



Revolutionizing Smart Surfaces with Printed OLED Technology  
A Strategic Partnership Opportunity for China's Display & Sustainability Leadership

# Static Surfaces Are Obsolete.

Inuru's printed OLEDs bring light, information, and interactivity to any product, unlocking trillion-dollar markets in smart packaging, wearables, and IoT.

## KEY HIGHLIGHTS

### **First-Mover Advantage**

World's only dedicated printed OLED factory (Dragon Factory, Germany), operational in 12 months at 90% lower cost vs. competitors.

### **Validated by Fortune 500 clients**

Partnerships with Coca-Cola, LVMH, VISTA Print, Engelbert Strauss, automotive suppliers and key electronics companies validate commercial viability

### **Strategic Synergy with China**

Aligns with "Made in China 2025" (tech self-reliance) and carbon neutrality goals. Reduces energy use and materials use.

# ■ The Market Is Shifting Toward Surface Integration.

Consumers demand cleaner, more intuitive product interfaces, while brands seek new ways to stand out. Lighting and display are no longer just functional — they're central to brand expression and user experience.

**\$172B**

advanced display & lighting market by 2034 across industries

**\$76.4B**

smart appliance market by 2026, embedding more displays and lighting

**\$78.9B**

smart packaging by 2034 as brands turn products into interactive media

**\$1.6B**

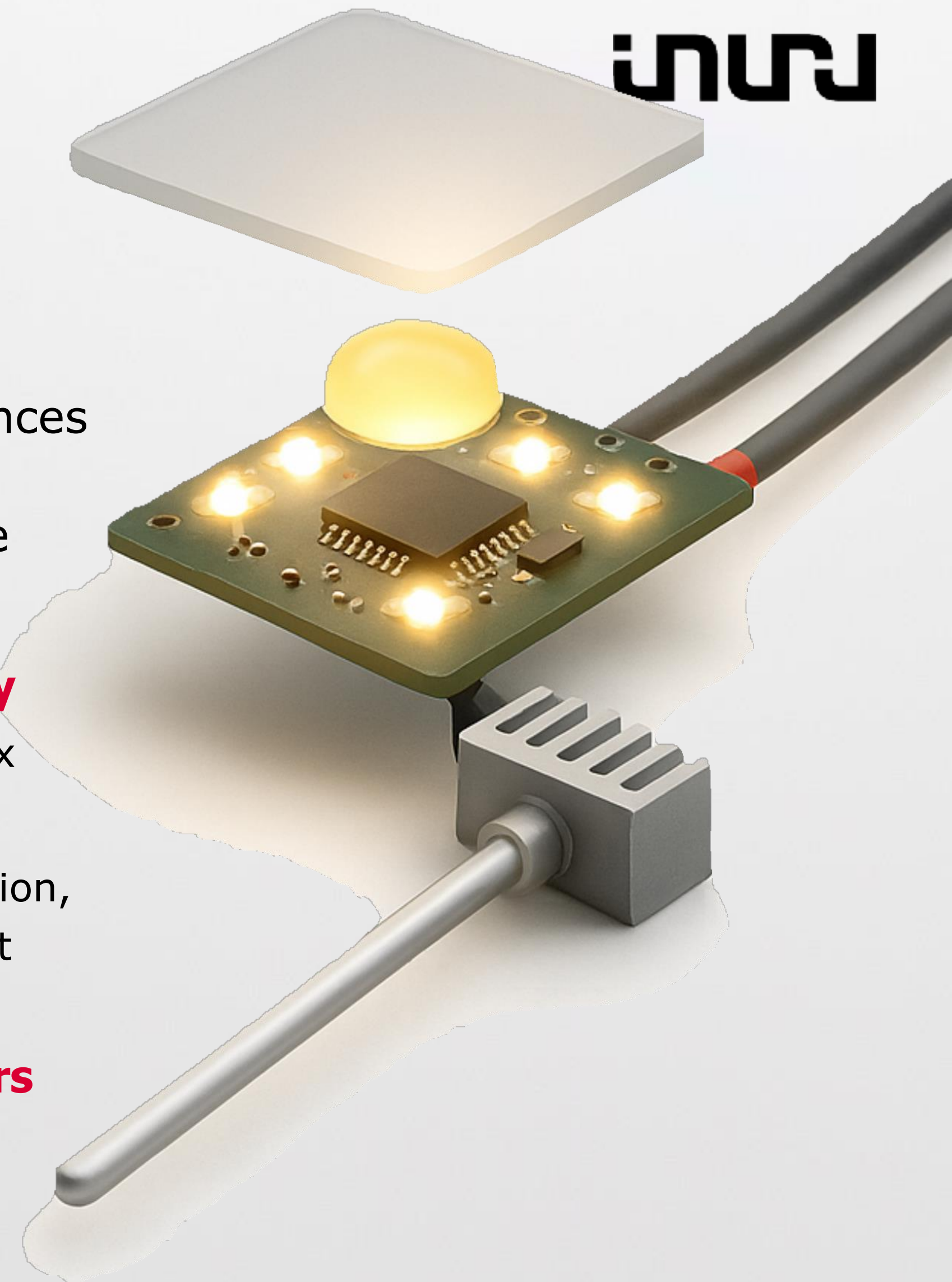
automotive ambient lighting market, growing at 11% CAGR



# ▲ The Problem: Rigid Technology In a Flexible World.

Modern products across industries — from cars and appliances to packaging and wearables — are expected to light up, inform, and interact. But the technologies used today were never designed to integrate seamlessly into surfaces.

- **LEDs dominate, but are rigid, bulky, and spatially inefficient.** Turning a surface into light requires complex assemblies: PCBs, heat sinks, light guides.
- **Conventional OLEDs** are thinner but require vacuum deposition, fixed formats, and high tooling costs, making them viable only at high volumes.
- **This results in limited design freedom and high barriers** to innovation for products that need low volumes, frequent design changes, or freeform shapes.



# ◆ Solution: Printed OLED for a New Era of Products

**Digitally printed, free form OLEDs** No tooling or setup costs, perfect for high variability, low volume manufacturing.

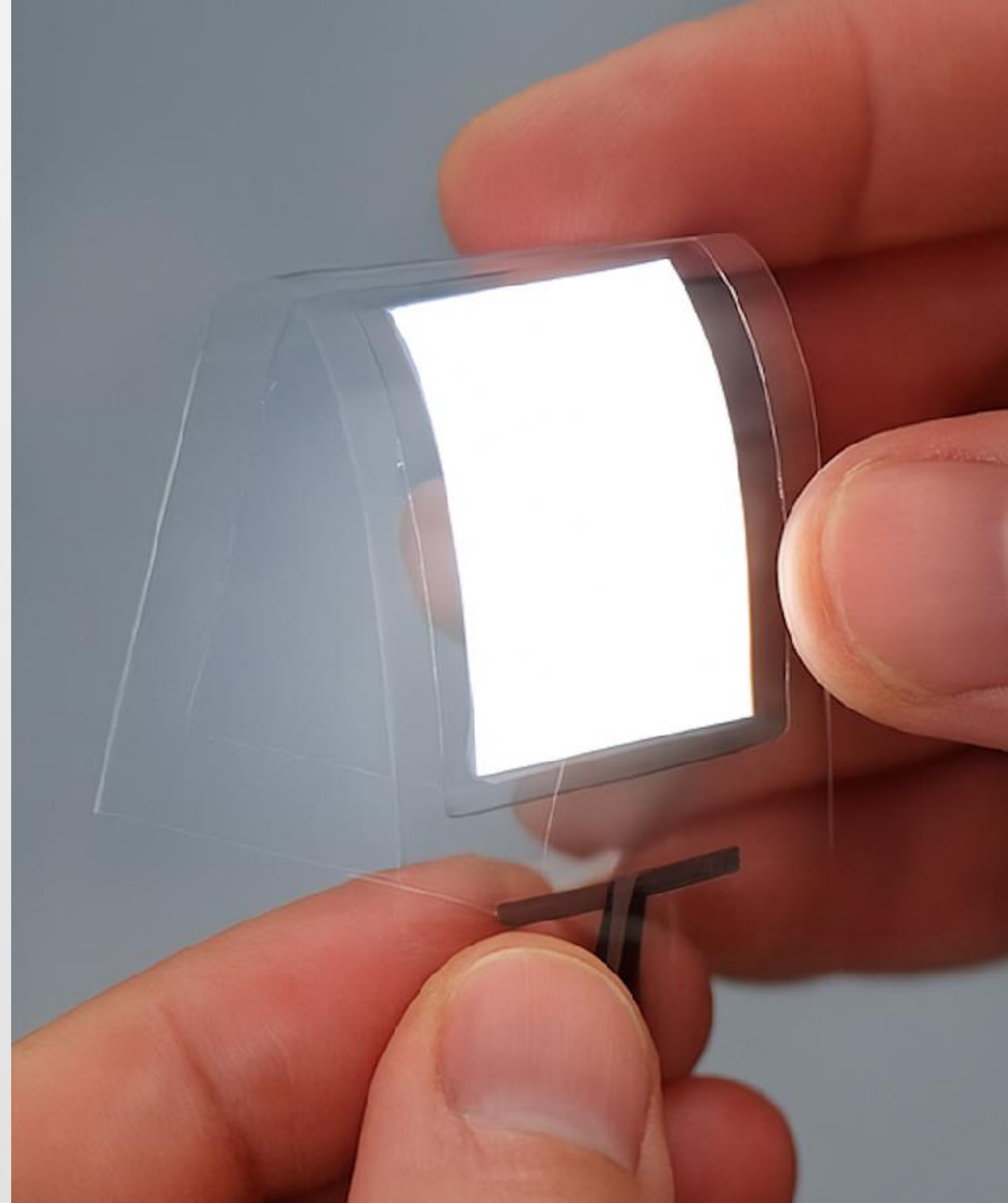
## **Mass customization at scale**

From champagne bottles & jackets to medical reminders, smart watches and cars.

**Ultra-thin and flexible light surfaces** Seamlessly integrated into labels, fabrics, plastic molded products.

## **Sustainable and recyclable**

Low energy, no heavy metals, less rare earths, perfect for a circular economy.

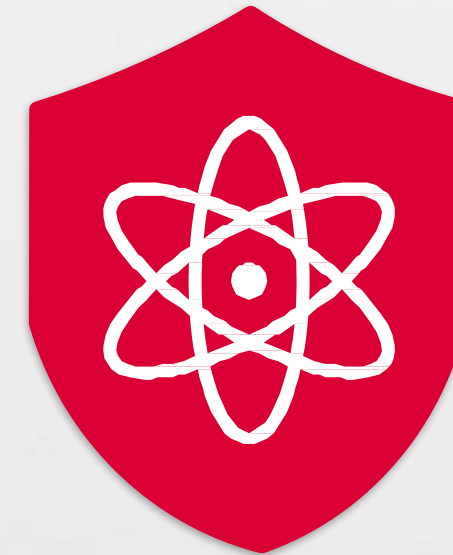


# Inuru Printed OLED Technology



## Inuru's Breakthrough

Free Form OLED | Flexible | Sustainable



## 41 Patents

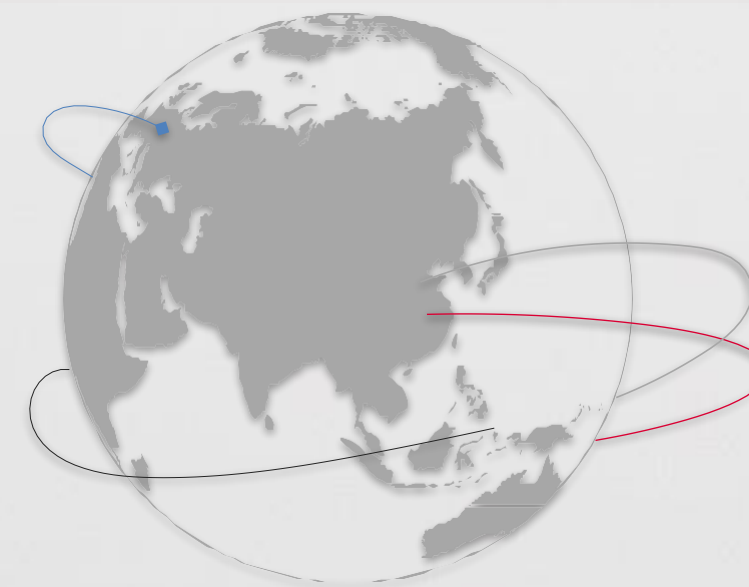
Materials, Printing, Assembly, device and know-how in process and conditions



- 2m OLED panels
- Flexible electronic

## Dragon Factory, Germany

Factory Finished in 2024 - 10M€ investment



- EU-Made Components
- No tariff's

## China Synergy

Local JVs - Leverage scale

# China's Role & Our Strategic Niche

China: The Global Display Powerhouse



China is expected to hold 76% of global display production by 2028 focusing on high volume, standardized OLED formats.

Inuru's Edge:  
Where Giants Can't Compete

Inuru complements this ecosystem by focussing on what large manufacturers can't

### **Serving the long tail of demand**

Custom shapes, mid-sized runs, brands specific lighting and interactive storytelling across all surfaces and materials.



Custom Shapes



Mid-Sized Runs



Brand Lighting



Interactive Packaging

# Traction & Case Studies

Validating Across Multiple Industries with Leading Brands in Each Vertical.

2025 Exp. Revenue

**€1.2-2.0M**

Pipeline Potential €4M-10M .



Packaging



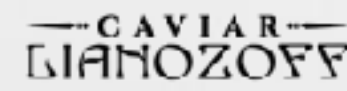
Clothing



Appliances

## Packaging, POS and print.

Luxury, spirits & beverage groups under NDA queue up for 2025/2026 roll-outs (packaging, POS). Major launch for printed products in Q2-2025.



## Clothing: Workwear and Sports

Already on the market with Strauss Workwear. Two more clients under NDA, active tests at top sports brand, and a lifestyle launch on the horizon.



## Other applications

Our technology advances and we're partnering with key brands under NDA in electronics, automotive, and cosmetics— where space is at a premium.



# China Dragon Factory

Opening a new chapter in the global lighting industry, with applications ranging from automobiles and drones to various electronic devices.

**70%**  
Cost reduction

**80M**  
Revenue potential



# Financial Strategy & Projections



## Use of Funds **Series B: €70M-100M**

(Equity or Strategic Buyout)

- **70% – China Dragon Factory**

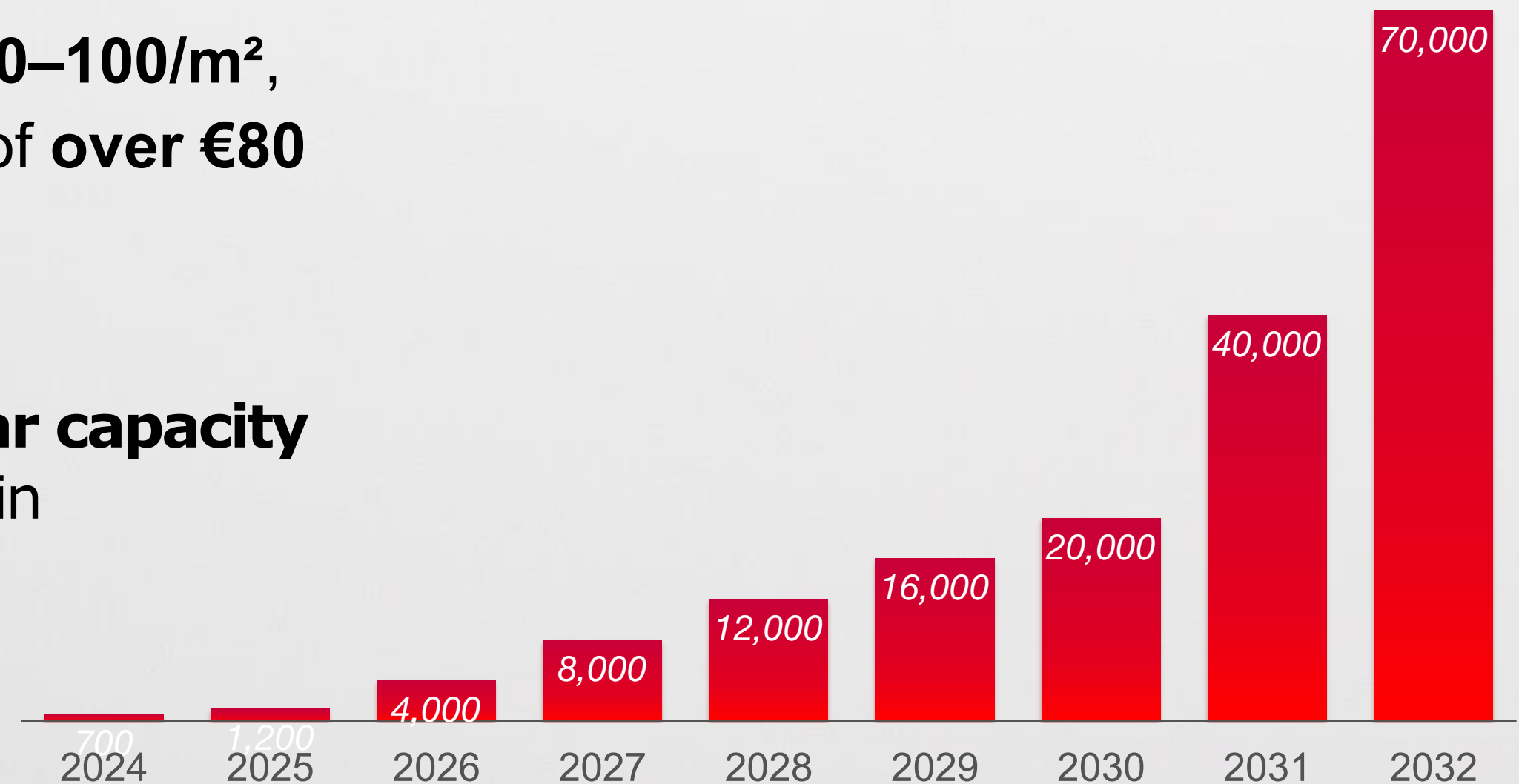
Achieve a cost reduction from **€500/m<sup>2</sup> to €50–100/m<sup>2</sup>**, unlocking potential OLED product revenues of **over €80 million**.

- **20% – Working Capital & Market Expansion**

Ensure operational flexibility during **a five-year capacity expansion**, including recruitment, supply chain preparation, and marketing activities.

- **10% – R&D Investment**

Enhance technological readiness for automotive and high-end applications.



ROI in China

Path to 8M€ recurring revenue by 2027  
Exit via IPO or strategic acquisition.

# From Lighting to Displays



**2024 Single Color Lighting**  
Lighting for many applications.



**2025 Basic Displays**  
Text, numeric displays.



**2026 Color Changing**  
10'000 hour life-span.



**2030 Ubiquitous Smart Surfaces**  
Ultra low cost full color displays,  
re-useable dynamic packaging.

# 22 Experts & Global Presence



## Founders



**Marcin Ratajczak, CEO:** Design, product- and technology development; Marketing + Sales



**Patrick Barkowski, CTO:** Architect of Dragon Factory, OLED development;

## Locations

### HQ, Dragon Factory, Wildau (Germany)

World's first factory for printed low-cost OLED in Red, Green, Blue.

**Sales Office Europe:** Warsaw, Poland

**Sales Office Asia:** Hangzhou, China

## Board

Jy Bhardwaj, CTO Lumileds (ex); Peter B. Butt, Chief Council FDA

(ex); Jacek Bieniak, CEO PXF Lighting

## Key team members



**Amine Gassab, COO:** Build the dragon factory and designed machinery; over 9 years of experience managing and running factories.



**Simone Dalgleish, CTO:** developed free form OLED and increase life-time; responsible for research and development



**Robert, CFO:** responsible for fundraising and investors relations; >10 years experience in banking



**Nesh Simonovic, CD :** Inuru Design, Product development for Europe, China and South Asia; LoopPool CEO, founder of Avrar Lab, 30+ years experience in industrial design & branding.

# Investment Opportunity

## WHY INVEST NOW?

- Post-revenue de-risked (factory built, clients paying)
- Attractive valuation post 2024 downturn
- China partnership unlocks trillion dollar markets.



„Join Inuru’s journey to redefine global lighting and displays combining German innovation with Chinese Scaling Expertise.“