

Innok Robotics

Investor Presentation

Autonomous mobile robots (AMR) for indoor, outdoor and brownfield environments – series-ready and in productive operation at leading industrial customers.

Regensburg, October 2026

https://www.linkedin.com/company/innok-robotics/

https://www.youtube.com/InnokRobotics

https://www.instagram.com/innokrobotics/

“I want to develop autonomous mobile robots for real-world applications.”

Alwin Heerklotz - 2012
CEO & Co-Founder of Innok Robotics




Innok
Robotics
Innok
Robotics
Rainos
Rainos

Innok Robotics, a technology leader in brownfield robotics

2012
Founded (Germany based)

60
Employees

200
Robots delivered

4
Products in the market

<4 weeks
From order intake to delivery

<2 weeks
Deployment time



Innok Robotics

From proven product to high growth Innok is ready for the next stage

Entry into high-growth phase

Sales, geographic and portfolio expansion put €100m revenue within reach by 2030

+100%
Order intake compared to 2025 (€3.1m)

35+
Sales partners in >15 countries (2026)

Strong market development

Physical AI and advanced robotics have been booming since 2025; Innok serves both megatrends.

~60%
Global AMR Market growth (CAGR)

+87%
Value growth of robotics unicorns

Proven execution

Series production since 2022, with 200 robots delivered since 2012 amongst others to Volvo, ZF, Bosch, Siemens and ABB.

200
Robots delivered

2022
Start of series production

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Four converging megatrends turn automation into a structural growth driver - automation is no longer optional

Megatrend demographic & climate change

Automation is becoming a demographic necessity and a strategy for CO_2 reduction



Lack of labour

75% of European companies cannot find qualified skilled workers



Cost and price pressure

Automation is the foundation for industrialized nations to remain competitive



CO_2 reduction

CO_2 emissions need to be reduced so that our planet remains habitable



Resilience

Increasing attacks on critical infrastructure

Source: ManpowerGroup Talent Shortage Survey

Our industry in reality

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New hall

Outdoor warehouse

Old hall





















Challenges

Inefficiencies due to interrupted goods flows

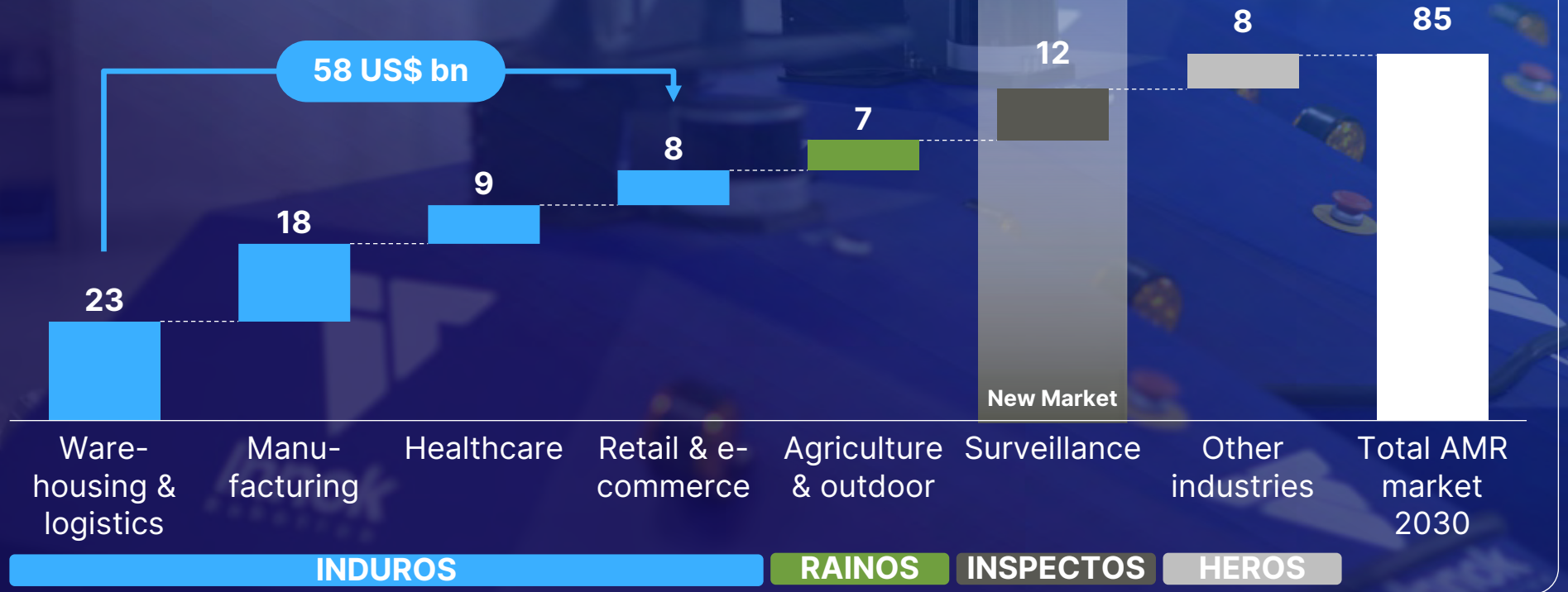
High manual effort

High investment in infrastructure

Innok is serving a global AMR market which grows from US$4bn to US$85bn by 2030

Global AMR market by end-user industry

2030 [US$ bn]



US$4bn → **US$85bn**

Global AMR market 2023 → 2030

~60%

Market CAGR p.a. 2023 → 2030

~300%

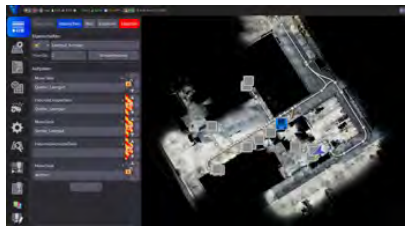
Brownfield AMR market growth 2025 → 2026

Sources: Grand View Research, Mordor Intelligence, EY Analysis, IFR World Robotics 2026

Innok Robotics

Our physical AI software scales across industries – today our hardware enables to scale series production – fast

Software



INNOK COCKPIT

Intelligence and autonomy software platform for all our robotics solutions

An open software architecture enables new features to be added at industry's requirements

Modular AMR platform



Hardware



HEROS

Modular Hardware platform for every real-world challenge and the basis for fast series production

Modular hardware platform enables fast development for evolving market needs

Physical AI capabilities embedded in our AMR platform

Innok Robotics

We expand our portfolio where the market pulls.
One robust platform. Many markets. Fast to series.

Modular AMR platform



Intra-logistics

Co-Development with FENDT

- INDUROS 350s (new)
- INDUROS 700
- INDUROS 700s (new)
- INDUROS 1.300 (new)
- INDUROS 8.000 (R&D)
- INDUROS 25.000 (R&D)



Agri-culture

- RAINOS 2026
- RAINOS Public Spaces (R&D)



Surveillance & inspection

- INSPECTOS Inspection
- INSPECTOS Surveillance (R&D)



R&D platform

- HEROS Base
- HEROS AMMR[1]
- HEROS Custom (*Customized development*)



Additional markets

- Mining
- Construction
- Waste management
- Professional cleaning
- Green energy

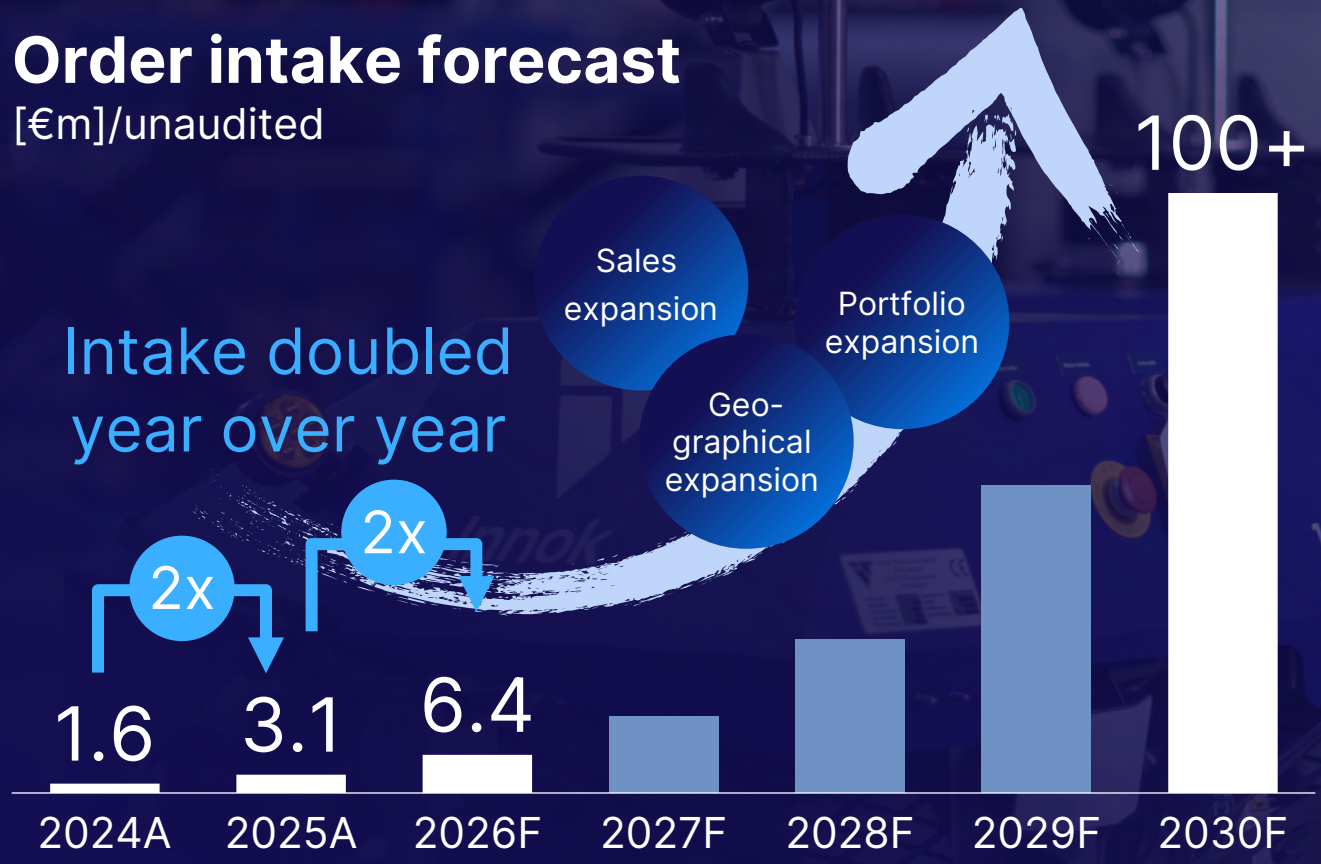
Core markets

Notes: 1: Autonomous Mobile Manipulator Robot

The market has accepted Innok: Order intake doubles every year while sales pipeline grew 150% yoy

Order intake forecast

[€m]/unaudited



Notes: A = Actual, F = Forecast

Customer feedback in numbers: securing the business today

Growth of our sales pipeline **150%** year over year

Key account growth potential **€20m** per account

Global sales partner network **35+** on three continents

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Blue-chip customers like BASF and Siemens run Innok robots and recommend them publicly

Selected customers operate Innok AMRs in daily production...

...and proactively share their enthusiasm on LinkedIn





Recognised beyond industry: Innok presented to German policymakers

Innok Robotics

Innok Robotics

Product testimonial: BASF runs two Innok products, from sample transport to perimeter patrol

BASF
We create chemistry



*"We evaluated suppliers worldwide and selected Innok as a **trusted partner**. Today we are taking that partnership further, into a **joint development** of a stronger INDUROS."*

Gideon Terlutter
Digital Process Optimization global

① INDUROS — 2x AMRs

INTRALOGISTICS

USE CASE

Autonomous transport of time-critical samples across the full BASF Münster site, operating alongside trucks, cyclists and plant personnel in near-public-road conditions.



② INSPECTOS — 1x AMR

SURVEILLANCE

USE CASE

4 km perimeter patrol of critical infrastructure, using hybrid GPS + LiDAR navigation across mud, snow, rabbit holes and changing vegetation.



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Scaling through partners in Germany, Europe and worldwide - an asset-light approach with a strong customer relationship

Series production partner

Product development, quality and release control

Series production with >1,000 production capacity to scale

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HÖRMANN

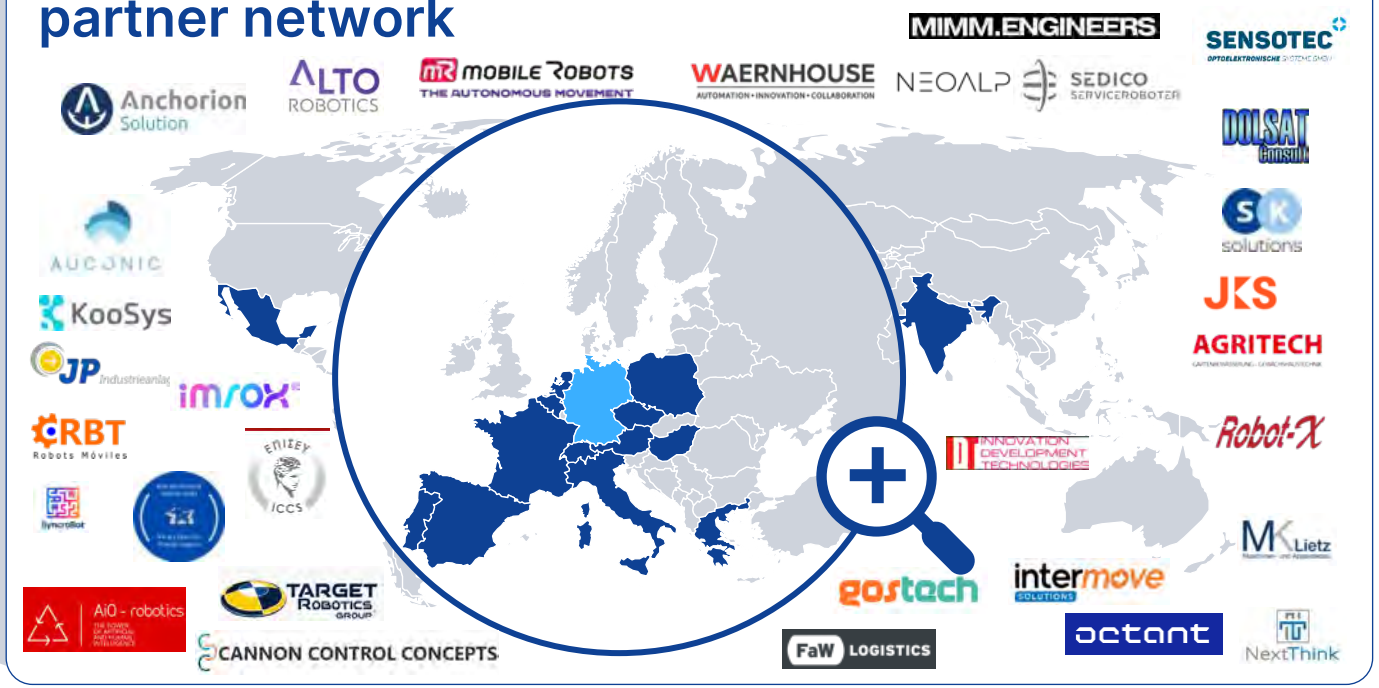
Sales & service partner

Innok → Partner → Customer

Innok Robotics → Anchorion Solution → LIEBHERR

The global Partner network offers good customer access and is supporting with service and commissioning

… since 2025, Innok has been building a global partner network



In addition to the ongoing expansion of direct sales, the partner network is to be systematically expanded to tap into new regions, new markets and new customer bases in a cost-effective manner.

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Robotics-as-a-Service raises customer lifetime value from €175,000 to €210,000

Direct purchase & service fee

- CAPEX of e.g. €150,000 (hardware + autonomy)
- Recurring service fee: €5,000 p.a.
- 70% gross margin

~14%
Recurring share of lifetime value

~€175,000
Customer lifetime value (5 years)

Robotics-as-a-Service (OPEX)

- Pure OPEX model, e.g. €3,500 per month
- Financing partner is akf Bank (Vorwerk Group)
- Minimum contract term of 48 months

~100%
Recurring share of lifetime value

~€210,000
Customer lifetime value (5 years)

Notes: OPEX model enables customers to bypass investment freezes.

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Six growth drivers put our €100m revenue ambition for 2030 within reach

	Customer base	Direct sales	Partner strategy	Geographic expansion	Application expansion	Product innovation
	Expanding base of established corporate key accounts; rigorous key account management by dedicated experts	Each new salesperson adds ~€1m in year one, rising thereafter	Growing to 60+ partners, contributing ~€40m to the €100m 2030 target	DE, CH and Western Europe today; North America from 2027, APAC from 2028	Inspection, construction, waste management and green energy via lighthouse customers	INDUROS 8.000/25.000, INSPECTOS and semi-humanoid; existing products extended to new use cases
2026	9	8	35	10	4	10
2030	30+	60+	60+	30+	10+	30+
	Key accounts	**Sales Headcount**	**Partners**	**Countries**	**Applications**	**Platform innovation**

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Path to €100m revenue in 2030

unaudited

	Actual 2024	Actual 2025	Forecast 2026
Robot unit sales	18	26	50
Revenue	€1.5m	€2.4m	€5.3m
Gross margin[1]	59%	64%	64%
Operating EBITDA	-€1.1m	-€1.5m	-€1.7m
Operating EBITDA margin[1]	-45%	-47%	-27%

Notes: 1: % of total output (revenue plus changes in inventories plus own work capitalised)

Ambition 2030

€100m
Revenue target 2030

>100%
Revenue CAGR 2025–2030

>40%
Operating EBITDA margin

>70%
Gross margin

2028 onwards
Operating cash flow positive

Four Priorities for the next stage of scaling

1 International sales expansion

Scaling in the EU, North America, APAC and beyond

2 Production capacity

Lean expansion of in-house manufacturing

3 Working capital

Financing the growth of the operating business

4 Product development

Scaling INSPECTOS and expanding INNOK COCKPIT, advanced AI Capabilities

Innok Robotics

Why Innok, why now?

200 robots
delivered, a market compounding
~60%
a year, and our ramp to
€100m revenue
still ahead.

01 Series production, not pilots

Fast R&D iterations · Market-driven development · Existing platform basis

02 Market momentum

Rising Key Account Value · High market acceptance · Fast deployment

03 Region rollout in sequence

Europe · in progress · North America · in preparation · APAC · ahead

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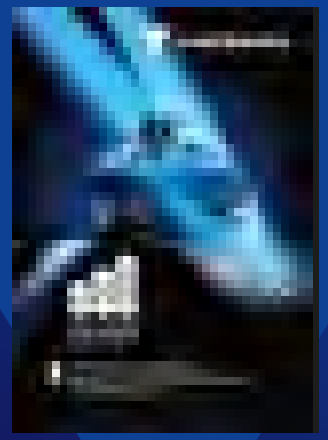
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Cover feature, IFR World Robotics 2026



IFOY Award, Intralogistics and Forklift Truck of the Year



Innovation World Cup Winner 2026, Robotics



Official NVIDIA Partner

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Forward-looking statements

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