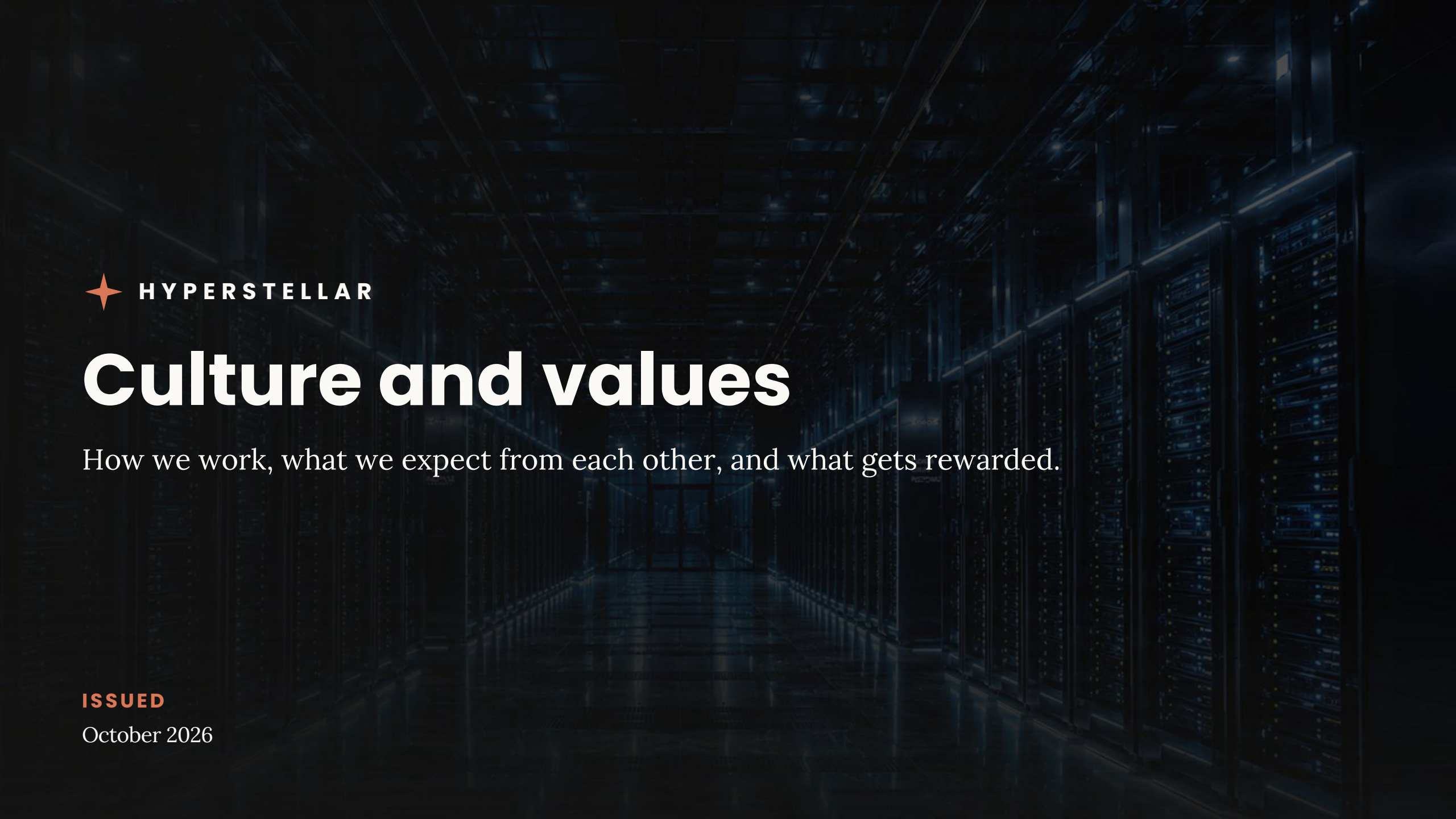


HYPERSTELLAR

Culture and values

How we work, what we expect from each other, and what gets rewarded.

ISSUED

October 2026

A brief note on “why?”

We are building a market nobody has built. Data center operators will rent out idle machines to people they will never meet. Inference companies will run real work on hardware they will never see. Both sides are betting on our company to keep its word.

The founders drafted the first version of this in June 2026. This is the version we adopted. It is short on purpose.

Nothing in here is for decoration. Every page includes something we expect you to do, or something you can expect from us. When you hit a hard decision and this document does not cover it, ask. If the answer matters, it goes in the next version.

David Riker

Founder and CEO · October 2026

WHAT TO DO WITH IT

01 Read it before your first hard decision, not after.

02 Hold leaders accountable to it. Every line about leaders is something you can check.

03 When something is wrong, say so. It changes in the next version.

Your job, in plain terms

Walk through a data center tonight and most of the GPUs are idle. Operators run their fleets at about 18-30 percent utilization. The hardware is bought, powered, and cooled, and it sits.

Hyperstellar pools that idle capacity across operators into one market. Owners rent out what they are not using and get paid for it. Buyers get compute on demand. HV-OS is our software that makes it work.

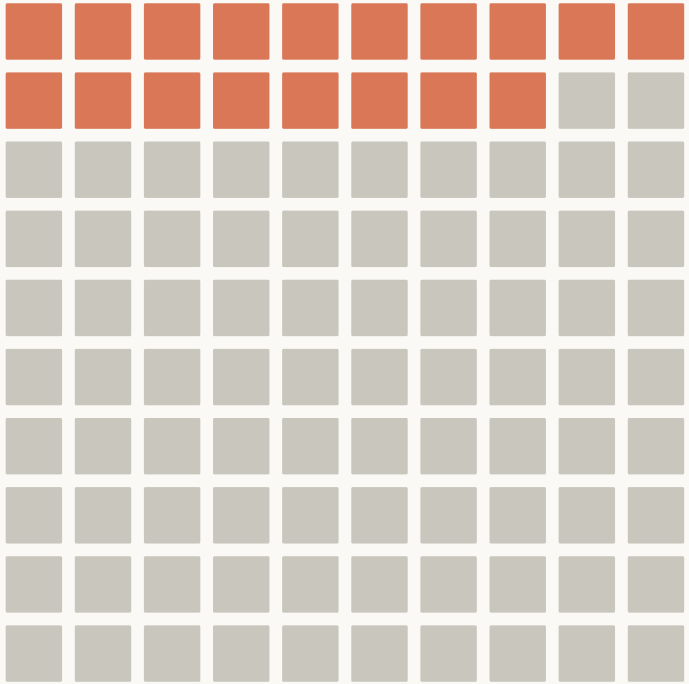
Every value in this deck comes from that promise. If the layer under the market is wrong, both sides fail.

WHO RENTS OUT

Colocation tenants, neoclouds, inference providers, and enterprises with servers they do not fully use.

WHO RENTS

AI companies, quant desks, inference providers, and enterprises that need compute now, not next quarter.



18 of every 100 hours: real work

82 of every 100 hours: idle

One GPU in a fleet that stands alone. The idle hours are the capacity we put to work.

Five things we hold each other accountable to

Each one is a rule for a situation we run into every day. The next five slides take them one at a time.

01

Do the impossible

The thing everyone says cannot be done is usually the job that's necessary. Check the math, then go do it.

02

Correct under pressure

The busiest hour is when we slow down and check work twice. Nobody gets points for being fast.

03

Practice radical honesty

Say the hard thing early, in plain words, to the person who needs to hear it.

04

Earn trust

We do not overcommit. We deliver more and ahead of the date promised.

05

Own the outcome

The task is not done when the ticket closes. It is done when the customer sees the results.

Do the impossible

Our whole company is built on a thing people said could not work. Idle GPUs sit inside separate data centers, owned by operators who do not talk to each other. We are turning them into one pool. We bring the same habit to every wall we hit inside the company.

WHAT THIS LOOKS LIKE HERE

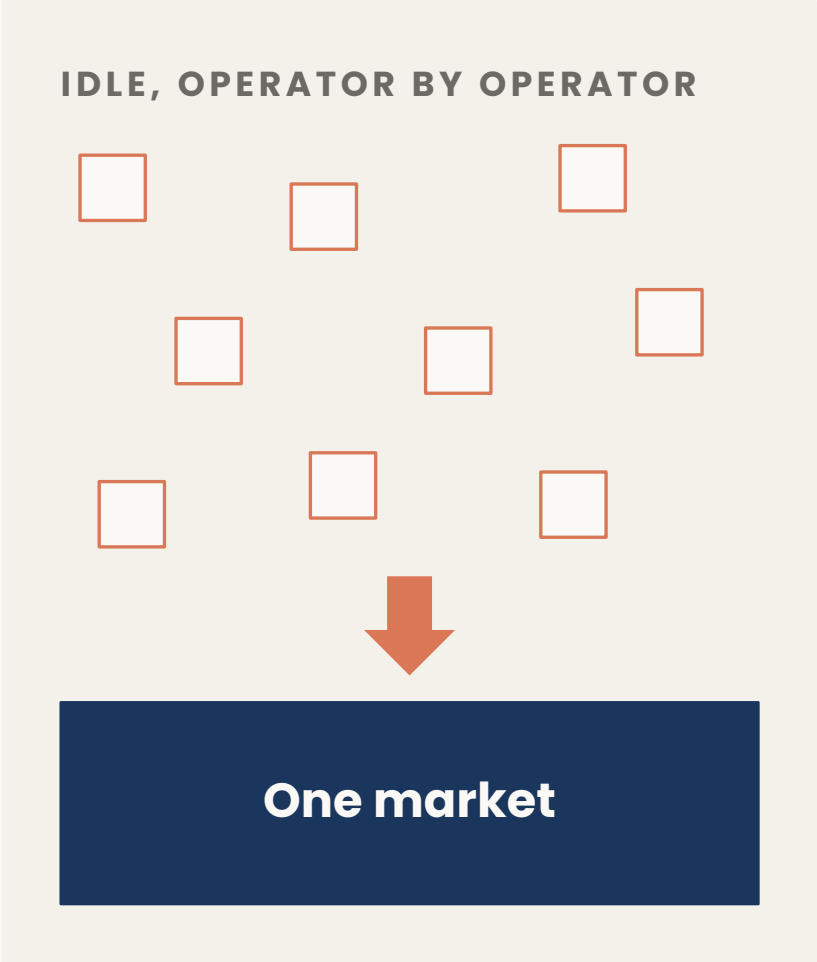
01 A partner says their fleet cannot be shared because of security. We ask what would make it safe, then build that.

02 A cost looks fixed. We ask what it looks like spread across a pool of operators instead of one.

03 Before we make a big claim, we check the math and put a conservative floor under it.

WHAT IT IS NOT

Wishful thinking. Every bold claim has a number under it that we can defend.



HYPERSTELLAR

Correct under pressure

We are the layer other people's work runs on. A quant desk measures us in microseconds. A regulated customer measures us in audits. If we fail quietly, the customer finds out before we do, and that is the end of the account, and business.

WHAT THIS LOOKS LIKE HERE

01 We design for failure. Every path has a measurement on it, so when something breaks we know in minutes, not from a customer email.

02 Given a clever part and a boring part that both work, we ship the boring one.

03 Before a release, the person shipping it writes down what could go wrong. An empty list means they have not looked.

WHAT IT IS NOT

Slow work. Correct means fast and safe. A release that is late is also a failure.

LOAD ON THE PLATFORM



The spike is where we check twice. It is also where a silent failure costs the most.

Practice radical honesty

Bad news does not improve with age. The cheapest time to hear a hard thing is the moment someone knows it. So we say it then, in plain words, to the person who can act on it. We do not soften it into a hint, and we do not save it for review time.

WHAT THIS LOOKS LIKE HERE

01 Say it to the person, not about the person.

02 Say it early. A problem you flag on Monday is a conversation. The same problem on Friday is a crisis.

03 Say it plainly. No hints, and no waiting for someone else to raise it.

WHAT IT IS NOT

A license to be harsh. Honesty here serves the person and the work. If it only lets off steam, it is not feedback.

WHO HEARS WHAT

Customers

They hear about a limit from us before they hit it in production.

Investors

They get the real milestone status, on track or slipping, in the same words we use inside.

The team

Hard news comes early, from the person who knows it. Never secondhand.

Earn trust

We ask customers to run work they care about on machines they have never seen. We ask investors to fund a category that does not exist yet. Both are bets on our word. So every promise gets treated like a contract. Written down, with a name and a date on it.

WHAT THIS LOOKS LIKE HERE

01 A promise is not real until it is written down with one owner and one date.

02 The day we know something will slip, the owner says so. Not the week after, and not after someone asks.

03 We do what we say when nobody is checking.

WHAT IT IS NOT

A promise made to win approval. If you are not sure we can do it, say that. A small promise we keep beats a big one we miss.

EVERY PROMISE LOOKS LIKE THIS

Benchmark results to a design partner

One owner · One date

ON TRACK

Pilot environment live at a partner site

One owner · One date

SLIPPED, FLAGGED EARLY

Both are fine. The one that is not fine is a problem nobody mentioned.

Own the outcome

A ticket can close while the customer still has the problem. Here, the work is done when the customer has the result, and somebody's name is on that result. The name stays on it through every handoff, until the customer says it works.

WHAT THIS LOOKS LIKE HERE

01 Every piece of work has one owner, and that owner can name the customer it serves.

02 Found a problem with no owner? It is yours until someone else accepts it out loud.

03 Owning something includes asking for help early and handing it off cleanly. Suffering in silence is not ownership.

WHAT IT IS NOT

Heroics. Nobody keeps work to themselves to look indispensable. If you are the only person who can do something, that is a risk we fix.

HOW A PROBLEM GETS OWNED

01 You find it.

↓

02 It is yours.

↓

03 You hand it off, and they say yes out loud.

↓

04 The customer has the result.

Two kinds of decisions

Every decision has one owner. Other people advise, and the owner decides. How fast we move depends on one question. Can we undo it?

IF WE CAN UNDO IT

Pick a tool. Change a process. Try a pricing idea with one partner. Decide in days, tell the team in writing, and move on. If it turns out wrong, undo it and say what you learned.

IF WE CANNOT

Customer data. Security. Compliance. Money. Anything that puts the company's name on a promise. These get a written case, a second set of eyes, and time.

Argue before the decision, as hard as you like. Once it is made, everyone backs it. If you still disagree, take it to the owner, not to the water cooler.

If it matters, write it down

A spoken reason disappears when the meeting ends. A written one can be read by the person who joins next month, and checked by anyone.

01 Strategy, priorities, decisions, and known risks live in writing. A message thread counts. A hallway does not.

02 Nobody waits days for an answer. If you need time, say when you will reply. Silence has a cost, and the other person pays it.

03 Feedback goes to the person who can act on it. Up, down, and sideways.

04 There are no back channels. If you have a problem with someone's work, that person hears it from you first.

DAY ONE READING LIST

- Strategy, and what would change it
- This quarter's priorities
- Decisions and the reasons for them
- The risks we already know about
- This document

What leaders owe the team

The standard applies to leaders first. Every line below is something you can check.

☐ **Hire people better than you.**	Look around. You should see people you can learn from.
☐ **Give the goal, not the method.**	We tell you the goal, the priority, and what is at stake. You choose how to get there.
☐ **Hold the best to the same bar.**	Our strongest performer gets the same standard as everyone else. Talent does not buy exceptions.
☐ **Give feedback the same day.**	Good and bad, while it can still change something. Not at review time.
☐ **Keep promises to the team.**	The same way we keep them to customers. Written down, with a date.

What earns scope, and what ends a career

Promotion and trust follow the left column. The right column ends careers here, whatever the talent.

MORE SCOPE

- You shipped something a customer can measure.
- You said the uncomfortable thing in the meeting, early, while it could still change the outcome.
- You kept a promise when keeping it was hard.
- Your teammates got better because of you.
- You took the job nobody wanted and did it well.

THE EXIT

- You knew about a risk and kept it to yourself.
- You cut a corner.
- You agreed in the room and complained in the hallway.
- You went around someone instead of going to them.
- You made the team worse. No amount of talent changes that.

Do the impossible.

That is the whole document. Keep it where you will see it. When something in here turns out to be wrong, say so, and it changes in the next version.