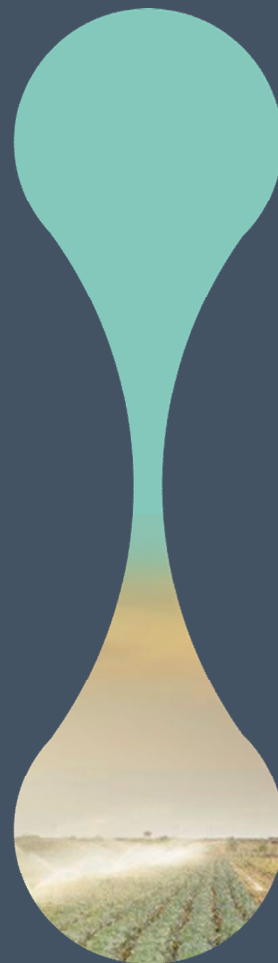


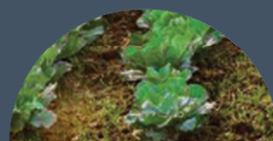


Investor Presentation

March 2024



*Sustainable Water Solutions*



# Disclaimer

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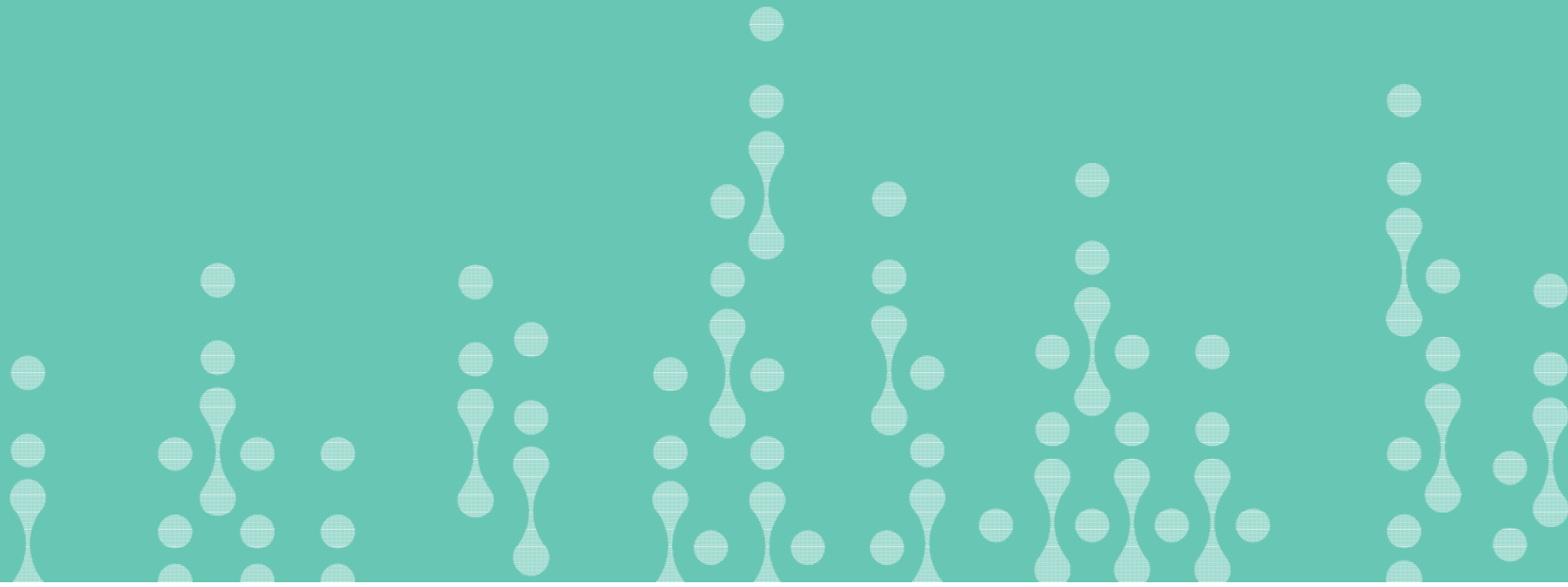
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# COMPANY OVERVIEW



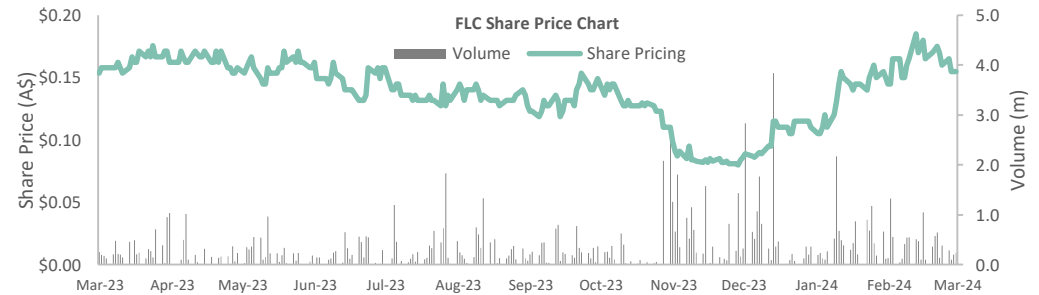
# Executive Summary

|   |   |
|---|---|
| <b>New and Highly Experienced Leadership</b>              | <ul style="list-style-type: none"> <li>Over 100 years of experience in the water and wastewater treatment industry</li> <li>Chairman, CEO, CFO, and CCO all joined within the last two years</li> <li>Notable turnaround experience and a number of highly successful exits leading to material returns for shareholders</li> </ul>   |
| <b>Strategic Shift to Higher-Margin Revenue Segments</b>  | <ul style="list-style-type: none"> <li>Restructuring and realignment has substantially reduced overhead and enhanced cross-selling and collaboration</li> <li>Focusing on high-margin Smart Product Solutions (“SPS”) and Recurring Revenue</li> <li>Transitioning from lower-margin and higher-risk Custom Engineered Solutions (“CES”)</li> <li>Growth in pipeline and recent new orders showing success of new strategy</li> </ul>   |
| <b>New Focus on Large, High-Growth End Markets</b>        | <ul style="list-style-type: none"> <li>US Environmental Protection Agency (“EPA”) has assessed the need to spend &gt;\$200B in municipal water and wastewater treatment plant upgrades over the next 20 years to meet required standards</li> <li>Global High-Strength Wastewater and Wastewater-to-Energy market estimated to be \$6B</li> </ul>   |
| <b>Proven and Established Technology and Product-line</b> | <ul style="list-style-type: none"> <li>Over 800 global installations</li> <li>Membrane Aerated Biofilm Reactor technology (“MABR”) is the lowest cost wastewater treatment technology for new effluent standards being adopted globally</li> <li>Major decarbonization initiatives in North America and Europe create significant demand for Wastewater-to-Energy projects</li> <li>Fluence has 41 installed anaerobic digester plants, typically used in Wastewater-to-Energy applications</li> <li>Water reuse applications (such as semiconductor chip manufacturing) and lithium mining to drive growth in industrial markets</li> </ul>  |
| <b>Leading ESG Impact</b>                                 | <ul style="list-style-type: none"> <li>Fluence MABR and Wastewater-to-Energy technologies are highly energy efficient and lower CO<sub>2</sub> and other harmful contaminants</li> </ul>  |
| <b>Improved Financial Outlook</b>                         | <ul style="list-style-type: none"> <li>Shift in strategy to deliver sustainable revenue growth and higher margins</li> <li>Q4 2023 Revenue of \$27.7M and EBITDA of \$2.9M (10.5%)</li> <li>FY 2024 guidance for \$90-100M of revenue and EBITDA of \$3.5-4.0M <ul style="list-style-type: none"> <li>Backlog of \$92M, \$51M of which expected to ship in FY2024</li> </ul> </li> <li>Early order success in 2024 illustrating the traction against the revised strategy</li> <li>Q4 2023 capital raise of A\$40.3M and subsequent debt repayment dramatically lowers interest burden and provides enhanced financial flexibility</li> </ul> |



# Company Profile – Fluence Corporation Limited

Fluence existing Customers;



## CAPITAL STRUCTURE

|                               |             |
|-------------------------------|-------------|
| Current Share Price (7/03/24) | A\$0.16     |
| Shares on Issue               | 650,554,034 |
| Market Capitalisation         | A\$161.6M   |
| Cash at Bank (31 Dec '23)     | US\$24.6M   |
| Debt (31 Dec '23)             | US\$17.8M   |
| Net Cash (31 Dec '23)         | A\$10.3M    |
| Enterprise Value              | A\$151.3M   |

## TOP SHAREHOLDERS

- Doug Brown (14.0%)
- Nikolaus Oldendorff (10.3%)
- Regal Funds (9.1%)
- Ardsley Advisory Partners (8.3%)
- Liberman Family Interests (5.0%)

## BOARD AND MANAGEMENT

Tom Pokorsky – CEO and Managing Director  
 Ben Fash – CFO  
 Rick Cisterna – CCO  
 Spencer Smith – CLO

Doug Brown - Chairman  
 Paul Donnelly – Non-executive Director  
 Ross Haghighat – Non-executive Director  
 Richard Irving – Non-executive Director  
 Mel Ashton - Non-executive Director  
 Melanie Leydin – Company Secretary

# World Class Management Team

Newly appointed management team with significant experience in water treatment leading to multiple successful exits



**DOUG BROWN**

**Chairman**

- Fluence BOD Advisor May 2022, BOD Chairman March 2023
- Ionics Incorporated (NYSE: ION) – membrane based water purification systems
  - Product Manager (1976-1983)
  - CEO (2003-05)
    - ✓ Achieved significant business turnaround
    - ✓ Increased entity value from \$350 million to \$1.3 BN in less than 2 years
- MIT Chemical Engineering, Harvard MBA



**BEN FASH**

**Chief Financial Officer**

- Joined in January 2023
- Prior to joining Fluence, CFO at Dumas Mining (2021-22)
- Newterra – Leading provider of modular water and wastewater treatment solutions
  - EVP Corporate Development (2012-2015)
  - CFO (2015-21)
    - ✓ Significant turnaround – EBITDA growth from \$0 to \$14.5M
    - ✓ Successfully exited in October 2020
- BA in Economics & Legal Studies from Williams College



**TOM POKORSKY**

**CEO and Managing Director**

- Joined in March 2022
- Nexom Inc. – dedicated to selling technology and equipment in the nutrient removal sector of wastewater treatment
  - CEO and Founder (2016-19)
    - ✓ Realized a revenue CAGR of over 25% and EBITDA CAGR of 50%
    - ✓ Exited less than 4 years after startup with an ROI exceeding 40%
- B.S. Civil Engineering (1974), Marquette University



**RICK CISTERNA**

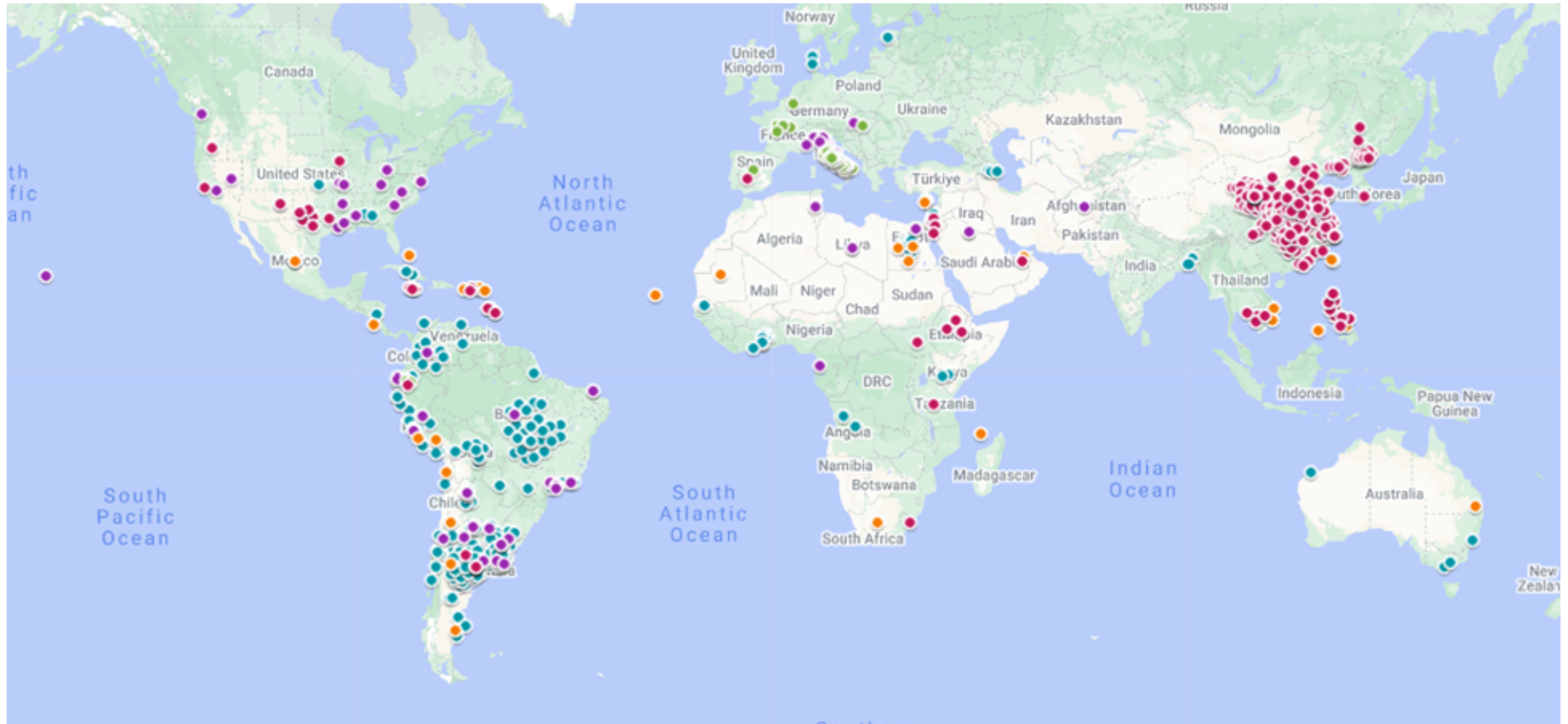
**Chief Commercial Officer**

- Joined Fluence in Dec 2021
- 30 years of water industry management experience, \$1B in contracts; \$100M in recurring revenue
- President of several renewable energy and water infrastructure development companies focused on build, own, operate, finance model
- Stanford University – MS Environmental Engineering
  - Full scholarship and honors fellowship
- University of Nevada, Reno – BS Civil Engineering
  - Top graduating senior, College of Engineering

# Proven and Established Products and Technologies

Trusted brand with extensive installation base with 877 installed plants across the world

TOTAL PLANTS: 842    ● MABR - 354    ● Anaerobic Digestion - 41    ● Other Wastewater - 80    ● NIROBOX - 34    ● Other Water - 368



*Excluding Aerators and Tipton sales*

# Leading ESG Impact in Water Treatment

## Sustainability Impact from Fluence's Installations

### MABR & NIROBOX



**39 GWh / year**

in energy savings vs conventional technologies mitigates 27,300 Tons CO<sup>2</sup> / year

### Wastewater-to-Energy



**182 GWh / year**

clean energy from biomass mitigates 128,600 Tons CO<sup>2</sup> / year

### Reuse



**19Bn Liters Water Recycled / year**

### Water



**222Bn Liters Drinking Water Produced / year**

### Wastewater



**320Bn Liters Wastewater Treated / year**

- ✓ MABR installations remove >2,000 tons of nutrient pollution/year
- ✓ Lowers Nitrous Oxide emissions by 306 tons/year

## Committed to UN Sustainable Development Goals

- Fluence technologies are highly energy efficient (MABR, desalination) and lower CO<sup>2</sup> and other harmful contaminants
- Fluence is committed to ESG and delivers on 10 of the 17 UN SDGs

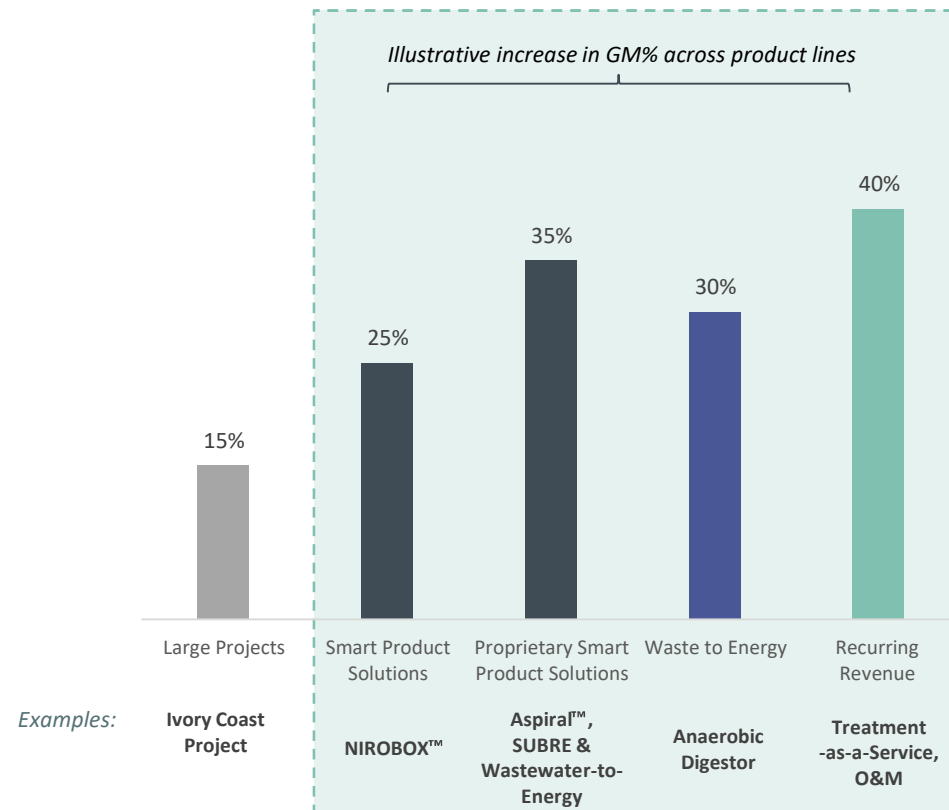


# Shifting Focus on Smart Product Solutions (“SPS”) and Recurring Revenue

Focusing our business on SPS significantly improves profitability, recurring revenue and growth

- **Stronger Focus on SPS:** Ramping sales of our unique, proven water and wastewater treatment solutions
  - + Proven technology deployed rapidly & widely
  - + High margin and capital efficient
  - + Highly attractive recurring revenue model
  - + Target markets can leverage additional capital with high IRRs
  - + Higher growth segment within water
  - + SPS revenue to increase significantly as a percentage of total revenue in the medium term
- **Transitioning Custom Engineered Solutions (CES):**
  - + Emphasis on Fluence technology and O&M contracts

## TRANSITION TO HIGHER MARGIN SEGMENTS



# Fluence Business Segments

The water and wastewater treatment market is highly fragmented, offering a direct opportunity for Fluence to focus on unserved markets

## MUNICIPAL WATER & WASTEWATER

- Market-leading MABR technology
- Proven products for multiple use-cases:
  - Modular: Aspiral and Nirobox
  - Larger Greenfield & Retrofit: SUBRE
- Significant global installation base



## INDUSTRIAL WASTEWATER & BIOGAS

- Process design more efficient than competition
- Technological expertise and robust installation base
- Deep knowledge of the food & beverage market including the production processes
- Turnkey system delivery (technology + equipment)
- Smaller footprint compared to competitors



## INDUSTRIAL WATER & REUSE

- 30 years of experience in South America
- Extensive reference list in target market
- Deep and experienced Engineering Team



## SEA ASIA & CHINA

- Market Leader in MABR
- Large Installed Base
- Reference in High Concentration NH3 and TN Removal
- Presence across Asia



## OPERATIONS, MAINTENANCE, PARTS & SERVICE



## BUILD, OWN & OPERATE (WATER-AS-A-SERVICE)

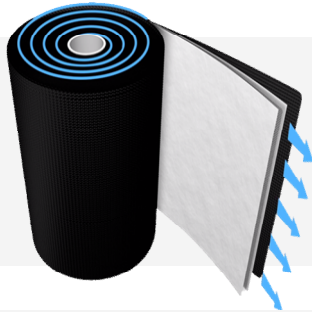




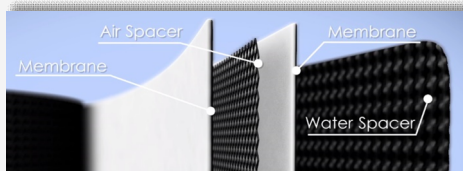
# Fluence Proprietary Technology - MABR

MABR technology disrupts \$100bn wastewater treatment market

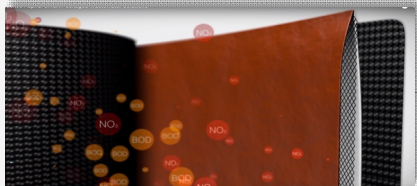
## MABR Technology



- Air is supplied to a spirally wound, semi permeable membrane
- The MABR spiral is submerged in the mixed liquor

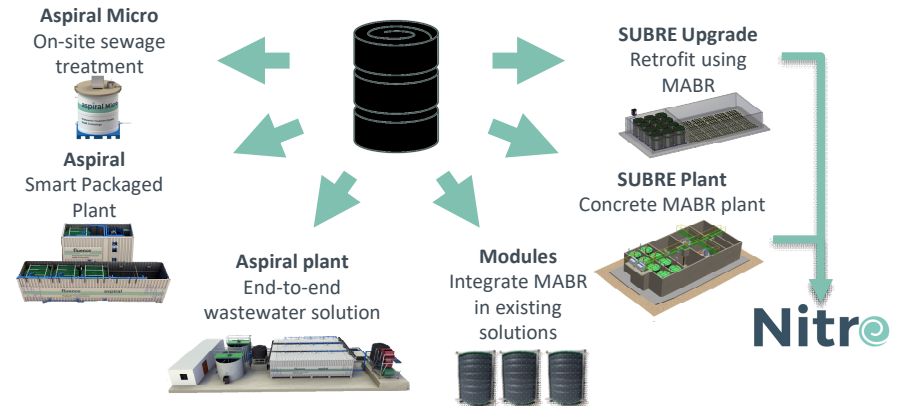


- An air spacer inside the sleeve allows low pressure air flow
- A water spacer defines the water volume in contact with the membrane



- Intermittent mixing causes wastewater to circulate through the spiral
- An aerobic nitrifying biofilm develops on the surface of the membrane

## MABR Configurations



## Fluence Smart MABR Beats Competing Technologies <sup>1</sup>

*30+% overall lower TCO vs competing technologies <sup>(1)</sup>*

### TCO improvement using Fluence Technology

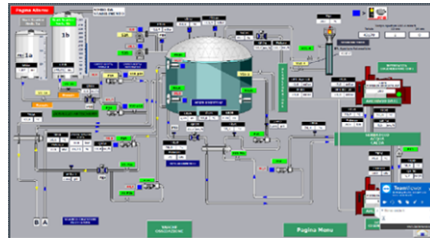
|              |            |
|--------------|------------|
| Capex        | 20+% lower |
| Opex         | 50+% lower |
| Energy Use   | 40+% lower |
| Chemical Use | 30+% lower |

# Proven Industrial WW & Biogas Products

Strongly positioned for rapidly growing market

## Industrial Wastewater & Biogas Products

- 41 plants serving meat, fish, dairy, candy processing
- Generate 182 GWh/year clean energy from biomass
- Mitigate 128,600 Tons CO<sub>2</sub> / year



## Key Advantages: Wastewater-to-Energy & Industrial Wastewater Products

- Standardized solution for hard-to-treat food & beverage wastewater: excellent references with leading players
- Fast to deploy, fully automated
- Substantially smaller footprint than competition
- Strong recurring revenue potential via BOO, O&M contracts
- Large US RNG market subsidized by Inflation Reduction Act

## Business Model

### Preferred model:

Energy / Wastewater Recycling  
as a Service\*

Financed by Fluence, customer signs  
15–20 year service contract

Capex: \$2.7/\$1 TOP revenue

TOP revenue has 50% EBITDA margin

Unlevered IRR: 15 - 20%+

### Equipment Sale

Price: \$3 – 10M

GM: 30%

O&M Value: 10% of  
price/annum

O&M GM: 30-40%

**Payback: 5 years**

## Recognised Industry Leader

- Fluence awarded the winner of the “Waste to Energy Solutions Provider 2023” by Energy Tech Review
- Energy Tech Review is a leading technology magazine that is at the forefront of information about technology solutions and services





# Recurring Revenue – BOO, O&M, and Parts & Service

Greater emphasis being placed on high-growth, high-margin recurring revenue segment that is offered across all market segments

## Product Offering

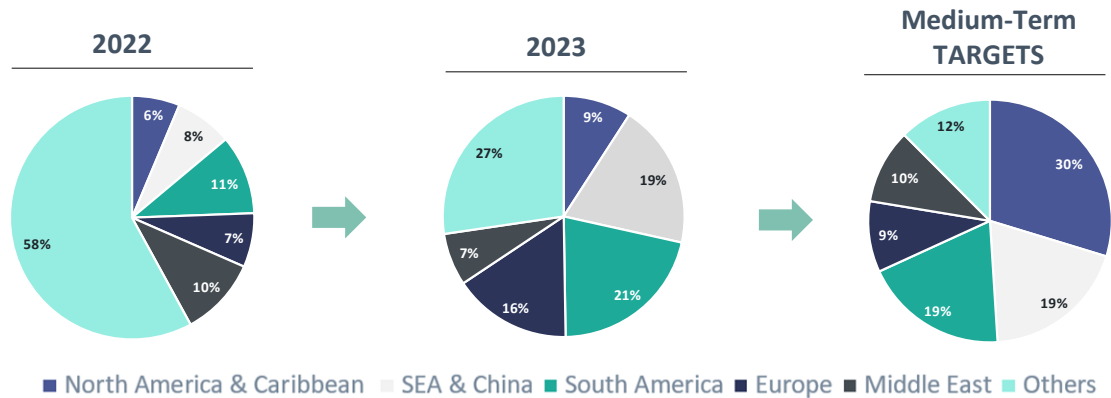
- **Build, Own, & Operate (“BOO”)** offers water-as-a-service where Fluence provides the treatment equipment and all required services to deliver water or wastewater to the customer in exchange for a fee for the volume of water or treatment that is delivered. Benefits includes:
  - Take-or-Pay minimum water requirement
  - Long-term contracts: typically 10-15 years
  - Attractive financial returns: 15-20% IRR
- **Operations & Maintenance (“O&M”)** offers the client the option to have Fluence operate their plant for a combination of a fixed and variable fee. Benefits include:
  - Hands off management of their water treatment equipment to experienced Fluence personnel
  - When paired with an equipment sale, decreases the risk of equipment underperformance
  - Maintains commercial relationship with the client after equipment sale and can lead to future equipment sale opportunities
  - Aftermarket Parts & Service leads
- **Parts & Service** provides aftermarket parts and ancillary service from experienced technicians. Benefits include:
  - Parts typically sold at high margins (40-60%)
  - Ongoing relationship with the client

# 3-Year Vision

Focused on growing presence in North America and transitioning from CES revenue to SPS and Recurring Revenue segments

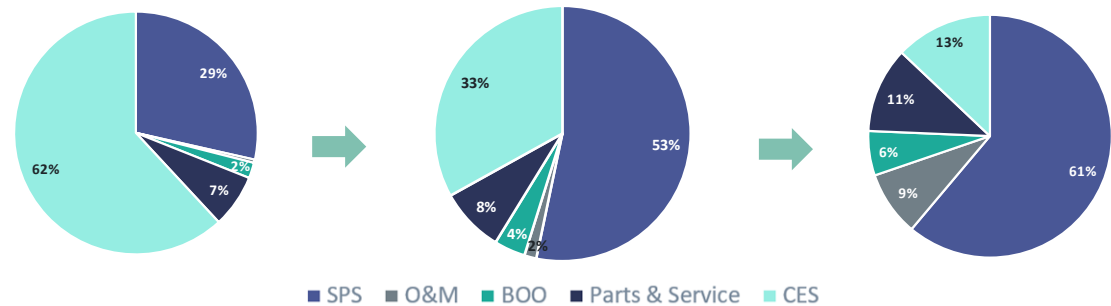
## GEOGRAPHY

- Increasing share in North America, Caribbean and SEA



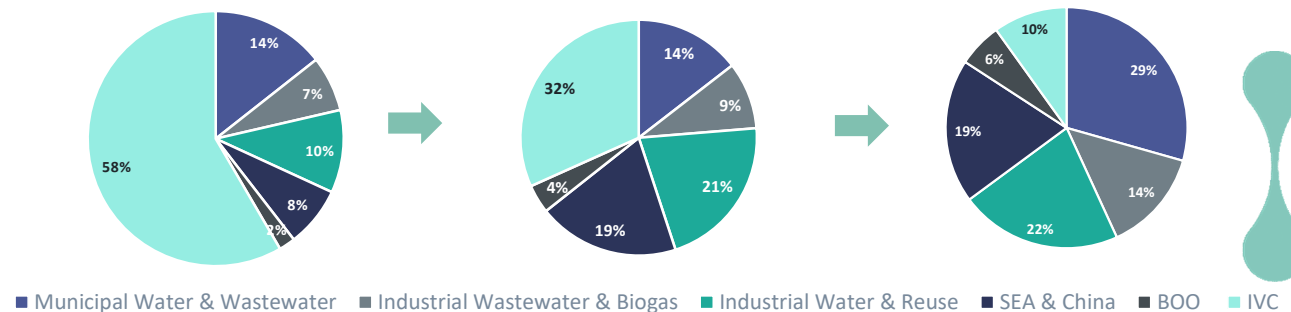
## PRODUCTS

- Increasing higher margin SPS and Recurring Revenue

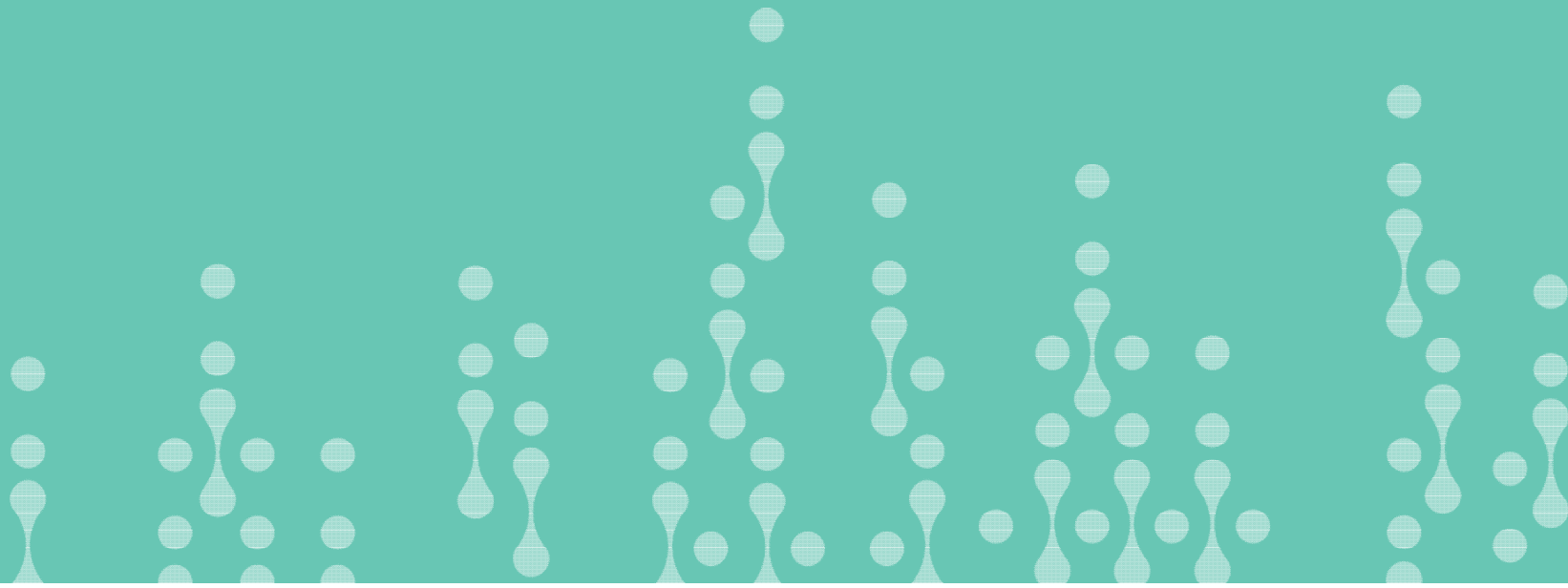


## END MARKETS

- De-risked business through broader end market mix



# Q4 & FY2023 Financial Update



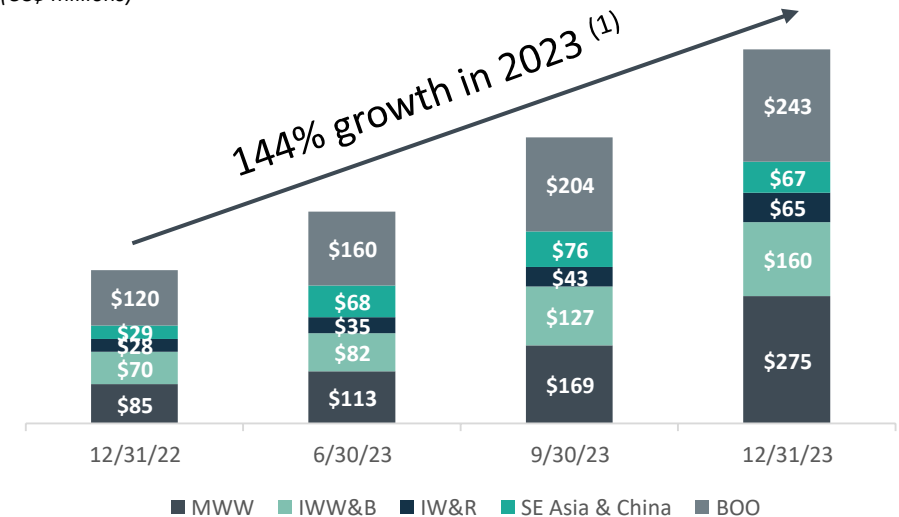
# Strong and Growing Backlog and Pipeline

Investment in sales, particularly in North America, paying dividends through rapidly growing pipeline

- Pipeline more than doubled since beginning of 2023, with the highest growth coming from Municipal (224%), with HSWW, SIW, and SEA & China all averaging 130% growth
    - Majority of increase in pipeline has come from North America and SEA
  - Highly diversified with 304 total projects included in pipeline with an average project size (excl. BOO) of \$1.5M
  - Projecting \$40-50M in new order bookings in H1 2024
- 
- Backlog increased by 92% YoY, with \$51M forecasted to be recognized in FY2024

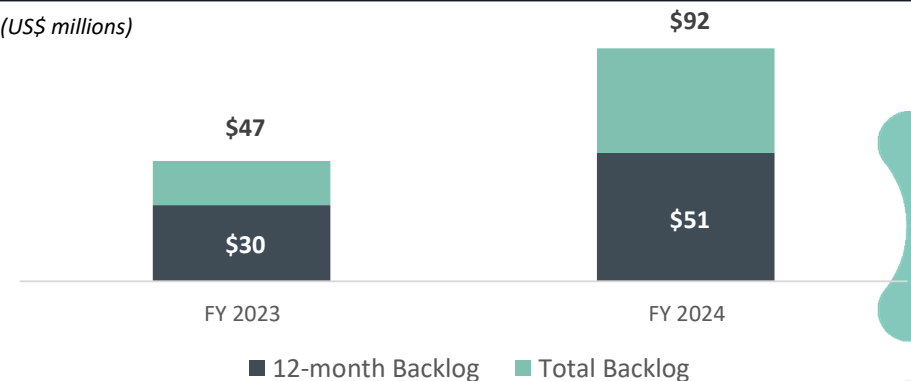
## FY2023 Quarterly Sales Pipeline <sup>(1)</sup>

(US\$ millions)



## Beginning Backlog <sup>(2)</sup> (FY2023-24)

(US\$ millions)



# Early Order and Market Development Success in 2024

Fluence has significant success in securing new contracts highlighting traction against the new strategy and realignment

- \$2.3M Industrial Wastewater & Biogas project for a paper mill in Italy
- \$1.4M Industrial Wastewater & Biogas project for a chicken slaughterhouse in Italy
- \$3.3M in new orders for the Municipal Water & Wastewater group in North America, eclipsing 2023 order totals, including:
  - \$1.5M WWTP – Fiddlesticks, FL Country Club
  - \$0.6M Aspiral MABR for Sagewood Point HOA in Colorado <sup>(1)</sup>
  - \$0.5M Aspiral MABR for Needmore Elementary School in Indiana <sup>(1)</sup>
  - \$0.5M WTP for Cabot St. Lucia (repeat customer)
- In addition, Industrial Wastewater & Biogas has more than \$10M of potential future projects under Letter of Intent <sup>(2)</sup>

# Q4 and FY2023 Highlights

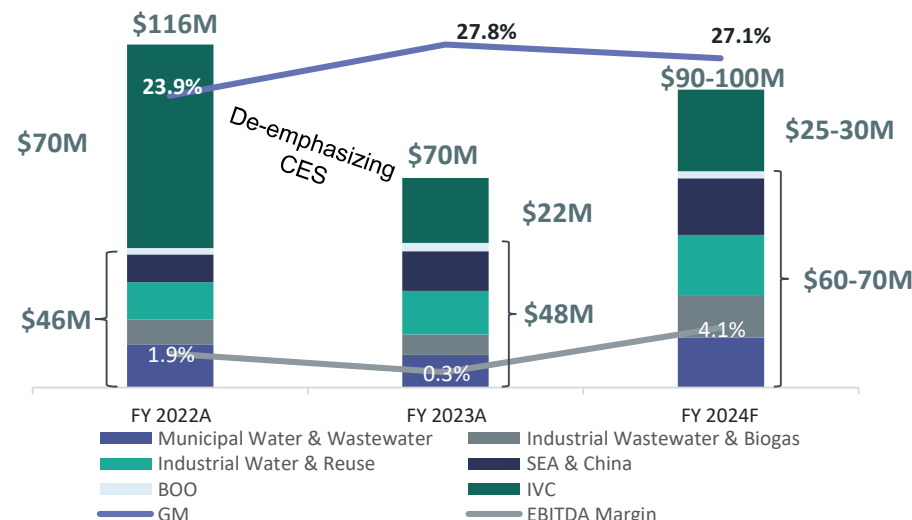
All numbers are subject to audit

- **Q4 2023 Revenue of \$27.7M**, almost double any other quarter in 2023 and which included \$20.5M of SPS plus Recurring Revenue (68% growth over Q4 2022)
- **EBITDA<sup>(1)</sup> of \$2.9M (10.5% margin)** in Q4 2023 and positive net income in December 2023
- **FY2023 EBITDA<sup>(1)</sup> of \$0.2M**, in-line with revised guidance
- **Gross margins of 30.6% in Q4 2023 and 27.8% in FY2023**, expanding by 3.9% over FY2022
- **Backlog currently at \$91.8M**, an increase of 92% from Q4 2022. \$51.1M forecasted to be recognized in FY2024 (73% of FY2023 total revenue)
- **Fixed Costs savings of \$6.8M in 2023** versus 2022, representing a reduction of 26% (\$4.2M and 16% reduction excluding a large, one-time item), reflecting the impact of the restructuring announced in Q4 2022
- **Cash balance of \$24.6M plus \$7.9M in security deposits**; Q4 2023 operating cash flow plus the release of deposits of \$3.7M. Net proceeds from Capital Raise in Q4 2023 of \$24.9M of which \$13.2M was utilized to repay debt
- **Guidance for FY 2024 of \$90-100M of revenue and EBITDA of \$3.5-4.0M**



## Financial Summary (FY2021-24F) <sup>(1)(2)</sup>

(US\$ millions)



## Business Unit Financial Performance (FY2022-23)

(US\$ millions)

|                                | FY2023 <sup>(2)</sup> |                       | FY2022 <sup>(2)(3)</sup> |                       |
|--------------------------------|-----------------------|-----------------------|--------------------------|-----------------------|
|                                | Revenue               | EBITDA <sup>(1)</sup> | Revenue                  | EBITDA <sup>(1)</sup> |
| Municipal Water & Wastewater   | \$11.1                | \$2.3                 | \$14.8                   | \$1.8                 |
| Industrial Wastewater & Biogas | \$7.0                 | \$0.1                 | \$8.5                    | \$0.7                 |
| Industrial Water & Reuse       | \$14.9                | \$1.1                 | \$12.6                   | \$1.9                 |
| SEA & China                    | \$13.6                | (\$0.0)               | \$9.6                    | (\$1.4)               |
| BOO                            | \$2.8                 | \$0.3                 | \$2.1                    | \$0.8                 |
| IVC                            | \$22.2                | \$1.2                 | \$69.5                   | \$6.2                 |
| Corporate <sup>(4)</sup>       | (\$1.6)               | (\$4.8)               | (\$0.9)                  | (\$7.0)               |

<sup>(1)</sup> EBITDA excludes the impact of Other Gains and Losses, which include FX gains and losses, gains and losses related to various legacy balance sheet clean-up items, restructuring, and other exceptional items.

<sup>(2)</sup> Aeromix removed as an asset-held-for-sale.

<sup>(3)</sup> Restructuring was executed in 2023, therefore business not managed under new structure in 2022 and numbers are estimated

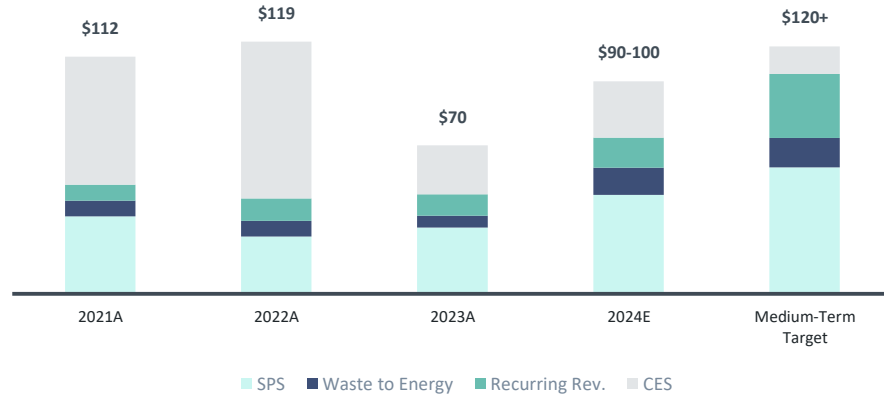
<sup>(4)</sup> Includes all intercompany eliminations and unallocated expenses.

# Financial Summary

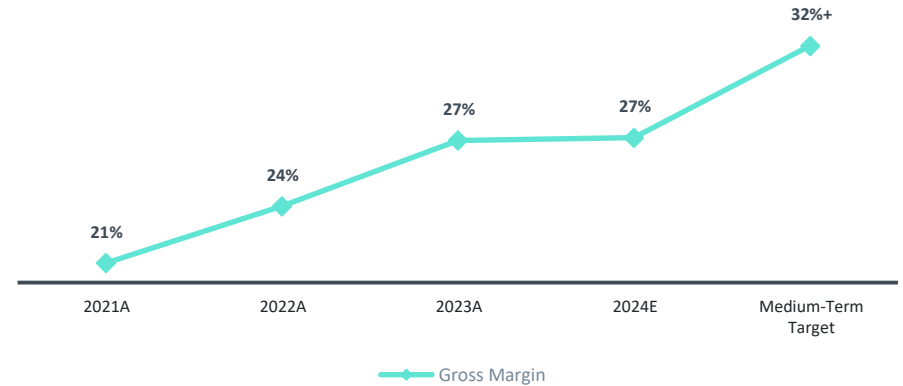
As the business transitions to SPS, Wastewater-to-Energy and Recurring Revenue, profitability increases quickly

## Revenue

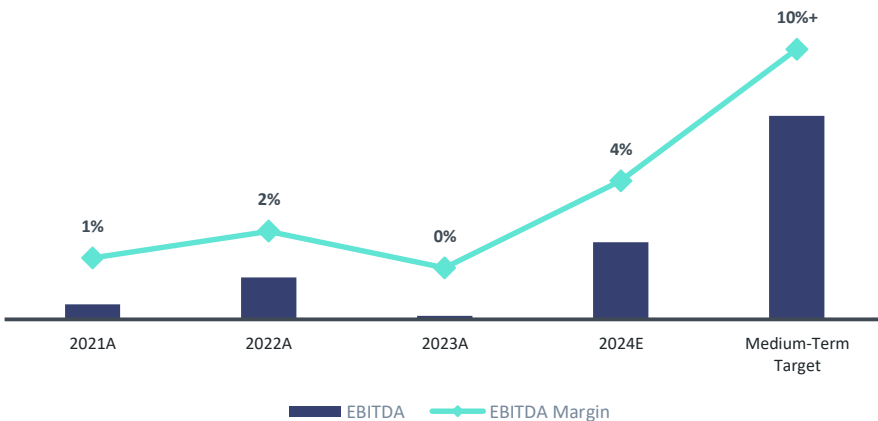
(US\$ millions)



## Gross Margin



## EBITDA Margin



## Commentary

- Revenue down in 2023 due to lower Ivory Coast contribution
- 2023 revenue growth in SPS, Wastewater-to-Energy, and Recurring Revenue segments
- Gross margin forecast up 3% in 2023 and expected to continue to grow as our SPS strategy takes hold
- New order bookings and robust sales pipeline bodes well for revenue growth in 2024 and beyond
- Substantial operating leverage – higher revenues leading to stronger EBITDA margins

# Pro Forma Summary Balance Sheet

PF Net cash of \$6.8M at July 2024

(USD M\$)

| <u>Summary Balance Sheet</u>         | Balance<br>Sheet as at<br>6/30/23 | Change          | Balance<br>Sheet as at<br>12/31/23 | PF Adj:<br>Upwell<br>Maturity <sup>(1)(2)</sup> | PF 12/31/23:<br>Upwell<br>Maturity |
|--------------------------------------|-----------------------------------|-----------------|------------------------------------|---|------------------------------------|
| Cash                                 | \$18.1                            | \$6.5           | \$24.6                             | (\$15.7)  | \$8.9                              |
| Other Current Assets                 | \$52.1                            | (\$1.1)         | \$50.9                             | -   | \$50.9                             |
| Fixed & Other Non-Current Assets     | \$21.7                            | (\$1.9)         | \$19.8                             | -   | \$19.8                             |
| <b>Total Assets</b>                  | <b>\$91.9</b>                     | <b>\$3.5</b>    | <b>\$95.4</b>                      | <b>(\$15.7)</b>                                 | <b>\$79.6</b>                      |
| Non-Debt Current Liabilities         | \$63.3                            | (\$1.2)         | \$62.1                             | -   | \$62.1                             |
| Non-Current Liabilities (excl. Debt) | \$3.6                             | (\$0.4)         | \$3.2                              | -   | \$3.2                              |
| <u>Debt</u>                          |                                   |                 |                                    |   |                                    |
| Term Loan                            | \$28.0                            | (\$13.0)        | \$14.9                             | (\$14.9)  | -                                  |
| Project Debt <sup>(1)</sup>          | \$2.1                             | -               | \$2.1                              | \$2.0   | \$4.1                              |
| Other Debt                           | \$1.1                             | (\$0.4)         | \$0.8                              | -   | \$0.8                              |
| <b>Total Debt</b>                    | <b>\$31.2</b>                     | <b>(\$13.4)</b> | <b>\$17.8</b>                      | <b>(\$12.9)</b>                                 | <b>\$4.9</b>                       |
| <b>Total Debt</b>                    | <b>\$31.2</b>                     | <b>(\$13.4)</b> | <b>\$17.8</b>                      | <b>(\$12.9)</b>                                 | <b>\$4.9</b>                       |
| <i>Net Debt / (Cash)</i>             | <i>\$13.1</i>                     | <i>(\$19.9)</i> | <i>(\$6.8)</i>                     | <i>\$2.8</i>                                    | <i>(\$4.0)</i>                     |
| <b>Total Liabilities</b>             | <b>\$98.1</b>                     | <b>(\$15.0)</b> | <b>\$83.1</b>                      | <b>(\$12.9)</b>                                 | <b>\$70.2</b>                      |
| <b>Shareholders' Equity</b>          | <b>(\$6.2)</b>                    | <b>\$18.5</b>   | <b>\$12.3</b>                      | <b>(\$2.8)</b>                                  | <b>\$9.5</b>                       |

(1) PF for Bimini Expansion.

(2) Does not include the impact of operating or investing cash flows.





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