REQUEST FOR PROPOSAL

Spring Water Bottling Facility

Operation and Management of a Purpose-Built Spring Water Facility

RFP Release Date:	November 8, 2026
Proposal Submission Deadline:	December 11, 2026
Question / Inquiry Submission Deadline	December 11, 2026
Requested By:	Jamaica Bauxite Mining Limited

1. Project Background

The Jamaica Bauxite Mining Limited (JBM) owns a natural spring resource located in Ocho Rios. Historical analysis indicates that the asset has been operating at approximately 3.5% of its capacity and is capable of producing approximately **109,103 gallons per day**, equating to nearly **40 million gallons annually.**

The development of the JBM spring water bottling facility building represents a strategic initiative undertaken by JBM to harness and commercialize direct to source access to a high-quality natural spring resource. To date, the project has involved the construction of a processing and bottling building.

The facility is envisioned as a premium direct to source production and bottling facility capable of delivering high-quality bottled spring water to local and regional markets. While ownership of the physical assets, natural resource rights, will be retained by JBM, there is a clear recognition that specialized expertise is required to effectively manage day-to-day operations and optimize performance of the facility.

The onboarded manager/operator will be required to procure and outfit the facility with fit for purpose bottling and labelling equipment, manage and operate the spring water facility, employ staff, coordinate sales and distribution. Accordingly, this request seeks to engage an experienced external entity to undertake the full operational management of the facility. This also includes **production management, quality assurance, maintenance, and overall operational efficiency.** The intent is to leverage the technical, commercial, and managerial capabilities of a qualified operator to ensure the facility achieves optimal productivity and cost-effectiveness.

This partnership model allows for a clear separation between asset ownership and operational execution, ensuring that the facility benefits from industry best practices while maintaining strategic oversight and long-term value control.

a. Project Objective

To appoint an experienced industrial operator to:

- Manage spring water bottling facility operations
- Ensure production efficiency and compliance
- Deliver consistent output aligned to JBM demand forecasts

b. Asset Provision by JBM

- Leased access to the existing bottling building
- Access and usage of the natural spring and permitted abstraction capacity
- Regulatory licences related to spring access and water abstraction
- Spring maintenance

c. Scope of Services

Mandatory Responsibilities

- Daily facility operations, workforce management and staffing
- Quality assurance and regulatory compliance

- Sales, distribution and inventory management
- Operational efficiency and financial management

2. Building Specifications

a. Building size (Square Footage)

- Ground Floor Area- 1019 SQM
- Mezzanine Floor Area - 291 Sqm
- Total Proposed Area - 1310 SQM
- Building Dimension L x W - 71' 5" x 151' 4"

b. Layout and structural specifications

- Building Type: Two-Storey (Ground floor + mezzanine) commercial/industrial facility
- Structural System:
    - 0.7mm 24 gauge pre painted galvanized steel sheet
    - Reinforced concrete (RC) structural elements including:
        - Concrete floor slabs with steel float finish

c. Utilities Available (Power, Water, Drainage, etc.)

- Water Supply:
    - Source water within close proximity
    - Drainage & Sewer: storm and wastewater drainage system in place
- Power Supply:
    - 3-phase supply available

d. Existing infrastructure within the facility

- Generic Building space to allow for greater flexibility

3. Operational Model

JBM shall retain ownership of the facility and its existing brand and associated intellectual property. The Operator may utilize JBM's existing brand for the production, marketing and distribution of the spring water products, subject to JBM's approval and agreed brand-use terms.

Where the Operator elects not to utilize JBM's existing brand, the Operator may propose and operate under its own brand, subject to JBM's approval and the terms agreed between the parties. Such an arrangement shall not affect JBM's ownership of its existing brand, intellectual property, facility or other associated assets.

JBM has adopted a delivery model whereby the Operator shall be responsible for the full operationalization and management of the facility, including the provision and/or facilitation of required fit for purpose production and bottling equipment, working capital, and technical expertise necessary for commissioning and sustained operations.

Accordingly, bidders are therefore required to propose a comprehensive, all-inclusive Management Agreement solution that includes the provision of bottling equipment, along with specifications of the equipment needed, if they are generic or speciality equipment.

Models may include but are not limited to; vendor financing, lease-financing, revenue-sharing arrangements, or other innovative financial models. All proposals must explicitly outline:

- The ownership structure of any equipment introduced
- The proposed cost recovery mechanism (e.g., management fees, per-unit production fees, revenue share, or hybrid structures)
- The duration required to recover capital investments
- Any conditions precedent tied to financial recovery
- The extent of operational and commercial control required by the Operator during the term of the agreement.

JBM's preference is to maintain strategic oversight of branding, pricing, and market positioning; however, bidders may propose alternative arrangements where such involvement is necessary, provided that these are clearly justified and defined.

All proposals should distinctly separate operational management responsibilities from financing obligations and clearly demonstrate how both components will be integrated to ensure the sustainable and efficient operation of the facility.

4. Other Business Model Considerations

Proponents are required to submit a fully transparent and detailed description of their proposed commercial and operating model for the provision of services under this engagement. This includes, but is not limited to, the manner in which the Proponent intends to operate, market, distribute, and commercially exploit the products arising from the facility.

JBM requires full disclosure of the Proponent's intended business structure to ensure alignment of operational, branding, and commercial interests.

Proponents must explicitly state whether they intend to operate under any of the following models:

- **Single-Brand Dedicated Model**
  The Proponent operates exclusively within the scope of the JBM's brand, and all production, marketing, sales, and distribution activities are conducted solely for the Procuring Entity's products.
- **Multi-Brand / External Commercial Model**
  The Proponent intends to simultaneously operate or service other brands, products, or commercial interests external to JBM's brand.

- **Hybrid Model**
  A combination of dedicated operations for JBM alongside external commercial activities.

a. Branding and Market Positioning

Proponents should clearly indicate their intended role in relation to branding, including whether they will:

- Market and distribute solely under the JBM's brand.
- Operate using a co-branding arrangement (subject to approval).
- Develop, introduce, or operate under their own independent brand(s) in relation to production or distribution activities.

b. Sales and Commercial Exploitation Strategy

Proponents should fully disclose their proposed approach to sales, including:

- Whether sales will be conducted exclusively for JBM or extended to third-party products.
- Proposed sales channels (wholesale, retail, institutional, export, direct-to-consumer).
- Whether sales functions will be:
  - Fully integrated within the Proponent's operations; or
  - Structured as a separate commercial entity or agreement; or
  - Managed through third-party distributors or agents;
- Revenue generation model (e.g., margin-based, commission-based, revenue share, fixed fee structures).

c. Distribution Strategy Disclosure

Proponents should outline their distribution model, including whether they will:

- Operate dedicated distribution networks for the JBM's products.
- Utilize shared distribution systems across multiple brands.
- Outsource logistics and distribution to third-party providers.
- Retain exclusivity or non-exclusivity in distribution channels.

d. Conflicts of Interest and Resource Allocation

Where Proponents operate or intend to operate other commercial brands or facilities, they must disclose:

- Potential conflicts of interest.
- Competing products or brands currently managed or intended to be managed.
- Resource allocation mechanisms (production lines, storage, logistics, sales teams).
- Safeguards to ensure non-discriminatory treatment of the Procuring Entity's brand.

5. Scope of Work

The selected Management Company will be responsible for the full operational management and optimization of the spring water bottling facility, ensuring efficient, safe, and commercially viable

production in alignment with the JBM's strategic objectives. The Proponent shall clearly indicate whether any area of the operations will be managed directly, outsourced, or executed through strategic partnerships.

a. *Operational Management*
   - Assume responsibility for the day-to-day management of the bottling facility.
   - Develop and implement standard operating procedures (SOPs) for all plant activities.
   - Plan and manage production schedules to meet demand forecasts and agreed output targets.
   - Ensure optimal utilization of plant, equipment, and resources.

b. *Staffing and Human Resource Management*
   - Recruit, train, and manage all operational staff required for the facility.
   - Establish staffing structures, shift systems, and performance management frameworks.
   - Ensure compliance with all labour laws, health and safety regulations, and industry standards.
   - Implement continuous training and capacity-building programs.

c. *Production and Quality Assurance*
   - Oversee the extraction, treatment, bottling, and packaging of spring water.
   - Ensure adherence to all quality standards, including potable water regulations and certifications.
   - Implement and maintain quality control systems and testing protocols (QA / ISO / HACCP Systems)
   - Maintain traceability systems and batch control processes.

d. *Plant Maintenance*
   - Develop and execute preventive and corrective maintenance programs.
   - Ensure optimal uptime and operational efficiency of all machinery and equipment.
   - Coordinate repairs, upgrades, and replacement of equipment as needed.

e. *Supply Chain and Inventory Management*
   - Manage procurement of raw materials, packaging supplies, and operational inputs.
   - Maintain appropriate inventory levels to support uninterrupted production.
   - Establish relationships with suppliers, vendors and negotiate cost-effective contracts.
   - Oversee warehousing and inventory control systems.

f. *Sales and Commercialization*
   - Development and execution of a sales strategy aligned with agreed production capacity.
   - Identification and onboarding of customers, distributors, and retail partners.
   - Management of key accounts, including wholesale, retail, and institutional buyers.
   - Establishment of pricing strategies (subject to approval or guidelines set by the Procuring Entity, where applicable).

- Demand forecasting and sales planning to inform production scheduling.
- Implementation of sales performance tracking and reporting systems.
- Management of receivables and credit arrangements, where applicable. Distribution and Logistics
- Develop and implement a distribution strategy to ensure efficient delivery of products to market.
- Establish and manage logistics networks, including warehousing, transportation, and inventory management.
- Ensure timely fulfilment of customer orders and maintenance of service levels.
- Optimize distribution routes and costs.
- Implement inventory control systems to minimize waste, stockouts, and overproduction.
- Coordinate closely with sales functions to align supply with demand.

g. Regulatory Compliance and Environmental Management

- Ensure full compliance with all applicable environmental, health, safety, and water resource regulations.
- Manage permits, licenses, and regulatory reporting requirements.
- Implement sustainable water extraction and environmental protection practices.
- Ensure adherence to food safety and sanitation standards.

h. Financial Management and Reporting

- Prepare and manage operational budgets.
- Monitor direct and indirect costs and implement efficiency measures.
- Provide regular financial and operational reports to JBM.
- Ensure transparency in all financial transactions related to operations.

i. Performance Management and KPIs

Establish and track key performance indicators (KPIs), including, but not limited to:

- Production volumes and efficiency, cost per unit
- Quality compliance rates
- Downtime and maintenance metrics
- Provide monthly and quarterly performance reports.
- Implement continuous improvement initiatives.

j. Risk Management

- Identify operational risks and implement mitigation strategies.
- Ensure business continuity planning and emergency response protocols.

k. Transition and Mobilization

- Support commissioning of the facility and transition into full operations.
- Develop a mobilization plan including staffing, procurement, and system setup.
- Conduct initial testing, calibration, and process validation.

6. Business Plan Validation and Reliance

All Offerors are required to submit a comprehensive and fully costed Business Operational Plan as part of their proposal.

The Operational Plan must include, but not limited to:

- Capital expenditure (CAPEX) requirements
- Operating expenditure (OPEX)
- Production projections
- Production volumes and ramp-up schedule
- Working capital requirements
- KPI Framework
- Reporting timeframes

7. Commercial & Financial Structure

Given the business operational model proposed, proponents should indicate their commercial and financial structure, this may include, but not limited to:

- Lease payment for facility utilization
- Operational Management Fee (fixed, variable, or hybrid)
- Performance-based incentives linked to volume, efficiency, or EBITDA
- Optional revenue royalty upside tied to agreed thresholds

8. Terms of Engagement

The agreement term is expected to be for five (5) years, subject to renewal. Governance shall include monthly reporting, quarterly performance reviews, and annual audits.

9. Evaluation Criteria

Proposals will be evaluated using a structured Two-Tier Procurement and Commercial Assessment Framework designed to assess not only technical capability, but also long-term commercial sustainability, return on investment to Jamaica Bauxite Mining Limited (JBM), operational risk exposure, asset utilization, and the speed at which the proposed model generates value.

Given that proponents may submit varying operational and commercial models (e.g., lease-operate, management agreement, revenue share, joint venture, toll manufacturing, hybrid commercial structures, or vertically integrated models), the evaluation process will not be limited to one predefined operating structure. Instead, proposals will be comparatively assessed using a normalized weighted scoring methodology that measures financial return, operational feasibility, risk allocation, and strategic value creation.

The evaluation framework therefore considers:

- Expected Return on Investment (ROI)
- Return on assets and asset utilization efficiency
- Capital expenditure requirements and lifecycle sustainability
- Operational and commercial risk allocation
- Scalability and long-term sustainability
- Technical and commercial execution capability
- Market viability and demand sustainability

Because proposals may contain different commercial structures, JBM will apply a normalized financial evaluation model to compare proposals on an equivalent basis.

The following factors will be comparatively scored:

Financial Metric	Evaluation Focus
ROI to JBM	Total projected return over contract term
Payback/Recoup Period	Time required to recover investment
Return on Assets	Efficiency of asset utilization
CAPEX Burden	Magnitude and timing of required investment
Revenue Stability	Sustainability of projected income
Risk Transfer	Degree of operational and market risk transferred away from JBM
Cash Flow Strength	Reliability and consistency of projected cash flows
Sensitivity Resilience	Performance under downside scenarios

Although exact ROI targets not disclosed, proposals will be comparatively ranked using internal benchmark thresholds.

Higher evaluation scores will generally be awarded to proposals demonstrating:

- Higher projected ROI to JBM
- Shorter capital recoup periods
- Faster positive cash flow generation
- Lower capital replacement exposure
- Higher guaranteed revenues
- Lower operational risk retained by JBM
- Stronger downside protection
- Lower dependency on optimistic sales assumptions

Two-Tier Procurement Structure

To ensure a fair and competitive procurement process, the Industrial Operations and Marketing & Commercial Operations components of this project will be evaluated as separate tiers, each with its own independent evaluation framework totalling 100%. Proponents may submit proposals for either Tier 1 (Industrial Operations), Tier 2 (Marketing & Commercial Operations), or both tiers.

Submissions will be assessed against the criteria specific to the tier(s) for which they are applying. This approach recognizes the distinct technical, operational, and commercial competencies required for successful delivery and allows specialized firms to compete within their areas of expertise.

The Procuring Entity reserves the right to award Tier 1 and Tier 2 to separate proponents where this is determined to provide the best overall value, operational effectiveness, and commercial outcomes. Where a proponent submits for both tiers, each tier will be evaluated independently, and award of one tier shall not automatically result in award of the other.

- ***Tier 1: Industrial Operator*** *– Facility retrofit, commissioning, operations, and asset management.*
- ***Tier 2: Marketing & Commercial Operator*** *– Brand development, route-to-market, sales, and demand growth.*

Tier 1 – Industrial Operator Scoring Matrix (100%)

Category	Description	Weight
Technical & Engineering Capability	Retrofit, commission, and optimize bottling plant	35%
Bottling Operations Experience	Experience operating water or beverage facilities	25%
Quality & Food Safety Compliance	HACCP, ISO, potable water standards	15%
Maintenance & Asset Management	Preventive maintenance, uptime, spare parts	12%
Staffing & Operational Readiness	Recruitment, training, safety systems	8%
Financial & Cost Management	OPEX realism and cost per liter control	5%

Tier 2 – Marketing & Commercial Operator Scoring Matrix (100%)

Category	Description	Weight
Brand & Market Strategy	Brand positioning, SKU strategy, target segments	30%
Sales & Route-to-Market Capability	Distribution network and export pathways	30%
Demand Forecasting & Commercial Planning	Forecast accuracy aligned to production	15%
Marketing Execution Capability	Launch, promotions, trade marketing	12.5%
Commercial Incentive Alignment	Revenue-based incentives and royalty logic	12.5%

10. Contractual Structure

Contract 1: Industrial Operations & Management Agreement – covers plant operations, compliance, maintenance, and staffing.

Contract 2: Marketing & Commercial Agreement – covers brand ownership use, sales, distribution, and demand creation.

Management Agreement Outline (Industrial Operator)

- Parties and Definitions
- Term and Renewal
- Scope of Authority and Delegation
- Operational Responsibilities
- Budgeting and Reporting
- Performance Management and KPIs
- Risk, Insurance, and Indemnities
- Termination and Step-In Rights
- Transition and Handover
- Governing Law and Dispute Resolution

Marketing & Commercial Agreement Outline

- Parties and Definitions
- Term and Renewal
- Grant of Rights and Brand Usage
- Scope of Commercial Responsibilities
- Distribution and Logistics
- Marketing and Demand Generation
- Commercial Model and Revenue Sharing
- Performance Management and KPIs
- Governance and Approvals
- Risk Allocation, Insurance, and Indemnities
- Financial Controls and Audit Rights
- Exclusivity and Non-Compete
- Termination and Step-In Rights
- Transition and Handover
- Governing Law and Dispute Resolution

11. Proposal Submission Requirements

Along with final proposal submission, ensure to include:

- Provide company profile and background
- Relevant experience within bottling and related business landscapes/portfolio
- Business/ financial standing

- Presentation format of proposal submission
- Key personnel CVs

12. Instructions for Submission of Proposal

All respondents are required to submit both Proposals electronically via email.

- Each proposal must be submitted and clearly labelled:
  - Spring Water Management Proposal
  - Offeror Name
  - Submission Date
- Submissions must clearly reference the RFP Number and Project Title ***"JBM Spring Water Facility Operational Management Proposal"*** in the subject line of the email.
- All responses to this Request for Proposal (RFP) must be received no later than the submission deadline stated on the cover page of this RFP.
- Late submissions will not be considered.

All responses to this RFP must be received no later than the submission deadline on the cover page of this RFP.

All inquiries and requests for information regarding this RFP must be submitted by email to the following individuals no later than the question/inquiry submission deadline on the cover page of this RFP. Reference the RFP number in all questions/inquiries.

Contractual and Technical	
Attention:	Jovaughn K. Bailey
Email	rfpsubmissions@jbm.gov.jm