



REE Automotive Ltd. Recognized as the

2021

Company of the Year

Global

EV Platform Industry

Excellence in Best Practices

Best Practices Criteria for World-Class Performance

Frost & Sullivan applies a rigorous analytical process to evaluate multiple nominees for each award category before determining the final award recipient. The process involves a detailed evaluation of best practices criteria across two dimensions for each nominated company. REE Automotive excels in many of the criteria in the EV platform space.

| AWARD CRITERIA | |
|---|-------------------------------|
| Visionary Innovation & Performance | Customer Impact |
| Addressing Unmet Needs | Price/Performance Value |
| Visionary Scenarios Through Mega Trends | Customer Purchase Experience |
| Implementation of Best Practices | Customer Ownership Experience |
| Leadership Focus | Customer Service Experience |
| Financial Performance | Brand Equity |

Remarkable Leadership Focus on Customer Needs

More and more countries are now committing to reduce carbon emissions by 2030 and reach carbon neutrality, or zero emissions, by 2050¹. As a result, governments are looking at replacing polluting coal, gas, and oil-fired power plants with other renewable energy sources to reduce carbon emissions substantially.

In the automotive sector, energy-efficient vehicles, such as electric vehicles (EVs), advance efforts to reduce greenhouse gas emissions worldwide.

"The same corner module can be used in all corners, and also be used across different models offered by OEMs. Additionally, 2WD or 4WD, and left-hand drive or right-hand drive configurations do not need many modifications in the architecture."

- Kamalesh Mohanarangam, Mobility Research Manager

The demand for EVs has grown multi-fold, signifying its increasing popularity among consumers despite the COVID-19 pandemic. From Frost & Sullivan's own analysis, over the last three years EV demand has grown by 280%, reaching around two million units sold globally. Evolving consumer preferences further boost growth, increasing driving range of EVs, declining overall EV prices, and expanding charging networks clubbed with stringent emission regulations and access restrictions for internal combustion engine vehicles in certain cities. Original equipment

¹ <https://www.un.org/sg/en/content/sg/articles/2020-12-11/carbon-neutrality-2050-the-world%20%99s-most-urgent-mission>

manufacturers (OEMs) plan to launch approximately 290 battery electric vehicle (BEV) models between 2021 and 2025 to capitalize on this opportunity.

However, Frost & Sullivan notes that launching BEVs is not a simple strategy, as OEMs typically rely on conventional platforms primarily developed for internal combustion engines. Traditional platforms require substantial time, effort, and money to retrofit with batteries, motors, and related hardware. In contrast, multi-energy platforms have inherent design limitations, making them unfeasible to offer several BEV models. OEMs increasingly invest in research and development for dedicated platforms and innovative technologies to launch several BEVs, focusing on scalability and modularity.

The corner module is one of the new advanced technologies that help OEMs quickly launch multiple models. OEMs standardize several vehicle components such as suspension, braking, steering, and drive, then fitting the corner module to design any vehicle type. Manufacturers can properly spend their time and effort, thereby saving millions of dollars.

REE Automotive Ltd. (REE), founded in 2011, is an Israeli automotive technology leader. REE's unique product development process is becoming a cornerstone for a spectrum of next-generation EVs and autonomous cars that promise substantial cost savings and increased value propositions. Frost & Sullivan appreciates how the company offers excellent solutions to manufacturers and customers to fulfill high e-mobility demand through EV platforms. These solutions consist of REEboard acting as a foundation for manufacturers to build their vehicles. Furthermore, its revolutionary REEcorner technology helps integrate powertrain, suspension, and steering components within a single flat platform.

Powered by X-by-Wire technology, REE's corner provides a competitive edge by moving the vehicle's core functions into a compact area between the chassis and the wheel. REEcorner delivers improved steering, braking, suspension, and drive capability, with front, rear, and all-wheel drive options. Furthermore, with its comprehensive drive-by-wire, brake-by-wire, and steer-by-wire technology, the company provides super-efficient control on each corner of any vehicle independently. As a result, it enables greater vehicle stability, responsiveness, and excellent safety. Frost & Sullivan points out that faster development time, greater energy and resource efficiency suitable for any electric and autonomous vehicle further highlight REE's platform benefits. Moreover, it also allows for greater vehicle design flexibility, lower maintenance costs (due to fast REEcorner replacements), upgrade capability via over-the-air technology, and interoperability with sophisticated driver aid systems. The same corner module can be used in all corners, and also be used across different models offered by OEMs. Additionally, 2-wheel-drive (FWD or RWD) and 4WD, and left-hand drive and right-hand drive configurations do not require many modifications in the architecture.

As the automobile industry undergoes rapid transformation, Frost & Sullivan applauds REE's leadership aspiration in delivering the most up-to-date modular EV platforms. Furthermore, the company is in a position to drive EVs' next-generation and contribute successfully to climate change initiatives through its products, meeting global safety and zero-emissions requirements. Frost & Sullivan believes that REE's technology will provide significant operational and functional advantages over the traditional EV fleets industry in the future due to its excellent long-term customer benefits.

Customer-centric Approach Leads to Greater Customer Experiences

The need to continuously incorporate features demanded by EV consumers has resulted in a highly competitive market. Design improvements and manufacturing economies of scale are crucial to managing costs and improving profitability in the long run. With a higher price tag, technological advancements may eventually cause many OEMs or vehicle manufacturers to see their EV profitability deteriorate due to growing challenges. As a result, more and more OEMs are shifting towards a collaborative approach with platform suppliers, such as REE, to offset the high capital costs associated with EV platform development.

The company promises a comprehensive range of technical configurations to meet specific customer needs. For example, REE's technology allows for greater flexibility in space and full body designs, enabling vehicles built on top of its platform to have up to 35% additional internal space. In addition, the REEcorner module design helps modular EVs with the highest load capacity (payload capacities of up to 5,000 kilograms with flexible battery packaging and sizing for transporting passengers and cargo; thus, contributing to the lowest total cost of ownership, competitive pricing, and shorter development timeframes compared to traditional EV skateboards. The platform's scalability makes it ideal for any EV deployment - including commercial vehicles, mobility-as-a-service providers (MaaS), last-mile and logistics companies, and even passenger cars.

"REE's solution is compatible with any electric car that adds new driving value and efficiency. Its REEcorner technology allows OEMs to create customized EV platforms and designs less expensive and faster than typical EV skateboards, leading to a quick and efficient introduction into EV markets."

- Norazah Bachok, Best Practices Research Analyst

gravity center than conventional EVs and effectively suits various vehicle types from one-ton gross vehicle weight (GVW) to 10-ton GVW. The platform has fully sprung masses designed for advanced suspension capabilities, nicely providing a better ride experience. Furthermore, driven by e-commerce growth, REE's platform offers low step-in-height and minimum-turning radius for logistics companies to operate within congested urban areas.

As the automotive industry undergoes a digital transformation, Frost & Sullivan notes that EV charging infrastructure, or lack thereof, is a lingering key customer and manufacturer concern. Realizing this issue, REE's platform designs are effectively suitable for various power source types, including battery technology and hydrogen fuel cells. Furthermore, the technology provides a range of peak output from the e-motor between 30 kilowatts (kW) and 200 kW. The advanced technology also incorporates the Internet of Things and artificial intelligence for advanced data collection and analytics. Built-in preventative maintenance capabilities subsequently assist in providing an early warning for any function failures, therefore lowering maintenance costs through the benefit of Smart PMs - eliminating unnecessary maintenance and recommending only what is required. From Frost & Sullivan's analysis, REE's modular technology effectively supports future e-mobility diverse demands. Its unique value proposition to OEMs translates through vast technical developments built in the system, which give an outstanding client ownership experience.

This disruptive technology is adaptable to the most comprehensive range of target markets and applications; therefore, REE's solution is compatible with any electric car that adds new driving value and

efficiency. Its REEcorner technology allows OEMs to create customized EV platforms and designs less expensive and faster than typical EV skateboards, leading to a quick and efficient introduction into EV markets. Frost & Sullivan firmly believes that REE provides better and advanced e-mobility services to customers through its modular and unique technology, thus maintaining its leadership within the corner modules and EV platforms industry.

Strong and Sustainable Growth Performance

REE experienced remarkable business performances in projects secured and strategic partnerships for the past few years. By 2026, the company estimates tremendous cumulative revenues with around \$5 billion signed contracts and more than \$10 billion in the advanced pipeline stages. Additionally, REE projects to serve a \$700 billion total addressable EV market opportunity, from passenger vehicles and MaaS to e-shuttles and robotaxis, targeting 737,000 cumulative units by 2026 and \$10.1 billion in revenue in 2026. Furthermore, REE will establish integration centers, emphasizing three significant markets: the United States, Japan, and Germany. Over the next five years, REE intends to expand its network to 15 assembly and distribution facilities with an annual capacity of 600,000 platforms.

Frost & Sullivan analysts monitor how the company has established a significant market position through new corner module solutions, product portfolio enhancements, and customer-specific tactics. The REE brand demonstrates its strengths by addressing unmet market requirements via innovation and improving the consumer experience. The company provides accessible and high-quality solutions to a diverse client base. Due to its strong brand image, REE managed to attract vital customers through numerous strategic partners and investors spanning various industries like logistics, EV and automotive, and technology such as autonomous driving.

Additionally, REE is now a publicly listed company on NASDAQ (REE) following its successful reverse merger with 10X Capital Venture Acquisition Corp. The company's broad intellectual property portfolio, covering engineering, controls and designs, and more than 60 patents worldwide support its technologies. The technology platform is also pre-certified for ISO 26262 worldwide standards. Currently, it is on its way to achieving certification under the Automobile Safety Integrity Level D, representing the most outstanding automotive hazard level.

Frost & Sullivan applauds REE's constant efforts in searching for new ways to improve its solutions and customer service experience in response to the market's desire for consistent positive brand equity.

Conclusion

REE Automotive Ltd.'s corner module technology and EV platforms excel amid the automotive industry's current challenges requiring great solutions by consistently delivering critical competitive advantages, considering quality, cost, and performance. Through its unique REEcorner technology, customers can reshape their electric vehicles (EVs) design and systems integration, paving e-mobility's future. It also incorporates safety technology, storage, batteries, and simplified maintenance needs seamlessly.

In addition, the REEcorner technology allows original equipment manufacturers, particularly startup players to introduce new EV models into the market in less time and at a lower cost, providing high-value services to all clients. Its reputable brand image built over the years translates to consumer trust and stable high growth performances. REE Automotive has received exceptional recognition from its large base customers, key partners, and stakeholders as a leading corner module and EV platforms market participant addressing contemporary industry demands.

With its strong overall performance, REE Automotive Ltd. earns Frost & Sullivan's 2021 Global Company of the Year Award in the EV platform industry.

What You Need to Know about the Company of the Year Recognition

Frost & Sullivan's Company of the Year Award is its top honor and recognizes the market participant that exemplifies visionary innovation, market-leading performance, and unmatched customer care.

Best Practices Award Analysis

For the Company of the Year Award, Frost & Sullivan analysts independently evaluated the criteria listed below.

Visionary Innovation & Performance

Addressing Unmet Needs: Customers' unmet or under-served needs are unearthed and addressed by a robust solution development process

Visionary Scenarios Through Mega Trends: Long-range, macro-level scenarios are incorporated into the innovation strategy through the use of Mega Trends, thereby enabling first-to-market solutions and new growth opportunities

Leadership Focus: Company focuses on building a leadership position in core markets and on creating stiff barriers to entry for new competitors

Best Practices Implementation: Best-in-class implementation is characterized by processes, tools, or activities that generate a consistent and repeatable level of success

Financial Performance: Strong overall business performance is achieved in terms of revenue, revenue growth, operating margin, and other key financial metrics

Customer Impact

Price/Performance Value: Products or services provide the best value for the price compared to similar market offerings

Customer Purchase Experience: Quality of the purchase experience assures customers that they are buying the optimal solution for addressing their unique needs and constraints

Customer Ownership Experience: Customers proudly own the company's product or service and have a positive experience throughout the life of the product or service

Customer Service Experience: Customer service is accessible, fast, stress-free, and high quality

Brand Equity: Customers perceive the brand positively and exhibit high brand loyalty

About Frost & Sullivan

Frost & Sullivan is the Growth Pipeline Company™. We power our clients to a future shaped by growth. Our Growth Pipeline as a Service™ provides the CEO and the CEO's growth team with a continuous and rigorous platform of growth opportunities, ensuring long-term success. To achieve positive outcomes, our team leverages over 60 years of experience, coaching organizations of all types and sizes across 6 continents with our proven best practices. To power your Growth Pipeline future, visit Frost & Sullivan at <http://www.frost.com>.

The Growth Pipeline Engine™

Frost & Sullivan's proprietary model to systematically create on-going growth opportunities and strategies for our clients is fuelled by the Innovation Generator™. [Learn more.](#)

Key Impacts:

- **Growth Pipeline:** Continuous flow of Growth opportunities
- **Growth Strategies:** Proven Best Practices
- **Innovation Culture:** Optimized Customer Experience
- **ROI & Margin:** Implementation Excellence
- **Transformational Growth:** Industry Leadership



The Innovation Generator™

Our six analytical perspectives are crucial in capturing the broadest range of innovative growth opportunities, most of which occur at the points of these perspectives.

Analytical Perspectives:

- **Mega Trend (MT)**
- **Business Model (BM)**
- **Technology (TE)**
- **Industries (IN)**
- **Customer (CU)**
- **Geographies (GE)**

