

Complex requirements. One accountable partner.

Integrated capability for Defence, Government,
major contractors and industry.

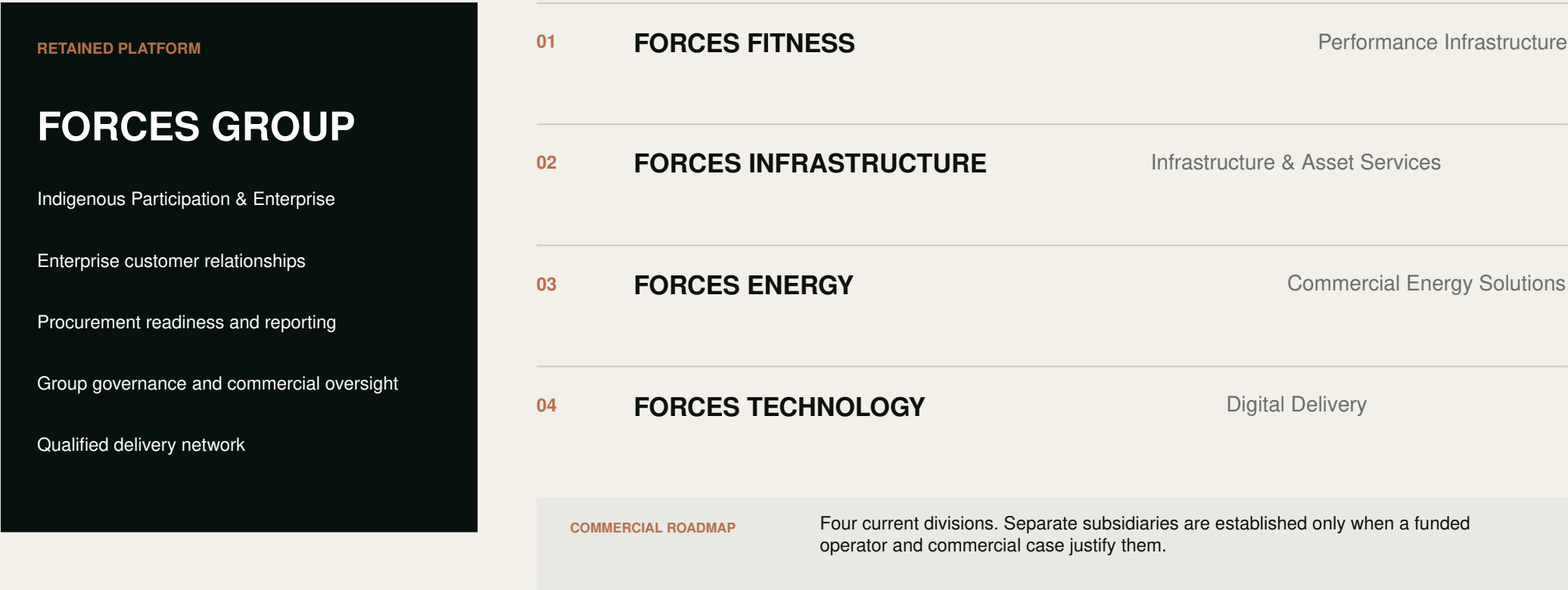
100% INDIGENOUS-OWNED AUSTRALIAN CAPABILITY GROUP

One Indigenous enterprise platform
Participation & Enterprise plus four specialist business mandates

FORCES GROUP

One enterprise platform. Four specialist mandates.

Saltwater Country Services Pty Ltd operates FORCES GROUP and remains 100% Indigenous owned and controlled. The group retains the brand, enterprise relationships, Participation & Enterprise, procurement systems, governance and verified strategic IP.



The enterprise customer experiences one accountable FORCES relationship. Pricing, contracts, invoices and credentials identify the applicable legal entity.

BID / MANAGE / ENTERPRISE

Indigenous Participation & Enterprise

FORCES plans, sources, manages and reports Indigenous participation for major bids, live projects and enterprise portfolios. This is a stand-alone commercial service and a disciplined route into qualified specialist delivery.

01

FORCES Bid

Make a credible commitment

Participation plan for the tender
Supplier and workforce pathways
Commitments matched to scope
Evidence requirements defined early

02

FORCES Manage

Run an awarded project

Source and qualify suppliers
Mobilise work packages
Track evidence and exceptions
Report performance and escalation

03

FORCES Enterprise

Manage a portfolio

Twelve-month account program
Project targets and reporting
Reviews, alerts and escalation
Qualified specialist introductions

THE PRACTICAL WORK

01 Plan 02 Source 03 Mobilise 04 Integrate 05 Measure 06 Report

Access to a network does not satisfy a contractual target. Each engagement has an agreed scope, accountable owner, reporting cadence and evidence standard.

PERFORMANCE INFRASTRUCTURE

Performance infrastructure. Anywhere.

FORCES FITNESS provides complete performance environments for permanent facilities, remote locations and deployable operations.

BUILT ENVIRONMENTS

Commercial gym and training facility fitouts

Australian Made rigs and racks within approved certified ranges

Project-specific configuration and integration

Installation, support and through-life service

FIELD SYSTEMS

Rapid containerised and Rugged persistent systems

Rapid and Rugged human-performance systems

Remote and operational training infrastructure

Future mobile or trailer systems remain in development until released

GM Sue Lewis

Commercial fitness and supply-chain leadership

DELIVERED

2 × Rapid-10 — ADF/PNG

1 × Rapid-20 — AFP/PNG

AWARDED

2 × Rugged-20 — Vanuatu;
delivery pending

Current contracting entity and product credentials are confirmed for each engagement.

INFRASTRUCTURE & ASSET SERVICES

Infrastructure & Asset Services

Building and property maintenance, repairs, refurbishment and deployable infrastructure for Defence, government and major industry. FORCES scopes requirements and coordinates qualified delivery partners.

01 **Deployable facilities**

Containerised operational, training, storage and support facilities configured to the task.

02 **Installation & mobilisation**

Site readiness, placement and installation coordinated with appropriately qualified providers.

03 **Asset maintenance & repairs**

Building and property maintenance, repairs and refurbishment scoped to each engagement.

04 **Systems integration & support**

Power, communications, technology and security integration through qualified specialists.

EVIDENCE DISCIPLINE

Scope, location and delivery capacity are confirmed for each engagement. Partner experience is attributed correctly; FORCES claims only evidenced work.

Emanuel Siritis | GM, FORCES INFRASTRUCTURE. Delivery capacity is confirmed for each scope.

COMMERCIAL ENERGY SOLUTIONS

Resilient power for sites, assets and field operations

FORCES ENERGY develops qualified commercial and remote power solutions through appropriately licensed and experienced people and partners.

01 **Commercial solar**

Site-based solar generation configured to the asset, load and commercial case.

02 **Battery storage**

Storage, control and resilience integrated with existing or new generation.

03 **Backup and resilient power**

Backup power solutions scoped to the site's operating requirements and delivered through appropriately qualified providers.

04 **Remote and off-grid systems**

Generation and storage designed for locations with limited grid access.

05 **Deployable power**

Portable or mission-specific power integrated with deployable infrastructure.

06 **Energy integration**

Design coordination, procurement and delivery through qualified technical partners.

GM

Brett Adams

DELIVERY MODEL

Engineering, electrical licensing, construction and maintenance are performed by the appropriate qualified people and partners. FORCES does not claim licences or completed projects without evidence.

DIGITAL DELIVERY

Software and systems that make delivery visible

FORCES TECHNOLOGY delivers websites and digital experiences, apps and platforms, AI and automation, and managed digital services. Scope and delivery responsibilities are agreed for each engagement.

01 Websites & Digital Experiences

Websites and digital experiences scoped to the audience and business requirements.

02 Apps & Digital Platforms

Applications and platforms built around a defined operating need.

03 Data and reporting

Capture, dashboards and reporting designed around accountable decisions.

04 AI-enabled solutions

Applied where fit for purpose, governed and supported by reliable data.

05 Managed digital delivery

Delivery coordination, vendors, releases and support under an agreed scope.

06 Participation systems

Digital support for supplier qualification, evidence and performance reporting.

Forces Technology enquiries are coordinated through the group team. Delivery and recurring managed services are scoped against confirmed partner capability.

ONE RELATIONSHIP

One accountable
FORCES interface.

FORCES coordinates

- Client relationship
- Commercial governance
- Scope coordination
- Partner due diligence
- Evidence and reporting
- Escalation authority

The applicable legal entity is identified before pricing, contracting and invoicing.

SPECIALIST DELIVERY. CONTROLLED ACCOUNTABILITY.

How an engagement moves

01

QUALIFY

Fit, risk and evidence

02

SCOPE

Requirement and roles

03

CONTRACT

Controls and acceptance

04

MOBILISE

Partners and schedule

05

ASSURE

Quality, WHS and evidence

06

REVIEW

Handover and improvement

GROUP SUPPORT

Group engineering and product design support all four businesses. Planned reinvestment funds Indigenous product innovation.

DELIVERED AND AWARDED

Three delivered. Two awarded.

FORCES FITNESS delivery proof is stated by status. Product options and partner track records are not presented as completed FORCES contracts.



ADF / PNG | 2 x RAPID-10

Two systems delivered for the ADF/PNG Defence Cooperation Program. Designed and contracted by Forces, and manufactured with an Indigenous-owned manufacturing partner.

AFP / PNG | 1 x RAPID-20

One system delivered for an AFP training environment in Papua New Guinea. Designed and contracted by Forces, and manufactured with an Indigenous-owned manufacturing partner.

VANUATU AWARD

2 x RUGGED-20

Awarded; delivery pending.

CURRENT COMMONWEALTH SETTINGS

Capability wins. Indigenous ownership adds procurement value.

FORCES combines verified Indigenous ownership with commercial governance and controlled evidence. The policy can create eligible pathways, but buyers still assess capability, value for money and the rules that continue to apply.

3.25%

Commonwealth volume and value targets are each 3.25%.

2026–27 TARGET

A\$80k–A\$200k

Applies to qualifying Australian procurements in the band and to relevant remote procurement.

MANDATORY SET ASIDE

DIRECT

A buyer may procure from an eligible Indigenous SME without Division 2, while Division 1 and value for money still apply.

EXEMPTION 16

A\$7.5m+

Qualifying Australian contracts in specified sectors carry participation and reporting requirements for the prime.

MMR

ENTITY ELIGIBILITY

Eligibility belongs to the actual contracting entity. Saltwater credentials do not automatically transfer to a future company. Direct buyer procurement and a prime contractor's participation obligations are different routes.

Sources: NIAA Indigenous Procurement Policy, May 2026; Department of Finance CPR Appendix A; Supply Nation FAQs. Policy settings remain subject to current rules and buyer assessment.

EASY TO ASSESS

Evidence available when required

FORCES maintains controlled evidence so buyers receive material relevant to the opportunity without unnecessary disclosure.

CREDENTIALS CURRENTLY HELD

Saltwater Country Services Pty Ltd

100% Indigenous owned and controlled
Supply Nation Certified
QIBN Verified, Member 0062
Australian Made licence 17423 for approved ranges
Corporate, insurance and accounting evidence maintained

ABN 61 659 725 201 ACN 659 725 201

EVIDENCE ON REQUEST

Corporate & ownership	Governance & integrity
ASIC, ABN, ownership and Indigenous verification	Risk, ethics, modern slavery and procurement controls
Delivery assurance	Technical & capability
Quality, WHS, continuity, due diligence and mobilisation	Relevant licences, drawings, inspections and acceptance
Privacy & information	Commercial & financial
Privacy, cyber, data and project-specific controls	Insurance, accounting and tax evidence where justified
Participation & social value	Project proof
Plans, evidence and reporting schedules	Approved case studies, photographs, references and records

Future operating companies obtain and present their own applicable registration, verification, licences and insurance. Restricted evidence is issued only through authorised due diligence.

ACCOUNTABLE LEADERSHIP

Leadership across the group

Divisional GMs report to Harrison and own delivery and margins. Dan develops shared enterprise relationships and Participation & Enterprise services. Nathan supports group engineering and product design.

01

Harrison Lee-Schell

Founder & Group Executive Chair

02

Dan Fox

Group Lead, Participation & Enterprise

03

Sue Lewis

GM, FORCES FITNESS

04

Brett Adams

GM, FORCES ENERGY

05

Nathan Anderson

Group Engineering & Product Design Lead

06

Emanuel Siriotis

GM, FORCES INFRASTRUCTURE

Technology enquiries: team@forcesgroup.com.au | 07 3472 8022

DISCUSS A REQUIREMENT

Tell us the outcome, environment, timing and constraints.

FORCES will determine the right business mandate, delivery partners, contracting entity and evidence required for procurement.

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