

Wednesday, October 8th, 2025

The Future is NEUTRAL receives an innovation award at EQUIP AUTO trade show, recognising its competitive approach to circular economy.



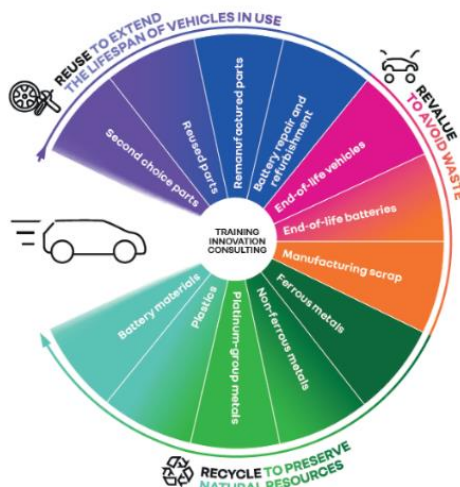
- From October 14th to 18th, 2025, The Future is NEUTRAL showcases its **competitive solutions dedicated to automotive circular economy** at the international EQUIP AUTO trade show. COLLECTING, DISMANTLING end-of-life vehicles, REUSING, REMANUFACTURING, RECYCLING parts and materials to REINTRODUCE them into the automotive life cycle: this is the strategic mission of NEUTRAL, the only company in Europe to provide this complete offer to all industry stakeholders.
- On this occasion, NEUTRAL, together with its subsidiary THE REMAKERS, receives the **Innovation Award** in the category “Energy Transition, Sustainable Development, Circular Economy.” This recognition is a European premiere: the complete remanufacturing of an electric vehicle powertrain, including the motor and power electronics. This innovation offers an average price of 30% lower than a new equivalent, developed in partnership with Renault Group and soon with other manufacturers, supported by Valeo and AUMOVIO Engineering Solutions.
- Meet NEUTRAL and its subsidiaries:
 - **INDRA AUTOMOBILE RECYCLING**, a major industrial player in the treatment and recovery of end-of-life vehicles (ELV), is celebrating 40 years of expertise and innovation with the capacity to connect a unique ecosystem: insurance partners, manufacturers, ELV centers, and a locally rooted network, enabling the recovery of thousands of vehicles and millions of parts each year.
 - **THE REMAKERS**, a pioneer since 1949 and now a European reference in the remanufacturing of automotive parts for internal combustion, hybrid, and electric vehicles, provides refurbished components that are both cost-effective and equivalent in quality to new parts.
 - **GAIA**, an expert in material recycling, battery repair, and parts recovery, will inaugurate a **vehicle dismantling centre** in Flins at the end of the year, with the support of INDRA.
- Building on several decades of experience from its subsidiaries, NEUTRAL also **provides circular economy consulting services** for all stakeholders, from strategic design to operational implementation. At EQUIP AUTO, NEUTRAL unveils a new initiative: *“The Remanufacturing Learning Expedition.”*

“The innovation award granted by EQUIP AUTO highlights the relevance of our competitive approach to circular economy in the automotive sector. Our next step is to scale up and engage with all industry stakeholders. We need to keep innovating to deliver new cost-effective automotive recycling solutions, enabling us to continue relying on cars for mobility without depleting the planet, while ensuring Europe’s strategic sovereignty. The values shared by the 600 employees of our group are competitiveness, innovation, sovereignty, and of course, environmental responsibility.”

Jean-Philippe Bahuaud, CEO - The Future is NEUTRAL

- ➔ **Meet the experts of The Future is NEUTRAL and its subsidiaries at EQUIP AUTO:**
Hall 2.2, Stand B098, Porte de Versailles, Paris, France.
- ➔ **Attend the round tables with The Future is NEUTRAL and its subsidiaries at EQUIP AUTO:**
 - Tuesday, October 14th – 10:30 am to 11:15 am – Circular Economy Village: Roundtable on the *Concentration of End-of-Life Vehicle (ELV) centres*, with **Florence Bailleul, CEO of INDRA, a NEUTRAL subsidiary.**
 - Tuesday, October 14th – 3 pm to 3:40 pm – ARENA Hall 1: Roundtable on *Reused Parts*, with **Laurent Assis-Arantès, CEO of OPISTO, a subsidiary of INDRA / NEUTRAL.**
 - Wednesday, October 15th – 10:30 am to 12:00 pm – ARENA Hall 1: Grand Forum, Round table *Circular Economy*, with **Jean-Philippe Bahuaud, CEO of NEUTRAL.**
 - Friday, October 17th – 10:30 am to 11:15 am – Energy Village: Roundtable on *Battery Repairability*, with **Laurent Claude, Technical Director of NEUTRAL.**
 - Friday, October 17th – 2 pm to 2:45 pm – ARENA Hall 1: Conference on *Remanufacturing*, with **Rafael Treguer, CEO of THE REMAKERS, a NEUTRAL subsidiary.**
- ➔ **Learn more about The Future is NEUTRAL, its subsidiaries, and the automotive circular economy by discovering our PRESS KIT below.**

**AUTOMOTIVE CIRCULAR ECONOMY
SOLUTIONS**
FROM CAR TO CAR



PRESS KIT - The Future is NEUTRAL

The Future is NEUTRAL: a competitive approach to the automotive circular economy

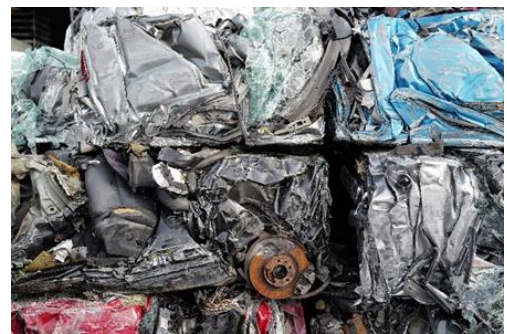
- The automotive industry is currently **facing environmental, supply chain and regulatory challenges**. In this context, a competitive circular economy is essential to preserve both the environment and Europe's strategic sovereignty.
- NEUTRAL is the only company in Europe offering **competitive solutions** for all players in the automotive industry: manufacturers, suppliers, insurers, repairers, and users.
- Our resource: **11 million end-of-life vehicles per year in Europe** — approximately 30,000 vehicles per day.
- NEUTRAL provides solutions **at every stage of a vehicle's lifecycle**:
 - ✓ Production – Supply of recycled materials: steel, aluminium, plastic, copper, platinum, and in the future, key materials for lithium-ion battery production.
 - ✓ Usage - Supply of reused parts (Circular Economy Parts) or remanufactured components (mechanical parts for combustion vehicles, mechatronic assemblies, and parts for electric vehicles), as well as providing battery repair solutions for electric and hybrid vehicles.
 - ✓ End-of-life - Collection and management services for end-of-life vehicles and batteries.
- NEUTRAL relies on the expertise of its shareholders **RENAULT GROUP** in the automotive sector, and **SUEZ** in waste management, as well as on its subsidiaries **INDRA AUTOMOBILE RECYCLING, THE REMAKERS, and GAIA** — all present at EQUIP AUTO on its booth. It also relies on **BOONE COMENOR METALIMPEX**, a global reference in metal recovery, and an expert in the collection and recycling of industrial metal scrap.
- NEUTRAL also **offers consulting and training services in the circular economy**, including a new advisory program: *"The Remanufacturing Learning Expedition"*:
 - ✓ This program is designed for industrial companies, consulting firms, and eco-organisations.
 - ✓ It offers an immersive experience within the remanufacturing process, illustrated by THE REMAKERS, a NEUTRAL subsidiary based in Flins.
 - ✓ This experience enables participants to explore operational solutions tailored to the specific activities of each company.
- On its EQUIP AUTO booth, NEUTRAL highlights the challenges of the circular economy through a wall display **'FROM CAR TO CAR': while a vehicle is 85% recyclable, less than 30% of recycled materials are currently used in its production**. How can we do better, reducing resource extraction, preventing the depletion of natural reserves, simplifying logistics, and lowering environmental impact? This is the mission of The Future is NEUTRAL.
- NEUTRAL participated in a **Life Cycle Assessment (LCA)** approach led by Renault Group with the consulting firm Quantis in the field of reuse of automotive parts, their remanufacturing and battery reconditioning. As these activities are not the dominant model in automotive after-sales, the LCA was carried out according to the so-called cut-off approach: the impacts related to all the operations carried out with a view to reuse, remanufacturing or reconditioning (including transport) were taken into account, without attributing to the parts a share of the impacts related to the production of the original new part.

Find out the first results in the sections dedicated to our subsidiaries' activities below.

INDRA AUTOMOBILE RECYCLING: a major industrial player in the treatment and recovery of end-of-life vehicles

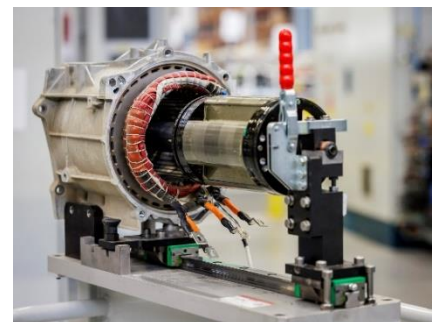
- INDRA operates France's leading system of dismantling centres through its own facilities and a **strong network of 330 partner centres for end-of-life vehicles (ELVs)**.
- Committed to an acquisition and investment program since 2023, INDRA is consolidating and expanding its regional industrial footprint to meet customer expectations and address the **growing demand in the market for circular economy parts and recyclable materials**.
- Its main activities:
 - ✓ Collection, depollution, and dismantling of damaged and end-of-life vehicles of all brands
 - ✓ Multi-channel production and distribution of reused parts for repair professionals
 - ✓ Supply of secondary raw materials ready for recycling
 - ✓ Services for insurers: administrative and financial management of end-of-life vehicles
 - ✓ Services for car manufacturers: implementation of individual systems under the AGECL law (Anti-Waste Law for Circular Economy) and contribution to the development of the first individual system for batteries
 - ✓ Engineering: design of automotive recycling processes and industrial tools
 - ✓ Training: dedicated training centre for end-of-life vehicle (ELV) facilities
- In 2025, INDRA celebrates **40 years of expertise and innovation** dedicated to transforming end-of-life vehicles into valuable and reusable resources. Over four decades, INDRA has built a unique ecosystem: insurance partners, automakers, ELV centres, a network established at the heart of local communities, a partnership with OPISTO, France's digital leader in reused parts (Circular economy parts), thousands of end-of-life vehicles recovered each year, and millions of parts reused.
- Firmly focused on the future, **INDRA continues to invest, innovate, and accelerate alongside its partners and within its new ecosystem as part of The Future is NEUTRAL**, to:
 - ✓ Facilitate new virtuous loops, from vehicle to vehicle, that help reduce the environmental footprint of the automotive industry
 - ✓ Offer industrialised, local, and cost-effective solutions
 - ✓ Provide expertise to recover and make more parts and materials available
 - ✓ Commit to ever greater transparency, traceability, quality, and value for our partners by evolving our operations through digitalization and automation
- According to the results of a screening **Life Cycle Assessment (LCA)** conducted by the consulting firm Quantis, using reused parts instead of their new equivalents reduces:
 - ✓ **From 45% to 95% greenhouse gas emissions**
 - ✓ **95% to 100% impact on the virgin mineral and metal resources required**

These results are based on a study on the reuse of exterior body parts such as bumper, door and bonnet.



THE REMAKERS: a European leader of automotive parts remanufacturing, honoured by an innovation award

- THE REMAKERS is awarded at the EQUIP AUTO 2025 International Grands Prix for Automotive Innovation in the “Energy Transition, Sustainable Development, Circular Economy” category.
- ✓ This distinction recognises a **European premiere: a complete remanufacturing offer of a powertrain for electric vehicles, including motor and power electronics (PEC)**, two strategic components of an electric vehicle’s powertrain.
- ✓ Thanks to a certified industrial process and rigorous testing, this solution guarantees:
 - A quality equivalent to new
 - An average price 30% lower
 - At least 67% of the components reused (in mass) for the remanufactured electric motor
 - At least 35% of the components reused (in mass) in the power electronics (PEC), and an average of 50%
- ✓ A reduced environmental impact compared to a new part: less waste, a limited consumption of resources and a local production, in France.
- ✓ This project has been developed with **Renault Group** teams, and with other car makers in the future.
- ✓ With the support of our partners **Valeo** and **AUMOVIO Engineering Solutions**, two recognised players for their technological expertise:
 - Valeo, for the inverter remanufacturing, an electronic control unit that drives the electric traction motor
 - AUMOVIO Engineering Solutions, for the DC/DC converter, an electronic control unit that converts the tension of the traction battery (400V) to the onboard electronic system (12V)
- ✓ These two major components from the power electronics are remanufactured by Valeo and AUMOVIO Engineering Solutions, then reassembled in THE REMAKERS workshop, located in Flins (Yvelines, France).
- With 75 years of experience, THE REMAKERS offers a **wide range of 8 families of remanufactured automotive components**, representing 11,000 references of equivalent quality to new, on average 30% more economical for the customer and more respectful of the environment.
- According to the results of a screening **Life Cycle Assessment (LCA)** conducted by the consulting firm Quantis on the best-selling references of diesel and petrol engines and manual gearboxes in the THEREMAKERS range, the use of these remanufactured components instead of their new equivalents makes it possible **to reduce by at least 45% greenhouse gas emissions and the impact on the virgin mineral and metal resources required.**



GAIA: expert in material recycling, battery repair, and parts remanufacturing

- GAIA operates within the automotive circular economy with four main activities:
 - ✓ Recycling automotive materials in closed loops (polypropylene, copper, platinoid)
 - ✓ Remanufacturing parts from dismantled vehicles, overstock, or end-of-series items
 - ✓ Managing end-of-life vehicle fleets
 - ✓ Repairing traction batteries and preparing them for a second life outside automotive usage
- Since 1998, GAIA addresses challenges with agility and pragmatism by developing tailor-made solutions across various levels of the value chain.
- In 2024, the company recycled 3,200 tonnes of automotive materials in a closed-loop system and repaired 3,000 batteries.
- By the end of 2025, GAIA will inaugurate a **vehicle dismantling centre in Flins**, with support from INDRA. Thanks to an industrialised process, this centre will have a capacity to:
 - ✓ Collect, process, and recycle 7,000 end-of-life vehicles per year
 - ✓ Extract more than 25 parts per vehicle and process over 14 different recyclable materials
- According to the results of a screening **Life Cycle Assessment (LCA)** conducted by the consulting firm Quantis, the use of a reconditioned battery instead of a new battery can **reduce by approximately 95% greenhouse gas emissions and the impact on the virgin mineral and metal resources required**.

The results are based on a study of nearly 1,000 batteries reconditioned and consider the sum of the components replaced by new equivalents (frequency of replacement of the component by new, and mass of the component replaced). Out of this significant sample of 1,000 batteries, all of the following replaced components are included in the LCA balance: modules, cables, fixing screws, upper and lower covers of the battery pack.



FOCUS : Key Figures of The Future is NEUTRAL

- COLLECTING / DISMANTLING
 - Over 400,000 vehicles dismantled in 2024
 - 1.8 million tonnes of industrial waste processed
- REUSE
 - 9 million reused parts put back into circulation
- REMANUFACTURE
 - 350,000 remanufactured parts and components, including engines and gearboxes, in 2024
 - Refurbished parts 30% cheaper than new ones
 - 3,000 electric batteries repaired
- RECYCLE
 - 3,200 tonnes of automotive components recycled — including catalytic converters, bumpers, and electrical harnesses
 - 2 million tonnes of materials recycled per year

FOCUS : Recycled parts and materials of The Future is NEUTRAL

- **The cable that closes the loop**
 This cable is made from 100% recycled copper.
 It ensures the conduction of electrical current between the various components of the engine, as well as within the passenger compartment. On average, an electric car contains around 80 kg of copper. Fully recyclable, it is collected by INDRA from end-of-life vehicles, then sent to GAIA, to be recycled in a closed-loop process, before starting a new life in another car.
- **The bumper reincarnated as an automotive door sill**
 Made from 100% recycled polypropylene, this interior component is part of what automotive design calls “low cabinetry”. Weighing just 200 grams, it stands out for its strength — a legacy from its previous life as a bumper. Recovered by INDRA from an end-of-life vehicle, then recycled in a closed-loop process by GAIA, it is transformed into a door sill protector, offering a new life to the material.
- **One R-Link can hide another**
 This multimedia system has already lived a previous life.
 No longer functioning, it was recovered through the after-sales network and sent to THE REMAKERS for refurbishment. After being restored, it was reinstalled on the dashboard of another vehicle.
 As part of the automotive circular economy, it costs less than a new part and has a smaller carbon footprint.
- **The turbo that's back on track**
 This 7 kg turbo is designed to boost the performance of a combustion engine. Like the R-Link system, it is one of the "refurbished" parts. Originally defective, it was handed to THE REMAKERS, where the team carried out disassembly, sorting, inspection, and refurbishment. Reusable components were restored and incorporated into a new turbo, which is more economical than one made entirely from new parts. Non-reusable elements were sorted and recovered.

○ **The car headlight with a bright idea**

Designed to light up the road, this headlight doesn't stop to its first life.

Recovered from an end-of-life vehicle dismantled by INDRA, and still in perfect working condition, it was reintroduced into after-sales networks and on circular economy platforms rather than being discarded. It offers consumers a more affordable and ecological alternative. A bright idea !

○ **The gearbox housing's secret recipe**

This gearbox housing provides protection for internal components.

Its distinctive feature lies in its composition: it is made from 100% recycled aluminum. Part of this aluminium comes from automotive industry recycling, just like the spring displayed to its left on this wall.

○ **The lucky catalytic converter**

As an essential car component, this catalytic converter treats the pollutants contained in exhaust gases. It is made of precious metals: platinoids. Collected by INDRA from end-of-life vehicles, the catalytic converter is sent to GAIA for closed-loop recycling. The extracted platinum, rhodium and palladium are used to manufacture new catalytic converters, ensuring these valuable materials a second life.

○ **The battery whose heart beats for a long time**

Essential to the operation of electric vehicles, this battery stores and delivers the energy needed for propulsion.

Despite what people believe, it can have a very long lifespan. When a malfunction occurs, it can be repaired in 99% of cases: the after-sales network sends it to GAIA, where it is restored in under 72 hours before being reinstalled in a vehicle. When its capacity is no longer sufficient for mobility, a second life awaits — in stationary energy storage for example.

○ **Spring that came from somewhere else**

This suspension spring ensures a smoother and safer ride.

Like the gearbox housing displayed to its right on this wall, it is made of 90% recycled steel.

This raw material is collected by BOONE COMENOR METALIMPEX, which recovers steel production offcuts from automotive factories and supplies them to steelmakers, who melt them down to produce new parts such as this spring.

○ **The Stator that hasn't said its last word**

Largely unknown, this stator is one of the key components of an electric vehicle.

It creates a magnetic field that spins the rotor, converting electrical energy into kinetic energy to power the vehicle. The stator shown here has been refurbished from a defective part sent to THE REMAKERS. It will soon be installed in another vehicle, offering a more cost-effective, ecological alternative with the same quality as a brand-new stator. A perfect example of the circular economy in the automotive industry.

About The Future is NEUTRAL

The Future is NEUTRAL is the only circular economy player in the automotive sector serving the entire automotive industry across Europe. Its solutions are tailored to every stage of the automotive lifecycle, from sourcing recycled materials, to supplying circular economy parts and responsibly collecting and processing end-of-life vehicles. With 400,000 end-of-life vehicles processed per year, a catalog of 8 million reused parts, and over 2 million tonnes of recycled materials annually, The Future Is NEUTRAL is scaling up closed-loop automotive circularity at an industrial level — from car to car.

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

About INDRA AUTOMOBILE RECYCLING

INDRA AUTOMOBILE RECYCLING, a 100% subsidiary of The Future is NEUTRAL, is a long-standing reference in the treatment and recovery of damaged and end-of-life vehicles. It provides solutions for all stakeholders in the industry: insurers, dismantling centres, manufacturers, equipment suppliers, distribution and repair networks, local authorities, and private customers. INDRA processes over 400,000 end-of-life vehicles per year through a network of 350 certified dismantling centres, offering its clients a comprehensive range of services covering the entire value chain. The company also plays a key role in professionalizing the sector, thanks to its deep market and regulatory knowledge, engineering expertise, and its AURECA training center.

About THE REMAKERS

THE REMAKERS, a 100% subsidiary of The Future is NEUTRAL, is a pioneer in automotive remanufacturing since 1949. Based at the Refactory in Flins, THE REMAKERS is a European leader in remanufactured automotive parts, serving all players in the industry. The company offers a wide product range with more than 11,000 references—mechanical, electronic, and electric—including the first available offer in Europe for electric vehicles, highlighting its commitment to innovation, sustainability, and environmental responsibility. Its offer provides an alternative to original parts, with equivalent quality and competitive pricing, thanks to a proven industrial process and recognised expertise in reverse engineering. Located at the Flins Refactory (France), the company delivers 350,000 parts per year and aims for 50% growth in activity by 2030.

About GAIA

GAIA, a 100% subsidiary of The Future is NEUTRAL, is a pioneer in automotive circular economy since 1998. Based at the Refactory in Flins, GAIA addresses a wide range of customer challenges, developing tailor-made solutions at various levels of the value chain: closed-loop recycling of automotive materials, repurposing of obsolete stock and end-of-life fleets, and repair and reuse of traction batteries.

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