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Closing the dynamic automation gap is a deployment problem, not a lab problem.

Nicholas Tengelin · CEO, Rebl Industries



WHO WE ARE

Robotics-as-a-Service for the warehouse

Our customers don't buy robots.

They subscribe to an outcome and we deploy and run the robots on their site.

RaaS

Pay for performance, no capex. Innovation enabler rather than blocker.

On-site

We deploy and operate the fleet. Easy for customer. Integrates R&D with operations.

H&M and IKEA

Flagship customers.



WHAT WE RUN TODAY

AI/Autonomous warehouse robots live across Europe

01

Depalletising

Dynamic depalletising of mixed goods and parcels from cages or pallets.

02

Sorting

Routing identifiable items reliably through high-volume flows.

03

Induction

Feeding goods into automated systems at speed and accuracy.

04

Packing

Dynamic packing of mixed goods in customer order boxes.

05

Palletising

Dynamic stacking of mixed goods and parcels in cages or on pallets.

Structured flows. Real volumes. Every single day.



THE REAL GAP

**The gap isn't lab to demo.
It's demo to the hundred-thousandth pick for
the day just before midnight.**

What stops research breakthroughs reaching a high-volume floor is rarely the algorithm. It's reliability at industrial uptime, integration with the customer's existing infrastructure, and a business model that makes adoption desired, possible and safe.



AN HONEST PICTURE

What's deployable today and what isn't

DEPLOYABLE NOW

Handling of items that are

- Deformable
- Bagless
- Mixed material
- Identifiable

STILL A FRONTIER

Handling of items that are

- Deteriorated
 - Sensitive
 - Unidentifiable
- or need to fold, disassemble etc at high speed

The circular-economy ambition meets a real, specific technical gap. Not a total one.



WHAT INDUSTRY NEEDS

Four things that close the gap faster

1

Demand side pull

A procurement or incentive mechanism that creates a guaranteed market for automated textile sorting and recycling.

2

Procurement process transformation

Tenders built around static, proven, lowest-capex equipment lock out emerging technology and more importantly technology that intrinsically learns and improves over time. Buying outcomes, and allowing phased development, lets advanced and dynamic automation in years sooner.

3

Business models that de-risk adoption

Robotics-as-a-Service turns a frightening capital decision on new and developing technologies into a performance-based subscription.

4

Research aimed at the genuinely hard cases

Public funding is best spent where industry can't yet make a business case. The post-consumer stream is an excellent example.



THE OPPORTUNITY FOR EUROPE

Strengths that too seldomly share a room

A**World-leading research**

Research projects that put Europe at the frontier of deformable- and degraded object manipulation.

B**Deployment know-how**

Companies like Rebl already deploy and operate robots commercially, at scale, with demanding customers.

C**Demand driven economy**

Regulation can be the engine that makes automated sorting and recycling investable. If it creates real pull, not only targets.

Connect them deliberately. Pull lab breakthroughs toward deployment from day one, not years later.



Let's close it together.

“We’d much rather work to close this gap together with Europe’s researchers than watch it close somewhere else first.”

Nicholas Tengelin · CEO, Rebl Industries