

Energy retail licence application form

Purpose of this form

This form must be completed by a person applying to the Essential Services Commission (the commission) for a licence to sell electricity and/or gas by retail in Victoria.

Basis for this form

Section 18 of the *Electricity Industry Act 2000* and section 25 of the *Gas Industry Act 2001* (collectively, the Industry Acts) provides that a licence application must be made in a form approved by the commission. This is the form approved by the commission.

Use of this form and the applicant's responsibilities

A licence application may be made by any legal person including, without limitation, individuals, incorporated associations, unit and other forms of trusts and corporations. Entities that are not a legal person (for example, an unincorporated joint venture or a partnership) cannot apply for a licence.

For the purpose of this application form, reference to the term "officer" includes the directors and secretary, and other persons who make or participate in making decisions that affect a substantial part of the applicant's business (for example, Chief Executive Officer, Chief Financial Officer or General Manager).

The applicant should list the information required in the spaces provided in this form and enclose additional information and documents when required.

The applicant must take all reasonable steps to ensure the information provided in the application form is complete, true and correct.

A director of the applicant (where an applicant is a body corporate) is required to make a declaration to this effect in the application form. Failure to disclose information or misrepresent any matter relevant to such information may result in a licence not being issued or in the revocation of a licence later.

It is a criminal offence under section 61A of the *Essential Services Commission Act 2001* to provide the commission with false or misleading information or documentation.

The applicant is responsible for providing the commission with current, accurate and relevant documentation. It is the applicant's responsibility to make all reasonable inquiries to obtain the information required by this form.

Providing accurate and relevant information and a complete application (answering all questions and providing all information) will assist in timely processing of an application. All applications are assessed on a case-by-case basis. If insufficient information is provided with an application, we will contact the applicant about the requirement for additional information to be submitted before the application is considered further.

Prior reading

It is expected that the applicant has read our [Guideline: Applications for electricity and gas industry licences](#) before completing this form.

It is the applicant's responsibility to ensure its compliance with legal obligations when applying for a licence.

Licence conditions

The Industry Acts authorise the commission to issue licences subject to conditions as decided by the commission. Licences are published on our [website](#). We recommend the applicant familiarise itself with the relevant standard conditions and be confident that they can comply with those conditions and any other regulatory requirements such as Codes of Practice prior to applying for a licence.

Further information

The applicant should note that we may ask for further information, or to clarify the information that the applicant has already provided with the application.

Consultation and confidentiality

We will consult with relevant government, industry and consumer groups on the licence application through a public consultation process. Applications and/or supporting information that is not confidential will be made available on our website.

If the applicant believes that any information provided as part of its application is confidential or commercially sensitive, it is the applicant's responsibility to clearly identify this information on those documents. The applicant should also provide a 'non-confidential' version of the application form and documents for publication on our website and Engage Victoria (where relevant).

How to lodge an application

The applicant may send the completed application form electronically (preferred) or in hard copy

Electronically: licences@esc.vic.gov.au
Hard copy: Market Operations, Energy
Division Essential Services
Commission Level 8, 570 Bourke
Street
Melbourne VIC 3000

Individual attachments that are clearly titled (consistently with the attachment references specified in the application form) must be provided. Do not bundle attachments into single, large files.

Large files

Applicants generally need to send us large files which is often not suitable via email. Please contact us at licences@esc.vic.gov.au to discuss alternative options to provide an application to the commission.

Application fees and annual licence fees

Application fee

The commission has set a **\$5000** application fee for all energy retail licence applications¹.

Once the payment has been received, the commission will notify the applicant in writing. The assessment process for energy retail licence applications will commence *after* payment has been received.

Electronic payment of the Retail Application Licence Fee is to be made to:

Account name: Department of Treasury and Finance
BSB: 033-222
Account number: 110 505
Reference: RALF and the applicant's legal name (E.g. RALF Energy Pty Ltd)

Annual licence fees

Holding an energy retail licence also incurs annual licence fees.

Refer to the commission's [Guideline: Applications for electricity and gas industry licences](#) for more information regarding annual licence fees.

¹ If the energy retail applicant is dual fuel, a total Retail Application Licence Fee of \$10,000 applies.

1. General Information – The Applicant

1.1 Legal name of applicant

State the full legal name of the applicant. The applicant is the person who will be selling (retail) electricity and/or gas that will be the subject of the licence.

Name: SUPA Energy Pty Limited

1.2 Legal identity of applicant

Provide the applicant's ABN and ACN (where relevant) and information about the applicant (for example, whether the applicant is a private limited company, trust, or joint venture).

ABN: 55 657 976 086

ACN: 657 976 086

Type of entity: Pty Ltd

1.3 Contact details and address of the applicant

The applicant	
Business address: Suite 2, Level 4, 101 Moray Street, South Melbourne	
State: VIC	Postcode: 3205
Postal address (if different): PO Box 429, South Melbourne	
State: VIC	Postcode: 3205
Full name of contact person: Connor James	
Position title: Consultant	
Telephone: [Redacted]	Mobile: [Redacted]
Email: connor@compliancequarter.com.au	

1.4 Diagram of corporate and organisational structure

Provide a diagram of the:

- Corporate structure (including any parent and related companies within the meaning of the *Corporations Act 2001* (Cth)), and

Attachment reference: Please refer to the ASIC extract (**Annexure A1**) and Group Structure Chart (**Annexure A2**)

- b) organisational chart (including composition of the board, management, and other key personnel responsible for the key functions).

Attachment reference: Please refer to **Annexure A4** (Organisational chart)

1.5 The licence

If the applicant is seeking for a licence to be issued by a certain date, identify this date. **Note: we do not undertake to issue the licence by this date.** The applicant should generally allow a minimum of eight to 10 weeks **once we consider the application to be complete.** An application is considered complete once we have all the information needed for the commission to make a decision. In other words, when we have no need to request further information from the applicant. This includes a public consultation period of four weeks (generally) as part of our consideration of licence applications.

Provide details on the following:

Date from which licence is sought: 30 September 2025

Nature and scope of operations:

State whether the applicant intends to retail to customers whose aggregate consumption, per annum, at a supply point is or is likely to be:

- ☒ less than 40MWh of electricity or 1,000GJ of gas (small residential and/or business customers)
- ☒ 40MWh to 160MWh of electricity or 1,000 to 5,000GJ of gas (medium customers)
- ☒ more than 160MWh of electricity or 5,000GJ of gas (large customers).

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SUPA Energy will focus on retailing gas within embedded networks serving high-density, multi-occupancy buildings, supplying customers across all levels of consumption. This includes small residential and business customers, as well as medium and large customers. By adopting this approach, SUPA Energy is well placed to meet the gas needs of a diverse customer base within these multi-occupancy environments.
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1.6 Involvement of third parties with application

Did any third parties, such as consultants, assist the applicant with preparing this licence application? If so, state the name of the third party and describe their involvement with preparing the application

Compliance Quarter assisted the applicant with the preparation of this application including in the review and drafting of annexures.

1.7 Payment of fees

Tick this box to confirm you have made the required application fee payment of \$5,000: ☐

2. Technical capacity

2.1 Experience and knowledge of the industry

Provide comprehensive details and documentation of the systems, processes and approaches that the applicant will use to:

- a) market to customers
- b) bill customers
- c) manage connection and disconnection processes
- d) manage customer complaints
- e) manage dispute resolution
- f) comply with regulatory reporting requirements.

For each of the above matters, provide details of the relevant systems and processes that the applicant will use. In providing those details include:

- g) the proposed business strategy/plan and functions and how they will be resourced²
- h) the experience and qualifications of relevant key employees who will manage those systems and processes
- i) if the applicant will engage third parties to assist with the licensed activities, provide the following information in relation to each third party:
 - (i) the name of that third party
 - (ii) the scope of activities undertaken by the third party
 - (iii) details and copies of any agreements for the provision of services
 - (iv) details about the experience of the third party in relation to the activities that it will be undertaking, including any accreditations, and

- (v) details of the processes in place to ensure the third party comply with the licensee's regulatory obligations.
- j) details about how the applicant will balance service delivery with projected customer growth, and practical steps **it will take to meet relevant regulatory obligations.**

SUPA Energy effectively balances service delivery and customer growth while ensuring full regulatory compliance through comprehensive systems, strategic partnerships, and a proactive compliance framework.

[Redacted]

Key Supporting Details:

Comprehensive Systems and Processes:

- SUPA Energy has established scalable systems like the Utilmate CRM and billing solution to manage all customer-related services effectively. Utilmate is an industry-proven platform that automates processes, validates data, and ensures compliance across billing, customer management, and connection/disconnection workflows.
- Our operations are supported by Compliance HUB (Titan), a compliance management system that automates regulatory reporting, includes multi-level review processes, and aligns with ISO 37301:2021 standards. This ensures accurate and complete submissions, backed by regular audits and performance reviews.
- The Compliance HUB (Titan) compliance platform enhances regulatory oversight with automated compliance tracking and monitoring. Titan schedules reporting requirements, validates data, and facilitates regular reporting to management and the Board. This ensures comprehensive visibility and governance over compliance-related activities.

Operational Scalability and Capacity Planning:

- To manage projected customer growth, SUPA Energy incorporates scalability into its systems, employing regular capacity planning and phased enhancements to adapt operations as the customer base expands. This is also set out in our Resource Plan (Annexure B22). Service levels are closely monitored, and resources are allocated based on customer growth trends. This strategic approach enables seamless expansion without sacrificing service quality.
- Our approach to capacity planning is further reinforced by regular performance reviews, independent audits, and continuous staff training programs. This ensures that as our customer base grows, the quality of service remains uncompromised and aligned with regulatory expectations.
- Our systems are designed with future growth in mind, supported by partnerships with industry leading suppliers of independent embedded network management services, progressive energy procurement, FRMP energy suppliers, remote read interval metering providers, meter data providers and billing platforms:
 - **Independent embedded network management services:** ENM Solutions, Intellihub & PLUS ES
 - **Progressive energy procurement:** RMHEDGE (AFSL)
 - **FRMP energy suppliers:** [Redacted]

- **Remote read interval metering providers & meter data providers:** Intelliihub
- **Billing:** Utlmate. (**Annexure A10.1**), an industry recognised billing platform used by other authorised retailers.
- **Regulatory Compliance:** Overseen and managed by our internal team led by our Group General Counsel and Company Secretary, SUPA Energy will utilise the services of Compliance Quarter with respect to regulatory compliance.

These partnerships ensure that our operational capacity can adapt quickly as customer numbers increase.

Quality Assurance and Continuous Improvement:

- Quality assurance at SUPA Energy is maintained through ongoing performance reviews and independent compliance audits. These audits, coupled with automated compliance monitoring via Compliance HUB (Titan), ensure that operations remain effective and up-to-date with regulatory requirements.
- A comprehensive obligations register supports compliance, alongside automated compliance tracking and regular staff training on relevant regulatory requirements. This framework helps keep our team informed and proactive in maintaining compliance.

Expert Personnel and Compliance Oversight:

- SUPA Energy's operations are overseen by an experienced leadership team led by Group CEO Geoff Horth, General Counsel and Company Secretary Drisha Natarajan, Chief Financial Officer Rodney Mills, Group Head of Operations Henry Liddell and Group Head of Human Resources Natalie Harper, each bring extensive experience and industry knowledge to oversee strategic growth and service delivery.
- The internal compliance team, led by the Group General Counsel and Company Secretary Drisha Natarajan and supported by Compliance Quarter and Compliance HUB (Titan), provides regulatory oversight, reviews marketing and operational processes, and conducts regular audits to ensure adherence to all obligations.

Customer Interaction and Complaint Management:

- SUPA Energy's complaint management system, aligned with AS/NZS 10002:2014, accepts complaints through various channels, ensuring acknowledgment and investigation initiation within 24 hours. The system's automated escalation workflows and real-time reporting maintain high customer service standards.
- Dispute resolution integrates jurisdictional Ombudsman schemes, with case management tools within Utlmate and Microsoft Business Central ensuring consistent and documented handling of cases. Customers are kept informed throughout the resolution process, promoting trust and transparency (see **Annexure B4** – Complaints and Dispute Resolution policy)

Regulatory Reporting and Continuous Improvement:

- Compliance HUB's (Titan) automated compliance reporting tools enable accurate, timely submissions and include multi-level review processes to validate data quality. This aligns with ISO 37301:2021 standards, reinforcing risk management and regulatory adherence. Regular compliance audits and reviews are conducted to confirm the effectiveness of reporting and

compliance processes.

- Continuous updates and strategic third-party partnerships bolster SUPA Energy's ability to stay current with regulatory changes and evolving industry standards.
- The Compliance HUB (Titan) platform supports automated regulatory reporting and includes robust data validation. Regular compliance audits and reviews ensure our processes remain current, accurate, and effective.
- SUPA Energy's compliance management framework aligns with ISO 37301:2021, incorporating comprehensive risk assessments and training programs to keep staff informed on evolving regulations.

Practical Steps:

- **Monitoring and Audits:** Conducting continuous audits and automated tracking to uphold service quality and compliance.
- **Resource Allocation:** Using regular capacity assessments to allocate staff and technology for scaling up operations smoothly.
- **Partnerships and Oversight:** Leveraging third-party expertise to enhance compliance oversight and operational reliability (Please refer to **Annexure B3** – Third Party Management policy).

SUPA Energy's integrated approach, combining advanced technological solutions, experienced personnel, and established partnerships, ensures the delivery of reliable energy services while maintaining strict regulatory compliance. Through automated compliance tracking, scalable systems, and a proactive training program, SUPA Energy is well-positioned to support growth and adapt to future industry and regulatory changes.

2.2 Risk management

- Provide confirmation and evidence that the applicant has identified the risks associated with energy retail operations – this includes identifying the risks that are inherent in the applicant's proposed business and determining the likelihood of occurrence and impact to produce a 'risk map'.**
- Additionally, provide evidence that the applicant has established, utilised and relied upon risk management systems and processes which are adequate, accurate and current to address those risks.**
- Provide a copy of the applicant's risk management strategy/framework. A statement should also be provided (or supporting document must make it clear) whether the strategy/framework has been developed in line with any Australian or International Standard (for example, ISO 31000:2018).³**
- Provide a copy of a risk register that identifies risks, controls and mitigations.**
- Provide a copy of a detailed risk appetite statement articulating how much risk is acceptable to the applicant across key risk areas.**

³ The risk management strategy/framework must include proactive and reactive strategies for managing risk events,

systems, reports and business controls, ensuring transparency of risk positions and management activities. The risk management strategy/framework must also set out the roles of responsible officers, and include documentation on the policies and procedures providing guidance for day-to-day risk management activities. The risk management framework should be proportionate to the size, operating model and complexity of the applicant's proposed retail operations.

SUPA Energy maintains a comprehensive risk management framework that identifies, assesses, and manages risks inherent in energy retail operations. Our risk identification process is embedded within our governance structure, with the Board maintaining ultimate accountability for risk oversight, supported by a dedicated Compliance Committee comprising Board representation, our Group General Counsel and Company Secretary, and key business managers. Through detailed analysis and industry experience, we have identified key risk categories including wholesale market risks (such as price volatility exposure and contract performance), regulatory compliance risks (including potential breaches of retail licence obligations and consumer protection requirements), operational risks (covering IT system failures and business continuity), customer service risks (including service quality and complaint handling), financial risks (encompassing credit exposure and working capital management), and third-party risks (relating to service provider performance and system integration).

Our risk assessment methodology follows a structured approach, evaluating both likelihood and consequence for each identified risk to produce our comprehensive risk map. This assessment is documented in detail within our Risk Register (**Annexure B16**), which provides a systematic view of our risk landscape and corresponding controls. The register is continuously updated to reflect changes in our operating environment and emerging risks, ensuring our risk management practices remain current and effective.

To operationalise our risk management framework, SUPA Energy has implemented robust systems and processes supported by advanced technology infrastructure. The Titan platform provides comprehensive compliance and risk monitoring capabilities, incorporating automated alert systems for risk threshold breaches and real-time monitoring of key risk indicators. This technological foundation is complemented by a strong governance structure including Board Risk Committee oversight, regular management reporting, and independent compliance reviews. Our control testing and validation processes include regular effectiveness assessments, an independent audit program, and comprehensive incident reporting and investigation procedures.

The Risk Management Strategy (detailed in **Annexure B12**) has been developed in explicit alignment with ISO 31000:2018 Risk Management Guidelines. This strategy demonstrates our commitment to best practice risk management through clear leadership accountability, integrated decision-making processes, and comprehensive implementation frameworks. The strategy is designed specifically for energy retail operations while maintaining scalability to accommodate business growth. Regular review and update mechanisms ensure the framework remains relevant and effective as our business evolves.

Our Risk Register, provided as **Annexure B16**, offers a detailed view of our risk landscape including unique risk identifiers, comprehensive risk descriptions, clear ownership assignments, and thorough assessment metrics. Each risk entry includes a detailed evaluation of inherent risk ratings, likelihood assessments, impact assessments, and overall risk ratings. The register also documents our control environment, including existing controls, effectiveness assessments, control ownership, and testing frequencies. For each identified risk, we maintain detailed mitigation strategies including additional control requirements, action plans, implementation timelines, and clearly assigned responsibilities.

SUPA Energy's Risk Appetite Statement, provides clear guidance on risk acceptance across key operational areas. In regulatory compliance, we maintain zero tolerance for material compliance breaches while accepting limited exposure to technical non-compliance issues, always maintaining a strong focus on preventive controls. Our approach to financial risk demonstrates a conservative position on wholesale market exposure while accepting moderate credit risk, underpinned by a strong focus on maintaining adequate capital reserves. Operational risk appetite is characterised by low tolerance for system availability issues, moderate acceptance of process efficiency improvements, and unwavering commitment to customer service quality. In strategic risk management, we maintain a moderate appetite for growth initiatives while taking a conservative approach to market expansion, keeping strong focus on our core business competencies.

Our comprehensive approach to risk management is supported by regular monitoring and review processes, ensuring all aspects of our risk framework remain current and effective. This includes scheduled reviews of risk assessments, control effectiveness evaluations, and regular updates to our risk appetite statements. The Board maintains active oversight of this framework through regular reporting and review cycles, ensuring our risk management practices continue to evolve with our business needs while maintaining alignment with regulatory requirements and industry best practices.

Through this integrated approach to risk management, SUPA Energy demonstrates its commitment to maintaining robust control over operational risks while ensuring sustainable business growth. Our framework provides clear guidance for decision-making at all levels of the organisation while maintaining the flexibility to adapt to changing market conditions and regulatory requirements. Regular reviews and updates ensure our risk management practices remain current and effective in supporting our business objectives while protecting customer interests.

2.3 Wholesale price risk management

Applicants must clearly outline their approach to managing wholesale market risks.

Using the forecast customer acquisition numbers and expected customer load for the following five years presented in the baseline business plan, describe how the applicant plans to manage wholesale price risk.

In responding to this question, applicants must include to the following:

- a) For electricity, does the applicant have a plan to hedge part or all of the load? For gas, does the applicant have a plan to hedge all or part of the load?⁴ Describe the applicant's intended strategy in detail.⁵
- b) What proportion of the applicant's customer load is anticipated to be purchased from the electricity or gas spot markets?⁶ If the applicant is intending to purchase from the spot market, it must specify the forecast spot prices being used, the basis on which spot prices are forecast and scenario analysis showing the impact of high, mid and low spot prices.
- c) Has the applicant made any preliminary arrangements or sought to obtain quotes to purchase hedging products? Provide details and evidence

⁴ For gas, if the applicant intends to purchase from the spot market, the risk assessment and mitigation approach must include the possibility that the time between the purchase of gas and customer payment is 60 days or more, and the administered price may apply during this period.

⁵ For electricity, specify the hedging methods the applicant intends to use (for example, does Australian Securities Exchange (ASX) Energy Futures, purchase over the counter (OTC) products, power purchase agreements, or generation ownership)? For gas, specify the hedging methods such as physical supply or storage contracts.

⁶ The applicant must ensure the wholesale price risk incurred through spot market trading is addressed in the risk management framework.

- d) Describe how far in advance the applicant intends to hedge its wholesale risk, including information about hedging six months, 12 months, 18 months and 24 months ahead of anticipated need to supply customers. Also outline what amount of forecast load it plans to hedge and what level of residual wholesale risk the applicant will take.
- e) Describe how residual wholesale price risks will be mitigated.
- f) Which personnel in the applicant's business will be responsible for managing wholesale price risk? Outline their relevant experience in managing wholesale risks (including managing wholesale electricity and gas contracts and hedge products, where applicable).

Attachment reference: Please refer to Business Plan (**Annexure C1**), Risk Management Policy (**Annexure B12**)

SUPA Energy recognises the potential for wholesale price risk due to fluctuations in the wholesale electricity market. Our risk management strategy specifically addresses this risk to ensure financial stability and competitive pricing for our customers. Our strategy centres on minimising direct market exposure while ensuring competitive pricing for our customers through structured procurement arrangements with authorised retailers.

For electricity supply, SUPA Energy will employ a comprehensive hedging strategy [Redacted].

Our gas supply strategy similarly focuses on risk mitigation through term contracts with authorised retailers and forward purchasing agreements. [Redacted]

Risk Management Strategy

- **Comprehensive Risk Assessment:** Our Risk Management Policy and Business Plan outline thorough risk assessments that identify potential risks, evaluate their likelihood, and develop strategies to mitigate them. This proactive approach enables us to understand and manage the implications of wholesale electricity market volatility.
- **Progressive Electricity Procurement Strategy:** To manage wholesale price risks effectively and to be fully hedged [Redacted] in advance of supply, we utilise a strategic procurement approach that focuses on progressively purchasing load following electricity [Redacted] in contracts with authorised retailers. This method removes reliance on spot market trading, allowing us to spread risk and mitigate the impact of price volatility. By taking advantage of favourable market conditions, we can lock in competitive prices,

ensuring stability in our cost structure.

- **Regular Market Assessments:** We continuously monitor wholesale electricity market trends and align our procurement strategies with regulatory price determinations. This ensures our approach reflects both current and anticipated market conditions, enabling us to adapt as needed.
- **Diversification of Procurement Activities:** Our strategy includes leveraging term contracts with authorised retailers in forward markets, which further limits our exposure to sudden fluctuations in the spot market. .
- **Engagement with Expert Partners:** SUPA Energy collaborates closely with our appointed electricity trading partner, RMHEDGE, who provides expert insights into market conditions and optimal hedging strategies. Their expertise allows us to make informed decisions that align with our risk management objectives.

Our comprehensive risk management strategy effectively addresses wholesale price risks associated with spot market trading. By implementing a progressive load following electricity procurement approach, conducting regular market assessments, and engaging expert partners, SUPA Energy is well-equipped to mitigate price volatility and protect our business and customers from unexpected market changes. This proactive stance not only safeguards our financial performance but also reinforces our commitment to delivering competitive pricing and reliable service.

SUPA Energy will manage wholesale price risks through a strategic managed procurement approach that combines several key elements:

- **Electricity Hedging Strategy:** We intend to continue to purchase electricity through progressive purchasing contracts with authorised retailers. This strategy involves buying electricity [Redacted], allowing us to hedge our load while retaining flexibility to capitalise on favourable market conditions. We will also use select term contracts with authorised retailers to lock in pricing for a portion of our load.
- **Spot Market Exposure:** We do not intend to have any direct spot market exposure. Instead, our strategy is to fully manage customer load through [Redacted] . This approach allows us to mitigate price volatility and ensure cost certainty, without relying on the inherent risks of spot market trading. By securing [Redacted], we ensure stable pricing and minimise exposure to sudden market fluctuations, aligning with our risk management strategy.
- **Electricity Trading Approach:** We do not intend to trade on the ASX or buy over-the-counter (OTC) products at this time. [Redacted]
- **Gas Wholesale Risk Mitigation:** For gas, we will mitigate wholesale price risks through term contracts and forward purchasing agreements, ensuring stable supply and cost management with authorised retailers.

This combination of hedging and forward contracts will provide a balanced and risk-managed approach to wholesale price volatility. Further details, including pricing quotes, can be found in the supporting documents.

[Redacted]

[Redacted]

[Redacted]

This progressive approach allows us to maintain price certainty while retaining flexibility to adapt to changing market conditions and customer demand patterns. The residual unhedged portions are managed through our progressive purchasing model, which allows for regular market participation while maintaining overall risk controls.

Residual wholesale price risks are mitigated through several complementary strategies. We have established a comprehensive price monitoring and review process, incorporating regular assessment of market conditions and adjustment of procurement strategies as required. Our behind-the-meter solar photovoltaic and energy storage systems provide additional risk mitigation by reducing our net market exposure

[Redacted]

[Redacted]

Our risk management framework incorporates clear delegations of authority for energy procurement decisions, regular reporting to the Board on wholesale positions, and comprehensive monitoring of market exposures. The framework includes specific risk limits, stop-loss triggers, and escalation procedures to ensure effective oversight of our wholesale market activities. Regular stress testing of our portfolio under various market scenarios ensures our risk management approach remain robust and appropriate for our business model.

Through this integrated approach to wholesale risk management, SUPA Energy demonstrates a comprehensive understanding of market risks and maintains appropriate controls to ensure sustainable operations. Our strategy balances the need for price certainty with operational flexibility, supported by experienced personnel and robust governance frameworks. The approach is specifically designed to align with our embedded network business model while ensuring we can deliver competitive and stable pricing to our customers.

2.4 Dispute resolution

Applicants will need to provide documentation to demonstrate they are a member of the Energy and Water Ombudsman (Victoria) (**EWOV**) or have approached EWOV about [joining the scheme](#).

Attachment reference: Please see **Annexure A32** for EWOV membership

2.5 Registration with the Australian Energy Market Operator

Advise if the applicant has or intend to register with the Australian Energy Market Operator (**AEMO**). If so, provide evidence of registration or exemption, or intending registration or exemption (for example, correspondence between the applicant and AEMO). If the applicant is not registering with AEMO, describe why that is the case.

The applicant will not be trading electricity on the wholesale market and is not intending to register or

operate as an AEMO Market Participant.

2.6 Licences held in other jurisdictions

If the applicant holds, or has previously held, electricity and/or gas licences or authorisations in other jurisdictions provide details. If a licence or authorisation previously held has been suspended or cancelled, provide details.

Not applicable.

2.7 Previous unsuccessful licence applications in other jurisdictions

Confirm whether the applicant has applied for an electricity or gas licence or authorisation in another jurisdiction and not been issued with a licence or authorisation, provide details.

Not applicable.

2.8 Licences held by associates of the applicant

If an associate (within the meaning of the *Corporations Act 2001* (Cth)) holds an electricity or gas licence in Victoria or in another Australian jurisdiction, provide details.

Not applicable.

2.9 Compliance management

- a) Provide evidence of compliance management which demonstrates how the compliance systems the applicant has (or will have) in place will ensure compliance with all the relevant regulatory obligations required by the retail licence.
- b) Provide a copy of the applicant's compliance management strategy. A statement should also be provided (or supporting document must make it clear) whether the strategy has been developed in line with any Australian or International Standard (for example, AS ISO 19600:2015).

Attachment reference: Please see **Annexure B1** (Retail Compliance Policy)

- c) Provide a comprehensive and detailed compliance register which outlines the applicant's:
 - i. regulatory obligations;
 - ii. source of each obligation;
 - iii. key actions for ensuring compliance with each obligation; andthe personnel responsible for monitoring compliance.

SUPA Energy has established a robust compliance management system aligned with ISO 37301:2021 standards, demonstrating our commitment to meeting all regulatory obligations and fostering a strong compliance culture throughout the organisation. Our comprehensive Compliance Policy (detailed in **Annexure B1**) outlines the framework through which we implement and maintain effective compliance controls across all business operations. This framework is specifically designed to ensure compliance with Victorian retail licence obligations while maintaining alignment with broader regulatory requirements across multiple jurisdictions.

Our compliance framework operates under the direct oversight of SUPA Energy's Board, which holds ultimate responsibility for establishing and monitoring corporate governance and compliance standards. The Board is supported by a dedicated Compliance Committee comprising a Board member, our Group General Counsel and Company Secretary, and key business managers. This committee develops and implements our compliance program through carefully crafted policies, procedures and training initiatives. The operational implementation of our compliance framework is supported by several key mechanisms, including dedicated compliance personnel who provide daily oversight of the program's implementation,

and external subject matter experts who are regularly engaged to provide specialist compliance and legal advice.

Technology plays a crucial role in our compliance management through our Compliance HUB (Titan) system - a sophisticated cloud-based platform that monitors regulatory obligations and implements associated controls. This system provides real-time tracking of compliance activities and automated alerts for key regulatory deadlines and obligations. The platform maintains a comprehensive register of all compliance obligations, incorporating automated monitoring tools and regular compliance reporting capabilities. Our compliance documentation framework provides clear guidance for staff through policies, procedures and work instructions, which are regularly reviewed and updated to reflect regulatory changes and operational improvements.

SUPA Energy's compliance management strategy has been developed in explicit alignment with ISO 37301:2021 Compliance Management Systems, representing an upgrade from the previous AS ISO 19600:2015 standard. This alignment ensures our approach reflects current international best practice in compliance management. The strategy incorporates key elements including leadership commitment, risk-based thinking, integration with business processes, and performance evaluation. Our approach emphasises prevention through robust controls while maintaining capability for swift detection and remedy of any breaches.

The comprehensive Compliance Register (**Annexure B9A**) maintained within our Titan system documents all regulatory obligations applicable to our retail operations. These obligations encompass multiple regulatory frameworks, including the Electricity Industry Act 2000 (Vic), Essential Services Commission codes and guidelines, the Energy Retail Code of Practice, and other relevant Victorian regulatory instruments. For each obligation, the register maintains detailed records including the source of the obligation, specific compliance requirements, implemented controls, monitoring activities, and responsible personnel.

Staff capability is enhanced through ongoing training and assessment programs, reinforcing that regulatory compliance is fundamental to our operations. We utilise both internal resources and external training providers, including Compliance Quarter, who deliver specialised training through various channels including Titan, face-to-face sessions and webinars. Only appropriately qualified staff are employed in compliance-sensitive roles, with regular competency assessments conducted to ensure maintenance of required knowledge and skills.

Our monitoring and reporting framework ensures that any compliance breaches are promptly identified, thoroughly investigated, and appropriately reported in accordance with our compliance plan and regulatory obligations. This systematic approach to compliance management demonstrates SUPA Energy's

commitment to maintaining the highest standards of regulatory compliance and corporate governance. Regular compliance reports are provided to the Board and senior management, ensuring appropriate oversight of our compliance performance and early identification of any emerging issues.

The success of our compliance management system is underpinned by regular evaluation and continuous improvement processes. This includes scheduled reviews of compliance documentation, incorporation of lessons learned from any incidents, and updates to reflect changes in regulatory requirements or business operations. Independent compliance audits are conducted regularly to verify the effectiveness of our compliance framework, with findings reported to the Compliance Committee and Board for review and action as required.

Through these integrated systems and processes, SUPA Energy maintains robust compliance with all regulatory obligations while fostering a strong compliance culture throughout the organisation. Our approach combines technological solutions with experienced personnel and established third-party relationships to deliver reliable and compliant energy retail services. Regular reviews and updates of all procedures ensure our systems remain current and effective as our business continues to grow and evolve within the Victorian energy retail market.

Material agreements

Provide copies of agreements entered into, or intended to be entered into, by the applicant that are material to the undertaking of the energy retail activity.

Agreements that are material to the undertaking of the energy retail activity may include, but are not limited to:

- a) customer service and dispute resolution activities
- b) billing services
- c) metering data services
- d) compliance functions
- e) wholesale market management
- f) risk management services
- g) inter-company services.

Attachment reference:

Utilmate (Billing) agreement (**Annexure A10.1**)
Compliance Quarter agreement (**Annexure A10.4**)
Intellihub agreement (**Annexure A10.5**)
Agreement with RMHedge (**Annexure A10.6**)
Intercompany services agreement (**Annexure C12**)

2.10 Policies

Applicants proposing to retail energy to residential customers must provide a copy of a:

- a) Victorian financial hardship policy (**Annexure B11A**)
- b) family violence policy (**Annexure B10A**)
- c) life support policy. (**Annexure B33**)

2.11 Engagement with Energy Safe Victoria (gas retail applications only)

For gas retail applications, provide details about the applicant's engagement with Energy Safe Victoria with respect to a gas safety case and any copies of correspondence.

Attachment reference:

Please see **Annexure A31** for submission of SUPA Energy's gas safety case

2.12 Additional information

Provide any additional information the applicant considers relevant to the commission's assessment of the applicant's technical capacity.

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3. Financial viability

The applicant must answer all questions in this section.

3.1 Financial resources

The applicant must provide a statement, which will be made available to the public during the consultation period, that the applicant has the financial resources to commence and sustainably perform the relevant licensable activities and meet the service standards for small customers (if applicable).

Provide a statement to confirm that:

- a) the applicant is financially viable and has the financial resources to commence and sustainably operate the retail business; and
- b) the applicant will be a registered market participant with the Australian Energy Market Operator for its retail business and subject to prudential requirements under the National Electricity Rules or National Gas Rules (as applicable).

SUPA Energy confirms the following:

a) Financial Viability:

SUPA Energy is financially viable and has the necessary financial resources to sustainably operate its retail energy business. The company has undertaken thorough financial planning and secured sufficient capital to ensure the long-term sustainability of its operations.

b) Market Participation and Prudential Requirements:

SUPA Energy will not be a registered market participant with the Australian Energy Market Operator (**AEMO**) for its retail business. SUPA Energy acknowledges and will comply with the prudential requirements outlined under the National Electricity Rules and/or the National Gas Rules, as applicable to its operations.

3.2 Supporting documentation

The applicant must provide documentation listed below to demonstrate the applicant has access to sufficient financial resources to sustainably operate a viable retail business in the electricity and/or gas industry. This includes operating cost considerations, demonstrating the applicant can meet significantly increased costs – detailed, itemised costs must be provided.

The applicant must provide evidence that it has sufficient financial resources to meet higher costs, including adequate liquid financial reserves to meet higher unforeseen costs, such as higher wholesale costs and increased AEMO prudential requirements.

The applicant must demonstrate a clear understanding of the wide-ranging effects of the identified

risks and potential changes on its business and set out appropriate risk mitigation measures.

Risk mitigation measures may include evidence of available cash reserves, including bank balances, loan guarantees and the like to ensure the business is able to continue as an active participant by servicing all existing customers and continuing to grow its customer base.

Applicants should also consider whether other risk mitigation measures may be necessary to manage risks to the business, such as changes to the organisational and technical capacity of the business.

Provide the attachment reference for each document listed below and mark commercial-in-confidence where applicable:

- a) audited financial statements for the previous financial year or the past 12 months

Attachment reference: Please refer to **Annexures C8** and **Annexure C9**

- b) annual report

Attachment reference: Not applicable.

- c) guarantees in place

Not applicable Please refer to **Annexure C11** (Deed of cross guarantee)

- d) shareholder register

Please refer to the attached ASIC Extract (**Annexure A1**)

- e) statements from banks/financiers, shareholders, the board or parent company

Attachment reference: Please refer to **Annexure C10**

- f) Provide a statutory declaration by an officer of the company, disclosing:

- i. any material change in the financial position of the applicant that has occurred since the end of last financial year for which audited accounts are provided; and
- ii. any likely changes in the structure, operation or financing of the applicant or the licensed activity that could materially affect the applicant's financial viability.

Attachment reference: Please see **Annexure D1B**

- g) Provide a five-year business plan. The business plan must demonstrate that the applicant meets the financial viability criterion. For example, it should provide information on (as applicable):

- i. current valuations of the assets that will be used in undertaking the licensed activity
- ii. all sources of revenues from the licensed activity
- iii. all costs involved in undertaking the licensed activity, including:
 - A. the cost of meeting any prudential requirements
 - B. the cost of capital/debt

- C. the cost to acquire customers
- D. the cost to serve customers
- E. the cost of meeting all relevant regulatory obligations, including environmental and green energy schemes (for example, Victorian Energy Upgrades).
- F. the cost of procuring assets
- G. wholesale costs.

Where revenues and/or costs are not fixed by contract, the business plan must include an explanation of the basis of the figures used and include appropriate stress testing and sensitivity analysis for such variables.

Baseline business plan – financial model

- h) Present financial information: profit and loss, cash flow and balance sheet statements, including five years of forecast data, shown in monthly increments. The information must correspond to the applicant's business plan, and organisational and technical capacity.
- i) In presenting this information the applicant must also clearly set out the assumptions underlying the data, including customer acquisition numbers (shown in monthly increments), associated customer load under POE50 demand conditions, and assumptions about the cost of debt.⁷ Customer load should be shown as forecast demand for each month, in Megawatt hours (**MWh**) for electricity and Gigajoules (**GJ**) for gas.

Stress test scenarios – financial model

- j) Present the same financial information provided in the baseline business plan (profit and loss, cash flow and balance sheet statements) for five years, presented in monthly increments, for each of the scenarios listed below.
 - i. The customer acquisition path is 50% lower than that specified in the baseline business plan. Hold all else equal.
 - ii. The customer acquisition path is 200% higher than that specified in the baseline business plan. Hold all else equal.
 - iii. Present financial information for the scenario where:
 - A. the customer acquisition path is 200% higher than that specified in the baseline scenario; and

⁷ POE50 demand conditions refers to 'mid-range' demand outcomes, that is, a demand outcome with a 50 percent probability of exceedance.

- B. for electricity, the wholesale electricity cost equals the Annual Average Volume Weighted Price (**AAVWP**) for the preceding 12 months for the most expensive region
 - C. for gas, the wholesale gas cost equals the highest financial year average cost in the preceding five years in the Declared Wholesale Gas Market (**DWGM**) or Short Term Trading Markets (**STTM**).
- k) Present financial information for the scenario where:
- i. the customer acquisition path is 200% higher than that specified in the baseline business plan; and
 - ii. for electricity, the average wholesale electricity cost equals the ASX-traded Base Future Contract Price for contracts that are available over the next 12-month period (from the time the licence application is submitted to the commission).

Notes regarding financial inputs

- **Electricity:** The AAVWP for each region is published following the close of the calendar year and financial year in the Australian Energy Regulator (**AER**)’s Wholesale markets quarterly report. Note: If an applicant has applied or intends to apply for a retailer authorisation with the AER, or holds a retailer authorisation with the AER, then it should use the most expensive region. If the applicant intends to solely retail electricity in Victoria, then the Victorian region should be used.
- **Gas:** The financial year average gas price for the DWGM and STTM are published on the AER website in the wholesale statistics subsection of the wholesale markets section.⁸ If an applicant has applied or intends to apply for a retailer authorisation with the AER, or holds a retailer authorisation with the AER, then it should use the most expensive region (STTM or DWGM). If the applicant intends to solely retail gas in Victoria, then the DWGM should be used.
- **Futures:** The Average ASX-traded Base Future Contract Price (ASXFC) are published on the ASX Energy website.

⁸ <https://www.aer.gov.au/wholesale-markets/wholesale-statistics/gas-market-prices>

4. Fit and proper person

The applicant must answer all questions in this section.

In deciding whether to grant or refuse a licence application, the commission will consider whether the applicant is a fit and proper person to hold a licence in Victoria.

The concept of a 'fit and proper person' is established by common law and takes its meaning from its context, from the activities in which the person is or will be engaged, and the ends to be served by those activities.

In considering whether an applicant is a fit and proper person, we will have regard to the applicant's honesty, integrity and reputation. These are relevant factors as they can inform an assessment of the likelihood of future conduct.

We will also consider the conduct of officers. We will also consider the conduct of related bodies corporate or entities that can exert control over the applicant.

- a) Have any directors of the applicant, directors of any entity that can exert control over the applicant, or any person with significant managerial responsibility or influence on the applicant:

- (i) been declared bankrupt,
- (ii) had their affairs placed under administration,
- (iii) been disqualified from managing a company,
- (iv) been subject to debt judgements, or
- (v) insolvency proceedings (including any administration, liquidation or receivership in connection with the affairs of a company)?

If yes, provide details:

Not applicable

- b) Has the applicant, any directors of the applicant, directors of any entity that can exert control over the applicant or any person with significant managerial responsibility or influence on the applicant been prosecuted for any offences or had any enforcement action taken under any state, territory, Commonwealth or foreign legislation (including, but not limited to, the *Competition and Consumer Act 2010* (Cth), *Corporations Act 2001* (Cth), or the *Australian Securities and Investments Commission Act 2001* (Cth))?

If yes, provide details:

Not applicable

- c) Has the applicant, any directors of the applicant, any related body corporate, or any person with significant managerial responsibility or influence on the applicant been involved in any

material breaches of obligations regulated by the commission or any other regulator?

If yes, provide details:

Not applicable

- d) Has the applicant, any directors of the applicant, any related body corporate, or any person with significant managerial responsibility been under investigation in relation to its regulatory obligations or is currently bound by an enforceable undertaking?

If yes, provide details:

Not applicable

- e) Has the applicant, any related body corporate or any person with significant managerial responsibility or influence on the applicant, been refused a licence or authorisation, or had restricted, suspended or revoked any such licence or authorisation (in any jurisdiction)?

If yes, provide details:

Not applicable

- f) Is the applicant a resident of, or does it have permanent establishment in, Australia?

If no, provide details:

Not applicable

- g) If any of the following apply, please provide details:

- i. the applicant is external administration (as defined in the *Corporations Act 2001* (Cth)) or under a similar form of administration under any laws applicable to it in any jurisdiction; or
- ii. the applicant is not capable of being sued in its own name in a court of Australia.

Not applicable

Additional information

- h) Provide any other information the applicant considers is relevant to the commission's fit and proper person assessment.

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5. Commission objectives

The applicant must answer all questions in this section.

In deciding whether to grant or refuse an electricity or gas retail licence application, the commission must consider its objectives under the *Electricity Industry Act 2000* and/or *Gas Industry Act 2001* and the *Essential Services Commission Act 2001* (**ESC Act**).

Our primary objective under the ESC Act, when performing our functions and exercising our powers, is to promote the long-term interests of Victorian consumers. In seeking to achieve this objective, we must have regard to the price, quality, and reliability of essential services and the matters set out in section 8A to the extent they are relevant.

An applicant must clearly demonstrate how its proposed retail business model or project, such as an electricity transmission or generation project, is consistent with the commission's statutory objectives.

Applicants must provide a statement regarding why granting a licence would address the objectives outlined in:

- Section 8 of the ESC Act (also see section 8A of the ESC Act),
- Section 10 of the *Electricity Industry Act 2000*, and/or
- Section 18 of the *Gas Industry Act 2001*.

Specifically, the applicant must positively satisfy the commission that the entry of the applicant into the retail market will promote the long-term interests of Victorian energy consumers with respect to the price, reliability and quality of energy.

SUPA Energy's retail business model is designed to meet the statutory objectives of the Essential Services Commission (**ESC**), specifically under Sections 8 and 8A of the ESC Act, Section 10 of the Electricity Industry Act 2000, and Section 18 of the Gas Industry Act 2001. Below, we outline how our operations promote the long-term interests of Victorian energy consumers with respect to price, reliability, and quality of energy.

1. Price:

- SUPA Energy employs innovative embedded network solutions that leverage on-site renewable energy and storage systems to offer competitive pricing to consumers. By optimising energy generation and load management within high density, multi-occupancy properties, our operations minimise overheads and pass cost savings directly to consumers.
- Our progressive energy purchasing strategy and term contracts with authorised retailers ensure price stability and protection from wholesale market volatility, further supporting affordable energy costs for consumers.

2. Reliability:

- SUPA Energy's embedded network design incorporates robust risk mitigation strategies to ensure uninterrupted energy supply. Each microgrid remains connected to the distribution network via gate meters, maintaining redundancy in case of disruptions in on-site systems.
- With comprehensive maintenance programs for renewable energy systems and partnerships with established infrastructure providers, we uphold high reliability standards across all operations.

3. Quality:

- Our services include advanced metering infrastructure and renewable energy installations tailored to the unique needs of multi-tenanted properties. These innovations not only enhance energy delivery but also provide residents with access to cleaner, modern energy solutions.
- Customer satisfaction and quality assurance are central to our operations, with a commitment to consumer protections under the Energy Retail Code of Practice, licence conditions, Electricity Industry Act and other regulatory obligations that apply to licensed retailers.

4. Alignment with Section 8A Objectives:

- **Efficiency and Investment:** SUPA Energy's focus on renewable technologies and scalable solutions supports long-term investment and operational efficiency within the energy industry.
- **Financial Viability:** With robust financial management and a sound risk mitigation framework, SUPA Energy maintains the financial stability necessary to deliver consistent, high-quality services.
- **Competition:** Our involvement in the retail market enhances competition by introducing specialised offerings tailored to embedded networks, challenging traditional energy retail models.
- **Health, Safety, and Environmental Legislation:** Our business practices align with state and national environmental standards, supporting the transition to sustainable energy solutions.
- **Cost of Regulation:** SUPA Energy minimises regulatory burdens through streamlined operations and effective compliance strategies, ensuring cost efficiency without compromising service quality.
- **Consistency:** Our operations adhere to regulatory frameworks across jurisdictions, ensuring uniform service standards and consumer protections.

5. Consumer Protections:

- By obtaining a retail licence, SUPA Energy will be subject to the Energy Retail Code of Practice, licence conditions, Electricity Industry Act and other regulatory obligations that apply to licensed retailers. These initiatives demonstrate our dedication to supporting all consumers, particularly those who are vulnerable or disadvantaged.

In summary, SUPA Energy's application aligns with the ESC's statutory objectives and promotes the long-term interests of Victorian consumers by ensuring energy services are competitively priced, reliable, and of high quality. We are confident that our innovative approach to retail energy operations will contribute positively to the Victorian energy market while advancing sustainability and consumer welfare