

Board Memo: 2026 Strategy - Veltrix Dynamics

****Internal - Confidential | CEO office, January 2026****

Where we win

Veltrix wins in ****cold-chain and food logistics****: 61% of ARR comes from frozen/chilled distribution centers. Win rate in cold-chain RFPs is 71%, versus 24% in ambient-temperature RFPs.

2026 priorities

1. ****Defend the cold-chain moat.**** Ship the VLX-500 with -30°C rating in Q4 2026. Target: 80% renewal-with-expansion rate among top 20 accounts.
2. ****US expansion.**** Grow North America from 14 to 30 sites by year end. Atlanta office to double CSM headcount. Key risk: US customers demand UL 3100 certification; audit scheduled September 2026.
3. ****Interoperability bet.**** Commit to the VDA 5050 interface standard so VeltrixOS can orchestrate third-party robots. Board decision needed on whether to open VeltrixOS to competitor hardware (management recommends yes, gated on VLX-500 launch).

Financial plan

- 2026 revenue target: ****\$96M**** (2025 actual: \$61M)
- Reach EBITDA breakeven by ****Q3 2027****
- Cash position end of 2025: \$91M; runway comfortably past breakeven
- No fundraise planned before 2027; Series D optional for M&A

Competitive read

Management considers ****Geek+ and Locus Robotics**** the primary competitive threats globally, with ****Exotec**** pressuring the EU grocery segment via integrated ASRS deals. Amazon's in-house robotics is viewed as a market-expander rather than a direct rival.