

Strategic Management, LLC is a collaboration of six highly successful and respected Internet Service Providers (ISPs) based in the Midwest United States. Formed in 2024, Strategic Management, LLC unites Shawnee Communications, Madison Communications, Adams Telephone Co-Operative, Mosaic Technologies, Peninsula Fiber Network “PFN”), and WK&T - Cooperative each of which are long-standing financially robust fiber to the home and middle mile fiber providers who’ve successfully deployed fiber solutions in hard to serve rural environments, and who have successfully operationalized dozens of federal and state broadband grants. Each organization listed above is an investor in Strategic Management and will provide governance and high-level leadership to the organization. Throughout this application, these organizations may be referred to as members, investors, or partners.

To provide some sense of scale, Strategic Management collectively represents:

\$606M in Assets

\$183M in Annual Revenue

\$71M in Annualized Pre-Tax Cash Flow

4,500 Square Miles of Operating Territory

5,400 Miles of Carrier Mid-Mile Network

111 Communities Served with FTTH Solutions

~430 Employees

Nearly 400 Years of Providing Communication and Broadband Service to Rural America

~78,000 Broadband Subscribers

18 Federal and 32 State Grants Received / Operationalized

Collectively, the members have received and operationalized 18 federal broadband grants amounting to \$203M, alongside 32 state-based broadband grants totaling \$83.4M. Given the scale of the existing network and the size of successful past projects for its members, Strategic Management is more than qualified to execute on the scope of the intended application projects in Missouri.

The wealth of experience and expertise within Strategic Managements governance group is also evidenced by the fact that the partners are recognized leaders in the rural broadband space with the officers and staff occupying leadership roles in the industry through their roles on numerous industry Boards, including the outgoing Chairman of the Board of Directors for NTCA Rural Broadband Association, Mike Grisham (President and CEO of Shawnee Communications).

In addition to the robust experience that each partner brings to the table and to ensure clear lines of operational responsibility, the day-to-day operations will be handled by one specific partner, Mosaic Technologies. Strategic Management will contract with Mosaic to drive the design, build, and operation of the network and is referred to as the “operational partner” within this application.

Mosaic Technologies is a multi-faceted provider of quality telecommunications products and services, including high-speed internet, managed wi-fi, video entertainment, landline telephone, and long-distance calling services. Headquartered in Cameron, Wisconsin, Mosaic Technologies provides service to both residential and business customers in a large portion of Northwestern Wisconsin. Widely recognized as a leader in the rural telecommunications industry, Mosaic has been in business for more than 60 years. Since 2017, Mosaic has been expanding its own broadband network with over \$35M in Wisconsin grant projects. The combination of Mosaic’s experience as an ISP and a grant recipient will ensure that any Strategic Management projects awarded will be successfully completed.