

AN OPEN LETTER TO ALL TE TAI TOKERAU

3/21/2026

“Unlocking the full value of New Zealand’s native tea tree resource in your rohe creates the foundation for Te Tai Tokerau to become the “Tea Tree” agribiz capital of Aotearoa. After ten years of mahi, the pathway is now clear. I am ready to take this forward and I invite you to be part of it”



Mō tātou, ā, mō kā uri ā muri ake nei
“For us and our children after us”

Linda Brink - US Resident Director
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FROM THE DESK OF LINDA BRINK

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“A Decade in the Making | A World-First Approach to Natural Healthcare | Emerging from Te Tai Tokerau into a USD600B+ Global Market.”

A DEFINING JOURNEY

Over more than three decades, my professional journey has taken me across South Africa, New Zealand, Malaysia, Australia and the United States. Much of that time centred around the development, distribution, and application of tea tree-based products.

My introduction to tea tree began in the early 1990s, when I acquired distribution rights to an organic Australian tea tree oil range and later developed my own brand in New Zealand. A business I ultimately sold prior to relocating overseas and which continues to operate today. At that time, like most of the global market, my focus was on a single species and a single product — **oil**. It was only years later, through my return to New Zealand, that I came to understand something far more significant:

That New Zealand’s native tea tree species represent a fundamentally different proposition. One defined not by a single product, but by a broader, largely untapped ethnobotanical potential.

That realisation set in motion a journey that has now spanned the past decade which has been driven by a **single objective**:

“To secure a reliable, scalable supply of New Zealand’s native tea tree oils and related compounds for the US and international markets. What began as a straightforward sourcing initiative has evolved into something far greater”.

New Zealand’s native tea tree species represents a globally unmatched convergence of market opportunity, cultural narrative, ecological advantage, and therapeutic potential.

Yet as the past decade has taught me, unlocking that potential has not been a simple process.

THE LAST DECADE

It began in 2015, while I was in the Florida Keys, following the global success of a crowdfunding campaign that demonstrated how powerful a well-told natural product story could be. That moment sparked a decision. To return to New Zealand and build a supply chain capable of delivering gender specific, therapeutic grade New Zealand tea tree based health and wellness products into the US market. What followed was ten years of persistence.

Years spent working through fragmented supply, inconsistent production capability, regulatory complexity, land access / biomass supply issues and a capital environment that struggles to support early-stage, land-based innovation. But throughout this process, something became clear:

The limitation was never the resource. It was the model applied to it that imploded. That model was the mono-culture, first generation, NZ tea tree manuka honey model.

The Whole-Of-Tree Value Pyramid

Illustrating New Zealand's Tribal Mānuka & Kānuka

— Bio-Economy Potential —



HONEY

OIL

HYDROSOL

PHENOLIC EXTRACTS

BARK EXTRACTS (TANNIN)

SEED OIL (Anti-Ageing)

~ INCOME LAYER GATEWAY ~

PURE • NATURAL • SUSTAINABLE

- 12 Revenue Streams
- NZD200M Oil Layer Gateway
- Hidden Growth Potential
- Deep Harvest Utilisation
- NZD1B+ Bio-Economy
- Pure, Natural, Sustainable
- ~720,000 Hectares
- Māori Productivity Platform
- Regional Wealth Generator

THE FIRST NZ TEA TREE GENERATION

“The first generation focused on one value stream”.

Over the past decade, many of you will have observed the rise and subsequent correction of New Zealand’s mānuka honey sector. What began with strong global demand and high expectations was, for a period, positioned as a pathway toward a billion-dollar industry. That vision, while compelling, ultimately proved to be based on a narrow interpretation of a much broader natural resource.

The focus on a single product — honey — and more specifically, a metrics based grading system centred on a limited set of attributes, created an industry structure that struggled to sustain itself once market dynamics shifted. The result has been well documented, with significant capital losses across the sector. Yet this outcome did not diminish the underlying value of the resource.

In fact, it revealed something more important.

Unlike comparable industries overseas, which have typically been built around a single output such as oil, New Zealand’s mānuka and kānuka species offer a far broader spectrum of compounds and applications. Many of which have remained largely undeveloped.

In that sense, the first phase of the industry has served as a form of large-scale market validation. Establishing global awareness, while also highlighting the need for a more diversified and resilient approach. The opportunity now is not to revisit that single-product pathway, but to extend it. To unlock the full economic potential of these trees through a “whole-of-tree” model that recognises multiple revenue streams and applications.

It is this shift in thinking from singular focus to integrated value that now positions New Zealand’s tea tree resource on the threshold of a reset to a far more sustainable and scalable industry.

THE AUSTRALIAN TEA TREE MODEL IS NOT DIRECTLY COMPARABLE

A useful comparison can be drawn with the Australian tea tree oil industry, which over several decades successfully established a global market for plant-based therapeutic oils. So while that industry initially demonstrated both the scale of international demand and the commercial viability of tea tree-derived products, it was largely built around a single output — oil — which, over time, exposed producers to increasing global competition and pricing pressure as supply expanded across multiple regions, this leaving Australian growers facing increasing global competition and pricing pressure.

New Zealand’s position is fundamentally different.

Rather than being defined by a single product, mānuka and kānuka represent a unique ethnobotanical resource. One that offers a broader spectrum of compounds and applications, ranging from oils and honey through to hydrosols, phenolic extracts, seed oils and other value-added derivatives. This multi-stream potential provides a level of diversification and resilience not typically available in single-product industries, while also enabling the development of higher-value, differentiated products grounded in provenance and cultural narrative.

In this context, New Zealand is not entering an established category late — it is redefining it.

INSTITUTIONAL FOCUS & INDUSTRY DIRECTION

Over the past decade, industry development has also been shaped by institutional frameworks and regulatory definitions that have, for the most part, centred on mānuka honey as the primary expression of value from New Zealand’s native tea tree resource. While this focus helped establish international recognition and supported early industry growth, it also had the effect of concentrating capital, research, and commercial activity around a single product pathway.

In regions such as Te Tai Tokerau, where many Māori landowners and beekeepers had aligned their livelihoods with that model, the subsequent market correction had a direct and, in some cases, lasting economic impact. What is now becoming evident is that the underlying resource, i.e., mānuka and kānuka was never limited to a single expression. Rather, it offers a broader spectrum of compounds and applications that have, until recently, remained largely outside the scope of mainstream development.

This creates an important inflection point.

The opportunity now is not to revisit what has already been done, but to extend it by unlocking the full value of a resource that has, until now, only been partially realised.

In doing so, a more diversified, resilient, and regionally inclusive industry framework begins to emerge. It is within this broader context that the Te Tai Tokerau tea tree platform is now being developed.

TE TAI TOKERAU – WHERE THIS BEGINS

While the vision for New Zealand’s tea tree bio-economy is national in scope, it is here in Te Tai Tokerau that the pathway begins.

This region holds one of the most extensive concentrations of native mānuka and kānuka in the country. Much of it growing naturally across whenua that has, for generations, remained underutilised in conventional economic terms. Yet within that landscape lies an opportunity of a very different kind.

Not one that requires the replacement of land use, but one that builds from what is already present. A resource that has, until now, been largely viewed through a single lens, but which when understood in its full context, represents a multi-dimensional, renewable, and culturally grounded economic base.

Te Tai Tokerau has long been described as one of New Zealand’s most economically challenged regions. But that description does not reflect a lack of resource. Rather, it reflects a lack of pathways to unlock that resource in a way that retains value within the region and supports intergenerational development. The tea tree platform changes that equation. It introduces a model where:

- Land remains in its natural state.
- Whānau retain connection to whenua.
- Value is created through layered, whole-of-tree utilisation.

And where the economic return flows not from extraction alone, but from transformation. In this sense, what is being established is not simply another primary industry. It is the foundation of a new category of land-based enterprise. **A sunrise industry** that over time, has the potential to stand alongside New Zealand’s most enduring agricultural sectors. Just as dairy farming came to define large parts of the national economy over the past century, so too can the native tea tree bio-economy emerge. Grounded in Te Tai Tokerau, and extending across the motu as capability, confidence, and participation grow.

What begins here does not remain here. But it must begin here.

ACCESS TO CAPITAL AT THE WHANAU LEVEL

A consistent theme encountered throughout this journey has been the challenge of accessing early-stage capital at the level where it is often needed most. Within whānau, landowner groups, and emerging Māori agribusiness initiatives. So while significant pools of capital exist within both Māori

and broader New Zealand investment frameworks, much of this capital is deployed within established mandates that prioritise scale, certainty, and lower-risk investment profiles.

As a result, early-stage, land-based initiatives, particularly those grounded in new or evolving commercial models, all too often find themselves positioned outside conventional investment thresholds, despite their long-term potential. This creating a structural gap:

One where opportunity exists at the whenua level, but pathways to activate that opportunity remain limited.

The response to this reality has been to look beyond traditional channels and engage directly with private investors. individuals and networks who are able to assess opportunity through a different lens. In doing so, a more flexible and responsive capital pathway begins to emerge. One that is better aligned with the pace, scale, and intergenerational nature of whenua-based development.

Importantly, this is not a divergence from the Māori economy, but an extension of it.

“A pathway that enables broader participation, supports whānau-led development, and complements existing institutional structures rather than competing with them”.

THE ROLE OF PRIVATE CAPITAL IN EMERGING INDUSTRIES

Across New Zealand, much of the formal investment landscape has evolved in close alignment with public policy frameworks and institutional mandates. While this alignment plays an important role in supporting established sectors and scaling proven models, in early-stage environments and in particular those involving new categories or unconventional approaches, it can also result in a more cautious deployment of capital. **In practical terms, this means that innovation at the frontier often sits just beyond the reach of traditional funding pathways.**

While this is not unique to New Zealand, in regions such as Te Tai Tokerau where formal venture capital and angel investment networks are non-existent, the effect is more pronounced. The result is a familiar pattern:

- **Strong ideas emerge from the land, from practitioners, from those closest to the resource. Yet the capital required to activate those ideas must often be sourced outside conventional channels.**
- **It is here that private individuals. Investors with both perspective and independence — play a defining role.**

Throughout history, many of the most significant industry shifts have been enabled not by institutions at the outset, but by individuals willing to engage early, when the pathway is still being formed.

- **The development of the tea tree platform in Te Tai Tokerau sits firmly within that tradition.**
It is being led on the ground by people such as Luke Shepherd, Eric Lloyd and their whānau. People with a deep practical knowledge, long-standing connection to the land and a commitment to building something enduring. Often across generations, guided by the principles of tikanga and kaitiakitanga.
- **What is now required is a small number of aligned investors to stand alongside that foundation.**
Not as passive participants, but as early enablers of a sector that has the potential to reshape how New Zealand’s native resources are understood, valued, brought to market and where the long-term value of that transformation is anchored.

EXPANDING PATHWAYS FOR GLOBAL CAPITAL INTO REGIONAL NEW ZEALAND

“An important dimension of this opportunity sits beyond New Zealand’s borders”.

There is a growing pool of international investors seeking not only financial return, **but alignment with land, lifestyle, sustainability, and long-term value creation**. New Zealand and in particular regions such as Te Tai Tokerau, the founding rohe of modern day Aotearoa/New Zealand are uniquely positioned to meet that interest.

This is not theoretical.

In early 2025, a simple “test the waters” campaign was undertaken through my family’s real estate office in Fort Lauderdale, Florida, one of the world’s highest concentrations of high-net-worth individuals through this “*yachting capital of the world*” title that the city carries

A 90-day window display presenting New Zealand agribusiness and orchard-based “**Endless Summer**” themed, sanctuary-concept investments at a USD5 million entry level generated 133 direct walk-in enquiries. Of those, 103 individuals provided their contact details, expressing interest in participating once suitable opportunities became available.

That’s over half a billion dollars in 90 days!

At a USD5 million entry point, this represented over USD500 million (NZD800 million+) in indicative interest was generated without a formal capital raise, marketing campaign, or structured / packaged agribiz investment packages.

While this level of response reflects the specific location and audience, it provides a clear signal:

“That there is significant offshore appetite for well-structured, land-based investment opportunities aligned with New Zealand’s natural and cultural landscape.”

At present, much of this demand remains disconnected from regionally based opportunities.

Existing investment and residency frameworks provide important pathways for offshore capital but are often oriented toward established sectors and managed investment channels. This creates an opportunity to expand how international capital engages with New Zealand’s productive economy.

Particularly within regions such as Te Tai Tokerau, where land-based opportunity is significant, but visibility within global capital networks remains limited.

We have raised this broader alignment issue with central government and have received acknowledgement that current investment settings are under active review. This is an encouraging signal as it suggests that there is both awareness and an openness to ensuring that regional New Zealand – and in particular Māori agribusiness in regional New Zealand— is better represented within future capital access pathways.

In parallel with this, **private sector initiatives** can play an important role. In practical terms, this includes the development of curated, regionally anchored investment pathways where qualified international investors are introduced directly to land-based opportunities, supported by appropriate governance, compliance, and local partnership structures.

The “whole of tree” NZ tea tree platform sits naturally within this intersection.

It represents not only a new category of export industry, but also a vehicle through which international capital can engage directly with whenua-based development. As part of this approach, plans are being developed to establish a dedicated “Invest in New Zealand Agribusiness” point-of-sale presence within a pilot retail environment in Southern California — creating a direct interface between offshore investor interest and curated regional opportunities.

In this way, Te Tai Tokerau has the potential to evolve beyond being a participant in the national economy. To becoming a gateway for global capital into regional New Zealand.

A GLOBAL PERSPECTIVE

A defining element of this initiative is that it has not been shaped solely within a New Zealand context. For a number of years, I was based in Silicon Valley. Immersed in an environment where capital formation, company building, and market expansion follow well-established, structured pathways.

In that setting, investment is not approached as a tentative first step. It is staged, deliberate and designed to progressively unlock value through clearly defined rounds of capital deployment.

Returning to New Zealand, the contrast has been instructive. While the entrepreneurial spirit remains strong, the pathways for early-stage capital formation are often less structured. Making it more difficult for ventures to move efficiently from concept to execution, particularly when operating at the intersection of land, culture, and emerging global markets. It is this contrast that has directly informed the capital architecture now being applied to the tea tree platform. Rather than relying on a single funding event, the model has been designed as a sequence:

- An initial Pre-Series A activation to establish product and market presence.
- A structured, follow-on Series A crowdfunding campaign.
- Followed by progression into international capital markets aligned with distribution expansion.

This includes:

- (1) The placement of product into Malaysia to support a Shariah-compliant Sukuk funding platform
- (2) The shipment of product into the United States to underpin a subsequent crowdfunding campaign within a significantly larger consumer market

In this way, each stage of capital raising is directly connected to market activity. This ensuring that growth is not theoretical\ but anchored in real product movement and demand. The result being a model that combines:

- The grounded, whenua-based strength of Te Tai Tokerau.
- With the structured capital pathways of global markets.
- Creating a bridge between local resource and international opportunity.

It is this integration. Local foundation, global execution — that defines the pathway forward.

CO-FUNDING ALIGNMENT

From the outset, the development of the tea tree platform has been structured to align with existing co-funding frameworks designed to support regional economic growth and Māori agribusiness development. In particular, the model lends itself to dollar-for-dollar matching mechanisms, where private capital raised through initiatives such as the planned Series A crowdfunding campaign can easily be complemented by public sector support extended to the private sector.

- Under such a public sector structured initiative, the initial NZD500,000 Pre-Series A activation, including the NZD250,000 underwriting component has the potential to unlock a further layer of matched capital. This would effectively double the impact of early-stage investment, and as the platform scales, extend toward a NZD1,000,000 early stage capital base supporting both production and market entry.

- The inclusion of such co-funding pathways within an investment framework significantly strengthens the proposition for incoming investors, particularly in a retail crowdfunding environment where capital efficiency and leverage are key considerations.

While the timing and activation of these mechanisms can vary, the underlying alignment remains important. It highlights a central point:

The opportunity now exists for early private capital to take a leading role in activating a model that has already been structured to integrate with broader funding ecosystems as they come online.

In doing so, it ensures that Te Tai Tokerau is not waiting for alignment – its leading it.

THE ACTIVATION STEP

The pathway from concept to industry does not begin with large-scale capital. It begins with activation. In this case, that activation is both defined and achievable.

The immediate objective is to secure NZD500,000 in Pre-Series A capital structured across a small group of aligned investors.

This capital is not directed toward exploration or feasibility. It is directed toward execution. This is underpinned by the fact that the core elements of the supply chain are already in place with Te Tai Tokerau operators such as Luke Shepherd and Eric Lloyd bringing together both biomass supply and extraction capability, supported by existing infrastructure and early-stage revenue generation from prior seed capital investment. Specifically, it will:

- **Deliver** the first 10,000 unit production run of shelf-ready products.
- **Establish** initial market presence across New Zealand and export channels.
- **Activate** the NZD2 million Series A crowdfunding campaign.
- **Provide** the foundation for subsequent expansion into Malaysia and the United States

In practical terms, this represents the transition from groundwork to market entry.

- **From preparation to participation.**

Importantly, the scale of this initial capital requirement is modest relative to the opportunity it unlocks. It is designed to validate the model in-market, demonstrate product flow, and establish the commercial foundations required for larger-scale capital participation.

- **In that sense, this is not a capital-intensive starting point. It is a catalytic one.**

A point at which a relatively small amount of aligned capital enables a much larger, structured pathway to unfold.

- The model is ready.
- The supply chain is forming.
- The market pathways are defined.

The final step now required is activation.

My invitation to participate in that step follows.

NZD500k Pre-Series A Round – Partner Investment Pathway

Disbursement Structure and Investment Benefits



Pre Series A Capital Activation → Tribal Therapeutics Ltd

-INVITATION TO PARTICIPATE-

Over the past decade, this journey has been shaped by persistence, learning, and a deepening understanding of both the resource and the opportunity it represents.

Today, that journey has reached a point of clarity.

- The model is defined.
- The pathway is structured.
- The opportunity is real.

What is now required is alignment.

I am seeking to engage a small group of wholesale investors to participate in the NZD500,000 Pre-Series A activation. Structured as twenty parcels of NZD25,000.

This is not simply an investment in a product or a company.

“It is participation in the early formation of a new, land-based industry. One grounded in Te Tai Tokerau and positioned for international expansion.”

Importantly, this initial group of investors will play a role beyond capital. As the platform progresses into its follow-on Series A crowdfunding phase, each investor will have the opportunity to act as a **foundational participant in building the first layer of market engagement.**

In practical terms, this involves introducing a small network of aligned individuals. A personal “crowd” who may wish to participate in the subsequent NZD2 million crowdfunding round. These early participants will not only support the growth of the platform but will also become the first recipients of the initial product release. Including the gender-specific mānuka and kānuka oil formulations developed through this programme.

In doing so, they become more than customers.

“They become early advocates. Helping to carry the story, the product, and its kaupapa into the market.”

This model reflects something simple, but powerful:

“That the most enduring businesses are not built by capital alone but by communities of aligned participants who engage early and grow with the platform.”

My invitation is therefore twofold:

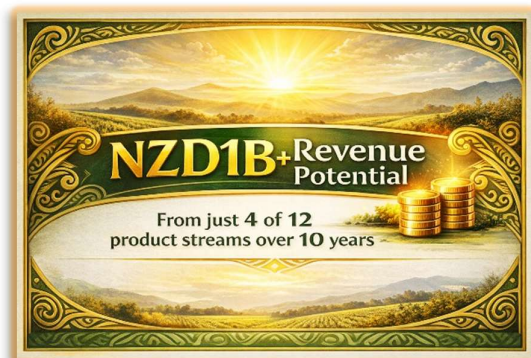
- (1) To participate directly in the activation of this initiative.
- (2) And to stand alongside it as it moves into market.

The next step is to take it there.

To which I am committed.



Linda Brink Director
Tribal Therapeutical Corp, NZ Showcase USA Inc.





2026

TRÍBAL
THERAPEUTICALS

The Tribal **Seed-to-Ship** Supply Chain

Creating Value from Indigenous Biomass to Global Markets



VALUE RETAINED IN NEW ZEALAND

NZD \$27.68 per SKU



PHASE 1 – 10,000 SKUs



SUSTAINABLE • ETHICAL • INDIGENOUS • GLOBAL • PROFIT WITH PURPOSE

Introduction:

Building the Te Tai Tokerau / Northland economy via 12 tea tree agribiz sector revenue streams that portend a NZD1B+ sunrise agribiz sector.



The Directors

Tribal Therapeutics Ltd

3/16/2026

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