

IR THEN AND NOW LOOKING BACK TO LOOK FORWARD

AGENDA INSIDE

2025
Investment Recovery Association
**CONFERENCE
& TRADE SHOW**

SEPT. 21-24

No one knows for certain who coined the phrase, “Look back to look forward.” But it holds a great wisdom: Looking back can give us direction on how to move forward with smarter, more confident decisions. The same could be said for Investment Recovery. This timely article goes in-depth into how our industry got started, the factors shaping its development and most importantly...how the 2025 Conference & Trade Show, Sept. 21-24, Westminster, CO is looking ahead with future-focused sessions. [Page 5](#) ▶



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Nothing Succeeds Like Sustainability Success: Industry Case Studies.

Case studies typically involve a challenge solved by an innovative solution. In this article, we take a look at how companies have solved formidable sustainability challenges with game-changing solutions that can be replicated. And the best part? Don't miss the Fall Conference overview providing an at-a-glance view of the IR case studies/success stories for practical information on your toughest challenges. [Page 11](#) ▶

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PRESIDENT'S MESSAGE

KNOWLEDGE, NETWORK, AND NEXT STEPS

As summer winds down and we look toward the vibrant colors of fall, there's an unmistakable energy building across our association. That's because our premier event of the year—the 2025 Investment Recovery Association Conference & Trade Show—is just around the corner. From September 21-24, we'll gather at the stunning Westin Westminster in Westminster, Colorado for four days of learning, networking and inspiration against the backdrop of the majestic Rocky Mountains.

This year's conference promises to be one of our most dynamic yet. We've curated a lineup of educational sessions, expert-led panels and hands-on trade show exhibits that reflect the fast-evolving landscape of investment recovery. From pivotal case studies in sustainability and circularity, to real-world applications of smart technologies and innovative asset disposition strategies, this event is designed to spark ideas you can bring home and implement immediately. Whether you're a longtime IR professional or new to the field, the insights shared, and relationships built here can shape the future of your organization's recovery efforts.

Speaking from personal experience, attending the Investment Recovery Association Conference has been nothing short of transformative. Over the years, I've not only expanded my knowledge and sharpened my skills, but I've also grown as a leader, inspired by the innovation and dedication of our peers. Some of my most valuable professional insights—and biggest breakthroughs—have come from conversations held over coffee breaks or late-night dinners with fellow attendees. But perhaps even more impactful are the lasting friendships I've made. These aren't just industry contacts; they're people I can count on, collaborate with and celebrate life's milestones alongside. The IR community has become like a second family to me, and I truly believe that these relationships have enriched both my career and my life in ways I never expected.

Whether you're coming to explore the latest tools and technologies, gather insights from real-world case studies, or simply reconnect with familiar faces, the 2025 Conference & Trade Show is your chance to tap into the full power of our association. The value of this event goes far beyond the agenda—it lies in the shared experiences, the actionable takeaways and the unwavering support of a professional community that's always striving to do better. The Investment Recovery Association isn't just a network—it's a catalyst for growth, innovation and lifelong connections. I can't wait to see you in Westminster this September, and I promise you'll leave with fresh ideas, renewed energy and a deeper appreciation for the work we do together. Let's make this our best year yet!

—George Rheubottom
Investment Recovery Association President
and Manager of Investment Recovery Santee Cooper

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IR Then and Now

Looking Back to Look Forward

The saying "look back to look forward" can apply to anyone on an individual basis. It could mean reflecting on past experiences, both positive and negative, to provide valuable insight on future decisions. How would that apply to Investment Recovery? Looking back at the history of IR through the years shows how challenges were actually opportunities for economic growth, organizational leadership and environmental stewardship.

So, let's take a look at our shared history that brings us to where we are today. But for the "looking forward" part to where the IR industry is headed—and the challenges and opportunities? There's only one place to get that kind of forward-thinking insight—the Fall Conference & Trade Show, Sept. 21-24, Westminster, CO.

Early 20th century: 1900 – 1930

The early 20th century was a period of significant industrial expansion and with it – substantial waste from both manufacturing processes and obsolete equipment. But it was the oil, railroad and utilities companies that began tracking and selling off used equipment and scrap materials. Decisions for these dispositions were made at the plant or operations level.

Post-World War II: 1945 – early '60s

The Surplus Property Act of 1944 was created so that

the U.S. and other Allied countries could dispose of their vast quantities of surplus war time equipment vehicles and materials. The U.S. then created agencies like the War Assets Administration (WAA) to handle the domestic redistribution, sale or disposal of its own post war excess. Surplus dealers and auctioneers became more prominent while private companies began adopting more structured methods to handle surplus, recognizing potential value in resale and scrap markets. Although the awareness and growth of monetizing idle assets grew during this period, there was limited concern for the environment.

1960s – 1970s: The emergence of the investment recovery profession

The investment recovery profession, also known as asset recovery or surplus asset management, began to evolve during the 1960s and 1970s. This was primarily in response to major economic and industrial shifts in the U.S. that included:

- The rise of industrialization and corporate expansion led to the rapid acquisition of equipment, real estate and inventory at scale. This in turn led to the accumulation of obsolete or unneeded assets such as equipment, materials and properties - but that still held value.

- The '70s saw a need for asset efficiency due to economic pressures, such as inflation, the oil crises and recessions. This caught the attention of company leadership to cut costs and improve operational efficiency, which included uncovering the untapped value of idle assets that could be recovered and reinvested. Companies started appointing individuals or departments to identify, manage and dispose of surplus assets in a strategic way.

These early efforts laid the groundwork for what became the investment recovery function, by appointing individuals or departments to identify and dispose of surplus assets to uncover hidden value. Responsibilities now included internal asset redeployment, scrapping/recycling, environmental compliance/ethical surplus disposition and regulatory/audit oversight.

1980s – 1990s: The Investment Recovery Association is formed; New integration with environmental and financial goals

The Investment Recovery Association was formed in 1981 by those individuals responsible for the disposition of idle assets. The focus was on best practices, certifications and benchmarking. Stricter environmental regulations (e.g., RCRA in the U.S.), forced companies to elevate IR as part of their compliance and sustainability strategies. The financial value of surplus assets could no longer be ignored on balance sheets while companies introduced internal asset reuse programs, asset tracking and strategic disposal options. IR emerged as a business performance metric.

**Now more than ever,
the investment recovery
sector is leveraging
its vast experience
and knowledge
into advancing
an organization's
future success.**

2000s: Technology and globalization

Digital tools emerged to catalog, list and track assets internally and externally (e.g., online auctions, ERP integration). Global supply chains required more resilient IR processes to handle equipment across geographies. Therefore, IR became more closely aligned with supply chain optimization, corporate governance and risk management.

2010s – 2020s: Circular economy and sustainability

IR gained a seat at the table as a powerful voice in corporate sustainability programs and the circular economy. Emphasis grew on reuse over resale,

lifecycle asset management, zero waste goals and responsible decommissioning. ESG (Environmental, Social, Governance) reporting began to highlight IR's contributions to reducing carbon footprints.

2020s – Present—Strategic and digital transformation

The pandemic triggered digital methodologies while emphasizing the importance of asset agility during supply disruptions. More companies began using AI, blockchain and data analytics to optimize investment recovery decisions. The IR sector expanded its role to include the decommissioning of data centers, energy assets, manufacturing plants and global regulations e-waste management/compliance with (e.g., Basel Convention).

The 2025 Conference—Looking forward

The Investment Recovery industry faces several significant challenges today. These come from a volatile economy, market dynamics, regulatory changes, technological shifts and sustainability/circularity pressures. And the Fall Conference, Sept. 21-25, takes on all of these challenges with a future-focused agenda of case studies, best

practices, leveraging new technologies and much more.

Here's an 'at-a-glance' overview of the 'forward-thinking' sessions:

Monetary Masala: The literal meaning of "masala" is the mixture of spices to create new and complex flavors. Dr. Anirban Basu, back by popular demand, uses this metaphor to explain the usual and unique factors impacting the economy today.

What's New in AI: Interactive Insights Shaping Tomorrow's Success and **AI Deeper Dive: Uncovering Tailored AI Solutions for Your Organization:** AI is evolving at breakneck speed. How will it affect IR? These highly anticipated sessions blend live demos with ethical guidance to help leaders implement AI strategies that drive innovation, efficiency, and responsible growth. Attendees can also participate in a hands-on workshop that equips them with actionable strategies they can take back to implement in their organizations.

Get Back to the Basics – What Brought Us Here?: Tuesday kicks off with a session revisiting the foundational principles that guided IR growth from the challenges of futures past.

Where Does Your Product's Life Cycle End? Achieving circular economy/sustainability goals is a current challenge for IR. Learn from actual success stories the proven methods for driving efficiency, collaboration, communication and value in reaching your goals.

Developing an IR Business Plan: Turn your vision into action. Get 'ahead-of-the-curve' practical information to help make your IR strategy into an actionable plan.

Introducing the IR ChatBot: Chatbot AI is like a smart robot you can talk to through text or voice. The Investment Recovery Association will be transitioning to this advanced communication tool to serve its members more efficiently.

E-Waste Recycling: Protect Your Data, the Environment, and Your Bottom Line: It's hard enough to keep up with the latest technology, and it's becoming harder still to keep up with the latest in e-waste recycling. Stay on top of

the latest compliance changes and EOL disposition strategies at this 'must-see' panel discussion.

Take on the horizon this fall!

Now more than ever, the investment recovery sector is leveraging its vast experience and knowledge into advancing an organization's future success. The challenges now appearing on the horizon are the solutions IR is strategizing today. And there's only one place – at one time—to gain 'ahead-of-the-curve' knowledge and know-how to achieve your goals—the 2025 Conference and Trade Show, Sept. 21-24, Westminster, CO.

For the full schedule see page 9 of this issue, or go to our website at www.invrecovery.org/2025-show

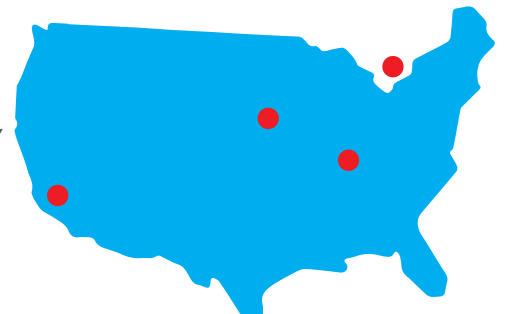
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Feel lost in a sea of economic uncertainty?

Come to the ONE PLACE to get direction!

The **2025 IRA Conference & Trade Show** is your compass to navigate the stormy landscape on tariffs, the global and U.S. economy outlook, roller coaster markets and more. Here are just a few highlights of the not-to-be-missed sessions:



Monetary Masala:

Dr. Anirban Basu, Sage Policy Group. Back by popular demand, Dr. Basu will provide a clear-eyed view of where the economy is at today and where it could go tomorrow.



Lessons from Colorado:

A Proven Model for Advancing the Circular Economy:

Circularity can provide significant resilience during uncertain economic times.



Best Practices in Scrap Metal and E-waste Recycling:

Get up-to-the-minute updates on the impact tariffs have on these two critical markets.



Developing an IR Business Plan:

A strategic IR plan can help a company mitigate the financial impact of tariffs by maximizing the value of surplus, idle or obsolete assets.

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SATURDAY, 9/20

8:00 - 3:00 pm BOARD MEETING

3:30 - 4:30 pm **CMIR STUDY GROUP**

A Q&A session to help individuals prepare for the Sunday morning exam.

SUNDAY, 9/21

8:00 - 11:00 am BOARD MEETING



9:30 - 12:00 pm **EXAM**

For more information about CMIR visit:
invrecovery.org/knowledge-center/cmir



NOON REGISTRATION OPENS

1:00 - 3:00 pm COMMITTEE MEETINGS

3:00 - 4:00 pm BOARD MEETING
W/COMMITTEE CHAIRS

5:00 - 6:00 pm NETWORKING AT THE KACHINA
SOUTHWESTERN GRILL.

MONDAY, 9/22

6:30 am REGISTRATION OPENS

7:00 – 8:00 am BREAKFAST & NETWORKING
(All Attendees)

8:05 – 9:15 am STATE OF THE ECONOMY
Dr. Basu

9:15 – 9:30 am BREAK

9:30 – 10:30 am 2025: WHAT IS NEW IN AI
Chuck Gallagher

10:30 – 11:00 am WHERE DOES YOUR
PRODUCT'S LIFE CYCLE END?
*Clio Goldsmith and Laurie
Johnson; Colorado Circular
Economy Development Center*

11:00 – 11:45 ANNUAL BUSINESS MEETING

11:45 – 1:00 pm LUNCH/NETWORKING

1:00 - 3:00 pm AI WORKSHOP SPECIAL TO IR
*Chuck Gallagher—Bring your
inventive ideas to share during
this time. Plus, introducing the
IR Chatbot, Dave Miller*

3:00 - 3:45 pm RAPID FIRE

4:00 – 6:00 pm **TRADE SHOW & NETWORKING**
Open bar, appetizers and fun!

6:00 EVENING FREE

TUESDAY, 9/23

7:00 – 8:00 am BREAKFAST & NETWORKING
(All Attendees)

8:00 – 9:00 am GET BACK TO THE BASICS:
WHAT BROUGHT US HERE
*Mark Huston, C.P.M., CMIR,
Mosaic Companies*

9:00 – 9:15 am BREAK

9:15 – 10:15 am DEVELOPING AN IR
BUSINESS PLAN
Megan Behm, CMIR, National Grid

10:15 – 11:15 am SUSTAINING YOUR IR
DEPARTMENT
Andre Alves, ADM

11:30 – 1:30 pm **TRADE SHOW & LUNCH**

1:45 – 2:45 pm PANEL: METAL RECYCLING & ITS
ROLE IN THE SUSTAINABILITY
EQUATION
*Alpert and Alpert, Greg Teller, CMIR;
GLE Scrap; Andrew Dischino;
South Post Oak Recycling, Brandi
Harleaux; Venture Metals +,
Kelly Fairchild*

2:50 - 3:30 pm E-WASTE PANEL:
*C2 Management, Chris Hansen;
EPC, Bob Novelly; Powerhouse
Recycling, Garrett Powell*

3:30 - 4:30 pm OPEN NETWORKING
*Enjoy hosted bar with
light appetizers*

WEDNESDAY, 9/24



7:00 - 9:00 am RISE & CONNECT BREAKFAST
& NETWORKING
(All Attendees)

DEPARTURE



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*Topics and speakers are subject to change. Please
check www.invrecovery.org for the latest schedule

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OxyChem wins Sustainability Leadership Award.
Photo credit: Texas Economic Development Corporation



Additive manufacturing = Lighter plane parts.

The saying 'nothing succeeds like success' will certainly ring true at the 2025 Fall Conference, Sept. 21-24, Westminster CO. Several sessions have been scheduled to present IR-centric case studies on companies achieving their sustainability and circularity goals. IR colleagues will share their proven methods and strategies from their success stories that can be replicated in your own organization.

But let's go beyond the conference to discover how other companies around the world are proving that nothing succeeds like success when it comes to protecting people, planet and boosting the bottom line.

Decades of transportation success: Airbus and UPS

Airbus: Manufacture lighter planes with 3D printing

Problem: It is estimated that for every kilogram of weight saved on a commercial aircraft, 25 tons of CO2 emissions are prevented during its lifetime. So, weight reduction is considered mission critical to aerospace engineering, and that's why companies like Airbus invest considerably in this area. Moreover, traditional airplane manufacturing is slow, expensive and produces heavier parts that increase fuel consumption.

Solution: Additive manufacturing, commonly known as 3D printing, is a process of creating three-dimensional objects by adding material layer by layer from a digital design. This allows for the creation

of complex geometries and customized parts, often using less material and generating less waste. Airbus started using 3D printing to create new lightweight, look-alike parts to replace the original heavier ones.

Because additive manufacturing results in very little waste—and what waste it does produce can be recycled and repurposed—it is also a more carbon friendly manufacturing process than machining. In addition, 3D printing can:

- Speed up the manufacturing of parts compared to traditional molding techniques.
- Reduce costs due to the efficient use of raw materials and production time.
- Manufacture parts that are 45% -70% lighter so planes burn less fuel.

Result: According to Airbus, additive manufacturing technology can reduce an A320 plane's annual GHG emissions by around 465,000 metric tons, which is

roughly the same as eliminating 100,000 automobiles from the road for a year

UPS ORION and UPSNav

Problem: UPS experienced major growth in recent years – and major challenges. Waste in fuel consumption, labor and lost delivery time both contributed to increased operational costs and carbon emissions. (Note: Transportation activities accounted for almost 30% of U.S. greenhouse gas emissions.) With sustainability and profitability both at stake, UPS needed an innovative solution to optimize routes in real-time, reduce miles driven and lessen fuel usage.

Solution: By 2016, UPS had fully deployed its own suite of routing software called ORION (On-Road Integrated Optimization and Navigation) targeted at minimizing miles driven/idling time while optimizing real-time data. In 2019, UPS updated ORION with a new navigation tool called UPSNav providing drivers with pinpoint detail – even guiding them to loading/receiving areas that are often on opposite sides of a building.

Result: With a decade of combined deployment, ORION and UPSNav are conservatively estimated at saving \$400–\$500 million per year and 10 million gallons of fuel annually. This translates into a decrease of their carbon footprint by 100,000 metric tons annually – equal to removing more than 20,000 cars from the roads.

SEAL and LIFE award winners

Ecore International

Ecore International reclaims materials into performance products with a focus of keeping rubber out of landfills. In 2023, they won their first SEAL Award (Sustainability, Environmental Achievement & Leadership) for its industry-leading closed-loop manufacturing model that transforms used truck tires into high-performance flooring. Ecore's circular approach diverted over 100 million pounds of rubber annually from landfills while minimizing the company's water/energy footprint per sq. foot of manufactured product.

In 2024, Ecore was again recognized by SEAL for its supply chain innovation and impressive accomplishments including:

- Supplier Circularity Index: Measures/scores raw material and

component suppliers based on environmental and social impact.

- Buy Back & Renew Program: Reclaimed over 12 million square feet of post-consumer flooring from commercial customers, processing it back into new product lines.
- Zero-waste Innovation Hub: In one facility, Ecore recycled offcuts, dust and manufacturing scraps into reusable inputs.

In 2025, Ecore received its third consecutive SEAL Award for advancing toward net zero manufacturing. The company achieved a 35% reduction in Scope 1 and 2 emissions since 2020 through renewable energy procurement, process electrification and heat recovery systems.

Dow, Inc.

Dow Chemical, now known as Dow Inc., is a global materials science company that produces a wide range of chemicals and plastics. In 2024, they were honored with six prestigious SEAL Awards for their demonstrated commitment to drive innovation and sustainability in silicone chemistry.

Two winning products were in the Sustainable Innovation category and four products were in the Sustainable Product category.

A.N. Sreeram, senior vice president, Research & Development, and chief technology officer at Dow stated, "Every one of these SEAL awards underscores our mission to be the world's most innovative, customer-centric, inclusive and sustainable materials science company. We will continue to collaborate with our customers and partners to deliver high performing sustainable solutions that make a positive impact on society and the environment."

More recent award winners from various organizations

Amazon

The World Business Council for Sustainable Development (WBCSD) is a global network of 250+ leading companies leveraging sustainability for driving their competitive edge. Each year they recognize top sustainability performers with measurable impacts. Amazon became the world's largest corporate purchaser of renewable energy, reaching its 100% renewable energy goal in 2023—seven years ahead

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of schedule. And thanks to their fleet electrification and operational efficiency measures, a 24% reduction in carbon intensity since 2019 and absolute emissions reductions in 2022 and 2023 were achieved - despite rapid company growth.

OxyChem

The American Chemistry Council awarded OxyChem with one of its 2025 Sustainability Leadership Awards. OxyChem's Chlorine (Cl₂) Recovery Initiative at its LaPorte, TX facility recovers 29 million pounds of chlorine, byproducts of Vinyl Chloride Monomer (VCM) production, for use as raw material at other OxyChem sites. If the chlorine byproduct is incinerated as hazardous waste, it creates hydrochloric acid and air emissions. This process has been able to divert more than 10 million pounds of chlorine from waste incineration, as well as decrease Toxic Release Inventory air emission transfers by 2 million pounds and lower the carbon footprint by 14,800 metric tons carbon dioxide equivalent (CO₂e).

PureCycle

The Plastics Industry Association (PLASTICS) announced the winners of its 2025 Plastic Sustainability Innovation Awards, recognizing outstanding innovations in plastics manufacturing that deliver environmental advantages in design, material and end-of-life management. PureCycle won the Sustainable Innovation in Design Award for its PureFive™ resin. PureCycle uses a dissolution recycling process developed by The Procter & Gamble Company (P&G) that separates color, odor, other plastics and additives from PCR polypropylene waste feedstock to transform it into PureFive™ resin. This purification process helps close the loop on recycled plastics while making recycled polypropylene more accessible at scale to companies seeking more sustainable materials in their products. PureFive™ resin is successfully used in fiber, injection molding and thermoforming applications.

LIFE Waste2Protein

The LIFE Awards is an annual celebration of the most successful projects implemented under the EU LIFE Program. Winners are judged on their contribution to immediate and long-term environmental/economic/social improvements, innovation, transferability, policy relevance and cost-effectiveness.

The demand for animal protein - mainly driven by rising populations and rapidly increasing livestock production - will, according to LIFE Waste2Protein, be an astonishing 75 percent higher in 2050 compared to the early 21st century.

Seventy percent of the world's farmland is used to grow feed for animals. That's not only a challenge for feeding hungry populations, it's a challenge for the climate, nature, water and the environment. LIFE Waste2Protein project bred 300 tons of Black Soldier Fly larvae and fed with 20 tons of daily supermarket biowaste. It transformed organic waste into feed, providing a circular approach to waste management challenges.

As Europe's first modular insect farm, LIFE Waste2Protein reduced CO₂ emissions by 25%-42% compared to traditional feeds, serving as a model for sustainable agriculture and an innovative solution to Europe's annual 58 million tons of biowaste.

Nothing succeeds like success at the conference!

Hear first-hand accounts of how IR is integral to attaining sustainability goals...get one-of-a-kind practical information from industry experts...get market-ready solutions from trusted vendors for your toughest challenges at the Fall Conference. See you there! ■

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WHAT'S HAPPENIN'

News of the Investment Recovery Association



SEPTEMBER
21-24, 2025

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YOU HAVE A LOT TO LEARN! CONTINUE THE CONVERSATIONS AT OUR NEXT CONFERENCE & TRADE SHOW!

The 2025 Investment Recovery Conference & Trade Show will be held at The Westin, Westminister, Westminister CO. We hope to see you there!

Register here: invrecovery.org/2025-show

IRA TAKES THE STAGE AT SGA 2025 IN TEXAS

Two of our board leaders, Justin McCabe and Megan Behm, CMIR, brought the power of Investment Recovery to the spotlight at the SGA show in Austin, TX. Justin delivered an insightful presentation on the Fundamentals of IR, while Megan connected with attendees at the booth—sharing how IR drives value, sustainability, and smart strategy. A big thank you to both for representing the IRA with energy, expertise, and enthusiasm!



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