



Transforming the Diaper Industry

From disposable to circular washable diapers that work, in hospitals, daycares and at home. Because we can make a difference, for future generations.

Revolutionizing Diaper Waste

Founded in 2022, Billie Wonder is transforming the diaper industry through innovative reusable solutions. Now ready for the 4th funding round.

Heading Towards a World free of Waste

Accomplishments

✓ Launching customer secured:

Partou contract
(largest daycare in the market)

✓ Supply chain operational:

Purpose-built electric laundry facility

✓ Product flaws eliminated:

Pilot issues resolved, model proven

✓ Brand recognition:

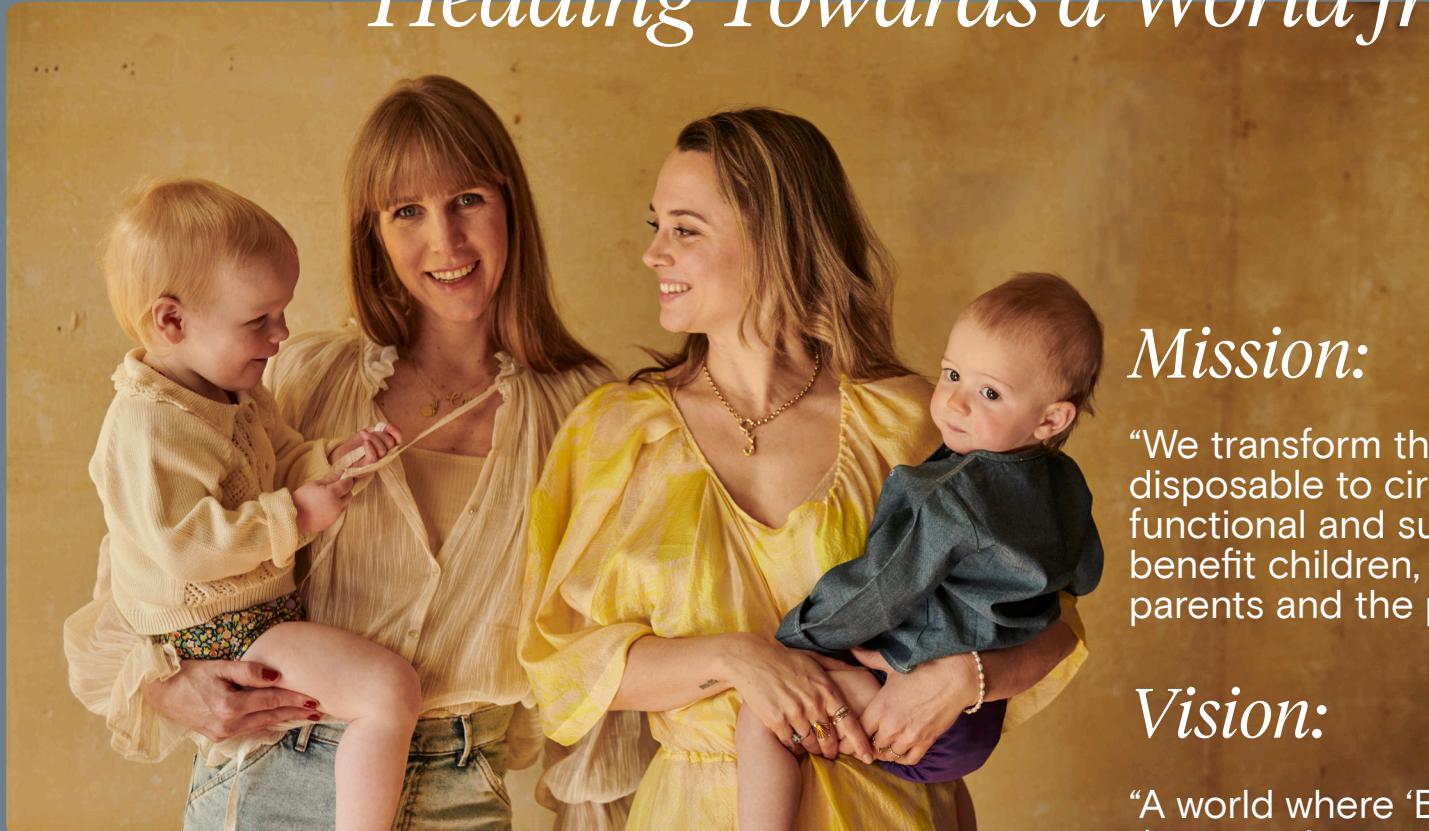
Premium positioning established

✓ Awards & validation:

Second Circular Business Award

✓ Government backing:

€200K RVO subsidy granted



Mission:

“We transform the diaper industry from disposable to circular by creating beautiful, functional and sustainable products that benefit children, healthcare institutions, parents and the planet.”

Vision:

“A world where ‘Billie’ replaces ‘Pamper’ as the generic term for diapers, and washable becomes the new standard—reducing waste while making childcare more sustainable.”

The Problem

The Hidden Environmental Crisis of Diaper Waste



6.000+

disposable diapers used per child
until potty trained

8%

of our waste
consists of diapers

22kg

diaper waste per baby
per month

1.000kg

diaper waste per baby
until potty trained

8,4M

diapers used by Partou annually
largest daycare in NL

50%

of daycare waste is diapers
waste management challenges

NO solution

for daycares or hospitals:

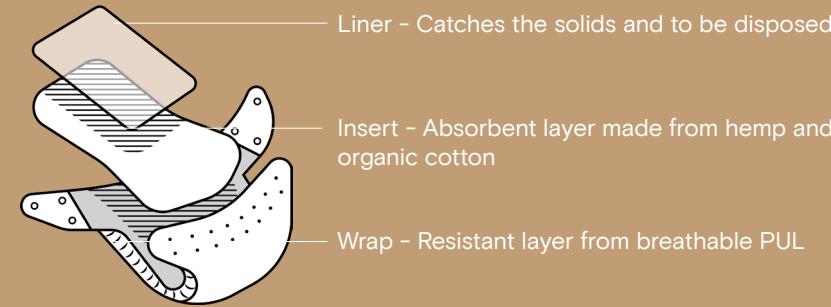
- That is reusable
- That is scalable
- That is user friendly
- That is price competitive
- That is full service

Solution: Dual Market Strategy

Full Service for Institutions & Direct to Parents

Our Products

- Made from the most honest materials available
- Striving towards 100% hemp products as hemp is the most regenerative material in the market



B2B

End-to-end Product-as-a-Service

Launched: 2023 (pilot phase 1 with Partou)

Current stage: Moving from pilot 2 to full implementation

USPs:

- Only end-to-end PaaS solution for childcare institutions
- Built-in data tracking through embedded RFID chips
- Comparable workload for staff
- Custom-designed for institutional needs

B2C

Direct sales through webshop

Launched: 2022

Current stage: Established market presence

USPs:

- Innovative two-size adaptable system
- Premium aesthetic design
- Education and support ecosystem
- Customer base metrics and retention rates



Market Opportunity

A Growing Market, Ready for Disruption

B2B Model

€8.380 Revenue per location yearly

+ €4k startup fee per location

€ 115M

Service addressable market

400.000 childplaces in NL

€ 288 service fee per childplace per year

+ Hospitals and B2C sales

€10.7M

3 Year obtainable market

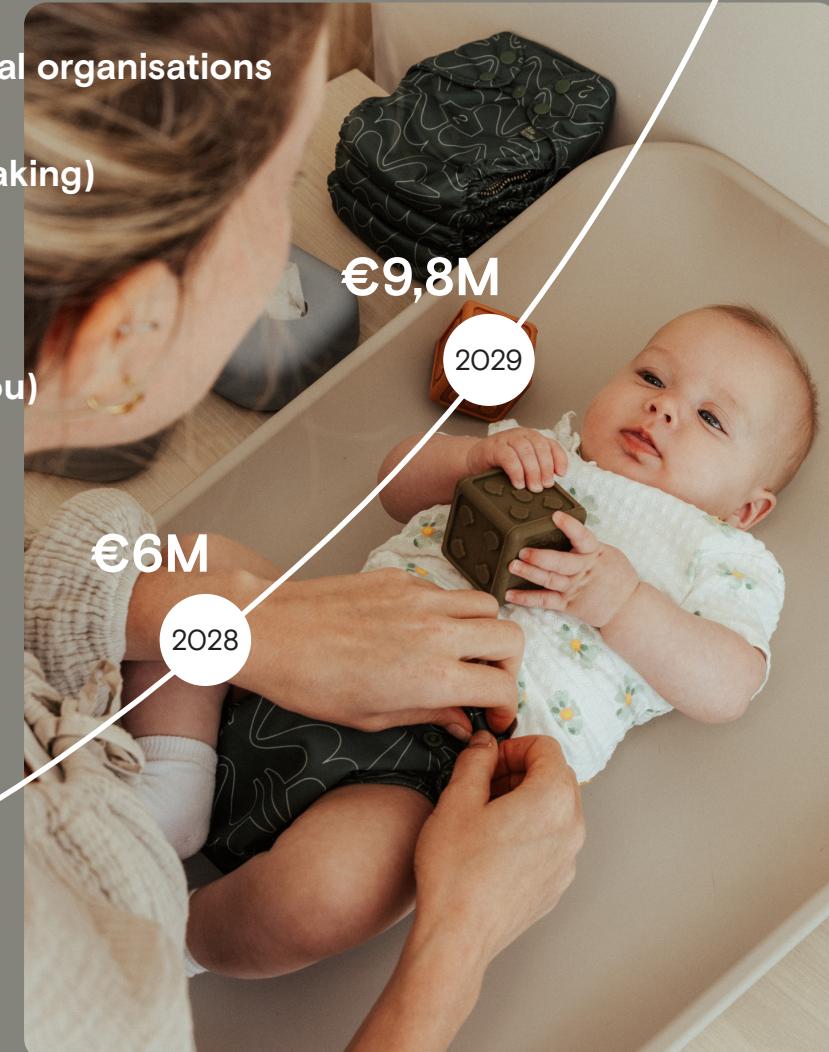
480 Locations Partou

+216 Locations other organisations

+ Hospitals and B2C sales

Key Market Drivers

- ESG reporting requirements for childcare and hospital organisations
- 70% of babies use daycare (institutional decision-making)
- No direct B2B competitors with full-service PaaS
- First-mover advantage with validated demand (Partou)



The Business Model – B2B

Dual revenue streams with Recurring Revenue

PRIMARY FOCUS B2B:

Subscription model for daycares & hospitals

3 year contracts

One-time Setup Fee

Per location onboarding



Monthly Service Fee

Fixed fee per child place or bed

Monthly Transport Fee

Pick up and delivery 2x per week

Strategic advantages

- Recurring revenue with predictable cash flow
- Scalable operations with partner ecosystem
- Data-driven optimization through tracking technology



Billie Wonder.

Production
Process management
Customer care
End-to-end control
End of life



Usage

Daycares & Hospitals

Diaper subscription

Laundry Process

Pickup and process & Washing and sorting



Traction & Validation

Proven results with scaling momentum



Unique Market position

- The ONLY provider with a complete product-as-a-service model for B2B
- Strategic relationships with Rijkswaterstaat and other government institutions
- First laundry facility built in Europe running fully on renewable energy
- Loyal B2C fanbase as foundation for further growth

30 Locations

Of Partou in first scaling phase
450+ Partou locations in total

€200K

RVO Subsidy Granted
Circulair Implementeren & Opschalen

Purpose-built

Fully electric laundry facility opened
With Lamme Textile Management & Tomin Group

Competative Landscape

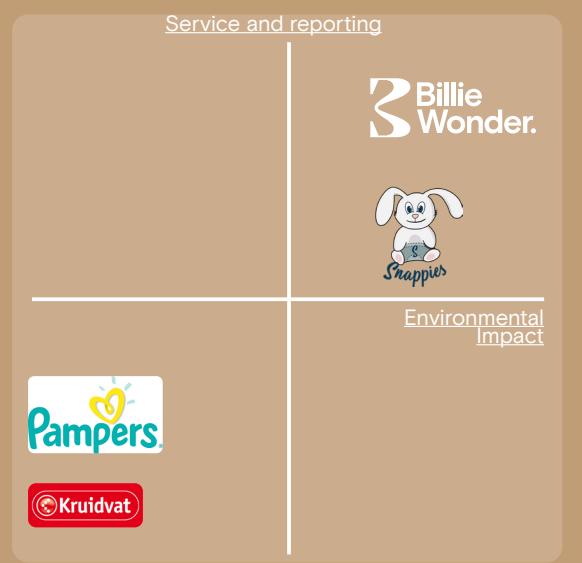
Uniquely Positioned in a Growing Market

B2B



Key insights

- Billie Wonder:**
Only player in premium quadrant with high waste reduction + comprehensive service & reporting
- Disposable brands:**
Limited sustainability reporting, high environmental impact
- Snappies:**
Better environmental profile but lacks comprehensive sizing service and data reporting
- Unique position:**
Only solution addressing both sustainability goals and compliance needs



B2C



Key insights

- Billie Wonder:**
Only brand combining premium aesthetics + adaptive sizing system + hemp-based materials for design-conscious parents
- Traditional reusable brands:**
Focus on functionality over design, childish patterns, limited sizing flexibility, struggling financially
- Unique position:**
Only solution bridging the gap between premium baby market aesthetics and genuine sustainability without compromising functionality

Go-to-market Strategy - B2B

From Dutch Pioneer to European Leader

PHASE 1: **Foundation Building (2025-2026)** "Perfecting the Model"

Core Milestones:
Partou Rollout to 61 locations end of 2026
Hospital kick-off
Kickoff additional 2 daycare chains
Collab collection + campaign Jennifer Hoffman

Target Organizations:
Compananny, Kindergarten, Basker, Bink

- Build operational excellence
- Generate case studies and testimonials

TEAM: 4,5 fte



PHASE 2: **Market Expansion (2027)** "Scaling Through Validation"

Core Milestones:
Partou Rollout to 250 locations
Additional 75 daycare locations (90 total)

Acquisition Strategy:
Word of mouth, warm network,
performance proof, ambassador network

- 4+ new childcare chains signed
- 7+ hospitals operational
- 300+ total locations

TEAM: 12,5 fte

PHASE 3: **Dual strategy (2028)** "Winning the parents"

Core Milestones:
Partou Full Rollout to 445
Additional 150 daycare locations (240 total)
Back to dual strategy with B2C
First European Pilot

Village Ecosystem Expansion:
Multi-language webshop, caregiver network

- 7+ childcare chains signed
- Fully operational B2C
- First European Country expansion

TEAM: 22 fte



PHASE 4: **European Expansion (2029+)** "International scaling"

Core Milestones:
Towards 2k locations operational
Market leadership position

Geographic Sequence:
Germany → UK → France

Entry Strategy:
Follow existing clients (PE owned daycares),
leverage relationships

TEAM: 28 fte

**PHASE 5:
2035**
"A diaper is called a Billie"

The Business Model – B2C

It takes a village to raise a child

Making sure “the village” knows

Building the ecosystem

- Daycares
- Hospitals
- Governments
- Midwives
- Other caretakers

Making sure the parents know

Attraction to webshop

- Caretaker collabs
- Social media
- Role models
- Concept stores
- (Baby) Fairs

B2C traction fuel by B2B

- Focus on awareness in 2026
- Institutional Validation builds parent trust
- Webshop traffic from institutional exposure
- Direct marketing at childcare locations
- Social amplification through partnerships

Pre-Touch

Touch

Tell

Sell

Care

Customer conversion

- Webshop (focus till '27)
- Concept stores (start '27)
- Retail (start '27)

Fan of our products

- Ambassadors
- Loyalty program
- New products



Team

Passionate Experts Driving Sustainable Change

Flex team

The Core



Steef Fleur
Founder & CEO



Peter Veldhoven
COO as of feb 1st



Kim Bartels
Backoffice



Anouk Maas
Operations Support



Nynke Eggen
R&D, Supply, Compliance



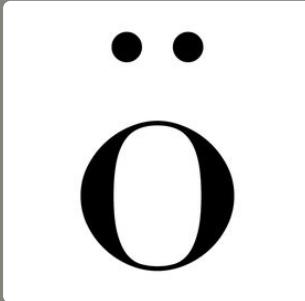
Tessel Oosting
Projects



Jasmijn Tuit
Marketing & Social

Our team structure reflects our strategic approach: **lean, loyal, and adaptable.**

This flexibility has been essential as we've navigated pilots, pivots, and partnerships. Now, with proven traction and clear scale-up trajectory, we're making targeted hires to support our growth to 150+ locations.



Smörgåsbord Studio
Branding & Design



Reinier Noort
Financial controller



Paul Duijser
Webdeveloper/product



Our Ambassador

Bringing credibility, network access, and strategic guidance

Jennifer Hoffman
Actrice & Presentatrice

Advisory Board

Business expertise and strategic oversight, network and support for key decisions



Marius van der Werff
Strategy & Growth



Rutger van der Laan
People & Execution



Ananda van Weleij
Marketing & Sales

Social & Environmental Impact

Beyond Business: Creating Meaningfull Change



Environmental Impact:

73% CO2 reduction per diaper

140g → 38g

RWS-commissioned LCA published December 2025

Hemp-based

- 4x CO2 capture vs trees
- Zero pesticides
- 1/3 water vs cotton

Data-Driven Impact Verification:

Embedded RFID chips in every diaper

- Real-time lifecycle tracking
- Verifiable impact metrics
- Predictive quality control



Only (washable) diaper with full transparency

Social impact & Cultural Shift:

8 inclusive jobs created
(first 30 locations)

Measurable stakeholder attitude improvement
through institutional training

- Normalized reusable adoption
- Earlier potty training

Funding Ask & Strategic Use of Funds

Strategic funding for Exponential Growth

- €800k-1M for scaling to 150+ locations
- Target closing: End of February 2026
- Funding secured to date:
 - AKEF: €500k loan (signed)
 - Existing investor syndicate: €40k (signed) + €200k (committed)
 - Total secured: €540k | Total target: €800k-1M
- Additional funding: RVO subsidy: €200k (already granted)

Use of Funds:

1. Transition to lease model
2. Production scaling for larger rollout
3. Strategic team expansion
4. Further optimization of the PaaS model

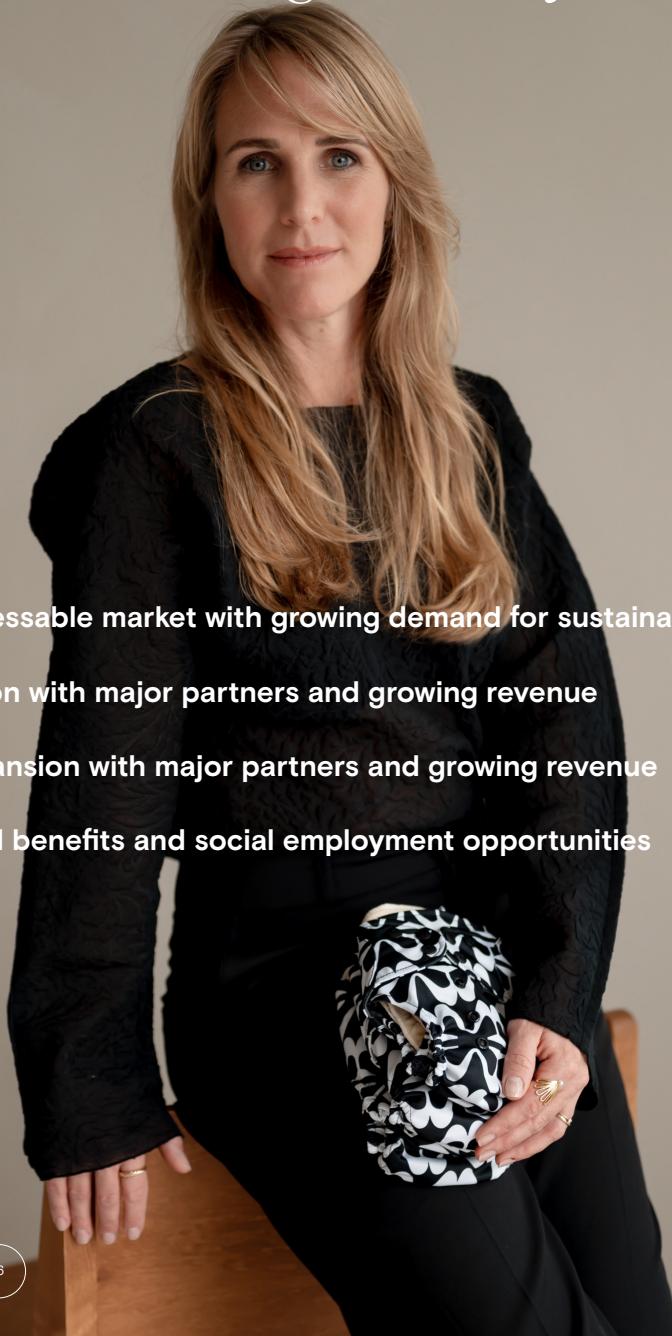
Impact:

- Circular transformation of the professional diaper market
- Drastic reduction in diaper waste
- Social impact through employment and regenerative agriculture
- Long-term mission: From 'Pamper' to 'Billie' as the generic term for diapers



Be part of the transition

Join Us in Revolutionizing an Industry



- **Massive addressable market with growing demand for sustainable solutions**
- **Proven traction with major partners and growing revenue**
- **Strategic expansion with major partners and growing revenue**
- **Environmental benefits and social employment opportunities**

At Billie Wonder we work hard to reduce waste, making washable diapers and essentials that are so nice to look at and so well made that you can't throw them away. And when you do throw them away, ideally after many years of service, our goal is to make products the planet is happy to take back. The name, Billie Wonder, is purposely androgynous and optimistic. It's a nod to our commitment to stay impartial, upbeat, tireless, and curious, choosing only the best and most honest materials for our customers and the planet.

We've taken author Paul Hawken's call to heart. His idea of Regeneration – inclusive, cooperative, dignified, optimistic, and compassionate – as an approach to the world's challenges is the guide we apply to our business. From our messaging – high, no guilt, no finger pointing – to our business practices – flat, transparent, flexible, supportive – we are a new generation of commercial business who see the world and our place in it differently.

We create partnerships, ecosystems and products build to last and to be profitable, for us and the planet. "What you do makes a difference" Jane Goodall said. Billie Wonder is my humble but disruptive way to make a difference.

Steef Fleur

Founder & CEO
steef@billiewonder.com
+31 642934146