https://tribalteatree.com

"White Paper"

NZ Tea Tree

"From Seed to Global Shelves"

Resetting our therapeutic tea tree agribiz economy.

A Māori-economy interfaced agribiz Initiative for sustainable, recurring income according to tikanga and intergenerational wealth preservation according to Kaitiakitanga.

Submission prepared for:

Parties with a collective interest in building a NZD1B+ NZ tea tree agribiz industry in New Zealand.

DOC-2001A

From the Northland project office of Luke Shepherd, Eric Lloyd, (NZ) Nic Iverson (AU) Linda Brink (USA), ecosystem founding directors.
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E mihi ana mātou ki ngā hapū nō rātou te whenua e tupu ai ā mātou rākau rongoā.
"We acknowledge the tribes whose whenua sustains the healing trees we cultivate".

Foreword

New Zealand's tea tree oil industry has an incredibly compelling foundation.

A convergence of market opportunity, cultural narrative, ecological advantage, and therapeutic potential that few, if any global natural health products can match in the infection control market.

In fact, no other country in the world produces therapeutic oils from **botanically distinct trees** with a **gendered ethnobotanical legacy**.

Our business is not just about selling natural infection control oils.

As implied in **our whakatauki,** our industry, our business is about **selling ancestral intelligence,** wellness by nature, and a uniquely**, non-replicable Aotearoa-based tradition.**

Based and headquartered in Northland, Aotearoa/New Zealand.

Background image
"Te Pahi" ~1760-1810
Legendary Native Northland Trader

EXECUTIVE OVERVIEW

1. INTRODUCTION

Tribal represents a pioneering initiative to establish a globally significant **New Zealand tea tree therapeutic oil based agribiz sector** focused on natural infection control. By leveraging the abundant wild-growing Mānuka and Kānuka biomass of Northland, this initiative aligns indigenous knowledge with modern extraction, processing, and distribution methods, while upholding tikanga and kaitiakitanga.

Tribal’s integrated trans-Tasman supply chain connects Northland’s native biomass resource with Australian manufacturing and U.S. retail distribution. With its seed capital investment of NZD1.15M now fully deployed, Tribal has established harvesting and extraction infrastructure that is revenue-ready. A Pre-Series A Round of NZD325k is now open to scale production and fund exports under a **one-year AUD4M supply Letter of Intent** from an Australian distribution partner. This will be followed by a **Series A raise of NZD6.6M**, enabling expansion of New Zealand operations, acquisition of an Australian TGA/GMP-compliant natural health products manufacturing facility, and a related distribution hub in Valencia, California, delivering a fully integrated value chain from *seed to shelf*.

The global market for natural infection-control therapeutics is estimated at **USD268B annually**, driven by increasing consumer demand for safe, plant-based alternatives. Tribal’s approach focuses on **therapeutic-grade oils**, not cosmetic or beauty applications, positioning Northland as a strategic hub for a sunrise industry that could expand and grow into a **NZD1B** agribiz sector industry within a decade.

This initiative positions the far north as the epicentre of a potential NZD1B industry within a decade. One that generates jobs, restores ecosystems, and delivers long-term wealth creation for Māori and rural communities across Tai Tokerau.

2. A UNIQUE NATURAL RESOURCE ADVANTAGE

Unlike other agribusiness sectors, the New Zealand tea tree industry requires no plantation or orchard development. The manuka and kanuka species grow wild and abundant across Māori land in the far north, requiring no land acquisition or pre-harvest management. **This creates an extraordinarily low-cost, high-margin production model.**

Tribal’s focus on *therapeutic* oils, rather than positioning within the “essential oils” or cosmetic segment. This clearly differentiating its products within the USD268B global infection control and natural remedies market.

3. KAITIAKITANGA IN ACTION

(A) THE LLOYD WHANAU WHAKAPAPA

Tribal has developed a biomass supply relationship and partnership with the Lloyd whānau. Māori custodians whose *Tūrangawaewae* is located on the colonial era, 12,000-acre Kohumaru Block. Under the guidance of *kaumātua* & *co-kaitiaki,* **Eric**

Lloyd, who as a young man, broke in Kohumaru Station nearly sixty years ago, the whānau’s private land holdings in the far-north region and those of the extended whānau and Shepherd family, providing launch biomass for the Tribal programme.

Through the Lloyd family’s extensive regional *whakapapa* based networks, access to substantial hectarage of Māori-owned tea tree bushland will be setup under a shared-revenue template/model grounded in *Manaakitanga* (mutual care), *Kotahitanga* (unity of purpose), and *tikanga* (customary practice). This ensures equitable benefit-sharing with the Māori landowners while protecting both the integrity of the whenua and the economic self-determination of the whānau who steward it.

(B) THE SHEPHERD WHANAU WHAKAPAPA

Tribal’s Chief Executive and Co-Kaitiaki (Guardian), **Luke Shepherd**, represents a parallel lineage of intergenerational guardianship. Having been raised on a farm that has been farmed by his family since 1836, Luke understands the important role, kaitiakitanga plays in preserving and protecting for the next generation.

After two decades abroad, Luke returned to his family’s ancestral farm, investing **NZD350k** of personal funds in state-of-the-art extraction technology. Part of the **NZD1.15M** seed capital that has brought the Tribal “Business Combination” to full production readiness. His leadership bridges Māori and Pākehā heritage, uniting colonial-era originated farming tradition with Māori customary land stewardship under a shared vision: **to preserve and regenerate the natural wealth of their rohe for future generations.**

4. ENVIRONMENTAL AND CARBON IMPACT

The Tribal model exemplifies the alignment of indigenous knowledge with modern sustainability principles:

- **Carbon Sequestration:** Mature stands of manuka and kanuka act as significant carbon sinks, enhancing New Zealand’s carbon balance while supporting regional climate objectives.
- **Water Quality Protection:** Tea tree root systems stabilise soils, reduce sediment runoff, and filter nutrients from waterways, improving downstream water quality and marine ecosystem health.
- **Pathogen Resilience:** Proactive management of healthy native bushlands enhances resilience against *myrtle rust*, an invasive pathogen threatening the myrtaceae species family.
- **Biodiversity and Regeneration:** By converting underutilised bushlands into sustainably harvested assets, Tribal’s approach incentivises native forest restoration rather than land clearance or conversion.

These outcomes make Tribal’s production system **carbon positive**, contributing **measurable ESG** (Environmental, Social and Governance) benefits from every hectare harvested.

5. NORTHLAND LAUNCH SUPPORT ADVANTAGE

Northland offers an unparalleled combination of **biomass availability, environmental suitability, and cultural stewardship**:

a) **Abundant Wild Biomass:** Extensive naturally regenerating Kānuka and Mānuka forests on native owned / controlled lands provide a renewable and accessible source of therapeutic oils without plantation costs.

b) **Minimal Capital Input:** No land purchase, orchard development, or irrigation is required. Seed capital has enabled full extraction and processing operations, with yields averaging ~**6 tons of biomass per hectare**, producing ~**5 kg Kānuka oil and ~3.5 kg Mānuka oil per ton**.

c) **Economic Regeneration:** Tribal’s operations create jobs, support native landowner whānau, communities and contribute to regional GDP.

d) **Strategic Logistics:** Close proximity to ports and road networks facilitates efficient export to Australian and U.S. partners.

This combination enables **high-margin, sustainable production** that can underpin a thriving local industry.

6. A TRANS TASMAN INDIGENOUS ALLIANCE

Tribal’s narrative extends beyond Aotearoa. Across the Tasman, the Aboriginal custodians of Australia’s *Melaleuca alternifolia*, the original tea tree, share a parallel heritage of natural healing and environmental care. The alignment of *kaitiakitanga* (Māori guardianship) and Aboriginal *care for country* forms the philosophical backbone of Tribal’s “Down Under Healthcare” identity.

This Trans-Tasman synergy unites the healing ways of the ancients with modern distribution and compliance infrastructure, bringing the authentic remedies of the southern lands to the global stage.

7. CULTURAL & ETHICAL FOUNDATION

In terms of business combination partnering, Tribal seeks to observe and interface operations within the framework of Māori worldview values and protocol:

a) **Tikanga integration:** Operational decisions are guided by traditional Māori principles, ensuring respect for land, community, and heritage.

b) **Kaitiakitanga:** Harvesting practices prioritize ecological integrity, maintaining forest regeneration and biodiversity for future generations.

c) **Intergenerational benefit:** Revenue-sharing with Māori land trusts and workforce development ensures enduring cultural and economic value.

This framework positions Tribal as a **model indigenous enterprise**, aligning commercial success with cultural stewardship that will apply equally in both Aotearoa/New Zealand and Australia.

8. THE HEALING WAYS OF THE ANCIENTS

Tribal honors the **ethnobotanical knowledge** of indigenous peoples:

Mānuka “for Her”	nurturing, healing, soothing, and femininely protective.
Kānuka “for Him”	cleansing, healing and supportive of manly wellness.
Meluka “for Home”	Australia’s traditional remedy for household and environmental hygiene.

This **trifecta of therapeutic oils** fuses Māori and Aboriginal healing traditions, offering a **unique, culturally anchored natural healthcare range**. The focus is on **practical, time-tested infection control**, rather than on modern day cosmetic or beauty applications.

9. THE GLOBAL INFECTION CONTROL OPPORTUNITY

The market for natural infection-control solutions is growing rapidly. Both public healthcare facilities, hospitals, aged-care facilities and consumers are increasingly seeking **plant-derived, non-synthetic therapeutic agents**. In this context, Tribal’s oils, derived from native New Zealand Mānuka, Kānuka, and Australian Melaleuca, provide culturally authentic, sustainable, and ethically sourced alternatives.

Tribal emphasizes **traditional use for healthcare** rather than modern laboratory claims. Its therapeutic oils are positioned for **preventive health, wound cleansing, and natural infection control**, drawing on **ancestral knowledge of Māori and Aboriginal peoples**. By avoiding cosmetic, skincare, or laboratory-centric narratives, Tribal occupies a unique market space with limited competition.

10. INDUSTRY STRUCTURE AND ECONOMIC IMPACT

Tribal represents the foundation for a **new agribusiness sector**, delivering measurable economic, social, and environmental outcomes:

a) **Revenue Potential:** Based on US retail SKU pricing, revenue delivery value of approximately NZD77,000 per Kānuka / Mānuka tea tree oil producing hectare, with a forecast EBITDA based return returns of ~NZD35,000 to ~NZD45,000 per hectare.

b) **Regional Impact:** Job creation in harvesting, extraction, and logistics; training and development for Māori youth and local communities.

c) **Long-Term Growth:** With proper scaling, regional New Zealand’s therapeutic oils industry could achieve **NZD1B industry value status** within a decade.

11. INVESTMENT PATHWAY AND CAPITAL DEPLOYMENT

Tribal’s investment plan is staged for scalability and value creation:

a. **Seed Capital (NZD1.15M):** Established harvesting and extraction operations, validated biomass yields, local production started, now export revenue ready.

b. **Pre-Series A (NZD325k):** Scale production with early export orders, supported by AUD4M supply LOI.

c. **Series A (NZD6.6M):**
   i. Expand extraction capacity in New Zealand.
   ii. Acquire TGA/GMP-compliant manufacturing facility in Alstonville, NSW.
   iii. Acquire distribution hub in Valencia, CA.

d. **Series B (NZD10M):** Build tourist-focused, state-of-the-art extraction, research and retail facility, integrating production, education, and consumer engagement.

e. **Series C IPO (NZD/AUD20M):** Listing on NZX or ASX to provide liquidity and capital for international expansion.

This staged capital approach ensures measured scaling while maintaining control over both production quality and cultural integrity.

12. COLLABORATION AND RESEARCH

Tribal is committed to innovation through partnering:

a) Research on **NZ tea tree cultivars** to include interalia **(a)** the optimization of sustainable yields, **(b)** identifying specific genetic markers associated with resistance to virulent plant pathogens (including strains of myrtle rust), **(c)** map the chemo-typic variation **(d)** exploring symbiotic microbial communities.

b) Collaboration with **Tai Tokerau regional councils** to embed therapeutic grade NZ tea tree oils within Northland’s economic strategy.

c) Development of a **Tea Tree Innovation Hub**, supporting workforce training, environmental monitoring, and value-added product development.

13. REGIONAL ECONOMIC IMPACT

For Tai Tokerau / Northland, the Tribal project represents more than an export opportunity — it is a model of *regional regeneration*.

- **Job Creation:** Establishing harvesting, transport, and extraction operations across Māori lands provides sustainable local employment.
- **Wealth Retention:** Revenue-sharing ensures profits remain within whānau and hapū, strengthening local economies.
- **Cultural Continuity:** By integrating *tikanga* and *kaitiakitanga* into business operations, Tribal reaffirms indigenous knowledge as the foundation for modern enterprise.

- **Partnership with Regional Authorities:** Tribal seeks active collaboration with central and regional Government entities to position the therapeutic oils sector as a pillar of a long-term NZ tea tree agribiz development strategy.

14. GOVERNANCE AND VALUES FRAMEWORK

Tribal operates under a governance model integrating:

a) **Tikanga-based decision-making:** Prioritizing Māori principles in operational and commercial choices.

b) **Transparent partnerships:** Clear revenue-sharing with land trusts and investors.

c) **ESG alignment:** Carbon-positive operations, regenerative harvesting, and community benefit metrics.

This approach ensures long-term sustainability and positions Tribal as a model for indigenous supply source interfaced enterprise.

15. TRANS-TASMAN INTERFACE – GLOBAL INTERACTION

Our business concept has the potential to be groundbreaking and could very well set the Company apart in the crowded natural healthcare market.

a) By marrying the rich **1,000+ year cultural heritage** and **gendered specificity** of the New Zealand tea tree oils (*Manuka and Kanuka*) with the incredible **30,000-year healing tradition** of Australian Melaleuca tea tree oil (*Meluka*), we are crafting a story that is not only **unprecedented**, but one also deeply rooted in the **ancestral wisdom** of both cultures.

b) This cross-country partnership between Australia and New Zealand could be marketed as an exciting **trans-Tasman collaboration**, reinforcing the **unique bond** between the two countries, both in their rich natural resources and indigenous cultures. This is why we believe that this could be a **global first** marketing move in the personal healthcare market.

16. RISK MITIGATION

The embedded TGA/FDA compliant Australian value adding facility linked directly to U.S. distribution capability, dramatically **de-risks our growth pathway,** while anchoring long-term commercial benefit for our Māori biomass supply partners. This blending of Māori driven taonga biomass production with scalable, export focused distribution, underpins our business model.

17. FUTURE VISION / OUR "KAUPAPA"

- *From the wild native bushlands of Aotearoa to global natural health markets, Tribal represents the living partnership between people and land.*
- *It is an indigenous interfaced enterprise that unites cultural heritage, environmental stewardship, and sustainable wealth creation.*
- *Tribal seeks to usher in the dawn of a NZD1B+ sunrise industry.*
- *One that will become a globally respected model for ethical, therapeutic, and culturally grounded agribusiness.*

CONCLUSION — FROM NEW ZEALAND TO THE WORLD

The Tribal model seeks to participate in the evolution of Aotearoa's natural resource economy. From extraction to regeneration. From ownership to partnership. From short-term yield to intergenerational prosperity.

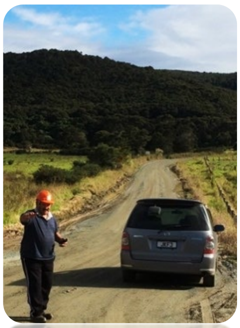
Guided by *tikanga Māori*, respecting *kaitiakitanga*, and driven by advanced natural product innovation, Tribal Natural Healthcare Ltd is focused on building a future in which Māori landowners, rural communities, and international consumers share in the healing power of the land.

Through unity of purpose and respect for both heritage and science, the far north of Aotearoa stands poised to lead the world in the production and export of therapeutic grade, gender specific, NZ native tea tree oils.

A **NZD1B sunrise agribiz sector in the making.**

Tribal Natural Healthcare Ltd

Luke Shepherd / Eric Lloyd
Directors and Co-Kaitiaki



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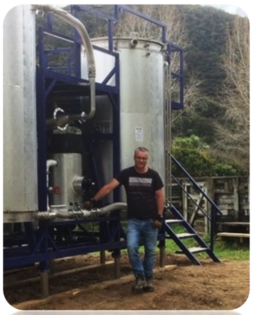

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ADDENDUM 1 – AN INDUSTRY IN REBALANCE: *(New Zealand's Tea Tree Oil Supply Reset)*

Over the past year, New Zealand's tea tree oil industry has undergone a structural reset. The collapse of key operators such as TRG Pharma and the Manuka Bioscience (MBS) group, has created what investors call a *"vacuum moment".* One when structural weaknesses in the prior generation of operators leave the field wide open for a better-designed successor.

- Both Honeylab and MBS positioned themselves as **research / lab-centric** rather than culturally infused *resource-based* businesses.
- Their capital models were built around **IP ownership and pharmaceutical licensing**, not tiringa, (royalty) based biomass supply supporting **equitable, scalable extraction of cultural heritage**.
- When those models failed, they left behind physical and reputational gaps but also freed up market share and distribution bandwidth.

Their collapse effectively *resets the supply side* of the NZ therapeutic tea tree oil industry. Heavily weighted toward research-driven business models and pharmaceutical licensing, with limited vertical integration, their failure has created a significant supply gap in both domestic and export markets for New Zealand-origin, therapeutic tea tree oils.

- Today, the country's only remaining large-scale producer is Tairāwhiti Pharma, located in Te Araroa on the East Cape. While well-established and highly regarded, Tairāwhiti Pharma's focus is primarily focused on high β-triketone mānuka oil for specialist applications. Due to its geographic isolation and product emphasis, it has never entered into kānuka oil extraction. At the same time, the largest, surviving minority shareholder from the former MBS group, has recommenced small-scale oil production but remains dependent on third-party processing facilities after losing access to the extraction infrastructure due to the receivership and asset realization.
- This new landscape presents both a challenge and an opportunity. With national output falling sharply, New Zealand's therapeutic oil industry currently lacks a large-volume producer capable of servicing the dual needs of domestic and international markets. Into this gap steps *Tribal*, a vertically integrated enterprise founded on Māori land stewardship, sustainable resource management, and export-market partnerships.
- Unlike its predecessors, *Tribal* is grounded in regenerative resource extraction and preservation, not speculative intellectual property based on prohibitively expensive, "holy grail" medical research. It draws on the extensive wild-grown tea tree biomass of the Far North to produce therapeutic-grade manuka and kanuka oils, with a focus on infection control and the customary healing traditions of Aotearoa and Australia. This approach enables a low-cost, high-integrity production model that aligns commercial growth with community development and kaitiakitanga.

Through its access to far-north based biomass, the partnership with its Australian distributor and the planned establishment of value-added manufacturing and distribution operations in New South Wales, Australia and California, *Tribal* is well positioned to become the principal supplier of kanuka oil from New Zealand and a cornerstone producer in the next generation of the Australasian therapeutic oils industry**.**

ADDENDUM 2 – CAPITALIZATION AND GROWTH PATHWAY

Against this industry reset, Tribal has advanced from concept to production-ready status through the disciplined application of its NZD 1.15 million seed capital programme. This early-stage investment has established a fully operational harvesting and extraction base in the Far North of New Zealand, underpinned by abundant, sustainably managed, wild-growing tea tree biomass. The business is now positioned to enter its first phase of commercial export growth.

Pre-Series A Round – Scaling for Export Traction

Tribal has opened a NZD325k Pre-Series A capital raise to enable initial export traction with early orders under an AUD4M forecast supply commitment from its Australian distribution partner, The funds raised will support:

- Progressive scale-up of therapeutic oil production for export;
- Establishment of export logistics channels to Australia and the United States;
- Brand alignment and regulatory compliance for TGA and FDA markets;
- Early-stage working capital for contracted supply fulfilment.

This targeted round is designed to validate Tribal's market-entry model, deliver revenue traction, and prepare the company for accelerated growth.

Series A – Building an Integrated Value Chain

Following successful export execution, the NZD6.6M Series A Round will fund the expansion of Northland extraction operations, the acquisition of **(a)** the Alstonville (NSW) TGA/GMP-compliant manufacturing facility, and **(b)** the California-based distribution centre in Valencia. This will complete Tribal's integrated *"seed to ship to shelf"* value chain, connecting New Zealand resource management with Australian manufacturing and global retail markets.

Series B and Beyond – Regional Growth and IPO Pathway

A projected NZD10M Series B Round will advance Tribal's Northland base into a state-of-the-art visitor and extraction centre in the Kerikeri region — integrating production, research, tourism, and community employment.

This development will **anchor the Far North as the centre of New Zealand's emerging tea tree agribusiness sector.**

A subsequent Series C IPO Round, provisionally estimated at NZD/AUD 20 million, is anticipated to provide Tribal's long-term capital platform and create liquidity for early investors while embedding the company as a permanent contributor to the regional economy.

ECOSYSTEM MANAGEMENT

NEW ZEALAND – PRODUCTION

Luke Shepherd – Operations – **NZ Tea Tree product supply chain director-CEO**
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Eric Lloyd –Māori landowner liaison **- NZ Tea Tree biomass supply chain director**
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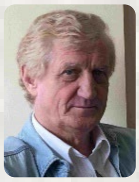
AUSTRALIA – VALUE ADDING



Nic Iverson – Product value adding – **Export production director**
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UNITED STATES – DISTRIBUTION

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NEW ZEALAND – POST SERIES B -EXPANSION

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Johannes Cilliers – Listing pathway consultant – SX **Procedural Support**
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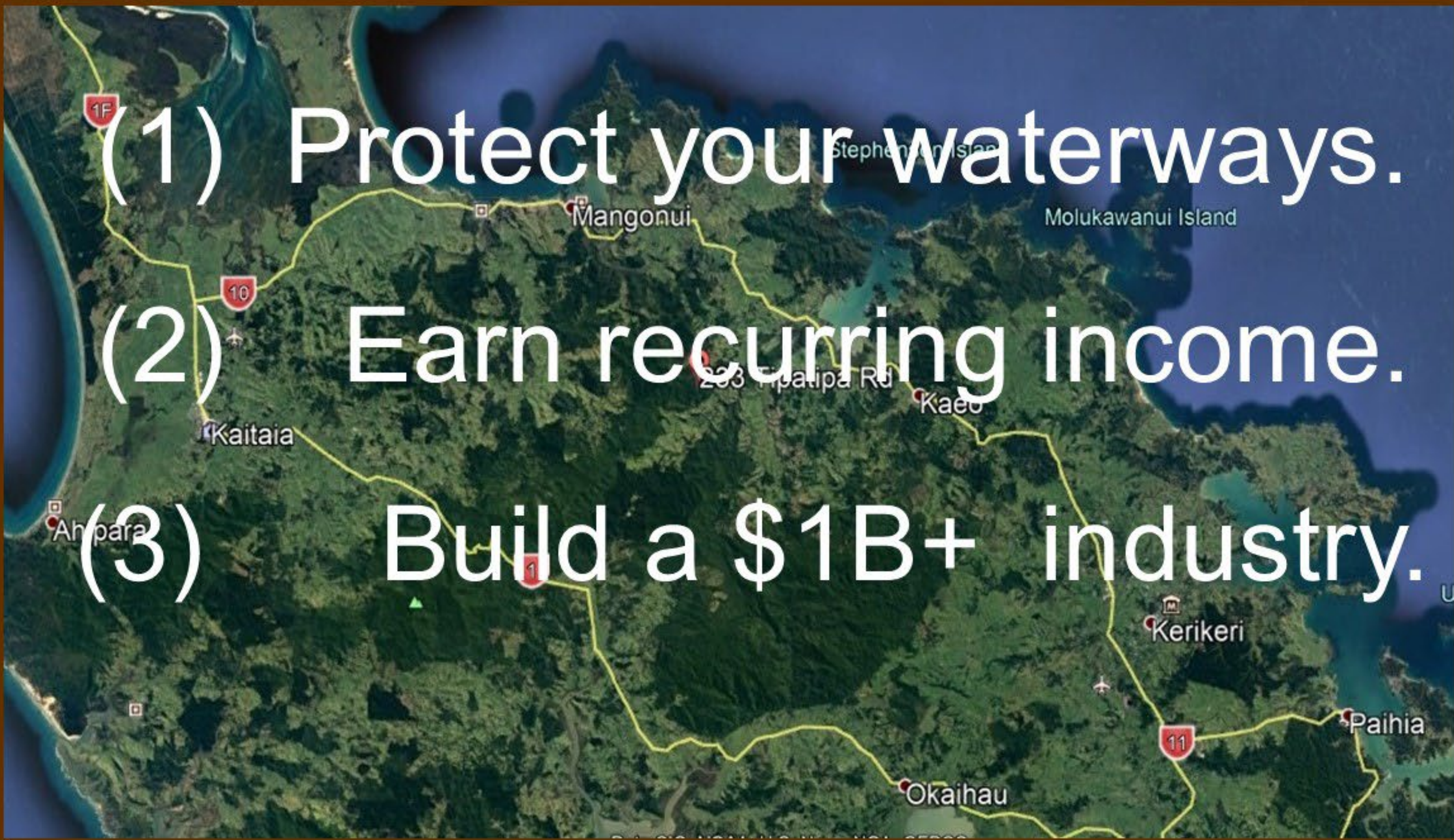
Our late Kaiārahi said that there are three great reasons why a land-owner, should plant, grow and harvest Mānuka and Kānuka on their whenua according to Tikanga for oil production for export.



Protect your waterways

Tea Tree joins the battle to protect waterways

Recent Plant & Food research indicates planting tea tree could reduce the impacts of farming on waterways, as well as giving farmers an additional income stream.

In addition to the fertiliser applied to support pasture growth, animal urine adds nitrogen to soil at rates in excess of the ability of pasture to use it. Plant & Food Research scientists have contributed to a programme which found that, after heavy application of urea, the soil around mānuka and kānuka trees contained dramatically less nitrate than around radiata pines which were used for comparison.

The research found less nitrous oxide gas escaped from the mānuka and kānuka soil than from the pine pots. It also found that just 2kg of nitrates a hectare drained from the mānuka and kānuka pots, compared with 53kg a hectare from the pine tree pots.

The results have boosted the growing national interest in bringing native species back into farming to support biodiversity, and protect surface waters, replacing exotics that are destroying our environmental eco-system.

Earn recurring income

Tea Tree oil delivers farm gate income

Environmental chemistry professor Brett Robinson says better use of mānuka and kānuka could offer an all-round win.

"Using native mānuka and kānuka as part of a farm system supports biodiversity, nutrient cycling efficiency, animal welfare and farm income and will help contribute to sustainable agriculture."

Plant & Food Research's Dr Craig Anderson says the difference doesn't come from mānuka and kānuka taking up more nitrogen but from the effect of the trees on the microbes in the soil because mānuka and kānuka seem to have an inhibiting effect on the microbes in the soil that mediate the nitrogen cycle.

$5,400+ GROSS INCOME PER HA

This is the potential gross income per ha based on an Annual Farm Gate Price (AFGP) of NZ$300 per litre of oil extracted from foliage **delivered by the landowner to the farm gate** for oil extraction. Sustainable farming methodology will ensure recurring income from both mānuka & kānuka every year.