ROBOT AS A TOOL
ROBOT AS A SERVICE
ROBOTS FOR EVERY WORKPLACE

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DISCLAIMER

All information related to the financial performance and business results of Neuromeka Co. (hereinafter referred to as "the Company") included in this document has been prepared in accordance with Korean Generally Accepted Accounting Principles (K-GAAP) and Korean International Financial Reporting Standards (K-IFRS). This document contains "forward-looking statements" regarding the Company's future sales plans and other projections. These statements, plans and projections reflect potential growth targets based on future estimates rather than past performance, and use terms such as "forecast," "outlook," "plan," "expect," "E," "F," etc. These "forward-looking statements" may be significantly affected by changes in the business environment, and due to such uncertainties, actual business results in the future may differ materially from these projections. Furthermore, various indicators have been prepared considering the current market conditions and the Company's management goals and policies. Results may vary due to rapid changes in market conditions, the investment environment, and strategic goal adjustments by the Company. Therefore, investors should always check the investment prospectus and the Company's public disclosures before making investment decisions. The information presented in this document shall not have any effect on investors' investment results under any circumstances, and thus the Company shall not bear any legal responsibility in this regard.

" Leading the way for safe
and convenient automation

01
Company Overview

- Company Intro
- Growth Story
- Vertical Integration
  and Ecosystem Building
- Main Business
- Sales Estimate

With simple and cost-effective
robot platforms and solutions "

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K-Cobot Leader

Company Intro

A comprehensive robot platform and solution company leveraging robot control and software technologies

Company Summary

Company Name	Neuromeka Co.
CEO	Park Jong-hoon
Core Businesses	Robot development and manufacturing, solution provision, component business, provision of robot service
Established Date	February 14, 2013
No. of Employees	146 (as of March 2025)
Locations	Seoul　　Pohang B.O　　Changwon B.O USA B.O　　China B.O　　Vietnam B.O
Official Website	www.neuromeka.com

CEO Information

World-renowned expert in robot dynamics and control, and a pioneer who has led South Korea's robotics technology for 30 years

박종훈 CEO

Career
- Neuromeka, Founder and current CEO (2013~present)
- POSTECH, Affiliated Professor (2014~present)
- SimLab, CTO (2007~2012)
- POSTECH Center for Intelligent Robot, Senior Researcher (2005~2007)

Achievements
- Awarded the Industrial Service Medal (Machinery, Robotics, and Aviation Division)
- Selected by the National Academy of Engineering of Korea as one of the [100 Future Technologies to Lead Korea in 2025]
- Awarded the [Technology of the Year] award by the Korea Robotics Society
- Won the Prime Minister's Award for Robotics Technology
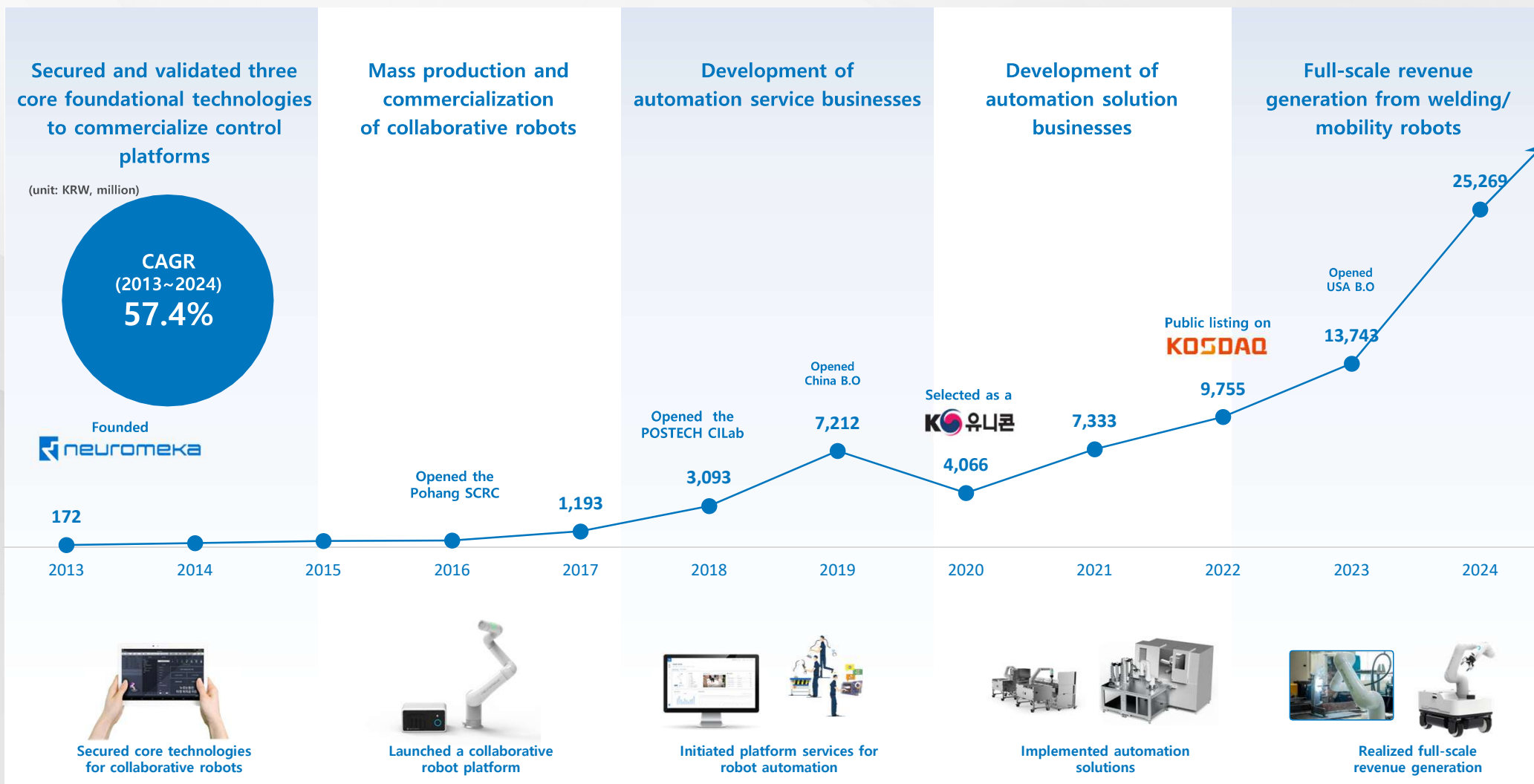- Won the Silver Prize in the Robotics Division at the Samsung HumanTech Paper Awards

Education
- Visiting researcher at Hiroshima University
- Bachelor's, Master's, and Doctoral degrees in Mechanical Engineering from POSTECH
- 15 papers published in international journals
- 29 papers presented at international conferences
- 42 registered domestic patents

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Growth Story

Sustained growth with an average annual sales growth rate of 57.4% since establishment, transitioned to a full-fledged growth trajectory in 2024

| Secured and validated three core foundational technologies to commercialize control platforms | Mass production and commercialization of collaborative robots | Development of automation service businesses | Development of automation solution businesses | Full-scale revenue generation from welding/mobility robots |

(unit: KRW, million)

CAGR (2013~2024) 57.4%

Founded
neuromeka

25,269

Opened USA B.O

Public listing on **KOSDAQ**

13,743

Opened China B.O

9,755

Selected as a **K 유니콘**

7,212

7,333

Opened the POSTECH CILab

4,066

3,093

Opened the Pohang SCRC

1,193

172

| 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |

| Secured core technologies for collaborative robots | Launched a collaborative robot platform | Initiated platform services for robot automation | Implemented automation solutions | Realized full-scale revenue generation |

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Vertical Integration & Business Diversification

Vertical Integration: Vertical integration of the entire value chain of the automation business, including PARTS, PLAT-FORM, SOLUTION, SERVICE.

Ecosystem Development: Leading in development and market

Vertical Integration
- In-house production of Core parts
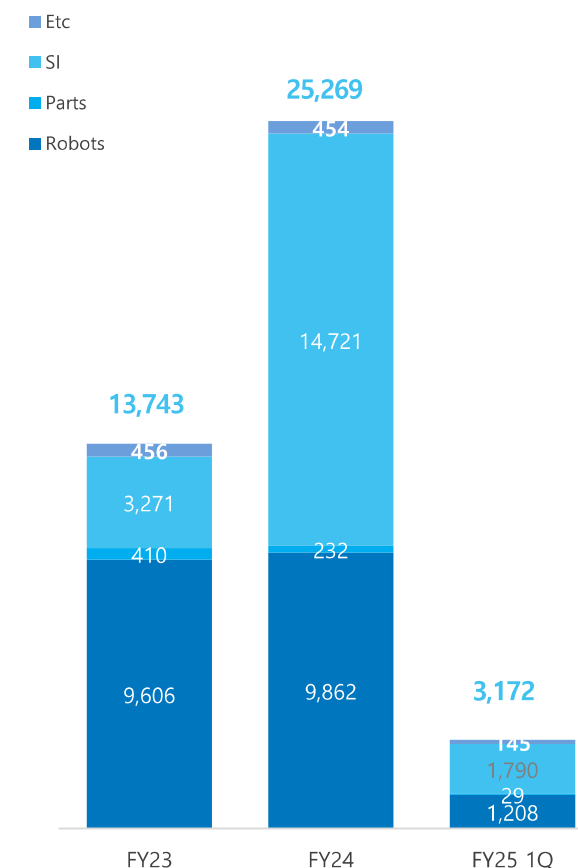- Cost competitiveness and Parts commercialization

Unified Robot Platform
- Cobots, Industrial robots, Delta robots, AMR
- Ecosystem Lineup 'NURI'

INDY
ICON
MOBY
D
NURI

PARTS

PLAT-FORM

SERVICE

SOLUTION

INDYCARE
INDYGO

KyoChon 1991
CUREXO
ioCrops
방위사업청
대한민국해군 REPUBLIC OF KOREA NAVY

Providing Cloud-based RaaS
- IndyGo, a subscription service
- IndyCare, a remote maintenance solution
- IndyProto, a virtual process service

Leading Automation Solution Tech
- Cash Cow: F&B, Mfg.(welding), Medical, Smart Farm
- Rising Star: Defense, Aerospace, Marine

Leading in Safety Tech
- Sensorless collision detection
- Real-time optimal path planning

+

Robot Teaching Tech
- Vision-based teaching
- Handheld device-based tech teaching
- Neural network-based optimal path

+

Leading AI Tech
- Deep learning-based vision sensor integration
- Imitation learning based on AI

Sales

(unit: KRW, million)

Legend:
- Etc
- SI
- Parts
- Robots

	FY23	FY24	FY25 1Q
Total	13,743	25,269	3,172
Etc	456	454	145
SI	3,271	14,721	1,790
Parts	410	232	29
Robots	9,606	9,862	1,208

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Main Business

A **broad portfolio of robots**, including collaborative robots, industrial robots, and autonomous mobile robots

Beyond simple manufacturing, we continue to strengthen our technological competitiveness by **internalizing key 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

OPTi
Welding-Specialized
Collaborative Robot

NURI C Series
High-Payload
Collaborative Robot

NURI S Series
Low-Payload
Collaborative Robot

Icon
Industrial Collaborative Robot

Moby
Autonomous Mobile Robot (AMR)

D
Delta Robot

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Main Business

With **comprehensive manufacturing capabilities**, we offer fully integrated automation solutions from robot platforms and automation systems optimized for **industry-specific needs** to automation services (RaaS).

	Welding	F&B	Logistics	Manufacturing	R&D	Medical	Smart Farm

Robot Platform

Automated Welding Robot

Frying

Coffee

Palletizer
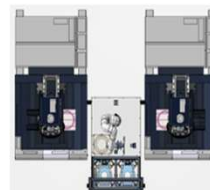
Machine Tending

CUREXO
neuromeka
Lab Automation

Lab Automation

ioCrops
neuromeka
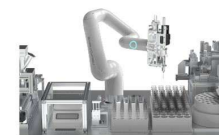
Joint Surgery Robot

Moby-Agri

Service RaaS Platform

INDYGO
Collaborative Robot Platform Service

INDYCARE
Collaborative Robot Remote Management Service

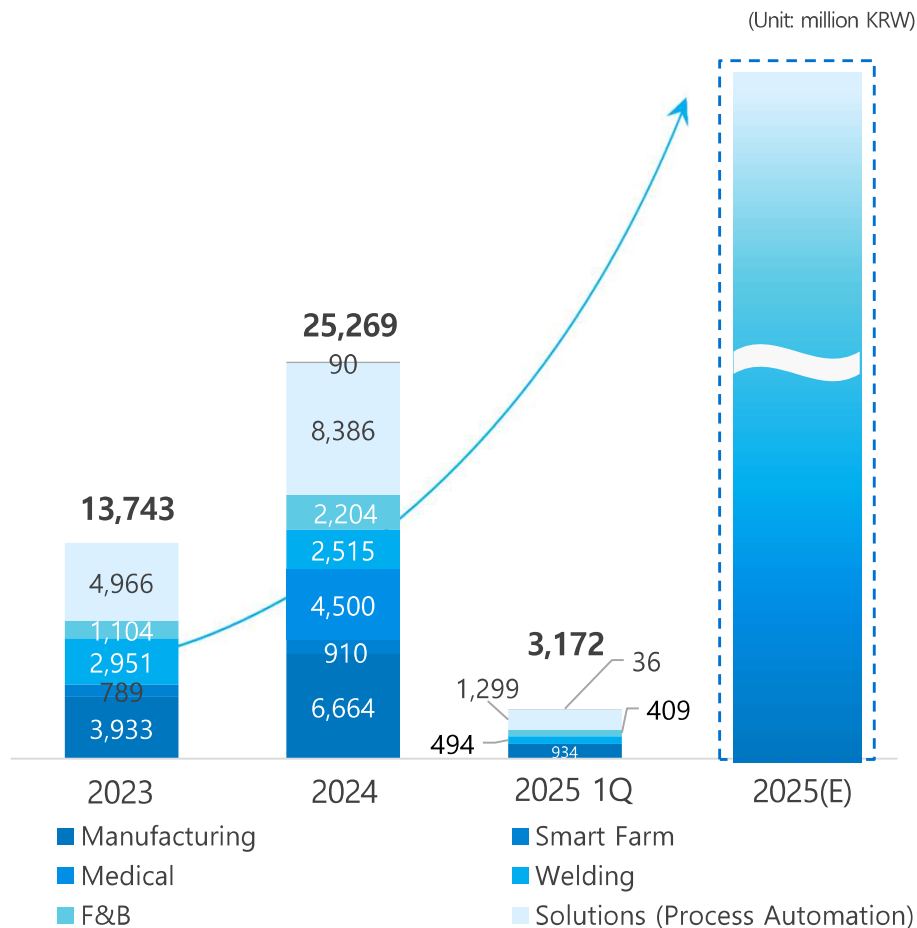neuromeka

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Sales Estimate

Expanding beyond simple robot platforms into automation solutions by leveraging in-house production lines and value chain capabilities, achieving higher revenue growth compared to competitors.

*In 2024, Neuromeka surpassed the sales of competitor R and demonstrated strong performance in the collaborative robot market.
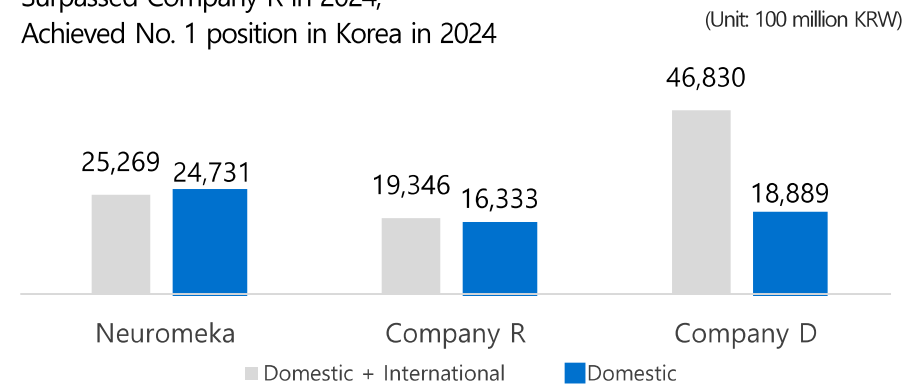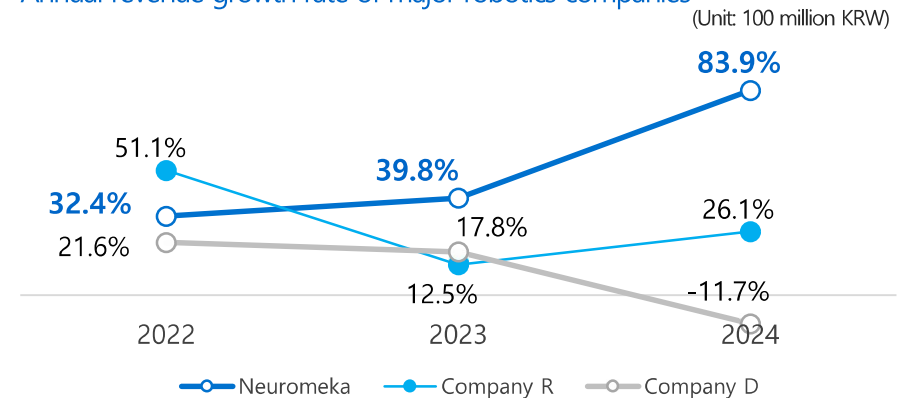
Neuromeka revenue trend

(Unit: million KRW)

	2023	2024	2025 1Q	2025(E)
Total	**13,743**	**25,269**	**3,172**	

2024 breakdown: 90, 8,386, 2,204, 2,515, 4,500, 910, 6,664

2023 breakdown: 4,966, 1,104, 2,951, 789, 3,933

2025 1Q breakdown: 1,299, 494, 934, 36, 409

- ■ Manufacturing
- ■ Smart Farm
- ■ Medical
- ■ Welding
- ■ F&B
- Solutions (Process Automation)

Comparison of major robotics companies' performance

Comparison of major robotics companies' 2024 revenue

Surpassed Company R in 2024,
Achieved No. 1 position in Korea in 2024

(Unit: 100 million KRW)

	Neuromeka	Company R	Company D
Domestic + International	25,269	19,346	46,830
Domestic	24,731	16,333	18,889

- ■ Domestic + International
- ■ Domestic

Annual revenue growth rate of major robotics companies

(Unit: 100 million KRW)

	2022	2023	2024
Neuromeka	32.4%	39.8%	83.9%
Company R	51.1%	12.5%	26.1%
Company D	21.6%	17.8%	-11.7%

- Neuromeka
- Company R
- Company D

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02

Growth Engines

- Continued identification of growth engines
- Internalizing core components - Motors
- Expanding platforms - Ecosystem lineup "Nuri"
- Expanding platforms – Autonomous mobile robots
- AI integration
- POSCO–Neuromeka Strategic Partnership
- DN Solutions–Neuromeka strategic partnership

**With simple and cost-effective robot platforms and solutions**

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Continued identification of growth engines

Four Strategies for Business Diversification: Expanding platforms, advancing solutions, internalizing components, AI integration

Promoting partnerships with strategic collaborations

Internalizing components

- Complete the internalization of components
- Strengthen quality and cost competitiveness

Reducer   Motor   Brake

QDD Motor   Space Motor

Components

Platforms

AI
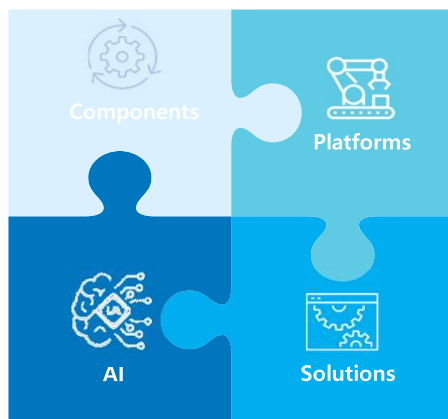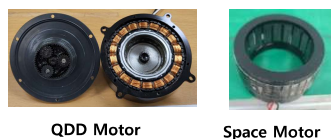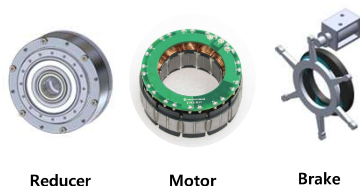
Solutions

AI integration

- Imitation learning for dual-arm high-speed collaborative robots

Expanding platforms

- Ecosystem lineup, collaborative industrial robots

NURI   ICON

- **Gripper**

Multi Gripper   High-Load Weaving Gripper

Weaving Gripper
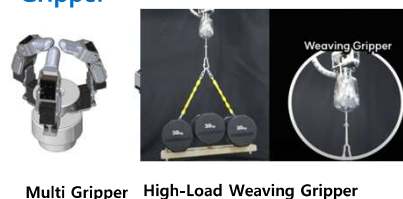
Advancing new solutions

- Machine tending

Platform: Dual-arm high-speed collaborative robot

Solution: Machine tending

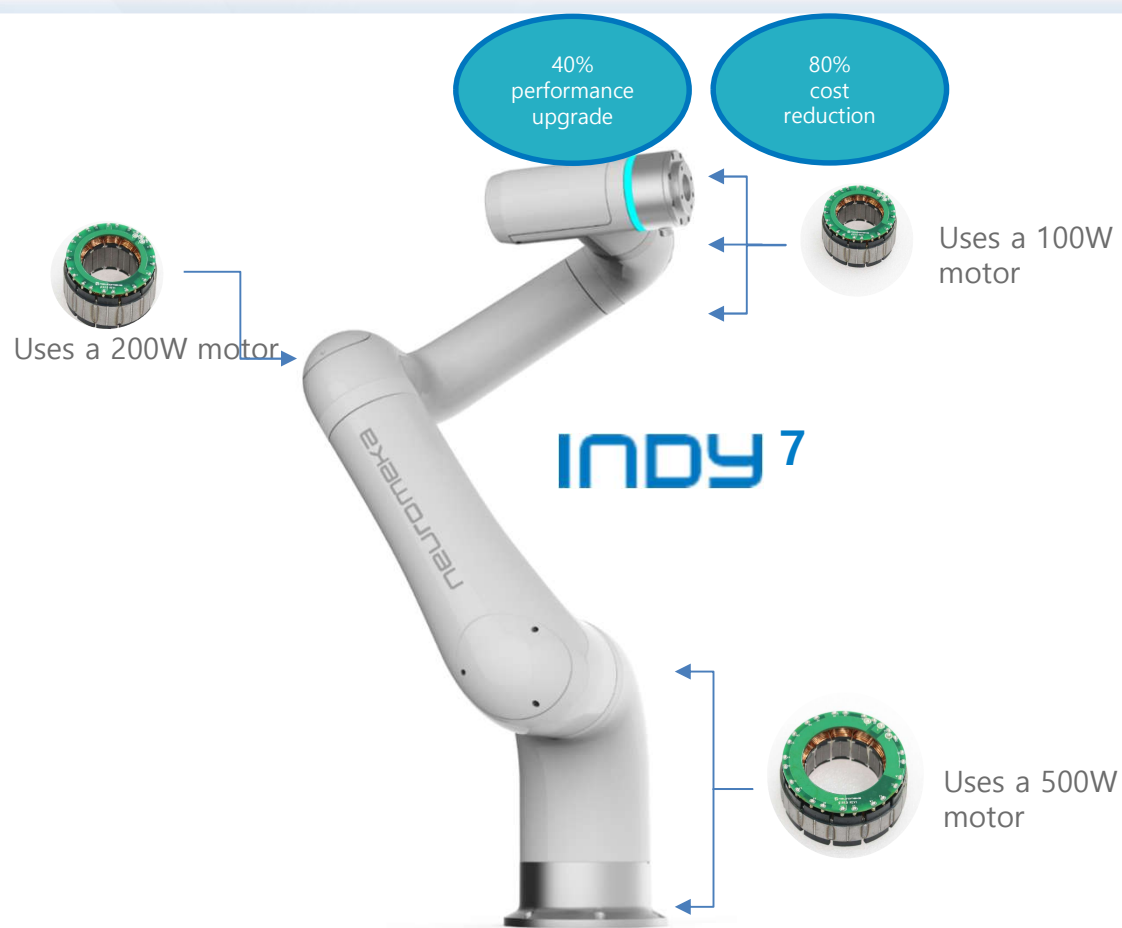Markets: Steel, rechargeable batteries

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Internalizing core components – Motors

Developed 6 types of motors and applied to company models

◣Examples of motors and **applications developed for different** specifications

40%
performance
upgrade

80%
cost
reduction

Uses a 100W
motor

Uses a 200W motor

INDY 7

Uses a 500W
motor

◣Strategy to internalize production and commercialize motors

**Internalizing components
and promoting
commercialization
across the robotics
industry**

- Neuromeka CORE series Frameless Motor

  Capable of producing all existing and new items

- Capacity to produce motors outsourced by client companies

- Capacity to modify processes based on client requests

- Capacity to produce 20,000 units annually per single product

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Expanding platforms - Ecosystem lineup "Nuri"

Integrating various collaborative robot lineups using NURI (Neuromeka Unified Robot Interface)

Establishing a robot automation ecosystem centered around systems integration (SI) that allows for the operation of various industrial and collaborative robots through the same software and user interface

Collaborative robots   **Industrial robots**   **Accessories**

HW						
	Indy (robot arm)	**Icon** (robot arm)	**Harmo** (robot arm)	**ROKAE**	**Gripper** / **Sensor** / **Vision** / **Indy Tools** (Plug & Play)	**Gripper** / **Sensor** / **Vision** / **NURI+** (3rd party Plug&Play)
	CORE (Actuator)					
	STEP (robot controller)					

NURI	
NURI Class 1 (open robot OS)	
NURI Class 3 (system integration Interface, Neuromeka-User interface)	

■ : Neuromeka   ■ : Partner Company

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# Expanding platforms - Collaborative industrial robots

The manufacturing robot market is expected to see growing demand for high-performance robots that offer productivity, safety, and ease of use. Leveraging its accumulated technology, organizational capabilities, and product infrastructure, Neuromeka has launched a collaborative industrial robot to gain early market leadership and expand its market share.

New demand in the manufacturing robot market: Collaborative industrial robots

Segmented market and customer base

Existing collaborative robots	Traditional industrial robots

Industrial Robots

Collaborative robots

Collaborative industrial robot

Productivity (high speed)

Safety (collision detection)
Ease of use (direct teaching)
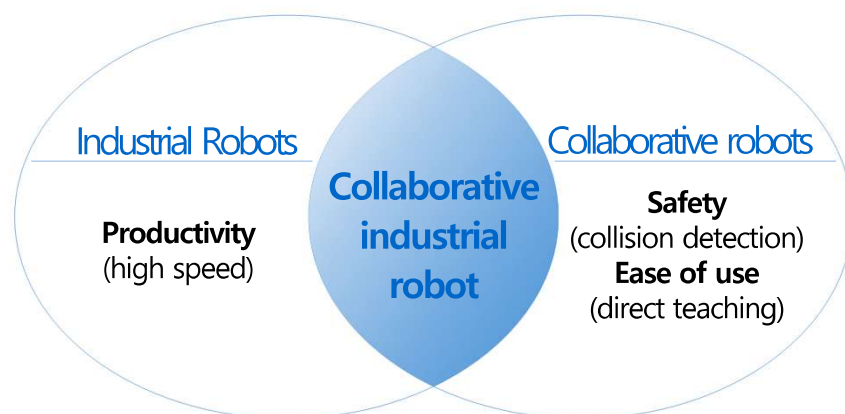
Collaborative industrial robots offer greater flexibility and productivity beyond the limitations of traditional industrial robots.

Expected benefits and competitive advantages

- Neuromeka's diverse lineup of dual-arm and high-payload collaborative industrial robots has strong potential to expand into new segments of the industrial robotics market.
- These robots can be introduced into mass production lines of large enterprises where traditional collaborative robots have limitations. By entering and capturing early market share, Neuromeka can establish strong first-mover advantage, raise barriers to entry, and generate high profitability through technological competitiveness.
- Rapid market penetration will allow Neuromeka to solidify its competitive edge.
- Unlike conventional industrial robots, collaborative industrial robots are designed with enhanced safety and have acquired ISO 10218-1 certification. This allows Neuromeka to offer distinct hardware and software advantages in actuators, mechanisms, and controllers compared to traditional industrial robots.

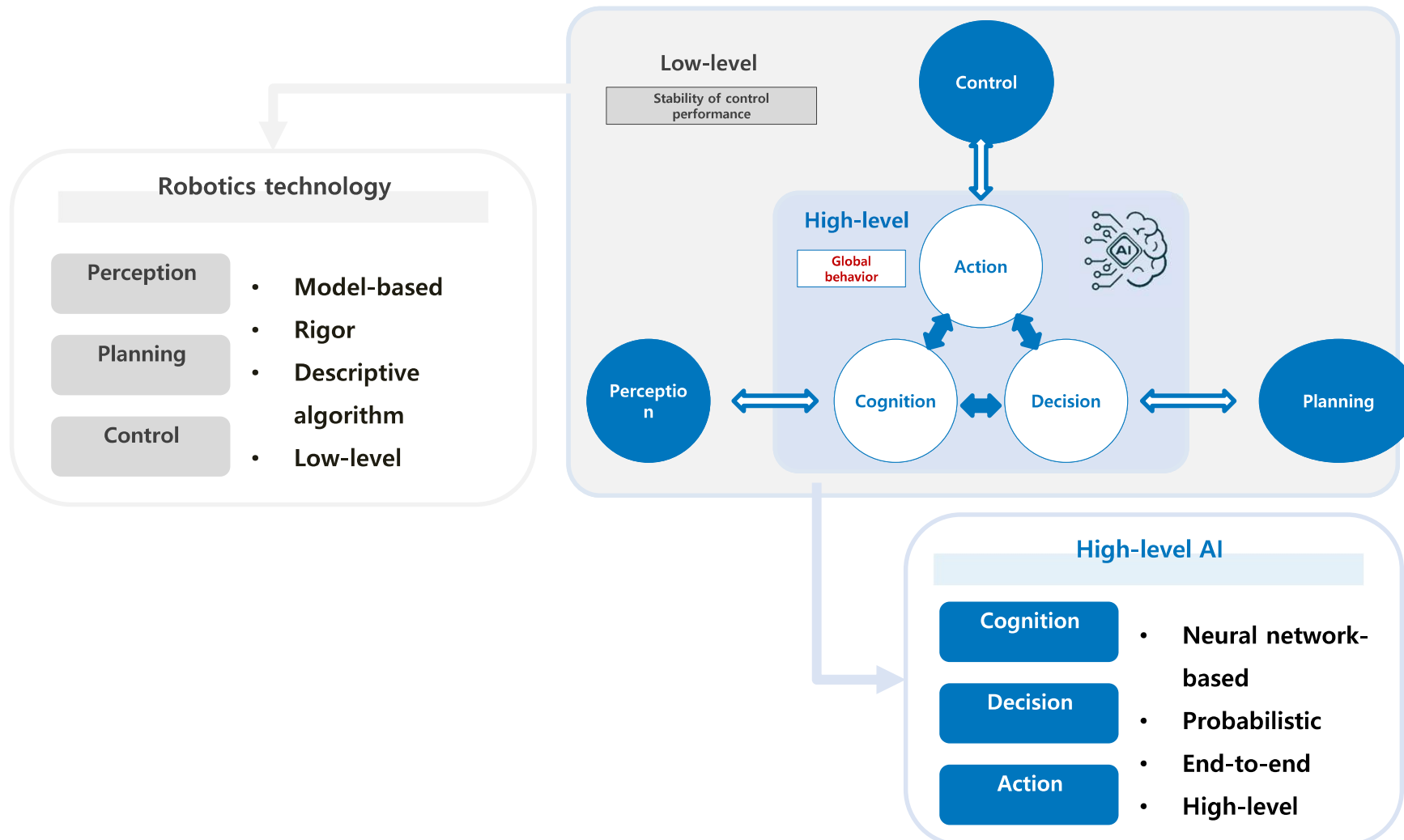| Expected Buyers	Main Applications
Small and medium-sized manufacturers	For processes where productivity becomes an issue when using standard collaborative robots
Collaborative industrial robot + automation solution	For automation companies seeking high productivity in welding, machine tending, or press operations without safety fencing
Automation equipment manufacturers	Semiconductor manufacturing automation

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AI integration

AI integration strategy in robotics

Robotics technology

| Perception |
| Planning |
| Control |

- Model-based
- Rigor
- Descriptive algorithm
- Low-level

Low-level

Stability of control performance

Control

High-level

Global behavior

Action

Perceptio n

Cognition

Decision

Planning

High-level AI

| Cognition |
| Decision |
| Action |

- Neural network-based
- Probabilistic
- End-to-end
- High-level

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POSCO–Neuromeka Strategic Partnership

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.

POSCO Group's Expansion of Production Line Automation Investments

POSCO Holdings Chairman Jang In-hwa:
We'll realize a smart factory where AI and robot technology converge beyond smart operation." (Maeil Business Newspaper, 2024.09.05)
POSCO to invest up to 20% of its total production line investment into automation by 2030 (E-Daily, 2024.04.15)

Neuromeka signs strategic partnership with POSCO Group

Joint development of robotics-based automation solutions for manufacturing sites through collaboration between the two companies.

- 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)

Step. 1
Established on-site track record (Completed)

Executing multiple automation projects

+

Step. 2
Advancement of automation platform (Under joint research)

Expanding the scope of process automation through joint research and development

+

Step. 3
Expansion of automation adoption within POSCO Group

Secondary battery

Strengthening industrial automation competitiveness through enhanced collaboration with POSCO Group

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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

posco

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

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DN Solutions–Neuromeka strategic partnership

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.

DN Solutions 2024 revenue breakdown: domestic vs. export share

DN Solutions 2024 Domestic and international revenue: 2.1 trillion KRW (consolidated basis)

(Unit: 100 million USD)
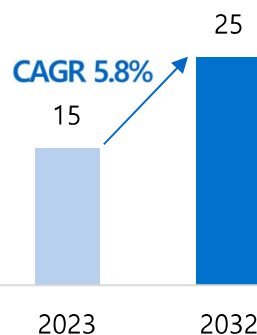
Domestic 20%
Export 80%
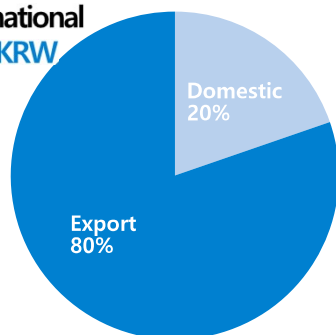
Global machine tool automation market size

Key growth drivers

- Increasing adoption of collaborative robots
- AI-integrated system control
- Remote monitoring and data collection

(Unit: 100 million USD)

CAGR 5.8%

15 (2023) → 25 (2032)

*Source: Business Research Insights (2025)

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Korea's leading robot control technology company

DN SOLUTIONS
The world's 3rd largest machine tool company

Development of AI-based integrated control system
+
Expansion of process automation such as machine tending using robots
+
Entry into the global machine tool automation market

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

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03 Appendix

- Financial Information

> With simple and cost-effective
> robot platforms and solutions

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Financial Information (consolidated)

◤Summary Statement of Financial Position (Consolidated)

(unit: KRW, million)

Sort	FY2023	FY2024	FY2025 1Q
Current assets	55,824	42,380	41,629
Non-current assets	39,897	52,850	52,966
Total assets	**95,721**	**95,230**	**94,595**
Current liabilities	50,801	58,241	45,835
Non-current liabilities	20,864	26,119	25,752
Total liabilities	**71,665**	**84,360**	**71,587**
Capital	5,266	5,301	5,669
Additional paid-in capital	44,735	48,183	67,270
Other capital components	(8)	78	74
Retained earnings	(25,937)	(42,692)	(50,005)
Total equity	**24,056**	**10,870**	**23,008**

◤Summary Income Statement (Consolidated)

(unit: KRW, million)

Sort	FY2023	FY2024	FY2025 1Q
Sales revenue	**13,743**	**25,269**	**3,172**
Cost of goods sold	12,521	21,130	2,593
Gross profit	**1,222**	**4,139**	**579**
Selling, general and administrative expenses	16,047	23,154	4,596
Operating income (loss)	**(14,825)**	**(19,015)**	**(4,017)**
Other non-operating income	247	401	325
Other non-operating expenses	178	871	188
Financial income	1,725	8,009	123
Financial expenses	4,615	5,248	3,556
Income (loss) before income taxes	**(17,646)**	**(16,724)**	**(7,313)**
Income tax expenses	7	31	-
Net income (loss)	**(17,653)**	**(16,755)**	**(7,313)**

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Financial Information (separate)

K-Cobot Leader

◤Summary Statement of Financial Position (Separate)

(unit: KRW, million)

Sort	FY2023	FY2024	FY2025 1Q
Current assets	55,132	40,804	40,202
Non-current assets	40,329	50,290	50,683
Total assets	**95,461**	**91,094**	**90,885**
Current liabilities	50,656	58,154	45,739
Non-current liabilities	20,864	22,435	22,092
Total liabilities	**71,520**	**80,589**	**67,831**
Capital	5,266	5,301	5,669
Additional paid-in capital	44,736	48,183	67,270
Retained earnings	(26,061)	(42,978)	(49,885)
Total equity	**23,941**	**10,505**	**23,054**

◤Summary Income Statement (Separate)

(unit: KRW, million)

Sort	FY2023	FY2024	FY2025 1Q
Sales revenue	**13,665**	**25,222**	**3,040**
Cost of goods sold	12,029	20,867	2,397
Gross profit	**1,636**	**4,355**	**643**
Selling, general and administrative expenses	16,570	23,547	4,412
Operating income (loss)	**(14,934)**	**(19,192)**	**(3,769)**
Other non-operating income	170	367	325
Other non-operating expenses	150	866	62
Financial income	1,715	7,993	121
Financial expenses	4,605	5,219	3,522
Income (loss) before income taxes	**(17,804)**	**(16,917)**	**(6,907)**
Income tax expenses	-	-	-
Net income (loss)	**(17,804)**	**(16,917)**	**(6,907)**

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