



● THE INTELLIGENCE LAYER FOR EMBODIED AI

# The OS for **every** humanoid.

NeuroMesh is the **intelligence layer** every humanoid will run on.

● CORTEX BRAIN LIVE

● 3 SIGNED OEM MOUS

● FEDERATED LEARNING MESH

• THE PROBLEM & THE INSIGHT

# Hardware is solved. Models are commoditizing. The missing layer is the OS.

Foundation models exist. GR00T, OpenVLA, Pi0, Whisper, Gemini Robotics are now open or accessible. Hardware is shipping at scale. Yet every robotics company still rebuilds the same plumbing from scratch: simulation, safety, training pipelines, verification, payments. There is no standard layer that connects model to motion.

LAYER 01 / BODY

## Hardware. Solved.

Unitree, Leju, Figure, Tesla, Boston Dynamics, AGIBOT. Capable humanoid bodies at \$20K to \$200K, shipping in 2026.

LAYER 02 / MIND

## Models. Commoditizing.

GR00T, OpenVLA, Pi0, Gemini Robotics. Open weights, fast iteration. The model is no longer the moat.

LAYER 03 / OS

## The Layer. NeuroMesh.

The OS that sits between the model and the motor. Safety, verification, data, federation, payments. We do not train. We orchestrate.

• THE PRODUCT

# Five pillars. **One platform.**

NeuroMesh is the intelligence layer humanoid robots run on. We orchestrate open foundation models (GR00T, OpenVLA, Pi0, Whisper, Gemini Robotics) and wrap them with the missing infrastructure: safety, accountability, training, federation, and payments.

01 / SAFETY

## Safety

Control Barrier Certificates. Every motor command is filtered through a mathematically provable safety envelope before it reaches actuation.

04 / FEDERATED LEARNING

## Federated Learning

Fleets learn from each other without leaking data. Skills propagate. The mesh gets smarter every shift.

02 / ACCOUNTABILITY

## Accountability

Proof of Inference plus Proof of Action. Cryptographic receipts for every decision and every motion.

03 / TRAINING

## Training

Sim plus teleop plus on-robot RL. One pipeline from synthetic trajectory to fleet rollout.

05 / PAYMENTS

## Payments

x402 micro-tokens settle data, compute, and skill royalties. The rails for the humanoid economy.

● LIVE NOW

# Cortex **Brain.**

A voice-controlled Unitree G1 humanoid running in your browser. Real physics. Real grasping. Try it now.

// **LIVE** // voice in, motion out

**brain.neuro-mesh.io/playground**

<p><b>G1</b></p> <p>UNITREE HUMANOID</p>	<p><b>Voice</b></p> <p>WHISPER STREAMING</p>
<p><b>Real</b></p> <p>PHYSICS + GRASP</p>	<p><b>Browser</b></p> <p>NO INSTALL REQUIRED</p>

• MOVEMENT DATA ENGINE

# Three phases. From synthetic to autonomous.

The bottleneck for humanoid intelligence is high-quality motion data. We solve it in three phases, with the first phase already live in production.

PHASE 01

LIVE

PHASE 02

60 DAYS

PHASE 03

NEUROOS-H

## Synthetic Trajectories

135 motion clips already generated. GMT, reinforcement learning, jump, walk, squat. Zero millimeter penetration. Sim-first pipeline running today.



## Teleop SDK

Quest3 plus Manus gloves plus ROS2. Sim-first cost of \$11K per setup, \$50 per trajectory. Capture human motion, replay on any humanoid.



## NeuroOS-H Autonomy

Robots collect their own training data in production. Federated upload, royalty back to source fleet. Data flywheel turns on.

135

TRAJECTORIES LIVE IN P1

0 mm

PENETRATION ERROR

\$50

COST PER TELEOP TRAJECTORY

\$11K

FULL P2 CAPTURE RIG

• TRACTION

# Three signed humanoid OEM MOUs. All five products live.

Three top humanoid OEMs signed. Cortex Brain, Studio, Sim, Skills, and the agent App all live. Federated learning roadmap underway.

MOU SIGNED / ANCHOR

## Leju Robotics

KUAVO 5 anchor partner. 37 to 41 DoF humanoid at \$115K. Sim-first deployment 2026.

MOU SIGNED

## Lingyi iTech

Cognitive runtime integration partner. Joint roadmap with our orchestration stack.

MOU SIGNED

## BridgeDP (AGIBOT A2)

BridgeDP integration with the AGIBOT A2 platform. Federation, sim, certification through our layer.

PLATFORM LIVE / APP.NEURO-MESH.IO / 21 PRODUCTION AGENTS / 5 LIVE PRODUCTS

# 3

SIGNED HUMANOID OEM MOUS

# 135

SYNTHETIC TRAJECTORY LIBRARY

# 5 / 5

PRODUCTS LIVE (BRAIN / STUDIO / SIM / SKILLS / APP)

• REVENUE STACK & PROJECTIONS

# Revenue stack: five engines. \$20M+ ARR by Year 2.

# 01

## Platform SaaS

// DAY 1 / LIVE NOW

"Run NeuroMesh on your fleet." Self-serve Pro at \$999 to \$2,999 / mo. Enterprise tier for mid-tier OEMs. Active today via app.neuro-mesh.io.

Y1 \$0.5M / Y2 \$5M / Y3 \$25M ARR

\$5K to \$50K / mo per operator

### 02 / CERT

#### Per-Unit Certification

// YEAR 2+

"Every NeuroMesh-certified humanoid pays an annual safety envelope fee." Plus \$200K recertification per change.

Y1 \$0.2M / Y2 \$3M / Y3 \$20M  
\$200 to \$2,000 / robot / yr

### 03 / MARKET

#### Marketplace Take

// YEAR 3+

"15 to 25% take rate on every transaction across the mesh." Skill purchases, trajectory licensing, federated credits.

Y1 \$0.1M / Y2 \$2M / Y3 \$15M  
15 to 25% take rate

### 04 / SOVEREIGN

#### Sovereign + Foundation

"Custom deployments for governments and the top 20 robotics firms." Mythos sole-source air-gapped. Fable large enterprise.

Y1 \$0.5M / Y2 \$5M / Y3 \$30M  
\$250K to \$5M / yr / contract

### 05 / RESALE

#### Robot Resale

"Sell NeuroMesh-integrated humanoids directly to end customers and resellers." Wholesale buy, integrate, resell.

Y1 \$0.2M / Y2 \$5M / Y3 \$20M  
15 to 25% margin on \$50K to \$150K units

2026 TAM

~\$8B

100K humanoid units shipped, software spend per unit nascent

2030 TAM

>> \$150B

3M+ units shipped, \$50K avg software stack per unit

2035 TAM

>> \$1T+

10M+ units, plus certification, insurance, data, hardware resale

PATH: \$1.5M Y1 >> \$20M+ Y2 >> \$110M+ Y3.

• MARKET & WHY NOW

# A \$150B+ humanoid software TAM by 2030. **Five tailwinds converging in the same eighteen months.**

TAM / 2030

# \$150B

**3M+** shipped humanoid units. **\$50K** average software revenue per unit per year.

NEUROMESH TARGET CAPTURE **10 TO 15%** THAT IS **\$15B TO \$22B** OF RECURRING SOFTWARE REVENUE PASSING THROUGH THE LAYER.

WHY NOW / FIVE TAILWINDS

**Humanoid OEM Explosion.** Tesla Optimus, Figure, Unitree, Leju, Boston Dynamics, AGIBOT all shipping units in 2026. None has a software platform.

**Models Commoditized.** GR00T, OpenVLA, Pi0, Gemini Robotics open or accessible. The differentiation moves up to the orchestration layer.

**Regulatory Tailwinds.** EU AI Act humanoid clauses live 2026. US state-level robotics frameworks emerging. Compliance becomes a procurement gate.

**China Robotics Race.** National strategy, state-funded fleets, mass humanoid deployment in factories. A global standard layer is the only neutral ground.

**Insurance + Regulatory.** Active conversations with global reinsurers and regulators on humanoid liability. NeuroMesh certification stack designed to be the underwriting basis.

• COMPETITION & MOAT

# Competition: nobody owns this layer.

THE FIELD

**PHYSICAL INTELLIGENCE**

Closed foundation model. No platform. No marketplace.

/ We orchestrate Pi0 as one of many. They ride on us.

**SKILD AI**

Research-heavy generalist policy. No commercial deployments.

/ We ship today. Three OEM MOUs. Safety envelope live.

**COVARIANT**

Warehouse grasping only. Vertical SaaS for one application.

/ Horizontal across all humanoid use cases. Multi-vendor.

**1X TECHNOLOGIES**

Vertical hardware OEM. Closed software. Single product line.

/ Platform, not hardware. Runs on 1X, Leju, Unitree, Figure.

**NEUROMESH**

Horizontal. Multi-vendor. Regulator-aligned. Three signed OEM MOUs.

/ The neutral standard layer. Every OEM wants it; none wants a rival.

WHAT ACTUALLY DEFENDS US

## 01

### Data Network Effects

Every shipped robot contributes trajectories to the mesh. Every new skill learned on one fleet propagates federated to the others. The mesh literally gets smarter as it grows.

## 02

### Certification Chokepoint

Any change to a NeuroMesh-orchestrated deployment requires safety recertification through our envelope. Six-month lead time per change. Switching providers means re-underwriting the entire deployment.

## 03

### Anchor OEM Lock-In

Leju, Lingyi iTech, BridgeDP MOUs signed before the market formed. Switching costs scale with units shipped. Every quarter that passes, the lock-in deepens.

• GO-TO-MARKET

# Three motions. One compounding flywheel.

A bottoms-up developer wedge funnels into top-down OEM contracts. Sovereign deals anchor the upper-end. Each motion feeds the next.

## 01 Bottoms-Up / Developer Wedge

LAND

**ICP.** Robotics startups, university labs, indie engineers. ICR>5K targets reachable via paid + content.

**Channel.** Self-serve at sim.neuro-mesh.io and skills.neuro-mesh.io. SEO + GitHub + Twitter / X + targeted YouTube creators (RoboHub, Two Minute Papers).

**Pricing.** \$29 to \$99 / mo individual. \$5K / \$25K / \$150K Sim packs. \$20 to \$200 skill packs.

**Targets Y1.** 5,000 paid devs / 200 paid teams / \$0.5M ARR. Conversion: 2 to 4% free-to-paid.

**Named accounts in pipeline.** Stanford Robotics Lab, KAIST Humanoid Center, ETH Zurich RSL, NTU NRP.

## 02 Top-Down / OEM Foundation

EXPAND

**ICP.** Tier-2 humanoid OEMs (\$5 to \$30M revenue). Tier-1 in MOU pipeline.

**Channel.** Founder-led outbound + warm intros via 3 signed MOUs. Onsite integration sprints. Joint go-to-market with anchor OEM.

**Pricing.** \$250K to \$5M ACV. 30 / 60 / 90 day Foundation pilots. Per-unit certification at \$200 to \$2K / robot / yr post-pilot.

**Sales cycle.** 60-day pilot to first invoice. 6 to 9 months from MOU to definitive. 70% pilot-to-paid target.

**Named accounts.** Leju (signed) / Lingyi iTech (signed) / BridgeDP (signed) / Booster, Unitree, Fourier, Physical Intelligence (active conversations).

## 03 Sovereign / National Programs

LOCK

**ICP.** National humanoid programs (UAE, KSA, Korea, Singapore, Japan). Defense-adjacent autonomy primes.

**Channel.** Sovereign wealth fund warm intros. Country-by-country relationship build. Mythos and Fable tiers as enterprise-ready packaging.

**Pricing.** \$250K to \$5M / yr base. Custom enterprise from \$5M. Average ACV \$1.5M+. 3-year contracts with renewal CPQ.

**Sales cycle.** 9 to 18 months. 1 to 3 deals signed Y1. Compounds into national accreditation moat.

**Named accounts.** UAE PIF / Mubadala / KAIA / Singapore EDB / KAERI Korea robotics fund. Active intros via Dr. Marwan Alzarouni (Dubai Blockchain Center).

**\$0.5M**

Y1 DEV WEDGE ARR

**\$1.5M**

Y1 OEM FOUNDATION ARR

**\$1M+**

Y1 SOVEREIGN ANCHOR ACV

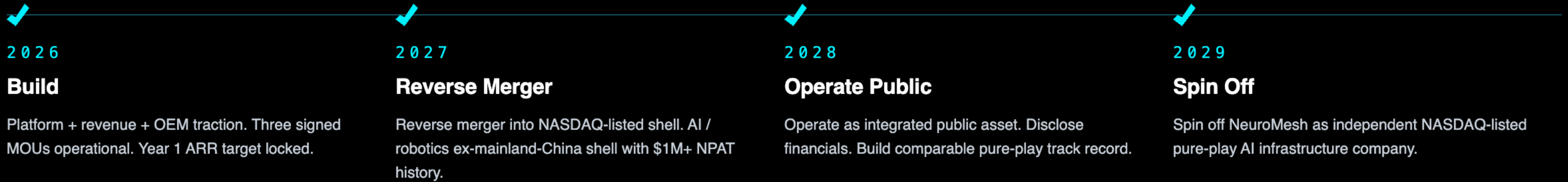
**\$3M+**

COMBINED Y1 ARR TARGET

• PATH TO LIQUIDITY

# Path to liquidity: **NASDAQ via reverse merger.**

A four-step staged path from operating business to NASDAQ pure-play. Comparable structures used by Symbotic and Berkshire Grey.



/ **Convertible bond structure** with KPI-tied earnouts.

/ **Comparables:** Symbotic, Berkshire Grey, Ouster.

/ **Target listing valuation:** \$1B+.

• TOKEN STRATEGY

# Two layers. **One mission.**

NEUROMESH CORTEX / EQUITY

## The AI infrastructure layer.

EQUITY-FUNDED

Software, certification, partnerships, sovereign contracts. The platform every humanoid OEM, lab, and national program pays to run on. **This raise is pure equity in NeuroMesh AI Inc.**

NEUROMESH DEPIN / \$NEURO TOKEN

## The web3 settlement layer.

TOKEN-INCENTIVIZED

On-chain attestation, decentralized data marketplace, robot operator settlement layer running on **opBNB**. Operates the federated mesh economics; independent of equity.

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THIS RAISE IS PURE EQUITY IN **NEUROMESH AI INC.** THE **\$NEURO** TOKEN OPERATES THE WEB3 BRANCH AND IS INDEPENDENT OF EQUITY HOLDERS.

• TEAM

# Built by operators.



## Nathan McArthur

CHIEF EXECUTIVE OFFICER

Two-decade operator across emerging technology, capital markets, and cross-border venture building. Has led commercial strategy and capital formation for technology platforms across three continents. Owns NeuroMesh's positioning, partnerships, and capital strategy.

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## Benedikt Kalwoda

CHIEF TECHNOLOGY OFFICER / EX-SIEMENS

Senior engineer and systems architect. Built industrial automation and safety-critical control systems at Siemens before leading the Cortex platform at NeuroMesh. Owns the safety, certification, and federated learning stack across brain, simulator, and skills marketplace.

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## Nabil El-Far

CHIEF GROWTH OFFICER

Multi-cycle commercial operator across robotics, fintech, and emerging market expansion. Architected go-to-market for venture-backed companies through Series A and beyond. Brings disciplined revenue execution and channel development to the embodied AI sector.

12+ CONTRIBUTORS ACROSS ENGINEERING, RESEARCH, AND OPERATIONS / FURTHER PUBLIC TEAM DISCLOSURES ROLLING OUT ALONGSIDE PARTNER ANNOUNCEMENTS

• 12-MONTH ROADMAP

# Anchor first. Mid-tier next. Marketplace last.

A staged execution plan, year by year, designed to compound the moats. We start with the highest-credibility anchor deployments, expand to the mid-market wedge, then flip on the marketplace and Foundation tier.

PHASE / YEAR BY YEAR

<p><b>YEAR 1 / 2026</b></p> <p><b>Anchor Deployments</b></p> <p>Leju KUAVO 5 sim-first ships. Lingyi iTech integration. BridgeDP integration live. Internal certification process operational.</p>	<p><b>YEAR 2 / 2027</b></p> <p><b>Mid-Tier Wedge</b></p> <p>10 mid-tier OEM customers signed. Enterprise tier scaling. University tier funnel established. Federated learning network active.</p>	<p><b>YEAR 3 / 2028</b></p> <p><b>Foundation Tier</b></p> <p>50 paying OEM customers. Foundation tier launched. Mythos government pilots. Default-alive on operating cash.</p>	<p><b>YEARS 4-5 / 2029-2030</b></p> <p><b>Marketplace &amp; Sovereign</b></p> <p>Movement data marketplace at scale. Take-rate flywheel compounds. Mythos and Fable government contracts. 100K+ humanoids on the mesh.</p>
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12-MONTH PRODUCT ROADMAP

<p><b>Q1 / 2026</b></p> <p><b>Cortex Brain v3</b></p> <p>Multi-skill chaining. Long-horizon planning. Browser playground v3. Public API beta.</p>	<p><b>Q2 / 2026</b></p> <p><b>Teleop SDK / P2</b></p> <p>Quest3 capture pipeline. Manus glove integration. ROS2 native bridge. \$50 per trajectory unit cost.</p>
<p><b>Q3 / 2026</b></p> <p><b>Certification Stack v1</b></p> <p>Audit pass for KUAVO 5. Safety envelope certified. Recert process documented. Per-unit cert unit economics proven.</p>	<p><b>Q4 / 2026</b></p> <p><b>Anchor Deployments + Federation</b></p> <p>Leju and Lingyi iTech in production. Federated learning v1 launched. Cross-fleet skill propagation. Marketplace alpha.</p>

• THE ROUND

# Raising **\$7.5M** at **\$50M** pre-money to anchor the intelligence layer.

Equity-only round funding the Cortex platform, Movement Data Engine, and OEM Foundation contracts. 18 to 24 month runway to default-alive cash flow on signed Foundation deals plus sovereign anchors.

ROUND

**\$7.5M**

Equity, primary

PRE-MONEY

**\$50M**

\$57.5M post

RUNWAY

**18 to 24 mo**

to default-alive

INSTRUMENT

**SAFE / Equity**

Standard terms

## Use of Funds

**40%**

**Engineering**

Cortex Brain v3, certification stack, federated learning, marketplace v1.

**What This Round Buys**

**3 anchor OEMs in production.** Leju, Lingyi iTech, BridgeDP shipped from MOU to live deployment.

**Certification stack v1 audited.** Per-unit cert unit economics validated on KUAVO 5.

**25%**

**Movement Data Engine**

P2 teleoperation pipeline, capture infrastructure, trajectory library scale-out.

**20%**

**Go-to-Market**

OEM integration sprints, sovereign deal velocity, developer wedge marketing.

**\$3M+ Y1 ARR locked.** Developer wedge, OEM Foundation contracts, first sovereign anchor.

**NASDAQ reverse-merger path opened.** Cap table and structure ready for 2027 listing window.

**15%**

**Operations**

Legal, certification, BVI structuring, NASDAQ readiness preparation.

• THE GRAND VISION

# Every robot on Earth, running on **one intelligence layer.**

HORIZON 01  
2026 TO 2027

## The Foundation

**100 humanoid units** deployed on NeuroMesh across 3 anchor OEMs. First robots certified for unsupervised work in regulated environments. First commercial liability policies written. Cortex Brain becomes the default cognitive runtime for new robotics startups.

HORIZON 02  
2028 TO 2030

## The Network

**100,000 humanoids** on the mesh across 50+ OEMs. Federated learning compounds. Every robot makes every other robot smarter. NeuroMesh certification becomes a regulatory requirement. Movement data marketplace clears 1B+ trajectories per year.

HORIZON 03  
2030 AND BEYOND

## The Operating Layer of the Physical World

**10M+ humanoids** globally, all running on NeuroMesh. Critical infrastructure. Like AWS for the cloud, NeuroMesh for embodied intelligence. The line between digital and physical AI dissolves.

We are building the intelligence layer for **the next century of work.**