

CAPABILITY STATEMENT / OCTOBER 2026

INDIGENOUS INNOVATION. BUILT TO DELIVER.

Specialist capability for Defence, Government, Emergency
Services & Major Industry.

Complex requirements. One accountable partner.

INDIGENOUS-LED. INNOVATION-DRIVEN. BUILT TO DELIVER.

— WHY WE EXIST

Innovation is our purpose.

Capability is how we deliver.

FORCES GROUP brings together exceptional capability, trusted partners and bold ideas to solve real-world challenges, support those who serve, and demonstrate what Indigenous-owned businesses can achieve at the highest level.



OUR MISSION

To put Indigenous enterprise at the forefront of Australian innovation.

01

EASIER TO BUY

Defined scope. Clear documentation.
Accountable delivery.

02

STRONGER TOGETHER

Qualified specialist operators and strategic partnerships.

03

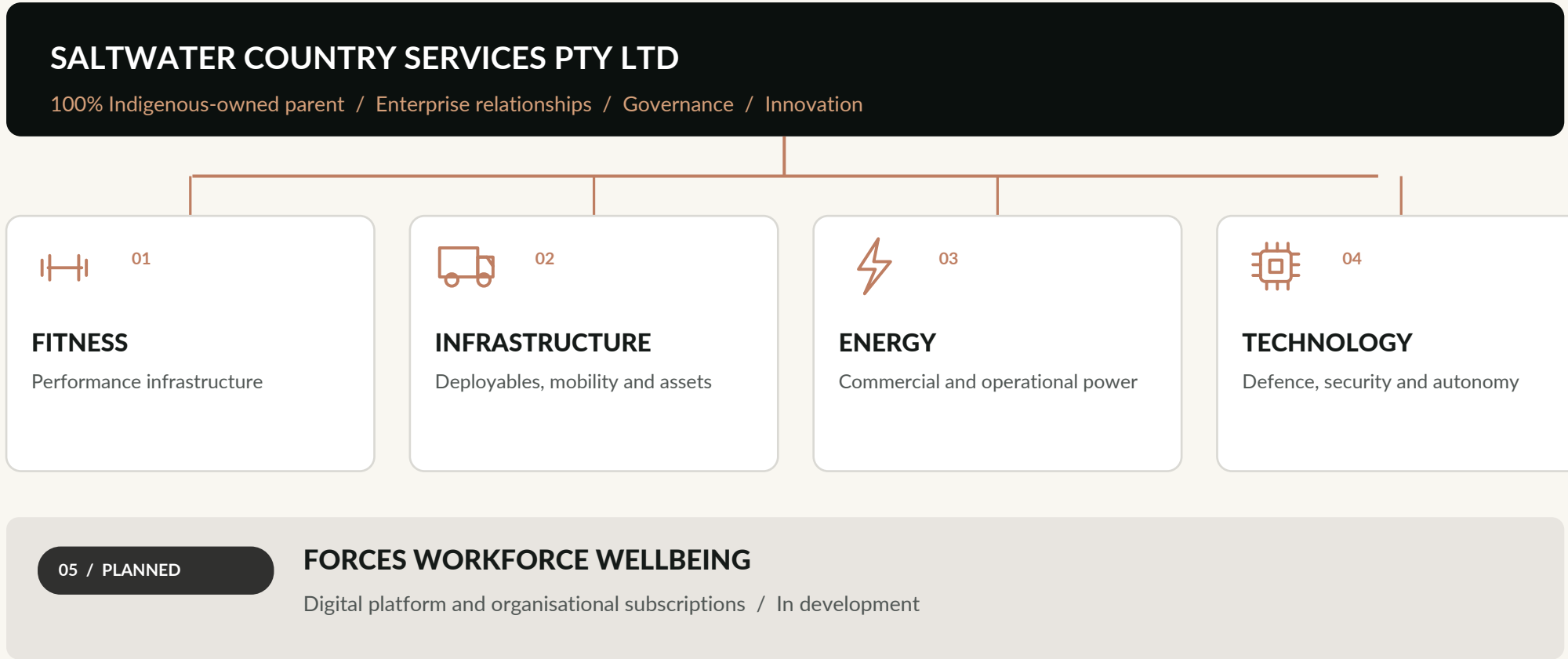
BUILT FOR IMPACT

Indigenous supplier opportunities and workforce pathways.

ONE GROUP

Five specialist divisions.

Four current trading divisions of Saltwater Country Services Pty Ltd, with a fifth digital-first offering in development. Divisions are not represented as separately incorporated or independently certified businesses.



WHO WE SERVE

Three markets. One partner.

Different operating environments. The same priority: qualified specialist capability with a straightforward procurement relationship.

01



DEFENCE & NATIONAL SECURITY

Operational facilities, deployable systems, training infrastructure, specialist technology and sustainment.

02



EMERGENCY SERVICES & DISASTER RESILIENCE

Response vehicles, mobile facilities, power, communications, equipment and responder wellbeing.

03



GOVERNMENT, CRITICAL INFRASTRUCTURE & MAJOR INDUSTRY

Facilities, assets, commercial energy, security systems, workforce services and remote operations.

CAPABILITY AREAS

Engineered for the real world.



FORCES FITNESS

PERFORMANCE INFRASTRUCTURE

Commercial training environments and specialist deployable performance systems.

- **COMMERCIAL FACILITIES**
Complete gym and training fitouts
- **AUSTRALIAN-MADE RANGES**
Rigs and racks within approved certified ranges
- **RAPID & RUGGED SYSTEMS**
Containerised and persistent training facilities
- **LIFECYCLE SUPPORT**
Install, maintenance and asset documentation



FORCES INFRASTRUCTURE

DEPLOYABLE / MOBILITY / SUSTAINMENT

Specialist facilities, vehicles, trailers and asset work packages through qualified delivery operators.

- **DEPLOYABLE FACILITIES**
Containers, operational and mobile facilities
- **SPECIALIST VEHICLES**
Truck, trailer and field-support platforms
- **ASSET SERVICES**
Maintenance, repairs and refurbishment
- **DISASTER READINESS**
Facilities and systems for response operations

CAPABILITY AREAS

Resilience. Security. Autonomy.



FORCES ENERGY

Commercial energy and mission-relevant power solutions, scoped and delivered through appropriately licensed providers.

- 01** **COMMERCIAL SOLAR**
Site-based generation
- 02** **BATTERY & BACKUP**
Storage, resilience and continuity
- 03** **REMOTE POWER**
Off-grid and deployable systems
- 04** **INTEGRATION & SERVICE**
Qualified project and lifecycle support



FORCES TECHNOLOGY

Defence, security and autonomous systems, sourced and integrated through technically qualified partners.

- 01** **AUTONOMOUS & UNCREWED**
Aircraft, platforms and remote systems
- 02** **SECURITY & SURVEILLANCE**
Protection, access and monitored systems
- 03** **MISSION SYSTEMS**
Sensors and operational communications
- 04** **DEPLOYABLE TRAINING**
Range and training-system opportunities*

*Subject to partner agreements and applicable approvals.

FIFTH DIVISION / IN DEVELOPMENT

Innovation that serves people.



FORCES WORKFORCE WELLBEING

PLANNED / NOT YET COMMERCIALY AVAILABLE

Digital workforce wellbeing and responder support, with organisational subscriptions as the primary product and appropriately qualified specialist programs as complementary services.

DIGITAL FIRST

APP +
SUBSCRIPTIONS

OUR PARTNER-POWERED APPROACH

FORCES seeks capable operating partners who bring established products, people, customers and expertise. Future majority Indigenous-owned ventures are designed and assessed individually; no future company is represented as already formed or certified.

Partner minority: up to 49% collectively

51%+

SALTWATER

Proposed majority holding

EVIDENCED PROJECTS

Three delivered. Two awarded.

Verified FORCES FITNESS delivery is distinguished from awarded work. Partner track records and future products are not claimed as completed FORCES contracts.



DELIVERED

ADF / PNG | 2 x RAPID-10

Two deployable performance units delivered for Australian Defence Force requirements in Papua New Guinea.



DELIVERED

AFP / PNG | 1 x RAPID-20

One deployable performance unit delivered for Australian Federal Police requirements in Papua New Guinea.

AWARDED

VANUATU / 2 x RUGGED-20

Delivery pending - not reported as delivered

FOR PROCUREMENT TEAMS

A direct path from enquiry to delivery.

Tell us what you need. We determine the appropriate specialist team, contracting entity, supporting evidence and delivery responsibilities before proposal and award.



01 DEFINE

Requirement, environment, site, deadline and intended outcome.



02 QUALIFY

Relevant specialist, licences, delivery capacity and entity.



03 QUOTE

Scope, price, milestones, assumptions and evidence.



04 DELIVER

Contracted specialist operators, handover and reporting.

ONE ENTRY POINT

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EMBEDDED IN HOW WE OPERATE

Indigenous participation is built in.

The FORCES Indigenous Participation Standard guides how each division considers Indigenous suppliers, workforce opportunities and verifiable outcomes. It is an operating standard, not a separate consultancy service.



01

LEAD
Genuine Indigenous leadership



02

SOURCE
Qualified supplier opportunities



03

EMPLOY
Appropriate workforce pathways



04

DEVELOP
Longer-term supplier capability



05

EVIDENCE
Verify actual participation outcomes



06

ACCOUNT
Responsible divisional leadership



— VERIFIED ENTITY / BUYER EVIDENCE

Procurement confidence.

Company credentials below relate to Saltwater Country Services Pty Ltd. Any proposed operating subsidiary would need its own relevant registration, verification, approvals and insurances.

CURRENT GROUP ENTITY

Saltwater Country Services Pty Ltd

ABN 61 659 725 201

OWNERSHIP 100% Indigenous-owned

VERIFICATION Supply Nation Certified

VERIFICATION QIBN Verified

PRODUCT CERTIFICATION Australian Made - approved Fitness ranges

CONTROLLED DOCUMENTS

Relevant evidence is supplied to the buyer when appropriately authorised for the specific opportunity.

- Corporate & Indigenous credentials
- Governance, risk & WHS
- Insurance & commercial assurance
- Scope-specific technical evidence
- Approved project records and references

Procurement pathways and eligibility are assessed for each legal entity, contract and buyer requirement. Certification and government policy never guarantee contract award.

— NEXT REQUIREMENT

LET'S BUILD WHAT'S NEXT.

Products. Services. Complex work packages. Tell us the required outcome, location and timeline. We will identify the appropriate specialist pathway and supporting evidence.

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