

| KEY RESULT AREAS | KEY TASKS | KEY PERFORMANCE INDICATORS |
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| 1. Planning and Policy | Be familiar with the Statement of Investment Policy and Objectives (SIPO) as the foundation for investment selection, analysis and management. Coordinate the process of reviewing the SIPO with the Group GM and the MTL Board. | Consistently demonstrate an excellent understanding of the SIPO. The SIPO is reviewed annually in January, and ratified by MTL and the Trust in March. |
| 2. Identification and analysis of Investment Opportunities | Scan multiple commercial sectors including (but not limited to) commercial property, agriculture, horticulture, forestry, infrastructure and private equity, and produce initial analysis of opportunities for presentation to the Group GM and the MTL Board. | The Group GM and MTL Board are satisfied by the flow of opportunities coming across the table for initial consideration and the quality of the initial analysis. |
| 3. Commercial Due Diligence | For opportunities that progress past the initial analysis stage, lead full commercial due diligence including 360 degree detailed analysis of risk and opportunity, supported by available evidence sourced from a range of professional valuers and advisors as required. | The Group GM and MTL Board are satisfied with the quality of the due diligence that is performed. Due diligence is provided in a timely manner. |
| 4. Deal Negotiations | Help lead negotiations providing appropriate analysis of options and considerations to the GM and MTL Board. | The Group GM and MTL Board are satisfied with the leadership in deal negotiation. |
| 5. Investment implementation | Once necessary approvals are in place, manage the detailed process of investment implementation covering all aspects including scheduling, finance and contracts, working with the Group GM and professional advisors. | The Group GM is satisfied with the implementation process and the way that it is transacted. The expectations of the Board are consistently being met. |
| 6. Management of Investments | Manage all investments undertaken by MTL. Report on performance and their future outlook. | Forest and Farm licenses are well managed. Commercial properties and tenancies are well managed. All other direct investments are well managed. Reporting on investment performance is accurate and includes commentary on the future outlook of investments |
| 7. Investment Systems | Generally work with the Group GM to improve investment systems and reporting within MTL. | Evidence that investment systems are being developed and improved as the capacity and experience of MTL grows. |
| 8. Investment Reporting | Provide regular reporting to the Group GM and MTL Board on all investments. Seek to improve the reporting frameworks, including risks and performance in conjunction with other Key Result Areas. | The Group GM and MTL Board are satisfied with the quality of the reporting provided. |
| 9. Relationship Management | Become a key contact point for real estate agents and brokers and other key commercial contacts that will assist with implementation of the SIPO. Specifically target relationships with other Iwi based commercial managers, including attending relevant conferences and other events as required. Generally raise the profile of MTL as a progressive Iwi investor to improve deal flow and generate new opportunities for brokerage. | Evidence of building relationships and networks relevant to raising the credibility and visibility of MTL in investment circles. |
| 10. Relationship with General Manager | Work in a collaborative and constructive relationship in reporting to the Group GM and provide written and verbal reports as required within reporting systems as required. Generally work collaboratively with the Trust team in the spirit of Kotahitanga. | Reports are received by the Group GM as required. There is general evidence that the Commercial Manager is a willing and active member of the Trust roopu. |

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| 11. Other Projects | Contribution to other key work programmes as required. To undertake special projects for the Trust as and when required. | All projects delivered accurately, on time and within budget. Support for whānau/hapū and kaumatua as required eg marae workshops, presentations to kaumātua kāhui etc. |
| 12. Health and Safety | Responsible for the identification, management and reporting of commercial risks. Responsible for the maintenance of a safe and healthy work environment for self and others. | Commercial and asset risks are identified, mitigated and reported on a regular basis as required. All work place accidents and incidents are reported, and remedies are undertaken. Participation in H&S training. Complies with all H&S policies and procedures. |