



Code of Conduct and Ethics

Matariki Forestry Group

matariki
Forests

Table of Contents

Message from the Managing Director	3
1. Overview	4
2. Intro to the sections of the Code	4
3. Why Ethics Matter	5
The Purpose of this Code.....	5
Application of the Code	5
Quick Ethics Check.....	6
4. Ethics in the Workplace.....	6
Treat Others with Respect and Exercise Professionalism.....	6
Keep Your Workplace Safe	6
Behave Professionally at All Times	7
Expectations Relating to Business Partners.....	7
5. Ethics in Your Business Relationships	7
Protect our Social Licence to Operate and Enhance the Company’s Reputation.....	7
Treat Others Honestly and Fairly	7
Business Meals	8
Gifts and Entertainment	8
Take Care in Government and Political Dealings.....	8
Treat MFG Assets with Care	9
Share Information Responsibly with Industry Groups and Others	9
Choose Suppliers Through Fair Competition	9
6. Conflicts of Interest	9
Deal at Arm’s Length with Suppliers and Other Counterparties.....	10
Bribery and Kickbacks are Prohibited	10
Use of Company Facilities and Assets.....	10
Reporting of Conflicts of Interests.....	10
7. Handling Information: Personal and Confidential Information.....	11
Social Media	11
8. Ethics and the Law	11
Know and Comply with the Law	11
9. Reporting Concerns	12
What to Report.....	12
How to Report	12
What if I Want to Remain Anonymous?	12

Message from the Managing Director

Hi everyone,

At Matariki Forestry Group, how we go about our work is just as important as what we accomplish. The way we work with each other, with our partners, and within our communities reflects the values we share as a company.

That's why we've put together this Code of Conduct and Ethics — not as a long list of rules, but as a practical guide to help us all navigate decisions and situations with integrity, respect, and professionalism.

We want Matariki to be a place where people feel proud to work, where doing the right thing is second nature, and where we hold ourselves to high standards, not because we have to, but because it reflects who we are. That applies to how we treat each other, how we engage with suppliers and customers, and how we represent the business more broadly.

As the world changes and our business evolves, we'll continue to update this Code to reflect best practices, but the core idea stays the same: we're all responsible for fostering a culture we can be proud of.

Thanks for living these values every day, and for the contribution you make to our shared success.

Alistair Brown
Managing Director, MFG Management Limited

1. Overview

This **Code of Conduct and Ethics** (the “Code”) reflects Matariki Forestry Group’s ongoing commitment to high standards of ethical behaviour, professionalism, and compliance with all applicable laws. It also reinforces our responsibility to avoid situations that may present actual, potential, or perceived conflicts of interest.

The Matariki Forestry Group (MFG) includes MFG Management Limited, Matariki Forests, and Matariki Forests Trading Limited. MFG is a joint venture between The Rohatyn Group and Stafford Capital Partners Limited.

This Code applies to all MFG directors, officers, employees, agents and contractors whenever they are working for, or representing, MFG. We all share the responsibility to be familiar with the Code and to uphold its principles in our day-to-day work.

While the Code is not designed to cover every possible scenario, it offers principles-based guidance to support ethical decision-making in our workplace interactions — whether with colleagues, clients, suppliers, or other stakeholders.

If you are ever unsure about how the Code applies in a particular situation, please speak with your manager, contact the Ethics Officer, or reach out to the Director of People & Culture.

Breaches of this Code may result in disciplinary action, which could include summary dismissal or termination of engagement, depending on the circumstances.

2. Intro to the Sections of the Code

Why Ethics Matter: This section outlines the Code’s purpose and its application.

Ethics in The Workplace: It is the obligation of every individual to whom this Code applies to be familiar with, and vigilant about, the application of the Code to our day-to-day operations.

Ethics in Your Business Relationships: The critical issues addressed in this section include ethical conduct, fairness, honesty and professionalism in our interactions with customers, suppliers and other stakeholders, compliance with applicable laws, acceptable levels and forms of entertainment and interaction within business relationships, and the special concerns that can arise when giving or receiving gifts.

Conflicts of Interest: One of the main issues dealt with in the Code is how to scrupulously avoid actual conflicts of interest. This section addresses potential conflicts which may arise in a variety of situations, including participating in MFG transactions that could potentially benefit an employee, agent, representative or their family.

Handling Information - Personal and Confidential Information: This section discusses the need to avoid unauthorised disclosure of MFG information to ensure that our interests and the privacy of others are protected. There is a discussion on the use of social media and Internet chat rooms.

Ethics and The Law: The need to know and comply with all applicable laws, rules and regulations, are discussed in this section.

Reporting Concerns: The process for reporting any suspected illegal or unethical conduct, is described in this section.

3. Why Ethics Matter

First and foremost, acting ethically is always the right thing to do. Second, operating in an ethical manner is essential to our success. Our customers and other stakeholders rely on us to be honest and fair. We must behave ethically in the communities where we operate in order to maintain the confidence of all our stakeholders. It is in our best interest to set high standards for ourselves at all times and to align ourselves with agents, representatives, suppliers and business associates who have similar high standards of business conduct.

The Purpose of this Code

This Code provides standards for ethical behaviour when representing MFG and when dealing with customers and other stakeholders.

Application of the Code

MFG's Code of Conduct and Ethics applies to directors, officers, employees, agents and contractors of MFG. Other parties which provide services to MFG are also expected to abide by all applicable provisions of the Code and adhere to the principles and values set out in the Code when representing MFG to the public or performing services for, or on behalf of, MFG.

Quick Ethics Check

While the Code provides principles of behaviour and some general rules, it cannot cover every situation. Ethical conduct requires personal judgement. To help you make the right choice, ask yourself the following questions:

- Is this legal?
- Is it fair?
- Would I want other people to know I did it?
- How would I feel if I read about it in the newspaper?
- How will I feel about myself if I do it?
- What would I tell a family member or a close friend to do in a similar situation?

4. Ethics in the Workplace

We cannot have a positive and productive workplace unless we treat each other with respect, trust and professionalism. Each of us must help create and maintain a healthy, secure environment.

Treat Others with Respect and Exercise Professionalism

We must give each other the same respect and service we give customers, and the same respect we expect for ourselves. When we communicate with each other within the organisation, we must be open, honest, respectful and professional. MFG strictly prohibits discrimination, harassment and violence in the workplace, and employees are entitled to a workplace free from harassment.

Keep Your Workplace Safe

All MFG employees have a legal responsibility to take reasonable care of their own health and safety by not causing harm to themselves or others and complying with reasonable instructions, policies or procedures on the way they work to minimise risk. All MFG employees are required, where appropriate, to help ensure that MFG is complying with health, safety and environmental laws and regulations. Manufacturing, distributing, dispensing, possessing or using unlawful or unauthorised drugs or alcohol is prohibited. MFG employees cannot be at work when impaired by drugs or alcohol.

Behave Professionally at All Times

Just as it is important to behave responsibly and professionally in the workplace at all times, you must represent MFG in a positive manner when dealing with clients, and potential clients, and in all business activities.

Expectations Relating to Business Partners

We expect our business partners to adhere to ethical business conduct consistent with our own, which includes a prohibition on bribery and corruption.

5. Ethics in Your Business Relationships

Our business depends on sound relationships with customers, the community, other organisations and our stakeholders. We maintain these relationships by taking extra care when giving or receiving gifts, and when sharing information with outside individuals and organisations.

Protect our Social Licence to Operate and Enhance the Company's Reputation

All individuals to whom this Code applies must conduct their business activities in a manner that protects MFG's social licence to operate and enhances its reputation. The risk of damage to our reputation must be a key consideration in assessing and engaging in any business relationship, transaction or activity. It is not acceptable to engage in any activity, with an actual or prospective supplier, customer or stakeholder of MFG, that could reasonably be perceived as inappropriate or unprofessional for a business relationship.

Treat Others Honestly and Fairly

We must treat customers with high standards of honesty, fairness and courtesy.

We seek competitive advantage through superior performance, never through illegal or unethical business practices. To be professional, we must follow our corporate standards of ethical business conduct while appreciating the cultures and business customs of the countries and communities in which we operate. We must ensure compliance with applicable laws, rules and regulations in the jurisdictions where we do business.

Business Meals

Business meals are an accepted part of maintaining professional relationships. However, it's important that any meal offered or accepted in the context of MFG business is appropriate, modest, and does not create a perception of undue influence.

- You may accept or offer a modestly priced business meal provided it aligns with professional standards and local norms.
- Meals must be in the context of a legitimate business interaction, and participation should be limited to those directly involved.

If you're unsure whether a business meal is appropriate, please speak with your manager.

Gifts and Entertainment

Gifts and entertainment may occasionally be received in the course of a business relationship. Examples may include invitations to events or small gift items. To maintain integrity in all our business dealings, anyone associated with MFG must not give or accept gifts or entertainment that could reasonably be seen as an attempt to influence business decisions. This includes gifts or entertainment to or from individuals, customers, contractors or organisations MFG does business with, or may do business within the future.

Family members must also not receive any item of value in connection with an employee's or agent's involvement in any MFG transaction.

All gifts and entertainment must be disclosed and recorded in the Gifts and Entertainment Register.

- If the value is NZ\$200 or less, approval must be given by a Regional or Department Manager.
- If the value is over NZ\$200, prior written approval from the Managing Director of MFG Management Limited is required.

You must never request, encourage, or suggest that you or your family be given gifts or entertainment when working for or representing MFG. If in doubt about the appropriateness of any gift or entertainment, speak with your manager before proceeding.

Take Care in Government and Political Dealings

MFG's general policy is that it will not make any political contributions. You must not engage in any lobbying activities on behalf of MFG unless you first obtain specific authorisation from the Managing Director, MFG Management Limited.

Treat MFG Assets with Care

MFG assets, such as land (including improvements and the flora and fauna thereon), are not available for personal use and benefit unless specifically approved in writing by MFG. MFG expects that where any use of its asset is intended to generate a financial benefit, it will be fairly compensated for that use, whether or not such anticipated benefit actually eventuates and that the rules relating to that use will be appropriately governed to ensure that MFG's interests are properly protected.

Transparency is important; No MFG employee has the right to offer other parties rights to MFG land unless such arrangements are appropriately conditioned, clearly documented and approved at the relevant management level.

Share Information Responsibly with Industry Groups and Others

Memberships in business organisations can increase the effectiveness of individuals, MFG and our industry. MFG encourages membership in such organisations, especially those that strive to improve the industry. It is a normal part of these memberships to share aggregated and statistical information. However, we need to ensure that we do not exchange confidential corporate information that could jeopardise MFG's competitive position or could in any way be considered a breach of the relevant competition law provisions of the Commerce Act. MFG representatives whose duties bring them in contact with representatives of competing companies must be especially cautious. If sensitive information is raised by a competitor in the presence of an MFG representative, every effort must be made to immediately terminate the conversation.

Choose Suppliers Through Fair Competition

MFG is committed to fair competition in all its dealings with suppliers. It is important to communicate the Company's requirements clearly and uniformly to all potential suppliers. Suppliers should be fairly chosen on the basis of merit, competitiveness, price, reliability and reputation.

6. Conflicts of Interest

We recognise that in life and business not everything is 'black and white' and that by its very nature a conflict of interest can potentially be difficult to navigate through and resolve. These rules provide some guidance to assist employees but if employees have any doubts as to the correct course of action, they should reach out and seek help from others, such as their manager, the Director, People & Culture or the MFG Ethics Officer.

A conflict of interest occurs when a private interest interferes in any way with the interests of MFG or its customers.

Deal at Arm's Length with Suppliers and Other Counterparties

You must not be associated in any way with agreements between MFG and suppliers in which you or a member of your immediate family have an interest, or which might result in any personal gain or benefit.

Bribery and Kickbacks are Prohibited

MFG does not allow unethical business practices such as bribery or kickbacks. These practices are illegal under New Zealand law and are against MFG policy in all places where we conduct business. MFG is subject to, and must comply with, all anti-bribery laws in the jurisdictions where we do business.

Use of Company Facilities and Assets

Employees will not use MFG facilities, property, or working time for personal use or to promote the interests of third parties. Any exceptions require the consent of the Regional Manager or the Director, People & Culture for the Auckland office.

Reporting of Conflicts of Interests

Employees who believe that they may be engaged or are about to be engaged in a conflict of interest should promptly disclose the situation to their managers.

Employees and/or managers should seek the advice of the MFG Ethics Officer or the Director, People & Culture to clarify application of the Code or applicable MFG policies relating to the specific situation. If a genuine conflict is identified, then this will be discussed and resolved with the Managing Director.

All information disclosed shall be treated on a confidential basis, except to the extent necessary for the protection of MFG's interests.

MFG Ethics Officer will also be responsible for seeking annual certification from employees that all conflicts have been disclosed and properly resolved.

7. Handling Information: Personal and Confidential Information

Information is one of MFG's most vital assets. Any confidential information acquired, or otherwise accessed in any way, by employees in the course of their employment must be kept secure, in confidence and used consistent with the purposes for which it was collected in accordance with the principles contained in the Privacy Act 2020.

Social Media

Postings/communications made through social media are or can become public and they may be difficult or impossible to remove. Employees are accountable for what they post online.

8. Ethics and the Law

MFG is committed to operating within the laws and regulations of every jurisdiction in which it operates.

Know and Comply with the Law

You are required to broadly understand the laws that affect your work and make sure your business conduct complies with those laws, recognising that in some cases there is provision for personal as well as corporate liability. If you have any doubts about your responsibilities in this regard you should seek clarification from your manager, the MFG Ethics Officer, or the Director, People & Culture. Relevant New Zealand legislation includes:

Statute/Regulation	Scope/context
Commerce Act 1986	Competition law and the economic regulation of goods and services in markets with monopoly characteristics
Health & Safety at Work Act 2015	Protection of people from harm at work
Resource Management Act	Land use and protection of the environment; includes National Environmental Standard (Commercial Forestry)
Human Rights Act 1993	Outlaws' discrimination and harassment on various grounds
Employment Relations Act 2000	Provides the legal backdrop for all relationships between employees, employers and unions
Privacy Act 2020	The promotion and protection of Individual privacy rights

9. Reporting Concerns

If you observe or suspect illegal, unethical, or inappropriate behaviour, we encourage you to report it.

What to Report

- Fraud or theft
- Conflicts of interest
- Harassment, bullying or discrimination
- Breaches of Health & Safety, or Environmental compliance
- Misuse of company resources or property
- Gifts or entertainment that may influence decisions

How to Report

Employees should report any concerns to their Manager, the MFG Ethics Officer or the Director, People & Culture.

MFG Ethics Officer

Peter Spencer

E: peter.spencer@rayonier.com

Director, People & Culture

Anna Pule

E: anna.pule@rayonier.com

What if I Want to Remain Anonymous?

If you choose to remain anonymous, you can report your concerns via the “[Reporting of Illegal or Unethical Conduct](#)” form on the Matariki Forest website