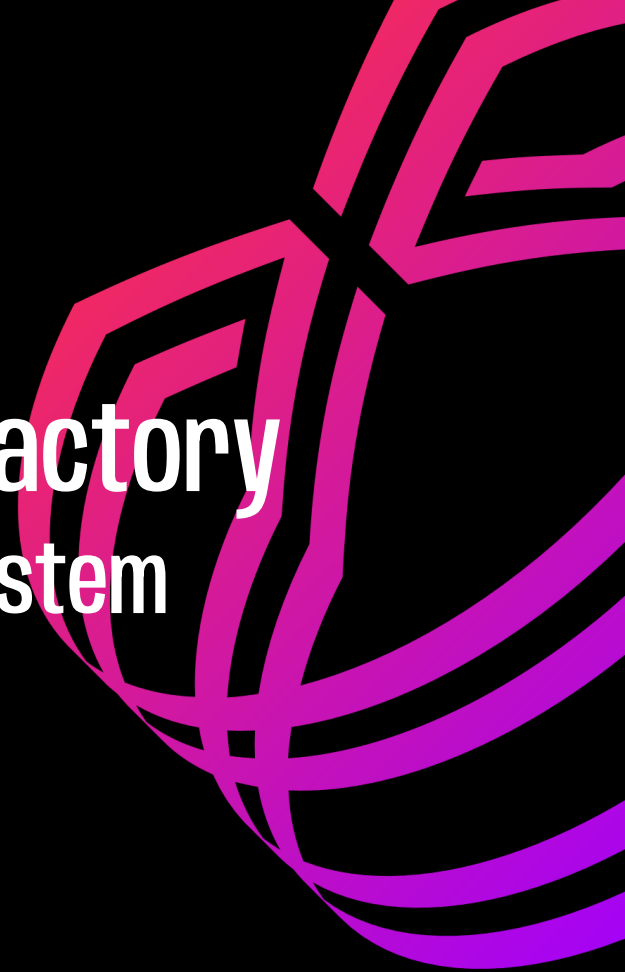


# The Future Is Neutral / Refactory

## A unique circular economy ecosystem


25/04/24 - LX NextMove




# NEXT GEN AUTOMOTIVE COMPANY


 ALPINE

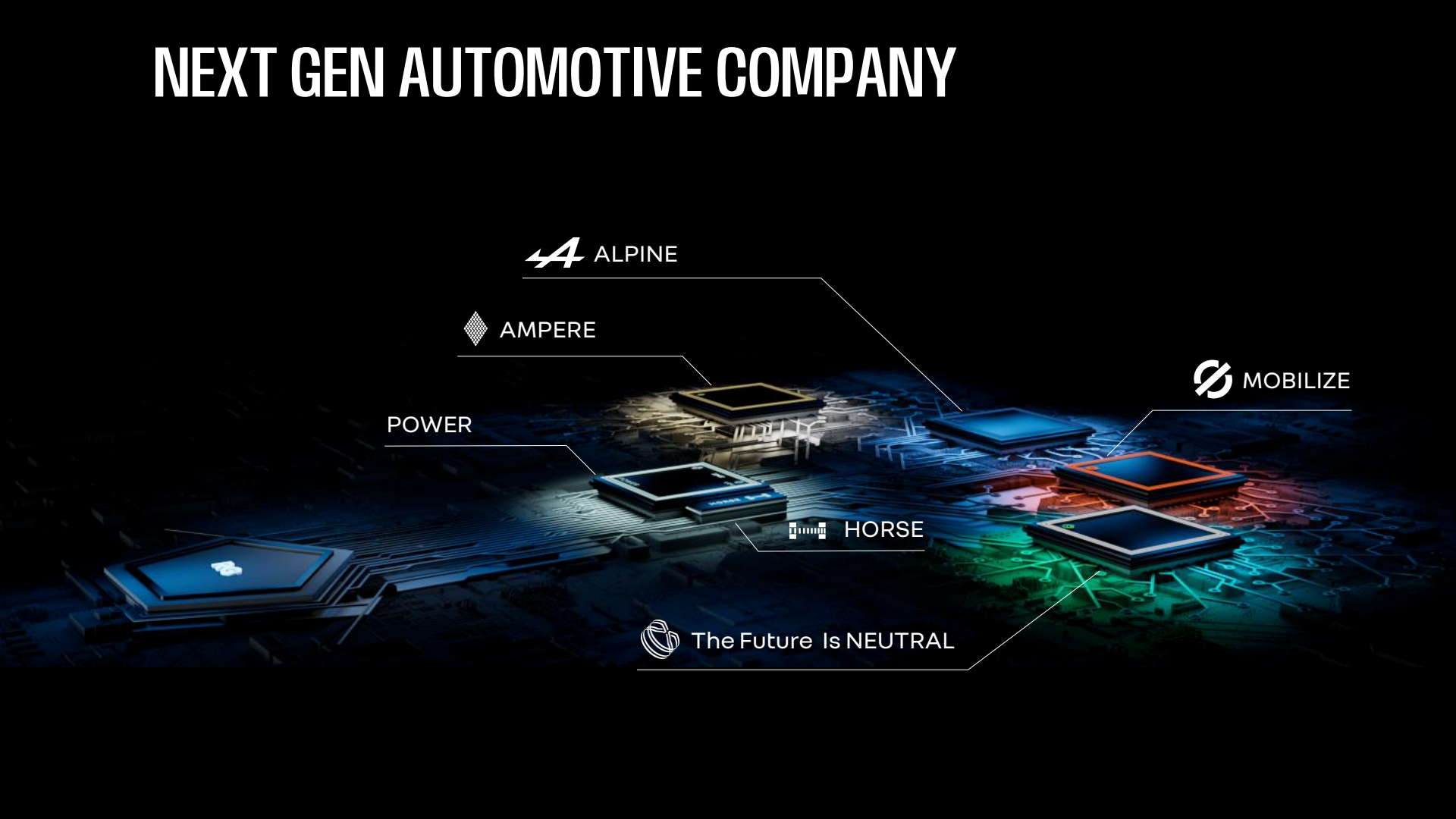
 AMPERE

 MOBILIZE

POWER

 HORSE

 The Future Is NEUTRAL



**THE FIRST 360° CIRCULAR ECONOMY ENTERPRISE**  
IN THE AUTOMOTIVE WORLD

THE FUTURE  
IS **NEUTRAL**



# ENERGY TRANSITION: ADDITIONAL PRESSURE ON RESOURCES

BEV PENETRATION IN NEW VEHICLE SALES EUROPE

8%



2021

TO

~ 55%



2030



INCREASE IN RESOURCES CONSUMPTION  
FROM AUTOMOTIVE

LITHIUM

↗ **x7** (70%)

COBALT

↗ **x5** (53%)

NICKEL

↗ **x8** (40%)

2021

TO

2030

# NEW VEHICLES MOSTLY MADE FROM VIRGIN MATERIALS

**85%**

OF THE VEHICLE IS RECYCLABLE

YET

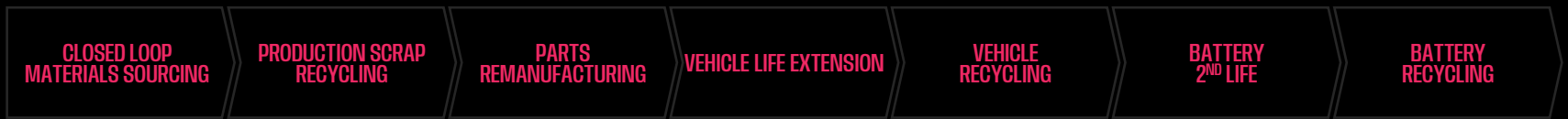
**< 30%**

SHARE OF RECYCLED MATERIAL  
INPUTS FOR NEW VEHICLES



# CIRCULAR ECONOMY SOLUTIONS THROUGHOUT THE CAR'S LIFECYCLE

← SUPPLY → ← PRODUCTION → ← USAGE → ← END-OF-LIFE →



← VALUE CHAIN COVERAGE →

TODAY ~ 50%

2030 > 90%

# 1<sup>ST</sup> EUROPEAN CIRCULAR ECONOMY FACTORY FOR MOBILITY

Inauguration in  
1952



**REFACTORY**  
Project launch

2020

2024

1952

1992

1998

2012



## KEY ACHIEVEMENTS

**2,000 FTE secured**

post ZOE end of production, validating 2025 target

**150 hirings**

by 2026 already announced in Flins

**>1,200p re-trained**

for new jobs or change in their roles

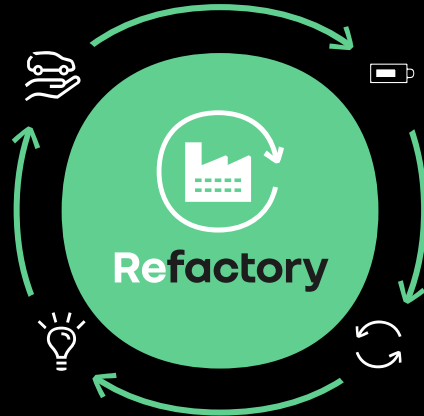
**15 activities**

secured on site post ZOE end of production

# A FULL INDUSTRIAL ECOSYSTEM: THE REFACTORY

## Re-trofit

- Used car refurbishment
- Damaged vehicles repair
- LCV retrofit to EV



## Re-energy

- EV battery lifecycle: repair & reuse
- Hydrogen: fuel cell systems

## Re-start

- Advanced manufacturing
  - Robot retrofit/ 3D printing
- Campus: training/ learning Expeditions
- Innovation Hub

## Re-cycle

- Parts remanufacturing
- Materials recycling
- Vehicles dismantling

2.000 PEOPLE ON SITE

5 DIFFERENT PARTNERS

100HA AVAILABLE FOR NEW PARTNERS



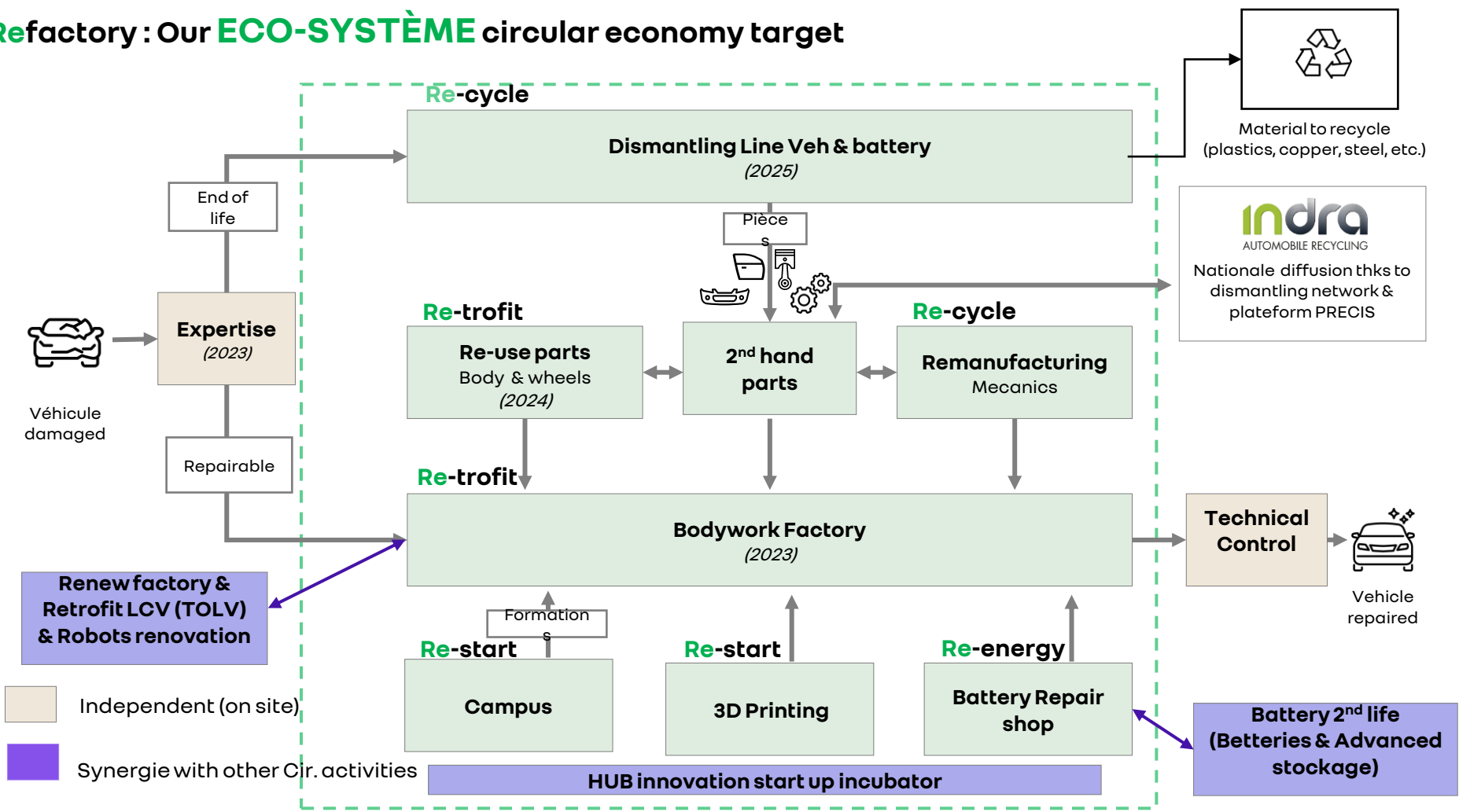


Refactory Refactory

Reinhold Group Refactory

EE KROHN NORD

# Refactory : Our **ECO-SYSTÈME** circular economy target

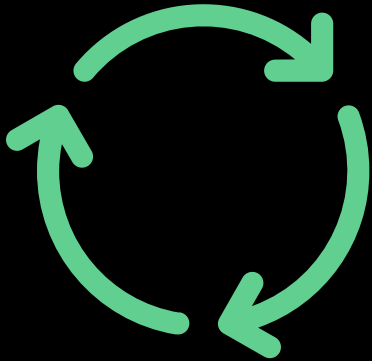


# THE END OF THE STORY ? => IT'S JUST THE BEGINNING

We are convinced that all these transformations and activities deployed in barely 4 years must be shared

We are ready to offer our services and our acquired expertise to any mobility company wishing to strategically develop the circular economy within it.

Our service offering is multiple and our geographical location is advantageous, centered in Europe



# A UNIQUE LOCATION OPEN TO NEW PARTNERS

## A multimodal & optimized Logistical Hub

### A13 Highway

Direct access to the A13 highway, 30 mn from Paris



### Railway

Direct connection to the railway network.



### Public transportation

Connection by express rail from Paris in 2026

## A large choice of locations



Surface of **230 ha** with up to 100 ha available for partners:

- ✓ **Rental** of buildings up to **13ha** with extension possibilities
- ✓ Sale of land or building, any size (**Building > 40ha**)

Several extra-services adapted for your industrial needs:

- ✓ Energy power supply
- ✓ Optimized logistic costs
- ✓ On-site customs clearance
- ✓ Security, firefighter and medical services