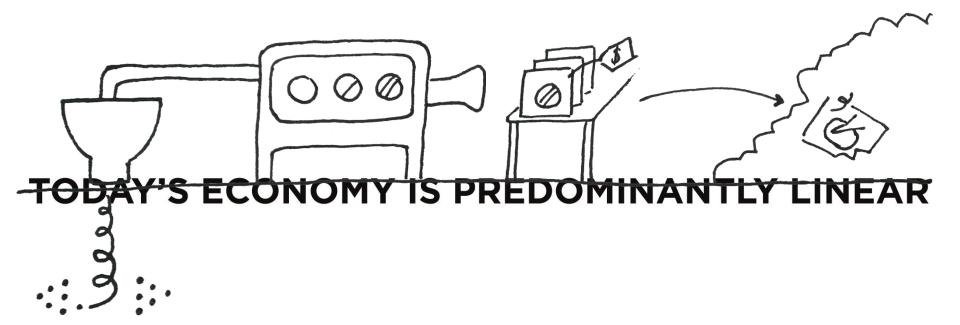


ELLEN MACARTHUR FOUNDATION

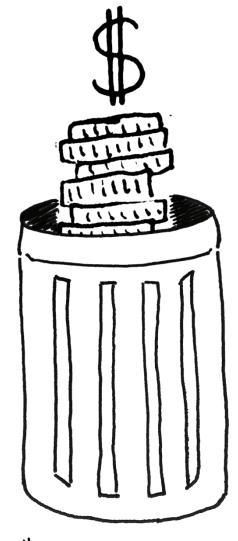
Rethink the future







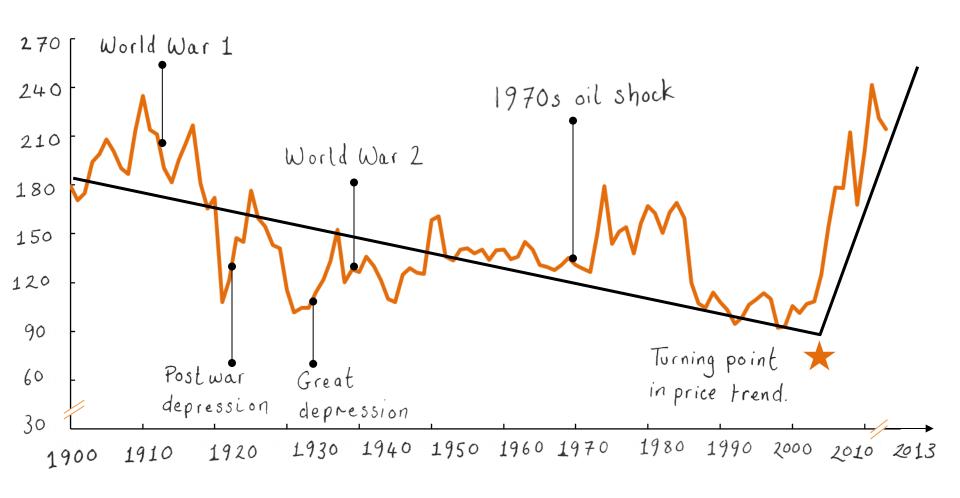
\$3.2 trillion value



\$2.7 trillion lost as waste.



MCKINSEY COMMODITY PRICE INDEX 1 INDEX: 100 = YEARS 1999 - 2001 2

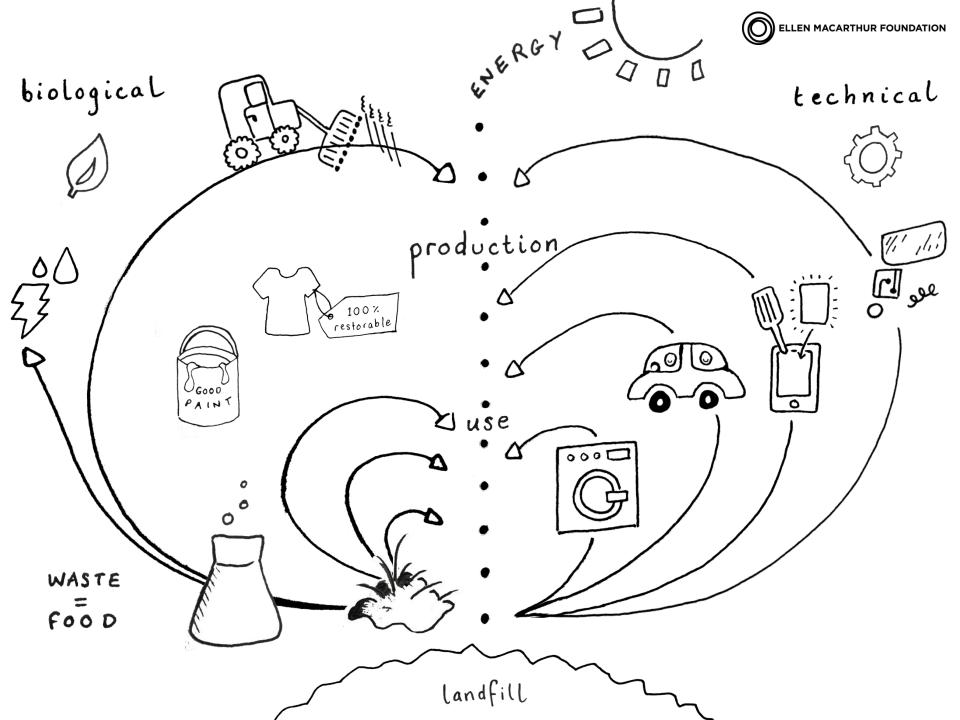


¹ Based on the arithmetic average of four commodity sub-indexes: food, non-food agricultural items, metals, and energy.

² Data for 2013 are calculated based on the average of the first three months of 2013.

Brussels, 17 December 2012 MANIFESTO FOR A RESOURCE-EFFICIENT EUROPE And the go for the strangitude of the strangitu aworld with growing pressures on resources and the environment, the economy of resources across the environment, the economy of resources are dependent on the environment, the environment, the economy of resources are dependent on the environment, the economy of resources are dependent on the environment, the economy of resources are dependent on the environment, the economy of resources are dependent on the environment, the economy of resources are dependent on the environment, the economy of resources are dependent on the environment, the economy of resources are dependent on the environment, the economy of resources are dependent on the environment, the economy of resources are dependent on the environment, the economy of resources are dependent on the environment, the economy of resources are dependent on the environment, the economy of resources are dependent on the environment, the economy of resources are dependent on the economy of In a world with growing pressures and resources and the environment, the Eu nas no choice but to growing pressures and resources and regenerative on a resource and resource importer of resource importer of resource of the use and recovery of resource of the use of th competitiveness, as a major through a to steady economic growth with business opportunities across the according to the OECD, this could lead to steady economy. achieve overall decoupling, could lead to steady economy.

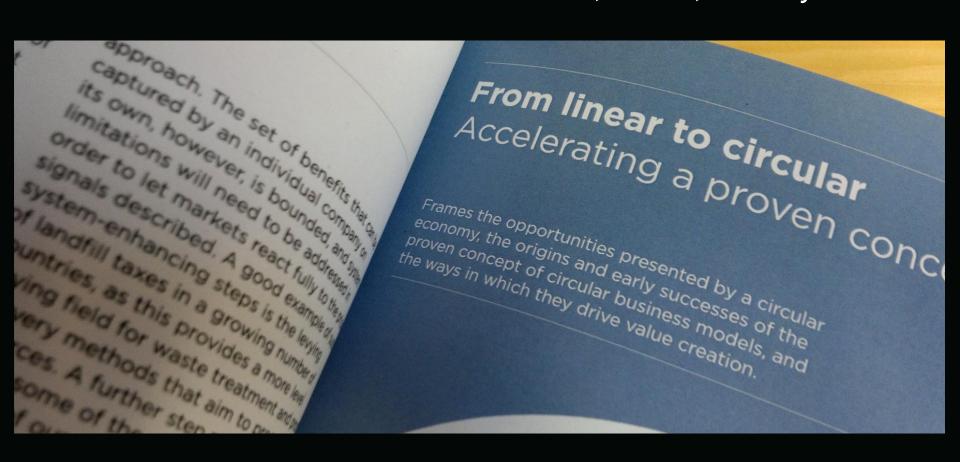
The according to the OECD, this could lead to steady economy.



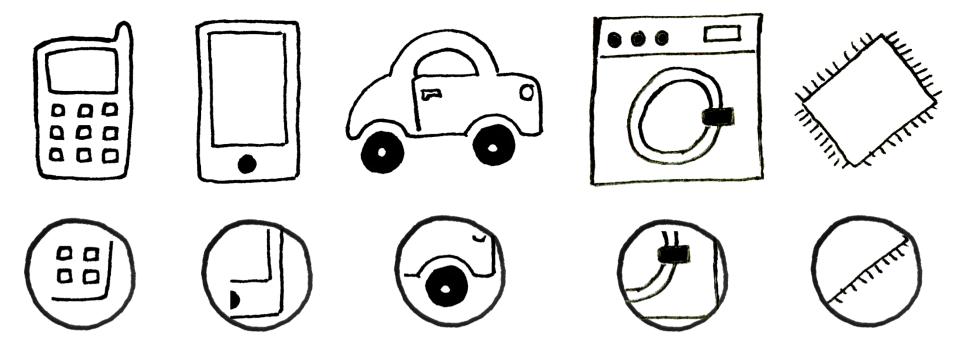
"Towards the circular economy"

A report by the Ellen MacArthur Foundation Featuring analysis by McKinsey & Co.

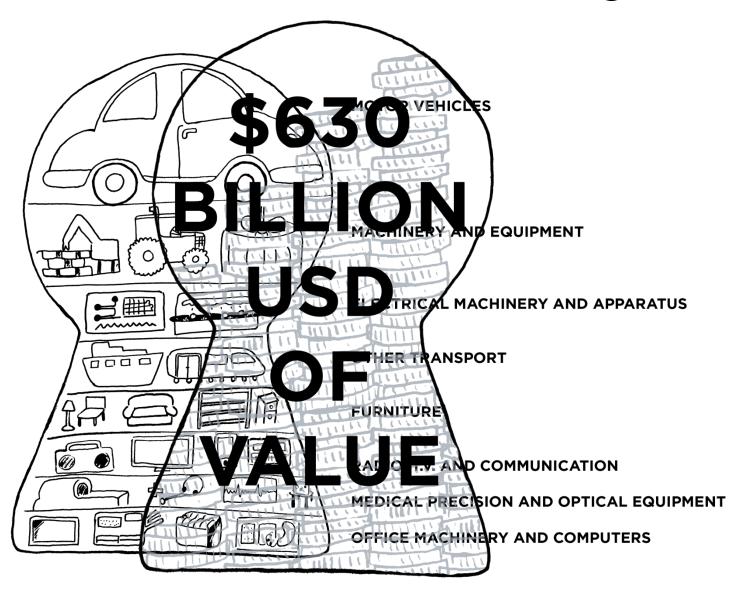
Launched at the World Economic Forum, Davos, January 2012











4 main levers...

Design for re-use, remanufacture and multiple useful lives

Enabling business models favouring access over ownership

Reverse logistics and associated infrastructure

Cross-sector and cross-industry collaboration



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by Phosphorus Platform

But a number of barriers for SMEs

Acquiring knowledge and building capacity

Flexibility to adapt and trial new designs or business models

System conditions still very favourable to throughput model

Fragmented innovation, lack of dialogue



CIRCULAR ECONOMY KEY STAKEHOLDERS AND ENABLING RELATIONSHIPS

