

# THE PROXIMA MANIFESTO

## From Profit to Legacy

We live in a time where profit is mistaken for purpose.  
Where growth is applauded, even when it extracts, excludes, and concentrates.  
Where value is measured in money alone and legacy is an afterthought.  
We believe this is no longer tenable.  
Proxima Tempus is a commitment to the next time:  
a way of building companies where profit is a tool, not a goal  
and where success is measured by what remains when the balance sheet is closed.

## Profit is not neutral

Capital shapes reality.  
How it is earned, held, and distributed determines who gets to live securely and who doesn't.  
Today, wealth accumulates faster at the top than anywhere else.  
Cash piles up in systems that circulate money without touching real lives.  
This is not an accident of the market it is a design choice.  
And design can be redesigned.

## Business is architecture

Companies are not abstract entities.  
They are systems of ownership, governance, incentives and power.  
Every organisation answers a question whether consciously or not:  
Who does this company ultimately serve?  
We reject shareholder primacy as default.  
We choose purpose-first architecture:  
where mission leads, profit follows, and values are non-negotiable.

## Purpose must be operational

Purpose is not a slogan.  
It is not a campaign.  
It is not something you add once you are successful.  
Purpose is an operating system.  
It is embedded before product-market fit.  
Before scale.  
Before optimisation.

- It shows up in:
- who you sell to and who you don't
  - how you grow and where you draw the line
  - how you treat people when things go wrong

Sales without values is extraction.  
Growth without limits is erosion.

## Profit is a phase, not a destination

We believe in profitable companies.  
Sustainable ones. Competitive ones.  
But profit marks a transition not an end state.  
After "enough", the question changes:  
What is this surplus for?

- In Proxima Tempus, excess value flows back into:
- the people who built the company
  - the communities that sustain it
  - the ecosystems that make it possible

Caps replace infinite upside.  
Stewardship replaces exit logic.  
Ownership becomes responsibility.

## Legacy is collective

Legacy is not a founder's name on a building.  
It is not a personal fortune.  
It is not a philanthropic afterthought.  
Legacy is distributed.

It lives in employees who leave stronger than they arrived.  
In alumni who carry opportunity forward.  
In ventures, skills, and safety nets that outlast the company itself.  
A Proxima company does not ask:  
How much can we extract?  
It asks:  
What future are we structurally enabling?

## This is an invitation

Proxima Tempus is not a model to admire.  
It is a system to practice.  
It asks more of leadership.  
It limits excess.  
It replaces entitlement with stewardship.  
But it also builds companies that are:

- resilient instead of brittle
- trusted instead of tolerated
- meaningful instead of hollow

We invite founders, teams, investors and collaborators  
to design businesses that are worthy of the future they profit from.

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