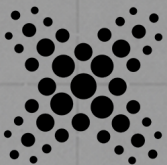


FOUNDER'S MEMO

ALTA

ARES

SHAPING THE NEXT GENERATION
OF DEFENSE CAPABILITIES



THE HARDEST PROBLEMS ONLY GET SOLVED BY THOSE WHO REFUSE TO LOOK AWAY.

When Russia launched its first mass drone strikes on Ukraine, the world's defense establishment watched and took notes. Alta Ares went to build the answer.

We were not the obvious ones to do it. We had no legacy contracts, no government procurement history, no decades-old supply chain. What we had was the conviction that modern aerial threats demanded a fundamentally different approach: faster, interoperable, software-defined and AI-guided.

Within months, systems were intercepting Shaheds in live combat. Today, Alta Ares is deployed across three active conflict zones simultaneously, in arctic conditions and desert heat alike, with the ambition to be part of the equation that solves one of Europe's and NATO's most pressing capability challenges for the decades ahead.



**That is what inventors do.
They turn operational
reality into product truth.
They build what others are
afraid to attempt.**



The world does not lack capital,
institutions, or talent. It lacks the
willingness to bet on hard problems
before the outcome is certain.

**WE ARE DONE
WAITING FOR
CERTAINTY.**



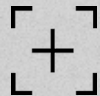
**The threat is real.
The capability gap is real.
The urgency is real.**

At Alta Ares, we exist to ensure that
our end-users always have a decisive
technological edge over those who
would threaten them.

Technology is
what we build.

**Culture is how
we build it.**

CULTURE IS WHAT WE DEPLOY FIRST



On the battlefield, the best-equipped force does not always win. The most adaptive one does.

The same is true for organizations.

Products can be copied.
Capital can be redeployed.
Talent can be poached.

Culture cannot.

Culture is not the poster on the wall. It is the spirit a team carries into the field, the way people show up, not just technically prepared, but genuinely committed to the mission and to each other. That spirit is not recruited. It is built, deployment after deployment, decision after decision.

Culture is what makes ownership collective rather than assigned. It is the difference between a team that waits to be told and a team that already knows what to do, because the values are internalized, not enforced.

In defense, credibility is not claimed: It is demonstrated, contract by contract, deployment by deployment. Internally, culture is the standard that attracts people who want to be held to something, who came not despite the difficulty of the mission, but because of it.



Every
technology
depreciates.

**Culture
compounds.**

The right people raise the standard.
The standard becomes the culture.
The culture attracts the next generation of builders.

THE ALTA ARES WAY



I. Mission

Our mission is simple:

Build what
the battlefield
demands.

**Deploy it before
it's too late.**

We believe the most
meaningful challenges
require extraordinary
commitment.

From the beginning,
we have deliberately
built a company for
individuals who sit at
the intersection of elite
science, engineering

excellence, and
operational ambition.

As the Company grew,
we realized that values
only matter if they drive
execution.

Today, everything we
do is built upon three
core values.

II. What We Value

1. OWNERSHIP & ACCOUNTABILITY

Own the outcome, not just the task. ■

We take responsibility for what we build, how it performs, and how it impacts the mission.

We think beyond our immediate scope and act like owners.

2. GENEROSITY

■ Great teams are built on trust.

We share knowledge, help others succeed, and contribute wherever we can.

Individual excellence matters, but mission success comes first.

3. MERITOCRACY

■ The best ideas win.

Impact matters more than hierarchy.

Excellence deserves recognition, and initiative is rewarded.



III. How We Operate

1. WIN AS A TEAM

Mission success comes
before individual success.

Your problem is my problem.

2. OBSESSED WITH OUTCOMES, NOT DELIVERIES

We care about results, not activity.
Finishing a task is not enough.

■ Did it solve the problem?

3. SEE IT. SAY IT. SOLVE IT

If you see a problem, raise it.

■ If you can solve it, own it.

4. GO WHERE YOU ARE NEEDED MOST

Don't optimize for your role.

Optimize for impact. ■

5. FACTS DEFINE TRUTH

Reality beats assumptions. ■

Get close to operators, deployments, and real-world constraints.

The field is the ultimate source of truth.

6. WHATEVER IT TAKES

Our strength is speed.

We move rapidly from observation to action, from idea to deployment.

■ We do not wait for permission when action is required.



**We try.
We learn.
We adapt.
We execute.**

IV. What We Believe

We believe that a small group of exceptional people, united by a meaningful mission and an uncompromising culture, can achieve what larger organizations cannot.

History repeatedly proves that breakthroughs rarely come from consensus. They come from teams willing to act while others are still debating.

Alta Ares was built on that conviction.

It started with a threat no one was solving fast enough.

It will end with a generation of defenders who never had to face it unprepared.

THAT IS THE
MISSION OF
ALTA ARES.



ALTA ARES
NEXT-GENERATION
DEFENSE CAPABILITIES
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WWW.ALTAARES.COM
@ALTAARES

