FORCES | GROUP

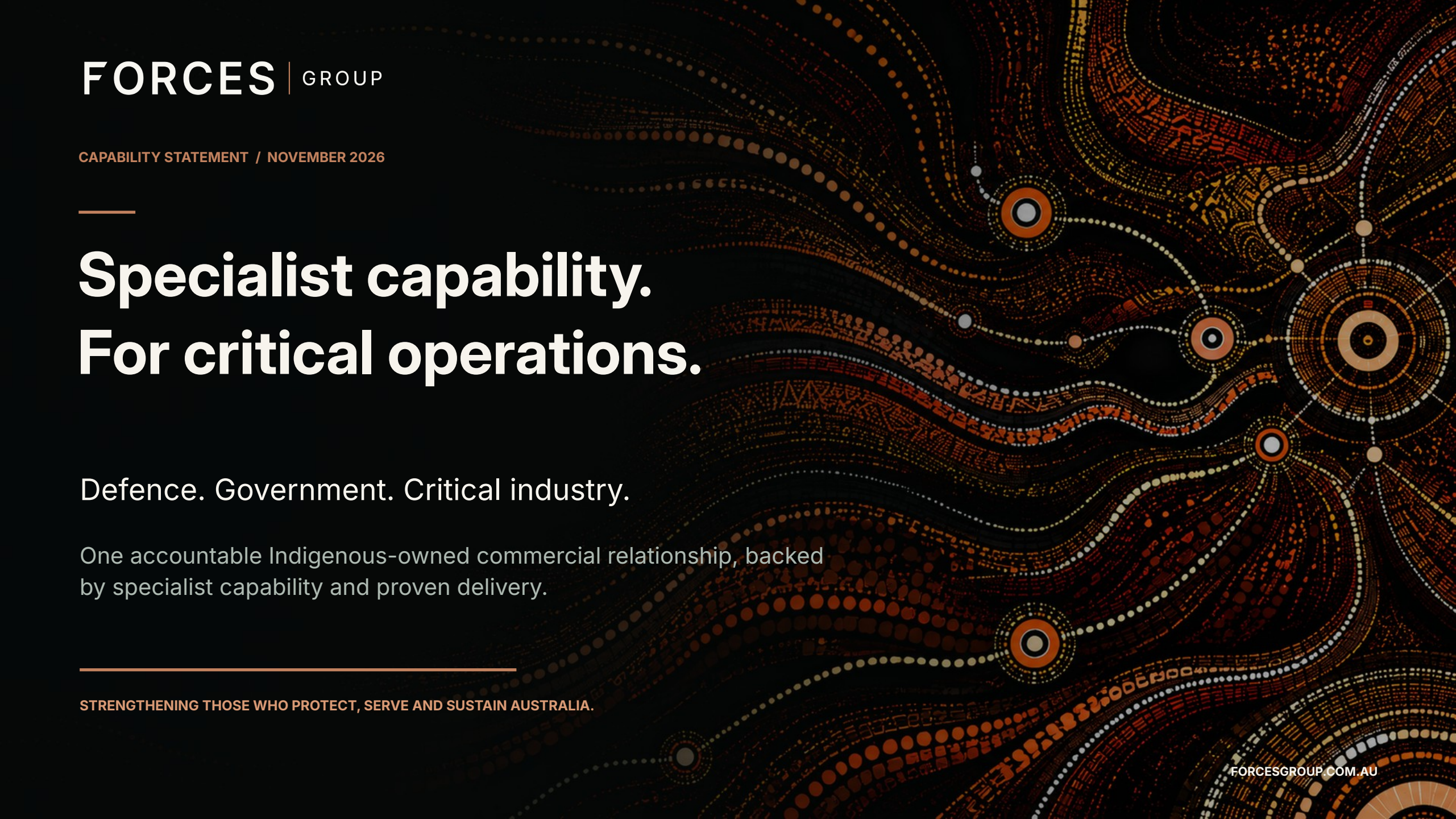
CAPABILITY STATEMENT / NOVEMBER 2026

Specialist capability. For critical operations.

Defence. Government. Critical industry.

One accountable Indigenous-owned commercial relationship, backed by specialist capability and proven delivery.

STRENGTHENING THOSE WHO PROTECT, SERVE AND SUSTAIN AUSTRALIA.



FORCESGROUP.COM.AU

ONE GROUP. REAL DELIVERY.

Commercial strength. Genuine Indigenous leadership.

FORCES GROUP operates through Saltwater Country Services Pty Ltd, a 100% Indigenous-owned Australian company. We connect buyers with qualified specialist delivery through one accountable commercial relationship.

Harrison Lee-Schell / Founder & Executive Chair



FORCES FITNESS / AUTHENTIC PROJECT PHOTOGRAPHY

100% Indigenous-owned Saltwater

04 Current specialist capabilities

03 Deployable systems delivered in PNG

FOUR CURRENT CAPABILITIES

One accountable Group. Specialist depth.

01 FORCES FITNESS

Operational Performance & Readiness

Rapid/Rugged deployable gyms, training facilities, specialist strength equipment, mobile platforms and support.

02 FORCES INFRASTRUCTURE

Deployable infrastructure & asset services

Deployable facilities, site services, specialist mobility and asset maintenance through qualified operators.

03 FORCES ENERGY

Commercial, remote & deployable power

Solar, storage, backup and off-grid power, with licensed delivery, commissioning and lifecycle support.

04 FORCES TECHNOLOGY

Defence, security & mission systems

ISR, surveillance, counter-UAS opportunities, perimeter security, communications and specialist integration.

WORKFORCE WELLBEING IS IN DEVELOPMENT / PLANNED FUTURE CAPABILITY

FORCES FITNESS / OPERATIONAL PERFORMANCE & READINESS

Field-ready training infrastructure.

Deployable and fixed training environments, specialist strength equipment and mobile performance systems—matched to operational needs through qualified manufacturers.

RAPID & RUGGED	**Deployable training systems**
TRAINING FACILITIES	**Commercial and specialist training fitouts**
MOBILE PERFORMANCE	**Mobile gyms and transportable training**
EQUIPMENT & SUPPORT	**Strength equipment and lifecycle support**



FORCES FITNESS / ORIGINAL RAPID SYSTEM PHOTOGRAPHY

QUALIFIED SPECIALIST DELIVERY

The right team for the requirement.

FORCES assembles qualified operators, OEMs and licensed specialists to supply, integrate and support defined Defence, government and industry requirements.

01

FORCES INFRASTRUCTURE

Deployables, facilities & asset services

- Building, facilities & maintenance
- Modular & deployable site systems
- Specialist trailers & mobile facilities
- Asset support through qualified trades

02

FORCES ENERGY

Commercial, remote & deployable power

- Commercial solar & battery storage
- Backup power & energy resilience
- Off-grid & deployable power systems
- Licensed delivery & lifecycle support

03

FORCES TECHNOLOGY

Defence, security & mission systems

- ISR, surveillance & sensing
- Perimeter security & integration
- Counter-UAS opportunities by scope
- Mission communications & training systems

WORKFORCE WELLBEING REMAINS PLANNED / NOT YET COMMERCIALLY AVAILABLE

DELIVERED SYSTEMS / DOCUMENTED RESULTS

Built for the field. Proven in deployment.



ADF / PNG DEFENCE COOPERATION PROGRAM

02 × RAPID-10

Two deployable human-performance systems delivered for the ADF / PNG requirement.



AUSTRALIAN FEDERAL POLICE / PNG

01 × RAPID-20

One deployable human-performance system delivered for the AFP / PNG requirement.

ALSO AWARDED: 2 × RUGGED-20 / AFP VANUATU / DELIVERY PENDING

WHY INDIGENOUS PROCUREMENT CREATES COMMERCIAL OPPORTUNITY

A stronger procurement pathway. Real delivery capability.

FORCES connects verified Indigenous ownership with specialist systems, qualified operators and a commercial point of accountability for Commonwealth buyers and major contractors.

3.25%

2026–27 COMMONWEALTH TARGET

Target by number and value of eligible Commonwealth contracts.

$80k–$200k

MANDATORY SET-ASIDE

Indigenous businesses receive a first opportunity on eligible Australian procurements; remote delivery also covered.

DIRECT

EXEMPTION 16

A dedicated Commonwealth direct-procurement pathway exists for qualifying Indigenous SMEs.

$7.5m+

HIGH-VALUE CONTRACTS

Indigenous participation requirements apply to qualifying contracts in specified industries.

SOURCES: NIAA INDIGENOUS PROCUREMENT POLICY (MAY 2026); DEPARTMENT OF FINANCE CPR, APPENDIX A.

INDIGENOUS-LED. MISSION-DRIVEN. BUILT FOR IMPACT.

Indigenous-led delivery. Outcomes buyers can demonstrate.

FORCES embeds Indigenous business participation into the way work is planned, sourced and delivered. Our participation standard connects genuine Indigenous leadership with practical supplier engagement, workforce pathways and documented outcomes.

01

LEAD

Genuine Indigenous ownership and control

02

SOURCE

Qualified Indigenous supplier opportunities

03

EMPLOY

Relevant workforce participation

04

EVIDENCE

Clear outcomes and reporting

PLAN → SOURCE → MOBILISE → INTEGRATE → MEASURE → REPORT

ONE ACCOUNTABLE COMMERCIAL INTERFACE

Define. Qualify. Deliver. Assure.

Saltwater scopes the requirement, establishes clear commercial responsibilities and coordinates qualified delivery resources against agreed milestones, acceptance and reporting.

01	02	03	04	05
DEFINE	**QUALIFY**	**CONTRACT**	**DELIVER**	**ASSURE**
Operational requirement, location and scope	Technical fit, licences and delivery partners	Clear pricing, milestones and accountability	Mobilisation, manufacturing or specialist services	Quality, evidence and client acceptance

THE CUSTOMER GETS ONE COMMERCIAL RELATIONSHIP, BACKED BY THE RIGHT SPECIALIST DELIVERY TEAM.

VERIFIED INDIGENOUS-OWNED ENTITY

Procurement confidence. Proven foundations.

Saltwater Country Services Pty Ltd is the established contracting entity behind FORCES GROUP. Supporting documentation is available for qualified procurement and partner conversations.

SALTWATER COUNTRY SERVICES PTY LTD

100% Indigenous-owned

ABN	61 659 725 201
CERTIFICATION	Supply Nation Certified
VERIFICATION	QIBN Verified
PRODUCT CERTIFICATION	Australian Made / approved ranges

EVIDENCE THAT SUPPORTS A DECISION

A credible capability partner.

- Verified company and ownership credentials
- Documented ADF / AFP delivery evidence
- Qualified scope-specific technical resources
- Insurance, safety and procurement documents on request

THREE COMMERCIAL ENTRY POINTS

From one requirement to enduring relationships.

Engage FORCES for a defined product, project or operating requirement. Expand the relationship where our combined capability creates real customer and commercial value.

01

DIRECT REQUIREMENTS

Supply & project delivery

Deployable systems, specialist supply or defined work packages, with a clear commercial scope and delivery responsibilities.

02

ENTERPRISE ACCOUNTS

Repeat and multi-site needs

A consistent Indigenous-owned commercial interface for subsequent projects, supply programmes or agreed support.

03

OPERATING PARTNERS

OEM, distribution & delivery

A structured route for manufacturers and specialists to bring established capability into suitable Australian customer opportunities.

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YOUR NEXT OPERATIONAL REQUIREMENT

Bring us the challenge.
We'll build the delivery pathway.

Need specialist systems, a dependable Indigenous-owned supplier or a stronger route to market? Start with FORCES. We'll connect the right capability to a clear commercial next step.

DISCUSS A REQUIREMENT

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