



AGM

May 25, 2023

Sustainable Water Solutions

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2022 consolidated financial figures presented on IFRS basis are audited; 2023 figures are unaudited and subject to change.

World Class Management Team



Tom Pokorsky, CEO & 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%
- Newterra – Leading provider of modular water and wastewater treatment solutions
 - Chairman (2014-20); Interim CEO (2015-16)
- Aquarius Technologies – Formed new company with VC partner to introduce and market two new wastewater treatment technologies
 - President & CEO (2006-14)
- Sanitaire / ITT Industries – Advanced Water Treatment (now Xylem)
 - Sanitaire – President (1994-97), CEO (1997-02); ITT – President (2002-06)
 - ✓ Grew business from \$60+ million to \$350+ million (\$100+ million organic growth)
- Water Pollution Control Corporation
 - Project Engineer (1974-79); Regional Sales Manager (1979-85); VP Sales (1985-94)
- B.S. Civil Engineering (1974), Marquette University



Ben Fash, CFO

- Joined in January 2023
- Prior to joining Fluence, CFO at Dumas Mining (2021-22)
 - Underground mining services provider with operations in Canada, US, & Mexico
- 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
- Prior to joining Newterra, spent 8 years in progressive roles in investment banking and private equity with:
 - Birch Hill Equity Partners – Canada’s leading mid-market PE firm
 - RBC Capital Markets and Credit Suisse
- BA in Economics & Legal Studies from Williams College



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
- Advent International – global private equity firm
 - 1985-2002, CEO (1995-2002)
 - Led global deal teams, raised \$1 BN and \$3.5 BN funds
- AquaVenture Holdings (NYSE: WAAS) – Water-as-a-Service provider
 - Founder and CEO
 - Sold to Culligan / Morgan Stanley Infrastructure Partners for \$1.2 BN – March 2020
- MIT Chemical Engineering, Harvard MBA



Rick Cisterna, CCO

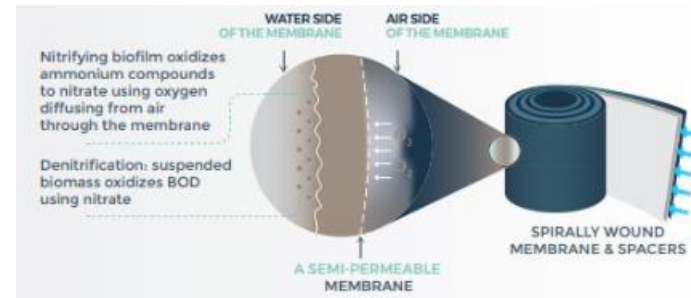
- Joined Fluence in Dec 2021
- 30 years of water industry management experience, \$1B in contracts; \$100M in recurring revenue
- President of several renewable energy and water infrastructure development companies focused on build, own, operate, finance model
- Natural Systems Utilities– design, build, operate, finance platform for decentralized infrastructure
 - Executive VP Business Development
- Hazen and Sawyer – International water and wastewater engineering and consulting company
 - Partner and corporate water reuse practice leader
- Stanford University – MS Environmental Engineering
 - Full scholarship and honors fellowship
- University of Nevada, Reno – BS Civil Engineering
 - Top graduating senior, College of Engineering

Fluence MABR: Clear Advantages over Hollow Fiber

Robust, energy-efficient, and lower TCO

- **Robust Design:**
 - Spiral wound membrane configuration less sensitive to biofouling leading to more stable operations
 - Over time, spiral wound membrane configuration displaced hollow fiber in desalination due to being more robust
- **Energy Efficient:**
 - Uses low-pressure air feed compared to hollow fibers
 - No scouring required
- **Low-Maintenance Operation:** 30+% less chemical use
- **Proven Experience:** Over 300 plants demonstrating a wide range of flows and applications, from 5 m³/d to 20,000 m³/d
- **Cost-Effective:** 30+% overall lower TCO

Fluence MABR Membrane



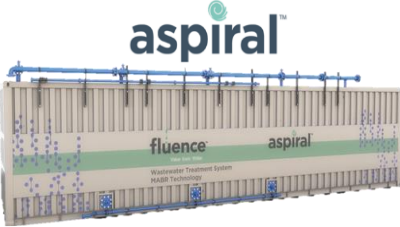
Simultaneous nitrification and denitrification

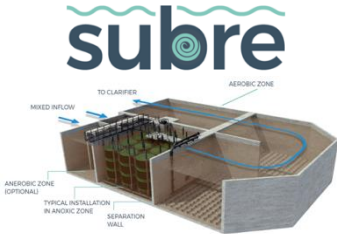
Others: Hollow Fiber Membranes



Proven & Proprietary Wastewater Treatment Products

Smart, automated wastewater products deploy fast, can upgrade existing plants and require minimal maintenance

Modular WW Treatment	Key Advantages	Business Model	
 <p>312 plants serving 420K people¹</p>	<ul style="list-style-type: none"> • Turns wastewater into safe, reusable water • TCO savings of 30+% • Pre-engineered and installed in weeks • Automated operation, minimal maintenance and energy • Quiet, odorless operation • Meets highest regulatory standards & enables sustainable reuse 	<p>Traditional model:</p> <p>Equipment Sale</p> <p>Price: \$50 – 750K</p> <p>GM: 35%</p> <p>O&M value: 10%+ of price/annum</p> <p>O&M GM: 30-40%</p>	<p>Preferred model:</p> <p>Treatment/Reuse as a Service</p> <p>Financed by Fluence, customer signs TOP² contract</p> <p>Capex: \$3/\$1 TOP revenue</p> <p>TOP revenue is 50% EBITDA margin</p> <p>Unlevered IRR: 15 - 20%</p> <p>Payback: 5 years</p>

Larger WW Treatment	Key Advantages	Business Model	
 <p>Larger Plant Retrofit / New build</p> <p>28 plants serving nearly 600K people¹</p>	<p>The most compelling way to increase plant capacity and improve discharge water quality with:</p> <ul style="list-style-type: none"> • Lower opex • Lower energy use • Lower chemical use • No increase in plant footprint • Higher quality effluent 	<p>Greenfield</p> <p>Price: \$500K – 10M+</p> <p>GM: 35% - 50%</p> <p>O&M value: 10% of price/annum</p> <p>O&M GM: 30-40%</p>	<p>Retrofit</p> <p>Price: \$500K - \$5M+</p> <p>GM: 35 – 50%</p> <p>O&M value: 10% of price/annum</p> <p>O&M GM: 30-40%</p>

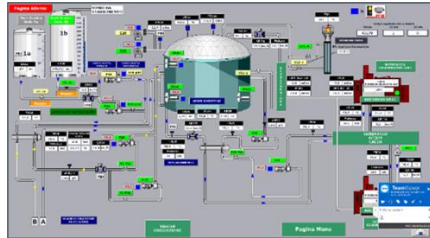


Note: All numbers are illustrative, all plant numbers Dec 31 2022
¹ Based on 120 l/person/day
² TOP: Take or Pay

Proven Wastewater-to-Energy & Industrial Wastewater Products

Wastewater-to-Energy & Industrial Wastewater Products

- 41 plants serving meat, fish, dairy, candy processing
- Generate 182 GWh/year clean energy from biomass
- Mitigate 128,600 Tons CO₂ / 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

Proven Industrial and Drinking Water Products

Industrial Water



329 plants serving
6.3M people in 31 countries



Lithium mine brine treatment,
Argentina

Key Advantages

- Remove contaminants to purify water
- Rapid deployment of standardized solutions
- Excellent references lead to repeat business
- High-margin recurring revenue via spare parts, chemicals and O&M

Business Model

Equipment and Aftermarket Sales

Price: 400K – 10M+

GM: 25%

Recurring revenue: ~50% of sales (spare parts, chemicals, O&M)

O&M GM: 30-40%

Chemicals GM: up to 90%

Strong BOO potential

Customers include: Arcelor Mittal, BASF, BRF, Cargill, Carlsberg, Coca Cola, Ecolab, Eramine, Intel, Kimberley Clark, Minera Exar, Petrobras

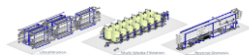
Drinking Water

NIROBOX™



30 plants serving 500K people
Containerized Smart Packaged Plants

NIROFLEX



18 plants serving 210K people¹

Key Advantages

- Turns sea/brackish/fresh water into drinking water
- Estimated ~65% shorter construction time & ~40% less capex than traditional desalination plants
- Pre-engineered and modular, allowing rapid deployment of plants
- Automated operation – quiet, odorless operation
- Vastly reduces process and related risks
- Simple to maintain and upgrade
- Build inventory for emergency service at high margins

Business Model

Traditional model:

Equipment Sale

Price: \$1 – 3M

GM: 25%

O&M Value: 10%+ of price/annum

O&M GM: 30%

Preferred model:

Drinking Water as a Service

Financed by Fluence, customer signs Take or Pay (TOP) contract

Capex: \$2.1/\$1 TOP revenue

TOP revenue is 50% EBITDA margin

Unlevered IRR: 15 - 20%

Payback: 5-7 years

Global Installed Base

TOTAL PLANTS: 842

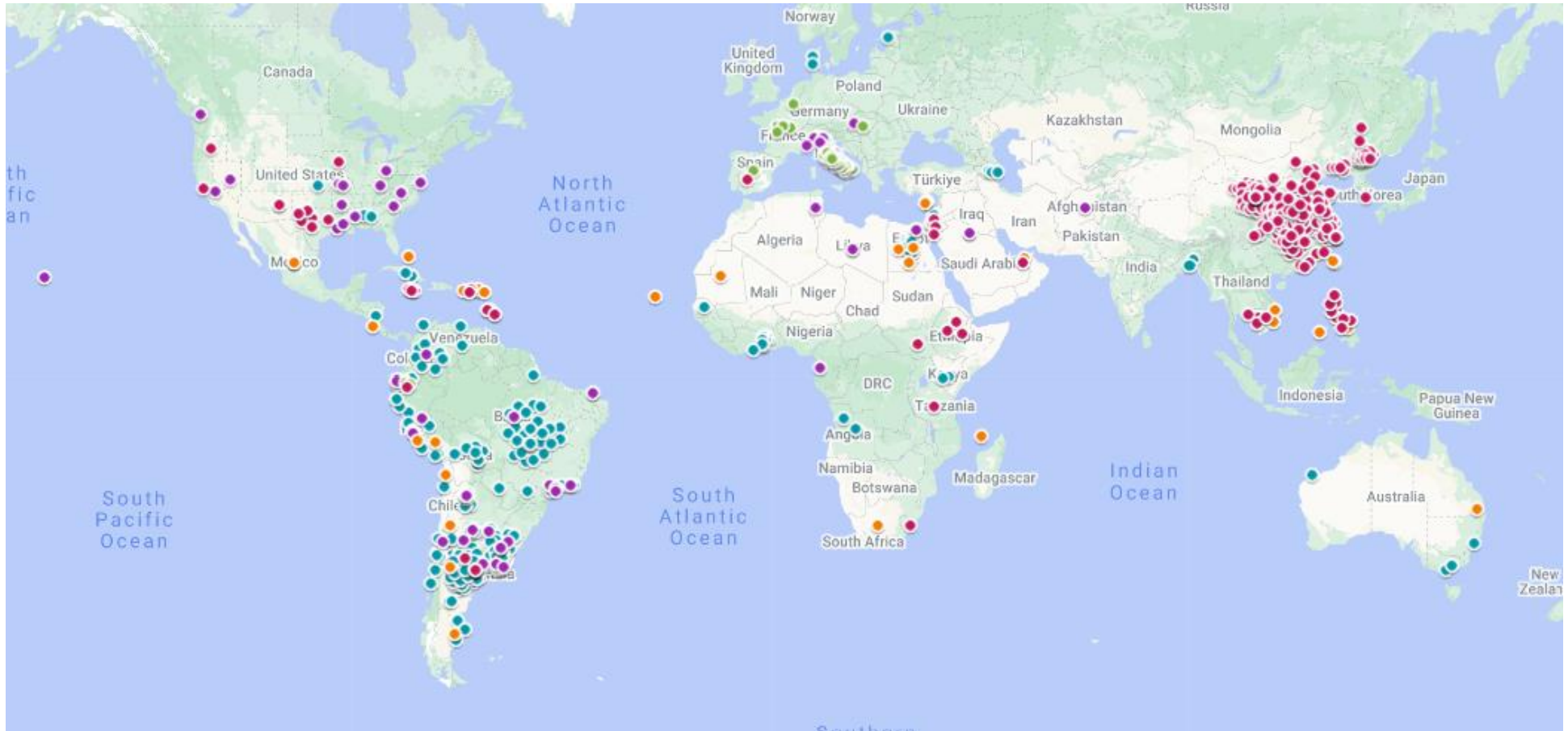
● MABR - 340

● Anaerobic Digestion - 41

● Other Wastewater - 74

● NIROBOX - 34

● Other Water - 353



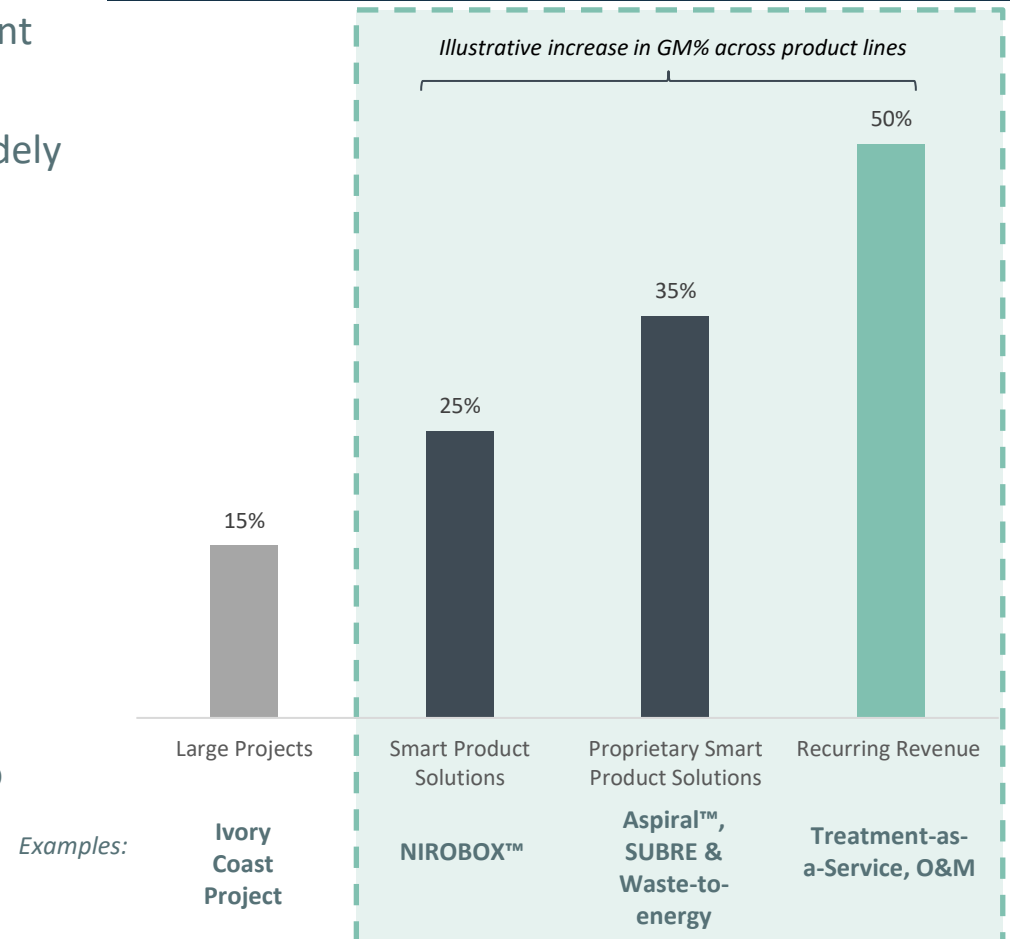
Excluding aerators and Tipton plants

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
- **De-emphasizing Custom Engineered Solutions (CES):**
 - Lower margins
 - + Focusing on CES projects which utilize Fluence proprietary technology leading to higher margins

Transition To Higher Margin Segments



Investment Highlights

*Fluence is a leading provider of **water and wastewater treatment systems** and **water supply services** to the municipal and industrial end markets with further application in wastewater to energy and desalination*



Proven, Proprietary & Advantaged Water Treatment Products



High Growth Markets: Municipal and Industrial Wastewater and Wastewater to Energy



Leading ESG Impact in Wastewater-to-Energy and Wastewater Treatment



Attractive Financial Profile



World Class Leadership Team

Fluence: Proven Solutions For Global Water Challenges

OUR MISSION

- We make the world a better place by delivering sustainable water treatment solutions that produce high quality water, while saving energy and improving resilience

	WASTEWATER		WATER
MUNICIPAL	Decentralized wastewater & reuse \$10B+ market 312 MABR plants deployed ¹ <u>100% proprietary tech</u>	Large plant new-build & upgrade \$79B market 28 MABR plants deployed serving nearly 600K people ² <u>100% proprietary tech</u>	Decentralized drinking water \$8B market 44 plants deployed
INDUSTRIAL		Hard-to-treat industrial wastewater & wastewater-to-energy \$6B market Food & beverage 41 plants deployed <u>Proprietary solution</u>	Industrial water \$3B market Food & beverage, mining, semis, power 324 plants deployed

Source: Global Water Intelligence, Arizton, Technavio, company estimates

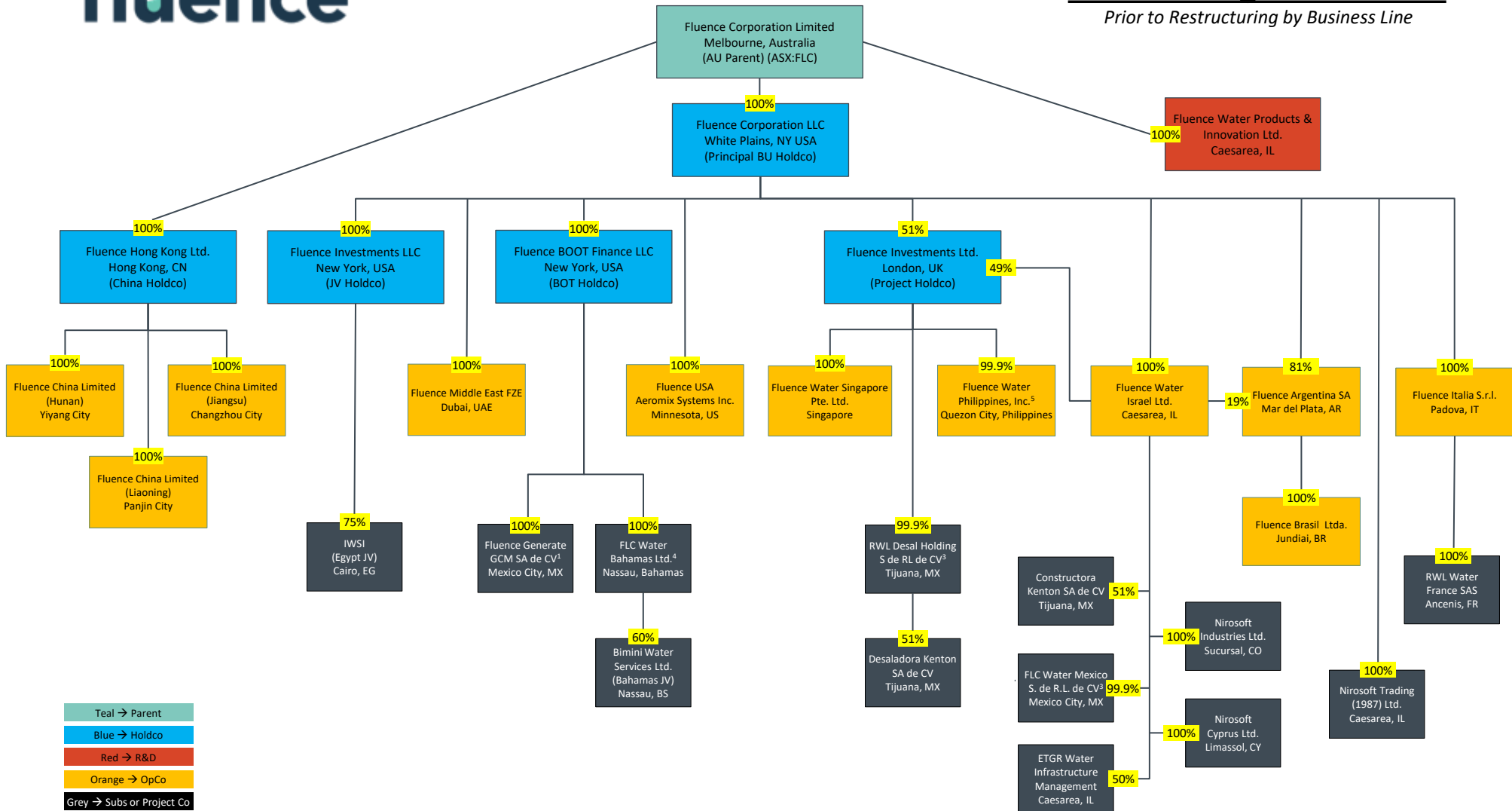
1. Plus 30 legacy technology wastewater treatment plants

2. Based on 120 l/person/day



Fluence Legal Structure

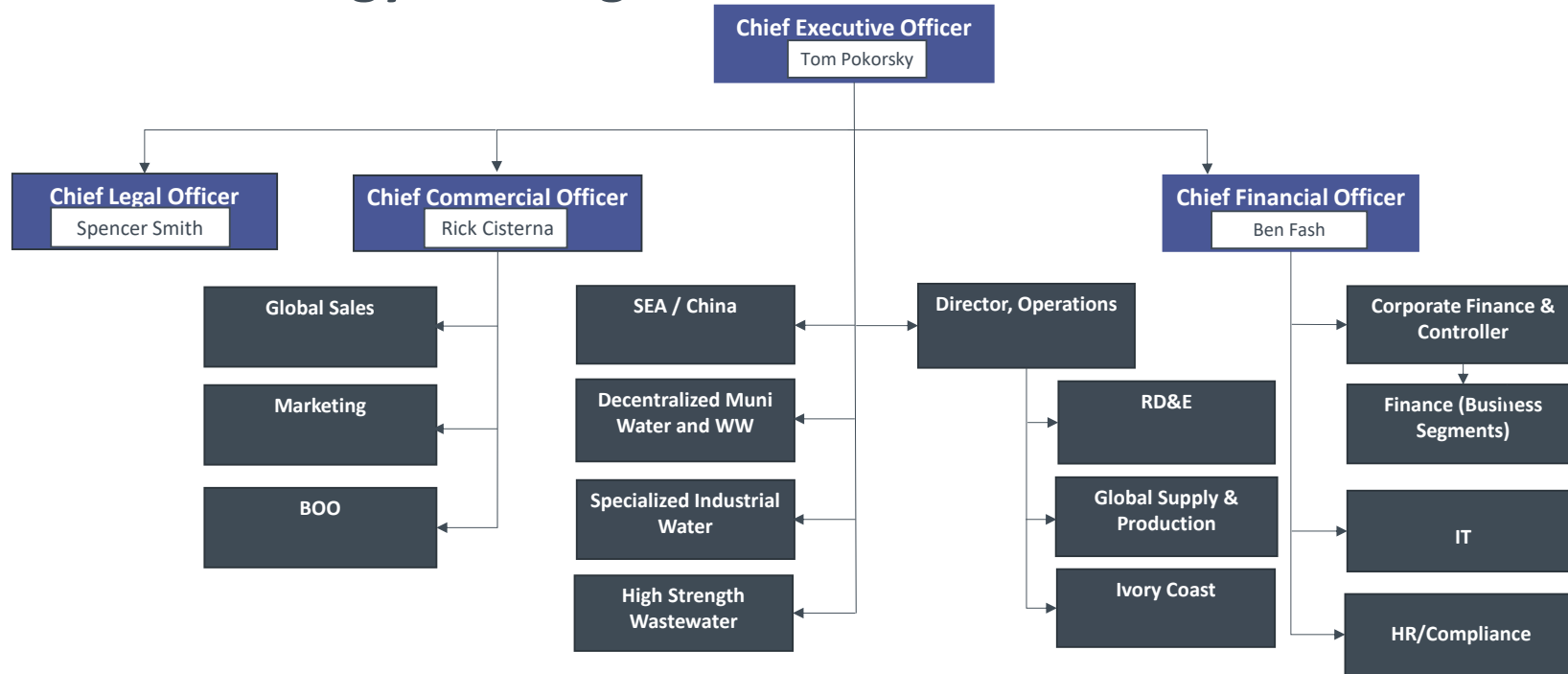
Prior to Restructuring by Business Line



- Teal → Parent
- Blue → Holdco
- Red → R&D
- Orange → OpCo
- Grey → Subs or Project Co

(1) Single share held by Fluence Investments LLC per local law
 (2) Single share held by Fluence Boot Finance LLC per local law
 (3) Single share held by Fluence Corporation LLC per local law
 (4) Shares held by two local trustees per local law
 (5) Single shares held by directors per local law

Refocused Strategy & Reorganization



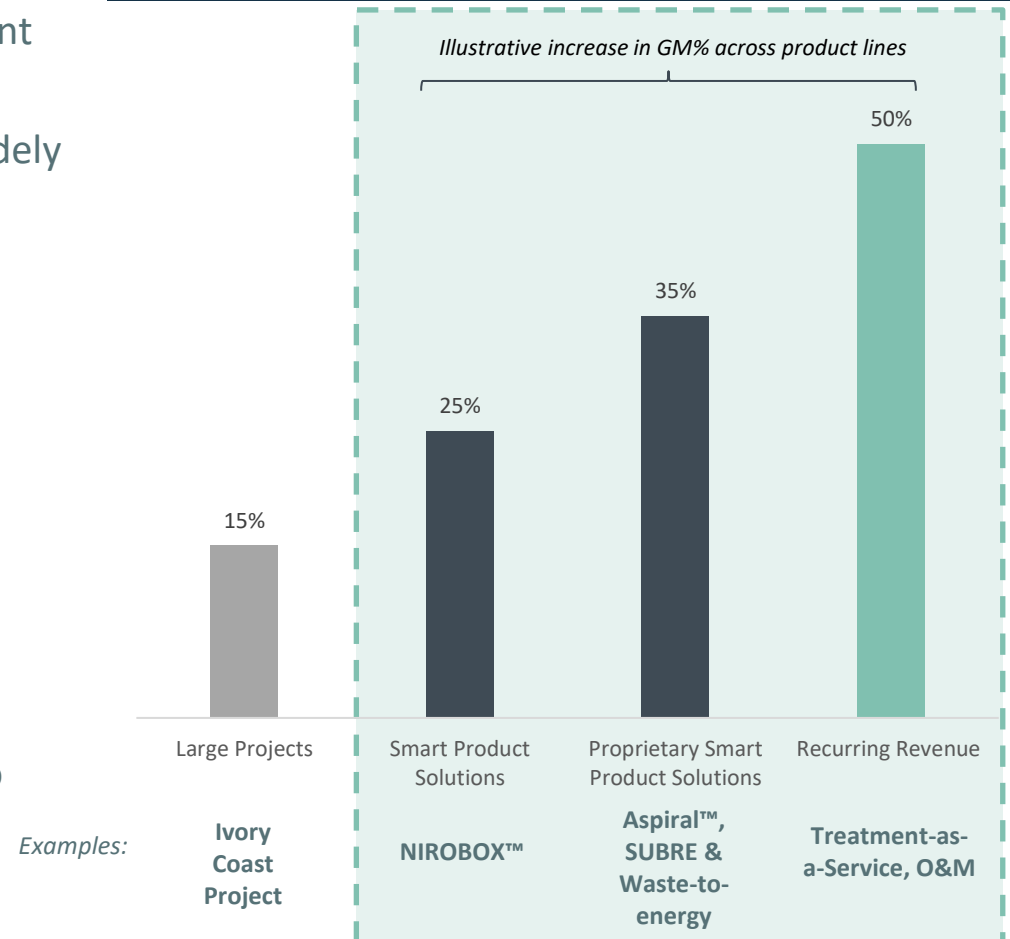
- Realign business from geographies to product lines:
 - Decentralized and Municipal Water and Wastewater treatment (MABR, Nirobox)
 - High Strength Wastewater and Wastewater-to-Energy
 - Specialized Industrial Water
 - Sell treatment as a service or add O&M contract to sale
- Focus efforts on SE Asia / China as a stand-alone BU
- RD&E to support commercial BU's
- Strengthen team and channel to address sizable North America pipeline
- Leverage all global references to attack the largest market opportunities with MABR, Wastewater-to-energy and NIROBOX: Americas, SE Asia, and beyond
- Tuck-in M&A to grow channel: proven operating teams with profitable recurring revenue – many available
- Manage procurement and manufacturing globally to lower costs and lead times, incl US capability
- Actions taken to reduce annual opex by \$3M+ (>10%), headcount by 10%

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Transition To Higher Margin Segments



Growth Drivers For 2023 & Beyond

- China team to keep driving newly developed pipeline in Asia outside of China ; Key wins already in Taiwan, Korea and Cambodia
- Develop additional projects for wastewater to energy and high strength wastewater treatment in North and South America: 6 projects \$10-15M in play
- Continue momentum started in 2022 on BOO project pipeline
- Drive all North American sales with new team and additional reps – SUBRE for larger plant upgrades and Aspiral for smaller plants
- Pursue tuck-in M&A
- Use the new company structure to more effectively drive cross-selling

Thank You

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About Fluence Corporation Limited (ASX: FLC)

Fluence is a leader in wastewater treatment and reuse, high-strength wastewater treatment, wastewater-to-energy, industrial and drinking water markets, with its pre-engineered, standardized Smart Products Solutions (SPS), including Aspiral™, NIROBOX™, SUBRE and Nitro. In addition to rapid delivery and commissioning of solutions to meet a broad range of needs from smaller communities to city-scale systems, Fluence offers ongoing operation and maintenance support, Build Own Operate (BOO) and other recurring revenue solutions. Fluence has a broad international footprint and focuses on high growth markets including North America and South East Asia.

Further information can be found at <https://www.fluencecorp.com/>