AINA DISTRIBUTION

EXECUTIVE DOCUMENT

Prepared for brand owners, manufacturers and international expansion teams

AINA Brand Partnership Framework

Building long-term growth through strategic distribution, marketplace excellence and market expansion

DISTRIBUTION | SOURCING | PROCUREMENT | MARKET EXPANSION

AINA Enterprises LLC, doing business as AINA Distribution
Boca Raton, Florida | ainadistribution.com

2026

CONTENTS

What this document covers.

01 | A LETTER FROM OUR FOUNDER

On building things that last.

Distribution is often treated as a transaction. A brand needs volume moved, a distributor moves it, and the relationship extends no further than the current purchase order. We have never believed that is where the value lies.

Every product has a lifecycle. Every market has a cycle. The one thing that survives both is the relationship between people who trust one another to deliver. That belief is not decoration on our business — it is the operating principle beneath every decision we make.

It shapes how we begin. We do not ask a brand to hand us an entire catalogue on the strength of a presentation. We would rather start with a single product, execute properly, and let the results make the argument. Trust earned through performance is worth considerably more than trust extended on the basis of a promise.

It also shapes how we behave once a partnership is running. We protect pricing because a brand's position in the market is an asset it has spent years building. We report honestly, including when results fall short of what we projected. We tell a brand when we are not the right partner for a particular market, even when the work would be welcome.

None of this is complicated. It is simply harder and slower than the alternative, which is why fewer companies choose it. But partnerships built this way are still standing in ten years, and that is the only timeframe we find interesting.

If that is the kind of partner you are looking for, we would welcome the conversation.

Founder & Managing Director
AINA Distribution

02 | WHO WE ARE

An enterprise company that specialises in distribution.

AINA Enterprises LLC, doing business as AINA Distribution, is a wholesale distribution company headquartered in Boca Raton, Florida, with warehouses in Orlando and Atlanta and operations in Portugal.

What we do	We help brands, manufacturers, retailers and institutional buyers move products into new markets and channels. Our work spans distribution and channel development, strategic sourcing, procurement, and market expansion across retail, marketplace and distributor networks.
How we operate	As a partner rather than a vendor. We align to your margins and objectives, we are candid when something will not work, and we measure ourselves against your results rather than against a scope of work.
Where we reach	A United States base with warehousing in Florida and Georgia, together with operations in Portugal, provides genuine access to US retail, marketplace and distributor channels and to European markets. Expansion into Saudi Arabia is underway.
Who we serve	Brand owners entering new markets, manufacturers placing volume into the right channels, distributors seeking supply and sourcing partners, and retail and institutional buyers requiring dependable fulfilment.

2021
Building partnerships since

4
Operating locations

9
Industry verticals served

3
Channel types

03 | WHY BRANDS CHOOSE AINA

The alternative to building it yourself.

Entering a new market alone means assembling relationships, channel access, operations and market knowledge from a standing start. Most of that work is invisible until it is missing.

Building in-house

YEARS

- ✕ Supplier and distributor relationships, one introduction at a time
- ✕ Channel operations learned through costly mistakes
- ✕ Procurement, sourcing and inventory systems from zero
- ✕ International connections across unfamiliar geographies
- ✕ A team that has done it before

Partnering with AINA

DAY ONE

- ✓ Relationships already built, tested and trusted
- ✓ Retail, marketplace and distributor channels ready to open
- ✓ Sourcing, procurement and inventory running today
- ✓ A footprint across the United States and Europe
- ✓ A team whose track record is the entire proposition

That head start is the offer. A brand gains the network, the infrastructure and the market knowledge it would otherwise take years to assemble — without carrying the risk, the payroll or the learning curve of building it alone.

04 | THE CHALLENGES BRANDS FACE

What usually goes wrong.

Most brands do not fail in new channels because the product is wrong. They fail because the operating conditions around the product were never established.

Price erosion

A single discounting partner resets market expectations. Margins compress across the channel and rarely recover.

Channel conflict

Multiple partners competing for the same customers, with no coordination and no agreed rules of engagement.

Inventory volatility

Stock-outs during demand peaks and overstock afterwards, both of which cost more than they appear to.

Fragmented accountability

Separate parties for sourcing, logistics and channel management, each accountable for a portion and none for the outcome.

Unverified demand

Significant commitments made before there is evidence the product performs in the target market.

Relationships that end at the order

Transactional suppliers who disengage once volume is delivered, leaving the brand to absorb everything that follows.

THE PATTERN

Each of these is a relationship problem before it is an operational one.

Our framework is built to address them in sequence, before they compound.

05 | OUR PARTNERSHIP PHILOSOPHY

Successful partnerships are built through performance, not promises.

Rather than asking a brand to trust us with an entire catalogue from the first meeting, we prefer to earn that trust through execution. Every partnership we value began the same way: understanding the brand, aligning on objectives, delivering measurable results, and growing together over time.

- **We build for the long term, not the transaction**
  A one-time deal is easy to win and easy to forget. A partnership is harder, slower and worth considerably more.
- **We earn trust before we ask for it**
  Trust is the actual product. It is what allows a supplier to take our call and a brand to hand us something it spent years building.
- **We measure ourselves by your results**
  Not by hours billed or units shipped, but by whether the business is stronger for having worked with us.
- **We are candid when the answer is no**
  If a market is not ready for a product, or we are not the right partner for it, we say so. It costs us work and preserves the relationship.

06 | THE AINA BRAND PARTNERSHIP FRAMEWORK

A structured path from first conversation to long-term growth.

Four phases, each with a defined purpose and a clear decision point. No phase begins until the previous one has produced evidence that it should.

1	2	3	4
Discovery & Alignment	**Pilot Partnership**	**Performance Review**	**Expansion**
Understand the brand, products, channels and market opportunity	Launch one SKU or product family to validate demand and build trust	Assess sales, inventory, operations and customer response	Broaden assortment, channels and geographies with evidence behind it

- **Risk is proportional to evidence**
  Commitment increases only as results justify it. Neither party is exposed to a scale of operation that has not yet been tested.
- **Every phase has an exit**
  A partnership that is not working can be concluded cleanly at any stage, without either side having over-committed.
- **The sequence is deliberate**
  Expansion decisions are made against real performance data rather than projections, which is what makes them durable.

07 | THE FOUR PHASES IN DETAIL

Phase one and two.

PHASE 1

Discovery & Alignment

Two to four weeks | Establishing what growth needs to look like

- **Brand and portfolio review**
  Products, positioning, margin structure, existing channel commitments and any territory or pricing constraints already in place.
- **Channel and market assessment**
  Where the product has genuine room to compete, which channels fit, and which should be avoided or sequenced later.
- **Objective alignment**
  Agreement on what success means in measurable terms, and over what period it should be assessed.
- **Candid feasibility view**
  An honest assessment of whether the opportunity is real. Where it is not, we say so now.

PHASE 2

Pilot Partnership

One to two quarters | A contained launch designed to produce evidence

- **Controlled launch**
  One product, defined channels, agreed pricing discipline and a clear inventory position.
- **Operational integration**
  Ordering, forecasting, fulfilment and reporting tested at manageable scale.
- **Demand validation**
  Real sell-through data in the target channel, rather than projections.

07 | THE FOUR PHASES IN DETAIL

Phase three and four.

PHASE 3

Performance Review

At the close of the pilot | Held whether results are strong or disappointing

- **Commercial performance**
  Sell-through, velocity, margin realisation and channel results against agreed benchmarks.
- **Operational performance**
  Inventory turns, forecast accuracy, fulfilment reliability and any friction found.
- **Market and customer response**
  Customer feedback, competitive positioning, pricing integrity and listing quality.
- **Joint decision**
  Expand, adjust or conclude. All three are legitimate and each is discussed openly.

PHASE 4

Expansion

Ongoing, reviewed quarterly | Growth built on demonstrated performance

- **Assortment expansion**
  Additional SKUs introduced in planned waves, on groundwork already proven.
- **Channel development**
  New retail, marketplace or distributor channels opened where the product has proven itself.
- **International opportunity**
  European and Middle Eastern markets assessed where category and brand are suited.
- **Quarterly business reviews**
  Formal reviews maintaining alignment, forecast accuracy and long-term planning.

08 | OUR COMMITMENTS

What a brand can expect of us.

These are the standards we hold ourselves to in every partnership, from the pilot phase onward.

- **Inventory investment**
  We purchase inventory and carry it. The commercial risk of holding stock sits with us, not with the brand.
- **Pricing discipline**
  We uphold the minimum advertised price policy of every brand we distribute, and we do not use discounting as a mechanism for moving volume.
- **Brand protection**
  Listing quality, channel conduct and market presentation are treated as part of the product, not as an afterthought.
- **Transparent communication**
  Clear reporting, including when performance falls short. Partners hear difficulties from us before they discover them elsewhere.
- **Reliable forecasting**
  Forecasts built on operating data and revised as evidence changes, so that production planning can depend on them.
- **Marketplace stewardship**
  Consistent pricing, accurate listings and disciplined inventory planning wherever we operate on a brand's behalf.
- **Quarterly business reviews**
  Scheduled reviews of performance, inventory, market conditions and forward planning.
- **Operational excellence**
  Fulfilment, documentation and compliance executed to a standard that does not require the brand's supervision.
- **Long-term collaboration**
  Decisions made in the interest of the relationship over years, not the current quarter.

09 | WHY BEGIN WITH ONE SKU

The most important decision is the smallest one.

Asking a brand to commit an entire catalogue to an untested partner is asking for a leap of faith. We would rather remove the leap entirely.

Risk is contained for both sides

The brand exposes one product rather than a portfolio. We commit inventory capital against a defined position. Neither party is over-extended while trust is still being established.

Demand is validated, not assumed

A single SKU in a live channel produces real sell-through data. Expansion decisions are then made against evidence rather than projections.

Operations are aligned before scale

Ordering, forecasting, fulfilment and reporting are tested at manageable volume. Friction is found and resolved when the cost of finding it is low.

Confidence is earned, not claimed

Execution on one product tells a brand more about a partner than any presentation. The results make the argument for what follows.

Success becomes measurable

A contained pilot has a clear benchmark. Both parties know precisely what worked, what did not, and why.

A foundation for expansion

Every subsequent SKU enters a system that has already been proven, which is what makes scaling orderly rather than chaotic.

IN SHORT

A brand should not have to gamble to find out whether a partner performs.

One product, executed properly, answers the question at a fraction of the risk.

10 | THE PILOT PARTNERSHIP IN PRACTICE

What the first two quarters look like.

An illustration of how a pilot typically progresses. Actual timelines vary by category, channel and market conditions.

Weeks 1–2	**Alignment**	Product selection, channel strategy, pricing framework and MAP terms agreed. Success measures defined and documented.
Weeks 3–4	**Onboarding**	Commercial terms finalised, initial purchase order placed, product data and assets received, listings and channel presence prepared.
Weeks 5–8	**Launch**	Product live in the agreed channels. Inventory positioned. Pricing monitored from day one, with early demand signals tracked closely.
Weeks 9–16	**Optimisation**	Listing and channel refinement, inventory replenishment against actual velocity, resolution of any operational friction.
Weeks 17–24	**Review**	Full performance review against the agreed measures. Joint decision on expansion, adjustment or conclusion.

THROUGHOUT

Reporting is continuous, not retrospective.

Partners are never waiting until a review to learn how the product is performing.

11 | MARKETPLACE STEWARDSHIP

Presence is not the same as control.

Wherever we represent a brand in a marketplace channel, we treat that presence as an extension of the brand itself. Stewardship means maintaining the conditions in which a product performs — not simply listing it.

Pricing consistency	Advertised pricing held in line with the brand's policy across every channel we operate, with deviations monitored and reported.
Listing quality	Accurate titles, complete specifications, correct categorisation and imagery that reflects the brand's standards rather than the channel's minimum.
Inventory planning	Stock positioned against actual demand patterns, avoiding both the lost sales of a stock-out and the margin cost of overstock.
Customer experience	Fulfilment reliability, accurate delivery expectations and responsive handling of issues, each of which reflects on the brand rather than on us.
Brand integrity	Consistent presentation, protection against misrepresentation, and vigilance regarding unauthorised or non-compliant activity in the channel.
Operational execution	Documentation, compliance and channel requirements handled correctly the first time, without requiring the brand's involvement.

12 | GROWTH INVESTMENT PHILOSOPHY

Successful partnerships should fund their own growth.

Where a partnership performs, we believe the returns it generates are best directed back into the initiatives that will extend it. This is a philosophy in how we approach growth, not a contractual undertaking.

Marketing support

Channel-level activity that improves visibility and conversion where the product has already demonstrated it can compete.

Product launches

Supporting the introduction of additional SKUs into a channel where the operational groundwork is proven.

Marketplace optimisation

Listing quality, content depth and presentation improvements that compound over time.

Content development

Imagery, specifications and supporting material that raise the standard of how a product is presented.

International expansion

Assessment and entry into European or Middle Eastern markets where the category and brand are suited to them.

Strategic initiatives

Category-level or channel-level opportunities identified jointly through quarterly review.

Which initiatives are appropriate, and when, is determined jointly through the quarterly review process. The principle is simply that a partnership performing well should be reinvested in rather than harvested.

13 | TRUSTED DISTRIBUTION NETWORK

Already inside the networks you are trying to reach.

AINA holds active accounts with established national distributors across a broad range of categories. That access took years to build, and it is available to a partner from the beginning.

McKesson	Healthcare & pharmaceutical distribution
DOT Foods	Foodservice redistribution
Essendant	Business & workplace solutions distribution
D&H	Technology & consumer electronics distribution
Worldpac	Automotive parts distribution
HJC	Commercial plumbing & building supply distribution
Phillips Pet Food & Supplies	Pet industry distribution
BWI	Lawn & garden distribution
BFG Supply	Nursery, greenhouse & horticultural distribution

These are established business relationships developed over time. Company names and marks are the property of their respective owners; their inclusion reflects AINA's active purchasing accounts and does not imply endorsement or affiliation.

14 | OPERATIONAL CAPABILITIES

The infrastructure behind the relationship.

A partnership is only as good as the operation supporting it. These are the functions we run on a brand's behalf.

Distribution & channel development

Access to retail, marketplace and distributor networks, with placement managed against the channels that fit the product.

Strategic sourcing

Identifying and securing supply from vetted manufacturers, negotiated from the position of an established relationship.

Procurement & RFQ fulfilment

Volume purchasing, terms negotiation and dependable fulfilment for commercial and institutional buyers.

Inventory management

Demand-led planning, replenishment against actual velocity, and stock positioning across multiple locations.

Market expansion

Entry into new channels, regions and customer segments, sequenced against demonstrated performance.

Reporting & business review

Continuous performance reporting and formal quarterly reviews covering commercial and operational results.

ONE ACCOUNTABLE PARTNER

A single point of ownership across every function.

Not a relay of handoffs between separate providers, each responsible for a fragment.

15 | WAREHOUSING & LOGISTICS

Physical infrastructure, positioned deliberately.

Warehousing in Florida and Georgia provides coverage of the eastern United States and access to major distribution corridors, with European operations supporting EU market entry.

HEADQUARTERS **Boca Raton, Florida**	8000 N Federal Hwy, Suite 4033, Boca Raton, FL 33487. Commercial, partnership management and planning functions.
WAREHOUSE **Orlando, Florida**	8901 Boggy Creek Rd #500, Orlando, FL 32824. Central Florida distribution and fulfilment.
WAREHOUSE **Atlanta, Georgia**	4465 Commerce Dr SW, Atlanta, GA 30336. Southeastern coverage and regional distribution corridors.
EUROPEAN OPERATIONS **Portugal**	136 R. Dr. Eduardo Santos Silva. European market access and distribution.

Multi-location positioning

Inventory held where demand is, reducing transit times and the cost of serving distant channels.

Consolidation & distribution

Receiving, consolidation and onward distribution handled within our own network rather than outsourced piecemeal.

16 | INTERNATIONAL PRESENCE

Reach that would otherwise take years to build.

International expansion fails most often on the ground, not on the plan. Local presence is what turns a market entry strategy into an operating reality.

United States ACTIVE OPERATIONS	Retail, marketplace and distributor channels, supported by warehousing in Florida and Georgia and active accounts across nine industry verticals.
Europe ACTIVE OPERATIONS	Operations in Portugal providing EU market access and distribution capability for brands entering European channels.
Saudi Arabia & Middle East EXPANDING	Regional distribution and market development currently underway, extending the network into the Gulf region.

Real relationships

People on the ground who already know the suppliers, the channels and the rules of each market.

Faster entry

Existing infrastructure removes the slowest and most expensive stage of expansion.

Fewer surprises

Pitfalls are identified before they become costly, because they have been navigated before.

17 | HOW PARTNERSHIPS GROW

From one product to a long-term programme.

The pattern below reflects how partnerships typically develop. The pace varies; the sequence rarely does.

Stage 01	**A single product** One SKU, defined channels, contained risk. The objective is evidence rather than volume.
Stage 02	**A proven product family** Assortment broadens into adjacent SKUs, entering an operation that has already been tested.
Stage 03	**Multiple channels** Retail, marketplace and distributor channels developed in sequence, each supported by results from the last.
Stage 04	**Category partnership** AINA takes responsibility for a category rather than a product list, with planning conducted jointly.
Stage 05	**New geographies** European or Middle Eastern market entry, drawing on infrastructure already established in those regions.
Stage 06	**Long-term programme** Multi-year planning, forecasting integrated with production, and a relationship that operates as an extension of the brand.

No stage is assumed. Each one is entered because the previous stage produced results that justified it — which is precisely what makes the progression durable.

18 | BEGINNING A CONVERSATION

How an inquiry proceeds.

There is no obligation at any stage, and no cost to establishing whether there is a fit.

1
Inquiry
Submit an inquiry or contact our team directly

2
Introductory call
A short conversation to understand the opportunity

3
Assessment
We review the product, category and channel fit

4
Proposal
A pilot structure with defined measures and terms

What to prepare	Product information or catalogue, current channel presence, any existing MAP or territory policies, and the markets or channels you are considering.
What we will tell you	An honest assessment of category fit, likely channels, realistic timelines and whether we believe we are the right partner for the opportunity.
Typical response time	Within two business days of an inquiry. Introductory calls are generally arranged within the following week.
Confidentiality	Commercial information shared during assessment is treated as confidential. A mutual non-disclosure agreement can be executed before detailed discussion.

19 | NEXT STEPS

Three ways to begin.

Whichever route suits your process, the conversation starts the same way — with understanding your business before proposing anything.

01

Submit a business inquiry

Our online inquiry form takes two short steps and routes directly to our partnerships team. Visit ainadistribution.com/partner.

02

Complete the inquiry form offline

For organisations with formal procurement processes, a printable business inquiry form is available at ainadistribution.com. Complete it and return it by email with any supporting documentation.

03

Contact our team directly

Speak with us before committing anything to paper. Call +1 (786) 937-7081 or write to partnerships@ainadistribution.com.

BEFORE ANYTHING IS SIGNED

A conversation costs nothing and clarifies a great deal.

We would rather establish early that we are not the right partner than discover it later.

20 | CLOSING

We believe exceptional partnerships are built over time, through trust, transparency and consistent execution.

We look forward to exploring how AINA Distribution can become a long-term strategic partner in your continued growth.

Founder & Managing Director
AINA Distribution

CONTACT

Start a conversation.

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