



TRIBAL
THERAPEUTICALS



AOTEAROA'S
NATIVE TEA TREE
BIOECONOMY

AT AN INFLECTION POINT



A TIKANGA-HALAL ALIGNED
INVESTMENT PLATFORM
FOR GLOBAL IMPACT



FROM WHENUA TO WELLBEING
HEALTH • VALUE • LEGACY

TANGATA WHENUA INVITATION



RESET THE INDUSTRY



RESTORE VALUE



RECLAIM OUR FUTURE

“Tangata Whenua Partnering Invitation”

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EXECUTIVE SUMMARY

Tribal Therapeutics presents a structured opportunity to participate in the reset and global expansion of Aotearoa’s **native tea tree bioeconomy sector**. At its core, the platform is built on a simple but powerful premise:

“That mānuka and kānuka are multi-dimensional biological resources, capable of supporting a diversified, high-value product ecosystem when approached through a whole-of-tree framework”.

THE OPPORTUNITY

The commercial focus on mānuka honey has, over time, resulted in a narrow expression of value. While this created periods of growth, it also led to **(a)** over-concentration in a single product category, **(b)** volatility in pricing and supply, this leading to industry losses in terms of losses and impairments, reportedly as being in excess of NZD500M across the sector

At the same time, multiple revenue streams inherent within the resource remained unrealised. This creating a clear opportunity to reposition the sector around a broader, more resilient, and more complete value model

THE PLATFORM

Tribal Therapeutics has developed an integrated system that brings together:

- Whenua-based supply through Taonga Supply Agreements.
- Extraction and processing capability.
- SKU-based product release pathway traction.
- Structured pathways to international markets.

The model expands this unique ethnobotanical, gender-specific e resource base from a single output to a **twelve-stream bioeconomic system**, encompassing oils, extracts, hydrosols, and derivative products.

COMMERCIAL VALIDATION

Initial product development is centred on two foundational SKUs:

- ***Mānuka for Her.***
- ***Kānuka for Him.***

These products demonstrate the significant value uplift achievable through value-added processing, with retail equivalence far exceeding traditional commodity outputs.

GLOBAL PATHWAY

The platform is designed to scale through a staged international strategy:

- **Southern California** initial retail activation and brand establishment,
- **Singapore** gateway to ASEAN and Halal-aligned markets,

A key sector growth differentiator is the alignment of **tikanga Māori** production principles with internationally recognised **Halal frameworks**, creating access to global markets seeking trusted, ethically grounded natural health products.

CAPITAL STRUCTURE

A **NZD900,000 cornerstone placement** is being advanced through the acquisition of a **22.7%** shareholding in the New Zealand operating entity.

This capital enabling:

- Immediate production of initial commercial inventory for shipment/launch.
- Dual-market activation.
- Progression toward a broader international capital programme.

The structure allows for staged participation, making provision for NZD250,000 early-stage entry to enable immediate production scaling.

STRATEGIC SIGNIFICANCE

This opportunity represents:

- A transition from single-stream extraction to multi-stream value creation.
- A platform for Māori-aligned ownership and governance.
- A pathway to global market participation.

From sector reset to global relevance, Tribal Therapeutics provides a structured pathway to unlock the full value of Aotearoa's native tea tree bioeconomy.

TIKANGA

MĀORI VALUES
ENDURING STEWARDSHIP

HALAL

ISLAMIC PRINCIPLES
ENDURING PURITY



SHARED VALUES

PURITY
INTEGRITY
RESPECT
TRUST



Kaitiakitanga
(Stewardship)

Whakapapa
(Connection)

Tapu
(Integrity)

Taonga
(Treasure)

Tayyib
(Wholesome)

Adl
(Ethical)

Amanah
(Trust)

Ihsan
(Excellence)

Converging 1,000 years of Tikanga with 1,000 years of Halal



TO DELIVER A NEW AGE OF
CONSUMER HEALTHCARE FOR THE WORLD



NATURE DRIVEN
SUSTAINABLE BY DESIGN



ETHICAL BY CHOICE
RESPONSIBLE ALWAYS



GLOBALLY TRUSTED
CULTURALLY RESPECTED



BETTER HEALTH
FOR GENERATIONS

OPENING STATEMENT

A Sector at an Inflection Point

Over the past decade, the commercialisation of Aotearoa's native tea tree has been shaped by a singularly misaligned focus.

Mānuka honey became the dominant expression of value.

- At its peak, it created global attention.
- At its trough, it exposed the consequences of over-concentration, misaligned capital, and incomplete understanding of the underlying resource.

The result has been significant.

- Capital losses measured in the hundreds of millions.
- Erosion of confidence across the sector.
- Failure to fully realise the value of a resource long understood within mātauranga Māori.

For many landowners, the outcome has been all too obviously clear:

- The resource remained.
- The value did not.

What Was Overlooked / Missed

Mānuka and kānuka were never single-stream resources. Understood within mātauranga Māori as **multi-dimensional botanical systems**, capable of supporting a wide range of applications.

The commercial model that emerged failed to reflect this. Capable of supporting a wide range of applications when approached through a **“whole-of-tree”** framework. This exceedingly narrow, almost myopic commercial lens applied to date left (a) multiple revenue streams unrealised, (b) product pathways unexplored and restrained long term value creation.

The Cost of this Narrow Lens

The consequences of this approach are now evident. A sector built on a single metric has proven vulnerable to (a) volatility in pricing, (b) oversupply and market distortion and unfortunately, declining investor confidence. In the process, the broader economic potential of these native resources has remained largely untapped.

The Reset Opportunity

That phase has now passed. What has emerged is a clear and present opportunity to rebuild the sector on a broader, more resilient, and more complete foundation.

One that **(1)** reflects the full biological potential of the resource and **(2)** aligns with principles articulated in the Wai 262 claim while restoring balance between origin, ownership and outcome.

The question is no longer whether the model will change.

But who will lead that change?

FOREWORD

“Toitū te whenua, whatungarongaro te tangata”

“The land remains, while people come and go”.

The preceding statement reflects a reality now widely understood across Aotearoa’s primary sector. **It also signals a turning point.**

For generations, mānuka and kānuka have existed within a framework of knowledge grounded in tikanga Māori. Applied, observed, and refined over time. Yet their commercial expression has, until recently, remained partial. What is now emerging is not a continuation of that model, but a deliberate shift toward something more complete.

From Partial Value to Full Expression

This document sets out a framework that moves beyond single-stream thinking, and toward a **whole-of-tree system**. One that recognises the multiple value layers inherent within these native species. At its core, this platform integrates the following into a system capable of delivering both commercial scale and cultural integrity, i.e.,

Ethnobotanical knowledge | Whenua-based supply | Structured product development.

A Tangata Whenua Invitation

This is presented as a **Tangata Whenua Invitation**. An opportunity to participate in the development of a platform that:

- Aligns origin with ownership.
- Links production with long-term value creation.
- Restores balance between resource and return.

With the appropriate capital alignment, this system is capable of:

- Immediate product deployment.
- Structured market entry.
- Progressive expansion into international markets.

From Reset to Global Pathway

What distinguishes this platform is not only its economic potential, but the pathway it creates.

A pathway through which culturally grounded production frameworks can align with internationally recognised standards and access global markets seeking trusted, ethically produced natural health products.

From sector reset to global relevance, the opportunity is now to build a system that reflects both the depth of the resource and the values from which it originates.

It is the emergence of a uniquely Aotearoa-born system where culture, land, science, and commerce converge to deliver a new category of natural healthcare to the world.

Those who recognise the significance of this change need are invited to open a kōrero.

TIKANGA & HALAL | A CONVERGENCE OF VALUE SYSTEMS

Where tikanga defines origin and Halal defines acceptance, a globally trusted pathway emerges.

Across cultures and across the centuries, enduring systems of knowledge have shaped how natural resources are sourced, processed, and applied. In Aotearoa, **tikanga Māori** provides a framework grounded in:

- Kaitiakitanga (stewardship).
- Whakapapa (origin and connection).
- Responsible use of taonga.

Across global markets, **Halal and Tayyib principles** define:

- Purity of product,
- Ethical sourcing.
- Trust in consumption.

While distinct in origin, these two systems share a common foundation, that being “**a commitment to purity, integrity, and respect for both resource and consumer**”.

A Pathway to Global Relevance

This convergence creates a unique opportunity. By structuring production and value-add processes within a **Tikanga-grounded framework**, and aligning these with internationally recognised **Halal protocols**, the platform opens access to a rapidly expanding global market.

This includes the 57 member states of the Organisation of Islamic Cooperation, representing a consumer base of over 2 billion people.

From Principle to Practice

This alignment is not theoretical. It is intended to be operationalised through:

- Development of a proprietary **Tikanga Pure™ standard**.
- Integration with Halal-certified processing pathways.
- Engagement with established certification bodies.

A key component of this pathway is the utilisation of a **Malaysia-Halal Hub**, operating within the regulatory framework of JAKIM, to support value-added manufacturing and product certification.

A Trusted Product Pathway

Through this structure, products derived from Aotearoa’s native tea tree species can be:

- **Produced** under culturally grounded standards.
- **Processed** within recognised Halal frameworks.
- **Positioned** within global markets as trusted, ethically aligned natural health products.

For a tangata whenua-aligned investment partner, this convergence represents an extension of tikanga into global markets through a mechanism that protects and expresses cultural origin while delivering a pathway to participate in a differentiated, high-growth international category.

SECTION ONE – THE OPPORTUNITY

“A 1,000-Year Legacy now structured for a Global Market”

For over a millennium, the native tea tree species of Aotearoa—mānuka and kānuka—have been integral to rongoā rākau Māori, forming part of a living system of knowledge grounded in observation, application, and intergenerational transmission.

Within this system, these two species were not treated as interchangeable. They were understood and applied in **distinct, complementary ways**—a duality reflected in the concept of gender specificity that underpins their traditional use across a range of wellbeing applications.

This differentiation, “mānuka for her” / “kānuka for him”, forms the first pillar of a modern commercial framework that remains grounded in its ethnobotanical origin while being structured for contemporary global markets.



From Single Stream to Integrated System

Over recent decades, the commercialisation of mānuka has been largely confined to a single product category. Honey. While initially successful, this narrow focus has limited the full economic potential of the resource and contributed to sector volatility. The model presented in this document represents a deliberate reset.

It recognises that both mānuka and kānuka are **multi-dimensional biological resources**, capable of supporting a diversified range of value streams when approached through a whole-of-tree framework.

This expanded model moves beyond honey to incorporate:

- leaf oil extraction
- hydrosols
- phenolic compounds
- seed oils
- bark-derived extracts

Across both species, this creates a **twelve-stream bioeconomic system**, transforming what was once a single-product sector into a scalable, resilient platform.

Cultural Origin. Commercial Structure. Global Relevance.

What is now emerging is not simply a product innovation.

It is the structuring of a **culturally grounded natural health system** into a form that can be:

- produced at scale
- protected through provenance
- and positioned in global wellness markets

The integration of:

- ethnobotanical knowledge
- whenua-based supply
- and modern product formulation

creates a platform that is both **authentic in origin and contemporary in execution**.

Setting the Stage

The visual presented on this page illustrates the duality at the heart of this system. The wahine and the warrior, representing not only gender specificity, but the balance between care and protection that defines the application of these native botanicals.

This duality now forms the foundation of a structured commercial pathway. One that transitions from legacy to product, from product to platform, and from platform to global market entry.

A New Precedent

We believe that this represents one of the first structured commercial frameworks to align the dual-tree mānuka–kānuka system with the principles articulated in the Wai 262 inquiry. i.e. linking indigenous knowledge, native flora, and economic development within a single integrated platform.

SECTION 2 — THE SYSTEM

“Two Trees. Twelve Revenue Streams. One Integrated Platform”.

For decades, the commercial focus on mānuka has been largely confined to a single output. Honey.. So while valuable, this narrow lens has resulted in the **underutilisation of the broader biological and economic potential** inherent within both mānuka and kānuka.

The model presented here recognises that each tree represents not one, but multiple distinct value streams. Across both species, this expands into a **twelve-stream bioeconomic system**, incorporating:

- Leaf oils.
- Hydrosols.
- Phenolic compounds.
- Seed-derived extracts.
- Bark-based applications.
- Honey.

In addition, the system acknowledges a further emerging value layer:

- **Carbon sequestration & environmental support.**

From Extraction to Regeneration

This is not simply a diversification strategy. It is a shift toward a **circular, regenerative model**, where:

- No part of the resource is treated as waste.
- Each output feeds into a broader value chain.
- Economic return is aligned with environmental stewardship.



A Tauutuutu Economy

At its core, this framework reflects the principle of *tauutuutu* / reciprocity and balance.

- The land provides.
- Value is created.
- Benefits return to the land and its people.

What was once a single-stream industry now emerges as a multi-dimensional platform for sustained value creation.

SECTION 3 — PRODUCT REALISATION

“From Forest to Finished Product – the first expression of a scalable system”

The twelve-stream model outlined in the preceding section finds its first and most immediate commercial expression in the extraction of high-value oils from mānuka and kānuka.

These oils, long recognised within traditional applications now sit at the premium end of the global natural health and wellness market, with current retail equivalence values of approximately **USD \$2,500 per litre**.

From Bulk Commodity to Precision Product

Historically, value realisation from these species has been concentrated in bulk formats.

The introduction of a **SKU-based** product system marks a deliberate shift:

- From bulk extraction.
- To **high-margin, consumer-ready products**.
- Designed for retail, distribution, and brand-led expansion



The First Two SKUs

This transition is represented by two foundational products:

- **Mānuka for Her.**
- **Kānuka for Him.**

Each presented in a **20ml format** bottle, these SKUs:

- Capture the value of premium oil.
- Translate traditional application into modern form.
- Establish the basis for a scalable product architecture.

At this level, the value uplift is significant:



Retail-ready oil products deliver approximately ten times the equivalent value of honey-based outputs derived from the same resource base.

This is the point at which a natural resource becomes a branded, repeatable, and globally tradable product system.

SECTION 4 — RANGE EXPANSION

“An Expanding Product Ecosphere”

These two foundational SKUs are not the end point. They represent the **entry layer of a broader product ecosystem**, through which (a) additional oil-based formats, (b) infused products (including honey and extracts) and (c) derivative formulations can be progressively introduced. Importantly, they demonstrated the significant value uplift that can be achieved through the transition from raw resource to refined, consumer-ready product.

These initial products validate a central principle:

“That value is created not simply through extraction, but through integration, formulation, and presentation”.

Beyond Single-Product Thinking

Historically, mānuka has been commercialised primarily through honey, with value determined by increasingly complex grading systems.

While this has created a globally recognised category, it represents only a **partial expression of the biological potential** of these native species.

The model presented here expands beyond this single-product paradigm.

Fusion: Unlocking New Value

A key pathway for product expansion lies in the **fusion of high-value botanical extracts with existing natural substrates**.

For example, the integration of purified mānuka or kānuka oil into honey transforms a low-cost, bulk commodity into a **high-value, functionally positioned health product**

This approach to value unlocking enables:

- Significant value uplift per unit.
- New product categories within ingestible wellness
- Enhanced differentiation in global markets.
- Greater return to the resource (taonga) supplying landowners.

A Multi-Layered Product Platform

As additional compounds are extracted and refined, the range of potential SKUs expands, including the following which have never been commercialized to scale:

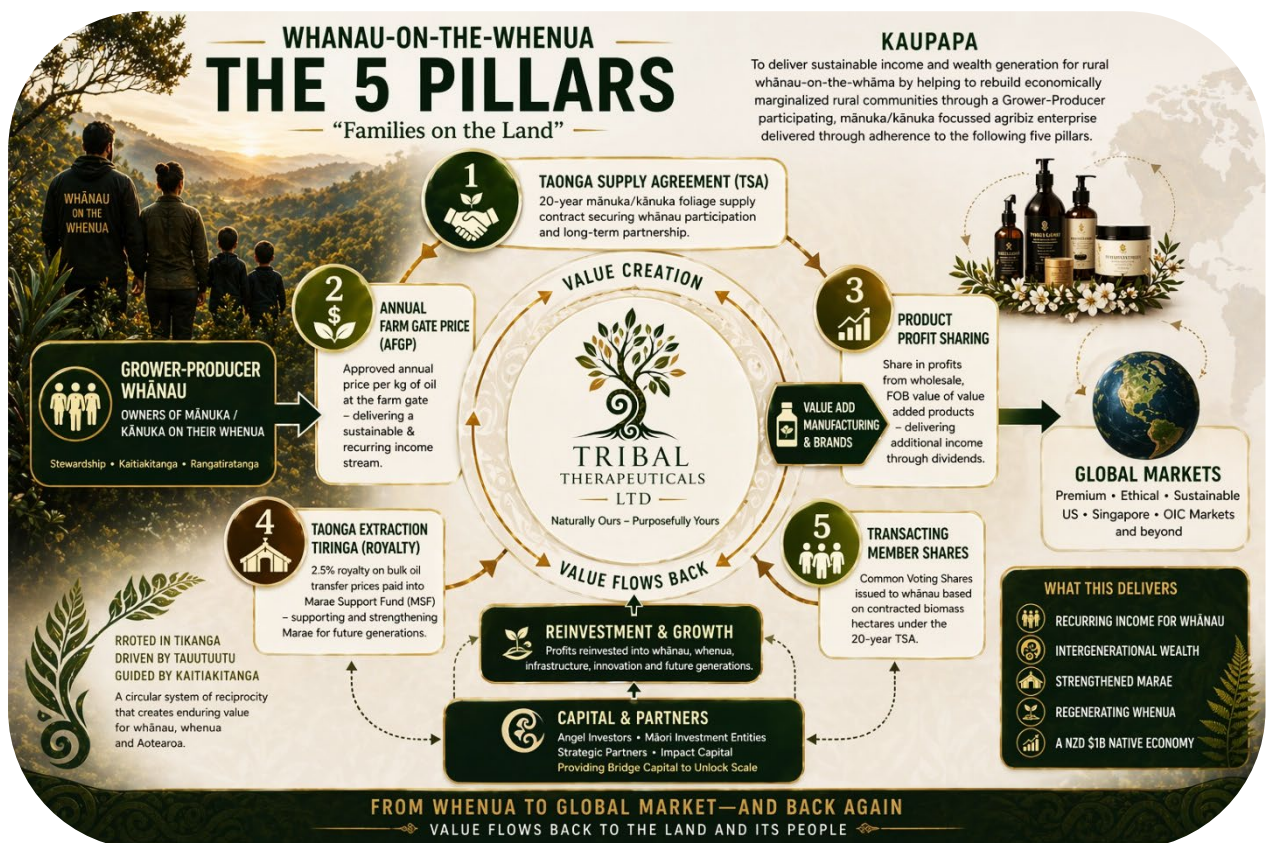
- Hydrosols.
- Phenolic fractions.
- Seed-derived oils.
- Bark-based extracts.

SECTION 5 — COMMERCIAL MODEL

“Whānau-on-the-Whenua: The 5 Pillars”

KAUPAPA

“To deliver sustainable income and wealth generation for rural whānau-on-the-whāma by helping to rebuild economically marginalized rural communities through a Grower-Producer participating, mānuka/kānuka focused agribiz enterprise delivered through adherence to the following five pillars”



PILLAR 1

Taonga Supply Agreement (“TSA”)

A 20-year mānuka/kānuka foliage supply contract between (1) Grower-Producer whānau who own & farm the trees on their whenua and (2) the company through its nominated harvest contracting and extraction SPV entity, Tribal Tea Tree Botanicals Ltd.

PILLAR 2

Annual Farm Gate Price (“AFGP”)

The annually shareholder / supplier member approved Annual Farm Gate Price per kg of oil produced from the foliage collected at the Grower-Producers farm gate. This payment is made under the TSA, delivering a **sustainable & recurring income** stream to the Grower-Producer whānau.

PILLAR 3

Product Profit Sharing

All Grower-Producer, transacting shareholder members of the company to share in the profit distribution from the wholesale, FOB value of the value added consumer products produced through the value integration chain. This sharing **delivers extra income** to the Grower-Producer whānau through a dividend payment process from the group export subsidiary.

PILLAR 4

Taonga Extraction Tiringa (*Royalty*)

Central to every Māori community across the country, is the Marae, many of which are in dire need of funds to repair, refurbish/upgrade in order to continue to provide the spiritual eco-sphere that a Marae delivers to its local community. The system provides for the payment of a 2.5% extraction Tiringa (*royalty*), calculated on the extraction factory's bulk oil transfer prices and will be paid into a trustee managed Marae Support Fund, ("MSF").

PILLAR 5

Transacting Member Shares

Common Voting (Transacting Member) Shares are issued to a Grower-Producer whānau in accordance with the terms & conditions of the TSA and modelled on a share allocation per contracted tea tree biomass carrying hectare approved under the 20-year TSA.

SECTION 6 — MARKET ACTIVATION

“From Te Tai Tokerau to the World”

With a fully integrated supply model in place and initial products developed, the platform now moves into its next phase, **market activation**. A transition defined by a clear, staged approach to international entry, beginning with two strategically selected regions:

- Southern California. (Home base of Linda Brink, our US resident director).
- Singapore /Malaysia (Home of Iverson – CFO from 1996 to 2004).

Southern California — Market Entry and Brand Establishment

Southern California represents the initial point of entry into the United States market. Through established logistics and warehousing / distribution based in Valencia, CA the company is now positioned to:

- **Introduce** the two foundational SKUs through **targeted retail placements**.
- **Deploy counter-top displays** within selected health and wellness stores.
- **Initiate** direct consumer engagement through sampling and brand activation.
- **Launch** its USD5M, Series A REG-CF crowdfunding campaign.

This phase is designed to:

- **Validate** product positioning.
- **Build** brand recognition.
- **Generate** the initial traction required to support broader market expansion.

Singapore — Gateway to ASEAN and Beyond

In parallel, Singapore provides a strategic gateway into Southeast Asia and the wider global wellness market as a highly developed hub for (a) trade,(b) product innovation and (c) regulatory alignment that offers a platform for:

- Regional distribution partnerships.
- Product development alignment.
- Engagement with international certification frameworks.
- Alignment to Halal standards and access to the Organisation of Islamic Cooperation markets.

A Dual-Market Strategy

Together, these two entry points create a balanced and complementary market strategy:

- **Southern California** consumer-facing, brand-led market activation.
- **Singapore** institutional, distribution, and gateway expansion.

This dual approach ensures that our product validation and global scalability are developed in parallel.

Visualising Market Presence

The accompanying visuals illustrate how the product system translates into real-world environments, i.e.

Step 1 Counter Top Displays. (Launches post this NZD900k Pre-Series A Round)



Step 2 Instore POS Displays (Launch post our USD5M Series A Round in the US).



These two steps leading to:

Step 3 Retail shelf presence.

Step 4 Structured product rollouts.

Step 5 Equity Licensing distribution rollout.

These are our **operational templates** designed for deployment on a step by step basis.

SECTION 7 — STAGED CAPITAL ACTIVATION

Pre-Series A – NZD900,000

The commercial pathway outlined in this document is supported by a clearly defined, **capital entry framework**, allowing for progressive activation of the platform.

Stage One — Initial Production Threshold – NZD250,000

A capital commitment of approximately **NZD250,000** enables:

- Production of the first **10,000 retail-ready SKUs**.
- Initial placement within targeted Southern California retail environments.
- Commencement of brand activation and consumer engagement.

This stage represents a self-contained **deployment milestone**, capable of validating product positioning and market response.

Stage Two — Full Launch Execution – NZD900,000

Expansion to a total capital deployment of **NZD900,000** supports:

- Dual-market activation across **Southern California and Singapore**.
- Scaled production and inventory availability.
- Development of distribution pathways and strategic partnerships.

This level of funding enables a fully coordinated **international launch**, positioning the platform for subsequent capital raising at a global level.

A Flexible Entry Point

The Pre-Series A structure allows for participation at different levels:

- Early-stage, angel category investors supporting the NZD250k initial production need.
- A Cornerstone, tangata whenua investment entity linked investor enabling full market activation taking a substantial position in the Company.

This staged approach ensures that progress is not delayed by capital aggregation, but advanced through structured participation.

Capital is applied directly to production and market deployment.

Linking investment to visible, measurable outcomes.

SECTION 8 — REGIONAL PARTICIPATION & STRATEGIC ALIGNMENT

“A Regional Investment Response”

Regional Participation & Strategic Alignment

The development of this platform highlights a broader structural opportunity within Te Tai Tokerau and the wider New Zealand agribusiness sector.

A Missing Layer of Early-Stage Capital

While New Zealand has developed strong capabilities in (a) primary production and (b) export markets, there remains a limited availability of **organised, early-stage capital** to support emerging, value-added agribusiness ventures.

The Role of Regional Participation

The initial NZD250,000 production threshold presents a clear participation opportunity in the first stage of a globally scalable platform for:

- Regional investors.
- Professional networks.
- Emerging angel groups

Such participation enables:

- Early exposure to value creation.
- Direct linkage to local economic development.
- Involvement in a high-impact, culturally grounded initiative.

Beyond Capital — Alignment

While capital is essential, the broader objective is alignment with investors who:

- Understand whenua-based opportunity.
- Recognise the value of indigenous knowledge systems.
- Are positioned to support long-term development.

Building Toward a Cornerstone Position

This staged approach also creates a natural pathway toward engagement with a **Cornerstone anchor investment partner**, whose participation will support

- Consolidation of early-stage participation.
- Anchor the ownership structure.
- Support the transition to global scale.

From regional participation to global positioning, the pathway is designed to be inclusive, structured, and scalable.

SECTION 9 — THE NZD900,000 OFFER

“A Foundational Partnership Opportunity”

The next phase of Tribal Therapeutics is structured to transition the platform from a New Zealand-based operating entity into a **globally scalable, investor-accessible structure**, anchored in Aotearoa and executed internationally. To achieve this, the company has established a **two-stage capital and ownership pathway** designed to align:

- Cultural integrity.
- Supply chain control.
- Global market access.

Stage One — Cornerstone Entry

A **22.7% shareholding in Tribal Therapeutics Ltd (TTL)** is being made available through the acquisition of an existing block of shares.

This position offers:

- Immediate participation in a **functioning production and supply system**.
- Exposure to a fully integrated **whenua-based resource model**.
- A seat at the table ahead of international expansion.

Importantly, proceeds from this placement are **directly deployed into market activation**, including:

- Production of the first commercial SKU run.
- Initial placement in Southern California retail environments.
- Brand activation in advance of US capital raising.

Stage Two — Global Platform Integration

Following this cornerstone placement, the structure immediately transitions to a **single global holding company model**.

Under this structure:

- TTL becomes a wholly owned subsidiary of **Tribal Therapeutic Corp (USA)**.
- Existing TTL shareholders exchange their holdings for shares in the US entity on a **one-for-one basis**.

This consolidation creating a single, scalable platform through which international capital can be raised and deployed.

Stage Three — US Capital Raise

The US holding company will undertake a **Regulation Crowdfunding (REG-CF) USD5M Series A offering**, providing access to:

- Retail and diaspora investor participation.
- US market-aligned valuation benchmarks.
- Brand-led capital raising supported by physical product distribution.

This phase is supported by:

- In-store product presence.
- Consumer engagement.
- A structured “Brand Ambassador” programme.



This structure ensures that cultural origin remains anchored in Aotearoa, while capital, distribution, and market development are executed through a globally scalable platform.

Value Positioning

The cornerstone investor enters **prior to global repricing of the platform**, gaining exposure to:

- A multi-market expansion strategy.
- A 12-stream bioeconomy model.
- A structured pathway toward public market listing.

Governance and Alignment

The founders recognise that the long-term success of this platform depends on:

- Cultural authenticity.
- Tikanga-based stewardship.
- Intergenerational thinking.

Accordingly, the company is seeking a partner that can:

- Anchor a **tangata whenua-aligned ownership position**.
- Contribute to governance and strategic oversight.
- Support the development of a proprietary **Tikanga Pure™ standard**.

Global Expansion Pathway

With this structure in place:

- Aotearoa remains the **production headquarters**.
- Singapore becomes a **gateway to ASEAN and the Organisation of Islamic Cooperation markets**.
- Southern California serves as the **US market entry point**.

The Opportunity

This is not a passive investment. It is an opportunity to:

- Take a foundational position in a **globally scalable indigenous enterprise**.
- Participate in the commercialisation of a **1,000-year knowledge system**.
- Help define the governance and ownership model of a new category.

Invitation

The company invites engagement with investment entities that:

- Operate with an intergenerational mandate.
- Are committed to whenua-based economic development.
- Recognise the strategic importance of aligning cultural origin with global execution.

Those who share in the vision to create a NZD1B New Zealand native tea tree agribiz sector by 2040 are invited to open a kōrero.

SECTION 10 — GLOBAL SCALING PATHWAY

“Scaling a New Category”

The platform outlined in this document is designed to scale through a structured sequence of market activation, capital alignment, and platform consolidation. Each stage builds directly on the last—ensuring that growth is both measured and **sustainable**.

Stage One — Market Activation

Initial deployment of capital supports:

- Production of retail-ready SKUs.
- Placement within targeted retail environments.
- Early-stage consumer engagement.

This phase establishes real-world validation of product, pricing, and positioning

Stage Two — Capital Platform Expansion

With market presence established, the platform transitions into a broader capital phase through a **United States-based Regulation CF offering**. This enabling:

- Participation from a wide investor base.
- Alignment of brand and capital formation.
- Expansion of distribution and inventory.

This phase is supported by physical product in market, established brand narrative and a structured rollout strategy.

Stage Three — International Alignment

Parallel to capital expansion, the platform advances its position in key international markets, i.e.

- Singapore as a gateway to ASEAN.
- Development of Halal-aligned product pathways.
- Engagement with markets connected to the Organisation of Islamic Cooperation.

This stage ensures that market access evolves alongside capital formation.

Stage Four — Platform Consolidation

As the business matures, the focus shifts toward:

- Consolidation of operations under a unified global structure
- Strengthening governance and reporting frameworks
- Positioning the platform for broader capital market engagement

This creating the foundation for potential public market participation, expanded institutional investment and long-term scalability

CLOSING

“From Whenua to Wellbeing”

One Purpose. Many Solutions. Generations of Impact.

Across Aotearoa, mānuka and kānuka have always been more than commodities. They are taonga. Rooted in whenua, carried through whakapapa, and applied through mātauranga Māori over generations. In recent decades, the commercial expression of these resources has been narrowed to a single stream. Honey.

While this created periods of growth, it also led to significant distortion of value, culminating in substantial financial losses across the sector. Losses that ultimately flowed back to those at the source of the resource. For many Māori landowners, the outcome has been clear:

“Some early stage value was extracted and not fully realised. The opportunity inherent in the resource remained largely untapped”.

A Reset—Grounded in Origin

What is now emerging is not a continuation of that model. It is a reset.

- A shift from (a) a **single-stream** extraction to (b) **multi-stream** value creation.
- A shift from externally defined value to **tikanga-grounded** stewardship and control.

Reclaiming Direction

This moment presents a clear and present opportunity to bring the development of these taonga back under the guidance of those most closely connected to them. Not as a reaction to the past, but as a deliberate move toward:

- Long-term value creation.
- Intergenerational wealth.
- Cultural integrity in global markets.

Kaitiakitanga and Leadership

The pathway forward calls for leadership grounded in kaitiakitanga. One where (a) resource use reflects tikanga, (b) value flows back to whānau-on-the-whenua, (c) governance ensures enduring benefit.

This is how a platform of global relevance is built. Not by extraction alone, but by alignment.

An Invitation to Lead

This document has outlined:

- A system grounded in indigenous knowledge.
- A product platform validated in market.
- A capital structure designed for scale.
- A global pathway already in motion.

What this document now seeks is alignment with those prepared to:

- Take a cornerstone position.
- Shape the governance of the platform.
- Participate in the next phase of its evolution.

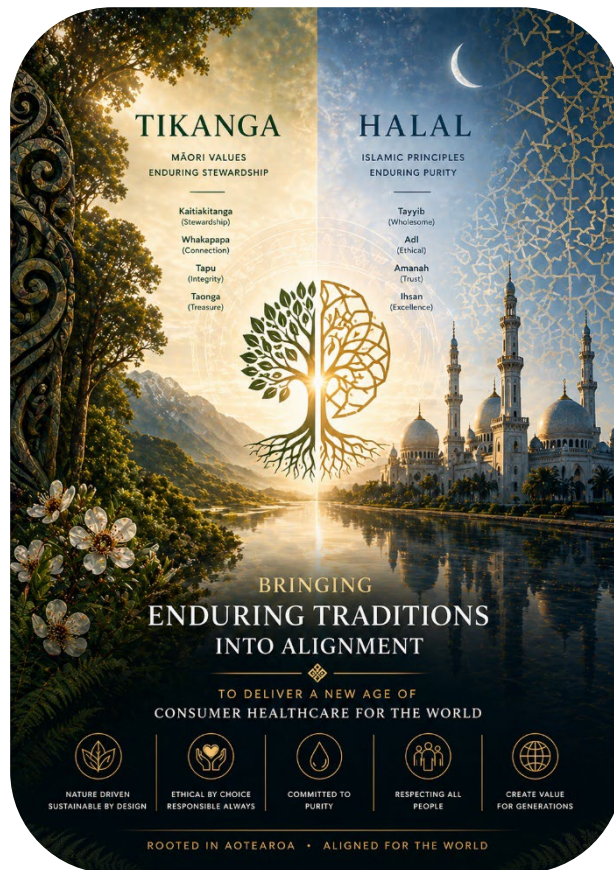
The opportunity is not simply to invest.

It is to lead the transition from extraction to realisation.

To ensure that the full value of these taonga is recognised, retained, and carried forward.

“Toitū te whenua, whatungarongaro te tangata”

The land remains, while people come and go.



ADDENDA

“Supporting materials outlining operational readiness and due diligence documentation follow as addenda to this document.”

ADDENDUM ONE | INVESTMENT READINESS | STATUS SUMMARY

The following table summarises the current state of development, capability, and alignment across the Tribal platform. It is designed to provide a clear, structured view of **what has been achieved / executed to date and what is ready for activation**.

| AREA | DESCRIPTION | STATUS |
|------------------------------|--|---------------|
| Resource Base | Whānau-aligned access to native tea tree biomass in Te Tai Tokerau, with established relationships supporting continuity of supply | ✓ Secured |
| Extraction Capability | Operational extraction infrastructure capable of producing therapeutic-grade oil, hydrosol, and derivative outputs | ✓ Operational |
| Production Capacity | Ability to undertake initial production runs with scalable throughput as biomass supply increases | ✓ Ready |
| Product Model | Defined SKU structure (20ml), including gender-specific positioning (<i>Mānuka for Her / Kānuka for Him</i>) | ✓ Defined |
| Unit Economics | Validated cost, wholesale, and retail pricing model supporting margin generation and export viability | ✓ Validated |
| Supply Chain | Packaging, logistics, and export pathways established for US and Malaysian markets | ✓ Ready |
| US Market Entry | Distribution alignment in Southern California, supporting initial product placement and rollout | ✓ In Place |
| OIC / Halal Pathway | Identified Malaysian “Halal Hub” manufacturing and distribution pathway for OIC market access | ✓ Aligned |
| Capital Pathway | Seed capital, Pre-Series A Round, (NZ) - US Reg CF Series A capital pathway structured. | ✓ Structured |
| Platform Development | AgriVestNZ Showcase concept defined, with Tribal as inaugural pilot listing | ✓ Initiated |
| US Platform Access | Active relationship with Title3 Funds, including Listing Agreement and “Taking Reservations” status | ✓ Active |
| Regulatory Alignment | NZ corporate structure established; US capital raising pathway aligned with Reg CF framework | ✓ Aligned |
| Financial Oversight | Accounting review framework and financial documentation prepared (see DD Library) | ✓ Set Up |
| Strategic Positioning | Vertically integrated model with biomass access, processing capability, and export readiness in a fragmented sector | ✓ Established |

Execution Readiness

Across all core operational, commercial, and capital components, the Tribal platform has progressed beyond concept and development phase.

The Company is now positioned at:

- ✓ **Production-ready stage.**
- ✓ **Market-entry stage.**
- ✓ **Capital-activation stage.**

What This Delivers

Successful execution of the above positions Tribal Therapeutics Ltd as:

- A vertically integrated, export-led agribusiness operator.
- A first-mover in the post-reset NZ tea tree sector.
- A scalable model built on **“whole-of-tree”** economics, reducing single-product dependency.

More broadly, it establishes a platform that:

- Aligns New Zealand’s emerging Māori rural economy.
- Meets increasing global demand for natural, culturally anchored healthcare products.

DUE DILIGENCE LIBRARY LISTING

“This body of work reflects over a decade of development, (2016-26) research, and strategic positioning across the NZ tea tree agribusiness sector. Supported by a further decade of experience (1991-1999) in the Australian tea tree oil industry”

A. Sector Research & Industry Context

| DOC No. | Description |
|----------|---|
| DOC-2026 | Research paper analysing the contraction of the NZ mānuka honey sector, including over NZD500M in write-offs and impairments. |
| DOC-2001 | White Paper outlining the proposed “reset” of the NZ tea tree agribusiness sector. |
| DOC-1840 | Comparative analysis of NZ tea tree agribusiness as a “sunrise industry” versus kiwifruit in the context of patent expirations. |
| DOC-1900 | Environmental and economic comparison between native NZ tea tree and exotic pine forestry. |

B. “Whole-of-Tree” Model & Product Development

| DOC No. | Description |
|----------|--|
| DOC-4005 | “Step 2 of 6” — Introduction to the “whole-of-tree” model as a framework for sector reset. |
| DOC-4006 | Investment paper outlining “Whole of Tea Tree” partnering structures. |
| DOC-2005 | Technical paper on phenolic compounds as an additional revenue stream. |

C. Regional & Māori Economic Development

| DOC No. | Description |
|----------|--|
| DOC-3030 | Future land use and development options for Māori landowners post-mānuka honey sector contraction (NDA required) |
| DOC-6055 | Analysis of the projected regional economic impact of the “whole-of-tree” agribusiness model in Te Tai Tokerau |
| DOC-6051 | “Open Letter to Te Tai Tokerau” — strategic vision from Linda Brink outlining dual US initiatives (Product + Showcase) |

D. Market Access & International Pathways

| DOC No. | Description |
|----------|--|
| DOC-4004 | “Step 3 of 6” — Alignment of the Tribal model with halal certification and OIC market entry via a Malaysian “Halal Hub”. |

E. Financial & Commercial Documentation

| DOC No. | Description |
|----------|---|
| DOC-6001 | Accounting Review File — structured overview of commercial, operational, and strategic components (<i>NDA required</i>) |
| DOC-6050 | Financial model illustrating value distribution from oil exports (excluding additional revenue streams) |
| DOC-1901 | Annual Financial Statements — Tribal Therapeutics Ltd (<i>NDA required</i>) |

F. Capital Raising & Platform Development

| DOC No. | Description |
|----------|---|
| DOC-6007 | NZD250k Pre-Series A Funding Briefing Paper |
| DOC-1882 | Draft USD5M Series A Placement Memorandum— US Reg CF campaign |

G. Government & Strategic Engagement

| DOC No. | Description |
|----------|---|
| DOC-7007 | Investment Growth Reserve (IGR) application to Northland Inc under the “Tuputupu Grow Northland” programme. |

CONTACT DETAILS

Parties who wish to engage in a **confidential kōrero in the spirit of partnership** are invited to make contact. This invitation extends to both **landowners and potential investment partners** who share an interest in exploring the coordinated development of New Zealand’s **Whole-of-Tree tea tree sector**.

(a) LANDOWNERS

Landowners who may wish to explore participation through a **Taonga Supply Agreement (TSA)** are invited to discuss the coordinated supply of mānuka and kānuka biomass from **Approved Lands**. Under this framework, participating landowners retain ownership of their whenua while contributing to a structured supply ecosystem designed to support long-term value-added production and recurring income generation.

(b) INVESTORS

Qualifying investors who wish to explore participation in the development of the **Whole-of-Tree tea tree platform** are invited to enter into **informal, non-obligatory discussions** regarding potential involvement in the initiative. Interested parties may contact one of the representatives listed below.

Luke Shepherd (NZ)
CEO – NZ Production Director



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luke@tribalteatree.health

Eric Lloyd (NZ) (Ngati Kahu)
COO - Biomass Ops



+64-21-132 7185

harvest@tribalteatree.health

Linda Brink (US)
CMO - US Distribution



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+61-416-803 264

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

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

Whenua-Based Wealth Creation

From underutilised land to income-generating whenua — this is the economic reset.



Long-term, Sustainable Income
Partitioned Equitably
Across Multiple Whānau



Naturally Present

Utilised without land conversion or intensification



Zero-Minimal Capex Requirement

Landowners participate in supply chain without major capital input



Income-Generating Supply Role

Landowners earn recurring income from sustainable harvesting



Growing Beneficiary Community

Enabling whānau across multiple generations to share in the value created



\$3.25 Million

\$460,000
per Whānau / Year

Native Bush

Tea Tree Plantation

Whenua Value

Annual Income

