

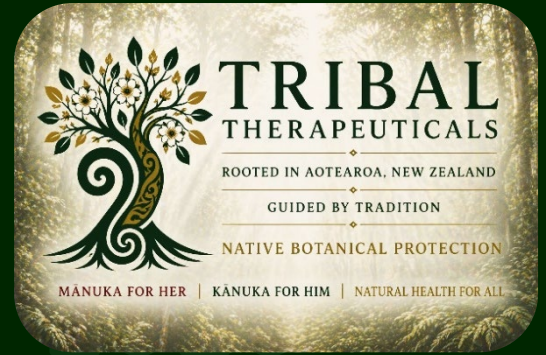
RESETTING THE ECONOMICS OF MĀORI LAND

A WHOLE-OF-TREE™ WELLNESS PLATFORM
EMERGING FROM AOTEAROA NEW ZEALAND

Tribal is building a Māori aligned bioeconomy that transforms endemic New Zealand tea tree into high-value wellness and natural healthcare products for global markets.



<https://tribalteatree.com>



A 'Whole-of-Tree' Bioeconomy

KOHUMARU TEA TREE PRECINCT

NEW ZEALAND'S TEA TREE BIOECONOMY CAPITAL

Kohumaru – Kenana Valley | Mangōnui | Te Tai Tokerau | Northland | New Zealand

THE FOUR FOUNDATIONS



1. RESOURCE
Abundant natural mānuka & kānuka resources. Land stewardship and regeneration.



2. PEOPLE
Whānau-on-the-whenua leadership, capability building and shared prosperity for future generations.



3. SCIENCE
Bridging rongoā Māori knowledge with modern science, innovation and world-class research excellence.



4. MARKET
From Northland to the world. Strategic export pathways and global impact.



OUR PHILOSOPHY

WHOLE-OF-TREE BIOECONOMY

Every part of the tree.
Every process adds value.
Nothing is waste.
Everything has purpose.



1. LAND & REGENERATION
Native restoration, riparian protection, biodiversity enhancement and carbon sequestration.



2. NURSERY & GENETICS
Elite genetics, propagation and tree improvement for resilience and yield.



3. BIOMASS HUB
Sustainable harvest, aggregation and supply chain logistics.



4. EXTRACTION & PROCESSING
Advanced extraction of oils, hydrosols and phyto-actives using Whole-of-Tree technology and zero-waste systems.



5. RESEARCH & INNOVATION
Science partnerships, laboratories and innovation hub advancing rongoā, genomics and product development.



6. PRODUCTS & CO-PRODUCTS
Essential oils, Life-Force Health Extract™ hydrosols, phytochemicals, wellness products and future bioproducts.



7. MARKET DEVELOPMENT & EXPORT
Southern California launch as gateway to USA, Asia, OIC and global markets.



8. WHĀNAU PROSPERITY & CAPABILITY
Training, enterprise incubation, employment and cultural leadership for intergenerational prosperity.



CONNECTED ECOSPHERE

- Circular & regenerative by design
- Cultural values at the centre
- Science and innovation driven
- Global markets, local benefits



OUR OUTCOMES
STRONG WHĀNAU ECONOMIES



HEALTHY LAND
HEALTHY PEOPLE



HIGH VALUE JOBS
& CAPABILITY



INNOVATION &
SCIENCE LEADERSHIP



EXPORT GROWTH &
GLOBAL IMPACT



INTERGENERATIONAL
LEDACY



ROOTED IN MĀORI VALUES

Kaitiakitanga • Manaakitanga • Whanaungatanga
Kotahitanga • Rangatiratanga

BUILDING NEW ZEALAND'S FIRST INTEGRATED WHOLE-OF-TREE BIOECONOMY PRECINCT.

For our whenua. For our whānau. For our future.

Te Tai Tokerau Whole-of-Tree™ Bioeconomy. A Māori-supply led framework for sustainable socioeconomic development through tikanga, kaitiakitanga and commercial innovation.

The Directors

Tribal Therapeutics Ltd

7/16/2026

BRIEFING PAPER INTRODUCTION

“Kohumaru Tea Tree Precinct”

A Māori taonga supply led Whole-of-Tree™ Bioeconomy Reference Precinct

Prepared for:

Intergenerational Natural Capital Investment Professionals

For generations, Māori have understood that the long-term wellbeing of whānau is inseparable from the wellbeing of the whenua. Through the principles of **tikanga** and **kaitiakitanga**, the responsibility to care for the land has always extended beyond one generation to the next.

The **Kohumaru Tea Tree Precinct** has been conceived within that tradition.

- It is a Māori taonga supply landowner-led initiative established to demonstrate how New Zealand's endemic mānuka and kānuka resources can support a commercially sustainable **Whole-of-Tree™ bioeconomy**, enabling whānau to participate directly in recurring value creation while retaining stewardship of their whenua.
- Unlike conventional primary production systems that often depend upon a single commodity, the Precinct measures success by the **total economic productivity of each hectare of endemic tea tree whenua**. Honey, essential oils, Life-Force M9 Extract™, carbon and future extractable compounds are viewed not as separate industries, but as complementary components of one integrated bioeconomy.
- The Precinct has been developed around the principle of "**Whānau-on-the-Whenua.**" Rather than concentrating value within distant corporate structures, it seeks to establish a commercial framework whereby participating whānau remain central beneficiaries of the taonga grown, harvested and commercialised from their own whenua through long-term Taonga Supply Agreements and coordinated market development.
- The Five Pillars visual illustrated on the cover page provide the tikanga-based framework through which the Precinct seeks to integrate Māori values, scientific research, commercial discipline and intergenerational stewardship into one coordinated operating model.

This Briefing Paper has been prepared to introduce the Kohumaru Tea Tree Precinct and to invite discussion with intergenerational Natural Capital investors regarding opportunities for collaboration in developing what is proposed to become New Zealand's first Māori-taonga landowner supply led Whole-of-Tree™ Reference Precinct.

EXECUTIVE SUMMARY

“Kohumaru Tea Tree Precinct”

“Delivering recurring intergenerational whānau income and wealth creation by measuring economic productivity of endemic tea tree whenua on a per-hectare basis, not an individual commodity basis”.

The **Kohumaru Tea Tree Precinct** is a targeted **1,904-hectare Māori landowner-supply led Whole-of-Tree™ bioeconomy** centred upon the endemic mānuka and kānuka resources of Te Tai Tokerau.

The Precinct launches from the nine Lloyd whānau Māori land blocks located on Kohumaru Road near Mangōnui, comprising an initial **581 hectares** of contiguous and associated whenua under the leadership of Eric Robin Lloyd. The objective is to demonstrate a commercially sustainable model capable of strengthening the long-term economic productivity of Māori-owned tea tree whenua through coordinated aggregation, scientific collaboration, downstream value creation and international market development.

The current commercial framework incorporates **four of seven identified Whole-of-Tree™ revenue streams**, providing the foundation for future expansion as additional extractable compounds, products and ecosystem services are progressively commercialised.

Expansion of the Precinct from the current **581 hectares** to the targeted **1,904 hectares** is structured in four sequential phases as set out Table 1 below.

Table 1

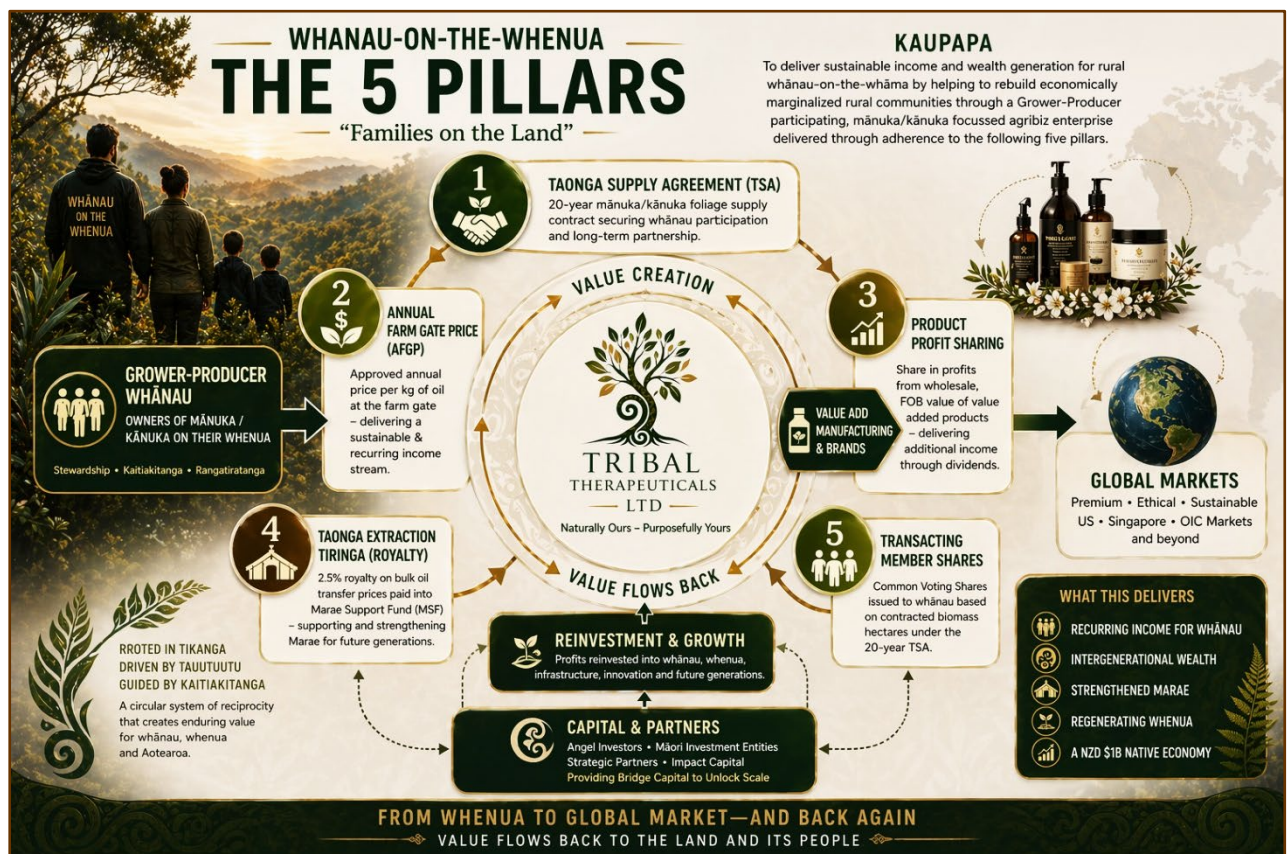
Phase	Description
Phase 1 – 581 ha	Nine Lloyd whānau land blocks forming the foundation biomass supply precinct.
Phase 2 – 174 ha	Acquisition of the adjoining pastoral property to establish a hybrid kānuka nursery, plantation and research expansion area.
Phase 3 – 205 ha	Inclusion of contiguous whānau-owned whenua through long-term Taonga Supply Agreements (TSA) centred around Kenana Marae.
Phase 4 – 944 ha	Reinstatement or renewal of the Crown lease over Kohumaru Station to complete the proposed 1,904-hectare Reference Precinct.

Illustrative Year Three Objectives:

- **Demonstrate** an indicative **Whole-of-Tree™** net commercial return of **approximately NZD10,250 per hectare** based upon the first four integrated revenue streams presently incorporated within the Precinct model.
- **Establish** a practical framework through which the long-term commercial productivity of endemic tea tree whenua may be measured on a per-hectare basis rather than through individual commodity production.
- **Demonstrate** the potential for coordinated Māori landowner participation through long-term Taonga Supply Agreements and a shared commercialisation platform.
- **Progress** towards achieving or exceeding the **NZD23,500 per hectare benchmark** established under the 2020 Provincial Growth Fund assessment for dedicated mānuka oil plantation development, while recognising that the Precinct model is based upon multiple integrated value streams rather than essential oil production alone.

“Me whakahoki te mauri kia ora ai te rāngai”.

(Restore the life force so the industry may thrive).



LLOYD WHĀNAU ACKNOWLEDGEMENT

The Partners respectfully acknowledge the longstanding vision, leadership and intergenerational stewardship of the Lloyd whānau, whose ancestral whenua within the Kohumaru Valley forms the foundation of the proposed **Kohumaru Tea Tree Precinct**.

The Precinct is led by **Eric Robin Lloyd**, registered owner of the 244-hectare Kohumaru B2D2 Māori land block, the largest of the nine Lloyd whānau land blocks that collectively provide the initial foundation for the Precinct. Eric's commitment to restoring the productive potential of endemic mānuka and kānuka on ancestral whenua extends back more than three decades.



*Eric welcoming us onto
Kohumaru whenua.*

During the mid-1990s, Eric approached the former Department of Māori Affairs seeking assistance to establish a native tree nursery centred upon New Zealand's endemic tea tree species. That original aspiration, to create a sustainable economic future for whānau through indigenous forestry and land stewardship, has remained constant. The Kohumaru Tea Tree Precinct represents the continuation and practical expression of that long-term vision.

The Partners also acknowledge the commitment of the wider Lloyd whānau, who have collectively agreed to support the formative development of the Precinct by making endemic tea tree biomass available under a deferred participation framework while the commercial platform is established. This commitment reflects a shared belief that the Precinct can demonstrate a practical pathway for **whānau-on-the-whenua**, where Māori landowners retain stewardship of their whenua while participating directly in the long-term value created from the taonga grown upon it.

The Kohumaru Tea Tree Precinct therefore represents more than the development of a new agribusiness.

It seeks to demonstrate how **whenua, kaitiakitanga, mātauranga Māori**, scientific collaboration and commercial innovation can be integrated into a practical **Whole-of-Tree™ bioeconomy**, capable of delivering enduring social, cultural, environmental and economic benefits for present and future generations.

Tribal Therapeutics has been established as the commercialisation partner supporting this long-term vision by developing the market pathways, product platforms and international relationships required to translate the aspirations of the Lloyd whānau into a commercially sustainable operating model.

The Partners respectfully acknowledge that without the trust, leadership and long-term commitment of Eric Lloyd and the Lloyd whānau, the Kohumaru Tea Tree Precinct and its broader Whole-of-Tree™ kaupapa would not have progressed to its present stage of development.

THE WHOLE OF TREE™ ECONOMIC FRAMEWORK

For more than three decades, commercial utilisation of New Zealand's endemic tea tree resources has largely developed around individual commodities, most notably honey and, to a lesser extent, essential oils.

The Kohumaru Tea Tree Precinct adopts a different premise.

Rather than maximising the production of any single commodity, the Precinct seeks to optimise the **total long-term economic productivity of each hectare of endemic tea tree whenua** through the coordinated commercialisation of multiple complementary value streams derived from the same natural resource.

The Precinct therefore views mānuka and kānuka not simply as individual products, but as the foundation of an integrated **Whole-of-Tree™ bioeconomy** in which every commercially viable component of the endemic resource contributes towards recurring intergenerational value creation for participating whānau.

- The development model incorporates four actively targeted revenue streams while recognising three additional pathways for future scientific evaluation and income stream commercial development.
- This integrated approach provides the conceptual framework upon which the Kohumaru Tea Tree Precinct is being developed and against which future scientific, commercial and socioeconomic outcomes may be measured.



“Rather than evaluating honey, essential oil or any individual product in isolation, the Precinct believes that success should ultimately be assessed by the sustainable economic productivity generated from each hectare of participating Māori-owned tea tree whenua”.

“Ko te whenua te tūāpapa, ko ngā uri te pae tawhiti.”

“The land is the foundation, and future generations are the horizon

THE PRECINCT OPERATING MODEL

The Kohumaru Tea Tree Precinct has not been conceived as a conventional farming enterprise, nor as a centrally owned commercial plantation.

Rather, it has been designed as a **collaborative Māori agribusiness framework** through which participating whānau retain ownership and stewardship of their individual whenua while contributing collectively to a coordinated Whole-of-Tree™ bioeconomy.

The objective is to demonstrate how fragmented Māori land ownership can participate in commercially scalable value chains without compromising tikanga, kaitiakitanga or intergenerational ownership.

The Operating Philosophy

The Precinct integrates five complementary elements:

- (1) **Whānau ownership** of ancestral whenua.
- (2) **Long-term Taonga Supply Agreements (TSA)** providing recurring biomass participation.
- (3) **Coordinated Market Platform** (*Single Sales Desk*) supporting quality assurance, market aggregation and customer relationships.
- (4) **Whole-of-Tree™ value creation**, maximising multiple complementary revenue streams from the same endemic resource.
- (5) **Research and commercial validation**, enabling continuous refinement of both scientific knowledge and commercial practice.

Rather than replacing traditional land stewardship, the Precinct seeks to strengthen it by creating commercially sustainable incentives for the long-term management of endemic tea tree ecosystems.

In Closing

The result is a model in which individual landowners continue to exercise rangatiratanga over their whenua while participating in a coordinated commercial platform capable of supporting regional aggregation, scientific collaboration and international market development.

*The Kohumaru Tea Tree Precinct is therefore intended to function as a **Reference Precinct**, demonstrating how Māori-owned endemic tea tree resources can be organised into a commercially scalable, environmentally sustainable and culturally grounded bioeconomy.*

“From underutilised land to income-generating whenua”

This is the “Whole-of-Tree” economic reset.



“He kaupapa tika ka toitū.”

“A kaupapa grounded in sound practice will endure”.

RESEARCH THAT DELIVERS OUTCOMES

“Applying science, mātauranga Māori and commercial practice to strengthen the long-term economic productivity of Māori-owned endemic tea tree whenua”.

The Partners fully support the kaupapa of the New Zealand Bioeconomy Science Institute to develop resilient landscapes, strengthen Māori agribusiness, integrate mātauranga Māori with contemporary science, and establish sustainable value chains capable of delivering enduring environmental, social and economic benefit.

“The Kohumaru Tea Tree Precinct respectfully proposes that the long-term success of those objectives should ultimately be demonstrated through practical application”.

Accordingly, the Precinct has been conceived as a **living Whole-of-Tree™ Reference Precinct**, where scientific research, commercial innovation and tikanga-based land stewardship are continuously integrated and evaluated against measurable outcomes capable of strengthening the productive capacity of Māori-owned endemic tea tree whenua.

Rather than viewing research as an end in itself, the Precinct proposes a **collaborative framework** through which research contributes directly to practical commercial outcomes capable of delivering recurring intergenerational benefit for participating whānau.

Applied Research Themes

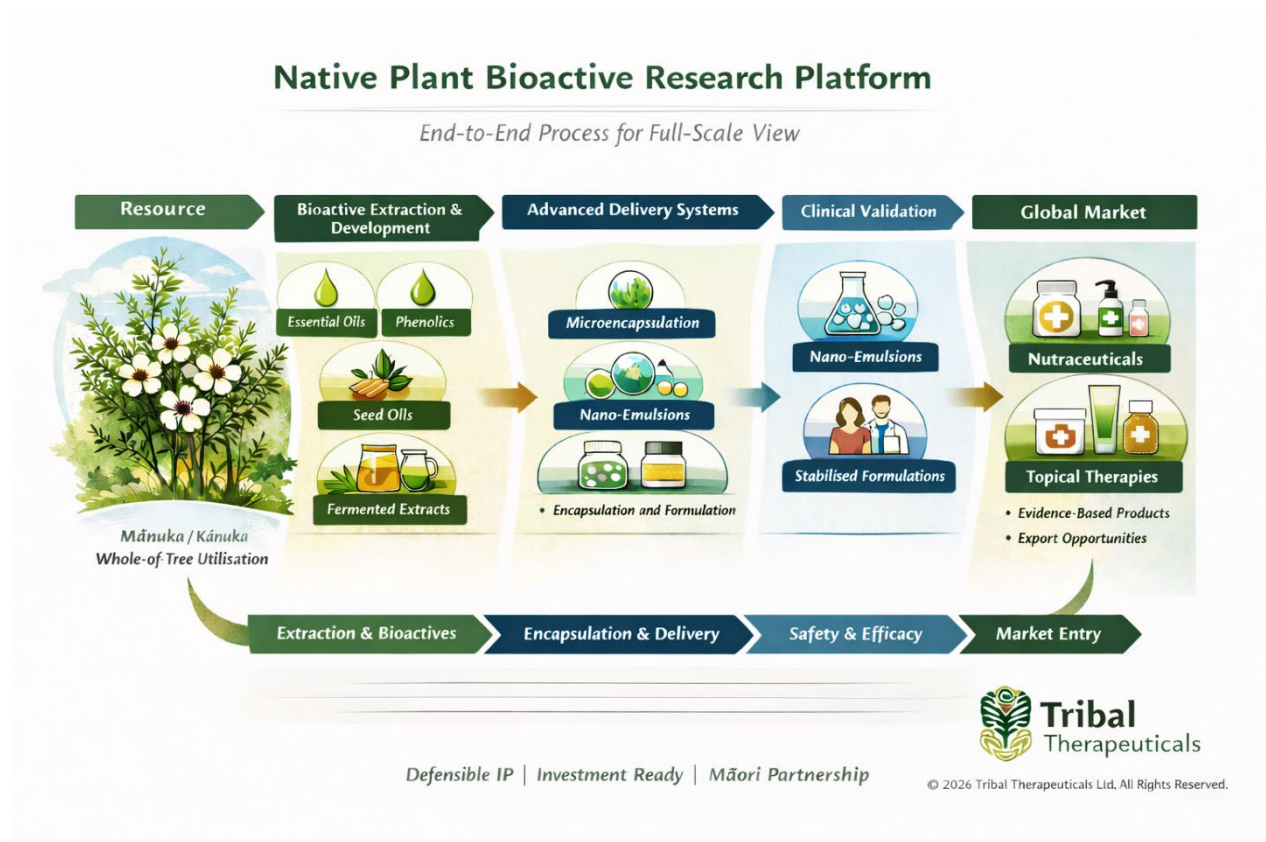
Table 2

Research Theme	Intended Practical Outcome
Whole-of-Tree™ Bioeconomy	Improved economic productivity per hectare through multiple complementary value streams.
Endemic Mānuka & Kānuka Resource Development	Improved biomass quality, resilience and long-term productivity.
Essential Oil & Life-Force M9 Extract™ Research	Development of higher-value natural healthcare and wellness products.
Carbon & Ecosystem Services	Diversified recurring income while strengthening environmental stewardship.
Taonga Supply Agreements	Practical commercial participation by whānau while retaining ownership of ancestral whenua.
Precinct Aggregation Model	Demonstration of coordinated regional value chains based upon multiple participating Māori landowners.
International Market Development	Validation of commercially sustainable export pathways for New Zealand endemic tea tree products.

The Partners believe that research achieves its greatest value when it improves practical outcomes for the people and communities it is intended to serve.

The Kohumaru Tea Tree Precinct therefore seeks to **provide a living demonstration environment** where scientific knowledge, mātauranga Māori and commercial practice are continuously refined through practical application.

Success should ultimately be measured not simply by research outputs, but by the extent to which collaborative research contributes towards strengthening the long-term economic productivity, environmental resilience and intergenerational prosperity of Māori-owned tea tree whenua.



"Research has its greatest value when it strengthens the whenua, sustains the whānau and leaves future generations better placed than those who came before."

“Mā te Kotahitanga ka toitū te hua o te whenua.”

“Through unity, the value of the land endures”.

ECONOMICS

Building commercially measurable productivity from endemic tea tree whenua.

The commercial philosophy underpinning the Kohumaru Tea Tree Precinct extends beyond the development of individual products.

Its primary objective is to demonstrate how multiple complementary revenue streams can collectively improve the long-term economic productivity of Māori-owned endemic tea tree whenua through a coordinated Whole-of-Tree™ operating framework.

The current model incorporates four commercially identifiable revenue streams while recognising three additional pathways for future scientific evaluation and commercial development.

By measuring economic performance on a **per-hectare basis**, rather than by individual commodities, the Precinct seeks to establish a practical framework through which participating whānau can better understand, manage and progressively strengthen the productive capability of their whenua.

Importantly, the Precinct is founded upon a naturally occurring endemic resource requiring comparatively low ongoing biological inputs when compared with many conventional farming systems. The indigenous tea tree resource already exists, with commercial activity focused on coordinated harvesting, value-added processing and market development rather than wholesale land-use conversion.

CONTRACTUALLY SUPPORTED REVENUE

As recurring commercial relationships develop through long-term **Taonga Supply Agreements (TSA)** and coordinated market participation, participating landowners will progressively establish a record of commercial activity capable of demonstrating the productive capacity of their whenua.

While this Briefing Paper does not address future financing structures, the Partners recognise that well-documented, contract-based commercial income streams have the potential to strengthen the financial profile of Māori agribusiness enterprises over time.

As specialised financing mechanisms for Māori-owned whenua continue to evolve in the future as the Reserve Bank and Government are committed to supporting, commercially validated operating models of this nature will provide an increasingly robust foundation upon which sustainable business growth can be supported.

The objective is therefore not simply to improve annual income.

“It is to demonstrate a commercially disciplined operating framework capable of strengthening the long-term economic resilience, productive capacity and intergenerational value of Māori-owned endemic tea tree whenua”.

"The long-term value of Māori-owned whenua is strengthened not only by ownership itself, but by the ability of that whenua to support resilient, recurring and commercially measurable economic activity across successive generations."

This opportunity is not one tree | It is two | It is not one product | It is the whole tree.

Taking into account the ethnobotanical legacy of Mānuka and Kānuka, the **Whole-of-Tree™** philosophy recognises six primary revenue streams from each species. When the gender-specific nature of the two trees is recognised, those six streams **effectively double**.

Adding carbon sequestration as a common land-based revenue stream creates a total of:

-THIRTEEN POTENTIAL REVENUE STREAMS-

-Flowing from one endemically unique New Zealand tea tree duality-

Not one product | Not one market | Not one customer | But multiple products, serving multiple markets | drawn from a unique, biological asset duality.

This is the economic foundation upon which the Whānau-on-the-Whenua™ model is built. It is this revenue diversity that differentiates the RSS production/export model from many earlier tea tree ventures that relied primarily upon a single commodity outcome.

-SEVEN REVENUE STREAMS CAN BE IMMEDIATELY GENERATED ON KOHUMARU-

MANUKA FOR HER	KANUKA FOR HIM
POI Honey	POI Honey
Manuka Oil (infection protection)	Kanuka Oil (Infection protection)
Standard Life-Force Health Extract (Phenolics)	Standard Life Force Health Extract (Phenolics)
Carbon Sequestration	
To follow: Premium Life-Force Extract Seed Oil Extracts (anti-ageing) Tannin rich extracts.	

Being contiguous, the Lloyd whānau Kohumaru blocks total nearly 600 ha, effectively creating one easily manageable single plantation. This said, harvestable blocks of 50ha and above qualify for TSA.

-TRANSLATES INTO THE FOLLOWING ESTIMATED (net) INCOME PER HECTARE PA-

Honey	NZD300	Wild bush honey - 30 kgs x NZD10 per kg farm gate price
Oil	NZD3,780	Probably 25%-40% understated due to regional biomass density
Hydrosol	NZD5,670	Launch subject to completion of the US FDA regulatory pathway.
Carbon	NZD500	Subject to tree age, height, density and price per NZU
TOTAL	NZD10,250	For a 100 hectare supplier, NZD1.025M annual income

Delivery of these trading figures would support whenua value in excess of the NZD23,500 PGF benchmark laid down in 2020.

IN CLOSING

The Kohumaru Tea Tree Precinct has been conceived as a practical demonstration of how Māori landowners, scientific research and commercial innovation can work together to create a resilient Whole-of-Tree™ bioeconomy founded upon tikanga, kaitiakitanga and enduring intergenerational stewardship of the whenua.

The Partners respectfully welcome the opportunity to meet with representatives of the New Zealand Bioeconomy Science Institute to discuss how this Māori-led initiative may contribute to the co-design of a nationally significant Reference Precinct, capable of strengthening the long-term productivity of New Zealand's endemic tea tree resources while delivering measurable economic, environmental and community outcomes for future generations.

To open a kōrero, do reach out and engage directly with the Partners.



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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”

TIKANGA

MĀORI VALUES
ENDURING STEWARDSHIP

Kaitiakitanga
(Stewardship)

Whakapapa
(Connection)

Tapu
(Integrity)

Taonga
(Treasure)

HALAL

ISLAMIC PRINCIPLES
ENDURING PURITY

Tayyib
(Wholesome)

Adl
(Ethical)

Amanah
(Trust)

Ihsan
(Excellence)



BRINGING ENDURING TRADITIONS INTO ALIGNMENT



TO DELIVER A NEW AGE OF
CONSUMER HEALTHCARE FOR THE WORLD



NATURE DRIVEN
SUSTAINABLE BY DESIGN



ETHICAL BY CHOICE
RESPONSIBLE ALWAYS



COMMITTED TO
PURITY



RESPECTING ALL
PEOPLE



CREATE VALUE
FOR GENERATIONS

ROOTED IN AOTEAROA • ALIGNED FOR THE WORLD