

A LEVEL ALLIANCES LLC

Strategic M&A | Capital Advisory | Phygital Platform Development

March 2026

Dear Stu,

Paul and I have, over a long period of time, reached a quiet understanding — a silent agreement arrived at not through formal negotiation, but by listening to something more instinctive: the voice that tells you when the moment is right and the person across the table is the right one. We have not needed loud words for this. The understanding exists between us already.

But a silent agreement of this weight needs a witness. Someone who can stand at the intersection of all its moving parts — and confirm that what is being built here is real, considered, and worthy of the trust being extended. For that role, I could think of no one better than you.

Why You

Your professional standing and personal character place you at a unique intersection: on one side, a twenty-year friendship with Paul — a relationship that speaks to who he is and what his word means. On the other, your years of advisory work with Gökçelik, and the fact that it was **through you** that this opportunity first came to my attention. You are, in the most precise sense, the origin point of this story. No one carries more legitimacy as witness to where it goes next.

What Paul Carries

Below the surface of what Paul presents to the market lies a deep current — a long-considered desire to step away, to finally cash out, and to take the rest he has earned. That is the tide running beneath everything. Above the waterline, however, is the other truth: he wants to bring the ship he has sailed this far safely into harbor. He does not want it to run aground on the way home. These two forces — the desire to exit and the duty to protect what he built — are not in conflict. They simply need to be honored together. That is what this structure is designed to do.

Who I Am in This Story

You know the scene in the Western: a stranger rides into town, walks into the saloon through a room full of curious stares, takes a seat at the bar, and orders a whiskey — hard, neat, no

explanation offered. He is not there to impress anyone. He is not there to fight. He has simply decided that **this is the town**, and he intends to stay.

I am that stranger. I have built careers on three continents — and now I have come to the United States with the intention of earning my place here the same way I earned it everywhere else: by doing the work, executing with discipline, and building something that lasts. My success in China was not an accident. What I intend to build in the U.S. will not be either.

Two years of preparation went into this moment: one year at the desk, one year in the field. We have studied the market, identified the gaps, chosen the target, and structured the offer. Now we move.

What We Are Building

We intend to be the **first mover in the Phygital Elements™ market** — a category that does not yet have a dominant owner, and that the Gen Z consumer cycle of 2030 will reward handsomely. Our goal is to arrive at that moment fully built, not scrambling to catch up.

The immediate roadmap is concrete:

- Paul's San Francisco office will become our flagship Showroom — a live demonstration environment for the Phygital Elements platform.
- Akron will serve as our Civic Third Space Proof-of-Concept Center — the operational laboratory where we prove the model.
- With Gökçelik, we will establish a built-in subcontractor and manufacturing alliance — giving us the production backbone that no pure-technology competitor can match.
- Our immediate milestone: the first Flagship Third Space Center open in Austin before this Christmas — placed directly in the lap of Gen Z.

What I Ask of You

I am asking you to take on the role of **referee and witness** across this process — in your dual capacity as a board member of OnQ on one side and as the senior advisor to Gökçelik on the other. No one else carries the credibility in both rooms that you do. No one else can hold the integrity of this process with the same authority.

We have the concept, the business model, and the financing. What we need now is to finalize our **execution partner**. Our preference — as you will see from the offer we are also sending to Gökçelik this week — is Gökçelik. But if that partnership cannot be concluded on workable terms, we have identified alternatives: WOW Display, POPAI Global, and Leadshow Display. One of these four will be our manufacturing and execution alliance. We intend to move quickly.

We have given Paul a quiet runway until **September 2026** — time enough to think clearly, ask the right questions, and arrive at a decision without pressure. After that date, we will act on whatever we have.

This week, we will also transmit our formal offer to Gökçelik. Given that you were the person who first brought Gökçelik to my attention, and given your position as their advisor, we would like to make that offer formally **through you** — so that it arrives with the weight and context it deserves.

Enclosed with this letter:

Enclosure 1 | Letter of Intent — A Level Alliances LLC / OnQ (Ref: ALA-ONQ-LOI-2026-001)

A non-binding letter of intent setting out ALA's acquisition interest, offer structure, payment terms, and transaction conditions in respect of OnQ.

Enclosure 2 | Independent Valuation Assessment — OnQ (Ref: VMM-ONQ-VA-2026-001)

An independent valuation report prepared by VMM Capital establishing the fair market value range of OnQ based on disclosed financials and prevailing market conditions.

With respect, warmth, and full intention —

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A Level Alliances LLC