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DATA ROOM – SECTION 3: OPERATING MODEL, GOVERNANCE & ECOSYSTEM ARCHITECTURE

Entity: SA Water Innovation (SAWI) / SORR

Version: January 2026

Status: Final – Platform Architecture Defined

3.1 Executive Summary – Platform Positioning

SA Water Innovation (SAWI) is established as an independent, authority-facing operating platform designed to convert regulatory, environmental and infrastructure demand into structured, bankable delivery programs.

The platform integrates:

- **Validated technology & IP (SORR – Gyroid / PAGE™)**
- **National science & funding architecture (Solving Plastic Waste CRC – Dr Ian Dagley)**
- **Manufacturing scale (Superlon – Han Liu)**
- **Processing & recovery (Bygen – Cameron Griffiths)**
- **Circular value pathways (Circular Seed, Swayampurna, Jospong hubs)**
- **Ecosystem scale architecture (Dr Elise Hickey)**

SAWI is not a contractor and not a manufacturer.

It is the program architect, authority interface and delivery orchestrator.

This model is intentionally engineered to:

- **align with public sector probity requirements**
- **minimise delivery, reputational and political risk**
- **enable rapid replication across jurisdictions**
- **support donor, DFI and sovereign funding models**

3.2 Platform Architecture – Who Does What

The platform is structured across five interlocking layers.

Layer 1 – Authority & Policy Ownership

Purpose:

Own the problem, mandate action, approve programs, unlock funding.

This includes:

- Stormwater Management Authority (SA) – Belinda Skilton
- EPA South Australia – Regional Manager (Compliance)
- Chuuk Environmental Protection Authority – Brad Mori
- SPREP – Anthony Talouli
- GIZ develoPPP Ghana – Yaya Souare
- Ministry of Sanitation & Water Resources (Ghana)
- Local Councils (Holdfast Bay, West Torrens, Charles Sturt, Port Adelaide Enfield, Onkaparinga, Marion, Central Coast NSW, Norfolk Island, Christmas Island)

Key point:

SAWI does not replace authorities. It enables them.

This is critical for:

- grants
 - DFIs
 - sovereign co-funding
 - political legitimacy
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Layer 2 – Platform & Program Architect (SAWI)

Purpose:

Translate authority need into structured delivery programs.

Entity: SA Water Innovation (SAWI)

Key Leads:

- **Mark Trebilcock – SAWI Adelaide (Delivery Spine)**
- **Chris Kiproviski – SAWI Sydney (National Interface)**

SAWI responsibilities:

- **program design & scoping**
- **authority engagement & approvals**
- **stakeholder coordination**
- **performance framework definition**
- **contractor packaging**
- **grant structuring & co-funding models**
- **governance & reporting**

SAWI is the conductor of the orchestra.

It does not play every instrument — it ensures the music works.

Layer 3 – Technology, Science & IP Ownership

This layer is deliberately structured to provide defensibility, validation and national alignment.

SORR – Technology & IP Custodian

- **Gyroid material IP**
- **PAGE™ selective capture IP**
- **performance standards**
- **QA/QC protocols**
- **technical integration**

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Solving Plastic Waste CRC – National Science & Funding Architecture

- **Dr Ian Dagley – Chief Executive Officer**
- **National research alignment**
- **CRC funding pathways**
- **industry collaboration frameworks**
- **independent validation support**

This is a major diligence strength:

the platform is aligned with national science, funding and policy architecture, not operating in isolation.

Layer 4 – Manufacturing, Processing & Recovery

This layer converts interception into bankable infrastructure and circular value.

Manufacturing – Superlon

- **Han Liu – Managing Director**
- **Scaled production of filtration systems & components**
- **Materials optimisation**
- **Cost-down engineering**
- **Localisation of manufacturing (AU, India, Ghana, UK/EU, KSA)**

Processing & Recovery – Bygen

- **Cameron Griffiths – Chief Commercial Officer**
- **PFAS destruction & advanced processing**
- **Integration with captured contaminants**
- **Circular recovery pathways**

Circular Value Pathways

- **Circular Seed**
- **Swayampurna hubs (India)**
- **Jospong recovery hubs (Ghana)**

This layer converts environmental cost into economic value.

Layer 5 – Regional Delivery & Commercial Anchors

These are embedded partners, not resellers.

- **Ajay Gramopadhye – India (Sustainable Green Company / Swayampurna)**
- **Nana Yaw Ampem Darko Jr – Ghana (Jospong Group)**
- **James Alexander – UK/EU (Meliora ESG)**
- **Fawaz Linjawi – Saudi Arabia**
- **Brad Mori – Chuuk EPA**
- **Anthony Talouli – SPREP**
- **Troy Gaston – Norfolk Island**

They provide:

- **local execution power**
 - **political access**
 - **market entry**
 - **delivery capacity**
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3.3 Governance Structure

The governance model is intentionally clean, simple and probity-safe.

Platform Governance – SAWI

- Program ownership
- Authority MoUs
- Performance reporting
- Stakeholder coordination
- Conflict management
- Delivery oversight

SAWI carries:

- no construction risk
- no manufacturing risk
- no processing risk

This is deliberate.

Technology Governance – SORR

- IP protection
- technical standards
- QA/QC
- performance assurance

Science & Funding Governance – Solving Plastic Waste CRC

- National research alignment
- funding frameworks
- industry integration

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Strategic Oversight – Ecosystem Architecture

- **Dr Elise Hickey – Global Strategic Advisor & Ecosystem Architect**
- **Cross-sector ecosystem design**
- **Value chain unlocking**
- **Partnership orchestration**
- **Revenue activation**
- **Scale architecture**

This role exists specifically to avoid:

“great pilots that never scale”.

3.4 Delivery Model – How a Program Moves

- 1. Authority need identified (e.g. HAB bloom, PFAS, stormwater pollution, port contamination)**
- 2. SAWI program design (scope, objectives, budget, funding pathway)**
- 3. Technology integration (SORR)**
- 4. Manufacturing (Superlon)**
- 5. Deployment (regional delivery partners, overseen by SAWI)**
- 6. Processing & recovery (Bygen / circular hubs)**
- 7. Reporting & replication**

This is a closed-loop system.

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3.5 Commercial Model & Risk Allocation

SAWI:

- **program management fees**
- **coordination fees**
- **success fees (where appropriate)**
- **no capex burden**

SORR:

- **IP licensing**
- **material supply margins**
- **performance royalties**

Superlon:

- **manufacturing margin**
- **long-term supply agreements**

Bygen:

- **processing fees**
- **recovery revenue share**

Regional partners:

- **delivery margins**
- **JV equity (where applicable)**

Risk is allocated to those best able to manage it.

Authorities do not carry:

- **technology risk**
- **manufacturing risk**

Investors do not carry:

- **political risk (SAWI buffers this)**

3.6 Why This Model Is Attractive to Investors & DFIs

This structure demonstrates:

- clear authority ownership
- no conflict between regulator and contractor
- no single-point failure risk
- defensible IP
- scalable manufacturing
- circular revenue pathways
- local partner embeddedness
- multilateral alignment (GIZ, SPREP, CRC)

It reads as:

“A structured infrastructure platform, not a tech startup.”

3.7 Scaling Architecture – How This Goes Global

Each region follows the same pattern:

1. Authority anchor
2. SAWI platform interface
3. SORR technology layer
4. Superlon manufacturing
5. Bygen / circular processing
6. Regional delivery partner

This is repeatable, not bespoke.

3.8 Summary

This section demonstrates:

- **intentional structure**
 - **probity-safe design**
 - **scalable architecture**
 - **clean governance**
 - **investor-grade thinking**
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END – SECTION 3

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DATA ROOM – SECTION 4: GLOBAL PIPELINE, CONTACTS & STAKEHOLDER REGISTER

Entity: SA Water Innovation (SAWI) / SORR

Version: January 2026

Status: Final – Authority, Delivery, Commercial & Multilateral Leads Embedded

4.1 South Australia – Core Platform Jurisdiction

Gulf St Vincent – HAB Prevention & Near-Shore Interception

Contact: Mick Steer – SA Water / Government of SA

Delivery: Mark Trebilcock – SAWI Adelaide

City of Holdfast Bay – West Beach / Glenelg Outfalls

Contact: Alex Gaut – CEO

Delivery: Mark Trebilcock

City of West Torrens – Airport / Patawalonga Catchment

Contact: Joe Ielasi – Mayor

Delivery: Mark Trebilcock

City of Charles Sturt – Coastal & Seagrass Protection

Political Sponsor: Mayor

Operational Lead: Tyron Bennetts – Coordinator Parks & Biodiversity

Delivery: Mark Trebilcock

City of Port Adelaide Enfield – Port River Remediation

Contact: Tim Whitrow – Mayor

Delivery: Mark Trebilcock

City of Onkaparinga – Goolwa South Outlet & Coastal Catchments

Strategic Lead: Caroline Herman – Senior Sustainability Advisor

Technical Lead: Manager Engineering Services (TBC)

Delivery: Mark Trebilcock

City of Marion – Urban Coastal Catchments

Contact: Manager Infrastructure (TBC)

Delivery: Mark Trebilcock

Stormwater Management Authority – Multi-Council Program

Contact: Belinda Skilton – Senior Officer, Stormwater Programs

Delivery: Mark Trebilcock

EPA South Australia – Regulatory Validation

Contact: Regional Manager Compliance (TBC)

Delivery: Mark Trebilcock

SARDI – Science Validation & Centre of Excellence

Contact: Dr Rebecca Doble – Senior Scientist

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4.2 New South Wales – National Interface

SAWI Sydney – National Programs

Contact: Chris Kiprovski

Central Coast Council – Tuggerah Lakes

Contact: Manager Environmental Services (TBC)

CSIRO Sydney – Urban Stormwater Program

Contact: Program Director Urban Water (TBC)

4.3 Western Australia

SORR – Mining, Industrial & Port Remediation

Contact: Marc Kuhl – WA Lead

4.4 Tasmania

CSIRO PhD Stormwater Diagnostics

Contact: Justine Barrett – CSIRO

Salmon Industry Intake Protection & Aquaculture Water Quality

Political Liaison: Dr Rayne Allinson – Office of Peter George MP (Franklin)

Operational Lead: Operations Director (TBC)

4.5 Victoria

Bygen – PFAS Pilot & Circular Processing

Contact: Cameron Griffiths – Chief Commercial Officer

4.6 Australia – National Programs

Solving Plastic Waste CRC – Microplastics & Circular Recovery

Contact: Dr Ian Dagley – Chief Executive Officer

4.7 India – Goa, Shiroda, Delhi, Swayampurna

Sustainable Green Company – India Platform

Contact: Ajay Gramopadhye – Director

4.8 Ghana

National Urban & Coastal Remediation JV

Commercial Sponsor: Nana Yaw Ampem Darko Jr – Jospong Group

Multilateral Authority: Yaya Souare – GIZ developPPP Ghana

Government Interface: Ministry of Sanitation & Water Resources (TBC)

4.9 United Kingdom / Europe

Meliora ESG – UK/EU JV Platform

Contact: James Alexander – Managing Partner

4.10 Pacific & Island Territories

FSM – Chuuk Lagoon Remediation

Local Regulator: Brad Mori – Director, Chuuk EPA

Regional Authority: Anthony Talouli – SPREP

Norfolk Island – Stormwater & Coastal Protection

Contact: Troy Gaston – Infrastructure Lead

Christmas Island – Port & Runoff Management

Contact: Manager Infrastructure (TBC)

4.11 Maldives

Island Resilience & Coastal Protection

Contact: Program Director (TBC) – G Maldives

4.12 Kenya

Coastal Communities Training & Remediation

Contact: Programme Manager (TBC)

4.13 Saudi Arabia

KSA Coastal, Stormwater & ESG Infrastructure

Contact: Fawaz Linjawi – Senior Principal / Partner

4.14 Ports & Shipping – South Australia

SA Ports – Ballast Water Filtration

Contact: Environmental Compliance Manager (TBC)

4.15 Global – Strategic Growth & Ecosystem Architecture

Dr Elise Hickey – CEO | Ecosystem Architect | Board Advisor

Role: Cross-sector ecosystem design, commercial acceleration, platform scaling

4.16 Global – Manufacturing & Materials Scale

Han Liu – Managing Director, Superlon

Role: Manufacturing partner, materials optimisation, production scaling

END – SECTION 4