

# CAPABILITY STATEMENT



(spanish adjective)  
= First, to be  
'primero' is to be  
number one.

DRIVING  
PROJECTS  
FORWARD

PRIMED  
FOR  
SAFETY

ACCOUNTABILITY

EFFICIENCY

INTEGRITY

TAKING  
OWNERSHIP

WORKING  
SMARTER

UPHOLDING  
PROMISES

DESIGN

CONSTRUCT

OPERATE

MINERAL  
PROCESSING

ENERGY &  
HYDROCARBONS

NON PROCESS  
INFRASTRUCTURE

MINERALS

ENERGY

NPI

**Primero is a multidisciplinary engineering group that specialise in the design, construction and operation of global resource projects.**

Primero was founded in 2011 with a vision to create a vertically integrated business in the mineral processing, energy and non-process Infrastructure (NPI) market segments as a turnkey project solution provider. From major greenfield projects through to brownfield projects on operating sites, our team of professionals work with you from the outset to solve complex engineering challenges and create fit for purpose design and construction solutions.

Since inception we have grown and diversified to globally deliver projects in over ten different countries spanning five continents. With locations across Australia and North America our rapid growth is testament to our ability to deliver quality outcomes, safely and on time.

Our business model is underpinned by the integration of design and construction services for projects, self-performing process, civil, structural, mechanical, piping, electrical, instrumentation, and control system disciplines. In addition to design and construction projects Primero offer contract operation and maintenance services for the plants we are engaged to design and build, and those that we don't. Primero also offers build, own and operate (BOO) solutions that provide deferred capital opportunities while ensuring client throughput and availability outcomes are aligned.

## DESIGN

**It all begins with consultancy and fit for purpose design. Our value proposition is underpinned by class-leading credentials in the full complement of process, mechanical, electrical, structural and civil engineering disciplines.**

At Primero, our goal remains consistent – to balance plant optimisation with fit for purpose design to ensure a project performs as prescribed while maximising capital efficiency.

We have the facilities, knowledge, experience and personnel readily available to deliver all aspects of design and engineering including process, structural, civil, mechanical, electrical and instrumentation.

We provide bespoke engineering solutions for the minerals, NPI and Energy sectors industries, and our inhouse team is experienced in all aspects of design. We pride ourselves as being leaders in plant modularisation and design for constructability.

Layout efficiency is consistently emphasised to optimise material quantity, constructability, and operability to reduce life cycle cost of ownership. Design capabilities include:

### Mechanical Engineering

- Equipment selecting.
- Mechanical design.
- Drafting.
- Upgrade & optimisation studies (brownfields infrastructure).

### Plant & Infrastructure Design

- Rotating equipment.
- Bulk material handling & fluid storage.
- Reticulation systems.

### Plant Layouts

- Piping system & process design.
- Pipe stress analysis.
- Surge analysis.

### Structural & Civil Design

- Equipment support structures.
- Access walkways.
- Platforms.
- Conveyors.
- Silos.
- Surge bins.
- Product storage.

### Electrical & Instrumentation

- Power system analysis.
- HV and LV Systems.
- Switch rooms.
- Control Systems.
- Hazardous Areas.





## CONSTRUCT

**With a history of safely delivering large scale construction projects, our ability to effectively deliver any type of project through a variety of construction methodologies is bolstered by our founding core beliefs of working smarter, upholding promises, and taking ownership.**

As a multidisciplinary construction contractor, we specialise in self-performed earthworks; civil; structural, mechanical and pipework (SMP); and electrical, instrumentation and control (EIC) project delivery in often remote and hazardous environments. Our commitment to diversified, inhouse construction competency lends itself to financially optimised, turnkey project solutions. By self-performing all construction disciplines, we retain control of our supply chain, eliminate margin duplication, remove interface risk and unlock optimum value for projects and clientele alike. Often engaged for our multi-approach, we have the ability to act as a single discipline contractor as and when required.

Construction specialties include:

- Process plants.
- Power generation.
- Heavy mobile & fixed plant maintenance facilities.
- Hydrogen / hydrocarbon storage & distribution.
- Site water management.
- Warehousing & product storage.
- Gas reticulation, delivery & metering.

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**“The quality of the site works undertaken by Primero was to a very high standard with very few instances of rework being required for a project of this size and complexity. Labour and industrial relations was well managed on the project with no industrial disputes or related lost time events... Overall Primero was a major contributor to the success of AGL’s Barker Inlet Power Station project.”**



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## OPERATE

**Safety, grade, throughput and availability are the core focus of our operations group. Shared success and years of diversified industry experience are deployed into the operation, maintenance and asset management of each and every process plant that we operate.**

Primero provides tailored, project-specific operational readiness packages to help emerging companies navigate between practical completion of construction through to autonomous operation and maintenance (O&M) activities. Our offering includes secondment of production staff, development of production and maintenance plans, and the development of safety management systems to enable swift progression into production post-construction operation. By supporting a project beyond load commissioning, Primero's operation and maintenance capability reduces ramp-up risk, associated NPV erosion and accelerates the pathway to sustainable nameplate production.

As an extension to our EPC and O&M capability, Primero can offer a tailor made build, own, operate (BOO) solution for our clients or partners that is suited to their project or commercial needs.

Offering an unparalleled capability among engineer firms, our BOO model expedites the transition from explorer to producer.

The benefits of contract processing include:

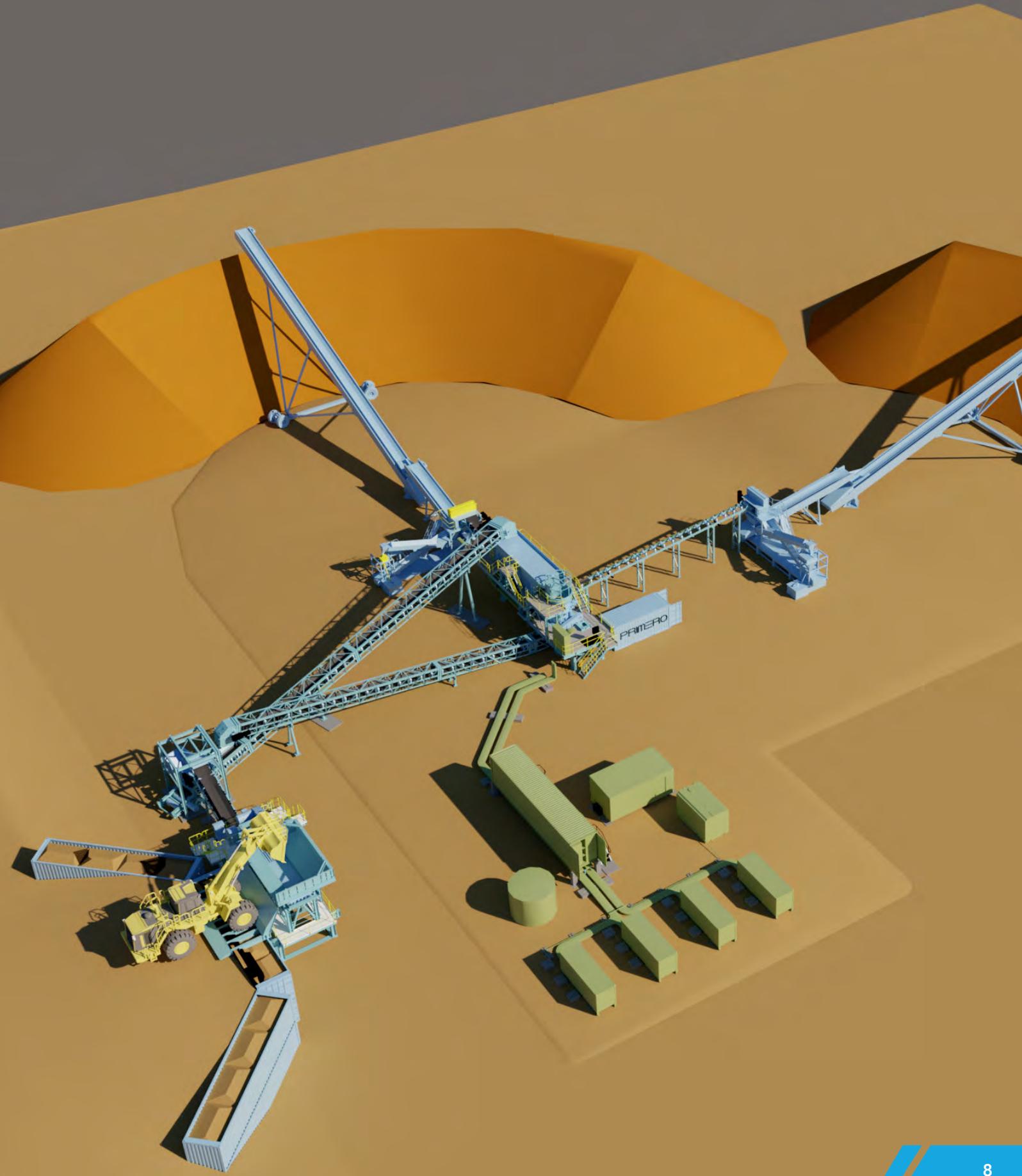
- Deferred CAPEX.
- Risk sharing via throughput / grade bonuses & penalties.
- Rapid transition to production post construction practical completion.
- Increased availability & product recovery.
- Best practice production management through the early adoption of lessons learnt from sister sites.
- Alleviation of administrative and overhead burden.

“

**“From maiden resources to production of first concentrate in under 9 months... a massive effort from all involved”.**



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## MINERAL PROCESSING

**Primero offers class-leading mineral processing services that extend from the initial geo-metallurgical sample selection process through all aspects of study, detailed design, construction, operation, and maintenance of process infrastructure. In turn, we remain accountable for each of the project phases and as such capital cost efficiency and operational excellence are priorities from the outset.**

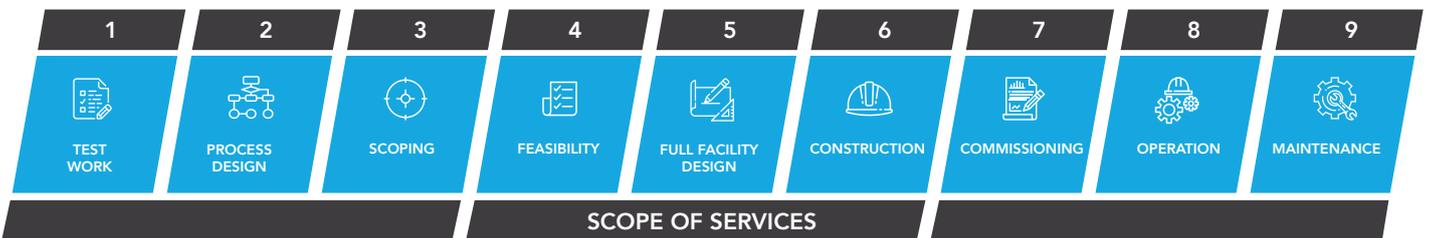
The metallurgist assisting the geologist to select core samples for the first round of metallurgical test work is likely to be responsible for commissioning and operating the processing plant – a level of ownership and engagement that is unique among our peers.

Plant operability and reliability are continuously optimised as lessons learnt from our production teams are re-purposed into the basis of design

for the next generation of resource projects we are entrusted to deliver.

Knowledge retention throughout feasibility, detailed design, construction, commissioning and ramp-up underpins a unique project development capability that unlocks schedule opportunity and reduced pre-production.

- **Process Design & Metallurgy.**
- **Feasibility Studies.**
- **Detailed Design.**
- **Process Plant Construction.**
- **Brownfield Modification.**
- **Refurbishment & Restart.**



## ENERGY

**Primero's energy group specialise in the design and construction of hydrocarbon production, hydrogen processing, storage and distribution infrastructure, and the power generation facilities they often service. The team has rendered technical engineering solutions to the entire production chain comprising the design and construction of hydrogen production facilities and gas delivery stations, and an integrative construction of a 211MW power station.**

Our group of energy professionals are experts in the execution of design and construction projects for offshore and onshore production, processing, storage, and transmission in both green and brownfields environments.

We provide ongoing engineering, modification, and maintenance services for onshore infrastructure and flotation production storage and offloading (FPSO) facilities for a wide range of operators.

We have extensive experience in gas compressor station modification and installation projects. Additionally, our team has designed pipelines and associated supporting metering, pressure reduction, heating, and filtration infrastructure.

More recently, our experience extends to the new energy sector and the design and construction of hydrogen production facilities.

- Power Generation.
- Gas Metering & Delivery.
- Compressor Stations.
- Hydrogen Production.
- Offshore & Onshore Processing.
- Renewables.





## NON-PROCESS INFRASTRUCTURE

**Our holistic approach to resource project development is reinforced by extensive, demonstrated experience in the safe and timely delivery of non-process infrastructure solutions. Irrespective of size, scope, or location, we deliver balance of plant projects in both greenfield and sustaining capital environments.**

We have extensive experience in mobile equipment maintenance, diesel storage and unloading, hydrocarbon storage and distribution, mobile equipment tyre maintenance, fixed plant maintenance, balanced machinery, and final product storage infrastructure.

- **Maintenance Workshops.**
- **Warehousing & Product Storage.**
- **Material Handling.**
- **Fuel & Hydrocarbon Management.**
- **Heavy & Light Vehicle Washdown.**
- **Site Water Management.**



# THE WAY WE WORK

## SAFETY

Zero harm goes beyond the protection of our people. We take an integrated "culture-not-compliance" approach to ensure the safety of our people and the wellbeing of the environments in which we work. Our multidisciplinary, self-performing business model fosters a positive safety culture by retaining direct influence over all facets in the delivery of our projects.

## DIVERSITY

Our commitment to in-house, turnkey project delivery has created a diverse environment of scientists, designers, engineers, tradesmen, accountants and analysts; and we're always looking for motivated individuals to join the team. Our employees are presented with exciting opportunities as we continue to expand our reach and deliver projects across the globe.

## SUSTAINABILITY

Our approach to protecting our environment is based upon the methodical and robust identification and control of risk throughout all phases of our projects. We remain committed to avoiding, if not minimising, any environmental consequence from our projects and, where possible, have a lasting positive impact on the footprint we occupy.

## COMMUNITY

We're a socially responsible organisation who is committed to the prosperity of the communities in which we choose to operate. We appreciate the importance of creating opportunities for small business and sharing our success with local vendors, towns and their people.

A subsidiary of NRW Holdings



# PRIMERO

DESIGN | CONSTRUCT | OPERATE

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