

CAPABILITY STATEMENT

Complex requirements. One accountable partner.

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

100% INDIGENOUS-OWNED AUSTRALIAN CAPABILITY GROUP

Participation / Performance / Wellbeing
Technology / Systems / Energy

FORCES GROUP

One group.
Six specialist
capabilities.

FORCES GROUP is the public identity of Saltwater Country Services Pty Ltd, a 100% Indigenous-owned Australian company. We retain the client relationship, commercial governance, solution coordination and evidence oversight while approved specialists perform project-specific delivery scopes.

WHAT CLIENTS GAIN

Clear accountability

Specialist integration

Controlled evidence

100%

Indigenous-owned and controlled

06

Integrated specialist capabilities

01

Accountable commercial relationship

AU

Australian legal entity and operating base

Defence · Government · Emergency services industry · Energy · Infrastructure · Remote

ONE RELATIONSHIP

Six capabilities.
One accountable
system.

Each capability can be engaged independently or combined around a complex requirement. Leadership and technical assurance operate across the group.

FORCES GROUP

- Client relationship
- Commercial governance
- Solution coordination
- Evidence oversight

01

Participation

Plan-to-proof Indigenous participation.

02

Performance

Operational readiness systems.

03

Wellbeing

Non-clinical workforce support.

04

Technology

Digital, AI and managed capability.

05

Systems

Containerised and mobile systems.

06

Energy

Remote and resilient energy.

Capability availability, final scope, partner appointments, licences, insurance and technical responsibility are confirmed before commitment.

01 | PARTICIPATION

Plan to proof.

Indigenous participation managed from sourcing and mobilisation through evidence and reporting.

CORE SCOPE

- Participation strategy and planning
- Supplier and workforce pathways
- Evidence capture and reporting
- Participation risk controls

DELIVERY CONTROL

Claims are based on verified activity. Buyer and contract requirements are confirmed for each project.

02 | PERFORMANCE

Ready where needed.

Deployable human-performance systems designed around operational readiness beyond fixed facilities.

CORE SCOPE

- Rapid Series 10ft, 20ft and 40ft
- Rugged Series containerised systems
- Strength rigs and racks
- Off-grid configuration where specified

DELIVERY CONTROL

Manufacture, certification and regulated work are assigned to approved specialists under defined responsibility.

03 | WELLBEING

Support around care.

A partnership-led, non-clinical layer focused on regulation, connection and sustainable performance.

CORE SCOPE

- Responder and workforce programs
- Connection and recovery practices
- Short-stay and program formats
- Ongoing participant connection

DELIVERY CONTROL

Developing capability. Activation remains subject to partner, facility, safeguarding and referral readiness.

04 | TECHNOLOGY

Digital, governed.

Digital capability coordinated through one accountable project relationship and specialist delivery.

CORE SCOPE

- Websites and digital experiences
- Applications and platforms
- AI and workflow automation
- Managed digital support

DELIVERY CONTROL

Technology is FORCES-led and specialist-partner delivered. Security, data, IP and acceptance are project specific.

05 | SYSTEMS

Built for purpose.

Containerised, modular, trailer and vehicle-based systems configured around the operating requirement.

CORE SCOPE

- Containerised and modular infrastructure
- Specialist trailers and mobile platforms
- Specialised vehicle integration
- Deployable infrastructure systems

DELIVERY CONTROL

Partner capability is not represented as internally owned. Engineering and manufacturing roles remain explicit.

06 | ENERGY

Resilience by design.

Commercial, remote and deployable energy capability assembled for the operating environment.

CORE SCOPE

- Commercial solar and battery storage
- Remote and deployable energy
- Backup power and resilience
- Site and load assessment coordination

DELIVERY CONTROL

Electrical design, installation, connection and certification are performed by appropriately licensed entities.

DELIVERY MODEL

One commercial interface.

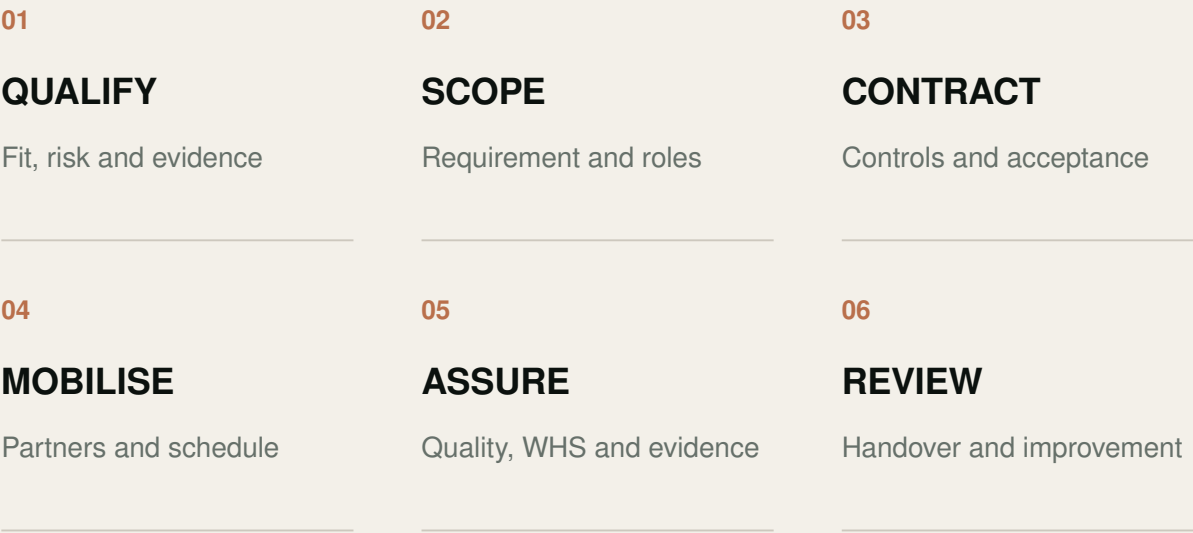
FORCES retains

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

Accountability remains visible from requirement through acceptance.

SPECIALIST DELIVERY. CONTROLLED ACCOUNTABILITY.

How an engagement moves



SPECIALIST PARTNER ROLES

- | | |
|-----------------------------|--------------------------------|
| Manufacturing & fabrication | Engineering & certification |
| Licensed & regulated trades | Technology & regional delivery |

Governance is scaled to value, safety, complexity, geography and data sensitivity.

— REAL PROJECTS. CONTROLLED CLAIMS.

Deployable human-performance capability delivered for demanding environments.



Rapid-10 | ADF & PNG Defence Cooperation Program

PROJECT 01

Rapid-10 | ADF & PNG Defence Cooperation Program

Two deployable Rapid-10 human-performance systems designed and developed by Forces Fitness and deployed to Papua New Guinea.

2 systems · Off-grid configuration · Mob Box manufacturing partner



Rapid-20 | Australian Federal Police and PNG

PROJECT 02

Rapid-20 | Australian Federal Police PNG

One Rapid-20 human-performance system designed and developed by Forces Fitness for an AFP training environment in Papua New Guinea.

1 system · International deployment · Mob Box manufacturing partner

CURRENT COMMONWEALTH SETTINGS

Indigenous procurement pathways

FORCES combines verified Indigenous ownership with commercial governance and controlled evidence. This can make it easier for buyers and major contractors to identify a capable Indigenous supplier and document the engagement correctly.

3.25%

2026-27 Commonwealth target

Target by both contract volume and contract value. The target rises to 4% in 2029-30.

\$80k-\$200k

Mandatory Set Aside

For applicable domestic procurements in this range, and procurements delivered in remote Australia, Indigenous businesses receive an opportunity to demonstrate value for money before a general market approach.

DIRECT

Exemption 16 pathway

The Commonwealth Procurement Rules can permit direct sourcing from an eligible Indigenous SME. The buyer must still establish value for money, document the decision and meet its approval requirements.

\$7.5m+

High-value contracts

Minimum Indigenous participation requirements apply to qualifying contracts wholly delivered in Australia across specified industries.

THE PRACTICAL FORCES ADVANTAGE

- Verified ownership
- One commercial relationship
- Cross-capability delivery
- Evidence for reporting

EASY TO ASSESS

Evidence available when required.

FORCES maintains a controlled procurement-readiness system so buyers receive evidence relevant to the opportunity without unnecessary disclosure.

CURRENT CREDENTIALS

- 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

Saltwater Country Services Pty Ltd
ABN 61 659 725 201 ACN 659 725 201

EVIDENCE ON REQUEST

Corporate & ownership

ASIC, ABN, ownership and Indigenous verification

Governance & integrity

Risk, ethics, modern slavery and procurement controls

Delivery assurance

Quality, WHS, continuity, due diligence and mobilisation

Technical & capability

Relevant licences, drawings, inspections and acceptance

Privacy & information

Privacy, cyber, data and project-specific controls

Commercial & financial

Insurance, accounting and tax evidence where justified

Participation & social value

Plans, verified evidence and reporting schedules

Project proof

Approved case studies, photographs, references and records

Evidence is issued to match the opportunity and disclosure requirement. Restricted financial or personal information is provided only through an authorised due-diligence process.

ACCOUNTABLE LEADERSHIP

Leadership across the group.

The leadership team is presented separately from the six current capabilities. General Managers support opportunities and delivery across the group.

01 **Harrison Lee-Schell**
Founder and Executive Director

04 **Brett Adams**
General Manager

02 **Sue Lewis**
General Manager

05 **Nathan Anderson**
Head of Engineering and Technical Assurance

03 **Dan Fox**
General Manager

DISCUSS A REQUIREMENT

Tell us the outcome, environment, timing and constraints.

FORCES will determine whether one capability or an integrated response is the best fit, then identify the evidence required for procurement.

team@forcesgroup.com.au

07 3472 8022

forcesgroup.com.au

Brisbane, Queensland, Australia