AGRO-INVEST

AGRO-INVESTMENT CORPORATION

REQUEST FOR EXPRESSIONS OF INTEREST (REOI)

FOR THE LONG-TERM LEASE OF THE AGRICULTURAL MARKETING CORPORATION EXPORT COMPLEX (AMC COMPLEX)

26 AUGUST 2026

Development Bank of Jamaica Limited
Facilitating Economic Growth & Development

MINISTRY OF AGRICULTURE FISHERIES & MINING

Important Notice

The documents submitted in response to this Expression of Interest (EOI) must contain sufficient information to enable a comprehensive assessment of the Respondent's organisation. The information provided will form the basis of the evaluation and scoring process and will be used to determine the Respondent's ranking and eligibility for shortlisting.

Additional documents or forms may be submitted in response to this Request for Expressions of Interest (REOI). Please note that you may also use your own template, however the required information should be included.

Reservation of Rights

This REOI is issued solely for information-gathering purposes. It does not constitute an offer, request for proposals, invitation to tender, or commitment by the Government of Jamaica ("GOJ"), the Ministry of Agriculture, Fisheries and Mining ("MoAFM"), the Agro-Investment Corporation ("Agro-Invest"), the Commissioner of Lands, the Development Bank of Jamaica ("DBJ"), or the Enterprise Team ("ET") to proceed with any transaction or to enter into any agreement with any Respondent.

Participation in this REOI process, the submission of any response, or any discussions arising therefrom shall not create any legal, contractual, or other obligation on the part of the GOJ, MoAFM, Agro-Invest, the Commissioner of Lands, DBJ, or the ET, nor shall it confer any right or expectation that a Respondent will be invited to participate in any subsequent procurement stage.

The GOJ and the ET, with the DBJ acting as Transaction Manager, reserve the right, in their sole discretion, to:

- Reject any EOI that is determined not to align with the GOJ's policy objectives for the proposed long-term lease arrangement;
- Amend, suspend, withdraw, terminate, or cancel the REOI process at any time;
- Modify the scope, structure, timetable, or requirements of the proposed transaction;
- Request additional information, documents, or clarifications from any Respondent;
- Shortlist, reject, or disqualify any Respondent;
- Proceed to a subsequent stage of the procurement process with selected Respondents only;
- Engage in discussions or negotiations with any Respondent or group of Respondents and discontinue such discussions or negotiations at any time;
- Consider the overall merits of any submission and not be obligated to select, shortlist, or advance any Respondent based solely on evaluation scores, rankings, or financial terms; and
- Elect not to proceed with the proposed transaction, or to pursue an alternative divestment structure not contemplated by this REOI, at any time.

The exercise of such rights shall not create any obligation or liability to any Respondent.

All costs and expenses incurred in the preparation and submission of a response to this REOI shall be borne solely by the Respondent. No Respondent shall have any claim against the GOJ, MoAFM, Agro-

Invest, the Commissioner of Lands, DBJ, the ET, or any of their respective officers, employees, advisers, consultants, or representatives arising from or in connection with this REOI or the conduct of the process.

No contract, agreement, commitment, or other legal obligation shall arise from this REOI or the submission of any response unless and until all required approvals have been obtained and definitive transaction documents have been duly negotiated, executed, and delivered by the relevant parties.

The REOI and all submissions made in response thereto are governed by the laws of Jamaica and subject to the exclusive jurisdiction of the courts of Jamaica.

REQUEST FOR EXPRESSIONS OF INTEREST (REOI)

Long-term Lease for Rehabilitation, Operation and Maintenance of the Agricultural Marketing Corporation Export Complex

1. Invitation

The Agricultural Marketing Corporation Export Complex Enterprise Team supported by the DBJ invites interested investors, developers, operators, and consortia to submit an EOI for the proposed long-term lease of the Agricultural Marketing Corporation Export Complex (AMC Complex) located at Spanish Town Road, Kingston, Jamaica.

The AMC Complex is a strategically located agro-processing asset that plays an important role in Jamaica's agricultural value chain, supporting storage, cold chain logistics, agro-processing, distribution, and export activities. Through this transaction, the GOJ seeks to facilitate private sector investment to modernise and enhance the facility while supporting agricultural sector development, export growth, and economic activity.

Purpose of the REOI

The purpose of this REOI is to identify and shortlist suitably qualified investors, developers, operators, and consortiums possessing the financial capacity, technical capability, operational expertise, and relevant experience, supported by documentary evidence, required to undertake the rehabilitation, operation, and long-term management of the AMC Complex.

This REOI constitutes a prequalification stage of the procurement process and is intended to assist the Enterprise Team in identifying respondents that may be invited to participate in a subsequent Request for Proposals (RFP) process.

Interested respondents are invited to demonstrate their:

- Technical, operational, and managerial capabilities;
- Relevant experience in comparable agricultural, logistics, agro-processing, warehousing, cold storage, distribution, or export-oriented facilities;
- Financial capacity to undertake the proposed investment;
- Ability to operate and maintain the facility on a long-term basis; and
- Strategic vision for enhancing the AMC Complex as a modern agro-processing and logistics hub.

2. Project Background and Opportunity

The Agro-Invest is the business facilitation arm of the MoAFM, with responsibility for attracting and facilitating investment in the agricultural sector. Among its portfolio of agri-business activities is the management of the AMC Complex.

The DBJ has been engaged by MoAFM, on behalf of the Agro-Invest and the relevant Government property-owning authorities, including where applicable the Commissioner of Lands, to act as Transaction Manager. DBJ will provide guidance and support to the Enterprise Team in relation to the structuring and execution of **the long-term lease of the AMC Complex (the "Project")**.

DBJ is supporting the GOJ in identifying a suitable private sector investor to enter into a long-term lease arrangement for the AMC Complex. The objective of the transaction is to facilitate the **rehabilitation, operation and maintenance of the facility**, while preserving its intended use.

It is envisaged that, following redevelopment, the AMC Complex will operate as a **modern agro-processing, logistics and distribution hub**, with a primary focus on agriculture-related activities.

Overview of the AMC Complex

The AMC Complex, established in the 1960s, is a strategically located agro-processing facility situated on approximately 9.58 acres (3.877 hectares) of land at 188 Spanish Town Road, Kingston 11. The facility has a total building area of approximately 16,444 square meters (177,000 square feet).

The AMC Complex was developed as a critical hub for agricultural value chain activities, including the following:

- Packaging of fresh produce and value-added products for high-value export markets.
- Warehouse storage for produce and packaging material.
- Cold storage; and
- Support offices.

The main objective of the AMC Complex is to become the hub and driver for the alignment of the value chain in the agricultural sector. The specific objectives are as follows:

- To operate a logistics and distribution hub that facilitates the marketing of agricultural produce.
- To obtain and maintain applicable food safety certifications and compliance standards, including but not limited to, Hazard Analysis Critical Control Point (HACCP) GLOBAL G.A.P, ISO 9001, Food Safety Modernization Act (FSMA), related requirements and other local food safety certifications as applicable
- To develop and promote the value chains through agro-processing activities.
- To provide business opportunities and SME development for agriculture related entities.
- To facilitate the expansion of agricultural produce and by-products into regional and international markets.

The AMC Complex is a central pillar in the GOJ's programme to increase agricultural exports while ensuring compliance with international standards, including ISO, FSMA, Global GAP and HACCP. Over time, however, due to insufficient funding for maintenance, the AMC Complex facilities, particularly the main warehouse area, have experienced significant deterioration.

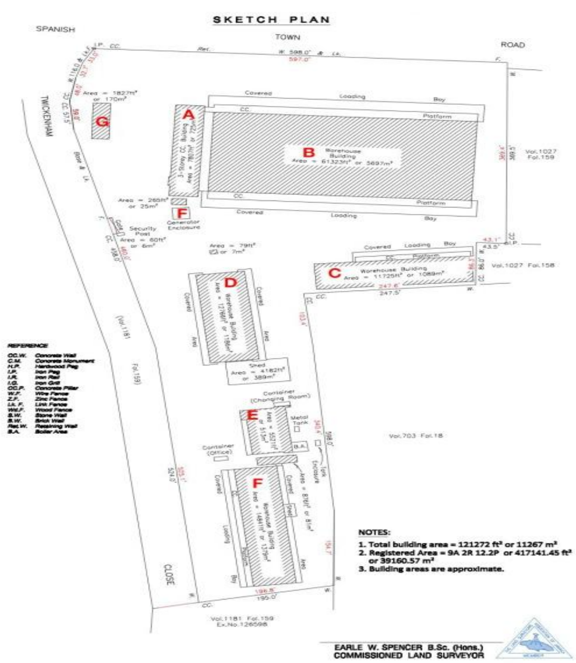
While demand for warehouse space remains consistently high, the facility's ability to fully perform its critical role within the agricultural logistics chain has been constrained. As a result, opportunities for increased foreign exchange earnings, business activity, and employment generation have not been fully realized.

The AMC Complex comprises a range of facilities, including warehouses, cold storage (chill room) spaces, packing houses, office spaces, and open yard space used for container stripping. The Complex currently accommodates both the Agro-Invest and other tenants engaged in various activities, including export, distribution, agro-processing, and farming. As at 31 March 2026, approximately ninety percent (90%) of the lettable area within the AMC Complex is leased and occupied by tenants actively operating and contributing to the overall functionality of the facility Respondents are therefore encouraged to consider, where feasible, implementation strategies that minimize disruption to existing tenant operations during the rehabilitation phase.

At this REOI stage, detailed information relating to tenant rights, lease terms, and tenancy arrangements will not be disclosed. Respondents should rely solely on the general occupancy information provided in this REOI. Additional information regarding occupancy profiles, tenancy arrangements, and operational considerations will be made available to shortlisted respondents during subsequent stages of the procurement process.

At present, Agro-Invest occupies both office space and a packing house within the AMC Complex. A breakdown of the facility types at the AMC Complex is provided in the table below.

Location	Type	Size SqFt
Building A (Main Office Building)	Office Building Ground Floor	7,800
	Office Building First Floor	7,800
	Office Building Second Floor	7,800
Building B	Warehouse/Cold Rooms	61,288
	Concrete Canopy	28,400
Building C	Warehouse Ground Floor	11,725
	Canopy	2,300
	Offices first Floor	5,650
Building D	Warehouse	12,766
	Open sided shed	4,182
Building E	Production Building	5,521
Building F	Warehouse/production	14,841
	Canopy	5,100
Building G	Office	1,827
Total		**177,000**



Investment Opportunity

Through Cabinet Decision 2/16 dated 11 January 2016, approval was granted for the privatisation of the AMC Complex (comprising land and buildings) located on Spanish Town Road, through an appropriate modality, subject to the completion of due diligence.

The objective of this privatisation is to support the Government's mandate to facilitate private sector investment through the strategic leveraging of government-owned assets, thereby contributing to economic growth, development, and employment generation. The GOJ, through Cabinet Decision 9/25 dated 3 March 2025, has approved a long-term lease structure as the modality for implementing the privatisation of the AMC Complex, as part of its strategy to maximize asset value and catalyse private capital investment. It is proposed that the AMC Complex be leased to the successful investor for an initial term of twenty-five (25) years, subject to the terms and conditions of the Lease Agreement. The preferred delivery model contemplates a fully private-led approach, under which the Investor will be responsible for the design, financing, rehabilitation, improvement, operation, and maintenance of the AMC Complex. The Investor is expected to assume all development and construction-related costs and risks, consistent with market-standard arrangements for projects of this nature, subject to final lease terms.

The successful investor will be expected to leverage private capital, technical expertise, innovation, and industry relationships to enhance the functionality, efficiency, competitiveness, and long-term sustainability of the AMC Complex while maintaining its primary focus on agriculture-related activities.

3. Submission Requirements

Respondents must provide complete and satisfactory information and supporting documentation in the prescribed forms to demonstrate compliance with the eligibility requirements of this REOI.

The forms contained in this section are intended to provide information regarding the Respondent's Organisational profile, legal status, ownership structure, relevant experience, financial and operational capabilities, proposed project team, and any consortium or joint venture arrangements. All forms should be completed in full and signed by an authorized representative of the Respondent.

In addition to the completed forms, Respondents must submit the supporting documents specified throughout this REOI, including documents relating to legal registration, corporate governance, tax compliance, financial capacity, relevant project experience, and authority to participate in the procurement process. Where a submission is made by a consortium or joint venture, the required information and supporting documentation should be provided for each consortium member unless otherwise stated.

The DBJ and/or the Enterprise Team reserve the right to verify any information provided and to request additional clarifications or supporting documentation at any stage of the evaluation process.

Failure to provide adequate evidence of legal eligibility, authority to participate, tax compliance, financial capacity, relevant experience, consortium/joint venture requirements (where applicable), and conflict-of-interest compliance may result in the submission being deemed non-responsive and excluded from further evaluation. All information submitted should be clear, accurate, and verifiable.

The following forms and supporting documentation shall be submitted as part of the Respondent's Expression of Interest:

I. Expression of Interest (EOI) Submission Letter

[Name of Organisation]
[Address]
[Date]

To:
Procurement Manager
Development Bank of Jamaica
11a-15 Oxford Road
Kingston 5

Ladies/Gentlemen:

We, the undersigned, express our interest in the long-term lease of the AMC Complex in accordance with your Expressions of Interest (EOI) notice dated___________________________. We are hereby submitting our EOI as per the instructions provided.

We acknowledge and understand that DBJ/the Enterprise Team is not obligated to accept any EOI submitted.

Yours sincerely,

Authorized Signature:
Name and Title of Signatory:
Name of Organisation:
Email:

II. Description of the Organisation

1. Organisation's Information

ORGANISATION	
Name of the Organisation:	
Address:	
Telephone No:	
Email:	
Date of Registration:	
Main Area of Business/ Type of Firm:	
Chief Executive Officer / Managing Director / Principal Contact:	
Name:	
Contact No:	
Email:	

CONTACT PERSON	
Name:	
Designation:	
Telephone:	
Email:	

Data Protection Notice

Personal information submitted in response to this REOI, including contact details and information relating to key personnel, may be collected and processed by DBJ, the Enterprise Team, Agro-Invest, MoAFM and their advisors for the purposes of evaluating submissions, conducting due diligence, verifying information provided, communicating with Respondents and administering any subsequent stage of the process.

By submitting a response, the Respondent confirms that it has obtained all necessary consent and authorisation for the disclosure of any personal information provided. Personal information may be shared with persons involved in the evaluation and administration of the Project and will be processed and retained in accordance with the Data Protection Act, 2020 and other applicable legal requirements.

2. Legal Documents

For verification purposes the Respondent shall submit:

- Copies of Organisation's registration / constitutional documents (e.g. Certificate of Incorporation and Articles of Incorporation/etc.);
- List of directors, shareholders and beneficial owners of the Organisation (if applicable).

III. Respondent Profile and Relevant Experience

Respondents shall provide a brief description of their organisation, ownership structure, principal business activities, and relevant experience. In the case of a consortium or joint venture, the information should be provided for each member and should clearly identify the lead member, the proposed role of each member, and the experience and resources each member will contribute to the Project.

Respondents should list only completed or operational projects that are relevant to the proposed rehabilitation, operation, maintenance, development, financing, or management of the AMC Complex or comparable agricultural, agro-processing, logistics, storage, distribution, or export-oriented facilities.

A - Respondent's Organisation Profile

[1. Provide here a brief description of the background and ownership structure and principal business activities and organisation of your company, and – in case of a consortium or joint venture – of each member for this assignment.]

B - Respondent's Relevant Experience

1. List only projects that are relevant to the Respondent's experience in the **development, financing, rehabilitation, leasing, operation, management, or maintenance** of assets comparable to the AMC Complex. Relevant projects may include agro-processing facilities, agricultural logistics and distribution hubs, warehousing facilities, cold storage facilities, industrial or commercial parks, export-oriented facilities, and projects delivered under long-term lease, concession, PPP, or similar arrangements.
2. Respondents should list only those projects for which the Lead Applicant was directly responsible as an investor, owner, developer, operator, asset manager, concessionaire, lessee, or consortium/joint venture member. Experience undertaken solely by individual personnel, advisors, consultants, or other parties not forming part of the Respondent's legal entity or consortium structure may not be presented as the experience of the Lead Applicant, although such experience may be referenced separately in the résumés of proposed key personnel.
3. For Consortium or Joint Venture submissions, relevant experiences may be presented collectively across consortium members. The submission should clearly identify the role performed by each member and

demonstrate how their combined experience is relevant to the proposed rehabilitation, operation, and long-term management of the AMC Complex.

4. Respondents should be prepared to substantiate any experience claimed through supporting documentation, including reference letters, concession agreements, lease agreements, financing agreements, project completion certificates, asset ownership records, or other reasonably requested evidence by the DBJ and/or the Enterprise Team.

Project Duration	Project Name / Description of Asset or Development	Location (Country)	Capital Investment / Asset Value	Role on the Assignment
[e.g., Jan.2009–Apr.2010]	*[e.g., "Development, and operation of a 250,000 sq. ft. .... processing facilities]": designed master plan for........;]*	*[e.g., Jamaica]*	*[e.g., US$1 mill/US$0.5 mill]*	*[e.g., Lead partner in a JV A&B&C]*
[e.g., Jan-May 2008]	*[e.g., " Rehabilitation and operation of ....." : redevelopment and management of.............]*	*[e.g., United States of America]*	*[e.g., US$0.2 mil/US$0.2 mil]*	*[e.g., sole Investor/ Developer]*

IV. Project Team and Resources

Respondents shall provide information on the proposed project team and resources that will be made available to support the rehabilitation, operation, and long-term management of the AMC Complex, including:

1. **Project Team**
   - Résumés/CVs of key personnel proposed for the Project.
   - A description of the proposed Organisational structure, including the roles and responsibilities of key personnel and management personnel involved in the development, operation, and management of the AMC Complex.
2. **Resources and Capabilities**
   - An overview of the Respondent's financial, technical, operational, and managerial resources relevant to the Project.

- Details of any strategic partnerships, consortium/joint venture arrangements, operational affiliates, technical advisors, service providers, or other collaborative arrangements that will support the successful rehabilitation, operation, maintenance, and commercialization of the AMC Complex.
- A description of the Respondent's capability and experience in asset management, facility operations, tenant management, agro-processing, logistics, warehousing, cold storage, distribution, and other relevant activities.

V. Additional Information and/or Requirements

This section is for any additional information that you believe will support your Expression of Interest and demonstrate your suitability for the project. Please also indicate any specific requirements or requests that would be critical to your bid submission for this project.

VI. Declaration

By signing below, the Respondent confirms that the information provided in its submission is true, accurate, and complete to the best of its knowledge; that the submission has been duly authorized; that no undisclosed conflict of interest exists; that it acknowledges and accepts the non-binding nature of this REOI; and that it consents to the verification of any information provided.

Name	
Signature	
Date	

4. Evaluation Criteria

Submissions received in response to this REOI will be evaluated to identify a shortlist of suitably qualified and capable Respondents to participate in the subsequent RFP stage.

Each response will be evaluated based on the following criteria. Submissions will be evaluated out of a total of 100 possible points. Only Respondents achieving a minimum score of 70 points will be shortlisted.

To assist in the evaluation and comparison of the response submissions, the Enterprise Team may request clarification from Respondents.

<table>
<tr><th>Criteria</th><th>Basis of Allocation of Points</th><th>Maximum Points</th></tr>
<tr><td>Respondent / Consortium</td><td>
The strength and demonstrated ability of the Respondent or Consortium to undertake the Project, including:

1. Firm/Entity or Consortium Capability (where applicable)
The capacity to assemble, coordinate, and manage a team or consortium with integrated and complementary expertise for the overall delivery of the Project.

2. Technical and Operational Capacity
The Respondent’s ability to design, rehabilitate, operate, and maintain the AMC Complex, including:

a. Capability to manage:
i. Agro-processing operations
ii. Cold storage and ambient (dry) storage logistics
iii. Integrated agricultural value chain activities

b. Experience in:
i. Facility management and maintenance

c. Preliminary development and operational vision - the Respondent's high-level vision for the rehabilitation, operation, and long-term maintenance of the AMC Complex, including its approach to facility utilization, agricultural value chain integration, tenant management, and commercial sustainability.

<table>
<tr><th>Assessment Areas</th><th>Points</th></tr>
<tr><td>Team structure, governance arrangements, and complementary expertise of consortium members (where applicable).</td><td>10</td></tr>
<tr><td>Technical and operational capability to develop, rehabilitate, operate, and maintain facilities comparable to the AMC Complex.</td><td>10</td></tr>
<tr><td>Experience managing agro-processing operations, cold storage facilities, warehousing, logistics and integrated agricultural value chain activities.</td><td>10</td></tr>
<tr><td>Facility management, tenant management, and maintenance capability.</td><td>10</td></tr>
<tr><td>The Respondent's understanding of the AMC Complex and its high-level vision for the rehabilitation, operation, and sustainable long-term maintenance of the facility, including consideration of tenant continuity and commercial viability</td><td>10</td></tr>
<tr><td>Maximum Points</td><td>50</td></tr>
</table>
Evidence to be Provided
</td><td>50</td></tr>
</table>

	▪ Organisational profile; ▪ Team structure or Consortium/JV structure (where applicable); ▪ Details of operating businesses and facilities managed; ▪ High-level operational approach and business capabilities.	
Relevant Experience	**The Respondent's demonstrated experience in projects of a similar nature, including:** 1. Development, rehabilitation and/or operation of: a. Agro-processing facilities b. Logistics and distribution hubs 2. Delivery of projects involving: a. Capital investment and infrastructure upgrades b. Rehabilitation and operational turnaround of underperforming assets 3. Experience in Long-term Lease or Comparable Structures, such as PPP or concession-based arrangements as comparable experience	**25**

Assessment Areas	Points
Years of Experience Managing Agro-processing Facilities	6
Years of Experience Managing Logistics, Warehousing, Distribution, or Cold Storage Facilities	6
Delivery of projects involving significant capital investment and infrastructure upgrades	5
Demonstrated experience rehabilitating, repositioning, or improving the performance of underperforming assets	4
Experience in long-term lease, concession, PPP, or similar project structures	4
Maximum Points	**25**

	Evidence to be Provided ▪ Relevant project experience; ▪ Project descriptions and outcomes; ▪ Capital investment values; ▪ References and supporting documentation.	
Overall Strength	**The overall strength of the Respondent as a potential long-term lease partner, including:** **1.** Key Personnel Relevant experience, qualifications, and roles of key individuals proposed for the Project 2. References Provision of at least three (3) relevant project references, including contact information for verification purposes	**25**

Assessment Areas	Points
Qualifications, experience, and suitability of proposed key personnel and management team	10
Availability of financial resources and Organisational capacity to support project implementation and operation	10
Quality and relevance of project references and demonstrated performance on comparable projects	5
Maximum Points	**25**

Evidence to be Provided

- CVs/resumes of key personnel;
- Management structure;
- Evidence of financial capacity, including audited financial statements, bank statements for the preceding six (6) months, and/or other documentation demonstrating access to funding, availability of capital, financing arrangements, or financial support;
- At least three (3) project references with contact information.

Total		**100**

Each criterion will be assessed based on the extent to which the Respondent demonstrates relevant, verifiable experience and capability, supported by sufficient detail and evidence.

5. Submission Instructions

Format of Submission

All Responses must be submitted electronically in PDF format and include all requested information and supporting documentation to **p4.bids@dbankjm.com**.

Submission Deadline

Responses must be received on or before **30 September 2026 at 3:00PM (EST)**. Responses received after the Submission Deadline or those received prior to Submission Deadline but are substantially incomplete may not be considered.

Clarification Process

Requests for clarification must be submitted in writing on or before **18 September 2026 at 3:00PM (EST)** via the email address: **privatisationmanager@dbankjm.com**. Responses to clarifications and any amendments to the REOI will be issued to all interested parties to ensure a fair and transparent process.

REQUEST FOR EXPRESSIONS OF INTEREST (REOI)

Long-term Lease for Rehabilitation, Operation and Maintenance of the Agricultural Marketing Corporation Export Complex

Appendices – Evaluation Sub-Criteria and Scoring Matrix

Appendix A: Respondent / Consortium Capability (50 Points)

A. Team structure, governance arrangements, and complementary expertise of consortium members (where applicable). (10 Points)

Scoring Criteria	Points
Demonstrated integrated consortium/team with clearly defined governance structure, complementary expertise across development, operations, agriculture, logistics and asset management, and evidence of successful collaboration on comparable projects	10
Strong organisational structure and complementary expertise, but governance arrangements or integration approach moderately detailed	8
Adequate team structure but limited evidence of integration or complementary expertise	6
Weak team structure or unclear roles and responsibilities	4
Very weak team structure with minimal definition of roles or governance	2
No evidence provided	0

B. Technical and operational capability to develop, rehabilitate, operate, and maintain facilities comparable to the AMC Complex (10 Points)

Scoring Criteria	Points
Extensive experience (10+ years) managing, operating, rehabilitating or developing facilities comparable in scale and complexity to the AMC Complex	10
Significant experience (7–9 years) in comparable facilities	8
Good experience (4–6 years) in comparable facilities	6
Moderate experience (1-3 years) in comparable facilities	4
Very limited experience (less than 1 year)	2
No relevant experience demonstrated	0

C. Experience managing agro-processing operations, cold storage facilities, warehousing, logistics and integrated agricultural value chain activities (10 Points)

Scoring Criteria	Points
Demonstrates experience across all areas: agro-processing, cold storage/warehouse, logistics, and integrated agricultural value chains	10
Demonstrates experience in three areas	8
Demonstrates experience in two areas	6
Demonstrates experience in one area only	4
Limited relevant experience	2
No relevant experience demonstrated	0

D. Facility Management, Tenant Management and Maintenance Capability (10 Points)

Scoring Criteria	Points
Extensive proven experience (5+ facilities over 5+ years) managing multi-tenant industrial, logistics, commercial or agro-industrial facilities and implementing maintenance programmes	10
Significant experience (3–4 facilities over 3+ years) with multi-tenant facilities and maintenance management	8
Moderate experience (1–2 facilities over 2+ years)	6
Limited experience (less than 2 years or supporting role only)	4
Minimal experience (indirect or partial involvement only)	2
No relevant experience demonstrated	0

E. The Respondent's understanding of the AMC Complex and its high-level vision for the rehabilitation, operation, and sustainable long-term maintenance of the facility, including consideration of tenant continuity and commercial viability (5 Points)

Scoring Criteria	Points
Clear, practical and compelling high-level vision demonstrating strong understanding of AMC Complex, rehabilitation approach, tenant continuity, commercial sustainability and agricultural value chain integration	10
Good understanding with a credible high-level approach	8
General approach provided but lacks detail or clarity	6
Basic approach with significant gaps in understanding	4
Minimal vision provided with very limited relevance	2
No meaningful vision presented	0

Appendix B: Relevant Experience (25 Points)

A. Years of Experience Managing Agro-processing Facilities (6 Points)

Scoring Criteria	Points
Ten (10) years or more	6
Five (5) years to less than ten (10) years	5
Three (3) years to less than five (5) years	3
Less than three (3) years	2
None demonstrated	0

Note: "Comparable" refers to facilities/projects similar in scale, complexity, or sector.

B. Years of Experience Managing Logistics, Warehousing, Distribution, or Cold Storage Facilities (6 Points)

Scoring Criteria	Points
Ten (10) years or more	6
Five (5) years to less than ten (10) years	5
Three (3) years to less than five (5) years	3
Less than three (3) years	2
None demonstrated	0

C. Delivery of projects involving significant capital investment and infrastructure upgrades (5 Points)

Note: Values are cumulative across all relevant projects. For non-J$ amounts, use BOJ exchange rate at project completion date.

Scoring Criteria	Points
J$2 billion or more (equivalent) across relevant projects	5
J$1 billion to less than J$2 billion (equivalent) across relevant projects	3
J$500 million to less than J$1 billion (equivalent) across relevant projects	2
Less than J$500 million (equivalent) across relevant projects	1
None demonstrated	0

D. Demonstrated experience rehabilitating, repositioning, or improving the performance of underperforming assets (4 Points)

Scoring Criteria	Points
Two (2) or more successful rehabilitation/turnaround projects	4
One (1) successful rehabilitation/turnaround project	3
Limited evidence	1
None demonstrated	0

E. Experience in long-term lease, concession, or similar project structures (4 Points)

Scoring Criteria	Points
Two (2) or more completed or ongoing projects	4
One (1) completed or ongoing project	3
One (1) completed or ongoing project with moderate relevance	2
Limited related experience	1
None demonstrated	0

Appendix C: Overall Strength of Respondent (25 Points)

A. Qualifications, experience, and suitability of proposed key personnel and management team (10 Points)

Scoring Criteria	Points
Key personnel collectively possess extensive experience and qualifications directly relevant to development, operations, asset management, agriculture and logistics. Demonstrate depth across all core disciplines.	10
Strong management team with relevant qualifications and experience across most core disciplines, with only minor gaps	8
Adequately qualified team meeting the baseline requirements, with moderate experience across the core disciplines.	6
Limited relevant experience or qualifications; notable gaps in one or more core disciplines.	4
Marginal evidence of relevant experience; significant gaps across most disciplines	2
No/insufficient evidence provided	0

B. Availability of financial resources and Organisational capacity to support project implementation and operation (10 Points)

Scoring Criteria	Points
Strong audited financial position, demonstrated access to significant capital/funding, and organisational resources sufficient to undertake the Project in full.	10
Financially sound with demonstrated access to funding and resources, with only minor gaps	8
Adequate financial capacity and resources to meet the baseline requirements of the project	6
Moderate financial capacity; some evidence of access to funding and resources, but with notable gaps or reliance on external support.	4
Limited capacity demonstrated; significant concerns regarding financial strength or access to funding.	2
No/insufficient evidence provided	0

C. Quality and relevance of project references and demonstrated performance on comparable projects (5 Points)

Note: While three (3) references are recommended, submissions with fewer references will be scored accordingly.

Scoring Criteria	Points
Three (3) or more highly relevant references with strong demonstrated performance on comparable projects.	5
Two (2) relevant references with good, demonstrated performance	4
One (1) relevant reference with satisfactory demonstrated performance.	3
References provided but limited in relevance or quality	2
No references provided	0