

Wednesday 3 September 2025

DAY ONE

Te Hiringa – Planting the Seeds

Speakers

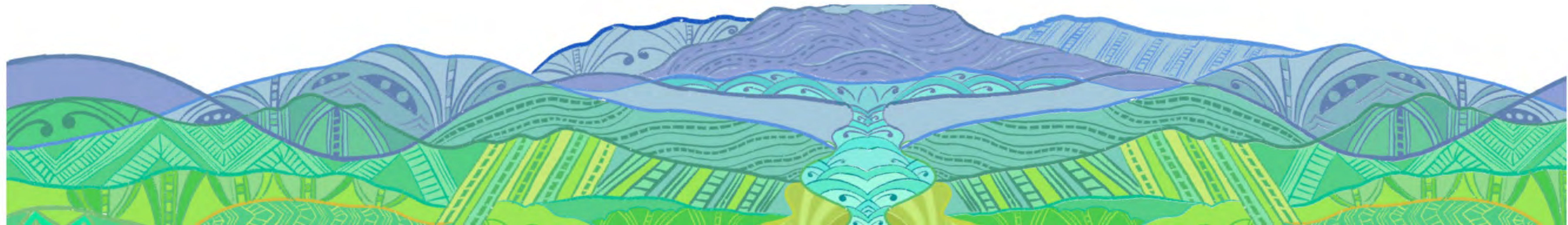
Dr Tanira Kingi (Opening Address)
Nanaia Mahuta
Hon Todd McClay (Ministerial Address)
Chris Koroheke (Kōrero Kōpaka)
Andrew Watene
Dr Tim Mackle
Dr Sinead Leahy
Aisha Ross
Ben Purua

Panels

Future of the Whenua Māori Primary Sector

Trade, Supply Chains, Global Māori

Climate Adaptation & Systems Change –
Māori Agribusiness Futures –



OPENING ADDRESS



DR. TANIRA KINGI

POSITIONING OUR
LAND BLOCKS for the
NEXT GENERATION



TE ARAWA ARATAUA

E whakapohewatia te pae tawhiti o ta tatau whenua tuku iho

LAND DIVERSIFICATION is
NECESSARY TO MITIGATE
AGAINST CLIMATE CHANGE

WE ARE IN VERY UNCERTAIN
TIMES, CLIMATE CHANGE,
INTERNATIONAL MARKETS,
TARIFFS



TE IKA A MAUI WAS
TRANSFORMED from TEMPERATE
FORESTS to

the NEW ZEALAND
ECONOMY is EXPORT DRIVEN,
86% of OUR PRODUCTS come from

GRASS PRIMARY INDUSTRY

We have a
HISTORY
of ONLY 200
YEARS AS A PRIMARY SECTOR
LAND BASED ECONOMY

WE ARE
PARTICULARLY
VULNERABLE
AS A HORTICULTURE
GRASS-BASED
ECONOMY

FLOODS, DROUGHT
CYCLONES
OPEN WATER AQUACULTURE
PARTICULARLY VULNERABLE
to TEMPERATURE
RISE

NOTES Key Themes



Opening Address

The Future of the Māori Primary Sector

He Ao Anamata: He ao Ahumahi Whakatupu

Matua mō ngā Whenua Māori

Intro

- Māori landowners coming together to kōrero about what's happening for them. We've been doing this for 15 years.
- The NZ economy is export driven, 86% of our products are exports and come from the primary sector.

Looking back to look forward

- We have a history of only 200 years as a primary sector land-based economy.
- The loss/questionable sales of te whenua tuku iho.
- Flax, seals, and whales. Harvested from the land and oceans.
- 1814–1937.
- Investment by the government and private sector has been made to build up our primary industry.
- 100 years before that was the transformation of Aotearoa: Te ika and Te waka a Māui. From temperate forests to grass.

Impending climate impacts

- We're in very uncertain times. Climate change, international markets, tariffs.
- Floods, droughts, cyclones.
- We're particularly vulnerable as a horticulture & grass-based economy.
- Open water aquaculture: Vulnerable to temperature rise.
- The panel: How can we get science to be more responsive to where we want to go.

Questions to explore

- Have we got the Māori Primary Sector set up right to deliver the values our mokopuna, landowners, and governors expect?
- Positioning our land blocks for the next 25 years. 2050. Another generation away.
- Does the land give us what we need? Jobs, employment, that our hapū and whānau require? Papakāinga, Mātāuranga, resources to support the development of our communities.
- Have we set up our land blocks in a way that gives us as much protection as possible to deliver the best we can.
- Biodiversity credits and carbon markets, why don't we see more of that?



CHALLENGES

WE FACE MANY STORMS OF CHANGE
CLIMATE CHANGE, TARIFFS
POLITICAL UPHEAVAL

WE MUST
ALIGN OUR
GLOBAL
OBJECTIVES
WITH
OUR
LOCAL
NEEDS



SERVICES ROOTED IN MĀTAURANGA MĀORI

A SYSTEM THAT
TURNS INNOVATION
INTO ACTIVATION
AT SCALE

INDIGENOUS
BUSINESS
COLABORATIONS

SHARING
RESOURCES
UNLOCKING
CAPITAL

SUPPLY CHAINS
ACCESS TO CAPITAL

NANAIA MAHUTA

MANA MOTUHAKE
FOR ME, MEANS
BEING ABLE TO
MAKE
CHOICES



WE KNOW
THE TRUE
STRENGTH
LIES IN
SHARING

TE ARAWA ARATAUA

The future of land: Visualising the horizons of our ancestral land

TRUST IS A
PREMIUM



NOTES Key Themes

Nanaia Mahuta

Speaker



Key Themes

Wealth and Assets

- Māori wealth contributions (126b) and major asset bases in land, horticulture, and property.
- Unlocking unclaimed money and financing mechanisms.

Trade and Global Connections

- Indigenous trade as scale-building.
- Māori tourism and export contributions.
- Aligning global objectives with local needs.

Intergenerational Wellbeing

- Mana motuhake, reciprocity, whakapapa, whanaungatanga, kaitiakitanga as the base.
- Youth and long-term Indigenous economy design.

Challenges and Barriers

- Access to capital, finance, and whenua.
- Regulatory complexity.
- Economies under global strife.

Future Pathways

- Supporting supply chains.
- Papakāinga digital tools for land-use.
- Trade facilities and procurement pipelines.
- Building resilience and prosperity for future generations.

Māori Partnerships and Governance

- Equity partnerships with Māori as co-designers.
- Trust and relationship-based trade.
- Good governance as a foundation.
- Learning from global Indigenous partnerships.

Challenges

- Market disruptions and political upheaval.
- Regulatory environments shaping Indigenous participation.
- Data and cultural sovereignty under threat.

Innovation and Collaboration

- Mātauranga and design as anchors.
- Climate change and AI as disruptors but also opportunities.
- Systems that connect Indigenous businesses for resilience and scale.
- Tikanga-led dispute resolution.

Opportunities

- Food security, zero-carbon, zero-water economies.
- Unlocking landlocked land.
- Procurement and government priorities (2025).
- Scaling Indigenous trade and collaboration globally.

THE ABSENCE of
Te MANA o te WAI is a
REGULATION PROBLEM.

TRY SURFACE
WATER STORAGE
SYSTEM

ATTRACTING
PRIVATE CAPITAL
IS ABOUT ADDRESSING
WHAT'S NEEDED



TE ARAWA ARATAUA

E whakapohewatia te pae tawhiti o ta tatau whenua tuku iho

WHAT CAN BE
DONE to UNLOCK
POTENTIAL

UNLOCKING
FUNDS IN the
FINANCE FACILITY



MANA
MOTUHAKE
is the ULTIMATE
GOAL & DRIVER



DR TANIRA KINGI



NANAIA MAHUTA



GLEN WEBBER

CAPITAL will
FLOW WHERE A LARGE
PROJECT has EQUITY
UNDERPINNING IT

AND IT'S A
PROJECT with
GROWTH
POTENTIAL



A DISTRIBUTIVE
MODEL without
THINKING ABOUT
HOW WE ARE GOING
to BE MORE
PRODUCTIVE is
UNSUSTAINABLE

FUTURE of
WHENUA MĀORI
PRIMARY SECTOR

PANEL

the POLITICS
SHOULDN'T
OUTWEIGH the
OPPORTUNITY



FINDING DIFFERENT
WAYS to ACCESS
FINANCE

@LIVEILLUSTRATORS

NOTES Key Themes

Future of the Whenua Māori Sector

Panel



Key Themes

Unlocking Capital

Finance facilities, reassessable funds, and collective risk pools could free up locked capital. Offshore and private capital flows depend on alignment, governance confidence, and investable models. Policies and politics currently act as barriers.

Governance and Structures

Governance is the bridge between investors and landowners. Clear roles, equity/ownership structures, and transparent delivery create trust. Strong governance systems underpin investor confidence.

Pathways for Development

Acknowledging diverse stages of development across Māori landowners. Creating tailored pathways: build, own, operate, expand. Partnerships (with Indigenous and offshore partners) for de-risking and co-investment.

Scale and Market Growth

Investment must focus on scale and replicable financial models. Expanding into new markets and channels is critical. Learning from Māori export successes (e.g., Zespri, Osaka deals).

Infrastructure and Resources

Water access and rights in the eastern bay are central to enabling productivity. Mana motuhake remains the ultimate driver for long-term Māori economic autonomy.

Glen

- Finding different ways to access finance.
- Worth exploring what can be done so we can unlock potential.
- We must acknowledge where people are at in their stage of development.
- Mana motuhake is the ultimate goal and driver.
- There's a spectrum of ways the government can assist.

Nanaia

- Unlocking funds in a finance facility.
- The politics shouldn't stop the opportunity.
- 37 re-assessable funds are sitting unused, open under certain circumstances.
- Acts to ensure or create pathways for landowners.
- A defensive risk pool would allow risk to be transferred collectively.
- Build, own, operate, and expand opportunities.
- Our Indigenous bars and sites are saying they could help with de-risking and partnerships.

Dr Tanira

- Capital will flow where capital is properly aligned. Misalignment creates risk, therefore capital is not properly engaged. Private capital won't present.
- Attracting private capital is about addressing what's needed.
- Nature of governance is critical: governance is the bridge between investors and landowners. It creates confidence in the operating environment, enabling capital flow.
- Getting the balance right and being clear on roles. Clear definition of what can be delivered to landowners.
- Having an ownership/equity structure.
- We must coalesce offshore relationships and have investable models suitable for our context.
- Asking questions: this is about scale. This initiative needs investment, delivery at scale, and financial models that are replicable.
- A lot of the investment that's needed has to flow into new, expanding market channels.
- Understanding the kinds of trade you're involved in, the potential, and the partnerships governments can enable.

Stacey

- Knowing why capital is locked. The impacts of law and policies.

Audience

- Zespri kiwifruit just signed a massive deal in China. We can look at our growth.
- Engagements in Osaka have been interesting.
- It's time we had a bit more action to achieve these goals and get people into jobs.
- We need the water in the eastern bay. It's difficult to be an eastern bay iwi when getting anywhere.
- The canvas of the dams on the eastern bay coast. We can see water but we can't shift it throughout our land.

K



TODD MCCLAY

BRINGING TRUST BACK
TO AGRICULTURE

MĀORI
AGRI BUSINESS
IS A LARGE AND
VITAL PART OF THE
ECONOMY



TE ARAWA ARATAUA

The future of land: Visualising the horizons of our ancestral land

STEWARDSHIP LAND
AND IT'S STRENGTH AS
AN ECONOMIC DRIVER
CONTINUES TO PROVIDE
SUPPORT TO FARMING
AND FORESTRY



FINDING ENDURING
SOLUTIONS THAT STAND
THE TEST OF TIME
BEYOND CHANGING
GOVERNMENTS



WE HAVE
GREAT
WATER



TANIA TAPSELL

ROTORUA TOWNSHIP
GIFTED BY THREE
IWI

MOKOPUNA
DECISIONS

WE NEED TO
UTILISE OUR
GEOTHERMAL
RESOURCE



AGRIBUSINESS
IWI AND COUNCIL
PARTNERSHIPS
WE HOLD ARE
INTERGENERATIONAL
RESPONSIBILITY

NOTES Key Themes

Hon Todd McClay

Speaker



Key Themes

Agriculture and Forestry Trust

- Longstanding conversations about stewardship of land as an economic driver.
- Need for durable, practical solutions that go beyond shifting political cycles.
- Importance of rebuilding trust in agriculture and forestry.

Policy and Water Management

- New freshwater policy changes on the way.
- Need for sustainable approaches to irrigation and winter water capture.
- Reducing pressure on aquifers and waterways.

Māori Agribusiness and Assets

- Māori agribusiness holds \$40b in assets and 80 projects are active.
- Growth fund support available to all, including Māori ventures.

Exports and Trade

- Food and fibre exports worth \$60b, feeding 400m people globally.
- Push for more trade agreements with Australia and beyond.
- Treaty of Waitangi referenced in all trade talks.
- Current deals in play: tariff-free exports over three years, talks with India and Saudi Arabia.
- Export success measured by sales volumes.

General Agriculture & Forestry

- Conversations have been happening for a long time.
- Stewardship of land, strength of it as an economic driver, jobs provided to support farming and forestry.
- Focus on an outcome, not a process. Everyone's looking for the most cost-effective way to achieve what we need.
- There's a separation between advice and the practicality of what it means.
- A new freshwater policy statement is coming.
- Ongoing change over long periods of time.
- Having conversations to come up with solutions together.
- Bringing trust back to agriculture and forestry.
- Do it once, and do it properly/right.
- Finding enduring solutions that stand the test of time beyond changing governments.
- New policy coming to stop land from being locked into native forest. Farm to forest restrictions mean a certain percentage can be planted, but land is mostly held for "production."
- We need to free-up water access and water storage for farming and irrigation purposes.
- Taking pressure off aquifers and waterways by having better setups for water capture in winter.

Exports

- Māori agribusiness have assets of about \$40 billion.
- We have 80 Māori agribusiness projects on the go.
- The primary sector growth fund is here to help – anyone can apply for it.
- 60 billion food and fibre export contribution.
- Trade with Australia & overseas. We want more agreements.
- 400 million people get 10% of their diet from what we produce.
- We should judge the success of our trade policy on how much we're selling.
- A Treaty of Waitangi clause is referenced for every trade conversation.
- Negotiating a deal that makes our exports 99% tariff-free over the next three years.
- India, Saudi Arabia – deal talks are underway.

NOTES Key Themes

Tania Tapsell

Speaker



Key Themes

Rotorua's Strengths

- Unique iwi partnerships, with nearly 50% Māori population.
- High-value natural resources: drinking water (60% of the region's supply), forestry, agribusiness leadership.
- Cultural values and intergenerational wisdom anchoring economic vision.

Challenges and Resilience

- Flooding and climate change as major risks.
- Need to view challenges as temporary and focus on recovery pathways.
- Agribusiness has not significantly shifted in the last decade.

Council as Enabler

- Role in infrastructure, planning, and advocacy.
- Partnerships between iwi, agribusiness, and council framed as intergenerational responsibility.
- Export focus: milk, meat, forestry, fruits, vegetables.
- Innovation and scaling through leadership.

Geothermal Potential

- Opportunities for iwi-led, renewable geothermal development.
- Growing geothermally heated kai.
- Current regulatory barriers from Bay of Plenty Regional Council slowing progress.

Rotorua's unique position

- Partnership.
- The Rotorua township agreement gifted by three iwi.
- Providing the home and lifestyle where our whānau can continue to prosper in our regions.
- Our Māori population is almost at 50% in Rotorua. Partnership is not optional, it's who we are.
- Agribusiness leaders are present here.
- We have a spring that provides some of the best drinking water in the country.
- We provide 60% of our usable drinking water to the region.
- The opportunities before us may be significant. Wealth comes in many forms, it's not just financial, it's about our people being home and thriving.
- Reflecting the values of generosity. *Mo te kāinga ko te ao katoa.*
- *Ka pū te ruha, ka hao te rangatahi* (whakataukī).
- When the old net is cast aside, the new net must be used (whakataukī).

Geothermal opportunities

- Geothermal EG in Taupō.
- Growing kai that's geothermally heated, utilising the heat and energy.
- Geothermal use that's iwi-led, renewable, etc.
- Bay of Plenty Regional Council has restrictions in place that aren't helping us develop and utilise the opportunity.

Challenges are temporary

- Dealing with flooding will take up half of our CAPEX over the coming years.
- Challenges need to be seen as temporary. We must focus on recovery setups to face whatever happens.
- The council works to bring infrastructure, planning, and advocacy.
- Partnering to unlock some of our available land over the next 10 years.
- "Let's not dig our own hole eh."
- Climate change and the state of the environment are our biggest challenges. Flooding risk is one of our major issues.
- The current state of agribusiness hasn't shifted too much over the last decade.

Councils as enablers

- How do we look to support other regions as well?
- Agribusiness, iwi, and council partnerships. We all hold intergenerational responsibility.
- We grow forestry here in the region.
- Milk, meat, exports are 6% of our GDP.
- Fruits, vegetables, and shipping them overseas.
- Agribusiness leaders bring the innovation and opportunities to scale.
- Making mokopuna decisions.
- "Let me know if I need to give your mayor a call!"



TE ARAWA ARATAUA

E whakapohewatia te pae tawhiti o ta tatau whenua tuku iho



**ANDREW
WATENE**

HEAD of KPMG PROPAGATE

THE NEXT DEMAND:
A GENERATION
GOING INTO
RETIREMENT

THE CULTURE ELEMENT
IN MARKET EVALUATION
IS IMPORTANT



OLDER
PEOPLE BECOME
like T-REX'S
SHORT ARMS AND
DEEP POCKETS



BRINGING the
EXPLORATIVE NATURE
BACK to EXPORTS

MĀORI MAKE UP
10% of GROWERS
WITH STRONG
INVOLVEMENT
ACROSS POST-HARVEST
DISTRIBUTION + SHIPPING
& that NUMBER IS
INCREASING



**TIM
MACKLE**
ZESPRI

IT takes TIME
AND INVESTMENT



WE WILL BE
the WORLD'S
HEALTHIEST
FRUIT BRAND

REGULAR CONSUMPTION
of KIWIFRUIT helps your
STOOL MOVEMENT



@LIVEILLUSTRATORS

NOTES Key Themes

Tim Mackle

Speaker



Key Themes

Supply-Chain and Māori Participation

- Māori make up 10% of growers, with strong involvement across post-harvest, distribution, and shipping.
- Zespri positions itself as a supply-chain sales and marketing organisation.
- Question of how to make supply-chain a competitive advantage.

Headwinds and Tailwinds

- Headwinds: increased competition (esp. China), demand for local produce, macro-economic challenges, geopolitical tensions.
- Tailwinds: health and wellbeing demand, Zespri as #1 fruit brand in top 15 markets, strong early supply and shipping.

Market Growth and Strategy

- Expansion into new markets: Dubai launched, Hawaii launched in 2023.
- Not getting over 30% in China — exploring other export opportunities.
- Going deeper in city markets, not just wider.
- Marketing to bots tailoring people's dietary requirements.

Employment and Social Responsibility

- More young people needing jobs.
- Encouraging people to "jump out of bed" for Zespri.
- 1 in 3 people in China are malnourished — health campaigns positioned around wellbeing.

Competitive Advantage and Future Focus

- Trust, resilience, and customer value key to positioning.
- Aim: to be the world's healthiest fruit brand.
- Six future supply-chain shifts highlighted.
- Talent, technology, agility, reliability, and customer focus identified as success drivers.

Considering every step of the growth to export journey

- We are a supply-chain sales and marketing org.
- Growers: 10% are Māori.
- Post-harvest crews.
- Retailers, wholesalers, and distributors.
- Shipping, etc.

Headwinds and Tailwinds

- Headwinds:
 - Increased competition and demand for local.
 - Macro-economic challenges.
 - Geopolitical tension.
- Tailwinds:
 - Demand for health and wellbeing.
 - #1 fruit brand in our top 15 markets.
 - Early supply and shipping.

Markets and Expansion

- China grows way more kiwifruit.
- Dubai launched this year.
- Hawaii launched 2023.
- Deepening relationships with MGKGI and growers.
- Collaborative marketing arrangements.
- Market access and readiness: going wider but also deeper in city markets.
- Not getting over 30% in China — exploring other export opportunities.

Jobs and People

- More young people needing jobs.
- We want our people to jump out of bed for this.
- Always keeping demand ahead of supply.
- 1 in 3 people in China are malnourished, working on a campaign to enhance people's health.

Strategy and Supply-Chain

- Regular consumption of green food helps your stool movement.
- How can you make your supply-chain a competitive advantage?
- Marketing to bots that will tailor people's dietary requirements.
- Talent & technology, agility and reliability, customer focus.
- Six future supply-chain shifts.
- Resilience, innovation, supply-chain efficiency, customer value.
- Talking about competitive advantage strengthens our opportunity evaluations.

Overarching Strategy

- We will be the world's healthiest fruit brand.

NOTES Key Themes

Andrew Watene

Speaker



Key Themes

Shifting Demographics

- Retirement of baby boomers creating new markets.
- Demand for life-stage products: supplements, probiotics, dietary health.
- Older populations as a future consumer base.

Research and Innovation

- Place-based science as a differentiator.
- Māori agribusiness looking for its time to lead.
- Importance of dynamic systems (scale, supply, yield).
- Listening to signals from markets, communities, and whānau.

Values and Relationships

- Trust as the “new currency” in trade.
- Value alignment in partnerships builds resilience.
- Walking with aligned people makes collaboration stronger.

Competitive Advantage

- Regenerative and nature-based framing of exports.
- Reframing what is considered valuable or unlikable in products.
- Capability anchored in tikanga, whakapapa, authentic Māori-led approaches.
- Ensuring robust evaluations of opportunities.
- Building Indigenous fair trade markets and transparent value chains.

Thoughts at the board and exec level

- Companies looking for opportunities we haven’t explored yet.
- The changing trade flows.
- Working in the red meat sector for over 20 years.

The next demand: A generation going into retirement

- Not all markets are the same.
- We have to continue to test relative sensitivities.
- Boomers retiring will shift demand — older consumers are like “T-Rexes” (short arms, big pockets).
- Dietary supplements.
- Older people become the future. R&D across life products.

Research: Listening for the signals

- Dynamic systems: scale, supply, and yield.
- Probiotics and supplements.
- Is it our time? As Māori in agribusiness.
- I can see it, important for you to listen to your whānau app.
- Place-based science.

Good values to value in relationships

- If you need something, then I need something...
- Value alignment ensures resilience in stressful times.
- To me it’s not hard to walk with aligned people.

Competitive Advantages

- Trust is the new currency in trade.
- Bringing the regenerative nature back to exports.
- What we think is unlikable, they may not.
- Taking advantage of our options.
- Talking about competitive advantage strengthens our opportunity evaluations.
- Personally growing my knowledge of te ao Māori.
- What value does our kōrero, tikanga, whakapapa create?
- Authentic approach to capability, knowledge, and trade.
- We sold more for less, must ensure our opportunity evaluations.
- Indigenous fair trade: transparent, authentic, and sustainable Māori markets and value chains.
-



TE ARAWA ARATAUA

The future of land: Visualising the horizons of our ancestral land

OPPORTUNITIES
COMING FROM
COLLABORATIVE
MARKETING

Q. HOW CAN WE REPLICATE
ZESPRI, & WHAT NEEDS to
CHANGE or BE PUT IN PLACE
for that to HAPPEN

A. IT CAN BE DONE through
PARTNERSHIPS & AGREEMENTS
RATHER than SINGLE DESK
REGULATION

AOTEAROA
KI TE AO

IN THE MIDDLE EAST-
"THE UNCLE EFFECT"
TIKANGA SLOWED
PEOPLE DOWN. IT
OPENED UP PEOPLE
TO MORE
KÖRERO

UNDERSTANDING
MARKET RISK, CREDIT
RISK ETC FROM A POWERHOUSE
LIKE ZESPRI IS HELPFUL
FOR NEWCOMERS. LET'S
SHARE KNOWLEDGE

WE ARE
HERE TO HELP
IF YOU'RE ENCOUNTERING
BARRIERS
AT THE
BORDER

TARIFFS ARE
CAUSING A
CHALLENGE.
NZ's RATE IS
CURRENTLY
LOWER THAN
MANY, BUT ITS
HIGHER THAN
AUSTRALIA



MĀNUKA IS
RECOGNISED AS
A MĀORI TAONGA



PANEL | TRADE
SUPPLY CHAINS
GLOBAL MĀORI

@LIVEILLUSTRATORS



TANE
WAETFORD



ANDREW
WATENE



TIM MACKLE

HELEN CLARKE
RECENTLY STATED
WE MUST PLAY
THE LONG GAME
AND CONSIDER
RELATIONSHIPS
CAREFULLY

NOTES Key Themes

Trade, Supply Chains, Global Māori *Panel*



Key Themes

Indigenous Trade and Māori Models

- Indigenous trade practices are a bridge/tool for governments.
- Mānuka honey recognised as a Māori taonga.
- Aotearoa ki te ao — positioning Māori-led products globally.
- Different models of Māori interface to markets — we need to test and learn from each.

Trade Agreements and Relationships

- Trade agreements are about more than tariffs: partnerships, understandings, harmonisation.
- Importance of reciprocity and deepening connections across partnerships.
- Resilient relationships: distinguish between business vs government ties; don't let one overly influence the other.
- Cultural communication and tikanga influence business (e.g. “uncle effect” in Middle East).

Market Strategy and Diversification

- China, Spain, and Europe identified as biggest markets.
- Next 10 million trays expansion opportunity.
- Market diversification is the next strategic move.
- Collaborative marketing agreements reduce risk and open opportunities.
- Understanding market risk and credit risk is critical — knowledge sharing with powerhouses like Zespri.

Policy and Government Role

- Tariffs remain a challenge: NZ's rate higher than Australia's.
- Foreign affairs/trade with US requires government-level decisions.
- Single-desk legislation sometimes provides efficiency.
- Support at the border when barriers arise.

Tane Waetford

- Indigenous trade practices are a bridge/tool that governments can be informed by and benefit from.
- Mānuka honey is recognised as a Māori taonga.
- Trade agreements are a lot more than seeking lower tariffs. They're about partnerships, set understandings, harmonisation rules, so if there's an issue we can reference those rules and find resolutions.
- Tariffs are causing a challenge. NZ's rate is currently lower than many, but it's higher than Australia.
- NZ Foreign Affairs and Trade aren't negotiating with the US, that would be a government decision.
- We're here to help if you're encountering barriers at the border.
- The importance of relationships, reciprocity, deepening connections across all of our partnerships remains important.
- Aotearoa ki te ao.

Andrew Watene

- Action, reaction. We must consider our approach.
- There are different models of Māori interface to markets. We need to find the right models and learn from each other.
- Relationship resilience: differentiate between business vs government. Don't let one be too heavily influenced by the other, especially during times of disagreement.
- In the Middle East, the “uncle effect” tikanga slowed people down. It opened up people to more kōrero.
- Lowering barriers to entry, gently working to understand cultural communication styles.
- A collaborative marketing agreement.
- Understanding market risk, credit risk, etc. from a powerhouse like Zespri is helpful for newcomers. Let's share knowledge.

Tim Mackle

- Helen Clarke recently stated we must play the long game and consider relationships carefully.
- China, Spain, Europe are our biggest markets.
- The next 10 million trays.
- Market diversification is our next strategic move.
- Opportunities coming from collaborative marketing.
- We make decisions that don't always lead to efficiency, but we have examples of it working well. Single-desk legislation is helpful.

Audience Pātai

- Sovereign supply trades?

FREEING UP LAND to
DO OTHER things



UNDERSTAND RISK
AND MANAGE IT

CONSIDER the DATA
WHAT CAN you
DO ON your
LAND?



TE ARAWA ARATAUA

E whakapohewatia te pae tawhiti o ta tatau whenua tuku iho

WHAT KIND
of PROCESSES
DO WE NEED
to think
ABOUT?



HOW DO WE CHANGE
WHAT WE'RE DOING
AND the WAY WE'RE
DOING IT?



CONSIDER
SOIL, SLOPE,
WEATHER
PATTERNS

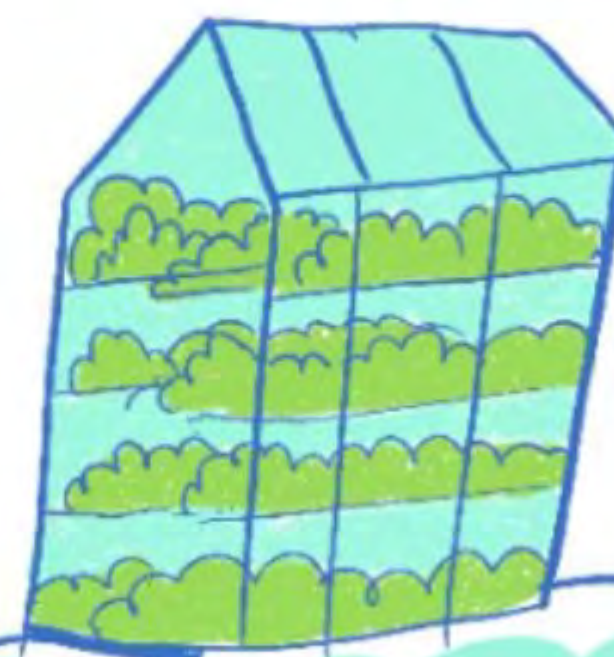


DR. TANIRA KINGI

CLIMATE CHANGE
SYSTEMS + LAND-USE
ADAPTATION AND
DIVERSIFICATION



THINK ABOUT
NEW USES
things that haven't
BEEN DONE



GET AS MUCH
DATA & INFO ON
your CURRENT
LAND BLOCKS.
FOCUS ON UPPING
PRODUCTIVITY

JUST BECAUSE WE CAN
SHOULD WE?

NOTES Key Themes

Dr Tanira Kingi
Speaker



Key Themes

Understanding the Land

- First phase is to consider the data: soil, slope, weather patterns, and productivity.
- Māori research into climate change adaptation (2010–2011) provides a base.
- Land use planning must adapt to environmental realities: not all crops fit all locations (e.g. can't grow cherries in Taumarunui).
- Pohewa Pae Tawhiti – the ever-changing horizon.

Shifting Farming Systems

- Moving away from dairy, sheep, and beef farming into diversified options not yet in place.
- Changing not just *what* we do, but *how* we do it.
- Reducing methane and nitrous oxide emissions.

Exploring New Opportunities

- Freeing up land to explore alternative uses.
- Examples: inland aquaculture, biofuel generation.
- Kiwifruit, lemons, avocados identified as available market crops.
- If you can grow green kiwifruit outside of normal bands, should you?
- Vertical farming has struggled to scale — lessons learned.

Maximising Productivity

- Get as much data and information as possible on current land blocks.
- Focus on increasing productivity of what's already available.

Framing the Future

- Renaming to “the changing land” in te reo — shifting perspectives.
- Long-term horizon thinking informed by adaptation, innovation, and whakapapa.

Notes

- What kind of processes do we need to think about?
- 2005 & 2006: The process has developed.
- 2010–2011 Māori research into climate change adaptation.
- How do we move from dairy and sheep & beef farming into what we haven't yet got in place?
- How do we change the way we're doing something, and how do we change what we do?
- Freeing up land to do other things, coming up with new uses.
- Considering soil, slope, weather patterns.
- Pohewa Pae Tawhiti, the ever-changing horizon.
- Phase 1: Consider the data. What can your land do?
- If you can grow green kiwifruit outside of the normal bands, should you do it?
- Kiwifruit, lemons, avocados have available markets.
- But what else could you work on?
- E.g. Inland aquaculture and biofuel generation.
- E.g. Vertical farm failed because they couldn't scale.
- E.g. You can't grow commercial-scale cherries in Taumarunui.
- Get as much data and info as you can on your current land blocks; focus on upping the productivity of it.
- Figure out how to reduce methane and nitrous oxide.
- Renamed to “the changing land” in te reo.



TE ARAWA ARATAUA

The future of land: Visualising the horizons of our ancestral land

WE NEED TO
BUY TIME TO
TRANSITION
BECAUSE IT'S ALL
COMPLEX

WE MUST STEP
UP AND DO WHAT
WE CAN FOR OUR
OWN WHENUA

I COME WITH
A DEEP SENSE
OF DUTY FOR
OUR PEOPLE

ERICA VAN REENAN

DR TANIRA KINGI

TINA POROU

HAYDEN SWANN

CLIMATE ADAPTATION & SYSTEMS CHANGE

MĀORI AGRIBUSINESS FUTURE

VULNERABLE AND
EXPOSED LAND
NEEDS TO BE
RETIRED BACK TO
NGAHERE

IN CYCLONE
IMPACTED LANDS
WE'RE HAVING
CONVERSATIONS
WE SHOULD
HAVE HAD
20 YEARS
AGO

NEVER
WASTE AN
OPPORTUNITY
FROM A CRISIS

THE YOUNGER
GENERATION NEEDS
TO DO THIS MAHI



NOTES Key Themes

Maori Agribusiness Futures

Panel



Key Themes

Key Themes

Partnerships and Complexity

- Value-based decision-making for Māori is essential, otherwise the noise becomes distraction.
- Partnerships with Pākehā need more clarity and balance — catchment groups often exclude Māori.
- Building relationships and connections is hard but necessary for trust.
- Tikanga makes the partnership work.

Transition and Governance

- Transition is complex: “we need to buy time” to manage it well.
- Governance must adapt for the next generation, who expect different approaches.
- Shareholder mentality alone is not sufficient — rangatahi want taiao-centred industries.
- Next generation must “do the next mahi.”

Crisis as Catalyst

- Cyclone Gabrielle as a tipping point: 150 jobs lost in 3 hours, but also a driver of change.
- “Never waste the opportunity from a crisis.”
- Climate change is no longer distant — it is here now.
- Stages of grief (denial, acceptance) play out in governance shifts.

Technology and AI

- AI platforms can help but must be trained.
- Potential to use AI for predictive landscapes, planting strategies, flood mapping.
- Question of whether recording our land data into AI is safe.

Land and Environment

- Planting natives on vulnerable land, opening doors for next generations.
- Placing up hills will be expensive but necessary.
- Catchment work (e.g., Motueka Valley) shows the scale of coordinated investment needed.

Community and Collective Responsibility

- Outrage fatigue — Māori exhausted from repeated fights for rights.
- Indigenous rights, mana o te wai, and tino rangatiratanga remain central.
- “We must step up and do what we can for our own whenua.”
- Small entities working together, particularly in response to crises like cyclones.
-

Notes

Erica van Reenen

- Not working on property boundaries, but on what’s best for everyone.
- We need to buy time to transition because it’s all complex.
- It’s a question of when, not if, you’re going to get slammed.
- Supporting Pākehā to understand what partnership looks like.
- How do we come up with values-based decision-making for our mahi? Otherwise, noise dominates.
- Catchment groups don’t include Māori enough, only catering to Pākehā politics.
- We talk a different language, which builds fear and mistrust. We need good kōrero.
- Working really hard at building relationships and connections.

Dr Tanira

- The younger generation needs to do the next mahi.
- Use four AI platforms — but you must train them.
- AI can generate predictive landscapes.
- The disaster we keep mapping will happen again — we must know, record, and share.
- We need to plant natives on vulnerable land.
- Placing up our hills will be expensive, but we must do it.
- We must open doors for the next generation.

Stacey (MC)

- “Tikanga makes the partnership work.”
- “What about AI?”
- Outrage fatigue is by design. We are tired of protesting to keep our indigenous rights.
-

Tina Porou

- How outrageous the taiao policy changes have been over the last 18 months.
- In cyclone-impacted lands, conversations we should have had 20 years ago are happening now.
- The overwhelming silence of trustees has been difficult.
- 150 jobs wiped out in 3 hours during Cyclone Gabrielle.
- The taiao-centred industries our rangatahi want.
- The next generation are expecting very different governance.
- A shareholder mentality isn’t enough.
- If it wasn’t for the cyclone, we never would have made better changes.
- Never waste the opportunity from a crisis.
- We are no longer at a point where climate change is distant — it is here now.
- We have to create an entire taiao-centred industry.
- We must have transformational recruitment so that diverse voices are present.

Hayden Swann

- We asked our rangatahi to share their hopes and dreams.
- “We’re doing our best for a number of small entities.”
- Macro-economics and trade wars create a drop sense of day-to-day pressure for our people.
- “I’m accountable to our shareholders, but also to our whenua and wai — we’re set up to thrive.”
- “We must step up and do what we can for our own whenua.”
- “We have 40k of coastland. We need to protect it from sediment runoff.”
- Working together when cyclones hit.

Audience Questions

- Who is likely to invest every year over time?

SCIENCE NEVER
STANDS STILL
TOOLS ARE
STARTING
TO
EMERGE



SUPPRESSING
METHANE
FORMING
MICROBES



TE ARAWA ARATAUA

E whakapohewatia te pae tawhiti o ta tatau whenua tuku iho

LOW- EMISSIONS FARMING SOLUTIONS IN DEVELOPMENT

GENE
EDITED
PLANTS WHICH
ARE LOW
GHG

DR SINEAD LEAHY

CLIMATE CHANGE
EMISSION MITIGATION
AT SCALE

COW'S BURPS,
FARTS+POOP CREATE
METHANE

LAND-USE
CHANGE FROM
LIVESTOCK TO
ALTERNATIVES



BREEDING LOW-
EMITTING SHEEP
AND CATTLE



@LIVEILLUSTRATORS

NOTES Key Themes

Dr Sinead Leahy
Speaker



Key Themes

Animal Breeding and Feed

- Breeding for low-emitting sheep and cows (e.g., *CoolSheep*).
- Probiotics/feed additives reduce methane in animals.
- Methane managed through cow/sheep/deer forestomach research.
- Cow burps, farts, and poop as major emission sources.

Methane Reduction Technologies

- Direct methane inhibitors being trialled.
- Suppressing methane-forming microbes.
- Methane vaccine development producing antibodies in saliva transported to the rumen.

Nitrous Oxide Solutions

- Cow urine (nitrogen & nitrous oxide) a major challenge.
- Nitrous oxide inhibitors as soil additives to reduce emissions.
- Ecopond: treating effluent ponds with iron sulphate.

Land-Use Change and Alternatives

- Shifting land-use from livestock to alternative uses.
- Eco-Milk (plant-based/dairy alternatives).
- Gene-edited low-GHG plants.

Innovation and Science

- New technologies for farmers and growers must be practical and accessible.
- Science never stands still — new tools are emerging.
- Businesses need to increase climate action.

T

NOTES

- Businesses need to increase their climate action.
- Cow burps, farts, and poop.
- Breeding for low-emitting sheep and cows (*CoolSheep*).
- Land-use change from livestock to alternatives.
- Eco-Milk.
- Probiotics/feed additives to help reduce methane production in animals.
- Methane in cow/sheep/deer forestomach.
- Gene-edited plants which are low GHG.
- Cow pee = nitrogen & nitrous oxide.
- Direct methane inhibitors.
- Suppressing methane-forming microbes.
- Methane vaccine development produces antibodies in saliva, transported to the rumen.
- Ecopond: treating effluent ponds from dairy farms with iron sulphate.
- Nitrous oxide inhibitors: soil additives to reduce emissions.
- Can we develop new technologies that farmers and growers can use?
- Science never stands still. Tools are starting to emerge.

PAPATUPU
ANCESTRAL WHENUA
FORECASTING OUR
CURRENT MAHI AND
FUTURE PLANS

E KORE AU E MATE, KA MATE
KO TE MATE
KA ORA TŌNU AU
E KAKAND I RUIA MAI
I RANGIATEA



TE ARAWA ARATAUA

The future of land: Visualising the horizons of our ancestral land

RITO TE TĪ
CARING FOR
THE CENTRAL
OPERATIONS



AISHA ROSS

WORKING
WITH CONSUMER
PREFERENCE
CHANGES AND
INNOVATION EG:
DEMAND FOR
NON-ANIMAL
BASED
PROTEIN
ALTERNATIVES

TARANAKI PAPATUPU DEVELOPMENT



BIG PLANS
TO DIVERSIFY
THE
WHENUA

NOTES Key Themes

Aisha Ross
Speaker



Key Themes

Kaupapa and Foundations

- Whānau-owned and operated, holding 11,500 ha of Ngāi Tūhourangi whenua.
- Investment portfolio includes:
 - Miraka Ltd, Hōkai Rangi, and Koura.
 - Tourism, direct and private equity.
 - Commercial property.
- PKW Trust supports cultural and educational grants, scholarships for shareholders and tamariki Māori.
- Papatupu ancestral whenua is central, with forecasting of mahi and future plans.

Central Operations

- Rito Te Tī: caring for central operations.
- Focus on stewardship, sustainability, and future growth.

Development Goals (Whāinga)

- Renewable energy: biogas, solar, wind, geothermal.
- Food production (Ngā Hua).
- Whai Rawa (wealth generation).
- Manawaora commercial property development.
- Kotahitanga underpinning all growth.
- Big plans to further develop ancestral whenua.

Consumer Trends and Innovation

- Responding to consumer preference changes, including demand for non-animal protein alternatives.
- Working with innovation and future-focused food systems.

Identity and Resilience

- Business identity rooted in whakapapa, whenua, and long-term cultural continuity.
- Anchored by whakataukī:
 - E Kore Au e Mate, Ka Mate Ko Te Mate*
 - Ka Ora Tōnu Au*
 - E Kākano i ruia mai i Rangiātea*

NOTES

Kaupapa

- Whānau-owned and operated.
- 11,500 ha of Ngāi Tūhourangi whenua.
- Te Titi Rōturu, Whānau, and Investment.
- Investment portfolio: Miraka Ltd, Hōkai Rangi, Koura. Tourism, direct and PE, commercial property.
- PKW Trust: cultural and educational grants, scholarships for shareholders and tamariki Māori.

Papatupu

- Ancestral whenua.
- Forecasting current mahi and future plans.

Rito Te Tī

- Caring for the central operations.
- Stewardship of whenua and long-term planning.

Whāinga (Development Goals)

- Biogas, solar, wind, geothermal.
- Ngā Hua (food production).
- Whai Rawa (wealth generation).
- Manawaora commercial property development.
- Kotahitanga.
- Big plans to develop the whenua.

Consumer Trends

- Working with consumer preference changes and innovation (e.g., non-animal protein demand).

Whakataukī

E Kore Au e Mate, Ka Mate Ko Te Mate
Ka Ora Tōnu Au
E Kākano i ruia mai i Rangiātea



TE ARAWA ARATAUA

E whakapohewatia te pae tawhiti o ta tatau whenua tuku iho

FARMERS WILL CHANGE
WITH the RIGHT MARKET SIGNALS

INVESTING IN the VALUE-CHAIN
BEYOND PRODUCTION



KARAKIA
from PARIHAKA

the SILVER + GOLD of
the PĀKEHA WILL BE
STRENGTHENED BY the
WAYS of the RAUKURA



AISHA ROSS



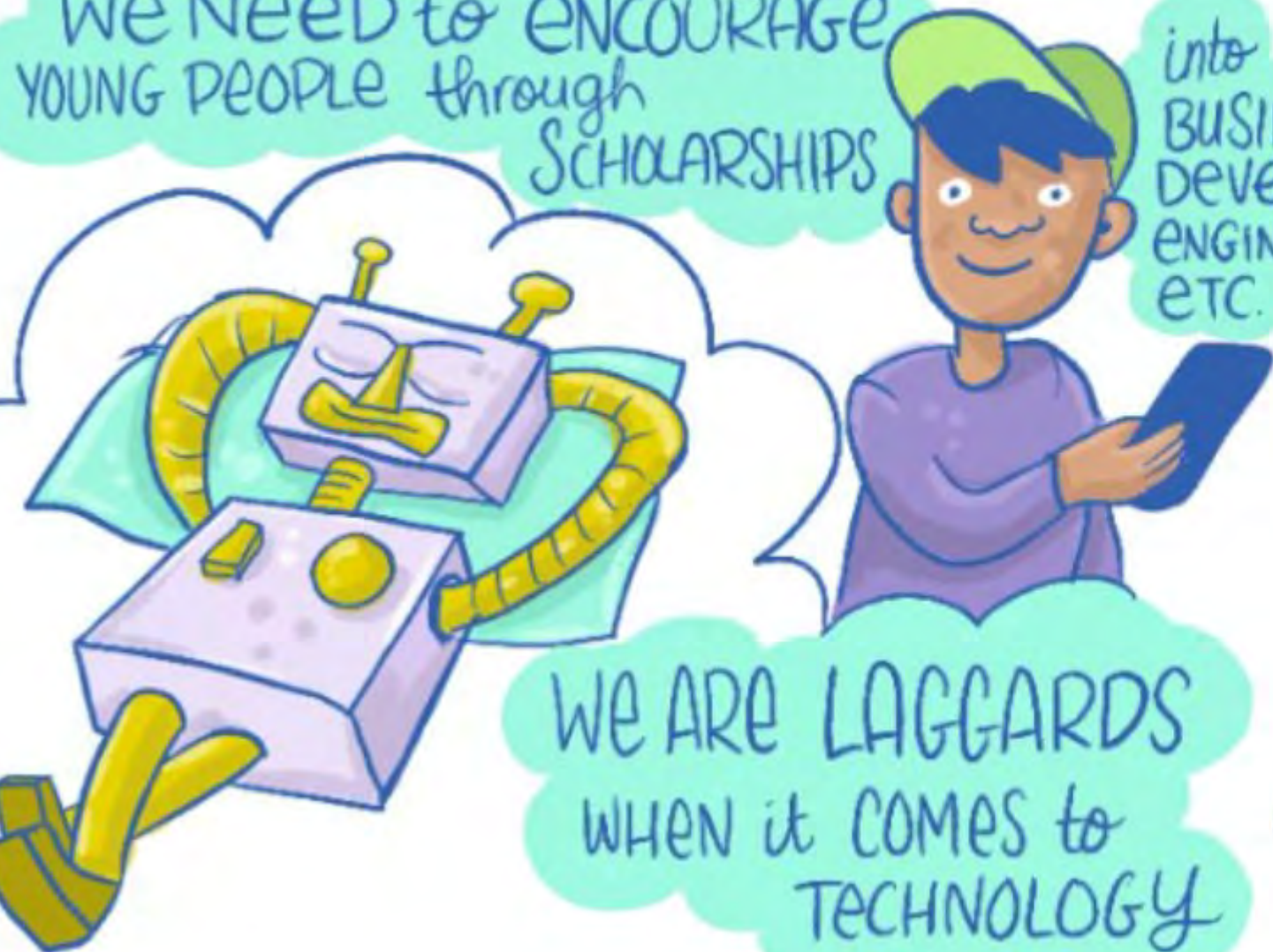
DR SINEAD LEAHY



PETER LIVINGSTON



WE NEED to ENCOURAGE
YOUNG PEOPLE through
SCHOLARSHIPS



WE ARE LAGGARDS
WHEN it COMES to
TECHNOLOGY

into
BUSINESS
DEVELOPMENT
ENGINEERING,
ETC.

CLIMATE ADAPTATION & SYSTEMS CHANGE

MĀORI AGRIBUSINESS FUTURE

WE NEED to GET
ROBUST EVIDENCE
to MAKE SURE we
DON'T RISK
OUR MARKETS



A TEAM APPROACH

WE NEED MORE
STUDENTS to
GET INTO SCIENCE
ESPECIALLY MĀORI
STUDENTS

@LIVEILLUSTRATORS

NOTES Key Themes

Climate Change & Adaptation Systems Change *Panel*



Key Themes

Resilience and Adaptation

- Farmers respond to market signals when they are clear and reliable.
- Climate change should not be feared, but planned for.
- Long-term strategic planning (10–15 years) combined with short-term tactical wins (e.g., gorse removal) builds confidence.
- Science and technology, including scenario modelling, are critical for future resilience.

Wealth Diversification and Value Creation

- Moving beyond farming into broader value chains and portfolios.
- Wider base of wealth creation: private equity, sustainable investments, and diversification.
- Prosperity must be defined beyond farming — keeping and growing assets.

Rangatahi and Future Pathways

- Need to encourage young Māori into business development, engineering, and tech.
- Scholarships and training pathways required.
- Next generation expects more accessible education and governance that reflects their aspirations.

Science, Evidence, and Access

- Māori need accessible science and research to underpin credibility in markets.
- Current university pathways are too expensive and exclusionary.
- STEM participation is declining — more Māori scientists needed.
- Building research capacity takes time but is essential for sovereignty and confidence.

Intergenerational and Social Justice Lens

- Strategies should deliver intergenerational returns for mokopuna.
- Addressing social injustice must be central.
- Shareholders and whānau aspirations must shape governance, not just efficiency or compliance.
- Wānanga and deeper shareholder engagement are critical for alignment.

Notes for Panelists

Peter Livingston

- 34 years working with Māori trusts and incorporations.
- Climate change planning integrated with water quality and land care.
- Farmers will shift when market signals are strong.
- Flora and fauna care must align with prosperity.
- Strategic plans: 10–15 years, with “what if” analysis.
- Short-term strategies (e.g., gorse removal) prove progress.

Aisha Ross

- Developing a wider base of wealth creation.
- Private equity and diverse portfolios = resilience.
- Māori are patient thinkers, often slow adopters of tech.
- Encourage rangatahi into business and engineering through scholarships.
- Prosperity must extend beyond farming.
- Anchored in values of peaceful resistance (Parihaka).

Sinead Leahy

- Dedicated research team at emissions centre.
- Universities are not accessible for many Māori.
- Current system is Pākehā-based; need to find Māori-forward pathways.
- Evidence is crucial to avoid risking markets.
- Decline in Māori entering STEM is a risk — pipeline needs rebuilding.
- More Māori scientists must be trained to strengthen credibility.

Audience

- Strategies must prioritise mokopuna, intergenerational return, and employment.
- Designing to heal social injustice is central.
- Shareholder aspirations should define *hua*.
- Governance often disconnected from grassroots — need responsiveness.
- Wānanga with shareholders and boards are critical.
- Efficiency alone is not enough; cultural responsiveness is essential.

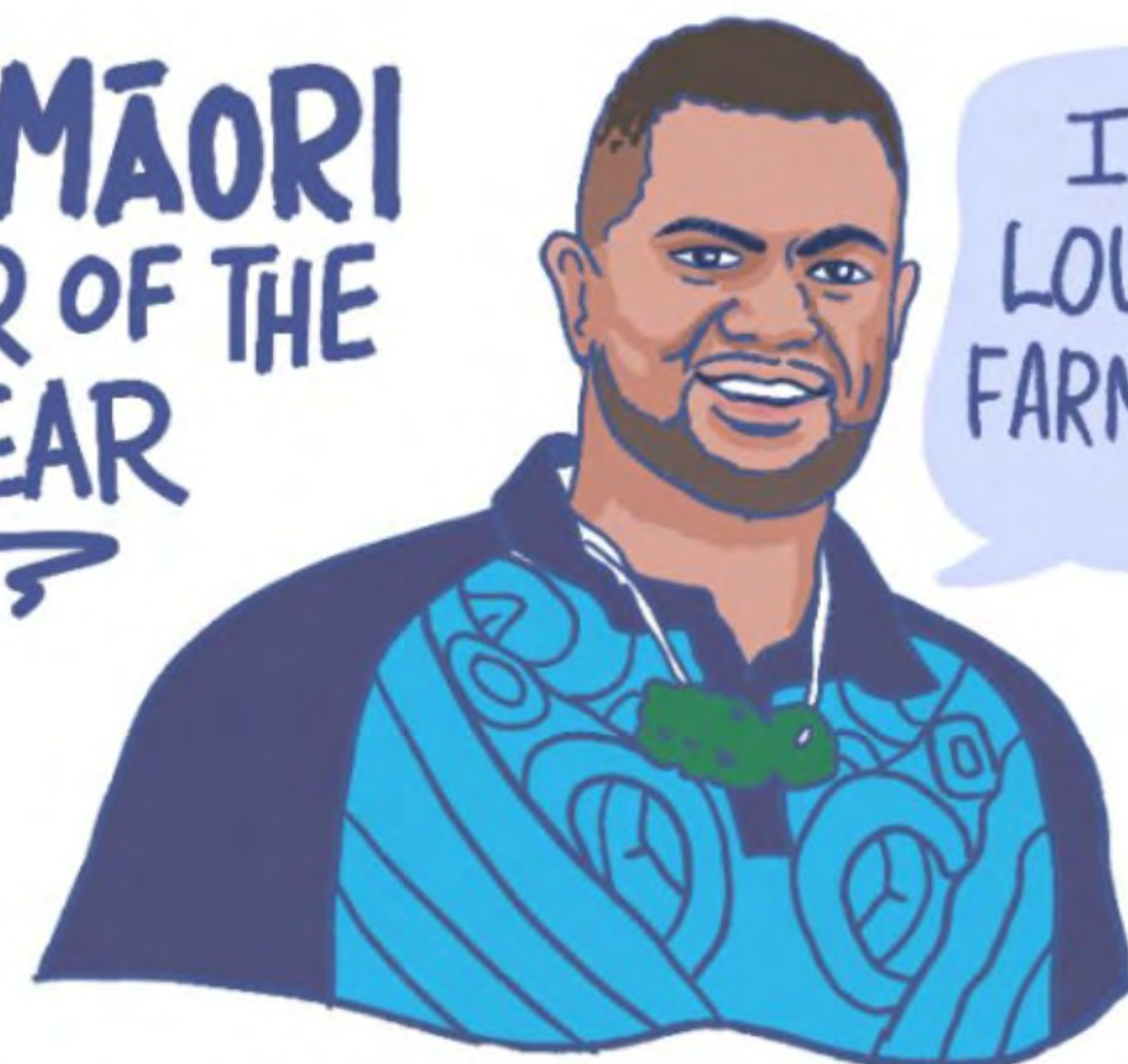
RURU REGENERATIVE



TE ARAWA ARATAUA

The future of land: Visualising the horizons of our ancestral land

YOUNG MĀORI FARMER OF THE YEAR



I
LOVE
FARMING

BEN PURUA

A FARMING OPTION
IN PRISON HELPED
ME REALISE MY
PASSION

NOW I'M HELPING
YOUNG PEOPLE
DISCOVER FARMING

@LIVEILLUSTRATORS



WIEMU RURU

MAURI HARVESTING, CLEARING
BLACKBERRY, GORSE

CREATING SEED PLOTS
AND BANKS

MAPPING YOUR
WHENUA ISN'T
HARD

NATIVES
GROW THE
FASTEST HERE
BECAUSE THEY
BELONG
HERE

RANGATAHI
OPPORTUNITIES
FOR CONNECTION TO
OUR WHENUA. BRING
THE RANGATAHI TO SHEARING
DAYS, DOCKING TAILS,
PLANTING DAYS, ETC

FROM
PHYSICAL ABUSE
GANGS, ALCOHOL
ABUSE, CRIME
TO
PRISON
AT 15 YEARS OLD



WE
FORGIVE
YOU



LIFE CHANGING

NOTES Key Themes

Wiremu Ruru

Speaker



Key Themes

Whenua Connection and Rangatahi

- Opportunities for rangatahi to engage through practical activities: shearing days, docking tails, planting, etc.
- Special events help people connect to their whenua, offering wairua uplift.

Observation and Monitoring

- Mapping whenua is straightforward with tools and drones.
- Springs long unseen can be uncovered.
- Monitoring data helps guide regeneration decisions.

Regeneration Practices

- Looking after wai and whenua is central.
- Natives grow fastest and are best suited (e.g., Toitoi).
- Mauri harvesting: clearing blackberry, gorse.
- Exotic and native forest management from seed to seed.

Diversification and Productivity

- Canopy systems create environments for mushrooms and ginseng.
- Profit diversification possible:
 - Kumara, riwai, kamokamo.
 - Karamu berries.
 - Pukutine from pukutea trees.
- Doubling profits through diversified crops and natural products.

Seed and Ecosystems

- Creating seed plots and banks secures biodiversity.
- Managing indigenous and exotic plots together.
- Non-financial benefits include wairua, mauri, rongoā, māra kai, produce, and connection.

NOTES

Rangatahi:

- Opportunities for connection to our whenua. Bring rangatahi to shearing days, docking tails, planting days, etc. That will get us through.
- We're creating special events to help people connect with their land. We get a lot of wairua off the whenua.

Process: Observe → Monitor → Regenerate.

- Mapping your whenua isn't hard.
- Using drones for monitoring, downloading available maps.
- Uncovering springs that haven't been seen for many years.
- We need to look after our wai and our whenua.
- Natives grow the fastest here because they belong here (e.g., Toitoi).

Mauri harvesting: clearing blackberry, gorse.

- Creating seed plots and banks.
- Exotic and native forest management.
- Managing indigenous and exotic planting plots from seed to seed.
- A canopy creates an environment for mushrooms and ginseng. "A canopy is a canopy."
- You can double your profits by diversifying.
- Kumara, riwai, kamokamo.
- Karamu berries.
- Pukutine comes from pukutea trees.
- Non-financial benefits: Wairua, Mauri, Rongoā, Connection, Māra kai, Produce

NOTES Key Themes

Ben Purua *Speaker*



Key Themes

Resilience and Transformation

- Personal journey from prison at 15 to farming success.
- Farming provided structure, purpose, and healing.
- Reintegration after prison shows farming as a pathway for transformation.

Passion for Farming

- “I love farming.”
- From dairy farm work in prison to building a lifelong career.
- Farming became a tool for personal recovery and a family foundation.

Rangatahi and Community Support

- Farming can be life-changing for young people.
- Farming as a powerful pathway for healing, growth, and transformation of communities.
- Importance of wraparound support hubs for people reintegrating after prison.
- Leadership and mentoring roles for rangatahi in the agricultural sector.

Recognition and Awards

- 2024 Central Plateau Dairy Manager of the Year.
- 2024 Ahuwhenua Young Māori Farmer of the Year.
- Finalist for Young New Zealander of the Year.
- Featured on Country Calendar (March 2024).

Social Media and Storytelling

- Viral video (34 million views) created platform.
- Using social media to share passion and support the growth of the industry.
- Clothing line for farmers (Kāmu tō Pāmu).

Belief and Determination

- “With determination, support, and a shift in mindset, it’s possible to turn your life around” – Ben Purua, 2024.
- The power of forgiveness and second chances.
- Strong focus on family: husband, father, and community role model.

NOTES

Early Struggles

- Prison at age 15.
- Experiences of physical, emotional, and sexual abuse.
- Dyslexia created school struggles.
- Found farming in prison as a pathway to resilience.

Turning Point

- Completed 70+ “kick box” programmes while in prison.
- Farming role in prison helped realise passion.
- Released in 2017: got clean, married, and bought family home in Tokoroa.

Awards and Recognition

- Ahuwhenua and Dairy Manager awards in 2024.
- National finalist for Young NZ’er of the Year.
- National media exposure (Country Calendar).

Rangatahi and Mentoring

- Farming as a pathway for reintegration and growth.
- Commitment to building mentoring and support hubs.
- Strong message of hope and determination for young Māori.

Entrepreneurship and Advocacy

- Kāmu tō Pāmu: farming hub + clothing line for farmers.
- Using digital storytelling and social media for outreach.
- Expanding leadership role in sector advocacy.
- Non-financial benefits: Wairua, Mauri, Rongoā, Connection, Māra kai, Produce

OVERVIEW

Day 1



Key Themes

1. Māori Leadership and Whenua-Centred Development

- Whenua is at the heart of strategy — ancestral land as foundation for intergenerational wealth, resilience, and identity.
- Māori values (tikanga, whakapapa, kotahitanga) must guide economic decisions, ensuring prosperity is paired with care for land, wai, and people.
- Governance structures need to shift towards taiao-centred industries that reflect rangatahi aspirations.

2. Trade, Markets, and Global Positioning

- Export growth is critical, but diversification beyond China is urgent. Markets in Europe, India, Saudi Arabia, and Australia present opportunities.
- Trust is the new currency in trade — relationships, reciprocity, and cultural integrity are competitive advantages.
- Māori agribusiness already contributes billions in exports, but needs stronger positioning in premium, sustainable markets.
- Indigenous trade practices offer pathways for governments and businesses to deepen strategic trade depth.

3. Climate Change, Land Use, and Adaptation

- Climate change is no longer distant — floods, droughts, and cyclones are immediate threats.
- Adaptation requires flexible land use: shifting from traditional sheep/dairy into horticulture, aquaculture, forestry, renewable energy, and biofuels.
- Regeneration is a process: observe → monitor → regenerate, with an emphasis on native planting, water care, and soil health.
- Farmers need clear market signals and robust science to adapt confidently.

4

4. Low-Emissions Farming and Innovation

- Multiple solutions in development: methane vaccines, direct inhibitors, low-emitting breeds (*CoolSheep*), probiotics, and soil additives.
- Land-use change and alternatives (e.g., Eco-Milk, gene-edited low-GHG plants, vertical farming lessons) are part of the toolbox.
- Science must stay practical for farmers and growers — tools that can be adopted at farm scale.
- Businesses are expected to lead in climate action, not just follow regulation.

5. Capital, Investment, and Wealth Diversification

- Sustainable portfolios and private equity can set Māori entities up for long-term resilience.
- Prosperity needs to expand beyond farming — commercial property, renewable energy, and non-animal protein markets are emerging areas.
- Access to capital is still difficult; policy, law, and regulatory settings often create barriers.
- A stronger Māori financial ecosystem is needed — scholarships, leadership development, and investment training for rangatahi.

6. Partnerships, Governance, and Relationships

- Strong partnerships between iwi, hapū, councils, and businesses enable scaling opportunities.
- Governance must evolve: shareholder mentalities are not enough; rangatahi demand values-led, intergenerational approaches.
- International partnerships can be powerful, but need cultural literacy (e.g., Middle East examples of tikanga building trust).
- Wānanga with shareholders/boards help align strategies with whānau aspirations.

7. Rangatahi, Employment, and Social Transformation

- Farming and whenua-based work are powerful tools for rangatahi transformation, including reintegration after prison.
- Wraparound hubs, mentoring, and leadership roles can support Māori youth into agri-sector careers.
- Education barriers (cost of university, low STEM participation) must be addressed with scholarships and alternative training pathways.
- Farming is reframed as a pathway for healing, connection, and community development.

8. Resilience Through Crisis

- Crises such as Cyclone Gabrielle created devastating loss but also catalysed necessary change.
- “Never waste the opportunity from a crisis” — resilience means turning disruption into transformation.
- Outrage fatigue is real: Māori communities are tired of fighting for indigenous rights, yet remain committed to long-term change.

9. Innovation, Science, and Future Pathways

- Place-based science (listening to whenua and communities) is a sharing passion, growing markets, and inspiring rangatahi.

10. Intergenerational Vision

- Every conversation comes back to mokopuna and intergenerational return.
- Strategies must deliver both economic and cultural outcomes for future generations.
- “E kore au e mate, ka ora tonu au” — Māori business identity is rooted in resilience, whakapapa, and an ever-changing horizon of opportunity.

