

A photograph of a child standing at the base of a long, wide flight of stone steps. The child is looking up at the top of the steps. The steps are made of light-colored stone and lead up to a wall made of large, rectangular stone blocks. The scene is brightly lit, with strong shadows cast across the steps.

The biggest step is the first one

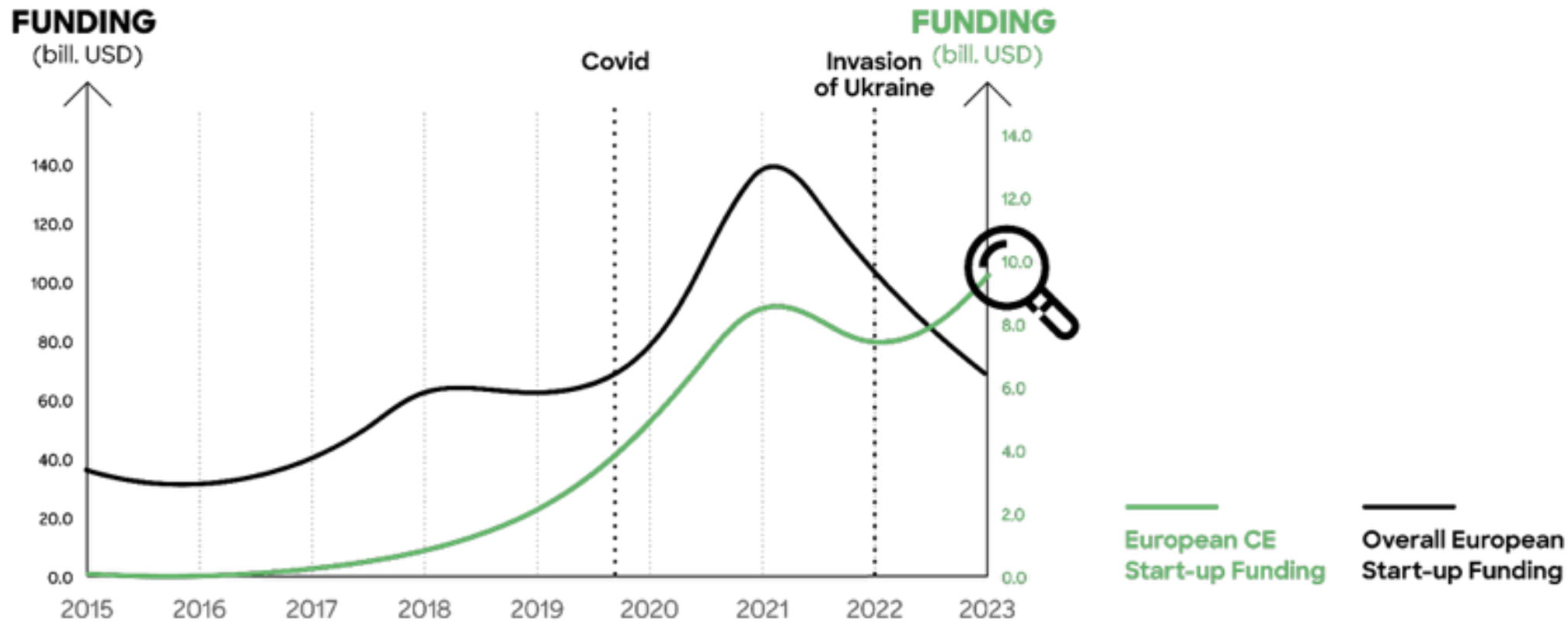
– the secret to supply chain resilience





Investments

Breaking the trend: circular economy funding in Europe keeps growing – In spite of crises, or because of them?



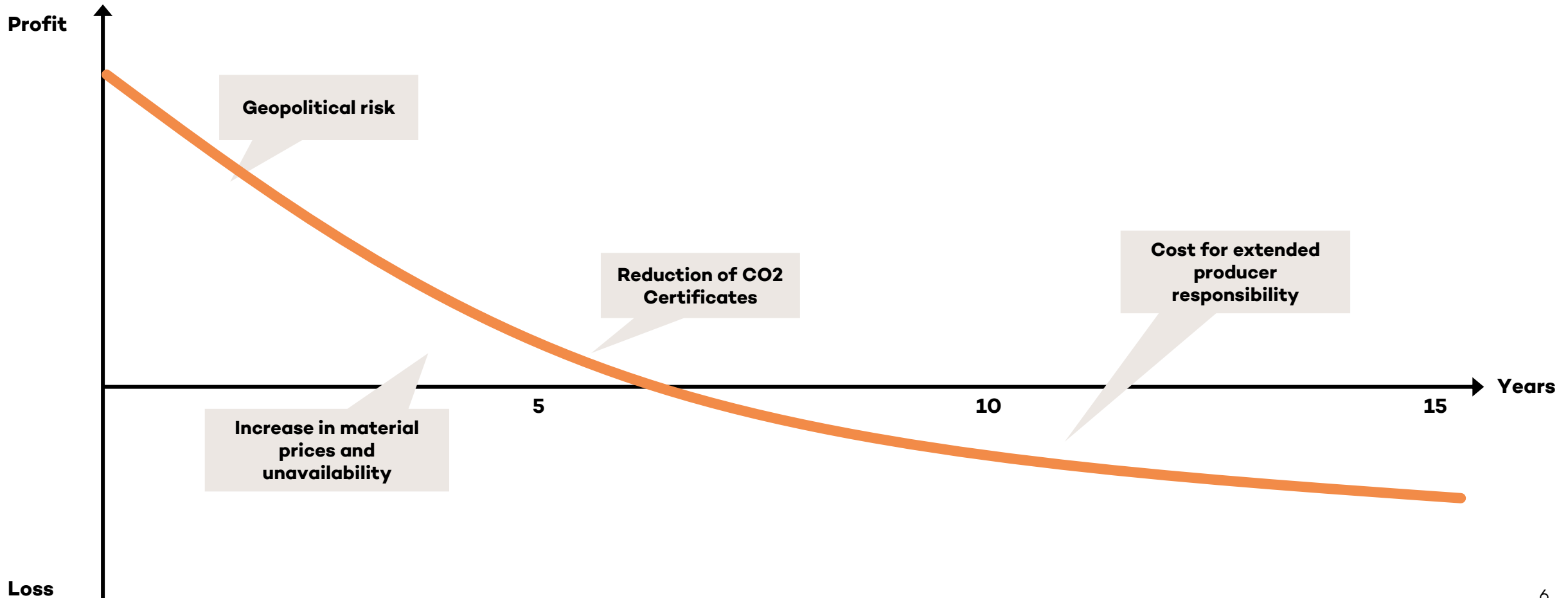
Source: CE data: Net Zero Insights (as of Feb 24, 2025); non-CE data: Tracxn (as of Apr 3, 2025).



Linear value
creation is **under
pressure.**

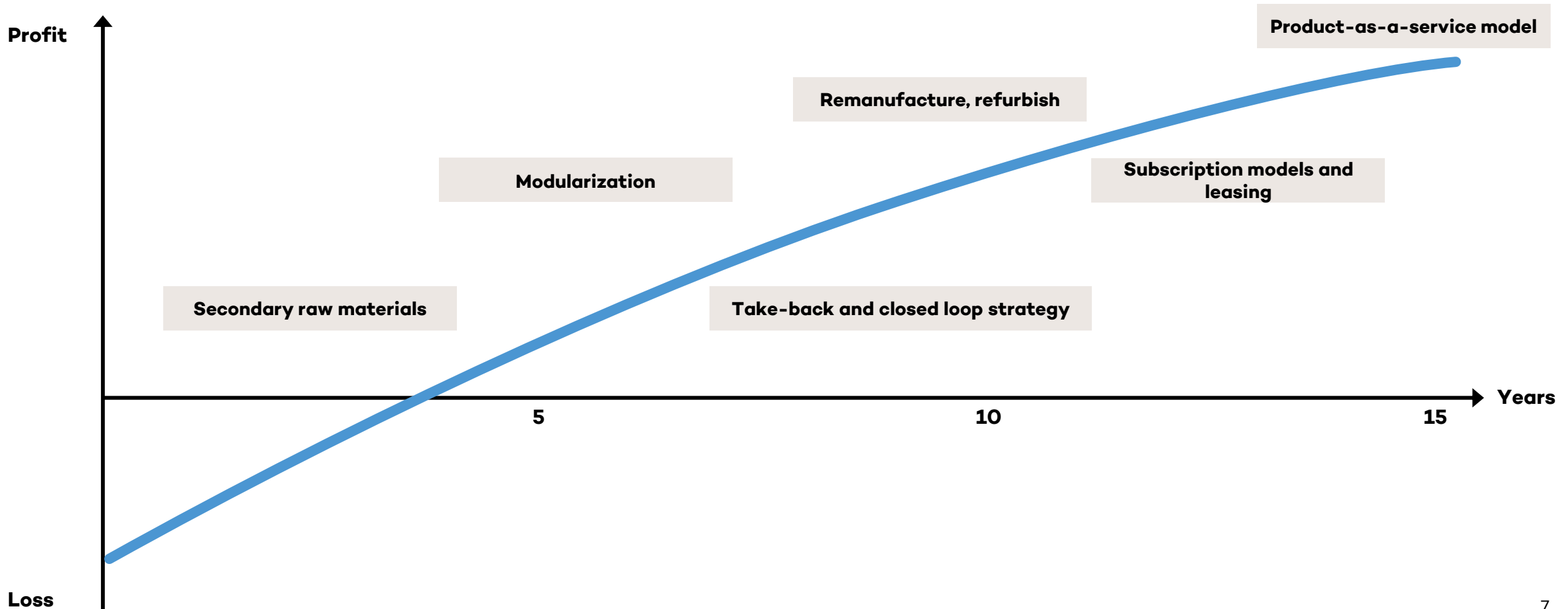
Circular engagement journey

Disrupters bring a risk to revenue creation over the next years if lifetime control is not matured



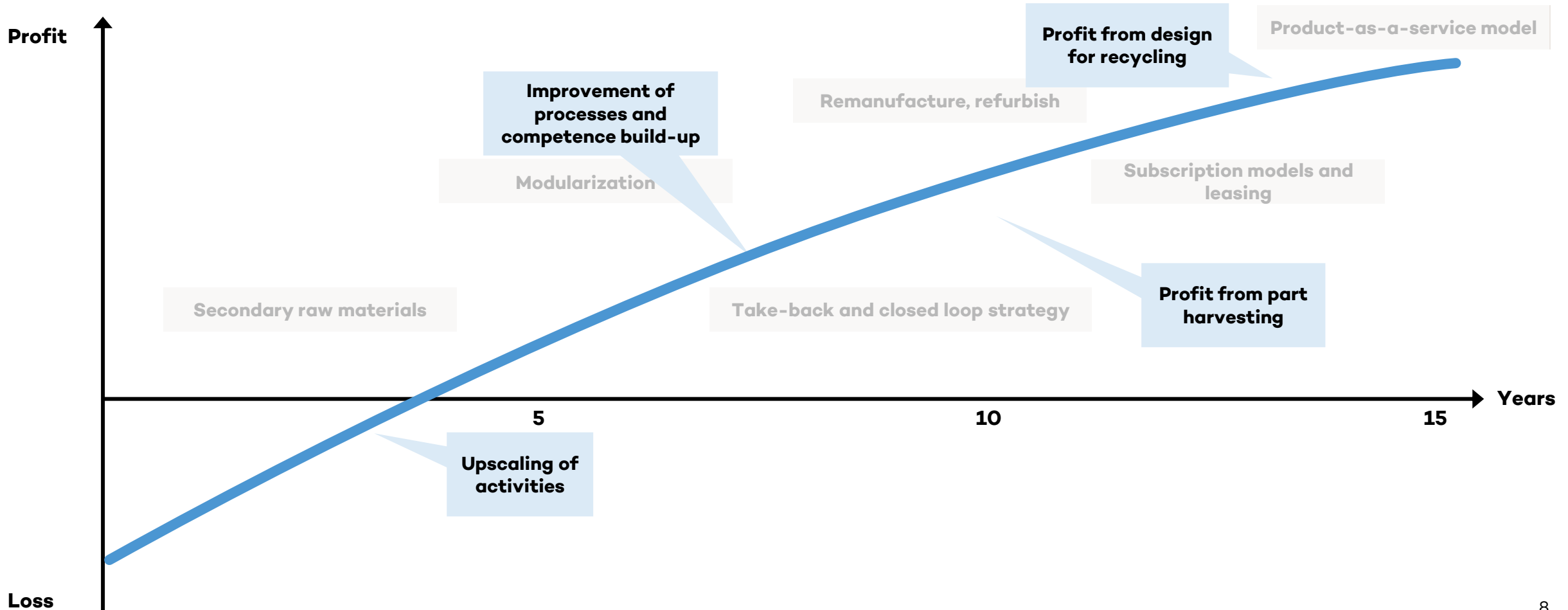
Circular engagement journey

Driven by cost reduction and revenue opportunities companies can follow a path towards more circularity through steadily maturing lifetime control



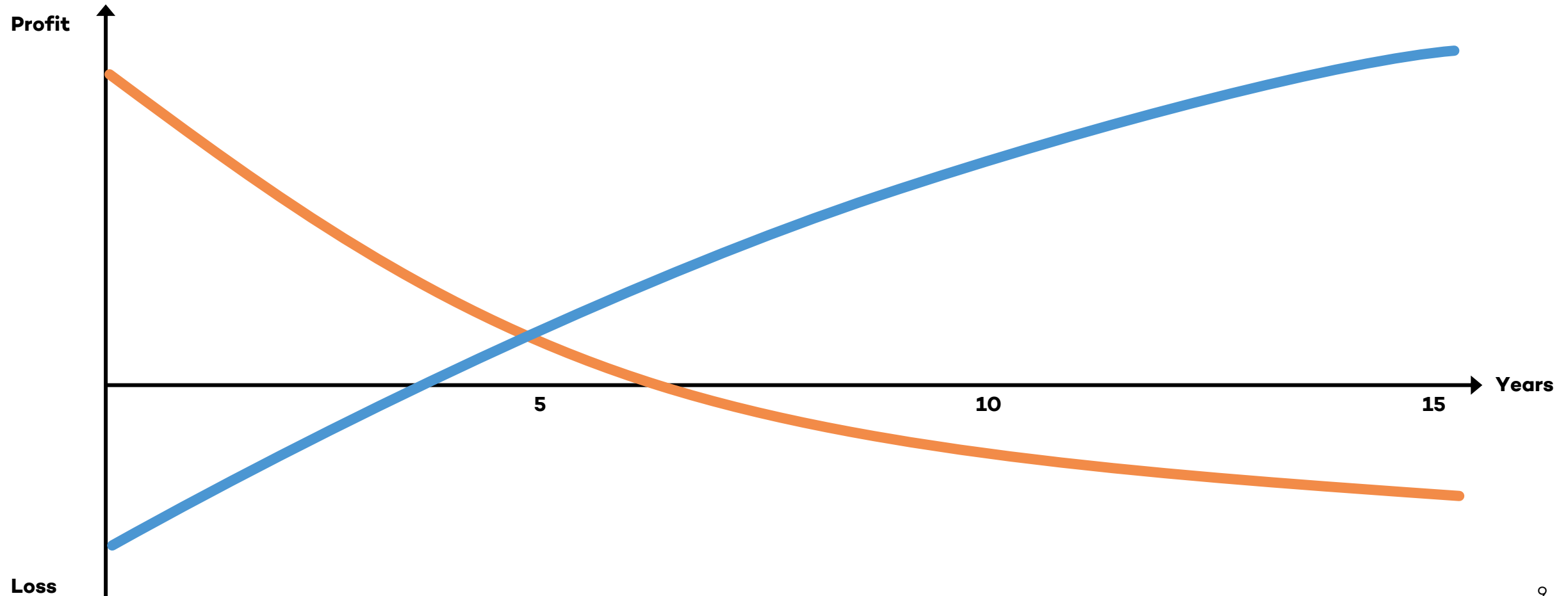
Circular engagement journey

Driven by cost reduction and revenue opportunities companies can follow a path towards more circularity through steadily maturing lifetime control



Circular engagement journey

Increasing maturing lifetime control will unlock scalable sustainable business models with increased profit opportunities and resilience



A photograph of a young child wearing a hat and overalls, standing on a set of wide, light-colored stone steps. The child is looking down at the steps. To the left of the steps is a wall made of large, rectangular stone blocks. The scene is brightly lit, with strong shadows cast across the wall and steps.

The **first step** into circularity is **modularity**: it lets us rebuild, reuse, and rethink while **keeping profits up**.



It doesn't take **magic**.
It takes **modular thinking**: simple
bricks, endless possibilities.

Building and scaling requires readiness across key dimensions

Entrepreneurial phase



Pioneering circular initiatives in different regions...

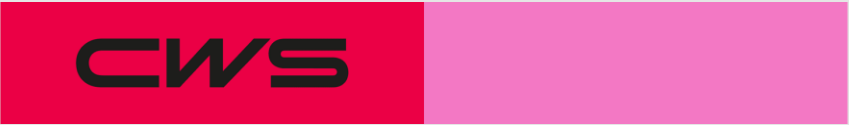


Industrialization phase

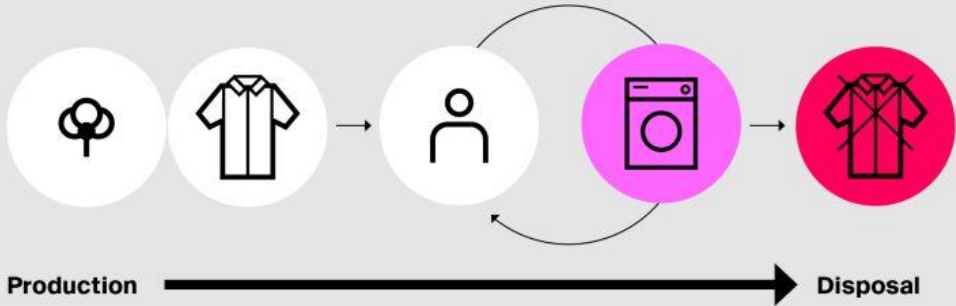


... to scaling an ambitious circular strategy...

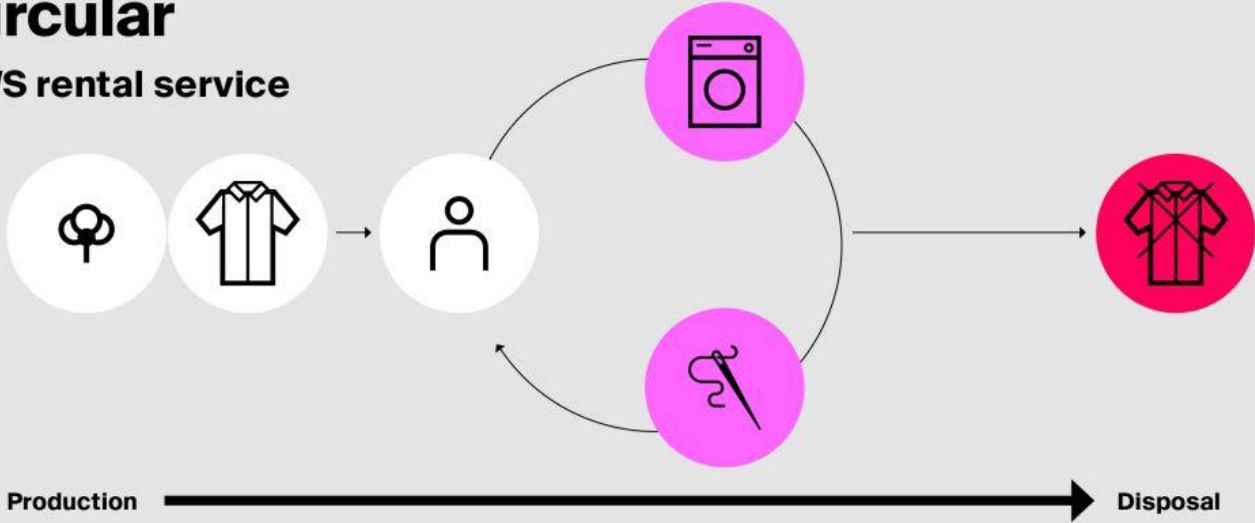
Linear v.
circular system

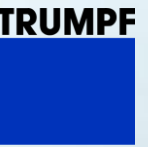


Linear



Circular
CWS rental service





TruLaser Center 7030



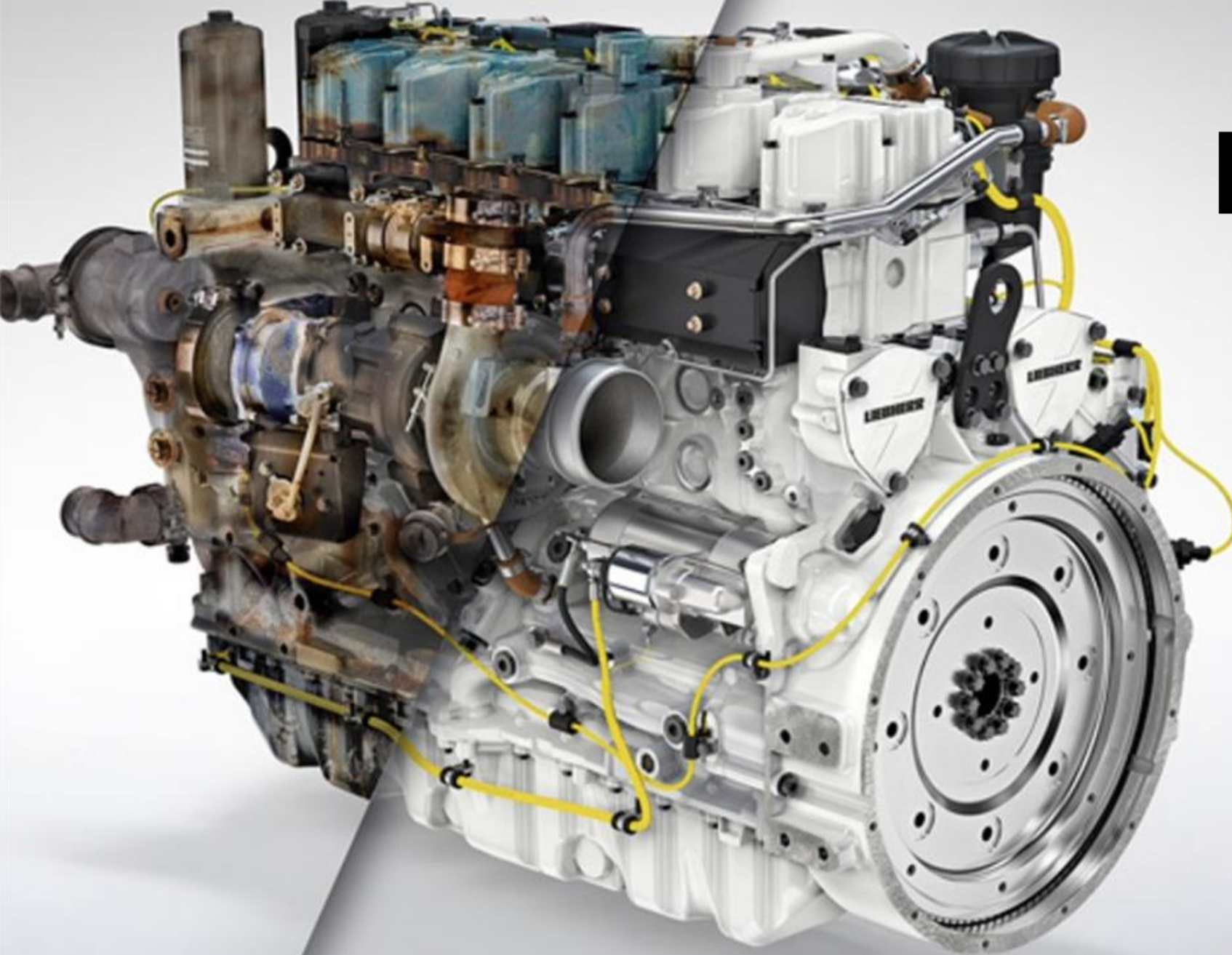
Let's do more with what we already have.

It's time to make things last longer and ditch growth for growth's sake.

Trade In

Buy Used

**Worn Wear is our program to
trade in and buy used
Patagonia® gear.**



LIEBHERR

Our Reman programme

A new life for the components of your machine.



IKEA Circular Product Design Guide

Version 2024

Guide to designing products with circular capabilities



Let's think like kids again

build bold ideas, break them apart, and rebuild better

Brick by brick!



SCAN ME

Thank you!



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