

# **Company Presentation**

**SSH Group Ltd  
17 September 2021**

**SAFETY ▶ PEOPLE ▶ EQUIPMENT**

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*SSH Group provides*

- ▶ *Safety,*
- ▶ *People, and*
- ▶ *Equipment*

*to Australian industries,  
projects, and communities.*

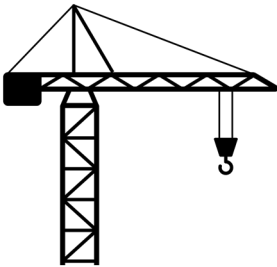
## ▶ ABOUT SSH GROUP

### Operating Divisions:

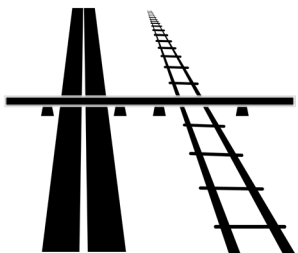
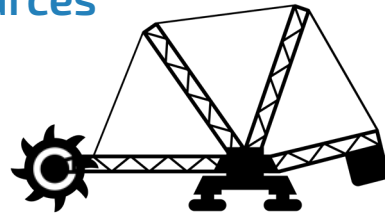


### Client Portfolios:

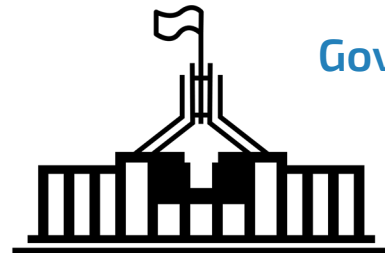
Construction



Resources



Civil



Government

### Purpose:

To improve outcomes for Australian projects and communities

### Values:

- ▶ Integrity
- ▶ Excellence
- ▶ Care
- ▶ Service

### People:

700+ workforce



### Origins:

Founded in Australia

Headquartered in Perth, WA



## CORPORATE SNAPSHOT

### Capital Structure

ASX Code	SSH
Shares on issue	59,834,399
Offer price per share <sup>1</sup>	\$0.20
Indicative market capitalisation <sup>2</sup>	\$11,966,880
Options <sup>3</sup>	25,133,332
Performance rights	1,000,000

### Board and Senior Management

Bruce Lane	Non-Executive Chairman
Daniel Cowley-Cooper	Managing Director and CEO
Stefan Finney	Executive Director and COO
Matthew Thomson	Chief Financial Officer
Matthew Foy	Company Secretary

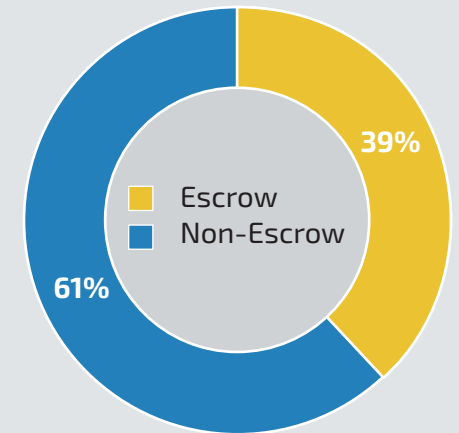
### Share Register

Daniel Cowley-Cooper and related entities	15,375,000	25.69%
Stefan Finney and related entities	5,125,000	8.56%
Others	17,099,619	28.59%
<b>Total Top 20</b>	<b>37,599,619</b>	<b>62.84%</b>

### Escrow Arrangements

23,079,164 shares subject to ASX escrow arrangements including 20,500,000 shares held by the founding Directors.

	Shares	Percent
Escrow	23,079,164	38.6%
Non-Escrow	36,755,235	61.4%
Total	59,834,399	100%



Note:

- At the IPO offer price of \$0.20 per share. Shares may trade on the ASX at a price above or below this amount.
- Market capitalisation based on offer price per share
- Comprising Executive Options, Adviser Options, and 8,133,332 Seed Options

## ▶ LEADERSHIP AND BOARD



**Bruce Lane**

**Non-Executive Chairman**

Bruce has held leadership roles with a number of ASX listed companies and significant blue-chip companies in Europe and Australasia. He has over 20 years of corporate governance experience in a range of industries including services, resources, consumer & industrial products and venture capital. Bruce has successfully completed the acquisition of companies and assets for a number of ASX listed companies and managed numerous private & public capital raisings including Initial Public Offerings, secondary market capital raisings, mergers and reverse takeovers via the ASX.



**Daniel Cowley-Cooper**

**Managing Director**

Founder of Site Services Holdings, which grew to become SSH Group, Daniel has been the driving force behind the business' year-on-year growth.

Daniel has built the SSH Group to a workforce of 700+ and diversified its operations into an array of industry sectors within Western Australia.



**Stefan Finney**

**COO and Executive Director**

Stefan commenced with SSH Group in 2016 and has helped grow the group to a workforce of 700+. Recent experience has seen Stefan in a senior role with a large mining company, managing people and assisting multiple business units within the organisation to deliver large scale regional construction and mining projects across the state of Western Australia. Stefan has been actively involved in business management and guidance since 2002, managing a diverse portfolio of Western Australian business contracts.



**Matthew Thomson**

**CFO**

Matt has a Bachelor of Commerce, Accounting and Finance from University of NSW and is a Chartered Accountant. Having begun his career at Coopers & Lybrand (now PricewaterhouseCoopers) he has over 15 years' experience in senior financial & management accounting roles. Matt has been involved in a number of large debt raisings and private equity raises. Matt has experience in the mining, civil construction and property development sectors having led large finance teams in recent roles. Matt was most recently CFO and company secretary at ASX listed Go 2 People Ltd.



**Matthew Foy**

**Company Secretary**

Matthew is a chartered secretary and fellow of the Governance Institute of Australia. He is also a director and principal of FT Corporate Pty Ltd which provides company secretary, corporate advisory, and consultancy services to a number of companies. Matthew has extensive experience in listing rules compliance and corporate governance, having served as senior adviser at the ASX in 2007 for over 4 years, and is currently company secretary of several ASX listed and public unlisted companies involved in the resources and technology industries.



▶ SERVICE DELIVERY MODEL

SSH Group delivers products and services through three Operating Divisions



**SSH**  
Safety



**SSH**  
People



**SSH**  
Equipment



# ▶ SAFETY DIVISION

The Safety Division delivers a broad range of safety services including security, site and facility safety, road safety, and associated services for the construction, civil, resources, and government portfolios.



## Security Services

- Asset Protection
- Security Operatives
- Loss Prevention
- Site Access Control
- Security Patrols
- Security Management Planning
- Alarm and CCTV Monitoring

## Road Safety Services

- Road Safety Planning and Design
- Road Safety Review and Consultation
- Road User and Pedestrian Safety Management

## Crisis Support Services

- Critical Incident Response
- Pandemic Support Roles
- Checkpoint and Testing Facility Management
- Structural Collapse
- Ground Settlement, and Subsidence
- Economic Collapse and Bankruptcy



## ▶ PEOPLE DIVISION

The People Division delivers a broad range of workforce management services including labour hire recruitment, placement, and associated services for the construction, civil, and resources portfolios.

### Labour Hire

- Skilled Worker Hire
- Labour Hire Staffing
- Temporary Workforce Hire
- Plant and Equipment Operator Hire
- Event and Surge Demand Workforce Hire

### Recruitment and Placement

- Specialist Role and Skills hire
- Contract Placements
- Labour Hire to Permanent placements



# ▶ EQUIPMENT DIVISION

The Equipment Division delivers a range of safety and site-essential equipment on long-term and short-term hire for the construction, civil, resources, and government portfolios to supplement on the services delivered by the Safety Division.

## Road Safety Equipment

- Variable Messaging Boards
- Road Safety Warning Signage and Hazard Markers
- Road Safety Guidance, Regulatory, and Temporary Signage
- Temporary Barricading

## Site Safety Equipment

- Relocatable Temporary Lighting Towers
- Temporary fencing
- Access Control and Pedestrian Management Systems

## Security Support Equipment

- Relocatable Temporary CCTV and Monitoring Towers
- Intruder Detection and Warning Systems
- Security Signage



## ▶ POINT OF DIFFERENCE

SSH Group's point of difference is providing clients with a reliable consolidated point of contact for the supply of a multitude of services and products through:



**1. Providing tailored specialist advice**



**2. Delivering safety and security services**



**3. Creating flexible workforce options**



**4. Supplying industry-specific equipment**



# ▶ CLIENT PORTFOLIOS



# ▶ MAJOR CLIENTS



# Project Examples

**SAFETY** ▶ **PEOPLE** ▶ **EQUIPMENT**

# Forrestfield-Airport Link

Since 2018

## Project Summary

The Forrestfield-Airport Link is jointly funded by the Australian and Western Australian governments and will deliver a new rail service to the eastern suburbs of Perth, including three new stations to create liveable communities connected by world class public transport. Salini Impregilo – NRW Joint Venture were awarded the design, construct and maintenance contract and engaged SSH Group to provide the security and access management for the Project.

## Safety Services

- ▷ Mobile Security Patrols
- ▷ Project Security Management
- ▷ Asset Protection
- ▷ Emergency Response Services
- ▷ Incident Response Services
- ▷ Access Control Management
- ▷ Gatehouse Management
- ▷ Road Safety Services
- ▷ Confined-Space Sentries
- ▷ Drilling and Tunnel Sentries

## People Services

- ▷ Labour Hire Services

## Equipment Services

- ▷ Security Equipment Supply
- ▷ Road Safety Equipment Supply
- ▷ Barricading Supply





# New Perth Stadium

2014 - 2018

## Project Summary

The new Perth Stadium project, incorporated the construction of the Optus Stadium (the third biggest stadium in Australia), and surrounding facilities and amenities. The multi-purpose stadium along with a sporting, recreational and entertainment precinct was constructed next to Swan River on Burswood Peninsula. This high-profile development required the delivery of a truly diversified service offering to support the Westadium Alliance, led by long-term clients Brookfield Multiplex.

## Safety Services

- ▷ Project Security Management
- ▷ Site Asset Protection
- ▷ Emergency Response Services
- ▷ Incident Response Services
- ▷ Access Control Management
- ▷ Gatehouse Management
- ▷ Road Safety Services
- ▷ Mobile Security Patrols
- ▷ Control Room Operations

## People Services

- ▷ Health and Medical Services
- ▷ Labour Hire Services
- ▷ Site Mobilisation Labour
- ▷ Site Demobilisation Labour

## Equipment Services

- ▷ General Equipment Supply

Note: This example illustrates the current capabilities of the SSH Group. As detailed in Section 8.9 of the SSH Group Ltd IPO Prospectus, services delivered prior to 2016 may have been delivered by entities that are not currently part of the SSH Group, but were under the operational control and common ownership of the founders of the SSH Group.



# Swan River Pedestrian Bridge

2016 - 2018

## Project Summary

The Swan River Pedestrian Bridge Alliance (SRPBA), led by Main Roads WA on behalf of the Western Australian Government, undertook the design and construction of the 370m cable-stayed pedestrian bridge (now named Matagarup Bridge) connecting the Burswood Peninsula to East Perth, creating an iconic landmark, and providing pedestrian access to the Optus Stadium.

## Safety Services

- ▷ Project Security Management
- ▷ Site Asset Protection
- ▷ Incident Response Services
- ▷ Access Control Management
- ▷ Pedestrian Management
- ▷ Road Safety Services
- ▷ Gatehouse Management
- ▷ Event Support Services

*Note: This example illustrates the current capabilities of the SSH Group. As detailed in Section 8.9 of the SSH Group Ltd IPO Prospectus, services delivered prior to 2016 may have been delivered by entities that are not currently part of the SSH Group, but were under the operational control and common ownership of the founders of the SSH Group.*

# *The Future*

**Our strategy for  
growth, acquisition, and  
development**

**SAFETY ▶ PEOPLE ▶ EQUIPMENT**

**SSH Group has achieved strong ongoing growth within Western Australia, has long-term engagement with key clients, and holds a strong portfolio of current and past work servicing major Australian projects and supporting Australian communities**

## ▶ GROWTH STRATEGY

Remaining focused on the core market sectors, SSH Group has identified many opportunities for future growth through expansion of the Divisions that service these sectors in Western Australia. In addition, SSH Group has a strategy to deliver organic and acquisition-based growth into new market sectors and new geographic regions across Australia.



**1. Organic Growth**



**2. Targeted Acquisition**



**3. Interstate Expansion**



**4. New Products and Services**



## ▶ TARGET MARKETS

SSH Group estimates that there is over \$39.3 billion of market revenue that is not serviced by major players in the operating industries. This suggests that interstate expansion into these areas may provide SSH Group with the opportunity to compete for a significantly larger market share and indicates that the opportunity for SSH Group to expand through targeted acquisition of smaller competitors exists in most States and Territories.

	Primary Operating Industry	SSH Group Market Opportunity	Fragmented Market Value
<b>Safety Division</b>	▶ Investigation and Security Services	▶ \$6.09 Billion	▶ 87.2%
<b>People Division</b>	▶ Temporary Staff Services	▶ \$29.69 Billion	▶ 94.1%
<b>Equipment Division</b>	▶ Machinery and Scaffolding Rental	▶ \$3.52 Billion	▶ 88.5%
<b>Summary Total \$ Value</b>		<b>\$39.3b<sup>(a)</sup></b>	<b>91.6%<sup>(b)</sup></b>

**Notes:**

(a) Based on market segments defined in the SSH Group Prospectus

(b) Based on market data sourced from IBISWorld Industry Reports

## ▶ TARGETED ACQUISITION

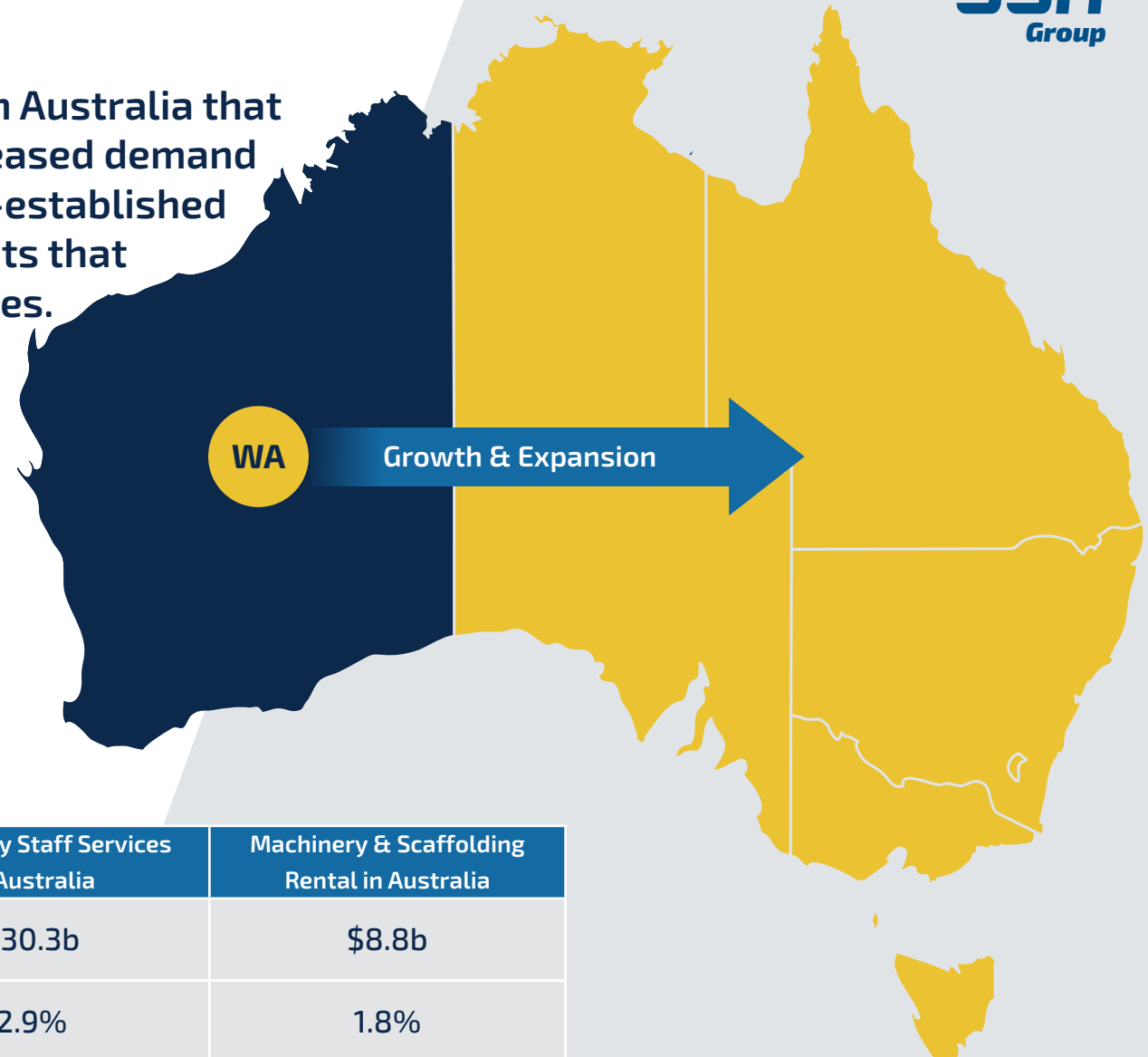
SSH Group has identified businesses within the industry that appear to have a trading history of delivering quality and sustainable services through long-term client relationships. From these businesses, SSH Group will identify specific businesses that may not have effective succession planning, and these businesses would form a core focus for potential acquisition activities.

- ▶ 1. Complimentary to existing portfolios and services
- ▶ 2. Earnings accretive and cash-flow positive
- ▶ 3. Culturally aligned with SSH Group
- ▶ 4. Inherently scalable

## ▶ INTERSTATE EXPANSION

SSH Group has built a strong market presence in Western Australia that can be grown organically and steadily with minimal increased demand on SSH Group resources. In addition, SSH Group has well-established and long-standing relationships with several major clients that have established operations in other States and Territories.

By seeking greater levels of integration with these clients, SSH Group envisages opportunities to expand geographically across regions of Australia in support of these client operations in other States and Territories.



**A workforce of 700+**



**More than 100 Clients**

	Investigation & Security Services in Australia	Temporary Staff Services in Australia	Machinery & Scaffolding Rental in Australia
2021 National Industry Revenue <sup>(a)</sup>	\$11.0b	\$30.3b	\$8.8b
Predicted Industry Growth 2021-2026 <sup>(b)</sup>	3.0%	2.9%	1.8%

**Notes:**

(a) Based on industry revenue data sourced from IBISWorld Industry Reports

(b) Based on industry growth predictions from IBISWorld Industry Reports



## ▶ NEW PRODUCTS & SERVICES

SSH Group intends to explore additional opportunities to engage with existing clients through multiple Divisions, focusing on resolving recurring needs for safety, security, staffing, and equipment solutions by addressing the following areas:

- ▶ Developing solutions led by market trends and client needs
- ▶ Introducing complementary products and services
- ▶ Focused expansion within the Equipment Division
- ▶ Investing in research and market testing



**SAFETY ▶ PEOPLE ▶ EQUIPMENT**



**SSH**  
**Group**

**ACN 140 110 130**

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## **Key Contacts**

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