasters in Australia has significantly increased insurance premiums in these areas, particularly in northern Australia.

Major factors and our approach

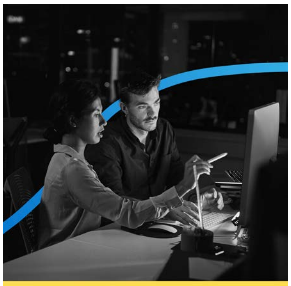
Major factors in our operating environment and the way we propose to respond to these factors are:



Financial stress

Financial stress across some households and small businesses remains elevated with tendencies towards slower growth, persistent inflation and sustained cash-flow pressures. Sustained pressures can affect household and business decision making and may increase the potential for misconduct.

*See how we are responding under **Strategic priority 1 on page 13.***



Automation and AI

Digital platforms and automated tools are increasingly a key source of information for consumer financial decisions. While these technologies have the potential to bring significant benefits, they also bring the increasing risk that consumers will be exposed to untrustworthy financial information outside traditional firm channels.

*See how we are responding under **Strategic priorities 1 and 4 on pages 13 and 18.***

Conduct risk

Conduct risk across all sectors is increasingly shaped by distribution and servicing choices, rather than product features or firm size. This is particularly evident in superannuation and retail banking. Financial professionals have always played an important role in supporting the financial system, but that role is now more important than ever.

Competitive pressure and digital channels are shifting influence toward advice, marketing and ongoing servicing. Intermediaries such as mortgage brokers and platforms play a growing role in shaping consumer behaviour across both mass-market and complex products.

*See how we are responding under **Strategic priorities 2 and 3 on pages 15 and 17.***

Uncertainty

Uncertainty has become a structural feature. The combination of geopolitical conflicts, global economic fragmentation and policy volatility has weakened the international economic and financial framework, increasing the risk of rapid transmission of shocks throughout the system.

*See how we are responding under **Strategic priorities 4 and 5 on pages 18 and 19.***

Strategic priorities

Five strategic priorities will guide our work and ensure we focus on the most significant issues in our operating environment.

1 Improve consumer and small business outcomes, with a focus on:

- misconduct targeting vulnerable consumers and small businesses
- scam prevention and disruption
- insurance claims and service
- impact of AI use
- trusted financial education through Moneysmart, and
- payments reforms.

Debt collection

Building on our 2025–26 work, we will seek to minimise harm from debt collection by credit providers, debt buyers and contingent collectors acting on their behalf.

Consumer protections for contracts for difference

We will consult on proposals to amend and extend the contracts for difference (CFD) product intervention order, and to remake the financial requirements instrument for retail over-the-counter (OTC) derivatives issuers. These proposals maintain strong consumer protections.

The CFD product intervention order and financial requirements instrument are both due to expire in 2027.

Lending to small businesses

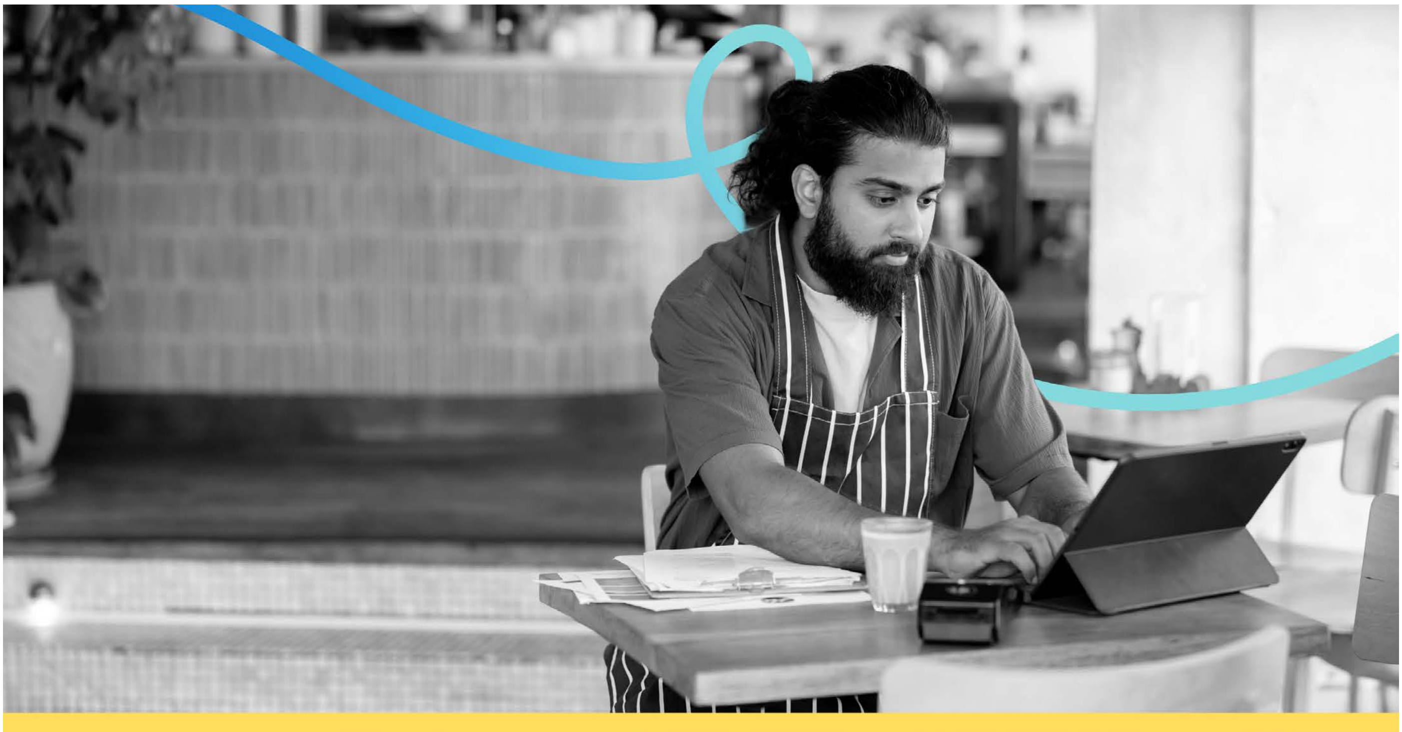
We will examine lending practices by non-bank lenders that can lead to poor outcomes for small businesses, including the use of unfair contract terms.

Scam prevention and disruption

We will:

- actively disrupt investment scams through our takedowns of scam websites
- collaborate and share information with domestic and international regulators, and regulated entities
- prevent scam losses by publishing consumer warnings on our Investor alert list on Moneysmart and the International Organization of Securities Commissions (IOSCO) investor alerts platform I-SCAN
- help consumers and businesses prevent and disrupt scams by providing online resources and expanding our registers to include AFS licensee website addresses, and
- contribute to Australian Government initiatives that protect consumers from scams by working closely with Treasury, the Australian Competition and Consumer Commission (ACCC) and Australian Communications and Media Authority (ACMA) to implement the Scams Prevention Framework and work on its implementation in the banking sector.

Note: Expected timeframes are more than one year unless otherwise stated.



Disaster chasers

We will review the practices of businesses that offer consumers services in connection with their home insurance claims, including businesses operating in disaster-affected areas, to identify any risks to consumers.

Life insurance service issues

Service issues are a major source of complaints about life insurance. We will continue our review to determine whether life insurers are meeting their obligations when delivering services to consumers who have obtained policies directly or through financial advisers.

Use of AI

We will monitor increased use of AI by banks to identify harms or risks to consumers.

Moneysmart tools and resources

We will ensure Moneysmart continues to meet consumer needs by delivering practical financial education through our audience-led social media strategy and enhancing content and calculators for our priority audience segments.

We will also continue to increase awareness and understanding among pre-retirees of the retirement tools and resources available through Moneysmart to support informed retirement planning.

Payment service providers

We will support development of a modern regulatory framework for payment service providers by continuing to engage with Treasury on the implementation of payments licensing reforms.

Financial advisers

We will support consumer engagement with qualified financial advisers, by progressing the next phase of our financial adviser qualifications compliance program. We will take a risk-based approach to identify advisers who remain authorised to provide personal advice but have not met the qualifications standard.

Buy now pay later

We will assess compliance by buy now pay later providers with credit laws and identify insights into the impact of these laws. This will include an assessment of the key issues affecting First Nations peoples through the work of our Indigenous Outreach Program.

2 Strengthen professional conduct and improve access to reliable financial and business information, with a focus on:

- high-quality and timely financial reporting, valuations and auditing
- implementation of the mandatory climate reporting framework
- holding directors and auditors to account for misconduct, and
- improving ease of access to and quality of registry data.

Financial reports and audits

We will improve the quality of financial reports and audits through targeted reviews of the financial reports and audits of a mix of listed and unlisted companies, registrable superannuation entities and managed investment schemes. We will review compliance with applicable standards, including valuation issues. We will adopt a risk-based and data driven approach to our audit surveillances, and consider the appropriate mix between individual audit file and thematic surveillances to improve audit quality.

Lodgement of financial reports

We will continue our work to address failures by companies and other regulated entities to comply with obligations to lodge financial reports.

Sustainability reports and audits

We will improve the quality of sustainability reports by reviewing the reports of listed and unlisted Group 1 entities. We will share our observations with the market.

We will continue our pragmatic and proportionate approach to sustainability reporting. We will assist implementation through guidance, education and relief and engage with large audit firms on their audit methodologies.

Auditor conduct

We will continue our audit surveillances and also examine internal complaints received by audit firms in connection with the audit services they provide.

Where we identify auditors that fail to meet their obligations, including requirements to maintain registration and lodge annual statements, we will consider appropriate action.

Small business director resources

We will work to improve directors' understanding of their obligations through delivery of eLearning and online guidance resources.

Related party transaction practices

We will improve related party transaction practices through targeted reviews of company decision making and disclosure. We will particularly focus on transactions where companies have not sought shareholder approval.

Director conduct and corporate governance

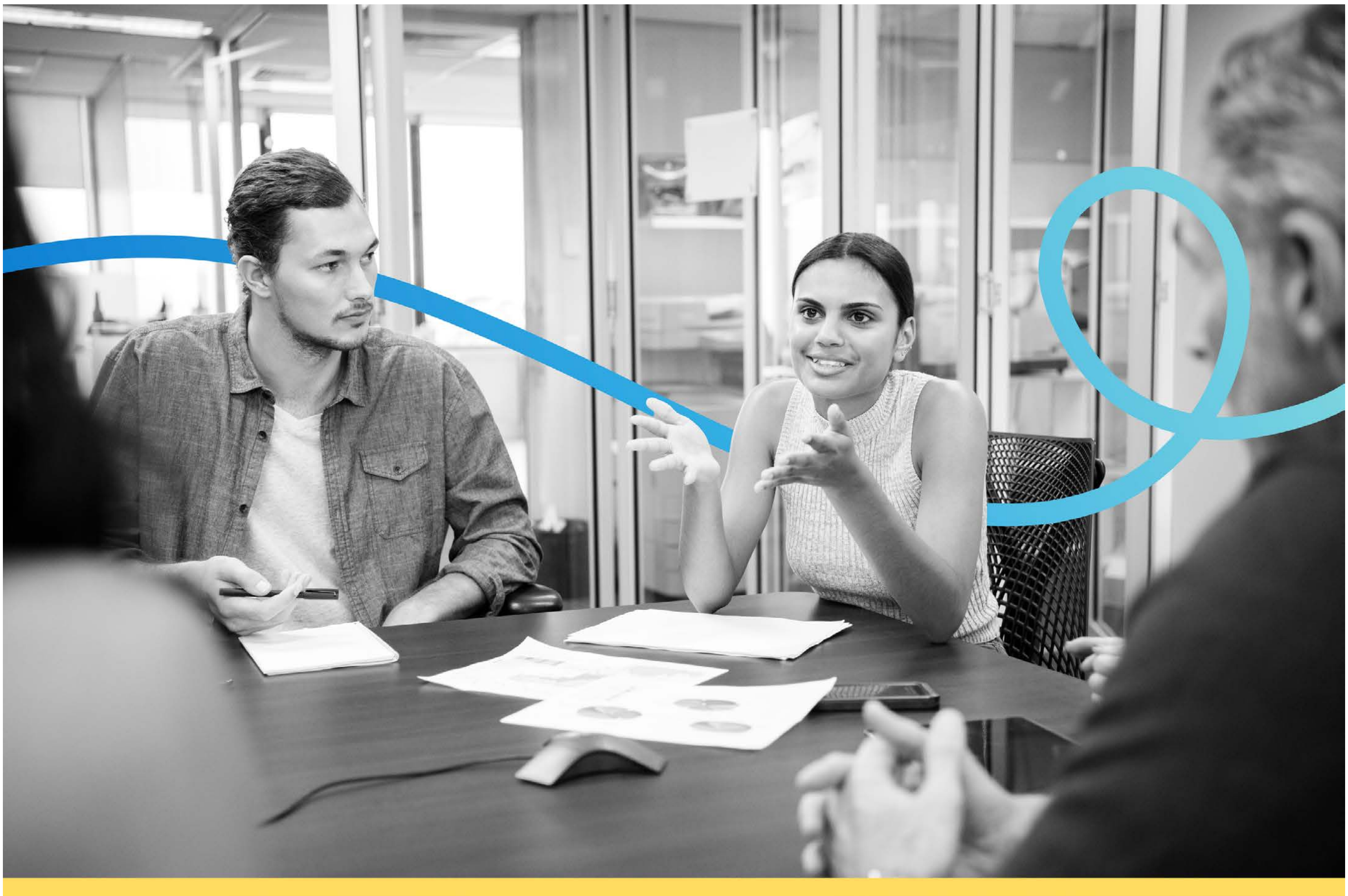
We will disrupt misconduct through data-informed reviews focused on small business director misconduct and illegal phoenix activity. We will also support better corporate governance through surveillances of corporate governance practices.

Improving registry data

Over time, our multi-year RegistryConnect program will deliver staged improvements to how users access, submit and maintain registry information. This includes the introduction of modern digital services, stronger authentication and identity verification, improved data validation, and a progressive transition away from legacy systems and channels.

Insolvency sector insights

We will build on our 2025–26 work to improve the use of our insolvency data holdings to derive insights into the operation of the sector and regulatory risks within it. This includes publishing insights about the operation of the court and creditors' voluntary liquidation processes.



3 Support better retirement outcomes and superannuation member services, with a focus on:

- trustee delivery of fair and informed member services
- trustee performance under the retirement income covenant
- innovation in advice
- misconduct targeting superannuation savings, and
- managed investment schemes oversight.

Learning from complaints

We will continue our multi-year member services review. As part of this broader work, we will complete our review of how superannuation trustees use complaints data to identify and address systemic issues and improve services.

Retirement outcomes

An estimated 2.5 million Australians are expected to transition into retirement over the next decade, with many relying on their superannuation funds to support them as they transition. We will continue to monitor industry progress since the implementation of the retirement income covenant, and where possible, continue to share examples of better practice and areas of focus, with the aim of uplifting industry practice.

Safeguarding superannuation savings

We will undertake a targeted review of superannuation trustees' oversight of advice fee deductions including whether there has been an uplift in practices following Report 833 *Safeguarding super: How well are platform trustees monitoring risks to retirement savings?* (REP 833).

Where we identify poor conduct, we will take enforcement or other regulatory action, where appropriate. Our aim is to drive improvements in trustees' oversight of advice fee deductions and in the assurance processes that help trustees comply with their obligations.

We will also identify AFS licensees using high-risk lead generation services and take appropriate action to disrupt these models.

Separately managed accounts

In response to the rapid growth in advice to retail clients to shift to separately managed accounts (SMAs), we will continue our surveillance of AFS licensees that recommend and offer SMAs to retail clients. We will review their compliance with general licensee obligations and advice conduct obligations. Our focus will include governance frameworks, management of conflicts of interest and consumer outcomes.

Managed investment scheme industry standards

We will engage with industry bodies on their work to lift managed investment scheme standards and practices, including in the private credit sector, through the review, development and adoption of enhanced industry standards. This builds on our Report 823 *Advancing Australia's evolving capital markets: Discussion paper response report* (REP 823).

Supervision of managed investment schemes

We will enhance our supervisory approach to managed investment schemes through a targeted annual, risk-based surveillance program. In addition, we will enhance ASIC's data capability to increase our visibility of risks in this sector and make better use of data.

4 Support effective, resilient and innovative operations, with a focus on:

- technological, operational, cyber and data resilience across the corporate sector, financial services and markets
- crisis preparedness and financial stress responses
- effective supervision of critical market infrastructure, including ASX, and
- facilitating competition, innovation, AI and emerging technology.

Cyber and operational resilience

We will continue to clearly set out our expectations for cyber and operational resilience in financial markets and services. We will work in partnership with other agencies to embed those expectations.

Crisis preparedness

We will embed ASIC's crisis preparedness. We will do this by strengthening our intelligence, testing our response frameworks, supporting CFR priorities around operational vulnerabilities, cyber vulnerabilities and geopolitical risk preparedness, and uplifting our crisis response capability.

Wholesale market intermediary preparedness

We will review the preparedness of wholesale market intermediaries for market shocks and heightened volatility. We will review controls and plans to maintain market integrity during stress events and dislocated markets with a focus on margining, collateral, valuations and trading conduct risks.

ASX supervision

Following the *Inquiry into ASX Group Final Report*, we are enhancing our supervision of ASX with a more strategic, forward-looking and outcomes-based approach. We are working closely with the Reserve Bank of Australia (RBA) on our revised regulatory approach to joint supervision.

Market infrastructure

We will shape resilient and competitive market infrastructure. We will do this by taking a forward-looking approach to regulation and innovation and through licensing and ownership decisions.

Financial markets, digital finance and innovation

We will enable innovation-led market development through clear regulatory frameworks and oversight. This includes ASIC's innovation strategy, our administration of the Australian Government's enhanced regulatory sandbox, and implementation of the Australian Government's tokenisation policy.

We will continue the conversation around keeping Australia's capital markets competitive, resilient and innovative while maintaining investor protections. Following our Financial Markets and Innovation Roundtable with industry, academic and public sector representatives on 30 June 2026, we will hold targeted industry workshops and engage with regulatory peers before reconvening the roundtable to consider practical next steps.

5 Drive integrity, transparency and confidence across markets, with a focus on:

- market cleanliness across public and private markets
- changing risks, interconnectedness and supervision across private markets
- information disclosure
- private credit practices, including valuations and liquidity management, and
- digital asset platforms.

Public markets settings

We will consult on the simplification of fundraising settings to enhance the attractiveness of Australia's capital markets.

Suspicious trading controls

We will review institutional brokers' portfolio trading and surveillance controls to ensure risks to market integrity and orderly trading are effectively managed.

Market stress and leverage

We will monitor and assess market-wide risks across public and private markets (equity, debt and derivatives). Our aim is to identify emerging stress, excess leverage and risk taking that threaten orderly markets.

AI market integrity risks

We will assess and address AI-driven manipulation and market integrity risks, including deepfakes and misinformation, using generative AI, social media monitoring and cross-market analysis.

Suspense account controls

We will review the controls and governance that market intermediaries have in place for error and suspense accounts to prevent and detect possible abuse, given the heightened risk in high-volume and volatile markets.

Valuations and confidential information

We will conduct surveillances of wholesale private equity valuation practices and wholesale private credit liquidity and credit risk management. We will review transactions to assess the protection of confidential information.

Private credit fund distribution

We will continue our surveillance focusing on the distribution of private credit funds to retail clients through direct and advised channels.

Digital assets reform

We will progress along our roadmap for implementation of digital assets law reform. Under the new regime, we will be responsible for licensing and supervision of digital asset platforms and tokenised custody platforms. We will help implement the regime by issuing regulatory guidance, setting standards, updating our systems, engaging with industry and building ASIC staff capability.

Operational capabilities

People and culture, intelligence and technology, and regulatory capabilities support our work, help us achieve our purposes and ready us for the future.

People and culture

1 **Build an accountable, capable and valued team, with a focus on:**

- a people-first approach
- an agile and high performing team
- a thriving, inclusive and future-ready workforce, and
- systems and processes that make it easier for people to do their best work.

Progress our enterprise agreement

We will work towards finalising an enterprise agreement that contains modern employment conditions, reduces industrial risk, and provides clarity for employees and leaders.

Plan our workforce requirements

We will plan for our capability and capacity requirements, reducing critical skill gaps and workforce risks while improving agility and cost management. We will ensure fewer critical roles have vacancies and that these roles are easier and quicker to fill.

Refresh our capability framework

We will refresh our capability framework to ensure continued relevance in our changing regulatory and AI enabled environment, strategic alignment with workforce and leadership priorities, and improved opportunities for our people.

Increase internal mobility opportunities

We will increase opportunities for internal mobility with development of an internal mobility framework. This framework will strengthen our ability to access the skills and capabilities our staff already have, address workforce skill gaps, and support agile delivery of priorities.

Review our learning model

We will review and refresh our learning model to ensure development opportunities are relevant and accessible, and they strengthen the capabilities we need now and into the future. Refreshing our learning model will include improving governance and accessibility.

Attract and retain talented people

We will strengthen our employer ‘brand’ to attract and retain talent. We will measure this project through retention and turnover satisfaction metrics. We will update our talent management processes, including launching a ‘ready now’ leadership program to support leaders ready for their next career move.

Deliver on our culture roadmap

We will align our leadership programs to our talent and performance cycle. We will align leader expectations, recognition and processes to consistently reinforce desired behaviours across the agency. Through employee feedback, we will regularly evaluate progress made towards our desired culture.

Refresh our diversity, equity, inclusion and belonging strategy

We will refresh our diversity, equity, inclusion and belonging strategy. We will focus on meeting gender equality targets, reducing our gender pay gap, and ensuring our people have equal opportunities to be engaged, retained, developed and promoted.

Finalise and implement our new approach to reconciliation

We will finalise and implement our new Reconciliation Action Plan, together with implementation of a strategic roadmap, to broaden and continue our commitment to reconciliation. This plan and roadmap will complement our work supporting better outcomes for Aboriginal and Torres Strait Islander peoples.

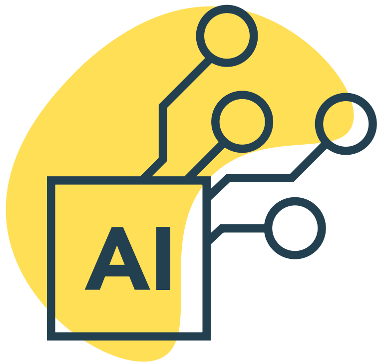
Update our people management systems and change frameworks

We will deliver a new people management system that enhances employee experience, streamlines and automates manual processes, and supports better decision making by providing improved real-time workforce insights. We will also design and implement a people and culture change management framework and toolkit to support delivery of major people and technology initiatives.

Intelligence and technology

2 **Enhance our digital, AI and intelligence capability, with a focus on:**

- better leveraging data and technology for earlier, actionable insights and faster decision making
- investing in systems that improve internal effectiveness and efficiency
- improving company registration, lodgement and data linking
- enhancing register integrity including combating misuse of the registers, and
- making the ASIC website and ASIC Regulatory Portal easier to use.



Modernise the way we handle reports of misconduct

We receive a high volume of reports and tip-offs from the public about possible misconduct. We are modernising the way we triage and manage these reports and combine them with other data sources, including reportable situations, internal dispute resolution and external dispute resolution data, to increase the insights we can derive from them. We aim to enhance our ability to quickly and efficiently identify misconduct warranting referral to regulatory or Enforcement teams for further inquiries or action.

Establish new ways to generate insights informing our work

In response to growing systemic risks and expanding data volumes, we will develop and embed new intelligence capabilities into our regulatory workflows. This will strengthen our ability to identify risks and deliver timely, accessible insights that support intelligence-led, risk-based decision making and regulatory action.

Build our data literacy and responsible use of AI

We will continue building our data and AI literacy, developing the data skills and capabilities our people need, and enhancing our data analytics and machine learning capabilities. We will enable AI adoption across ASIC, including generative AI tools, to enhance our use of data and better inform our decision making. We will use AI responsibly, in accordance with our AI Policy and AI Assurance Framework, which is consistent with the Australian Government policy for the responsible use of AI in government.

Upgrade our revenue management system

We will commence the process to replace our enterprise taxation management system, including procurement and system design. The new platform will enhance the administration of ASIC-managed revenue, including secure billing and invoicing, receipting of unclaimed money lodgements, and processing of unclaimed money claims.

Strengthen our digital capabilities

We will continue to strengthen our ability to detect, deter and respond to increasingly sophisticated, technology-enabled misconduct. We will progress initiatives to improve the integration of regulatory data. This will deliver a more comprehensive view of entities, and enhance surveillance and enforcement outcomes.

We will improve our data exchange and case management capabilities. This will support more efficient investigations, faster regulatory action and more effective use of resources to manage growing volumes of regulatory work.

We will improve regulatory processes, including how we request and receive information, to streamline engagement, reduce duplication and lower compliance costs for industry.

We will continue to update critical systems, including updating our regulatory data repository to a modernised enterprise data platform, to better leverage technologies to undertake our work.

Reduce manual effort and improve efficiency

In response to business needs, we will develop and maintain dashboards, visualisation and business intelligence tools that improve access to data and make it easier to analyse. We will also undertake regular projects to modernise business processes to reduce manual effort and improve efficiency. We will remove unnecessary frictions and streamline processes to ensure our people can best focus on delivering agency objectives.

Strengthen our cyber resilience

We will continue our multi-year cyber resilience program to strengthen our ability to detect and respond to cyber incidents, protect sensitive data and maintain trust in the systems we operate.

Deliver enhancements under RegistryConnect

Through our RegistryConnect program we will continue to:

- stabilise our registry technology platforms to increase the security, reliability and performance of our registers
- modernise and uplift our registers, user channels and interfaces
- improve the quality and integrity of registry data, including linking of additional data sets, and
- implement law reforms that enable better registry outcomes.

We will deliver enhancements including:

- **Enhance the functionality of our companies register.** We will continue delivering new functionality to our companies register, including expanding the online and application programming interface (API) services for accessing companies register data, and launching new online and API services for company registration and maintenance services.
- **Enhance the authentication of registry users.** We will improve authentication of registry users and enable the use of 'myID' digital identity for authentication.
- **Improve the quality and integrity of registry data.** We will make registry data more useful for businesses and individuals who rely on it, by enhancing the authentication of users who create and modify registry records.
- **Enable the linking of director identification (director ID) information with the companies register.** We will develop and test the technology and processes necessary to commence linking director ID information with the companies register. Linking will commence with a beta testing phase during the first half of 2027 and full rollout from 1 July 2027.

  Linking director ID information with the companies register will strengthen transparency and corporate accountability, reduce the risk of fraud and identity misuse, enable users to confidently identify directors of companies, and improve the usability of registry information.
- **Improve the availability and accessibility of our professional registers.** We will continue to improve the application, registration, maintenance and search services for professional registers. This includes moving the financial advisers, authorised representatives, and credit licence registers to modern platforms and improving search services for the banned and disqualified registers.
- **Improve the useability of our online channels.** We will improve functionality and experience for users by delivering updates and enhancements to our external-facing ASIC website and secure online services.
- **Launch a new API developer portal.** The aim of this portal is to provide a secure, standardised platform for self-service discovery to ASIC's catalogue of APIs, to enable wholesale access to ASIC data for high-volume users.

Regulatory efficiency

3 **Make it easier and more efficient for our stakeholders, with a focus on:**

- better coordination with fellow regulatory agencies and other elements of the Council of Financial Regulators Better Regulation Roadmap, and
- ASIC's ongoing simplification work.

Support whole-of-government regulatory reform

We will support the whole-of-government regulatory reform agenda announced in the 2026–27 Budget which includes 14 proposed legislative reforms that will modernise, simplify and improve regulation in the financial sector and reduce compliance costs. This includes reforms aimed at reducing duplication and friction, improving the efficiency of reporting settings and streamlining approvals and compliance.

As part of our commitments to the CFR Better Regulation Roadmap, we will work with APRA to streamline and harmonise data collection and sharing across regulators. This will reduce the burden on industry while maintaining the quality and integrity of regulatory outcomes.

We are committing to reducing the number of thematic surveillance notices we issue by 15%, which will significantly reduce the burden on industry.

Improve AFS licensing efficiency

We will improve AFS licensing to allow faster entry into the market and reduce the regulatory load for low-risk entities.

We will undertake projects to improve our processes, with aims including:

- processing routine applications more quickly and efficiently (with key performance targets revised down from 150 to 120 days)
- reducing the number of outstanding aged high-complexity licensing matters
- streamlining assessment of the organisational competence of responsible managers, and
- reducing duplication across the Financial Accountability Regime (FAR), AFS licensing and APRA prudential standards regimes.

We will explore opportunities for automation and other innovation to support productivity and efficiency.

Encourage efficient and competitive markets

We will support initiatives to encourage business activity and promote easier pathways for mergers and acquisitions and the raising of capital. These include harmonising obligations across regulatory agencies.

We will refresh our regulatory guidance, remake sunsetting instruments, and consult on proposals to better align operational resilience market integrity rules with APRA standards.

Continue our simplification work

We will continue to embed simplification practices that reduce regulatory barriers, including building on the stakeholder feedback we received in response to Report 813 *Regulatory simplification* (REP 813).

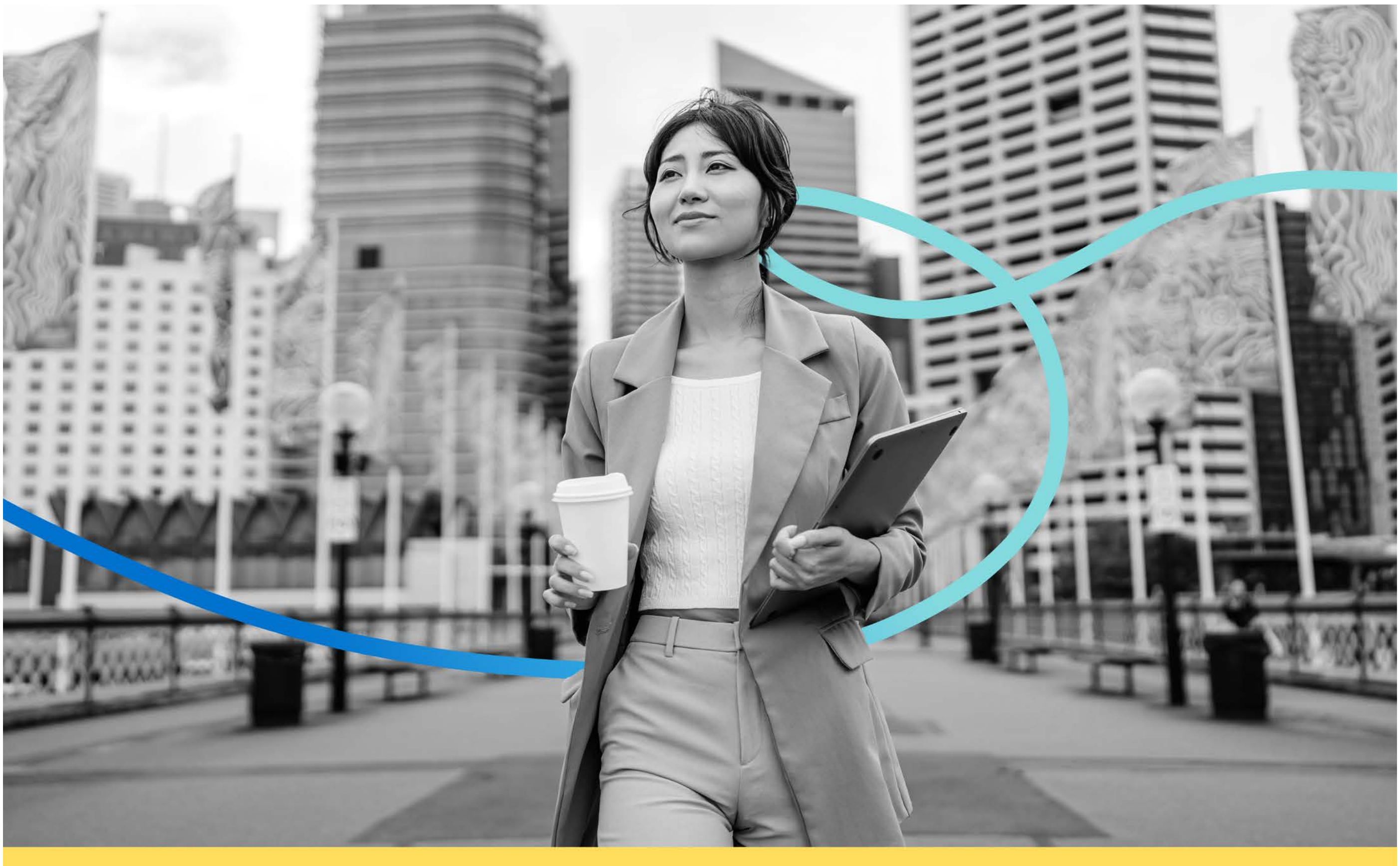
We will focus on what we can do, within ASIC's powers, to address complexity and implement feasible and impactful changes to the way we operate.

Our initiatives will include a focus on:

- **improving access to regulatory information** by upgrading our website and enhancing the clarity, structure and usability of our guidance
- **reducing complexity in regulatory instruments** by simplifying and consolidating financial reporting, accounting, audit and platform instruments, and
- **making it easier to transact with us** by improving services including increasing digital pathways for transactions, expanding email lodgement channels, and enabling electronic signatures on forms.

Regulatory Initiatives Grid

We will continue our contributions to the Regulatory Initiatives Grid (RIG) which helps agencies coordinate financial sector regulation and provides industry with clearer visibility of significant regulatory activities and changes.



Cooperation

We cooperate with a range of key stakeholders, agencies and bodies that make a significant contribution to our work.

Consumers, industry and experts

We collaborate with consumer representatives, industry and experts to perform our work. We do this through our external panels, liaison meetings, regional engagement program, and partnering on campaigns and regulatory initiatives such as simplification.

External panels

ASIC's external panels, comprising senior representatives from a range of consumer groups, industry sectors and academia, are key contributors to our work.

- The **ASIC Consultative Panel** provides input into our strategic planning and proposed regulatory changes, as well as intelligence on our operating environment.
- The **ASIC Consumer Consultative Panel** informs our objectives by providing practical experience and insights into current and emerging consumer issues in the sectors we regulate.
- The **ASIC Indigenous Advisory Group**, which includes First Nations persons from various locations and with a range of expertise, enables ASIC to continue building our understanding of the needs of First Nations consumers engaging with the financial system.
- The **Corporate Governance Consultative Panel** allows ASIC to gain deeper insights into developments and emerging issues in corporate governance practices.
- The **Cyber Consultative Panel** helps inform our supervisory approach to the cyber resilience of financial services and markets.

- The **Registry Business Advisory Group** enables direct engagement with users of ASIC registry services, to provide strategic insight and guide development of future proposals to stabilise and uplift our registers.
- The **Digital Finance Advisory Panel** informs our approach to financial technology (fintech) and regulatory technology (regtech) and helps maintain our engagement with the sector.
- The **FICC Markets Consultative Panel** advises us on its approach to its supervision of fixed income, currencies and commodities (FICC) markets and on broader market developments.
- The **Financial Advisers Consultative Panel** supplements our engagement with the financial advice industry and contributes to our understanding of industry issues.
- The **Markets Consultative Panel** advises us on its approach to day-to-day supervision of the Australian market and on broader market developments.

Liaison meetings

We regularly consult with representatives across financial sectors, including through our corporate finance and market liaison meetings.

Regional engagement

We have a dedicated regional engagement program facilitated by our Regional Commissioners, who host regular Regional Liaison Committee meetings across Australia. These meetings bring together local representatives from industry, small business, financial services and professional bodies to discuss emerging regional trends and issues.

Partnering

We partner with a range of research organisations, universities and academics. These partnerships aim to ensure robust research and thinking inform our regulatory approaches, enhance our understanding of emerging risks and issues, and support regulatory reviews and consultation.

Domestic agencies and bodies

We have memoranda of understanding with domestic agencies which facilitate cooperation, assistance, joint inquiries or investigations, referral of matters and exchange of confidential information.

Key examples of our cooperative work with other domestic agencies and bodies include:

- working closely with Treasury, RBA and APRA as part of the CFR
- our strong working relationship with APRA with regular engagement on matters of shared responsibility. ASIC and APRA jointly administer the FAR and maintain ongoing dialogue on strategic and operational matters through the ASIC–APRA Committee
- working closely with the RBA as co-regulators of licensed clearing and settlement facilities
- collaborating on the National Anti-Scam Centre initiatives led by the ACCC, to coordinate scam disruption efforts in Australia
- our participation in multi-agency taskforces, including the Serious Financial Crime Taskforce and the Fraud Fusion Taskforce, where we work alongside law enforcement and regulatory partners to identify, prioritise and respond to complex financial crime through intelligence sharing, joint operations and coordinated disruption, and
- our close partnership with the Commonwealth Director of Public Prosecutions (CDPP) to investigate and prosecute serious criminal matters in financial services and markets. We have focused in recent years on bringing our agencies closer together at earlier stages of investigations, including by way of a formal framework for engagement and consultation.

International agencies and bodies

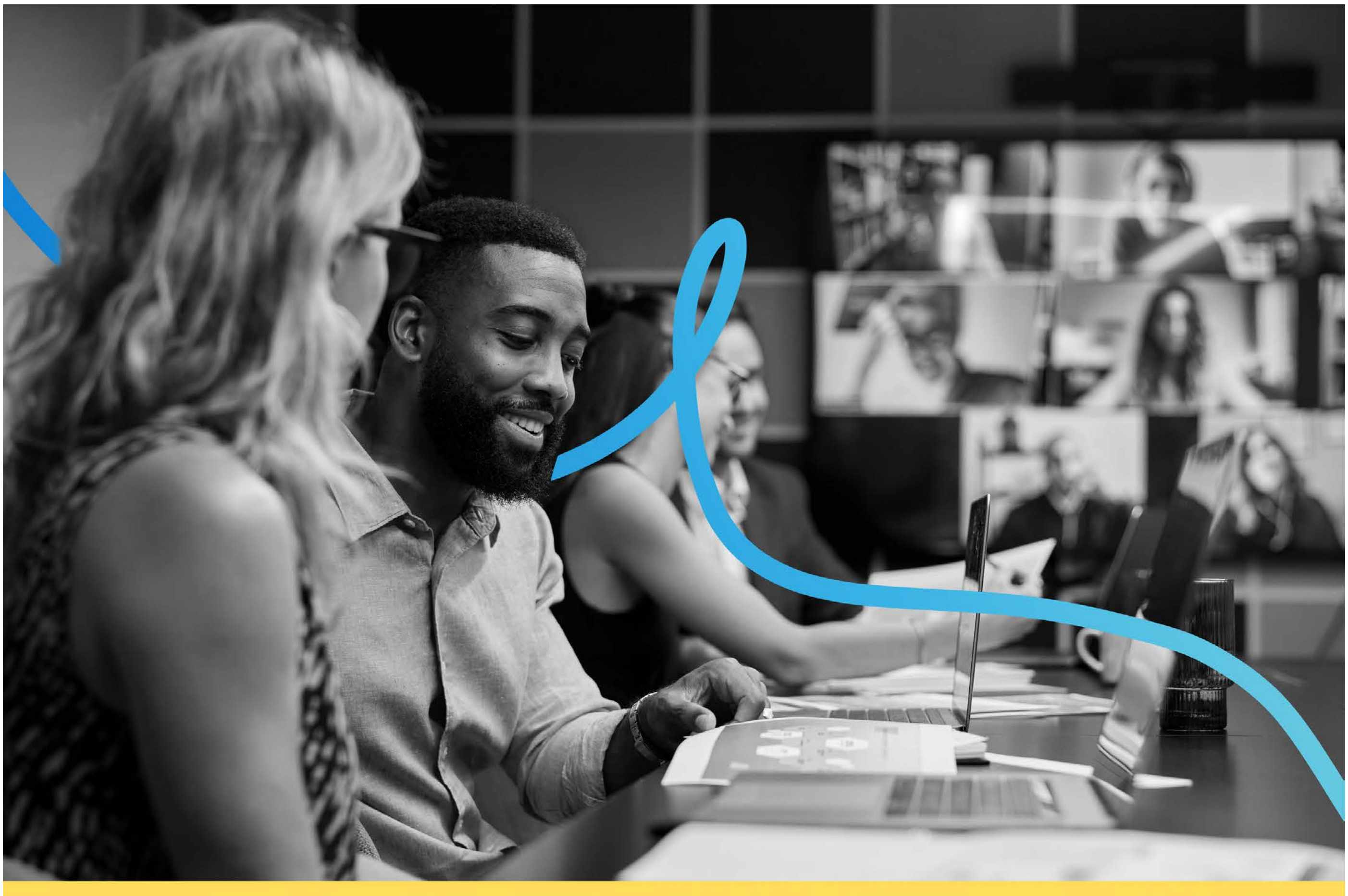
We work closely with a range of international organisations, foreign regulators and law enforcement agencies.

We participate in international standard setting and in important international policy forums and organisations which facilitate collaboration among securities regulators and promote cooperation. They include:

- IOSCO, which brings together the world's securities regulators to develop, implement and promote internationally recognised standards for financial markets regulation. We are a board member of IOSCO.
- the Organisation for Economic Co-operation and Development (OECD)
- the International Financial Consumer Protection Organisation
- the International Forum of Independent Audit Regulators, and
- the International Association of Insurance Supervisors.

We make and receive international requests relating to investigations, compliance and surveillance, policy research, delegations, licensing and due diligence, and general referrals.

We are a signatory to the IOSCO Multilateral Memorandum of Understanding and the Enhanced Multilateral Memorandum of Understanding, as well as bilateral memoranda of understanding and international agreements with agencies and bodies across the globe.



GOVERNANCE AND REPORTING

3

Budget

Most of ASIC's funding is set by the Australian Government, with a large proportion of costs recovered from industry under the industry funding model. We take a strategic approach to the allocation of our budget so we can deliver on our statutory objectives and strategic priorities.

ASIC has total available funding of $688 million for 2026–27, an increase of 7% on the previous year. This includes departmental operating appropriation of $672 million. This increase is attributable to both existing measures and new measures announced in the 2025–26 Mid-Year Economic and Fiscal Outlook and 2026–27 Budget.

Under the industry funding model, we recover most of our regulatory costs from the industry sectors we regulate. We estimate that we will recover $397 million in fees and levies (62% of total appropriations received) relating to the 2025–26 year.

We have outlined our approach to how we allocate resources by activity and industry sector in our Cost Recovery Implementation Statement. We recover our costs through a combination of:

- cost recovery levies, for ongoing regulatory activities that are consistent with the Australian Government Charging Framework
- statutory industry levies, for activities the Australian Government has decided should be cross-subsidised between industry subsectors, and
- cost recovery fees, for user-initiated, transaction-based activities where we provide a specific service to individual entities.

ASIC'S BUDGET	2025–26 ESTIMATED ACTUAL	2026–27 BUDGET	2027–28 FORWARD ESTIMATE	2028–29 FORWARD ESTIMATE	2029–30 FORWARD ESTIMATE
Departmental appropriation	$612.16m	$672.28m	$628.00m	$521.82m	$524.84m
Capital appropriations	$4.17m	$5.06m	$4.55m	$4.60m	$4.66m
Total appropriations	**$616.33m**	**$677.34m**	**$632.55m**	**$526.42m**	**$529.50m**
Revenue from independent sources	$23.86m	$10.59m	$8.54m	$8.77m	$8.91m
Total budgeted resources*	**$640.19m**	**$687.93m**	**$641.09m**	**$535.19m**	**$538.41m**
Total appropriations recovered by the ASIC industry funding model	62%	62%	63%	74%	73%

* The reduction in total budgeted resources over the forward estimates is mainly driven by the RegistryConnect program, whose current funding ceases at the end of 2027–28. The RegistryConnect program also directly affects the total appropriations recovered through industry funding, with more normalised levels returning on cessation of the program.

Governance

ASIC is an independent Commonwealth agency that is a body corporate established under the *Australian Securities and Investments Commission Act 2001* (ASIC Act). Our governance and accountability framework helps ASIC act strategically and with integrity, and effectively deliver on our statutory objectives.

Governance and accountability

ASIC's governance and accountability framework sets out defined responsibilities, accountabilities and processes for the Commission, our executive leaders and various committees in relation to both internal governance matters and our regulatory functions. The framework supports the Commission to exercise its functions and powers and oversee delegated matters, and promote effective, efficient and impartial decision making.

The Chair has sole executive management responsibility. As the accountable authority, the Chair relies on the CEO and other key senior executives to carry out day-to-day management activities and operational matters.

The Commission is a strategic non-executive body with statutory responsibility for regulatory decision making and priority setting. It supports the Chair in relation to oversight of the organisation.

The CEO is responsible for operational performance, which enables the Commission to focus on strategic matters, external engagement and communication.

The Commission has established a number of committees to help with the effective and efficient performance of its regulatory and internal governance roles.

ASIC is accountable to the Commonwealth Parliament and to our responsible ministers including through the following parliamentary committees:

- Parliamentary Joint Committee on Corporations and Financial Services
- Senate Standing Committee on Economics
- House of Representatives Standing Committee on Economics, and
- other parliamentary committees and inquiries as required.

Subsidiaries

ASIC does not have any subsidiaries.

Risk management

Our risk and control framework provides a consistent whole-of-agency approach to risk management.

We adopt a whole-of-agency enterprise risk management approach that emphasises bottom-up and top-down risk identification and mitigation. It is underpinned by 'three lines of accountability' that provide clarity on risk management roles and responsibilities.

We actively apply our risk appetite statement across ASIC's operations. We adjust our risk appetite and tolerance settings at least annually as our operating environment and strategic priorities evolve.

Several key committees provide oversight of ASIC's material risks (including mitigation strategies for risks outside of tolerance). These committees form part of our governance framework:

- The **Executive Risk Committee** provides direction and oversight of the management of ASIC's material non-regulatory risks, and compliance and audit activities. It provides advice to the Commission Risk Committee on significant and material risk and compliance issues.
- The **Commission Risk Committee** considers significant or strategic matters referred by the Executive Risk Committee. It oversees ASIC's risk, compliance and control framework, as well as our risk management strategy and risk appetite statement.
- The **Audit and Risk Committee** operates independently of management. It provides independent advice to the Chair on ASIC's financial performance, performance reporting, risk oversight and management, and systems of internal control.

ASIC's internal audit function has indirect reporting lines to the CEO and the Chair through the Audit and Risk Committee.

We have described ASIC's key risks and mitigation strategies relevant to this corporate plan in the table on page 33.

AREA OF RISK	MITIGATION STRATEGY
Successfully executing the registry stabilisation and modernisation program on behalf of the Australian Government	◆ Workforce and recruitment strategy ◆ Recruitment of people with required skill sets in line with our people capability strategy ◆ Engagement with government, industry and other agencies to understand registry requirements ◆ Enhanced program management, governance and assurance arrangements
Modernising our response to the operating environment through the responsible, risk-based adoption of AI and data assets to enhance ASIC's effectiveness as a regulator and registry	◆ Development of an agency data, digital and AI strategy ◆ AI governance and assurance framework (including an AI Board) to provide independent approval and oversight of AI use cases ◆ Ongoing execution of multi-year technology debt buydown strategy ◆ Developing organisational capability through education and training to support responsible AI use ◆ Commission and executive oversight of program performance, risks and issues
Maintaining the security and resilience of our information and infrastructure in the face of deteriorations in the geopolitical environment and emerging threats from Frontier AI	◆ Structured risk-based security programs addressing key procurement, personnel, facility and information security exposures ◆ Insider threat program to actively prevent and respond to workforce risks and issues ◆ Coordinated event response arrangements with other agencies as appropriate ◆ Business continuity management program and cross-agency crisis and incident response plan, incorporating cyber incident arrangements ◆ Dedicated cyber security uplift strategy that is adjusted to address emerging threats
Like our Treasury regulator peers, ensuring we remain independent in carrying out our regulatory work and making regulatory decisions	◆ Team-specific and whole-of-agency policies and procedures for maintaining the independence of teams and roles exposed to regulatory capture ◆ Team-specific and whole-of-agency policies and procedures for managing conflicts of interest ◆ A dedicated Speak Up platform that allows secure and anonymised reporting of concerns, issues or public interest disclosures

Our performance

Overview

Our annual planning, performance and reporting framework ensures we meet our requirements under the Commonwealth Performance Framework. The ASIC Corporate Plan 2026–27 is our primary planning document.

Our 'Corporate plan on a page' (see page 5) includes a visual representation of the linkages between our purposes, outcomes, programs, key activities and performance measures.

We will publish our results against the performance measures and targets in the 2026–27 Annual Performance Statements (within our Annual Report).

We continue to improve, strengthen and mature the way we measure and report on our performance. We regularly review the quality of our performance information to better demonstrate to the Parliament, the public and stakeholders how we deliver on our purposes.

Regulator performance

We approach regulator performance reporting in accordance with the guidance in Resource Management Guide 128 *Regulator Performance* (RMG 128), demonstrating alignment to the principles of best practice:

- **Principle 1**: Continuous improvement and building trust
- **Principle 2**: Risk based and data driven, and
- **Principle 3**: Collaboration and engagement.

We apply these principles when achieving our purposes. Each performance measure identifies the related regulator best practice principles, to demonstrate how we have embedded these principles in our work. We will include reporting against each of the principles in the 2026–27 Annual Performance Statements (within our Annual Report).

In July 2026, the Australian Government issued ASIC with a Statement of Expectations, outlining its expectations for how we will achieve our objectives, carry out our functions and exercise ASIC's powers. We responded with a Statement of Intent. See Statements of expectation and intent on ASIC's website.

Regulatory outcomes are often complex to measure, as they take time to materialise and can be influenced by multiple factors. This makes drawing clear links between our activities and their outcomes difficult.

Over the coming years, we will continue to investigate ways we can mature our approach to assessing regulator performance to provide a more holistic and meaningful view of our regulatory impact.

Measuring our performance

This section of our corporate plan details the key activities we will undertake in 2026–27 and the performance measures and targets we will use to assess our performance in achieving our purposes. The performance measures do not describe everything we do under each key activity. They focus on work that makes a significant contribution to achieving that key activity and our purposes.

We introduced a suite of performance measures in the Corporate Plan 2025–26. We have retained these measures for 2026–27, with minor refinements to the wording of some measures and targets to improve clarity. We have also introduced targets for measures that we were establishing a baseline for in 2025–26. We have detailed these changes against the relevant performance measures.

We use a mix of output, efficiency proxy and effectiveness proxy measures to provide a basis for the measurement and assessment of our performance.

Where we are not able to identify appropriate efficiency measures, we use timeliness as a proxy for efficiency. For these measures, the timeliness of our work is an important indicator of performance. We have identified this against the relevant measures.

Where we are not able to identify appropriate effectiveness measures, we use effectiveness proxy measures. These measures provide an indication of the impact of our work. We have identified this against the relevant measures.

Key activity 1: Enforcement and compliance

We investigate and take enforcement action when business and individuals do not follow the law.

PERFORMANCE MEASURE 1.1:
Average days between receiving a report of alleged misconduct and referral to the Regulatory Triage Committee or specialist area for further consideration

Measure type: Efficiency – timeliness as a proxy for efficiency

Targets

2026–27	2027–28	2028–29	2029–30
Equal to or greater than 70% of reported alleged misconduct referred within 60 days	Equal to or greater than 70% of reported alleged misconduct referred within 60 days	Equal to or greater than 70% of reported alleged misconduct referred within 60 days	Equal to or greater than 70% of reported alleged misconduct referred within 60 days

Context

We receive reports of alleged misconduct from the public and other stakeholders. We use these reports, together with the intelligence we collect, to detect misconduct and identify patterns, trends, and broader systemic problems in the financial system that may require ASIC's intervention.

Measure rationale

When we identify an issue that should be considered by specialist groups or teams, such as Enforcement and Compliance, Markets, or Regulation and Supervision, we want to do so efficiently, so that the conduct can be considered and addressed. We refer these matters to the Regulatory Triage Committee for strategic consideration.

Efficient referral ensures timely consideration and action, helping ASIC address potential misconduct quickly to minimise its harm to the financial system.

Target rationale

We established a baseline in 2025–26 which has informed the development of targets for 2026–27 and the three forward years. The target is based on this performance and reflects the timeliness of referring reports of alleged misconduct for further consideration. It takes into account the steps required to assess reports before referral.

Data sources and methodology

Internal ASIC systems data will be used to calculate results. **The result is equal to the sum of days to refer, divided by total reports of alleged misconduct referred.**

Days to refer: The number of calendar days between the date a report is received and the date a referral record is created.

Total reports of alleged misconduct: The number of reports where a referral record is created during the reporting period.

Note: Reports of alleged misconduct include reports from the public, notifications from the Australian Financial Complaints Authority (AFCA), registrar referrals about director ID non-compliance, breach reports, insolvency supplementary reports and Compensation Scheme of Last Resort (CSLR) notifications.

Alignment to 2026–27 PBS

Program 1.1, page 200.

Alignment with Principles of Regulator Best Practice

- Principle 1: Continuous improvement and building trust
- Principle 2: Risk based and data driven

Changes since 2025–26 Corporate Plan and 2026–27 PBS

Targets introduced for 2026–27 and the three forward years. Target rationale updated. Measure type and methodology updated for greater clarity.

PERFORMANCE MEASURE 1.2:
Average days between acceptance of a referral and the commencement of a formal investigation

Measure type: Efficiency – timeliness as a proxy for efficiency

Targets

2026–27	2027–28	2028–29	2029–30
Equal to or less than 50 days between acceptance of a referral and the commencement of a formal investigation	Equal to or less than 50 days between acceptance of a referral and the commencement of a formal investigation	Equal to or less than 50 days between acceptance of a referral and the commencement of a formal investigation	Equal to or less than 50 days between acceptance of a referral and the commencement of a formal investigation

Context

We receive information about potential regulatory breaches from a variety of sources, including reports from the public, regulated entities, whistleblowers, and our own surveillance and supervisory activities.

Where appropriate, we may refer matters to an Enforcement team for consideration of a formal investigation. Once the team accepts the referral, the matter is subject to an initial assessment to determine whether it warrants further investigation.

Where appropriate, we may decide to commence a formal investigation under section 13 of the ASIC Act, section 247 of the *National Consumer Credit Protection Act 2009* (National Credit Act) or section 263 of the *Superannuation Industry (Supervision) Act 1993* (SIS Act).

Measure rationale

This measure reflects our commitment to timely and effective enforcement action. Prompt decisions to commence formal investigations enable ASIC to secure evidence, prevent ongoing harm and pursue appropriate regulatory outcomes.

Measuring the average time taken to move from identification of a potential breach to commencement of a formal investigation supports transparency and continuous improvement in ASIC's investigation and enforcement processes.

Target rationale

We established a baseline in 2025–26, which has informed the development of targets for 2026–27 and the three forward years.

The target is based on this performance and takes into account the steps required to consider matters, including the review of available evidence and whether the threshold to commence a formal investigation is met.

Data sources and methodology

Internal ASIC systems data will be used to calculate results. **The result is equal to the sum of total days to commence an investigation, divided by total number of formal investigations commenced.**

Days to commence an investigation: The number of calendar days between the date a case is created and the date a file note under section 13 of the ASIC Act, section 247 of the National Credit Act, or section 263 of the SIS Act is issued.

Total formal investigations commenced: The number of cases where a file note under section 13 of the ASIC Act, section 247 of the National Credit Act or section 263 of the SIS Act is issued during the reporting period.

Excludes:

- Cases without a file note under section 13 of the ASIC Act, section 247 of the National Credit Act or section 263 of the SIS Act.
- Cases that the initial Enforcement team refers to another team, as part of workload management.

Alignment to 2026–27 PBS

Program 1.1, page 200.

Alignment with Principles of Regulator Best Practice

- Principle 1: Continuous improvement and building trust
- Principle 2: Risk based and data driven

Changes since 2025–26 Corporate Plan and 2026–27 PBS

Targets introduced for 2026–27 and the three forward years. Target rationale updated. Measure type updated for greater clarity.

PERFORMANCE MEASURE 1.3:
Average months between investigation commencement and first action or finalisation

Measure type: Efficiency – timeliness as a proxy for efficiency

Targets

2026–27	2027–28	2028–29	2029–30
Equal to or less than 12 months between investigation commencement and first action or finalisation	Equal to or less than 12 months between investigation commencement and first action or finalisation	Equal to or less than 12 months between investigation commencement and first action or finalisation	Equal to or less than 12 months between investigation commencement and first action or finalisation

Context

We undertake formal investigations under section 13 of the ASIC Act, section 247 of the National Credit Act or section 263 of the SIS Act to examine suspected misconduct and determine appropriate enforcement action. These investigations are a critical part of our regulatory response and may lead to civil, criminal, or administrative outcomes.

We consider an investigation closed when it reaches a defined endpoint. For example, a decision to take no further action, filing of court proceedings, or referral to the CDPP or a hearing delegate.

Measure rationale

This measure reflects our commitment to progressing investigations in a timely and effective manner. The average number of months from commencement to closure helps us assess the efficiency of our enforcement processes and resource allocation. It also supports continuous improvement by identifying trends, delays, or bottlenecks in investigative workflows. Timely closure of investigations ensures that we deliver regulatory outcomes efficiently and address misconduct promptly.

Target rationale

We established a baseline in 2025–26, which has informed the development of targets for 2026–27 and the three forward years.

The target is based on this performance and reflects that investigations may conclude in different ways, including being finalised without further action where evidence is insufficient, or progressing to litigation or other regulatory and enforcement outcomes.

Data sources and methodology

Internal ASIC systems data will be used to calculate results. **The result is equal to the sum of total months from investigation commencement to closure, divided by total number of formal investigations closed.**

Months from investigation commencement to closure: The number of months (calculated as 30 calendar days) between the date a file note is issued and the earliest applicable closure date, being one of the following milestones:

- decision to end an investigation with no further action
- file an initiating proceeding
- refer a brief to the CDPP
- refer a brief to a hearing delegate, or
- complete the case.

Excludes:

- Cases that remain in the investigation phase at the end of the reporting period.
- Cases where a file note has not been issued under section 13 of the ASIC Act, section 247 of the National Credit Act or section 263 of the SIS Act.
- Cases relating to the summary prosecution workstream.

Alignment to 2026–27 PBS

Program 1.1, page 200.

Alignment with Principles of Regulator Best Practice

- Principle 1: Continuous improvement and building trust
- Principle 2: Risk based and data driven

Changes since 2025–26 Corporate Plan and 2026–27 PBS

Targets introduced for 2026–27 and the three forward years. Target rationale updated. Measure type updated for greater clarity.

PERFORMANCE MEASURE 1.4: Number of people or companies referred to the CDPP for consideration of criminal prosecution

Measure type: Effectiveness proxy measure

Targets

2026–27	2027–28	2028–29	2029–30
Equal to or greater than 25 people or companies referred to the CDPP	Equal to or greater than 25 people or companies referred to the CDPP	Equal to or greater than 25 people or companies referred to the CDPP	Equal to or greater than 25 people or companies referred to the CDPP

Context

We refer briefs of evidence to the CDPP when investigations identify sufficient admissible evidence of criminal conduct and it is in the public interest to prosecute. These referrals are a key part of our role as a law enforcement agency and reflect our commitment to addressing serious misconduct through criminal proceedings, where appropriate, and deterring future criminal behaviour.

Measure rationale

This measure provides a proxy for the effectiveness of our commitment to addressing serious criminal misconduct through prosecution. We refer matters for prosecution where the alleged misconduct is particularly serious, deliberate or harmful, and where a higher standard of proof is required for prosecution.

Target rationale

Changes in the enforcement environment and the pipeline of matters mean referral volumes are now lower than in periods following the Financial Services Royal Commission, which generated more matters suitable for criminal referral.

Criminal investigations are increasingly complex and subject to higher evidentiary thresholds, requiring significant effort to support prosecution. The target reflects a sustainable level of activity, with a continued focus on the most serious misconduct, where prosecution is expected to deter future misconduct and support confidence in the financial system.

Data sources and methodology

Internal ASIC systems data will be used to calculate results. **The result is equal to the number of referrals to the CDPP.**

Referrals to the CDPP: The number of people or companies referred to the CDPP in the reporting period, either by submitting a full brief of evidence or an agreed statement of facts in lieu of a full brief (where an early guilty plea is anticipated).

Excludes:

- Pre-brief advice requests and informal consultations with the CDPP.
- Agreed statement of facts that follow a full brief of evidence.

Alignment to 2026–27 PBS

Program 1.1, page 200.

Alignment with Principles of Regulator Best Practice

- Principle 1: Continuous improvement and building trust
- Principle 2: Risk based and data driven
- Principle 3: Collaboration and engagement

Changes since 2025–26 Corporate Plan and 2026–27 PBS

Targets revised for 2026–27 and the three forward years. Target rationale updated. Performance measure realigned to the relevant principles of regulator best practice.

PERFORMANCE MEASURE 1.5:
Number of civil proceedings commenced

Measure type: Effectiveness proxy measure

Targets

2026–27	2027–28	2028–29	2029–30
Equal to or greater than 30 civil proceedings commenced	Equal to or greater than 30 civil proceedings commenced	Equal to or greater than 30 civil proceedings commenced	Equal to or greater than 30 civil proceedings commenced

Context

We use civil proceedings to address serious misconduct and deter future wrongdoing where court-based enforcement is in the public interest. We strategically select these proceedings based on evidence, legal advice, and alignment with our enforcement priorities. Civil proceedings are a key part of ASIC's broader regulatory toolkit to protect consumers, investors and market integrity.

Measure rationale

This measure provides a proxy for the effectiveness of our commitment to pursuing serious misconduct through court-based enforcement action. We select matters for civil litigation where the available evidence supports a strong regulatory outcome and where a judicial determination would best serve the public interest.

Target rationale

Recent performance and the current litigation portfolio support a target of 30 civil proceedings per year as a sustainable level of activity, while progressing existing matters before the courts. These include several significant proceedings requiring ongoing resources over multiple years.

Civil proceedings are complex and resource-intensive, involving substantial evidentiary material and case management costs. The target reflects a balanced approach to commencing new matters and progressing existing cases, with a focus on those expected to deliver the greatest deterrence, consumer protection and market integrity outcomes.

Data sources and methodology

Internal ASIC systems data will be used to calculate results. **The result is equal to the number of civil proceedings commenced.**

Civil proceedings commenced: The number of instances where a civil court proceeding is initiated in the reporting period, by filing originating process documents.

Excludes:

- Civil appeals initiated by ASIC.
- Civil proceedings not initiated by ASIC.

Alignment to 2026–27 PBS

Program 1.1, page 200.

Alignment with Principles of Regulator Best Practice

- Principle 1: Continuous improvement and building trust
- Principle 2: Risk based and data driven

Changes since 2025–26 Corporate Plan and 2026–27 PBS

Targets revised for 2026–27 and the three forward years. Target rationale updated. Performance measure realigned to the relevant principles of regulator best practice.

Key activity 2: Regulation and supervision

We consider relief applications and issue guidance to help industry understand their obligations. We also undertake supervision and surveillance activities to test industry compliance with laws.

PERFORMANCE MEASURE 2.1: Percentage of thematic surveillances delivered within the planned timeframe

Measure type: Efficiency – timeliness as a proxy for efficiency

Targets

2026–27	2027–28	2028–29	2029–30
Equal to or greater than 80% of surveillances delivered within the planned timeframe	Equal to or greater than 80% of surveillances delivered within the planned timeframe	Equal to or greater than 80% of surveillances delivered within the planned timeframe	Equal to or greater than 80% of surveillances delivered within the planned timeframe

Context

We conduct thematic surveillances to collect and analyse information on selected entities to identify consumer harm, test compliance with the law, and drive improvements in market conduct and consumer outcomes. We also use surveillances to better understand emerging risks in the sectors we regulate.

Thematic surveillances can be within or across multiple sectors. Good thematic surveillances are targeted, effective, timely, fair and outcomes focused. Efficient delivery of surveillances relies on robust scoping, planning and delivery of surveillance activities.

Measure rationale

This measure assesses the extent to which thematic surveillances, delivered during the reporting period, have been completed within the planned timeframe.

Establishing and executing plans that align with our strategic priorities ensures we appropriately focus our surveillance resources, identify risks early, and perform activities with purpose and impact.

Monitoring delivery drives accountability while enabling flexibility to respond to emerging issues and changes to ASIC's priorities.

Target rationale

The target reflects a balanced approach to performance that recognises that thematic surveillances address regulatory objectives and strategic priorities, while maintaining flexibility to respond to emerging issues and changes to ASIC's priorities.

Setting the target at 80% is a practical approach that supports disciplined planning and execution. The target is a strong indicator of delivery performance while allowing sufficient room to adapt to operational challenges and shifts in the external environment.

Data sources and methodology

Internal ASIC systems data will be used to calculate results. **The result is equal to the total number of thematic surveillances delivered during the planned timeframe, divided by the total number of thematic surveillances delivered and multiplied by 100.**

ASIC's leadership agrees to the planned timeframe for each thematic surveillance. Teams can adjust the plan with leadership agreement that significant external factors or changes to internal priorities have occurred. Any changes require formal approval.

This measure does not include individual entity-specific actions or ongoing monitoring.

Alignment to 2026–27 PBS

Program 1.1, page 200.

Alignment with Principles of Regulator Best Practice

- Principle 1: Continuous improvement and building trust
- Principle 2: Risk based and data driven

Changes since 2025–26 Corporate Plan and 2026–27 PBS

Measure type updated for greater clarity.

PERFORMANCE MEASURE 2.2:
Percentage of in-principle decisions made on applications for relief from the Corporations Act following receipt of all necessary information and fees

Measure type: Efficiency – timeliness as a proxy for efficiency

Targets

2026–27	2027–28	2028–29	2029–30
We aim to give an in-principle decision on applications for relief: ◆ 70% within 28 days of receiving all necessary information and fees, and ◆ 90% within 90 days of receiving all necessary information and fees	We aim to give an in-principle decision on applications for relief: ◆ 70% within 28 days of receiving all necessary information and fees, and ◆ 90% within 90 days of receiving all necessary information and fees	We aim to give an in-principle decision on applications for relief: ◆ 70% within 28 days of receiving all necessary information and fees, and ◆ 90% within 90 days of receiving all necessary information and fees	We aim to give an in-principle decision on applications for relief: ◆ 70% within 28 days of receiving all necessary information and fees, and ◆ 90% within 90 days of receiving all necessary information and fees

Context

We provide relief to participants in capital markets and the financial services industry in certain circumstances. Relief refers to a formal exemption or modification from specific legal requirements under the Corporations Act. The purpose of granting relief is to facilitate business operation, promote innovation, and support the Australian economy by offering flexibility where strict compliance with the law might otherwise impose unnecessary burdens.

ASIC has discretionary powers to grant relief by exemption or declaration (to omit, vary or modify) on an individual or class basis, or by approval, consent, determination, direction, statement or nomination, under certain legislative provisions and in certain circumstances.

Measure rationale

This measure provides markets and industry with an indication as to our intended timelines for in-principle decisions on applications for relief while acknowledging that there are some circumstances outside of our control that may delay outcomes beyond these timelines.

Target rationale

The target balances our commitment to provide markets and industry with timely feedback with the time required to assess complex submissions and submissions requiring significant follow-up information requests.

While we aim to give applicants an in-principle decision within 28 days, the 70% target factors in that our assessment may take longer if the application is novel (such as applications that require us to formulate substantive new policy), contains insufficient detail, or if we are waiting for requested information. The 90% target for 90 days accounts for more complex cases of this nature.

Data sources and methodology

Internal ASIC systems data will be used to calculate results. **Result A is equal to the number of in-principle decisions made within 28 days, divided by the total number of in-principle decisions and multiplied by 100. Result B is equal to the number of in-principle decisions made within 90 days, divided by the total number of in-principle decisions and multiplied by 100.**

Alignment to 2026–27 PBS

Program 1.1, page 200.

Alignment with Principles of Regulator Best Practice

- Principle 1: Continuous improvement and building trust
- Principle 2: Risk based and data driven
- Principle 3: Collaboration and engagement

Changes since 2025–26 Corporate Plan and 2026–27 PBS

Target wording and measure type updated for greater clarity.

Key activity 3: Registry and licensing

We assess licence and registration applications against requirements and manage accessible registers.

PERFORMANCE MEASURE 3.1: Percentage of company and business name registration applications determined within target

Measure type: Efficiency – timeliness as a proxy for efficiency

Targets

2026–27	2027–28	2028–29	2029–30
Equal to or greater than 90% of applications determined within target	Equal to or greater than 90% of applications determined within target	Equal to or greater than 90% of applications determined within target	Equal to or greater than 90% of applications determined within target

Context

We assess and determine company and business name registrations as part of our responsibility to make information about companies and other bodies available to the public as soon as practicable.

Measure rationale

This measure indicates how well we are meeting the requirement to register company and business names in a timely manner, driving trust and confidence in the financial system. Our registers serve as the backbone of transparent and accountable business operations across Australia.

This is a well-established data point in ASIC's Service Charter and we have reported on it in the Annual Report.

Target rationale

We aim to complete company and business name registrations in a timely and efficient manner. We have set the targets based on existing Service Charter timeframes.

Data sources and methodology

Internal ASIC systems data will be used to calculate results. **The result is equal to the number of applications determined within target, divided by the number of total applications completed and multiplied by 100.**

Legislation sets timeframes for some types of registration applications. These are factored into our measures:

- Online applications for a company or business name – one business day.
- Paper application for a company – two business days.
- Paper application for a business name – seven business days.

Alignment to 2026–27 PBS

Program 1.1, page 201.

Alignment with Principles of Regulator Best Practice

- Principle 1: Continuous improvement and building trust
- Principle 2: Risk based and data driven

Changes since 2025–26 Corporate Plan and 2026–27 PBS

Measure wording updated and measure type updated for greater clarity.

PERFORMANCE MEASURE 3.2:
Percentage of licence applications completed within target

Measure type: Efficiency – timeliness as a proxy for efficiency

Targets

2026–27	2027–28	2028–29	2029–30
80% of completed routine AFS and credit licence applications finalised within 120 days	80% of completed routine AFS and credit licence applications finalised within 120 days	80% of completed routine AFS and credit licence applications finalised within 120 days	80% of completed routine AFS and credit licence applications finalised within 120 days

Context

We assess and determine licence and registration applications in our role as an effective frontline gatekeeper.

Measure rationale

This measure demonstrates how well we are assessing applications and registrations in a timely manner and recognises that some delays may arise from factors outside of our control.

Target rationale

The targets balance our commitment to timely decision making with our core obligation to ensure only fit and proper market participants are licensed or registered.

Data sources and methodology

Internal ASIC systems data will be used to calculate results. **The result is equal to the number of licence applications finalised within 120 days, divided by the total number of completed applications and multiplied by 100.**

The measure applies to routine applications as defined for the purposes of ASIC's licensing fees structure. Applications deemed complex are excluded, as they are assessed differently. The measure applies to applications received from 1 July 2026.

Applications are measured from the date a complete application is received to the date a determination is made.

Alignment to 2026–27 PBS

Not applicable.

Alignment with Principles of Regulator Best Practice

- Principle 1: Continuous improvement and building trust
- Principle 2: Risk based and data driven

Changes since 2025–26 Corporate Plan and 2026–27 PBS

Performance measure updated to include both credit and AFS licence applications and better reflect the differing complexity of applications received. The timeframe for finalising the applications has also been reduced from 150 to 120 days to reflect productivity initiatives.

Key activity 4: Engagement and education

We engage and educate to promote confident and informed participation in the financial system.

PERFORMANCE MEASURE 4.1:
Number of visits to ASIC's Moneysmart website

Measure type: Output

Targets

2026–27	2027–28	2028–29	2029–30
No target set	This performance measure will not continue in 2027–28 and the forward years	This performance measure will not continue in 2027–28 and the forward years	This performance measure will not continue in 2027–28 and the forward years

Context

We promote confident and informed participation in the financial system through a range of channels, including the Moneysmart website. As a key source of trusted financial education and tools, the Moneysmart website is used by Australians seeking independent and reliable financial information.

Measure rationale

This measure assesses the number of visitors to our Moneysmart website. Visits are mainly generated through users searching for financial education information.

Target rationale

Changes in the way consumers access online information, including increased use of AI platforms and AI-generated summaries in search results, are affecting traditional search behaviours and reducing referrals to websites globally.

This has affected traffic to the Moneysmart website and the number of reported visits. As a result, this metric is no longer a meaningful indicator of Moneysmart's effectiveness. We will review this performance measure and targets for 2027–28 and the forward years.

Data sources and methodology

Google Analytics data will be used to calculate results. **The result is equal to the total number of users, according to website analytics of users within Australia.**

Alignment to 2026–27 PBS

Program 1.1, page 201.

Alignment with Principles of Regulator Best Practice

- Principle 1: Continuous improvement and building trust
- Principle 3: Collaboration and engagement

Changes since 2025–26 Corporate Plan and 2026–27 PBS

No targets set for 2026–27. We are working to identify more appropriate measures that better capture our total digital engagement.

Key activity 5: Unclaimed money

We process claims efficiently and transparently to reunite rightful owners with their unclaimed money.

PERFORMANCE MEASURE 5.1: Percentage of unclaimed money claims processed to successful claimants

Measure type: Efficiency – timeliness as a proxy for efficiency

Targets

2026–27	2027–28	2028–29	2029–30
Equal to or greater than 80% of unclaimed money applications processed within 60 days of receiving all necessary claim documentation	Equal to or greater than 80% of unclaimed money applications processed within 60 days of receiving all necessary claim documentation	Equal to or greater than 80% of unclaimed money applications processed within 60 days of receiving all necessary claim documentation	Equal to or greater than 80% of unclaimed money applications processed within 60 days of receiving all necessary claim documentation

Context

We are responsible for administering money that has been held in bank accounts, shares, investments and life insurance policies and not claimed for a certain period of time. We receive this unclaimed money under section 69 of the Banking Act, section 216 of the Life Insurance Act, and various sections of the Corporations Act, on behalf of the Australian Government.

We reunite people with their unclaimed money by maintaining a publicly accessible register on our Moneysmart website. This allows individuals and entities to search for lost funds at any time, with no time limit for submission of claims.

We process claims and pay them to their rightful owner promptly and in accordance with applicable legislation. By doing so, we support economic growth and contribute to improved living standards for all Australians.

Measure rationale

This measure assesses whether we process refunds of unclaimed money to successful claimants promptly and in accordance with specified purposes or applicable legislation.

Target rationale

In recent years the volume of claims has considerably increased (in terms of absolute numbers and complex claims). This has led to a substantial backlog of claims. In addition, we have identified system limitations requiring remediation.

At the current level of investment, the target of 80% of applications processed within 60 days will remain static over the forward period.

Data sources and methodology

ASIC's enterprise taxation management system data will be used to calculate results. **The result is equal to the number of unclaimed money applications processed within 60 days of receiving all necessary claim documentation, divided by the total unclaimed money applications processed and multiplied by 100.**

Alignment to 2026–27 PBS

Program 1.2, page 202.

Alignment with Principles of Regulator Best Practice

- Principle 1: Continuous improvement and building trust
- Principle 3: Collaboration and engagement

Changes since 2025–26 Corporate Plan and 2026–27 PBS

Measure wording, target wording and measure type updated for greater clarity.

Appendix: Requirements

Our corporate plan has been prepared in accordance with the requirements of section 35(1)(b) of the PGPA Act and section 16E(2) of the *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule).

REQUIREMENT	SECTION	PAGE(S)
Introduction ◆ Statement of preparation ◆ Reporting period for which the plan is prepared ◆ Reporting periods covered by the plan	**Message from the Chair**	2–3
Purposes	**Our corporate plan on a page**	5
Key activities	**Our key activities**	6–8
Operating context – Environment	**Operating environment**	11–12
Operating context – Capabilities	**Operational capabilities**	20–25
Operating context – Risk	**Risk management**	32–33
Operating context – Cooperation	**Cooperation**	26–28
Subsidiaries *Not applicable*	**Governance**	31
Performance	**Our performance**	34–46

ASIC.GOV.AU