

Corporate Governance Statement 2025

MERIDIAN ENERGY LIMITED

Meridian's approach to corporate governance is simple: have the right structures, people, practices and policies in place to support its ability to create value in the short, medium and long term.

While delivering on this overarching objective, the Meridian Board also aims to ensure that Meridian acts transparently and in a socially and environmentally responsible way to benefit its wider stakeholder community.

As part of this commitment, the Board regularly implements and reviews Meridian's corporate governance practices, processes and policies according to the company's Constitution. It also reviews the legal and regulatory environment in which Meridian operates, and applies best-practice corporate governance principles such as those set by the New Zealand Stock Exchange (NZX), the Financial Markets Authority and the Australian Stock Exchange (ASX).

This Corporate Governance Statement provides a snapshot of these practices, processes and policies following the recommendations in the NZX Corporate Governance Code (NZX Corporate Governance Code). During FY25, Meridian complied with the NZX Corporate Governance Code other than in respect of Recommendation 3.6 as set out below.

All of Meridian's key corporate governance documents, including charters and policies, can be found on its website. The integrated report for the financial year ended 30 June 2025 may cross-reference this Corporate Governance Statement. This statement is accurate as at 26 August 2025.



PRINCIPLE 1

Code of Ethical Behaviour

Recommendation 1.1

The board should document minimum standards of ethical behaviour to which the issuer’s directors and employees are expected to adhere (a code of ethics).

Meridian Group Board members and employees are expected to observe the highest standards of ethical behaviour, and support and encourage policies within Meridian that require directors and employees to observe high standards of personal integrity and display honesty in their dealings.

Meridian’s Code of Conduct (the Code) is a Board-approved policy that sets standards and serves as a tool to help Meridian Group employees and Board members understand Meridian’s internal policies and its legal and regulatory obligations. The Code’s primary objective is to help employees to understand the behaviours that Meridian expects of them and help to answer any questions, issues or challenges they may face.

The Code is principles-based (the underlying policies are more detailed), with topics that include:

- Raising a concern
- How to be: At the heart of our Code are the values which guide all of our behaviours and decisions
- Everyone should go home each day safe and well: safety and wellbeing is our top priority
- People are the heart of our company: we build strong relationships with communities and treat all people with respect
- We’re committed to doing the right thing: we act with integrity and honesty
- Our business operates in a sustainable and ethical way: our decisions support our company ethos

Every employee is given a copy of the Code as part of the induction process and must acknowledge that they have both read and understood its content. Employees also receive continual communications on, and training in, each of these areas. Every Meridian employee is required to complete an online training module for the Code annually.

Meridian’s Whistleblowing Policy is a Board-approved policy that sets out the process for raising concerns about actual, suspected or anticipated wrongdoings within the Meridian Group. The purpose of the Whistleblowing Policy is to provide an avenue for directors and employees, secondees, contractors or consultants to feel confident in raising, and provide protection to those who have raised, any such concerns. The Whistleblowing Policy also sets out the investigation process following a whistleblowing complaint being made.

In addition, the Board-approved Delegation of Authority Policy sets out an approval process for all Related Party transactions to ensure that Meridian engages with Related Parties on an arm’s-length basis and complies with the NZX Listing Rules on Related Party transactions.

For this purpose, a Related Party includes the Crown and any entity in which the Crown has a controlling stake (for example other mixed ownership companies and Transpower).

The Board Charter (described in more detail below) also addresses matters specified in the NZX Corporate Governance Code.

Recommendation 1.2

An issuer should have a financial product dealing policy which applies to employees and directors.

Meridian has a Trading in Securities Policy that is reviewed annually by the Board. The policy relates to dealings in securities and other financial products, including Meridian shares and other companies’ shares. Its purpose is to ensure that Meridian and its subsidiaries’ directors, employees and contractors comply with the law prohibiting insider trading and that all their dealings in Meridian securities are beyond reproach.

PRINCIPLE 2

Board Composition and Performance

Recommendation 2.1

The board of an issuer should operate under a written charter which sets out the roles and responsibilities of the board. The board charter should clearly distinguish and disclose the respective roles and responsibilities of the board and management.

The Board Charter sets out, in detail, the composition, responsibilities and roles of the Board and directors. The Board reviews its performance against these responsibilities annually.

The Board maintains a set of delegated authorities that clearly define the responsibilities delegated to Management and those retained by the Board. These delegated authorities are subject to review and approval by the Board annually. The Chief Executive is accountable to the Board for compliance with the Delegation of Authority Policy.

Recommendation 2.2

Every issuer should have a procedure for the nomination and appointment of directors to the board.

The Board as a whole considers the requirement for additional or replacement directors, subject to the limitations set out in the company’s Constitution. In doing so, the Board has regard to the skills, experience and diversity on the Board, and the skills that are necessary or desirable for the Board to fulfil its governance role and contribute to the long-term strategic direction of Meridian.

The Board has an established process for selecting suitable candidates for appointment and reappointment to the Board. The process starts with a Board evaluation and the development of a Board skills matrix and ensures that:

- proper checks are done
- shareholders are provided with key information about a candidate to help in their decision-making on whether to elect or re-elect them (this includes any material adverse information the checks have revealed).

The Board may engage consultants to assist in the identification, recruitment and appointment of suitable candidates.

When appointing new directors, the Board ensures that the constitutional requirements in respect of directors will continue to be satisfied. The NZX Corporate Governance Code’s recommendation that a majority of the Board should be independent directors is also addressed.

Directors may be appointed by the Board to fill vacancies, but they are then subject to re-election at the next annual shareholders meeting. In addition to directors retiring by rotation, and eligible for re-election, nominations may be made by shareholders.

Recommendation 2.3

An issuer should enter into written agreements with each newly appointed director establishing the terms of their appointment.

On appointment, each new director signs a written agreement that outlines the terms of their appointment. The agreement covers: expected time commitments, the role of the Board, remuneration, independence requirements, disclosure requirements, shareholding qualification requirements, confidentiality obligations, indemnity and insurance provisions, intellectual property rights and cessation of appointment.

The Board introduces new directors to Management and the business through specifically tailored induction programmes.

Recommendation 2.4

Every issuer should disclose information about each director in its annual report or on its website, including: a profile of experience, length of service, and ownership interests; director attendance at board meetings; and the board’s assessment of the director’s independence, including a description as to why the board has determined the director to be independent if one of the factors listed in table 2.4 applies to the director, along with a description of the interest, relationship or position that triggers the application of the relevant factor.

Meridian’s director biographies can be found on its website.

Meridian director ownership interests can be found in the Additional disclosures section of the FY25 integrated report.

Meridian director attendance at Board meetings is set out below at recommendation 3.5.

Meridian director independence is discussed below at recommendation 2.8.

Recommendation 2.5

An issuer should have a written diversity policy which includes requirements for the board or a relevant committee of the board to set measurable objectives for achieving diversity (which, at a minimum, should address gender diversity) and to assess annually both the objectives and the entity’s progress in achieving them. An issuer within the S&P/NZX 20 Index at the commencement of its reporting period should have a measurable objective for achieving gender diversity in relation to the composition of its board, that is to have not less than 30% of its directors being male, and not less than 30% of its directors being female, within a specified period. An issuer should disclose its diversity policy or a summary of it.

Under Meridian’s Belonging Policy, the Board and Management are required to establish measurable objectives for achieving greater diversity and inclusion within the company. “Diversity” refers to all the ways in which we differ. It includes differences which may be visible such as gender, age, ethnicity, physical appearance/disability and nationality, as well as underlying differences such as thinking styles, religion, sexual orientation, gender identity, cultural background and family status.

The People, Remuneration and Culture Committee reviews the policy’s effectiveness and the proposed measurable objectives, and makes recommendations to the Board for approval as required. It then monitors the Group’s progress towards achieving the objectives, ensuring that the company has effective people strategies and processes in place to support these objectives.

Information on Meridian’s progress in achieving its objectives is in the Grow capability and culture section of the FY25 integrated report (with more information included in the accompanying FY25 integrated report ESG data pack). Meridian also includes our diversity and inclusion goals and information on gender diversity, gender pay equity, ethnic diversity and Te Kete Tikanga Māori on its website.

Board diversity

The Board aligns its diversity processes with those of Meridian, believing that this leads to better discussions on issues involving stakeholders and the best decisions for the company.

The Board is committed to ensuring a range of experiences and perspectives among its directors; this is highlighted in the directors’ biographies on the Meridian website and the directors’ skills matrix below. The Board has adopted processes and targets that align with the practices required of Management.

Processes

- All efforts are made to ensure that long lists for potential new directors include a mix of genders.
- Any future director replacements are interviewed by an initial panel comprising a mix of genders.

Targets

- The Board has a minimum of 30% of its directors being persons who self identify as male and 30% of its directors being persons who self identify as female.
- The Board has at least one director with a detailed understanding of tikanga Māori and iwi relationships, with particular reference to the significance of the Ngāi Tahu relationship with Meridian.

These processes and targets are designed to ensure that the Board make-up reflects diversity in background, gender, age, experience and thought. The Board confirms that it currently meets these targets and incorporates these processes for future director appointments.

Current Board and Executive team gender composition

In accordance with NZX Listing Rules, the gender make-up of Meridian’s directors and officers as at 30 June 2025 is:

	AS AT 30 JUNE 2025			AS AT 30 JUNE 2024		
	FEMALE	MALE	GENDER DIVERSE	FEMALE	MALE	GENDER DIVERSE
Number of directors	4	3	0	4	3	0
Percentage of directors	57 %	43 %	0	57 %	43 %	0
Number of officers	4	7	0	4	7	0
Percentage of officers	36 %	64 %	0	36 %	64 %	0

Board skills, size and composition

As part of the Board’s approach to diversity, it has identified the areas of expertise and experience that are relevant to it achieving its objectives. Based on these criteria, it considers that its members currently have the depth of expertise, understanding and experience necessary to govern Meridian.

Meridian’s director skills matrix outlines an independent view on the strategic capabilities required to be demonstrated by the Board based on external research and Board and Management perspectives. The overall assessment was based on the evaluation of feedback on directors’ contribution to the company during the year. Meridian’s matrix identifies the Board (as at 30 June 2025) has the appropriate level of capability in all areas.

The directors' tenures and skills matrix are as follows:

DIRECTOR	TENURE
0–5 years	3
5–10 years	4
10+ years	0

STRATEGIC FOCUS	MARK VERBIEST	JULIA HOARE	MICHELLE HENDERSON	NAGAJA SANATKUMAR	TANIA SIMPSON	GRAHAM COCKROFT	DAVID CARTER
CAPITAL MARKETS, CORPORATE FINANCE AND INVESTMENT COMMUNITY							
ENGINEERING, CONSTRUCTION AND PHYSICAL INFRASTRUCTURE							
EXECUTIVE LEADERSHIP							
FINANCIAL ACUMEN							
FUTURE OF CUSTOMER							
GOVERNANCE OF LISTED COMPANIES							
GOVERNMENT, PUBLIC POLICY, AND REGULATION							
INDUSTRY EXPERIENCE							
IWI RELATIONSHIPS AND CONNECTIONS							
RISK MANAGEMENT							
STRATEGY AND COMMERCIAL EXPERIENCE							
SUSTAINABILITY							
TECHNOLOGY AND DIGITAL							
TECHNOLOGY AND SECURITY							

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

Recommendation 2.6

Directors should undertake appropriate training to remain current on how to best perform their duties as directors of an issuer.

Meridian’s directors are expected to understand the company’s operations and undertake any necessary continuing professional development to enable them to discharge their duties. This includes:

- on appointment, participating in a robust induction programme coordinated by the Company Secretary
- attending Management presentations and tutorial sessions, as appropriate, to gain a broader understanding and knowledge of Meridian
- attending briefings on relevant changes in legislative, regulatory and industry frameworks
- attending technical and professional development courses to keep up to date on relevant issues.

Recommendation 2.7

The board should have a procedure to regularly assess director, board and committee performance.

The Board undertakes a “deep dive” evaluation of its performance every two years with the last “deep dive” being undertaken in April 2024 by an independent, external provider. On alternate years the Board undertakes an internal evaluation.

In addition to the review, the Chair discusses individual performance with directors, while the Board and Board committees self-evaluate their performance against their charter responsibilities, with a commitment to identifying any opportunities for improvement.

Meridian also has a process for evaluating the performance of the Executive Team and the Chief Executive. The Chief Executive’s objectives and performance are reported back to, and considered and approved by, the Board. The Chief Executive’s performance is measured against Board-set targets, which include business performance, the accomplishment of key business requirements, operational performance and a number of non-quantitative objectives that are agreed at the start of the financial year. A Chief Executive evaluation was last undertaken in July 2025 for outgoing Chief Executive Neal Barclay, relating to the year ended 30 June 2025.

The performance of the Executive Team (who report directly to the Chief Executive) is reviewed using a similar approach. All executives have agreed objectives that are set at the start of each financial year. They are agreed by the Chief Executive after they have been reviewed by the People, Remuneration and Culture Committee. These objectives generally link to the Chief Executive’s objectives and include a mix of business performance, operational and non-quantitative measures that reflect the success of implementing Meridian’s strategy. The last Executive Team evaluation was undertaken in July 2025, relating to the year ended 30 June 2025. The outcomes were determined by the Chief Executive and reviewed by the People, Remuneration and Culture Committee.

Recommendation 2.8

A majority of the board should be independent directors.

Each director is required to provide the Board with all the information it needs to undertake an annual assessment of the director’s independence. The Board confirms that all directors are independent directors, having regard to all relevant factors, including the formal criteria for ‘independent directors’ according to the NZX Listing Rules, the NZX Corporate Governance Code and Financial Markets Authority.

PRINCIPLE 3

Board Committees

Recommendation 2.9

An issuer should have an independent chair of the board.

The Chair is an independent director.

Recommendation 2.10

The chair and the CEO should be different people.

The positions of Chair and Chief Executive of Meridian are held by different people.

The board has established four board Committees (described below) that focus on specific responsibilities in greater detail than is possible for the board as a whole. All committee proceedings are reported back to the board. In addition the board periodically establishes ad hoc Committees in respect of specific projects or issues. Each permanently established committee operates under a board-approved written charter that sets out its delegation and responsibility. Each charter is available on Meridian’s website.

Recommendation 3.1

An issuer’s audit committee should operate under a written charter. Membership on the audit committee should be majority independent and comprise solely of non-executive directors of the issuer. The chair of the audit committee should be an independent director and not the chair of the board.

Audit and Risk Committee: Julia Hoare (Chair and Independent Director), Graham Cockroft (Independent Director), Michelle Henderson (Independent Director) and Mark Verbiest (Board Chair and Independent Director). Each director has relevant qualifications and experience for the purposes of the Audit and Risk Committee – see the skills matrix at recommendation 2.5 and their biographies. This Committee comprises a minimum of three directors and will consist only of independent directors. Its primary objective is to assist the Board in fulfilling its responsibilities in all matters related to Meridian’s risk management and financial accounting and reporting.

The Committee meets at least six times a year and otherwise on an as required basis to ensure it fulfils its responsibilities, with agenda items generally relating to:

- financial governance
- external financial reporting
- environmental, social and governance reporting
- external audit
- the internal control environment and internal audit
- risk management, compliance and insurance.

Recommendation 3.2

Employees should only attend audit committee meetings at the invitation of the audit committee.

Under the Audit and Risk Committee Charter, the Chief Executive, Chief Financial Officer and Company Secretary attend Committee meetings by invitation. Other employees, as considered appropriate, may also attend meetings by invitation. The Audit and Risk Committee regularly meets separately with the external and internal auditors without Management present.

Recommendation 3.3

An issuer should have a remuneration committee which operates under a written charter (unless this is carried out by the whole board). At least a majority of the remuneration committee should be independent directors. Management should only attend remuneration committee meetings at the invitation of the remuneration committee.

People, Remuneration and Culture Committee: Tania Simpson (Chair and Independent Director), Mark Verbiest (Board Chair and Independent Director), Nagaja Sanatkumar (Independent Director), Graham Cockroft (Independent Director).

This Committee comprises a minimum of two directors. Its primary objective is to assist the Board in fulfilling its responsibilities in all matters related to people, remuneration and culture.

The Committee meets at least four times a year and otherwise on an as required basis to ensure it fulfils its responsibilities, with agenda items generally relating to:

- people, including diversity and inclusion, and wellbeing
- remuneration
- culture
- the Executive team objectives and performance evaluation
- overseeing the preparation of certain reports related to the above matters.

The Chief Executive, Chief People Officer and Company Secretary attend Committee meetings by invitation. Other employees, as considered appropriate, may also attend meetings by invitation.

Recommendation 3.4

An issuer should establish a nomination committee to recommend director appointments to the board (unless this is carried out by the whole board), which should operate under a written charter. At least a majority of the nomination committee should be independent directors.

Meridian does not have a separate nomination committee as its functions are carried out by the full Board in line with the responsibilities under the Meridian Board Charter. The procedures for director removals and appointments are governed by the company’s Constitution and the requirements of the NZX Listing Rules.

Recommendation 3.5

An issuer should consider whether it is appropriate to have any other board committees as standing board committees. All committees should operate under written charters. An issuer should identify the members of each of its committees, and periodically report member attendance.

In addition to the Audit and Risk Committee and People, Remuneration and Culture Committee, the Board considers it appropriate to have a Safety and Sustainability Committee.

Safety and Sustainability Committee: Nagaja Sanatkumar (Chair and Independent Director), Michelle Henderson (Independent Director), Tania Simpson (Independent Director) and David Carter (Independent Director).

This Committee comprises a minimum of two directors. Its primary objective is to assist the Board in fulfilling its responsibilities and objectives in all matters related to safety and sustainability.

The Committee meets at least four times a year and otherwise on an as required basis to ensure it fulfils its responsibilities. This includes at least three meetings and an operational site visit which may be undertaken by the full Board.

Agenda items relating to safety generally include:

- reviewing Meridian’s policies related to Health and Safety
- reviewing Meridian’s health and safety initiatives
- our safety culture and performance including actions to improve our systems
- how Meridian manages our health and safety risks and the supporting assurance programme

Agenda items relating to sustainability generally include:

- reviewing progress against, and monitoring compliance with, Meridian’s sustainability initiatives
- ensuring Meridian has an effective sustainability strategy and appropriate reporting and supporting processes
- reviewing Meridian’s environmental, social and governance activity, with focus areas including emissions reduction opportunities, human rights and modern slavery

The Board is committed to maintaining high standards of cyber security and in 2024 established a Cyber Security Committee to assist the Board in fulfilling its responsibilities in identifying, assessing, monitoring and managing cyber risk.

Cyber Security Committee: Nagaja Sanatkumar (Chair and Independent Director), David Carter (Independent Director) and Graham Cockroft (Independent Director).

The Committee comprises of three directors and is supported by an independent cyber security expert (this role is currently fulfilled by Anu Nayar of Deloitte).

Board and Committee meeting attendance

The table below sets out the attendance details for each Board and Committee meeting during FY25.

	BOARD	AUDIT AND RISK COMMITTEE	PEOPLE, REMUNERATION AND CULTURE COMMITTEE	SAFETY AND SUSTAINABILITY COMMITTEE	CYBER SECURITY COMMITTEE
No. of meetings	10	6	6	5	5
David Carter	10			5	5
Graham Cockroft	10	6	6	1	5
Michelle Henderson	10	6	1	5	1
Julia Hoare	10	6	1		
Nagaja Sanatkumar	10	1	6	5	5
Tania Simpson	10		6	5	
Mark Verbiest	10	6	6		1

For the purposes of this table, attendance includes any part attendance of meetings by the directors. Additional training sessions and subcommittee meetings were held but are not included in this table.

Notes:

- Graham Cockroft attended one Safety and Sustainability Committee meeting as an ex officio member.
- Michelle Henderson attended one People, Remuneration and Culture Committee meeting and one Cyber Security Committee meeting as an ex officio member.
- Julia Hoare attended one People, Remuneration and Culture Committee meeting as an ex officio member.
- Nagaja Sanatkumar attended one Audit and Risk Committee meeting as an ex officio member.
- Mark Verbiest attended one Cyber Security Committee meeting as an ex officio member.

Recommendation 3.6

The board should establish appropriate protocols that set out the procedure to be followed if there is a takeover offer for the issuer including any communication between insiders and the bidder. The board should disclose the scope of independent advisory reports to shareholders. These protocols should include the option of establishing an independent takeover committee, and the likely composition and implementation of an independent takeover committee.

As a mixed-ownership company, majority-owned by The Sovereign in Right of New Zealand, Meridian is bound by the requirements of the Public Finance Act 1989. This means there are legislative and constitutional restrictions on any party owning more than 10% of Meridian’s shares. These restrictions are explained further in the Additional disclosures section of the FY25 integrated report and in the Fact Sheet about Meridian Shares. Given those restrictions, the Board has determined it is not appropriate nor necessary to adopt a takeover protocol, although there are protocols to ensure compliance with the company’s Constitution.

PRINCIPLE 4

Reporting and Disclosure

Recommendation 4.1

An issuer’s board should have a written continuous disclosure policy.

Meridian has a Market Disclosure Policy under which it is committed to promoting investor confidence by providing timely and balanced disclosures of all material matters relating to the company. Meridian believes that high standards of reporting and disclosure are essential for proper accountability between the company and its investors, employees and stakeholders. No-one is permitted, until adequate public disclosure has been made, to communicate to anyone any material information concerning the business and affairs of Meridian and its subsidiaries, except in accordance with the company’s Market Disclosure Policy.

The policy includes a requirement for the Board to consider at each Board meeting whether any information its members discuss requires disclosure.

Recommendation 4.4

An issuer should provide non-financial disclosure at least annually, including considering environmental, social sustainability and governance factors and practices. It should explain how operational or non-financial targets are measured. Non-financial reporting should be informative, include forward looking assessments, and align with key strategies and metrics monitored by the board.

The FY25 integrated report, together and with the accompanying FY25 integrated report ESG data pack, reviews and reports on Meridian’s financial, economic, social and environmental performance for the financial year ending 30 June 2025. The integrated report is prepared in accordance with the principles of the Integrated Reporting Framework and, together with the accompanying ESG data pack, is prepared in accordance with the core requirements of the 2021 Global Reporting Initiative’s Sustainability Reporting Standards. The integrated report and accompanying ESG data pack is independently assured to a limited-assurance level against these GRI Standards. The material impacts are discussed in the integrated report (including how those impacts are managed and how non-financial targets are measured).

Risks are also covered in this Corporate Governance Statement (see Principle 6).

In addition to interim and full-year financial statements, and integrated reporting, Meridian regularly publishes investor presentations. These presentations provide readers with regular updates on the progress against Meridian’s strategy, areas of the company’s environmental, social and governance performance and longer-term sector developments.

Each month Meridian also publicly discloses an operating report, intended to provide readers with access to timely information on the electricity market and Meridian’s performance. The report contains information on current conditions in the electricity market, such as national lake storage levels, forward wholesale prices and customer switching levels. The report also has information on Meridian’s operating performance in the previous month, including the company’s inflow, storage levels, generation and sales. Meridian hosts a quarterly operating results call in April and October each year during which Meridian provides a summary of operating performance in the previous quarter.

Meridian also annually discloses:

- A Climate-related Disclosure – prepared in compliance with the Aotearoa New Zealand Climate Standards published by the External Reporting Board (XRB) and incorporating recommendations from the Task Force on Climate Related Financial Disclosures framework.
- A Climate Action Plan – updated annually and outlining the action Meridian is taking against our climate priorities, and progress.
- A Greenhouse Gas Inventory – prepared in accordance with the Greenhouse Gas Protocol and information stated in accordance with the requirements of International Standard ISO 14064-1 Greenhouse gases – Part 1: Specification with guidance at the organisation level for quantification and reporting of greenhouse gas emissions and removals (‘ISO 14064-1:2018’), the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004) (‘the GHG Protocol’) and the Corporate Value Chain (Scope 3) Accounting and Reporting Standard (2011) (‘the Corporate Value Chain Standard’). In FY25 the GHG Inventory was independently assured to a reasonable level for scope 1 and 2 emissions, and to a limited assurance level for scope 3 emissions.
- A Modern Slavery Statement – outlining the due diligence and remediation processes in place and any in-year impacts.

PRINCIPLE 5

Remuneration

Recommendation 5.1

An issuer should have a remuneration policy for the remuneration of directors. An issuer should recommend director remuneration to shareholders for approval in a transparent manner. Actual director remuneration should be clearly disclosed in the issuer’s annual report.

Meridian’s Remuneration Policy contains the policy for remuneration of directors. In accordance with the Remuneration Policy and company’s Constitution, shareholder approval is sought on any increase in the pool available to pay directors’ fees. Information on Meridian’s director remuneration can be found in the Remuneration report section of the FY25 integrated report. As noted in the Remuneration Policy, our integrated report includes a breakdown of remuneration for committee roles

and the fees and benefits received for any other services provided to Meridian (of which there was none). Meridian does not offer performance-based remuneration, equity-based remuneration or retirement payments for directors.

The director fee pool was last approved by shareholders in October 2021. Meridian’s Board considered and presented the proposal to increase the director fee pool and sought and considered independent advice from PwC, which reviewed the remuneration of directors of comparable listed companies in New Zealand.

A copy of the Summary Directors’ Fees Report was provided to shareholders and can be found on Meridian's website.

From 1 July 2024 Meridian adjusted the allocation of the director fee pool following receipt of a benchmarking report prepared by Propero Consulting. More information on the allocation of the fee pool can be found in the Remuneration Report section of the integrated report.

Recommendation 5.2

An issuer should have a remuneration policy for remuneration of executives which outlines the relative weightings of remuneration components and relevant performance criteria.

The Board (on the recommendation of the People, Remuneration and Culture Committee) sets Meridian’s Remuneration Policy and framework, which supports the company in attracting, retaining and motivating high-calibre people to achieve its business objectives and create shareholder value.

The Remuneration Policy provides the principles for remuneration decision-making, ensuring overall alignment with business needs.

Meridian also has a policy under which participants in the executive long-term incentive plan are not permitted to enter into transactions (through the use of derivatives or otherwise) that limit the economic risk of participating in the plan. More information on remuneration can be found in the Remuneration report section of the FY25 integrated report.

Recommendation 5.3

An issuer should disclose the remuneration arrangements in place for the CEO in its annual report. This should include disclosure of the base salary, short term incentives and long term incentives and the performance criteria used to determine performance based payments.

Information on the Chief Executive’s remuneration can be found in the Remuneration report section of the FY25 integrated report.

PRINCIPLE 6

Risk Management

Recommendation 6.1

An issuer should have a risk management framework for its business and the issuer’s board should receive and review regular reports. An issuer should report the material risks facing the business and how these are being managed.

Approach to risk management

Meridian operates an active programme to ensure ongoing risk management across the Group. The Risk Management Policy and Framework have been developed to meet ISO 31000 Risk Management – Guidelines.

Their purpose is to embed a consistent and integrated approach to risk management that supports delivery of Meridian’s strategic objectives and operational goals.

Risk management responsibilities

Risk management is ingrained in all activities, including business planning, investment analysis, portfolio and project management and day-to-day operations. Meridian’s Risk Appetite Statements and Escalation Levels outline the level and type of risk that Meridian is prepared to accept in pursuit of its objectives across Meridian’s four risk categories, including:

- People – Impacts to staff, contractors, suppliers, customers and the public (including public property, communities, iwi and mana whenua) in all areas where we operate including our supply chain
- Financial – Impacts to the underlying value of Meridian including increased costs or
- loss of revenue
- Environmental – Impacts to the environment through or to emissions, river flows and water quality, biodiversity, cultural wellbeing and values (associated with the environment) or waste and disposal practices
- Reputational – Events that cause the deterioration of Meridian’s reputation.

The Board has overall responsibility for approving Meridian’s Risk Management Policy and Framework, Risk Appetite Statements and Escalation Levels and ensuring risks are managed appropriately and effectively. In exercising this responsibility, it delegates oversight of risk management activities to the Audit and Risk Committee.

The Audit and Risk Committee responsibilities include:

- ensuring that Management has established a risk management framework which includes policies, procedures and systems to effectively identify, treat and monitor key business risks
- evaluating the effectiveness of the company’s risk management policies, practices, procedures and systems
- reviewing the Company’s enterprise risks and related controls every six months, reviewing Officer and Director risks every 6 months and reviewing emerging risks every quarter
- considering Deep Dive Risk Reviews presented to the Committee
- identifying significant risks for escalation to the Board and/or relevant Committees.

The Audit and Risk Committee review and recommend to the Board for approval on an annual basis, updates to Meridian’s Risk Management Policy and Framework.

The Group Risk Function delivers risk management services independently across the Group, including:

- maintaining the Risk Management Policy and Framework
- providing support to risk champions, risk and control owners and staff
- co-ordinating deep dive risk reviews which are reported to the Board and/or relevant Board Committees
- independent reporting of Meridian’s Enterprise Risks to the Audit and Risk Committee, based on enterprise risks or emerging risks in Meridian’s risk management system or areas of globally heightened risk.

Meridian’s Business Assurance function, which operates in a co-sourced arrangement with Meridian’s outsourced internal auditors, is responsible for providing independent assurance on Meridian’s risk management and compliance activities and providing assurance that practices are aligned with risk strategy and policies, as implemented by the first and second line of defence. The Business Assurance programme is approved by the Audit and Risk Committee every six months. Audit findings are reported to the Audit and Risk Committee quarterly which provides a level of assurance to the Committee and Management that key risks are being managed adequately.

Material Risks:

MATERIAL RISKS	RISK DESCRIPTION AND IMPACT	MATERIAL TOPIC	RISK CATEGORY	MITIGATIONS
Adverse Hydrological conditions Linked to FY25 Climate Related Disclosure Physical Risk 2: Changing seasonal weather patterns increases hydro inflow volatility	Dry periods or drought conditions in the Waitaki or the Waiau catchments may reduce water levels and significantly affect our generation capability.	Climate-related impacts	Financial, Reputational	Meridian has a number of mitigations in place to manage water during a dry period, including wholesale hedge products and demand response options with industrial customers to enable demand response flexibility.
Cyber Security	As critical national infrastructure, we recognise that failure to protect our digital assets and information could have serious adverse impacts on Meridian and our wider community. For example, an event that compromises our critical information technology or operational technologies could not only disrupt our business operations and cause considerable damage to our assets, leading to substantial financial losses and reputational harm, but pose potential risks to safety and wellbeing.	Cyber and Physical Security People	Financial, Environmental, Reputational, People	We have an established comprehensive security risk management programme designed to counter these cyber threats and bolster our preparedness for potential incidents. To ensure we can continue to safely leverage rapidly advancing and transformative new technologies, we continually invest in our cybersecurity resilience and capabilities.
Access to water	Restrictions, conditions or costs related to Meridian’s use of and access to water which could lead to a reduction in generation volumes and/or flexibility and therefore financial implications.	Ngā whakaaweawe o Te Ao Turoa – impacts on the natural world	Financial	Meridian actively participates with all relevant local and national regulatory processes and engages with key stakeholders including other water users and local iwi.
Legislative and Regulatory Risk	Changes to public policy that lead to amendments to legislation or regulation, including electricity regulation (i.e. change to market regulation and potentially market structures resulting from ongoing scrutiny and evolving attitudes to regulation of wholesale market trading), changes in policies to support renewable energy and energy hardship, and new or amended environmental regulations. Reform has the potential to increase Meridian’s operating costs.	Public Trust Affordability	Financial	Meridian engages with Government and industry regulators and is involved in relevant regulatory processes. Meridian actively supports work on energy hardship, through its Energy Wellbeing Programme.
Demand Risk	There is a risk that there may be temporary excess of supply over demand, where new electricity demand does not emerge to offset industrial closure. This could lead to increased spill risk and reduction in Wholesale prices impacting on short term earnings.	Affordability Customer Decarbonisation	Financial	A key mitigation includes projects to shift consumption, new grid scale battery options and aligning assets to peak consumption periods.
Peak capacity Linked to FY25 Climate Related Disclosure Transition Risk 1: Insufficient flexibility for a fully renewable electricity system leads to supply shortages .	Increasing electricity demand as well as New Zealand’s transition to a future with a decarbonised economy powered by renewable electricity generation increases the risk of insufficient generation and reserve offers to meet peak energy needs particularly over winter periods which has reputational impacts for Meridian and the Industry.	Climate-related impacts	Reputational, Financial	Regular monitoring and reporting of Transpower forecasts and Meridian’s associated outages. Meridian is also investing in new generation, such as the Ruakākā Battery which has capacity to respond to periods of energy shortfall and projects related to retail demand response options and lifting peaking capacity of our existing hydro plant.
Market supply Linked to FY25 Climate Related Disclosure Transition Risk 1: Insufficient flexibility for a fully renewable electricity system leads to supply shortages .	There is a risk of inadequate market supply within the electricity industry as demand grows and the industry transitions to increasingly renewable electricity generation. One key risk is gas supply for electricity generation and the associated risk of the premature retirement of thermal generation prior to new renewable electricity being in place – specifically the risk of early retirement of gas generation given its role as a transition fuel. Impacts to Meridian include an increased likelihood of detrimental market reform as well as unbalanced portfolio where it may be difficult to meet obligations during dry periods.	Renewable energy generation Climate-related impacts	Financial	Meridian strategy includes preparation for and accelerated delivery of new generation and flexible demand response investments. Mitigations also include Wholesale hedge options to achieve portfolio requirements and stakeholder engagement. We are currently on target to deliver on the ambitious goal of '7 in 7', which will see seven new large-scale renewable generation developments underway by 2030.

MATERIAL RISKS	RISK DESCRIPTION AND IMPACT	MATERIAL TOPIC	RISK CATEGORY	MITIGATIONS
Development pipeline	New renewable generation targets and objectives are not met, impacting not only on Meridian’s growth aspirations but also the industry’s ability to meet future electricity growth needs and the economy’s net zero carbon targets. For Meridian this could also have financial consequences (loss of revenue) and long-term damage to Meridian’s reputation.	Renewable energy generation Ngā whakaaweawe o Te Ao Turoa – impacts on the natural world Emissions and waste	Financial, Reputational	Meridian has a Development team in place to fulfil this strategic goal with established processes that include monitoring of technology cost trends, project option evaluation, business case approval by the Board with regular reporting to Project Governance steering groups and the Board.
Critical Equipment or technology failure	Failure unexpectedly of critical equipment, components or technology at our generating assets may lead to substantial loss of generation and the potential for environmental damage, injury and loss of life.	People Ngā whakaaweawe o Te Ao Turoa – impacts on the natural world Cyber and Physical Security	Financial, Reputational, People, Environmental	Mitigations include a range of engineering protections, monitoring, ongoing internal and external expert assessments leading to planned engineering works, process safety practices and preventative maintenance activities.
Health and safety	Our operations by their nature give rise to risks of harm to our staff, contractors, public and customers. Unless appropriately managed these could lead to multiple fatalities.	People Affordability	People, Reputational	Meridian has a broad control framework to manage these critical health and safety risks and a strategy to continually improve and strengthen our health and safety systems. Meridian also has a programme in place to support the mental wellbeing of our staff to manage risks within our workplace and for our front line staff and to generally improve the employee experience at Meridian.
Catastrophic event Linked to FY25 Climate Related Disclosure Physical Risk 3: Increased severe weather events could damage assets and infrastructure.	A catastrophic event such as a major earthquake, fire, flood, cyclone, explosion or act of terrorism affecting a generation site or operating centre, the national high voltage transmission grid or a large site of another participant in the New Zealand generation market may disrupt generation or Meridian’s operations. This may have impacts on revenue and balance sheet value due to short term impacts (disrupting generation or operation) and/or a long-term effect (damaging Meridian’s generation assets).	Climate-related impacts People	Financial	Meridian's key mitigations include delivery of the Asset Management Plan and Dam Safety Structural safety evaluations. Through seismic strengthening we are also looking to upgrade the seismic resilience of Benmore’s concrete penstocks to further mitigate earthquake risk. Meridian has a range of mitigations to ensure that the consequences post a catastrophic event are minimised, including well developed emergency response processes and protocols designed to respond to all potential catastrophic events. Additionally, Meridian carries material damage and business interruption insurance cover.

Recommendation 6.2

An issuer should disclose how it manages its health and safety risks and should report on its health and safety risks, performance and management.

Meridian's risk management approach is outlined in Recommendation 6.1.

The Meridian Board established the Safety and Sustainability Committee to assist the Board in fulfilling its responsibilities and objectives in all matters related to safety and sustainability. Wellbeing matters fall within the remit of the People, Remuneration and Culture Committee.

The Safety and Sustainability Committee oversees initiatives including the Critical Risk Programme and the company's safety management framework, while reviewing reported data (both lead and lag indicators) to ensure that the company is continuously improving its safety culture and is operating in the safest way possible.

Meridian has also established an Executive Health and Safety and Process Safety Committee. In addition to ensuring that Meridian's legal health and safety obligations are met, its role is to ensure that Meridian has a resilient approach to health and safety risk management, and that safety is managed around principles of continuous improvement, learning and staff engagement.

Meridian's Safety and Health Policy underpins the company's core values and behaviour. It applies to all Meridian sites, operations and subsidiaries. Meridian has many initiatives in place to ensure staff safety and health, including a company-wide process for recording health and safety incidents, including near-misses, improving awareness of site hazards, encouragement of safety observations, and safety audits.

Meridian strives to ensure its people are engaged and have opportunities to engage in health and safety. All operational sites have daily pre-start meetings where the health and safety aspects of the work are discussed. Business Units and office sites have active health and safety committees, made up of staff representatives and supported by the Health and Safety Business Partners. Meridian uses Learning Teams as an engaging and empowering way for Meridian people and contractors to learn and improve in the health and safety arena. An annual continuous improvement plan is overseen by the Head of Health and Safety and the Executive team, who personally undertake site safety visits throughout the year. Contractor safety performance is integrated within Meridian's monitoring processes and performance is reported monthly to the Executive team and Board.

Meridian is compliant in all aspects of NZS 7901:2014—Electricity and gas industries—Safety management systems for public safety, and operates in a continual safety improvement environment. In 2024, Meridian also began the process of certification for ISO 45001 to help ensure that its occupational health and safety management system meets top international standards.

Meridian takes the wellbeing of its staff seriously, with initiatives such as the Meridian Healthy Minds programme which raises awareness and provides mental health support to those that want it, and the use of Care Teams to support people who are struggling.

Meridian's health and safety performance is in the Grow capability and culture section of the FY25 integrated report and the People tab of the accompanying FY25 integrated report ESG data pack.

PRINCIPLE 7

Auditors

Recommendation 7.1

The board should establish a framework for the issuer’s relationship with its external auditors.

Meridian’s Audit Independence Policy is available on its website. The Meridian Board has adopted a strict policy to maintain the independence of the company’s external auditor. The Audit Independence Policy requires lead audit partner and concurring partner rotation after a maximum of every five years with a mandatory five year stand down period.

All assurance work must be approved by the Chief Financial Officer and chair of the audit committee. The external auditor’s firm cannot perform any non-assurance work.

The Audit and Risk Committee is responsible for making recommendations to the Board on the appointment of Meridian’s external auditor and their terms of engagement. Under section 29B of the Public Finance Act 1989 Meridian’s auditor is the Auditor-General. The Auditor-General has appointed Anthony Smith of Deloitte to audit Meridian on the Auditor-General’s behalf. The external auditor meets regularly with the Audit and Risk Committee, a minimum of twice yearly without Management present.

Recommendation 7.2

The external auditor should attend the issuer’s Annual Meeting to answer questions from shareholders in relation to the audit.

Meridian’s external auditor is invited to Meridian’s annual shareholder meetings and has attended either in person or through a designate since listing in 2013. The Chair of the Board announces the auditor’s attendance and shareholders can ask questions of the external auditor should they wish.

Recommendation 7.3

Internal audit functions should be disclosed.

Meridian operates a co-sourced internal audit (Business Assurance) model consisting of dedicated Meridian Business Assurance staff and an external service provider. This function remains independent from the business and has no direct operational responsibility over the areas reviewed as outlined within Meridian’s Audit Independence Policy. Meridian retains control over the Business Assurance function whilst leveraging the internal audit resources of the external provider for specialised skills as required. For the year ending 30 June 2025, Meridian’s co-sourced partner was Pricewaterhouse Coopers (PwC).

Business Assurance meet the Audit and Risk Committee quarterly with time set aside without Management present. The Business Assurance programme includes a number of regular probity and process reviews together with more in-depth reviews on specific matters agreed with the Audit and Risk Committee. When developing its Business Assurance programme, Business Assurance aligns assurance activity with Meridian’s strategic and enterprise risks.

Business Assurance is also responsible for the monitoring of actions that come out of individual reviews and undertake quarterly Fraud and Probity reporting which is reported to the Chief Financial Officer. Significant issues identified from review activity are included within Business Assurance’s quarterly Audit and Risk Committee updates along with an update on outstanding audit actions.

PRINCIPLE 8

Shareholder Rights and Relations

Recommendation 8.1

An issuer should have a website where investors and interested stakeholders can access financial and operational information and key corporate governance information about the issuer.

Key investor information can be found on Meridian's website.

Recommendation 8.2

An issuer should allow investors the ability to easily communicate with the issuer, including by designing its shareholder meeting arrangements to encourage shareholder participation and by providing shareholders the option to receive communications from the issuer electronically.

Meridian's Shareholder Communications Policy is designed to ensure that communication with Meridian's shareholders and the wider investment community is effective and consistent and adheres to the principles of continual disclosure.

The Board reviews the Shareholder Communications Policy annually. It also reviews the investor relations programme to ensure the full, fair and timely disclosure of relevant information to Meridian's shareholders and the investment community on a broad, non-exclusive basis. The primary aim of the investor relations programme is to support financial market participants' understanding of the company's business, governance, financial performance and prospects.

Meridian provides options for shareholders to receive and send communications electronically, to and from both Meridian and Meridian's share registrar.

Meridian's last three shareholder meetings were hybrid meetings physically held in Auckland (2022), Christchurch (2023) and Wellington (2024) but all able to be attended online via an internet connection (using a computer, laptop, tablet or smartphone). The 2025 meeting is intended to be a hybrid meeting again and shareholders will have the opportunity to attend and participate in Wellington or online via an internet connection.

A link will also be provided on Meridian's website to a live webcast. More information will be provided in the Notice of Meeting.

In the meantime, shareholders may, at any time, direct questions or requests for information to directors through the Chair or to Management through Meridian's website (meridianenergy.co.nz), or by directly contacting the Investor Relations Manager (investors@meridianenergy.co.nz).

Recommendation 8.3

Quoted equity security holders should have the right to vote on major decisions which may change the nature of the company in which they are invested.

Meridian is committed to timely and balanced disclosure, which includes advising shareholders on any major decisions. Meridian has processes to ensure that it follows the mandatory listing rule requirements relating to change in the essential nature of the business, including major transactions under the Companies Act 1993.

Recommendation 8.4

If seeking additional equity capital, issuers of quoted equity securities should offer further equity securities to existing equity security holders of the same class on a pro-rata basis, and on no less favourable terms, before further equity securities are offered to other investors.

Meridian has not sought additional equity capital but offers a Dividend Reinvestment Programme to shareholders.

Recommendation 8.5

The board should ensure that the notices of annual or special meetings of quoted equity security holders is posted on the issuer's website as soon as possible and at least 20 working days prior to the meeting.

Meridian's Notice of Meeting was made available on its website at least 20 working days prior to the FY24 annual meeting of shareholders.

APPENDIX

Additional Disclosures

BREACHES OF THE CODE OF CONDUCT RELATING TO OF BREACHES	NUMBER OF BREACHES
Corruption or bribery	0
Discrimination	0
Harassment	1
Customer privacy data	0
Conflicts of interest	0
Money laundering or insider trading	0

Privacy breaches

Under the Privacy Act 2020, Meridian is required to have (and does have) a designated Privacy Officer.

Average Tenure of Directors

The average director tenure was 4.85 years as at 30 June 2025.

Expertise on Board

Graham Cockroft, Michelle Henderson, Julia Hoare, Tania Simpson and Mark Verbiest fill the industry expertise seats on the Board.