



Water and wastewater infrastructure — designed, built, owned and operated.

Design

Construction

Operation

Management

FLOW
INFRASTRUCTURE

WATER. ENGINEERED.

FLOW
UTILITIES

WATER. SERVICED.

ADELAIDE, SOUTH AUSTRALIA

Two entities. One team. The full asset lifecycle.

The Flow Group is an independent, South Australian owned specialist practice focused on a single discipline: water and wastewater infrastructure. We design and construct treatment and network assets and hold the retail licence required to operate them across the full life of the scheme. It operates with a dedicated specialist approach and without the overhead, giving clients direct access to senior expertise and the full depth of the team's experience, from initial planning through to delivery.

Flow Infrastructure Pty Ltd

WATER. ENGINEERED.

The design and construction entity. All engineering disciplines – process, hydraulic, civil, structural, mechanical, electrical and automation (PLC/SCADA) are delivered in house, with no reliance on external consultants for any critical element of delivery.

Holds a Building Work Contractors Licence conditioned to Civil Construction limited to Sewer & Water Infrastructure Installation, a specialisation we believe to be unique in the South Australian licensing framework.

ABN 18 695 412 867

Flow Utilities Pty Ltd

WATER. SERVICED.

The licensed retail and operations entity. Long term operation, maintenance, customer management, regulatory compliance and reporting for privately owned water, sewerage and recycled water schemes.

Currently progressing a Water Industry Retail Licence with ESCOSA under the Water Industry Act 2012 – structured and resourced from the outset to intermediate retailer standard (up to 50,000 customers).

ABN 98 695 689 000

This integrated model ensures continuity of technical intent, constructability and operational practicality, with the same personnel responsible for designing the assets also directly involved in their construction, commissioning and long term operation. A single point of accountability from concept through to ongoing operations, eliminating coordination risk, scope gaps and cost escalation that arise when multiple consultants and contractors are engaged.

COLLECTIVE TRACK RECORD SINCE 2005

37	14	5.6ML	80+
Sewage treatment plants designed and constructed – 15 in South Australia	Industrial wastewater facilities across wine, pulp and paper, livestock and meat processing	Largest daily treatment capacity delivered – with plants ranging from under 100kL/day to 5.6ML/day.	Years of combined senior water sector experience across the four principals

A first for the Adelaide metropolitan region

In 2024 the team led the design, regulatory approval and delivery of the first privately delivered sewage scheme in greater metropolitan Adelaide. A scheme designed to service approximately 5,000 allotments at full development, taken from concept to operational in thirteen months. This included securing approvals required to build and operate the scheme: SA Health, EPA and the Office of the Technical Regulator, together with the ESCOSA retail licence that authorised its operation. The plant is now constructed, commissioned and in service.



Four principals who have worked together since 2006.

The engineers who develop the process design, author the control logic and prepare the regulatory submissions are the same people who commission the plant and carry operational responsibility for it. There is no handover between phases and no loss of design intent or knowledge transfer risk as a project moves from design into operation.

Trent Cadman

Director

Over twenty-five years delivering water and wastewater infrastructure. Master of Applied Science in Civil Engineering. Responsible for end to end project conception, design, regulatory approval and delivery. Led a successful Intermediate Water Industry Retail Licence application through ESCOSA in 2024. A project he led was the recipient of the Malcolm Kinnaird Award, Engineers Australia (SA) in 2013.

Andrew Cromarty

General Manager

Bachelor of Electrical Engineering and a Master of Business Administration, underpinned by an electrical trade background. Leads commercial, governance and financial management across the Group, including project financial structuring, investment modelling, regulatory strategy and the commercial frameworks under which schemes are funded, delivered and operated.

Jeremy Barnes

Electrical & Automation Lead

Twenty-four years across electrical engineering, switchboard design and construction, industrial automation, PLC/SCADA programming and telemetry systems for treatment plants and reticulation networks. Holds design, integration and commissioning responsibility for all electrical, control and automation systems across the portfolio.

Luke Mastersson

Design Lead

Twenty-one years in process engineering, hydraulic design and civil and structural engineering for water and wastewater infrastructure, spanning design, construction oversight and commissioning across a broad range of treatment and network projects.

Certified systems

Flow Infrastructure Pty Ltd, incorporating Flow Utilities Pty Ltd, holds certification to ISO 9001:2015 and ISO 45001:2018, achieved with no nonconformities recorded across the certification audits. Both entities therefore operate under certified quality and safety management systems. The senior team operated under certified ISO 9001 and ISO 45001 systems for more than a decade prior to establishing the Group.

Certification is held under Certificate No. C018Q1 (ISO 9001:2015) and No. C018S1 (ISO 45001:2018), Registration No. MSC018, issued by MS Certification Pty Ltd under JAS-ANZ accreditation. The scope of certification covers the planning, designing and construction of regulated water and wastewater assets.

Delivery partners

Supported by a long standing civil partner holding SA Water Minor Frameworks Partner status and accreditation for land development, together with licensed liquid waste contractors and NATA accredited laboratories.



A single point of accountability, from feasibility to customer billing.

Most water schemes are assembled from four separate parties — a consultant to design, a contractor to build, an operator to run the plant and a retailer to bill the customer. Each carrying a different commercial interest and each separated from the next by a handover. The Flow Group holds all four roles inhouse. That single line of accountability removes the coordination risk, scope gaps and the cost escalation that live in those handovers, and it gives the client one party answerable for the scheme from feasibility through to customer billing.

01 Feasibility and infrastructure planning

Servicing strategy, staging, whole-of-life cost

03 Health and environmental approvals

Risk management plans, reclaimed water approvals

05 Detailed engineering design

Process, hydraulic, civil, structural, electrical, controls

07 Commissioning and process optimisation

Validation, hold points, performance proving

09 Customer and service management

Billing, metering, hardship, complaints, EWOSA pathway

02 Early regulator engagement

SA Health, EPA, OTR, ESCOSA and interstate equivalents

04 Development approval

Planning consents and coordination

06 Construction delivery

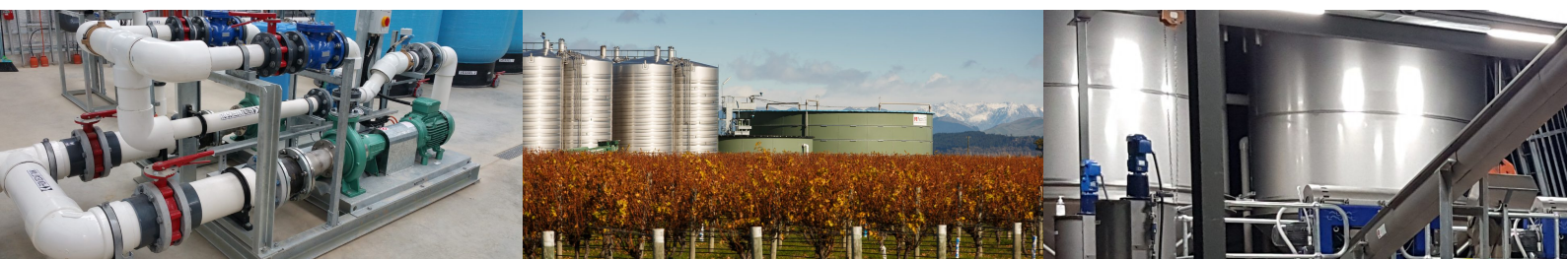
Lump sum design and construct under AS 4902

08 Long term operation and maintenance

Networks, pump stations, treatment and reuse assets

10 Regulatory reporting and licence support

Annual returns, performance reporting, compliance plans



TECHNICAL RANGE

Every technology below is delivered end-to-end by the same team — designed, constructed under our own supervision, commissioned and operated inhouse rather than specified and handed to others to construct and operate.

- Sequencing batch reactor and activated sludge treatment, membrane filtration and UV disinfection to 6log virus reduction (LRV), with process design sized on conservative, proven margins
- Gravity collection networks, pump stations and rising mains designed and constructed to SA Water standards and WSA codes
- Recycled water storage, irrigation and reuse schemes delivered under SA Health reclaimed water approvals
- High strength industrial wastewater treatment — wineries, pulp and paper, livestock exchanges and abattoirs, where variable, concentrated loads demand process design beyond standard municipal parameters
- Electrical, PLC / SCADA and telemetry systems designed, programmed and commissioned in-house across the full portfolio

The commercial case, built with the same discipline as the design.

Technical capability alone does not make a scheme bankable. The Group maintains its own integrated financial models spanning the full scheme lifecycle. Whole-of-life cost of service, staged connection uptake, capital structure and returns, renewals provisioning and pricing are built to test whether a project stands up commercially before capital is committed, not to justify a decision after it has been made.

Whole-of-life cost of service

Bottom-up build of the true cost to serve each connection. Power at varying tariffs, chemicals, sludge handling, labour, monitoring, maintenance and compliance scaled dynamically to actual lot count and plant stage rather than assumed at steady state.

Staged demand and ramp

Connections are modelled stage by stage as the development is built out. A new scheme carries its full operating cost from day one but earns revenue only as lots connect, so the shortfall in the early years is quantified and funded up front rather than discovered later.

Capital structure and returns

Scheme level cash flow, cost of funds accrued on outstanding capital, distribution waterfalls and returns tested on both a multiple and an IRR basis across a range of scheme sizes and shareholding structures.

Sinking fund and renewals

Asset replacement provisioned from first revenue and escalated with CPI, so renewal obligations are funded across the asset life rather than deferred to a future owner.

Pricing and defensibility

Charges built from efficient cost of service, benchmarked against comparable licensed operators and documented to a standard capable of withstanding regulatory scrutiny under the ESCOSA pricing framework and NWI principles.

Sensitivity and stress testing

Live sensitivity across CPI, energy tariffs, uptake rate, staging delay and operating cost inputs with the ability to run a scheme at any size and see the return, cost and pricing consequences immediately.

COMMERCIAL STRUCTURES

A privately owned scheme involves three separable positions — Ownership of the infrastructure, the ESCOSA retail licence under which services are sold, and long-term operation. They need not sit with the same party, and the Group can hold any one, or all three though by preference all three sit with the Group, where single ownership, operation and reporting give the most efficient and accountable management across the scheme's life.

The licence is the hardest to replicate: under the Water Industry Act 2012, no private scheme can bill customers for water or sewerage services without a Water Industry Retail Licence. Flow Utilities holds that position, so a developer or owner can bring a scheme to market without carrying the licensing, reporting and customer obligations themselves.

The Group's standard model is to design, construct, own and operate the scheme itself, with the assets held by Flow Utilities and operated under its licence for the life of the scheme. Less commonly, schemes may be delivered as design and construct only, or with the infrastructure owned by another party and operated by Flow under licence. Co-investment and joint venture structures can also be accommodated, with capital participation, progressive funding and staged transfer matched to each scheme's programme, staging and risk allocation and because the Group also builds the underlying financial model, the structure and its economics are developed together.

Four ways partners engage the Group.

We work with developers, investors, councils and infrastructure owners. The engagement can be as complete as a scheme we originate, build, own and operate, or as narrow as a single design and construct contract.

01 **Originated Scheme – build, own and operate**

Flow originates, designs, constructs, owns and operates the scheme end to end, with the assets held and operated by Flow Utilities under licence for the life of the scheme. The developer meets its servicing obligation through a connection arrangement and carries no ongoing utility risk.

02 **Design and construction partner**

Lump sum design and construct of treatment plants, pump stations, rising mains, storage and reuse infrastructure under AS 4902, with all engineering disciplines in house and a single party carrying design and construction responsibility.

03 **Licensed operator**

Long term operation, maintenance, customer management and regulatory compliance under a licensed retail entity – including for infrastructure owned by another party. Performance regimes, asset management planning, open book reporting and step-in protections can be built into the operating agreement.

04 **Co-investment in scheme infrastructure**

Scheme level investment structures in which capital, delivery and operations are brought together, with returns, risk allocation and asset ownership agreed at the outset and modelled across the full scheme horizon.

What sets Flow Group apart is a combination that is difficult to assemble quickly: fully in house design and self delivery in a highly specialised field, a South Australian licensed retail position under ESCOSA, and a team that has already taken a private scheme in this state from concept through regulatory approval to operation.

FINANCIAL STANDING AND BACKING

The Flow Group has been structured with a sound financial platform, supported by access to substantial equity alongside the direct commitment of the founding principals. This framework provides the liquidity and resilience required to meet project delivery obligations, manage working capital demands and support measured, long term growth.

By aligning capital structuring with technical delivery from inception, projects benefit from clear accountability, disciplined risk management and stronger programme certainty. This integrated approach ensures infrastructure is appropriately funded, properly constructed and operationally robust over its intended service life.

We would welcome a conversation about where our capability and your plans line up.

Whether you are a developer considering private water or sewerage infrastructure, a consultant seeking a specialist technical partner, or an organisation requiring experienced water and wastewater delivery capability, we are confident our integrated model and depth of experience will provide practical and commercial value. Our focus remains on technically robust, constructible designs supported by clear commercial structures and disciplined project management. The same team responsible for concept development remains engaged through delivery and commissioning, ensuring continuity of intent and accountability throughout.

We would welcome the opportunity to discuss how Flow Infrastructure and Flow Utilities can assist with your current and forthcoming projects.

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