



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

MINERALS

ENERGY

ENERGY

IRON ORE

IRON ORE

OPERATIONS &
MAINTENANCE

O&M

SUSTAINING
CAPITAL PROJECTS

MINOR PROJECTS



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

Primero was founded in 2011, with a vision to create a vertically integrated EPC business that could operate in the Mineral Processing, Energy, Iron Ore, Operations & Maintenance and Sustaining Capital Projects market segments as a turnkey solution provider.

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

Primero is a subsidiary of NRW Holdings.

DESIGN

Primero has full in-house capability for engineering design and drafting across all disciplines.

- Process.
- Civil (Bulk Earthworks).
- Structural Concrete.
- Structural Steel.
- Mechanical and Piping Design.
- Electrical, Instrumentation and Control (EIC) including Control Systems Programming.

Our designs are fit-for-purpose with client and statutory requirements, safety, operational requirements, capital efficiency and constructability are all considered throughout the design process.

We are committed to bettering industry standard design practices and we use our extensive construction and operational experience to ensure continuous improvement of our design solutions and processes.

Primero offers the following engineering design services:

- Due Diligence / Project Reviews.
- Conceptual and Feasibility Studies.
- Front End Engineering Design (FEED).
- Detailed Engineering Design.
- Detailed Engineering Design to support EPC Project Execution.
- Consultancy discipline design services.







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.

Projects

We offer a full suite of project services and execution methodologies, allowing Primero to facilitate the client's preferred execution strategy. Typical project execution methods that Primero undertakes include:

- Engineer, Procure and Construct (EPC) contracts within Australia.
- Engineer, Procure and Construction Management (EPC) contracts.
- Design and Procurement contracts for global projects.
- Construct Only.

Construction

Primero has a history of safely delivering large-scale construction projects across the minerals, mining and energy industries. We self-perform the majority of construction activities, including:

- Civil Concrete works.
- Structural, Mechanical and Piping (SMP) Installation.
- Electrical, Instrumentation and Controls (EIC) Installation.
- Specialist Installation Subcontractor Management.

With a dedicated direct labour workforce, Primero can offer clients financially optimised project and construction solutions through the elimination of margin duplication and removal of interface risks.

Combined with our in-house design capability, Primero can act as the main contractor for an entire project, reducing client administrative and management burdens.

Construction specialties include:

- Mineral Processing Facilities.
- Non-Process Infrastructure.
- Power Generation.
- Heavy Mobile and Fixed Plant Maintenance Facilities.
- Hydrogen / Hydrocarbon Storage Distribution.
- Site Water Management.
- Warehousing and Product Storage.
- Gas Reticulation, Delivery and Metering.

MINERAL PROCESSING

Primero offers industry-leading mineral processing services across all stages of project delivery from test work development to operations and maintenance.

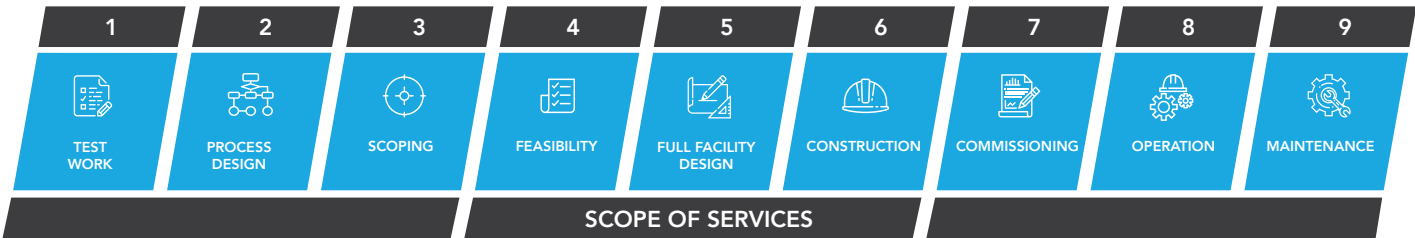
Primero has the expertise, capability and experience to provide comprehensive project solutions for an extensive range of commodities, including:

- Base and Precious Metals (Gold, Copper, Zinc and Lead).
- Battery Minerals (Lithium, Vanadium and Rare Earths) in both Upstream and Downstream Facilities.
- Mineral Sands, Tin and Manganese.

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.

- Non-Process Infrastructure (Warehouses, Maintenance Facilities, Offices, Washdowns and fuelling Facilities).
- Power Generation and Storage Solutions.
- Water Solutions (Pipelines).
- Commissioning Services.

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







ENERGY

Primero's Energy business division specialises in the design, procurement, construction and commissioning of Energy related projects in both the traditional and new energy sectors.

Our experience and capability include project scoping (Concept Studies, Pre-FEED and FEED), multi-disciplined Detailed Design, Procurement (including specialist major packaged equipment and balance of plant materials), Construction, Commissioning, Performance Testing and Handover (including Operator training as required) for a full turn-key solution for our clients.

Primero's team has extensive experience in delivering gas compressor station projects (including upgrade and modification of existing facilities), gas gathering (well-head facilities, in-field compression, flowlines), gas processing, metering, pressure reduction, heating, filtration infrastructure and AS2885 compliant licensed pipelines.

Primero can offer vertically integrated solutions across a broad range of energy projects to suit our client's needs, including:

- Hydrogen Production and Processing.
- Decarbonisation Projects.
- Renewable Energy Projects.
- Power Generation and BESS (Hybrid Power).
- Industrial scale EV Charging Stations.
- Onshore Hydrocarbon Processing.
- Gas Metering and Delivery Stations.
- Gas Compressor Stations.

Whether we're involved from the outset or later in a project's life, or even to assist with de-bottle-necking or shut-down refurbishments and upgrades, Primero's Energy team can support Energy clients at any project phase.

These services include hydrogen processing, storage and distribution infrastructure; hybrid renewable energy solutions, including battery energy storage systems; power generation facilities and onshore oil and gas processing facilities, including compression and pipelines.

HYDROGEN

The source of the world's energy is transitioning as we head towards a net zero energy future. Hydrogen is becoming an important element of the new energy mix and Primero is already a key player in the burgeoning Hydrogen industry in Australia.

As a self-performing EPC contractor, we provide the same turnkey capability as we do in other market sectors.

This capability includes the following services:

- Feasibility and Concept Studies.
- Pre-FEED and FEED (including robust budget and schedule development).
- Detailed Engineering Design.
- Specialist procurement and package engineering.
- Multidisciplined Construction.
- Completions and Commissioning (using in-house Checkmate system).
- Handover and Operator training.
- Operations and Maintenance.

These services are provided across various areas of the Hydrogen market:

- Hydrogen production, compression and storage.
- Associated water treatment and infrastructure.
- Hydrogen Fuel Cells.
- Hydrogen Refuelling and dispensing facilities.
- Procurement of key OEM equipment – electrolyzers, specialist piping, fuel cells, refuelling equipment.

Primero is proud to have delivered one of the first hydrogen facilities in Australia, the Hazer Demonstration Plant in Western Australia and we continue supporting early movers in the Hydrogen space across a number of opportunities; including hydrogen production facilities, hydrogen-fuelled power projects, hydrogen refuelling projects and green ammonia projects.

OPERATIONS & MAINTENANCE

At Primero, we understand that a reliable plant is a safe and cost-effective plant. What Primero provides, through our Operations and Maintenance (O&M) performance model, is tailored to deliver the desired outcomes for safety, cost, and reliability.

We value process stability, and its positive impact on recovery and product quality, and, as such, this is the focus of our O&M continuous improvement framework. We bring leadership, and years of diverse industry experience, to the operations, maintenance, and asset management services offered to each operation we deploy to.

Primero provides project-specific operations and maintenance services to help companies navigate the difficult transition from practical completion of construction through to operations. 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 planning, implementation, 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 safe, sustainable and profitable operation.

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

Offering an unparalleled capability among engineering firms, our BOO models can rapidly 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 an 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 BOO 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.



IRON ORE

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

Furthermore, our dedicated Operations and Maintenance team can build, own and operate (BOO) crushing plants in remote mine site locations. We can customise our designs to meet specific client specifications to optimise CAPEX and OPEX investments

Our designs continue to evolve to ensure that client expectations are fulfilled with particular attention to design specifications, safety, quality, time and budget.

Primero can deliver significant value on any Iron Ore Project across all aspects of the project life cycle including:

- Non-Process Infrastructure (NPI).
- Traditional & Hybrid Power Plants.
- Static & relocatable Overland Conveyors and Processing Facilities.
- Crushing, Screening and Beneficiation Plants.
- Mining Operations.

Our strong project delivery performance and in-house expertise have allowed us to maintain our existing iron ore clients, whilst developing relationships with new clients across the mining sector. Primero’s unique and nimble approach allows us to work with any customers in the iron ore sector.





SUSTAINING CAPITAL PROJECTS

Primero's Sustaining Capital division has the capability of delivering all disciplines of projects works.

We utilise our in-house highly skilled personnel, including our dedicated management team, "Blue Blood" workforce, owned and operated fleet of equipment, ensuring we deliver the highest quality turnkey engineering and construction solutions to all our clients.

Primero has the internal ability to address all our client's requirements.

Our exceptional design capability through to construction, completion, and commissioning teams can provide quickly mobilised in-house solutions to ensure quality outcomes for our clients.

We have the ability and proven track record of completing projects, on time and on budget without compromising the highest-level quality and safety.

- Brownfield Capital Works.
- Shutdowns services.
- Remedial Works.
- Expansion Projects.
- Greenfields Projects.
- Project Management.
- Engineering and Design.
- Commissioning.
- Electrical and Instrumentation.

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

Safety at Primero is something we take very seriously and is never compromised.

We're 100% committed to providing a safe workplace for our team, contractors, clients and visitors.

Our safety moto, "Primed for Safety" is not a throwaway catch-phrase. But rather, a statement of our attitude toward ensuring we keep our people safe at all times. We constantly review our health, safety and wellbeing performance and implement internal campaigns and measures to improve this.

Our Health & Safety Management System is certified to the international standard ISO 45001:2018.

DIVERSITY

We recognise the benefits of workplace diversity where individual differences and contributions are embraced.

Our priority is to provide a workplace free of discrimination, harassment and bullying, and to increase both female and Aboriginal participation across our business.

SUSTAINABILITY

Primero is committed to contributing to a sustainable future through operating its business responsibly. We prioritise the health and safety of our team, minimise our environmental impact and make a meaningful difference to the community.

The Pillars of our Sustainability Strategy are:

1. Environment
2. Social
3. Governance
4. Reporting

COMMUNITY

We recognise the need and positive impact of supporting the community where we can.

Whilst as a business we do not have infinite financial resources and we recognise there are many deserving community groups, causes and charities, our approach to Community Engagement is based on two considerations;

1. Partnering with a single charity to arrest a societal issue.
2. Identifying opportunities to engage our people to support our chosen charity.

A subsidiary of NRW Holdings



PRIMERO

DESIGN | CONSTRUCT | OPERATE

PERTH

1 Pearson Way
Osborne Park, WA 6017
office@primero.com.au
primero.com.au

HOUSTON

Suite 1175, One Westchase Center
10777 Westheimer Rd Houston,
TX 77042
info.usa@primerogroup.com

MONTREAL

Bureau 1450, 1801 McGill College
Montreal, QC, Canada H3A 2N4
info@primero.ca
primero.ca

May 2023