HE ANGA WHAKAMUA

MĀORI ENTERPRISE, CO-DESIGN & NEXT-GENERATION ORE PATHWAYS

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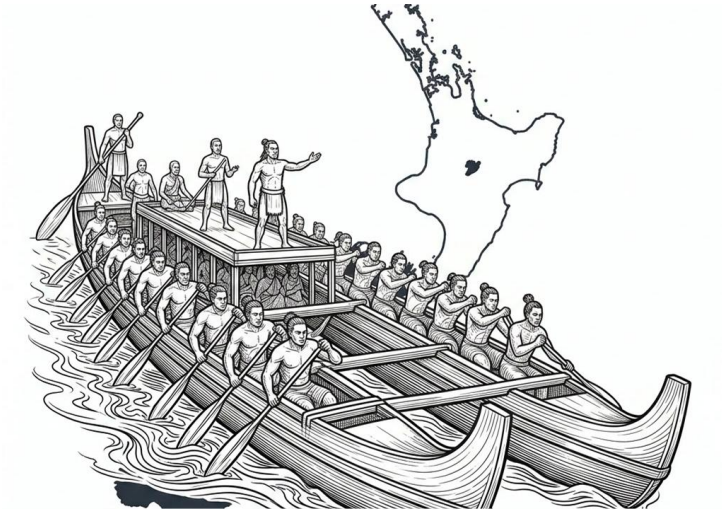
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IDEAS TO LIFE RANGAHAUA KIA WHAI HUA

HE WAKA EKE NOA

Responsible Resources, Smarter Decisions, and Sustainable Futures — Together



A shared proposition for how resource development can hold more than one future at once.

MINING IS BIGGER THAN MINING.

The opportunity is not only the ore body. It is the enterprise, capability and value that can grow around it.

WHAT DOES “NEXT-GENERATION” ACTUALLY MEAN?

A resource pathway that connects discovery to research, enterprise and regional prosperity.

ORE

Resource potential

RESEARCH

Knowledge and evidence

ENTERPRISE

Opportunity and ownership

PROSPERITY

Value that remains

AOTEAROA

THREE REGIONS. OPPORTUNITY THREE PROFILES.

Not a ranking. Different starting points, strengths and opportunities.



TE TAI TOKERAU

Resource potential
Regional development
Emerging enterprise opportunity

WAIKATO–HAURAKI

Resource history
Industrial ecosystem
Iwi economic capability

TE WAIPOUNAMU

Institutional capability
Investment experience
Regional economic strength

DISCOVERY BEFORE PRESCRIPTION

The work starts by understanding relationships, aspirations and constraints before designing the opportunity.

01

Listen

Engagement conversations across regions and roles

02

Make sense

Synthesis of themes, patterns and tensions

03

Co-design

Build the next move with the people it affects

Source: He Anga Whakamua engagement conversations, 2026

WHAT WE HEARD

Six themes across three domains. The signal is not a single answer — it is a set of conditions for better decisions.

RELATIONSHIPS

Trust
Influence
Continuity

OPPORTUNITY

Capability
Partnerships
Value

LEGACY

Skills
Knowledge
Future use

Source: He Anga Whakamua engagement conversations, 2026

FROM ENGAGEMENT TO ENTERPRISE

UNDERSTAND

Relationships
Aspirations
Constraints

→

CO-DESIGN

Opportunities
Partnerships
Research

ACTIVATE

Enterprise
Investment
Technology
Supply chains

REGIONAL VALUE

He Anga Whakamua engagement | 2026

THE MINE IS NOT THE BOUNDARY OF THE OPPORTUNITY.

What economic capability can be built around the resource?



WHAT DOES SUCCESS LOOK LIKE?

PROJECT	BALANCE SHEET 01
Production	
Revenue	
Mine life	
ROI	
Cost	
Output	
Closure	

REGION	BALANCE SHEET 02
Enterprise	
Capability	
Skills	
Knowledge	
Infrastructure	
Wealth retained	
Future opportunity	

CAN A PROJECT BE SUCCESSFUL IF ONLY ONE BALANCE SHEET WORKS?

FOUR SHIFTS

Move from seeking feedback to sharing influence over the design of the opportunity.

01 **Consultation → Co-design**

From feedback to shared influence

02 **Project value → Regional value**

From output to retained capability

03 **Transaction → Relationship**

From a moment to continuity

04 **Closure → Future opportunity**

From end state to next beginning

01 HOW EARLY IS EARLY ENOUGH?

02 HOW MUCH VALUE STAYS IN THE REGION?

03 WHAT REMAINS WHEN THE ORE IS GONE?

A PATHWAY FORWARD

HE ANGA WHAKAMUA

From whenua → resource → value → legacy.

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