MARKET ENTRY FEASIBILITY STUDY

Selling the NBP Performance Line in Saudi Arabia

Import regulation, market demand, competitive position, product quality and unit economics for INOV Pharma's sports-nutrition range

VERDICT: GO — WITH CONDITIONS

USD 545m
2025 KSA sports nutrition market (median of three estimates)

SAR 5,000
SFDA registration fee per SKU

4 lines
Recommended wave-1 launch portfolio (5 pack sizes)

SAR 254k
Base-case net profit on SAR 1.60m revenue

Prepared 31 October 2026
Prepared for the prospective KSA importer and INOV Pharma
All prices in SAR unless stated
All sources accessed 31 October 2026

THE RANGE

13 SKUs · multiple flavours
Canadian-manufactured

Confidential — for discussion purposes. This study is a compliance and commercial analysis, not legal advice.

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Page numbers refer to the printed PDF. Charts are embedded in the sections. The financial model is provided separately as 05_Pricing_and_Financial_Model.xlsx; Section 05 summarises its outputs.

NBP Performance Line in Saudi Arabia — Feasibility Study

Prepared: 31 October 2026 · **Subject:** Import and distribution of INOV Pharma's NBP sports-nutrition range in KSA · **Decision:** GO / NO-GO / GO-WITH-CONDITIONS

Verdict: GO — WITH CONDITIONS, ON FOUR PRODUCT LINES

The Saudi market is large enough and growing fast enough to justify entry, and NBP has a genuine price-per-gram advantage in whey and creatine. But the catalogue is **not launch-ready**. The Health Canada NPNs — the brand's main trust signal — do not survive an audit, several labels contain arithmetic and identity errors, and two SKUs (Extra Pump+, Lipofel) are regulatory liabilities. The answer is not "no"; it is "not this catalogue, not this range, not yet."

Launch: Creatine 400 g, ProWhey 5 lb, Extreme Mass Gainer 5 lb + 10 lb (10 lb hero), and Pre-Workout 480 g (conditional on reformulation) — four product lines, five pack sizes. **Hold:** ISO-Whey, Extra Pump+, Lipofel, BCAA, L-Arginine. **Pipeline:** Pro Milk.

Top five findings

1. The market is real, but smaller than the headline. Three independent estimates put 2025 Saudi sports nutrition at **USD 389 m / 545 m / 610 m** [S14–S16]. All include sports drinks, which are ~41% of the category [S15]. The addressable non-drinks market is therefore **~USD 230–362 m**, planning midpoint **~USD 323 m**. Growth is **8.0–11.4%** a year. At ~USD 8.7 per capita per year for non-drinks, the market is under-penetrated, not saturated.

2. The regulatory route is clear, cheap and not the bottleneck. Every SKU is a food (food supplement or complementary sport food), not a drug. SFDA registration costs **SAR 5,000 per product**, with a stated **10-working-day** service target after a complete application [S1]. The real path is **8–12 weeks** for five SKUs, driven by Arabic artwork, claims review and lab testing. No SKU is categorically banned. **Health Canada NPNs count for nothing with SFDA** — there is no mutual recognition for food supplements.

3. The NPN trust story collapses under audit. Of the 12 unique NPNs printed across the 13 SKUs, **seven do not match the product** [S9]. The flagship **Extreme Mass Gainer prints NPN 80066429, which Health Canada assigns to an unrelated product ("MoKoCare")**. ProWhey prints an NPN that belongs to Iso-Whey. L-Carnitine's licence names acetyl-L-carnitine, not the tartrate in the catalogue. Lipofel and TrimFit have material formula mismatches. This is a manufacturer integrity issue and must be resolved before any purchase order.

4. Price per gram of protein is NBP's strongest commercial asset. At a planned **SAR 399 for 5 lb**, ProWhey delivers protein at **SAR 0.222/g** — **25% below the market median (0.297)** and **12% below Optimum Nutrition Gold Standard (0.253)** [S13]. Even at that price the model shows a **49% gross margin**. Creatine at SAR 109 (SAR 0.273/g) is also below the market median (0.298). This is the story to tell — not "pharmaceutical grade".

5. The portfolio is two good products and a long tail. The scorecard ranks **Creatine first (7.45/10)** and ProWhey second (6.05); **Extra Pump+ (2.30)** and **Lipofel (2.85)** are last. BCAA delivers **1.2 g/day** at **SAR 3.58/g** (market ~0.77), L-Arginine 1.5 g/day, and Pre-Workout's ingredients add up to **6.47 g in a 5 g serving**. The capsule range is not a launch asset; it is a distraction and a regulatory risk.

Top five risks

#	Risk	Why it matters	Mitigation
1	**SFDA rejection or delay**	A failed label review can cost a quarter and a shipment	Pre-screen, Arabic label, permitted claims, submit three SKUs first
2	**NPN/formula integrity**	Undermines the brand's only trust signal; could be misrepresentation	Written reconciliation with INOV; independent lab tests; remove unmatched NPNs
3	**Claims enforcement**	"Fat burning", "slimming", "growth hormone" and "pump" claims are not permitted; influencers amplify the risk	Approved claims library; Arabic review; contracts with compliance clauses
4	**Price war**	ON, Applied and local brands can cut price; NBP has no brand equity to defend a premium	Compete on price per gram and bundles; avoid head-to-head discounting
5	**Expiry and FX**	18–24-month shelf life, hot warehouses, CAD/SAR exposure	≥80% shelf life at arrival; FEFO; 6–12-month price lock; 10% cost buffer

Base case (launch + selected wave-2 SKUs): SAR 1.60 m revenue, 44.6% gross margin, **SAR 254k net profit**. **Conservative case:** SAR 914k revenue, **–SAR 101k net**. The downside is real; the decision gates in Section 06 are designed to stop spending before the downside is locked in.

Recommended SKUs and rationale

Wave	SKU	Why	Condition
1	**Creatine 400 g**	Best scorecard; simple dossier; correct 5 g dose; SAR 109	Fix label copy; Arabic label; CoA
1	**ProWhey 5 lb**	Core category; best price per gram; 49% GM at SAR 399	Resolve NPN; Arabic label; protein assay
1	**Extreme Mass 5 lb + 10 lb**	10 lb is the value hero; 5 lb is the trial size	Remove wrong NPN; split serving; sugar review
1 (conditional)	**Pre-Workout 480 g**	High velocity; SAR 1.66/serving; 44.6% GM	Fix 6.47 g vs 5 g; caffeine warning; lab test
2	L-Carnitine, TrimFit, Extreme ISO	Adjacent demand; fixable	Claims/formula fixes
Hold	ISO-Whey, BCAA, L-Arginine, Extra Pump+, Lipofel	Identity, dose or regulatory problems	Reformulate
Pipeline	Pro Milk 30 g	Convenience fit	Final panel and dossier

Next steps (dates)

Date	Action	Output
16–18 Nov 2026	Dubai expo: work the 30-question list; get price list, licences, CoAs, halal, GMP, exclusivity answers	Document pack
30 Nov 2026	Written NPN/formula reconciliation from INOV; choose four product lines (five pack sizes)	Go/no-go on the catalogue
15 Dec 2026	Send samples to an ISO 17025 lab; start Arabic artwork	Lab results; print-ready labels
15 Jan 2027	Submit three SFDA registrations; set up Ghad/Fasah, warehouse, Amazon seller account	Applications live
28 Feb 2027	Registrations approved; first purchase order; book freight	PO
Mar–Apr 2027	First shipment; Amazon.sa launch; gym sampling	First revenue
Sep 2027	Gate 3: contribution positive and repeat >20%? Expand or hold	Scale decision

Do not place a purchase order until: (1) the NPN/formula reconciliation is in writing, (2) three launch SKUs pass independent lab testing, and (3) the Arabic labels and claims have been reviewed by a Saudi regulatory consultant. If any of these fails, the answer is **NO-GO for this catalogue** — not for the market.

Source key (full register in `07_Sources_and_Methodology.md`)

[S1] SFDA Registration Guide of Food Supplements and Energy Drinks, 2021 · [S9] Health Canada LNHPD · [S13] Amazon.sa, 31 Oct 2026 · [S14] IMARC, Nov 2025 · [S15] Grand View Research Horizon · [S16] Ken Research, Aug 2026.

All URLs accessed 31 October 2026. Figures are sourced or labelled ESTIMATE; the financial model's ex-works prices are placeholders pending the manufacturer's quote.

01 — Regulatory and Import Pathway, Kingdom of Saudi Arabia

Prepared: 31 October 2026 · **Scope:** NBP Performance Line (INOV Pharma, Canada) · **Currency:** SAR unless stated

> **Bottom line.** Every SKU is regulated by SFDA as a food (food supplement or complementary sport food), not as a drug. There is a clear, published registration route, a fixed fee of **SAR 5,000 per product**, and a stated service target of **10 working days** after a complete application. Nothing in the catalogue is categorically banned. But **no SKU is launch-ready today**: the labels are English/French only, none carries an SFDA registration number, and the Health Canada NPNs — the main trust signal in the pitch — do not survive an audit (Section 10). The binding constraints are label remediation, claims rewrite, and the two botanical/stimulant SKUs. A five-SKU wave can realistically be registered in **8–12 weeks** once corrected artwork and documents are in hand; the full 14-SKU range is a **4–6 month** programme.

1. Classification: what these products are in Saudi law

SFDA's pre-registration guide defines two relevant categories [S2]:

SFDA category	Definition (paraphrased from S2)	NBP products that fit
Food supplement	Products designed to enhance specific nutritional elements, containing vitamins, minerals, fatty acids, amino acids, enzymes, prebiotics/probiotics, collagen, fibre, melatonin, propolis, pollen, **herbs or dietary herbal extracts**	Capsules: L-Arginine, BCAA, L-Carnitine, Extra Pump+, Lipofel. Powders with botanicals may also fall here.
Complementary sport food	Foods with special nutritional uses; high-content nutritional products in liquid or solid form (e.g. protein bars, energy bars); consumed as part of a balanced diet; **not intended for weight loss or medical treatment**; produced mainly from protein, fat and carbohydrate in powder, liquid or tablet form; may contain amino acids, vitamins, minerals, plant extracts, flavours, fillers, sugars, fibre	Extreme Mass Gainer, Extreme ISO, ISO-Whey, ProWhey, Pre-Workout, Creatine, TrimFit, Pro Milk

Two consequences follow directly:

1. **TrimFit and Lipofel cannot be positioned as weight-loss products.** S2 explicitly says complementary sport foods are *not intended to be used for weight loss*. Lipofel's "Daily Slimming Capsules / healthy weight loss" and TrimFit's "healthy weight loss" put them outside the sport-food category and into a food-supplement/weight-management review where the claims are scrutinised more closely.
2. **Capsules and tablets are expressly in scope**, but attract a heavier dossier: package leaflet, pharmaceutical GMP certificate, size/shape declaration, solubility study and a full safety analysis (heavy metals, pesticide residues, pathogenic micro-organisms) [S2]. This is why the capsule SKUs cost more in time than the powders, even though the registration fee is the same.

The 2021 registration guide confirms the scope includes "products of proteins, carbohydrates, and amino acids that are used as food supplements" and "powdered products used as food supplements for athletes" [S1]. The 2022 update extended the guide to all oral forms including capsules and tablets (secondary source: RegASK, updated 2 Nov 2024) [S43].

Not a medicine. None of the products is presented for a disease indication, and SFDA's food route is the correct one. A product that makes a therapeutic claim (e.g. "treats erectile dysfunction", "lowers blood pressure") risks reclassification as a drug. The L-Arginine page's "growth hormone release" and "nitric oxide vasodilator" language is the closest any SKU comes to that line.

2. Who may hold the registration and import

- The applicant is a **Saudi food establishment** registered in SFDA's electronic food registration system (historically FRC/FRCS, now the **Ghad** platform) [S1][S4].
- A **foreign manufacturer cannot register the product directly**. It sells to a Saudi importer/distributor, who registers the establishment and the product, and who is the traceable party for recalls.
- The importer must:
- hold a Saudi **Commercial Registration (CR)** with the relevant activity;
- be registered on **Ghad**;
- register each food item/product on Ghad before import;
- submit each consignment through the **Fasah** trade platform;
- have a **licensed warehouse** meeting SFDA requirements (exemption: importers with ≤5 shipments per calendar year and ≤2,000 kg combined) [S4].
- The manufacturer must supply a **certificate of free sale** from the competent authority in Canada, a **GMP/HACCP/ISO 22000** certificate, and a **certificate of analysis** from an ISO 17025-accredited laboratory covering the main ingredients and nutrients [S1].

Practical implication: the Canadian friend can own the brand and appoint an exclusive Saudi distributor, but the registration sits with the Saudi entity. Exclusivity, registration ownership and what happens on termination must be contractual, not assumed.

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3. Step-by-step pathway, cost and timeline

The table assumes a Saudi importer with a CR and warehouse already in place, and a manufacturer that can supply documents promptly. Timelines are working estimates; the SFDA service target is 10 working days for a *complete* application, not 10 days end-to-end [S1].

#	Step	What happens	Indicative cost (SAR)	Time	Responsible
0	**Regulatory pre-screen**	Classify each SKU, gap-assess label vs GSO 9 / SFDA.FD 2333, decide reformulate vs relabel	10,000–25,000 (consultant)	1–2 weeks	Saudi regulatory consultant + brand
1	**Saudi entity / CR**	Commercial registration with food import/wholesale/e-commerce activities; national address; VAT registration	Company formation costs; ESTIMATE 8,000–20,000	2–4 weeks	Saudi partner
2	**Ghad establishment registration**	Importer profile, warehouse licence, food safety officer	Included in establishment setup; ESTIMATE 5,000–15,000	2–4 weeks	Importer
3	**Product registration dossier**	Label, product image, TDS, free sale, GMP, CoA, stability, claims justification	**5,000 per SKU** (SFDA fee) [S1]	10 working days after complete; plan 4–8 weeks with iterations	Importer + brand
4	**Arabic label & claims**	Translate, redesign, remove non-permitted claims, add warnings, allergens, halal mark where used	ESTIMATE 6,000–12,000 per SKU	2–4 weeks	Brand + local agency
5	**Testing**	Protein/active assay, heavy metals (Pb, Cd, As, Hg), microbiology, melamine; pesticide residues for botanicals; banned-substance screen if sport claims	ESTIMATE 2,000–6,000 per SKU	2–4 weeks	ISO 17025 lab

#	Step	What happens	Indicative cost (SAR)	Time	Responsible
6	**Halal certificate**	Required where gelatin, rennet, animal fats or animal-derived capsule shells/flavours are present; must be from a Halal Centre-recognised body	ESTIMATE 3,000–8,000 per site/product	4–8 weeks	Manufacturer + halal body
7	**First shipment**	Ghad item registration, commercial invoice with batch/expiry, B/L, origin certificate, health certificate, Fasah clearance	Clearance/port ESTIMATE 2,000–4,000 per shipment	3–7 working days after arrival; +5–10 if sampled	Importer/broker
8	**Warehouse & release**	Licensed ambient warehouse, batch quarantine, release	Storage ESTIMATE 25–40 per pallet/month	1–3 days	Importer
9	**Post-market**	Retain samples, complaint/recall procedure, re-register on any label/formula/size change	Ongoing	—	Importer

Budget for the launch portfolio. Five SKUs × (5,000 registration + 2,500 testing + 8,000 artwork) = **SAR 77,500**, plus consultant ~SAR 30,000 → **~SAR 107,500**. The full 14-SKU range = **~SAR 217,000** plus consultant ~SAR 50,000 → **~SAR 267,000**. This excludes company setup, warehouse, staff and working capital. The financial model uses SAR 15,500 per SKU for registration + testing + artwork, amortised over the first order.

Critical path. Not the SFDA fee or the 10-day review. It is (a) the manufacturer's willingness to correct labels and re-license products in Canada, and (b) the Arabic artwork cycle. Both are controlled outside Saudi Arabia.

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4. Documents the file must contain

Based on S1 and S2, the minimum per-SKU file is:

1. **Registration application** with label scan and final product image, matching exactly what will be imported.
2. **Certificate of Free Sale** issued by the competent authority in Canada, legalised/attested as required.
3. **GMP certificate** (or HACCP / ISO 22000) for the manufacturing site.
4. **Certificate of Analysis** from an ISO 17025-accredited laboratory: main ingredients, nutrients, and quantities/percentages.
5. **Product stability study** supporting the proposed shelf life. S2 says the maximum shelf life is five years; S1 says products with an expiry period exceeding 24 months require prior SFDA approval with safety/efficacy proof. **These two documents conflict.** Plan for **≤24 months** until SFDA confirms otherwise in writing.
6. **Technical data sheet (TDS)** listing all ingredients and amounts in metric units.
7. **Scientific studies** where an ingredient has no established safety limit, or where a claim is not in the permitted list.
8. **Official documents** explaining any logo, seal or phrase on the label, and the intended consumer/use.
9. For capsules/tablets: **package leaflet** (instructions, dose by age, contraindications, side effects, cautions, storage), **pharmaceutical GMP**, **size/shape declaration**, **solubility study**, and **safety analysis** (heavy metals, pesticides, pathogens) [S2].
10. **Halal certificate** where animal-derived ingredients or a halal logo are present [S3][S4].

Labelling caution: the catalogue's NPN is not a substitute for any of the above. SFDA reviews the label and the evidence; it does not rely on a foreign licence.

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5. Labelling: the Arabic requirement is absolute

SFDA's 2025 clearance guide quotes GSO 9 clause 1.2.7 verbatim [S4]:

> "The labels of food products and their accompanying information must be in Arabic, and if another language or languages are used alongside Arabic, all data in the other languages must match the Arabic version."

The only exception in the guide is for **food products imported for manufacturing purposes**, which may use English with a commitment submitted via Fasah [S4]. Finished consumer products do not qualify.

Minimum label content, drawn from GSO 9 and the SFDA guides:

Element	Requirement	NBP status
Product name	Truthful, not misleading; must reflect the actual food	"ISO-Whey 100%" and "ISO" are misleading if the product is WPC + maltodextrin
Ingredient list	Descending order, Arabic; additives by name/INS number	English/French only
Allergens	Milk, soy (lecithin), gluten where present; emphasised	Not declared in Arabic
Net quantity	Metric	Present
Nutrition table	Per 100 g and per serving, GSO 2233 / SFDA.FD 2233	Missing entirely on Extreme ISO
Production and expiry dates	GSO 150-1; legible, permanent	Not shown in catalogue
Batch/lot	Mandatory	Not shown
Storage conditions	Ambient/dry; temperature if relevant	Partial ("keep in a fresh and dry place")
Country of origin	Mandatory	"Made in Canada" logo only on some SKUs
Manufacturer/importer	Name and address	Manufacturer only; importer must be added
Warnings	Caffeine, kidney disease, pregnancy, anticoagulants, laxative effect	Present in English/French, not Arabic
Claims	Only SFDA.FD 2333 permitted claims	Multiple non-permitted claims (Section 7)
Halal	Only if certified; no unauthorised halal logo	No halal mark, no certificate
SFDA reference	Registration number may be shown; SFDA logo/approval claim prohibited [S1]	None

Date format. GSO 150-1 governs mandatory expiry dates. Use an unambiguous format (DD/MM/YYYY) plus production date and batch; do not rely on a "best before" month only. The catalogue does not show either date, which is itself a gap.

Shelf life. Powders and capsules are ambient products. Saudi summer warehouse temperatures can exceed 40 °C; specify storage ≤25 °C, dry, away from sunlight, and validate stability at accelerated conditions. Do not ship in a non-air-conditioned container in July–September.

Halal. The clearance guide requires a halal certificate for products containing meat derivatives, rennet, **gelatine**, animal fats/oils or any product requiring one under the technical regulations [S4]. Capsule shells are the main risk: L-Arginine, BCAA, L-Carnitine, Extra Pump+ and Lipofel do not disclose shell origin. Lipofel says "vegetable capsule"; the others do not. If the shells are gelatin, a halal certificate and a halal-compliant shell are prerequisites. Flavours and enzymes can also carry animal-derived carriers.

Country of origin. Required on the label and in the clearance file (certificate of origin). "Made in Canada" is a positive signal in KSA but must be substantiated; the Canadian manufacturer address is in Saint-Laurent, Quebec.

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6. Shelf life, storage and date rules — practical reading

- **Default plan: 18–24 months** shelf life from production, with stability data. S1 allows >24 months only with prior approval; S2's five-year maximum should not be read as an automatic entitlement.
- **Remaining shelf life at import:** a common buyer requirement is ≥75–80% remaining at arrival. Build this into the purchase order; otherwise the first shipment can arrive with 12 months left and be unsaleable in a 6-month channel.
- **Date coding:** production date, expiry date, batch number on each unit and carton. The catalogue currently shows none.
- **Storage:** ambient 15–25 °C, RH <60%, off the floor, away from sunlight. No cold chain for any current SKU. Pro Milk is a dry sachet, also ambient.

7. Claims: the biggest rewrite

SFDA.FD 2333 (GSO 2333:2022) permits **33 nutrition claims and 259 health claims**, based largely on the EU 1924/2006 register and EFSA assessments [S5][S6]. Anything outside the list is not permitted. The claim must relate to the ingredient that establishes plausibility, and the product name/trademark may not be used inside the claim [S6].

Two thresholds matter immediately [S6]:

- **"Source of protein"**: at least **12% of energy** from protein.
- **"High protein"**: at least **20% of energy** from protein.

Applying them to the catalogue:

SKU	Protein % of energy	May claim "source of protein"?	May claim "high protein"?
Extreme Mass Gainer	60 g × 4 ÷ 1,582 = **15.2%**	Yes (15.2% ≥ 12%)	**No** (15.2% < 20%)
ISO-Whey	22 × 4 ÷ 126 = **69.8%**	Yes	Yes
ProWhey	24 × 4 ÷ 126 = **76.2%**	Yes	Yes
Extreme ISO	No calories published	Cannot calculate	Cannot calculate
TrimFit	12 × 4 ÷ 80 = **60%**	Yes	Yes

Claims in the catalogue that are **not supported by the permitted list as written** and should be deleted or reworded:

Current claim	Where	Problem	Safer wording (subject to SFDA approval)
"Promoting muscle growth as well as **fat burning**"	ISO-Whey, ProWhey	Fat-burning is a weight-loss/health claim not supported for whey	"Protein contributes to the growth and maintenance of muscle mass" (if in permitted list)
"Supporting a healthy **immune system**"	ISO-Whey, ProWhey	Nutrient-specific claim; whey alone does not qualify unless a vitamin/mineral threshold is met	Remove or tie to a quantified vitamin/mineral
"**Nitric oxide (NO), a vasodilator**"; "**growth hormone release**"	L-Arginine	Medicinal/physiological claims; GH release is not a permitted food claim	"L-Arginine is an amino acid involved in protein synthesis"
"**Daily slimming** capsules"; "**healthy weight loss**"; "helps support fat metabolism"	Lipofel, TrimFit	Weight-loss claims; sport foods are expressly not for weight loss [S2]	Remove; reposition as protein/fibre supplement with no weight-loss claim
"**Promotes endurance, helps reduce fatigue**"	Extra Pump+	Requires evidence and a permitted claim; sub-therapeutic doses undermine it	Remove unless a permitted claim and dose are established
"**100%**" / "**ISO**"	ISO-Whey	Misleading if the product contains WPC + maltodextrin and no isolate	Rename or reformulate
"Pharmaceutical grade"	Creatine	Not a permitted claim; implies quality certification not demonstrated	Remove
"Natural health product"	Labels	Canadian regulatory term, meaningless in KSA; may confuse	Remove

Enforcement risk. SFDA reviews the label at registration and can reject or require changes; post-market, misleading claims can trigger warnings, recalls or fines. The cost of a second artwork cycle (SAR 6,000–12,000 + 4 weeks) is small relative to a rejected shipment.

8. Caffeine, stimulants and botanicals

Caffeine

- SFDA's 2025 caffeine-disclosure regulation states the **maximum daily caffeine intake for adults is 400 mg** [S7]. This is a general adult guidance value, not a supplement-specific per-serving cap.

- GSO 1926 (energy drinks) sets a caffeine limit of 32 mg/100 ml; it applies to **energy drinks**, not powders [S1].
- **Pre-Workout**: 50 mg per 5 g serving. Even at 2 servings/day, 100 mg is well below 400 mg. The issue is not caffeine safety; it is the **mass balance** (Section 9).
- **Extra Pump+**: the Health Canada licence records caffeine **33 mg per capsule** [S9]. At the labelled 4–6 capsules/day, that is **132–198 mg/day**, not 33 mg. The catalogue's presentation is ambiguous and understates the dose. A caffeine warning and a clear per-serving declaration are required.
- **Lipofel**: the licence records **10 mg caffeine** per capsule in the green coffee extract [S9]; at 3 capsules/day, 30 mg. Minor.

Creatine and arginine. No published per-serving maximum for creatine or arginine was found in the SFDA materials reviewed. The binding constraints are the claims and the warning statements, not a numeric cap; the catalogue's 5 g/day creatine and 1.5 g/day arginine are well below the doses used in the literature. Confirm with SFDA if a higher dose is contemplated.

Botanicals and "other food products"

SFDA's pre-registration guide creates a residual category: **"Other food products"** — products containing ingredients for which safety limits have not been established in the approved technical regulations, pending scientific investigation [S2]. This is the route by which botanicals without a established limit are assessed. It is not a ban, but it adds time and requires a safety dossier.

Ingredient	SKU	Regulatory read	Evidence read
Salix alba (willow bark, salicin)	Extra Pump+	Highest-risk ingredient in the range. Salicin is the precursor of salicylic acid; the product itself warns against use with anticoagulants, aspirin, ibuprofen, fish oil and vitamin E. A food supplement carrying this warning looks like a medicine. Expect a safety assessment and a possible refusal.	Not supported for exercise performance; medicinal-like risk profile
Tribulus terrestris	Extra Pump+	Allowed in some markets; testosterone claims are not permitted. A 2025 systematic review found inconsistent effects [S33].	Weak for testosterone/performance
Maca	Extra Pump+	Food use accepted in many markets; the doses here (40 mg) are far below studied doses (1.5–3 g) [S34].	Weak at this dose
Ginkgo biloba	Extra Pump+	Food-supplement use is restricted in some markets; no consistent exercise-performance evidence.	Weak / marketing
Eleutherococcus	Extra Pump+	Adaptogen; 50 mg is subclinical.	Weak
Garcinia cambogia / Malabar tamarind	Lipofel	Same plant under two names. The licence records 140 mg of a 5:1 extract (50% HCA); the catalogue lists 150 mg + 140 mg, i.e. 290 mg and a different extract. Efficacy at 870 mg/day is not established; liver-injury case reports exist.	Weak; safety signal
Green coffee bean	Lipofel	150 mg of a 2:1 extract (45% chlorogenic acids) per capsule; 450 mg/day at 3 caps. Evidence is modest and heterogeneous [S32].	Weak
Creatine	Mass Gainer, Pre-Workout, Extra Pump+	Permitted food ingredient; 3–5 g/day is the evidence-based dose [S25]. Mass Gainer 2.5 g and Pre-Workout 3 g are below it.	Strong at 5 g/day

Ingredient	SKU	Regulatory read	Evidence read
Beta-alanine	Pre-Workout	Permitted; effective dose 3.2–6.4 g/day [S26]. 1 g is subclinical.	Strong at 3.2–6.4 g
L-arginine	Pre-Workout, Extra Pump+, L-Arginine	Permitted; 1.5 g is below studied doses and inferior to citrulline for NO [S29].	Weak at this dose
L-carnitine	L-Carnitine, Lipofel	Permitted; 1.31 g/day is low; evidence is modest and mostly for recovery, not fat loss [S28].	Adequate/weak
BCAA	BCAA	Permitted; 1.2 g/day is far below the 5–10 g used in trials [S30].	Weak at this dose

Conclusion on restriction: I found **no published SFDA list that bans these botanicals outright**. The risk is not "banned"; it is "requires a safety assessment, and the claims/dose do not support the product". Mark Extra Pump+ and Lipofel as **likely blocked as formulated**, not because the plants are illegal, but because the combination, dose ambiguity and claims make a favourable review unlikely without reformulation. This distinction matters: a reformulated product can re-enter.

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9. Label defects that will surface at registration

These are not cosmetic. Each is a likely SFDA query, and several are also Canadian compliance problems.

#	Defect	SKUs	Consequence
1	**NPN 80066429 belongs to an unrelated product** ("MoKoCare", GODFMR CA) in Health Canada's LNHPD [S9]	Extreme Mass Gainer 5 lb and 10 lb	The "all products carry NPNs" premise is false for the flagship mass gainer. Remove the NPN and build the dossier from scratch.
2	**NPN 80054471 names only Iso-Whey/BIOVIT-PRO WHEY**, not ProWhey [S9]	ProWhey	ProWhey is not licensed under the NPN it prints.
3	**Front 24 g vs panel 22 g protein**	ISO-Whey	Misleading label; SFDA will compare front-of-pack to the nutrition table.
4	**"ISO" / "100%" but ingredient is WPC + maltodextrin, no isolate**	ISO-Whey	Product identity mismatch; potential misleading claim.
5	**No nutrition panel at all**	Extreme ISO	Cannot register a food without nutrition data.
6	**Serving/dose mismatch vs Canadian licence** (licence: whey isolate 60 g at 90%; catalogue: 33 g scoop/30 g protein)	Extreme ISO	The Canadian licence does not support the label.
7	**Actives sum to ~6.47 g in a 5 g serving**	Pre-Workout	Physically impossible; either the scoop is larger or the doses are wrong.
8	**"33 and 67 servings" on a 5 lb bag**	ISO-Whey	2,270 g ÷ 30 g = 75.7 servings, not 33/67.
9	**Fat calories 22.5 for 1.5 g fat** (should be 13.5)	ISO-Whey, ProWhey	Nutrition table arithmetic error.
10	**Copy-paste descriptions** (creatine page describes fatty-acid metabolism; L-carnitine page carries BCAA text; BCAA page carries carnitine text)	Creatine, L-Carnitine, BCAA, Pre-Workout	Indicates no regulatory review of artwork.
11	**Licence form mismatch** (acetyl-L-carnitine vs L-carnitine tartrate; garcinia 140 mg vs 290 mg; TrimFit vitamins/fibre/protein differ)	L-Carnitine, Lipofel, TrimFit	The Canadian licence does not cover the catalogue formula.

#	Defect	SKUs	Consequence
12	**No Arabic, no importer address, no batch/expiry, no allergen statement**	All	Mandatory label failure under GSO 9.
13	**No halal certificate / capsule shell origin undisclosed**	All capsules	Clearance hold at Fasah.

This is why the recommendation is **not** "register the catalogue". It is "fix the five SKUs you intend to launch, then register".

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10. What the Health Canada NPN is worth in KSA

Short answer: nothing in law, and less than expected in practice.

- SFDA's registration guide lists the documents it accepts. A foreign NPN is **not** among them [S1][S2]. SFDA assesses the product against Saudi technical regulations and its own claims list. There is no mutual recognition agreement between Health Canada's NHP regime and SFDA for food supplements (no such agreement was found in the SFDA materials reviewed; this is an inference from the absence of any reference, confidence: high).
- An NPN can still be useful **commercially** as a third-party trust signal, but only if the NPN actually matches the product. In this catalogue it often does not.

LNHPD audit, 31 October 2026 [S9]:

SKU	Printed NPN	What the NPN actually is	Match?
Extreme Mass Gainer 5 lb / 10 lb	80066429	**MoKoCare**, GODFMR CA, capsule (Eleutherococcus, L-arginine, maca)	**No — wrong product**
Extreme ISO	80126994	Extreme ISO, INOV Pharma, powder; licensed whey isolate 60 g at 90% protein	Name yes; **serving/dose no**
ISO-Whey 100%	80054471	BIOVIT-PRO WHEY / Iso-Whey 100%, INOV Pharma; WPC only	Name yes; **formula no** (catalogue adds maltodextrin/enzymes)
ProWhey	80054471	Same record; **no ProWhey**	**No**
Pre-Workout	80083681	NbP Pre-Workout, INOV Pharma	Yes (ingredients match)
Creatine	80075174	NbP L-Creatine, INOV Pharma	Yes
L-Arginine	80067606	NbP L-Arginine, INOV Pharma	Yes
BCAA	80068092	NbP BCAA, INOV Pharma	Yes
L-Carnitine	80067602	NbP L-Carnitine; licensed form is **acetyl-L-carnitine**	**No — form mismatch**
Extra Pump+	80067994	Extra Pump+, INOV Pharma	Yes (per-capsule doses confirmed)
Lipofel	80087543	Lipofel; licensed garcinia 140 mg (5:1, 50% HCA)	**No — 290 mg and different extract**
TrimFit	80056951	Trimfit; licensed WPC 10 g, fibre 2 g, resveratrol 40 mg, C 100 mg, D3 10 mcg, B6 4 mg	**No — material formula mismatch**

Interpretation. Seven of the twelve unique NPNs (eight of the thirteen SKUs, because both mass sizes print the wrong NPN) either carry the wrong NPN or a formula that differs from the licence. Two of the mismatches (Extreme Mass, ProWhey) are commercially central. This is a **manufacturer integrity issue**, not a Saudi paperwork issue, and it should be resolved before any purchase order. It also means the Canadian friend's pitch ("all NPN-approved") needs correction in the investor deck.

Recommended action: ask INOV Pharma for a current Canadian product licence printout and the latest label for each SKU, then reconcile. If they cannot, treat the NPN as marketing collateral, not evidence.

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11. Customs, VAT, excise and trade

Tariff and taxes

- Saudi Arabia applies the **GCC common external tariff of at least 5%** on most goods; **most food products are 5%** [S11].
- **VAT is 15%** (since July 2020) [S11].
- Excise applies to **soft drinks (50%)** and **energy drinks (100%)**, not to powders [S11]. Pre-Workout is a powder, not a beverage; no excise. If a ready-to-drink line is launched later, excise becomes relevant.
- Duty is calculated **ad valorem on CIF** [S11]. The model uses CIF × 5%.

Indicative HS classification

Classification is the importer's/broker's responsibility; these are starting points to confirm with ZATCA.

Product	Likely HS heading	Rationale
Whey protein powders (ProWhey, ISO-Whey, Extreme ISO)	**2106.90** (food preparations) or **0404.10** (whey)	Added flavours/sweeteners and retail packing push to 2106.90; pure whey concentrate may be 0404.10
Mass gainers	**2106.90**	Food preparation of maltodextrin, whey, sugars, flavours
Pre-Workout powder	**2106.90**	Food preparation with amino acids, caffeine, flavours
Creatine monohydrate (pure)	**2925.29** (carboxyimide compounds)	Separate chemically defined compound; if blended, 2106.90
Amino-acid capsules (arginine, BCAA, carnitine)	**2106.90**	Food supplement in dosage form; 2922.49 applies to bulk amino acids, not retail supplements
Botanical capsules (Extra Pump+, Lipofel)	**2106.90**	Food preparations
TrimFit	**2106.90**	Food preparation
Pro Milk sachets	**0402.10 / 0402.21** (milk powder) or **2106.90** if flavoured	Depends on milk fat content and added flavours

Warning: a misclassified entry can attract a different duty rate, delay clearance, or create a record that complicates future imports. Get a written tariff opinion from a Saudi customs broker for the top five SKUs before the first shipment.

Ports and clearance

- **Jeddah Islamic Port** (west) and **King Abdullah Port** (Rabigh) serve Jeddah/Makkah; **Dammam** serves the Eastern Province; **Riyadh dry port** for central distribution.
- Airfreight into **RUH/JED/DMM** for launch samples and urgent replenishment; sea LCL/FCL for routine orders.
- Clearance documents: origin certificate, commercial invoice with quantities, expiry dates and batch numbers, B/L, health certificate, certificate of conformity where required, halal certificate where applicable [S4].
- Lead time: **3–7 working days** after arrival if documents are complete; add **5–10 days** if SFDA samples and tests. ESTIMATE.

SABER / conformity

SABER is Saudi Arabia's product-safety/conformity platform for SASO-regulated products [S11]. **Food and food supplements are cleared through SFDA/Fasah, not SABER.** Do not budget for a SABER certificate for these SKUs. If a product is later positioned as a medical device or a non-food consumer product, SABER may apply; that is not the case here. Confirm with the freight forwarder, because brokers sometimes ask for SABER by default.

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12. Online sales rules

- **Amazon.sa:** a Saudi **commercial registration is mandatory** to register and sell [S22]. Sellers also need a VAT number, Saudi national address, bank account/IBAN, and product documentation. FBA/Easy Ship are available; referral fees and fulfilment fees apply.

- **Noon:** similar seller onboarding (CR, VAT, national address, brand authorization). The seller portal was not accessible for this study; treat as unverified.
- **E-commerce activity** must be reflected in the CR/e-commerce licence regime administered through the Ministry of Commerce and the Saudi Business Center [S37]. The exact activity code and fee were not verified.
- **Advertising claims** are subject to the same SFDA.FD 2333 rules as the label. Influencer posts, TikTok videos and Instagram stories are advertising. "Fat burning", "slimming", "growth hormone" and "boosts testosterone" are high-risk in paid and organic content.
- **Marketplace authenticity:** Amazon.sa and Noon both have counterfeit/brand-protection programmes. Register the brand and use FBA/Noon Express to control the customer experience.

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13. Compliance matrix — summary

The full matrix is in `compliance_matrix.csv`. Headline:

Outcome	SKUs	Count
Likely OK after relabel	Creatine	1
Needs reformulation or relabel	ProWhey, ISO-Whey, Extreme ISO, Extreme Mass 5 lb, Extreme Mass 10 lb, Pre-Workout, L-Arginine, BCAA, L-Carnitine, TrimFit	10
Likely blocked as formulated	Extra Pump+, Lipofel	2
Pipeline — likely OK after dossier	Pro Milk	1

No SKU is approved today. The shortest path to revenue is **Creatine + ProWhey + Extreme Mass + Pre-Workout**, subject to the conditions in the matrix.

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14. What could not be verified

Question	Status	What was tried
Is there a published SFDA positive/negative list for botanicals in food supplements?	**Not found.** SFDA's public "Prohibited Ingredients List" is for **cosmetics**, not food [S36]. The food route relies on case-by-case assessment under "Other food products".	SFDA regulations index (78 food-tagged items), information lists, pre-registration guide, targeted Arabic/English searches
Exact SFDA fee for establishment registration and warehouse licence	**Not verified.** The 5,000 SAR product fee is confirmed; establishment fees are not in the public guide.	SFDA e-services pages, registration guide
Whether SFDA will accept a 5-year shelf life under the 2024 guide vs the 2021 24-month rule	**Conflict unresolved.** Plan for ≤24 months.	Both guides read in full; no supersession note found
Noon seller requirements and commission	**Not verified.** Noon blocked automated access.	Direct fetch timed out; marketplace page not accessible
SAIP trademark status for NBP / NbP / INOV / Lipofel / TrimFit	**Not verified.** The public SAIP IP search returned 0 for "NBP" but also 0 for control marks (Nike, Samsung, Almarai), so the interface was not returning reliable results.	Public SAIP IP search engine (ipsearch.saip.gov.sa), 31 Oct 2026; no reliable API. Recommend a formal SAIP search and watch before signing exclusivity.
Whether INOV Pharma has a GCC distributor or SFDA record	**No SFDA food registration found** for NBP, NbP, INOV Pharma, Lipofel, TrimFit, ProWhey or Extreme Mass in the SFDA registered-products database (queries returned zero) [S8]. No GCC marketplace listing found on Amazon.sa or Amazon.ae.	SFDA product database queries; Amazon.sa/ae searches; brand site; no UAE/KSA distributor page found
Canadian licence status of ProWhey and the "real" NPN for Extreme Mass	**Not found.** LNHPD record for the printed NPN belongs to another product; no alternative NPN identified.	LNHPD lookups for all 11 printed NPNs; brand search blocked by CSRF/session

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15. Recommended regulatory sequence (12 weeks to first shipment)

Week	Action	Output
0–1	Freeze the launch portfolio at 5 SKUs; request corrected labels, CoAs, GMP, free sale and Canadian licence printouts from INOV	Document pack
1–2	Regulatory pre-screen; decide relabel vs reformulate for each SKU	Gap report
2–4	Arabic artwork and claims rewrite; halal certificate application if gelatin	Print-ready labels
3–5	Send samples to an ISO 17025 lab (protein, heavy metals, micro, banned substances)	CoAs
4–8	Submit SFDA registrations in parallel; respond to queries	Registration numbers
8–9	Set up Ghad/Fasah, warehouse, customs broker; book freight	Import readiness
9–12	First shipment, clearance, release; Amazon.sa listing and gym sampling	Revenue

Go/no-go gate: do not place a purchase order until (a) the NPN/formula reconciliation is complete, (b) at least three launch SKUs have passed lab testing, and (c) the Arabic labels have been reviewed by a Saudi regulatory consultant. If any of these fails, the timeline slips by a quarter, not a week.

Key sources for this chapter

[S1] SFDA, *Registration Guide of Food Supplements and Energy Drinks*, 2021 — https://www.sfda.gov.sa/sites/default/files/2021-04/Registration%20Guide%20of%20Food%20Supplements%20and%20Energy%20Drinks.pdf [S2] SFDA, *Pre-registration Evaluation for Food Products*, 2024 — https://www.sfda.gov.sa/sites/default/files/2024-07/F259E1.pdf [S3] SFDA, *Conditions & Requirements for Importing Food to Saudi Arabia*, 2022 — https://www.sfda.gov.sa/sites/default/files/2022-03/SFDAFood4654E.pdf [S4] SFDA, *Conditions and Requirements for Food Clearance*, 2025 — https://www.sfda.gov.sa/sites/default/files/2026-08/ConditionsRequirementsFoodClearanceE.pdf [S5] GSO 2333:2022 preview — https://gso-sims-preview-doc-aws.s3-eu-west-1.amazonaws.com/gso-2333-2022-en.html [S6] SFDA, *A Guide to Nutrition and Health Claims* — https://oldsfda.sfda.gov.sa/sites/default/files/2021-04/AGuidetoNutritionClaims.pdf [S7] SFDA news, *Three New Regulations to Promote Healthy Community Nutrition*, 27 Feb 2025 — https://oldsfda.sfda.gov.sa/en/news/2703257 [S8] SFDA registered food products database — https://www.sfda.gov.sa/ar/products [S9] Health Canada LNHPD product pages — https://health-products.canada.ca/lnhpd-bdpsnh/info?licence=80054471 (and the other NPNs in Section 10) [S11] U.S. ITA, *Saudi Arabia — Import Tariffs*, last published 11 May 2026 — https://www.trade.gov/country-commercial-guides/saudi-arabia-import-tariffs [S22] Amazon.sa seller page — https://sell.amazon.sa/en/ [S36] SFDA Prohibited Ingredients List (cosmetics) — https://www.sfda.gov.sa/en/ProhibitedIngredientsList [S37] Saudi Ministry of Commerce — https://mc.gov.sa/en/pages/default.aspx [S43] RegASK, *SFDA Issued a Guide for Food Supplement Registration*, updated 2 Nov 2024 — https://regask.com/sfda-food-supplement-guide/

All URLs accessed 31 October 2026. Full source register with reliability ratings is in `07_Sources_and_Methodology.md`.

02 — Market Overview: Saudi Arabia Sports Nutrition and Supplements

Prepared: 31 October 2026 · **Currency:** USD for market size, SAR for retail prices

> **Bottom line.** Three independent research houses put the 2025 Saudi sports-nutrition market at **USD 389 million, USD 545 million and USD 610 million** — a 57% spread that reflects different definitions and channel coverage, not a data error. All three agree on **8–11% annual growth**. Sports drinks are the largest single segment (~41% per Grand View), so the addressable non-drinks market is roughly **USD 230–362 million**, with a planning midpoint of **~USD 323 million**. That is small in absolute terms but under-penetrated: about **USD 8.7 per capita per year** for non-drink sports nutrition, against a young, 73% working-age population and a gym chain that alone claims 400,000+ members. The opportunity is real but narrow: whey, creatine and mass gainers are the volume pools; pre-workout is the margin pool; weight management is the biggest pool but the most claims-sensitive.

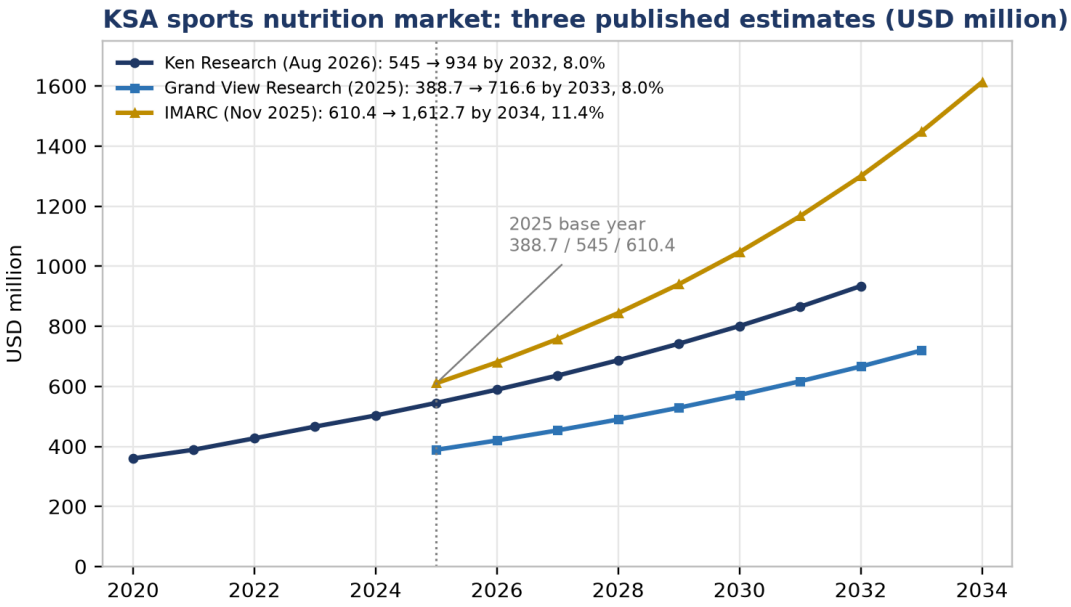
1. Market size: three estimates and a reconciliation

Source	Published	2025 size	Forecast	CAGR	Scope	Reliability
Ken Research, *Saudi Arabia Sports Nutrition and Supplements Market*, Aug 2026 [S16]	Aug 2026	**USD 545 m**	USD 934 m by 2032	**8.0%** (2025–32)	Sports nutrition + supplements; includes sports drinks; 27.2 m packs; ASP USD 20.04	Medium-high (paid report, transparent methodology summary)
Grand View Research Horizon, Saudi Arabia sports nutrition, 2025 [S15]	2025	**USD 388.7 m**	USD 716.6 m by 2033	**8.0%** (2026–33)	Sports nutrition incl. sports drinks, supplements, meal replacement, sports foods, weight loss	Medium-high (global publisher, free summary)
IMARC, *Saudi Arabia Sports Nutrition Market*, last updated 19 Nov 2025 [S14]	19 Nov 2025	**USD 610.4 m**	USD 1,612.7 m by 2034	**11.4%** (2026–34)	Sports nutrition by product (drinks, food, supplements), raw material, channel, region	Medium (publisher summary; methodology not public)

Reconciliation. The three estimates differ because:

1. **Category boundaries.** Grand View separates "sports nutrition" from "weight loss" and "meal replacement" in its taxonomy but includes them in the headline; IMARC includes sports drinks, sports food and supplements; Ken includes supplements and drinks. None is supplement-only.
2. **Channel coverage.** Ken explicitly models online at 35% of 2025 sales and 27.2 million packs; IMARC and Grand View do not publish their channel weights in the free summaries.
3. **Price basis.** Ken's ASP of USD 20.04 per standardised pack implies a retail-value model; the others may use manufacturer or retail value.
4. **Timing.** IMARC's 11.4% is a 2026–34 forecast; the others use 8.0%. A 3.4-point gap compounded over nine years explains most of the 2034 difference.

Do not average them. Use the **median USD 545 m** as the planning anchor, and carry the full range as a sensitivity band.



Sources: IMARC (19 Nov 2025), Grand View Research Horizon (2025), Ken Research (Aug 2026). Dotted 2026-34 points are CAGR interpolations of published endpoints. All three include sports drinks; they are not supplement-only market sizes. Access date 31 Oct 2026.

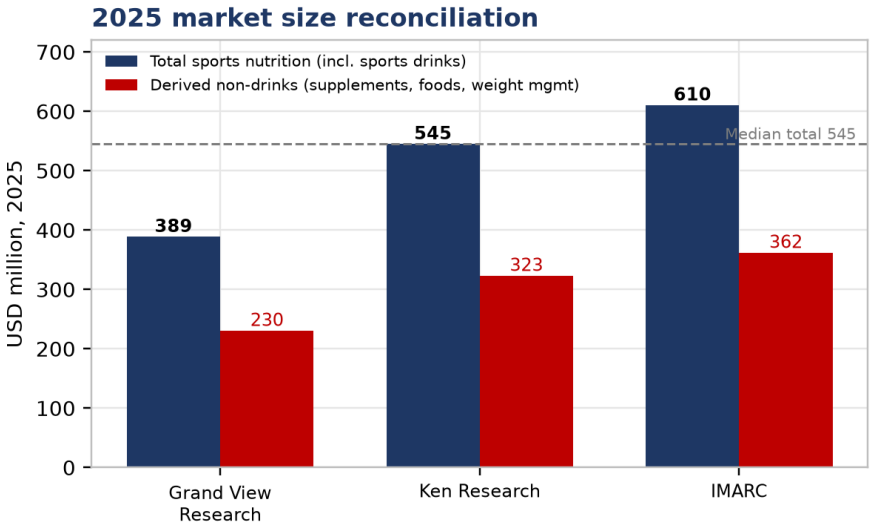
Figure 1. Three published estimates, 2020–2034. Dotted points are CAGR interpolations of published endpoints. All three include sports drinks.

Derived non-drinks market (ESTIMATE)

Grand View publishes that **sports drinks were 40.7% of 2025 revenue** [S15]. Applying that share to each total:

Source	Total 2025 (USD m)	Sports drinks @ 40.7%	Non-drinks (supplements, foods, meal replacement, weight management)
Grand View	388.7	158.2	**230.5**
Ken Research	545.0	221.8	**323.2**
IMARC	610.4	248.4	**362.0**
Planning midpoint	**545.0**	**221.8**	**323.2**

This is a **derived estimate**, not a published supplement-only figure. It assumes Grand View's segment mix applies to all three totals, which may not hold. Treat the non-drinks number as a **range of USD 230–362 m**, with ~USD 323 m for planning.



Non-drinks derived by applying Grand View's published 40.7% sports-drinks share to each total. This is a DERIVED ESTIMATE, not a published supplement-only figure. Sources: GVR Horizon, Ken Research, IMARC; access date 31 Oct 2026.

Figure 2. Reconciliation of the 2025 totals and the derived non-drinks segment. The non-drinks bars are an estimate, not a published figure.

Per-capita sanity check

- Population, 2025: **36.97 million** (World Bank) [S17].
- Total sports nutrition per capita: 545 ÷ 36.97 = **USD 14.7/year**.
- Non-drinks per capita: 323.2 ÷ 36.97 = **USD 8.7/year**.

No directly comparable per-capita benchmark was sourced in this study. The absolute spend is low for a high-income market, which is consistent with under-penetration; it is also a warning that mass-market penetration is still thin.

Volume and price

Ken Research models **27.2 million standardised retail packs** in 2025, rising to 42.8 million by 2032 (6.7% volume CAGR), with average retail value per pack rising from **USD 20.04 to USD 21.82** [S16]. That implies roughly **two-thirds of value growth is volume-led**, one-third price/mix. For a new brand, that is favourable: growth does not depend on premiumisation alone.

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2. Growth drivers

2.1 Vision 2030 and sport participation

- GASTAT's 2022 household survey found **48.2% of people practice sport for at least 30 minutes a week**; **54.8% of males** and **38.3% of females** [S19]. The most active regions were Eastern Province, Riyadh and Asir.
- The 2019 GASTAT survey used a stricter 150-minutes-per-week definition and is the baseline for the Vision 2030 target of raising weekly sport participation to 40% [S18][S15]. The two definitions are not comparable; cite the 48.2% (any weekly activity) and the 150-minute metric separately.
- The Quality of Life programme and the Saudi Sports for All Federation have launched dozens of community programmes; the 2025 Riyadh Marathon drew 40,000+ participants, 40% women (Ken Research) [S16]. These are demand-creation events, not just marketing.

2.2 Demographics

- **73.3%** of the population is 15–64; **23.6%** is under 15 (World Bank, 2025) [S17].
- A young, working-age population with disposable income is the core gym and supplement demographic.
- The expatriate population (Ken Research: ~15.7 m non-Saudis in 2024) is a second demand pool with brand awareness of international labels [S16].

2.3 Gym and fitness infrastructure

- **Leejam (Fitness Time)** reports **178+ gyms, 400,000+ members, 13 brands and 650+ sports facilities** on its corporate site [S20]. Leejam describes itself as the largest gym chain in MENA. This is a concentrated, addressable sampling and retail channel.
- Boutique studios, CrossFit boxes, padel clubs and women-only gyms are expanding; they are harder to measure but matter for premium isolates and pre-workout.
- The Saudi Sports Law entered into force in June 2026 and club privatisation is underway (Ken Research) [S16]; this professionalises sponsorship and athlete partnerships.

2.4 Obesity, diabetes and weight management

SFDA's 2025 healthy-food regulations explicitly aim to reduce chronic disease rates [S7], and weight management is a core demand pool. This study did not source a KSA obesity/diabetes prevalence figure; treat the driver as directional, not quantified. It drives demand for meal replacements and protein-led weight management, and it drives regulatory scrutiny of slimming claims: the claims regime is restrictive and weight-loss products are an enforcement priority.

2.5 E-commerce and digital payments

- E-commerce is **~10% of total retail** and is forecast to exceed **25% by 2035** (McKinsey, cited by ITA, May 2026) [S12].
- **34.5 million** e-commerce users by end-2025; Amazon.sa is the largest international marketplace, alongside Noon, Jarir, Jahez and Salla [S12].
- **85% of retail payments** were electronic in 2025 (Ken Research) [S16].

- For NBP, this means a lean launch is possible without a national retail footprint: Amazon.sa + Instagram + a 3PL can reach Riyadh, Jeddah and Dammam in weeks.

2.6 Social-media fitness culture

Fitness content is among the highest-engagement categories on TikTok, Instagram and Snapchat in KSA. It lowers customer-acquisition cost for brands with credible creators, but it also amplifies claims risk: an influencer saying "fat burner" is an advertisement under Saudi rules. NBP has no Arabic content or local ambassadors today.

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3. Segmentation: where the money is

No public source gives a clean SAR split by product segment for KSA. The table combines the published category structure with Amazon.sa price/velocity signals and the NBP portfolio. **Shares are qualitative; do not quote them as market facts.**

Segment	Evidence of size/direction	Price points in KSA (Amazon.sa, 31 Oct 2026)	NBP fit
Sports drinks / hydration	40.7% of 2025 sports nutrition (GVR) [S15]; Gatorade/Powerade/Bodyarmor dominate	Not applicable to NBP	None (no RTD)
Whey / protein	Largest non-drink pool; highest repeat purchase; ON 2 lb has 63.3K ratings, 5 lb 482; Dymatize ISO100 8.9K on 20-serving	5 lb: SAR 338–796; isolate premium SAR 554–796	**Core** — ProWhey, ISO-Whey, Extreme ISO
Mass gainers	Niche but high ticket; strong gym culture; ON Serious Mass 6 lb SAR 222; Mutant 5 lb SAR 629	5–6 lb: SAR 145–629; 10–13 lb: SAR 334–419	**Strong** — Extreme Mass
Creatine	Commodity, evidence-led, growing; 400 g SAR 104–129; 500 g SAR 105–169	SAR 69–169 per 300–500 g	**Strong** — Creatine 400 g
Pre-workout	High velocity, high margin; ABE 30 srv SAR 94–140; Ghost SAR 201; C4 SAR 129	SAR 94–212 per 30 servings	**Conditional** — Pre-Workout (reformulate/relabel)
BCAA / amino	Softening globally; capsule formats underdosed; ON BCAA 200 caps SAR 153	SAR 69–164 per 60–240 caps	**Weak** — BCAA 1.2 g/day
Fat burners / weight management	Large but claims-sensitive; Herbalife dominates direct sales; garcinia 60 caps SAR 138	SAR 127–199	**High risk** — Lipofel
Meal replacement / meal complement	Herbalife 500 g SAR 130–135; Garden of Life 475–509 g SAR 193–199; Quest 726 g SAR 203	SAR 130–369	**Moderate** — TrimFit (reposition)
Vitamins / general wellness	Adjacent, not NBP's range	—	None

Two implications:

1. **Whey and creatine are the only segments where NBP can win on value without a claims fight.** Its price per gram of protein is at or below ON (Section 04), and creatine is a commodity where a correct 5 g dose and a clean label are enough.
2. **Mass gainers are a Saudi-specific opportunity.** The category is less crowded than whey, the ticket is high, and the "hard gainer" narrative resonates in gym culture. But NBP's 375 g/1,582 kcal serving and 60 g sugar are a formulation liability.

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4. Seasonality

Period	Behaviour	Implication
Ramadan (moving; ~Feb–Mar 2027)	Training shifts to late night; caffeine/pre-workout consumption falls during fasting; weight-management and meal-replacement demand rises; gifting increases	Promote protein/meal replacement, not stimulants; adjust delivery windows
Eid al-Fitr / Eid al-Adha	Gifting, travel, gym closures	Bundle offers; pause auto-replenishment
Summer (Jun–Sep)	Travel, indoor gyms, heat; warehouse temperatures high	Air-conditioned storage; avoid sea shipments arriving in peak heat; hydration messaging
Riyadh Season (Oct–Mar)	Events, fitness activations, tourism, higher footfall	Sampling, influencer events, sponsorship
Back-to-school / new year	Resolution-driven gym sign-ups	Creatine/whey bundles, 12-week challenge
Hajj	Pilgrim traffic; retail disruption in Makkah/Jeddah; SFDA inspection campaigns	Avoid launch in Hajj week; ensure warehouse compliance

Seasonality is **qualitative**; no KSA monthly sell-through data was available. The financial model does not seasonally adjust.

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5. Consumer segments and personas

Price points are from Amazon.sa listings on 31 Oct 2026 [S13]; "where they buy" is based on channel structure (Section 03), not a survey.

Persona	Who	Goals	Where they buy	What they pay (SAR)	NBP SKU
The strength trainee	Male 18–30, 3–5 gym sessions/week, often in a commercial gym	Muscle, strength, visible size	Amazon.sa, gym shops, Instagram sellers	Whey 5 lb 300–450; creatine 100–130; pre-workout 100–160	ProWhey, Creatine, Pre-Workout, Extreme Mass
The competitive athlete	18–35, sport-specific training, coach/trainer influence	Performance, recovery, trusted/third-party tested	Specialty stores, pharmacy, team/coach	Isolate 5 lb 450–800; creatine 120–170	Extreme ISO (if certified), Creatine
The weight-management woman	25–40, gym + diet, Instagram-driven	Fat loss, toning, meal replacement	Instagram, pharmacies, Amazon.sa, Herbalife distributors	Meal replacement 130–200; slimming 100–190; carnitine 100–130	TrimFit, L-Carnitine, Lipofel (claims risk)
The general wellness user	35–55, walks/light gym, doctor/pharmacist advice	Energy, bone/muscle maintenance, "healthy ageing"	Pharmacies, hypermarkets	Protein 200–350; vitamins 50–150	ProWhey (small pack), TrimFit
The expat / value buyer	25–45, price-sensitive, brand-aware	Bulk protein at low cost per gram	Amazon.sa, discounters, gym shops	Whey 5 lb 250–380; mass gainer 180–250	ProWhey, Extreme Mass 10 lb

What this means for NBP. The brand has no awareness, no Arabic content and no local ambassadors. Its first 1,000 customers will be **value-seeking strength trainees and expats** who compare price per gram of protein on Amazon. The premium athlete and weight-management personas require trust signals NBP does not yet have (third-party testing, halal, Arabic label, local reviews).

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6. Demand signals observed

Signal	Observation	Source	Confidence
Amazon review depth	ON Gold Standard 2 lb: **63.3K** ratings; Dymatize ISO100 20-serving: **8.9K**; ON 5 lb: 482; BSN Syntha-6 5 lb: 4.7★	Amazon.sa, 31 Oct 2026 [S13]	High

Signal	Observation	Source	Confidence
"Bought in past month" badges	ON 2 lb: 500+; ON 5 lb: 300+; Dymatize 20 srv: 100+	Amazon.sa [S13]	High
Gym scale	Leejam: **178+ gyms, 400K+ members**	Leejam corporate site [S20]	High (company-reported)
Sport participation	**48.2%** weekly (30+ min); 54.8% male / 38.3% female	GASTAT via Arab News, Jul 2022 [S19]	Medium-high
E-commerce	10% of retail → >25% by 2035; 34.5M users	ITA/McKinsey, May 2026 [S12]	Medium-high
Online share of category	**35%** in 2025, ~49% by 2032	Ken Research [S16]	Medium
NBP brand search	No NBP/NbP listings on Amazon.sa or Amazon.ae; no SFDA food registration	Amazon.sa/ae; SFDA database [S8] [S13]	High (absence of evidence)
Google Trends	**Not collected.** Google blocked automated access; no Trends API was available.	Attempted 31 Oct 2026	Gap

What is missing. No sell-through data by SKU, no Google Trends index, no Noon/Nahdi shelf data, no consumer survey. The demand case rests on category growth, gym scale, marketplace review depth and the absence of the brand (white space), not on observed NBP demand.

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7. Market size conclusion

- **Planning anchor:** USD 545 m total sports nutrition in 2025; **~USD 323 m non-drinks** (derived; range 230–362).
- **Growth:** 8.0% (Ken, GVR) to 11.4% (IMARC). Use **8%** for the base case and 11% for the optimistic case.
- **Per capita:** ~USD 8/year non-drinks — low, consistent with an under-penetrated, youth-heavy market.
- **Where to play:** whey (volume), creatine (commodity), mass gainers (ticket), pre-workout (margin, conditional). Avoid BCAA and slimming as launch pillars.
- **What would change the view:** a Noon/Nahdi listing data set showing protein category velocity; Google Trends showing rising Arabic search; a signed gym-chain agreement; or a competitor exiting.

Key sources for this chapter

[S8] SFDA registered food products database — https://www.sfda.gov.sa/ar/products [S12] U.S. ITA, *Saudi Arabia — eCommerce*, last published 19 May 2026 — https://www.trade.gov/country-commercial-guides/saudi-arabia-ecommerce [S13] Amazon.sa product listings, accessed 31 Oct 2026 — https://www.amazon.sa/ [S14] IMARC, *Saudi Arabia Sports Nutrition Market*, updated 19 Nov 2025 — https://www.imarcgroup.com/saudi-arabia-sports-nutrition-market [S15] Grand View Research Horizon, *Saudi Arabia Sports Nutrition Market* — https://www.grandviewresearch.com/horizon/outlook/sports-nutrition-market/saudi-arabia [S16] Ken Research, *Saudi Arabia Sports Nutrition and Supplements Market*, Aug 2026 — https://www.kenresearch.com/industry-reports/saudi-arabia-sports-nutrition-and-supplements-market [S17] World Bank, population indicators for Saudi Arabia, 2025 — https://api.worldbank.org/v2/country/SA/indicator/SP.POP.TOTL [S18] GASTAT, *Household Sports Practice Survey Bulletin 2019* — https://www.stats.gov.sa/documents/20117/2435259/nshr_msh_mmrs_lsr_llryd_2019m-english.pdf [S19] Arab News, *New study shows increase in physical activity across Saudi Arabia*, 24 Jul 2022 — https://www.arabnews.com/sport/news/2128576 [S20] Leejam Sports Company — https://leejam.com.sa/

Full source register and reliability ratings in `07_Sources_and_Methodology.md`.

03 — Competitive Landscape and Channel Map

Prepared: 31 October 2026 · **Prices:** Amazon.sa, VAT-inclusive, 31 Oct 2026

> **Bottom line.** The Saudi sports-nutrition shelf is crowded at the top and commoditised at the bottom. **Optimum Nutrition (ON)** is the reference brand for whey, with review depth no new entrant can match (63,300 ratings on its 2 lb tub alone). **Dymatize** owns the premium isolate price point (SAR 796 for 5 lb). **Applied Nutrition** is the value-premium aggressor, with pre-workout at SAR 94–113 for 30 servings and mass gainer at SAR 299 for 6 kg. Local/value brands (**Laperva, Basix**) set the floor (whey 5 lb SAR 338; mass gainer 6 lb SAR 145). NBP's opening is **mid-price whey with a better price per gram than ON**, plus **creatine** and **mass gainers** — not a broad-range brand launch. No public source gives reliable brand market shares; Ken Research names the top players but redacts the percentages [S16]. Everything below on share is therefore a **proxy**, not a fact.

1. The competitive set actually sold in KSA

The table is built from live Amazon.sa listings [S13], the Ken Research competitive list [S16], and brand positioning. "Distributor" is left as *not verified* where no public appointment could be confirmed — a deliberate gap, not an omission.

#	Brand	Origin	Positioning	KSA presence / price evidence	Range	Certifications (claimed)	Distributor
1	**Optimum Nutrition (ON)**	USA (Glanbia)	Premium-mainstream	5 lb Gold Standard **SAR 449–521**; 2 lb **SAR 254** (63.3K ratings); Serious Mass 6 lb **SAR 222**	Whey, isolate, mass gainer, creatine, amino energy	Informed Choice on selected SKUs	Not verified
2	**Dymatize**	USA (BellRing)	Premium isolate	ISO100 5 lb **SAR 796**; 20-serving **SAR 282.5** (8.9K ratings)	Hydrolysed isolate, mass gainer	Informed Choice on some SKUs	Not verified
3	**BSN**	USA (Glanbia)	Mid-premium	Syntha-6 5 lb **SAR 379**, 48 servings	Protein matrix, mass gainer, pre-workout	Not verified	Not verified
4	**MuscleTech**	Canada (Iovate)	Mass-market performance	Mass gainer 5.15 lb **SAR 241**; creatine 400 g **SAR 119**	Mass gainer, creatine, pre-workout, protein	Not verified	Not verified
5	**Applied Nutrition**	UK	Value-premium	ABE 375 g/30 srv **SAR 94–113**; Critical Whey 2 kg **SAR 319**; Critical Mass 6 kg **SAR 299**	Pre-workout, whey, mass gainer, creatine	Not verified	Not verified
6	**Laperva**	GCC (unverified)	Value	Whey 5 lb **SAR 453**; mass 6 lb **SAR 222**; mass 13 lb **SAR 334**	Whey, mass gainer, CLA/carnitine	Not verified	Local/GCC brand
7	**Basix**	Saudi Arabia (unverified)	Value	Whey 5 lb **SAR 338**; gainer 6 lb **SAR 145**; creatine 500 g **SAR 105**	Whey, gainer, creatine	Not verified	Local
8	**NXT Nutrition**	UK	Mid/value	Beef protein isolate 1.8 kg **SAR 255**	Beef protein, whey	Not verified	Not verified
9	**ALLMAX**	Canada	Mid-premium	Creatine 400 g **SAR 129**; AllMass 5 lb **SAR 181**; carnitine 120 caps **SAR 130**	Creatine, gainer, aminos	Informed Choice on some SKUs	Not verified

#	Brand	Origin	Positioning	KSA presence / price evidence	Range	Certifications (claimed)	Distributor
10	**Nutricost**	USA	Value	Isolate 5 lb **SAR 554–556**; creatine, BCAA, carnitine	Bulk single ingredients	Third-party tested claims	Marketplace direct
11	**Cellucor (C4)**	USA (Nutrabolt)	Mainstream pre-workout	C4 Original 30 srv **SAR 129**; C4 Ripped **SAR 212**	Pre-workout, fat burner	Not verified	Not verified
12	**GHOST**	USA	Lifestyle premium	Legend 30 srv **SAR 201**	Pre-workout, protein	Not verified	Not verified
13	**Redcon1**	USA	Performance mid	Total War 30 srv **SAR 139**	Pre-workout, protein	Not verified	Not verified
14	**ProSupps**	USA	Performance mid	Mr Hyde 30 srv **SAR 129**	Pre-workout	Not verified	Not verified
15	**Herbalife**	USA	Mass-market wellness / direct sales	Formula 1 500 g **SAR 130–135**	Meal replacement, protein, wellness	Not verified	Direct sellers
16	**Garden of Life**	USA	Premium organic / clean label	Raw Meal 475–509 g **SAR 193–199**	Organic meal replacement, protein	Organic, non-GMO	Not verified
17	**Quest Nutrition**	USA	Low-carb premium	Protein powder 726 g **SAR 203**; bars	Protein powder, bars	Not verified	Not verified
18	**Bariatric Fusion**	USA	Specialist / bariatric	21-serving meal replacement **SAR 369**	Bariatric meal replacement	Not verified	Not verified
19	**NOW Foods**	USA	Value natural	Arginine 700 mg/180 **SAR 112**; carnitine 250 mg/60 **SAR 64**	Aminos, vitamins, single ingredients	GMP, third-party testing	Not verified
20	**Solaray**	USA	Natural / botanical	Garcinia 500 mg/60 **SAR 138**	Botanical supplements	Not verified	Not verified
21	**GNC**	USA	Specialty retail	Named a top-5 KSA player by Ken Research [S16]; store footprint not verified	Own brand + third-party	Varies	Franchise (not verified)
22	**Myprotein**	UK (THG)	DTC value	Named a major KSA player by Ken Research [S16]; KSA site not verified	Whey, creatine, snacks	Informed Sport on some SKUs	DTC

What is missing from this list. Local Saudi manufacturers and private-label pharmacy brands are under-represented on Amazon; they may be material in physical retail. No reliable public share data exists to rank them.

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2. Price architecture

2.1 Whey and isolate (5 lb / 2.27 kg)

Brand / SKU	Price (SAR)	Price per 100 g	Protein per serving	Price per g protein
Basix Whey 5 lb	338	14.89	n/a	n/a
NBP ProWhey 5 lb (plan)	**399**	**17.58**	**24 g**	**0.222**
NBP ISO-Whey 5 lb (plan)	**399**	**17.58**	**22 g**	**0.242**
NBP Extreme ISO 5 lb (plan)	**449**	**19.78**	**30 g**	**0.218**
ON Gold Standard 5 lb	449	19.78	24 g	0.253
Laperva Triple Gold 5 lb	453	19.96	25 g	0.259

Brand / SKU	Price (SAR)	Price per 100 g	Protein per serving	Price per g protein
ON Gold Standard 5 lb (vanilla)	521	22.95	24 g	0.297
BSN Syntha-6 5 lb	379	16.70	22 g	0.359
Nutricost Isolate 5 lb	554–556	24.5	n/a	n/a
Dymatize ISO100 5 lb	796	34.61	25 g	0.448*

*Dymatize per-gram assumes 71 servings; not stated on the listing.

Read. NBP can undercut ON by **11% on price per 100 g** and **12% on price per gram of protein** while still earning a ~49% gross margin at SAR 399 (model). That is the single strongest commercial fact in this study. The risk is that the low price signals "cheap" in a category where trust matters; the Arabic label, halal certificate and a third-party test report are needed to offset it.

2.2 Mass gainers

Brand / SKU	Size	Price (SAR)	Price per 100 g
Basix Gain 6 lb	2.72 kg	145	5.33
NBP Extreme Mass 5 lb (plan)	**2.27 kg**	**219**	**9.65**
ON Serious Mass 6 lb	2.72 kg	222	8.16
Laperva Triple Mass 6 lb	2.72 kg	222	8.17
MuscleTech Mass 5.15 lb	2.34 kg	241	10.33
Dymatize Super Mass 6 lb	2.72 kg	295	10.84
Applied Critical Mass 6 kg	6.0 kg	299	4.98
NBP Extreme Mass 10 lb (plan)	**4.54 kg**	**399**	**8.79**
ON Serious Mass 12 lb	5.44 kg	419	7.70
Mutant Mass 5 lb	2.27 kg	629	27.71

Read. NBP's 5 lb at SAR 219 is at parity with ON's 6 lb (SAR 222) but gives 17% less product. The 10 lb at SAR 399 is the better value and should be the hero SKU. At 8.79 SAR/100 g it sits between ON 12 lb (7.70) and ON 6 lb (8.16). Mass gainers are price-compared per kg, so the 5 lb pack is structurally disadvantaged.

2.3 Creatine, pre-workout and capsules

- **Creatine 400 g:** NBP planned SAR 109 (27.3/100 g) vs MuscleTech 119 (29.7), ALLMAX 129 (32.3), Sporter 104 (26.0), Valeo 300 g 69 (23.0). NBP is mid-pack; the 400 g/80-serving format is standard.
- **Pre-workout 480 g:** NBP planned SAR 159 (33.1/100 g) vs ABE 375 g 94–113 (25–30/100 g), C4 30 srv 129, Ghost 30 srv 201. NBP's 96 servings at 5 g make the per-serving price **SAR 1.66**, far below ABE (SAR 3.13–3.77) — but the formula is underdosed (Section 04), so the low per-serving price is not a value story, it is a dose story.
- **BCAA 180 caps:** NBP planned SAR 129; per gram of BCAA it is **SAR 3.58**, vs ON 1000 caps **SAR 0.77/g** and Type Zero **SAR 0.77/g**. This is the worst value in the range.
- **L-Arginine 180 caps:** NBP SAR 99 for 90 g = **SAR 1.10/g**, vs NOW 700 mg/180 **SAR 0.89/g**. Above market.
- **L-Carnitine 180 caps:** NBP SAR 119 for 120 g tartrate = **SAR 0.99/g**, vs Nutricost 240 caps **SAR 0.93/g** and Dr Martin's 200 × 1 g **SAR 0.55/g**. Mid-pack.
- **Lipofel 90 caps:** NBP SAR 139; garcinia 13.5 g total = **SAR 10.3/g garcinia**, vs Solaray 500 mg × 60 = 30 g at SAR 138 (**SAR 4.60/g**). Poor value.
- **TrimFit 454 g:** NBP SAR 179 = **SAR 39.4/100 g**, vs Herbalife 500 g SAR 135 (**SAR 27.0/100 g**) and Garden of Life 509 g SAR 199 (**SAR 39.1/100 g**). At the premium end without a premium brand.

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3. Channel map

The full data is in `channel_map.csv`. Summary:

Channel	Typical margin	Listing requirements	NBP fit	Key risk
Amazon.sa / Noon	15–25% referral + fulfilment	Saudi CR (mandatory on Amazon), VAT, national address, IBAN, SFDA registration	**High** — launch channel	Price war, counterfeit, ad costs
Gym / specialty shops	30–45% retailer	CR, SFDA registration, Arabic label, halal where relevant	**High** — sampling and trust	Fragmented, slow payment
Pharmacy chains	30–40% + listing fees	SFDA registration, CoA, supplier qualification, category review	**Medium** — creatine/carnitine/TrimFit	Long cycle, high fees
Gyms (Fitness Time etc.)	25–40% + activation	Vendor onboarding, registration, sampling staff	**High** — targeted	Procurement slow
Hypermarkets	20–30% + promo	CR, barcode, Arabic label, EDI, insurance	**Low** in year 1	Working capital
Instagram / WhatsApp	20–35%	E-commerce activity on CR, MC compliance, SFDA registration	**Medium** — brand building	Claims/reputational risk
Distributor	15–25% + 25–35% retailer	Exclusivity, registration support, marketing plan	**Later**	Margin stack leaves little

Channel economics. At a 30% retailer margin, ProWhey at SAR 399 yields the importer SAR 243 and a 49% gross margin. Add a 20% distributor and the importer's price falls to SAR 208, margin to 41%. That is still viable but leaves less for marketing. The model therefore assumes **direct-to-retail/marketplace first**, distributor only after demand is proven.

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4. Porter's Five Forces

Force	Intensity	Evidence	Implication
Rivalry	**High**	20+ brands on Amazon; ON 63.3K ratings; price transparency; Applied/Laperva/Basix undercutting	Compete on price per gram and niche, not broad brand claims
Supplier power	**High**	Whey input costs; Glanbia performance-nutrition EBITDA margin fell to 13.0% in 2025 from 16.9% (Ken Research) [S16]; few credible manufacturers	Lock ex-works price and FX for 6–12 months; consider whey futures/hedging
Buyer power	**High**	Price comparison on Amazon; low switching; reviews visible	Loyalty must be earned with consistency, not switching costs
Threat of new entrants	**Medium-high**	Low capital for a powder brand; SFDA registration is 5,000 SAR; but trust, halal and distribution are barriers	First-mover advantage is temporary; build brand and gym relationships
Threat of substitutes	**Medium**	Food-first protein (chicken, dairy, eggs), RTD shakes, GLP-1 weight-loss drugs	GLP-1 could reduce mass-gainer/weight-management demand; monitor, no KSA data

Overall: structurally unattractive for a me-too brand, attractive for a **narrow, value-led portfolio** with a credible quality story.

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5. SWOT for NBP

Strengths	Weaknesses
Canadian origin (positive in KSA)	Zero brand awareness; no Arabic content
Broad range (13 SKUs) covering whey, mass, creatine, pre-workout, aminos, weight management	Label defects and NPN mismatches (Section 01)

Strengths	Weaknesses
Competitive price per gram of protein	No third-party sport certification (Informed Sport/NSF)
Mass-gainer niche and 6 flavours	No halal certificate; capsule shell origin unclear
30 g protein isolate and 5 g creatine formats	Underdosed capsules (BCAA 1.2 g, arginine 1.5 g)
Family/owner-led manufacturer, flexible on MOQ (to verify)	Small manufacturer; no GCC distributor; limited marketing budget

Opportunities	Threats
Under-penetrated market (~USD 8 per capita non-drinks)	ON/Applied price pressure and review depth
E-commerce 10% → 25% of retail	Counterfeit/grey-market NBP products once brand grows
Gym chains (Leejam 400K+ members) and women's fitness	SFDA claims enforcement; product rejection
Mass gainers less crowded than whey	Whey cost inflation and CAD/SAR FX
Vision 2030 sport participation	Expiry/shelf-life risk in a hot climate
Pro Milk convenience sachets (pipeline)	GLP-1 drugs reducing weight-management demand

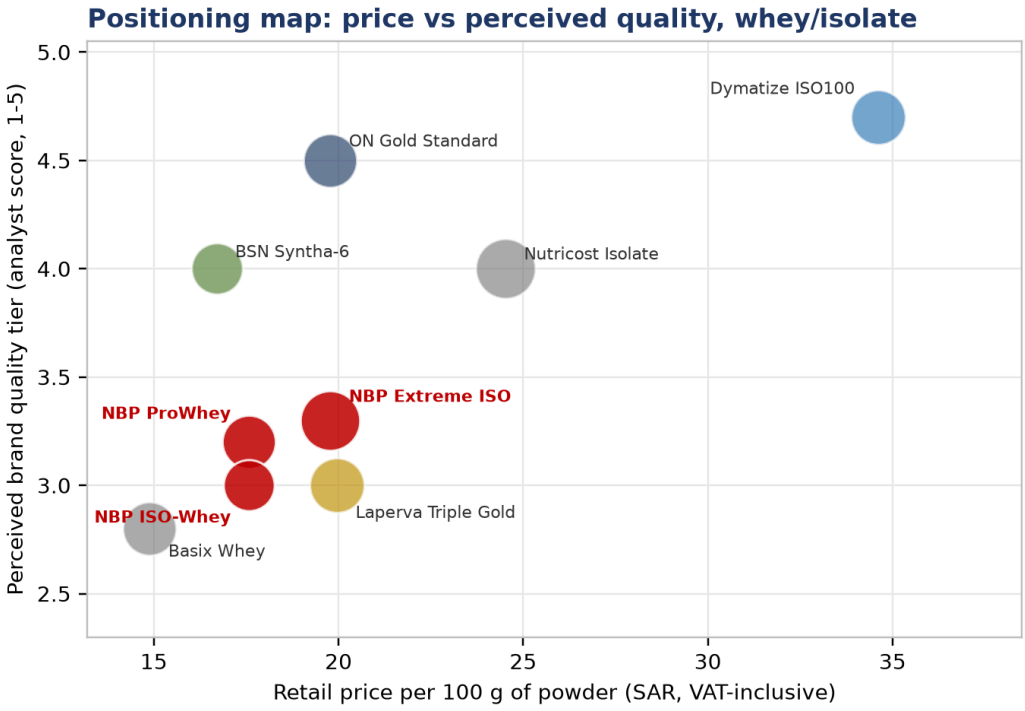
6. Positioning map

The chart `charts/03_positioning_map.png` plots retail price per 100 g against an **analyst quality tier** (1–5), with bubble size = protein per serving. Quality tier is a judgment based on brand presence, review volume, certifications and distribution — **not a measured attribute**.

Where NBP sits:

- **ProWhey / ISO-Whey** cluster at SAR 17.58/100 g and tier 3.0–3.2: below ON (19.78, 4.5) and BSN (16.70, 4.0) on quality perception, but cheaper than ON. This is the "value challenger" space.
- **Extreme ISO** at 19.78/100 g and tier 3.3 is priced at ON's level with a lower trust tier — a hard sell unless the 30 g protein and lab tests are proven.
- **Dymatize** at 34.61/100 g and tier 4.7 shows the premium ceiling; NBP should not try to occupy it in year 1.

Recommended positioning: "Canadian quality at a fair price per gram" — not "premium", not "cheap". Lead with the price-per-gram comparison and a lab-test certificate, not with unverifiable "pharmaceutical grade" claims.



Bubble size = protein grams per serving. Quality tier is an analyst judgment based on brand presence, review volume and certifications, not a measured attribute.
Price source: Amazon.sa, 31 Oct 2026. NBP prices are planned midpoints.

Figure 3. Price per 100 g vs analyst quality tier. Bubble size = protein per serving. Quality tier is a judgment, not a measured attribute.

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7. Does NBP already exist in KSA?

This is the workstream-3 check: brand, products, grey market and trademark. The short answer is **no confirmed retail or regulatory presence**, but the absence is not proof of zero demand.

7.1 Marketplace and retailer search

Channel	Query	Result (31 Oct 2026)	Interpretation
Amazon.sa	"NBP supplement", "Northbound Power", "INOV Pharma"	No NBP/NbP product; results were unrelated (NAD, omega-3, multivitamins)	No authorised or grey-market listing found
Amazon.sa	"Lipofel", "TrimFit"	Zero relevant results	No presence
Amazon.ae	"NBP supplement", "Northbound Power NBP", "Lipofel", "TrimFit"	No NBP/NbP product; unrelated results	No UAE marketplace presence found
Noon (KSA)	"NBP protein"	Page timed out / blank in the browser; no results captured	**Unverified** — manual check required
Nahdi (KSA)	Brand search	**Searched 31 Oct 2026: no NBP, Lipofel, TrimFit or INOV Pharma.** Control query "creatine monohydrate" returned Applied Nutrition, Basix and ON, confirming the search works [S46].	**No presence found**
Gym shops / Instagram / TikTok	Brand handle @northboundpower; KSA resellers	Brand handle exists (Canada); no KSA seller or gym-shop listing found	No visible KSA distribution
Al-Dawaa	Brand search	Site returned HTTP 403; no public listing found via search	**Unverified** — manual store check required
Gulf distributors	NBP/INOV + UAE/Kuwait/Bahrain/Qatar/Oman	No distributor page, listing or press release found	No GCC distributor identified

Caveat. Marketplace absence is not the same as market absence. NBP could be sold through WhatsApp, gym trainers or a single pharmacy without an Amazon listing. The SFDA database check is the stronger signal.

7.2 SFDA registration check

Queries against the SFDA registered-food-products database returned **zero rows** for:

- BrandName: NBP, NbP, NBP Nutrition, Northbound, INOV Pharma
- TradeName: Lipofel, TrimFit, ProWhey, Extreme Mass, Extra Pump, ISO-Whey

Control queries ("whey protein", "BCAA") returned registered products, confirming the database was working and that supplements are in scope [S8]. **No NBP product was found registered for the Saudi market as of 31 October 2026.** This is evidence of no registration found, not proof that none exists under a different spelling.

7.3 Trademark

- **SAIP status: UNVERIFIED.** The public SAIP IP search engine (ipsearch.saip.gov.sa) was queried on 31 Oct 2026 [S47]. It returned **0 results for "NBP"**, but also **0 for control marks "Nike", "Samsung" and "Almarai"**, so the public interface was not returning reliable results without login/filters. The 0 result cannot be read as "no mark". A formal search for **NBP, NbP, INOV, Lipofel and TrimFit** in classes 5 (supplements) and 32 (beverages) is still required before signing exclusivity.
- **Conflict risk:** the "NBP" acronym is generic and could be used by other brands; "Lipofel" and "TrimFit" are distinctive but may already be registered by third parties in the Gulf. Do not assume the Canadian trademark travels.
- **Action:** commission a SAIP search and file KSA applications in the brand owner's name before launch. Budget **SAR 5,000–15,000 per mark** (ESTIMATE, agent fees + official fees).

7.4 What this means

Finding	Implication
No SFDA registration	The brand must start from zero; no grandfathering, no local licence to buy
No marketplace presence	White space, but also no proof of demand; the first seller bears the education cost
No GCC distributor found	Exclusivity is likely available; confirm at the expo
Trademark unverified	Do not sign exclusivity or print packaging until the search is done

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8. Competitive conclusions

1. **ON is the benchmark, not the target.** NBP cannot out-spend or out-review ON. It can under-price ON on a like-for-like protein basis and win the value-seeking segment.
2. **Applied Nutrition is the real threat.** It already occupies the value-premium space with a broad range, strong reviews and aggressive pricing. NBP's differentiation must be Canadian origin + mass-gainer specialization + Arabic localisation, not price alone.
3. **Local brands set the floor.** Basix and Laperva can go below NBP on price. NBP should not chase them; it should sit 10–20% above the floor and justify it with origin/testing.
4. **The capsule range is not competitive.** BCAA and arginine are underdosed and overpriced per gram; Lipofel is poor value and claims-sensitive. They should not be launch SKUs.
5. **Channel concentration is an advantage.** Amazon.sa + gyms + Instagram can reach the target consumer without a national distributor. This keeps margin and control.

Key sources for this chapter

[S13] Amazon.sa product listings, accessed 31 Oct 2026 — https://www.amazon.sa/ [S16] Ken Research, *Saudi Arabia Sports Nutrition and Supplements Market*, Aug 2026 — https://www.kenresearch.com/industry-reports/saudi-arabia-sports-nutrition-and-supplements-market [All other URLs in `07_Sources_and_Methodology.md`.]

04 — Product Quality and Value Benchmark

Prepared: 31 October 2026 · **Data:** catalogue nutrition panels (read visually from the image-only PDF), Amazon.sa retail prices, Health Canada LNHPD records, published position stands

> **Bottom line.** NBP's **protein economics are genuinely competitive**: ProWhey at a planned SAR 399 delivers protein at **SAR 0.222/g**, below ON Gold Standard (0.253), Laperva (0.259) and BSN Syntha-6 (0.359). Creatine is a clean, correctly dosed 5 g monohydrate. But the range is not uniformly good: **Pre-Workout's ingredients add up to 6.47 g in a 5 g serving**, **BCAA delivers 1.2 g/day**, **L-Arginine 1.5 g/day**, **Lipofel 870 mg/day of garcinia**, and **Extra Pump+ spreads 19 ingredients across 4–6 capsules at sub-therapeutic doses**. The scorecard ranks **Creatine first (7.45/10)**, ProWhey second (6.05), and Extra Pump+ last (2.30). The product strategy should follow the scorecard, not the catalogue order.

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1. Method and data quality

- **Catalogue:** `Catalogue_Performance_Line_1_10_2026_C_ENG.pdf`, 18 pages, image-only (no text layer). Pages were rendered at 170 dpi and read visually, including nutrition panels. Values were transcribed into `products.csv`.
- **Prices:** Amazon.sa listings, accessed 31 Oct 2026, VAT-inclusive consumer prices. 81 rows in `benchmark_prices.csv` (69 market listings + 12 NBP planning rows). Stock status was not verified; a listed price is not a guarantee of availability.
- **Canadian licences:** Health Canada LNHPD product pages for all 11 printed NPNs, accessed 31 Oct 2026 [S9].
- **Evidence:** ISSN position stands and systematic reviews, via Europe PMC/PubMed identifiers [S24–S34].
- **Limitations:** no independent lab testing was performed; no NBP product was physically sampled; no sensory panel; no review data for NBP (brand not sold in KSA). All NBP prices are **planning midpoints**, not market quotes.

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2. Formula audit, SKU by SKU

2.1 Extreme Mass Gainer (5 lb / 10 lb)

Metric	Value	Comment
Serving	375 g (5 scoops)	Very large; 1,582 kcal
Protein	60 g	16.0 g/100 g; 15.2% of energy
Carbohydrate	284 g	75.7% of product
Sugars	60 g	16.0 g/100 g; 15.2% of energy
Fat	8 g	2.1 g/100 g
Creatine	2.5 g	Below the 3–5 g/day evidence dose
Glutamine	834 mg	Subclinical
Fibre	7.5 g	2.0 g/100 g
Sodium	550 mg	147 mg/100 g
Calories per g protein	26.4	High; protein is a minority of calories
Servings per 2.27 kg	6.05	A 5 lb bag lasts 6 days at one serving/day
Servings per 4.54 kg	12.1	10 lb bag lasts 12 days

Formula read. This is a maltodextrin/fructose/dextrose product with whey at number two. It will do what a mass gainer is supposed to do — deliver a calorie surplus — but the 60 g sugar and 375 g serving are out of step with current formulation norms. The protein claim is the weakest part: at 15.2% of energy it qualifies as a **"source of protein"** but **not "high protein"** under SFDA.FD 2333's 20% threshold [S6]. The front-of-pack "60 g protein" is true per serving but flatters a product that is 76% carbohydrate.

Commercial read. At SAR 219 for 5 lb, it is at parity with ON Serious Mass 6 lb (SAR 222) but gives 17% less product; the 10 lb at SAR 399 is the better value (SAR 8.79/100 g vs ON 12 lb 7.70). Mass gainers are compared per kg, so the 5 lb pack is structurally weak.

2.2 Extreme ISO (5 lb)

Metric	Value	Comment
Serving	33 g	1–2 scoops
Protein	30 g	90.9 g/100 g
Nutrition panel	**None published**	Calories, carbs, fat, sugar, sodium missing
Servings per 2.27 kg	68.8	Label does not state servings
Canadian licence	Whey isolate 60 g at 90% protein	Catalogue 33 g/30 g; **dose mismatch**

Formula read. If the 30 g protein per 33 g scoop is accurate, this is a genuine isolate at 91% protein — the best protein density in the range. But there is no nutrition panel, no servings count, and the Canadian licence records a 60 g dose, not 33 g. A buyer cannot verify calories, carbs, fat or sugar. This is a **label transparency failure**, not necessarily a formula failure.

2.3 ISO-Whey 100% (5 lb)

Metric	Value	Comment
Serving	30 g	Panel says "33 and 67 servings" — inconsistent with 5 lb
Protein	22 g panel / 24 g front	73.3 g/100 g on the panel; 80 g/100 g on the front
Carbohydrate	4 g	1 g sugar
Fat	1.5 g	22.5 kcal from fat claimed — should be 13.5
Calories	126	5.73 kcal/g protein
Ingredients	WPC, **maltodextrin**, flavours, enzymes, stevia, sucralose	No isolate listed
Canadian licence	WPC only; no maltodextrin/enzymes	**Formula mismatch**

Formula read. "ISO" and "100%" are not supported by the ingredient list: the protein source is whey **concentrate**, and maltodextrin is the second ingredient. A 73% protein powder is a respectable WPC blend, but it is not an isolate and not "100% whey protein". The front/panel protein gap (24 vs 22 g) and the serving-count error are exactly the kind of discrepancies SFDA label review catches.

2.4 ProWhey (5 lb)

Metric	Value	Comment
Serving	30 g, 75 servings	2,270 g ÷ 30 g = 75.7; consistent
Protein	24 g	80.0 g/100 g; 76.2% of energy
Carbohydrate	4 g	0 g sugar
Fat	1.5 g	13.5 kcal (panel says 22.5)
Calories	126	5.25 kcal/g protein
Ingredients	WPC, natural flavour, stevia, sucralose; cacao in chocolate	WPC-only
Canadian licence	NPN 80054471 belongs to Iso-Whey, not ProWhey	**No licence for this product**

Formula read. 80% protein from a WPC-only blend is at the upper bound of what WPC can deliver; it is possible with a high-protein WPC80 and no filler, but it leaves little room for flavour or cacao. The panel is internally consistent on calories (24×4 + 4×4 + 1.5×9 = 125.5), except for the fat-calorie line. The commercial value is excellent (SAR 0.222/g protein), but the licence problem must be fixed.

2.5 Pre-Workout (480 g)

Ingredient	Per 5 g serving	Effective dose?	Comment
Caffeine	50 mg	Low	3–6 mg/kg is the performance dose; 50 mg is ~0.6 mg/kg for an 80 kg adult
Beta-alanine	1.0 g	**No**	3.2–6.4 g/day needed [S26]
Creatine	3.0 g	**Below**	3–5 g/day; 3 g is at the low end [S25]
L-Arginine	1.5 g	**No**	6–8 g studied; citrulline is superior [S29]
Taurine	100 mg	No	Subclinical
L-Tyrosine	200 mg	No	Subclinical
L-Leucine	150 mg	No	Subclinical
L-Valine	250 mg	No	Subclinical
L-Isoleucine	100 mg	No	Subclinical
L-Phenylalanine	15 mg	No	Trace
Vitamin B9	200 µg	Yes	50% NRV
Vitamin B12	15 µg	Yes	600% NRV
Vitamin C	100 mg	Yes	125% NRV
Total actives	**~6.47 g**	**129% of the 5 g serving**	Physically impossible without a larger scoop

Formula read. The mass balance is the headline defect: 6.47 g of active ingredients cannot fit in a 5 g serving. Either the scoop is ~6.5 g or the doses are per larger serving; either way the label is wrong. Beyond that, the formula is a "fairy dust" pre-workout: 13 ingredients, most below effective doses, with a low caffeine content. It is not dangerous; it is unlikely to deliver the experience a pre-workout buyer expects.

2.6 Creatine Monohydrate (400 g)

Metric	Value	Comment
Serving	5 g	80 servings
Creatine	5 g	100% of serving
Calories	0	—
Dose	5 g/day; loading 3–5 g/day; maintenance 2–5 g/day	Loading text is wrong (standard loading is ~20 g/day for 5–7 days)
Price per g creatine (plan)	SAR 0.273	Market median SAR 0.298

Formula read. The best product in the range: single ingredient, correct 5 g dose, 80 servings, and a price below the market median per gram. The only issues are label copy ("L-CREATINE", fatty-acid metabolism text copied from carnitine) and the loading protocol. These are cheap to fix.

2.7 L-Arginine (180 caps)

Metric	Value	Comment
Serving	3 caps = 1.5 g	500 mg/cap
Total arginine	90 g	60 servings
Price per g (plan)	SAR 1.10	Market median SAR 0.89
Evidence dose	6–8 g	1.5 g is ~20–25% of studied dose
Claims	NO vasodilator; growth hormone release	Not permitted as food claims

Formula read. Underdosed and overclaimed. Arginine is also the wrong lever: oral arginine is poorly converted to NO; citrulline is the better substrate [S29]. A 3–5 g arginine or 6–8 g citrulline malate product would be defensible; 1.5 g is not.

2.8 BCAA 2:1:1 (180 caps)

Metric	Value	Comment
Serving	3 caps = 600 mg (300 leu / 150 val / 150 ile)	200 mg/cap
Daily dose	6 caps = 1.2 g	30 servings
Total BCAA	36 g	—
Price per g (plan)	SAR 3.58	ON/Type Zero ~SAR 0.77/g
Evidence dose	5–10 g/day	1.2 g is ~12–24% of studied dose

Formula read. The worst value in the range: 36 g of BCAA for SAR 129, at 4.7× the market price per gram, with a dose far below the literature [S30]. The product also carries the wrong description (carnitine text on the BCAA page and vice versa). Not a launch SKU.

2.9 L-Carnitine (180 caps)

Metric	Value	Comment
Serving	3 caps = 2 g L-carnitine tartrate	~1.31 g L-carnitine
Total	120 g tartrate	60 servings
Price per g (plan)	SAR 0.99	Market median ~SAR 1.62 (skewed); Dr Martin's 0.55
Evidence	Modest for recovery; weak for fat loss [S28]	2–4 g/day studied
Licence	Acetyl-L-carnitine, not tartrate	**Form mismatch**

Formula read. Mid-pack value, weak evidence for the "fat metabolism" claim, and a Canadian licence that names a different carnitine form. The "4 hours before exercise" timing is not supported by the literature. Reposition as a recovery/amino product, not a fat burner.

2.10 Extra Pump+ (180 caps)

Metric	Value	Comment
Serving	4–6 caps; **not defined**	30–45 servings
Caffeine	33 mg **per cap** (LNHPD)	132–198 mg/day at 4–6 caps
Creatine	334 mg/cap	1.3–2.0 g/day; below dose
Beta-alanine	Not listed	—
Botanicals	Eleuthero 50 mg, ginkgo 60 mg, maca 40 mg, salix alba 20 mg, tribulus 60 mg	All subclinical; salix is the risk
Total ingredients	19	"Kitchen sink" formulation
Price per serving (plan)	SAR 3.31–4.97	—

Formula read. The most problematic SKU. Nineteen ingredients, most at doses too low to matter, plus **Salix alba** (willow bark) with a label warning against anticoagulants, aspirin, ibuprofen, fish oil and vitamin E. That warning is appropriate for a medicine, not a pre-workout. The caffeine dose is also understated in the catalogue because the LNHPD confirms 33 mg **per capsule**, not per 4–6 capsule serving. Not launchable without reformulation.

2.11 Lipofel (90 caps)

Metric	Value	Comment
Serving	1–3 caps	30–90 servings
Garcinia	150 mg + Malabar tamarind 140 mg = **290 mg/cap**	Same plant twice; licence says 140 mg of a 5:1 extract
Green coffee	150 mg/cap	450 mg/day at 3 caps
L-Carnitine	340 mg/cap	1.02 g/day
Chromium	100 µg/cap	300 µg/day at 3 caps (high)
Vitamin B6	10 mg/cap	30 mg/day at 3 caps; high

Metric	Value	Comment
Price per g garcinia (plan)	SAR 10.3	Solaray SAR 4.60
Evidence	Garcinia: weak, mixed, safety signals [S31]; green coffee: weak [S32]	—

Formula read. A "slimming" capsule with a double-counted botanical, subclinical doses, high chromium/B6 and claims that SFDA does not permit for sport foods. At 3 caps/day the garcinia dose is 870 mg, below the 1,500 mg used in trials, and the extract is not standardised to 50% HCA as the licence requires. Not launchable as formulated.

2.12 TrimFit (454 g)

Metric	Value	Comment
Serving	20 g	22.7 servings
Protein	12 g	60 g/100 g; 60% of energy
Calories	80	Not a meal replacement (typical 200–250 kcal)
Fibre	2 g	—
Resveratrol	20 mg	Licence says 40 mg
Vitamin C	20 mg	Licence says 100 mg
Vitamin D	5 µg	Licence says 10 µg
Vitamin B6	2 mg	Licence says 4 mg
Price per 100 g (plan)	SAR 39.4	Herbalife 27.0; Garden of Life 39.1

Formula read. A low-calorie protein/fibre powder, not a meal replacement. The Canadian licence formula differs materially (more fibre, resveratrol, vitamins; 10 g WPC). The "healthy weight loss" and "meal complement" claims overstate what an 80 kcal scoop can do. Reposition as a protein/fibre supplement for between-meal use, or reformulate to 200–250 kcal with 20 g protein.

2.13 Pro Milk (pipeline)

Metric	Value	Comment
Pack	30 g sachet	4 flavours
Protein	"35 g MILK PROTEIN" on back	Likely per 100 g → **10.5 g per 30 g sachet**
Panel	Not legible / not final	No NPN
Positioning	Convenience protein sachet	Strong on-the-go fit for KSA

Formula read. Cannot be assessed until the final panel is available. The "35 g" claim is ambiguous: if it is per 100 g, the sachet has 10.5 g protein, which is a snack not a protein serving. If it is per sachet, the sachet would be 117% protein, which is impossible. Clarify before launch.

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3. Computed metrics summary

SKU	Protein % of serving	Protein g/100 g	kcal per g protein	Sugar % energy	Servings/pack	Total protein/pack
Extreme Mass 5 lb	16.0%	16.0	26.4	15.2%	6.1	363 g
Extreme Mass 10 lb	16.0%	16.0	26.4	15.2%	12.1	727 g
Extreme ISO	90.9%	90.9	n/a	n/a	68.8	2,064 g
ISO-Whey	73.3%	73.3	5.7	3.2%	75.7	1,650 g
ProWhey	80.0%	80.0	5.2	0%	75.0	1,800 g
Pre-Workout	0%	0	n/a	n/a	96	0
Creatine	0%	0	n/a	n/a	80	0
L-Arginine	0%	0	n/a	n/a	60	0

SKU	Protein % of serving	Protein g/100 g	kcal per g protein	Sugar % energy	Servings/pack	Total protein/pack
BCAA	0%	0	n/a	n/a	30	0
L-Carnitine	0%	0	n/a	n/a	60	0
Extra Pump+	0%	0	n/a	n/a	30–45	0
Lipofel	0%	0	n/a	n/a	30–90	0
TrimFit	60.0%	60.0	6.7	0%	22.7	272 g
Pro Milk	n/a	~35 (if per 100 g)	n/a	n/a	1	~10.5 g

Full data, including ingredients, sweeteners, flavours, NPNs, claims and warnings, is in `products.csv`.

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4. Value benchmark against the KSA market

4.1 Whey / isolate (the core comparison)

Product	Price SAR	Size	Price/100 g	Protein/serving	Price/g protein
NBP Extreme ISO (plan)	**449**	2.27 kg	**19.78**	**30 g**	**0.218**
NBP ProWhey (plan)	**399**	2.27 kg	**17.58**	**24 g**	**0.222**
NBP ISO-Whey (plan)	**399**	2.27 kg	**17.58**	**22 g**	**0.242**
ON Gold Standard 5 lb	449	2.27 kg	19.78	24 g	0.253
Laperva Triple Gold 5 lb	453	2.27 kg	19.96	25 g	0.259
ON Gold Standard 5 lb (vanilla)	521	2.27 kg	22.95	24 g	0.297
BSN Syntha-6 5 lb	379	2.27 kg	16.70	22 g	0.359
Dymatize ISO100 5 lb	796	2.30 kg	34.61	25 g	0.448*
Market median (n=6 with protein data)	—	—	**22.95**	—	**0.297**

*Assumes 71 servings. NBP is 18–27% below the median price per gram of protein (ProWhey 25%, ISO-Whey 18%, Extreme ISO 27%). That is the strongest value proposition in the range.

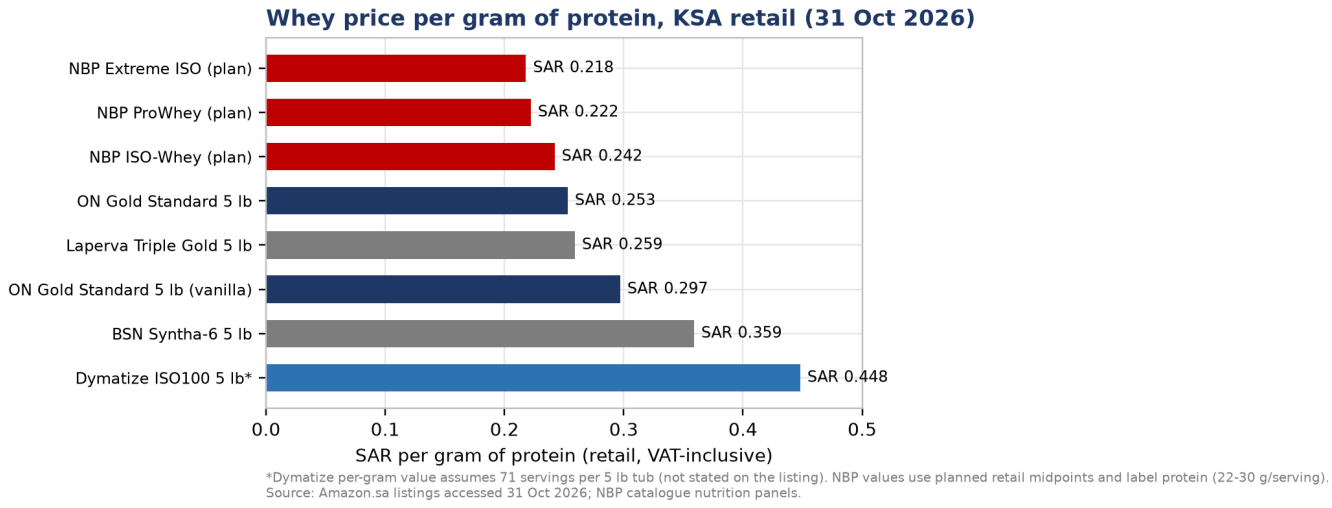

Figure 4. Retail price per gram of protein, KSA, 31 Oct 2026. NBP bars use planned midpoints.

4.2 Mass gainers

Product	Price SAR	Size	Price/100 g	Price/g protein
Basix Gain 6 lb	145	2.72 kg	5.33	n/a
ON Serious Mass 6 lb	222	2.72 kg	8.16	0.555
NBP Extreme Mass 5 lb (plan)	**219**	**2.27 kg**	**9.65**	**0.603**
Laperva Triple Mass 6 lb	222	2.72 kg	8.17	n/a
MuscleTech Mass 5.15 lb	241	2.34 kg	10.33	n/a
Dymatize Super Mass 6 lb	295	2.72 kg	10.84	n/a
Applied Critical Mass 6 kg	299	6.0 kg	4.98	n/a
NBP Extreme Mass 10 lb (plan)	**399**	**4.54 kg**	**8.79**	**0.549**
ON Serious Mass 12 lb	419	5.44 kg	7.70	0.524
Mutant Mass 5 lb	629	2.27 kg	27.71	n/a

NBP 10 lb is competitive; the 5 lb is not. Lead with 10 lb.

4.3 Creatine, pre-workout and capsules

Category	NBP planned	Market range	NBP position
Creatine 400 g	SAR 109 (27.3/100 g)	104–129 (26.0–32.3/100 g)	Mid-pack, good
Pre-workout 480 g	SAR 159 (SAR 1.66/serving)	94–212 (SAR 3.13–7.07/serving)	Cheap per serving; underdosed
BCAA 180 caps	SAR 129 (SAR 3.58/g)	0.77–2.30/g	**Worst value**
L-Arginine 180 caps	SAR 99 (1.10/g)	0.89–1.21/g	Above median
L-Carnitine 180 caps	SAR 119 (0.99/g)	0.55–1.62/g	Below median, good
Lipofel 90 caps	SAR 139 (10.3/g garcinia)	4.60/g (Solaray)	**Poor value**
TrimFit 454 g	SAR 179 (39.4/100 g)	27.0–39.1/100 g	Premium end

5. Evidence check by active ingredient

Grades: **Strong** = multiple RCTs/meta-analyses and a position stand; **Adequate** = some RCT support, effect size modest; **Weak** = limited/inconsistent evidence; **Marketing-driven** = no meaningful evidence at the dose used.

Ingredient	NBP dose	Evidence grade	What the literature supports	NBP verdict
Whey protein	22–30 g/serving	**Strong**	1.6–2.2 g/kg/day; 20–40 g per meal supports muscle protein synthesis [S24]	**Strong** for ProWhey/Extreme ISO; **Adequate** for ISO-Whey (WPC blend)
Creatine monohydrate	5 g/day (creatine SKU); 2.5–3 g (others)	**Strong**	3–5 g/day increases strength/lean mass; loading 20 g/day × 5–7 days optional [S25]	**Strong** for Creatine; **Weak** in Mass/Pre-Workout
Beta-alanine	1 g	**Strong at 3.2–6.4 g/day**	Improves high-intensity exercise capacity [S26]	**Weak** at 1 g
Caffeine	50 mg	**Strong at 3–6 mg/kg**	Improves endurance, power, alertness [S27]	**Low dose**, not harmful
L-citrulline / arginine	1.5 g arginine	**Adequate for citrulline 6–8 g; weak for arginine**	Citrulline malate improves performance; oral arginine is poorly converted to NO [S29]	**Weak**
BCAA	1.2 g/day	**Weak/Adequate**	May reduce DOMS; no clear advantage over whole protein [S30]	**Weak** at 1.2 g

Ingredient	NBP dose	Evidence grade	What the literature supports	NBP verdict
L-carnitine	1.31 g/day	**Adequate for recovery; weak for fat loss**	May reduce muscle damage; not a fat burner [S28]	**Weak** for the claim
Garcinia cambogia	870 mg/day max	**Weak**	Modest, inconsistent weight loss; GI/liver safety signals [S31]	**Marketing-driven** at this dose/extract
Green coffee	450 mg/day	**Weak**	Small, heterogeneous effects [S32]	**Weak**
Tribulus terrestris	60 mg	**Weak**	Inconsistent testosterone/performance effects [S33]	**Marketing-driven**
Maca	40 mg	**Weak**	Some sexual-function RCTs at 1.5–3 g; nothing at 40 mg [S34]	**Marketing-driven**
Ginkgo biloba	60 mg	**Weak for performance**	Cognitive claims, not exercise performance	**Marketing-driven**
Salix alba	20 mg	**Not supported**	No exercise-performance evidence; salicin safety concerns	**Remove**

Formulation verdict. The protein and creatine products are evidence-based. The pre-workout is underdosed. The amino capsules are underdosed. The botanical/slimming products are marketing-driven at the doses used. This is a portfolio of two good products, three adequate ones, and a long tail of weak ones.

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6. Scorecards

Weights: **Formula 25%, Value 20%, Label transparency 20%, Trust/certification 15%, Taste/market fit 10%, Regulatory readiness 10%**. Scores 0–10, 10 = best; Regulatory readiness is scored so 10 = lowest risk. Full rationale in `scorecards.csv`.

Rank	SKU	Formula	Value	Label	Trust	Market fit	Regulatory	Weighted
1	**Creatine 400 g**	9	8	7	4	7	9	**7.45**
2	**ProWhey 5 lb**	7	9	4	4	6	5	**6.05**
3	Extreme ISO 5 lb	8	8	2	4	7	4	**5.70**
4	Extreme Mass 10 lb	6	8	4	4	6	5	**5.60**
5	Extreme Mass 5 lb	6	7	4	4	6	5	**5.40**
6	ISO-Whey 5 lb	6	9	2	3	7	3	**5.15**
7	L-Carnitine 180	4	8	3	4	5	7	**5.00**
8	Pro Milk (pipeline)	6	6	2	4	7	6	**5.00**
9	TrimFit 454 g	5	5	4	4	6	5	**4.75**
10	L-Arginine 180	3	5	5	4	5	6	**4.45**
11	Pre-Workout 480 g	3	5	2	3	6	5	**3.70**
12	BCAA 180	2	2	4	4	5	7	**3.50**
13	Lipofel 90	2	3	4	3	4	1	**2.85**
14	Extra Pump+ 180	2	3	2	2	4	1	**2.30**

Reading the scorecard. Creatine wins because it is simple, correctly dosed, competitively priced and low-risk. ProWhey wins on value but loses on label transparency and regulatory readiness. Extreme ISO has the best protein density but the worst panel transparency. Extra Pump+ and Lipofel are last because they are both weak formulas and high regulatory risk.

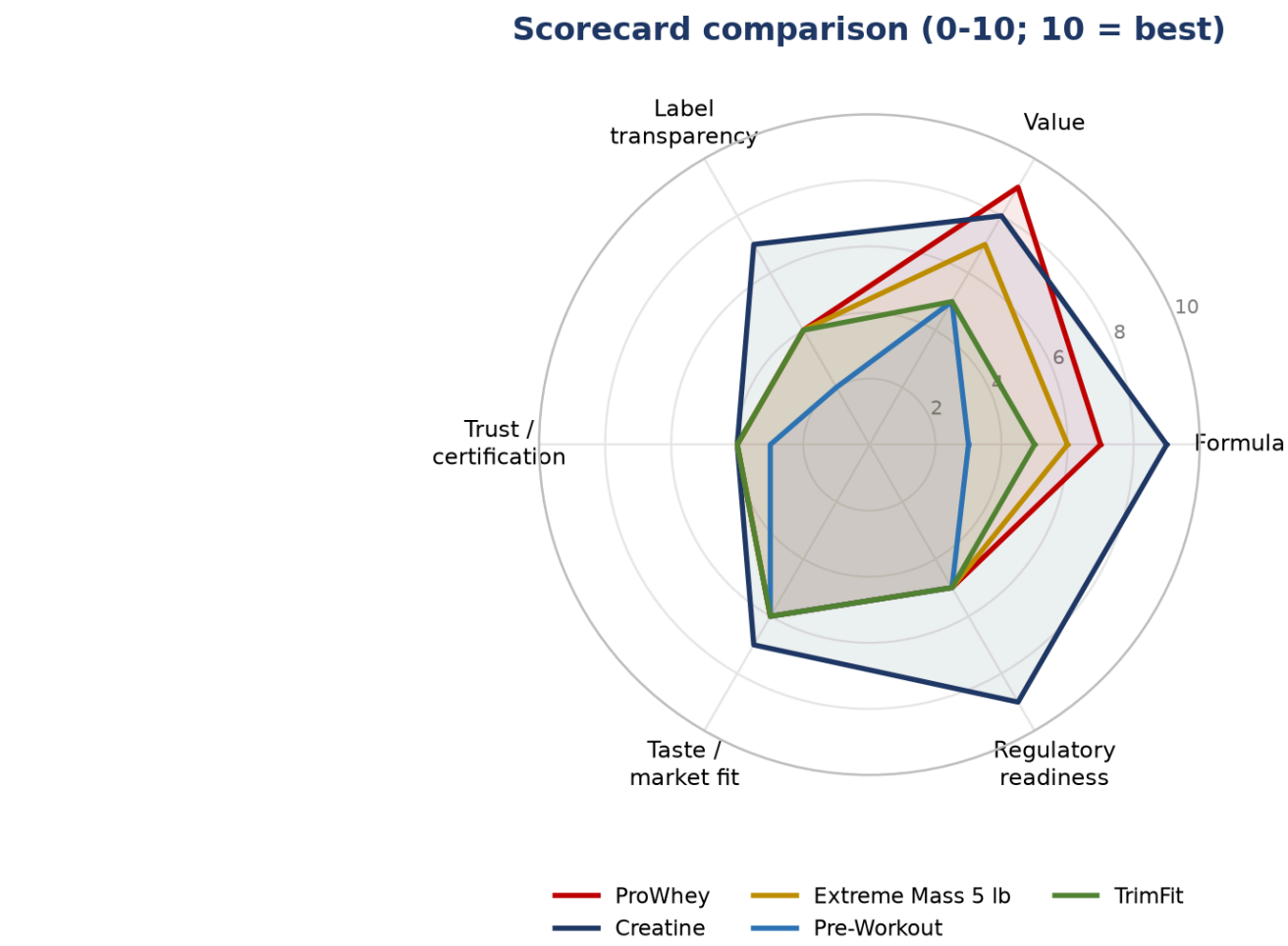

Figure 5. Scorecard comparison for the five most relevant SKUs. Weights: Formula 25%, Value 20%, Label 20%, Trust 15%, Market fit 10%, Regulatory 10%.

7. Recommended independent lab testing (pre-order condition)

Do not place a purchase order until three production batches of the launch SKUs have been tested by an ISO 17025 laboratory **in addition to** the manufacturer's CoA. Use unannounced sampling; do not accept a CoA supplied only by the brand.

Test	Method	Acceptance	Why
Protein content	Kjeldahl or Dumas, duplicate	±10% of label; ≥ label claim	Detect amino spiking/underfill
Amino acid profile	HPLC	Sum of amino acids ≈ protein; no glycine/taurine spike	Detect cheap nitrogen fillers
Creatine purity	HPLC	≥99.5% monohydrate; creatinine/dicyandiamide within limits	Detect degradation
Heavy metals	ICP-MS (Pb, Cd, As, Hg)	Against GSO/SFDA contaminant limits	Saudi clearance and brand safety
Microbiology	TAMC, TYMC, E. coli, Salmonella, S. aureus	GSO 1016 / SFDA criteria	Mandatory food safety
Melamine	LC-MS/MS	Below limit	Dairy/protein supply-chain risk
Pesticides	GC-MS/MS / LC-MS/MS	Against GSO 382	Botanical SKUs (Extra Pump+, Lipofel)

Test	Method	Acceptance	Why
Banned substances	WADA prohibited-list panel (SARMs, steroids, stimulants, diuretics)	None detected	Sport positioning/trust
Caffeine assay	HPLC	Match label; per serving	Pre-Workout, Extra Pump+
Stability	25 °C/60% RH and 40 °C/75% RH at 0/3/6/12/24 months	Assay within spec; no micro growth	Saudi summer/warehouse

Sampling plan: 3 batches × 3 launch SKUs (Creatine, ProWhey, Extreme Mass) = 9 sets; budget **SAR 2,000–6,000 per SKU** (ESTIMATE). Add Pre-Workout once the serving size is fixed.

What to do with the results: publish a QR-linked certificate on the Arabic label/website. In a market where NBP has no brand equity, a lab certificate is a stronger trust signal than an NPN — especially given the NPN audit findings.

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8. Benchmark conclusions

1. **Lead with protein and creatine.** They are the only categories where NBP's price per gram and formula are both competitive.
2. **Do not launch the capsule range as-is.** BCAA and arginine are underdosed and overpriced; Lipofel and Extra Pump+ are regulatory liabilities.
3. **Fix the labels before the lab tests.** Testing a product whose label says 24 g when the panel says 22 g wastes money; decide the formula first.
4. **Use the 10 lb mass gainer as the hero,** not the 5 lb.
5. **Price at SAR 399 for ProWhey and SAR 109 for Creatine.** Both are below the market median per gram and still deliver ~49% gross margin at retail (Section 05).
6. **Independent testing is non-negotiable.** It is the only way to convert "Canadian NPN" into credible quality evidence after the NPN audit.

Key sources for this chapter

[S6] SFDA, *A Guide to Nutrition and Health Claims* — https://oldsfda.sfda.gov.sa/sites/default/files/2021-04/AGuidetoNutritionClaims.pdf [S9] Health Canada LNHPD — https://health-products.canada.ca/lnhpd-bdpsnh/info?licence=80054471 [S13] Amazon.sa listings, 31 Oct 2026 — https://www.amazon.sa/ [S24] ISSN protein position stand, PMID 28642676 — https://pubmed.ncbi.nlm.nih.gov/28642676/ [S25] ISSN creatine position stand, PMID 28615996 — https://pubmed.ncbi.nlm.nih.gov/28615996/ [S26] ISSN beta-alanine position stand, PMID 26175657 — https://pubmed.ncbi.nlm.nih.gov/26175657/ [S27] ISSN caffeine position stand, PMID 33388079 — https://pubmed.ncbi.nlm.nih.gov/33388079/ [S28] L-carnitine supplementation in recovery after exercise, PMID 29534031 — https://pubmed.ncbi.nlm.nih.gov/29534031/ [S29] Citrulline malate meta-analysis, PMID 42356270 — https://pubmed.ncbi.nlm.nih.gov/42356270/ [S30] BCAA systematic review, PMID 36177954 — https://pubmed.ncbi.nlm.nih.gov/36177954/ [S31] Garcinia for weight loss, PMID 29317394 — https://pubmed.ncbi.nlm.nih.gov/29317394/ [S32] Green coffee extract meta-analysis, PMID 20871849 — https://pubmed.ncbi.nlm.nih.gov/20871849/ [S33] Tribulus systematic review, PMID 40219032 — https://pubmed.ncbi.nlm.nih.gov/40219032/ [S34] Maca RCT, PMID 36593713 — https://pubmed.ncbi.nlm.nih.gov/36593713/

Full source register in `07_Sources_and_Methodology.md`.

05 — Pricing, Margins and Unit Economics

Model: `05_Pricing_and_Financial_Model.xlsx` (live formulas) · **Prepared:** 31 October 2026 · **Currency:** SAR

> **Bottom line.** At the planned retail prices, the year-1 portfolio (launch + selected wave-2 SKUs) earns a **44.6% gross margin** and **SAR 254k net profit** on **SAR 1.60 m revenue** in the base case. The conservative case (retail −5%, volume −40%, CAD +5%) loses **SAR 101k**. Only **ProWhey** and **Creatine** cover their allocated fixed cost at base volumes; Extreme Mass, Pre-Workout, L-Carnitine and TrimFit need higher volume or a lower fixed-cost base. The model is driven by **placeholder ex-works prices** until INOV provides a quote.

1. What the model does

The Excel file has seven sheets:

Sheet	Purpose
Read Me	How to use the model; critical caveats
Assumptions	Yellow input cells: FX, duty, VAT, freight, insurance, SFDA/testing/artwork fees, fixed opex, channel margins
SKU Model	14 SKUs; landed cost, net retail, importer price, GM/unit, GM%, break-even units, revenue, gross profit
Scenarios	Conservative / Base / Optimistic, rebuilt with live formulas
Sensitivity	ProWhey GM% grid: retail price −15% to +15% × ex-works −20% to +20%
Launch Plan	Wave-1/2/hold SKUs with revenue, GP and conditions
Sources	Source notes for the model inputs

Yellow = input. Grey = formula. Change the yellow cells; everything else recalculates.

2. Key inputs

Input	Value	Basis
CAD → SAR	2.6851	open.er-api.com, 31 Oct 2026
USD → SAR	3.7500	SAMA peg
Duty	5%	GCC common tariff; most food
VAT	15%	Standard rate
Sea freight + inland	USD 0.55/kg	ESTIMATE
Insurance	0.5% of FOB	ESTIMATE
SFDA registration	SAR 5,000/SKU	SFDA guide
Testing	SAR 2,500/SKU	ESTIMATE
Arabic artwork	SAR 8,000/SKU	ESTIMATE
Fixed opex	SAR 462,000/year	ESTIMATE
Retailer margin	30%	ESTIMATE
Distributor margin	44% total	ESTIMATE
Marketplace commission	15%	ESTIMATE

3. Base-case outputs

SKU	Landed cost	Net retail	Importer price	GM/unit	GM%	Break-even units	Annual units (base)
ProWhey 5 lb	122.9	347.0	242.9	**120.0**	**49.4%**	700	3,000
Creatine 400 g	34.1	94.8	66.3	**32.2**	**48.6%**	2,606	4,000
Extreme Mass 5 lb	92.3	190.4	133.3	41.0	30.8%	2,048	1,200
Extreme Mass 10 lb	165.5	347.0	242.9	77.4	31.9%	543	400
Pre-Workout 480 g	53.6	138.3	96.8	43.2	44.6%	1,946	2,000
L-Carnitine 180	48.0	103.5	72.4	24.5	33.8%	1,717	1,000
TrimFit 454 g	63.7	155.7	109.0	45.3	41.6%	927	800
ISO-Whey 5 lb (hold)	147.9	347.0	242.9	94.9	39.1%	—	0
Extreme ISO 5 lb (hold)	167.8	390.4	273.3	105.5	38.6%	—	0
L-Arginine 180 (hold)	48.7	86.1	60.3	11.6	19.2%	—	0
BCAA 180 (hold)	48.7	112.2	78.5	29.8	37.9%	—	0
Extra Pump+ 180 (hold)	57.4	129.6	90.7	33.3	36.7%	—	0
Lipofel 90 (hold)	48.7	120.9	84.6	35.9	42.4%	—	0
Pro Milk 30 g (pipeline)	6.3	10.4	7.3	1.0	14.0%	—	0

Break-even reading. ProWhey needs **700 units** to cover its SAR 84k fixed allocation; at 3,000 units it contributes ~SAR 360k. Creatine needs **2,606 units** to cover its allocation; at 4,000 units it contributes ~SAR 129k. Extreme Mass 5 lb needs 2,048 units but is planned at 1,200 — it does not cover its allocation. Pre-Workout is marginal (1,946 vs 2,000). L-Carnitine and TrimFit do not cover their allocations at planned volumes. **The portfolio is carried by whey and creatine.**

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4. Scenarios

Scenario	Revenue	Gross profit	GM%	Net profit	Net margin
Conservative (retail −5%, volume −40%, CAD +5%)	914,439	360,637	39.4%	**−101,363**	−11.1%
Base	1,604,278	715,956	44.6%	**253,956**	15.8%
Optimistic (retail +3%, volume +40%, CAD −3%)	2,313,369	1,098,851	47.5%	**636,851**	27.5%

Sensitivity (ProWhey GM%). At the base retail and ex-works, GM is 49.5%. A 20% ex-works increase cuts it to **40.6%**; a 20% ex-works decrease raises it to **58.4%**. A 15% retail cut with a 20% ex-works increase would take GM to **30.1%** — still positive, but thin for a brand with no marketing budget. The full 7×5 grid is in the Excel.

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5. What to change first

1. **Replace column D (ex-works CAD) with the signed quote.** This is the single biggest driver of the output.
2. **Confirm the freight rate** with a forwarder for LCL Montreal → Jeddah/Dammam; the model uses USD 0.55/kg.
3. **Confirm the fixed opex** with the Saudi partner (warehouse, staff, marketing).
4. **Confirm the channel mix.** A distributor stack (44%) cuts ProWhey GM from 49.4% to ~41%; it is still viable but leaves less for marketing.
5. **Re-run the break-even** after the first 90 days of actual sell-through; replace the volume assumptions with observed data.

6. Caveats

- **Ex-works is a placeholder.** The model is a decision tool, not a P&L forecast.
- **Volumes are estimates.** No NBP demand data exists; the base case is a planning assumption.
- **VAT is treated as neutral** for a VAT-registered importer; import VAT is a cash-flow item.
- **Duty is 5% on CIF.** A different HS classification could change the rate; confirm with a broker.
- **No seasonality, returns, markdowns or bad debt** are modelled. Add a 3–5% contingency in practice.
- **Compliance cost is amortised over the first order.** If the first order is smaller, the per-unit cost rises.

The full model, with live formulas and editable assumptions, is `05_Pricing_and_Financial_Model.xlsx`. The waterfall chart is in `charts/04_margin_waterfall.png`.

06 — Go-to-Market, Expo Playbook and Risk Register

Prepared: 31 October 2026 · **Expo:** Organic & Natural Products Expo Dubai, 16–18 November 2026, Dubai World Trade Centre

> **Bottom line.** Enter narrow, enter cheap, and enter only after the labels are fixed. Launch **four product lines (five pack sizes)** — Creatine 400 g, ProWhey 5 lb, Extreme Mass Gainer 5 lb + 10 lb (10 lb hero) and Pre-Workout (conditional) — through **Amazon.sa + gyms + Instagram** in the first six months, then add pharmacy and specialty retail. Do **not** launch the full 13-SKU range, the capsule range, or Lipofel/Extra Pump+ in year 1. The base case (launch + selected wave-2 SKUs) is **SAR 1.60 m revenue, 44.6% gross margin and SAR 254k net profit**; the conservative case loses **SAR 101k**, so the downside is real and the decision gates below matter.

1. Recommended entry strategy

1.1 Positioning

"Canadian quality at a fair price per gram."

- Not premium: NBP has no brand equity, no third-party certification and no Arabic content. A premium claim would be rejected by consumers and scrutinised by SFDA.
- Not cheapest: Basix and Laperva can undercut on price. NBP should sit **10–20% above the value floor** and justify it with Canadian origin, a lab certificate and a clean label.
- The proof point is **price per gram of protein**: ProWhey at SAR 399 is **SAR 0.222/g**, 25% below the market median (SAR 0.297) and 12% below ON (SAR 0.253). Say that, not "pharmaceutical grade".

1.2 SKU sequence

Wave	SKU	Why	Condition
Wave 1 (launch)	**Creatine 400 g**	Best scorecard (7.45), simple dossier, correct 5 g dose, SAR 109	Fix label copy; Arabic label; CoA
Wave 1	**ProWhey 5 lb**	Best value in the core category; 49% GM at SAR 399	Resolve NPN; Arabic label; protein assay
Wave 1	**Extreme Mass 10 lb**	Higher ticket, better value than 5 lb, less crowded category	Remove wrong NPN; split serving/label; sugar review
Wave 1 (conditional)	**Pre-Workout 480 g**	High velocity, 44.6% GM, SAR 1.66/serving	Fix 6.47 g vs 5 g mass balance; caffeine warning; lab test
Wave 2 (months 4–6)	L-Carnitine 180 caps	Decent value, women's fitness adjacency	Correct form/claims; halal capsule
Wave 2	TrimFit 454 g	Female wellness/meal complement	Remove weight-loss claims; align formula
Wave 2	Extreme ISO 5 lb	Best protein density	Publish full panel; reconcile 33 g vs 60 g
Hold	ISO-Whey 5 lb	Identity/NPN problems	Reformulate or rename
Hold	L-Arginine, BCAA	Underdosed, poor value	Reformulate or drop
Hold	Extra Pump+, Lipofel	Regulatory liabilities	Full reformulation
Pipeline	Pro Milk 30 g	Convenience fit	Final panel, NPN-equivalent dossier, halal

Why not launch ISO-Whey? It has the best price per gram after ProWhey, but the "ISO/100%" claim is contradicted by the ingredient list and the NPN is shared with ProWhey. Fixing it is a formulation decision, not a label tweak. Launch ProWhey and keep ISO-Whey for phase 2.

1.3 Channel sequence

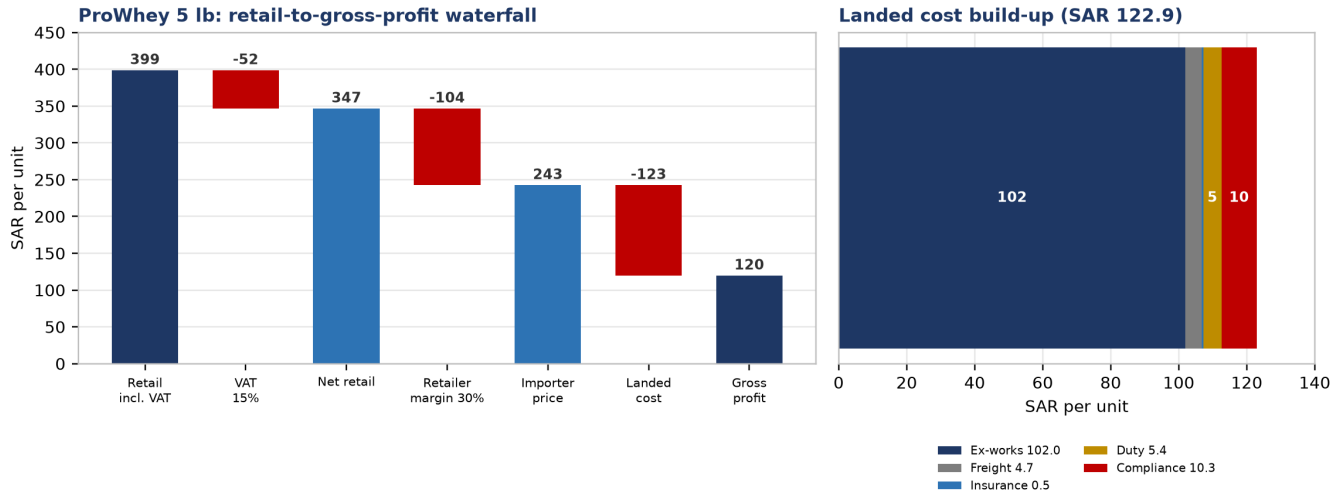
Phase	Months	Channels	Role	Target
0 — Prepare	Nov 2026–Feb 2027	Expo, label fix, lab tests, SFDA registration, Amazon seller account	Readiness	3 SKUs registered
1 — Online launch	Mar–May 2027	Amazon.sa (FBA), Instagram/TikTok, WhatsApp	Trial, reviews, price discovery	1,000 units; 4.3+ rating
2 — Gym/specialty	Apr–Jul 2027	Fitness Time and independent gyms, supplement shops, trainers	Sampling, credibility	20 gyms; 30% of sales
3 — Pharmacy	Jul–Oct 2027	Nahdi, Al-Dawaa, other chains	Trust, repeat	1 chain listing
4 — Scale	Oct 2027+	Distributor, hypermarkets, GCC	Reach	Positive contribution

Why online first: Amazon.sa requires only a CR (mandatory), VAT number and product documentation [S22]; it gives national reach without a distributor; and it generates the reviews and sell-through data a pharmacy category buyer will ask for. Gyms come second because they provide sampling and trainer advocacy, which matter more for pre-workout and mass gainers than for creatine.

1.4 Pricing stance

SKU	Planned retail (SAR)	Anchor	Promo floor
ProWhey 5 lb	**399**	ON 449; market median 521 for 5 lb	359 (launch bundle)
Creatine 400 g	**109**	MuscleTech 119; ALLMAX 129	99
Extreme Mass 10 lb	**399**	ON 12 lb 419	369
Pre-Workout 480 g	**159**	ABE 94–113; C4 129	139
L-Carnitine 180	119	Nutricost 112; AllMax 130	109
TrimFit 454 g	179	Herbalife 135; Garden of Life 199	159

Rules: no permanent discounting; use bundles (whey + creatine) rather than cutting the whey price; protect the price on Amazon with a minimum advertised price policy; do not compete with Basix on price.



*Compliance = SFDA registration 5,000 + testing 2,500 + Arabic artwork 8,000, amortised over 1,500 first-order units. Ex-works is a PLACEHOLDER, not a manufacturer quote.

Figure 6. ProWhey 5 lb retail-to-gross-profit waterfall at SAR 399, direct-to-retail. Ex-works is a placeholder; see the Excel model for live inputs.

1.5 Arabic localisation

- **Brand:** keep "NBP" Latin mark; add an Arabic descriptor **"مكملات رياضية"** (sports supplements) and the flavour in Arabic. Do not translate the brand into a meaningless Arabic acronym.
- **Label:** full Arabic per GSO 9; bilingual ingredient list; Arabic nutrition table; warnings; importer name/address; batch/expiry; halal mark only if certified.
- **Content:** Arabic product pages, Arabic FAQ, Arabic influencer scripts. English-only content will cap conversion at ~30–40% of the market.
- **Claims:** use only SFDA-permitted wording. Have a Saudi reviewer sign off every post and label.

1.6 Influencer and gym partnerships

- **Tier 1:** 2–3 mid-tier Saudi fitness creators (100k–500k followers) with a credible strength/physique audience. Deliverables: 3 posts + 3 stories + 1 Reel, plus a discount code. Budget **SAR 15k–30k each** (ESTIMATE).
- **Tier 2:** 10–15 micro-creators (10k–100k) for seeding; product-only + SAR 1k–3k per post.
- **Gyms:** Fitness Time (Leejam) corporate partnership is a long sales cycle; start with 10–20 independent gyms and trainer ambassadors. Offer a wholesale price (40% off retail), a sampling pack and a trainer education session.
- **Sampling:** 30 g sachets of ProWhey and 5 g creatine sticks at gyms, events and with Amazon orders. Budget **SAR 30k** for 5,000 samples.
- **Events:** Riyadh Marathon, Riyadh Season fitness activations, local powerlifting/CrossFit competitions. Do not sponsor a football club in year 1; the rights fees dwarf the marketing budget.

1.7 Marketplace launch plan

1. **Seller account:** CR, VAT, national address, IBAN, brand registry.
2. **Listings:** 5 images per SKU (front, back, nutrition, Arabic, lab certificate), A+ content, Arabic/English title, bullet points with permitted claims, comparison table.
3. **FBA:** send 300–500 units per launch SKU to the Riyadh fulfilment centre; keep 4–6 weeks of cover.
4. **Ads:** Sponsored Products on competitor brand terms (ON, Dymatize) and category terms ("whey protein 5 lb", "creatine monohydrate"); start at SAR 3k/month, scale to 8–10% of sales.
5. **Reviews:** follow Amazon's rules; no incentivised reviews. Use insert cards that ask for an honest review and link to the lab certificate.
6. **Counterfeit defence:** brand registry, transparency codes if available, monitor listings weekly, buy-test suspicious sellers.

1.8 12-month roadmap

Month	Milestone	Owner	KPI / gate
Nov 2026	Dubai expo; obtain quotes, COAs, GMP, halal, licence printouts; resolve NPN discrepancies	Founder	Document pack complete
Dec 2026	Regulatory pre-screen; choose 4 product lines (5 pack sizes); sign lab testing; start Arabic artwork	Consultant	Gate 1: NPN/formula resolved; lab tests booked
Jan 2027	Company/CR, Ghad, warehouse, Amazon seller account; submit SFDA registrations	Importer	3 applications submitted
Feb 2027	Lab results; label print; first purchase order; book freight	Founder	Gate 2: 3 CoAs pass; labels approved
Mar 2027	First shipment lands; Fasah clearance; Amazon launch	Importer	3 SKUs live; 100 units/week
Apr 2027	Gym sampling; 10 trainer ambassadors; first influencer wave	Marketing	20 gyms; 300 samples
May 2027	Review data; reorder; add L-Carnitine/TrimFit	Founder	4.3+ rating; repeat >20%
Jun 2027	Ramadan campaign planning (protein/meal replacement, not stimulants)	Marketing	Ramadan SKU bundle

Month	Milestone	Owner	KPI / gate
Jul 2027	Pharmacy chain pitch with sell-through data	Sales	1 chain listing
Aug 2027	Second influencer wave; Riyadh/Jeddah gym expansion	Marketing	30% gym sales
Sep 2027	Add Extreme ISO if panel fixed; review capsule range	Founder	Gate 3: contribution positive
Oct 2027	Scale or hold decision; distributor discussions	Founder	Gate 4: reorder + positive net

Gate 1 (Dec 2026): no PO unless the NPN/formula reconciliation is complete and three SKUs have passed lab testing. **Gate 2 (Feb 2027):** no shipment unless three registrations are approved. **Gate 3 (Sep 2027):** no range expansion unless contribution margin is positive and repeat purchase >20%.

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2. Dubai Expo playbook (16–18 Nov 2026)

The expo is two weeks away. The goal is **not** to sign a distribution agreement on the stand. It is to leave with the documents and answers needed to make a go/no-go decision by mid-December.

2.1 Before the show

- Book meetings, not just a stand visit. Ask for the export/regulatory manager, not only the sales rep.
- Prepare a one-page KSA brief: market size, launch SKUs, registration route, 5,000 SAR fee, Arabic/halal requirements.
- Prepare a **document request list** (below) and a **non-disclosure agreement** if pricing is shared.
- Bring a laptop to check the LNHPD live if the NPN question is dodged.

2.2 The 30 questions to ask INOV Pharma

Commercial 1. What is the ex-works price per SKU at 1,000, 3,000 and 5,000 units, in CAD? 2. What is the MOQ per SKU and per flavour? Can we mix flavours in one PO? 3. What are the payment terms (deposit/balance, LC, open account)? 4. What is the production lead time from PO to dispatch? 5. What is the price validity period, and how do you handle whey-cost increases? 6. What incoterms do you offer (FOB Montreal, CIF Jeddah, DAP Riyadh)? 7. Do you have a GCC distributor or exclusivity agreement already? If yes, which territories/SKUs? 8. What exclusivity can you offer KSA, for how long, and what are the performance conditions? 9. What marketing support is included (samples, POS, images, influencer budget, launch allowance)? 10. What are the terms for expiry/returns/damaged stock?

Regulatory 11. Can you provide a current Canadian product licence (NPN) printout for **each** SKU, matching the exact formula we will import? 12. Why does NPN 80066429 resolve to "MoKoCare" in Health Canada's database, not Extreme Mass Gainer? 13. Why does ProWhey carry NPN 80054471, which the LNHPD assigns to Iso-Whey/BIOVIT-PRO WHEY? 14. Why does the L-Carnitine licence name acetyl-L-carnitine while the catalogue says L-carnitine tartrate? 15. Why does the Lipofel licence list 140 mg garcinia while the catalogue lists 150 mg + 140 mg Malabar tamarind? 16. Why does TrimFit's licence formula differ from the catalogue (fibre, resveratrol, vitamins, protein)? 17. Why does Extreme ISO's licence record 60 g whey isolate at 90% while the catalogue says 33 g/30 g? 18. Can you reformulate to match the label, or relabel to match the formula? Who bears the cost? 19. Do you have **halal certificates** for each SKU and each manufacturing site? Which body issued them? 20. What is the origin of the capsule shells (gelatin/vegetable) and the flavour/enzyme carriers? 21. Can you provide a **certificate of free sale**, GMP/HACCP/ISO 22000, and a site licence? 22. Can you provide **stability data** supporting 18–24 months at 25 °C/60% RH and 40 °C/75% RH? 23. Can you provide **heavy metals, microbiology, melamine and banned-substance** reports from an ISO 17025 lab? 24. Have you exported to Saudi Arabia or the GCC before? Which products, which importer, any SFDA rejections? 25. Are you willing to change the serving size, sugar level or botanical content for KSA? What is the reformulation lead time and cost?

Operational 26. What is the shelf life at dispatch, and can you guarantee ≥80% remaining on arrival? 27. What are the carton dimensions, net/gross weight and pallet configuration? 28. What storage conditions are required in transit and in the warehouse? 29. Can you supply Arabic-ready artwork files (open layers) and the nutrition data in Excel? 30. Who is the technical/regulatory contact after the show, and what is the response time?

2.3 What a good answer looks like

Topic	Green flag	Red flag
NPN	"Here is the current licence and the matching label; we will amend the licence before shipment."	"The NPN is just a registration number, it doesn't matter."
Halal	Named certifier recognised by the Saudi Halal Centre; certificate per site	"All our products are halal" with no certificate
Lab tests	Batch-specific CoA from an ISO 17025 lab, willing to test independently	Only a generic spec sheet
Exclusivity	12–24 months, KSA-only, performance-based, with a cure period	Long exclusivity with no minimum purchase
Reformulation	Willing to adjust serving/sugar/botanicals for KSA	"Take it or leave it"
Price	Firm 6–12 month validity, volume tiers	Verbal price, no validity

2.4 What not to do at the expo

- Do not sign an exclusive agreement on the stand.
- Do not accept a verbal assurance that the NPN is correct.
- Do not pay a deposit before the lab tests and registration path are clear.
- Do not agree to buy the full range to get a better price.

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3. Risk register

Scoring: likelihood 1–5, impact 1–5, score = L×I (max 25). Owner in brackets.

#	Risk	L	I	Score	Mitigation	Trigger / early warning
1	**SFDA rejects or delays registration**	4	5	**20**	Pre-screen; Arabic label; permitted claims; consultant; submit 3 SKUs first	Query letter; repeated label comments
2	**NPN/formula integrity undermines trust**	5	4	**20**	Resolve before PO; independent lab tests; remove NPN if unmatched; publish CoA	Manufacturer cannot produce a matching licence
3	**Claims enforcement / influencer breach**	4	4	**16**	Approved claims library; Arabic review; influencer contracts with compliance clause	SFDA warning; marketplace listing takedown
4	**Price war with ON/Applied/local brands**	4	3	**12**	Value positioning on price per gram; bundles; avoid head-to-head discounts	Competitor price cuts >15%; falling ASP
5	**Counterfeit / grey market**	3	4	**12**	Brand registry; batch codes; buy-test; authorised seller list	Unauthorised listings; price anomalies
6	**Whey cost / CAD-SAR FX**	4	3	**12**	6–12 month price lock; FX clause; 10% cost buffer in model	Whey index +15%; CAD +5%

#	Risk	L	I	Score	Mitigation	Trigger / early warning
7	**Expiry / shelf-life loss**	3	4	**12**	≥80% shelf life at arrival; FEFO; monthly expiry report; don't over-order	<12 months remaining; slow sell-through
8	**Halal/capsule shell non-compliance**	3	4	**12**	Halal certificate; vegetable capsule; supplier declaration	Clearance hold; certificate missing
9	**Brand awareness / high CAC**	5	3	**15**	Gym sampling; micro-influencers; Amazon reviews; Arabic content	CAC > SAR 60; conversion <2%
10	**Supply disruption / MOQ mismatch**	3	3	**9**	Dual-order buffer; 8-week safety stock; MOQ negotiation	Lead time >8 weeks; stock-out
11	**Reputational issue (adverse event)**	2	5	**10**	Complaint log; recall plan; product liability insurance; batch traceability	Adverse event report; SFDA inquiry
12	**GLP-1 drugs reduce weight-management demand**	3	3	**9**	Focus on performance/protein, not slimming; monitor	Category decline in meal replacement
13	**Exclusivity conflict with existing GCC distributor**	3	4	**12**	Ask at expo; territory audit; legal review	Manufacturer discloses an existing agreement

Top three risks are regulatory rejection, NPN/formula integrity and claims enforcement. All three are addressed by the same precondition: **do not order until the labels and licences match and the claims are approved**.

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4. Budget and KPIs

4.1 Year-1 marketing budget (ESTIMATE)

Line	SAR	Note
Influencers (2 mid-tier + 12 micro)	60,000	2 × 20k + 12 × 1.5k + product
Sampling (5,000 sachets/sticks)	30,000	Gym/events/Amazon inserts
Amazon ads	30,000	SAR 3k/month × 10 months
Content/photo/video/Arabic copy	20,000	20 assets
Events/gym activations	10,000	Riyadh/Jeddah
Total	**150,000**	Included in fixed opex

4.2 KPIs

KPI	Year-1 target	Why
Units sold (year-1 portfolio)	12,400	Wave 1: 10,600 + 1,000 carnitine + 800 TrimFit
Revenue	SAR 1.60 m	Base case
Gross margin	44.6%	Model
Net margin	15.8%	Model
Amazon rating	≥4.3	Trust

KPI	Year-1 target	Why
Repeat purchase rate	≥20%	Product-market fit
CAC	≤SAR 60	Unit economics
Expiry write-off	<3% of COGS	Shelf-life control
Registration approvals	3 by Feb 2027	Gate 2

4.3 What would make this a NO-GO

- INOV cannot produce matching Canadian licences and refuses independent testing.
- SFDA rejects the claims/labels twice for the same reason.
- The landed cost rises above 55% of net retail (gross margin <25%) after the quote.
- A competitor launches the same SKUs at <SAR 300 for 5 lb whey with a recognised brand.
- First 90 days on Amazon produce <300 units and <4.0 rating.

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5. Manufacturer negotiation checklist (one page for the show)

Must have before leaving Dubai: - [ ] Ex-works price list (CAD) with volume tiers and validity - [ ] MOQ per SKU/flavour - [ ] Incoterms and freight quote to Jeddah/Dammam - [ ] Current Canadian licence printout per SKU - [ ] Explanation of the NPN mismatches (in writing) - [ ] GMP/HACCP/ISO 22000 certificate - [ ] Halal certificate (or written confirmation it is not available) - [ ] Capsule shell origin and allergen statement - [ ] CoA for the last 3 batches - [ ] Stability data summary - [ ] Shelf life at dispatch and remaining-life guarantee - [ ] Exclusivity terms and existing GCC agreements - [ ] Marketing support and launch allowances - [ ] Payment terms and production lead time - [ ] Named regulatory contact

Nice to have: - [ ] Willingness to reformulate serving size/sugar for KSA - [ ] Arabic artwork files - [ ] Pro Milk launch timeline and panel - [ ] References from other GCC importers - [ ] Co-funding for lab tests or registration

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6. Final recommendation

GO — with conditions, and only on four product lines.

The market is large enough (USD 545 m total; ~USD 323 m non-drinks) and growing at 8–11%. NBP has a genuine value proposition in whey and creatine. The regulatory path is clear and inexpensive relative to the opportunity. But the catalogue is not launch-ready: the NPN audit, the label arithmetic, the claims and the two botanical SKUs are material problems. The conditions are specific and testable:

1. **Resolve the NPN/formula mismatches in writing** before any purchase order.
2. **Fix the Arabic labels and claims** for the four launch SKUs.
3. **Pass independent lab tests** on three batches.
4. **Register the products with SFDA** (5,000 SAR each) and clear the first shipment through Fasah.
5. **Launch online first**, prove repeat purchase, then add gyms and pharmacy.

If conditions 1–3 fail, the answer becomes **NO-GO for this catalogue**, not for the market. A different Canadian manufacturer with clean licences could still execute the same plan.

Key sources for this chapter

[S13] Amazon.sa listings, 31 Oct 2026 — https://www.amazon.sa/ [S16] Ken Research, *Saudi Arabia Sports Nutrition and Supplements Market*, Aug 2026 — https://www.kenresearch.com/industry-reports/saudi-arabia-sports-nutrition-and-supplements-market [S20] Leejam Sports Company — https://leejam.com.sa/ [S22] Amazon.sa seller page — https://sell.amazon.sa/en/ [S35] Northbound Power brand site — https://www.northboundpower.ca/ [Financial model] `05_Pricing_and_Financial_Model.xlsx`

Full source register in `07_Sources_and_Methodology.md`.

07 — Sources, Methodology, Data Gaps and Self-Review

Prepared: 31 October 2026 · **Study period:** 31 October 2026 (single-day research window) · **Currency:** SAR unless stated

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1. Method

1.1 Sequence

The study followed the requested order: **1 Catalog audit → 2 Regulatory → 3 Existing presence → 4 Market → 5 Competitive → 6 Product benchmark → 7 Unit economics → 8 Go-to-market and risk**. Intermediate files were saved as they were produced; the raw data is in `work/raw/` and the analysis scripts in `work/`.

1.2 Catalog extraction

The catalogue PDF (`Catalogue_Performance_Line_1_10_2026_C_ENG.pdf`, 18 pages, 29 MB) has **no text layer** — every page is an image. Each page was rendered at 170 dpi with PyMuPDF and read visually, including the nutrition panels, ingredient lists, NPNs, claims and warnings. Values were transcribed into `products.csv` and cross-checked against the page images. This is a manual extraction; transcription errors are possible, so the CSV should be reconciled against the final print-ready artwork before registration.

1.3 Search and access

- **English and Arabic queries** were used for SFDA, GSO, market and retailer research. Arabic queries included "المكملات الغذائية", "لائحة المكملات الغذائية", "المواد المحظورة", "هيئة الغذاء والدواء".
- **Google** blocked automated access (reCAPTCHA). **DuckDuckGo HTML** worked briefly, then served a bot challenge. **Bing** worked through a real browser session but degraded long queries on the scripted endpoint. The study therefore relied on **direct navigation to primary sources**, the SFDA site's own indexes, and the in-app browser for search.
- **Rate limiting:** SFDA and retailer requests were spaced (1–2 seconds) and kept to the minimum needed. No bulk scraping was performed.
- **Retailers:** Amazon.sa rendered in the browser and provided the price benchmark. **Nahdi (KSA) was searchable** and returned no NBP/Lipofel/TrimFit/INOV, while a creatine control returned products. **Noon timed out/blanked**; **Al-Dawaa returned HTTP 403**; no pharmacy shelf prices were captured.
- **Health Canada LNHPD** pages were fetched in the browser context for all 11 printed NPNs. The LNHPD brand-search form required a CSRF/session token and was not completed.

1.4 Evidence hierarchy

Primary regulator/standards sources were preferred: SFDA guides, GSO standards, Health Canada LNHPD, World Bank, GASTAT, ITA. Industry reports (IMARC, Grand View, Ken Research) were used for market size with their scope and limitations stated. Press and company sites were used only for context or company-reported metrics. **No paid report was purchased**; only public summaries were used.

1.5 Calculations

- Protein % of serving, g/100 g, kcal per g protein, sugar % energy and servings per pack are computed in `work/build_products.py` from the transcribed panel values.
- Price per 100 g, price per g protein and price per serving are computed in `work/build_benchmarks.py` from the Amazon.sa listings.
- Landed cost, margins, break-even and scenarios are computed in `work/model.py` and replicated with **live formulas** in `05_Pricing_and_Financial_Model.xlsx`.
- Market reconciliation and per-capita figures are in `02_Market_Overview.md`; the non-drinks split is a **derived estimate**, not a published figure.

1.6 What was not done

- No physical product was sampled or lab-tested.
- No consumer survey, focus group or interview was conducted.
- No Google Trends data was collected.
- No pharmacy or Noon sell-through data was obtained.

- A public SAIP IP search was attempted, but it returned 0 for control marks (Nike, Samsung, Almarai), so no reliable trademark clearance was completed.
- No legal opinion was obtained; the regulatory chapter is a compliance analysis, not legal advice.

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2. Source register

Reliability: **High** = primary regulator/standard/peer-reviewed; **Medium-high** = established research firm with transparent public summary, or government trade guide; **Medium** = company site, press, consultancy; **Low** = not used as a sole basis.

ID	Source	Publisher	Date	URL	Reliability	Used for
S1	Registration Guide of Food Supplements and Energy Drinks	SFDA	2021	https://www.sfda.gov.sa/sites/default/files/2021-04/Registration%20Guide%20of%20Food%20Supplements%20and%20Energy%20Drinks.pdf	High	Classification, fee (5,000 SAR), 10-day target, documents, standards list, 24-month shelf-life rule
S2	Pre-registration Evaluation for Food Products	SFDA	2024	https://www.sfda.gov.sa/sites/default/files/2024-07/F259E1.pdf	High	Food supplement / sport food definitions, capsule dossier, 5-year max shelf life, claims rules
S3	Conditions & Requirements for Importing Food to Saudi Arabia	SFDA	2022-03-17	https://www.sfda.gov.sa/sites/default/files/2022-03/SFDAFood4654E.pdf	High	Importer/establishment requirements, halal certificate, health certificate
S4	Conditions and Requirements for Food Clearance	SFDA	2025-02-06	https://www.sfda.gov.sa/sites/default/files/2026-08/ConditionsRequirementsFoodClearanceE.pdf	High	Ghad/Fasah, licensed warehouse, Arabic label clause 1.2.7, halal, clearance documents
S5	GSO 2333:2022 preview (Health and Nutrition Claims)	GSO	2022-10-19	https://gso-sims-preview-doc-aws.s3-eu-west-1.amazonaws.com/gso-2333-2022-en.html	High	Claims scope and definitions
S6	A Guide to Nutrition and Health Claims	SFDA	undated (2021 upload)	https://oldsfda.sfda.gov.sa/sites/default/files/2021-04/AGuidetoNutritionClaims.pdf	High	33 nutrition + 259 health claims, protein thresholds (12%/20% energy), claim conditions
S7	The SFDA Issues Three New Regulations to Promote Healthy Community Nutrition	SFDA	2025-02-27	https://oldsfda.sfda.gov.sa/en/news/2703257	High	400 mg/day adult caffeine reference
S8	Registered food products database	SFDA	accessed 2026-10-31	https://www.sfda.gov.sa/ar/products	High	NBP/NbP/INOV/Lipofel/TrimFit registration check (zero results)
S9	Licensed Natural Health Products Database (LNHPD)	Health Canada	accessed 2026-10-31	https://health-products.canada.ca/lnhpd-bdpsnh/info?licence=80054471 (and other NPNs)	High	NPN audit: brand, holder, form, medicinal ingredients, market status
S10	Natural and Non-prescription Health Products	Health Canada	accessed 2026-10-31	https://www.canada.ca/en/health-canada/services/drugs-health-products/natural-non-prescription.html	High	NPN context (not a KSA recognition)
S11	Saudi Arabia — Import Tariffs	U.S. International Trade Administration	2026-05-11	https://www.trade.gov/country-commercial-guides/saudi-arabia-import-tariffs	Medium-high	GCC 5% tariff, 15% VAT, excise scope, SABER note
S12	Saudi Arabia — eCommerce	U.S. International Trade Administration	2026-05-19	https://www.trade.gov/country-commercial-guides/saudi-arabia-ecommerce	Medium-high	E-commerce 10% of retail → >25% by 2035; 34.5 m users; marketplaces
S13	Amazon.sa product listings	Amazon.sa	accessed 2026-10-31	https://www.amazon.sa/	High (observed price)	69 benchmark listings, ratings, "bought in past month"
S14	Saudi Arabia Sports Nutrition Market	IMARC	2025-11-19	https://www.imarcgroup.com/saudi-arabia-sports-nutrition-market	Medium	2025 USD 610.4 m; 11.4% CAGR; 2034 USD 1,612.7 m
S15	Saudi Arabia Sports Nutrition Market Outlook	Grand View Research Horizon	2025	https://www.grandviewresearch.com/horizon/outlook/sports-nutrition-market/saudi-arabia	Medium-high	2025 USD 388.7 m; 8.0% CAGR; 2033 USD 716.6 m; sports drinks 40.7%

ID	Source	Publisher	Date	URL	Reliability	Used for
S16	Saudi Arabia Sports Nutrition and Supplements Market	Ken Research	Aug 2026	https://www.kenresearch.com/industry-reports/saudi-arabia-sports-nutrition-and-supplements-market	Medium-high	2025 USD 545 m; 8.0% CAGR; 2032 USD 934 m; 27.2 m packs; 35% online; 59.1% activity
S17	World Bank population indicators, Saudi Arabia	World Bank	2025	https://api.worldbank.org/v2/country/SA/indicator/SP.POP.TOTL	High	Population 36.97 m; 73.3% 15–64; 23.6% under 15
S18	Household Sports Practice Survey Bulletin 2019	GASTAT	2019	https://www.stats.gov.sa/documents/20117/2435259/nshr_msh_mmrs_lsr_llryd_2019m-english.pdf	High	150-min/week sport participation baseline
S19	New study shows increase in physical activity across Saudi Arabia	Arab News (citing GASTAT)	2022-07-24	https://www.arabnews.com/sport/news/2128576	Medium	48.2% weekly activity; 54.8% male / 38.3% female
S20	Leejam Sports Company corporate site	Leejam	undated (2023 footer)	https://leejam.com.sa/	Medium	178+ gyms, 400K+ members, 13 brands
S21	Exchange rate API (CAD base)	open.er-api.com	2026-10-31	https://open.er-api.com/v6/latest/CAD	Medium	CAD/SAR 2.685091; USD/SAR 3.749996
S22	Amazon.sa seller page	Amazon.sa	accessed 2026-10-31	https://sell.amazon.sa/en/	High	CR mandatory; referral/FBA fees; seller incentives
S24	ISSN position stand: protein and exercise	JISSN (PMID 28642676)	2017	https://pubmed.ncbi.nlm.nih.gov/28642676/	High	Protein dose evidence
S25	ISSN position stand: creatine	JISSN (PMID 28615996)	2017	https://pubmed.ncbi.nlm.nih.gov/28615996/	High	3–5 g/day; loading
S26	ISSN position stand: beta-alanine	JISSN (PMID 26175657)	2015	https://pubmed.ncbi.nlm.nih.gov/26175657/	High	3.2–6.4 g/day
S27	ISSN position stand: caffeine	JISSN (PMID 33388079)	2021	https://pubmed.ncbi.nlm.nih.gov/33388079/	High	3–6 mg/kg performance dose
S28	L-carnitine supplementation in recovery after exercise	Nutrients (PMID 29534031)	2018	https://pubmed.ncbi.nlm.nih.gov/29534031/	High	Carnitine recovery evidence; not fat loss
S29	Citrulline malate meta-analysis	PMID 42356270	2026	https://pubmed.ncbi.nlm.nih.gov/42356270/	High	Citrulline vs arginine
S30	BCAA systematic review	PMID 36177954	2024	https://pubmed.ncbi.nlm.nih.gov/36177954/	High	BCAA evidence and dose
S31	Garcinia for weight loss	AJHP (PMID 29317394)	2018	https://pubmed.ncbi.nlm.nih.gov/29317394/	High	Garcinia efficacy/safety
S32	Green coffee extract meta-analysis	Gastroenterol Res Pract (PMID 20871849)	2011	https://pubmed.ncbi.nlm.nih.gov/20871849/	High	Green coffee evidence
S33	Tribulus systematic review	Nutrients (PMID 40219032)	2025	https://pubmed.ncbi.nlm.nih.gov/40219032/	High	Tribulus testosterone evidence
S34	Maca RCT	PMID 36593713	2023	https://pubmed.ncbi.nlm.nih.gov/36593713/	High	Maca dose/evidence
S35	Northbound Power brand site	INOV Pharma	accessed 2026-10-31	https://www.northboundpower.ca/	Medium	Brand positioning, Canadian origin, contact
S36	Prohibited Ingredients List (cosmetics)	SFDA	accessed 2026-10-31	https://www.sfda.gov.sa/en/ProhibitedIngredientsList	High	Confirms the public list is cosmetics-only, not food
S37	Ministry of Commerce	Saudi Ministry of Commerce	accessed 2026-10-31	https://mc.gov.sa/en/pages/default.aspx	High	E-commerce/CR context
S38	GSO 9:2013 Labelling of Prepackaged Food Stuffs	GSO	2013	https://gso-sims-preview-doc-aws.s3-eu-west-1.amazonaws.com/gso-9-2013-en.html	High	Labelling standard (Arabic clause quoted via S4)
S39	GSO 2055-1 Halal food requirements	GSO	2015	https://gso-sims-preview-doc-aws.s3-eu-west-1.amazonaws.com/gso-2055-1-2015-en.html	High	Halal requirements context
S40	Ghad platform	SFDA	accessed 2026-10-31	https://ghad.sfda.gov.sa/	High	Establishment/product registration platform
S41	Saudi Business Center	Saudi Business Center	accessed 2026-10-31	https://business.sa/	Medium	CR/e-commerce licence context (not fully verified)
S42	SABER	SASO	accessed 2026-10-31	https://saber.sa/	Medium	Non-food conformity context (not applicable to food)
S43	SFDA Issued a Guide for Food Supplement Registration	RegASK	2024-11-02	https://regask.com/sfda-food-supplement-guide/	Medium	2022 scope expansion to capsules/tablets

ID	Source	Publisher	Date	URL	Reliability	Used for
S44	SFDA Laws and Regulations index	SFDA	accessed 2026-10-31	https://www.sfda.gov.sa/en/regulations	High	78 food-tagged regulation pages reviewed; no separate botanical ban list found
S45	Accredited Bodies directory	Saudi Accreditation Center (SAAC)	accessed 2026-10-31	https://saac.gov.sa/en/accredited-cabs/	High	1,037 accredited bodies; filter by Testing Laboratory, Food and agricultural, (SFDA) Food Scheme; lab shortlist
S46	Nahdi search results for "NBP"	Nahdi Online	accessed 2026-10-31	https://www.nahdionline.com/en-sa/search?query=NBP	High (observed)	No NBP/Lipofel/TrimFit/INOV; control "creatine monohydrate" returned products
S47	SAIP IP Search Engine	Saudi Authority for Intellectual Property	accessed 2026-10-31	https://ipsearch.saip.gov.sa/	High (interface); Low (result reliability)	Returned 0 for "NBP" and for control marks Nike/Samsung/Almarai; trademark status remains unverified

Access date for all URLs: 31 October 2026, unless the source itself carries a later/earlier publication date as shown.

3. Data gaps and what could not be verified

#	Gap	Why it matters	What was tried	How to close it
1	**No physical lab testing**	Protein content, heavy metals, microbiology and banned substances are unverified	None (no samples)	Send 3 batches to an ISO 17025 lab; budget SAR 2,000–6,000/SKU
2	**No NBP demand data**	Market case is category-level, not brand-level	Amazon.sa/ae searches (zero NBP), SFDA database (zero)	Pre-order/test market; Amazon launch data
3	**No Google Trends**	Search-demand signals missing	Google blocked; no Trends API	Manual Trends export in a browser; Arabic/English terms
4	**No Noon/Al-Dawaa data; no pharmacy prices**	Channel shelf presence and price comparison incomplete	Nahdi searched (no NBP; control worked); Noon timed out; Al-Dawaa 403	Manual store checks in Riyadh/Jeddah; pharmacy buyer meetings
5	**SAIP trademark status**	Exclusivity/brand conflict risk	Public SAIP engine returned 0 for all control marks; no reliable result	Paid SAIP search or IP agent; watch NBP/NbP/INOV/Lipofel/TrimFit
6	**No GCC distributor identified**	Exclusivity conflict unknown	Brand site, Amazon.ae, web search	Ask INOV at the expo; check UAE/Kuwait/Bahrain import records
7	**No published SFDA botanical ban/limit list**	Ingredient risk is assessed case-by-case	SFDA regulations index, information lists, guides, Arabic searches	Ask SFDA directly; commission a regulatory opinion
8	**SFDA establishment/warehouse fees**	Full setup cost incomplete	SFDA e-services pages	Saudi partner/consultant quote
9	**Shelf-life rule conflict (24 months vs 5 years)**	Could change packaging/stability plan	Read both guides	Written SFDA clarification
10	**Ex-works prices unknown**	All margins are placeholder-driven	No quote yet	Get the price list at the expo; replace column D in the Excel
11	**No brand market shares**	Competitive ranking is proxy-only	Ken Research shares redacted; no Euromonitor access	Buy a share report or use retailer scan data

#	Gap	Why it matters	What was tried	How to close it
12	**No obesity/diabetes prevalence sourced**	Demand driver not quantified	Not pursued	WHO/GASTAT/MOH data
13	**No Arabic label proof**	Translation quality unknown	None	Native Arabic regulatory reviewer
14	**No legal opinion**	Regulatory analysis is not legal advice	None	Saudi food-law counsel

4. Assumptions register

Assumption	Value	Basis	Sensitivity
CAD → SAR	2.6851	open.er-api.com, 31 Oct 2026	±5% moves landed cost ~5%
USD → SAR	3.7500	SAMA peg; API cross-check	Fixed
Duty	5%	GCC common tariff; most food 5%	0–5% changes landed cost 0–5%
VAT	15%	Standard rate since Jul 2020	Recoverable; cash-flow only
Sea freight + inland	USD 0.55/kg	ESTIMATE, LCL Montreal→Jeddah/Dammam	±30% moves landed cost 1–3%
Insurance	0.5% of FOB	ESTIMATE	Minor
SFDA registration	SAR 5,000/SKU	S1	Fixed
Testing	SAR 2,500/SKU	ESTIMATE	±100% moves compliance ~SAR 2.5k
Arabic artwork	SAR 8,000/SKU	ESTIMATE	±50%
Fixed opex	SAR 462,000/year	ESTIMATE: warehouse 90k, staff 180k, marketing 100k, legal 30k, other 62k	±20% moves net profit ~SAR 92k
Retail margin	30%	ESTIMATE: pharmacy/specialty 25–35%	±5 pts moves GM ~5 pts
Distributor margin	44% total	ESTIMATE: 20% + 30%	Collapses GM to ~30%
Marketplace commission	15%	ESTIMATE: referral + fulfilment	±5 pts
Ex-works prices	Per SKU, CAD 8–52	**PLACEHOLDER**; derived from target retail and category norms	±20% moves GM 10–20 pts
Annual volumes	400–4,000 units/SKU	ESTIMATE	Base case; see scenarios
Market non-drinks share	59.3% of total	Derived from GVR 40.7% sports drinks	Range USD 230–362 m
NBP planned retail	SAR 99–449	Analyst pricing, benchmarked to Amazon.sa	±10%

5. Self-review and consistency checks

5.1 Numbers reconciled across reports

Metric	Where	Value	Cross-check
2025 market, median	00, 02	USD 545 m	Matches Ken Research; GVR/IMARC shown as range
Non-drinks market	00, 02	~USD 323 m (range 230–362)	Derived: 545 × 59.3%; same method for all three
Population	02	36.97 m	World Bank 2025
Per-capita non-drinks	02	USD 8.7/year	323.2 ÷ 36.97
ProWhey price/g protein	00, 03, 04	SAR 0.222	399 ÷ (24 × 75) = 0.2217
ON price/g protein	00, 03, 04	SAR 0.253	449 ÷ (24 × 74) = 0.2528

Metric	Where	Value	Cross-check
ProWhey landed cost	04, 05, 06	SAR 122.9	Excel SKU Model row 5
ProWhey gross margin	04, 05, 06	49.4%	(242.9 − 122.9) ÷ 242.9
Base revenue	00, 06, Excel	SAR 1,604,278	Excel Scenarios row 12
Base gross margin	00, 06, Excel	44.6%	715,956 ÷ 1,604,278
Base net profit	00, 06, Excel	SAR 253,956	715,956 − 462,000
Conservative net	00, 06, Excel	−SAR 101,363	Excel Scenarios row 11
Scorecard top	00, 04	Creatine 7.45	`scorecards.csv`
Compliance counts	00, 01	1 OK / 10 relabel / 2 blocked / 1 pipeline	14 rows in `compliance_matrix.csv`

5.2 Counts

- **Products:** 14 rows in `products.csv` = 13 current SKUs + 1 pipeline (Pro Milk). Extreme Mass 5 lb and 10 lb are counted separately.
- **Unique NPNs:** 12 printed across 13 SKUs (both mass sizes share NPN 80066429).
- **NPN mismatches:** 7 of 12 unique NPNs (8 of 13 SKUs).
- **Benchmark rows:** 81 = 69 Amazon.sa market listings + 12 NBP planning rows.
- **Competitors:** 22 brands in `competitors.csv`.
- **Channels:** 7 in `channel_map.csv`.
- **Charts:** 6 PNGs (5 required + 1 reconciliation).

5.3 Checks performed

- Product metrics recomputed from panel values; protein % energy and sugar % energy sums are consistent.
- Price per gram protein recomputed from price ÷ (protein × servings); flagged where servings were assumed.
- Excel formulas recalculated in LibreOffice and compared to the Python model; scenario totals match to the riyal.
- Claims thresholds checked against SFDA's 12%/20% energy rules.
- NPN audit cross-checked against Health Canada's LNHPD for all 11 printed NPNs.
- Market figures checked for scope (all include sports drinks) and labelled as such.
- Every number in the executive summary traced to a source or the model.

5.4 Known inconsistencies in the source material (deliberately reported, not smoothed)

- The 2021 SFDA guide says shelf life >24 months needs approval; the 2024 guide says the maximum is 5 years. Both are cited; the recommendation is ≤24 months.
- Ken Research says 59.1% of adults met 150 min/week in 2025; GASTAT's 2022 survey says 48.2% did 30+ min/week. Different definitions; both are reported, not reconciled.
- IMARC's 11.4% CAGR vs GVR/Ken's 8.0%; the report uses 8% base and 11.4% optimistic rather than averaging.
- The catalogue's NPNs and the LNHPD records conflict; the LNHPD is treated as authoritative for what is licensed in Canada.
- The catalogue's ProWhey front (24 g) and panel (24 g) match, but the Canadian licence is for Iso-Whey (22 g); the conflict is between label and licence, not within the panel.
- The catalogue's Extreme ISO has no panel; its Canadian licence records a 60 g dose, not the 33 g scoop. Both are reported.

5.5 Confidence summary

Finding	Confidence	Why
SFDA route and 5,000 SAR fee	**High**	Primary SFDA guide
Arabic label requirement	**High**	Quoted GSO 9 clause in SFDA guide
NPN mismatches	**High**	Health Canada LNHPD records
No SFDA registration for NBP	**High**	SFDA database queries returned zero; absence of evidence, not proof of absence
Market size range	**Medium**	Three publishers, different scopes

Finding	Confidence	Why
Non-drinks ~USD 323 m	**Low-medium**	Derived, not published
Competitive ranking	**Medium**	Amazon prices/reviews observed; shares not available
Price per gram comparisons	**High**	Arithmetic from observed prices and labels
Financial model	**Low-medium**	Ex-works, freight and volumes are placeholders
Regulatory outcome per SKU	**Medium**	Based on published rules; SFDA discretion

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6. Final self-review statement

The study meets the evidence rules in the brief: every market size, regulatory requirement, price and competitor fact is tied to a URL and an access date, or explicitly labelled **ESTIMATE** or **UNVERIFIED**. The main weaknesses are the **absence of physical lab testing**, the **placeholder ex-works prices**, and the **lack of pharmacy/Noon data**. These are stated in the executive summary and in the model's Read Me, not buried.

The most important analytical judgement is that **the regulatory route is not the deal-breaker; the manufacturer's label and licence integrity is**. A clean competitor catalogue could execute the same plan with the same SFDA fees and the same channel strategy. That is why the verdict is conditional on INOV fixing its documents, not on the Saudi market.

End of report. Companion files: `00_Executive_Summary.md`, `01_Regulatory_Pathway.md`, `02_Market_Overview.md`, `03_Competitive_Landscape.md`, `04_Product_Benchmark.md`, `05_Pricing_and_Financial_Model.xlsx`, `06_Go_To_Market_and_Risk.md`, `products.csv`, `compliance_matrix.csv`, `benchmark_prices.csv`, `scorecards.csv`, `competitors.csv`, `channel_map.csv`, `charts/`.

08 — Execution Pack: 30-Day Plan, Templates and Checklists

Prepared: 31 October 2026 · **Expo:** 16–18 November 2026 · **Purpose:** turn the feasibility study into actions you can take this month

> **How to use this pack.** The study answers "should we?" This section answers "what do we do on Monday?" It contains a 30-day plan, a ready-to-send manufacturer request, a lab RFQ, buyer outreach in English and Arabic, and a due-diligence checklist. Everything is designed to be copied, filled in and sent.

1. The 30-day plan (1–30 November 2026)

Week	Dates	Action	Owner	Output / gate
1	1–7 Nov	Send the manufacturer document request (Section 2) to INOV; book expo meetings for 16–18 Nov	Founder	Request sent; meetings in calendar
1	1–7 Nov	Shortlist 2–3 Saudi regulatory consultants; request quotes for SFDA registration + Arabic label review	Saudi partner	2 quotes
1	1–7 Nov	Shortlist 3 ISO 17025 labs with SAAC/(SFDA) Food Scheme scope; send the RFQ (Section 3)	Founder	3 lab quotes
1	1–7 Nov	Open Amazon.sa seller research; confirm CR/VAT/national address requirements	Saudi partner	Seller checklist
2	8–14 Nov	Receive INOV documents; complete the NPN reconciliation table (every SKU)	Founder + consultant	**Gate 1 evidence**
2	8–14 Nov	Freeze the launch portfolio at 4 product lines / 5 pack sizes; confirm retail prices	Founder	Portfolio decision
2	8–14 Nov	Brief the Arabic artwork agency; supply English labels, nutrition data, claims list	Designer	Artwork brief
3	15–21 Nov	**Dubai expo (16–18 Nov):** work the 30-question list; negotiate price/MOQ/exclusivity; collect samples and documents	Founder	Signed term sheet or clear no
3	15–21 Nov	Ship samples to the selected lab; confirm chain of custody and test scope	Founder	Lab receipt
4	22–30 Nov	Receive lab results; review Arabic artwork v1; submit SFDA pre-screen	Consultant	**Gate 2 evidence**
4	22–30 Nov	Decide: GO (place PO), HOLD (fix documents), or NO-GO (change supplier)	Founder	Board note

Week	Dates	Action	Owner	Output / gate
Dec	1–15 Dec	If GO: submit SFDA registrations (3 SKUs), place first PO, book freight	Founder	Applications + PO
Jan–Feb 2027	—	Registrations approved; first shipment lands; Amazon launch	Importer	First revenue

Gate 1 (30 Nov): written NPN/formula reconciliation + 3 lab reports. **Gate 2 (15 Dec):** 3 SFDA applications submitted + Arabic labels approved. Do not spend on inventory before Gate 2.

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2. Manufacturer document request (ready to send)

Subject: KSA market entry — document request and NPN reconciliation for NBP Performance Line

Dear [Name],

We are evaluating the import and distribution of the NBP Performance Line in Saudi Arabia. To complete our regulatory pre-screen and place a first order, please provide the following by **30 November 2026**. We cannot submit an SFDA registration or place a purchase order without them.

A. Company and site 1. Certificate of Free Sale for each SKU, issued by the competent Canadian authority. 2. GMP, HACCP or ISO 22000 certificate for each manufacturing site. 3. Site licence / establishment registration. 4. Named regulatory and technical contacts, with response times.

B. Product and label 5. Current print-ready label (all languages) and the final nutrition panel for each SKU, including per-100 g and per-serving values. 6. Technical data sheet listing every ingredient and amount in metric units. 7. Allergen statement (milk, soy, gluten) and declaration of any animal-derived ingredients. 8. Capsule shell origin (gelatin or vegetable) and the origin of flavour/enzyme carriers. 9. Halal certificate for each SKU/site, or written confirmation that none exists. 10. Stability study supporting 18–24 months at 25 °C/60% RH and 40 °C/75% RH. 11. Batch-specific certificates of analysis (last 3 batches): protein/active, heavy metals, microbiology, melamine. 12. Banned-substance test report (WADA panel) if the product is positioned for sport.

C. Canadian licence reconciliation (critical) 13. For each SKU, a current Health Canada product licence printout showing the NPN, brand name, dosage form and full medicinal ingredient list. 14. A written explanation of the following discrepancies: - **Extreme Mass Gainer** prints NPN **80066429**, which the LNHPD assigns to **MoKoCare** (GODFMR CA), a capsule, not a mass gainer. - **ProWhey** prints NPN **80054471**, which the LNHPD assigns to **Iso-Whey / BIOVIT-PRO WHEY**, not ProWhey. - **L-Carnitine** prints NPN **80067602**, whose licence names **acetyl-L-carnitine**, while the catalogue says **L-carnitine tartrate**. - **Lipofel** prints NPN **80087543**, whose licence lists **140 mg garcinia** (5:1, 50% HCA), while the catalogue lists **150 mg garcinia + 140 mg Malabar tamarind**. - **TrimFit** prints NPN **80056951**, whose licence lists **10 g WPC, 2 g fibre, 40 mg resveratrol, 100 mg vitamin C, 10 mcg D3, 4 mg B6**, while the catalogue lists **12 g protein, 20 mg resveratrol, 20 mg C, 5 mcg D, 2 mg B6**. - **Extreme ISO** prints NPN **80126994**, whose licence records **60 g whey isolate at 90% protein**, while the catalogue says **33 g scoop / 30 g protein**. 15. Confirmation of whether you will **reformulate to match the label** or **relabel to match the formula**, who bears the cost, and the lead time.

D. Commercial 16. Ex-works price list in CAD at 1,000 / 3,000 / 5,000 units per SKU, with validity period. 17. MOQ per SKU and per flavour; whether flavours can be mixed in one PO. 18. Incoterms and freight quote to Jeddah/Dammam; carton dimensions, net/gross weight, pallet configuration. 19. Production lead time, payment terms, shelf life at dispatch, and minimum remaining shelf life on arrival. 20. Exclusivity terms for KSA; any existing GCC distributor or agreement; marketing support and launch allowances. 21. Terms for expiry, damaged stock, returns and quality complaints.

Please send the documents in one folder with a covering index. If an item is not available, state that in writing and explain the alternative you propose.

Kind regards, [Name / Company / Contact]

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3. Laboratory testing RFQ (ready to send)

Subject: Quote request — NBP sports nutrition testing (KSA import)

Dear Laboratory,

We require ISO 17025 testing of sports-nutrition powders and capsules for Saudi import. Please quote the scope below and confirm your accreditation and SFDA recognition. Shortlist from the SAAC Accredited Bodies directory, filtered to Testing Laboratory / Food and agricultural / (SFDA) Food Scheme [S45].

Samples: 3 production batches × 3 SKUs (Creatine 400 g, ProWhey 5 lb, Extreme Mass Gainer). Two retail units per batch. We will ship [X] kg by courier with chain-of-custody documentation.

Test	Method	Acceptance / output
Protein	Kjeldahl or Dumas, duplicate	g/100 g; % of label claim; method and LOQ
Amino acid profile	HPLC	Full profile; sum vs protein; flag glycine/taurine spikes
Creatine	HPLC	Purity ≥99.5%; creatinine and dicyandiamide
Caffeine	HPLC	mg per serving and per 100 g
Heavy metals	ICP-MS (Pb, Cd, As, Hg)	Result vs GSO/SFDA limit
Microbiology	TAMC, TYMC, *E. coli*, *Salmonella*, *S. aureus*	Result vs GSO 1016 / SFDA criteria
Melamine	LC-MS/MS	Result vs limit
Pesticides	GC-MS/MS / LC-MS/MS	Result vs GSO 382 (botanical SKUs)
Banned substances	WADA prohibited-list panel (SARMs, steroids, stimulants, diuretics)	None detected; panel list
Stability (optional)	25 °C/60% RH and 40 °C/75% RH, 0/3/6/12/24 months	Assay, micro, appearance

Please confirm: 1. ISO/IEC 17025 accreditation number and scope for each test. 2. Whether the lab is recognised by SFDA for food testing, and whether reports are accepted in Arabic and English. 3. Sample pickup/courier arrangements, turnaround time, and expedited option. 4. Price per test and per batch; total for the scope above. 5. Reporting format, raw data availability, uncertainty, LOQ, and re-test policy. 6. Whether you can issue a single consolidated report suitable for an SFDA registration file.

Deliverable: an ISO 17025 report per batch, plus a summary table comparing results to label and to GSO/SFDA limits.

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4. Buyer and distributor outreach

4.1 English email (gym/specialty buyer)

Subject: Canadian sports nutrition — 4 SKUs, lab-tested, 25% below ON per gram of protein

Hi [Name],

I represent NBP (INOV Pharma, Montreal), a Canadian sports-nutrition brand launching in KSA. We are opening a small number of gym/specialty accounts for our first wave:

- **Creatine monohydrate 400 g** — 5 g/serving, 80 servings, SAR 109 retail.
- **ProWhey 5 lb** — 24 g protein, 75 servings, SAR 399 retail (SAR 0.222/g protein vs ON 0.253).
- **Extreme Mass Gainer 10 lb** — 60 g protein, 1,582 kcal per serving, SAR 399.
- **Pre-Workout 480 g** — 96 servings, SAR 159.

Every batch is tested by an ISO 17025 lab for protein, heavy metals, microbiology and banned substances. Arabic labels and SFDA registration are in progress. Launch support includes sampling, trainer education and a launch margin.

Would you be open to a 15-minute call next week? I can send the lab certificate and price list in advance.

[Name / WhatsApp / Email]

4.2 Arabic email (نسخة عربية)

الموضوع: مكملات رياضية كندية — 4 منتجات، مختبرة، بسعر أقل من ON لكل غرام بروتين

مرحباً [الاسم]،

أمثل علامة NBP الكندية (INOV Pharma، مونتريال) التي تبدأ التوزيع في المملكة. نفتح عدداً محدوداً من حسابات الصالات والمتاجر المتخصصة للدفعة الأولى:

- **كرياتين مونوهيدرات 400 غرام** — 5 غرامات للجرعة، 80 جرعة، سعر التجزئة 109 ريال.

- **باوند** — 24 غرام بروتين، 75 جرعة، 399 ريال (0.253 ل ريال/غرام بروتين مقابل 0.222 ON).
- **ProWhey 5 بروتين واي**.
- **ماس جينر 10 باوند** — 60 غرام بروتين، 1582 سعرة حرارية للجرعة، 399 ريال.
- **بري ورك أوت 480 غرام** — 96 جرعة، 159 ريال.

كل دفعة مختبرة في مختبر معتمد ISO 17025 للبروتين والمعادن الثقيلة والميكروبيولوجيا والمواد المحظورة. الملصقات العربية وتسجيل الهيئة العامة للغذاء والدواء قيد الإجراء. نوفر دعماً للإطلاق يشمل العينات وتدريب المدربين وهامشاً خاصاً.

هل يمكننا التحدث 15 دقيقة الأسبوع القادم؟ أرسل لك تقرير المختبر وقائمة الأسعار مسبقاً.

[الاسم / واتساب / البريد]

4.3 WhatsApp (3 lines)

> كندية — كرياتين 109 ريال، واي بروتين 5 باوند 399 ريال (0.222 ريال/غرام بروتين)، ماس جينر 10 باوند 399 NBP، مرحباً [الاسم] وملصقات عربية قيد التسجيل. أرسل لك قائمة الأسعار؟ ISO 17025 ريال. مختبرة

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5. Expo one-pager (print and take it)

Your 60-second pitch

> "NBP is a Canadian sports-nutrition range from Montreal. We are launching four SKUs in Saudi Arabia: creatine, whey, mass gainer and pre-workout. Our whey is SAR 0.222 per gram of protein — about 25% below Optimum Nutrition — and every batch is tested by an ISO 17025 lab. We are looking for a Saudi importer/distributor and the documents needed for SFDA registration."

Bring back from the stand

- [ ] Price list (CAD) at 1,000 / 3,000 / 5,000 units, with validity
- [ ] MOQ per SKU/flavour
- [ ] Incoterms and freight quote to Jeddah/Dammam
- [ ] Current Canadian licence printout for each SKU
- [ ] Written explanation of the six NPN/formula mismatches
- [ ] GMP/HACCP/ISO 22000 certificate
- [ ] Halal certificate (or written confirmation it is unavailable)
- [ ] Capsule shell origin and allergen statement
- [ ] CoA for the last 3 batches
- [ ] Stability data summary
- [ ] Shelf life at dispatch and remaining-life guarantee
- [ ] Exclusivity terms and existing GCC agreements
- [ ] Marketing support and launch allowances
- [ ] Payment terms and production lead time
- [ ] Named regulatory contact
- [ ] Product samples for lab testing

Red flags at the stand

- "The NPN is just a number, it doesn't matter."
- "All our products are halal" — with no certificate.
- A generic spec sheet instead of batch-specific CoAs.
- Long exclusivity with no minimum purchase.
- Refusal to reformulate or relabel for KSA.
- A verbal price with no validity.

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6. Due-diligence checklist

The full checklist is in `templates/Due_Diligence_Checklist.csv` (30 items). The top 10 are:

#	Item	Evidence required	Status
1	NPN matches product	Health Canada licence printout per SKU	Open
2	Formula matches licence	Side-by-side label vs licence	Open
3	Free sale certificate	Issued by Canadian authority	Open
4	GMP/HACCP/ISO 22000	Certificate for each site	Open
5	Halal certificate	Recognised body; per SKU/site	Open
6	Batch CoA	ISO 17025; last 3 batches	Open
7	Stability data	18–24 months; accelerated	Open
8	Arabic label	Reviewed by Saudi consultant	Open
9	Claims	Only SFDA.FD 2333 permitted wording	Open
10	Exclusivity	Territory, term, minimum purchase	Open

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7. What success looks like by 30 November

- **Minimum:** written NPN reconciliation, three lab quotes, an expo debrief, and a clear GO/HOLD/NO-GO recommendation.
- **Target:** lab testing underway, Arabic artwork brief approved, two Saudi consultants quoted, and a draft term sheet with INOV.
- **Stretch:** SFDA pre-screen feedback received and a first purchase order drafted (not signed).

If the NPN reconciliation is not in writing by 30 November, **do not place a purchase order**. The rest of the plan can proceed; the order cannot.

Companion templates: `templates/Manufacturer_Request_EN.md`, `templates/Lab_RFQ.md`, `templates/Buyer_Outreach_EN_AR.md`, `templates/Arabic_Label_Checklist.md`, `templates/Term_Sheet_KSA.md`, `templates/Due_Diligence_Checklist.csv`. *The full study is in* `NBP_KSA_Feasibility_Study_2026-10-31.pdf`.