



# 1H FY24 Results Presentation

SSH Group Ltd | 29th February 2024





# Introducing SSH Group



## Who we are

We are an **industrial company** that has a portfolio of essential service businesses, focused on service delivery to industries reliant on **outsourced resourcing**.

## What we do

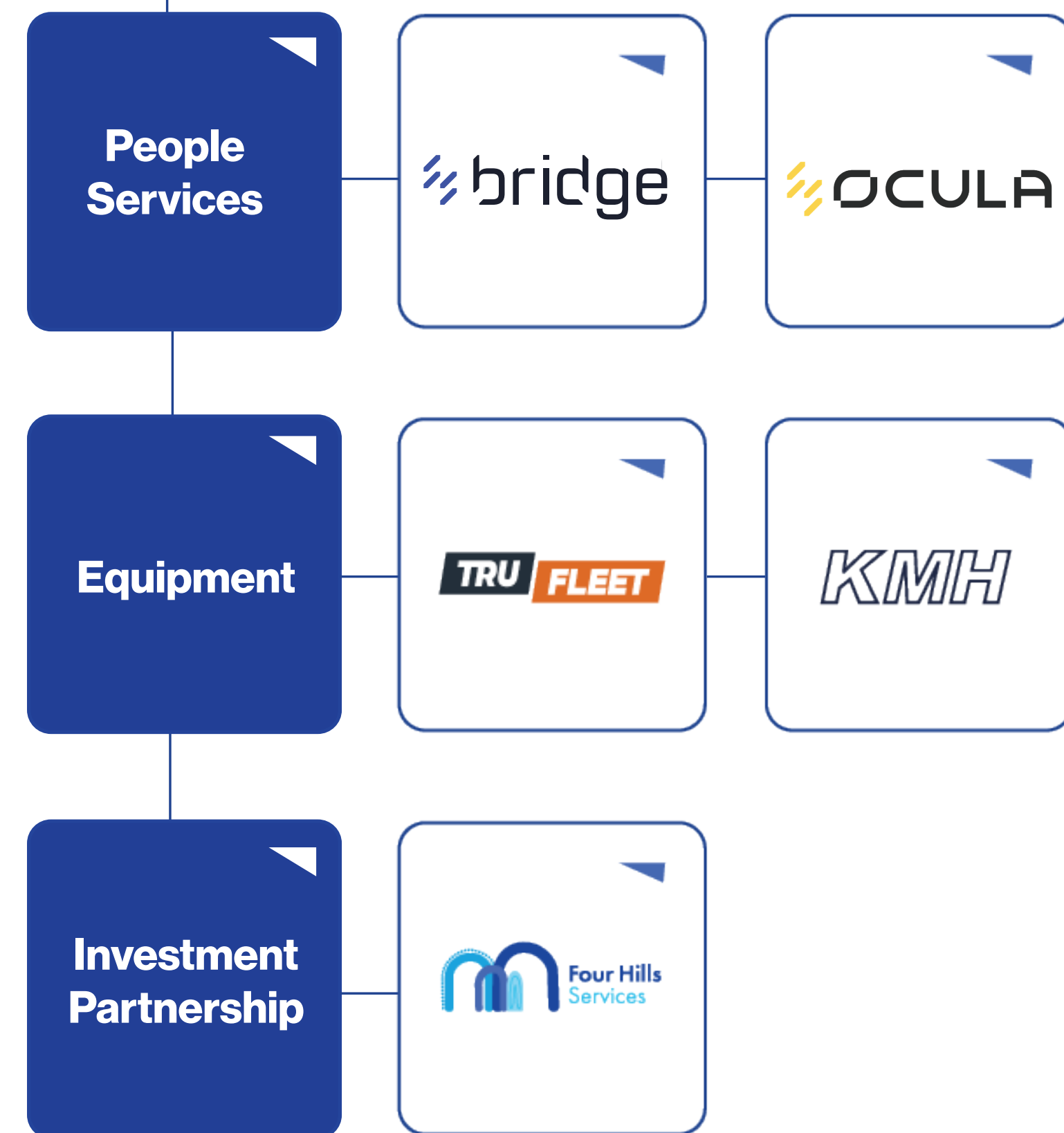
We **build and acquire** quality businesses that are **scalable** and demonstrate a strong potential for **high return on investment**.

## Our purpose

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



# Our Profile Today



**250+**  
workforce



**300+**  
hire fleet



**3**  
depots



**Integrity**

**Care**

**Excellence**

**Service**



# Operational Update



## HSEQ

---

- One lost time injury.
- Significant HSE improvement and working towards best practice.
- Psychosocial Risk Assessment conducted.

## Operations

---

- Asset utilisation is high with a strong pipeline of works ahead.
- Equipment Verticle delivers increased revenue.
- People Services increases its specialised workforce management service to clients.
- Increase in client demand for cross selling of services to industry.

## Corporate

---

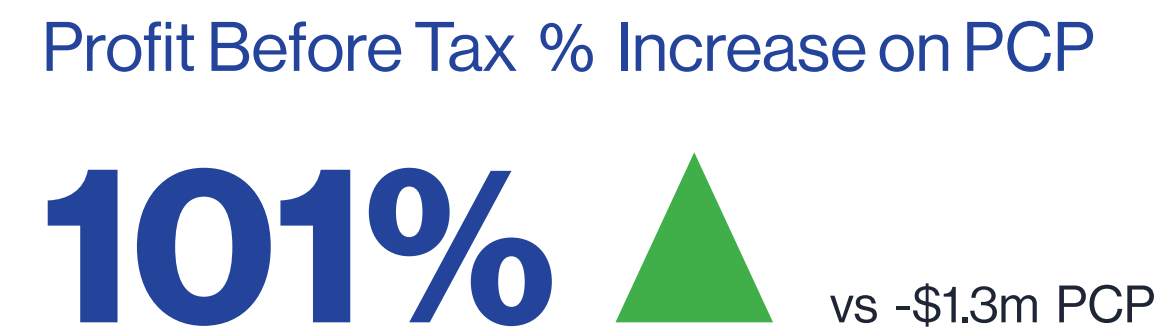
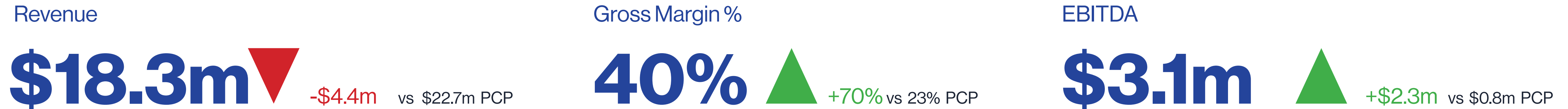
- Final brand roll out builds independent brand recognition in the marketplace.
- Dedicated leadership team strengthened by additional key staff.



# 1H FY24 Financial Performance



Improved utilisation drives higher margins across the half year.



## Operating Cash Flow

**Positive**

- Significantly improved Gross Margin, EBITDA, and NPAT.
- Increased control to operating expenses continues to be a focus of the Group.
- Depreciation has increased in line with equipment asset numbers.
- Additional hire purchase debt applied to fund the growth strategy, and higher than historical interest rates has increased finance costs during the period.
- Recent capital investment continues to deliver significant uplift in profitability through increased capacity and improved utilisation.

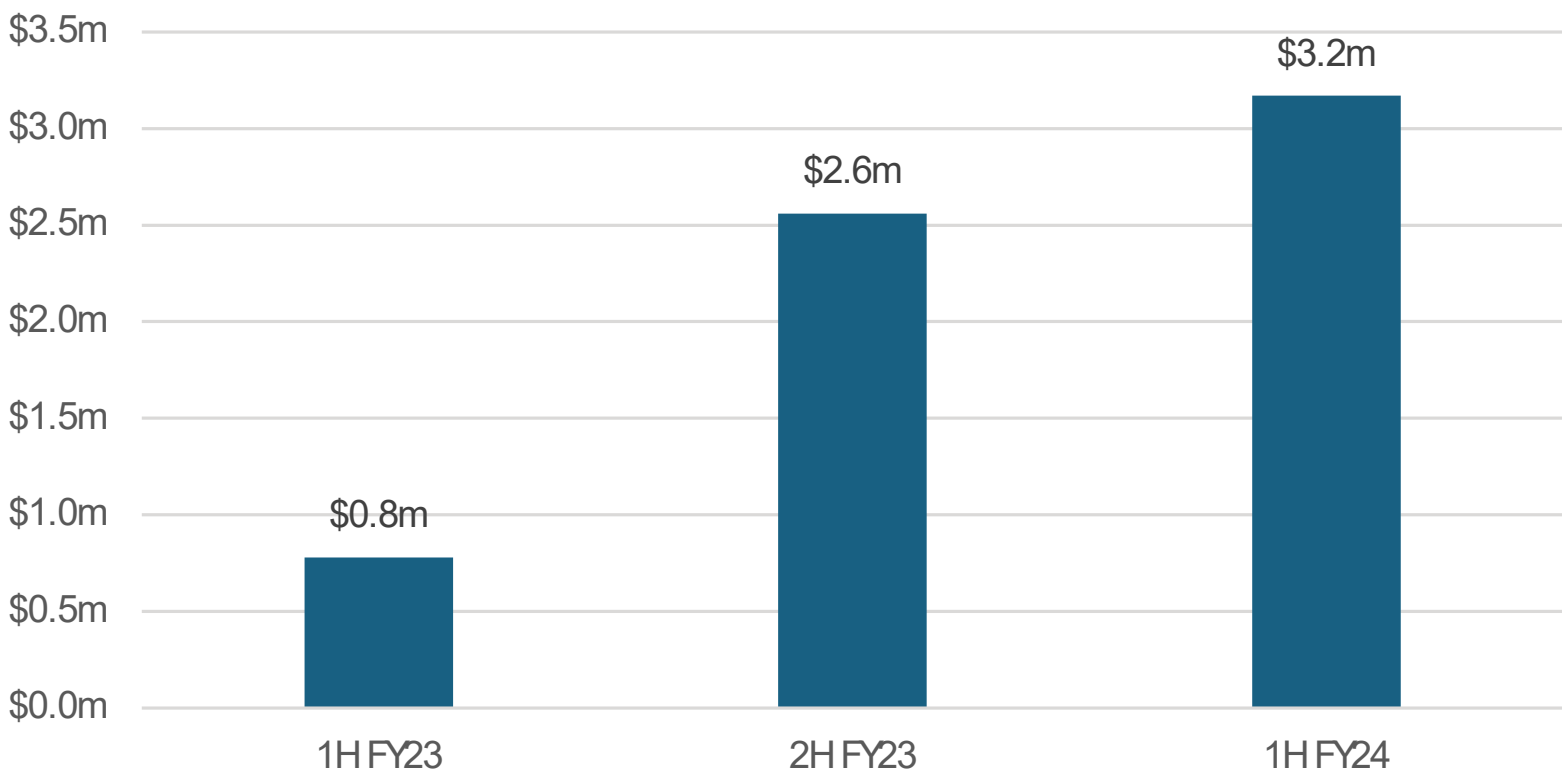


# Margin Increase

Ongoing margin improvement throughout the business

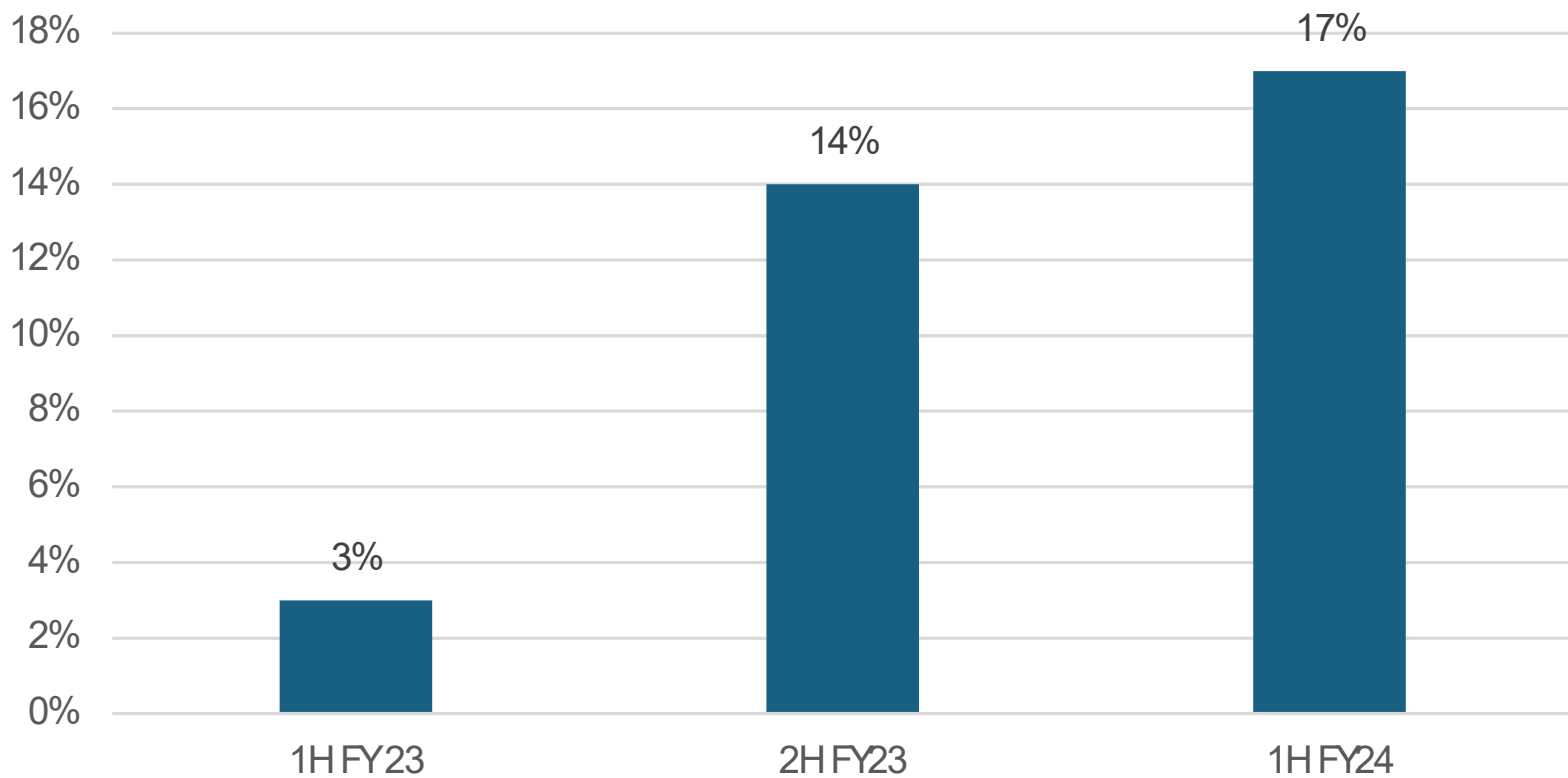


EBITDA (\$m)



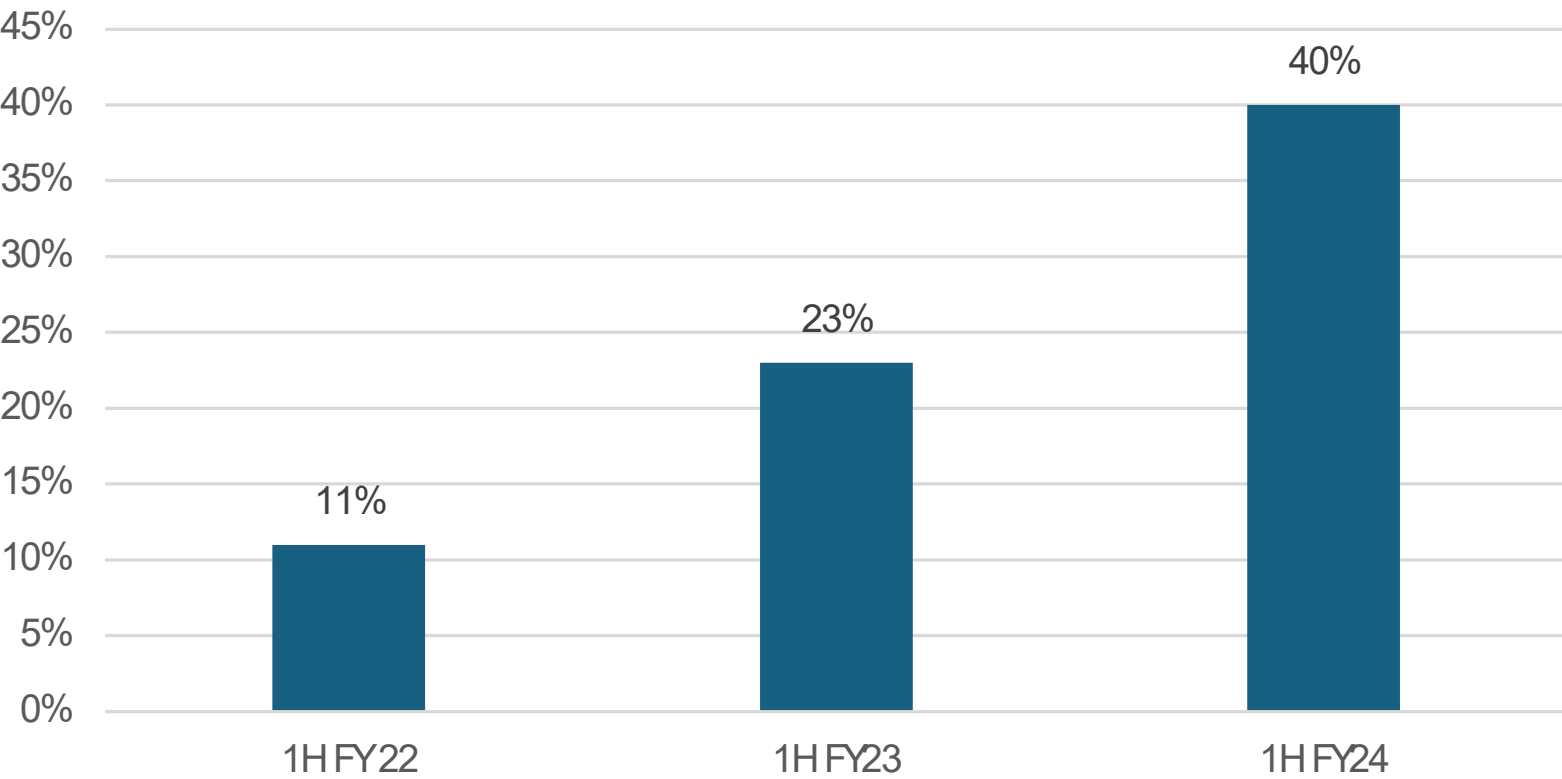
► Continued momentum in EBITDA growth.

EBITDA / Revenue (%)



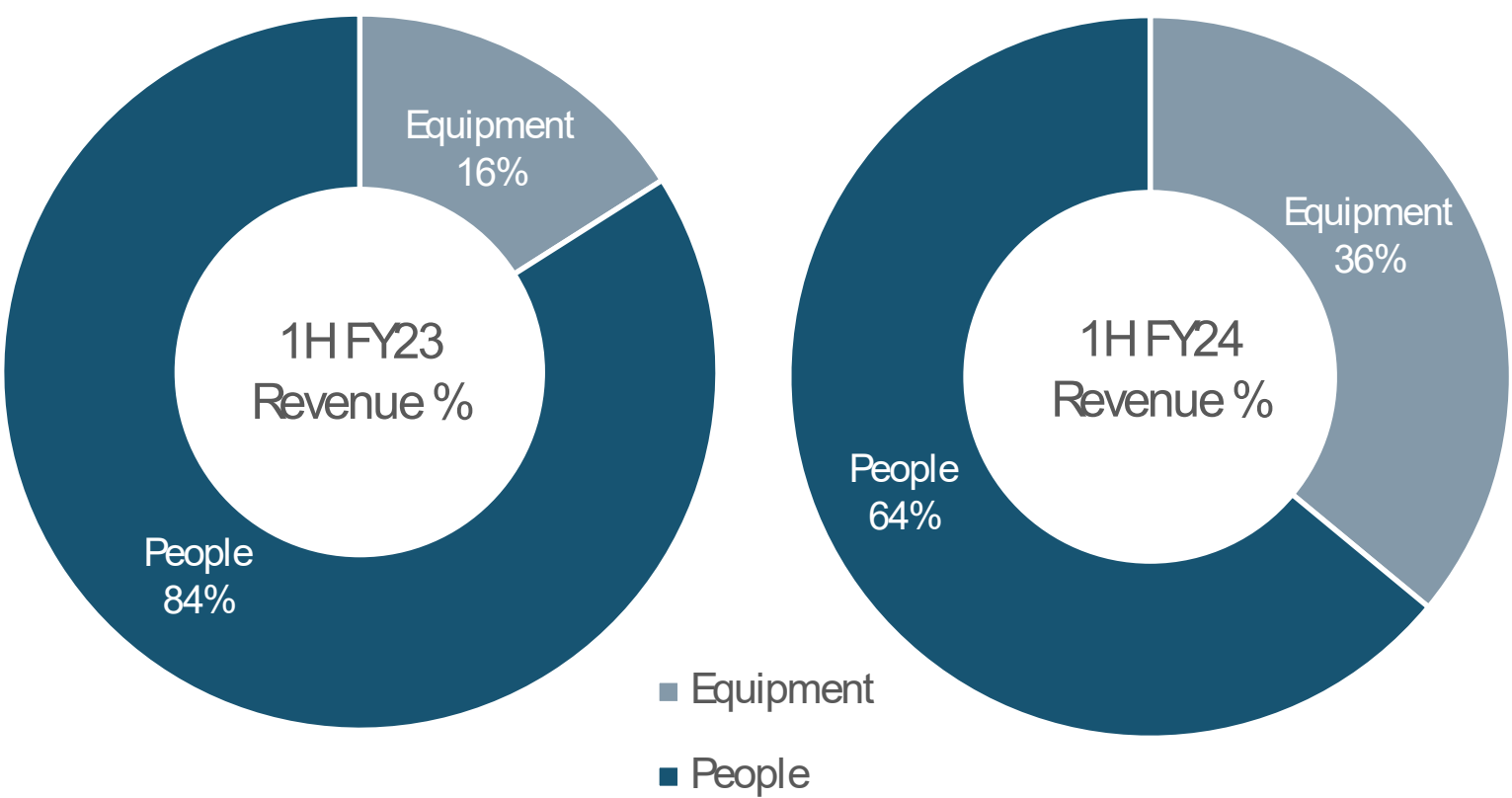
► Higher margin returns from investment in service expansion and equipment assets.

Gross Margin (%)



► Significant gross margin improvement.

Revenue by Service (%)



► Balancing our portfolio for diversity in revenue sources across our services.

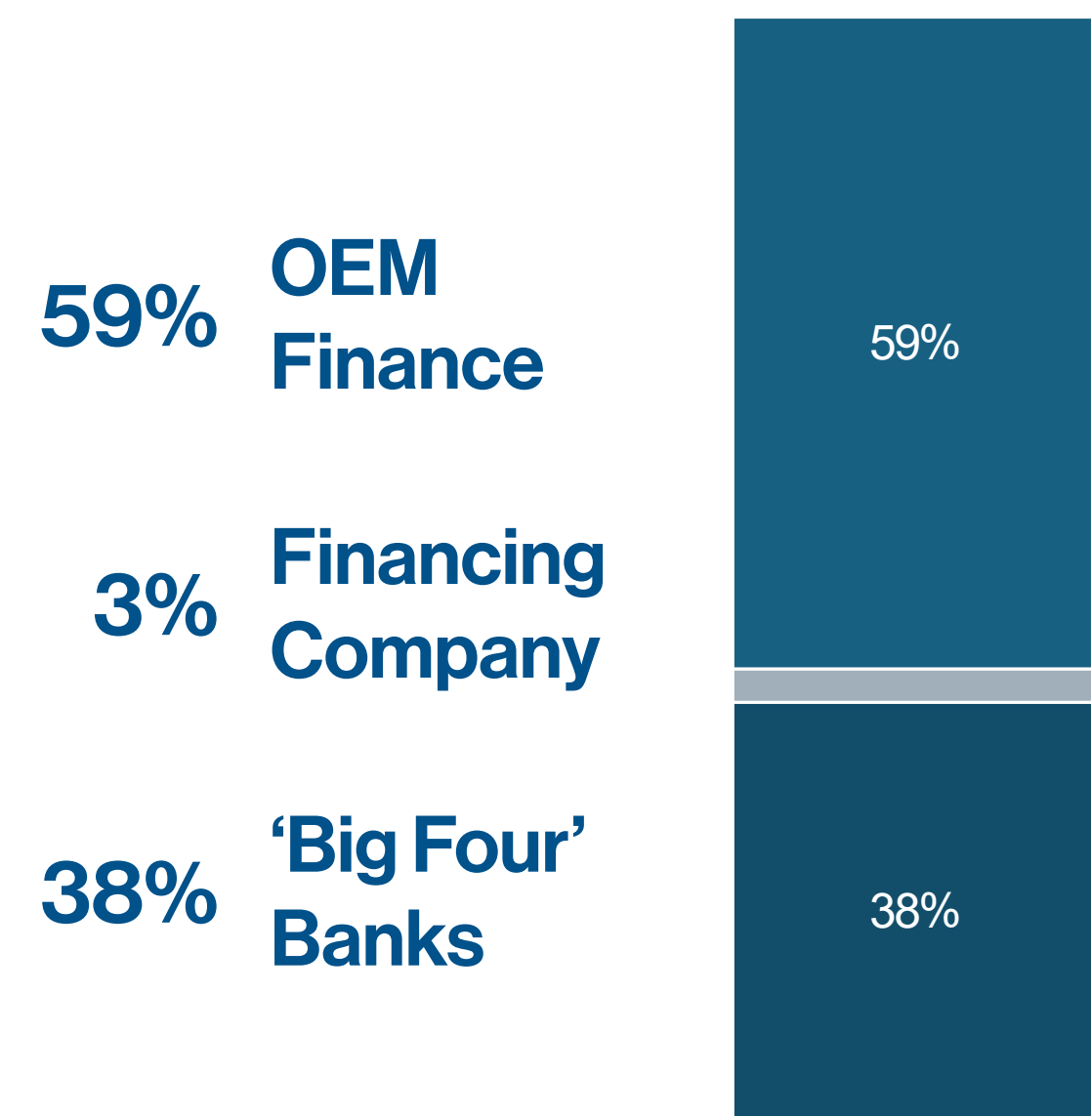


# Financial Position



84% of financial borrowing is equipment finance and asset-backed

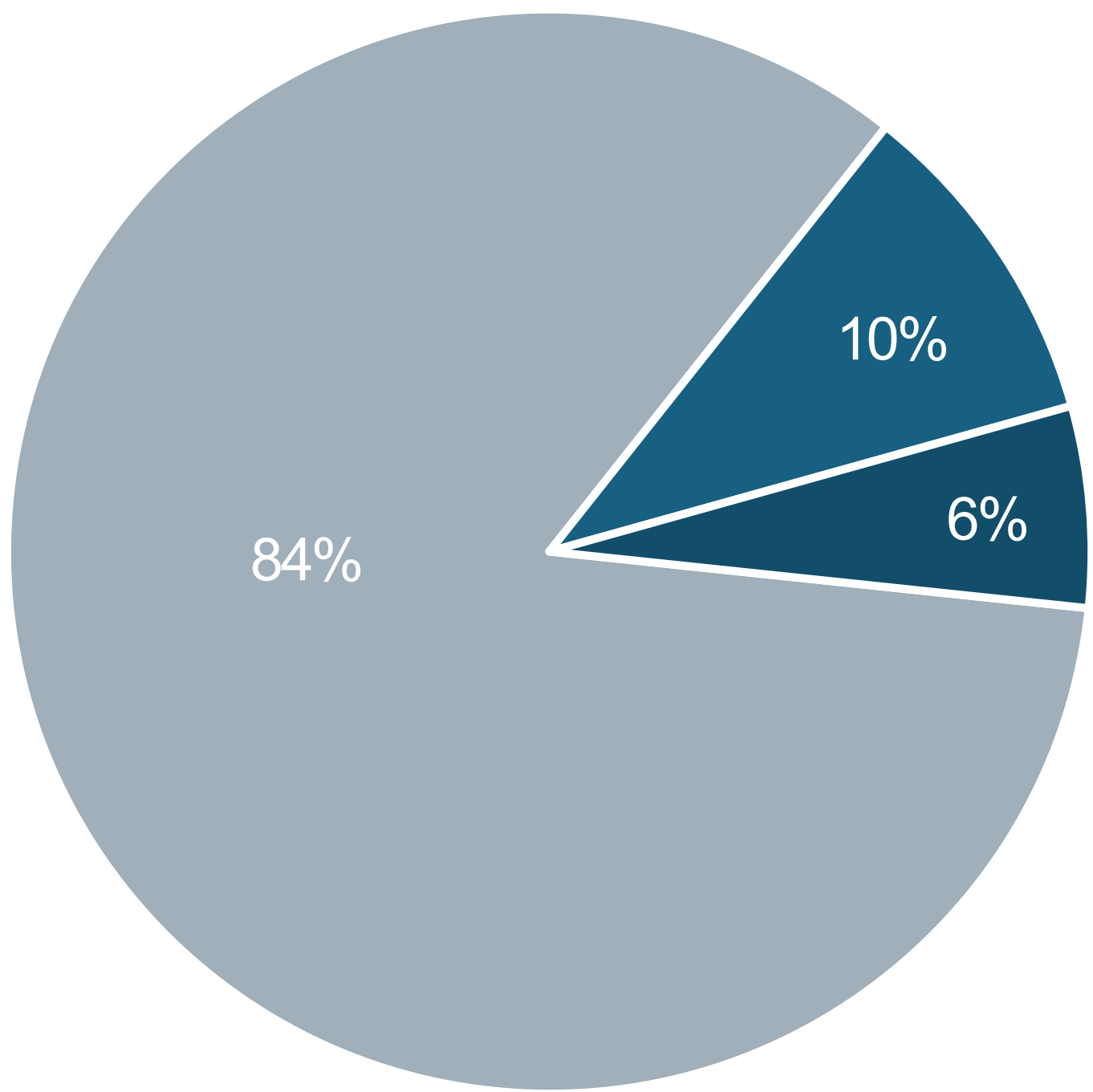
Equipment Asset Finance Breakdown



Balance Sheet Overview

Total Assets	\$ 43.4m
Total Liabilities	\$ 36.5m
Net Assets	\$ 6.9m

Borrowing Profile (%)



- 84% **Equipment Finance**  
▶ Asset backed and insured
- 10% **Debtor Factoring**  
▶ Asset backed and insured
- 6% **Corporate Debt**  
▶ Remaining business loan for KMH acquisition



# Corporate Responsibility



## People & Diversity

 <b>1HFY24 Workforce</b>	<b>250+</b>
 <b>Female Representation</b> Corporate & Management	<b>36%</b>
 <b>Indigenous Representation</b> Corporate & Management	<b>9%</b>

## Governance

### *Review & updates of Key Policies*

- Code of Conduct
- Whistleblower policy
- Diversity & Inclusion
- Anti Bribery & Corruption
- Anti Bullying, Harassment, & Discrimination



# Corporate Snapshot

## And Board Leadership



ASX Code	SSH
Share Price*	\$0.15
Market Capitalisation	\$9.89m
Shares on Issue	65.9m
Board & Executive Ownership	32%
Top 20 Shareholders	76%

*\*As at 27th February 2024*



### Bruce Lane

#### Non - Executive Chairman

BCom, MSc (LBS Sloan Fellow), GAICD  
25+ years' experience

Bruce has held leadership roles with several ASX-lister companies and significant clue-chip companies in Europe and Australiasia.



### Daniel Cowley - Cooper

#### Chief Executive Officer & Managing Director

Founder of Site Services Holdings Group of entities.  
15+ years' experience

Daniel has held senior leadership roles in several Australian businesses, successfully launching new brands and guiding businesses through growth and expansion phases.



### Stefan Finney

#### Chief Operations Officer & Executive Director

Exective of Site Services Holdings Group of entities.  
15+ years' experience

Stefan has been responsible for successfully guiding the development of emerging businesses, an stabalising and expanding operations in large established companies.



*Multiple Growth Drivers  
within the Group.*



*“ Well-positioned  
to leverage growth  
opportunitites within  
our markets. ”*

*\$28bn Industry Opportunity in Highly  
Fragmented Markets.*



# 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
- Strengthen capital and financial management discipline
- Continue to improve gross margin and cost effectiveness
  - Reduce net debt to EBITDA



# People Services



## Services

- Recruitment & Workforce Management
- Security & Emergency Services

## Industries

- Mining
- Construction
- Civil
- Government

## Clients





# Equipment



## Services

- Transport Fleet Hire
- Truck & Machinery Hire
- Transport & Logistic Services

## Industries

- Mining
- Construction
- Civil

## Clients





# Investment Partnership

Four Hills Services



## Services

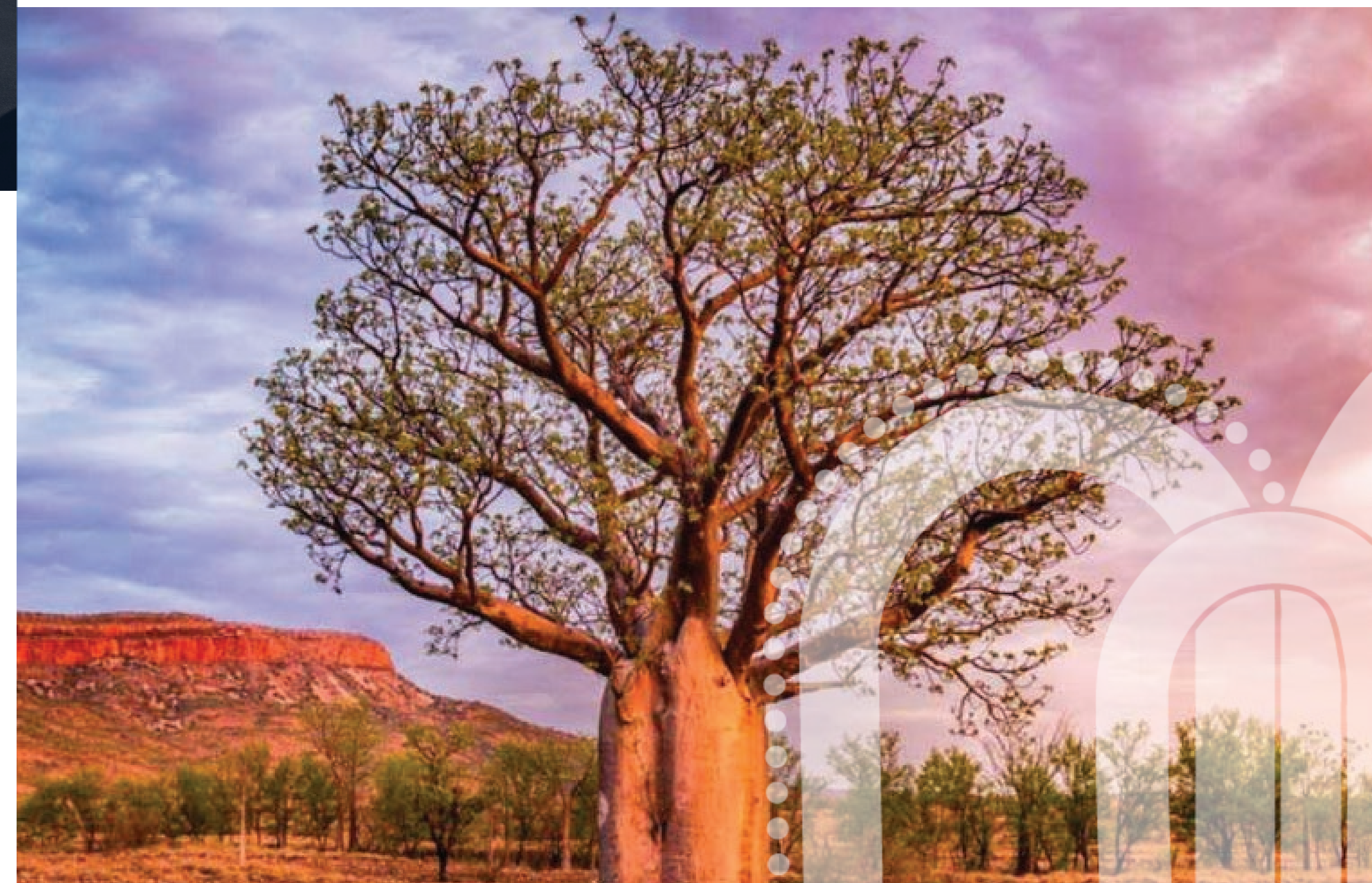
- Security
- People
- Equipment

## Industries

- Resources
- Government

## A partnership aligned on values and structured for growth

- 50% Indigenous Board
- Managing Director of Indigenous descent
- Supply Nation Certified





## **FUTURE PERFORMANCE**

Past performance information in this presentation is for illustrative purposes only and should not be relied upon as, and is not an indication of future performance. This presentation may include 'forward-looking statements'. Such statements are not guarantees of future performance and involve known and unknown risks, uncertainties, and other factors that may cause actual results to differ materially from those expressed or implied in such statements. Actual results, performance, or achievements may vary materially from any projections and forward looking statements, or the assumptions on which those statements are based.

## **NO WARRANTY IMPLIED**

No representation or warranty, express or implied is made as to the fairness, accuracy, completeness, or correctness of the information, opinions, and conclusions contained in this presentation. SSH Group assumes no obligation to update any person regarding any inaccuracy, omission, or change in this presentation. To the maximum extent permitted by law, none of SSH Group, their respective related bodies corporates, shareholders, directors, officers, employees, agents, or advisors, nor any other person accepts any liability, including, without limitation, any liability for any loss arising from the use of information contained in this presentation.

## **SUMMARY INFORMATION**

This presentation has been prepared by SSH Group Ltd to provide summary information about SSH Group. The information contained in this presentation is not investment or financial product advice and is not intended to be used as the basis for making an investment decision. This presentation is in summary form, is of a general background nature, and does not purport to be complete. This presentation should be read in conjunction with the SSH Group Ltd 31 December 2023 Half-Year Financial Report and Accounts, together with any announcements made by SSH Group Ltd in accordance with its continuous disclosure obligations arising under the Corporations Act 2001 and ASX Listing Rules.

## **ONGOING ACCURACY**

SSH Group is not obliged to, and does not represent that it will update the presentation for future developments. References in this report to a 'year' are to the July-June financial year unless otherwise stated. Totals may not add up precisely due to immaterial rounding. All currency figures are in Australian dollars unless otherwise stated. This presentation is not, and does not constitute an offer to sell, or the solicitation, invitation, or recommendation to purchase any securities. Neither this presentation nor anything contained in it forms the basis of any contract or commitment.





Invested in the  
success of Australia.

**SSH**  
GROUP

SSH Group Ltd

T: (08) 9463 2463

E: [investors@sshgroup.com.au](mailto:investors@sshgroup.com.au)

P: PO Box 189 Welshpool DC 6986

