

THE FUTURE IS NEUTRAL STRENGTHENS ITS COVERAGE OF THE CIRCULAR ECONOMY VALUE CHAIN

- **The Future Is NEUTRAL adds the remanufacturing activities of the Flins Refactory to its portfolio of operating subsidiaries, with the ambition to position these activities as the market leader in parts reconditioning in Europe.**
- **This is part of Renaulution's strategic plan, which aims to create companies specialising in new value chains, including the circular economy, addressed with The Future Is NEUTRAL.**
- **The Future Is NEUTRAL provides comprehensive circular economy services to all industry players, including car manufacturers, suppliers, retail networks and individuals, through its leading operating subsidiaries in their respective specialties.**

Boulogne-Billancourt, December 5, 2023 – The Future Is NEUTRAL is expanding its portfolio of directly owned activities with the integration of the remanufacturing activities of the Flins Refactory. These activities are naturally at the heart of the automotive circular economy value chain covered by The Future Is NEUTRAL and have growth potential to become a market leader in remanufactured parts in Europe.

The Future Is NEUTRAL is at the forefront of Renault Group's circular economy strategy, whose mission is to expand the coverage of the value chain by consolidating existing businesses and forging partnerships to create new businesses. The Future is NEUTRAL is aimed at all players in the automotive sector to support them towards resource neutrality with a complete, solid and expert offer:

- **Supply** of recycled material with GAIA, a pioneer in closed-loop material recycling.
- **Production:** recovery of industrial metal scraps with Boone Comenor Metalimpex, a global reference present in 16 countries and 4 continents.
- **Use:** recovery of reused parts through INDRA; repair and second life of batteries with GAIA.
- **End-of-life management of vehicles:** collection, dismantling and recycling of parts and materials with INDRA.
- **Advice and training** to help players in the automotive sector make the shift to the circular economy and help structure the sector.

"REMANUFACTURING", FRENCH CHAMPION IN PARTS RECONDITIONING

Created in 1949, the "remanufacturing" activity illustrates the pioneering spirit of Renault Group, which positioned itself very early on the value regeneration loops of the circular economy, in which products can be repaired, renovated, reconditioned and remanufactured. With a high level of maturity and recognized know-how, remanufacturing activities have significant growth potential.

The Future is NEUTRAL will develop the "remanufacturing" activities of the Flins Refactory in order to create a European leader in parts reconditioning services, serving the entire automotive sector, with a stronger lead in electrification and a product portfolio adapted to an ageing fleet of combustion engine cars.

By becoming a subsidiary of The Future is NEUTRAL, "Remanufacturing" will benefit from an acceleration of its development with a reinforced investment and recruitment plan: doubling of investments and 30 recruitments planned at the beginning of the plan, for an ambition to increase revenues by more than 50% by 2030.

The new resources provided by The Future is NEUTRAL will support the strategic areas of "Remanufacturing":

- Development of the product portfolio with a reinforced thermal and hybrid range, but above all a significant effort to anchor a leading position in EV and electronics, requiring a doubling of annual investments.
- Diversification of destination channels and markets through partnerships with other players in the automotive industry.
- Strengthening operations to accelerate time-to-market, optimize old material management, and accelerate digitalization.

Remanufacturing and the circular economy

Remanufacturing is the reconditioning of mechanical (engine, gearbox, turbo, injector, etc.) and mechatronic (R-Link embedded systems) components that are out of service to a level of quality equivalent to the original manufactured part, thanks to a combination of reused, repaired and new parts. Remanufacturing represents an alternative **that is more environmentally friendly** (few new resources used, up to 85% energy savings and up to 96% water savings compared to the production of a new part) and more economical **for the customer** (up to 40% cheaper than a new part). Remanufacturing is a **complementary offer** to the original part, particularly **suitable for an older vehicle fleet**.

THE FUTURE IS NEUTRAL, THE 1ST 360° CIRCULAR ECONOMY COMPANY IN THE AUTOMOTIVE WORLD

Created in 2022, The Future Is NEUTRAL brings together Renault Group's pioneering activities in the circular economy:

- GAIA has been the pioneer of closed-loop recycling since 1998.
- INDRA, operating since 1998, is the leading network for the treatment of End-of-Life Vehicles (ELVs) in France, with more than 370 approved centers;
- Since 1899, Boone Comenor Metalimpex has established itself as the world's leading expert in the recycling of scrap metals from industry.

The Future Is NEUTRAL's growth plan includes the following for 2030:

- The doubling of its activities, with the ambition to start a closed-loop battery recycling activity.
- Tripling its turnover to €2.3bn (€750m in 2021)
- A profit of two figures (>10%)

RENAULT GROUP MEDIA RELATIONS

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About Renault Group

Renault Group is at the forefront of a mobility that is reinventing itself. Strengthened by its alliance with Nissan and Mitsubishi Motors, and its unique expertise in electrification, Renault Group comprises 4 complementary brands - Renault, Dacia, Alpine and Mobilize - offering sustainable and innovative mobility solutions to its customers. Established in more than 130 countries, the Group has sold 2.1 million vehicles in 2022. It employs nearly 106,000 people who embody its Purpose every day, so that mobility brings people closer.

Ready to pursue challenges both on the road and in competition, Renault Group is committed to an ambitious transformation that will generate value. This is centred on the development of new technologies and services, and a new range of even more competitive, balanced, and electrified vehicles. In line with environmental challenges, the Group's ambition is to achieve carbon neutrality in Europe by 2040.

More information : <https://www.renaultgroup.com/en/>

About The Future Is NEUTRAL

The Future Is NEUTRAL, a subsidiary of Renault Group specialising in the circular economy, collects and recycles material from automotive recycling, in order to support the entire automotive industry towards resource neutrality. Present, through its operating subsidiaries and partners, across the entire value chain, The Future is NEUTRAL develops the closed-loop automotive circular economy on an industrial scale, from automotive to automotive.

More information: <https://www.thefutureisneutral.com/>