

FY23 Results Presentation

SSH Group Ltd | 30th August 2023



Introducing SSH Group



Who we are

We are an **industrial company** that owns a portfolio of complimentary service businesses.

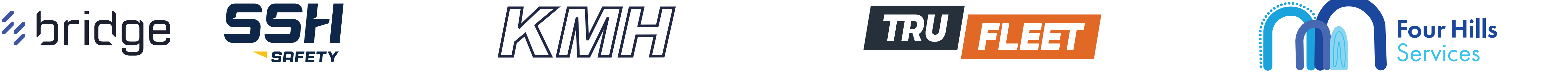
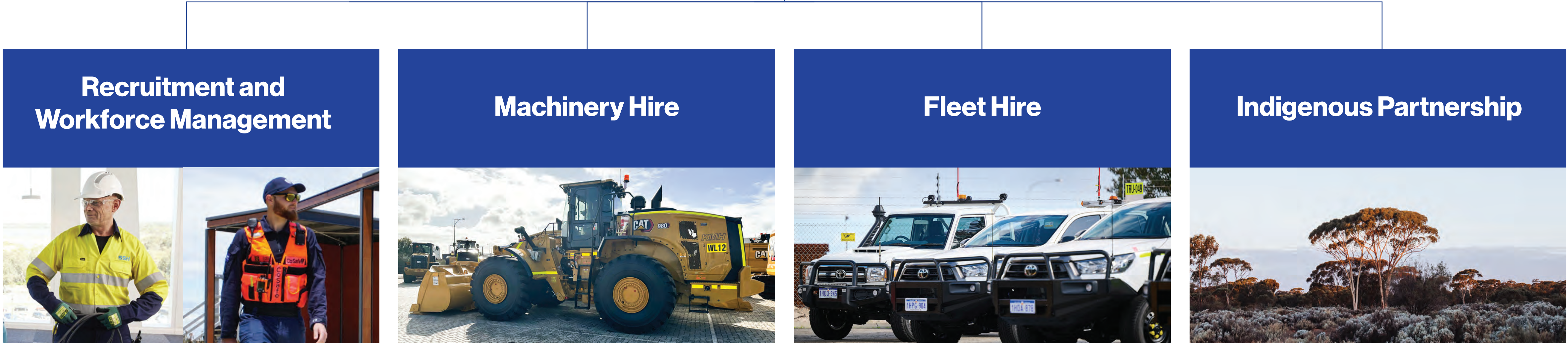
What we do

We **build and acquire** quality businesses that are **scalable** and demonstrate strong potential for **high return on investment**.

Our purpose

To improve **outcomes** for Australian **projects and communities**.

SSH Group | Our Businesses



Our Journey



Feb 23
New partnership to leverage strengths



**Four Hills Services
Indigenous Partnership**



Oct 22
Relaunch and improve efficiencies



Bridge Resources rebrand



July 22
Optimise market demand



Tru Fleet launch



May 22
Extend service offering



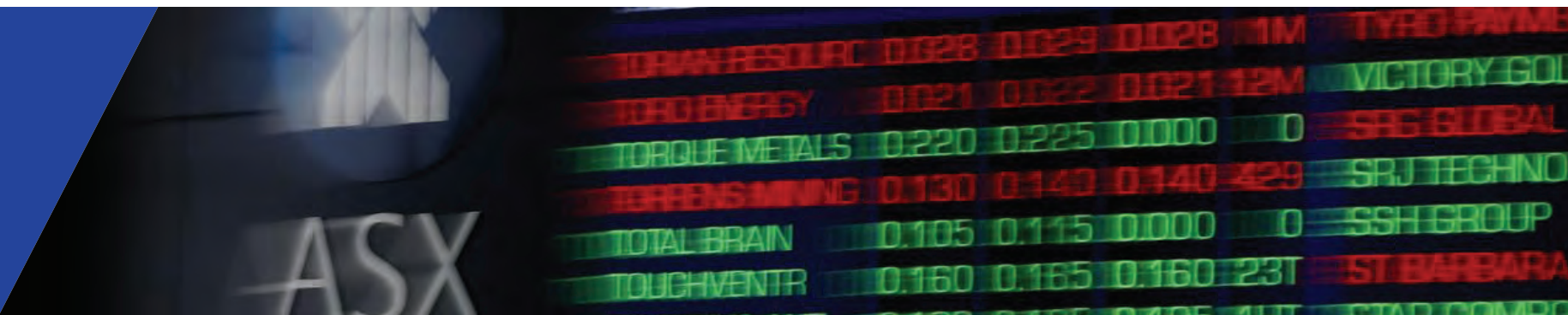
KMH acquisition



Sep 21
ASX listing



ASX listing



Our Profile Today



FY23 Achievements

415+
workforce

260+
hire fleet

360+
clients

Our Values

Integrity

Care

Excellence

Service

FY23 Financial Performance



A pivotal year as the Group proactively broadened its service offerings and transitioned to higher margin markets

Revenue

\$41.1m ▼ **-\$55.0m** vs \$96.1m FY22

Gross Margin %

26% ▲ **+14%** vs 12% FY22

EBITDA

\$3.3m ▲ **+\$4.0m** vs -\$0.7m FY22

Operating Cashflow

\$2.8m ▲ **+\$3.6m** vs -\$0.7m FY22

Cash on Hand

\$2.0m at 30 June 2023

EBITDA Cash Conversion*

FY23 | **85%**

- Increase in gross margin and EBITDA driven by the introduction of equipment hire services
- Repositioned recruitment and workforce management for operational efficiencies and growth
- Strong positive operating cash flow

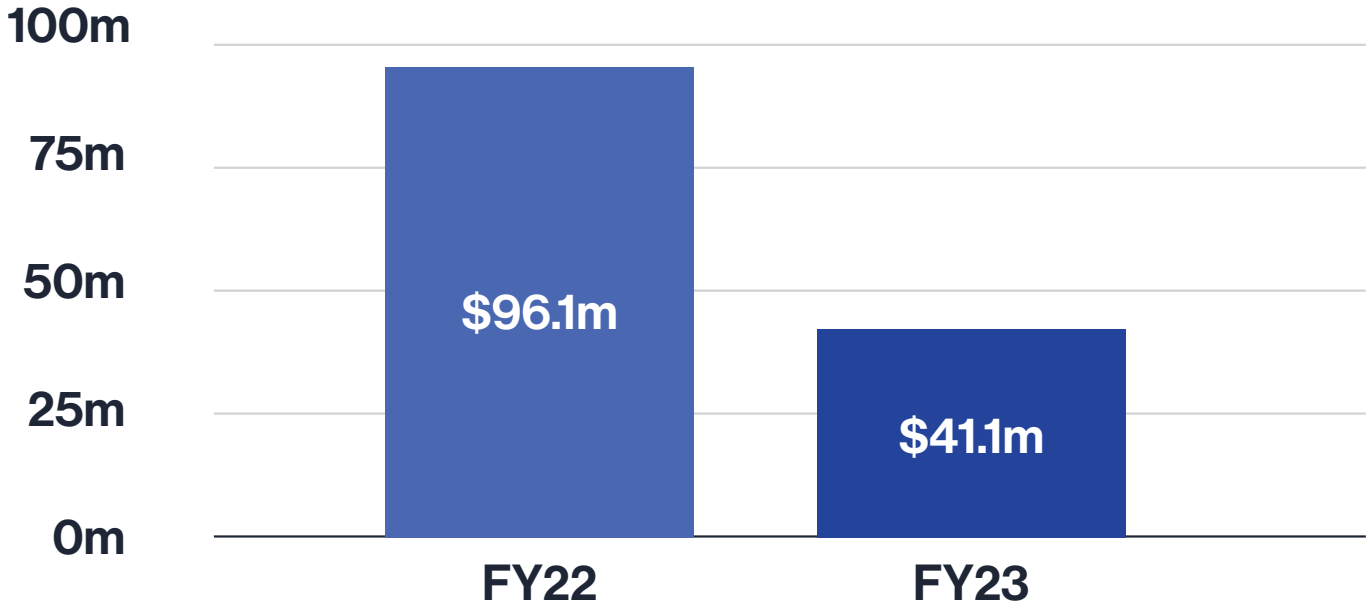
*Calculated as operating cashflow over EBITDA

FY23 Financial Growth

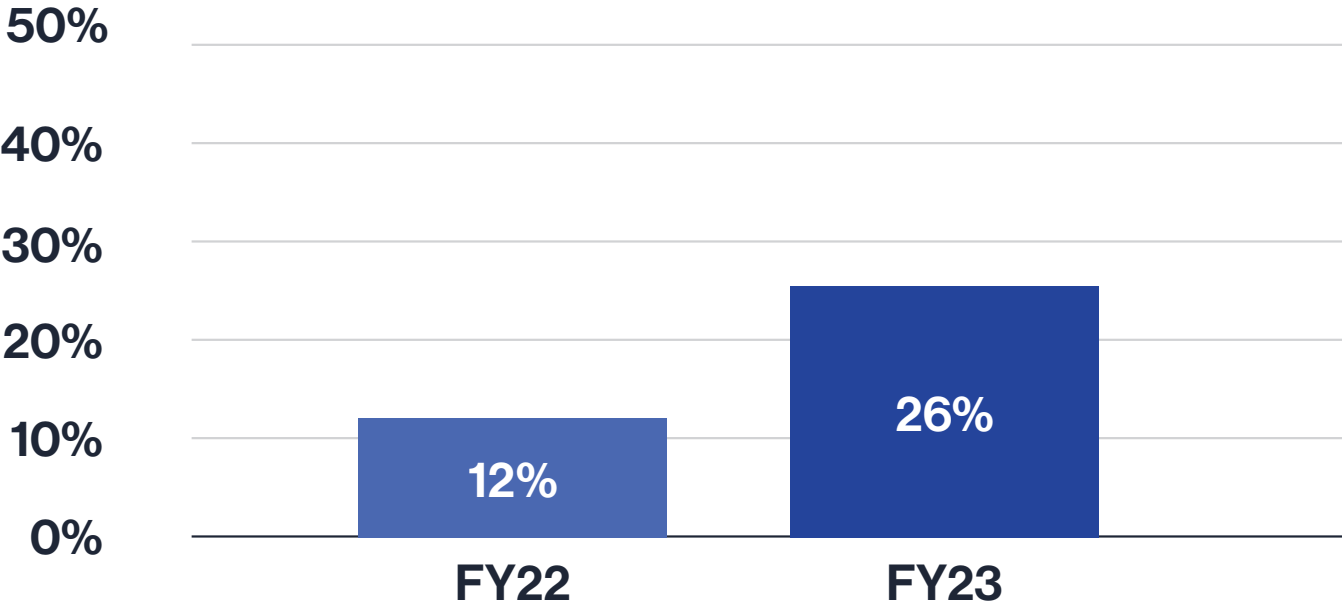


Gross margin had growth of 118% on prior year and EBITDA improved by \$4.0m, driven by transitioning into high margin markets.

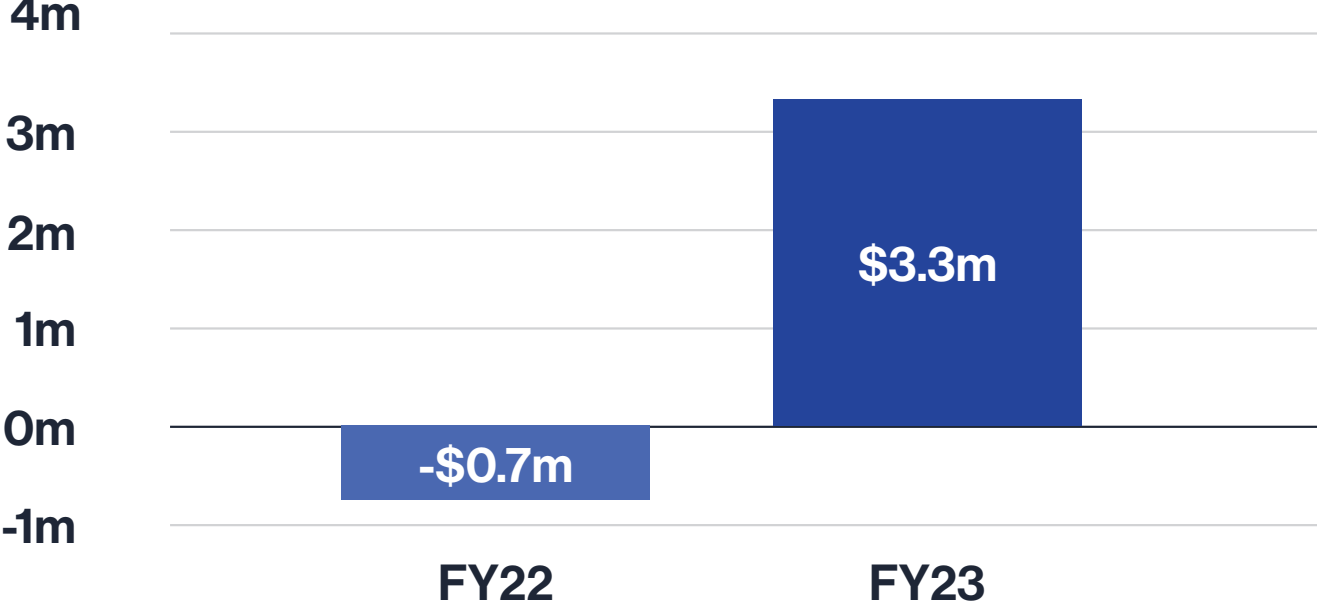
Revenue \$



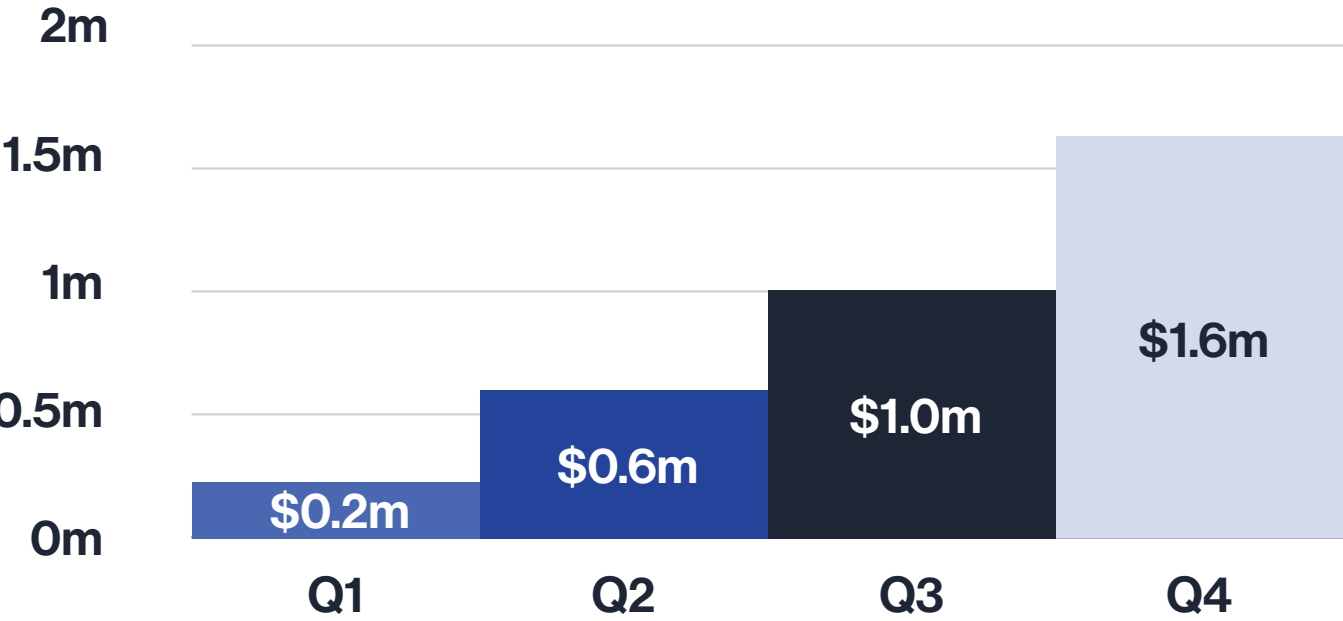
Gross Margin %



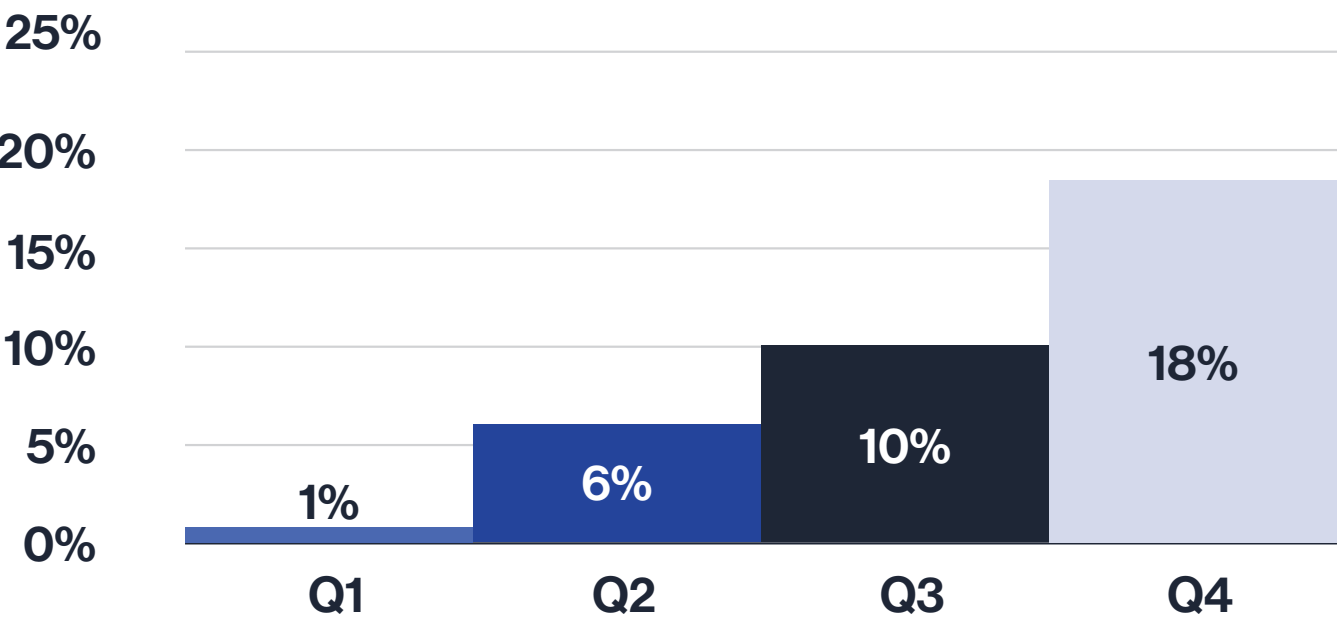
EBITDA \$



EBITDA \$ Qtr on Qtr

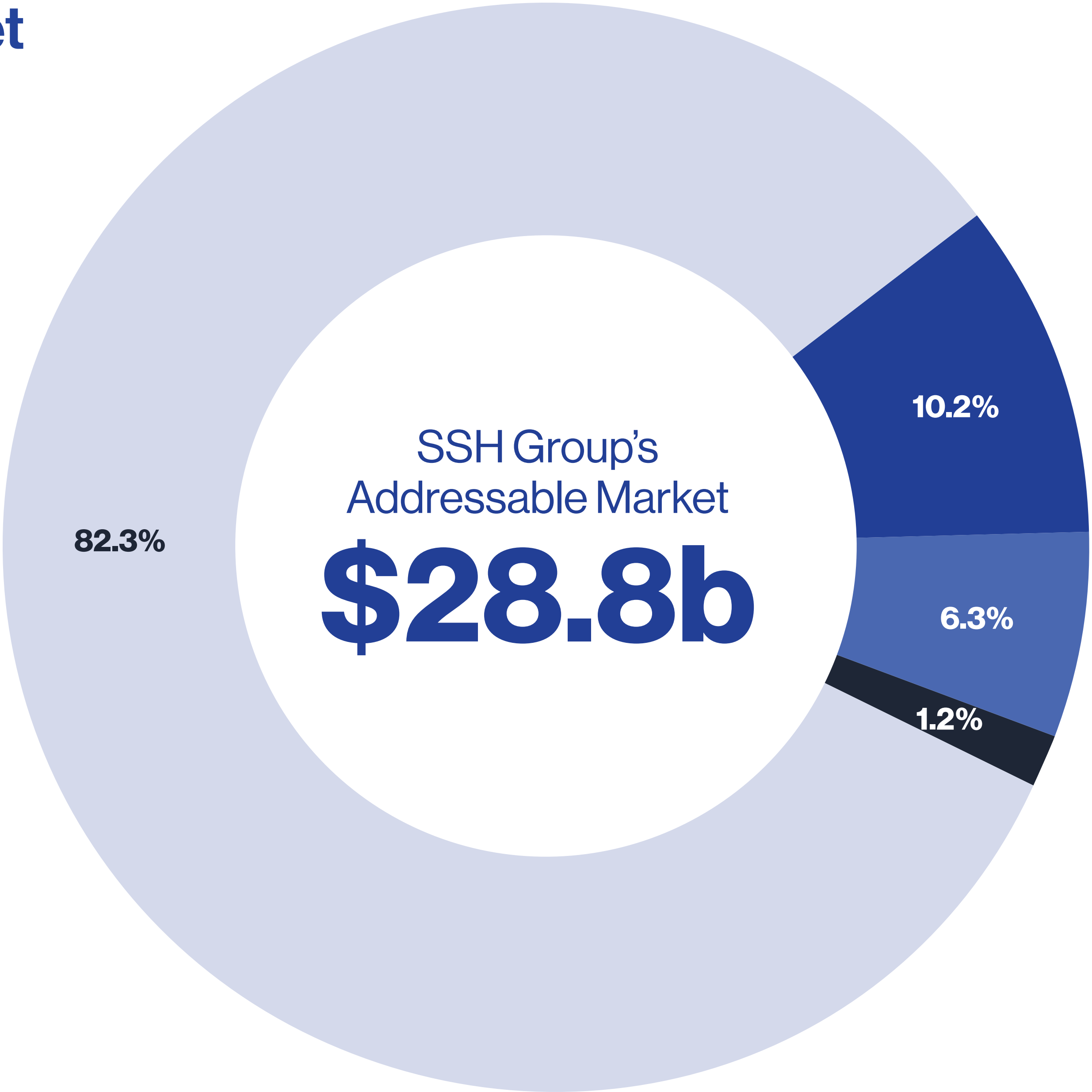


EBITDA Margin % Qtr on Qtr



Addressable Market

Recruitment &
Workforce Management ¹
\$23.7b



Safety & Security ²
\$3.0b

Machinery Hire ³
\$1.8b

Fleet Vehicle Hire ⁴
\$0.4b

1. Current services aligned with 69.6% of market. Australia Industry (ANZSIC) Report N7212/ Administrative and Support Services - Temporary Staff Services in Australia - March 2022
2. Current services aligned with 26.8% of market. Australia Industry (ANZSIC) Report O7712/Public Administration and Safety - Investigation and Security Services in Australia - April 2022

3. Current services \$1.8b aligned with 20.9% of market. Australia Industry (ANZSIC) Report 7712/Public Administration and Safety - Investigation and Security Services in Australia - April 2022
4. Current services aligned with 14% of market. Australia Industry (ANZSIC) Report N/212/Administrative and Support Services - Temporary Staff Services in Australia - March 2022

Our Strategy

Leverage our Divisional Strengths

- Customers with long term recurring work
- Limited exposure to Lump Sum contract risk
- Pricing models with annual rise and fall mechanism

Organic Growth

- Increased asset utilisation
- Geographical expansion
- Increased service offerings
- Increased penetration of services per customer

Acquisition Growth

- Scalable targets
- Strong management and leadership
- Synergies with the portfolio of the Group
- Defendable market share
- Growth markets



Operational Focus Areas

- Maximise cross selling opportunities
- Increase customer retention and engagement
- Industry experienced leadership driving growth
 - Increase operational excellence
- Continuous improvement on workplace safety and risk management
- Ongoing cost efficiency reviews
 - Leverage asset utilisation

Financial Focus Areas

- Increase free cash flow from operations
- Strengthen capital and financial management discipline
- Continue to improve gross margin and cost effectiveness
 - Reduce net debt to EBITDA

Our Strategic Horizons

FY23

- Entered equipment hire industries
- Moved into higher margin services
- Restructured the Group for improved efficiency and ready for growth.

Horizon 1 (years 1-2)

- Maximise cross selling opportunities
- Strengthen balance sheet
- Consolidate growth in gross margin and achieve positive free cashflow
- Continue to explore M&A opportunities
- Geographical and service line expansion

Horizon 2 (years 3-4)

- Geographical and service line expansion
- Value accretive M&A opportunities
- Target Group EBITDA Margin of 15%

Investment Proposition

65.3m

Shares

(total shares on issue: 65,399,853)

\$9.1m

Market Cap

as at 29th August 2023

32%

Ownership by
Board and Executive

71%

Top 20 shareholders



Founder led
organisation

Strong and growing
sectors with committed
capital and project pipeline

Large addressable
markets

Opportunity to
broaden services

Opportunity to
cross-sell services
within existing
customer base

Geographical
expansion potential
in WA and interstate

Leadership Team



Bruce Lane

Non-Executive Chairman

Previous leadership roles in several ASX listed companies and significant blue-chip companies in Europe and Australasia.

20 years+ corporate governance experience in a range of industries.

Proven capability with business and asset acquisitions for ASX listed companies.

Strong private & public capital raisings including IPOs, secondary market capital raisings, mergers and RTOs via the ASX.



Daniel Cowley-Cooper

Managing Director and CEO

Founder of Site Services Holdings Group, which was the predecessor for SSH Group.

In response to clients' rapidly growing and changing needs, he successfully built and managed a workforce of 1,000+.

Daniel is an agile leader, who is adept at problem solving and identifying value creating opportunities.

Proven capability in mergers & acquisitions, startups, and ASX IPO.



Stefan Finney

Executive Director and COO

Part of the leadership team that grew and managed Site Services Holdings Group to a workforce of 1,000+.

Stefan brings ASX 100 mining experience where he was responsible for developing workforce capability for large scale construction and mining projects.

Strong experience with mergers & acquisition aggregation and delivering on business performance improvement.



Matthew Thomson

Chief Financial Officer

A Chartered Accountant with financial leadership experience from sectors such as construction, mining, agriculture and property.

With 6 years in the role of CFO for ASX listed companies, Matthew brings expertise in the negotiation of debt and financing facilities.

As a strong leader of finance teams, he is focused on cost effectiveness and leading transformational change.

Divisional Highlights | Recruitment & Workforce Management



Core Services and Focus Markets

- Resourcing
- Recruitment
- Workforce management
- Construction, Resources, Security

FY23 in Review

- Rebranded as Bridge Resources.
- Restructured to incorporate SSH Group Safety.
- Engaged senior industry experienced leadership to drive future growth.

Outlook

- Significant growth underpinned by the strong pipeline of projects in the construction, resource, and energy markets.
- Core focus to drive operational excellence to continue building strong customer engagement.

MULTIPLEX



Divisional Highlights | Machinery Hire



Core Services and Focus Markets

- Earthmoving equipment and machinery hire
- Construction in Infrastructure, Civil and Rail, and Resources

FY23 in Review

- Successfully integrated KMH into the SSH Group.
- Implemented asset data analysis across the fleet of hire assets, to enable data-driven decision-making, and improved hire asset performance.
- Rebranded and modernised KMH's identity and enhanced the brand's awareness and recognition in the target markets.
- The Machinery Hire Division delivered a strong EBITDA result, which was effectively a 20.7% first year return on the acquisition investment.

Outlook

- Focus on larger and longer term hire clients.
- Focus on increased asset utilisation and operational efficiencies via longer-term hires.
- A continuing emphasis on delivering improved free cash flow.



Divisional Highlights | Fleet Hire



Core Services and Focus Markets

- Site ready light vehicle and truck hire
- Construction in Infrastructure, Civil and Rail, and Resources

FY23 in Review

- Launched Tru Fleet as an internal SSH Group business startup.
- Deployed fleet assets to Western Australia, New South Wales, and Queensland.
- First year EBITDA provides 121% return on capital invested.
- Introduced light trucks into the range of fleet assets.

Outlook

- Continue to increase asset utilisation through long term contract hire.
- Focus in FY24 is to improve the Division's debt-to-equity position and free cash flow.



MULTIPLEX



VHITTENS



Divisional Highlights | Indigenous Partnership



FY23 in Review

- Four Hills Services partnership established to fuse the strengths and expertise of both entities.
- Achieved Supply Nation certification—an endorsement of the Group's dedication to collaborating with Indigenous businesses.
- Partnership generated SSH revenue in its first four months, which has supported SSH's growth in FY23.

Outlook

- Targeting growth— firmly rooted by the strong demand of Four Hills specialised services.
- Self-sustaining partnership
- Growth opportunities exist through the evolution of existing service lines and the potential of new service offerings.



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SSH Group Ltd – Corporate Office

T: 1300 748 373

E: investors@sshgroup.com.au

A: Level 2, 10 Ord St, West Perth WA 6005

