



Circular Economy in action

Microsoft

CHG-meridian

a Love story



What Value



Empower every person and
every organization on the
planet to **achieve more**

Customer & Partners

- Planetary Computer
- Co-innovation
- MSR Center of Excellence
- Cloud for Sustainability
- Emissions Impact Dashboard

Amplifying our impact

-  Carbon negative
-  Water positive
-  Zero waste
-  Protect ecosystems



Planet

- Carbon Call
- Climate Innovation Fund
- Climate Research Initiative
- Africa Lab
- Sustainability skills



Carbon negative



Protect ecosystems



Water positive



Zero waste

A woman with dark, curly hair is shown in profile, looking upwards and to the right. She is wearing a bright yellow, textured sweater. The background is a soft, out-of-focus landscape with trees and a clear sky. A large, semi-transparent white circle is overlaid on the image, containing the text.

**Lifecycle
Thinking**
since 1979.



46

Years of Experience



Certified



€ 2.83 Billion

Volume of lease origination

€ 11.73 Billion

Total technology portfolio financed and managed

32

country subsidiaries with 1.600 employees for around 13.000 customers worldwide



26%



69%



5%



over 1.000.000

IT assets were refurbished and remarketed in 2024



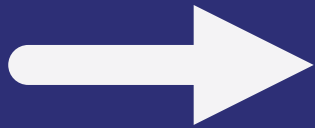
94%

of all returned assets receive a second product life from CHG-MERIDIAN

TAKE



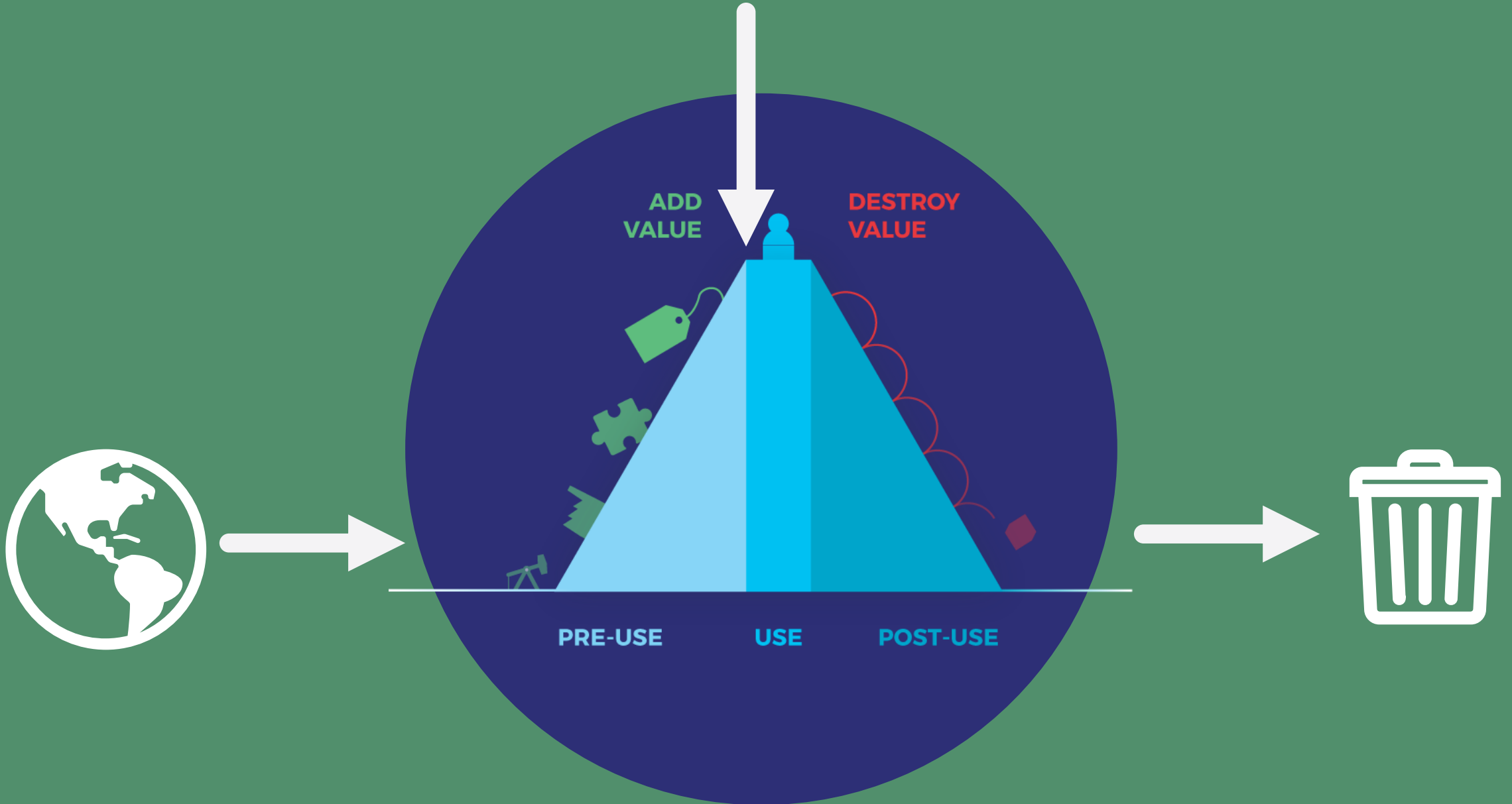
MAKE



WASTE



Transaction-based business



60%

Of devices in a procurement model end up in a drawer or are destroyed without reuse or recycling*



80%

of global e-waste is not formally recycled**

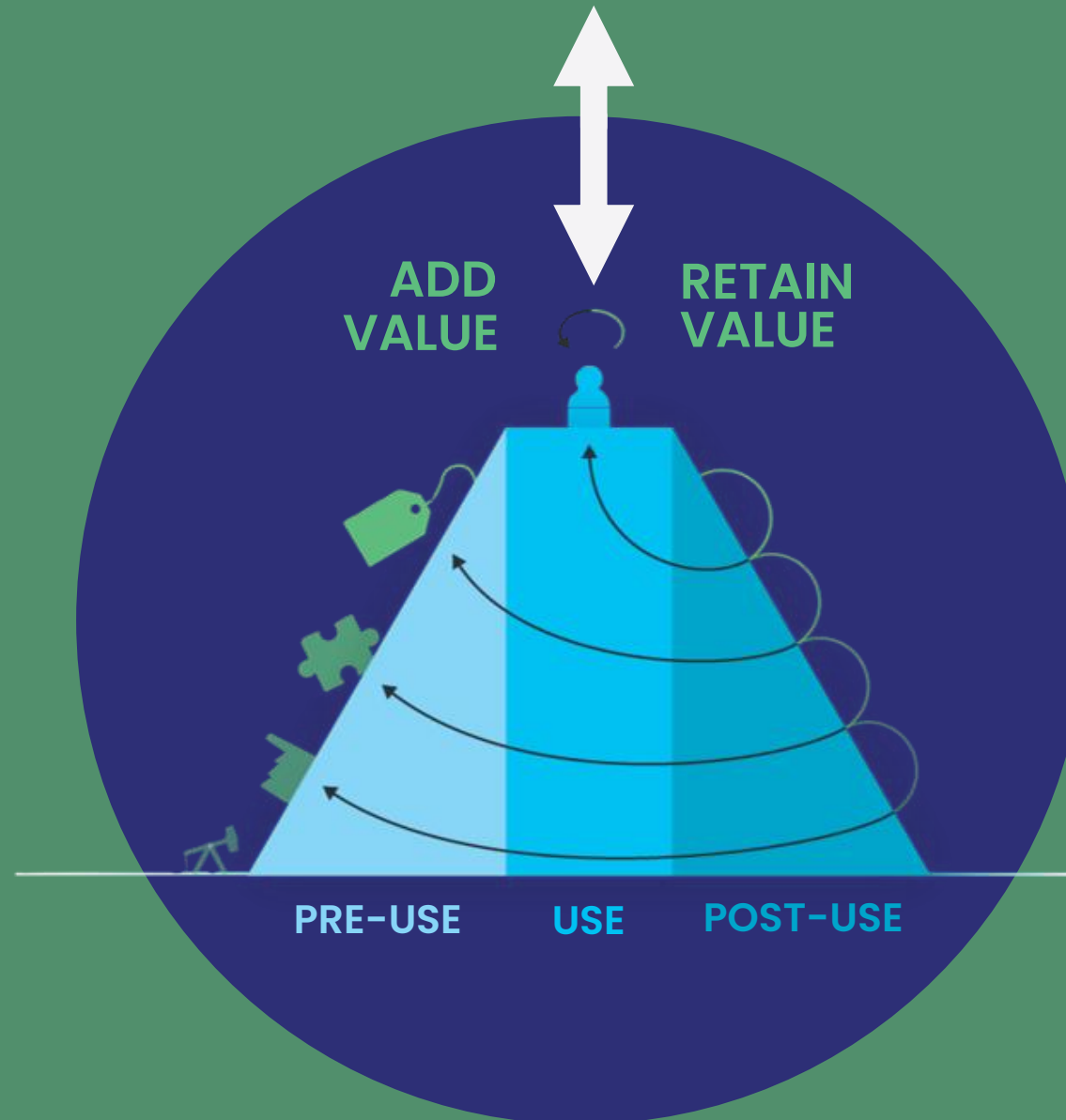
VALUE

LEAKAGE

VALUE

RETENTION

Relationship-based business



VALUE

Creation



Eco Design



1 Material efficiency
increasing recycled content,
selecting recyclable materials
and designing out waste

2 Reducing
hazardous materials
substituting materials to improve
recyclability

3 Built to last
designing for and promoting
repair, refurbishment and reuse
of devices

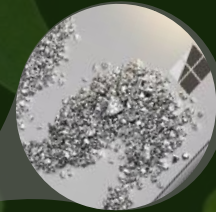
Reducing carbon impact



Designing Out Carbon Emissions

Material efficiency

Enclosure is made with a minimum of 72% recycled content, including 100% recycled aluminum alloy and 100% recycled rare earth metals



Eco Design

material interventions drive a 73 kgCO₂eq. carbon footprint reduction from baseline



Battery

Battery cell to make use of 100% recycled cobalt

Circular by design



Surface Service Guides

 Microsoft Surface

Service Guide

SG



Circular by design

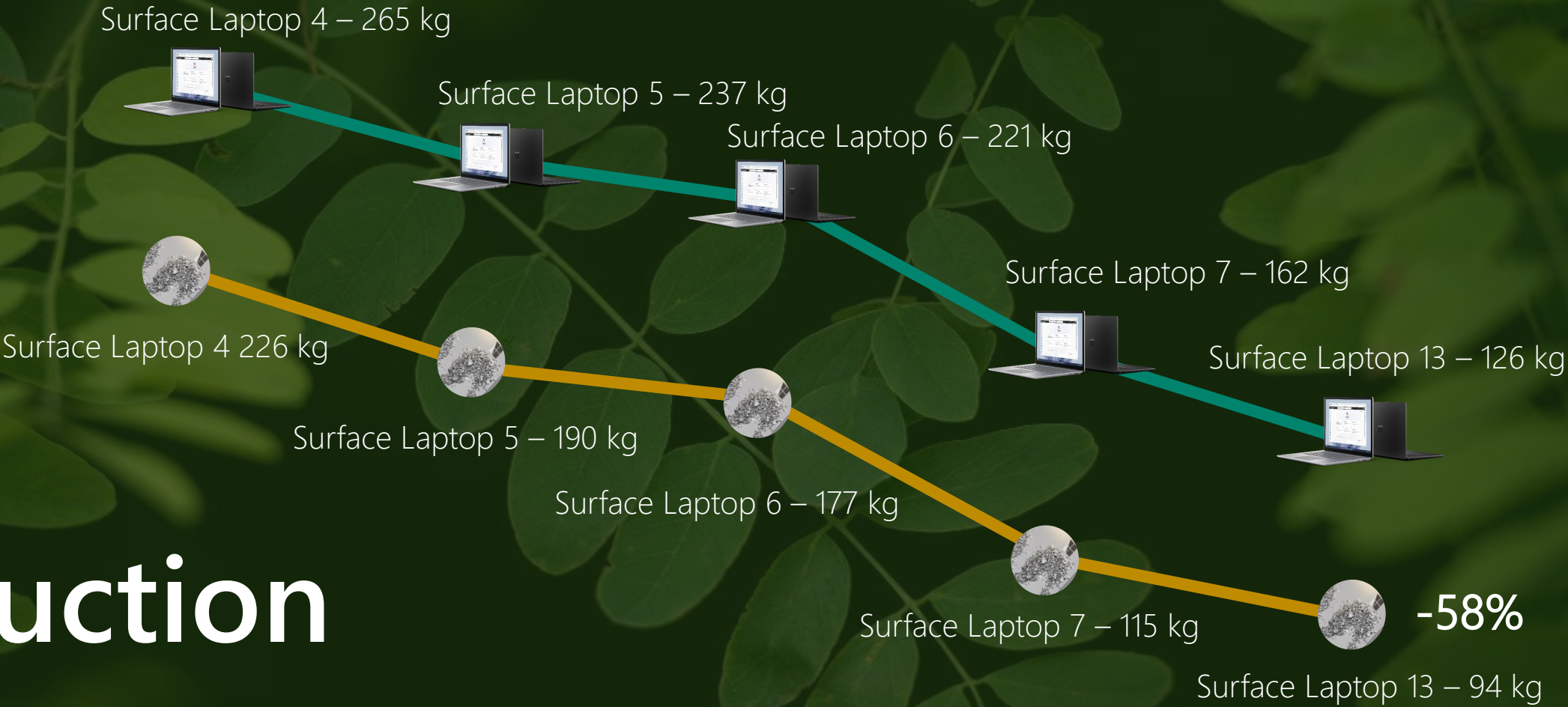


“From 0/10 to 8/10: Microsoft Puts Repair Front and Center”

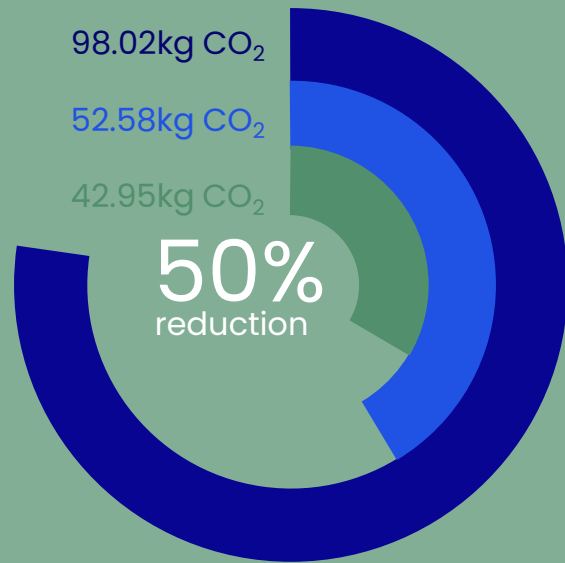
“The Surface Laptop 7 is an astonishingly repair friendly device”



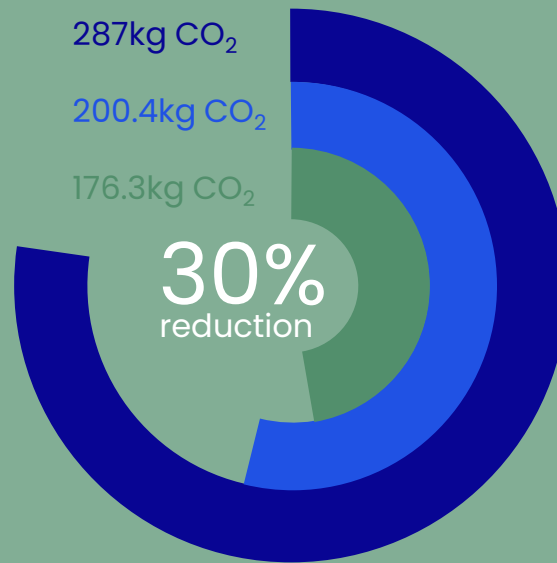
Co2 Reduction



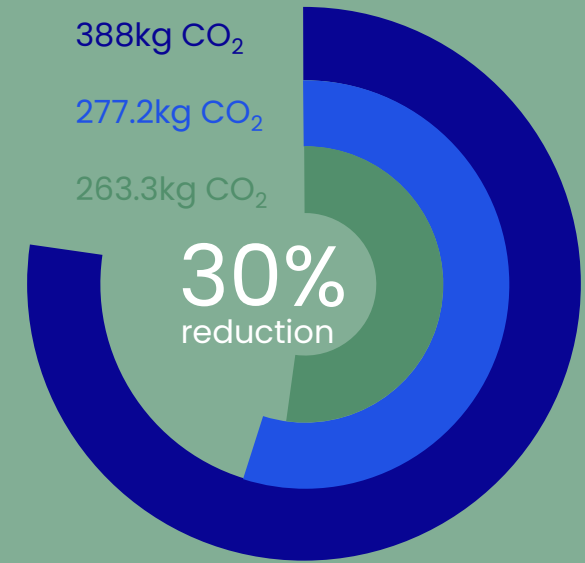
Carbon emissions for each type of business model



Smartphone



Laptop



Desktop

- Purchase concept with no remarketing
- Leasing concept – refurbishing & remarketing
- Device-as-a-service concept

The age of use

2 out of 3

old devices on average end up at the bottom of a drawer or the back of a cupboard collecting dust.

54 million

tonnes of electronic waste annually by doing business with a linear economic mindset and buying IT hardware leads to around

Usage model

IT usage models that are part of a circular economy model can reduce carbon emissions by more than

50%

and save valuable resources up to

2/3

Purchasing

Windows

On a local device

Client PC



Local on a PC or tablet
across price points and form factors

Windows 365

From the cloud to any device

Cloud PC

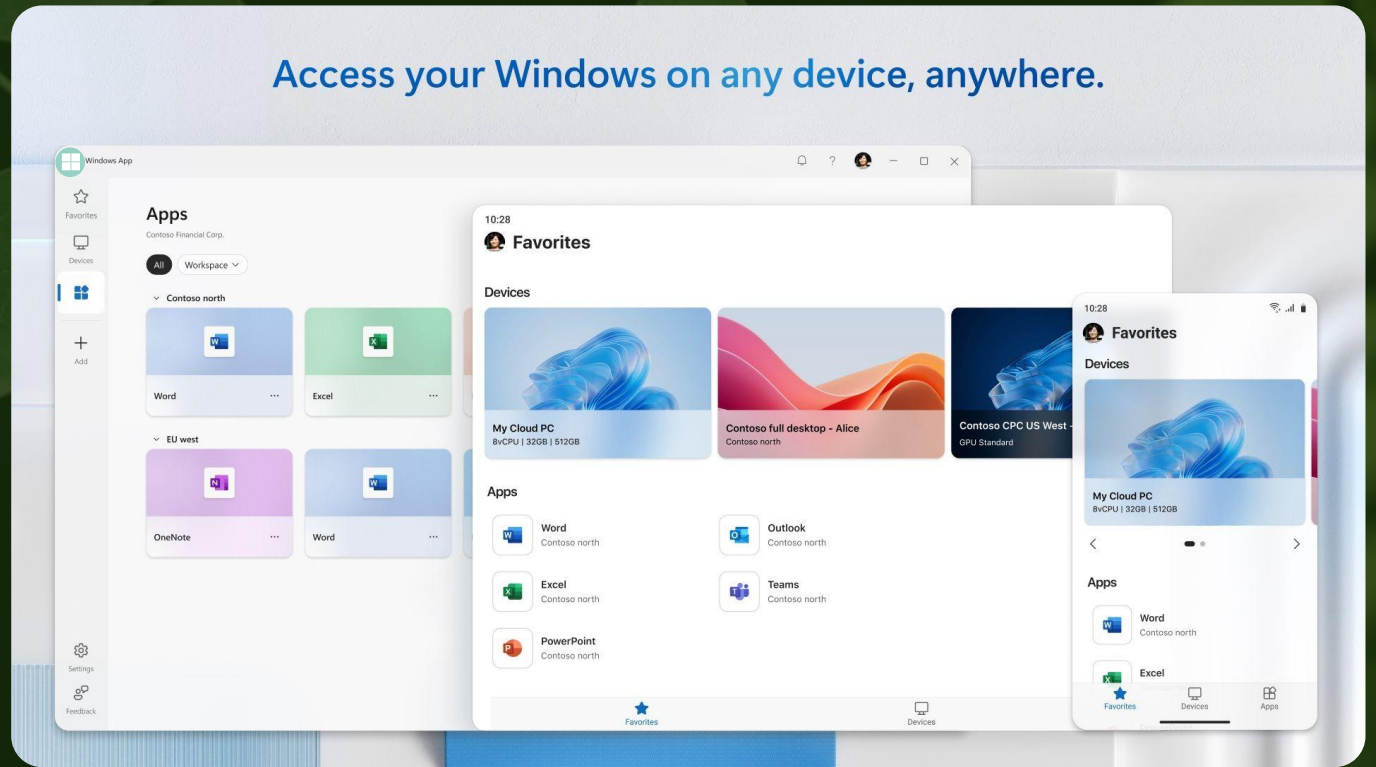


Windows 365

optimized for **simplicity** and **experience**

Windows 365 App

Access your Windows on any device, anywhere.



Windows 365



Windows App

Connect through the
Windows App on Windows,
macOS, web, or mobile

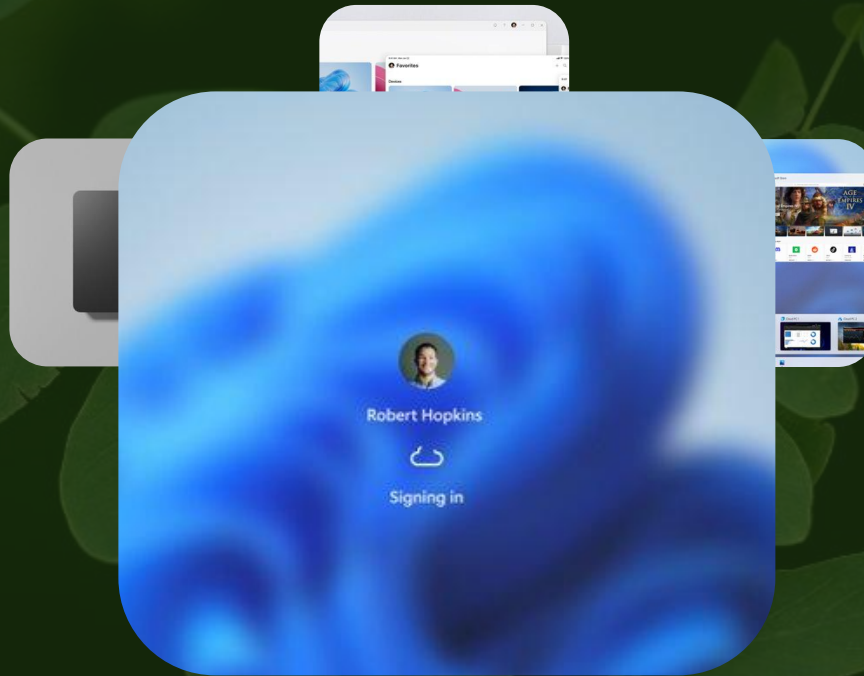
Windows 365



Windows 365 Switch

Seamlessly switch
between your local
desktop and Cloud PC

Windows 365



Windows 365 Boot

Boot directly to your
Cloud PC from any
Windows 11 device

Windows 365



Windows 365 Link

Purpose-built to
securely connect to
Windows 365 in seconds

Windows 365



Windows 365 Link

Material efficiency

Windows 365 Link contains a minimum of 63% recycled content¹



Built to last

Designed to be long-lasting and repairable

Eco Design

85 kgCO₂ total carbon footprint
34,7 kg CO₂ carbon footprint
from production

Windows 365

2021 - 2025



+30% performance

Harnessing the game-changing capabilities of AI



**Measure, predict,
and optimize complex
systems**



**Accelerate the
development of
sustainability
solutions**



**Empower the
sustainability
workforce**



The right product in the right business model **improves** triple-P performance



Enhance user experience and collaboration with modern, reliable tools.

Attract and retain talent through flexible, sustainable technology.



Promote circularity by extending product lifecycles through reuse and refurbishment.

Reduce environmental impact and align with SBTi carbon-reduction goals.



Boost productivity and efficiency while reducing downtime.

Shift from CAPEX to OPEX for financial flexibility and sustainable growth.

“Anything that is in the world when you’re born is normal and ordinary and is just a natural part of the way the world works.”

“Anything that's invented between when you’re fifteen and thirty-five is new and exciting and revolutionary
and you can probably get a career in it.”

“Anything invented after you're thirty-five is against the natural order of things.”

— Douglas Adams