

ROBOT as a TOOL

ROBOT as a SERVICE

ROBOTS for EVERY WORKPLACE



NEUROMEKA IS THE PERFECT PARTNER FOR SUCCESSFUL ROBOT AUTOMATION

A full-cycle robotics company enabling successful RX and AX
in the manufacturing industry



DISCLAIMER

All information related to the business performance and financial results of Neuromeka Co. (hereinafter referred to as "the Company") contained in this document has been prepared in accordance with the Korean Generally Accepted Accounting Principles (K-GAAP) and the Korean International Financial Reporting Standards (K-IFRS).

This document includes "forward-looking statements" regarding the Company's future sales plans and other projections. Such statements represent potential growth targets based on future estimates rather than past performance and use expressions such as "forecast," "outlook," "plan," "expect," "E," "F," and similar terms.

These forward-looking statements may be materially affected by changes in the business environment, and due to such uncertainties, actual results may differ significantly from those projected. In addition, various indicators have been prepared in consideration of current market conditions, as well as the Company's management goals and policies. Outcomes may vary depending on rapid changes in market circumstances, investment conditions, and the Company's strategic adjustments.

Accordingly, investors should review the investment prospectus and the Company's official disclosures before making any investment decisions. The information presented in this document shall, under no circumstances, have any effect on investors' investment results, and the Company assumes no legal responsibility in this regard.



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DISTINCTIVE EDGE

Growing into a giant in the robotics
industry

1. Company Overview
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NEUROMEKA

Indy



1. Company Overview

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With differentiated technological competitiveness in robot dynamics and control, Neuromeka offers a broad lineup ranging from collaborative robots and industrial robots to autonomous mobile robots and humanoids, applicable across diverse industries such as manufacturing (welding), F&B, and medical sectors.

Company Summary

Company Name	Neuromeka Co.
Core Businesses	Robot development and manufacturing, solution provision, component business, provision of robot service
CEO	Park Jong-hoon
Key Milestones	<p>2013 Established as a corporation 2022 Listed on KOSDAQ 2024 Secured ₩10 billion strategic investment from POSCO Holdings 2025 Secured ₩5 billion equity investment from DN Solutions</p> <p>Product Launches: Indy7 (2017), Moby (2022), NURI (2023), OPTi3 (2025)</p>
Locations	<p>Seoul (HQ)  Pohang B.O  Changwon (Subsidiary) </p> <p>USA B.O  China B.O  Vietnam B.O </p>

Core Businesses

Internalization and Business Expansion of Robot Components

- Achieved 100% localization of core components
- Strengthened cost competitiveness and expansion into component business



Robot Lineup Platform Expansion

- Launched collaborative robots, industrial robots, delta robots, and autonomous mobile robots
- Introduced application-specific collaborative robots
- Released humanoids for research and industrial use

Indy Moby
OPTi NURI
Humanoids(ZEN,NAMY)

Leading Automation Solution Tech

- Cash Cow: Manufacturing, Food Tech, Shipbuilding (welding), Medical
- Rising Star: Machine tending, Steel automation, Random automation, Casino automation

AI-Robot Convergence Technology Development

- Bilateral high-speed robot imitation learning
- 2nd-generation collaborative robots (collision recovery & imitation learning)
- (Industrial) Vision-based RFM implementation



2. Neuromeka's Core Competencies

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Neuromeka is the only company in Korea that encompasses the entire robotics value chain, from core components and robot platforms to automation solutions and services (Robotics-as-a-Service), AI, and humanoid development. Building on this foundation, Neuromeka is driving automation across diverse domains and advancing its vision to lead the future of Korea's robotics sector.

From core components to complete automation solutions, we've built an efficient and cost-effective value chain through vertical integration.

Categories	Components	Industrial Robots	Logistics Robots	Collaborative Robots	Humanoids	Software	Domain Solutions	RaaS
	Reducers, Motors	OPTI, ICoN	Moby	Indy, Medical	ZEN, NAMY	Control Tech, Robot Management Software	Frying, Education	Subscription, Remote Monitoring, Maintenance
NRMK	✓	✓	✓	✓	✓	✓	✓	✓
Company D		✓		✓		✓	Partly in-house	Partly in-house
Company R	✓			✓	✓	✓	Partly in-house	Partly in-house
Component Co.	✓							
System Integrator						✓		
Parts > Platform > Solution > Service								

What is RaaS? RaaS stands for Robot as a Service, a service model where robots are used through a subscription or rental model instead of being purchased outright.

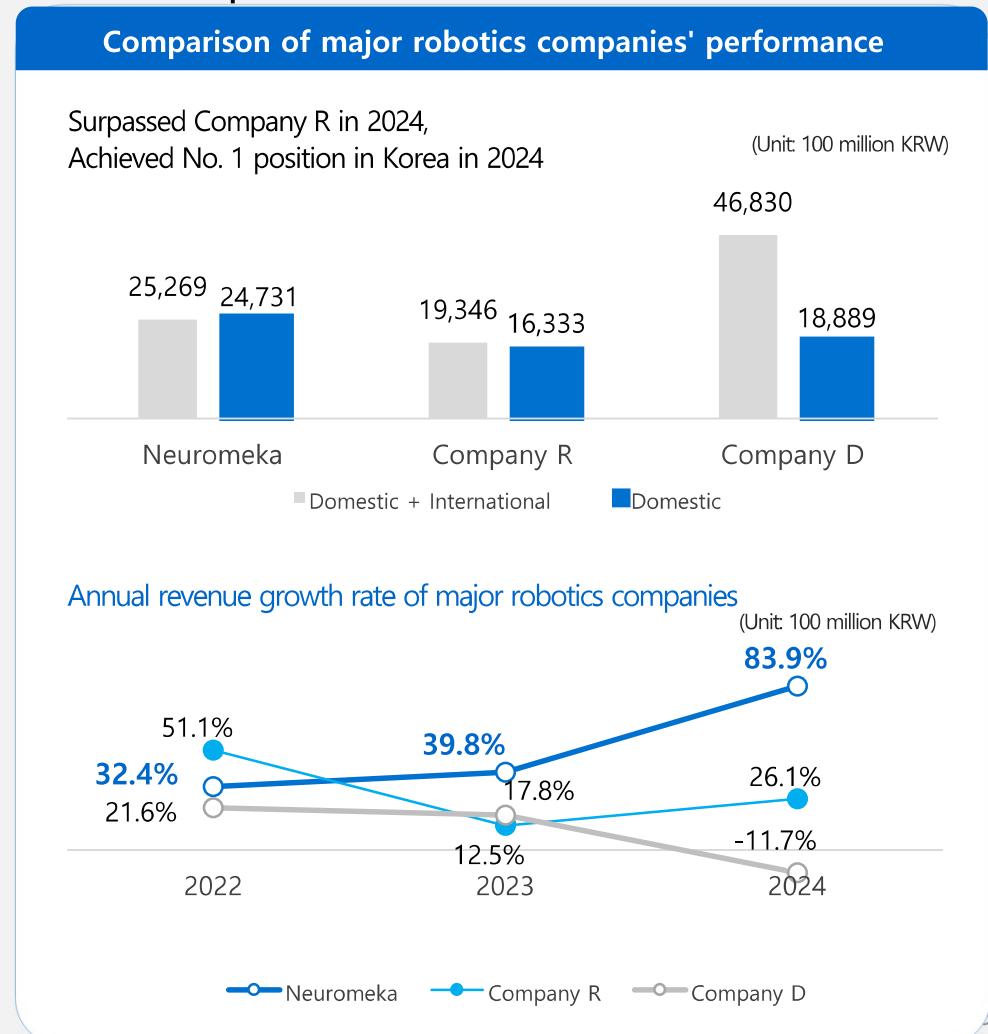
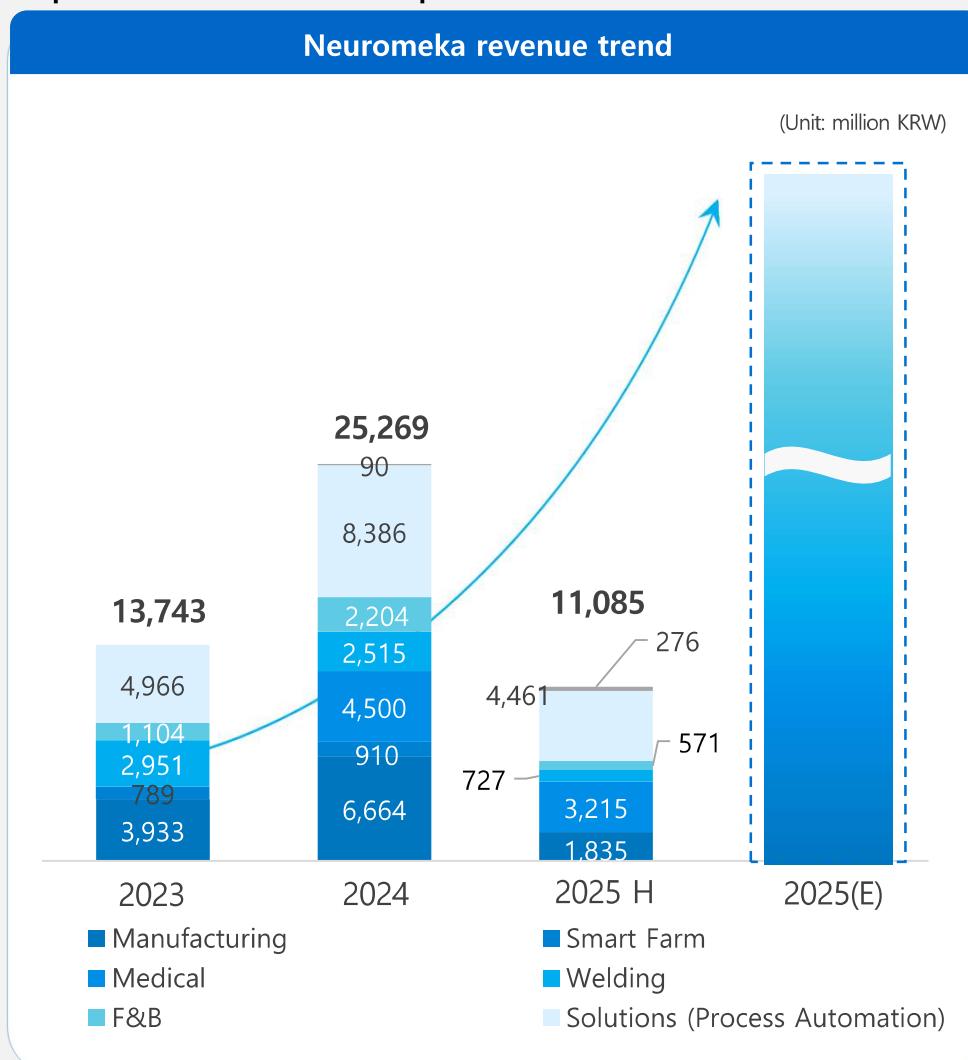




3. Outstanding business performance

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Expanding its business beyond robot platforms into automation solutions, Neuromeka achieved the No.1 market share in domestic collaborative robot sales in 2024, demonstrating strong competitiveness and rapid revenue growth. In the first half of 2025, operating losses were reduced by approximately 20% year-over-year, and profitability is expected to further improve in the second half with continued sales expansion.





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INVESTMENT HIGHLIGHTS

A trusted partner chosen first by
industry leaders

1. Strategic partnership with POSCO Group, a leader in the steel and secondary battery industries
2. Strategic partnership with DN Solutions, a global top-tier company in the machine tool industry
3. Distinctive welding solutions driving innovation across manufacturing sites
4. FoodTech automation, shaping the future of the F&B industry through robotics





1. Strategic Partnership with POSCO Group, a Leader in the Steel and Secondary Battery Industries (1/3)

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Neuromeka is a key strategic partner in POSCO Group's 20 trillion KRW investment in production line automation and has established a joint research center at POSCO's Pohang plant to strengthen collaboration.



<Left: MOU signing ceremony for the investment agreement / Right: Opening ceremony of the POSCO Holdings Joint Robotics Research Center>

Signed MOU on investment agreement (April 2024)

Joint research center established for robot-based process automation (Oct 2024)

10 billion KRW strategic investment from POSCO Holdings (Dec 2024)

Ongoing process automation projects with POSCO Group (2025)

Signed 3 billion KRW supply contract with POSCO (July 2025)

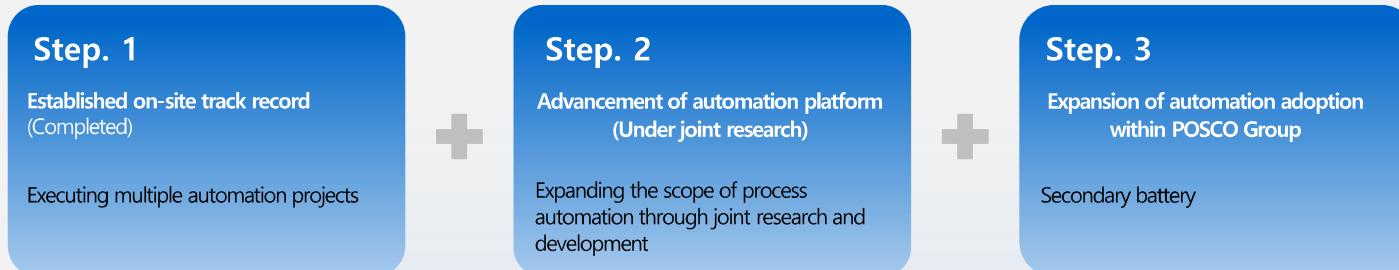
Multiple additional contracts and partnership discussions are currently in progress



1. Strategic Partnership with POSCO Group, a Leader in the Steel and Secondary Battery Industries (2/3)

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Neuromeka is a key strategic partner in POSCO Group's 20 trillion KRW investment in production line automation and has established a joint research center at POSCO's Pohang plant to strengthen collaboration.



Strengthening industrial automation competitiveness through enhanced collaboration with **POSCO Group**



Broad industrial robot lineup:

Industrial robots, mobile robots

Extensive experience in developing robots for various manufacturing and service sectors:

Manufacturing, welding, and F&B robots

In-house R&D capabilities with cutting-edge robotics technology:

Reinforcement learning, imitation learning, manipulators



Selection of robotic solution development items to improve group-wide safety and productivity per worker

Development of standardized robotic automation processes based on domain knowledge in materials industry

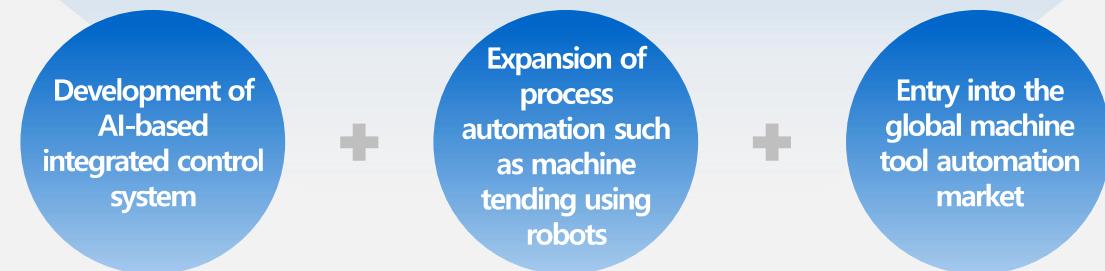
Providing concept design and robot testbed tailored to on-site needs



2. Strategic Partnership with DN Solutions, a Global Top-Tier Leader in the Machine Tool Industry (1/2)

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The integration of machine tools and robotics to automate precision tasks, along with the development of a software platform that allows unified control of robots and machine tools from various manufacturers.



Control of machine tools and various robots from a single platform

Provides greater ease of use compared to competitors through the development of an integrated software control solution

Expansion of business scope through DN Solutions' global supply chain

50 billion KRW equity investment from DN Solutions (Mar 2025)
Expansion of machine tool automation business based on an integrated software platform



3. Driving Innovation Across Manufacturing Sites with Distinctive Welding Solutions

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Securing competitive advantage in high-precision welding automation that fully replaces skilled welders with plans to expand into curved and lightweight structures using OPTi3, the next-generation welding robot.

Benefits of Adopting the Welding Solution

Existing System

1 BAY Requires **12 skilled welders**



Post-adoption of the welding solution

1 BAY Requires **2 skilled welders**



Skilled labor replacement
12 welders→2 welders

Performance Comparison of Welding Tasks: Neuromeka Collaborative Robot vs. Hitachi Industrial Robot



<Welding Robot Video>

Category	Neuromeka	Hitachi
Task Duration (Productivity)	9 min 10 sec	10 min 30 sec
Unwelded Area (Precision)	0mm (Complete weld)	Total 140mm (Welding omission)
Work Efficiency	Continuous welding of the entire section with a single sensing operation	Requires repetitive sensing process

[Performance Competitiveness Compared to Other Companies]

Participation in the [MASGA Project](#)
global top-tier company



Supply of
welding robots

Expanded Coverage of Shipbuilding Blocks



The **lightest model** among domestic collaborative robots in its class

Ergonomically designed for easy manual mobility



[OPTi 3]



Convertible 5-axis structure with improved singularity avoidance performance

Equipped with welding-specific specialized tool devices



4. The Future of the F&B Industry — FoodTech Automation Perfected by Robots

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Revolutionizing operational efficiency and cooking consistency in franchise and large-scale foodservice settings through FoodTech automation, leading a paradigm shift across the global foodservice industry.

Deployment of Robot-Based Automation Solutions in Chicken Brand Locations

A robotic chef responsible for the quality and productivity of the global foodservice brand Kyochon



KYCHON
1991



<Automation Based on Frying Template>
40 sets installed and in operation
Joint expansion in the U.S.(3 sets) & China(1set)

Full automation of the frying process.

Verified cooking quality at Kyochon R&D Center

Cooking capacity of 20 chickens per hour.

Enhanced operational efficiency via RaaS service.

*Note: Based on bone-in chicken, 20 per hour.

Expanding solution adoption to similar brands in line with the growth of the industry.

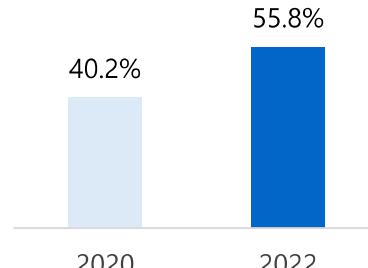
Trend in the number of chicken franchise stores



*Source: Electronic Disclosure (DART), Kyochon F&B Business Report (2025.03.24)

Improving challenging large-scale foodservice operations through robotic mass catering solutions.

Trend of mid-year resignations among foodservice workers in Korea.



*Source: Newsmin (December 2023)

Excessive workload

High meal count per person
(Average of 150 servings
cooked per worker)

Worsening labor shortage in the
mass catering industry

Signed exclusive supply MOU for mass catering automation with global company Aramark.



Possesses top-tier F&B automation capabilities in Korea.

STEP 1

Conducting mass catering pilot projects and promoting commercialization of robot-based group catering.



A leading global foodservice company operating in 15 countries worldwide.

~350 locations in Korea, with around 6,500 clients globally.

STEP 2

Expanding business scope to general companies, schools, hospitals, and the military.



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GROWTH STRATEGY

Driving continuous innovation toward
a better future for the world

1. Physical AI Strategy
2. 2nd-Generation Collaborative Robots
3. RFM Strategy
4. Humanoid Platform Strategy
5. Data Factory Strategy
6. In-house development of core components
7. Robot Platform Foundry
8. Global Market Expansion



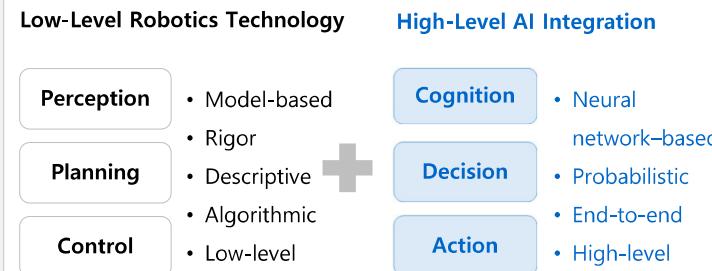
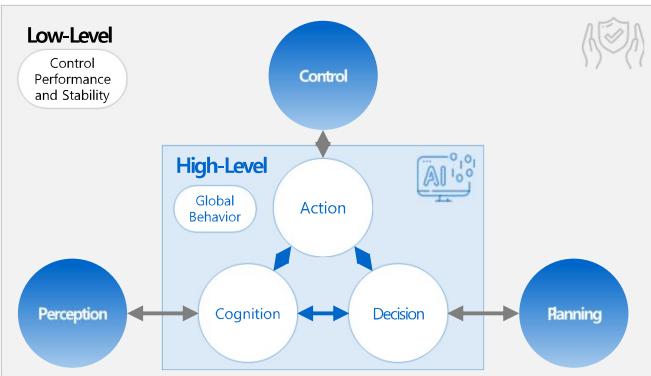
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NAMY



1. Physical AI Strategy

Through AI integration, Neuromeka applies intelligent robot control technology that actively interacts with surrounding environments, pioneering the "Collaborative Robot 2.0" era based on unmatched expertise in robot control

Robotics Foundation



Possesses multiple domain-specialized automation solutions



Humanoid Infrastructure

RFM Infrastructure

Data Factory Infrastructure



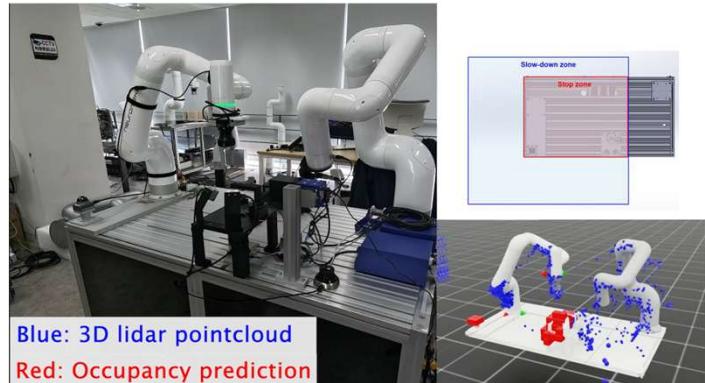
2. 2nd-Generation Collaborative Robots

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Emergence of 2nd-generation collaborative robots applying generative AI-based humanoid technology

Sim2Real Learning

Collision avoidance (path optimization)



Imitation Learning

Skill teaching (safety filter)





3. RFM Strategy: Visual-Language-Tactile-Action (VLTA) Model

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Next-generation robotic intelligence integrating vision, language, and action — the evolution of the Visual-Language-Action (VLA) model

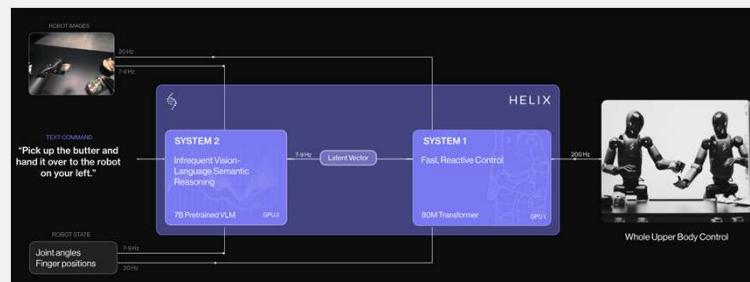
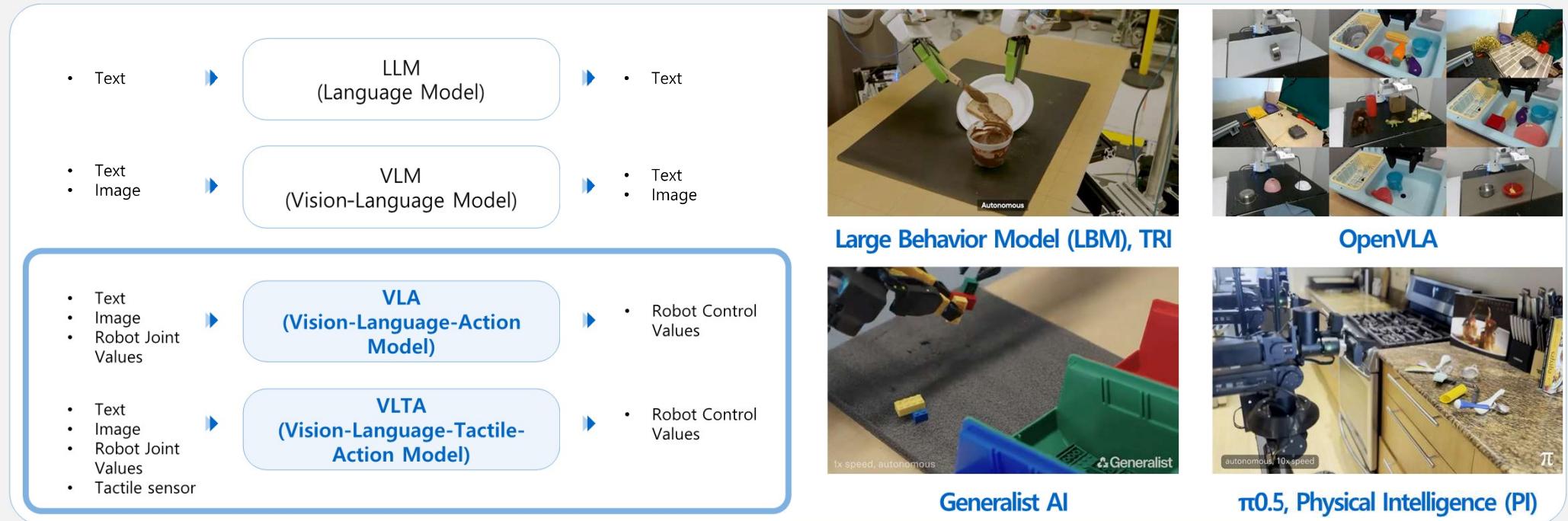
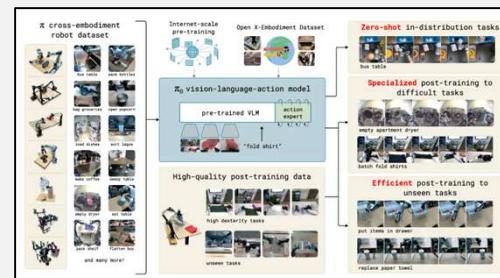
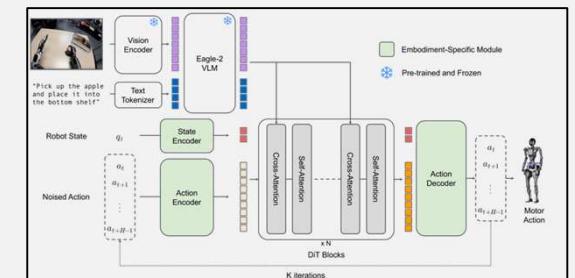


Figure A1: Helix



Physical Intelligence: π_0



NVIDIA Isaac GR00T N1.5



3. RFM Strategy: Four-Level Structure for Industrial Safety Full-Stack RFM

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A four-level integrated framework encompassing the intelligence, precision, and safety of robots.

Level	Name	Main Function	Frequency	Implementation	Remarks
L4	Strategic Level	Goal setting, strategy planning	2~5 Hz	Internet-scale VLM	Open Source VLM
L3	Generalization Level	Automatic operation sequences, pattern transition	~200 Hz	Transformer / Diffusion	Open Source VLA
L2	Precision Operation Level	Trajectory compensation, precision control	~500 Hz	MPC, RL, IL, etc	Specialized high-precision skill execution
L1	Reflexive Response Level	Avoidance, reflex, collision sensing	4,000Hz	Low-level Control	Stability, compliance/force control, tactile sensing



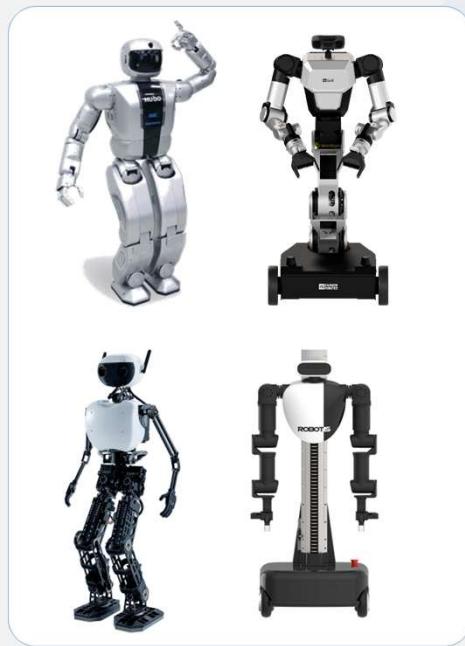


4. Humanoid Platform Strategy

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Through step-by-step advancement based on OEM and foundry systems, Neuromeka is building a next-generation humanoid platform that strengthens core component and design capabilities while expanding into the RFM and Physical AI ecosystems.



ZEN
Research humanoid



NAMY
Research/Service humanoid



CES 2026 출품
RAXIS
Industrial humanoid **EIR**
Medical humanoid



5. Data Factory Strategy: GPU Data Center & Data Collection Scale-Up

To advance the integrated development of Physical AI and humanoids, Neuromeka is pursuing the following initiatives:
(1) Establishing humanoid research centers in Seoul and Pohang (2) Promoting the operation of an international joint data center that combines Korea's strengths in precision control technology and industrial data accumulation with China's RFM (3) expertise Investing in the construction of a large-scale data center within the Pohang campus

GPU Holdings and Plans

Possesses 8 NVIDIA RTX PRO 6000 BLACKWELL GPUs (Server 1)

Two additional servers to be built in Sangdong (early 2026)

Owes multiple RTX 5090-class GPUs

Server room construction to be completed by end of November 2025

Physical AI Data Expansion: Establishment of Research Centers and International Joint Data Centers

Establishment of Humanoid Research Centers in Seoul and Pohang

- Robot field test facilities for robot control technology, RFM research, and open innovation



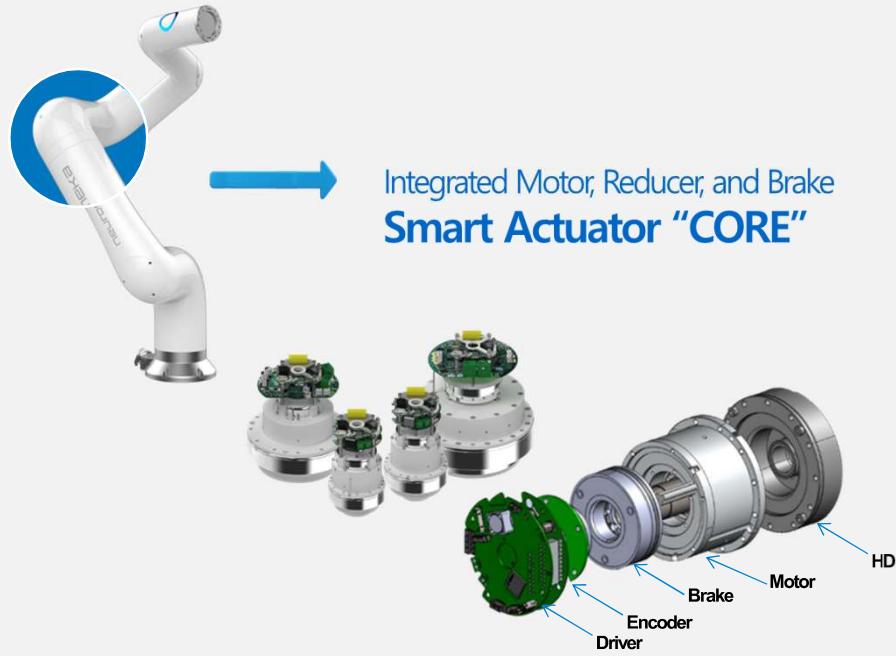
Operation of an International Joint Humanoid Data Center

- Establishing joint data factories in Korea and China
- Neuromeka: Strong in industrial precision data such as welding, FoodTech, steel, and automotive sectors
- Chinese partners: Strong in basic RFM data (L3, L4) such as motion
- Integration and accumulation of industrial precision data (L1, L2) with RFM data (L3, L4)
- Plan to build a high-performance GPU data center within the Pohang campus



6. In-house development of core components

As the first company in Korea to achieve 100% in-house development of core components, including actuators, reducers, and motors, Neuromeka enhances both performance and cost efficiency while delivering robots optimized for diverse industrial environments.



Through in-house production of customized robots, the company maintains full control over cost, quality, and delivery time

Securing both competitiveness and supply chain stability

Phase 1: Reliability and Competitiveness

Ensuring reliability through verification on in-house platforms (collaborative robots, humanoids)—Differentiated performance through application of innovative technologies

Phase 2: Market Entry

Expanding market presence based on technological differentiation and cost competitiveness of motors, reducers, and actuators

Phase 3: Establishing a Global Component Ecosystem

Building a global supply chain to reduce costs and enhance quality, leading the market through a worldwide robotics component ecosystem



7. Robot Platform Foundry

To strengthen the competitiveness of the domestic robotics industry through production scaling, actively participate in the global humanoid robot ecosystem, and revitalize the regional economy by building a local industrial ecosystem, the establishment of a robot manufacturing foundry is essential

HW Platform Manufacturing Foundry

- Hardware Platform:
Provide robots to robotics and AI companies through a manufacturing hub.
- Software and Service Platform, including OS:
Allow companies within the ecosystem or robot manufacturers to integrate their own software and services.

Fostering Anchor Companies in the Robotics Manufacturing Ecosystem

- Nurture anchor companies within the robotics manufacturing ecosystem.
- Provide funding for anchor companies to invest in mass production facilities and expand their workforce.
- Strengthen cost competitiveness by concentrating mass production within the component industry.

Establishment of an ecosystem-based robot hardware manufacturing hub.

Establishment of an integrated manufacturing foundation for all types of industrial robots.

- Securing core components and robot platform quantities for mass production.
- Acquiring essential equipment and skilled personnel.

Implementation of a government-led robot demonstration project.

- Rationalization of government investment funding
- Implementation of demonstration projects in fields such as defense and welding.



7. Robot Platform Foundry: Current Status

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Expansion of Original Design Manufacturing (ODM) business for medical, industrial, and FPD robots based on accumulated robot manufacturing technology and experience supplying major corporations, leading to growth into a full-scale robot foundry company



Category	Remarks
 CUREXO ROBOTICS BEYOND CURE	Medical Robots Signed a 9.25 billion KRW supply contract for an artificial joint surgery robot
 HD 현대로보틱스	Industrial Robots / FPD Robots Continuous supply since 2021
 SAMICK THK	FPD Robots Supplied to Samsung Display
 ROBOS	Slaughterhouse Robots Increasing demand for slaughter automation

Major Clients (including Robolution)



SAMSUNG DISPLAY

ROBOSTAR

POONGSAN
HOLDINGS

NAVER LABS

 **HD 현대로보틱스**

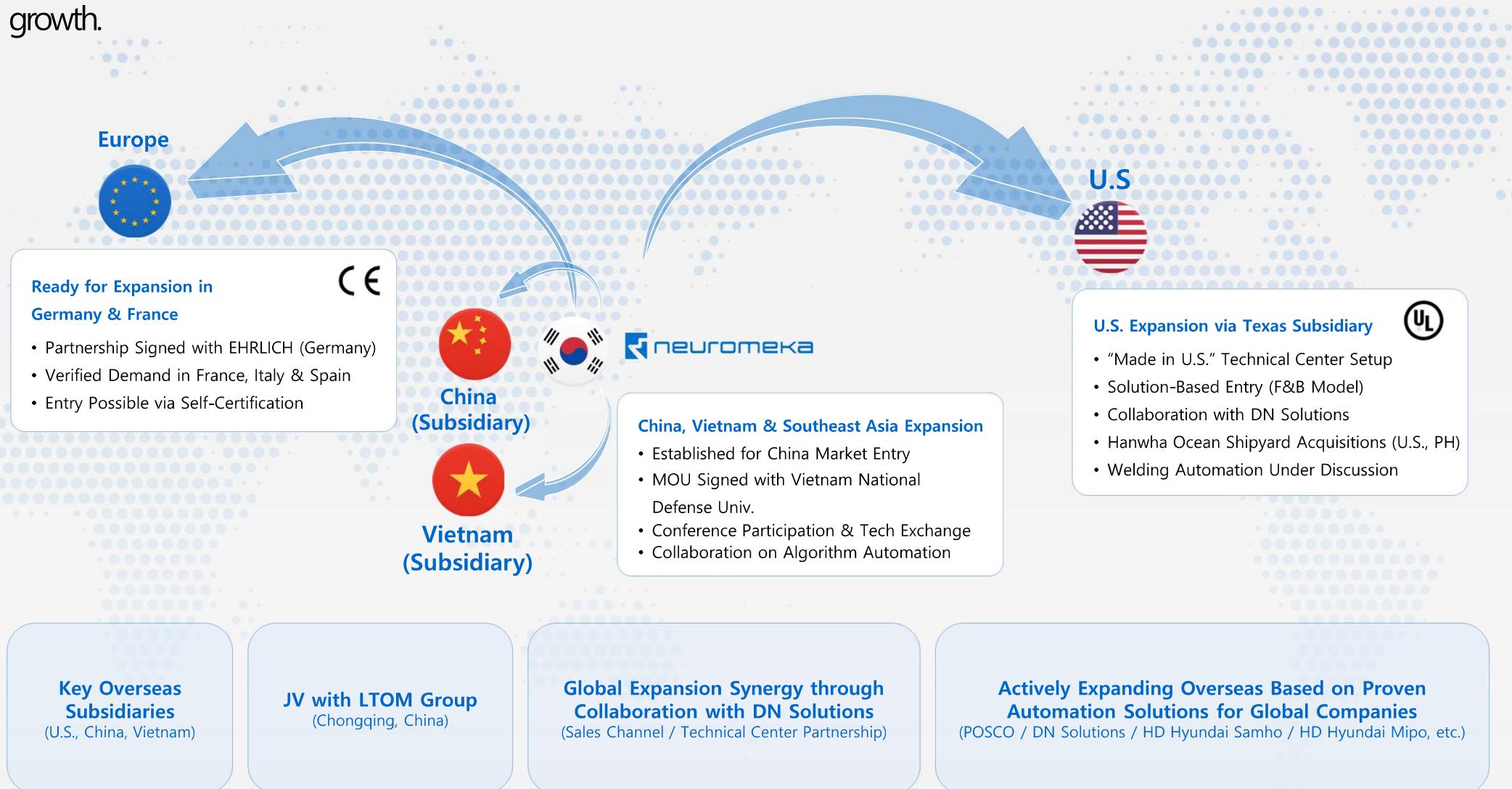
Secured supply references for industrial robots to major domestic corporations.



8. Global Market Expansion

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Completed major certifications for entry into advanced robotics markets in Europe and the U.S. and pursuing strategic partnerships with global companies. These efforts strengthen execution and expansion capability for future overseas growth.





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1. Product Lineup
2. Joint Venture in China with E-ONG (No.1 Control Board Firm)
3. Financial Overview



1. Product Lineup (1/2)

Neuromeka offers a broad portfolio of robots, including collaborative, industrial, and autonomous mobile robots, and continues to strengthen its technological competitiveness by internalizing core components

Parts



Core Smart Actuator

Can be used for custom robot designs tailored to the user's specific needs.



IndyEye Vision Solution

An optimal vision solution for collaborative robots that delivers both performance and affordability.



STEP Controller

Real-time embedded EtherCAT master robot controller



CONTY Teach Pendant

All-in-One teach pendant for collaborative robot programming

Platform



Indy Collaborative Robot



ICoN Industrial Collaborative Robot



Moby Autonomous Mobile Robot (AMR)



NURI C Series High-Payload Collaborative Robot



NURI S Series Low-Payload Collaborative Robot



OPTi 5 Welding-Specialized Collaborative Robot



OPTi 3 Welding-Specialized Collaborative Robot



D Delta Robot



ZEN Humanoid



NAMY Humanoid



1. Product Lineup (2/2)

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With comprehensive manufacturing capabilities, Neuromeka provides fully integrated automation solutions, covering robot platforms, industry-optimized automation systems, and Robotics-as-a-Service (RaaS)

	Welding	F&B	Logistics	Manufacturing	R&D	Medical	Smart Farm
Robot Platform		 Frying			 Lab Automation	 Joint Surgery Robot	 Moby-Agri
Service Platforms	 Collaborative Robot Platform Service IndyCARE	 Collaborative Robot Remote Management Service IndyGo					



2. Established a joint venture in China with E-ONG, the world's leading manufacturer of control boards

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By integrating its robot control technology with LTOM and E-ONG's local networks, Neuromeka is entering the Chinese robotics market while accelerating global expansion, including in the United States

Neuromeka & LTOM+E-ONG to Form JV in China



E-ONG's Parent Company
(LTOM Group)



World's No.1 Control
Board Manufacturer



Korea's Leading Robot Control Firm

China JV for Market Entry · Global Robot &
Automation Launch · IPO Drive

Total Investment: CNY 42.86M (Approx. KRW 8.57B)

2nd Round (Cumulative): KRW 30B

Step. 1 Cobot and Welding Solutions

China Shipbuilding Solutions, Local
Production In-house Parts,
Neuromeka Software

Step. 2 FoodTech Solutions

Café, Barista & Frying Robots Market
Entry via Shareholder Network

Step. 3 FPD & Industrial Robots

FPD-OLED-Solar Module Robots
Tier-1 Vendor Market Entry

Step. 4 AI Robots and Humanoids

Industrial Humanoids, In-house
Production Korea-US Expansion &
Demand Response

Joint Venture Growth Roadmap



H2 2025

- Joint Venture Establishment
- Hiring



2026

- Opti 3 Welding Solution Production
- Humanoid Prototype Launch
- Overseas Export Start



2027

- Expanded Product Lineup
- FPD & Solar Robot Production
- BEP Reached (₩17B Sales)



2028 ~

- China Market Share Expansion
- Shanghai STAR Market Listing Prep



3. Financial Information (consolidated)

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Summary Statement of Financial Position (Consolidated)

[unit: KRW, million]

	FY2023	FY2024	FY2025 3Q
Current assets	55,824	42,380	38,138
Non-current assets	39,897	52,850	54,358
Total assets	95,721	95,230	92,496
Current liabilities	50,801	58,241	48,901
Non-current liabilities	20,864	26,119	29,422
Total liabilities	71,665	84,360	78,323
Capital	5,266	5,301	5,675
Additional paid-in capital	44,735	48,183	67,383
Other capital components	(8)	78	20
Retained earnings	(25,937)	(42,692)	(58,921)
Non-controlling interests			16
Total equity	24,056	10,870	14,173

Summary Income Statement (Consolidated)

[unit: KRW, million]

	FY2023	FY2024	FY2025 3Q
Sales revenue	13,743	25,269	11,085
Cost of goods sold	12,521	21,130	9,122
Gross profit	1,222	4,139	1,963
Selling, general and administrative expenses	16,047	23,154	13,307
Operating income (loss)	(14,825)	(19,015)	(11,344)
Financial income	1,725	8,009	1,569
Financial expenses	4,615	5,248	6,538
Share of net loss of associates and joint ventures	-	-	-
Other non-operating income	247	401	374
Other non-operating expenses	178	871	302
Income (loss) before income taxes	(17,646)	(16,724)	(16,241)
Income tax expenses	7	31	-
Net income (loss)	(17,653)	(16,755)	(16,241)



3. Financial Information (separate)

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Summary Statement of Financial Position (Separate)

[unit: KRW, million]

	FY2023	FY2024	FY2025 3Q
Current assets	55,132	40,804	38,670
Non-current assets	40,329	50,290	50,530
Total assets	95,461	91,094	89,400
Current liabilities	50,656	58,154	49,824
Non-current liabilities	20,864	22,435	25,810
Total liabilities	71,520	80,589	75,634
Capital	5,266	5,301	5,675
Additional paid-in Capital	44,736	48,183	67,361
Retained earnings	(26,061)	(42,978)	(59,270)
Total equity	23,941	10,505	13,766

Summary Income Statement (Separate)

[unit: KRW, million]

	FY2023	FY2024	FY2025 3Q
Sales revenue	13,665	25,222	11,125
Cost of goods sold	12,029	20,867	9,722
Gross profit	1,636	4,355	1,403
Selling, general and administrative expenses	16,570	23,547	13,133
Operating income (loss)	(14,934)	(19,192)	(11,730)
Financial income	1,715	7,993	1,587
Financial expenses	4,605	5,219	6,437
Other non-operating income	170	367	355
Other non-operating expenses	150	866	68
Income (loss) before income taxes	(17,804)	(16,917)	(16,292)
Income tax expenses	-	-	-
Net income (loss)	(17,804)	(16,917)	(16,292)



A full-cycle robotics company enabling successful RX and AX in the manufacturing industry