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For Powering Australia



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A trusted circle for battery industry leaders.

From March 2027, The CEO Institute and Powering Australia are bringing together the people leading businesses across Australia's battery value chain. For 12 months, you'll have a confidential group of peers you can turn to when you need to talk through a decision, hear another perspective or ask someone who's been there.

The customer is ready. Is your business?

A customer wants to know whether you can double supply. Your team knows what it would take to deliver. The harder call is yours. Do you commit to equipment, materials and people before the order is firm? Can the business carry those costs until you're paid?

Across the battery industry, growth brings different versions of that decision. A recycler weighing up a second site needs confidence in the supply of used batteries. An engineering business needs to decide whether to hire specialists before a major project gets the green light.

Who can you talk to before you make the call?

Your team needs direction. Your board wants a recommendation. And some of the people who understand your market best may be bidding for the same work.

The CEO Syndicate for Powering Australia gives you a place to talk while you're still working out what you think. Around the table are leaders from other parts of the battery value chain, chosen so direct competitors sit in different groups.

You can ask what happened when someone else made a similar commitment. You can hear what they underestimated. And next month, when you return, there'll be people who remember the decision and want to know how it went.

One industry. Different perspectives.

The CEO Syndicate is The CEO Institute's flagship peer advisory group. For this partnership, we're bringing it to CEOs, managing directors, founders and owners across Australia's battery industry and the businesses that support it.

You'll meet in person with the same group throughout the year. Powering Australia will select members with comparable leadership responsibilities and consider where their businesses overlap. A materials supplier, a pack manufacturer and a systems integrator can each bring a different view of the same commercial decision.

Who's it for?

This programme is for people accountable for the performance and direction of a business, including:

- **CEOs, managing directors, founders and owners across critical minerals, battery materials, cell and pack manufacturing, distribution, retail, installation and recycling.**
- **Leaders of businesses that support the battery industry through engineering, equipment, testing, logistics and specialist services.**
- **First Nations CEOs, founders and business owners working across the value chain or supplying the sector.**

Five state-based syndicates, with a minimum of 16 members in each. Our target is 80 leaders nationally.

Powering Australia funds your first 12 months of CEO Institute membership, from March 2027 to February 2028.

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The open dialogue and diverse experience within the group provide a trusted space for real-world problem-solving.

This is because some of the challenges I face may have already been overcome by some of the others in the syndicate. I am always taking away actionable insights from both the group and the great speakers presenting each meeting. Every session brings something valuable I can apply to the business.

Jamie Hunt
CEO | Anzor Fasteners
Member, The CEO Syndicate

Four hours a month with people who know your business

Your year includes eleven local syndicate meetings and The CEO Summit. Regular meetings take place in person, usually from 7.30 to 11.30 am. Each state sets its own meeting dates.

An independent CEO Institute Chair leads your group throughout the year. The first half of a regular meeting brings an expert perspective to a leadership issue. The second half belongs to you and your peers.

Inside your syndicate

Thought Leadership

Spend the first two hours with a local expert on a topic from the shared syllabus. Ask how they approached a decision, what they learnt and how it might apply to your business.

Thought Diversity

The speaker leaves for the second two hours. Bring a live decision to your Chair and peers for confidential discussion, even if it falls outside that morning's topic.

Back in your business

Put an idea or decision into practice between meetings. When you return, the group knows the background and can help you work through what happened next.

Your 12-month goal

At the outset, name one thing you want to achieve. Your Chair will follow up throughout the year and revisit that commitment with you at the final meeting.

In January 2028, you'll attend The CEO Summit in place of your local syndicate meeting.



What you'll gain

The value shows up in the decisions you take back to your business, the people you can call and the confidence you bring to your role.

For your business

- Test the cash implications of growth before committing to equipment or people.
- Work out which decisions your leadership team is ready to own.
- Hear how another CEO assessed a new market, customer or partnership.
- Take a clearer recommendation to your board, owners or investors.

Around the table

- Get to know leaders from other parts of the battery value chain.
- Speak openly in a group screened for direct competition.
- Build relationships with peers who remember the history behind a decision.
- Share a lesson that could save another leader from repeating a mistake.

For you as a leader

- Say when you're unsure, in confidence.
- Find perspective before a difficult conversation with your team.
- Hear how another leader handled a pressure you recognise.
- See your progress through the eyes of people who know where you started.

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How your peers help you think a decision through

Your Chair draws on four practices to make the time together useful.

1 **Peer insight**
Ask someone who has faced a similar decision what happened after they made it.

2 **Time to think**
Step outside the immediate demands of customers and operations to weigh up what the business needs next.

3 **Different perspectives**
Hear how a decision looks to someone elsewhere in the battery value chain.

4 **Follow-through**
Choose your next step, try it in the business and return to peers who will ask how it went.

You choose which decision to bring. It can be the one you need to make this week.

Decisions you can bring to the table

Your decision

- Adding a second shift
- Buying a pack assembly line
- Giving a distributor exclusivity
- Appointing your first operations lead
- Expanding a recycling operation

Ask your peers

- What told you demand would hold long enough to justify hiring?
- Which costs only became apparent once production began?
- What commitments did you ask for in return?
- Which decisions did you hand over, and which did you keep?
- How did you test whether enough used batteries would reach the site?

A Chair who gets to know you

The CEO Institute selects each Chair for their commercial experience, independence and ability to earn the trust of a group. Your Chair will get to know how you lead, what you want from the year and where a challenge from the room could help.

They'll know when to invite a quieter voice into the conversation, when to question an assumption and when to give you the space to finish a difficult thought. The decision stays yours.

A shared syllabus, delivered locally

The CEO Institute and Powering Australia will build the 12-month syllabus together. Powering Australia brings the priorities it hears from the industry. The Institute brings its leadership curriculum and the expertise of speakers who have worked with our syndicates across the country.

All five groups will follow the agreed topics, with local experts delivering them in each state. Topics could include financing growth, commercialising intellectual property, building a leadership team and developing equitable partnerships with First Nations businesses.

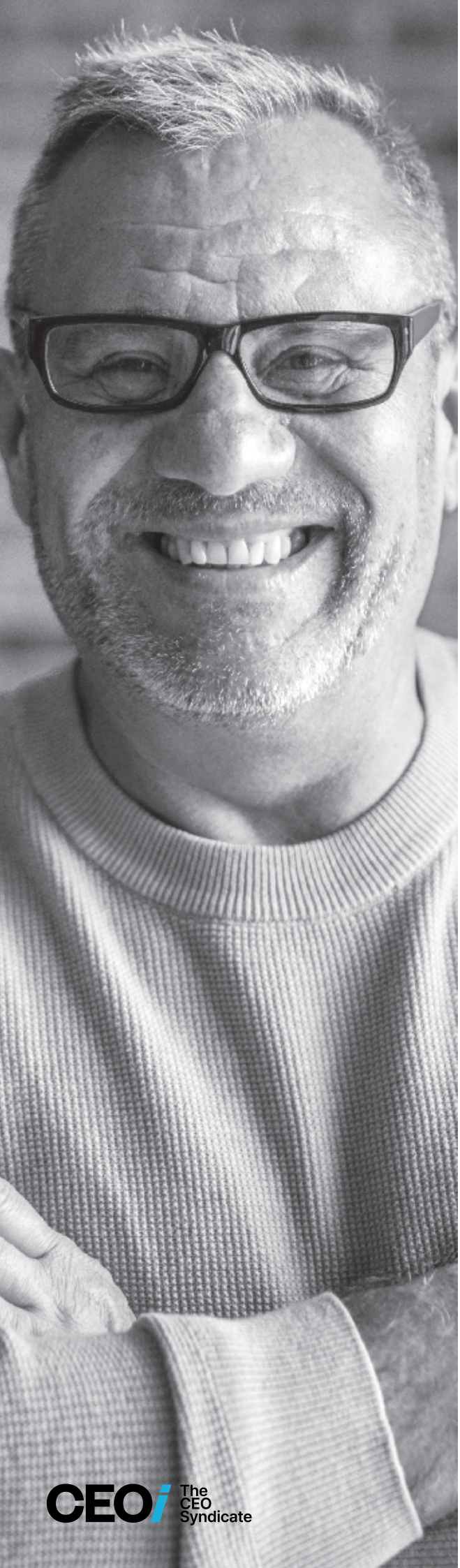




I joined The CEO Institute 5 years ago. It is true what they say – this role can be a lonely one at times.

Although I have very good people around me at the firm, I think every CEO would say there are times when an external perspective or being able to tap into a confidential sounding board of peers is critical. An external body like the CEO Institute provides a shared frame of reference, a safe and supporting environment to discuss issues, bounce ideas off and establish a discreet and trusted network with experienced colleagues in a diverse range of industries.

Riana Steyn
CEO | Bartier Perry Lawyers
Member, The CEO Syndicate



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After your funded year

Powering Australia funds your CEO Institute membership for 12 months, from March 2027 to February 2028. At the end of the programme, you choose whether to continue. Your business funds any ongoing membership.

Stay together or join a local syndicate.
If every member wishes to continue together, your group can stay together. If you choose to continue individually, The CEO Institute will match you with an existing syndicate in your state or region.

Longer-term members can qualify for Certified CEO (CCEO) recognition after five years of continuous participation and attendance at 55 meetings.



Five states

All five state syndicates commence in March 2027, with morning meeting dates set locally. We can also accommodate syndicates on the Gold Coast, in Parramatta and in Geelong, subject to demand and agreement with Powering Australia.



● Additional locations, subject to demand



The CEO Institute has provided a forum where I've been able to bring real-world issues to the table and, in return, I've received valuable advice, practical recommendations, and connections to people and resources that have made a tangible difference. It's been a combination of insight, support, and contacts that's helped me navigate both the complexity and the opportunity in the current market and generally in business.

If nothing else, I have had a minute to say out loud whatever I like in a trusted environment and have people around me that relate.

What also resonated with me was the ethos that a CEO never walks alone, as being in the CEO chair I very quickly learnt that people either tell you what you want to hear or tell you nothing that you need to hear about unless you ask the right questions or until it's too late.

Katy Stark
CEO | InZone Industries Holdings Limited
Member, The CEO Syndicate

Because no business leader should ever walk alone.

Express your interest

If you lead a business in Australia's battery industry or supply the sector, which decision would you most value talking through with other CEOs?

Tell us about your business.

Use the private expression-of-interest form to tell Powering Australia where you sit in the value chain and which state group you'd like to join. Powering Australia leads member selection. Once your place is confirmed, The CEO Institute will introduce you to your Chair.

Questions about membership?

Jasmyn Crisp, The CEO Institute
jasmync@ceoinstitute.com
0413 807 013

Scan to express your interest

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The partnership

Powering Australia brings industry, researchers and investors together to help Australian businesses commercialise clean technology and build manufacturing capability. Its relationships across the battery value chain bring together leaders who understand the sector from different vantage points.

Founded in Melbourne in 1992, The CEO Institute brings CEOs and business owners together around a simple belief. No business leader should ever walk alone. We select your Chair, bring in the speakers, organise your meetings and support you throughout the year.

Through this partnership, you have both a local group that knows your business and a wider CEO Institute community to draw on.

Also included in your membership:

- **The CEO Summit -** Your January meeting brings you together with CEOs, business owners and expert speakers from across industries.
- **The Breakfast Series –** Join local events exploring priorities for business leaders, including talent, technology and wellbeing.
- **The CEO Studio –** Access monthly webinars with expert contributors between syndicate meetings.
- **The CEO Series and The Pulse Report –** Draw on leadership articles and research into the issues facing CEOs and business owners.
- **The CEO Connect –** Take part in this biennial peer forum when it falls within your membership year.

Before your first meeting, we'll introduce you to your Chair and ask what you want to achieve by February 2028. That conversation is where your year begins.

Welcome to The CEO Syndicate for Powering Australia.

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