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SECTION 1: EXECUTIVE SUMMARY

Montrose Investment Holding LLC, trading as PRGD Waste Management, is pleased to submit this proposal to the National Infrastructure Development Company Limited (NIDCO) for the supply and delivery of **Option 1: 200,000 tonnes and Option 2: 100,000 tonnes in response to RFP 2409/01 - The Supply and Delivery of Aggregates.**

Market Outlook & Challenges

The 2024/2025 outlook for the construction sector in the Caribbean is optimistic, driven by increasing demand for aggregates required for infrastructure development, residential, and commercial properties. However, these demands, coupled with globally disrupted supply chains, present significant challenges to ensuring timely delivery while maintaining overall operational efficiency, underscoring the importance of developing a sustainable aggregate supply strategy for Trinidad, in response to RFP 2409/01.

Partnerships for Success

Montrose's approach to successful delivery is built on strong, strategic partnerships. We will collaborate with at least ten supplier organizations across the supply chain, from quarry sources to stockpile locations in Trinidad. These partnerships include established and newly formed relationships with key partners such as Grassalco N.V. Suriname (quarry operations), CHISU Group (global shipping), DP World, Chagterms and NEC (dock and port services) in addition to road transport providers. By diversifying our supplier network, we aim to minimize risks and enhance supply chain reliability.

Phased Delivery Plan

Montrose is committed to meeting the 200,000-tonne delivery target within 90 days as specified in the RFP. However, after reviewing the complexities involved, we propose extending the delivery timeline to 120-150 days to ensure a more feasible and reliable execution, accounting for contingencies and logistical adjustments. Our phased delivery plan is as follows:

- **Phase 1 – 52,000 tonnes:** Target completion in 30 days
- **Phase 2 – 74,000 tonnes:** Target completion in 90 days
- **Phase 3 – 74,000 tonnes:** Target completion in 110 days

This phased approach will optimize resource utilization, including quarry equipment, laboratory testing, shipping vessels, and transport teams. By allowing for additional flexibility in equipment

availability and timelines, we can better manage the complexities of the project and adapt as necessary to meet NIDCO's objectives.

Dual Sourcing for Risk Mitigation

To further mitigate supply chain risks, Montrose proposes dual sourcing from multiple quarries. This strategy ensures a continuous, diversified supply, minimizing the risk of delays from any single source.

Digital Integration for Transparency

Montrose will leverage advanced digital tools, including SAP Business One Supply Chain Management, to integrate and streamline operations. These tools will facilitate real-time tracking of delivery progress, quality control, and shipping status. We will ensure NIDCO has full guest access to monitor and track the project's progress.

Although full integration with the Maritime Single Window is not yet available, we will work closely with the Electronic Single Window (ESW) at the Port of Paramaribo, Suriname, and the TTBIT Link upon entry to Trinidad to optimize customs processing and minimize delays.

Supporting Regional Economic Development

Montrose operates under the CARICOM Single Market, which supports the free flow of goods within the region. By sourcing materials locally and regionally, Montrose aims to contribute to job creation, regional economic growth, and the broader goals of CARICOM's economic development initiatives.

Conclusion

In summary, Montrose is well-positioned to deliver **Option 1: 200,000 tonnes and Option 2: 100,000 tonnes in response to RFP 2409/01 - The Supply and Delivery of Aggregates**, to meet NIDCO's project requirements. Our approach is founded on strong partnerships, a phased and flexible delivery plan, and advanced digital tools to ensure transparency and efficiency throughout the supply chain. We are confident that our proposed strategy will support the successful completion of this critical infrastructure project.

PROPOSAL

RFP 2409/01

SUPPLY AND DELIVERY OF AGGREGATES

SECTION 2

TECHNICAL PROPOSAL



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3.0 QUARRY OPERATIONS

Montrose Investment Holding are pleased to partner with [Grassalco N.V](#) , Paramaribo, Suriname, subject to contract, for the delivery of RFP 2409/01. Founded in 1971 Grassalco is a state-owned mining company with an established trade in crushed stone for international infrastructure, building and construction sectors. The company is currently engaged in major road and airport works in Guyana. NV Grassalco is certified for the standards Health & Safety (ISO 45001-2015), Environment (ISO 14001-2018) and Quality (ISO 9001-2015).

TNV Grassalco has several mining rights in its portfolio. These are divided into rights for exploration, exploitation, small mining and exploitation of building materials. The crushed stone is produced at the plant in Royal Hill in the Brokopondo district. The operation is located on the concession site of Rosebel Goldmines NV. Grassalco has an agreement with this gold multinational to purchase pit rock (waste material containing little to no gold residues) from their mines.

Royal Hill's strategic location, being approximately 80km from the Port of Paramaribo and around 500 nautical miles from Trinidad, makes it an ideal aggregate supply partner for Montrose due to its prime access for regional trade and efficient transportation routes.

Grassalco demonstrates its commitment to impactful social initiatives by supporting sustainable development and community activities in Suriname and the wider region. This aligns with Montrose's brand values, reinforcing a shared dedication to social progress and regional responsibility.

We invite you to visit the Grassalco website for a comprehensive overview of the company's scope of products and services, current projects and details of the leadership team.

<https://grassalco.unsulliedreformation.com/>

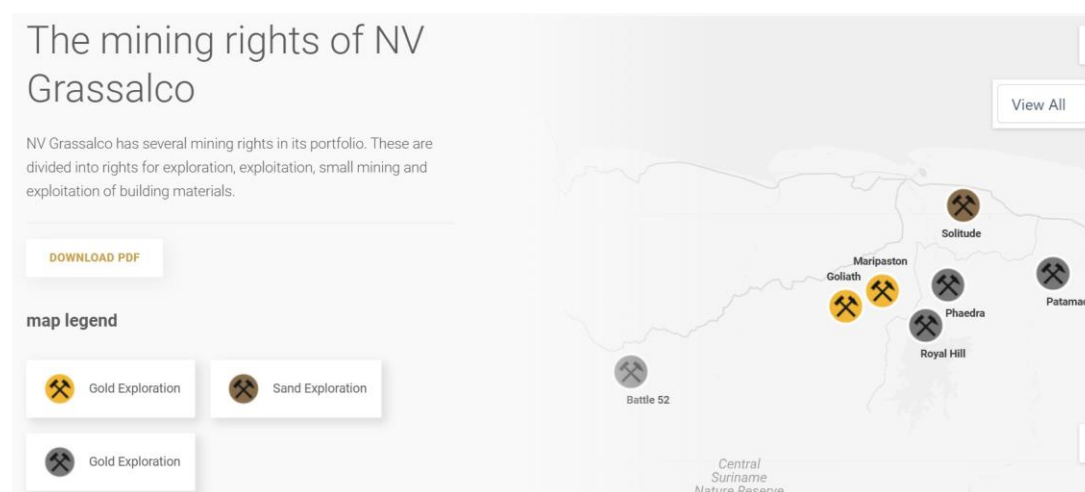


Image credit: property of Grassalco N.V.

3.1 Quarry Services

Grassalco N.V. offers a comprehensive range of services to meet the requirements outlined in RFP 2409/01, with the final scope of services subject to negotiation and contract agreement.

Grassalco's flexibility in exploring various payment models—such as CIF (Cost, Insurance, and Freight), DDP (Delivery Duty Paid), and PBM (Performance-Based)—is especially vital, as quarry operations represent up to 50% of the total project cost.

This flexibility supports the Montrose payment schedule, mapped to significant project milestones. Montrose believes that this collaborative approach will foster a strong partnership with Grassalco N.V and enhance the likelihood of well managed project delivery.

Amount	200,000 tonnes	The exact amount will be determined by the draft survey.
Products	80,000 tonnes of Road Base Aggregate 75,000 tonnes of 9.5mm Aggregates 45,000 tonnes of 19mm Aggregates	Crusher runs (0-38 mm) Crushed stone ½" (8-16 mm) Crushed stone ¾" (16-25 mm)
Delivery	Dock @ DP World Paranam	N.V. Grassalco: 1. will make best efforts to load the vessel in time, however, depends on the availability of the harbor as well; 2. will liaise with Montrose Investment Holding LLC and DP World to coordinate transportation and loading of the vessel within target window. 3. will ensure timely transportation from the quarry to DP World 4. will not be responsible for any delays at the harbor.
Free On Board (FOB)		Includes transportation from the Quarry at Royal Hill to the DP World, costs of piling the product, stevedoring as well as draft survey. If the vessel is not equipped with loading facilities it will be loaded by the conveyor of DP World. Cargo agent partner: GS Trader

4.0 MATERIAL HANDLING PLAN

It is clear that a robust digitally integrated Material Handling Plan is essential.

At this stage of the Tender process and, considering the up to (7) months project timeline, prior to the tender award, Montrose preferred partners have informed us of significant changes, including equipment upgrades during this period.

Our partners bring decades of experience to the project, as demonstrated by the Grassalco N.V Quarry in Suriname, established in 1971. We are aware that to ensure consistent supply we must adopt an agile and collaborative approach while working together on the Material Handling Plan across the entire supply chain.

The Montrose Trinidad team has over thirty-five (35) years of combined experience collaborating with local organizations. This strong partnership, built up over many years, will be crucial for ensuring successful delivery of the aggregates.

With this in mind, we have prepared a preliminary plan outline and supporting notes.

4.1 QUARRY TO PORT OF ORIGIN

A) Royal Hill Quarry to Port of Paramaribo, Suriname

The transport of the aggregates is delivered by the Montrose quarry partner, Grassalco N.V.

Bulk Trucks will run on a 12-hour schedule

Equipment	Ownership	Details	Route	Transit time
Bulk / Tipper Truck	Private and State held	Capacity: up to 25 Tonnes	80km return trip by road	Approx. 90 minutes

The Dr. Jules Sedney Port of Paramaribo is managed by global provider DP World. In shipping aggregates from the port, DP World assures the project of full access to the latest in roll-on / roll-off equipment and yard operation services and advise the key leasehold equipment available to deliver RFP 2409/01, up to 200,000 tonnes of aggregate as follows:

Equipment	Model/details
Conveyor Belt	Total length: 25 m Width: 1400 mm Two (2) 22kW electric drive motors. The generator required for start-up should have a minimum capacity of 100kW (380V/50Hz).

Wheel Loader	Model: Caterpillar 972K Bucket capacity: 4.2 m3 Operating weight: 26 MT
Highway Truck / Kipper truck	Load capacity: 20 m3

While the Suriname Single Electronic Window (SEW) for trade is not fully operational, it is Montrose' intention to leverage the UNCTAD, ASYCUDA (Automated System for Customs Data) in place to digitize and expedite the customs services at the port of origin.

4.2 PORT OF ORIGIN TO PORT OF ENTRY

A) Port of Paramaribo, Suriname to Port of Point Lisas, Trinidad

B) Port of Paramaribo, Suriname to Port of Chaguaramas, Trinidad

We are confident in our partnership with Chisu Group, our preferred sea freight carrier, registered at the Port of Paramaribo, Suriname. The company has informed Montrose that, while the initial transport plan involves Handy Max Bulk Carriers with a capacity of up to 9,000 tonnes per ship, they will introduce a new carrier in February 2025 capable of handling loads of up to 18,000 tonnes. This new vessel will significantly improve delivery timelines for RFP 2409/01. Although it is not yet incorporated into the Montrose workplan, the intention is to fully leverage its availability once the ship is operational.

The Port of Chaguaramas, commonly referred to as Chagterms, has been operational since 1942, serving all vessels in the Oil & Gas sector. The Port of Point Lisas is a multi-purpose facility operating on a 24/7 basis. PRGD is confident that both port facilities and experienced team of maritime professionals, stevedores and operations, meet the requirements outlined in the Tender.

In line with Montrose's commitment to full digital integration of the project, we aim to embed with Trinidad's Single Electronic Window (SEW) for trade; [TTBiz Link](#), at port of entry. The benefits will include well-documented efficient and accessible delivery.

Vessel	Ownership	Details	Route	Transit time
Handy Max Bulk Carriers	CHISU Group	Mixed capacity: 5k, 6k & 9k Tonnes	Port of Paramaribo to a) Port of Chaguaramas b) Port of Point Lisas	Approx. 520 - 600 nautical miles o/w

4.3 VESSEL DETAILS – APPENDIX M

- MV Talent Doris: A 9000-ton flat deck vessel, versatile for a variety of cargo types
- MV Roraima: A robust 5000-ton vessel, catering to smaller ports and tighter schedules
- MV 588: A 6600-ton vessel, balancing capacity and maneuverability for optimal service

4.4 PORT OF ENTRY TO STOCKPILE

Stockpile 1: Port of Chaguaramas to Barataria Overpass

Stockpile 2: Port of Point Lisas to Golconda Laydown Yard

Discharge operations at both Ports are supported by the necessary front-end loaders and excavators. In addition to mobilization, de-mobilization and escort accompaniment to both stockpile points: Golconda and Barataria.

The privately held, local transport provider, UNVERFERTH, will run a series of up to one hundred (100) heavy-duty trucks over a period of 12 – 16 hours, to the individual stockpile locations.

Evaluating the risks at this stage of the Tender process, Montrose are cognizant of the limited capacity of trucks and the impact that may have on the delivery schedule. It is our intention to monitor and track all progress using digital monitoring technology.

Equipment	Ownership	Details	Route	Transit time
Bulk / Tipper Truck	UNFERVERTH	Capacity: up to 25 Tonnes	1.Barataria 44km r/t 2.Golconda 60km r/t	Approx. 80 minutes

5.0 QUALITY MANAGEMENT

As a business committed to sustainability, we recognize the importance of supplying quality durable materials.

I. Objectives

In alignment with the quality objectives of the Tender requirements and working closely with our prospective quarry and laboratory partner(s) we aim to deliver as requested;

- a. *"The aggregates must be hard, durable particles or fragments of crushed stone, rock or slag. The crushed aggregates shall be produced by crushing fresh un-weathered rock, which is free from geological defects such as zones of decomposition, weathering or intrusions or strata of Shale, Phyllite, Mica or other mudstones. The material must be free from organic matter, lumps or balls of clay, asbestos or other deleterious matter."*

II. Quality Standards

The Montrose strategy is founded on ensuring NIDCO is not exposed to undue risk in relation to the Tender. In preparing our response we paid particular attention to the importance of adhering to globally recognized industry standard material quality testing.

To this end, Montrose intends to secure the services, subject to tender award, of three (3) established and reputable laboratories for material testing.

- a. Earth Investigation Services Ltd., Trinidad - <https://eisl.biz/about>
- b. Caribbean Industrial Research Institute, Trinidad - <https://www.cariri.com/>
- c. Ministry of Public Works, Directorate of Research & Services, Laboratory for Soil Mechanics and Building Material Testing

In addition, we have expanded our scope to work with testing partners on-site at the Quarry, Royal Hill, Suriname plus specialist organizations based locally in Trinidad. This quality control model ensures NIDCO will have the flexibility to approve the material prior to transporting to Trinidad while maintaining the full authority to witness the collection of all samples and the testing of these samples, on-site in Trinidad. This additional layer of access and agility ensures we minimize risk, managing the testing process from quarry to stockpile.

III. Material Testing

Montrose is pleased to offer NIDCO the option of two (2) globally recognized industry standard testing frameworks:

- a. **AASHTO Standards:** <https://transportation.org/>

American Association of State Highway and Transportation Officials. Highway and transportation projects, focusing on materials and methods related to road construction.

b. **ASTM Standards:** <https://www.astm.org/>

American Society for Testing and Materials. Providing a wider range of standards across industries, including construction and manufacturing.

This Tender response includes (attached) test results conducted between the period July 2024 to August 2024 according to ASTM Standards, as accepted and utilized internationally, ensuring compliance with established quality and performance criteria.

For ease of reference, please find documented below in chart format (Material Test Results) the description of the tests conducted, the standards met and the test details. The supporting Certificates, which include the individual test specifics, can be found in Tender Appendices G.

IV. **Monitoring and Reporting**

It is the intention of Montrose to fully utilize digital monitoring and reporting tools along the entire supply chain for the Tender, RFP 2409/01.

To efficiently implement the full scope of the project it is our intention to use [SAP Business One, Quality Management Module](#) to monitor, track and report on the quality assurance process, in addition to implementing corrective action when required.

Key personnel at the Quarry and the Laboratories will be assigned to work closely with the Montrose project manager. NIDCO will be provided with access to the platform, by way of a guest username and password, to allow convenient mobile and desktop access to the testing results as they are provided. Including the opportunity to give feedback and submit questions for clarity.

7.0 WORK PLAN

Montrose recognizes from extensive experience that the effectiveness of the work plan relies heavily on the use of digital project platforms and skilled project management personnel. Without these critical elements, RFP 2409/01 risks facing significant delays, confusion among suppliers, and potential project failure.

We anticipate daily adjustments to the work plan to accommodate changing internal and external factors, including production capacity and equipment used at the quarry and throughout the supply chain.

7.1 Methodology

The Montrose team will manage the delivery of RFP 2409/01 according to the earlier noted: Stage 1-3 and Phases 1-5 (see below). This logical framework ensures that each team member and supplier partner understand their role, the stage of the work plan at which their services are needed, and how their contributions affect subsequent actions.

Montrose is aware that suppliers often operate in silos, overlooking the activities preceding and following their phase of ownership and accountability. We aim to counter this mindset by fostering close collaboration and creating a shared sense of responsibility, leveraging the accessible work plan.



To the RFP 2409/01, requirement for; *equipment and manpower schedule*, indicate the *production capacity of the equipment at the quarry*, and the *planned daily production rate*, we note that specific details regarding equipment production capacities and exact manpower scheduling, in place to deliver RFP 2409/01 are not yet available. Our quarry partner, Grassalco N.V. will be pleased to provide these final details at the point of contract negotiation. Montrose will coordinate closely with the quarry to finalize all necessary schedules and ensure alignment with the project timeline requirements. **Note:** the current indicative daily quarry product rate is set at 3,500 tonnes per day. Please reference Proposal Sections: **3.0 Quarry Operations**, **10.0 Delivery Schedule** in addition to the supporting **GANTT Timeline (.xls)** in Appendix L.

PROPOSAL

RFP 2409/01

SUPPLY AND DELIVERY OF AGGREGATES

SECTION 3

FINANCIAL PROPOSAL

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