

Subject: A Level Alliances — Formal Submission: Letter of Intent, Valuation & Cover Letter | OnQ
Date: Monday, March 30, 2026 at 08:22:21 Pacific Daylight Time
From: Mehmet Narin
To: Paul Chapuis, Stuart Armstrong
CC: David Block, randall.cox@alevelalliances.com, Emre Mustafa, ALA - Front Desk
Attachments: ALA_OnQ_LOI_March2026_v2.docx.pdf, VMM_Capital_OnQ_Valuation_Assessment_2026.docx.pdf, ALA_CoverLetter_Stu_March2026.docx.pdf

Dear Stu, Dear Paul,

Please find attached three documents that together constitute our formal submission in connection with the proposed acquisition of OnQ by A Level Alliances LLC.

Enclosure 1 — Personal Letter to Stu Armstrong

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

Enclosure 3 — Letter of Intent — A Level Alliances LLC / OnQ (Ref: ALA-ONQ-LOI-2026-001)

The cover letter to Stu provides the full context for this submission — who we are, what we are building, what we ask of each of you, and why this moment matters.

The valuation and the LOI speak for themselves.

We have given all parties a quiet runway until September 1, 2026. We ask only that you read carefully, ask whatever questions you have, and let us know when you are ready to talk.

With respect and genuine excitement for what lies ahead —

Warmly,
M. Memedi Narin

Founder, A Level Alliances

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