



# CAPABILITY STATEMENT





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

PRIMED  
FOR  
SAFETY

DRIVING  
PROJECTS  
FORWARD

ACCOUNTABILITY

TAKING  
OWNERSHIP

EFFICIENCY

WORKING  
SMARTER

INTEGRITY

UPHOLDING  
PROMISES

DESIGN  
CONSTRUCT  
OPERATE

MINERAL  
PROCESSING

ENERGY

IRON ORE

OPERATIONS &  
MAINTENANCE

SUSTAINING  
CAPITAL PROJECTS

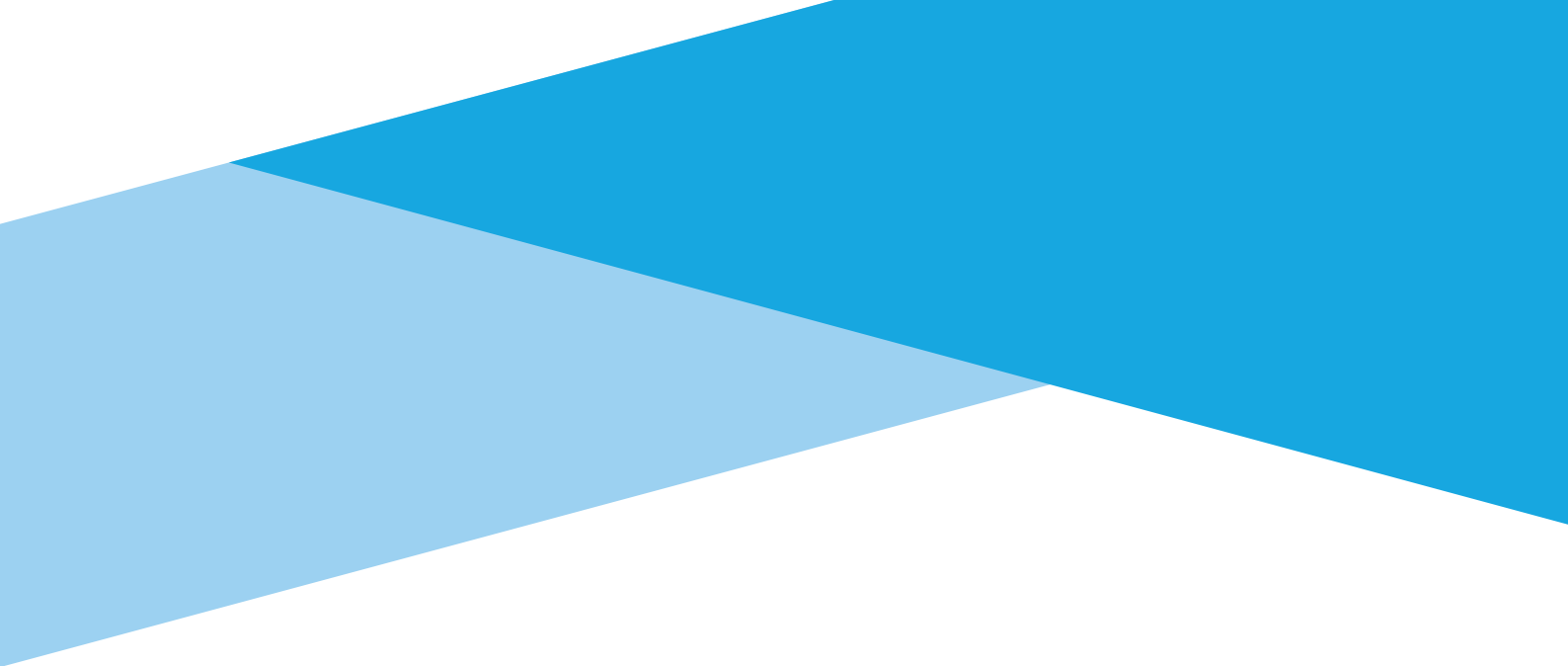
MINERALS

ENERGY

IRON ORE

O&M

MINOR PROJECTS



**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, iron ore 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, economic assessment 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, Iron Ore, 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 process ownership. Our design capabilities include:

### Process

- Testwork management & flow sheet development.
- Studies & Economic Assessment.
- Process Modelling - SYSCAD, METSIM & LIMS.

### Mechanical Engineering

- Mechanical design.
- Equipment selection.
- Drafting.
- Upgrade & optimisation studies (brownfields infrastructure).
- Comminution.
- Compression.

### 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 & 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:

- Mineral processing facilities.
- 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

**At Primero, we know that a reliable plant is a safe plant and a cost-effective plant. We know that if we continuously improve our performance under Primero's Operation & Maintenance (O&M) Superior Operation Performance model then we will deliver on the outcomes of safety, cost, and production: reliability, stability, recovery and product quality. We bring leadership and years of diverse industry experience to the operations, maintenance, and asset management services we offer to each process plant we operate.**

Primero provides project-specific operations and maintenance services to help emerging companies navigate the difficult transition from practical completion of construction through to O&M. Our offering includes mature operational readiness systems and processes followed by the deployment of proven leadership, production, metallurgical, laboratory, maintenance, planning, and warehouse staff to assist our clients with ramp-up, turnaround, and steady state production situations.

Our core value to our customers is an assurance of safely achieving an accelerated ramp-up to sustained nameplate production. 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 and profitable production.

As an extension to our Engineering, Procurement, Construction (EPC) and O&M capability, Primero offers a tailor-made BOO solutions for our clients or partners where suited to the project or commercial needs.

Offering an unparalleled capability among engineer firms, our BOO model can enable the transition from the explorer to the producer for our customers. The benefits of contract processing include:

- Superior safety performance – achieved by mature systems, mature leadership, & teams seeded from an existing strong culture of safety as a value.
- Superior operational performance – confidence based on our track record of delivering.
- Deferred capital costs through off-balance sheet BOO contract model, if desired.
- Risk sharing via plant performance bonuses and penalties (grade, recovery, throughput, quality, & cost are some of the areas we can achieve close alignment through risk sharing).
- Reduction of our clients' administrative and overhead costs.

Primero successfully operates several build, own, operate facilities in hard rock minerals. We have developed our BOO capability by designing readymade semi-fixed modular plants that have been tailored to achieve efficient outcomes from as low as 1.5Mtpa beneficiation processes through to 12Mtpa large crushing and screening facilities across a range of commodities.





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“Atlas Iron has worked closely with Primero on the Miralga Creek project in the Pilbara region of Western Australia. We have been very pleased with the on-schedule project commissioning and responses to challenges. Primero has been a valued partner designing, procuring, constructing, and commissioning crushing and screening infrastructure which is now delivering on-specification and on-time product. Through the hard work, safe operation and adherence to product quality Primero ensures that Atlas meets the needs of our customers.”



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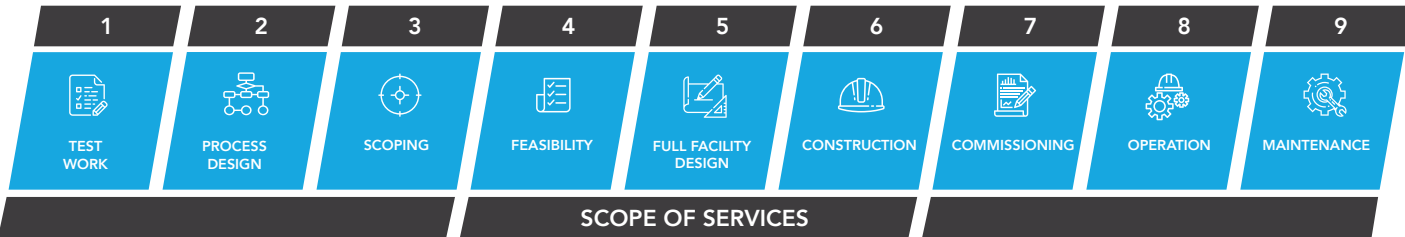
# MINERAL PROCESSING

Primero offers industry-leading mineral processing services across all stages of project delivery from test work development through to operations and maintenance. Primero has the expertise, capability and experience to provide comprehensive project solutions for an extensive range of commodities, including lithium, gold and iron ore.

Our minerals processing team is supported with additional expertise in the areas of energy and non-process infrastructure, allowing Primero to design and deliver projects for our valued clients that are wholly integrated with minimal interfaces.

We value effective collaboration with clients, which coupled with our technical expertise, allows Primero to bring innovation and unmatched delivery capability to any project.

- Test Work Development & Interpretation.
  - Process Design & Metallurgy Services.
  - Due Diligence & Advisory Services.
  - Feasibility Studies & Project Development Services.
  - Detailed Engineering & Design.
- Project Management & Procurement.
  - Construction & Commissioning.
  - Operational Readiness.
  - Operations & Maintenance.
  - Plant Optimisation & Improvement.



## ENERGY

**Primero's energy group specialises in the design, procurement, construction and commissioning of Energy related projects in both the traditional and new energy sectors. This includes onshore oil and gas processing and compression facilities, hybrid renewable energy solutions, 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 professionals are experts in the execution of design and construction projects for onshore production, processing, storage, and transmission in both green and brownfields environments.

In addition, we have the expertise in the design and installation of renewable energy solutions inclusive of Battery Energy Storage Systems.

We have extensive experience in gas compressor station modifications and installation projects. Furthermore, 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.

Our combined experience enables technical solutions across a broad range of energy projects to suit our customers needs.

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







## IRON ORE

**For over a decade, Primero has delivered some of the largest and most challenging projects for the Iron Ore sector. Primero's vertically integrated EPC delivery model across all construction disciplines is a significant advantage providing clients with end-to-end solutions from project conceptualisation studies through to commissioning.**

Our O&M team can build, own and operate (BOO) crushing plants in remote mine site locations. We can customise our designs to meet specific client specifications in terms of CAPEX and OPEX requirements.

Our designs continue to evolve to ensure that all of our client's expectations are met in full in terms of safety, quality, schedule and cost.

We can also complete associated work for mine extensions including the development of:

- Non-Process Infrastructure (NPI).

- Traditional & hybrid power plants.
- Static & relocatable overland Conveyors.
- Process & beneficiation plants.
- Mining Operations.

In addition, our team has the ability to execute a combination of any of the above mine extensions.

Our strong project delivery performance and in-house expertise have allowed us to both maintain our traditional iron ore clients, whilst developing relationships with new clients across the mining sector.







## NON-PROCESS INFRASTRUCTURE

**Primero understands how critical NPI assets are for our clients when working on remote operational sites. With self-performing expertise in civil, structural, mechanical, electrical, instrumentation engineering plus commissioning, we are well equipped to deliver EPC solutions for large, complex construction projects.**

Irrespective of size, scope, or location, we deliver NPI projects in both greenfield and sustaining capital environments.

Our approach is to work collaboratively with our clients to safely deliver quality facilities, which are cost effective and delivered on time.

Primero has extensive experience in NPI projects including:

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







## OUR VISION

*To be a leader in the global resources sector through the delivery of innovative, diversified and flexible project and operational solutions.*

## OUR VALUES



**EFFICIENCY**  
WORKING SMARTER



**ACCOUNTABILITY**  
TAKING OWNERSHIP



**INTEGRITY**  
UPHOLDING PROMISES

## OUR PROMISES



**DELIVER**



**SOLUTIONS**



**CARE**

## 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 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 within. We appreciate the importance of creating opportunities for small business and sharing our success with local vendors, towns and their people. Further, we support several charities to assist them making a difference in the community.



A subsidiary of NRW Holdings



# PRIMERO

DESIGN | CONSTRUCT | OPERATE

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