

**Meridian Energy Limited Director
Skills Matrix as at 31 March 2025**

Strategic Focus	Mark Verbiest	Julia Hoare	Michelle Henderson	Nagaja Sanatkumar	Tania Simpson	Graham Cockcroft	David Carter
Capital markets, corporate finance and investment community	Primary Focus	Primary Focus				Primary Focus	
Engineering, construction and physical infrastructure			Primary Focus				Primary Focus
Executive leadership	Primary Focus		Primary Focus	Primary Focus		Primary Focus	Primary Focus
Financial acumen	Secondary Focus	Primary Focus		Secondary Focus		Primary Focus	Secondary Focus
Future of customer	Primary Focus			Primary Focus		Secondary Focus	Secondary Focus
Governance of listed companies	Primary Focus	Primary Focus	Primary Focus		Primary Focus	Primary Focus	
Government, public policy and regulation	Primary Focus	Primary Focus	Primary Focus	Secondary Focus	Primary Focus	Primary Focus	Secondary Focus
Industry experience	Primary Focus	Secondary Focus	Primary Focus		Secondary Focus	Primary Focus	
Iwi relationships and connections		Secondary Focus			Primary Focus		Secondary Focus
Risk management	Primary Focus	Primary Focus	Primary Focus	Primary Focus	Primary Focus	Primary Focus	Primary Focus
Strategy and commercial experience	Primary Focus	Primary Focus	Primary Focus	Primary Focus	Primary Focus	Primary Focus	Primary Focus
Sustainability	Secondary Focus	Primary Focus	Primary Focus	Primary Focus	Primary Focus	Secondary Focus	Primary Focus
Technology and digital	Primary Focus			Primary Focus			
Technology and security			Secondary Focus	Primary Focus			Secondary Focus

Primary Focus

Secondary Focus



Description of capabilities relating to Strategic Focus areas:

Capital markets, corporate finance and investment community	Experience in capital markets, corporate finance, transactional and investment community relationships.
Engineering, construction and physical infrastructure	Experience in engineering, construction and operation/maintenance of large scale process plant and physical structures within the electricity or other sectors.
Executive leadership	Experience successfully leading large organisations with a track record of developing people, and delivering and executing business strategy.
Financial acumen	Experience in financial accounting, reporting and internal financial controls of large companies, including experience in audit committees.
Future of customer	Experience and insight into customer value drivers and of marketing and brand strategies to deliver growth.
Governance of listed companies	Experience in governing listed companies, and driving and assessing effectiveness of the executive.
Government, public policy and regulation	Experience in and ensuring effective and collaborative engagement and relationships with key external stakeholders, and knowledge of and experience in Meridian's legal and regulatory environment or that of other regulated industries.
Industry experience	Experience, knowledge and expertise in the energy industry, including in the generation, renewables and wholesale energy markets.
Iwi relationships and connections	Experience in engaging with iwi to collectively invest in resources.
Risk management	Experience across finance, operational, asset, strategic, compliance and reputational risk management processes, including health and safety and climate-related risk management.
Strategy and commercial experience	Experience in strategic planning, operational management, finance, risk management and corporate governance across different industries.
Sustainability	Experience relating to and understanding of non-financial risks such as sustainability risks, including in strategic and operational contexts (e.g. climate risk, environmental opportunity management, people practices and human rights (social) experience).
Technology and digital	Experience relating to and understanding the role of digitisation and technology including AI, automation, disruption and innovation in delivering customer services.
Technology and security	Experience in software information technology and processes to ensure information security, fraud protection and customer data privacy and cybersecurity risk management.

