

Floyd R. Self
(850) 521-6727
fself@bergersingerman.com

January 18, 2022

Adam Teitzman, Commission Clerk
Florida Public Service Commission
Office of Commission Clerk
2540 Shumard Oak Blvd.
Tallahassee, Florida 32399-0850

REDACTED

Re: Tillman FiberCo Florida, LLC

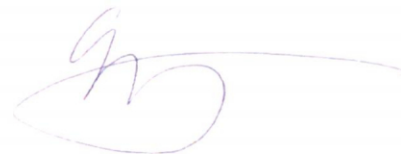
Dear Mr. Teitzman:

Enclosed for filing is Tillman FiberCo Florida, LLC's Application for Original Authority to Provide Telecommunications Service in the State of Florida. Also enclosed is the Confidential financial information and filing fee check in the amount of \$500.00.

If you need any further information, please let us know.

Sincerely,

Berger Singerman LLP



Floyd R. Self

FRS/am
Attachments

RECEIVED-FPSC
2022 JAN 18 PM 3:23
COMMISSION
CLERK

Redacted Version for Public Inspection

TILLMAN FIBERCO FLORIDA, LLC
APPLICATION FOR ORIGINAL
AUTHORITY TO PROVIDE
TELECOMMUNICATIONS SERVICE
IN THE STATE OF FLORIDA

CONFIDENTIAL - Pages 24 – 27

FINANCIAL FORECAST

FLORIDA PUBLIC SERVICE COMMISSION

OFFICE OF INDUSTRY DEVELOPMENT AND MARKET ANALYSIS

APPLICATION FOR ORIGINAL AUTHORITY OR TRANSFER OF AUTHORITY TO PROVIDE TELECOMMUNICATIONS SERVICE IN THE STATE OF FLORIDA

INSTRUCTIONS

This form should be used as the application for an original certificate and transfer of an existing certificate (from a Florida certificated company to a non-certificated company). In the case of a transfer, the information shall be provided by the transferee. If you have other questions about completing the form, call **(850) 413-6600**.

Print or type all responses to each item requested in the application. If an item is not applicable, please explain. All questions must be answered. If unable to answer the question in the allotted space, please continue on a separate sheet.

Once completed, submit the **original and one copy** of this form along with a **non-refundable** fee of **\$500.00** to:

**Florida Public Service Commission
Office of Commission Clerk
2540 Shumard Oak Blvd.
Tallahassee, Florida 32399-0850
(850) 413-6770**

APPLICATION

This is an application for (check one):

Original certificate (new company)

Approval of transfer of existing certificate: Example, a non-certificated company purchases an existing company and desires to retain the original certificate rather than apply for a new certificate.

Please provide the following:

1. Full name of company, including fictitious name(s), that must match identically with name(s) on file with the Florida Department of State, Division of Corporations registration:

Tillman FiberCo Florida, LLC.

2. The Florida Secretary of State corporate registration number: **M22000000277**

3. F.E.I. Number: **87-4167028**

4. Structure of organization:

The company will be operating as a:
(Check all that apply):

- | | | | |
|-------------------------------------|---------------------------|--------------------------|------------------------------|
| <input type="checkbox"/> | Corporation | <input type="checkbox"/> | General Partnership |
| <input type="checkbox"/> | Foreign Corporation | <input type="checkbox"/> | Foreign Partnership |
| <input checked="" type="checkbox"/> | Limited Liability Company | <input type="checkbox"/> | Limited Partnership |
| <input type="checkbox"/> | Sole Proprietorship | <input type="checkbox"/> | Other, please specify below: |

The Applicant is an Limited Liability Company Registered in Delaware

If a partnership, provide a copy of the partnership agreement.

If a foreign limited partnership, proof of compliance with the foreign limited partnership statute (Chapter 620.169, FS). The Florida registration number is: _____

5. Who will serve as point of contact to the Commission in regard to the following?

(a) This application:

Name: Carl E. Erhart
Title: Vice President Public Policy and Regulatory
Street Address: 152 West 57th Street, 27th Floor
Post Office Box:
City: New York
State: New York
Zip: 10019
Telephone No.: (O) 212-706-1677 (M) 512-636-8986
Fax No.: None
E-Mail Address: carl.erhart@tillmanglobal.com

(b) Ongoing operations of the company:

(This company liaison will be the point of contact for FPSC correspondence. This point of contact can be updated if a change is necessary, but this must be completed at the time the application is filed).

Name: Carl E. Erhart
Title: Vice President Public Policy and Regulatory
Street Address: 152 West 27th Street, 27th Floor
Post Office Box:
City: New York
State: New York
Zip: 10019
Telephone No.: (O) 212-706-1677 (M) 512-636-8986
Fax No.: None
E-Mail Address: carl.erhart@tillmanglobal.com
Company Homepage: TBD

(c) Optional secondary point of contact or liaison:

(This point of contact will not receive FPSC correspondence but will be on file with the FPSC).

Name: Ken Dixon
Title: Chief Executive Officer
Street Address: 152 West 27th Street, 27th Floor
Post Office Box:
City: New York
State: New York
Zip: 10019
Telephone No.: 212-706-1677
Fax No.: None
E-Mail Address: Ken.dixon@tillmanglobal.com

6. Physical address for the applicant that will do business in Florida:

Street address: 152 West 27th Street, 27th Floor
City: New York
State: New York
Zip: 10019
Telephone No.: 212-706-1677
Fax No.: None
E-Mail Address: carl.erhart@tillmanglobal.com

7. List the state(s), and accompanying docket number(s), in which the applicant has:

(a) **operated** as a telecommunications company.

The Applicant is a start-up and does not currently hold any other certifications nor has it operated as a telecommunications company in any state.

(b) **applications pending** to be certificated as a telecommunications company.

The Applicant's affiliates anticipate filing similar applications contemporaneously in the States of Colorado, Nevada, and Texas.

(c) **been certificated** to operate as a telecommunications company.

The Applicant has not held a permit, license or certificate to provide telecommunications services in Florida or any other state.

(d) **been denied authority** to operate as a telecommunications company and the circumstances involved.

The Applicant has never been denied authority to operate as a telecommunications company

(e) **had regulatory penalties imposed** for violations of telecommunications statutes and the circumstances involved.

The Applicant has never had any regulatory penalties imposed for violations of telecommunications statutes.

(f) **been involved in civil court proceedings** with another telecommunications entity, and the circumstances.

The Applicant has not been involved in any civil court proceedings with any other telecommunications entity.

8. The following questions pertain to the officers and directors. Have any been:

(a) adjudged bankrupt, mentally incompetent (and not had his or her competency restored), or found guilty of any felony or of any crime, or whether such actions may result from pending proceedings? Yes No

If yes, provide explanation.

(b) granted or denied a certificate in the State of Florida (this includes active and canceled certificates)? Granted Denied Neither

If granted provide explanation and list the certificate holder and certificate number.

If denied provide explanation.

(c) an officer, director, and partner in any other Florida certificated telecommunications company? Yes No

If yes, give name of company and relationship. If no longer associated with company, give reason why not.

Mr. Dixon was a senior executive with Verizon Communications and held several senior leadership positions with the company including President of the FiOS business prior to his retirement from Verizon.

Mr. Frazier previously served as President of Essentia, Inc. from 2016 – 2020 prior to becoming an Operating Partner with Tillman Global Holdings.

9. Florida Statute 364.335(1)(a) requires a company seeking a certificate of authority to demonstrate its managerial, technical, and financial ability to provide telecommunications service.

Note: *It is the applicant's burden to demonstrate that it possesses adequate managerial ability, technical ability, and financial ability. Additional supporting information may be supplied at the discretion of the applicant. For the purposes of this application, financial statements MUST contain the balance sheet, income statement, and statement of retained earnings.*

(a) **Managerial ability:** An applicant must provide resumes of employees/officers of the company that would indicate sufficient managerial experiences of each. Please explain if a resume represents an individual that is not employed with the company and provide proof that the individual authorizes the use of the resume.

Tillman FiberCo Florida, LLC has highly experienced, well qualified management, operational and technical personnel that will operate the company. Led by Mr. Dixon, the former President of Verizon Fios, the FiberCo team has industry-leading experience in the oversight, development, and operation of various types of telecommunications networks, including facilities-based fiber networks. These key members of the FiberCo, LLC., management team have over 150 years of combined experience in the telecommunications industry. The Applicant's leadership team is experienced in developing high performance teams and possesses the necessary technical expertise in building and maintaining world class networks.

In addition, the owners of applicant's indirect parent company, Tillman Global Holdings VI, LLC., have deployed over \$7 Billion in capital as an investor, owner, and operator of several other successful digital infrastructure businesses in more than 20 countries globally. Please see www.TillmanGlobalHoldings.com for biographies of its principles.

Below is a brief summary of the key leadership team and attached are the resumes of the current management team of Tillman FiberCo Florida, LLC.

Sanjiv Ahuja is one of the most recognized and noted telecom business leaders in the industry today. He is engaged in investing and incubating several ventures in both infrastructure and technology arenas around the globe. As Founder and Chairman of Tillman Global Holdings, he is building telecommunications infrastructure in the U.S., Myanmar and Europe through portfolio companies Tillman Infrastructure, Apollo Towers and Way4orth, respectively. His corporate successes include the turnaround and growth of Orange S.A. from 2003 to 2007. During Mr. Ahuja's tenure as the CEO, Orange grew from 48 million subscribers to well over 100 million subscribers. Orange also added several countries to its footprint both in Europe and Africa. During this period, Orange experienced a dramatic financial turnaround and success on all metrics, including revenue and profitability. Mr. Ahuja led the turnaround of Telcordia Technologies (formerly Bellcore) from 1994 to 2000. During his tenure, the company doubled revenue and more than quadrupled its profitability. Mr. Ahuja serves on several public boards including Telenor S.A., Cadbury's, Williams-Sonoma, and Network Appliance, and formerly on the board of directors of Vodafone. Mr. Ahuja has a degree in electrical engineering from Delhi University, India, and a master's degree from Columbia University in New York.

Ken Dixon is Chief Executive Officer of Tillman FiberCo Florida, LLC and has 30+ years of experience advising and leading corporate strategies and wireline /wireless operations for Verizon. During his time at Verizon, Mr. Dixon served as President of Verizon FiOS and was responsible for all sales, marketing, operations and customer service strategy for voice, data, and video services in Verizon's wireline territory. During each year of his tenure, these organizations were awarded highest in customer satisfaction with residential internet service. Mr. Dixon has held numerous leadership positions including Group President, Consumer Markets, President Consumer and Mass Business for Verizon

Communications. In addition, Mr. Dixon served as Chief Marketing Officer, President Northeast and Midwest Areas for Verizon Wireless. Mr. Dixon holds a Bachelor of Science from Syracuse University.

Philip Jenkins is the Chief Customer Officer of Tillman FiberCo Florida, LLC and has more than 30 years of experience in telecommunications industry. His experience includes 21 years with Verizon, 7 years in the U.S. Army, and nearly 2 years at Gartner supporting global organizations to improve their customer service experiences including many of the world's largest telecommunication companies. While at Verizon, he led network operations centers (NOC), central office operations including switch, transport, power and frame equipment, launched the first centralized dispatch resource center for installation and maintenance of both fiber and copper-based services, and customer contact centers supporting voice, chat, and social media channel engagement. Over the last decade, Mr. Jenkins led Verizon's customer engagement strategy launching an analytics center of excellence (ACE) leveraging artificial intelligence and insights to enable transformative customer experiences and a world class next best action program that reduced expense, increased revenue, and improved customer satisfaction. Mr. Jenkins is a veteran of the United States Army and holds a bachelor's degree in Business Management from the University of Phoenix.

Carl Erhart is Vice President Public Policy and Regulatory for Tillman FiberCo Florida, LLC and has more than 37 years of experience in the telecommunications industry. Mr. Erhart most recently served as Vice President Regulatory for Frontier Communications and prior to that spent 30+ years at Verizon having held several corporate positions in accounting, finance, policy development, regulatory and governmental affairs. Mr. Erhart served as Vice President for State Government Affairs for Verizon's Midwest Area and as a Region President for Public Policy. Mr. Erhart has served on several business and policy boards including the Pennsylvania Business Council, the Pennsylvania Chamber of Business and Industry, the Discover the Real West Virginia Foundation, the Texas Business Leadership Council, the Texas Association of Business, the Texas Telephone Association, the Dallas Regional Chamber, the foundation board of the University of Texas – Pan American, the New Mexico Exchange Carrier Association, the Rocky Mountain Telephone Association and the Arizona Local Exchange Carrier Association. Mr. Erhart holds a designation as a Certified Public Accountant and is a member of the Indiana CPA Society and the AICPA. Mr. Erhart has a bachelor's degree in accounting from Robert Morris University and an MBA from George Mason University.

Mark Frazier is Vice President Construction for Tillman FiberCo Florida, LLC. Mr. Frazier has decades of experience in wireless business development, sales and distribution strategy and services. Most recently, Mark served as President of Essentia Inc, a turnkey developer of Fiber networks across the United States. Prior to that Mr. Frazier served as Region President for Verizon's largest region and was responsible for strategic direction and distribution strategies. Mr. Frazier studied Business at the State Technical Institute of Knoxville.

Brent Jones is Vice President of Field Operations for Tillman FiberCo Florida, LLC. Mr. Jones has 30+ years of experience in the telecommunications industry working with JNET Communications and Verizon. Previous positions held at Verizon included Director of Operations for Northern Virginia, Director of Installation and Maintenance for Central and Eastern Virginia and Director of Verizon's Construction and Engineering National Staff. Mr. Jones directed an organization of over 1,100 core employees and over 2,000 contractors and was responsible for Verizon's Fiber to the Premise construction and all Buried Service Wire and Damage Prevention activities. Mr. Jones is a veteran of the United States Marine Corps., a licensed Professional Engineer and holds a degree in Civil Engineering from Virginia Tech.

- (b) **Technical ability**: An applicant must provide resumes of employees/officers of the company that would indicate sufficient technical experiences or indicate what company has been contracted to conduct technical maintenance. Please explain if a resume represents an individual that is not employed with the company and provide proof that the individual authorizes the use of the resume.

Please see the response to question 9(a) above.

- (c) **Financial ability**: An applicant must provide financial statements demonstrating financial ability by submitting a balance sheet, income statement, and retained earnings statement. An applicant that has audited financial statements for the most recent three years must provide those financial statements. If a full three years' historical data is not available, the application must include both historical financial data and pro forma data to supplement. An applicant of a newly established company must provide three years' pro forma data. If the applicant does not have audited financial statements, it must be so stated and signed by either the applicant's chief executive officer or chief financial officer affirming that the financial statements are true and correct.

As a newly established startup, Tillman FiberCo Florida, LLC does not have existing audited financial statements. Therefore, please see attached as Confidential Exhibit 1 forecasted proforma financial information.

The Applicant will be funded with a combination of debt and equity by its indirect parent, Tillman Global Holdings VI, LLC., which is the parent company to Tillman FiberCo LLC. Tillman Global Holdings VI, LLC is owned and funded by Tillman Global Holdings, which has deployed over \$7 Billion in capital as an investor, owner, and operator of several other successful digital infrastructure businesses in more than 20 countries globally. Please see www.TillmanGlobalHoldings.com for biographies of its principles.

10. Where will you officially designate as your place of publicly publishing your schedule a/k/a tariffs or price lists)? (Tariffs or price lists MUST be publicly published to comply with Florida Statute 364.04).

Florida Public Service Commission

Website – Please provide Website address:

Applicant commits to establishing a website to publish its rates consistent with Florida Statute 364.04 prior to offering service.

Other – Please provide address: _____

THIS PAGE MUST BE COMPLETED AND SIGNED

REGULATORY ASSESSMENT FEE: I understand that all telecommunications companies must pay a regulatory assessment fee. A minimum annual assessment fee, as defined by the Commission, is required.

RECEIPT AND UNDERSTANDING OF RULES: I understand the Florida Public Service Commission's rules, orders, and laws relating to the provisioning of telecommunications company service in Florida.

APPLICANT ACKNOWLEDGEMENT: By my signature below, I, the undersigned owner or officer, attest to the accuracy of the information contained in this application and attached documents and that the applicant has the technical ability, managerial ability, and financial ability to provide telecommunications company service in the State of Florida. I have read the foregoing and declare that, to the best of my knowledge and belief, the information is true and correct. I have the authority to sign on behalf of my company and agree to comply, now and in the future, with all applicable Commission rules, orders and laws.

Further, I am aware that, pursuant to Chapter 837.06, Florida Statutes, "***Whoever knowingly makes a false statement in writing with the intent to mislead a public servant in the performance of his or her official duty shall be guilty of a misdemeanor of the second degree, punishable as provided in s. 775.082 and s. 775.083.***"

I understand that any false statements can result in being denied a certificate of authority in Florida.

COMPANY OWNER OR OFFICER

Print Name: Ken Dixon
Title: CEO
Telephone No.: 212-706-1677
E-Mail Address: Ken.dixon@tillmanglobal.com

Signature:  Date: 1/12/2022

State of Florida



Department of State

I certify from the records of this office that TILLMAN FIBERCO FLORIDA, LLC, is a Delaware limited liability company authorized to transact business in the State of Florida, qualified on January 5, 2022.

The document number of this limited liability company is M22000000277.

I further certify that said limited liability company has paid all fees due this office through December 31, 2022, and its status is active.

I further certify that said limited liability company has not filed a Certificate of Withdrawal.

Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this the
Sixth day of January, 2022



CR2E022 (01-11)

Laurel M. Lee

Secretary of State

KEN DIXON

(781) 835-7000 • kendxn723@gmail.com • www.linkedin.com/in/ksdixon

GROUP PRESIDENT – FORTUNE 20 COMMUNICATIONS AND TECHNOLOGY EXECUTIVE

Proven P&L leader adept in transforming underperforming and complex multi-channeled businesses. Repeated success bringing tech enablement to legacy business through insightful market analysis focused on customers, competitors, and technology trends. Consistently delivers profit improvements while building shareholder value. Skilled speaker, including public board interface.

PROFESSIONAL EXPERIENCE

VERIZON COMMUNICATIONS, [NYSE: VZ], New York, NY

1992 – 2019

\$130B multi-national telecommunications conglomerate formed via mid-1990s rebranding of Baby Bells and merger of NYNEX and Bell Atlantic. Provides wireless, internet, FiOS, and landline services. Operates 4G and 5G networks that reach 145 million consumer and business customers worldwide. 145,000 employees.

Group President, Consumer Markets, Verizon Communications, Basking Ridge, NJ, Aug 2016 to Mar 2019

Reported to CEO/Chairman charged to transform Verizon's \$13B consumer business facing substantial labor and fixed content cost issues and severe competitive headwinds due to declining demand for legacy video, voice, and copper core networks. Full P&L responsibility for all consumer products and services with workforce of 9,500. Direct reports included 12 SVP/VP managers across finance, legal, HR, IT, sales, marketing, digital, CRM, operations, customer service, and call centers.

Transformed FiOS by Verizon

- Grew \$11B high-growth fiber optics business that bundled internet, telephone, and video. Executed network transformation strategy that drove \$321M incremental revenue by adding 375K new customers and migrating 138K customers from copper-to-fiber technology.
- Launched Gigabit service to entire FiOS footprint, which despite declining trends in home telephone and video, led to increase in net internet sales of 9.8% and margin by 45 bps in one year.
- Changed the culture to expand interactive "Life on Fios" app, which tripled customer engagement and reduced customer cancellations by 30%, call-ins by 26%, and repeat service calls by 27%.

Launched "digital-first" strategy, which dramatically decreased costs and built digital renewals

- Reduced call center volume by 35% in two years:
 - Increased on-line acquisition volume by 83% through machine-learning and offer expansion.
 - Doubled digital customer renewals and reduced headcount by 29% (9500 to 6700 employees).
- Reengineered technical support and trouble-shooting using machine-learning and robotic automation:
 - Created patent-pending process that reduced manual recordkeeping and shortened average call time.
 - Achieved "best-in-Verizon-history" first-ticket resolution.
- Received J.D. Power Awards for best-in-class customer experience.

Built industry-leading Customer Relationship Management (CRM) System

- Implemented customer net present value (NPV) strategy and executed retention systems to focus on spend, tenure, and payment history.
- Increased "do-it-yourself" service to 76% of all customer transactions and auto-pay customers by 66% over two years reducing payment processing costs, collections, and suspension costs.

Led fundamental change in organizational culture

- Strengthened relations with union workforce. Extended existing labor agreement by three years and avoided work stoppage and related negative impact on customers.
- Established rigorous KPIs and benchmarking that drove record results over three years.

Verizon Wireless Roles – \$90B wholly-owned subsidiary of Verizon Communications**Area President/SVP, Northeast, Morristown, NJ, 2014 to 2016**

Assumed responsibility for \$18B underperforming P&L with 13 northeast states serving 22 million customers. Reported to COO. Led company-owned stores and indirect distribution, including national retail, B2B, and government sales. Workforce of 7,400 through 13 direct/matrixed reports in finance, sales, operations, HR, PR, IT, and wireless network.

- Grew Northeast revenue 2.4% Y/Y to \$18B (EBITDA 6.8% Y/Y) in a mature market; reduced headcount 9.6%.
 - Migrated customers from device subsidies to customer purchase of 4G devices while reducing cash cost per average connection by 20% Y/Y
- Curtailed movement to unionized retail stores by improving customer experience and employee culture.

Chief Marketing Officer/SVP, Basking Ridge, NJ, Jun 2013 to Nov 2014

Reported to CEO Verizon Wireless. Charged to optimize \$1.7B marketing budget across corporate and wireless businesses. Overall management of Verizon “brand” including marketing, advertising, website integration, and development of mobile products and services. Team of eight SVP/VP/Director-level reports with total staff of 500. Also held national merchandising oversight for 1,500 retail stores and wholesale distributors (BJs and Costco) and 3,000 agent locations. Spokesperson to national and industry media.

- Increased EBITDA from \$4.5B to \$34B and expanded margins 297 bps to 49.5%.
 - Signed \$1B wholesale distributor agreement, largest in company history.
 - Oversaw product launch of handsets, tablets, and WiFi devices and new “more everything” pricing model that delivered 4 million new customers.
 - Grew new service revenue by +7.6% to \$69B from the existing 100 million customers.
- Launched CRM and first-ever rewards program to drive industry-leading postpaid customer churn.

Area President/SVP, Midwest, Schaumburg, IL, 2010 to 2013

\$15.5B P&L with 9,700 employees in 15 states. Business included 13 call centers, 420 company-owned stores, 1,000 retail agents, 400 national retailers, and 500 business and government account representatives. Direct reports included VPs of finance, marketing, customer service, network, IT, and legal along with 5 Regional Presidents with geographic P&Ls.

- Increased average revenue per user by 3.7% Y/Y and expanded new service revenues by 8.5%.
- Grew EBITDA margin 3.1% Y/Y to 52.7%.

Regional President, New England, North Andover, MA, 2007 to 2010

\$3B P&L. Responsible for sales, distribution, service, marketing, finance, customer service, and operations in six states with 2,000 employees. Oversaw 200 company stores and kiosks, 500 local agents, and 250 business and government account representatives.

- Exceeded operating cash flow plan and awarded CEO’s Most Profitable Region (2010).
- Led integration of \$2.7B Rural Cellular Corporation.

Earlier Verizon Wireless Roles

Joined NYNEX in 1992, which merged into Bell Atlantic in 1997 and acquired GTE in 2000 to become Verizon Communications. Held 14 positions between 1992 to 2007, first as Manager and Executive Director in sales management. Later, promoted to Regional and Area President roles with P&L responsibility, focused on digital transformation, expanding customer base, introducing new product and service solutions, and increasing consumer retention.

EDUCATION

BS, Syracuse University, Syracuse, NY – 1991

AFFILIATIONS

Dean’s Advisory Board, Syracuse University College of Arts & Sciences, Syracuse, NY – 2019

Carl E. Erhart

709 Lyndsey Way, Colleyville, TX 76034

Email: carl.erhart@tillmanglobal.com

Professional Profile

- Experienced, results oriented executive with an accomplished career in a Fortune 20 telecommunications company. Proven ability to translate business priorities into public policy successes by collaborating with business leaders, government officials, industry stakeholders, trade associations and advocacy groups. Leverages a deep understanding of the industry and policy environment to identify opportunities, develop strategies, build coalitions and drive results.

Core Competencies

- Business / Financial Acumen
- Telecommunications / Technology Policy
- Stakeholder Engagement
- Regulatory / Legislative Strategy
- External Consultant Management
- Creative Problem Solving and Decision Making
- Tax Policy
- Project / Budget Management
- Issue Campaign Planning and Execution

Tillman Global Holdings; Dallas, Texas

Vice President - Public Policy and Regulatory – Tillman FiberCo, LLC, January 2022 – Current

- Lead regulatory, licensing, and public policy initiatives for new start-up.

Operating Partner - Tillman FiberCo, LLC, August 2021 – December 2021

Frontier Communications; Irving, Texas

Vice President - Regulatory and Governmental Affairs, March 2016 – June 2021

- Lead in-house and external consultant teams responsible for regulatory, state and local governmental affairs, industry relations and compliance requirements for two operating areas covering nine states.
- Develop and advocate corporate policy positions with key stakeholders, government officials and the industry ecosystem. Provide expert testimony before state legislative committees and state regulatory agencies.

Verizon Communications; Pittsburgh, Pennsylvania

Vice President - State Government Affairs, Midwest Area, September 2011- December 2015

- Manage state and local public policy initiatives for all Verizon business units across a fifteen state Area with \$30B in annual revenue.
- Analyze, develop and advocate the company's regulatory and legislative policy and issue positions in each market and ensure consistency with corporate goals and business objectives.
- Oversee the regulatory and legislative strategies and policy development based on business requirements and the corporate vision.
- Develop and implement public policy requirements for the company's existing and future businesses.
- Build and maintain relationships and personally engage with regulators, legislators, state executive and key appointed officials in support of corporate interests.
- Direct the in-house and external contractor teams to monitor potential legislative and regulatory changes, ensuring that proactive steps and engagement with public policy makers ensuring results consistent with the company's business plans.
- Provide counsel to the various business groups and ensure compliance with state and local regulatory requirements, including certification and local franchise obligations.
- Achieved adoption of a key state technology deployment policy resulting in capital savings of \$500M.

Verizon Communications; Austin, Texas

Vice President - State Government Affairs – Central Area, June 2008 – September 2011

- Led in-house and external consultant teams responsible for policy development and advancing all legislative, regulatory, external affairs and philanthropic interests in an eleven-state area.
- Advanced public policy positions through strategic initiatives, coalition building, direct advocacy, stakeholder relationships and governmental interactions.
- Communicated the corporate vision as a business organization and a corporate citizen to external audiences.
- Served as senior-level spokesperson around public policy interactions with senior government officials.
- Passed significant tax, intercarrier compensation, broadband, Internet Protocol services and telecom deregulation legislation in multiple states.
- Secured public policy support for Verizon's first in the nation fiber technology transition project.

Vice President - Regulatory and Governmental Affairs, Southwest Region, May 2005 – May 2008

- Passed national model regulatory reform legislation in Texas.
- Received Verizon Excellence Award for passage of first in the nation video franchising legislation.
- Secured Verizon's first state issued cable franchise covering all Texas FiOS markets.

Director - Regulatory and Governmental Affairs, Southwest Region, June 2000 – April 2005

- Developed comprehensive advocacy plans with regulatory agencies, legislators, state and local government officials and industry associations. Company's primary public policy advocate.
- Managed department responsible for policy development, filing and advocacy of all state tariffs, compliance reports, contracts, contested proceedings and other rulemakings.
- Negotiated favorable network deployment requirements and secured approvals for a multi-state sale of assets.

GTE Service Corporation; Austin, Texas

AVP - Regulatory Affairs, May 1998 – June 2000

- Managed the regulatory approvals for \$1.5 billion in property sales in TX and NM.
- Received GTE Chairman's Leadership Award for passage of strategic legislation.

GTE Wireless; Atlanta, Georgia

Director - Interconnection, August 1996 – May 1998

- Implemented and led a new national organization to negotiate, implement and administer all interconnection and connecting carrier agreements.
- Negotiated the first generation 251/252 interconnection agreements with all interconnecting ILECs nationally resulting in an annual benefit to the company of \$100M, exceeding target by 300%.
- Received GTEW President's Award and GTE Chairman's Leadership Award.

GTE Telephone Operations; Irving, Texas

Manager - Regulatory Planning & Mgmt, December 1993 – August 1996

- Planned and managed all revenue impacting activities with state regulatory agencies for three of the company's largest properties with 1.4 million customers and \$1.5 billion in annual revenue.
- Leader of cross-functional teams responsible for comprehensive management audits of GTE Telephone Operations by two state regulatory agencies.

GTE North, Inc.; Westfield, Indiana

Manager - Revenue & Earnings Mgmt, Northeast Area, June 1991 – December 1993

- Led financial and regulatory team that successfully negotiated regulatory approval for the sale of a company with \$200 million in annual revenue.

Contel Service Corporation; Chantilly, Virginia (Merged with GTE 3/91)

Manager - Accounting, Eastern Region, September 1989 – June 1991

- Directed a staff of 40, \$2 million departmental budget, and oversaw the accounting for twelve companies with \$2.5 billion in fixed assets.

Senior Financial Analyst, Eastern Region, July 1987 – September 1989

- Prepared and presented expert testimony and financial exhibits in support of rate cases, new service pricing, tariffs, industry rulemaking proceedings, special projects and the ongoing financial planning and analysis for six companies with annual revenue of \$500 million.

Financial Analyst, December 1985 – June 1987

- Prepared and filed rate cases before state PUCs. Submitted financial testimony as company's expert witness.

Analyst - Rates and Tariffs, September 1984 – December 1985

- Testified before a state PUC as a rate case accounting witness

MCI Telecommunications; Wash, DC

Budget Accountant, January 1984 – September 1984

Teledyne Industries, Inc.; Pittsburgh, PA

Internal Auditor, May 1983 – January 1984

EDUCATION AND PROFESSIONAL CERTIFICATION

Certified Public Accountant, Licensed in Indiana, Member of the AICPA and Indiana CPA State Society

George Mason University, Fairfax, Virginia

MBA August 1989

Finance Major

Guest Finance Lecturer, 1989-1991

Robert Morris University, Pittsburgh, Pennsylvania

BSBA, Cum Laude, 1983

Accounting Major

BOARD OF DIRECTOR AND LEADERSHIP POSITIONS

- PA Business Council, Secretary and Policy Roundtable Member
- PA Chamber of Business and Industry
- Discover the Real West Virginia Foundation
- Texas Governor's Business Leadership Council and Member of the Education Task Force
- Texas Association of Business, Officer
- The University of Texas – Pan American Foundation
- Texas Telephone Association, Officer
- Dallas Regional Chamber
- New Mexico Exchange Carrier Group
- Rocky Mountain Telephone Association
- Arizona Telephone Association, Officer

Mark Frazier

SENIOR EXECUTIVE PROFESSIONAL

412-209-8000

Maryville, TN, 37803

mafrazier8000@yahoo.com

[LINKEDIN.COM/MARKFRAZIER](https://www.linkedin.com/company/markfrazier)

PROFILE

Executive expertise in creating shareholder value in the wireless technology field. Most recently, responsible for 7.5M customers covering three states and \$5B in total service revenues. Industry leading churn results that focused on delivering positive customer experience. Region leading connections and machine to machine (IOT), one million customers annually. Integration strategies experience including Network, HR, Finance and Legal.

SKILLS

Distribution – Design

Go To Market Strategy

Employment Development – Culture

EDUCATION

Business, State Technical Institute of
Knoxville - Knoxville, TN

Verizon Leading Sig Sigma

PERSONAL INTERESTS

Health & Fitness

Collegiate & National Sports

Fishing & Hunting

Camping

Traveling

ASSOCIATIONS

Chamber of Commerce Active Member in
Multiple US Cities

Domestic Violence OH/PA/WV

Board Member Kenny Stabler Foundation

EXPERIENCE

PRESIDENT OF WIRELESS SALES AND SERVICES

ESSENTIA INC. Charlotte, NC, 2016 – 2020

Dedicated to increasing Essentia RF Services revenues for all wireless carriers, specifically around fiber and small cell

- * Identified, cultivated and closed business opportunities with multiple wireless carriers
- * Created sales strategy and executed against that to meet revenue and investment goals
- * Developed a sales process for each specific wireless carrier
- * Identified all key decision makers with multiple wireless carriers and developed relationships with Essentia
- * Incubated new business models and opportunities for the mutual benefit of multiple wireless carriers and Essentia
- * Established industry leading customer satisfaction in combination with our proven operational teams

REGION PRESIDENT

VERIZON WIRELESS Warrendale, PA (2010 – 2015)

Spearheaded sales, revenues, network services, marketing, and overall company operations throughout the Ohio/Pennsylvania/West Virginia Region. Develop and maintain a strong Regional leadership team with more than 3000 employees, to achieve company goals and sales targets.

- * Established the region wide strategic direction, distribution strategy including the expansion of company owned stores, network expansion priorities and customer experience.
- * Manage a regional budget, year over year growth, in all measurable metrics, community relations, and employee development through a performance-driven culture. Maintain customer base of over 7.5M and service revenues of \$5B plus.
- * Implemented distribution and design strategy for over a 110 corporate owned stores, over 490 national retailers and over 340 local agents.
- * Serve as an active member of the communities in the region and increase market share through quality growth and strong retention efforts.

DIRECTOR SALES AND TRAINING OPERATIONS

VERIZON WIRELESS Chicago, IL (2007 – 2010)

Managed integration/communications plans to Midwest area leadership team and Alltel Midwest area core team.

Partnered with area/HQ business leaders to determine integration strategies with finance, marketing, IT, network, HR, customer service, and legal.

- * Worked with area real estate team/channels to determine sales and distribution integration strategies.
- * Directed all aspects of leading, managing and developing a large remote work group consisting of Associate Directors, Managers, Supervisors, Consultants of training, and Training Coordinators.
- * Utilized business results, trends and internal customer feedback to develop, implement and track the effectiveness of training solutions that assist in the achievement of key performance indicators including but not limited to gross adds, revenue growth, customer retention and customer satisfaction.
- * Accountable for achieving training team productivity objectives including platform, curriculum development, project management, reporting and analysis and professional development.
- * Directed the building, implementing, tracking, trending and analyzing training effectiveness of training programs delivered to area employees including but not limited to new hire, embedded base, systems, product and services and operations.
- * Created extensive interaction with other functional departments especially National Workforce Development. Area Sales, Marketing, Customer Service and Finance to drive increased employee capabilities and Key Performance Indicators.

EXPERIENCE (cont'd)

Mark Frazier

DIRECTOR RETAIL SALES

VERIZON WIRELESS Southfield, MI (2004 – 2007)

Established a performance management culture responsible for managing operations, budgeting, sales and revenue quota for 125 locations. Recommend, develop and implement sales, marketing and merchandising business strategies. Trade area propensity analyst

- * Increase presence in the community by developing relationships with local Chamber of Commerce personal. Managed and oversaw third party vendor relationships. Ensures service vendor is providing customer service and resolving technical issues in a timely and effective manner.
- * Led identification of new store location, store retrofits and handled facilities opening of new locations.
- * Staffing and development for the new store channel. Foster leadership qualities in retail sales district managers to motivate and coach their teams to achieve high performance results. Ensure channel compliance with business code of conduct and sales compensation plan.
- * Monitor financial reporting, budget reporting and sales reporting for all retail locations. Take action based on reports to improve performance.
- * Customer retention issues evaluated to identify opportunities to work cross-functional with other business units. Serve as a senior management escalation point for customer issues. Work to develop customer retention tools. Postpaid churn .82 of 7.5 million customers

DIRECTOR BUSINESS SALES

VERIZON WIRELESS St. Louis, MO (2001 – 2007)

Directed the strategic and technical management of the business sales channel.

- * Created new culture of the market to increase growth and penetration,
- * Developed sales plans and strategies to achieve sales goals and objectives to attain net adds, increase ARPU, manage churn and increase market penetration.
- * Handle the management and development of business channel employees as well as operations management of the channel with regards to systems, process and budgets.
- * Implemented Major and National account penetration programs.
- * Developed Balanced performance plans for the region.
- * Increased overall productivity per rep based on balanced performance.
- * Implemented quarterly regional business summit operation reviews.

DIRECTOR STRATEGIC SALES

VERIZON WIRELESS Indianapolis, IN (04/2001 – 10/2001)

Handled direct management of all sales/retention functions of the business sales channel while managing the region's budget performance.

- * Overall market objectives for new account sales and profitable revenue growth.
- * Development and implementation of effective sales plans.
- * Monitored departmental expense and optimize impact to net income.
- * Developed a Go To Market Strategy for implementation of new national retailers and

PREVIOUS EXPERIENCE

GM Indirect Sales, VERIZON WIRELESS – GTE MOBILENET (Acquisition), Indianapolis, IN

Business Sales Manager, GTE MOBILENET, Indianapolis, IN

Sales Manager, US CELLULAR, Wichita Falls, TX

PHILIP A. JENKINS

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VICE PRESIDENT

Ensuring success through technology, innovation, and leading implementations and teams to new heights

Transformational leadership ensuring robust results through expert analytics, implementation and managing skills that combine with phenomenal technological innovation. Creates exponential growth through leading and mentoring, analytical strategy and creating and executing processes. Hires top talent and empowers, building confidence and competence benefitting both careers and the enterprise. Innate, intuitive problem solver who thrives in the most complex and interwoven challenges. Both a distinguished executive and an attentive team member, bringing an adept radar for ideas and talent and commitment to nurturing both to their full potential. Focused program management, high-functioning project leadership, and award-winning results. Cross-functional expertise in business intelligence, digital transformation, customer excellence and team leadership. Whether participating in a corporate charity team or driving multimillion-dollar growth in short order, a reputation for being all-in and all about the success and growth of team members and the enterprise. Proud US Army Veteran with over 2 decades leading Enterprise level transformations from the formation of strategy to execution of changes in the operating model major components including infrastructure, technology, people, and process. Authors the direction, creates the change, and manages the lifecycle transformation with ease and remarkable results.

Leadership & Management

- Digital Transformation
- Contact Center Operations
- Business Development
- Strategic Planning
- Training & Development
- Business Process Management/Engineering
- Customer Service

Technology Platforms & Applications

- Artificial Intelligence & Automation
- Customer Relationship Management (CRM)
- Interactive Voice Response
- Voice Biometrics
- Native / Mobile Apps
- Asynchronous Messaging
- Quality Management / QA

Advanced Analytics & Data Management

- Predictive Models
- Machine Learning Algorithms
- Business Intelligence
- Digital, Contact Center & Cross-Channel Analytics
- Voice of the Customer Design
- Master Data Management
- Speech & Text Analytics

PROFESSIONAL EXPERIENCE

GARTNER | Arlington, VA | 2019 to 2021

Senior Director, Digital and Artificial Intelligence Research

Supported global organization and senior leaders in the world's largest industries such as insurance, healthcare, telecommunications, financial services, retail services, and consumer goods. Partnered with global industry leaders to guide in business strategies, technologies, tactics, people, and process to increase business success. Works across management levels, customizing advice across industries regarding people, process, and technology.

- *Expert in digital, self-service, and contact center strategy and technology.*
- *Co-led Gartner's 2021 Business Process Outsource (BPO) Magic Quadrant for customer service contact and digital service experience.*
- *Delivered pragmatic multi & omnichannel strategy, design, and implementation to overcome challenges and enhanced dynamic customer engagement using predictive models and machine learning to determine and execute on next best action.*
- *Specialized in artificial intelligence, automation, and analytics strategy and technology, and published numerous research articles for Gartner's global clients.*
- *Served as Voice of the Customer in technology program design; received Thought Leadership Award for Dynamic Customer Engagement and ground-breaking content. Patent awarded on designing user interactions and data in customer communication to drive revenue.*

THOUGHT LEADERSHIP AWARD

Driving Digital Customer Communication to Catapult Business Results through Dynamic Customer Engagement

- Spearheaded key initiative on Digital Transformation and Artificial Intelligence involving dynamic customer engagement and search to resolution in innovation and nomenclature. Authored research on how customers find a company, and how self-service process is guided through web site design, search capabilities and chat bots to reduce contact volume and maximize the outcomes of self-service first and in making intelligent decisions on proactive or reactive customer interactions.
- Diagnosed and reduced costs. Authored and published e-tool kit for 500 clients of world's largest organizations to optimize expense without negative business impact, creating a methodology to determine best cost opportunities and initiatives.

VERIZON | Basking Ridge, NJ | 1997 to 2018

Director of Customer Engagement and Advanced Analytics (Basking Ridge, NJ) | 2011 – 2018

Created and leveraged first Analytics Center of Excellence in a Fortune 20 company to leverage insights for actions, delivering \$220M in benefits.

- Led the implementation and modernization of world class Next Best Action program resulting in increased sales and revenue, reduced churn, and driving call reduction of over 36% (2017-2018) delivering a total annualized benefit of over \$220M in 2018.
- Authored and designed first Digital Onboarding initiative (Life on FiOS) through the MyFios app reducing call volume, increasing customer satisfaction, reducing cancels and churn.
- Spearheaded implementation of first Analytics Center of Excellence (ACE) requiring the recruitment of a diverse global workforce of 185+ analytic and business professionals supporting Sales, Marketing, and Operations executive teams to deliver analytics, predictive models, and insights to inform strategy and tactics to maximize business outcomes.
- Transformed Voice of the Customer (VOC) program by shifting from a third-party solution (Medallia) to an in-house designed and developed platform (Customer Experience Insights) and re-engineered an underperforming Speech Analytics program and Desktop CRM platform to understand Call Center performance and delivering insights about process, products, and services.
- Commanded the rationalization of technology solutions including Contact Center, AI and analytic platforms, data management strategies, and visualization applications as lead member for Data and Analytics Transformation Council with Verizon Wireline, Verizon Wireless, AOL, and Yahoo (Oath).
- Launched Interactive Voice Response transformation from directed speech to natural language deploying biometrics and increased self-service capabilities with behavioral and skill-based routing to increase self-service containment, reduce misdirected calls, and improve customer experience.
- Directed Advanced Analytics practice including the deployment of Artificial Intelligence solutions and use of Machine Learning algorithms to enable personalized predictive and proactive communications and Next Best Action program.
- Partnered with IT and C-Suite business leaders in Sales, Marketing, Digital and Contact Centers to design and architect the master data management strategy and launch Verizon's first Analytics Center of Excellence (ACE).
- In charge of business intelligence and governance to include business reporting, data management, metric definition, and standardization. Accountable for Data Democratization and Visualization.
- Championed and acquired 125MM in capital to expand data management capabilities.

**PATENT AWARDED
CUSTOMER
INTERACTION DESIGN**

Led customer engagement program resulting in a call reduction of over 36% (2017-2018) while delivering a total annualized benefit of over \$220M in 2018.

Director, Contact Center Operations (Global) | 2007 – 2011

In charge of contact center operations global team of 600+, providing technical support services to improve voice, high-speed Internet and fiber-based voice, data, and video.

Director, Network and Field Operations (Potomac Region) | 2004 – 2007

Led Central Office Operations team of 1500 responsible for the maintenance and provisioning of all switches, transport, power, and frame equipment supporting 6M access lines.

**Manager, Network Operations Center (Mid-Atlantic)
Supervisor, Network Operations Center (Mid-Atlantic)
Central Office Technician (Washington DC)**

MILITARY: Sergeant, United States Army (Global)

EDUCATION AND LICENSE

University of Phoenix
Bachelor's Degree in Business Management
Associate Degree in General Studies
Bilingual English and Spanish

BRENT L. JONES
13410 Fox Chase Lane
Spotsylvania, VA 22553
Work Phone (703) 201-4906 Home Phone (540) 972-3689

QUALIFICATIONS

Diverse background in Outside Plant Telephony positions, including Engineering, Construction and Installation & Maintenance. Have held both field and staff positions and participated in unique educational experiences and major project coordination opportunities including the First Office Applications for Verizon FiOS Data and Video offerings.

Possess high energy and excellent interpersonal skills necessary to meet the demanding tasks that face many industries today. A varied background, which includes the Military and the Petroleum industry, added to the well grounded assignments at Verizon provides an excellent basis for sound decision making.

Recognized as a leader with good oral and written skills who can motivate others to achieve desired results. Focused, energetic and dedicated to high standards and ethical practices.

WORK HISTORY

2010 to 2018

Director of Construction for JNET Communications, LLC

In this position, he was responsible for JNET's Cable Construction operation in Detroit and Flint Michigan and Virginia. Brent also over saw JNET's Cell Tower Division which had contracts with SAI Communications and Crown Castle to provide Civil Site Construction to over 1,000 AT&T Cell Sites in Virginia and West Virginia.

2009 to 2010 Director-Virginia FTTP Construction, BSW and Damage Prevention

Responsible for the FTTP Build program for Virginia and the contractor intensive Buried Service Wire and Cable Locate functions. In this position, improved working relationships with key stakeholders, got FTTP build on track to meet all year end objectives, and improved all key construction measures on a year over year comparison. Worked collaboratively with the Virginia Utility protections Service to develop an analysis tool to assist in reducing cable locate volumes and associated expenses at no cost to Verizon.

2008 -2009 Director-Virginia FTTP and Core Construction

Responsible for the FTTP Build program for Virginia and all Core Construction activity. In this position, improved working relationships with key stakeholders, got FTTP build on track to meet all year end objectives, and improved all key construction measures on a year over year comparison.

2005-2008 Director-Northern VA Core and FiOS Operations Director

Responsible for all aspects of Core Installation and Maintenance and the FiOS I&M deployment in the Fairfax and Richmond Areas. Accomplishments included successfully managing the initial trials for FiOS Data and Video for the Verizon East area. This required staffing, training and equipping a workforce that pioneered many processes that were then implemented elsewhere in Verizon.

2000-2005 Director-Northern VA Customer Operations

Responsible for all aspects of the Installation and Maintenance of facilities for Verizon's General Business and Consumer Customers in the Northern the Northern VA area. Current Management and Associate work force is 930 and annual expense budget exceeds \$62 million.

1998-2000 *Manager-Outside Plant Construction For Central Virginia*

Responsible for the overall Construction operation in the Central Virginia area, funded with a capital budget of \$50 million. Managed a force of 160 core technicians and 80 contract technicians in the placing and splicing of copper and fiber facilities and associated electronic equipment. Through the addition of force, improved processes and an effective organizational structure, significant improvements were made in the team's ability to respond to customer requirements.

WORK HISTORY (Continued)

1997-1998 *Director-Outside Plant Engineering and Construction Process*

Responsible for the overall effectiveness of Outside Plant Engineering and Construction processes for the full Bell Atlantic Footprint. This included the identification of existing processes, establishing process measurements, developing Methods and Procedures, and providing necessary support to field clients to promote standardization. Directed a team of 22 Managers and managed an expense budget of \$2 million.

1988-1997 *Various Manager Positions in Engineering, Staff and Operations*

Details available upon request

1984-1988 *Supervisor-Engineering and Construction, New Jersey Bell*

First level OSP Engineering and Construction Supervision responsibilities for various Central Office areas in Southern New Jersey. Construction responsibilities included both line and splicing disciplines. In this position, I was also responsible for all damaged plant reporting in the Southern New Jersey footprint. In this role, I formalized the reporting and billing process that had previously been missing to effectively bill and discourage unnecessary plant damage.

1979-1984 *Texaco, Inc., Westville, NJ*

Held Engineering and Operations positions of increasing responsibility in a medium sized petroleum refinery. Positions included Design Engineer, Senior Design Engineer and Assistant Supervisor of Plant Operations.

EDUCATION

BS, Civil Engineering, Virginia Tech, 1979

Post Graduate Courses in Business Management, Rowan University, 1984

ATIP, Carnegie-Mellon University, 1991

LICENSES, AWARDS and BOARD POSITIONS

- Licensed Professional Engineer, State of New Jersey
- Bell Atlantic and Verizon Excellence Awards 1996, 1999, 2003 and 2004
- Board of Director for Virginia Utility Protection Service and past Board Chair representing the Telecommunications Industry. Longest serving Director having served for over 19 years.
- Recommended by the North American Telecommunications Damage Prevention Council and supported by all Telecommunication Providers to represent the Telecommunications Industry on the Board of Directors of The Common Ground Alliance (CGA) in September 2009. Began serving in this capacity in October 2009.

Tillman FiberCo Florida, LLC Financial Forecast

CONFIDENTIAL

FY'22

FY'23

FY'24

FY'25

FY'26

FY'27

Premise Rollout Schedule

Total Premises Passed

New Premises Passed

Total Home / Retail Premises Connected

Total Wholesale Premises Connected

Total Premises Connected

New Premises Connected



Tillman FiberCo Florida, LLC Financial Forecast

CONFIDENTIAL

	FY'22	FY'23	FY'24	FY'25	FY'26	FY'27
Income Statement						
<i>(in mm)</i>						
Total Home / Retail Revenue						
Total Wholesale Revenue						
Total Commercial Revenue (SMB, Enterprise, FTTX)						
Total Revenue						
Direct Network Costs Breakdown						
Direct Customer Costs Breakdown						
Network Maintenance & Repair Costs						
Total Cost to Serve						
Gross Profit						
<i>Gross Margin</i>						
(-) Total SG&A						
EBITDA						
<i>Margin</i>						
(+) One-Time Connection Fee Recognized Revenue						
Adj. EBITDA						
(-) Depreciation & Amortization						
Adj. EBIT						
(-) Transaction Fees & Expenses						
(-) Expense Reimbursement (Cash)						
(-) Unused Loan Ammount Commitment Fee						
(-) Financing Underwriting Amortization						
(-) Cash Interest						
(-) Non-Cash Interest						
Adj. EBT						
(-) Cash Taxes (Net of NOLs)						
Net Income						

Tillman FiberCo Florida, LLC Financial Forecast

CONFIDENTIAL

	FY'22	FY'23	FY'24	FY'25	FY'26	FY'27
Cashflow Statement						
<i>(in mm)</i>						
Adj. EBITDA						
(-) Min Cash						
(-) Transaction Fees & Expenses						
(-) Expense Reimbursement (Cash)						
(-) Commitment Fee						
(-) Cash Interest						
(-) Cash Taxes						
(-) Capex						
(-) Other Change in NWC						
Free Cash Flow						

Tillman FiberCo Florida, LLC Financial Forecast

CONFIDENTIAL

	FY'22	FY'23	FY'24	FY'25	FY'26	FY'27
Balance Sheet Statement						
<i>(in mm)</i>						
<u>Assets</u>						
Cash						
Plant, Property & Equipment						
Total Assets						
<u>Liabilities</u>						
1st Lien Delayed Draw Term Loan						
Unsecured Debt						
Total Liabilities						
Shareholder Equity (SE)						
Total Liabilities + SE						