PHYSICAL INTELLIGENCE

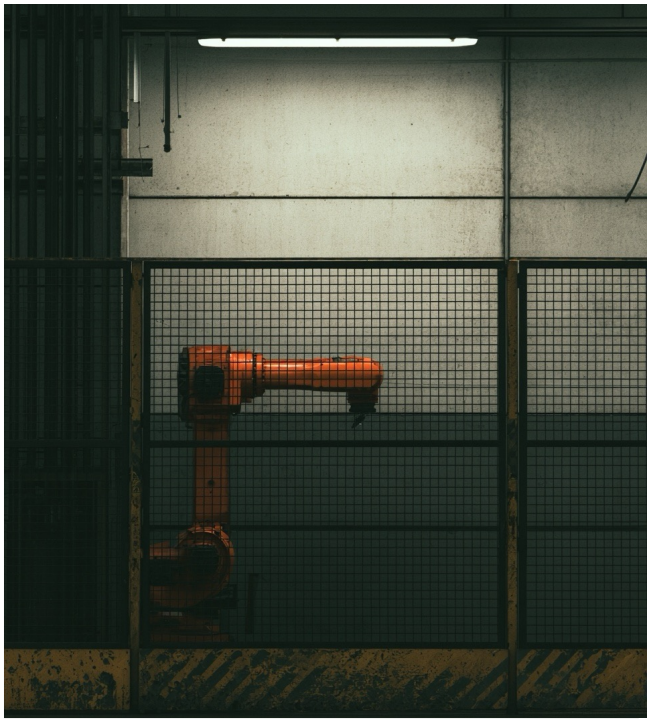
One model.
Any body.

SERIES C · 2026



Robots have been five years away for forty years.

Every deployed robot on earth today runs a program written for one task, in one cell, on one machine. Change the task and an engineer rewrites it. Change the robot and the engineer starts over. That is not automation — it is bespoke manufacturing of software, and it does not scale.



WHAT THAT COSTS

18

months

Median time from pilot to production for a single industrial robotic cell — for one task. The integration bill routinely exceeds the hardware bill by 3–5×.

HARDWARE

1×

INTEGRATION

3–5×



RE-TASKING

EVERY TIME

TRANSFER TO NEW ROBOT

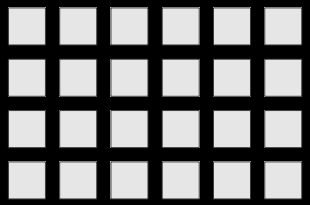
NONE

THE INTEGRATION BILL, TO SCALE

WHAT CHANGED

Language had the same problem until one model learned all of it.

A PROGRAM PER CASE





ONE MODEL

Nobody writes a parser per sentence any more. The same architectural bet — one large model, one broad corpus, generality as an emergent property — has never been made properly against physical action. We made it.

A foundation model for physical action.

01

ONE POLICY

A single set of weights drives every robot we have tested. No per-task fine-tune, no per-robot rewrite.

02

ANY EMBODIMENT

Arms, mobile manipulators, humanoids, grippers of different geometries — the model conditions on the body it is given.

03

OPEN-VOCABULARY

Tasks arrive as language. Instructions the model has never seen resolve into action sequences it has never been shown.

TRAINING CORPUS

11,400

hours of real-world teleoperated manipulation

BY EMBODIMENT



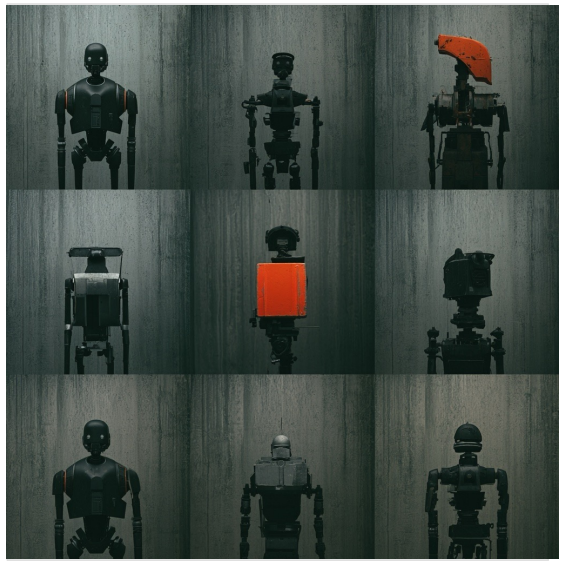
7-DOF ARM · DUAL-ARM CELL · MOBILE MANIP. · HUMANOID

COLLECTED IN-HOUSE · NOT SCRAPED · NOT SIMULATED

GENERALITY

7

distinct robot bodies driven by one set of weights



7-DOF ARM · DUAL-ARM CELL · MOBILE MANIPULATOR · HUMANOID TORSO · PARALLEL GRIPPER · THREE-FINGER HAND · SUCTION ARRAY

THE PART THAT IS HARD TO BELIEVE

0

task-specific training for any result in this deck

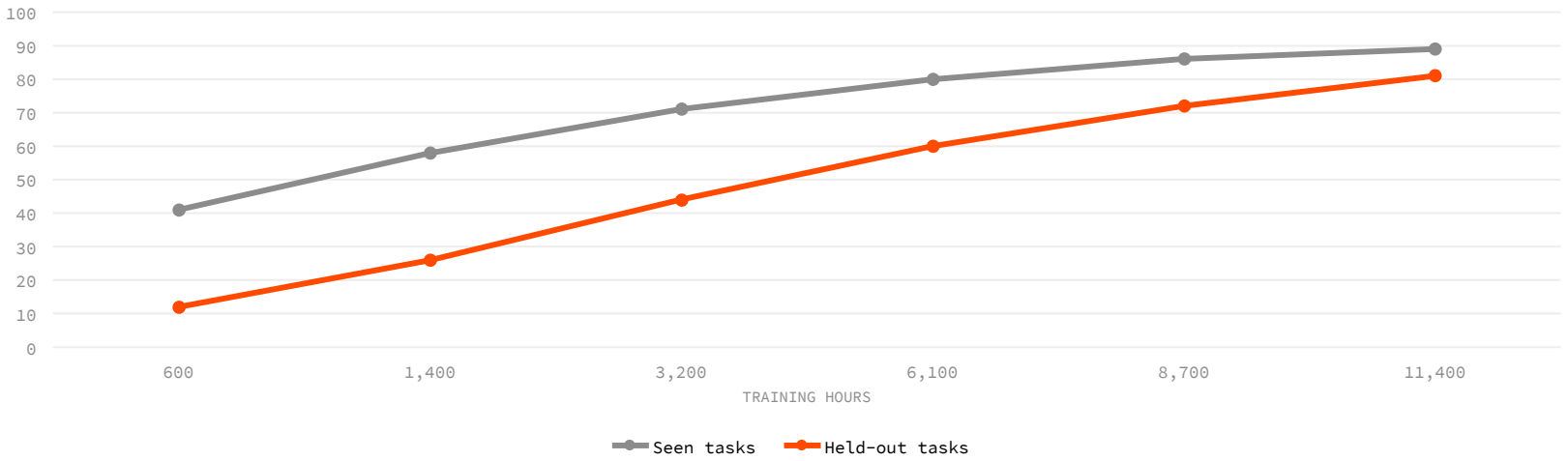
Every benchmark that follows was run on the same checkpoint. We did not tune per task, per robot, or per site.

Tasks the model was never shown.

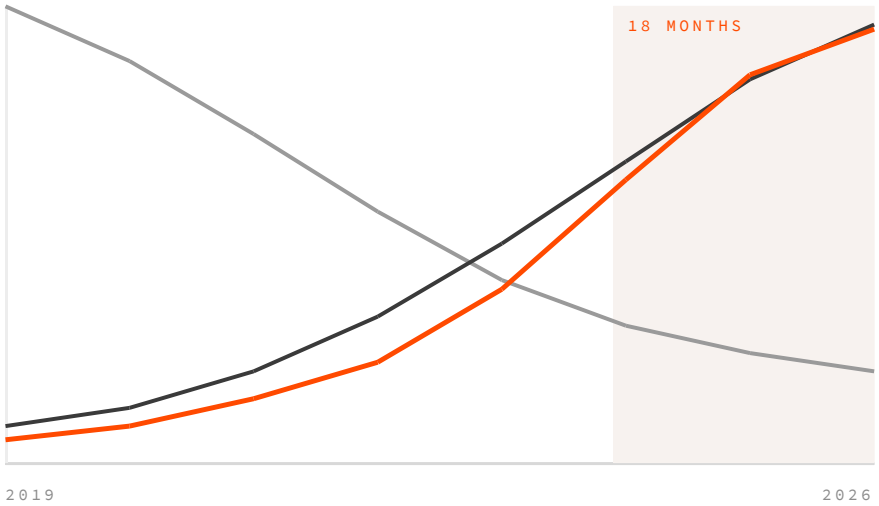
TASK	EMBODIMENT	TRIALS	SUCCESS
Fold a shirt from a heap	Dual-arm cell	120	84%
Clear a table of mixed dishes	Mobile manipulator	120	91%
Assemble a cardboard carton	7-DOF arm	100	78%
Sort recycling by material	Suction array	200	94%
Insert a connector into a socket	Three-finger hand	100	71%
Restock a shelf to a planogram	Humanoid torso	80	69%

Trials run across three sites. Full protocol in appendix.

Success scales with corpus, not with engineers.



Three curves crossed in the same eighteen months.



COST

Capable arms fell below $20k

Hardware stopped being the constraint.

DATA

Teleop rigs got cheap to run at scale

The bottleneck moved to demonstration cost — and we drove that curve.

ARCHITECTURE

Action tokenization finally worked

Continuous control became a sequence-modelling problem — the one this decade knows how to solve.

THE COMPOUNDING PART

Every deployment is a data collector.

01

DEPLOY

A customer runs the policy on their floor.

02

OBSERVE

Every episode — success and failure — returns to us.

03

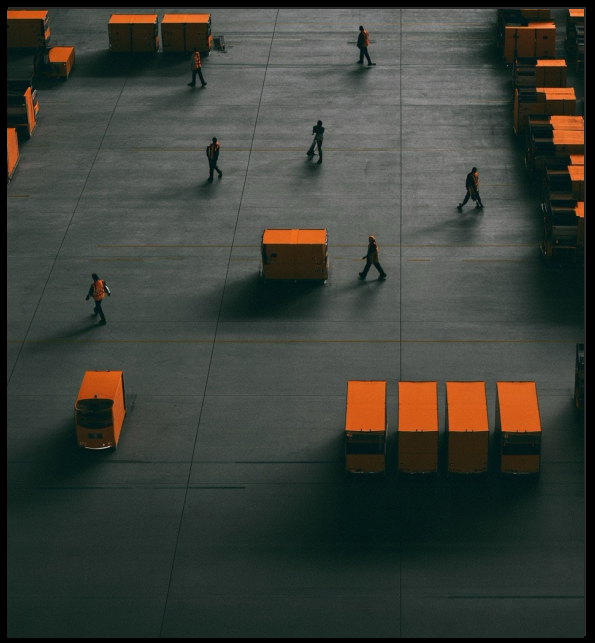
RETRAIN

The next checkpoint is better at their task and everyone else's.

04

REDEPLOY

They get the upgrade. We get the corpus.



No competitor without a deployed fleet can close this gap by hiring. The corpus is the product.

WHERE THIS LANDS FIRST

We are not starting with humanoids in homes.

WAREHOUSE DECANT

$14B

High mix, low tolerance for bespoke programming. Our generality is worth the most where SKUs change weekly.

ELECTRONICS ASSEMBLY

$9B

Insertion tasks that resist scripted control. Precision requirements our contact policies already meet.

LAB AUTOMATION

$6B

Protocols change constantly. Every change today costs an integrator visit.

SERVICEABLE MARKET, 2029, NORTH AMERICA + EU

HOW WE CHARGE

Per robot, per month. Not per integration.

POLICY LICENCE

$1,850 / robot / month

Includes every checkpoint we ship.

FLEET TIER

$1,200 / robot / month

Above 50 robots on one site.

DATA CONTRIBUTION CREDIT

up to 40% off

Customers who return episode data pay materially less.

The credit is not a discount. It is how we buy the corpus without running the rigs ourselves.

TRACTION

340

robots under contract

11

paying customers

$7.4M

ARR, growing 19% m/m

0

churned deployments

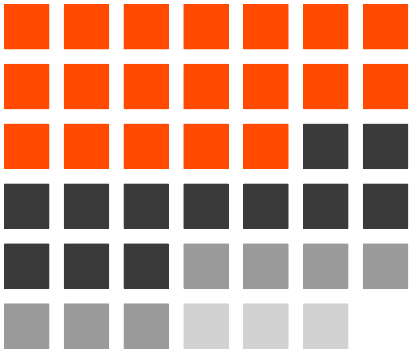


Forty-one people. Nineteen collect data.

That ratio is the strategy stated as an org chart. Most robotics companies are mostly engineers. We are mostly a data operation with a research team attached, because the corpus is the thing that compounds.

DATA OPERATIONS	19
RESEARCH	12
ROBOT INTEGRATION	7
EVERYTHING ELSE	3

FORTY-ONE PEOPLE



$180M

Series C

62%

Data collection — twelve new rigs, three sites

24%

Compute for the next two checkpoints

14%

Deployment engineering



24 MONTHS OF RUNWAY · NEXT MILESTONE: 2,000 ROBOTS UNDER CONTRACT

One model.
Any body.

PHYSICAL INTELLIGENCE

