

Building a circular textile ecosystem

# Welcome



Reju.



**Arnaud Pieton**

Chief Executive Officer of  
Technip Energies



**Patrik Frisk**

Chief Executive Officer  
of Reju

# Agenda

Thursday, February 12

12:45 pm	Lunch at the Hotel Steigenberger with presentation on “Building a circular textile ecosystem” by Arnaud Pieton and Patrik Frisk
3:15pm	Reju Hub tour and Q&A session with Arnaud Pieton and Patrik Frisk
5:00 pm	Event finishes
8:00–9:30 pm	Flight back from Frankfurt to Paris CDG

Friday, February 13

7:00 am	<b>Embargo lifts:</b> Press release announcing the site selection for the French Regeneration Hub in Lacq
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# Meet Technip Energies

Arnaud Pieton



# Technip Energies at a glance

Listed on <b>Euronext Paris</b> Stock Exchange	Headquartered in <b>Paris</b>	<b>65+</b> Years of operations
<b>€6.9bn</b> Full year 2024 adjusted revenue	A global technology & engineering powerhouse leading in energy & decarbonization infrastructure	<b>€16.7bn</b> Backlog at end September 2025
<b>17,000+</b> Employees in 34 countries	<b>60+</b> Leading proprietary technologies	<b>500+</b> Projects under execution

**What if...**

# A leader in strategic markets

## Energy

- LNG & decarbonized LNG
- Gas & others

## Energy derivatives

- Ethylene & decarbonized ethylene
- Hydrogen
- Chemicals & others

## Decarbonization

- Blue & green hydrogen, ammonia & derivatives
- SAF & other sustainable fuels
- Carbon capture management

## Circularity

- Plastic & polyester

Expertise in process technologies and molecule transformation

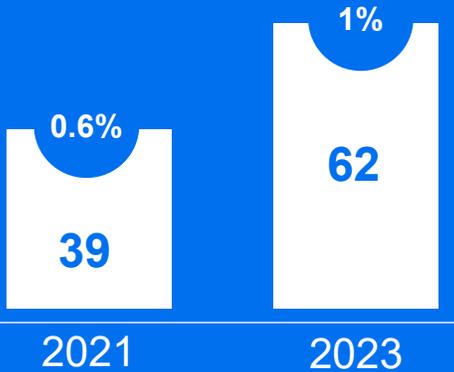
# 65+ years of pioneering successes



# Innovation and technology

## Our Innovation and Technology ecosystem

R&D In €m **61%** Vs 2021



100% on energy transition topics



1,000+ employees involved in R&D

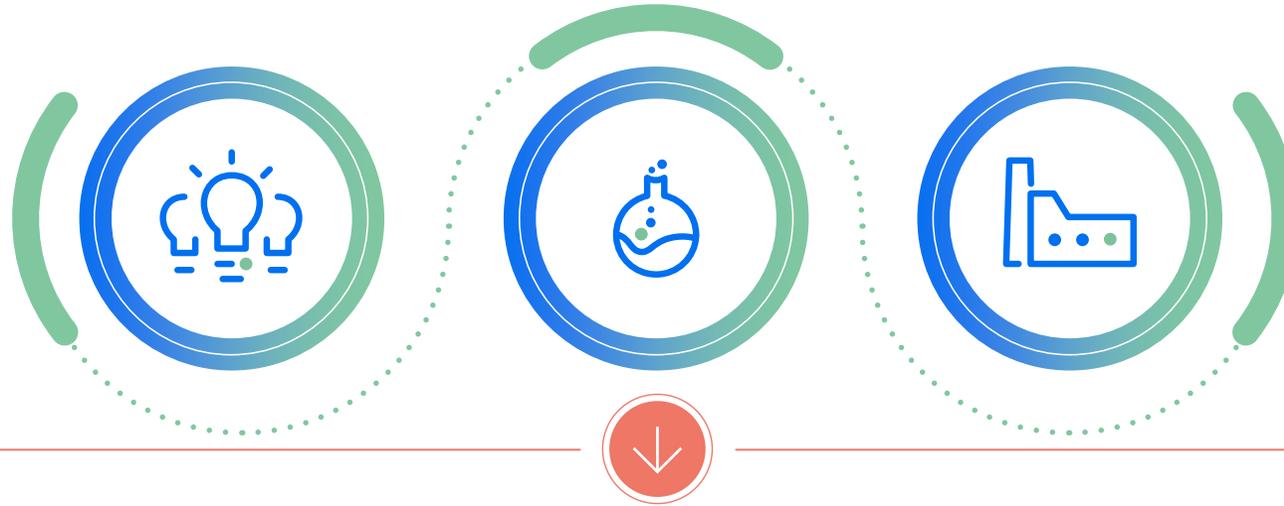
- 4 Research centers  
USA, Germany, France
  - 11 Technology centers
- Technology and Engineering advance R&D efforts

# Technology at Technip Energies

Enabling molecule transformation process for a world designed to last

We leverage our labs & pilots,  
developing an innovation ecosystem

Our starting point:  
proven-concepts



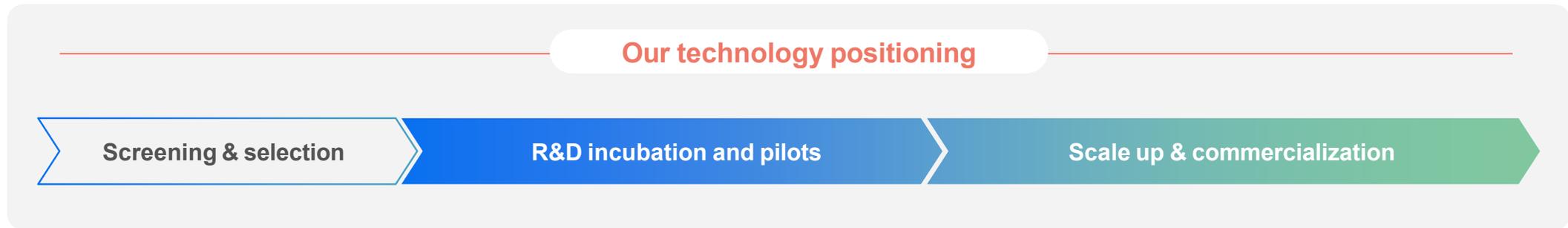
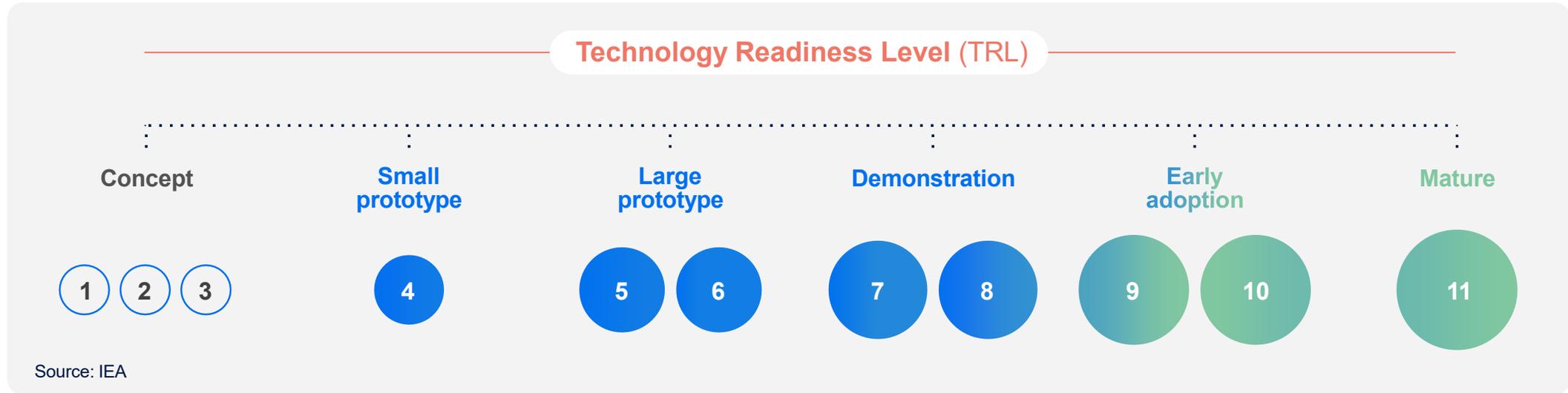
We are an architect,  
building first-of-a-kind  
process plants

Faster  
time-to-market

Higher success rate in  
Commercializing technologies

Commitment to  
business-driven r&d

# From proven concept to successful commercialization



# Zoom on Neste (1/2)

## From oil to global leader in renewable fuels

2006

Traditional oil refining company decided to pivot to renewable fuels, focused on renewable diesel and sustainable aviation fuel

Developed proprietary NEXBTL technology to convert waste oils and residues into fuel

2010-2011

Technip Energies delivered two world-scale renewable fuels plants in Singapore and Rotterdam

2017

Neste launch a new fleet of investments to address the growing demand of renewable fuels

2022

Technip Energies delivered the expansion of Singapore plant

2024

Technip Energies delivered the expansion of Rotterdam plant



# Zoom on Neste (2/2)

How Technip Energies helped turning sustainable innovation into scale



## Industrialization

Designed and engineered large-scale plants to make NEXBTL technology operational



## Global scaling

Helped replicate technology in Singapore and the Netherlands, ensuring consistent performance at scale



## Execution excellence

Delivered bankable, on-time, on-budget projects, enabling Neste to keep growing

# The story behind Reju's creation



# The Global Problem

Plastic consumption is not sustainable



Population will increase by 20% to reach 8.5 Billion people on Earth by 2030

## #1 Resources

**~1.75x**

We currently use resources as if we had 1.75 planet earths, fossil fuel-based PET a part of the issue

## #2 Waste

**+73%**

The amount of global waste expected to grow from 2020 to 2050

**~30 Mt**

of plastic waste in seas and oceans today

## #3 Pollution

**250-300 Mt CO<sub>2</sub>**

Yearly emissions from the global production of PET

# Why Technip Energies?



## Accelerating circular solutions

Combining engineering and construction capabilities with technological know-how to transition to a less carbon-reliant economy

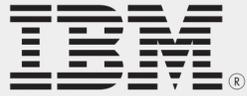
## Complex engineering expertise

Including sustainable chemistry, polymer technologies, hydrogen, biofuels, and CO<sub>2</sub> management and decarbonization

## Industrialization at scale

Access to a global network of engineering, procurement, construction, project management and advisory to deliver complex, large-scale projects

# Our journey



**2019**

IBM announces VolCat process which turns end-of-life PET into a renewable resource



**2021**

Technip Energies, IBM and Under Armour form joint venture to advance the possibilities of plastics recycling technology



**2023**

Technip Energies creates Reju™, an innovative polyester textile regeneration company



**2024**

Reju™ opens Regeneration Hub Zero in Frankfurt



**2026**

FID Regeneration Hubs 1 and 2; subject to strict investment criteria

# Meet Reju

Patrik Frisk



# Unlocking the circular textile system

# Post consumer textile waste

A problem created by the industry and consumer

It is a societal problem that needs a new system



# 132 million tonnes of textiles were made in 2024

Already enough materials in circulation for the **next 6 generations**<sup>1</sup>

Source: Textile Exchange Materials Market Report 2025 , (1) Zero Waste Exchange Europe study A Zero Waste Vision for Fashion



# Every year 121 million tonnes of textile waste is generated

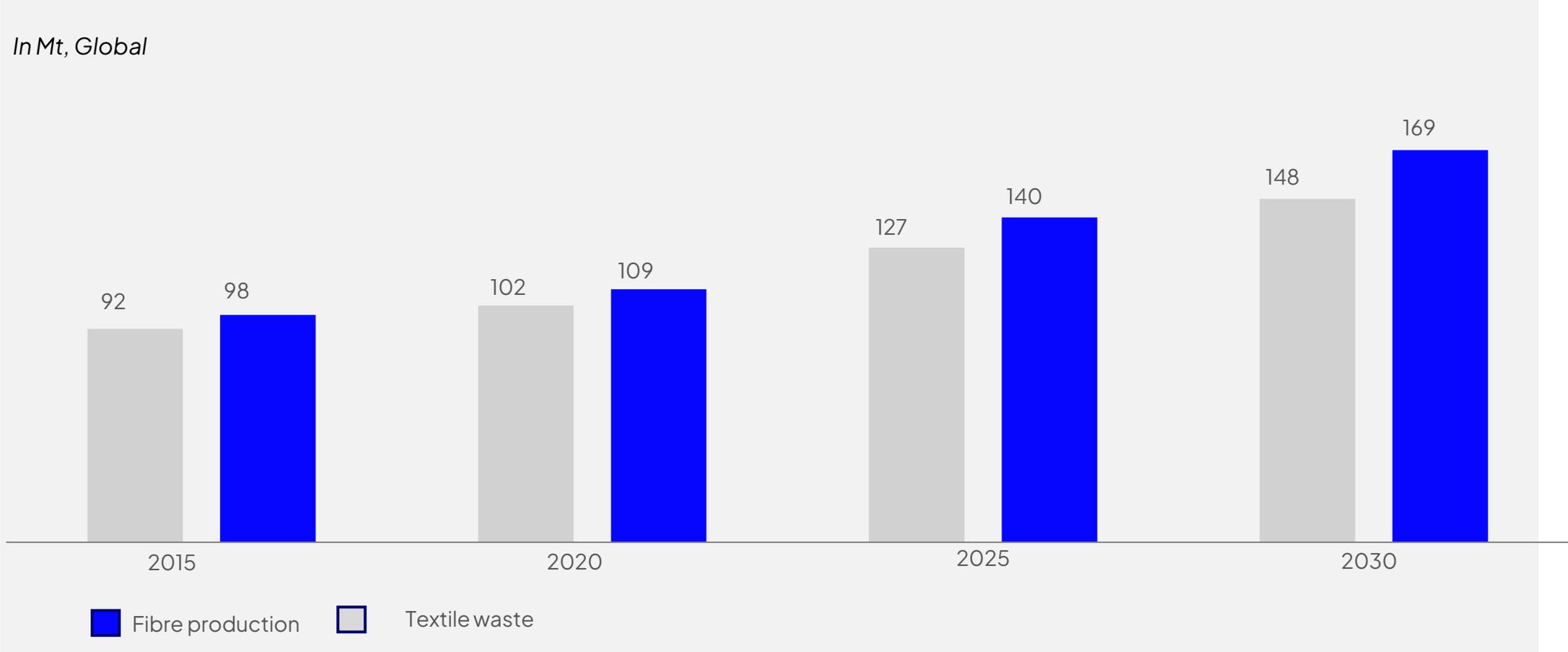
- Only 15% are collected through the donation stream
- Only 1% will get recycled into new garments



Atacama Desert, Chile

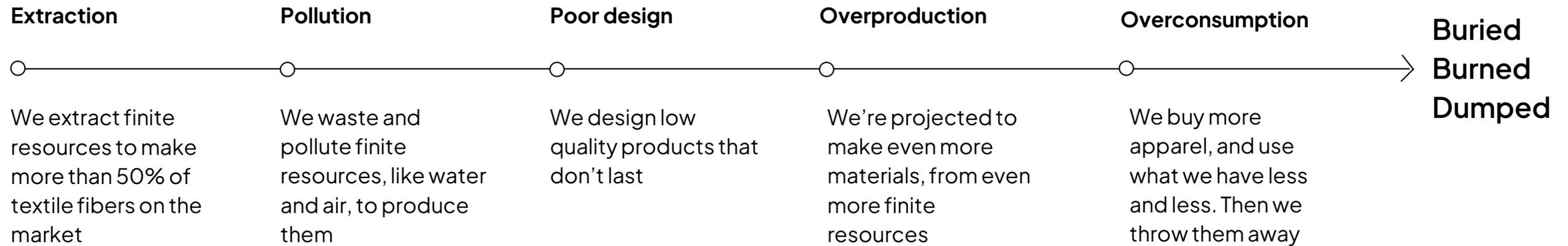
Source: Textile Exchange Materials Market Report 2024

The amount of textile waste created is almost at the same volume as the fibre being produced. Neither is slowing down



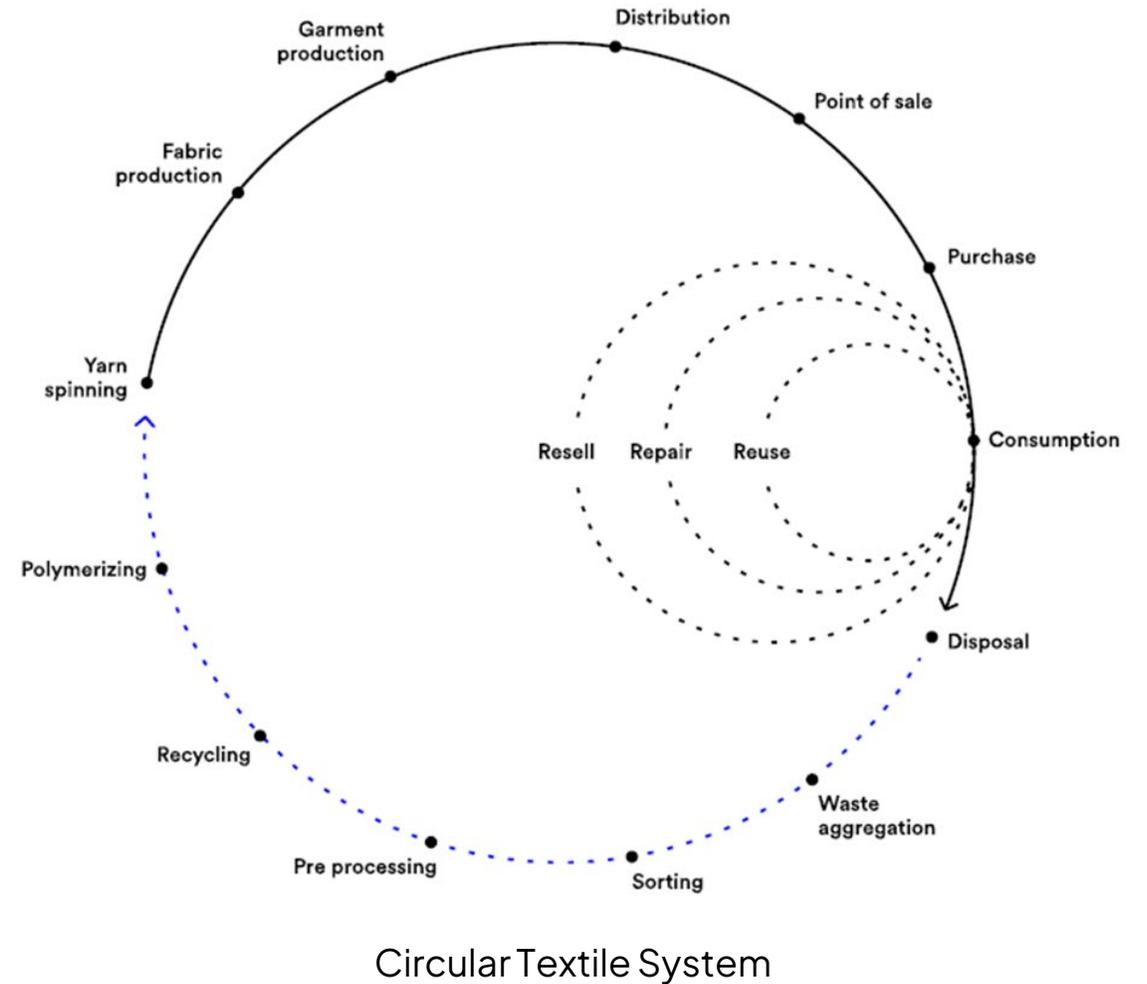
Source: (1) BCG 'TEXTILE WASTE AT A TIPPING POINT: UNLOCKING EUROPE'S CIRCULAR POTENTIAL'

# A system that extracts finite resources to create textile waste, with no responsibility for end-of-life

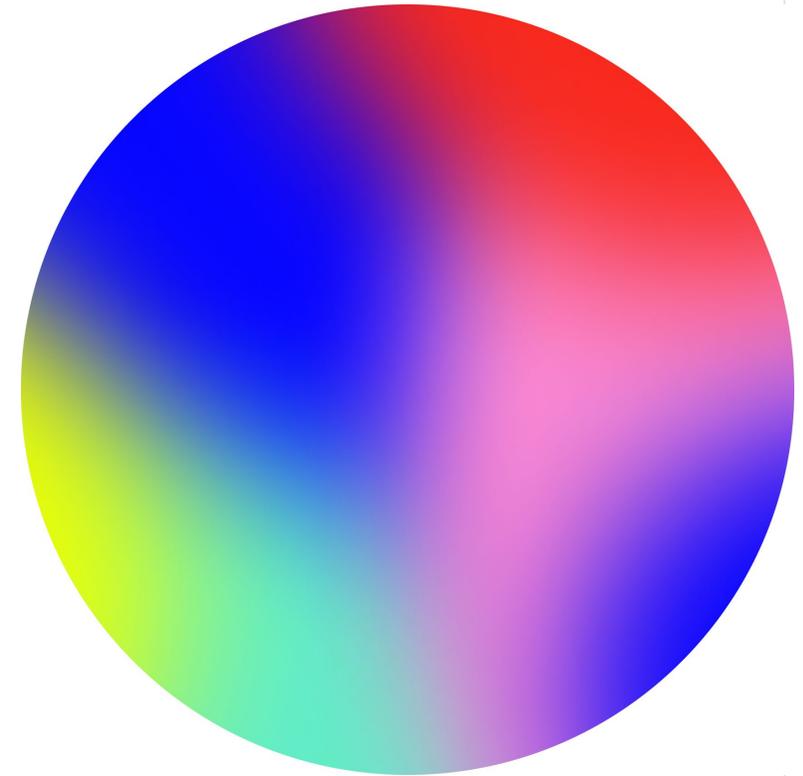


Source: Textile Exchange Materials Market Report 2024

The solution is to drive the transition from a linear to circular textile system



To enable a circular textile system,  
you need a new type of company



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Hi. We're Reju.

*Noun, re·ju*

to rejuvenate, to revive

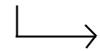
to make better than before

Play me



We're driven by our purpose to...

**Unlock infinite possibilities  
within finite resources**



So that we can deliver our vision to ...

**Create a world  
designed to last**

# What we do

We're a materials regeneration company

## Recover

We partner upstream to create infrastructure to recover and sort textile waste, at unprecedented scale

## Regenerate

We don't just recycle materials, we regenerate them to make them feel and function better than new, with almost 50% lower carbon emissions\*

## Recirculate

We make it possible to recirculate these critical resources infinitely

\*50% to 70% lower CO2 emission and 40% to 60% lower fossil energy consumption than virgin PET production according to our LCA completed by Third-party technical reviewers

Our solution

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# Our solution

# We're starting with the largest problem in textile waste - polyester

Polyester is the most acute contributor to this crisis

**>59%**

of global textile fiber production is polyester, a material that doesn't disintegrate

**~88%**

of polyester produced comes from finite virgin fossil fuels (PET)

Source: Textile Exchange Materials Market Report 2025

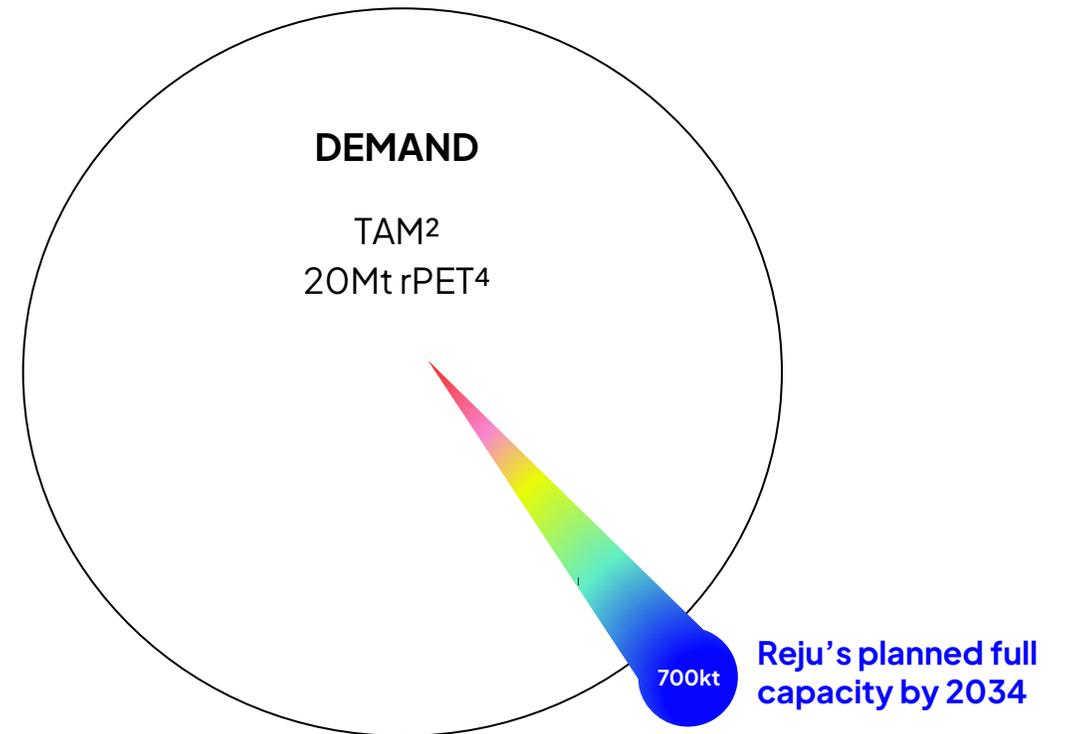


A highly versatile  
material that's very  
hard to replace

Durable  
Lightweight  
Water resistant  
Dry cleanable  
Machine washable  
Wrinkle resistant  
Resistant to stretching  
Resistant to shrinkage  
Pleat resistant  
Durable  
Lightweight

Demand for recycled textile-to-textile polyester will only increase, far eclipsing supply

### Recycled textile polyester supply/demand imbalance<sup>1</sup> (2034)



Source: (1) demand growth considers half of the targets for textile rPET from the 2025 Recycled Polyester Challenge (resulting in 22.5% recycled PET textile) (2) Total Addressible Market (TAM) is any type of recycled PET (3) European Parliament, "Plastic Waste and Recycling in the EU: Facts and Figures," European Parliament website, 2018 (4) Textile Exchange 2025 Recycled Polyester Challenge

# What's driving the demand

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## Regulations

Incoming regulations, EPR laws and CSRD are putting pressure on brands to prioritize sustainable sourcing and recycled materials

+

## Industry standards

Industry standards (GRS, RCS) and compliance underpin traceability, chain of supply assurance and recycled content

+

## Brand perceptions

Backlash from perceived greenwashing and increasing customer expectations motivate brands to deliver against their promises

+

## Feedstock source

Scarcity of rPET, B2T shortage<sup>3</sup> and lack of supply chain resilience has led to price volatility, resulting in unpredictable cost patterns

Source: Textiles Exchange 2025 Recycled Polyester Challenge 2024

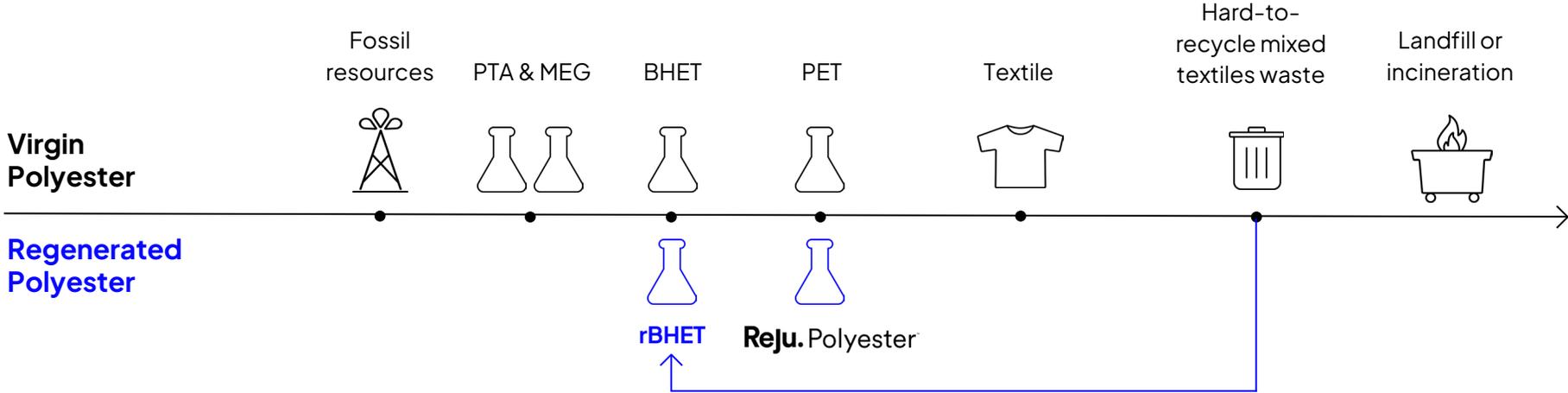
Our solution

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# Technology



# We have a breakthrough regeneration technology



Note: (1) Purified terephthalic acid (*PTA*) and monoethylene glycol (*MEG*) are monomers used to produce PET; (2) Bis 2-Hydroxyethyl Terephthalate (*BHET*) is a monomer used to produce PET, and is the output of Reju's Volcat process before repolymerization into PET

# Comparison to Virgin PET Production – LCA Study

Performed by Third-party technical reviewers  
Following **ISO 14040** and **ISO 14044 standards** and **EF 3.1 method**  
Using **SimaPro** software and **ecoinvent data base 3.10**

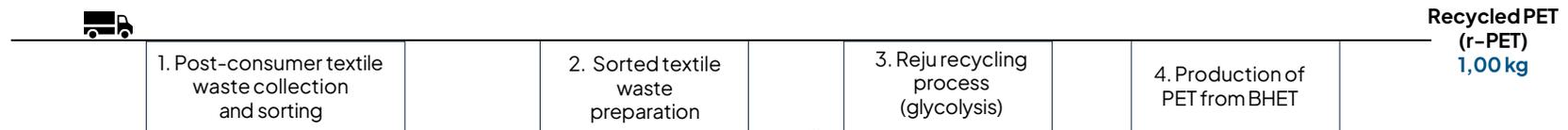
## Current Model

Virgin polyester



## Reju Circular Model

Post-consumer textile waste



• **50% to 70% lower CO2 emission** and **40% to 60% lower fossil energy consumption** than virgin PET production

The LCA on Reju.Polyester shows that the Reju glycolysis technology exhibits high environmental performance. This supports scientific findings that claim, "*of the PET chemical recycling techniques, glycolysis has the lowest environmental impacts*" (ACS Sustainable Chem. Eng. 2023, 11, 965–978).

## TECHNOLOGY

# It's built for industrialization and scale

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### Mixed textiles feedstock

Ability to process hard-to-recycle mixed textiles waste

+

### Highest yield

90% vs. 75-90% for other technologies

+

### Lowest carbon footprint

50% less GHG emissions during rPET production versus virgin PET

+

### Fully patented

Technology exclusively licensed to Reju™ in perpetuity

+

### Most efficient

Ultra low residence time of <2 mins due to patented catalyst

+

### Fully proven

In use at demo plant in Frankfurt

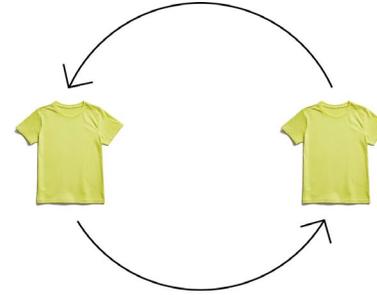
# Meet Reju.Polyester™

**ReJu.Polyester™**

# We're guaranteed post-consumer textile-to-textile

Reju will guarantee post-consumer textile-to-textile traceability from textile waste that would otherwise be buried, burned or dumped\*

*\*or otherwise not regenerated*



**Made from textiles, for textiles**



**Cleaner for people and planet**

- Almost 50% less carbon emissions than virgin
- It has less impurities and no thermal damage compared to mechanical recycling
- It's a cleaner second life, infinitely



**Post consumer textile waste / 100% traceable**

- We're building Regeneration Hubs near large deposits of textile waste, to reduce unnecessary transportation
- There are no bottle chips used. Ever
- Our traceability system allows for an open chain of custody from feedstock to fabric

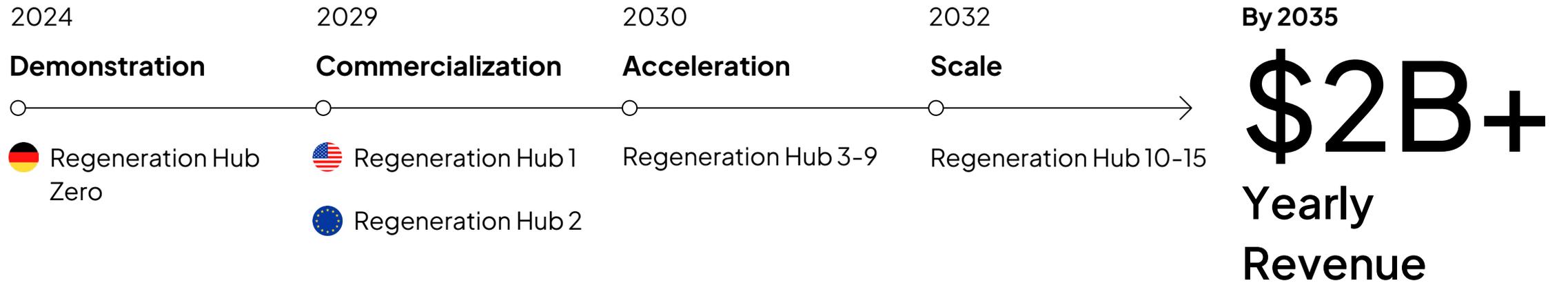
Our solution

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# Path to growth

## Indicative roadmap

### PHASING



# Site selection for Reju Regeneration Hubs announced



Chemelot, NL



Rochester, NY



Lacq, France

# Why Reju.

Patented technology from IBM that's **ready for industrialization, faster and yield**

Only one focusing on post-consumer textile waste

Activating where the waste problem is; EU & North America

**Comprehensive approach** to regenerating post-consumer textile waste and reintegrating it back into the textile supply chain

The only one with in-house capabilities of EPC and chemical engineering

Focused on driving circular model

**The future is bright  
when we do the work  
– together.**

# Q&A