NATIONAL CO-OPERATIVE EXPORTS LIMITED
राष्ट्रीय सहकारी निर्यात लिमिटेड

NATIONAL COOPERATIVE EXPORTS LIMITED

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EXPRESSION OF INTEREST

for

Building Shrimp Processing Plant in Andhra Pradesh for NCEL

(Built to Suit Model)

NATIONAL CO-OPERATIVE EXPORTS LIMITED
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EXECUTIVE SUMMARY

National Cooperative Exports Limited (NCEL), a multi-state cooperative under the Ministry of Cooperation, Government of India, invites Expressions of Interest (EOI) from experienced developers for the design, financing, construction, and ownership of export-oriented shrimp processing facility at Nellore, Andhra Pradesh.

This is a Build-to-Suit arrangement. The selected Developer will fund and construct the facility entirely at its own cost, to the technical specifications set out in this document, and will retain full ownership, and statutory licensing for the plant. NCEL will not hold any equity, asset, or construction obligation in the facility.

Upon successful commissioning, NCEL intends to engage the facility as its priority processing partner for the region, availing processing services on a fee-per-tonne basis linked to actual throughput, under commercial terms. Definitive commercial terms will be negotiated separately and finalised only after the facility is built, commissioned, and demonstrated to meet the specifications herein.

The facility is required to be engineered for a minimum combined processing capacity across its principal lines of 60 MT/day, with full cold chain, effluent treatment, and utility infrastructure, and must be capable of achieving MPEDA, EIC, FSSAI, HACCP, US FDA, EU, and other market-specific export approvals within a defined commissioning timeline.

INVITATION FOR EXPRESSION OF INTEREST

National Cooperative Exports Limited (NCEL) invites Expressions of Interest (EOI) from experienced entities with demonstrated expertise in the development and implementation of industrial and export-oriented processing infrastructure, including seafood processing facilities.

NCEL intends to facilitate the establishment of a world-class export-oriented shrimp processing facility in Nellore, Andhra Pradesh, under a Build-to-Suit (BTS) development model. The proposed initiative is envisioned to support NCEL's objective of strengthening India's cooperative seafood export ecosystem through the creation of modern processing infrastructure aligned with international standards and export market requirements.

Interested entities are invited to participate in this EOI process and submit their responses indicating their capability, relevant experience, technical expertise, financial strength, and overall suitability for development of the proposed facility in accordance with the requirements contained in this EOI document.

Following successful establishment and commissioning of the facility, NCEL may utilize the processing infrastructure through a mutually agreed commercial arrangement to support export-oriented seafood processing operations.

1. ABOUT NATIONAL COOPERATIVE EXPORTS LIMITED

National Cooperative Exports Limited (NCEL) is a multi-state cooperative organisation incorporated on 25 January 2023 under the Multi-State Cooperative Societies Act, 2002, under the Ministry of Cooperation, Government of India. NCEL is promoted by five of India's largest cooperative institutions such as Gujarat Cooperative Milk Marketing Federation (GCMMF, the parent of Amul), Indian Farmers Fertiliser Cooperative Limited (IFFCO), Krishak Bharati Cooperative Limited (KRIBHCO), National Agricultural Cooperative Marketing Federation of India (NAFED), and National Cooperative Development Corporation (NCDC).

NCEL functions as an aggregator, processor, and exporter of agricultural and allied produce sourced directly from member farmer cooperatives, addressing the fragmentation, limited market access, and inconsistent quality standards that have historically constrained India's cooperative farm sector from reaching export markets directly. Since inception, NCEL has exported to 28 countries across 31 commodity lines including cereals, spices, plantation products, fruits, vegetables, and fisheries. In FY 2024–25, NCEL exported 10.83 lakh metric tonnes of produce valued at ₹4,283.56 crore, posting a net profit of ₹122 crore, on a cumulative base of over 11,000 cooperative member societies.

The marine division of NCEL is focused on the procurement, processing, and export of shrimp from Andhra Pradesh. NCEL currently operates as a merchant exporter, procuring raw shrimp directly from small and marginal farmer cooperatives and routing it through third-party MPEDA-registered processing establishments. This EOI represents a deliberate evolution of that model securing dedicated, purpose-built processing capacity aligned to NCEL's own technical and quality standards.

2. INDIAN SEAFOOD EXPORT OPPORTUNITY

The global shrimp trade is a large and growing market. Frozen shrimp (HS Code 030617) alone was valued at USD 19.69 billion in 2024 across 3.02 million MT of traded volume, growing at approximately 4.46% annually in volume terms, while the global shrimp market as a whole is projected to reach approximately USD 124.2 billion by 2034 at a CAGR of 5.8%. Fresh and chilled shrimp (HS Code 030636), though smaller in volume, is the fastest-growing category globally at 8.46% annual volume growth, reflecting a market shift toward premium, short-shelf-life formats.

India is central to this opportunity. With an 8,000+ km coastline and the world's second-largest fish production after China, India's shrimp industry is overwhelmingly Vannamei-driven. Indian frozen shrimp exports were valued at USD 4.38 billion across 671.74 thousand MT in 2024, and the product mix is dominated by peeled shrimp and HLSO. Key destination markets include the United States, China, North-Western Europe, and Vietnam.

Andhra Pradesh is India's leading shrimp-producing state and already hosts several large, established processors and exporters, indicating a mature, investable industry ecosystem. This established base of comparable, commercially successful processing infrastructure in the same catchment area substantiates the underlying business case for a new, dedicated facility at Nellore.

3. PROJECT VISION

NCEL's long-term vision is to replicate the transformational Amul model brought to Indian dairy for India's fisheries sector - an integrated, cooperative-owned value chain that captures a meaningfully larger share of the value currently lost to fragmentation and intermediation. The sector remains highly fragmented with over 90,000 small and medium shrimp farms transactions through more than 250 processors and exporters, with heavy reliance on intermediaries, inconsistent quality standards, and weak traceability.

NCEL's proposed model is to build a cooperative-led, institutionalised ecosystem spanning aggregation, feed supply, processing, and value-added export. This shrimp processing facility at Nellore is a foundational step in that trajectory. It is the mechanism by which NCEL moves from being a pure merchant exporter, reliant entirely on third-party processing capacity toward a model where NCEL has assured, purpose-built, quality-controlled processing capacity aligned to its own cooperative supply chain.

The Build-to-Suit structure is deliberately chosen to balance these two objectives: it gives NCEL dedicated, specification-compliant processing infrastructure, while preserving NCEL's capital for its core mandate of farmer aggregation, procurement, and market development.

4. PROJECT OBJECTIVES

The primary objectives of the Project are to:

- Develop a state-of-the-art, export-oriented facility that strictly conforms to the highest international engineering, food safety, and global regulatory standards.
- Provide a reliable and highly scalable processing gateway to handle present and future seafood volumes generated through NCEL's cooperative network, unlocking premium global markets for local primary producers.
- Build highly versatile processing lines capable of manufacturing a comprehensive product portfolio, ranging from raw and cooked lines to Individually Quick Frozen (IQF), block frozen, brine frozen, and premium value-added formats.
- Adopt advanced automation, digital tracking infrastructure, and rigid quality control protocols to ensure the end-to-end transparency and strict food safety compliance demanded by premium international buyers.

- Foster strategic private sector investment in national export infrastructure through a mutually beneficial, commercially viable Build-to-Suit (BTS) model that minimizes public asset risk.
- Stimulate industrial development in Andhra Pradesh by generating sustainable employment, accelerating advanced food-processing technology adoption, and enhancing India's long-term competitive edge in global seafood trade.

5. BUILD-TO-SUIT COMMERCIAL MODEL

The Project shall be implemented under a Build-to-Suit (BTS) model strictly designed to establish a clear allocation of investment, operational, and commercial responsibilities between the selected Developer and NCEL. The relationship is structured purely as a capital-investment and processing-services arrangement, intended to encourage private infrastructure investment while ensuring maximum commercial flexibility for both parties.

Under this framework, the execution and operational principles are defined as follows:

- **End-to-End Developer Responsibility:** The selected Developer shall independently finance, design, engineer, procure, construct, commission, own, operate, maintain, and continuously upgrade the processing facility entirely at its own cost and risk.
- **Absolute Asset & Compliance Ownership:** The Developer retains complete ownership of all Project assets including the land, civil structures, buildings, utilities, machinery, and supporting infrastructure. Furthermore, all statutory approvals, operating licenses, and international export certifications shall be secured, maintained, and owned solely in the Developer’s name, unless otherwise mutually agreed in writing.
- **Defined Scope of NCEL’s Role:** NCEL’s role within this Project is strictly limited to (a) defining the technical, quality, and operational specifications the facility must be built

to, and (b) subsequently availing export-oriented processing services from the facility on commercially negotiated terms once it is fully commissioned and operational.

- **No Tenancy or Asset Transfer:** This framework does not contemplate any real estate transaction. No lease, rental, or asset-transfer relationship exists, nor shall be implied to exist, between the Developer and NCEL at any stage of the Project lifecycle.
- **Toll Processing Integration:** Following successful commissioning, NCEL intends to utilize the completed facility as an anchor customer through a separately negotiated Toll Processing Agreement (TPA), under which raw seafood procured by NCEL's cooperative network may be processed and packed for global export.
- **Absence of Commercial Guarantees:** The issuance of this EOI does not constitute any binding commitment or financial obligation by NCEL to provide minimum throughput, guaranteed plant utilization, take-or-pay obligations, minimum revenue assurances, or exclusive processing rights to the Developer.
- **Third-Party Commercial Processing:** To maximize asset monetization, the Developer is explicitly permitted to utilize any available surplus processing capacity for third-party business. However, such utilization is permitted strictly on the condition that NCEL's agreed service levels, end-to-end traceability requirements, confidentiality obligations, and operational priorities are completely safeguarded and maintained without compromise.

5.1. SCOPE OF PROJECT & DEVELOPER RESPONSIBILITIES

The Developer shall assume complete and sole responsibility for all project development risks, lifecycle milestones, and execution phases at its own cost and risk. The scope of responsibilities includes, but is not limited to:

Pre-Construction

- Identification, technical feasibility analysis, and acquisition of suitable land in Nellore, Andhra Pradesh.

- Execution of all mandatory site due diligence, including geotechnical investigations, topographical surveys, environmental impact studies, and traffic assessments.
- Securing all necessary national and state-level regulatory approvals, including Andhra Pradesh Pollution Control Board (APPCB) Consent to Establish (CTE), Fire NOC, and Factories Act registration.
- Undertaking comprehensive engineering and architectural design, to be submitted to NCEL for specification-compliance review prior to the commencement of construction.

Construction

- Civil construction of the main processing facility, including worker/staff accommodation
- Food-grade interiors and finishes throughout production zones
- Utilities and electrical infrastructure
- Refrigeration and cold storage systems
- Procurement and installation of all processing machinery
- Effluent Treatment Plant (ETP) and Sewage Treatment Plant (STP)
- In-house quality control laboratory
- Fire protection and safety systems
- Plant automation and control systems (SCADA/PLC)
- Digital traceability infrastructure

Certification & Compliance

- Sole, end-to-end responsibility for obtaining and maintaining all national and international certifications required, at Developer's own cost, with no financial or administrative liability resting on NCEL

Operations (post-commissioning)

- Preventive maintenance, calibration, and equipment upkeep

- Maintaining continuous certification validity and immediately notifying NCEL of any regulatory action
- Ongoing preventive maintenance and cooperation on future expansion or line-upgrade requirements
- To ensure supply chain continuity, the Developer shall maintain a minimum plant operational availability of 98%, excluding scheduled maintenance, unless otherwise mutually agreed upon in the subsequent Toll Processing Agreement.

5.2. LAND IDENTIFICATION & ACQUISITION

The Developer shall independently arrange suitable land possessing adequate area for the proposed development and future expansion. The selected site must possess:

- Valid industrial zoning and statutory development permissions.
- Unrestricted heavy-vehicle road connectivity providing export logistics access.
- Reliable industrial power availability and adequate potable/process water.
- Robust drainage and telecommunications infrastructure.
- Adequate physical buffer areas to support environmental compliance.

5.3. INDEPENDENT PROJECT FINANCING

The Developer shall independently arrange the entire capital structure required for the Project. This encompasses equity investment, term debt, construction and equipment finance, contingency funding for cost overruns, interest during construction (IDC), insurance, and initial operating expenses. NCEL holds no obligation to provide equity, guarantees, loans, grants, viability gap funding, or subsidies.

6. PROPOSED PLANT SPECIFICATIONS & PROCESSING CAPACITY

The Facility shall be designed using internationally accepted engineering practices to facilitate hygienic operations, efficient workflow, worker safety, product segregation, and future modular expansion.

The Developer shall execute complete civil works, ensuring the design complies strictly with GMP, HACCP, and international seafood processing standards. The mandatory physical layout must incorporate distinct infrastructure blocks, including:

- **Core Processing:** Main Processing Building, Cold Storage, Utility Block, Boiler House, Engine Room, and Future Expansion Area.
- **Support & Logistics:** Administrative Block, In-house Laboratory, ETP/STP yards, Warehouses, Packaging and Chemical Stores, Security Block, Internal Roads, Drainage, Boundary Walls, and heavy-vehicle Truck Parking.
- **Personnel Amenities:** Staff Amenities, Industrial Canteen, Locker Rooms, Medical Room, and Dormitories.

The facility must be engineered to meet the following minimum design capacities.

Facility Component	Minimum Design Capacity / Requirement	Remarks
IQF Line	40 MT/day	Continuous flow with glazing hardener
Block Freezing	20 MT/day	Contact plate freezing
Brine Freezing	10 MT/day	-
Cooker Line	10 MT/day	-

The facility shall be capable of manufacturing the following export products across various formats:

Product Category	Product Forms
Raw Products	Head-On Shell-On (HOSO), Headless Shell-On (HLSO), Peeled, Peeled Undeveined (PUD), Peeled & Deveined Tail-On (PDTO), Peeled & Deveined (PD), EZ Peel, Butterfly Cut
Cooked Products	Cooked Peeled, Cooked PDTO, Cooked IQF
Value-Added	Breaded, Marinated, Ready-to-Cook, Skewers, Tempura
Retail Packs & Frozen Formats	Individual Quick Frozen (IQF), Block Frozen, Brine Frozen

7. MACHINERY REQUIREMENTS

All processing equipment procured and integrated by the Developer must be internationally recognized, supplied by reputed OEMs, and entirely food-grade. Machinery must be highly energy-efficient, designed for continuous industrial operation, supported by comprehensive OEM warranties, suitable for preventive maintenance, and seamlessly integrated through a unified SCADA/PLC network. Preference shall be given to proven equipment manufacturers with active installations in export-oriented seafood facilities.

The developer must ensure the procurement and integration of the following minimum equipment specifications:

S. No.	Equipment	Remarks
1	Raw Material Receiving Conveyor	SS304
2	Weigh Bridge	Digital
3	Inspection Conveyor	Food Grade
4	Washing Tanks	Chlorinated Water compatible
5	Grading Machine	Automatic - Multiple Grades
6	Peeling Machine	Automatic
7	Deveining Machine	Automatic
8	Beheading Line	Stainless Steel
9	Soaking System	SS304
10	Glazing Machine	Adjustable
11	IQF Freezer	Spiral / Tunnel configuration – 2 Units of 1ton/hr capacity
12	Plate Freezer	Horizontal
13	Brine Freezer	Stainless Steel
14	Cooker Line	Steam Based
15	Multihead Weigher	Automatic
16	Vacuum Packing Machine	-

17	Thermoforming Machine	Optional
18	Checkweigher	Automatic
19	Metal Detector	HACCP Critical Control Point
20	Carton Sealer	Automatic
21	Inkjet Printer	Required for Traceability integration
22	Conveyor Network	Food Grade
23	Forklift	Electric Preferred
24	Pallet Truck	Heavy Duty
25	Dock Leveller	Export Loading

8. COLD CHAIN INFRASTRUCTURE

The facility must be equipped with a comprehensive, unbroken cold chain infrastructure engineered to preserve product quality and comply with stringent international export standards. The initial receiving and handling stages require a dedicated Raw Material Chill Room strictly maintained at 0–4°C. Finished inventory must be preserved in a heavy-duty Frozen Storage facility with a minimum storage capacity of 2000 tons, maintained at a constant temperature of ≤ -18°C which must connect directly to a temperature-controlled Ante Room designed to prevent ambient thermal contamination during internal transit. The facility must be designed with temperature-controlled loading docks featuring airtight reefer truck interfaces. Automated temperature monitoring, telemetry alarm systems with backup refrigeration networks must be integrated with the internal design of the facility.

9. UTILITY INFRASTRUCTURE

The plant infrastructure must include robust, continuous utility systems encompassing:

- Water Treatment Plant (WTP) and Reverse Osmosis (RO) Plant
- Ice Manufacturing Units (Flake Ice, Tube Ice)
- Boiler and Steam generation networks
- Air Compressor systems
- Diesel Generator (DG) Sets for 100% power backup
- Solar energy integration (Preferred)
- Dedicated Electrical Substation, Transformer Yard, and HT Yard
- SCADA and PLC automation systems
- Comprehensive Fire Fighting systems
- Ammonia detection sensors (if applicable)
- HVAC systems with Positive Air Pressure in critical zones
- In-house laboratory to conduct rigorous testing for microbiology (Salmonella, Vibrio, Listeria, E.coli, Aerobic Plate Count) and chemical (Antibiotic residues) presence.

10. FOOD SAFETY & REGULATORY COMPLIANCE

To ensure seamless integration into global supply chains, the facility must be meticulously designed, constructed, and operated to comply with the most stringent international food safety and regulatory frameworks. Foundational compliance mandates require the facility to secure a manufacturing license from FSSAI, export approval from EIA, and processing establishment registration with MPEDA, all underpinned by mandatory HACCP implementation.

Beyond domestic benchmarks, the plant must achieve full compliance with primary international market requirements. This includes US FDA Food Facility Registrations, European Union's regulations to secure an approved establishment listing.

Furthermore, the infrastructure must demonstrate immediate readiness and compliance capabilities for GACC registration in China, Positive List compliance for Japan, CFIA export readiness for Canada, and comprehensive UK food import compliance and Kosher certification. To cater to Middle Eastern markets, the facility must possess the capability for SFDA facility approval and broad GCC regulatory compliance.

Finally, the plant's architectural and operational flow must naturally facilitate BRCGS Food Safety and Best Aquaculture Practices (BAP) certifications, while additional capabilities supporting ASC Chain of Custody, and MSC Chain of Custody remain highly preferred.

The selected developer shall assume sole, end-to-end responsibility for handling, applying for, securing, and maintaining all the aforementioned national, international, statutory, and regulatory approvals, registrations, and certifications. All procedural frameworks, documentation, compliance audits, and associated official or liaisoning fees required to make the plant fully export-ready shall be executed and borne entirely by the builder/developer, with no financial or administrative liability resting on NCEL.

11. INFORMATION TO BE SUBMITTED BY INTERESTED PARTIES

Respondents must provide comprehensive documentation demonstrating their technical, financial, and organizational capability to execute a greenfield project of this magnitude. To ensure a standardized evaluation process, all interested parties are required to submit their corporate details, relevant experience, execution methodologies, and operational capabilities strictly in the formats provided in the Annexures appended to this document. All submissions must be accompanied by the requisite supporting documents, completion certificates, and quality certifications as outlined in the annexures.

Interested parties should submit their response on or before **15th July 2026**. NCEL reserves the right to extend or close the response window at its discretion and will not be responsible for evaluating responses received after the deadline without prior intimation.

For technical clarifications and final submissions, direct all correspondence to contact the following person:

- **Name and Designation:** Nalla Senapathy V
- **Organisation:** National Cooperative Exports Limited (NCEL)
- **Official Email:** nalla.senapathy@ncel.coop
- **Contact Number:** +91 9677770281

12. TERMS AND DISCLAIMER

1. This Expression of Interest (EOI) is issued by National Cooperative Exports Limited (NCEL) solely for the purpose of assessing market interest and identifying capable entities with relevant technical, financial, and operational capabilities for the proposed project. This EOI is intended only as a market-sounding and capability assessment exercise.
2. This document is not a Request for Proposal (RFP), tender, offer, invitation to treat, commitment, or representation by NCEL. Issuance of this EOI does not obligate NCEL to proceed with the project, issue a subsequent RFP, shortlist any applicant, enter into negotiations, or execute any agreement.
3. Submission of an EOI shall not create any legal relationship, contractual obligation, partnership, joint venture, agency arrangement, or expectation of award between NCEL and any applicant.
4. Applicants are expected to conduct their own independent investigations, technical assessments, market studies, financial evaluations, legal due diligence, and commercial analysis before submission of their responses.

5. Information provided in this EOI has been prepared in good faith. However, NCEL makes no representation or warranty, express or implied, regarding the completeness, accuracy, adequacy, or suitability of the information contained herein.
6. Applicants shall rely solely on their own assessment and judgment in evaluating the proposed opportunity and shall not rely exclusively on the information contained in this EOI.
7. At any time prior to the submission deadline, NCEL may amend, modify, supplement, clarify, suspend, or withdraw this EOI, in whole or in part, at its sole discretion and without assigning any reason. Any amendment or clarification issued by NCEL shall be deemed to form an integral part of this EOI.
8. NCEL reserves the right to seek additional information or clarifications, conduct discussions with applicants, invite fresh responses, or adopt any alternative procurement or implementation approach considered appropriate.
9. All costs and expenses associated with preparation, documentation, due diligence, site visits, presentations, and submission of responses to this EOI shall be borne entirely by the applicant. NCEL shall incur no financial liability or obligation regardless of the conduct or outcome of this EOI process.
10. NCEL reserves the right to accept or reject any or all responses received without assigning any reason and without incurring any liability toward participating applicants.
11. This EOI and all matters arising in connection with it shall be governed by the laws of India and shall be subject to the jurisdiction of the competent courts at New Delhi.

ANNEXURE

1. GENERAL INFORMATION OF THE APPLICANT

Sl. No.	Parameter	Details to be Filled by Applicant
1.1	Full Legal Name of Applicant's entity	
1.2	Legal Status (Public Ltd. Co. / Pvt. Ltd. Co. / Partnership / Proprietorship)	
1.3	CIN / Registration No.	
1.4	Year of Registration	
1.5	Registered Office Address	
1.6	Principal Place of Business	
1.7	PAN and GSTIN	
1.8	Name and Designation of Authorized Signatory	
1.9	Mobile Number and e-mail ID of Authorized Signatory	

2. FORMAT FOR UNDERTAKING

To,

National Cooperative Exports Limited (NCEL)

I, **________________________**, Authorized signatory of **________________________** ,do hereby solemnly affirm and declare as under:

1. That our Firm / Company is eligible to submit the aforesaid EOI as it is not under liquidation, court receivership or similar proceedings.
2. That all the information, documents and declarations submitted in/with our EOI are correct to the best of our knowledge and understanding.
3. We have not been Banned/Blacklisted as on date of submission of bid by any of the Central or State Governments in India / Government Department in India / Indian PSU / autonomous organizations in India / multilateral donor institutions.
4. Our Director(s)/Owner(s)/Proprietor/Partner(s) have not been convicted by any court of law for offences involving corrupt and fraudulent practices including moral turpitude in relation to business dealings with Government of India or any PSU during the last five (5) years.
5. That if any information / data furnished by us is found to be incorrect or false or misleading at any point of time, it would render us liable to be debarred from any subsequent tendering, and NCEL shall have the full right to take any action as per applicable laws.

(Signature & Seal of Authorized Signatory)

Date:

Place:

3. FINANCIAL INFORMATION OF THE APPLICANT

Financial Year	Annual Turnover (INR Crore)
FY 2023-24	
FY 2024-25	
FY 2025-26	

4. TECHNICAL & ENGINEERING EXPERIENCE

Parameter	Details of Relevant Seafood / Food Processing Experience	Supporting Document Required
Experience in Designing & Engineering	(Describe past experience in the conceptual and detailed engineering of food facilities)	Completion Certificates / Work Orders
Experience in Construction & Development	(Describe past greenfield or brownfield project execution experience)	Completion Certificates / Work Orders

5. TRACK RECORD OF COMPLETED PROJECTS (LAST 5–7 YEARS)

(Please provide details for major seafood processing plants or similar automated industrial food facilities completed by your firm)

Project Name & Location	**Client Reference & Contact Details**	**Scope of Work (Design/Build/O&M)**	**Total Capital Outlay (INR Crores)**	**Year of Commissioning**
1.				
2.				
3.				

6. OPERATIONS MANAGEMENT

Parameter	**Description / List of Proposed Partners**
Proposed Project Execution Methodology	(Briefly outline your step-by-step approach from land setup to final plant commissioning)
Indicative Project Delivery Timeline	(Provide an estimated timeline or attach a tentative high-level Gantt Chart)
Key Technology Partners & Suppliers	(List the major equipment manufacturers or global OEM brands you intend to partner with for automated lines, freezers, sorters, etc.)
Approach to Operations & Maintenance (O&M)	(Outline your strategy for day-to-day operations, facilities management, and engineering support)
Preventive Maintenance Framework	(Describe your protocols for scheduled maintenance, machinery calibration, and minimizing plant downtime)