



-STEP 3 OF 6-

Step 3 in the 6 step reset of the NZ Tea tree industry. A Mudharabah structured, tikanga* compliant, native **NZ tea tree** based, Islamic health and wellness focused product development + OIC distribution joint venture.



-Tribal Therapeutics Limited-

Malaysia "Halal Hub" Participant Briefing Paper.

A Syariah-Aligned, Non-Replicable Global Wellness Platform.

* the customary system of values and practices that have developed in tribal New Zealand over the millennia and are deeply embedded in the social context.

<https://tribalteatree.com>

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-Foreword-

“A Shared Foundation of Stewardship, Trust, and Cultural Alignment”.

This Briefing Paper is presented in the spirit of respectful dialogue and partnership between Aotearoa / New Zealand and Malaysia in the production of tikanga / halal compliant, native plant based, customary natural healthcare / wellness therapeutic products for global distribution.

For more than one thousand years, Māori communities in Aotearoa, (New Zealand) have understood and applied the natural duality of the native NZ mānuka and kānuka tea tree species as distinct, **gender-responsive botanical remedies**, grounded in customary knowledge, observation, and intergenerational stewardship of land and resource.

Within Islamic civilisation, the principles of modesty (**ḥayā'**), trust (**amānah**), stewardship (**khillāfah** Arabic: خِلَافَةٌ), and gender-appropriate wellbeing have likewise shaped personal, social, and commercial life for centuries. Female and male wellness traditions, privacy, and ethical sourcing remain integral to Muslim worldview and practice.

It is within this shared framework of values. **(a)** respect for nature, **(b)** responsibility to future generations, and **(c)** ethical partnership that this opportunity has been developed.

New Zealand is the only country in the world where this naturally occurring, gender-differentiated tea tree duality exists, supported by verifiable provenance, indigenous custodianship, and sustainable harvesting systems. This unique ethnobotanical legacy provides the foundation for a new category of **halal-aligned, culturally grounded botanical health and wellness products**.

Recognising the importance of faith-compliant commercial structures, this platform has been designed to support Syariah-aligned partnership models, including Mudarabah and Musyarakah Mutazai'dah based arrangements, enabling GCC and MENA partners to participate as co-stewards, co-investors, and long-term value creators.

This Briefing Paper is therefore not merely an introduction to a product range. It is an invitation to explore a values-aligned partnership that connects indigenous stewardship in New Zealand with Islamic principles of ethical commerce and shared prosperity.

We offer this material with humility and openness, and welcome further kōrero and consultation to ensure that any future collaboration reflects the highest standards of cultural respect, faith compliance, and commercial integrity.

TIKANGA–HALAL SUPPLY COALITION SNAPSHOT

Whole-of-Tree Māori Agribusiness Platform

New Zealand Origin | Malaysia Halal Hub | OIC Market Pathway

Strategic Context

The global halal economy serves over **2.1 billion Muslim consumers** across **57 OIC member nations**, representing one of the fastest-growing regulated health and wellness markets worldwide.

This platform is designed to **align New Zealand’s tikanga-governed native tea tree resources with Malaysia’s internationally recognised halal manufacturing ecosystem** — positioning premium, whole-of-tree botanical healthcare products for participation in these markets.

1. Vision

To establish a tikanga-grounded, halal-aligned supply and manufacturing platform delivering premium, therapeutic-grade New Zealand mānuka and kānuka whole-of-tree healthcare products for global distribution.

2. Māori Supply Coalition (New Zealand Origin)

Regional Base

- Te Tai Tokerau (Kohumaru / Kēnana whenua)
- Ōpōtiki (Eastern Bay of Plenty mānuka growers)

Governance Framework

- Whānau-led stewardship
- Provenance documentation
- Tikanga-compliant harvesting
- Traceable batch systems

Whole-of-Tree Inputs

- Essential oils (mānuka & kānuka)
- Hydrosols
- Phenolic extracts
- Seed lipids
- Tannins
- Honey
- Plant oil-infused extracts

This diversified model transitions the industry from single-commodity reliance to whole-of-tree value creation.

3. Halal Hub Manufacturing Pathway (Malaysia)

Objective:

Secure partnership with a **JAKIM-certified Halal Hub manufacturer** to:



- Undertake formulation and value-adding
- Integrate plant oil-based actives
- Ensure halal certification
- Produce retail-ready SKUs
- Enable compliant export into OIC and global halal markets

Malaysia's halal governance infrastructure forms a core execution pillar of the platform.

4. Product Positioning

Premium, gender-specific botanical infection-control and natural healthcare products positioned as:

- Therapeutic-grade
- Ethnobotanically grounded
- Governance-aligned (tikanga + halal)
- Export-ready

5. Execution Focus

Immediate priorities:

- Expand NZ supply coalition arrangements via a
- Securing Halal Hub manufacturing partnership
- Advancing premium SKU development
- Aligning capital to support execution



Gender-Specific NZ Tea Tree Healthcare Products

Positioning in the Islamic World

The positioning of New Zealand mānuka and kānuka as gender-specific botanical health products is grounded in ancient customary principles that align naturally with Islamic jurisprudence (*Fiqh*), household structure and the wholesome purity concept, (*Tayyib*).

The Principle of Gender-Specific Wellness

In Islamic tradition, men and women are recognised as possessing distinct biological, emotional, and spiritual natures (*Fitra*). Wellness practices that acknowledge this natural duality are consistent with Islamic teachings on balance, modesty, and personal care.

A product platform that respectfully differentiates between “Mānuka for Her” and “Kānuka for Him” resonates with this worldview. It moves away from the Western “unisex” model, which often overlooks cultural context, and instead provides tailored solutions that honour the specific needs of each gender.

This approach reflects principles found in Prophetic Medicine (*Tibb al-Nabawi*), where personal health, purity, and spiritual wellbeing are treated as interconnected responsibilities.

Why Halal?

Halal certification as a holistic guarantee of purity and wholesomeness, (*Tayyib*) covers ethics and hygiene that supports the integrity of the entire supply chain required to distribute natural health and wellness FMCG’s into the 1.9B OIC consumer market. By aligning botanical formulation with these values, the platform supports culturally appropriate wellness practices for ALL consumers while maintaining scientific integrity and regulatory compliance.

Why Malaysia?

Two of our directors lived in Malaysia for eight years and believe that Malaysia’s “**Halal Hub**” delivers the world’s most advanced ecosystem for developing what will be a highly disruptive, gender specific “**Plant Oil Infused**” (**POI**) honey based health and wellness extracts. A Malaysian based OIC formulation / infusion partner will enable us to:

- 1). Bypass the restrictive “honey only” regulatory metrics in NZ that stifle innovation.
- 2). Access a global market projected to reach **USD113B** by 2030.

1. Background: A New Global Wellness Category

The global natural health and wellness sector is undergoing structural change driven by:

- growing demand for ethical and halal-certified products,
- rising health awareness,
- increasing preference for plant-based formulations,
- rejection of synthetic and commodity-based remedies.

Tribal Tea Tree Botanicals has been established to lead this transition through an integrated platform that captures value across the entire New Zealand tea tree resource, from land stewardship to finished products.

2. The Unique Resource: New Zealand Tea Tree Duality

New Zealand is the only country in the world where two distinct native tea tree species coexist naturally:

- Mānuka (*Leptospermum Scoparium*)
- Kānuka (*Kunzea Robusta*)

These species possess complementary natural infection control / therapeutic properties and have been used for centuries in Māori customary healing traditions.

This natural duality enables the development of the world's first gender-specific botanical wellness platform:

- Mānuka-based formulations primarily for **women's** wellness and care.
- Kānuka-based formulations primarily for **men's** resilience and protection.

This biological and cultural combination cannot be recreated elsewhere.

3. Indigenous Stewardship and Supply Control

Primary biomass is sourced from Māori-owned lands in Te Tai Tokerau Province in New Zealand's Far North. These lands are governed through tikanga-based custodianship frameworks and long-term supply agreements. This structure ensuring:

- secure intergenerational access,
- ethical harvesting practices,
- supply continuity,
- insulation from commodity volatility.

Tribal Therapeutics Ltd has access to the largest contiguous harvest-ready mānuka and kānuka resource in New Zealand.

4. Industry Collapse & Reset Narrative

Between 2017 and 2024, the NZ mānuka honey sector experienced over NZD500M in write-downs and losses. Key causes included:

- Overreliance on a single product category
- Regulatory fragmentation

- Excessive capital expenditure
- Weak downstream control

This collapse created the foundation for a full industry reset based on whole-of-tree utilisation and diversified product development

5. Whole-of-Tree Platform Architecture

Unlike traditional single-product models, the platform captures value from every component of the tea tree:

- from the **flower**:
 - Honey
- from the **leaf**
 - essential oils,
 - hydrosols,
 - botanical extracts,
 - phenolic compounds,
- From both **flower & leaf combined**:
 - infused wellness products,
 - formulated infection-control remedies.
 - gendered ethnobotanical cultural narrative .



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This diversification creates multiple revenue streams, reduces dependency risk, and supports long-term resilience.

6. Cultural and Religious Alignment

6.1 Indigenous Cultural Foundations

Products produced from the NZ tea tree are:

- rounded in over 1,000 years of Māori customary use and stewardship.
- supported by verified provenance systems.

6.2 Alignment with Islamic Principles

The platform aligns closely with Islamic concepts of:

- Amanah (trust and stewardship),
- ethical trade,
- transparency,
- ḥayā' (modesty).

Gender-specific formulations support culturally appropriate wellness practices and enhance consumer trust in Islamic markets.

7. Halal-by-Design Product Development

All formulations are developed under a halal-by-design framework, ensuring:

- compliant sourcing,
- compliant ingredients,

- compliant processing,
- certified manufacturing pathways.

Regional partners are invited to participate in formulation and certification processes to ensure full alignment with local requirements.

8. Structural Exclusivity and Non-Replicability

8.1 Geographic and Ecological Scarcity

- The mānuka–kānuka duality exists only in New Zealand’s specific ecological environment.
- No level of capital or technology can recreate this elsewhere.

8.2 Governance-Based Supply Control

- Access is governed by indigenous land ownership, tikanga frameworks, and binding supply agreements.
- This prevents commoditisation and protects long-term value.

8.3 Proprietary Formulation Architecture

- Product architecture integrates botanical science, halal standards, and indigenous knowledge within a controlled ecosystem.

9. Partnership Structure: Musyarakah Mutazai’dah

Regional participation is structured around increasing partnership principles, providing:

- progressive ownership,
- shared governance,
- aligned incentives,
- increasing long-term participation.

Distribution rights are exclusive and non-duplicable.

10. Halal Partnership & Distribution Strategy

The proposed Malaysian Halal Hub partner will:

- Operate JAKIM-certified facilities
- Lead formulation and value-adding
- Secure halal approvals
- Manage OIC distribution

Halal-by-Design Supply Chain

- Certified ingredient sourcing
- Segregated processing
- Auditable provenance (TPR/TER)
- Shariah governance

New Zealand Validation Facility

USD2M will be allocated to the relocation of the extraction equipment in New Zealand to a halal-compliant extraction facility to ensure upstream purity.



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11. Mudharabah Convertible Capital Sukuk – Indicative Term Sheet

Issuer: Tribal Therapeutics Ltd

Investor: Malaysian Halal Hub Partner.

Instrument: Mudharabah Convertible Note.

Principal: USD5,000,000.

Term: 24 months.

Use of Funds:

- NZ Processing & Facility: USD2M.
- AU Farm/Manufacturing Facility: USD2M.

Profit Share: To be agreed.

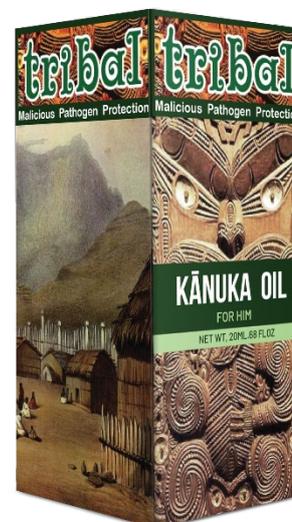
Conversion: Into equity at maturity or trigger.

Distribution Rights: Exclusive OIC region upon conversion.

Governance: Board observer → Board seat.

Shariah Compliance: Independent advisory.

Exit: Conversion / Buy-back / IPO.



12. Market Opportunity

11.1 Global Halal Economy

- Halal cosmetics and personal care: USD53.9B (2026)
- Global halal economy: approx. USD 2.3T (2026)

11.2 Conscious Consumer Growth

Consumers increasingly demand:

- ethical sourcing,
- traceability,
- plant-based formulations,
- social responsibility.

11.3 Premium Positioning

New Zealand tea tree oils occupy a premium segment defined by scarcity, provenance, and governance.

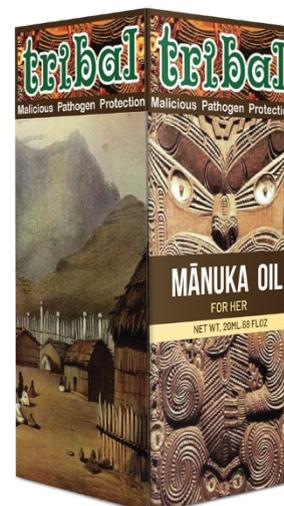
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13. Capital Expansion Pathway

The platform is supported by:

- New Zealand crowdfunding, (*Series A*)
- US crowdfunding / market expansion, (*Series B*)
- targeted NZX listing (*Series C*).

This provides transparency, liquidity pathways, and capital stability.



14. The GCC / MENA Strategic Opportunity

Regional partners benefit from:

- exclusive territorial rights,
- positioning UAE as gateway,
- access to Africa and Europe,
- halal co-development,
- equity participation,
- long-term appreciation.

This is a strategic partnership, not an agency appointment.

15. First-Mover Advantage and Category Ownership

Early partners achieve:

- category leadership,
- regulatory positioning,
- brand primacy,
- pricing power,
- long-term defensibility.

Later entrants cannot replicate these advantages.

16. Governance and Risk Management

The platform incorporates:

- independent oversight,
- transparent reporting,
- provenance systems,
- regulatory compliance frameworks,
- partner performance standards.

17. Invitation to Participate

Qualifying, operating parties are invited to enter confidential discussions regarding regional equity-licensing participation.

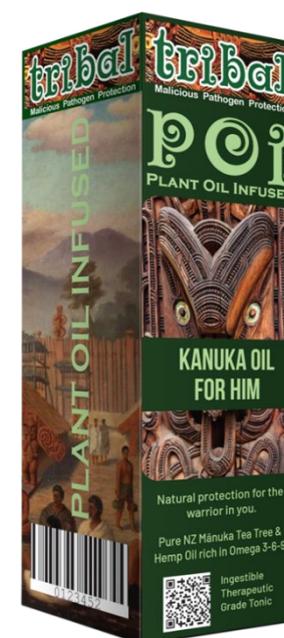
Initial engagement will include:

- Technical review
- Shariah assessment
- Commercial modelling
- Regulatory mapping

This represents an opportunity to participate in the creation of a new global wellness category. Ethically grounded, culturally authentic, and commercially scalable.



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18. Closing Statement

Due to the fact that no other country in the world produces therapeutical oils from botanically distinct trees with gendered ethnobotanical legacy, New Zealand's mānuka-kānuka duality, indigenous governance, halal-by-design formulation, and Syariah-aligned partnership structure creates a convergence of market opportunity, cultural narrative and ecological advantage that together, delivers a platform that cannot be reproduced or replicated by any party anywhere on earth.

This global uniqueness establishes a once-only opportunity for a qualifying partner to secure enduring leadership in global halal wellness markets.

“He taonga nō te whenua, me tiaki mō ngā uri whakatipu”.

“A treasure from the land must be protected for future generations”.





Eric Lloyd – Founder Director-Shareholder

Māori Biomass Supplier-landowner letter

Tēnā koutou katoa,

My name is **Eric Lloyd**. I am a Māori landowner in Te Tai Tokerau, New Zealand, and my whānau (*family*) are custodians of substantial mānuka and kānuka bushlands that have been cared for and protected across generations. I write to you re the **Statement of Fact** that follows this letter, because it reflects a commercial reality that we, as landowners and suppliers, have lived through and directly suffered the fallout here in NZ.

We witnessed the rise and collapse of the mānuka honey industry not from boardrooms, C-Suites or trading desks, but as owners of the whenua, (*land*) from which the honey was taken. For us as kaitiaki (*guardians*), this was not merely a commercial failure. It was a warning. It showed that mono-product extraction, short-term pricing strategies, and disconnected value chains cannot preserve land, people, or prosperity. It also demonstrated that without long-term partnerships and ethical governance, even the most valuable natural resources can be mismanaged.

We saw how a narrow, short-term focus on one product placed long-term pressure on land, people, and relationships. We saw how risk was transferred down the supply chain. We saw how value was captured offshore, while responsibility remained at home. For our whānau, (*family*) this was never sustainable.

- ✓ Our whenua is not a commodity.
- ✓ It is an inheritance.
- ✓ It carries history, whakapapa, (*ancestry*) and intergenerational obligation.

What we take from it must be balanced by what we return. For this reason, we made a deliberate decision: “*we would not participate in another extractive model*”. Instead, as the landowners, we chose to lead a total reset of the NZ tea tree agribiz sector.

Together with our Business Combination Partners at **Tribal Therapeutics** we have built an integrated platform that moves from stewardship of the resource to responsible production, formulation, global distribution supported by full provenance, governance, long-term supply agreements and an appropriately structured capital investment pathway.

Aligned Cultural and Ethical Foundations

Our platform is grounded in three principles that are deeply rooted in Māori tradition and closely aligned with Islamic partnership values:

1). Kaitiakitanga — Guardianship (*Amanah*)

We act as trusted guardians of the land and its resources. In both Māori and Islamic tradition, what we hold is not owned absolutely — it is entrusted to us. We are responsible for protecting its purity, sustainability, and future benefit.

2). Whanaungatanga — Relationship (*Ukhuwwah / Shirkah*)

We build partnerships based on kinship, mutual respect, and shared obligation. We do not pursue transactional arrangements. We seek enduring relationships in which success and responsibility are carried together.

3). **Rangatiratanga — Responsible Leadership (*Khilafah*)**

We accept the duty to lead with integrity, accountability, and foresight. Leadership is not a privilege for personal gain, but a responsibility to serve communities, partners, and future generations.

These shared values form the ethical foundation of our partnership model.

They guide how we grow, how we govern, and how we will engage with capable international partners in establishing, long-term relationships that have as their kaupapa (*objective*) to have a partner work with us in rebuilding this sector through diversified, halal-compliant, culturally grounded botanical products. As the owners of the whenua from which the taonga (*treasure*) is extracted, we are seeking partners who understand that this is not merely a trading opportunity. It is a commitment.

- ✓ A commitment to quality.
- ✓ A commitment to provenance.
- ✓ A commitment to ethical growth.
- ✓ A commitment to intergenerational value creation.

Through this partnership model, our whānau will provide assured, large-scale supply from some of the most significant harvest-ready mānuka and kānuka holdings in Aotearoa / New Zealand. In return, we seek partners who will invest in formulation, market development, and long-term brand stewardship. Together, we aim to develop a growing range of gender-specific, halal-compliant, natural health and wellness products that honour both Māori customary knowledge and Islamic principles of trust, purity, and stewardship.

This is how we believe that lasting value is created.

- ✓ Not by speculation.
- ✓ Not by short-term extraction.
- ✓ But by shared purpose.

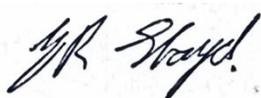
If you choose to engage with us, you will be working directly with the people who (1) own and (2) care for the resource, not intermediaries or third parties removed from its origin. You will be participating in a platform designed to endure.

We invite you to consider this opportunity carefully. To reflect on its long-term implications, To come and walk on our customary whenua. To touch the taonga and then to enter into kōrero with us in a spirit of mutual respect and integrity.

We look forward to the possibility of walking this pathway together.

“Ko te pae tawhiti whāia kia tata, ko te pae tata whakamaua kia tina.”

“Seek distant horizons, secure what is close at hand”



Eric Lloyd – (Ngati Kahu, Ngapuhi)

Lead Taonga Supplier & Director - Tribal Tea Tree Botanicals Ltd



-Addendum Section-

Supporting Addenda

Introduction to Addendums

The following Addendums form an integral extension of this Briefing Paper and are presented to provide sequential clarity on the context, opportunity, structure, and infrastructure underpinning the proposed New Zealand–Malaysia partnership. Beginning with a candid acknowledgment of the historical disruption within the mānuka honey sector, the Addendums move progressively through the resulting industry reset opportunity, the strategic rationale for Malaysia as a platform partner, the proposed Shariah-aligned capital framework, the global distribution architecture, and the tangible asset base intended to support long-term production, certification, and market expansion.

Taken together, these Addendums are designed to give prospective partners a transparent view of both the foundations already established and the forward pathway through which a **“whole-of-tree”, culturally grounded botanical platform** can be scaled into global halal and premium, natural healthcare and wellness markets.

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THE NZ “MANUKA HONEY” INDUSTRY COLLAPSE

Statement of Fact: NZ Manuka Tea Tree Honey: An Avoidable Collapse.

Over the past decade, New Zealand’s mānuka honey industry has experienced a profound commercial and structural failure. What was once promoted as a pathway to a billion-dollar export sector has, in practice, resulted in widespread losses, company collapses, asset impairments, and the erosion of trust across supply chains. This outcome was not the result of a lack of natural resource quality. Nor was it caused by insufficient demand.

It was caused by a **structural weakness**: an over-reliance on a single product. Honey extracted from a complex and valuable botanical system that was never designed to sustain a mono-product economy. The industry became narrowly focused on marketing metrics, certification definitions, regionally disruptive regulatory impost and speculative pricing. Investment capital flowed into short-term expansion rather than long-term resilience. Supply chains became fragmented. Value creation was concentrated offshore. Landowners and primary producers carried disproportionate risk.

When global conditions shifted, the model failed. We acknowledge this openly and without reservation.

This Briefing Paper does not seek to minimise that history. It is presented precisely because this history exists. From our perspective as Māori landowners and long-term custodians of mānuka and kānuka resources, the collapse has reinforced a fundamental principle:

“an extractive, mono-product model cannot sustain intergenerational prosperity”.

Our tribal response has not been to abandon the sector, but to culturally rebuild it correctly. This rebuilding being grounded in:

- A **whole-of-tree approach** that captures value across oils, botanicals, infusions, and formulations.
- A return to **customary stewardship and provenance**.
- Disciplined capital structures aligned with partnership rather than speculation.
- Long-term relationships built on mutual trust and accountability.

This is not a short-term recovery strategy. It is an intergenerational reset. Our objective is to establish a diversified, culturally grounded, and ethically governed botanical platform that can endure across decades, not cycles.

We present this opportunity with humility, transparency, and responsibility to future generations.

The following letter is from a Māori landowner who has chosen to respond to this reality not with retreat, but with leadership. By seeking long-term partnerships that honour both resource and relationship.

“Mā te tika, mā te pono, ka tū pakari ai te kaupapa.”
(Through integrity and truth, a kaupapa stands strong).

THE OPPORTUNITY CREATED BY THIS INDUSTRY RESET

From Industry Collapse to Strategic Control Opportunity

The disruption of the New Zealand mānuka honey industry did not diminish the underlying value of the New Zealand tea tree resource. It exposed a structural imbalance. A globally recognised natural resource was commercialised through a single product lens.

That imbalance created a market vacuum.

Where a mono-product model fragmented supply, distorted pricing, and weakened provenance, a whole-of-tree model enables coordinated value capture across multiple product streams derived from the same biological resource. This shift transforms the sector from commodity agriculture into an integrated botanical platform.

A RARE TIMING WINDOW

Industry disruption has produced conditions rarely seen in natural resource sectors:

- Significant biomass resources remain intact and underutilised.
- Infrastructure exists but is under-optimised.
- Global brand recognition already exists (“Mānuka”).
- Competitor consolidation has reduced market noise.
- Downstream demand for natural, certified, traceable products is accelerating.

In practical terms, this means the sector can be repositioned before a new dominant operating model emerges.

This timing window is the core opportunity.

FROM FRAGMENTATION TO PLATFORM LEADERSHIP

The whole-of-tree approach and its unique gender specific ethnobotanical legacy captures value from:

- Honey.
- Essential oils (therapeutic use).
- Seed oils.
- Phenolic extracts.
- Hydrosols.
- Formulated FMCG products.

Instead of multiple companies competing for one revenue stream, a coordinated platform aggregates supply, standardizes provenance, and aligns downstream manufacturing.

- This is how agricultural sectors move from volatility to leadership.
- It is also how category ownership is established.

WHY THIS IS SCALABLE

Three structural factors support rapid scaling:



1. **Supply Certainty**

Large Māori-owned bushland resources provide long-duration biomass supply not dependent on plantation cycles.

2. **Provenance Advantage**

Traceability systems (TPR / TER) create defensible product integrity — increasingly essential in premium global markets.

3. **Halal Gateway Strategy**

Partnership with JAKIM-certified manufacturers introduces immediate credibility and access to OIC distribution channels, enabling downstream scale without upstream Capex duplication.

Together, these factors shift the sector from supply-constrained to platform-driven.

THE STRATEGIC PRIZE

The opportunity is not incremental participation in an existing market. It is the ability to help define the operating model of a resetting sector. When natural resource sectors reset, value concentrates around entities that:

- Coordinate supply.
- Control standards.
- Align manufacturing.
- Secure distribution.
- Integrate capital.

This is the pathway through which sunrise industries emerge.

A BILLION DOLLAR TRAJECTORY

The new, emerging global demand trends (a) natural infection control, (b) anti-ageing botanicals, (c) Halal wellness, (d) provenance-verified ingredients, are converging around plant-based platforms. New Zealand tea tree, when commercialised beyond honey, sits directly at that intersection. This creates the conditions for the sector to evolve from a fragmented specialty category into a coordinated, billion-dollar botanical industry over time.

Not through speculation, but through structural repositioning.

WHY THIS MATTERS FOR HALAL HUB PARTNERS

For a Malaysian Halal Hub manufacturer, the reset represents more than a supply agreement. It offers participation in:

- category formation rather than category entry.
- upstream alignment with landowners.
- downstream manufacturing leadership.
- exclusive regional distribution positioning.
- long-term platform equity.

In other words, partnership occurs at the platform stage — before dominance is established.

That is where strategic value is created.



THE CORE INSIGHT

The collapse of the honey-only model did not signal resource failure.

It signaled model failure.

The next phase of the New Zealand tea tree sector will be defined by those who recognise this distinction.

And act early.

This DOC-4004 is presented in that context.

MALAYSIA – A NATURAL PLATFORM PARTNER

Malaysia occupies a uniquely strategic position in the global natural health and wellness ecosystem. not simply as a manufacturing location, but as a trusted gateway into the world's fastest-growing halal consumer markets.

For a New Zealand tea tree sector undergoing structural reset, Malaysia provides the missing execution layer: certified value-adding capability, internationally recognised halal governance, and established export pathways into the 57 member countries of the Organisation of Islamic Cooperation (OIC).

This positioning transforms Malaysia from a downstream processor into a true platform partner.

1. Global Leadership in Halal Certification

Malaysia, through JAKIM, is widely regarded as the global benchmark for halal certification integrity. Products formulated and certified within Malaysia carry immediate trust across OIC markets, reducing regulatory friction and accelerating market entry. For a platform built on indigenous botanical provenance, this certification layer provides:

- Credibility at scale.
- Consumer trust.
- Brand defensibility.
- Pricing resilience.

In practical terms, JAKIM certification converts a New Zealand natural resource into a globally trusted halal FMCG ingredient and finished product platform.

2. Value-Adding Infrastructure Already Exists

Unlike previous New Zealand mānuka ventures which required heavy upstream Capex, Malaysia's Halal Hub ecosystem already possesses:

- GMP-certified manufacturing facilities.
- Formulation expertise.
- Regulatory pathways.
- Export infrastructure.
- Established distribution networks.

This allows the NZ tea tree reset model to scale without recreating infrastructure.

The result is a capital-efficient pathway to global market entry.

3. Alignment with Syariah Partnership Structures

Malaysia is one of the few jurisdictions globally where Syariah-aligned commercial structures are widely understood, legally supported, and operationally implemented.



This enables partnership models such as (a) Mudharabah (capital partnership), (b) Musyarakah Mutazai'dah (increasing equity participation) and (c) Sukuk (asset-linked financing), to be integrated into a natural resources value chain. For the NZ tea tree sector, this is significant because it allows:

- Capital participation aligned with production growth.
- Distribution rights aligned with investment.
- Long-term partnership rather than transactional supply.

Malaysia therefore supports both the commercial model and the governance philosophy of the reset.

4. A Bridge Between Indigenous Provenance and Global Markets

Malaysia's commercial culture, particularly among Chinese-Malaysian business groups has historically demonstrated strong capability in:

- Scaling niche resource sectors.
- Building export platforms.
- Integrating real assets with consumer brands.
- Moving rapidly from pilot to market leadership.

When combined with Māori landowner stewardship and Australian ethnobotanical alignment, Malaysia becomes the natural midpoint between resource origin and global consumer markets.

This creates a cross-cultural platform rather than a conventional supply chain.

5. Strategic Positioning for Category Leadership

The collapse of the honey-only model created a rare structural opening:

i.e., the opportunity to define — rather than enter — the next category.

Malaysia's role is central to that outcome. Through halal-by-design formulation and value-adding capability, a Malaysian partner participates not only in manufacturing, but in establishing:

- The first globally recognised gender-specific botanical infection-control category.
- A provenance-protected indigenous biotech platform.
- A multi-stream "whole-of-tree" FMCG architecture.

In this context, Malaysia is not a processor.....It is a category co-builder.

Strategic Implication

A Malaysian Halal Hub partner does not simply receive supply. They participate in:

- Category formation.
- Global distribution architecture.
- Capital expansion pathway.
- Long-term platform governance.

This positioning creates the foundation for aligned capital structures, including the Mudharabah-based manufacturing and distribution partnership described in the following addendum.

HALAL HUB CAPITAL MODEL

Mudharabah Manufacturing & Distribution Partnership

Addendum Three established why Malaysia represents the natural platform partner for a reset of the New Zealand tea tree sector. This addendum explains **how that partnership is structured commercially and financially**.

At the centre of the model is a **Mudharabah-aligned manufacturing and distribution partnership**, supported by a **USD5M Mudharabah Convertible Capital Sukuk** designed to align:

- Resource origin (New Zealand landowners).
- Certified value-adding (Malaysia).
- Distribution (OIC markets).
- Platform growth (global capital pathway).

This structure allows the Malaysian partner to participate simultaneously as:

1. Manufacturing partner.
2. Capital partner.
3. OIC regional distribution partner.
4. Platform equity participant.

It therefore moves beyond contract manufacturing into long-term co-development.

1. Purpose of the Capital Structure

The proposed instrument is designed to solve a structural weakness that affected previous NZ mānuka ventures. i.e., excessive upstream capital burden. Rather than building value-adding infrastructure from scratch, the partnership:

- Leverages existing Halal Hub capability.
- Deploys targeted asset investment in New Zealand.
- Aligns distribution rights with capital participation.
- Creates a pathway to equity participation in the platform.

The capital therefore accelerates market entry while reducing execution risk.

2. Role of the Malaysian Halal Hub Partner

Under the proposed framework, the Malaysian partner would:

- Co-develop halal-compliant formulations.
- Undertake certified value-adding manufacturing.
- Support JAKIM approval and regulatory pathways.
- Participate in OIC distribution.
- Provide capital via the Mudharabah instrument.

This positions the partner as a co-builder of the category rather than a downstream processor.

3. Mudharabah Convertible Capital Sukuk — Strategic Logic

The proposed USD5M instrument is structured to reflect increasing partnership (Musyarakah Mutazai'dah) over time. The key objectives being to:

- Align capital deployment with production scale.
- Connect distribution rights to long-term commitment.
- Support asset-backed validation of the supply chain.
- Create optionality through conversion.

This provides flexibility for both parties while preserving Shariah alignment.

4. Deployment of Capital (Strategic Allocation)

Indicative deployment aligns with platform validation rather than expansion alone:

New Zealand (Supply Chain Validation)

- Acquisition / establishment of a processing facility.
- Halal-aligned extraction and handling capability.
- Provenance integrity from whenua to export.

Australia (Complementary Production Integration)

- Manufacturing / supply capability supporting the “Home” product pillar.
- Cross-Tasman cultural alignment of the botanical platform.

This asset layer supports certification credibility, category leadership, and long-term defensibility.

5. Distribution Alignment

A defining feature of the structure is that **distribution rights attach to partnership participation**, not simple supply contracts. Upon conversion, the Malaysian partner is positioned to secure:

- Exclusive OIC regional distribution rights.
- Early category leadership.
- Integration with the global equity-licensing architecture.

This converts manufacturing participation into long-term strategic positioning.

6. Governance Evolution

The model anticipates staged governance participation:

- Initial technical collaboration.
- Board observer status.
- Full board participation following conversion.

This reflects the principle that governance increases with commitment and contribution.

7. Relationship to the Capital Pathway

The Mudharabah instrument operates alongside, not instead of the global capital pathway. Structured to:



- Accelerate halal market entry.
- Strengthen Series B institutional credibility.
- Support asset validation ahead of listing.
- Enhance investor confidence across jurisdictions.

Importantly, the structure allows the platform to progress even if the instrument is staged or partially implemented.

STRATEGIC OUTCOME

This model establishes a rare alignment:

Indigenous resource origin → Halal certified value-adding → Exclusive regional distribution → Equity participation → Listing pathway.

For the Malaysian partner, participation represents:

- Entry at category formation stage.
- Secured supply from non-replicable resource.
- Syariah-aligned capital deployment.
- Exposure to global platform growth.

For the NZ tea tree reset, it provides the critical execution bridge between provenance and scale.

INDICATIVE TERM SHEET REFERENCE

A high-level indicative term sheet for the **Mudharabah Convertible Capital Sukuk** appears in the main body of this Briefing Paper (Page 9, item #11) this indicative term sheet setting out:

- Issuer and investor framework.
- Principal amount (USD5M).
- Term (24 months).
- Capital allocation.
- Profit participation approach.
- Conversion mechanics.
- Distribution rights alignment.
- Governance progression.
- Syariah advisory oversight.
- Exit pathways.

Addendum Four should therefore be read as the strategic explanation of that term sheet rather than a duplication of it.

GLOBAL DISTRIBUTION

“New Zealand is not a scale market. It is a provenance market.”

The development of gender specific NZ tea tree botanicals for global distribution through a regional master distributor structure that follows (1) the OIC and (2) the ICAAN global internet names and numbers model, puts Tribal Therapeutics Ltd into a highly advantageous position within the natural healthcare industry. By pioneering this innovative niche, we can capture market share and establish a strong presence before competitors attempt to emulate our gendered, ethnobotanical advantage built on our powerful cultural narrative. Our unique, first-mover advantage is expected to lead to significant growth and long-term success in accordance with an export focused **“go to market”** strategy. One that bypasses the challenges of seeking profitable early stage economy of scale within the small NZ economy. One that seeks early growth abroad in massive consumer markets is our strategy from the outset as below.



ICAAN Regional Internet Structure

1. **Global Distribution Network: (ICAAN Regional Structure)**

Master Distribution Strategy: While ambitious and forward thinking, the plan is to develop a licensed global master distribution network that sets the stage for both scalability and early stage compliance with international market regulations, enhancing product credibility. We seek early interest from the APNIC region, (Malaysia) to support a party resident in the fast growing MENA region, part of RIPE (Europe) / AFRINIC (Africa) regions



57 OIC Member Countries

2. **Regional Pilot Launch Strategy (ARIN LACNIC region)**

U.S. Distribution Center: By shipping to a distribution facility in Valencia, CA, we will gain access to the vast U.S. market from day one. Expanding our potential customer base from day one in one of the world's largest markets for natural health products. The ARIN - LACNIC region to serve as a pilot for the global network will provide valuable insights and establish best practices before expanding further. This phased approach mitigating risk / allowing for adjustments based on expansion feedback.

3. **Established Distribution Relationships:**

Partnership with Australian Associate: Utilizing an existing relationship with a distribution facility owned by an associate of our directors reduces the risk associated with logistics and warehousing. Their established networks in the US marketplace, facilitating quicker entry into the market, driving early sales traction in the US.

4. **Unique Product Positioning:**

Gender-Specific Branding: The uniqueness of Tribal's gender-specific natural infection control products markedly differentiates our offerings in a crowded market, attracting specific consumer segments and retailers interested in innovative, targeted solutions

TANGIBLE CROSS-BORDER ASSET PLATFORM

Cross-Border Infrastructure Integration - From Concept to Controlling Infrastructure.

A central differentiator of the Tribal Tea Tree platform is that it is not a speculative, asset-light narrative dependent on third-party supply chains. The capital pathway, including the proposed USD5M Mudharabah Convertible Sukuk, progressively secures and integrates a portfolio of tangible operating assets across **New Zealand, Australia, Malaysia, and the United States**.

This transforms the platform from a commodity exporter into a vertically integrated, culturally aligned botanical infrastructure group.

1. New Zealand – Far North Extraction & Headquarters Hub

Proposed Acquisition Asset:

- 8-acre industrial / micro orchard site in the Waipapa / Kerikeri region.
- Existing factory and office facility.
- Currently leased to a foreign owned, major mānuka honey producer.
- Generates rental income pending operational transition.

Strategic Role:

- Permanent NZ extraction hub.
- Headquarters for NZTTG (Single Sales Desk) governance.
- Halal-certifiable upstream processing site.
- Provenance validation and Tikanga Advisory Council oversight centre.

This asset provides:

- Immediate income-producing real estate.
- Security of supply infrastructure.
- Long-term capital appreciation potential.
- A visible, physical anchor for the NZ tea tree reset narrative.

Unlike prior mānuka ventures that built capacity on borrowed capital with no integrated market strategy, this facility is embedded within a global distribution plan from inception.

2. United States – ARIN Region Distribution Platform

Existing Asset:

- 14-year operating natural health products import/distribution company.
- FDA-compliant warehousing facility in Valencia, California.
- Established B2B customer network across the United States.

Strategic Role:

- Launchpad for SEC REG-CF Series B campaign.



- Immediate retail SKU distribution.
- Market validation hub for global expansion.
- Revenue diversification independent of OIC markets.

The US economy (~USD30T GDP) provides scale far beyond NZ and reduces dependency on any single regional bloc.

The ARIN platform ensures:

- Early revenue traction.
- Brand validation in the world’s largest consumer market.
- Strong capital markets credibility.

3. Australia – Production & Plantation Interface

Provisioned Infrastructure:

- TGA–GMP compliant natural health manufacturing facility (Northern NSW).
- 250-acre Swan Bay farming / light industrial property with GMP processing capability.
- Worker accommodation & operational infrastructure.
- Plantation-scale Australian tea tree oil supply.

Under the leadership of the Australian resident director, a Bundjalung descendant and 20% shareholder in one of Australia’s largest tea tree operations, the platform creates:

- Cross-Tasman cultural alignment
- Integration of Melaleuca (“For Home”) into the “Down Under” Healthcare Pack.
- Entry into the Australian premium botanical reset.

The contemplated AUD5M MBO of the plantation further strengthens long-term supply certainty and cultural legitimacy.

4. Malaysia – Halal Manufacturing & OIC Gateway

Through the proposed USD5M Mudharabah Convertible Sukuk:

- JAKIM-certified value-adding partner.
- Halal-compliant formulation & packaging.
- Access to 57 OIC member states (~2.1B consumers).
- Musyarakah Mutazai’dah equity alignment.

Malaysia serves as:

- Certification authority.
- FMCG scaling hub.
- Islamic finance structuring centre.
- Bridge to GCC & Southeast Asia.

This avoids upstream NZ Capex duplication while embedding Syariah compliance from day one.

INTEGRATED ASSET THESIS

Together, these assets create:

- Revenue generation in parallel markets (NZ, AU, US, OIC).
- Hard asset backing (real estate & plant).
- Plantation-level biomass control.
- Certified downstream manufacturing.
- Multi-jurisdictional regulatory coverage.
- Cultural narrative authenticity.

This materially differentiates Tribal from prior NZ agribiz failures that:

- Relied on single product revenue.
- Lacked sales desk discipline.
- Operated without coordinated governance.
- Overbuilt without secured distribution.

CAPITAL PATHWAY LINKAGE

Each capital round progressively secures and enhances this infrastructure:

1.	Pre-Series A (NZ)	NZD500k	Launches SKU's / drives crowdfunding readiness.
2.	Mudharabah Sukuk (MY)	USD5M	MY-NZ production / Halal process / OIC distribution.
3.	Series A (NZ)	NZD2M	Scales SKU production & brand ambassador base.
4.	Series B (REG CF–US)	USD5M	AU & US expansion / AU production assets.
5.	Series C / IPO (Target)	NZD20M	Consolidates global platform under public listing.

STRATEGIC OUTCOME

The result is not a honey exporter.

It is a cross-border, culturally anchored, vertically integrated botanical infrastructure group positioned to:

- **Reset** the NZ tea tree sector.
- **Elevate** Australian tea tree pricing discipline.
- **Deliver** Halal-certified premium SKUs globally.
- **Create** recurring income for Māori and Aboriginal land stewards.
- **Generate** scalable, asset-backed capital growth.

This is infrastructure-led sector transformation.

CONTACT

Qualifying parties who wish to engage in a confidential kōrero in the spirit of a long term partnership, are invited to contact one of the representatives listed below.

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“EHARA TAKU TOA I TE TOA TAKITAHĪ, HE TOA TAKITINI”

“My strength is not as an individual, but as a Collective”

Background
Te-Pahi ~1760-1810
Legendary Ngāpuhi Trader

LUKE SHEPHERD – CEO

He Rangatira Whakahaere, He Uri No Te Tai Tokerau (An Executive Leader, a Descendant of Te Tai Tokerau)

Luke & extraction unit @ farm



“Ko Luke Shepherd te Kaiwhakahaere Matua o Tribal Therapeutics Ltd, he tangata nō te whenua, nō te moana, nō ngā tīpuna kua huri atu”. His leadership is grounded not only in operational expertise but in a **whakapapa that has been woven into Te Tai Tokerau for nearly two centuries**. Luke descends from a whānau whose relationship with the whenua of Whangaroa began in the **early 1800s**, long before Te Tiriti o Waitangi was signed. Their farm at **Tauranga Bay Road, Kaeo**, has been worked by his whānau for **190 years without interruption**, probably making it the oldest continuously family-held farm in Aotearoa. This enduring presence reflects a deep responsibility to the land and a commitment to intergenerational stewardship.

He Hononga Ki Ngā Rangatira o Mua

Luke’s ancestor, **James Shepherd (1796–1882)**, came to Te Tai Tokerau not simply as an agriculturalist, but as someone who lived, worked, and learned alongside the great Rangatira of the time, including **Hongi Hika, Te Morenga, me ētahi atu**. **He was protected and supported by these leaders, and in turn contributed to the early development of agriculture within their rohe**. These relationships were grounded in respect, reciprocity, and shared purpose. values that continue in the mahi of Luke today.

He Taura Here ki Ngā Whenua Māori o Te Raki

Tribal Therapeutics is built on partnerships with **Māori landowning whānau** who supply the mōhiō-rich mānuka and kānuka that form the foundation of our therapeutic products. Luke’s 190-year whakapapa in the rohe creates a natural alignment with these partnerships. He understands:

- the tikanga of the land.
- the importance of mana Whakahaere.
- the **kaupapa that elevates Māori economic futures while honoring cultural integrity**.

His leadership ensures that Tribal Therapeutics operates in a way that upholds mana, strengthens whanaungatanga, and protects the mauri of the resource.

He Kaitiaki mō Tēnei Ara Hou

Luke brings a kaitiaki (custodian) mindset to Tribal Therapeutics’ extraction operations and future infrastructure development. As a descendant of one of the earliest agricultural innovators in not just Te Tai Tokerau, but the whole of New Zealand. A man who walked alongside Rangatira during a formative period in Aotearoa / New Zealand’s history.

Luke carries forward a legacy of innovation, adaptation, and deep relational practice.

“I raro i tōna arataki, ka tū Rangatira a Tribal Therapeutics hei kaupapa hou —**he ara hou i te taiao rongoā Māori, he ara hou mō te whanaketanga o ngā whenua Māori, he ara hou mā ngā uri whakatipu o te Raki**”.

(“Under his leadership, Tribal Therapeutics stands with distinction as a new initiative —a new pathway in the Māori healing/medicinal landscape, a new pathway for the development of Māori land, and a new pathway for the future generations of the North.”)

BIOMASS SUPPLY DIRECTOR

ERIC LLOYD (Ngāpuhi, Ngāti Kahu) – COO & Outsource
Founder Shareholder | Māori Biomass Partner | Taonga Supply Lead

Eric welcoming us to Kohumaru



Eric Lloyd (Ngāti Kahu) is the owner of **Kohumaru Taonga Ltd**, a founding shareholder of **Tribal Therapeutics Ltd (TTL)** and the principal Māori biomass partner under TTL's **Business Combination model**.

Eric and his wider whānau are substantial landowners within the **historic Kohumaru Block**, an 11,000-acre, colonial-era landholding that remains the **ancestral tūrangawaewae of the whānau** and the home of **Kenana Marae** of the Ngāti Kahu hapū.

These lands contain extensive, harvest-ready stands of **native mānuka and kānuka tea tree**, forming the foundation of Tribal Therapeutics' launch biomass supply.

Whenua-Led Experience and Land Stewardship

Eric has worked the land and farmed for nearly six decades. Beginning in the early 1970s, he was employed by the Crown as part of the team that converted forestry land into pastoral farming, contributing to the establishment of the **2,344-acre Kohumaru Station**, which adjoins his own whenua on Kohumaru Road. This experience shaped his deep understanding of land development, sustainable resource management, and long-term stewardship according to tikanga and kaitiakitanga. For more than 25 years, Eric has held a clear vision for developing a **native tree nursery and agribusiness** on his land. His vision being to create Māori-led, value-added enterprise from native resources. now sits at the core of the Tribal Therapeutics model.

Foundational Role in the Tribal Therapeutics Supply Chain

In support of Tribal Therapeutics' capital-raising and market-entry strategy, Eric has committed to **underwriting the biomass supply** required to produce the first **400 kilograms of mānuka and kānuka oil** for launch. This output will enable the manufacture and shipment of **20,000 retail-ready SKUs** to the company's US distribution facility in the US. At a farm-gate valuation of **NZD300 per kilogram**, this commitment represents a **NZD120k biomass underwrite**, providing certainty of supply and reducing execution risk at the launch phase.

Taonga Supply Leadership

As TTL's Māori biomass partner, Eric works closely with other Māori landowners across Te Tai Tokerau to establish **long-term biomass supply arrangements** under TTL's **Taonga Supply Agreement** framework. This model supports:

- collective Māori participation in value-added extraction,
- recurring income streams for landowners,
- protection of tikanga, mauri, and mana of the resource, and
- intergenerational wealth creation grounded in whenua ownership.

A Pillar of the Tribal Model

Eric Lloyd is not just a supplier of tea tree biomass. He is a **cornerstone of Tribal Therapeutics' kaupapa and commercial model**. His leadership, whakapapa, and commitment to Māori-controlled supply ensure that Tribal Therapeutics remains authentically grounded in indigenous stewardship while scaling into global therapeutics markets.

Operational Management Profiles

Linda Brink (US Resident Director)

US Market Lead | Natural Healthcare Distribution | Infection Control Strategy

Linda chasing up business



Linda Brink is a US citizen and resident director of Tribal Therapeutics Ltd, responsible for leading the United States launch of the Company's *Tribal™*-branded New Zealand tea tree oil-based natural healthcare and infection-control product range.

Linda brings more than three decades of international experience across natural health, beauty, distribution, and consumer product marketing, combined with a deep appreciation for provenance, cultural narrative, and market timing.

Global Foundations in Natural Health

The daughter of a Hong Kong based gold and bullion trader, Linda grew up with a global outlook and an early understanding of cross-border trade. After graduating from Damelin College (South Africa) with a degree in Public Relations and Marketing, she opened her first beauty and wellness salon in Johannesburg, followed by two further salons, all focused on the use of natural and plant-based health and beauty products. Migrating to New Zealand, Linda developed the "*Tea Tree Manor*" brand in the 1990's to support a home-based natural health products business. A venture that introduced her to the Australian natural health sector and, in particular, to Australian tea tree oil-based healthcare and infection-control products, including the Spectrum Herbals range, manufactured in a GMP / TGA-compliant facility in northern New South Wales. During the late '90's, early 2000's, Linda introduced the Australian tea tree oil based health products into the Malaysian marketplace, this period cementing her long-standing expertise in tea tree oil as a therapeutic ingredient.

US Market Insight and Early Crowdfunding Awareness

Returning to the US in 2006, Linda continued working in natural health product distribution as a freelance sales and marketing consultant, using early web-based CRM and digital marketing platforms to support manufacturers and distributors. During this time, she observed:

- The rapid growth in US consumer demand for New Zealand tea tree-derived honey and oil products.
- The power of crowdfunding as a market-entry tool, highlighted by a 2015 Australian honey sector crowdfunding campaign that raised over USD12M in 30 days. A record at the time.

Linda also recognised a critical gap: while mānuka honey was gaining global attention, the true therapeutic potential of NZ tea tree oil — **particularly for infection control** — remained **underdeveloped**. She identified a much larger and more durable opportunity beyond honey alone. The natural infection-control and healthcare sector, now estimated as being a Total Addressable Market (TAM) of USD268B per annum in the United States.

Building a Trans-Pacific Therapeutics Platform

In 2016, Linda relocated to New Zealand and worked with her partner to help establish a NZ tea tree oil production ecosystem under the "*Tea Tree Manor*" brand. Developed to support the export of an expanding range of natural infection-control products to the US market. Central to

this strategy was the concept of gender specificity and botanical duality — mānuka and kānuka — expressed through a culturally grounded, ethnobotanical narrative. This work laying the foundation for Tribal Therapeutics’ gender-specific product architecture, i.e.:

- “Mānuka for Her”.
- “Kānuka for Him”.
- “Meluka” for Home”.

Together, these products define a new niche within natural healthcare. One that blends ancestral knowledge, modern science, and cultural storytelling into a differentiated therapeutics category.

US Launch and Distribution Execution

For the upcoming **US Series B crowdfunding campaign**, Linda will be based in **California**, her family’s home state and bas of the Company’s **SEC-registered crowdfunding intermediary**. She will oversee:

- US warehousing and fulfilment,
- regulatory-aligned distribution, and
- channel development through an **established distribution facility operating since 2013**, owned by her original, long-standing Australian tea tree oil industry supply partner.

This infrastructure provides immediate access to an existing customer network and materially reduces execution and market-entry risk as Tribal Therapeutics advances toward its planned **US Series B crowdfunding campaign**. The California based distribution facility providing Linda with immediate access to an existing customer base, this representing a significant risk-mitigation advantage as the Company executes its planned follow-on US crowdfunding campaign and broader market expansion.

Value to US Investors

Linda Brink provides Tribal Therapeutics with:

- Experienced US-based operational management / leadership.
- Deep category knowledge in natural healthcare and infection control.
- Proven go-to-market execution capability.
- A compliant, scalable pathway into the US consumer and wellness markets.

Her role is to support the ongoing translation of New Zealand’s culturally grounded tea tree resources into commercially viable, regulated products for US investors and consumers alike.

A Bridge Between Cultures, Markets, and Consumers



As a US citizen, Australian permanent resident and resident in Malaysia for a number of years, Linda plays a pivotal role as the bridge between Aotearoa, Malaysia, Australia and the United States, working with her fellow directors in New Zealand and Australia, translating Māori and Aboriginal ethnobotanical heritage into globally relevant, consumer-ready healthcare products leveraged off a non-replicable cultural narrative. Linda’s experience, market intuition, and deep understanding of natural plant based, infection control remedies, positions her as a key driver of Tribal Therapeutics’ international growth.

Operational Management Profiles

AARON POLLACK – Australian Resident Director **Australian Tea Tree Industry Leader | Sector Reset Strategist | Distribution & Cultural Integration**

Aaron on the plantation in AU



Aaron Pollack is the **Australian Resident Director of Tribal Therapeutics Ltd**, bringing deep industry leadership, global distribution expertise, and a culturally grounded strategic vision to the Company’s trans-Tasman tea tree therapeutics platform. Based in the **Tucki Tucki region of northern New South Wales**, Aaron is a shareholder, director, and CEO of one of **Australia’s oldest and largest tea tree oil enterprises**, with integrated operations spanning cultivation, extraction, manufacturing, and international distribution of therapeutic-grade plant oils.

Industry Experience at a Time of Structural Change

The Australian tea tree oil industry is currently facing **structural and market challenges** — including price compression, commoditisation, over-reliance on narrow scientific positioning, and increasing competition from low-cost global producers. These pressures have weakened margins and diluted differentiation across what was once a premium natural products category. Aaron’s leadership within this environment positions him uniquely to help **reset the Australian tea tree sector**, shifting the narrative away from a purely technical or chemical framing toward one grounded in **cultural authority, customary use, and provenance** — a repositioning that aligns directly with Tribal Therapeutics’ broader strategy.

A Trans-Tasman Relationship Forged on Whenua

Aaron’s relationship with Tribal Therapeutics began in **2019**, when he travelled to Te Tai Tokerau and met with **Eric Lloyd** on the **Kohumaru land blocks**, returning with samples of New Zealand **mānuka and kānuka tea tree oils** for evaluation. For Aaron, whose whakapapa connects him to the **Bundjalung people**, custodians of northern New South Wales for over **30,000 years**, this visit revealed a deep cultural and botanical symmetry between Australian and New Zealand tea trees. It reinforced the concept that these plants are not merely agricultural commodities, but **living carriers of indigenous knowledge and customary practice**.

Commercial Validation and Market Confidence

Following this engagement, Aaron issued an **open Letter of Intent (LOI)** to purchase **4,000 kgs** of bulk Far North Te Tai Tokerau sourced, **NZ mānuka and kānuka oil**, contingent on the commencement of commercial production from the Kohumaru blocks. This LOI which remains in place, provides third-party validation of demand and price integrity for NZ tea tree oils in global markets.

Global Distribution Advisor

Aaron’s career includes more than **three decades of senior industry experience**, including **13 years** as **Production and Laboratories Manager** in the Plant Science Division at **Southern Cross University**, and **4 years** as **Technical, Production, and R&D Manager** for Australia’s largest tea tree plantation. Within Tribal Therapeutics, Aaron advises on the design of a **global wholesale**

distribution strategy for bulk oils, operating alongside the Company’s proprietary, branded, retail-ready therapeutics.

Cultural Narrative as Competitive Advantage

With Aboriginal heritage and deep industry standing, Aaron is instrumental in reframing Australian tea tree oil around **30,000 years of customary use**. A cultural narrative that provides authenticity, resilience, and differentiation in a crowded global marketplace. This repositioning creates a **parallel and complementary platform** to Tribal Therapeutics’ New Zealand strategy:

- Australian tea tree oils positioned as a **“For Home” infection-control range**, grounded in Aboriginal customary use.
- New Zealand mānuka and kānuka oils positioned as **gender-specific therapeutics**, grounded in Māori ethnobotanical legacy.

Unified under a **single brand architecture**, this trans-Tasman approach establishes a **non-replicable, indigenous-led therapeutics category** unmatched anywhere else in the world.

Strategic Value to Tribal Therapeutics

Aaron Pollack’s involvement strengthens Tribal Therapeutics by:

- enabling a **reset of the Australian tea tree industry narrative**,
- unlocking culturally grounded differentiation beyond commoditised science claims,
- providing global distribution depth and pricing validation.
- reinforcing the Company’s pathway toward scale through a **US Series B raise** and a **targeted NZX Series C listing**.

Aaron’s role is central to ensuring that Tribal Therapeutics is not merely a product company, but the architect of a **new, culturally anchored global therapeutics sector**.

Below – an Australian tea tree plantation



Operational Management Profiles

NICHOLAS IVERSON – Chief Financial Officer (CFO) **Tribal Ecosystem Architect | Capital Strategy & Indigenous Value Alignment**

Nic speaking at a Singapore hui



Nic Iverson is the **Chief Financial Officer of Tribal Therapeutics Ltd** and architect of the Company’s **capital formation, expansion, and listing strategy**. His role is central to guiding Tribal from early-stage enterprise through structured capital rounds toward a targeted public-market listing, providing investors with a clear exit pathway. An expatriate New Zealander, Nic brings **38 years of international professional experience** spanning **six countries**, including senior leadership roles as a Senior Audit Manager with **Big Four accounting firms**. His career has been defined by complex capital structuring, governance, and the scaling of businesses operating across jurisdictions and regulatory environments.

Capital Strategy Grounded in Global Best Practice

Nic’s focus within Tribal Therapeutics is on designing and executing a **disciplined, staged capital program** that aligns company valuation with operational maturity. Drawing on his experience living and working in **Malaysia** developing an “Equity Licensing” based business participatory expansion model and member of the team that launched the “Intellectual Property” board on the Labuan Financial Exchange in Nov 2000 and a financial forensics consultant based in **Silicon Valley**, Nic has adopted the Valley’s widely accepted **rounds-based capital model**. A framework that transparently prices each funding stage according to delivery, traction, and risk reduction.

This approach underpins Tribal Therapeutics’ pathway from the NZD500K Pre-Series A Round into the NZD2M **Series A** crowdfunding round in NZ, followed by the USD5M **Series B** in the US, (priced at UD1) and ultimately a **targeted 3 : 1 share split** as a lead in to a **Series C**, targeting an IPO within circa two years of the Pre Series A close. While this model is not yet widely applied in New Zealand markets, it is globally recognised as best practice for growth-stage companies.

Whenua-Centred Commercial Architecture

Nic’s involvement with the kaupapa began in **2016**, when he returned to New Zealand with Linda Brink to secure access to **New Zealand tea tree oil and honey** for the US market. During this period, he became deeply engaged with the structural inequities that Māori landowners have historically faced in resource extraction models. Particularly the lack of long-term participation in value creation beyond raw supply. Working alongside community leaders and in consultation with **Māori kaumātua over a four-year period**, Nic helped design a **taonga-based supply and ownership framework** that would become foundational to the Tribal Therapeutics business model.

The Five Pillars Framework

From this work emerged the **“Five Pillars” template**. A kaupapa Māori-aligned commercial structure that ensures Māori landowners participate meaningfully and equitably in the value derived from their whenua. The framework integrates:



- **Long-term supply contracts,**
- **Profit-sharing mechanisms.**
- **Direct equity participation.**

While delivering:

1. **Recurring annual income** for whānau and land trusts.
2. **Community reinvestment (tiringa)** aligned with local aspirations.
3. **Intergenerational wealth creation**, grounded in whenua ownership and tikanga-compliant agribusiness operations.

This framework ensures that Tribal Therapeutics' growth is not extractive, but **relational, durable, and culturally legitimate**.

A Strategic Bridge Between Capital and Kaupapa

Nic's contribution sits at the intersection of **global capital markets expertise and indigenous economic values**, flowing over into cultural narrative based, product development and marketing support. He ensures that the Tribal Therapeutics team can engage confidently with sophisticated investors while remaining faithful to its cultural foundations and obligations to Māori and Aboriginal partners. His stewardship of capital strategy, governance, and investor alignment completes the management team assembled through the Tribal Therapeutics' **Business Combination model**. A collective of leaders whose intellectual capital, lived experience, and cultural respect are aligned to **reset the NZ tea tree agribusiness sector** on a foundation of equity, integrity, and long-term value creation.

Important Notice and Disclaimer

This document has been prepared by **Tribal Therapeutics Ltd** for the sole purpose of inviting selected parties to **express an interest** in entering into confidential discussions (*kōrero*) with the Company regarding potential participation in one or more of the capital Rounds as illustrated in Addendum 1 herein.

Not an Offer of Securities

This document **does not constitute**, and must not be construed as, an offer, invitation, solicitation, or recommendation to acquire or dispose of any securities in New Zealand or any other jurisdiction. No offer of securities is being made under this document for the purposes of the **Financial Markets Conduct Act 2013 (FMCA)** or any equivalent overseas legislation. Any offer of securities, if made, will only be made pursuant to appropriate offer documentation and in compliance with all applicable laws and regulations.

Expression of Interest Only

Any response to this document will be treated as a **non-binding expression of interest only**. An expression of interest does not create any obligation on the part of Tribal Therapeutics Ltd to proceed with any transaction, nor does it create any obligation on the part of the respondent to invest. If progressed, participation in any capital Round, will be subject to:

- further discussions and mutual agreement,
- completion of satisfactory due diligence,
- formal documentation, and
- any necessary regulatory approvals or exemptions.

Forward-Looking Statements

This document contains forward-looking statements relating to future intentions, plans, strategies, and potential outcomes. These statements are based on current expectations and assumptions and involve risks, uncertainties, and other factors that may cause actual results to differ materially. No representation or warranty is made as to the accuracy or completeness of such statements.

No Investment Advice

Nothing in this document constitutes financial, legal, tax, or investment advice. Recipients are responsible for making their own independent assessment of the information provided and should seek their own professional advice before entering into any discussions or arrangements.

Confidentiality

This document is confidential and has been provided solely for the purpose described above. It must not be copied, distributed, or disclosed to any non-qualifying third party without the prior written consent of Tribal Therapeutics Ltd.

Kaupapa and Intent

This Expression of Interest is issued in good faith as part of an invitation to explore potential partnerships in a kaupapa that seeks to **reset the New Zealand tea tree agribusiness sector** through indigenous-led value creation, cultural integrity, and long-term commercial sustainability.



Creating a NZD1B+ industry in Aotearoa/NZ.

(Turning NZ tea tree goldmines into diamond mines).

*“Gender specific **therapeutics**”*

A groundbreaking shift in NZ’s Tea Tree agribiz sector.”

This is more than an investment opportunity; **it’s a revolution in the New Zealand and Australian tea tree agribusiness sector.**

NZ’s move to cultivate mānuka and kānuka, has seen our tea tree emerge as amongst the most revered and valuable plants in the world. Yet, despite their global recognition for honey and therapeutic oils, the **phenolic-rich potential** of these native plants remains totally untapped.

Tribal Therapeutics Ltd. aims to unlock this untapped potential, offering New Zealand the opportunity to lead the next wave of natural wellness innovation through global trust in our provenance.

By expanding beyond traditional honey and oils to introduce **high-value phenolic compounds** extracted from mānuka and kānuka hydrosols, we are about to change the face of New Zealand’s agribusiness sector forever. This venture will provide new revenue streams for Māori landowners, contribute to the growth of the natural wellness market, and position New Zealand as an innovative leader in the emerging field of bioactive wellness products.

This is your chance to invest in a first-to-market opportunity that combines modern day science with the rich cultural heritage of New Zealand’s indigenous communities. Join us as we embark on a game-changer journey for both the New Zealand agribusiness sector, and the global wellness market as we empower local communities, transform industries and redefine the global tea tree market in New Zealand and Australia.