

**Carbon Revolution Limited**

Geelong Technology Precinct
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Australia

ABN: 96 128 274 653



Automotive
TS 16949



Quality
ISO 9001



Environment
ISO 14001



Carbon Revolution (ASX code: CBR) ASX announcement

Geelong, Australia, Friday 29 October 2021:

Please see attached presentation to shareholders at the Carbon Revolution Limited 2021 Annual General Meeting on 29 October 2021.

Authorised for release by the Company Secretary of Carbon Revolution Limited

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ABOUT CARBON REVOLUTION

Carbon Revolution is an Australian company, which has successfully innovated, commercialised and industrialised the supply of carbon fibre wheels to the global automotive industry. The company has progressed from single prototypes to designing and manufacturing high-performing wheels for some of the fastest street cars and most prestigious brands in the world. Carbon Revolution continues to innovate and supply its lightweight wheel technology to automotive manufacturers around the world.

For more information, visit carbonrev.com

Waiting room (video)



CARBON REVOLUTION

2021 AGM

29th October 2021



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Authorised for lodgment to ASX by the Chair of Board of Directors of Carbon Revolution Limited.

AGM Agenda



Chair's address

CEO update

Q&A

Resolutions

Chair's address

James Douglas – Chair of the Board



Board of Directors



James Douglas

CHAIR OF THE BOARD
INDEPENDENT NON-EXECUTIVE DIRECTOR
Audit and Risk Committee
Remuneration and Nomination Committee



Jake Dingle

MANAGING DIRECTOR AND CEO



Lucia Cade

INDEPENDENT NON-EXECUTIVE DIRECTOR
Remuneration and Nomination Committee (Chair)



Dale McKee

INDEPENDENT NON-EXECUTIVE DIRECTOR
Audit and Risk Committee (Chair)



Mark Bernhard

INDEPENDENT NON-EXECUTIVE DIRECTOR
Remuneration and Nomination Committee
Audit and Risk Committee

Using the online platform

Help number: 1800 990 363

+61 1800 990 363 if calling from outside Australia

- 1. Download the Virtual Meeting Online Guide at the bottom of the screen**
- 2. Questions – click “Ask a question” button**
- 3. Voting – click “Get a voting card” button (have your SRN or HIN ready)**

Chair's address (cont.)

Purpose

To transform the performance and sustainability of the world's vehicles

Vision

To be the world leader in light weight wheels



FY21 highlights



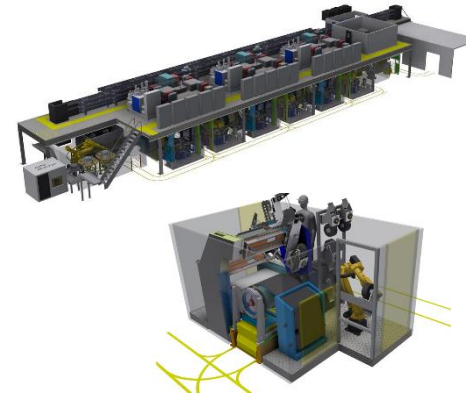
New programs in production

Two new Ferrari vehicles were released with Carbon Revolution wheels, the 296 GTB and the Competizione. These two new wheel programs are now in production



Larger programs entering the design phase

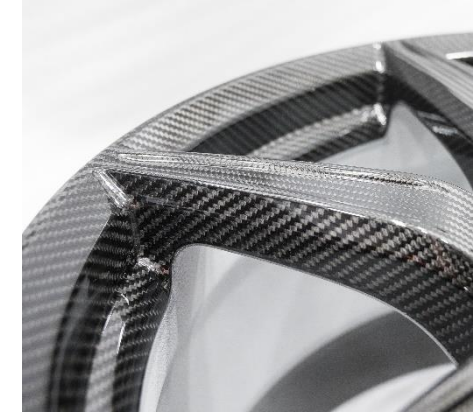
We were successful in securing formal agreements to initiate detailed design and engineering relating to four new OEM programs expected to enter production in CY2023 and CY2024, a significant proportion of which are for electric vehicles and large wheel formats



Mega-line project funded and on track

Completed a \$95M equity raise primarily to fund the Phase 1 Mega-line expansion

Planning and initial stages of the Mega-line project are progressing to plan



Strengthened the core

Operational efficiency improvement started to come through in H2

Diamond Weave Technology was introduced, which dramatically improves the first-time aesthetic quality of the wheels

Enhanced leadership capability for next stage of growth

CEO update

Jake Dingle – Managing Director and CEO



Why the industry is so excited about carbon fibre wheels



Performance benefits



Fuel efficiency and range extension



Design freedom – size, style and aerodynamics



Reduction in road noise

“...the carbon-fibre wheel option, which is 8kg lighter than their forged counterpart, sets a whole new performance benchmark...”

Ferrari, launch of 296 GTB, 24th June 2021

Evolution of wheel technology

personal use only



Industrialisation progress and Mega-line development

Face Layup Line



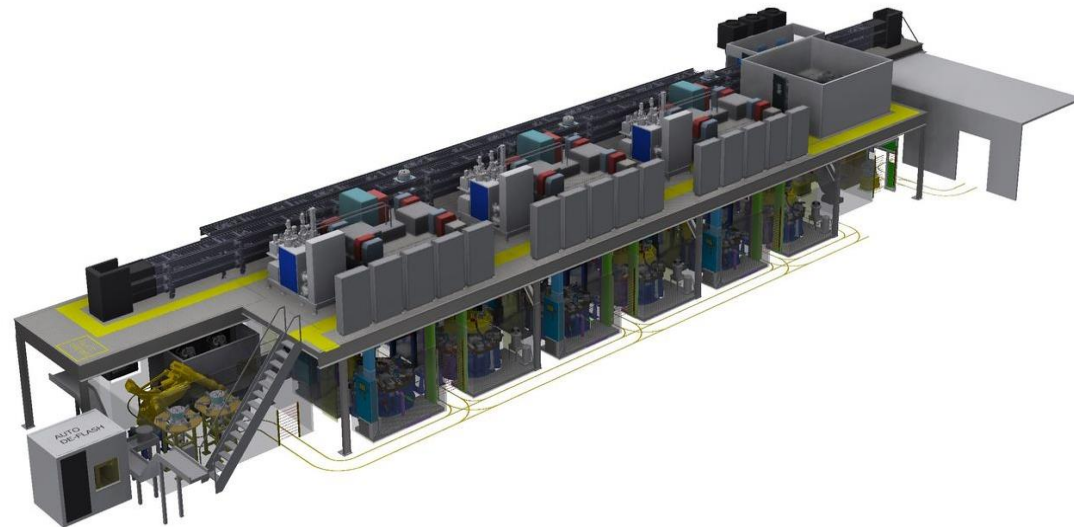
Automated Click Press



High Pressure Moulding – Additional Stations



Mega-line development: Moulding line (below)



Investment in enhanced capability – systems and people

Improving capability

- Diamond Weave Technology developed and introduced (pictured right on a Corvette Z06 carbon fibre wheel)
- Enhanced global leadership and executive capability with:
 - Jo Markham , Director Customer Excellence (ex-General Motors executive)
 - Ron Collins, VP North America (ex-Ford executive)
 - Andrew Higginbotham, Operations Director (ex-Ford executive)
- Enhanced IT support foundations with implementation of ERP, time and attendance and human resources information systems



Outlook



New program launches to drive sales growth

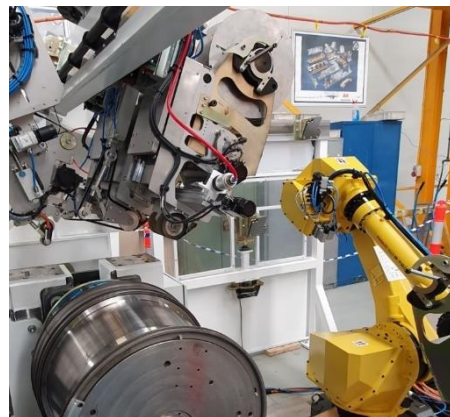
Production ramp of the two new Ferrari programs and the Corvette Z06 which is expected to enter production for Carbon Revolution during H2 FY22

While COVID-19 uncertainties remain, the Company expects the second half of FY22 to have significantly higher sales than the first half



Continued operational improvements

Delivering operational efficiencies through ongoing improvements in technologies, equipment and processes



Progressing Phase 1 Mega-line investment

Progressing the Phase 1 Mega-line project through detailed design, equipment procurement and commencement of commissioning activities



Execution of Mega-line program milestones

Advancing through the engineering and design phases to formal award of the initial programs that underpin Phase 1 of the Mega-line

Q&A



Resolutions



AGENDA ITEM 1

**Consideration of the Financial Report,
Directors' Report and Auditor's Report**

AGENDA ITEM 2.1

Re-election of Director – Dale McKee



Proxy voting summary	Number of Votes	%
For	76,777,917	93.08
Against	87,798	0.11
Abstain	49,384	
Undirected	5,623,171	6.82
<i>Undirected (Chair)</i>	<i>5,604,288</i>	

AGENDA ITEM 2.2

Re-election of Director – Mark Bernhard



Proxy voting summary	Number of Votes	%
For	76,697,153	93.10
Against	73,381	0.09
Abstain	157,991	
Undirected	5,609,745	6.81
<i>Undirected (Chair)</i>	<i>5,590,862</i>	

AGENDA ITEM 3

Adoption of the Remuneration Report

Proxy voting summary	Number of Votes	%
For	76,266,833	92.64
Against	456,537	0.55
Abstain	129,928	
Undirected	5,606,694	6.81
<i>Undirected (Chair)</i>	<i>5,587,811</i>	

AGENDA ITEM 4

Grant of Rights to CEO pursuant to FY21 STI Plan

Proxy voting summary	Number of Votes	%
For	76,383,379	92.60
Against	494,934	0.60
Abstain	51,334	
Undirected	5,608,623	6.80
<i>Undirected (Chair)</i>	<i>5,589,740</i>	

AGENDA ITEM 5

Grant of Options to CEO pursuant to FY22 LTI Plan

Proxy voting summary	Number of Votes	%
For	76,348,650	92.56
Against	529,464	0.64
Abstain	51,059	
Undirected	5,609,097	6.80
<i>Undirected (Chair)</i>	<i>5,590,214</i>	

AGENDA ITEM 6

Ratification of issue of the Placement Shares

Proxy voting summary	Number of Votes	%
For	45,047,123	88.27
Against	374,692	0.73
Abstain	25,345,221	
Undirected	5,612,449	11.00
<i>Undirected (Chair)</i>	<i>5,593,566</i>	

AGENDA ITEM 7

Renewal of Proportional Takeover Bids provision

Proxy voting summary	Number of Votes	%
For	76,505,490	92.80
Against	323,354	0.39
Abstain	96,977	
Undirected	5,612,449	6.81
<i>Undirected (Chair)</i>	<i>5,593,566</i>	

Final Q&A and meeting close



Finalisation of voting (video)



ENGINEERED TO EXCEED.

