Category		Question	Answer
Finance			
	1	Can you provide assurance of the company's financial stability and ability to deliver on long-term commitments?	They are financially stable with strong liquidity ratios, no significant debt exposure, and a proven record of consistent revenue growth, confirmed through audited financial statements. Our client's long-term client portfolio demonstrates both sustainability and reliability, giving full assurance of our ability to deliver on commitments.
	2	What are your standard payment terms, and are you open to negotiation if the client requires alternative arrangements?	Standard payment terms are net 30 days. However, strategic partnerships are valued and there remains flexible to discuss alternative arrangements that align with your financial processes, provided they are mutually beneficial.
	3	Can we transact in local currencies (e.g., SGD, AUD, MYR, IDR, PHP) and how is FX risk handled?	Default invoicing is in EUR. Prices are quoted net of FX risk (borne by distributor). For large programs hedging or a collar may be discussed. First orders may use LC; steady-state is net 30 via bank transfer.
	4	Do your prices account for withholding tax in APAC markets, and can you provide tax residency certificates?	Pricing assumes amounts are paid net of any local WHT. Where WHT applies, the distributor withholds per local law. A tax residency certificate may be provided to enable treaty rates. Gross-up is negotiable for specific markets tied to volume commitments.
	5	Are you able to handle payments in USD or EUR where local currencies are restricted?	Yes. Standard invoicing is in EUR, with flexibility to accept USD in markets where currency controls or conversion restrictions apply. Local currency invoicing may be discussed case by case.
	6	How do you manage compliance with local import duties and VAT regimes in Africa/Middle East?	Distributors are responsible for import duties and VAT. We provide full customs documentation, HS codes, and certificates to support efficient clearance and compliance.
Licensing			
	1	What is the exact scope of exclusivity? Country or region cluster?	Exclusivity is granted per country or cluster, covering both online and offline sales. Cross-border activity is prohibited. Typical exclusivity runs 3–5 years, renewable based on sales and marketing performance.
	2	Is online cross-border sales explicitly forbidden under agreement?	Yes, cross-border online sales are prohibited. Our client expects geofencing/marketplace controls and seller-of-record governance to prevent out-of-territory fulfilment.
	3	Does exclusivity cover cross-border marketplaces into APAC (e.g., Shopee/Lazada, Amazon SG/AU), and how is geo-fencing enforced?	Yes. Country exclusivity includes online marketplaces. Client implements Amazon Brand Registry where applicable, maintains an authorised-seller policy, and requests platform takedowns for cross-border leakage. Marketplace SKUs will be geo-restricted by territory.

4	Is sub-licensing to third-party retailers allowed?	Sub-licensing is not permitted without prior written consent. Retailers and resellers may be appointed under your exclusive distribution umbrella, with you remaining responsible for brand protection and compliance.
5	Combien d'années dure l'exclusivité initiale ? (How many years does the initial exclusivity last?)	Exclusivity applies per country or cluster across both online and offline channels; cross-border sales are prohibited.
6	If we fail to meet minimum sales, what are the consequences for keeping our license?	If minimum sales commitments are not met, the licensor may revoke exclusivity, with options to review and remedy.
7	Can we apply for renewal before the term ends. If so, what criteria would be applied?	Initial exclusivity is typically 3 years, renewable based on performance (sell-in/sell-through, coverage, and compliance).
8	Is the license linked to achieving marketing KPIs? Or just sales volumes?	Exclusivity is performance-based: primary KPIs are sales volumes and distribution coverage, supported by quality measures such as regulatory readiness, on-shelf availability, and compliant marketing execution.
9	Is there provision for arbitration in case of disputes over territory?	Standard distributor terms include arbitration and governing-law provisions (venue and rules to be confirmed during contracting).
10	Will Nordlion Group provide legal templates for distributor agreements, or we must draft ourselves?	Client shall provide a master exclusive distributor agreement template for efficiency; local addenda can address territory-specific needs.
11	Can we license multi-country clusters (e.g., SE-Asia) instead of single-country rights?	Yes, clusters are possible where supply chain and retail ecosystems are integrated. Cluster grants include higher performance thresholds, shared launch calendars, and territory-specific carve-outs (e.g., duty-free). A six-month performance review gate applies.
12	In markets with overlapping regional trade blocs (e.g., ECOWAS, GCC), how is exclusivity defined?	Exclusivity is always defined at the country level, regardless of regional bloc memberships. Any cross-border trade must be approved in writing.
13	Can exclusivity include duty-free or free-zone retail channels (e.g., Dubai Duty Free, OR Tambo Duty Free)?	Yes. Duty-free and free-zone channels can be carved out under the exclusive distributor's rights, provided minimum sales commitments are achieved.

Quality

1	Where exactly is the product currently manufactured in Europe?	Manufacturing is based in Denmark in certified European facilities with ISO13485 standards. Production can scale rapidly, with average lead times of 4–6 weeks per 100k units. A warranty is provided against defects and can customise colour/branding subject to MOQ agreements.
2	Can the moulding process be transferred to another region (if necessary)?	Should volumes support, this may be discussed further providing the strict production standards are maintained.
3	What is your typical production lead time per 100,000 units?	Lead time is generally 4–6 weeks for orders up to 100k units, with expedited options available.
4	Is there any ISO 13485 certification for the manufacturing site?	Manufacturing operates to ISO 13485 medical-device quality standards; certificates available upon request.

5	How are quality defects managed and reported to distributors?	A structured QA/RMA process is in place: notification, quarantine, root-cause analysis (CAPA), and replacement/credit for confirmed defects.
6	Est-ce que les sites de fabrication respectent les normes de sécurité européenne ? (Do the manufacturing sites comply with European safety standards?)	Manufactured in ISO 13485-certified European facilities, CE-marked and batch-tested for quality assurance.
7	Please advise if the product design can be localised (color, language, branding).	Manufacturing is scalable and supported by audited facilities; colour/branding may be adapted with agreed MOQs.
8	Is your manufacturing capacity scalable to meet sudden large orders (1million+ units)?	Capacity is scalable. For 1M+ units, a phased PO cadence may be agreed and reserve lines to guarantee service levels.
9	What warranty is provided at manufacturing stage in case of faulty batches?	We warrant against manufacturing defects; specific terms and claim windows will be defined in the distributor agreement.
10	Are you using automated lines or manual assembly. Is workforce availability stable?	Production uses automated moulding with controlled manual steps. Workforce is cross-trained and capacity-buffered for peaks.
11	How do you ensure product/service quality consistently meets the required specifications, and what certifications or standards do you hold?	Client operates under a comprehensive medical-grade quality management system. Products are fully medical certified and conform to all relevant ISO and CE standards, including ISO 9001 and ISO 13485 for medical devices. Each production stage is governed by documented procedures: from incoming inspections and in-process verification to final release testing with full traceability. Regular audits, continuous improvement initiatives, and staff training ensure that products that meet the strictest regulatory, clinical safety, and performance requirements are consistently delivered.
12	What is your complaint/vigilance process for APAC authorities (e.g., HSA Singapore, MDA Malaysia)?	Distributors notify client within 48 hours of any safety/quality complaint. A global complaint log, supply investigation records, and support filings by the local MAH/importer (where required) are maintained. Field safety notices and recalls follow local authority formats and timelines.
13	How is product performance validated in high-temperature or high-humidity environments common in the Middle East and Africa?	The product has been stress-tested under extreme climate conditions (0–50°C, >85% humidity). Performance data and material stability certificates can be shared under NDA.

Supply Chain

1	What is the MOQ and how flexible is it?	MOQ starts at one pallet (3,746 units). Orders can be shipped FOB Europe or CIF destination. Lead time is typically 30–45 days. Carton/pallet specs, customs documentation support, and shipment tracking is provided. Buffer stock is available on request.
2	Can orders be shipped FOB from Europe or only ExWorks Copenhagen to destination port?	We ship FOB Europe or CIF destination; EXW can be arranged. We provide commercial invoice, packing list and, if needed, certificates.

3	Quel est le délai moyen de livraison après confirmation de commande ? (What is the average delivery time after order confirmation?)	Délai habituel après validation du bon de commande/maquettes : 30–45 days door-to-door for standard orders, with production lead time -4–6 weeks for 100k units. En haute saison, phaser les commandes est recommandé. (English: Typical timing after PO/artwork approval: 30–45 days door-to-door for standard orders, with production lead time -4–6 weeks for 100k units. Peak-season orders should be phased to protect transit capacity.)
4	Do you maintain buffer stock for rapid replenishment in rainy season?	Yes—buffer stock can be arranged ahead of season subject to deposit and rolling call-offs.
5	Can you confirm packaging dimensions for pallet and carton to plan logistics.	Carton and pallet specifications will be provided (outer dimensions, case-pack, weight) to support your logistics planning.
6	Is there option to consolidate with other SKUs for cost efficiency in shipping?	Client ships EXW Copenhagen. Commercial invoice, packing list and, if needed, certificates, shall be provided.
7	Are there restrictions on exporting to regions with high humidity or extreme climate?	No special restrictions. Store dry at ambient temperatures (approx. 0–40°C) away from direct sunlight.
8	How are customs and duties handled. Do you provide support on docs?	Commercial invoice, packing list, HS code guidance, and, where required, certificate of origin and conformity documents shall be provided.
9	Are there penalties if shipments are delayed due to your manufacturing side issues?	Service-level commitments will be defined contractually. For supplier-caused delays, we prioritise recovery options (expedited freight, lot prioritisation); remedies are agreed in the MSA.
10	What is your average lead time from order placement to delivery, and how do you mitigate risks of delays?	Standard lead time is approximately 60 days (first order, rest are planned forward), depending on product specifications and order volumes. Real-time tracking systems and transparent communication ensure any potential disruptions are identified early and resolved quickly.
11	How do you manage inventory, warehousing, and distribution to ensure continuity of supply during peak demand or disruptions?	A flexible inventory management system is operated, supported by defined safety stock levels and strategically located regional warehouses. Distribution is managed through reliable, audited logistics partners, with contingency routing and capacity planning in place to safeguard continuity of supply, even during peak demand or unexpected disruptions.
12	What lead times and Incoterms do you offer into APAC, and can you support a Singapore or Hong Kong hub?	Incoterms are EXW (Copenhagen) only. Seller commitment is to have goods ready for collection in 4–6 weeks from PO (and artwork/label approval, if applicable). From that point, your forwarder handles all export formalities, freight, insurance, and import clearance. Title and risk transfer at our dock on handover to your carrier.
13	Do you provide guidance on halal certification or labelling if required by Middle Eastern markets?	The product itself is chemical-free and does not require halal certification. Packaging and labelling guidance will be provided to comply with local import authority standards where relevant.
14	What support do you offer for last-mile distribution in markets with weaker logistics infrastructure?	We assist with consolidated shipments and provide contacts for vetted regional logistics partners. Local distributors remain responsible for last-mile delivery.

15	Can you accommodate split shipments into multiple African ports (e.g., Mombasa and Durban) for cost efficiency?	Yes. Split shipments are possible where volumes justify. Each shipment will be covered by full documentation and coordinated with your freight forwarder.

Sustainability

1	What measures are in place to ensure the product is recyclable at end-of-life?	The Bug Bite Thing is CE certified and designed for lifetime use, significantly reducing waste. Packaging options include recycled and FSC-certified paper. Our supply chain increasingly uses renewable energy and complies with EU Green Deal and REACH standards.
2	Do you have Life Cycle Assessment (LCA) data for carbon footprint of one unit?	A high-level carbon profile can be shared which focuses on avoided consumables versus creams/sprays. A formal LCA/EPD is planned; methodology summary can be provided in the interim.
3	Is the packaging made from recycled or FSC-certified paper?	Packaging can be customised to recyclable/FSC-certified or biodegradable options to meet local sustainability standards.
4	Quelle est la politique de compensation carbone de votre société ? (What is your company's carbon offset policy?)	Notre priorité est la réduction (produit réutilisable, emballage minimal). Si des compensations sont souhaitées (p. ex. transport), nous pouvons faciliter des options certifiées par des tiers. (English: Our priority is reduction (reusable device, minimal packaging). Where offsets are desired (e.g., freight), third-party certified options may be provided at your discretion.)
5	Some partners ask about plastic waste – can you confirm type of plastic used and recyclability?	The device is durable and reusable (no batteries, no consumables). At end-of-life it can enter plastic recycling streams where facilities exist; exact resin code may be shared under NDA.
6	Is your supply chain audited under ESG criteria or only for quality assurance?	Tier-1 manufacturing is audited for quality and social compliance; client is also extending environmental audits to selected tier-2 suppliers.
7	We would like confirmation if your product is compliant with EU Green Deal packaging requirements?	Packaging can be customised to recyclable/FSC-certified or biodegradable options to meet local sustainability standards.
8	Please explain how the product supports SDG targets beyond health, e.g. climate adaptation.	As a chemical-free, reusable device, the product supports ESG commitments by reducing chemical waste and single-use plastics.
9	Est-ce que vous pouvez fournir des certificats prouvant la conformité avec REACH ? (Can you provide certificates proving compliance with REACH?)	Les déclarations de conformité REACH et les données de sécurité des matériaux sont disponibles sur demande. (English: REACH compliance statements and safety data for all materials are available upon request.)
10	How do you address product sustainability expectations in markets where recycling infrastructure is limited?	The product's reusable, chemical-free design reduces dependency on disposable remedies. At end-of-life, the device may enter general plastic waste streams if formal recycling is unavailable.

Procurement

1	Can you confirm your proposed pricing is fixed for the contract duration, and outline any conditions under which price adjustments may occur?	Proposed pricing is fixed for the full contract duration. Adjustments would only apply under exceptional circumstances such as significant, unforeseen changes in raw material costs or regulatory-driven cost increases. Any change would be handled transparently, fully documented, and agreed in advance with your team.
2	Can you provide references of existing partnerships in markets with similar regulatory or infrastructure challenges?	Yes. References from partners in emerging markets can be provided under NDA, to demonstrate successful navigation of regulatory and logistical hurdles.