We create circular value.

Flexible and sustainable interior partitions
Chris Van de Voorde
CEO & Founder
38y, Belgian
Has a passion for interior walls

Master in engineering.

Scaled walls before from €3 to 50 Mio.

Circular economy expert.

WHY JUUNOO?
Juul & Noor
The kids of Eline & Chris.

“Dad, you knew about climate change. What did you do?”
THE PROBLEM.

€300 billion wasted yearly
1.05% of global CO2 emissions

To make it worse:

- sustainable laws
- scarcity of materials
- less skilled workers
- labor cost
- increasing flexibility in how we live & work
Click a wall like lego
BEAUTIFUL.
ACOUSTIC.
BOXES.
The new generation: 7x labor & circular valuable.
1: lower costs

old

traditional office wall systems €€€€€

new

JUUNOO €€€

save 20%
### 1: lower costs
Reuse materials yourselves.

#### old

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<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>drywall</td>
<td>trash</td>
<td>drywall</td>
</tr>
<tr>
<td>€€€</td>
<td>€</td>
<td>€€€</td>
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#### new

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<tbody>
<tr>
<td>JUUNOO</td>
<td>reuse</td>
</tr>
<tr>
<td>€€€</td>
<td>€c</td>
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Save 30%
2: buyback warranty
We buy back the goods when you don’t need them anymore.

old
- drywall €€€
- trash €

new
- JUUNOO €€€
- buyback €

save 35%
result? circular value

old
- drywall €€€
- trash €

new
- JUUNOO €€€
- buyback
  - pay €
  - get €€€
  - pay €
  - get €€€
  - pay €
  - get €€€
  - pay €
  - get €€€

shareholders value
- lower sales price
- higher profit

societal value
- 3rd life
- 4th life
result? less **initial** CO2
result? less CO2 over time
AGENDA:

- why
- solution
- ambition
- business models
**REPEAT CLIENTS**

RENSON  
Showpad  
WHITWOOD  
INDUSTRIOUS  
Cofinimmo  
BESIX  
CRONOS  
bxp Boston Properties  
Deloitte.

**STRONG PARTNERS**

SAINT-GOBAIN  
finindus  
SFPIM INTERNATIONAL

**TRACTION**

(€, million)

<table>
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<tr>
<th>Year</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
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<tr>
<td>Value</td>
<td>0.5</td>
<td>1.2</td>
<td>1.9</td>
<td>3.8</td>
<td>7.1</td>
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</tbody>
</table>

2X 50 Technology Fast 50 2022 BELGIUM Deloitte
For offices & education, this is a €16.9 billion opportunity

Looking at the US & EU market, which we serve from our 2 offices.
### NY sales
- Jonathan A
  - Sales mng NY
  - By real estate
- Maxim D.
  - BD NY
  - Accenture
- Charlot VDJ
  - M + BD USA
  - 4y HOIM

### NL sales
- Wiebe B.
  - Business dev.
  - 19y Espero
- Christophe D.
  - Field sales
  - 15y Poteau
- Gert Van M.
  - Field sales
  - 13y construction
- Kelly D.
  - Internal sales
  - 10y Bozarc,

### BE sales
- Sélim S.
  - Field sales
  - 4y Renson
- Christoph D.
  - Field sales
  - 15y Poteau
- Gert Van M.
  - Field sales
  - 13y construction
- Kelly D.
  - Internal sales
  - 10y Bozarc,

### Operations
- Bart C.
  - Team lead
  - 14y Poteau
- Stephanie D.
  - Procurement
  - 19y ING
- Rein M.
  - Production
  - 9y Autofix

### Marketing
- Jessie V.
  - Digital
  - 4y exp.

### R&D
- Lucas W.
  - R&D
  - 3y JUUNOO
- Bert M.
  - R&D
  - 3y JUUNOO

### IT
- Ferre D.
  - BIM developer
  - 4y Vyncke
- Nouaman H.
  - Draftsman
  - 1y Tolon
Growth strategy

- **offices**
  - traction
  - unit economics

- **education & hospitality**
  - new markets
  - volumes

- **2030**
  - drywall replaced globally

Series A closed

Series B
  - Open – Q4 ‘24

IPO
AGENDA:

why
solution
ambition
insights
What makes the circular economy successful?
Circular Value

old

profiles

modules
Accepted market price

100 installed

Old

100 installed

Price acceptance

chris@juunoo.com
Labor vs. system

accepted market price

old

80 labor

20 system

new

20 labor

80 system
**INSIGHT 1: higher quality**

Either pay for labor and a bad system.
INSIGHT I: higher quality

Either pay for labor and a bad system or pay for a good system and less labor.
**INSIGHT II: increase long term value**

JUUNOO increase your bottom line

old

- contractors
- producers

EBITDA €

value €€€

labor

EBITDA €€€

value €€€
INSIGHT III: **circular value**

With JUUNOO reuse make sense

old

- labor to reuse

profit

value €

loss

labor to reuse
INSIGHT III: **circular value**

With JUUNOO reuse make sense

90% LESS CO2
**INSIGHT III: circular value Index**

Circular Value Index = residual value / cost of reuse

\[
\frac{\€4}{\€35} < 1 = \text{no reuse}
\]

\[
\frac{\€1377}{\€54} > 1 = \text{reuse}
\]
Circular Value Index = \frac{\text{residual value}}{\text{cost of reuse}} \times \text{risk} = \frac{\text{sum of costs of demounting, repairing, sales 2nd live vs. 1st, transport 2nd live vs. 1st, storage 2nd live vs. 1st}}{\text{emotional price, 2nd hand value, buyback price, resource price}} - \text{losses} \times \text{risk link to toxicity, trends, producer, custom}
Circular Value

Circular Value
Index = residual value
X risk

Circular Value
Index = cost of reuse

Drywall
0,1 = not-circular

JUUNOO drywall
3,5 = circular

JUUNOO AcouClick
10,7 = circular
Circular Value & business models

**Business Model:**
- trash
- takeback & recycle
- reuse yourself
- buyback by producer
- circular discount

**Leasing + trash**
- Leasing with circular value (like a car)

**MASCO**
Materials-as-a-service-company
pre-finances circular value products, at a yearly return > 7%
Want to learn more?

Connect & ask 😊
Chris Van de Voorde
chris@juunoo.com
0032 473 46 26 50