Appendix 4E

&

Annual Report 2026

Appendix 4E

Under ASX Listing Rule 4.3A

Results for announcement to market

Key information	30 June 2026 | $	30 June 2025 | $	Change
Revenue from continuing operations	46,228,458	37,442,064	Up 23%
Profit / (loss) after tax from continuing operations attributable to members	947,972	529,709	Up 79%
Net Profit / (loss attributable to members)	947,972	529,709	Up 79%
Details of dividends			
No dividends have been declared or paid for the year ended 30 June 2026 (30 June 2025: nil).			

Net tangible assets per ordinary share

Net tangible assets per ordinary share	30 June 2026 | $	30 June 2025 | $
Net tangible assets	6,819,321	3,301,796
Ordinary shares	110,228,329	74,340,286
Net tangible assets per security (cents)	0.062	0.044

Other disclosure requirements

Details of Subsidiaries

During the period,

- control was gained over Elphinstone Group Pty Ltd on 25th May 2026, when 100% of the shares on issue were acquired by SSH Group Ltd.

Other

Additional Appendix 4E disclosure requirements and further information, including commentary on significant features of the operating performance and other factors affecting the results for the current period, are contained in the 2026 Financial Report.

The Consolidated Financial Statements contained within the 2026 Financial Report, upon which this report is based, have been audited by Hall Chadwick WA Audit Pty Ltd.

This document was authorised for release by the SSH Group Limited Board of Directors.

Daniel Cowley-Cooper

Managing Director

29 August 2026

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Company Directory

Directors:

Non-Executive Chairman:	Bruce Lane (retired 25 August 2025)
Executive Director:	Daniel Cowley-Cooper
Executive Director:	Stefan Finney
Non- Executive Director:	Kevin Malaxos (appointed 1 July 2025)
Non- Executive Director:	Zhongyi (John) Zhang (appointed 7 April 2026)

Company Secretary:

Sebastian Andre (appointed 4 March 2026)

Jennifer Voon (retired 4 March 2026)

Registered Office:

4/175 Campbell St, Belmont 6104 WA

Email: cosec@sshgroup.com.au

Web: www.sshgroup.com.au

Auditor:

Hall Chadwick WA Audit Pty Ltd

Share Registry:

Automic Group

Level 5, 191 St George's Terrace, PERTH WA 6000

Securities Exchange Listing:

Australian Securities Exchange (ASX)

ASX Code: SSH

Directors' Report

The Directors present their report on SSH Group Ltd (SSH, the Company or the Group) and its controlled entities for the financial year ending 30 June 2026.

Operating and Financial Review

FY26 was a strong year for SSH Group and an important period in the continued development of the business.

Throughout the year, the Group remained focused on building a stronger, more capable and increasingly integrated mining and resources business. This included continued investment in our people, operating capability and systems, alongside the development of strategic relationships and opportunities that support SSH's long-term growth ambitions.

Our Hire | Mine | Own strategy remains at the centre of this development and provides a clear framework for how we are building the Group.

Hire provides the operational foundation of SSH through our established equipment, workforce and industrial services businesses. Mine extends this capability into mining services, project execution and mine development. Own provides the opportunity to selectively participate in mining assets and strategic investments where SSH believes its operating capability can be used to create long-term value.

During FY26, meaningful progress was made across each of these areas as SSH continued its transition from a diversified services business toward a vertically integrated mining and resources platform.

The following Operating and Financial Review outlines the Group's financial performance for FY26, and the progress made across Hire | Mine | Own during the year.

Principal Activities

During FY26, the principal activities of the Group were the provision of mining and industrial services across the Australian resources, civil and construction sectors.

Financial Performance

SSH Group delivered revenue of $46.2 million for FY26, an increase of 23% on FY25. EBITDA increased to $7.1 million, and EBIT increased 11% to $3.1 million. Profits before tax increased 136% to $1.08 million, while NPAT increased 79% to $0.95 million.

The balance sheet also strengthened during the year. Total assets increased 16% to $47.4 million and total equity increased 48% to $14.1 million. Cash at 30 June 2026 was $4.3 million. The result reflects continued operating growth while the Group invested in the capability and strategic foundations required to support its next stage of development.

Since FY23, the Group's first full financial year of trade, EBITDA has grown at a CAGR of approximately 29%. This longer-term earnings progression provides important context for FY26: SSH continued to build the platform for future growth while maintaining a profitable underlying operating base.

FINANCIAL PERFORMANCE

FY26 FINANCIAL HIGHLIGHTS

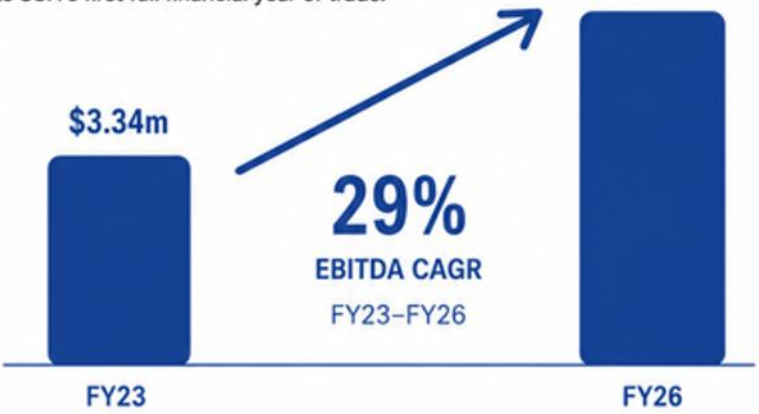
$46.2m	$7.10m	$3.09m	$1.08m
REVENUE	EBITDA	EBIT	PROFIT BEFORE TAX
+23% vs FY25	+3% vs FY25	+11% vs FY25	+136% vs FY25

BALANCE SHEET STRENGTH

$47.4m	$14.1m	$4.3m
TOTAL ASSETS	TOTAL EQUITY	CASH
+16% vs FY25	+48% vs FY25	+9% vs FY25

EBITDA GROWTH SINCE FY23

FY23 represents SSH's first full financial year of trade.



Explanation of Non-IFRS Measures

SSH Group uses a range of non-IFRS measures to supplement statutory reporting that are not recognised under accounting standards. These are referred to as "non IFRS measures 'under ASIC Regulatory Guide 230. The Directors believe these provide additional insight into financial performance, position, and cash flows. As these measures are not based on standard definitions, their calculation may vary, and undue reliance should not be placed on them.

Key non-IFRS measures are defined as follows:

EBITDA: Earnings before interest on debt, interest on lease liabilities under AASB 16, income tax, depreciation (including right-of-use assets under AASB 16), amortisation, and profit/loss on asset disposals.

EBITDA Margin: EBITDA as a percentage of revenue.

EBIT: Earnings before interest on debt, interest on lease liabilities under AASB 16, and income tax.

EBIT Margin: EBIT as a percentage of revenue.

CAGR%: Compound annual growth rate.

These non-IFRS measures are reconciled to the statutory profit after tax as below:

	FY26 $	FY25 $	Change	
Revenue	**46,228,458**	**37,442,064**	**8,786,394**	**23%**
Net profit after tax	**947,972**	**529,709**	**418,263**	**79%**
Income tax benefit	(134,468)	(71,258)		
Net profit before tax	**1,082,440**	**458,451**	**623,989**	**136%**
Interest income	(1,832)	(4,129)		
Interest and finance costs	2,006,762	2,337,494		
EBIT	**3,087,370**	**2,791,861**	**295,509**	**11%**
EBIT Margin %	*6.7%*	*7.5%*		
Depreciation & Amortisation	4,015,323	4,084,212		
EBITDA	**7,102,693**	**6,876,073**	**226,620**	**3%**
EBITDA Margin %	*15.4%*	*18.4%*		

Dividends

There were no dividends paid, recommended, or declared for payment during the financial year.

Operational Overview

FY26 was another important year for SSH Group, with the business continuing to grow in scale, capability and market presence while progressing our Hire | Mine | Own strategy.

The Group delivered a strong overall result for the year, supported by the continued performance of our established businesses, the expansion of our service offering and the investment made in building the next stage of SSH.

The second half of FY26 was softer than the first half, primarily due to the timing and delay of several projects that were expected to contribute during the period. While this impacted activity and financial performance in the second half, we view these delays as timing-related rather than a change in the underlying strength or direction of the business.

Importantly, we remained disciplined through this period. We continued to invest in our people and operating capability while maintaining our focus on cash generation, capital management and positioning the Group for future opportunities.

Looking back across the full year, we are pleased with the progress made. SSH finished FY26 as a larger and more capable business, with a broader customer base, an expanded team of industry professionals and greater capability across industrial services, mining execution and strategic investment.

The Hire | Mine | Own framework continues to provide a clear structure for the Group's growth and our ambition to participate across a greater proportion of the mining value chain.

HIRE | Industrial Services

HIRE remains the established operating foundation of SSH Group and continued to perform an important role in the Group's development during FY26.

Through KMH, SSH continued to provide equipment and workforce solutions across Western Australian mining, civil and infrastructure projects. Maintaining strong customer relationships, improving utilisation and managing our fleet and capital base efficiently remained key areas of focus throughout the year.

A significant development for the Hire pillar was the acquisition of Elphinstone Mechanical Services (EMS) in May 2026. EMS brought an established operating history, an experienced workforce, long-standing customer relationships and complementary maintenance capability into the Group.

The acquisition broadened SSH's offering across mobile and fixed plant maintenance, field services and workforce solutions, while also expanding our geographic presence beyond Western Australia.

Importantly, EMS is highly complementary to the existing SSH businesses. Bringing together equipment, workforce, maintenance and mining capability provides opportunities to service customers across a broader range of their requirements and creates greater opportunities for collaboration across the Group.

Integration commenced following completion, with our focus on bringing these businesses together in a practical way while retaining the people, customer relationships and operating experience that have made EMS successful.

By the end of FY26, SSH had grown the mining and civil assets and skilled personnel operating across key Australian mining regions. This increased scale has created a significantly broader operating base from which we can continue to grow the Group.

MINE | Mining Execution

FY26 was an important year in the continued development of SSH Mining and the establishment of a broader mining capability within the Group.

Our objective has been to progressively move beyond traditional contracting and build the people, systems and technical expertise required to participate more broadly across MINE development, project execution and mining operations.

During the year, SSH Mining continued to strengthen its operational experience through involvement across several projects, including High-Tech Metals Limited's (ASX: HTM) Mt Fisher and Wagtail Gold Projects, and Western Gold Resources Limited's (ASX: WGR) Gold Duke Project.

These projects provided an opportunity to demonstrate the value of bringing together technical expertise, project establishment, equipment, workforce and mining execution within one Group.

We continued to strengthen the SSH Mining team with experienced industry professionals, while further developing the systems and operating structure required to support larger and more complex mining projects.

We have also been encouraged by the quality of opportunities being presented to SSH and the growing recognition of our ability to provide more than a traditional contracting solution.

Our focus is not simply on increasing the volume of work undertaken. We remain disciplined in pursuing the right projects and counterparties where SSH can apply its broader capability, deliver strong operational outcomes and establish commercial structures that appropriately reward the Group for the value we create.

OWN | Asset Ownership and Strategic Investments

The OWN pillar represents the next stage in the development of the SSH model and provides a pathway for the Group to selectively participate directly in mining assets, project interests and strategic investments.

Our approach to Own is deliberate. We are not seeking ownership simply for the purpose of increasing the number of assets within the Group. We are focused on opportunities where SSH can apply the operating capability already established across Hire and Mine to help advance projects and participate in the value created.

Deep Ventures

During the year, SSH secured a 6% equity interest in Deep Ventures Pty Ltd. Deep Ventures is a privately held mineral exploration company focused on the discovery of copper, nickel and gold within Western Australia.

The investment represents an early example of SSH executing its Own strategy through selective exposure to mineral exploration and potential future project development.

Strategic Relationship with Shandong Xinhai Mining Group Co., Ltd

Another important development during FY26 was the establishment of our strategic relationship with Shandong Xinhai Mining Group Co., Ltd, which became a significant shareholder in SSH during the year.

The relationship brings together SSH's Australian operating capability with Shandong Xinhai Mining Group Co., Ltd.'s international experience across engineering, processing, construction, project development and mine operations.

For SSH, the value of this relationship extends beyond the investment itself. As we consider larger and more technically complex opportunities, having access to complementary processing, engineering and project development expertise strengthens the capability available to the Group.

Capital Allocation and Growth

As we expand the Own strategy, disciplined capital allocation remains important.

We will continue to assess opportunities based on their strategic fit, capital requirements, development pathway, risk profile and potential to generate long-term shareholder value.

Our preference is to pursue opportunities where SSH has the ability to contribute more than capital alone and where our existing people, equipment, mining capability and strategic relationships can play a meaningful role in advancing a project.

Sustainability

Sustainability remains an important part of how SSH operates and grows.

As our workforce, geographic footprint and operating responsibilities increase, we recognise the importance of maintaining strong standards across safety, environmental management, governance and community engagement.

Our people remain central to the success of SSH. During FY26, we continued to focus on providing safe workplaces, developing our people and building a culture that supports accountability, operational performance and long-term careers within the Group.

We also recognise the responsibility that comes with operating within regional and remote communities and continue to value constructive relationships with our customers, Indigenous stakeholders, communities and other partners.

As SSH continues to grow, our sustainability and governance framework will continue to develop alongside the business and remain appropriate to the scale and nature of our operations.

Outlook

SSH enters FY27 with an established platform for growth, a broader operating capability and an experienced team of industry professionals across the Group.

Following the progress made during FY26, we are excited about the opportunities ahead as we continue to grow and expand our Hire | Mine | Own platform.

Our focus remains on disciplined growth across each pillar. We will continue to strengthen our Hire businesses, expand the capability and project pipeline of SSH Mining, and selectively pursue opportunities within Own where we believe our people, operating expertise and strategic relationships can create long-term value.

Importantly, the work undertaken over recent years means SSH now has more of the capability required to identify an opportunity, support its development and participate in its execution. We believe this increasingly integrated model differentiates SSH and provides a strong foundation for the next stage of the Group's development.

With the foundations established during FY26, SSH enters the new financial year with greater scale, capability and opportunity. The Board, management and our people remain focused on executing the Group's strategy, maintaining financial discipline and continuing to build a stronger and more integrated Australian mining and resources business for the benefit of our shareholders.

Business Risks

Workplace Health and Safety

The Group operates in environments with inherent safety risks, including mining, heavy equipment, maintenance and field services. Failure to manage safety effectively could result in injury, operational disruption, regulatory action, reputational damage and financial loss. SSH continues to maintain and develop safety systems, inductions, hazard management, specialist oversight and a strong safety culture across the Group.

Financial and Capital Management

The Group requires sufficient cash flow and access to capital to meet obligations, fund equipment and support growth. Risks include debtor defaults, cost escalation, interest rates, funding availability and project capital requirements. The Group seeks to mitigate these risks through treasury management, diversified customer cash flows, disciplined expenditure and selective capital allocation.

Integration and Acquisition Risk

The Group's growth strategy includes acquisitions and strategic investments. Integration may take longer than expected or anticipated synergies may not be realised. SSH manages this risk through due diligence, staged integration, retention of key personnel, performance-linked consideration where appropriate and ongoing management oversight.

Project Development and Mining Risk

As SSH expands into mine development, mine operation and project participation, the Group is exposed to geological, metallurgical, permitting, scheduling, cost, commodity price, processing and execution risks. Projects may not proceed to production or may deliver outcomes different from expectations. The Group seeks to manage these risks through technical studies, staged decision-making, contractual risk allocation and disciplined investment criteria.

Access to People, Equipment and Supply Chain

Growth may be constrained by availability of skilled personnel, equipment, parts and specialist suppliers. Competition for labour and supply-chain disruption may increase costs or affect delivery. The Group maintains workforce networks, supplier relationships and a diversified operating platform to support access to resources.

Regulatory and Compliance Risk

The Group operates in a highly regulated environment and is subject to corporate, mining, safety, environmental, employment and disclosure obligations. Regulatory changes or non-compliance could increase costs, delay projects or restrict operations. SSH maintains governance and compliance processes and monitors relevant legislative and regulatory developments.

Customer and Contract Risk

The Group is exposed to customer concentration, contract renewal, pricing and counterparty risk. Changes in customer activity or project schedules may affect utilisation and earnings. SSH seeks to manage this through diversification across customers, services, regions and contract structures.

Corporate Actions

Board and Leadership

Mr. Kevin Malaxos commenced as a Non-Executive Director on 1 July 2025, bringing more than 35 years of resources-sector experience across multiple commodities and both surface and underground mining. His appointment formed part of the Group's continued strengthening of mining and operational capability at Board level.

Mr. John Zhang commenced as a Non-Executive Director on 7 April 2026, bringing significant capabilities across mineral processing, EPC delivery and mining services. Mr. Zhang has played a key role in expanding Shandong Xinhai Mining Group Co., Ltd's service business across 102 countries and developing its resources business across seven countries.

During the year, the Group also continued to strengthen its governance and strategic alignment through the Shandong Xinhai Mining Group Co., Ltd relationship and associated Board representation arrangements.

On 25 August 2025, Mr. Bruce Lane resigned as Non-Executive Chairman after approximately four years of service, including his contribution to the Company's IPO and admission to the ASX in September 2021. The Board thanked Mr. Lane for his leadership, guidance and contribution to the development of SSH.

Capital Raisings

During FY26, the Company completed the balance of the $2.75 million placement announced in June 2025 and progressed the associated quoted option issue. In October 2025, SSH announced and subsequently completed a $2.53 million strategic placement to Shandong Xinhai Mining Group Co., Ltd, strengthening the balance sheet and supporting growth across the Group's operating and project development activities.

Principal Place of Business

During FY26, the Company relocated its principal place of business to its Belmont, Western Australia facility, reflecting the continued growth and operational expansion of the Group.

Significant Changes in the State of Affairs

The principal significant changes in the state of affairs of the Group during FY26 included the expansion of the Group's industrial services platform through the EMS acquisition, the continued development of SSH Mining and its project participation arrangements, the strategic investment by Shandong Xinhai Mining Group Co., Ltd and the associated strengthening of the Group's balance sheet and technical capability. Other significant matters are described elsewhere in this Directors' Report.

Likely developments and expected results of operations

Information on likely developments in the operations of the Group and the expected results of operations have not been included in this Report because the Directors believe it would be likely to result in unreasonable prejudice to the Group.

Subsequent Events

Subsequent to 30 June 2026, the Company announced a preliminary FY26 revenue update highlighting the increased scale of the Group following the EMS acquisition and the platform established across the Hire | Mine | Own strategy.

On 26 August 2026, the Company announced that it had entered a Letter of Intent with Cavalier Resources Limited (ASX: CVR) under which SSH has been selected as Cavalier's preferred mining services contractor for Stage 1 of the Crawford Gold Project, located approximately 20km east of Leonora, Western Australia. Under the proposed arrangement, SSH would provide the mining services required for the Stage 1 oxide pit, expected to cover approximately 12 months of active mining operations. The parties will now progress commercial terms towards a binding Heads of Agreement and a subsequent Mining Services Agreement. Final commercial terms remain subject to completion of due diligence, final pricing and benchmarking, Stage 1 project funding and execution of definitive agreements.

Environmental Regulation

The Group's operations are subject to environmental regulation under Commonwealth and State legislation. The Directors are not aware of any material breaches of environmental requirements during the year.

Indemnifying Officers or Auditor

During or since the end of the financial year, the company has not given indemnity or entered into an agreement to indemnify the auditor of the Group or any related entity against a liability incurred by the auditor.

During or since the end of the financial year the Group has not paid or agreed to pay insurance premiums to insure the auditor of the Group or any related entity.

Proceedings on Behalf of the Company

No person has applied for leave of court to bring proceedings on behalf of the Company or intervene in any proceedings to which the Company is a party for the purpose of taking responsibility on behalf of the Company for all or any part of those proceedings.

The Company was not a party to any such proceedings during the year.

Non-Audit Services

There was no provision of any non-audit services during the year.

Auditor's independence

The lead auditor's independence declaration for the year ended 30 June 2026 has been received and can be found in the Section titled "Auditors Declaration" on page 20 of this Annual Report.

Options

The unissued ordinary shares of SSH Group Limited under option at the date of this Report are as follows:

Grant Date	Date of Expiry	Exercise Price	Number under Option
31 July 2025	6 August 2027	$0.25	18,095,238
1 July 2025	1 August 2027	$0.00	500,000
26 November 2025	6 August 2027	$0.25	8,444,000
			27,039,238

Option holders do not have any rights to participate in any issues of shares or other interests of the Company or any other entity.

For details of options issued to Directors and executives as remuneration, refer to the Remuneration Report on page 16 of this Annual Report.

During the year ending 30 June 2026, no ordinary shares of SSH Group Limited were issued on the exercise of options granted.

Performance Rights

The unissued ordinary shares of SSH Group Limited related to performance rights at the date of this Report are as follows:

Grant Date	Date of Expiry	Exercise Price	Number of Rights
29 May 2025	31 December 2026	$0.00	7,000,000
			7,000,000

Performance rights holders do not have any rights to participate in any issues of shares or other interests of the Company or any other entity.

There have been no further performance rights issued by the Group during or since the end of the reporting period.

For details of performance rights issued to Directors and executives as remuneration, refer to the Remuneration Report on page 16 of this Annual Report

During the year ending 30 June 2026, no other ordinary shares of SSH Group Limited were issued on the exercise of performance rights, nor were any further rights granted.

Directors

The following persons were Directors of SSH Group Limited during the financial year up to the date of this Report.

Information Relating to Directors

Director Name	Position	Tenure		Interest In SSH Shares and Options	Directorships - other listed entities during the last 3 years
		From	To		
Mr Bruce Lane	Non-Executive Chairman	Dec 2020	Aug 2025	245,238 Ord Shares 47,619 Options	American Uranium Ltd
Mr Kevin Malaxos	Non-Executive Director	Jul 2025	Current	1,500,000 Performance Rights	Alliance Resources Ltd
Mr Zhongyi (John) Zhang	Non-Executive Director	Apr 2026	Current	16,888,000 Ord Shares 8,444,000 Options	Flagship Minerals Ltd Antilles Gold Ltd
Mr Daniel Cowley-Cooper	Managing Director	Sep 2021	Current	16,250,000 Ord Shares 309,523 Options	-
Mr Stefan Finney	Executive Director	Sep 2021	Current	5,363,096 Ord Shares 119,048 Options	-

Meetings of Directors

During the financial year, 6 meetings of Directors were held. The attendances by each Director during the year, is as follows:

Director Name	Directors' Meetings	
	Number eligible to attend	Number attended
Mr Bruce Lane	1	1
Mr Kevin Malaxos	6	6
Mr Zhongyi (John) Zhang	2	2
Mr Daniel Cowley-Cooper	6	6
Mr Stefan Finney	6	6

Daniel Cowley-Cooper

Managing Director

29 August 2026

END OF DIRECTORS' REPORT

Remuneration Report

Remuneration policy

The Remuneration Policy of SSH Group Limited has been designed for Key Management Personnel (KMP) to attract and retain high-quality individuals to run and manage the Group, as well as create goal congruence between directors, executives, and shareholders.

The Board's policy for determining the nature and amount of remuneration for KMP of the Group is as follows:

- The Remuneration Policy was approved by the Board after professional advice was sought from external consultants.
- All KMP receive a base salary, superannuation and fringe benefits. KMP receive, at a minimum, a superannuation guarantee contribution required by the government in addition to the individual's average weekly ordinary time earnings.

All remuneration paid to KMP is valued at the cost to the company and expensed.

The Board's policy is to remunerate non-executive directors at market rates for time, commitment, and responsibilities. The Remuneration Committee determines payments to the non-executive directors and reviews their remuneration annually based on market practice, duties, and accountability. The maximum aggregate amount of fees that can be paid to non-executive directors is $250,000.

The Board's Remuneration Policy prohibits Directors and KMP from using SSH Group Limited shares as collateral in any financial transaction, including margin loan arrangements.

The Company did not engage remuneration consultants during the year.

Historical performance

The table below sets out information about the Group's earnings and movements in shareholder wealth for the past 5 years up to and including the current financial year.

	2026	2025	2024	2023
NPAT $	947,972	529,709	667,947	(1,299,342)
Share Price at Year End (cents)	13.5	12.0	6.9	15.0
Basic EPS (cents)	0.93	0.79	1.02	(0.02)
Total dividends (cents per share)	-	-	-	-

Voting of Remuneration Report

At the Company's AGM in November 2025 the Company received 100% of votes in favour of the remuneration report.

Employment details – Key Management Personnel

Employment details of persons who were, during the financial year, members of KMP of the Group including the proportion of remuneration that was performance and non-performance based is provided in table below.

Group Key Management Personnel	Position held (as at 30 June 2026) and any change during the Year	Contract Details (Duration and Termination)	Proportions of Elements of Remuneration		
			Related to Performance (Other than Options Issued)		Not Related to Performance
			Non-salary Cash-based Incentives	Shares/ Units	Fixed Salary/ Fees
Bruce Lane	Non-Executive Chairman (Retired 25 Aug 2025)	Director Service Agreement	-	-	100%
Daniel Cowley-Cooper	Managing Director	Employment Contract	-	-	100%
Stefan Finney	Executive Director	Employment Contract	-	-	100%
Kevin Malaxos	Non- Executive Director (appointed)	Director Service Agreement	-	-	100%
Zhongyi (John) Zhang	Non- Executive Director (appointed)	Director Service Agreement	-	-	100%
Sebastian Andre	Company Secretary (appointed)	Consultancy Agreement	-	-	100%
Jennifer Voon	Company Secretary (Retired 4 Mar 2026)	Consultancy Agreement	-	-	100%

The employment terms and conditions of all KMP are formalised in contracts of employment and/or engagement agreements. Termination payments are to be made in accordance with the requirements of the Fair Work provisions.

Remuneration expense details

The components of the current year and comparative year remuneration expenses for each member of KMP of the Group is detailed in a table on the next page. All amounts disclosed have been calculated in accordance with Australian Accounting Standards.

	Short-Term Benefits			Post-employment Benefits		Long-Term Benefits		Equity-settled Share-based Payments				
	Salary, Fees, and Leave	Profit Share and Bonuses	Other	Superannuation	Other	Incentive Plans	LSL	Shares / Units	Options/ Rights*	Cash-settled Share-based Payments	Termination Benefits	Total
	$	$	$	$	$	$	$	$	$	$	$	$
2026												
Bruce Lane (Retired)	10,000	-	-	-	-	-	-	-	-	-	-	10,000
Daniel Cowley-Cooper	300,000	-	30,000	29,423	-	-	-	-	-	-	-	359,423
Stefan Finney	300,000	-	30,000	30,000	-	-	-	-	-	-	-	360,000
Kevin Malaxos	48,000	-	-	-	-	-	-	-	-	-	-	48,000
Zhongyi (John) Zhang	12,000	-	-	-	-	-	-	-	-	-	-	12,000
Jennifer Voon (Retired)	40,000	-	-	-	-	-	-	-	-	-	-	40,000
Sebastian Andre	18,000	-	-	-	-	-	-	-	-	-	-	18,000
	728,000	**-**	**60,000**	**59,423**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**847,423**
2025												
Bruce Lane (Retired)	25,000	-	-	-	-	-	-	-	-	-	-	25,000
Daniel Cowley-Cooper	305,000	-	8,316	28,750	-	-	-	-	-	-	-	342,066
Stefan Finney	281,731	-	8,343	27,600	-	-	-	-	-	-	-	317,674
Jennifer Voon	20,000	-	-	-	-	-	-	-	-	-	-	20,000
Carly Terzanidis	25,375	-	-	-	-	-	-	-	-	-	-	25,375
Harpreet (Sonu) Cheema	8,000	-	-	-	-	-	-	-	-	-	-	8,000
	665,106	**-**	**16,659**	**56,350**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**738,115**

Securities Held

Members of the KMP, for the reporting period, held the following securities as at 30 June 2026.

Key Management Personnel	Ordinary Shares	Options Ex Price $0.25 Exp 06 Aug 2027	Performance Rights Exp 31 Mar 2027
Daniel Cowley Cooper	16,250,000	309,523	
Stefan Finney	5,363,096	119,048	
Kevin Malaxos	-		1,500,000
Zhongyi (John) Zhang	16,888,000	8,444,000	
Total held as at 30 June 2026	**38,501,096**	**8,872,571**	**1,500,000**

Securities Received that are not Performance-Related

No members of KMP are entitled to receive securities that are not performance-based as part of their remuneration package.

Other Transactions with Key Management Personnel

Bruce Lane, Retired Non-Executive Director, is a director of Tapanui Capital Pty Ltd, which provides directorship, advisory, consulting and chief financial officer (CFO) services (Services). Fees charged for the FY26 totalled $57,904. For the avoidance of doubt, all Services are provided on arm's length, commercial terms and in the ordinary course of business. Anna Lane, spouse of Bruce Lane, was engaged through Tapanui Capital Pty Ltd as the interim CFO of SSH Group Limited, (Refer to ASX release titled "SSH APPOINTMENT OF INTERIM CFO" on 13 September 2023). Anna Lane concluded her two-year tenure as interim CFO on the 10 September 2025. (Refer to ASX Released titled "Interim Chief Financial Officer Completes Term" on 10 September 2025.

There were no other related party transactions with Key Management Personnel in FY26.

END OF REMUNERATION REPORT

Auditor's Declaration

HALL CHADWICK

To the Board of Directors,

AUDITOR'S INDEPENDENCE DECLARATION UNDER SECTION 307C OF THE CORPORATIONS ACT 2001

As lead audit director for the audit of the financial statements of SSH Group Limited and its controlled entities for the year ended 30 June 2026, I declare that to the best of my knowledge and belief, there have been no contraventions of:

- the auditor independence requirements of the *Corporations Act 2001* in relation to the audit; and
- any applicable code of professional conduct in relation to the audit.

Yours Faithfully,

Hall Chadwick

HALL CHADWICK WA AUDIT PTY LTD

D M BELL FCA
Director

Dated this 29th day of August 2026
Perth, Western Australia

Consolidated Financial Statements

Consolidated Statement of Profit or Loss and other Comprehensive Income

For the year ended 30 June 2026

		Consolidated Group	
	Note[1]	2026	2025
Continuing operations			
Revenue	2	46,228,458	37,442,064
Cost of sales	3	(32,437,245)	(24,471,263)
Gross profit		13,791,213	12,970,801
Expenses			
Employee benefits expense	3	(4,683,232)	(4,390,294)
Administration costs	3	(1,671,560)	(1,542,494)
Depreciation and amortisation expense	3	(4,015,323)	(4,084,212)
Disposal Cost	2	(86,008)	26,996
Finance costs	3	(2,006,762)	(2,337,494)
Occupancy expenses	3	(245,888)	(184,852)
Profit / (loss) before income tax		1,082,440	458,451
Tax benefit / (expense)	4	(134,468)	71,258
Net profit/ (loss) for the year		947,972	529,709
Net profit / (loss) attributable to:			
Owners of the Parent Entity		947,972	529,709
		947,972	529,709
Other Comprehensive Income		-	-
Total Comprehensive Income		947,972	529,709
Earnings per share			
From operations:			
Basic earnings per share (cents)	6	0.93	0.79
Diluted earnings per share (cents)	6	0.92	0.79

[1] The accompanying notes form part of these financial statements

Consolidated Statement of Financial Position

As at 30 June 2026

	Note[2]	Consolidated Group 2026	2025
Current Assets			
Cash and Cash Equivalents	7	4,290,231	3,954,228
Trade and Other Receivables	8	8,948,243	6,424,383
Current Tax Assets		403,801	-
Other Assets	9	1,501,527	721,473
Total Current Assets		15,143,802	11,100,084
Non-Current Assets			
Property, Plant, and Equipment	11	22,333,763	22,500,116
Deferred Tax Assets	12	623,734	546,635
Intangible Assets	13	6,696,522	5,701,103
Other Non-Current Assets	9	370,436	386,753
Right of Use Assets	14	1,982,568	469,404
Investments		200,000	-
Total Non-Current Assets		32,207,023	29,604,011
Total Assets		47,350,825	40,704,095
Current Liabilities			
Trade and Other Payables	15	7,231,449	5,954,200
Deferred Consideration Liability	18	382,272	-
Lease Liabilities	16	528,283	392,181
Borrowings	16	13,883,480	11,535,023
Provisions	17	412,438	171,789
Total Current Liabilities		22,437,922	18,053,193
Non-Current Liabilities			
Borrowings	16	8,021,743	12,919,253
Deferred Contingent Consideration Liability	18	1,157,875	-
Lease Liabilities	16	1,536,385	148,739
Provisions	17	57,323	33,375
Total Non-Current Liabilities		10,773,326	13,101,367
Total Liabilities		33,211,248	31,154,560
Net Assets		14,139,577	9,549,535
Equity			
Issued capital	19	13,415,192	9,961,530
Reserves	25	2,139,150	1,950,742
Retained earnings		(1,414,765)	(2,362,737)
Total Equity		14,139,577	9,549,535

[2] The accompanying notes form part of these financial statements

Consolidated Statement of Changes in Equity

For the year ended 30 June 2026

	Note[3]	Issued Equity/ Capital $	Share-Based Payments Reserve $	Trust Profits Reserve $	Retained Earnings $	Total Equity $
Balance at 1 July 2025		9,961,530	1,913,981	36,761	(2,362,737)	9,549,535
Profit for the year		-	-	-	947,972	947,972
Total comprehensive income for the year		-	-	-	**947,972**	**947,972**
Transactions with owners, in their capacity as owners, and other transfers:						
Placement of shares during the period		3,237,371	-	-	-	3,237,371
Fair value of performance rights issued during prior period		-	188,408	-	-	188,408
Shares Escrow Issued on Acqusition		216,291	-	-	-	216,291
Balance at 30 June 2026		**13,415,192**	**2,102,389**	**36,761**	**(1,414,765)**	**14,139,577**
Balance at 1 July 2024		8,493,858	1,913,981	36,761	(2,892,446)	7,552,154
Profit for the year		-	-	-	529,709	529,709
Total comprehensive income for the year		**-**	**-**	**-**	**529,709**	**529,709**
Transactions with owners, in their capacity as owners, and other transfers:						
Performance rights issued during the period		1,467,672	-	-	-	1,467,672
Balance at 30 June 2025		**9,961,530**	**1,913,981**	**36,761**	**(2,362,737)**	**9,549,535**

[3] The accompanying notes form part of these financial statements

Consolidated Statement of Cash Flows

For the year ended 30 June 2026

	Note[4]	Consolidated Group 2026	2025
Cash Flows from Operating Activities			
Receipts from customers		51,922,926	42,242,108
Payments to suppliers and employees		(46,029,677)	(35,549,870)
Interest received		1,832	1,709
Finance costs		(1,861,571)	(2,263,104)
Net cash generated by operating activities	*21*	4,033,510	4,430,843
Cash Flows from Investing Activities			
Proceeds from disposal of property, plant, and equipment		2,657,682	1,190,229
Net Cash paid for acquisition	*10*	(2,197,009)	-
Purchase of property, plant, and equipment		(599,494)	(224,468)
Purchase of investments		(200,000)	-
Net cash (used in)/generated by investing activities		(338,821)	965,761
Cash Flows from Financing Activities			
Proceeds from issue of shares		3,710,829	2,169,749
Payment of capital raising / share issue costs		(314,950)	-
Proceeds from borrowings		2,991,857	4,725,151
Repayment of borrowings		(9,746,422)	(10,938,739)
Net cash (used in) financing activities		(3,358,686)	(4,043,839)
Net increase in cash and cash equivalents		336,003	1,352,765
Cash and cash equivalents at the beginning of financial year		3,954,228	2,601,463
Cash and cash equivalents at the end of financial year	*7*	**4,290,231**	**3,954,228**

[4] The accompanying notes form part of these financial statements

Consolidated Financial Statement Notes

Note 1. Summary of material accounting policies

The consolidated Financial Statements and Notes represent those of SSH Group Limited and Controlled Entities (the Consolidated Group, Company, or Group).

Adoption of New / Amended Standards and Interpretations

The Group has adopted all the new or amended Accounting Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that are mandatory for the current reporting period.

Basis of Preparation

The general purpose consolidated financial statements have been prepared in accordance with the Corporations Act 2001, Australian Accounting Standards, and Interpretations of the Australian Accounting Standards Board, and in compliance with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board.

The Group is a for-profit entity for financial reporting purposes under Australian Accounting Standards. Material accounting policies adopted in the preparation of these financial statements are presented below and have been consistently applied unless stated otherwise.

Except for cash flow information, the financial statements have been prepared on an accrual basis and are based on historical costs.

A. Principles of Consolidation

The consolidated financial statements incorporate all the assets, liabilities, and results of SSH Group Limited and all of the subsidiaries. Subsidiaries are entities that the Company controls. The Company controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and could affect those returns through its power over the entity.

Intercompany transactions, balances and unrealised gains or losses on transactions between Group entities are fully eliminated on consolidation.

B. Business Combinations

A business combination, where the Group obtains control over one or more businesses, is accounted for by the acquisition method.

Acquisitions may result in the recognition of goodwill or a gain on purchase, that is recorded on the balance sheet

C. Going Concern

The financial statements have been prepared on a going concern basis, which contemplates continuity of normal business activities and the realisation of assets and settlement of liabilities in the ordinary course of business.

For the year ended 30 June 2026 the Group made a profit before tax of $1,082,440 (2025: $458,451) and net operating cash inflows for the year of $4,033,510 (2025: $4,430,843).

The Group had a working capital deficit of $7,294,120 (2025: $6,953,109). However, in monitoring its working capital, the Group excludes the current portion of hire purchase liabilities in its Rental vertical from the working capital calculations. The adjusted working capital is a surplus of $315,686 (2025: $751,212 deficit), supported by non-current hire assets totalling $21,768,656 (2025: $22,350,182).

In line with its long-term strategy outlined in its 2021 prospectus, the Group has invested heavily in growing its equipment hire business. The capital structure - where liabilities are recognised as current and assets as non-current - has contributed to the reported working capital deficit, a typical feature of capital-intensive businesses.

As at 30 June 2026, the Group held hire assets of $21,768,656 (2025: $22,350,182) and associated liabilities of $15,631,549 (2025: $18,733,906) with a net asset surplus of $6,137,107 (30 June 2025: $3,616,276).

Equipment vertical hire assets generate income under contracts on a regular basis, which enables these entities to meet their debt repayment obligations.

As disclosed in note 10 of these financial statements, on 25 May 2026, the Company acquired Elphinstone Mechanical Services ("EMS"). The Group acquired EMS because it significantly expands the maintenance and specialised labour capability that can be offered to its clients and broadens the services of its equipment and workforce solutions divisions. Being a complementary business bringing together equipment, workforce, maintenance and mining capability provides opportunities to service customers across a broader range of their requirements and creates greater opportunities for collaboration across the Group and the ability to realise synergies and improve operating cashflows which due to the timing of the acquisition are not evident in the Group's profit or loss or statement of cashflows for the year.

The Directors have prepared a cash flow forecast which indicates that the Group will have sufficient cash flows to meet commitments and working capital requirements for the 12-month period from the date of signing this financial report. This is supported by the Group's

- Continued revenue generation from established Workforce, Rental and Mining operations, including recurring and contracted income streams;
- Demonstrated operating cash inflows;
- Ongoing focus on disciplined cost management and operational efficiency;
- Active working capital management, including compliance with debt obligations and the ability to draw down on existing unused debt facilities;
- Strategic investment made with the acquisition of EMS and the development of its Mining business during the year; and
- The Company has the ability to raise capital to fund further expansion if required as has been demonstrated with the Company raising $3.7 million during the year.

D. Goodwill

Goodwill is carried at cost less any accumulated impairment losses. Goodwill is originally calculated as the excess of the sum of the consideration transferred at fair value over the fair value of any identifiable assets acquired and liabilities assumed at the date of acquisition.

Goodwill is tested annually for impairment at the cash-generating units or groups of cash-generating units, representing the lowest level at which goodwill is monitored.

E. Income Tax

The income tax expense for the year comprises current income and deferred income tax expense.

Current income tax expense charged to the profit or loss is the tax payable on the taxable income for the current period. Where there are brought forward tax losses that fully offset the current year's income tax expense the profit or loss will recognise a nil tax expense.

Deferred tax expense to the profit and loss reflects movements in deferred tax asset and deferred tax liability balances during the year.

Deferred tax assets and liabilities are calculated at the tax expected tax rate of 30% as expected to apply to future periods when the asset is realised or when the liability is settled.

Deferred tax assets relating to temporary differences and unused tax losses are recognised only to the extent that it is probable that future taxable profit will be available against which the benefits of the deferred tax asset can be utilised.

Tax Consolidation

The Company and its wholly owned Australian resident entities have formed a tax-consolidated Group and are therefore taxed as a single entity. The head entity within the tax-consolidated Group is SSH Group Limited. The members of the tax-consolidated Group are identified in Note 26 “Controlled entities” on page 61 of this Annual Report.

F. Property, Plant, and Equipment

Each class of property, plant and equipment is carried at cost less, where applicable, any accumulated depreciation and impairment losses.

Plant and equipment are measured on the cost basis and therefore carried at cost less accumulated depreciation and any accumulated impairment

Subsequent costs are capitalised only when it is probable that future economic benefits will flow to the Group and the cost of the item can be measured reliably. All other repairs and maintenance are recognised as expenses in profit or loss during the financial period in which they are incurred.

G. Depreciation

Capitalised Plant, Property and Equipment assets, including leased assets, are depreciated on a straight-line basis over the asset’s useful life commencing from the time the asset is held ready for use. Leasehold improvements are depreciated over the unexpired term of the lease including extensions.

The depreciation rates used for each class of depreciable assets are:

Class of Asset	Depreciation Rate
Leasehold improvements	3-5 years
Plant and Equipment	3-10 years
Motor Vehicles	3-5 years
Computer Equipment	1-3 years

Gains and losses on disposals are determined by comparing proceeds with the net carrying amount, after adjustment for accumulated depreciation. These gains and losses are recognised separately in profit or loss in the period in which they arise.

H. Leases

At contract inception, the Group assesses if the contract contains, or is, a lease. If there is a lease present, a right-of-use asset and a corresponding lease liability is recognised, except for contracts that are classified as short-term leases or leases of low value assets. These leases are recognised as an operating expense on a straight-line basis over the term of the lease.

The lease liability is calculated using the committed future payments over the contracted term, including any commitments for options and/or extensions.

The right-of-use assets comprise the initial measurement of the corresponding lease liability as mentioned above, any lease payments made at or before the commencement date as well as any initial direct costs. The subsequent measurement of the right-of-use assets is at cost less accumulated depreciation and impairment losses.

I. Intangible Assets other than Goodwill

Website development costs are recorded at cost with an estimated useful life of between one and three years and is carried at cost less accumulated amortisation and any impairment losses. The carrying cost is assessed annually for impairment.

J. Employee Benefits

Provision is employee benefits, such as wages, superannuation, and annual leave that are expected to be settled wholly within 12 months after the end of the reporting period. Short-term employee benefits are not discounted.

Provision for wages and superannuation are recognised as current trade and other payables, and provision for annual leave and long service leave expected to be paid within 12 months are recognised as current provisions.

Provision for long service leave not expected to be settled within 12 months is discounted and presented as non-current provisions.

K. Revenue and Other Income

The consolidated entity recognises revenue as follows:

Revenue from contracts with customers

The core principle of AASB 15 is that revenue is recognised on a basis that reflets the transfer of promised goods or services to customers at an amount that reflects the consideration the Company expects to receive in exchange for those goods or services. Revenue is recognised by applying a five-step process outlined in AASB 15 which is as follows:

Step 1: Identify the contract with a customer;

Step 2: Identify the performance obligations in the contract and determine at what point they are satisfied;

Step 3: Determine the transaction price;

Step 4: Allocate the transaction price to the performance obligations;

Step 5: Recognise revenue as the performance obligations are satisfied.

Revenue is recognised at an amount that reflects the consideration to which the consolidated entity is expected to be entitled in exchange for transferring goods or services to a customer. For each contract with a customer, the consolidated entity: identifies the contract with a customer; identifies the performance obligations in the contract; determines the transaction price which takes into account estimates of variable consideration and the time value of money; allocates the transaction price to the separate performance obligations on the basis of the relative stand-alone selling price of each distinct good or service to be delivered; and recognises revenue when or as each performance obligation is satisfied in a manner that depicts the transfer to the customer of the goods or services promised.

Revenue is recognised when or as a performance obligation in the contract with customer is satisfied, i.e. when the control of the goods or services underlying the particular performance obligation is transferred to the customer. A performance obligation is a promise to transfer a distinct goods or service (or a series of distinct goods or services that are substantially the same and that have the same pattern of transfer) to the customer that is explicitly stated in the contract and implied in the Group’s customary business practices.

The Company provides workforce management, recruitment, security, and equipment hire solutions to the resources, infrastructure, and construction sectors under agreed fee-based contracts. Revenue is recognised in proportion to the actual services delivered up to the end of the reporting period. Revenue is measured at the amount that reflects the value of services rendered at a point in time. Customers are invoiced on a monthly basis, with consideration payable upon invoicing.

If the contract with customer contains more than one performance obligation, the amount of consideration is allocated to each performance obligation based on the relative stand-alone selling prices of the goods or services promised in the contract. Revenue is recognised to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognised will not occur when the uncertainty associated with the variable consideration is subsequently resolved.

The control of the promised goods or services may be transferred over time or at a point in time. The control over the goods or services is transferred over time and revenue is recognised over time if:

i. the customer simultaneously receives and consumes the benefits provided by the Group’s performance as the Group performs;
ii. Group’s performance creates or enhances an asset that the customer controls as the asset is created or enhanced; or the Group’s performance does not create an asset with an alternative use and the Group has an enforceable right to payment for performance completed to date.

Revenue for performance obligation that is not satisfied over time is recognised at the point in time at which the customer obtains control of the promised goods or services.

L. Goods and Services Tax (GST)

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with other receivables or payables in the statement of financial position.

Cash flows are presented on a gross basis.

M. Earnings Per Share and Unit

At the end of the period the Group has 27,039,238 unissued shares under options (30 June 2025: 10,000,000).

Basic EPS is calculated by dividing the Group’s profit or loss attributable to ordinary shareholders by the weighted average number of ordinary shares outstanding during the period.

N. Investments in Associates

The Group accounts for investments in associates using the equity method. Under this method, the Group's share of the profits or losses of the associate is recognised in the consolidated financial statements, with adjustments to the carrying amount of the investment.

In prior years, the Group held an investment in an associate whose cumulative losses exceeded the Group's investment. In accordance with AASB 128, the Group discontinued recognising its share of further losses as the investment was nil and the Group had no obligation to fund the losses.

During the year, the Group disposed of its interest in the associate. No share of profit or loss has been recognised during the period or in prior periods due to these conditions.

O. Critical Accounting Estimates and Judgements

Goodwill

When the Group tests the impairment of Goodwill, the calculations require the use of assumptions, including estimated discount rates based on the current cost of capital and growth rates of the estimated future cash flows.

Income Tax

The Group is subject to Australian income taxes. Judgement is required in determining the provision for income tax as there are transactions and calculations undertaken during the ordinary course of business for which the ultimate tax determination is uncertain.

The Group recognises liabilities for anticipated tax payable based on the Group's current understanding of the tax law. Where the final tax outcome of these matters is different from the carrying amounts, such differences will impact the current and deferred tax provisions in the period in which such determination is made.

Recovery of Deferred Tax Assets

Deferred tax assets are recognised for deductible temporary differences only if the Group considers it is probable that future taxable amounts will be available to utilise those temporary differences and losses.

Employee Benefits Provision

Provisions for long-term employee benefits are based on judgement for the estimated future cash flows, discounted for attrition, and inflation.

Contract Asset (Wagtail)

There is significant judgement involved in assessing the recoverability of the Company's contract asset in respect of the Wagtail Project, due to uncertainty as to whether the project progresses to commercial production. The Company expects to recover the costs either at cost plus 10% and 25% profit share (if/when the project proceeds to mine) or through the arbitration mechanism of the contract. Judgement is required with respect to the technical results of the project and the likelihood that the project is assessed as commercially feasible.

P. Contract Assets

Contract assets are recognised in accordance with AASB 15 Revenue from Contracts with Customers. A contract asset is the Group's right to consideration in exchange for goods or services that the Group has transferred to a customer when that right is conditional on something other than the passage of time, for example where the Group has performed but has not yet issued an invoice. Contract assets are transferred to receivables when the right to the consideration becomes unconditional. Contract assets are assessed for impairment in accordance with the expected credit loss model under AASB 9 Financial Instruments.

Q. Share-Based Payments

The Group accounts for share-based payments in accordance with AASB 2 Share-based Payment. Equity-settled share-based compensation benefits are provided to employees and other eligible parties via the issue of options, performance rights, or other equity instruments.

The fair value of options and performance rights granted is recognised as an expense with a corresponding increase in equity (share-based payments reserve). Fair value is measured at grant date using an appropriate valuation methodology (such as a Black-Scholes or binomial option pricing model), taking into account the exercise price, the term of the option or right, the impact of dilution, the share price at grant date, the expected volatility of the underlying share, the expected dividend yield, and the risk-free interest rate for the term.

The fair value of the equity instruments granted is expensed on a straight-line basis over the vesting period, with a corresponding adjustment to equity, based on an estimate of the number of instruments that will eventually vest. Non-market vesting conditions are included in the estimate of the number of instruments expected to vest. The impact of the revision of the original estimates, if any, is recognised in profit or loss such that the cumulative expense reflects the revised estimate, with a corresponding adjustment to the share-based payments reserve. Market conditions are factored into the fair value at grant date and are not subsequently revised regardless of whether the market condition is satisfied.

Where equity instruments are issued as consideration for the acquisition of a business, or as part of the acquisition consideration, they are measured at fair value at the date of issue in accordance with AASB 3 Business Combinations, rather than under this policy.

R. Financial Instruments

Classification

The Group accounts for financial instruments in accordance with AASB 9 Financial Instruments. The Group classifies its financial assets in the following measurement categories: those to be measured subsequently at fair value (either through OCI or through profit or loss), and those to be measured at amortised cost. The classification depends on the Group's business model for managing the financial assets and the contractual terms of the cash flows.

Financial liabilities are classified as subsequently measured at amortised cost, except for financial liabilities at fair value through profit or loss, such as contingent consideration recognised on a business combination, which is measured at fair value with changes recognised in profit or loss.

Recognition and Derecognition

Regular purchases and sales of financial assets are recognised on trade date. Financial assets are derecognised when the rights to receive cash flows have expired or been transferred and the Group has transferred substantially all the risks and rewards of ownership. Financial liabilities are derecognised when the obligation is discharged, cancelled, or expires.

Measurement

Financial assets and liabilities are initially measured at fair value plus, for items not at fair value through profit or loss, transaction costs directly attributable to acquisition. Debt instruments are subsequently measured at amortised cost, FVOCI, or FVTPL depending on the business model and cash flow characteristics of the asset.

Impairment

The Group measures the loss allowance for trade receivables and contract assets at an amount equal to lifetime expected credit losses (the simplified approach), using a provision matrix based on historical credit loss experience, adjusted for current and forward-looking factors. For other financial assets measured at amortised cost, the Group applies the general approach, recognising 12-month expected credit losses unless there has been a significant increase in credit risk since initial recognition, in which case lifetime expected credit losses are recognised.

Note 2. Revenue and Other Income

	Consolidated Group	
	2026	**2025**
Sources of revenue		
Revenue from agreements with customers		
SSH Hire (Rental + Workforce)	43,341,487	37,407,603
SSH Mining	2,046,971	-
SSH Corporate	840,000	34,461
Total revenue	**46,228,458**	**37,442,064**
Other Income		
Interest Received	1,832	4,129
Loss on disposal of property, plant, and equipment	(163,642)	(43,183)
Insurance/debtor recoveries	38,592	32,650
Other income	37,210	33,400
	(86,008)	26,996
Total Revenue and Other Income	**46,142,450**	**37,469,060**

Note 3. Profit for the year

Profit before income tax from continuing operations includes the following specific expenses:

		Consolidated Group	
		2026	2025
a.	**Expenses**		
	Cost of sales	32,437,245	24,471,263
	Interest expense on financial liabilities not classified as at fair value through profit or loss:		
	- interest on borrowings	1,885,298	2,290,207
	- finance charges on right of use assets	70,039	44,979
	- borrowing costs amortised	51,425	2,308
	Total finance cost	**2,006,762**	**2,337,494**
	Employee benefits expense	4,683,232	4,390,294
	Depreciation expense – assets	3,597,636	3,696,148
	Depreciation expense – right of use assets	401,251	378,016
	Administration costs	1,671,560	1,542,494
	Occupancy expenses	245,888	184,852
	Amortisation of intangibles	16,436	10,048

Note 4. Tax Expense

	Consolidated Group	
	2026	**2025**
a. The components of tax benefit / (expense) comprise:		
Current tax	(56,941)	-
Deferred tax	14,399	71,258
Consolidation elimination - deferred tax on EMS post-acquisition loss (UIG 1052)	(91,926)	-
	(134,468)	**71,258**
b. The prima facie tax on profit / (loss) from ordinary activities before income tax is reconciled to income tax as follows:		
Prima facie tax payable on profit / (loss) from ordinary activities before income tax at 30%	324,733	137,548
Add tax effect of non-deductible permanent differences		
- share based payments expense	-	-
- entertainment and other differences	9,456	46,804
	9,456	46,804
Add tax effect of:		
- timing differences in employee liabilities	53,407	(42,667)
- timing differences on depreciable asset values and assets sold	177,075	67,374
- other timing differences (leases, AASB 15, Div 40, s.40-880, prepayments)	(242,877)	-
	(12,395)	24,707
Less tax effect of:		
- timing differences on accrued income and expenses	(264,853)	64,546
- tax losses deducted	-	(344,865)
- deferred tax movement	(14,398)	-
- consolidation elimination: deferred tax on EMS post-acquisition loss	91,926	-
Income tax expenses / (benefit) attributable to entity	**134,468**	**(71,258)**
The weighted average effective tax rates are as follows:	12%	16%

The Group has accumulated tax losses of $377,854 (FY25: $732,890), which may be available against future available tax profits of the Group which the losses arose. The utilisation of these losses is subject to the assessment of the ATO.

Note 5. Auditor's Remuneration

	Consolidated Group	
	2026	**2025**
Remuneration of the auditor for:		
Auditing or reviewing the financial statements	109,471	87,216
	109,471	**87,216**

Note 6. Earnings per Share

	Consolidated Group	
	2026	**2025**
Profit after income tax	947,972	529,709
Weighted average number of ordinary shares outstanding during the year used in calculating basic EPS	102,030,218	66,662,961
Basic profit per share	0.93	0.79
Diluted profit per share*	0.92	0.79

*Diluted EPS consist of 500,000 performance rights options issued to lead manager on 1/7/2025

Note 7. Cash and Cash Equivalents

	Consolidated Group	
	2026	**2025**
Cash at bank and on hand	4,289,631	3,953,775
Cash on hand	600	453
	4,290,231	**3,954,228**
Reconciliation of cash		
Cash and cash equivalents at the end of the financial year as shown in the statement of cash flows is reconciled to items in the statement of financial position as follows:		
Cash and cash equivalents	4,290,231	3,954,228
Total Cash and Cash Equivalents	**4,290,231**	**3,954,228**

Note 8. Trade and Other Receivables

	Consolidated Group	
	2026	**2025**
CURRENT		
Trade receivables	8,100,495	5,806,261
Accrued income	916,022	626,526
Provision for impairment	(68,274)	(8,404)
Total current trade and other receivables	8,948,243	6,424,383
Total trade and other receivables	**8,948,243**	**6,424,383**

	Current	**>30 days**	**>60 days past due**	**>90 days past due**	**Total**
2026					
Gross carrying amount	6,406,187	930,856	324,141	439,311	8,100,495
Loss allowing provision	-	-	-	(68,274)	(68,274)
	6,406,187	930,856	324,141	371,037	8,032,221
2025					
Gross carrying amount	5,024,440	485,492	190,301	106,028	5,806,261
Loss allowing provision	-	-	-	(8,404)	(8,404)
	5,024,440	485,492	190,301	97,624	5,797,857

Credit Risk

The Group writes off a trade receivable when there is limited opportunity for recovery, or when recovery process becomes an inefficient use of funds. That is the cost of recovery is a significant proportion of the receivable value.

Bad debts of $68,274 were expensed during the year.

Note 9. Other Assets

	Consolidated Group	
	2026	**2025**
Current		
Inventory	85,752	21,498
Prepayments	619,556	699,975
Contract Asset [1]	744,921	-
Other	51,298	-
Total current other assets	1,501,527	721,473
Non-current		
Security deposits	243,524	172,436
JV receivable	62,821	113,221
Borrowing costs prepaid	56,991	93,996
Other company formation costs	7,100	7,100
Total non-current other assets	370,436	386,753
Total trade and other assets	**1,871,963**	**1,108,226**

[1] **Contract Asset**

Under the Mining and Profit Share Agreement with High-Tech Metals Ltd ("HTM"), SSH Mining Australia Pty Ltd funds and manages technical work programs to advance the Wagtail Gold Project, retaining contractual participation in future project economics through agreed mining and profit-share arrangements. Costs incurred in fulfilling the agreement are capitalised under AASB 15 on the basis that they relate directly to the contract and are expected to be recovered through future economic benefits available to SSH. The capitalised balance as of 30 June 2026 was $744,921.

Significant judgement is required in assessing the recoverability of the contract asset, having regard to the technical results of the project and the likelihood that it will be assessed as commercially feasible. This judgement has had regard to the continued operation of the Mining and Profit Share Agreement and SSH's retained contractual rights to future project economics, the completion of the 65-hole infill drilling program and resulting improvement in geological confidence, favourable metallurgical test results confirming conventional processing characteristics, and the updated MRE announced by HTM on 29 July 2026. The contract asset is instead assessed for impairment at each reporting date. Based on this evidence, management has concluded that no impairment is required as at 30 June 2026.

Note 10. Business Combinations & Acquisition of EMS

Acquisition of Elphinstone Group Pty Ltd trading as Elphinstone Mechanical Services (EMS):

On 25th May 2026, the Group acquired 100% of the voting shares of Elphinstone Group Pty Ltd, a non-listed company based in Belmont, Western Australia and specialising in the heavy equipment maintenance and specialised labour hire business established in 2005, in exchange for cash and the Company's shares. The Group acquired EMS because it significantly expands the maintenance and specialised labour capability that can be offered to its clients and broadens the services of its equipment and workforce solutions divisions.

Assets acquired and liabilities assumed

The provisionally measured fair values of the identifiable assets and liabilities of EMS as at the date of acquisition were:

	$
Assets	
Cash and cash equivalents	626,156
Trade and other receivables	3,104,128
Work in progress	865,250
Inventories	64,295
Prepayments	163,379
Bonds, deposits and unexpired interest	122,426
Other assets	11,808
Property, plant and equipment	4,967,201
Right-of-use assets	528,864
Total Assets	**10,453,507**
Liabilities	
Trade and other payables	(264,634)
Interest-bearing liabilities — hire purchase and finance leases	(3,601,913)
Lease liabilities	(544,316)
Employee benefit liabilities and provisions	(1,875,731)
GST and other tax obligations	(678,639)
Amounts owing to related parties	(1,810,335)
Other liabilities	(544,104)
Total Liabilities	**(9,319,672)**
Total identifiable net assets at fair value, before deferred tax	**1,133,835**
Deferred tax asset recognised on acquisition (net)	615,369
Total identifiable net assets acquired	**1,749,203**
Purchase consideration transferred	2,747,250
Goodwill arising on acquisition	**998,047**

The acquisition date fair value of the trade and other receivables amounts to $3,104,128. The gross contractual amount is $3,104,128, of which $0 is not expected to be collected. The Group measured the acquired lease liabilities using the present value of the remaining lease payments at the date of acquisition. The right-of-use assets were measured at an amount equal to the lease liabilities and adjusted to reflect the favourable terms of the lease relative to market terms.

The acquisition gives rise to a net deferred tax asset of $615,369. Gross deferred tax liabilities of $158,659 arise principally on the differences between the acquisition-date fair values and the corresponding tax bases of the motor vehicles and other plant and equipment, right-of-use assets, work in progress and inventories acquired. These are more than offset by gross deferred tax assets of $774,028 recognised principally on employee benefit provisions, lease liabilities and accruals that are deductible only when paid, and on carry-forward revenue tax losses transferred to the Group's tax consolidated group.

Goodwill of $998,047 has been recognised, being the excess of the consideration transferred over the net fair value of the identifiable assets acquired and liabilities assumed. The goodwill comprises the value of the assembled and deployed workforce, the customer relationships supporting the acquired revenue base, and the synergies expected from integrating EMS with the Group's existing equipment and workforce solutions divisions. None of these items qualifies for separate recognition as an intangible asset under AASB 3 and AASB 138: the assembled workforce is expressly subsumed within goodwill, and the customer relationships and customer contracts were assessed as neither separable from the business as a whole nor capable of reliable measurement independently of it. Goodwill has been allocated to the Workforce cash-generating unit for impairment testing purposes. None of the goodwill recognised is expected to be deductible for income tax purposes.

Short-term loan payable to SSH Group represents a temporary funding arrangement outstanding at the acquisition date. The loan did not form part of the consideration transferred and was repaid shortly after acquisition following settlement of the replacement financing facility.

From the acquisition date to 30 June 2026, EMS contributed $2,255,396 of revenue and $111,184 to the profit before tax of the Group from continuing operations. If the acquisition had taken place on 1 July 2025, Group revenue from continuing operations for the year ended 30 June 2026 would have been $66,055,003 and profit before tax from continuing operations would have been $274,160.

Purchase consideration:

	$
Cash consideration paid at settlement	1,000,000
Ordinary shares issued at settlement (1,250,000 shares at 17.5c)	218,750
Deferred and contingent consideration, at fair value	1,528,500
Total consideration	**2,747,250**

Analysis of cash flows on acquisition:

	$
Cash consideration paid	(1,000,000)
Less: cash and cash equivalents acquired	626,156
Payment for acquisition of subsidiary, net of cash acquired	(373,844)
Loan advanced to acquiree prior to acquisition	(1,810,335)
Transaction costs of the acquisition	(12,830)
Total cash outflow relating to the acquisition	**(2,197,009)**

Prior to completion of the acquisition, SSH Group advanced a short-term loan to EMS to facilitate the discharge of EMS's existing Westpac invoice finance facility. The advance was outstanding at the acquisition date and is included within the liabilities assumed as a short-term loan payable to SSH Group. The loan did not form part of the consideration transferred and was repaid shortly after acquisition from the proceeds of the new ScotPac invoice financing facility. The intercompany loan was subsequently eliminated on consolidation.

The Company issued 1,250,000 ordinary shares at settlement as part of the consideration for the 100% interest in EMS. For the application of AASB 3 the shares have been measured at the quoted market price of the company's shares at the acquisition date of 17.5c per share, giving a fair value of $218,750 recognised as $216,291 net of $2,459 share issue cost (Note 19). The shares are subject to voluntary escrow for a period of two years from the date of issue.

Transaction costs of $12,830 were incurred in connection with the acquisition. These costs have been expensed as incurred and are included in administrative expenses in the consolidated statement of profit or loss.

Contingent consideration

Under the share sale agreement, part of the consideration payable to the vendors is deferred and part is contingent on the revenue of the acquired business for the year ending 30 June 2027.

A fixed deferred cash payment of $400,000 is payable on 31 January 2027.

A final earn-out is payable within 30 days of completion of the Group's audited consolidated financial statements for the year ending 30 June 2027, settled partly in cash and partly in ordinary shares of the Company. Where FY2027 revenue is less than $30.0 million the vendors receive $355,000 in cash and $495,000 in shares; where it is between $30.0 million and $35.0 million, both inclusive, $525,000 in cash and $575,000 in shares; and where it exceeds $35.0 million, $700,000 in cash and $650,000 in shares. The maximum undiscounted amount payable under the deferred and contingent arrangements is therefore $1,750,000 and the minimum is $1,250,000.

The shares comprising the earn-out are issued at a deemed price equal to the higher of $0.20 or the six-month volume weighted average price of the Company's shares traded on the ASX prior to the date of issue. Because the amount to be settled is fixed in dollar terms while the number of shares required to settle it is variable, the obligation does not meet the fixed-for-fixed condition in AASB 132 and is classified as a financial liability rather than as equity. The Company also retains the discretion to settle the share component in cash. The $0.20 floor limits the maximum number of shares issuable under the earn-out to 3,250,000. The earn-out shares are subject to voluntary escrow for one year from the date of issue.

As at the acquisition date, the fair value of the deferred and contingent consideration was estimated at $1,528,500. The earn-out component was measured on a probability-weighted basis and discounted at 8.0% per annum. This fair value measurement is classified as Level 3, with the significant unobservable inputs being the FY2027 revenue forecast and the discount rate.

The deferred and contingent consideration is classified as a financial liability measured at fair value through profit or loss see Note 18 in financial report.

As at 30 June 2026, the key performance indicators of the acquired business indicate that the highest revenue tier remains the most likely FY2027 outcome, and the fair value of the contingent consideration at that date reflects that assessment.

A reconciliation of the fair value measurement of the deferred and contingent consideration liability (Level 3) is provided below:

	$
Liability arising on the business combination at 25 May 2026	1,528,500
Unwinding of the discount and fair value changes recognised in profit or loss	11,647
Balance at 30 June 2026	**1,540,147**

The deferred cash component is due for payment on 31 January 2027. The earn-out is due for final measurement and settlement within 30 days of completion of the Group's audited consolidated financial statements for the year ending 30 June 2027. Changes in the fair value of the liability after the acquisition date are recognised in profit or loss and are not adjusted against goodwill.

Provisional accounting

The initial accounting for the acquisition of EMS is incomplete as at 30 June 2026 and the amounts recognised have been determined provisionally.

The EMS brand has been assessed as an intangible asset that is separately identifiable from goodwill, but its acquisition-date fair value had not been determined at the reporting date. A valuation of the brand using the relief-from-royalty method is to be completed during the measurement period. No amount has been recognised separately for the brand as at 30 June 2026, and the whole of the value attributable to it is presently included in goodwill of $998,047.

The deferred tax assets and deferred tax liabilities arising on the acquisition have been recognised provisionally at $774,028 and $158,659 respectively. These amounts cannot be finalised until the vendors lodge the final income tax return for Elphinstone Group Pty Ltd for the period to the acquisition date, as that return will confirm the tax bases of the assets acquired and liabilities assumed.

Third, SSH will continue to review the acquisition accounting throughout the measurement period. If new information is obtained about facts and circumstances that existed at the acquisition date in respect of any other identifiable asset acquired, liability assumed or consideration transferred, the provisional amount recognised for that item will be remeasured.

Any measurement-period adjustment to the provisional amounts will be recognised retrospectively as at the acquisition date, with a corresponding adjustment to goodwill and to the comparative information where applicable. The measurement period will not extend beyond twelve months from the acquisition date and will therefore end no later than 25 May 2027.

Note 11. Property, Plant, and Equipment

	Consolidated Group	
	2026	**2025**
Plant and equipment		
At cost	15,340,791	14,738,448
Accumulated depreciation	(5,141,796)	(4,091,651)
	10,198,995	10,646,797
Motor Vehicles		
At cost	16,800,977	16,383,544
Accumulated depreciation	(5,231,316)	(4,680,159)
	11,569,661	11,703,385
Computers and Office Equipment		
At cost	642,755	462,024
Accumulated depreciation	(421,814)	(418,859)
	220,941	43,165
Leasehold improvements		
At cost	541,414	218,292
Accumulated amortisation	(197,248)	(111,523)
	344,166	106,769
Total property, plant, and equipment	**22,333,763**	**22,500,116**

Consolidated Group	Plant and Equipment	Motor Vehicles	Computers and Office Equipment	Leasehold Improvements	Total
Balance at 1 July 2025	10,646,797	11,703,385	43,165	106,769	22,500,116
Additions	1,336,088	4,330,778	180,730	323,343	6,170,939
Disposals	(230,292)	(2,509,144)	-	(220)	(2,739,656)
Depreciation expense	(1,553,598)	(1,955,358)	(2,954)	(85,726)	(3,597,636)
Balance at 30 June 2026	**10,198,995**	**11,569,661**	**220,941**	**344,166**	**22,333,763**
Balance at 1 July 2024	11,549,050	14,389,921	77,437	141,380	26,157,788
Additions	960,388	209,643	-	3,376	1,173,407
Disposals	(250,955)	(883,976)	-	-	(1,134,931)
Depreciation expense	(1,611,686)	(2,012,203)	(34,272)	(37,987)	(3,696,148)
Balance at 30 June 2025	**10,646,797**	**11,703,385**	**43,165**	**106,769**	**22,500,116**

Note 12. Deferred Tax Assets

	Consolidated Group	
	2026	2025
Deferred Tax Asset carrying value	1,071,167	722,670
Deferred Tax Liability carrying value	(447,433)	(176,036)
Net Deferred Tax Asset	**623,734**	**546,634**
Components of Deferred Tax Asset Carrying Amount:		
Provisions	140,928	183,738
Employee Benefits	529,866	129,765
Accrued Expenses	141,597	64,303
Provision for doubtful debts	20,482	-
Blackhole expenditure (s.40-880)	95,646	-
Lease liabilities and Right of Use Asset	5,251	-
Tax losses carried forward	113,357	-
Tax carrying value of assets	24,040	344,865
Accrued Income	(223,741)	(176,036)
Contract asset (AASB 15)	(223,692)	-
	623,734	**546,635**

Consolidated Group	Total
Balance at the beginning of the year	546,634
Adjustment to prior year balances	-
Current year movement	77,100
	623,734

Provisional accounting

The initial accounting for the acquisition of EMS is incomplete as at 30 June 2026 and the deferred tax assets and deferred tax liabilities arising on the acquisition have been recognised provisionally.

These amounts cannot be finalised until the vendors lodge the final income tax return for Elphinstone Group Pty Ltd for the period to the acquisition date, as that return will confirm the tax bases of the assets acquired and liabilities assumed. Any measurement-period adjustment to the provisional amounts will be recognised retrospectively as at the acquisition date, with a corresponding adjustment to goodwill and to the comparative information where applicable. The measurement period will not extend beyond twelve months from the acquisition date and will therefore end no later than 25 May 2027.

Note 13. Intangible Assets

	Consolidated Group 2026	Consolidated Group 2025
Goodwill [1]		
Cost	6,620,967	5,622,920
Accumulated impairment	-	-
Net carrying amount	6,620,967	5,622,920
Intellectual Property		
Cost	60,000	60,000
Accumulated amortisation	(15,000)	-
Net carrying amount	45,000	60,000
Website Development Costs		
Cost	101,379	87,162
Accumulated amortisation	(70,824)	(68,979)
Net carrying amount	30,555	18,183
Total intangible assets	6,696,522	5,701,103

Consolidated Group	Goodwill	Intellectual Property	Website Development	Total
Year ended 30 June 2026				
Balance at the beginning of year	5,622,920	60,000	18,183	5,701,103
Additions	998,047	-	14,217	1,012,264
Disposals	-	-	-	-
Amortisation charge	-	(15,000)	(1,845)	(16,845)
Impairment losses	-	-	-	-
Closing value at 30 June 2026	**6,620,967**	**45,000**	**30,555**	**6,696,522**
Year ended 30 June 2025				
Balance at the beginning of year	5,622,920	-	25,731	5,648,651
Additions	-	60,000	2,500	62,500
Disposals	-	-	-	-
Amortisation charge	-	-	(10,048)	(10,048)
Impairment losses	-	-	-	-
Closing value at 30 June 2025	**5,622,920**	**60,000**	**18,183**	**5,701,103**

The Group assesses at each reporting date whether there is any indication that its non-financial assets may be impaired. Goodwill and any indefinite-life intangible assets are tested for impairment at least annually, irrespective of whether an indicator exists. Where an indicator is present (for other assets), or annually (for goodwill), the recoverable amount of the asset or its cash-generating unit (CGU) is estimated. Recoverable amount is the higher of fair value less costs of disposal and value in use. Assessing recoverable amount requires the exercise of significant judgement and the use of estimates about future events and conditions, and different assumptions could result in materially different carrying amounts and impairment outcomes.

Goodwill [1]

Goodwill of $6,620,967 is allocated to the cash-generating units expected to benefit from the related business combinations and is tested for impairment annually. The allocation at 30 June 2026 is:

Cash-generating unit	Segment	2026	2025
Karratha Machinery Hire	Rental	4,896,354	4,896,354
Bridge Resources	Workforce	726,566	726,566
Elphinstone Mechanical Services (EMS)*	Workforce	998,047	-
Total goodwill		6,620,967	5,622,920

** The initial accounting for the EMS acquisition, including the goodwill, is provisional and may be adjusted during the measurement period (ending no later than 25 May 2027).*

Method and key assumptions

The recoverable amount of each CGU has been determined on a value-in-use basis using discounted cash flow projections. The estimate is most sensitive to the following key assumptions: the cash flows for the forecast period, which are based on the Directors' approved budgets and forecasts covering five years; average 3% growth rate applied beyond the forecast period and average 12% discount rate reflecting the current market assessment of the time value of money and the risks specific to each CGU. Forecast cash flows reflect management's expectations of revenue growth, operating margins, equipment utilisation and capital expenditure for Rental and Workforce operations. Management has assessed that no impairment of goodwill was required at 30 June 2026.

Estimation uncertainty and sensitivity

The recoverable amounts depend on assumptions about future events that are inherently uncertain, including the level of resource-sector and construction activity, customer demand and retention, labour and equipment costs, and the successful integration of the EMS business acquired during the year. A reasonably possible change in a key assumption rate, particularly a higher discount rate, lower forecast cash flows, or a lower terminal growth rate - could reduce a CGU's recoverable amount below its carrying amount and give rise to an impairment loss within the next financial year.

Note 14. Right of Use Assets

The Group's right of use portfolio relates to office premises it leases for its operating activities and the corporate head office. These leases have an average of less than two years as their lease term.

	Consolidated Group	
	2026	**2025**
Leased Assets	2,331,109	1,203,417
Accumulated depreciation	(348,541)	(734,013)
Total Right of use asset	1,982,568	469,404
Movement in carrying amounts:		
Opening net carrying amount 1 July 2025	469,404	846,930
Leased assets acquired through business combinations on acquisition	528,864	-
Leased assets acquired during the year	1,675,254	139,652
Leased assets terminated during the year	(289,703)	(139,162)
Accumulated depreciation movement	(401,251)	(378,016)
Net carrying amount 30 June 2026	**1,982,568**	**469,404**

	2026	**2025**
Depreciation charge related to right-of-use assets	401,251	378,016
Interest expense on lease liabilities	70,039	44,979

Note 15. Trade and Other Payables

	Consolidated Group	
	2026	**2025**
CURRENT		
Unsecured liabilities:		
Trade payables	4,782,815	4,097,174
Sundry payables and accrued expenses	2,448,634	1,158,001
Other current liabilities	-	699,025
	7,231,449	5,954,200

Note 16. Borrowings

	Consolidated Group	
	2026	**2025**
Current		
Unsecured liabilities – amortised cost:		
- Insurance premium funding	169,019	437,348
	169,019	437,348
Secured liabilities – amortised cost:		
- Debtor finance facility	6,104,655	4,807,632
- Hire purchase liabilities	7,609,806	6,201,896
- Right of use liabilities	528,283	392,181
- Bank loans	-	-
- Other	-	88,147
	14,242,744	11,489,856
Total current borrowings	14,411,763	11,927,204
Non-current		
Secured liabilities – amortised cost:		
- Hire Purchase liabilities mortgage loans	8,021,743	12,532,010
- Right of use asset liabilities	1,536,385	148,739
- Other	-	387,243
Total non-current borrowings	9,558,128	13,067,992
Total borrowings	**23,969,891**	**24,995,196**

	Debtor finance facility $	Bank loans $	Hire Purchase liabilities $	Right of use asset liabilities $	Other $	Total $
Balance 1 July 2025	4,807,632	-	18,733,906	540,920	912,738	24,995,196
Drawdowns through the year	46,094,841	-	-	-	-	46,094,841
Repayments from cash flows	(44,797,818)	-	(3,922,529)	(382,431)	(743,719)	(49,846,497)
Other Addition	-	-	820,172	2,241,677	-	3,061,849
Other Terminations	-	-	-	(335,498)	-	(335,498)
Balance 30 June 2026	6,104,655	-	15,631,549	2,064,668	169,019	23,969,891

Details on Secured Liabilities

The Group has a debtor finance facility with a limit of $15,000,000 with Scottish Pacific Business Finance Pty Ltd (Scotpac), and a draw down balance as of 30 June 2026 of $6,104,655.

Hire Purchase liabilities are provided by several lenders; Toyota Financial Services (Toyota), Nissan Finance (Nissan), Daimler Financial Services (Daimler), Caterpillar Finance (Caterpillar), DLL Financial Service and Kubota. The Toyota, Nissan and Daimler facilities are provided to the Company's subsidiary Tru Fleet Pty Ltd for the acquisition of light vehicles, whilst the Caterpillar, DLL Financial Services, Kubota and a portion of the Toyota facilities relate to the assets acquired by Complete Equipment Australia Pty Ltd. Additionally, all asset finances under Elphinstone Group Pty Ltd have been adopted under the existing Toyota facility.

These Hire Purchase agreements vary over 3 -5 years with fixed interest rates agreed at the inception of the agreement. Security is provided in the form of the funded assets, including motor vehicles to the net book value of $ 11,569,661 and plant and equipment with a net book value of $ 10,198,995.

The Group has undrawn Hire Purchase facilities of $ 2,199,936 as 30 June 2026.

Loans are secured on specific assets or via general security agreements on the Group's assets.

Note 17. Provisions

Consolidated Group	2026	2025
	Consolidated Group	
Opening balance at 1 July 2025	205,164	381,387
Payment of leave liabilities (Net of provisions recognised)	264,597	(176,223)
Balance at 30 June 2026	**469,761**	**205,164**

	2026	2025
Current	412,438	171,789
Non-current	57,323	33,375
	469,761	**205,164**

Note 18. Deferred & Contingent Consideration Liabilities

	Consolidated Group	
	2026	2025
Current		
Financial liability - EMS Deferred Consideration	382,272	-
	382,272	**-**
Non-Current		
Financial Liability – EMS Deferred Contingent Consideration	1,157,875	-
	1,157,875	**-**

The amounts disclosed above represent the deferred and contingent consideration payable to the vendors of Elphinstone Group Pty Ltd (EMS), which was acquired on 25 May 2026 (Note 10). The consideration comprises a fixed deferred cash payment and a final earn-out payable within 30 days of completion of the Group's audited consolidated financial statements for the year ending 30 June 2027, settled partly in cash and partly in ordinary shares of the Company, the amount of which varies with the revenue of the acquired business for FY2027.

The obligation is classified as a financial liability measured at fair value through profit or loss. Its fair value at the acquisition date was $1,528,500, measured on a probability-weighted basis and discounted at 8.0% per annum. The measurement is classified as Level 3, with the significant unobservable inputs being the FY2027 revenue forecast and the discount rate. Unwinding of the discount and fair value changes of $11,647 were recognised in profit or loss for the period from acquisition to 30 June 2026, giving a carrying amount of $1,540,147 at that date, of which $382,272 is current and $1,157,875 non-current.

Changes in fair value after the acquisition date are recognised in profit or loss and are not adjusted against goodwill.

Note 19. Issued Capital

	Consolidated Group	
	2026	2025
110,228,329 fully paid ordinary shares (30 June 2025; 74,340,286 fully paid ordinary shares)	15,164,603	11,235,124
Less Share issue and capital raising costs	(1,749,411)	(1,273,594)
	13,415,192	9,961,530

Movement for the period	Qty	$
At the beginning of the reporting period	74,340,286	9,961,530
- Shares issue and capital raising [1]	34,638,043	3,710,829
- Share issue and capital raising costs	-	(473,458)
- Share issue on Acquisition (Escrow) [2]	1,250,000	216,291
At the end of the reporting period	110,228,329	13,415,192

[1] On 1st July 2025, 6,534,529 shares were issued for Tranche 1 placement raise these funds were already received on 26th June 2025. On 6th August 2025, 11,215,514 shares were issued for Tranche 2 funds received, with issued capital of $1,177,629, before capital raising costs of $247,934.

On 7th November 2025, a further 16,888,000 shares were issued for strategic funds received, with issued capital of $2,533,200, before capital raising costs of $225,524.

[2] The Company issued 1,250,000 escrowed ordinary shares at settlement as part of the consideration for the 100% interest in Elphinstone Group Pty Ltd. For the application of AASB 3 the shares have been measured at the quoted market price of the company's shares at the acquisition date of 17.5c per share, giving a fair value of $218,750 recognised as $216,291 net of $2,459 share issue cost.

Options

The following table sets out the number of weighted average exercise prices of, and movements in, options over ordinary shares during the financial year.

	Number of options	Weighted average exercise price $
Balance at the beginning of year	10,000,000	$0.35
Granted*	27,039,238	$0.25
Exercised	-	-
Expired	(10,000,000)	$0.35
Closing balance at 30 June 2026	**27,039,238**	

* A total of 21,063,048 listed options were issued to shareholders and 476,190 options issued to director. The remaing options were issued to broker detailed below.

For the options granted during the financial year, the valuation model inputs used to determine the fair value at grant date, are as follows:

Options [1]	
Exercise Price	$0.00
Grant Date	01/07/2025
Expected Volatility	-
Expiry Date	01/08/2027
Value per Option	$0.12
Number of options	500,000
Vesting Date	Immediate

[1] During the period, the Company issued 500,000 unlisted options as consideration for corporate advisory services. These unlisted options were issued as ZEPO's as such the value per option is valued at the share price during grant date.

Options [2]	
Exercise Price	$0.25
Grant Date	31/07/2025
Expected Volatility	66%
Expiry Date	06/08/2027
Value per Option	$0.032
Number of options	5,000,000
Vesting Date	Immediate

[2] During the period, the Company issued 5,000,000 listed options as consideration for lead manager services. These options were valued using Black Scholes model as there were no listed options trading at grant date.

Performance Rights

During the year, the Company issued a total of 7,000,000 performance rights in relation to the acquisition of Total Contract Mining (TCM). These performance rights will convert into such number of fully paid ordinary shares as reflected in the table below upon SSH Mining generating at least $4,000,000 in audited, cumulative net profit before tax (Profit Target) within the 18-month period from 1 July 2025 to 31 December 2026 (Milestone Period), and each relevant TCM Personnel remaining employed/engaged by SSH, or a SSH Subsidiary, at the half/full year reporting period cutoff date, being the end of the reporting period within which the Profit Target was achieved (Milestone). The performance rights will expire on 31 March 2027 if the Milestone is not achieved within the Milestone Period. The performance rights are valued at $0.13 per right being the share price at grant date. No expense has been recognised during the period as it is considered probable that the non-market vesting condition will not be met.

	Number of Performance Rights
Balance at the beginning of year	-
Granted*	7,000,000
Exercised	-
Expired	-
Closing balance at 30 June 2026	**7,000,000**

Capital Management

The Group's capital management objective is to maintain a strong capital base to support its operations and meet stakeholder expectations.

Capital is defined as total equity, which includes issued capital, reserves and retained earnings, plus debt. The Group monitors gearing ratios and working capital levels regularly.

There are no externally imposed capital requirements.

The Board reviews capital structure as part of its ongoing risk management framework.

	Consolidated Group	
	2026	**2025**
Interest bearing loans and borrowings	23,969,891	24,995,196
Trade and other payables	7,231,449	5,954,200
Less cash and short-term deposits	(4,290,231)	(3,954,228)
Less trade and other receivables	(8,948,243)	(6,424,383)
Net debt	17,962,866	20,570,785
Equity	14,139,577	9,549,535
Total capital	14,139,577	9,549,535
Capital and net debt	32,102,443	30,120,310
Gearing Ratio	**55.9%**	**68.3%**

Note 20. Operating Segments

General Information

A. Identification of Reportable Segments

During the 2026 year it was determined that Group operates in three distinct segments “Workforce”, “Rental” & “Mining”.

The “Workforce” vertical delivers a broad range of workforce management services including labour hire, recruitment, placement, and associated services for the mining, civil and construction sectors.

The “Rental” vertical provides plant, equipment and transport fleet hire assets to the mining, civil and construction sectors.

The “Mining” vertical provides mining services and mine development solutions, including technical work programs such as drilling, metallurgical test work, mine design and engineering studies undertaken to advance early-stage and development-stage mining projects, together with mechanical and maintenance services supporting mining operations and equipment.

B. Accounting Policies Adopted

Amounts reported to the Board of Directors, being the chief operating decision makers with respect to operating segments, are determined in accordance with accounting policies as adopted in the Group’s financial statements.

C. Intersegment Transactions

An internally determined transfer price is set for all intersegment sales. The transfer values is based on external and arm’s length pricing. All such transactions are eliminated on consolidation of the Group’s financial statements.

Cash for corporate charges are recovered from the reporting segments by either repayment of intercompany loans, or if fully paid by way of management fees. The Board of Directors believes this is representative of likely consumption of head office expenditure that should be used in assessing segment performance and cost recoveries.

Intersegment loans payable and receivable are initially recognised at the consideration received/to be received. They are interest free loans and regularly paid down. Any intercompany balances still outstanding at the reporting date are eliminated.

D. Segment Assets

Where an asset is used across multiple segments, the asset is allocated to the segment that receives the majority of the economic value from the asset. In most instances, segment assets are clearly identifiable on the basis of their nature and physical location.

E. Segment Liabilities

Liabilities are allocated to segments where there is a direct nexus between the incurrence of the liability and the operations of the segment. Segment liabilities include trade and other payables and direct borrowings.

F. Segment Information

	Workforce $	Rental $	Mining $	Corporate $	Total $
30 June 2026					
Revenue					
External sales [1]	32,479,942	10,861,545	2,046,971	840,000	46,228,458
Intersegment sales	840,000	533,957		(1,373,957)	-
Total segment revenue	33,319,942	11,395,502	2,046,971	(533,957)	46,228,458
Segment result from continuing operations	2,444,035	6,175,081	(64,299)	(1,450,292)	7,104,525
- depreciation and amortisation	(134,110)	(3,705,892)	(1,436)	(173,885)	(4,015,323)
- finance and interest costs	(482,738)	(1,482,155)	(2,390)	(39,479)	(2,006,762)
- tax expense	(564,751)	(452,409)	27,290	855,402	(134,468)
Net profit	1,262,436	534,625	(40,835)	(808,254)	947,972
30 June 2025					
Revenue					
External sales	24,118,509	13,289,094	-	34,461	37,442,064
Intersegment sales	308,130	38,883	-	(347,013)	-
Total segment revenue	24,426,639	13,327,977	-	(312,552)	37,442,064
Segment result from continuing operations	1,067,461	7,484,610	-	(1,671,869)	6,880,202
- depreciation and amortisation	(57,055)	(3,843,016)	-	(184,142)	(4,084,213)
- finance and interest costs	(409,886)	(1,902,342)	-	(25,266)	(2,337,494)
- tax expense	(126,295)	(505,404)	-	702,957	71,258
Net profit	474,225	1,233,848	-	(1,178,320)	529,753

	Workforce $	Rental $	Mining $	Corporate $	Total $
Segment assets					
30 June 2026	16,477,413	16,779,083	(569,870)	14,664,199	47,350,825
30 June 2025	8,704,035	24,209,280	-	7,790,780	40,704,095
Segment liabilities					
30 June 2026	14,533,370	16,452,903	356,655	1,868,320	33,211,248
30 June 2025	7,219,679	22,952,769	-	982,112	31,154,560

1 Revenue from one customer represented approximately 25% of the Group's total revenue for the year ended 30 June 2026. This revenue is reported within the Workforce and Rental segments.

Note 21. Cash Flow Information

Reconciliation of Cash Flows from Operating Activities with Profit after Income Tax	Consolidated Group 2026	Consolidated Group 2025
Profit after income tax	947,972	529,753
Non-cash flows in profit:		
- depreciation and amortisation	4,015,323	4,084,212
- share options expensed	30,000	-
- net gain on disposal of property, plant, and equipment	163,642	43,183
- unwinding of discount on contingent consideration	11,647	-
- impairment of trade receivables	59,870	(9,179)
- borrowing costs capitalised	(7,841)	(33,787)
Changes in assets and liabilities		
- movement in trade and other receivables	(2,583,731)	355,483
- movement in prepayments and other assets	(3,864)	(410,621)
- movement in inventories	(64,254)	-
- movement in trade payables and accruals	1,277,249	119,278
- movement in deferred taxes receivable	(77,100)	(71,258)
- movement in provisions	264,597	(176,221)
Net cash generated by operating activities	**4,033,510**	**4,430,843**

Reconciliation of liabilities arising from financing activities	2025	Cash flows	Additions	Other changes	Acqusition on EMS	2026
Debtor Finance Facility	4,807,632	1,297,023	-	-	-	6,104,655
Hire Purchase Liabilities	18,733,906	(6,925,438)	221,168	-	3,601,913	15,631,549
Lease Liabilities	540,920	(382,431)	1,178,937	182,926	544,316	2,064,668
Other Borrowings	912,738	(743,719)	-	-	-	169,019
Deferred consideration payable	-	-	-	11,647	1,528,500	1,540,147
Total liabilities from financing activities	**24,995,196**	**(6,754,565)**	**1,400,105**	**194,573**	**5,674,729**	**25,510,038**

Note 22. Events After Reporting Period

On 26 August 2026, the Company entered a Letter of Intent with Cavalier Resources Limited (ASX: CVR) under which SSH has been selected as the preferred mining services contractor for Stage 1 of the Crawford Gold Project, located approximately 20km east of Leonora, Western Australia. The proposed engagement covers the mining services required for the Stage 1 oxide pit over approximately 12 months of active mining operations, and remains subject to completion of due diligence, final pricing and benchmarking, Stage 1 project funding and the execution of a binding Heads of Agreement and Mining Services Agreement. As no binding agreement was in place at the date of this report, no amounts have been recognised in the financial statements in respect of the proposed engagement.

There have been no other events following the end of the year that would have a material impact on the financial performance of the Company or its subsidiaries.

Note 23. Related Party Transactions

Related Parties

The Group's main related parties are key management personnel. For details of disclosures relating to key management personnel, refer to the Remuneration Report as part of the Directors' Report.

The related entities include:

Tapanui Capital Pty Ltd

Bruce Lane is a director of Tapanui Capital Pty Ltd, which provided directorship, advisory, consulting and chief financial officer (CFO) services (Services). Fees charged for FY26 totaled $57,904. For the avoidance of doubt, all Services are provided on arm's length, commercial terms and in the ordinary course of business. Anna Lane, spouse of Bruce Lane, was engaged through Tapanui Capital Pty Ltd as the interim CFO of SSH Group Limited.

Principle Investments Holding Trust

Stefan Finney is a beneficiary of the Principle Investment Holding Trust (Principle Trust), which received Mr. Finney's Director's fees for the period.

Kenny Investments Pty Ltd

Kevin Malaxos is a director of Kenny Investments Pty Ltd, which received Mr. Malaxos' Director's fees for the period.

Transactions with Related Parties

Transactions between related parties are on normal commercial terms and conditions no more favourable than those available to other parties unless otherwise stated.

	Consolidated Group	
	2026	2025
Short term employee benefits	788,000	681,765
Post-employment benefits	59,423	56,350
Total	847,423	738,115

Note 24. Financial Risks

The Board of Directors is among other issues, responsible for managing the risk exposures of the Group. The Group has a risk management policy with effective internal controls.

The below list of risks is neither exhaustive nor in order of importance. There may be additional risks not described below, not presently known to us, or that we currently consider to be immaterial that could emerge to be material in the future.

Specific Financial Risk Exposures and Capital Management

The Group is exposed to financial risks arising from operating in the civil, construction and mining sectors, where client activity can be influenced by commodity cycles, cost pressures, and broader economic conditions. The Group's financial instruments consist mainly of deposits with banks, accounts receivable and payable, leases and bank loans.

The Group manages its capital to maintain financial stability and support future growth. Capital is defined as equity, debt and retained earnings, and the Group is not subject to externally imposed capital requirements. The Board regularly reviews capital structure and liquidity to ensure the Group can meet its operational and strategic objectives.

Key risks and the Group's response are summarised below:

Credit and Counterparty Risk:

The Group's exposure to non-payment risk is heightened by the financial stress affecting smaller subcontractors and some construction clients. To manage this risk, the Group maintains trade credit insurance, applies robust credit terms and conditions, and conducts strict credit control. Receivables are closely monitored, and payment performance from major clients remains strong. Days Sales Outstanding (DSO) remained low throughout the year.

Customer and Revenue Concentration Risk:

Revenue may be impacted by reduced project activity or delays in customer procurement, particularly from clients in mining and infrastructure. This is mitigated by a diversified customer base and ongoing engagement with key clients to maintain forward visibility of demand.

Liquidity and Working Capital Risk:

Rising labour costs, inflation, and margin pressures increase the risk of cash flow strain. The Group actively manages working capital through weekly monitoring of forward-looking cash flow in relation to its operating, investing and financing activities, disciplined debtor collection, and flexible supplier arrangements.

The table below reflects the undiscounted contractual maturity analysis for financial liabilities.

Consolidated Group	Within 1 Year		1 to 5 Years		Over 5 Years		Total	
	2026	2025	2026	2025	2026	2025	2026	2025
Financial liabilities due for payment								
Bank overdrafts and loans	-	-	-	-	-	-	-	-
Receivable Funding Facility	6,104,655	4,807,632	-	-	-	-	6,104,655	4,807,632
Other amounts due	169,019	525,494	-	387,244	-	-	169,019	912,737
Trade and other payables	6,873,546	5,244,843	278,461	709,357	-	-	7,152,007	5,954,200
Lease liabilities	528,283	392,181	1,536,385	148,739	-	-	2,064,668	540,920
Hire Purchase liabilities/ Borrowings	7,609,806	6,201,896	8,021,743	12,532,010	-	-	15,631,549	18,733,907
Provisions	412,438	171,789	57,323	-	-	33,375	469,761	205,164
Total expected outflows	**21,697,747**	**17,343,835**	**9,893,912**	**13,777,350**	**-**	**33,375**	**31,591,659**	**31,154,560**
Financial assets – cash flows realisable								
Cash and cash equivalents	4,290,231	3,954,228	-	-	-	-	4,290,231	3,954,228
Trade, term, and loan receivables	10,449,771	7,145,900	-	386,753	-	-	10,449,771	7,532,653
Total anticipated inflows	**14,740,002**	**11,100,128**	**-**	**386,753**	**-**	**-**	**14,740,002**	**11,486,881**
Net (outflow) on financial instruments	**(6,957,745)**	**(6,243,707)**	**(9,893,912)**	**(13,390,597)**	**-**	**(33,375)**	**(16,851,657)**	**(19,667,679)**

Cyber Risk

The Group is reliant upon the integrity, reliability and confidentiality of its data, for both the day-to-day operations of its business and for its obligations to stakeholders whose personal data it holds. It relies upon third party systems, which are regularly updated and tested. It currently has Cyber Risk Insurance.

Regulatory and Compliance Risk

Industrial relations reforms and ESG-related disclosure developments may increase compliance complexity and cost. The Group monitors these developments to ensure timely response and risk mitigation.

The Group manages its capital to maintain financial stability and support future growth. Capital is defined as equity and retained earnings, and the Group is not subject to externally imposed capital requirements. The Board regularly reviews capital structure and liquidity to ensure the Group can meet its operational and strategic objectives.

Operational Risk

Industrial Relations Risk

Industrial relations reforms may increase compliance complexity and cost. The Group monitors these developments closely and in reference to each customer contract to ensure timely response and risk mitigation.

Health and Safety Risk

Health and safety risk is also inherent in the sectors that the Group provides its services to. Client sites and processes are regularly reviewed to ensure compliance and with strong incident investigation procedures as required.

Market Risk

Interest Rate Risk

The Group is exposed to interest rate risk on borrowings that are subject to variable interest rates. While most of the Group's debt is held under fixed-rate facilities, a portion of borrowings remains subject to variable rates and has become more expensive during FY26 due to ongoing rate increases.

This exposure presents a risk to future earnings and cash flow, particularly if interest rates remain elevated or increase further. The Group actively monitors interest rate markets and evaluates refinancing or hedging opportunities where appropriate. Capital management and funding strategy are regularly reviewed to manage the impact of interest costs on overall financial performance.

	2026	2025
Floating rate instruments		
Debtor funding facility	6,104,655	4,807,632
	6,104,655	4,807,632

Note 25. Reserves

Share-Based Payments Reserve

The option reserve records items recognised as expenses on valuation of employee share options.

	Consolidated Group	
	2026	2025
Trust Profits Reserve		
Opening Balance	36,761	36,761
Movement for the year	-	-
Closing Balance	36,761	36,761
Options Reserve		
Opening Balance	-	-
Movement for the year [1]	188,408	-
Closing Balance	188,408	-
Share Based Payments Reserve		
Opening Balance	1,913,981	1,913,981
Conversion of performance rights to issued share capital	-	-
Closing Balane in share-based payments reserve	1,913,981	1,913,981

[1] Options Reserve movement relates to capital raising cost on issue of options for corporate advisory. During the period, the Company issued 500,000 options to a lead manager in relation to a capital raising. The options have an exercise price of $0.25 and an expiry date of 1 August 2027.

Note 26. Controlled Entities

Entity	Type	Ownership	
		2026	2025
SSH Group Limited	Company	-	-
Entities controlled by the Group at 30 June 2026:			
Site Services Holdings Trust	Unit Trust	100%	100%
SSH Group Safety Trust	Unit Trust	100%	100%
SSH Group People Trust	Unit Trust	100%	100%
SSH Group Fleet Hire Trust	Unit Trust	100%	100%
Site Labour Hire Services Trust	Unit Trust	100%	100%
SSH Group (WA) Pty Ltd	Company	100%	100%
Site Services Enterprises Pty Ltd	Company	100%	100%
Bridge Resources Pty Ltd	Company	100%	100%
Tru Fleet Pty Ltd	Company	100%	100%
SSH Group Machinery Hire Pty Ltd	Company	100%	100%
Complete Equipment Australia Pty Ltd	Company	100%	100%
Site Services Holdings Pty Ltd	Company	100%	100%
Complete Workforce Australia Pty Ltd	Company	100%	100%
SSH Mining Australia Pty Ltd	Company	100%	100%
Total Alliance Pty Ltd	Company	100%	100%
Elphinstone Group Pty Ltd	Company	100%	100%
Jacka Resources Africa Limited	Company	100%	100%
Jacka Resources Somaliland Limited	Company	100%	100%
Elphinstone Group (South Africa) Proprietary Limited	Company	100%	100%
Elphinstone Mechanical Services Inc	Company	100%	100%

Note 27. Parent Company Information

The Parent Company Information has been extracted from the books and records of the financial information of the Parent Entity set out below and has been prepared in accordance with Australian Accounting Standards.

	2026	2025
Statement of Financial Position		
ASSETS		
Current assets	180,097	2,422,474
Non-current assets	17,603,343	6,887,621
TOTAL ASSETS	17,783,440	9,310,095
LIABILITIES		
Current liabilities	(318,484)	865,520
Non-current liabilities	1,157,875	-
TOTAL LIABILITIES	839,391	865,520
EQUITY		
Issued capital	13,415,192	10,916,530
Retained earnings	(1,414,765)	(4,385,936)
Reserves	2,139,150	1,913,981
TOTAL EQUITY	14,139,577	8,444,575
Total profit	(4,385,936)	(4,305,378)
Total comprehensive income	(107,060)	(575,252)

Consolidated Entity Disclosure Statement

The Consolidated Entity Disclosure Statement (CEDS) has been prepared in accordance with subsection 295(3A)(a) of the Corporations Act 2001. The entities listed in the statement are SSH Group Limited and all the entities it controls in accordance with AASB 10 Consolidated Financial Statements.

Name of Entity	Type of Entity	Country of Incorporation	Australian Tax Resident or Foreign Tax Resident	Foreign Jurisdiction of foreign residents	Ownership	
					30 June 2026	30 June 2025
Parent entity:						
SSH Group Limited	Body Corporate	Australia	Australian	N/A		
Subsidiaries:						
Site Services Holdings Trust	Unit Trust	Australia	Australian	N/A	100%	100%
SSH Group Safety Trust	Unit Trust	Australia	Australian	N/A	100%	100%
SSH Group People Trust	Unit Trust	Australia	Australian	N/A	100%	100%
SSH Group Fleet Hire Trust	Unit Trust	Australia	Australian	N/A	100%	100%
Site Labour Hire Services Trust	Unit Trust	Australia	Australian	N/A	100%	100%
SSH Group (WA) Pty Ltd	Company	Australia	Australian	N/A	100%	100%
Site Services Enterprises Pty Ltd	Company	Australia	Australian	N/A	100%	100%
Bridge Resources Pty Ltd	Company	Australia	Australian	N/A	100%	100%
Tru Fleet Pty Ltd	Company	Australia	Australian	N/A	100%	100%
SSH Group Machinery Hire Pty Ltd	Company	Australia	Australian	N/A	100%	100%
Complete Equipment Australia Pty Ltd	Company	Australia	Australian	N/A	100%	100%
Site Services Holdings Pty Ltd	Company	Australia	Australian	N/A	100%	100%
Complete Workforce Australia Pty Ltd	Company	Australia	Australian	N/A	100%	100%
SSH Mining Australia Pty Ltd	Company	Australia	Australian	N/A	100%	100%
Total Alliance Pty Ltd	Company	Australia	Australian	N/A	100%	100%
Elphinstone Group Pty Ltd	Company	Australia	Australian	N/A	100%	100%
Jacka Resources Africa Limited	Company	British Virgin Islands	Foreign	British Virgin Islands	100%	100%
Jacka Resources Somaliland Limited	Company	British Virgin Islands	Foreign	British Virgin Islands	100%	100%
Elphinstone Group (South Africa) Proprietary Limited	Company	South Africa	Foreign	South Africa	100%	100%
Elphinstone Mechanical Services Inc	Company	British Columbia, Vancouver	Foreign	British Columbia	100%	100%

Directors' Declaration

In accordance with a resolution of the Directors of SSH Group Limited, the Directors of the Company declare that:

The Directors of the Company declare that:

1) The financial statements and notes, as set out on pages 21 to 62 are in accordance with the Corporations Act 2001 (Cth) and:
   a) comply with Australian Accounting Standards;
   b) are in accordance with International Financial Reporting Standards issued by the International Accounting Standards Board, as stated in Note 1 to the financial statements; and
   c) give a true and fair view of the financial position as at 30 June 2026 and of the financial performance for the year ended on that date of the Company and the Consolidated Group.
2) The Consolidated Entity Disclosure Statement on page 63 is true and correct as at 30 June 2026;
3) The Chief Executive Officer (equivalent) and Chief Finance Officer (equivalent) have each declared that:
   a) the financial records of the Company for the financial year have been properly maintained in accordance with s286 of the Corporations Act 2001 (Cth);
   b) the financial statements and notes for the financial year comply with the Accounting Standards;
   c) the financial statements and notes for the financial year give a true and fair view; and
   d) the Consolidated Entity Disclosure Statement is true and correct as at 30 June 2026.
4) In the Directors' opinion, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Board of Directors and is signed for and on behalf of the directors by:

Daniel Cowley-Cooper

Managing Director

29 August 2026

Independent Auditor's Report

HALL CHADWICK

INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF SSH GROUP LIMITED

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of SSH Group Limited ("the Company") and its subsidiaries ("the Consolidated Entity"), which comprises the consolidated statement of financial position as at 30 June 2026, the consolidated statement of profit or loss and other comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information, the consolidated entity disclosure statement and the directors' declaration.

In our opinion:

a. the accompanying financial report of the Consolidated Entity is in accordance with the *Corporations Act 2001*, including:

   (i) giving a true and fair view of the Consolidated Entity's financial position as at 30 June 2026 and of its financial performance for the year then ended; and

   (ii) complying with Australian Accounting Standards and the Corporations Regulations 2001.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Consolidated Entity in accordance with the auditor independence requirements of the *Corporations Act 2001* and the ethical requirements of the Accounting Professional and Ethical Standards Board's *APES 110 Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

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Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial report of the current period. These matters were addressed in the context of our audit of the financial report as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key Audit Matter	How our audit addressed the Key Audit Matter
Business Combination As disclosed in note 10, on 25 May 2026, the Consolidated Entity acquired 100% of the issued shares in Elphinstone Group Pty Ltd, trading as Elphinstone Mechanical Services ("EMS"). The transaction has been accounted for as a business combination in accordance with *AASB 3 Business Combinations* ("AASB 3"). Total consideration transferred was $2,747,250, comprising cash of $1,000,000, 1,250,000 ordinary shares issued at settlement with a fair value of $218,750, and deferred and contingent consideration with an acquisition-date fair value of $1,528,500. Net identifiable assets acquired were $1,749,203, giving rise to goodwill of $998,047. Owing to the size and non-routine nature of the transaction, the judgement in the provisional purchase price allocation and identification of intangibles, and the estimation uncertainty in the Level 3 fair value of the contingent consideration, we determined this to be a key audit matter.	Our procedures amongst others included: • Obtaining the share sale agreement and reading its key terms, including the consideration structure, the deferred cash payment, the earn-out mechanism and revenue tiers and the share-issuance terms; • Assessing whether the transaction met the definition of a business combination under AASB 3 and whether the acquisition method was appropriately applied; • Agreeing the consideration transferred to the agreement and supporting evidence, and the fair value of the deferred and contingent consideration; • Evaluating the identification, existence and provisional fair values of the identifiable assets acquired and liabilities assumed; • Evaluating the assumptions and inputs used and reperforming the Level 3 fair value calculation and the year-end remeasurement of the contingent consideration. • Assessing the classification of the contingent consideration as a financial liability at fair value through profit or loss and the associated fair value hierarchy disclosures. • Checking the arithmetical accuracy of the goodwill calculation. • Assessed the adequacy of the related disclosures within the financial statements.
Revenue Recognition As disclosed in note 2 to the financial statements, during the year ended 30 June 2026, the Consolidated Entity generated revenue of $46,228,458. Revenue recognition is considered a key audit matter due to its financial significance and the judgement involved in assessing compliance with	Our procedures amongst others included: • Obtaining an understanding of the design of the key revenue systems and processes; • We reviewed the Consolidated Entity's revenue accounting policy and their contracts with customers and assessed its compliance with AASB 15; • Performed audit procedures on a sample

HALL CHADWICK

Key Audit Matter	How our audit addressed the Key Audit Matter
AASB 15 Revenue from Contracts with Customers ("AASB 15").	basis by verifying revenue to relevant supporting documentation including verification of contractual terms of the relevant agreements, verification of receipts and ensuring the revenue was recognised at the appropriate time and classified correctly; • For the High-Tech Metals Ltd arrangement, reading the Mining and Profit Share Agreement, evaluating whether the capitalised fulfilment costs meet the AASB 15 criteria for a contract asset, reviewing management's independent expert's position paper and assessing the recoverability of the balance; • Performed cut-off procedures to assess whether revenue is recorded in the correct period; • Obtained sales confirmations for a selection of major customers; • Performed analytical review procedures; and • Assessed the adequacy of the related disclosures within the financial statements.
Impairment Assessment As disclosed in note 13 to the financial statements, the Consolidated Entity had intangible assets with a carrying amount of $6,696,522 consisting of goodwill, intellectual property and website development costs. Assessing whether an impairment loss has incurred involves significant judgement and as such has constituted a key audit matter. The recoverable amount of the Consolidated Entity's cash generating units is determined on a value-in-use basis using a discounted cashflow model.	Our procedures included the following: • Assessed management's determination of the Consolidated Entity's cash generating units; • Assessed management's value in use calculations including analysis of key assumptions and inputs such as discount rates and assessing the reasonableness of the forecasts prepared; and • Assessed the appropriateness of the disclosures included in the financial report.

Other Information

The directors are responsible for the other information. The other information comprises the information included in the Consolidated Entity's annual report for the year ended 30 June 2026, but does not include the financial report and our auditor's report thereon.

HALL CHADWICK

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon, with the exception of the remuneration report and our related assurance opinion.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the Financial Report

The directors of the Company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the *Corporations Act 2001* and for such internal control as the directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error, and the consolidated entity disclosure statement that is true and correct and is free of misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the Consolidated Entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Consolidated Entity or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Consolidated Entity's internal control.

HALL CHADWICK

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Consolidated Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Consolidated Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Consolidated Entity to express an opinion on the financial report. We are responsible for the direction, supervision and performance of the Consolidated Entity audit. We remain solely responsible for our audit opinion.
- We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial report of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on the Remuneration Report

Opinion on the Remuneration Report

We have audited the Remuneration Report included in the directors' report for the year ended 30 June 2026.

In our opinion, the Remuneration Report of the Company, for the year ended 30 June 2026, complies with section 300A of the *Corporations Act 2001*.

HALL CHADWICK

Responsibilities

The directors of the Company are responsible for the preparation and presentation of the remuneration report in accordance with s 300A of the *Corporations Act 2001*. Our responsibility is to express an opinion on the remuneration report, based on our audit conducted in accordance with Australian Auditing Standards.

Hall Chadwick

HALL CHADWICK WA AUDIT PTY LTD

D M BELL FCA
Director

Dated this 29th day of August 2026
Perth, Western Australia

ASX Additional Information

The following additional information is required by ASX Limited in respect of listed public companies. As of 4 August 2026, there were 110,228,329 ordinary fully paid shares on issue and there are 113 shareholdings with less than a marketable parcel based on a share price of $0.155.

Distribution of Shareholders

Number of Fully Paid Ordinary Shares Held	Number of Holders	Number of Units	% Issued Share Capital
1 – 1,000	66	12,182	0.01%
1,001 – 5,000	73	221,172	0.20%
5,001 – 10,000	58	498,414	0.45%
10,001 – 100,000	145	6,243,421	5.66%
> 100,001	97	103,253,140	93.67%
Total number of holders	439	110,228,329	100.00%

Ordinary Fully Paid Shares - Top 20 Shareholders of Securities

Position	Holder Name	Holding	% IC
1	BNP PARIBAS NOMINEES PTY LTD <IB AU NOMS RETAILCLIENT>	17,112,119	15.52%
2	Daniel Cowley Cooper	16,250,000	14.74%
3	LONGFELLOW NOMINEES PTY LTD <NORGARD SUPERFUND A/C>	10,476,191	9.50%
4	VACANT HOLDINGS PTY LTD	5,565,454	5.05%
5	J P MORGAN NOMINEES AUSTRALIA PTY LIMITED	5,500,006	4.99%
6	Stefan Finney	5,363,096	4.87%
7	SHAH NOMINEES PTY LTD	2,775,750	2.52%
8	ALISSA BELLA PTY LTD <C & A TASSONE S/F NO 2 A/C>	2,666,888	2.42%
9	EMERALD SHARES PTY LIMITED <EMERALD UNIT A/C>	2,600,000	2.36%
10	SEMOVENTE PTY LTD <SEMOVENTE SUPER A/C>	2,191,224	1.99%
11	SYRACUSE CAPITAL PTY LTD <THE ROCCO TASSONE S/F A/C>	1,541,208	1.40%
12	ALISSA BELLA PTY LTD <THE C&A TASSONE SUPER A/C>	1,205,000	1.09%

Position	Holder Name	Holding	% IC
13	SYRACUSE CAPITAL PTY LTD <TENACITY A/C>	1,034,387	0.94%
14	MR ANGUS WILLIAM JOHNSON & MRS LINDY JOHNSON <THE DENA SUPER FUND A/C>	1,000,000	0.91%
15	LOUISE ANNE FLYNN	952,381	0.86%
15	BROOKS HIRE SUPERANNUATION PTY LTD <BROOKS HIRE SERVICE S/F A/C>	952,381	0.86%
16	TRIBECA NOMINEES PTY LTD	950,000	0.86%
17	BOUTIQUE CAPITAL PTY LTD <PHOENIX GROWTH FUND A/C>	750,000	0.68%
18	AWABA FUNDS MANAGEMENT PTY LTD <M TONIOLO SUPER FUND A/C>	700,000	0.64%
18	LUCKY CAT PTY LTD <STUDIO 2020 SUPER FUND A/C>	700,000	0.64%
19	LONGFELLOW NOMINEES PTY LTD <NORGARD SUPER FUND A/C>	683,387	0.62%
20	GPAD INVESTMENTS PTY LTD <GPAD FAMILY SUPER FUND A/C>	650,000	0.59%
	Total	**81,619,472**	**74.05%**
	Total ordinary shares on issue	**110,228,329**	**100.00%**

Ordinary Fully Paid Shares - Substantial Shareholders

The following shareholders held more than 5% of issued capital in the company:

Fully Paid Ordinary Shares	Number of Shares	%
BNP PARIBAS NOMINEES PTY LTD <IB AU NOMS RETAILCLIENT>	17,112,119	15.52%
DANIEL COWLEY COOPER	16,250,000	14.74%
LONGFELLOW NOMINEES PTY LTD <NORGARD SUPERFUND A/C>	10,476,191	9.50%
VACANT HOLDINGS PTY LTD	5,565,454	5.05%

Listed Options (SSHO) – Top 20 Shareholders of Securities

Position	Holder Name	Holding	% IC
1	HONGKONG XINHAI MINING SERVICES LIMITED	8,444,000	31.82%
2	LONGFELLOW NOMINEES PTY LTD <NORGARD SUPERFUND A/C>	5,238,096	19.74%
3	ALISSA BELLA PTY LTD <C & A TASSONE S/F NO 2 A/C>	2,503,979	9.44%
4	TAURUS CAPITAL GROUP PTY LTD	2,150,000	8.10%

Position	Holder Name	Holding	% IC
5	SEMOVENTE PTY LTD <SEMOVENTE SUPER A/C>	952,381	3.59%
6	BNP PARIBAS NOMINEES PTY LTD <IB AU NOMS RETAILCLIENT>	674,226	2.54%
7	BROOKS HIRE SUPERANNUATION PTY LTD <BROOKS HIRE SERVICE S/F A/C>	476,191	1.79%
7	LOUISE ANNE FLYNN	476,191	1.79%
8	MR DENNING SANG-TATT CHONG	476,190	1.79%
9	BOUTIQUE CAPITAL PTY LTD <PHOENIX GROWTH FUND A/C>	375,000	1.41%
10	Daniel Cowley Cooper	309,523	1.17%
11	NEAVE TRADING PTY LTD	309,134	1.16%
12	SHAH NOMINEES PTY LTD <LOUIS CARSTEN SUPER FUND A/C>	250,000	0.94%
12	MR SEAN GERARD LENAGHAN & MRS CHRISTINA EMILY LENAGHAN <LENAGHAN FAMILY S/F A/C>	250,000	0.94%
12	MR COLIN PATERSON	250,000	0.94%
12	MS ARLENE FAYE PATERSON	250,000	0.94%
13	REENERGISE AUSTRALIA PTY LTD <JRH FAMILY A/C>	238,095	0.90%
14	SIMWISE DEVELOPMENTS PTY LTD	237,500	0.89%
15	MENAGE DEVELOPMENTS PTY LTD	150,000	0.57%
15	AWABA FUNDS MANAGEMENT PTY LTD <M TONIOLO SUPER FUND A/C>	150,000	0.57%
15	GPAD INVESTMENTS PTY LTD <GPAD FAMILY SUPER FUND A/C>	150,000	0.57%
16	ALISSA BELLA PTY LTD <THE C&A TASSONE SUPER A/C>	131,464	0.50%
17	Stefan Finney	119,048	0.45%
18	POPOFF PTY LTD <POPOFF SUPER FUND A/C>	100,000	0.38%
18	TON-CHENG PTY LTD <TON-CHENG UNIT A/C>	100,000	0.38%
18	PICCOLO TERREMOTO PTY LTD <STEFAN TONIOLO FAMILY A/C>	100,000	0.38%
18	MR PAUL WILLIAM ATKINS	100,000	0.38%

Position	Holder Name	Holding	% IC
18	MR STEPHEN JEROME WESSON & MRS ESTELLE DALENE WESSON <S&E WESSON SUPERFUND A/C>	100,000	0.38%
18	BETTER HEALTH TECHNOLOGIES PTY LTD <BETTER HEALTH A/C>	100,000	0.38%
19	SYLVAN CAPITAL PTE LTD	95,238	0.36%
20	DOOFFUS PTY LTD	90,000	0.34%
	Total	**25,346,256**	**95.50%**
	Total SSHO on issue	**26,539,238**	**100.00%**

Listed Options (SSHO) – Distribution of Shareholders

Holding Ranges	Holders	Total Units	% Issued Share Capital
above 0 up to and including 1,000	-	-	-
above 1,000 up to and including 5,000	2	8,842	0.03%
above 5,000 up to and including 10,000	-	-	-
above 10,000 up to and including 100,000	32	1,969,378	7.42%
above 100,000	23	24,561,018	92.55%
Totals	**57**	**26,539,238**	**100.00%**

Securities Subject to Escrow

1,250,000 Shares are subject to voluntary escrow until 25 May 2028. Refer to the announcement dated 4 May 2026 for further details.

Voting Rights

Each ordinary share is entitled to one vote when a poll is called, otherwise each member present at a meeting or by proxy has one vote on a show of hands.

Options and Performance Rights

There are no voting rights attached to any class of options and performance rights that are on issue.

Unquoted Securities

Number	Class	Number of holders
7,000,000	Performance rights expiring 31/03/2027	4
500,000	Unquoted options exercisable at $NIL on or before 1 August 2027[a]	1

a) Issued under the Company employee incentive scheme

Unquoted Equity Security Holders with Greater than 20% of an Individual Class

The following classes of unquoted securities had holders with greater than 20% of that class on issue:

Description	Number securities held	% Interest
Performance rights EXP 31/03/2027		
HIGH GRADE STRIKE PTY LTD <KING MIDAS INVESTMENTS A/C>	3,040,000	43.43%
BRISTOL CONTRACTING PTY LTD	1,500,000	21.43%
KENNY INVESTMENTS PTY LTD	1,500,000	21.43%

On-Market Buy-Back

Currently there is no on-market buy-back of the Company's securities.

Corporate Governance

Pursuant to the ASX Listing Rules, the Company's Corporate Governance Statement will be released in conjunction with this report. The Company's Corporate Governance Statement is available on the Company's website at: https://sshgroup.com.au/corporate-governance/