



Product as a service to
Accelerate Cooperation and
Circular Transformation

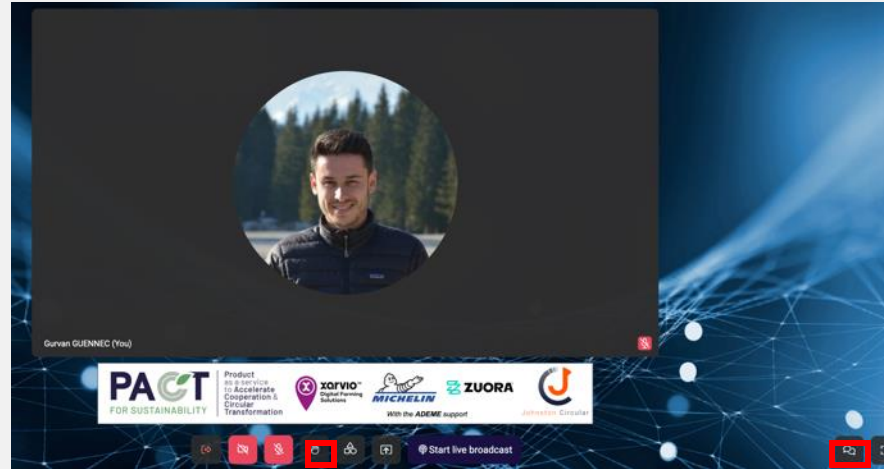
11 new sustainable Product-as-a-Service use cases

HOW TO INTERACT & COMMUNICATE WITH US ?



*Please take 2 minutes to
answer 4 questions, and
help us improve your
experience*

During the Webinar



*Please ask your questions
or comments in English*

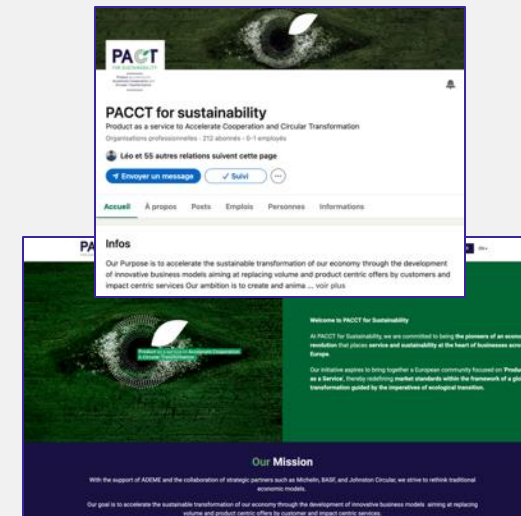
At the end of the Webinar

After the Webinar

[change@pacct-
sustainability.org](mailto:change@pacct-sustainability.org)

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*Re-Live our webinar on our
website*



Today's speakers !

Marianne RICHEUX

Senior Manager Sustainability
and Government Affairs,
Europe

CHEP



CHEP

A Brambles Company

Steffen SAECKER

Business Director

SAFECHEM



SAFECHEM
be responsible

François Johnston

Founder of Johnston Circular &
spoke person of PACCT

PACCT



PACCT
FOR SUSTAINABILITY

Product as a service to
Accelerate Cooperation and
Circular Transformation



Presentation of the new PACCT publication

PaaS FOR SUSTAINABILITY

Product as a service to
Accelerate Cooperation and
Circular Transformation

**SHIFT FROM OWNERSHIP TO USERSHIP
WITH PRODUCT-AS-A-SERVICE (PAAS)**

*« A transformation where Service Prevails
over volume for sustainable impact »*

- CONNECT TO CSRD & TAXONOMY**
Understand how PaaS models can connect your company to the Green Deal
- SHARE REAL USE-CASES**
Decathlon, Michelin, and many others
What works and what doesn't
- LEVERAGE DATA AND FINANCE TO IMPLEMENT NEW BUSINESS MODELS**
Discover how to optimize User Experience and Value:
It's much more than leasing!
- AVOID HUNDREDS OF THOUSANDS OF TONS OF CO₂ EMISSION**
How PaaS models can significantly reduce your carbon footprint and enable your company to reach SBTi's and CSR objectives
- LEARN ALL ABOUT RESEARCH ON PRODUCT AS A SERVICE**
ADEME, RISE, Tampere University, Aston Business School, INP Grenoble
- ACCESS PREMIUM CUSTOMER RELATIONSHIP**
Increase differentiation, focus on customer needs, develop customer experience...



11 new PaaS use cases A diversity of sizes and sectors

Country	Company	Product	Size
FR	ORAK	Carpet	SME
DE	SAFECEM	Chemicals	SME
AU	CHEP a Brambles company	Packaging	Large corporation
FR	Lib&Lou	Toys B2C	Start-up
GE	JUNA	Electric truck	Joint venture of SCANIA SENNDER
SE	ATLAS COPCO	Air	Large corporation
SE	FOXWAY	Device	SME
JP	MITSUBISHI	Elevator	Large corporation
FR	LIZEE	Logistic	SME
FR	ENGIE	Energy	Large corporation
FR	COMMOWN	Device	Cooperative

Structure of the use cases

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Commown is a French cooperative organisation (SCIC – Cooperative Society for Collective Interest), founded in 2018 and employing 30 people. It provides Product as a Service solutions for IT equipment, offering smartphones, computers, and other electronic devices designed for durability and repairability. Devices are provided through a rental model and accompanied by services that extend their lifespan, such as breakdown and damage coverage, repair, and user support. Commown refers to its PaaS business model as “Cooperative and Functional Economy”, as per the definition given by ADEME and ATEMIS, therefore highlighting its environmental and social purpose.



Adrien MONTAGUT
Co-Founder

To break the overproduction cycle – the cycle of production, sale and waste – we shifted to a model with an economic structure designed to make devices last longer.

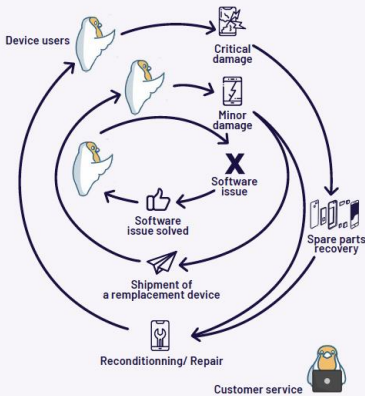
Key Figures



PaaS Journey

Commown was created in response to climate and social emergencies, resource depletion, and ecosystem destruction. Recognizing both the crucial role of economic organisations in addressing these urgencies and the persistent issue of overproduction, the

founders developed a functionality-based model aimed at maximising device lifespan. Electronics were chosen as the focus because they are emblematic devices, making them an effective tool for communication and engagement.



Challenges & Orientations

One of Commown's main challenges lies in its financial model. While the cooperative status is central to the organisation's mission, as it ensures that all stakeholders have a strong interest in extending device lifespans, it also limits profitability and financial returns, making traditional fundraising difficult. As a result, Commown faces constraints in recruiting staff and increasing salaries. Fleet expansion is comparatively easier, as banks remain willing to lend since the organisation retains ownership of the devices. Commown's pricing strategy further shapes its financial dynamics. To promote device retention, the organisation offers a gradual discount that reaches 60% by the sixth year of continuous use. Thus, the balance point corresponds to a massive fleet of old devices, each bringing less revenue than a new one. This requires a higher volume of devices in use to reach the financial balance compared to traditional rental companies.

Another challenge arises from operational adjustments needed for Commown's development. Since the organisation is committed to keeping devices in use for as long as possible, its support and repair teams must manage an expanding variety of models, as manufacturers – including the more responsible ones – continue to release new versions. While Commown initially aimed to become a reference platform for responsible IT through a comprehensive portfolio, resource constraints are now partially limiting the breadth of this ambition. Nonetheless, the organisation is increasingly recognised for its high-quality service and its strong environmental and social commitment.

Commown also faces challenges in customer engagement. Most current clients are already aware of ecological and social issues and actively seek sustainable IT solutions. However, for the general public, giving up device ownership remains difficult. To maximize impact, Commown leverages its legitimacy as an economic actor to influence regulatory frameworks.

Advice & Recommendations

For Institutions

- Direct or prioritize the allocation of public funding toward companies that can demonstrate genuine environmental added value, based on a multi-criteria life-cycle analysis conducted by an external, ISO-certified firm.
- Adjust regulatory frameworks to stop incentivising local authorities to invest rather than rely on operating expenses.
- Regulate the electronics market to curb the sales-driven model, for instance through advertising bans on new electronic products.
- Train public buyers and accountants to move away from systematically discarding IT fleets once they are fully amortised.

For Businesses

- Choose investors who share your values: a short-term Return on Investment mindset is incompatible with models designed to encourage long-term usage.
- Align your overall model with your values as systematically as possible, from your business model to the tools you use.
- Use open-source digital tools, such as Odoo, to contribute to mutualising IT resources and creating a digital commons for the functional economy.



SAFECEM : the Product-as-a-Service journey

This is SAFECHEM

Global solution provider for the sustainable and innovative use of chemicals

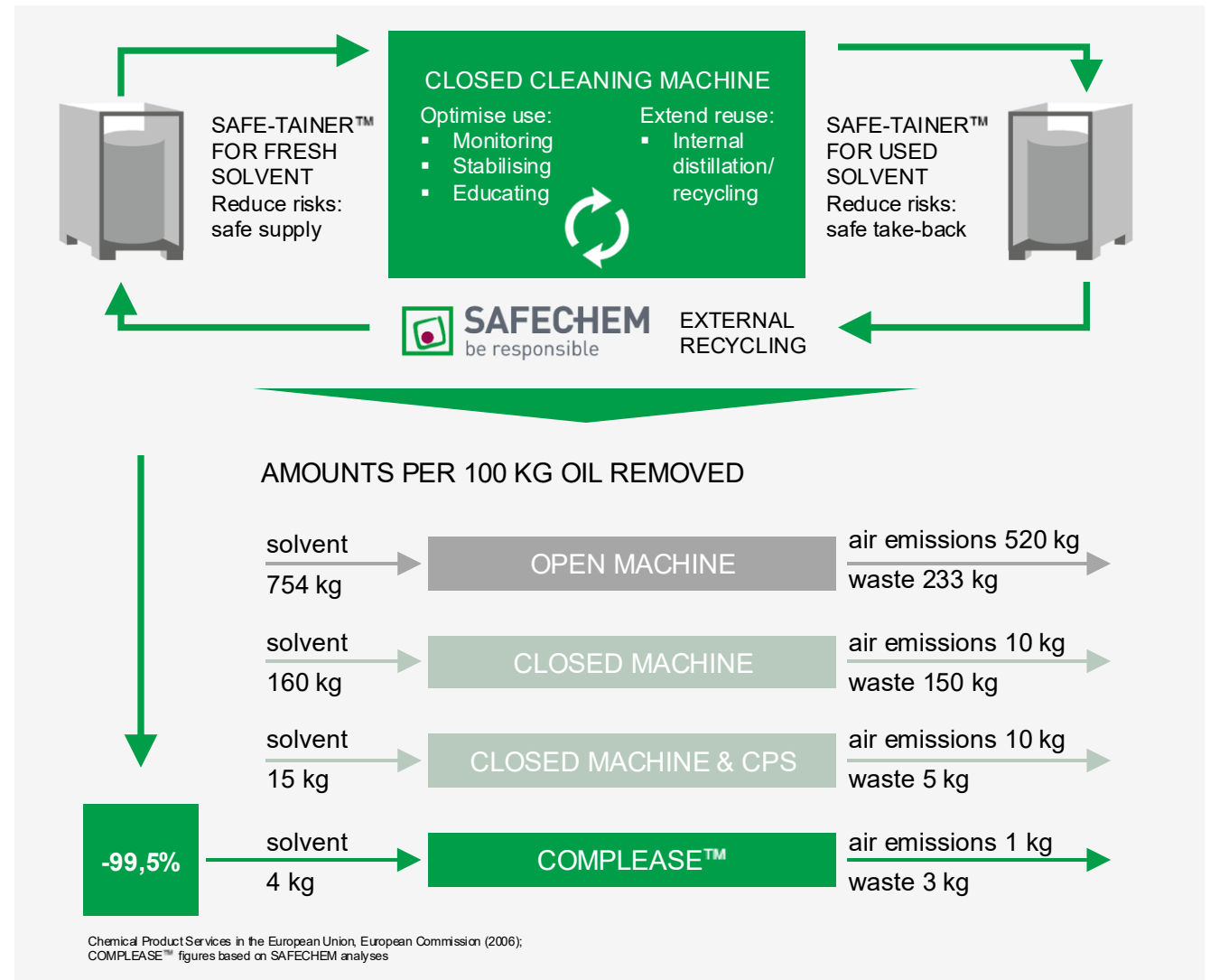
- Industrial parts cleaning
- Textile cleaning
- Asphalt analytics
- High purity & optics

Founded 1992 as a Joint Venture between The Dow Chemical Company & RCN Recycling

- 25 years part of The Dow Chemical Company
- 7 years private equity owned
- Part of the Itelyum group since 2024

Product-as-a-Service model for surface cleaning:

- COMPLEASE™ Chemical Leasing
- Including chemical products, risk management systems, process optimization services, knowledge sharing for best practices, and end-of-life solvent waste management



Product-as-a-Service Journey

Since 2010 Launch of COMPLEASE
Chemical Leasing and international
scale up

2005 Chemical Leasing
Pilot Project in Austria

1998 Introduction of the
Rent-a-Chemical model

1992 Foundation of SAFECH^{EM}
to develop a closed-loop system
for the sustainable use of solvents




Maturity & Business

Scale up of COMPLEASE
Chemical Leasing
started in 2010

10% of the total business
is Chemical Leasing


Benefits

Performance optimisation
Resource efficiency and sustainability
Time for innovation
Simplified, predictable financial planning


Sustainable impacts

Up to **99,5% reduction** in solvent use
compared to an open machine
(measured in Kg of solvent used
for 100kg of oil removed)

Structuring the model and overcoming challenges

- 1

Customer mindset
- 2

Right unit of payment
- 3

Ownership of chemicals
- 4

Performance monitoring
- 5

Dedicated resources

Digitalization for further performance optimization



**AUTOMATED
PRECISE TESTING**



REAL TIME ALERTS



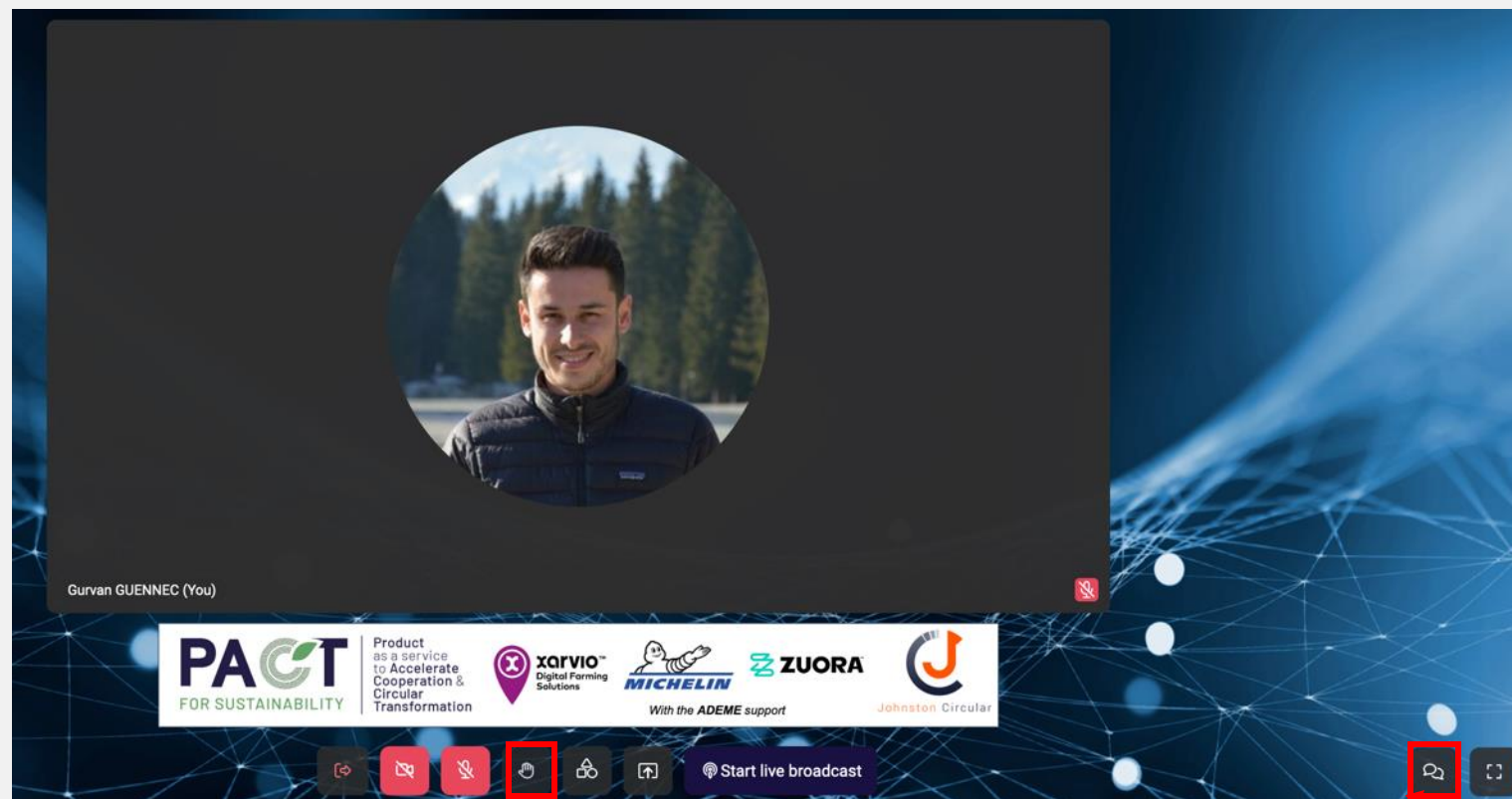
**COMPREHENSIVE
TREND ANALYSIS**



**AUTOMATED
DOCUMENTATION FOR
AUDITS**

Q&A (5min)

Two possible ways to ask your questions



Raise your hand and you
will interact by video
directly with the speakers

Ask your questions in the
chat



CHEP : the golden rules to operate and scale a PaaS model

Brambles manages the world's largest pool of reusable pallets, crates and containers

Through its inherently sustainable operating model, superior network advantage and industry expertise, Brambles leads the market in more efficient and sustainable supply chains.

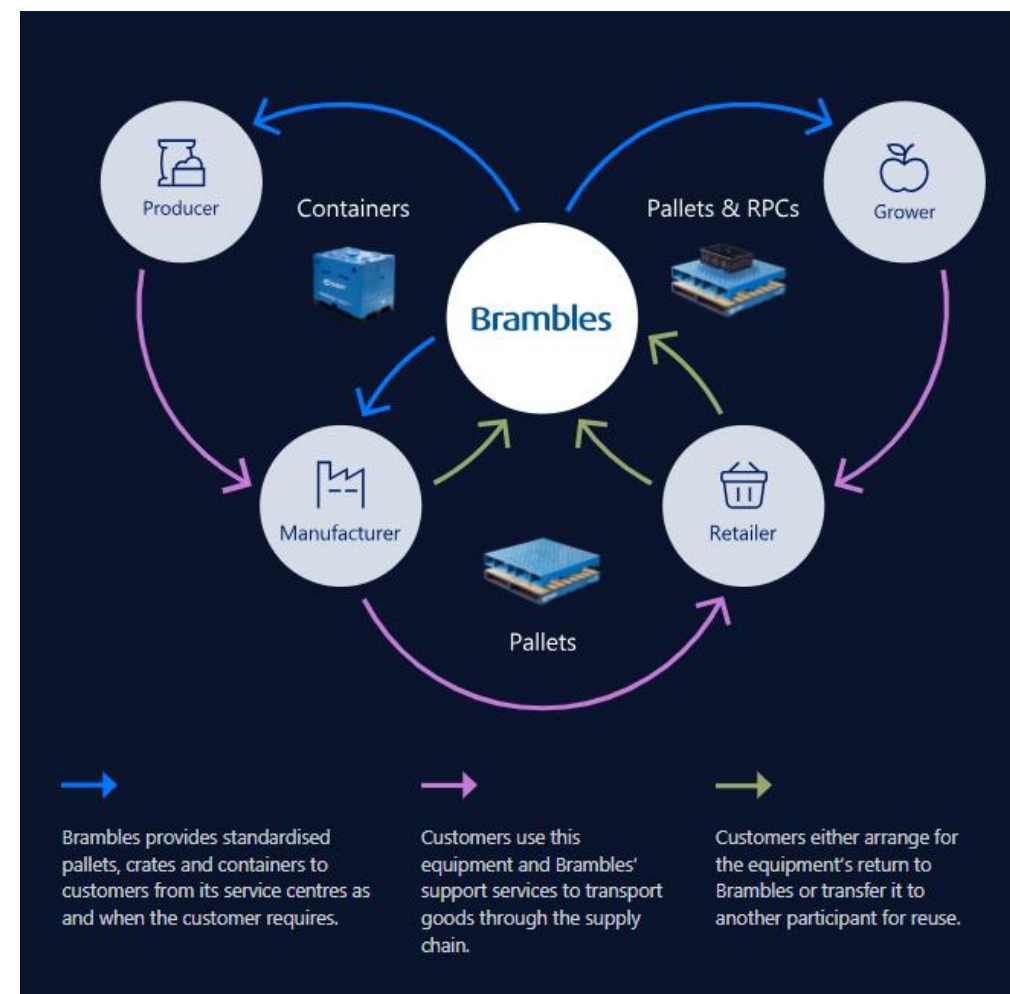
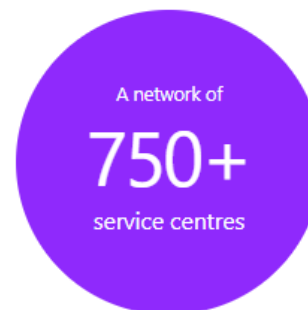
What Brambles does

Operating primarily through the CHEP brand, Brambles provides its customers with the platforms they need to transport goods across their supply chains more efficiently and sustainably.

Powered by its share and reuse network of connected pallets, crates and containers, and end-to-end visibility of supply chains, Brambles partners with customers to optimise global supply networks and reduce their collective impact on the planet.

Trusted by the world's leading brands, the CHEP business primarily services customers in the consumer staples, retail, automotive and general manufacturing industries.

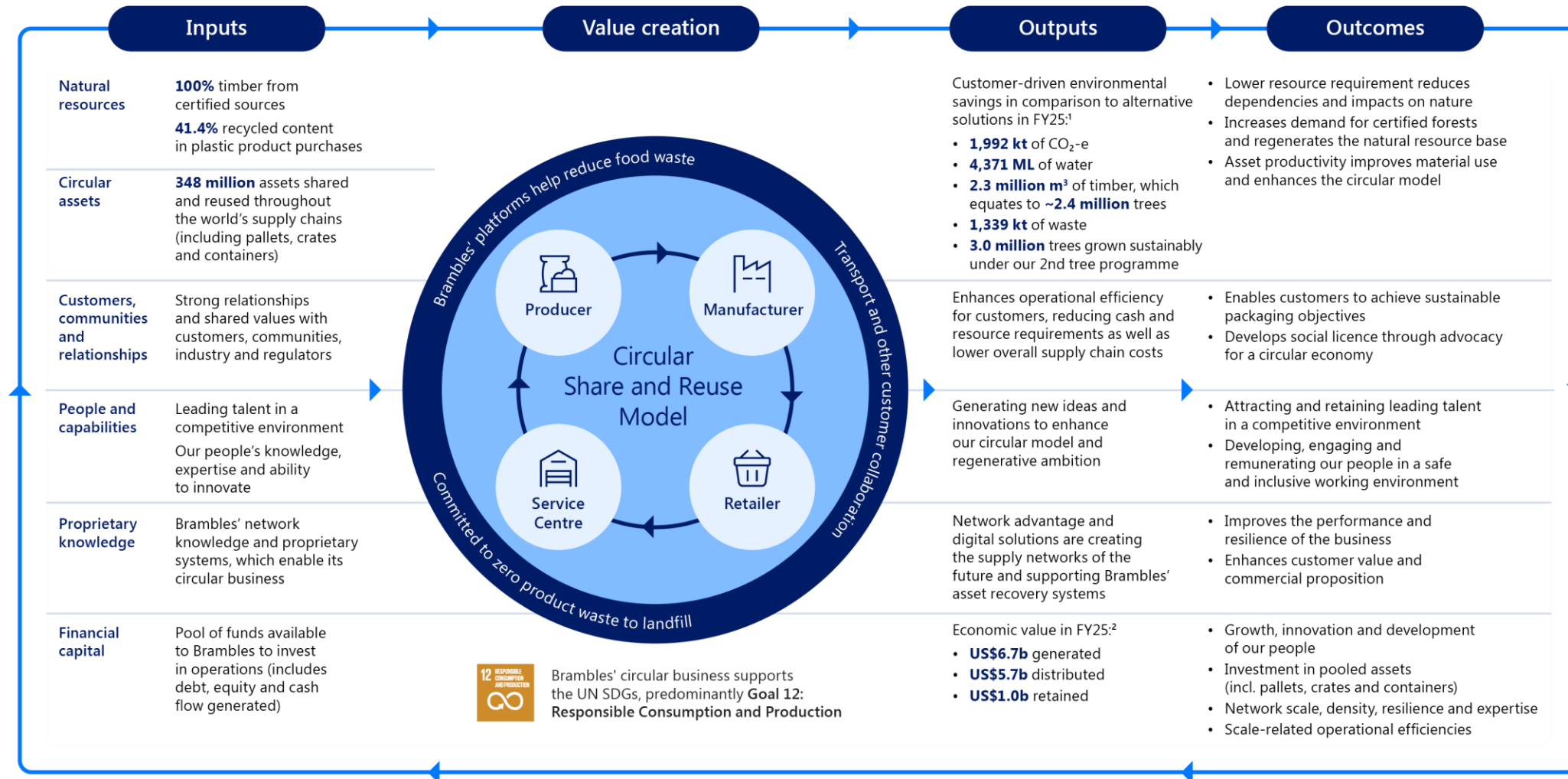
As at 30 June 2025, Brambles had:



¹ As recognised by ESG research and ratings providers around the world including TIME and Corporate Knights.

The value Brambles creates

How Brambles creates sustainable value for our customers, investors and other key stakeholders



1 Environmental benefit metrics are calculated by comparing the savings through use of a Brambles product to a single-use alternative (obtained from independent peer reviewed product Life Cycle Assessments (LCAs) performed by acknowledged experts), multiplied by the volume of each related product issued to customers during the Year.

2 With reference to the GRI Standards: economic value generated relates to Group sales revenue; economic value distributed relates to dividends, employee costs, income taxes, interest on loans and payments to suppliers (a breakdown is available on page 9 of the Brambles 2025 Annual Report); economic value retained represents the difference between economic value generated and distributed.

The Regenerative Supply Chain

A systemic vision for positive change

CHEP

A Brambles Company

PACT
FOR SUSTAINABILITY

Nature

- Nature and biodiversity is regenerated as we operate - **"we use one and regenerate two"**
- Integrated certified materials supply

Our Value Chain

- **Capability building:** enabling our partners to our leading standards and for systemic change
- Nature stewardship driven by local communities

Our Operations

- Closed-loop products
 - Carbon capturing solutions from waste innovations
 - Climate Resilience

Our Customers

- Amplify reuse with digitally enabled circular products
- Collaboration programmes for regeneration

Our People

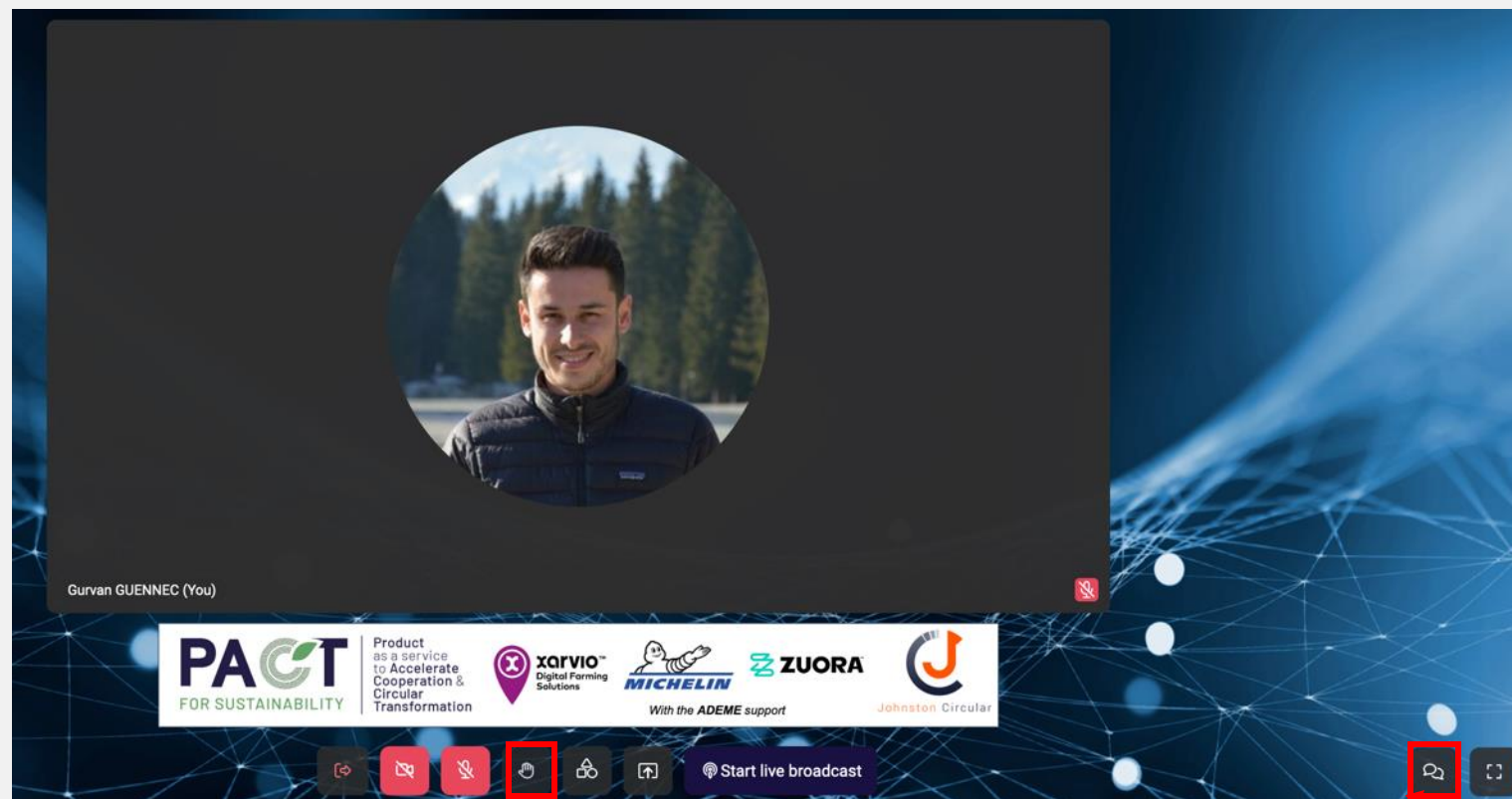
- Diverse workforce, leading in DEI across the supply chain
- Active advocates to lead the way in regenerative supply chains

Communities – Society

- Activating systemic change, triggering action beyond our own supply chain:
- Education
 - Associations
 - NGOs and
 - Governments

Q&A (5min)

Two possible ways to ask your questions



Raise your hand and you
will interact by video
directly with the speakers

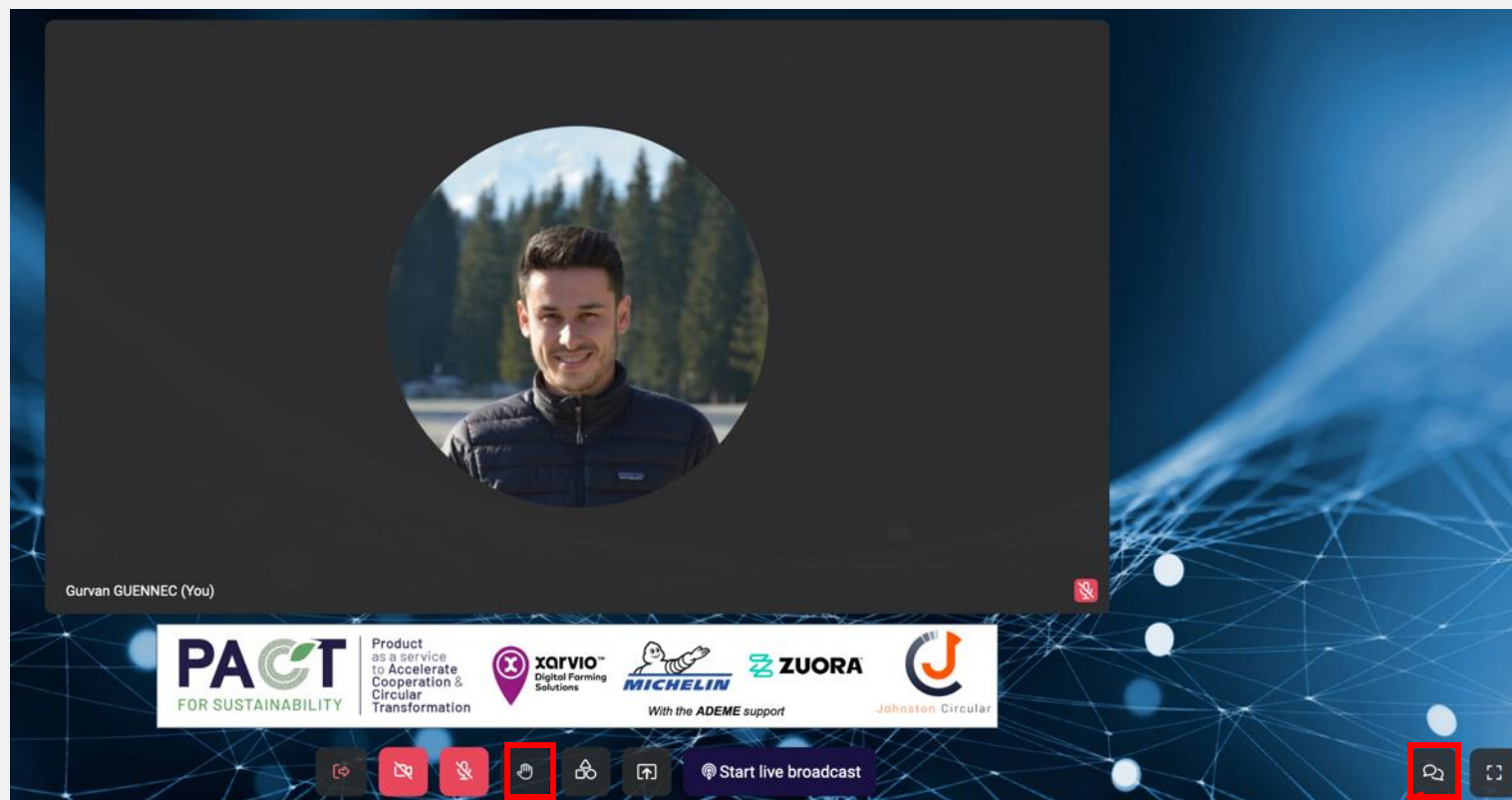
Ask your questions in the
chat



Q&A and conclusion

Q&A

Two possible ways to ask your questions



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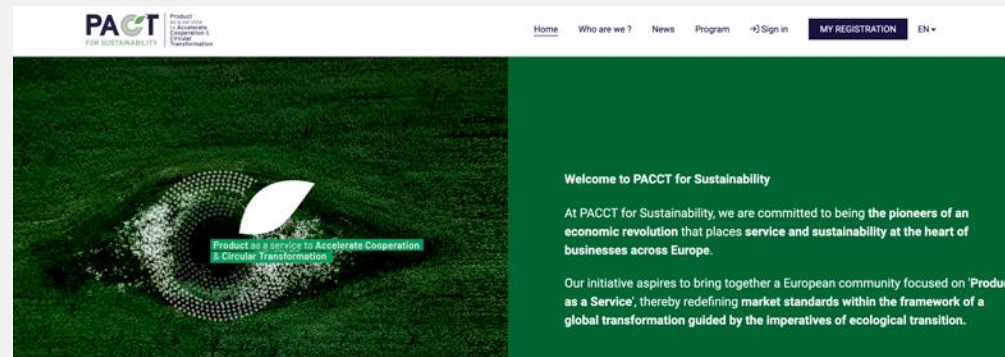
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Download the document





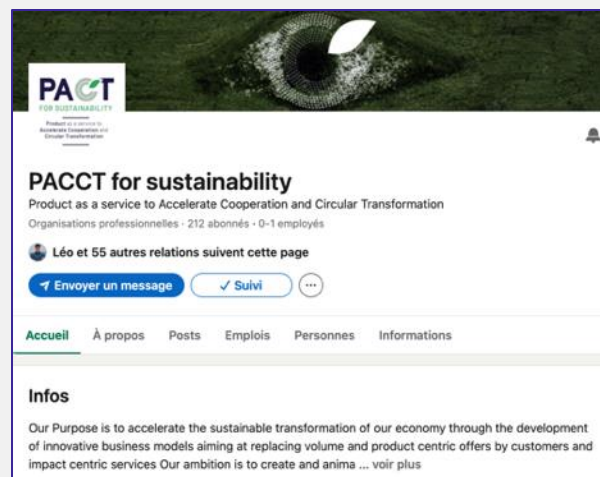
How to reach us ?



Our website

Replay & presentation in the "Program" section

Our LinkedIn page



Our emails

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gurkan.guenneec@pacct-sustainability.org

francois.johnston@pacct-sustainability.org

Your feedbacks

It will only take 2 minutes !



Thank you !