
Curriculum Vitae

Michael Moore

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Michael Moore

- Has a wealth of experience spanning the private and public sectors, with a particular focus on the interface between the Public Sector and Commercial disciplines, including the SOE environment.
- Has operated, over the last 15 years, at a senior level in the fields of commercial / SOE performance, Corporate Finance and Investment Banking.
- Key strength is the ability to operate at a strategic level, cutting through the 'noise' and focusing on what really matters to drive value and positive outcomes, while having the technical skills to drill down and understand highly complex issues.
- Understands that absolute clarity is absolutely critical.

Career Summary

Independent Consultant	Claret Associates	2010 - present
Director Investment Banking & Head of Corporate Finance	McDouall Stuart Corporate Finance	2008 – 2010
Manager, Energy Land & Environment (Senior Advisor SOEs to 2003)	CCMAU (Crown Company Monitoring Advisory Unit)	2000 – 2008
Manager, Corporate Finance	PricewaterhouseCoopers	1995 – 2000
Independent Consultant	Claret Associates	1992 – 1995
Multiple roles: Financial Systems, Corporate Planning, Systems Analysis	Databank Systems	1983 – 1992
Research Officer, Management Services and Research Unit	Department of Health	1980 – 1981

Areas of Expertise

- Corporate performance assessment
- Strategic and business planning
- Energy sector
- Financial analysis
- Crown ownership dynamics
- Business valuation
- Investment banking, including M&A
- SOE environment
- Operations research
- Economic development

Qualifications and Professional Development

University of Canterbury - BSc with Honours in Operations Research Also included Economics, Maths, Finance, Physics and Geology.	1975-1979
Victoria University - MBA with Distinction Finance and international marketing focus.	1990-1992
Melbourne Business School at Mt Eliza - Leadership Development Programme (LDP) Completed Mt Eliza's residential Leadership Development Programme.	2005



Professional Experience and Significant Achievements

Director Investment Banking / Head of Corporate Finance

2008 - 2010

McDouall Stuart Corporate Finance Ltd

Has led a niche Investment Banking team based in both New Zealand and Australia across a range of Corporate Finance assignments including corporate advisory (eg, business modelling and valuations), equity capital markets (eg, IPOs and rights issues), and transaction work (private capital raising and M&A). McDouall Stuart's focus sectors are Energy & Resources, Agri-Food, Finance and Infrastructure.

Key achievements:

- successful private capital raises for BioVittoria, Unimar and FX Networks, including associated equity valuation exercises
- Rights issues for NZX listed firms Pike River Coal, Allied Farmers and Sealegs
- commercial valuations, including for SOE, AsureQuality
- financial modelling oversight for a number of clients, including Christchurch Int. Airport.

Manager, Energy Land & Environment

2003 – 2008

Crown Company Monitoring Advisory Unit (CCMAU)

As manager of the Energy, Land & Environment team, advised the Minister for State Owned Enterprises on the performance of 13 SOEs in the energy, land & environment sectors. These included the Crown's substantial energy companies (Meridian, Genesis, Mighty River Power, Transpower, and Solid Energy) and other companies (including AsureQuality, Landcorp, MetService, Quotable Value and Timberlands West Coast).

The role demanded a high level of sector understanding (particularly energy and agri-food), relationship management and commercial capability. In practice, this meant ongoing contact with company chairs, senior company executives and other stakeholders, ensuring that SOEs performed in line with the owner's expectations. The position involved an ongoing direct relationship with the Minister for SOEs.

Key achievements:

- led merger of AgriQuality and Asure to form AsureQuality
- advised on the overall ownership policy and practices for SOEs
- implemented Corporate Social Responsibility (CSR) framework, consistent with the SOE Act requirement for "successful business"
- built a successful team from scratch that effectively served the needs of Ministers and companies in the energy, land & environment sectors.

Senior Advisor, SOEs

2000 – 2003

Crown Company Monitoring Advisory Unit (CCMAU)

As a senior advisor in the SOE team, interacted with specific companies to manage issues, assess performance, and maintain relationships such that overall company performance met owners' expectations. Responsibility for Transpower, AgriQuality, Timberlands West Coast, Quotable Value, NZ VIF and the Lotteries Commission. Key achievements included:

- allocated responsibilities for entities new to CCMAU - Lotteries Commission and the NZ Venture Investment Fund
- led the unit's work on CSR and financial performance analysis standards.



Manager, Corporate Finance

1995 – 2000

PricewaterhouseCoopers / Coopers & Lybrand

Based in the Corporate Finance Division, assignments focused on:

- strategic advice
- performance measurement
- financial analysis and modelling
- economic development.

Managed assignments from initiation to completion, supervising staff as required. Achievements included leading the following significant assignments:

- Development and maintenance of a Weighted Average Cost of Capital (WACC) model for listed New Zealand companies
- Regional investment study for attracting inward corporate investment for Tradenz
- Development of a financial analysis framework for the Crown Company Monitoring Advisory Unit
- Development of an inward investment strategy for Wellington City Council
- Economic analysis for an investment attraction publication for the Foreign Direct Investment Advisory Group & Ministry of Foreign Affairs and Trade.

Managing Director / Consultant

1992 – 1995

Claret Associates Ltd

Claret Associates, my own company, provided business development consultancy as well as specialising in fiscal modelling to the public sector. Assignments included:

- business case and market analysis for a Russian bank investigating Smart Cards (involved some time working in Moscow)
- project manager for the Ministry of Health, determining the basis for allocating the \$3 billion available amongst Regional Health Authorities
- company incorporation, company secretarial duties, and preparation of company accounts for new business enterprises (one of these now a major IT enterprise)
- review of market potential of agroforestry proposals with Te Puni Kokiri (Ministry of Maori Development)
- member of the “Family Accounts” project team assessing the feasibility of a technology-based social policy option (client Department of Social Welfare / Ministry of Health) – included the development of a sophisticated fiscal impact model.

Director / Company Secretary

1992 – 1994

New Zealand Heart Timber Products Ltd

Jointly established a start-up furniture design/marketing enterprise with an export focus. This involved working right from the business concept culminating in opening a store in Wellington (Westfern brand). Developed a business plan that successfully attracted partner equity. The experience involved taking a prototype dining suite through Australia, literally ‘on the back of a truck’. It also provided some direct, yet valuable, lessons on start-up growth phase business.



Early Career

Databank Systems Limited (1983-92)

Held a range of positions at Databank from programmer right through to managing the corporate planning process. Significant achievements included:

- managed the internal financial systems and co-ordinated the corporate business plan and budget
- managing internal development projects and overseeing maintenance for all existing internal systems. A team of analysts and programmers reported to me
- when appointed Manager Financial Systems, I was the youngest manager at the time at Databank
- helped establish an "Information Centre" at Databank Systems – an innovative solutions centre that represented a new concept at the time.

Break in employment: Overseas travel in 1982

Department of Health (1980-82)

As a Research Officer in the Management Services & Research Unit, a key achievement was developing the population-based funding formula for the New Zealand Hospital system.

Personal

Status New Zealand citizen (New Zealand born), also have German nationality

Interests family, trail running, football, golf

Community Chair (2001-2004) and Trustee (1998-2001), Hataitai School Board of Trustees

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