

VIA ELECTRONIC MAIL

July 29, 2025

Re: Reporting on UG Solutions Operations in Gaza

To Whom It May Concern,

We write as counsel to UG Solutions (the “Company”) in response to your recent inquiries in connection with humanitarian aid distribution operations in Gaza. Please note that the Company’s review of events in Gaza is ongoing. However, this preliminary response is necessary to address falsehoods emanating from a terminated and disgruntled contractor, Anthony Aguilar.

Mr. Aguilar is making good on his promise to become UG Solutions’ “worst nightmare” if UG Solutions continues to refuse him a job. Unfortunately, the situation in Gaza proved too complex and dangerous for Mr. Aguilar’s poor performance, volatile conflicts with staff, and erratic behavior. Since the termination of his contract with UG Solutions, Mr. Aguilar has peddled a false narrative to media outlets around the world while he simultaneously begs the Company to re-hire him. His statements are inaccurate, self-interested, and part of an apparent bid to return to work in Gaza or else make UG Solutions regret his termination.

I. Mr. Aguilar was enthusiastic about his early work with UG Solutions.

Mr. Aguilar is a retired 25-year Army veteran and Green Beret with multiple combat deployments. On May 17, 2025, UG Solutions retained Mr. Aguilar as an independent contractor to support the Company’s humanitarian assistance operations in Gaza.

On May 17, 2025, Mr. Aguilar accompanied the main contingent from UG Solutions to Tel Aviv, and then into Gaza, where UG stood up operations. The mission involved the distribution of millions of meals to local Gazans amid the active war between Israel and Hamas. The operating environment presented numerous threats and complexities, including massive crowd rushes on aid distribution sites; physical threats to both Company personnel and the local population from Hamas; exploitation by opportunistic local criminals; and restrictions on movement imposed by Israeli military forces.

In this initial phase, the work was nonstop. Personnel worked around the clock in the Joint Tactical Operations Centers (“JTOCs”) and the four static distributions sites around Gaza. Mr. Aguilar was assigned as a JTOC Operator – a role that included maintaining communications and situational awareness, understanding current operations, and ensuring the dissemination of relevant updates and information from across the area of operations.

Given Mr. Aguilar’s military experience as a Field Grade Officer, the Company hoped he could handle increased responsibility. On May 28, 2025, a UG Solutions employee informed Mr. Aguilar that he would be acting as an Assistant Country Team Lead for Gaza, effective May 29, to fill a vacancy in that role. Mr. Aguilar accepted and attended a limited number of meetings around Israel. A few days later, on June 1, 2025, the Company identified another individual to assume the Assistant Country Team Lead position on a longer-term basis. Mr. Aguilar was re-assigned as a JTOC Team Leader.

In this role, Mr. Aguilar was asked to help manage the JTOC and perform a function similar to the J-3 in a military setting. Mr. Aguilar was tasked with organizing planning between humanitarian aid organizations, coordinating movement plans in conjunction with the IDF, and generally supporting daily operations.

Initially, Mr. Aguilar was enthusiastic about his role and UG Solutions’ aid distribution work. On May 28, 2025, Mr. Aguilar distributed a Signal message praising UG Solutions work in “deliver[ing] and distribut[ing] 318.3 Tons (636,658 lbs.) of humanitarian aid to a starving and displaced population. ... Sentiment in the media, despite whatever people may think about the politics of the situation, your presence is seen as a good thing.” On that same day, Mr. Aguilar wrote to UG Solutions leadership, “This is a very rewarding mission. I’m excited everyday [sic].”

On May 31, 2025, Mr. Aguilar distributed a lengthy narrative in a UG Solutions Signal chat praising the Company’s work “provid[ing] life saving Humanitarian Aid to 20.45% of the ENTIRE population of Gaza, delivering 716 TONS of aid into the Gaza Strip ... [and] 26,040 family-meal boxes of Humanitarian Aid equaling 521 TONS” in a single day. Mr. Aguilar noted UG Solutions’ success in lowering the price of black market flour and Hamas’s attempts to steer the population away from the aid distribution sites so it could maintain its waning control over the food supply. The message concludes, “Be proud. Be humble. You are making a difference in the future of this region and geopolitics around the globe. That’s something to hang your hat on at the end of a hard week.”

Mr. Aguilar sent another message on June 10, 2025, with a picture of a young girl carrying a bag of aid. He wrote, "Hungry. Tired. Filthy. With a smile on her face. How? Why? Because you've given her hope for a tomorrow. Hope that things will improve. Life will get better. A feeling she likely has not known in a long time. You're making a difference every day. Every hour. Every minute." Mr. Aguilar concluded the message with the mottos of the Green Berets ("De Oppresso Liber") and the British Special Air Service ("Who Dares Wins").

But while Mr. Aguilar praised UG Solutions' success, those within the Company expressed grave concerns regarding Mr. Aguilar's substandard performance and repeated workplace conflicts. During the first two weeks of June, Mr. Aguilar repeatedly complained that he was asked to perform tasks that he assessed to be outside of his contractual obligations. In his role as JTOC Team Leader, he refused to do work that was assigned to him or necessary to fulfill his duties.

Multiple UGS personnel also reported that Mr. Aguilar overestimated the leadership authority his position entailed. For example, other personnel manning the JTOC and distribution sites reported that Mr. Aguilar frequently became aggressive and overly assertive. He appeared to think he should be in charge of UGS's operations in Gaza. Meanwhile, Mr. Aguilar was failing to execute the daily deliverables assigned to him, such as the daily movement plan. Overall, Mr. Aguilar seemed distressed by his perception that he was shouldering the most responsibility out of anyone in the JTOC while at the same time failing to perform the discrete tasks actually assigned to him.

II. Mr. Aguilar's poor performance leads to his termination.

The tension between Mr. Aguilar's self-perception and his actual performance crossed an unacceptable threshold at an exceedingly dangerous time. On June 13, 2025, Israel launched Operation Rising Lion, striking over a dozen locations in Iran, including nuclear sites, military installations, and residential areas. Throughout the Middle East, and especially in Israel and Gaza, the IDF and American assets prepared for an Iranian response.

The UG Solutions leadership team in Israel and Gaza, in conjunction with SRS leadership, distributed an operations order ("OPORD") with contingency plans should the IDF require SRS and UGS personnel to relocate due to threats from Iran. As more senior personnel within UG Solutions attempted to coordinate between geographically disparate distribution sites, Mr. Aguilar argued and interfered with the planning and operations. This instance was one of many in which Mr. Aguilar failed to perform basic tasks and stepped outside his authority while creating friction with operators who were attempting to coordinate action.

Later, on June 13, 2025, UG Solutions leadership informed Mr. Aguilar that his contract had been terminated, and he was placed on suspended duty with full pay and retained accommodation. Leadership removed Mr. Aguilar from Gaza and allowed him a hotel room in Israel while the Company coordinated his movement back to the United States.

Mr. Aguilar immediately requested to stay with UG Solutions. On June 14, he wrote to Company leadership, "I asked [UG Solutions ground leadership] to reconsider and offered [] that I'd work in any capacity." Company leadership agreed to speak with Mr. Aguilar on June 14, 2025, to hear him out on his plea to remain with the Company.

Following a multi-hour conversation, Mr. Aguilar sent additional messages requesting that he be allowed to continue working with UG Solutions. He wrote:

I do not want to leave. I understand that my current contract as the "JTOC Operator" is terminated. Fine. But I can be put on a new contract. If [other personnel] liking that or not is the fear, then UG is being held hostage. ... I can be of HUGE value to this company and contract. Take advantage of me as an asset. No one else on this contract has the planning, leadership and experience that I bring. Infantry, Ranger Regiment, Special Forces, commanded at every level. The issues we have are easy to fix, but it requires leadership.

On June 15, 2025, Mr. Aguilar wrote, "We need to work something out for me to sign a new contract." He provided multiple proposed courses of actions for him to continue work with UG Solutions in a different capacity. Meanwhile, Mr. Aguilar sent thinly veiled threats to others at the Company – promising, for example, that he could be "your best friend or your worst nightmare. Stop F-ing around, put me back to work, and let's get this mission done."

In a message on June 21, 2025, Mr. Aguilar cited his personal family needs in support of his requests for continued employment. Mr. Aguilar concluded the message, "Figure something out, or I'm on a plane come Tuesday and the gloves are off."

III. Following through on his threats, Mr. Aguilar initiates a smear campaign.

Despite Mr. Aguilar's protestations, the Company was firm in its judgment that Mr. Aguilar's substandard and erratic behavior in Gaza precluded him from further work with UG. As the reality of the Company's decision sunk in, Mr. Aguilar became more hostile.

On June 19, he wrote, “There are a lot of folks that miss me from SRS, UG, and Arkel. This ‘termination’ is garbage. Unwarranted.” Mr. Aguilar fluctuated between pleading for another chance at working with the Company and lobbing hyperbolic allegations. Throughout July, Mr. Aguilar continued to ask for additional opportunities with the Company. As late as July 4, 2025, Mr. Aguilar informed Company leadership that he had submitted a new application for reconsideration with respect to work in Gaza.

At the same time that he begged the Company for re-employment and submitted multiple additional applications through UG Solutions systems, Mr. Aguilar made a number of statements to the media and appearances on high-profile news programs or podcasts. Mr. Aguilar’s accounts appeared to be a fabricated outgrowth of his desperate attempt to continue working for UG Solutions or else to become the Company’s “worst nightmare.” Notably, Mr. Aguilar only worked for UG Solutions for a total of 27 days, many of which were spent at a hotel in Israel instead of on the ground at the distribution sites. Not only did the events that Mr. Aguilar recounts never happen, but he was not in the right place at the right time to witness such allegations.

Since his termination, Mr. Aguilar has made multiple false statements across multiple platforms. **Accordingly, UG Solutions requests an opportunity to comment on and correct any specific factual allegations relying on Mr. Aguilar’s account.**

IV. Allegations regarding the use of force are false.

Specifically, Mr. Aguilar has made false claims regarding the use of force at static distribution sites. Mr. Aguilar alleged that UG Solutions personnel have used stun grenades, tear gas, and other non-lethal munitions in a manner that caused undue harm to civilians. This is false. While it is true that UG Solutions personnel use pepper spray and other non-lethal means to prevent trampling in the crowds of civilians seeking aid, these systems are always deployed consistent with their intended use. The effect has been multiple instances in which UG Solutions personnel have successfully dispersed crowds, saving the lives of women, children, and starving individuals unable to lift themselves out of the crush.

Warning shots have also been utilized to disperse crowds. But contrary to Mr. Aguilar’s claims, no UG Solutions personnel have *ever* directed warning shots at civilians. On the ground in Gaza, warning shots are always directed upwards, in the air and towards the coastline.

Mr. Aguilar's claims that UG Solutions personnel have had any connection to "war crimes" are similarly false. To the contrary, UG Solutions personnel have routinely saved lives, disarmed criminals and would-be murderers, and weakened Hamas's grip on the food supply and market dynamics in Gaza. Further, Mr. Aguilar's claims to the BBC and others that he was an eyewitness to IDF actions are false. He did not leave the static distribution site during operations and would not have had a line of sight to IDF assets beyond the high berms protecting the sites.

V. Mr. Aguilar uses fabricated and back-dated evidence as part of his campaign.

Mr. Aguilar's fabricated May 28 memorandum illustrates his scheme to smear the Company through lies. On July 21, 2025, for the first time, the Company received a copy of a memorandum from Mr. Aguilar purporting to have originated on May 28, 2025. The memorandum captures many of the false allegations that Mr. Aguilar had been spreading through the press. Not surprisingly, a cursory look at the circumstances of this document belies its falsity.

First, the circumstances of Mr. Aguilar's arrival in Gaza precluded him from drafting such a memorandum in May. The Company did not issue Mr. Aguilar a computer. Just like the other personnel in the JTOC, Mr. Aguilar was completely occupied with 24/7 operations. That he would have had the time or resources to draft such a memorandum is simply not possible.

Second, the memorandum is wholly inconsistent with Mr. Aguilar's effusive contemporaneous messages in late May and early June. Both to the broader UG Solutions group and in private interactions, Mr. Aguilar lauded UG Solutions' operations as heroic and effective. It was only after his removal from Gaza and termination that allegations of misconduct began.

Third, the metadata in the memorandum reveals that it was created on July 21, 2025 – not May 28. The actual date of creation – July 21 – was the same day that Mr. Aguilar sent the memorandum to Company personnel and to the press.

Mr. Aguilar's use of this fabricated and back-dated memorandum conforms to his overall strategy in the smear campaign he has waged. Mr. Aguilar has spread false accounts of events that never happened that contradict his own contemporaneous messages. The explanation for Mr. Aguilar's actions is clear from his promise to become the Company's "worst nightmare" in light of his scorned bids at re-employment.

Mr. Aguilar is a bitter and disgruntled former contractor who seeks revenge on UG Solutions. His erratic behavior since his termination – marked by a split persona begging the Company for employment while smearing it to the press – is unsurprising given his erratic and unprofessional behavior in Gaza. As a source, Mr. Aguilar is both self-interested and unreliable.

UG Solutions remains focused on getting food to starving civilians. While the Company is open to feedback from its personnel on how to improve aid distribution operations, it cannot abide a false smear campaign that Hamas itself has broadcast in support of its terrorist propaganda.

UG Solutions' review is ongoing, and the Company stands ready to address any additional inquiries.

Sincerely,

A handwritten signature in blue ink, appearing to read 'David Panzer', with a large, stylized flourish at the end.

David Panzer, Esq.