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**Opening Remarks [Elliot Noss, President and Chief Executive Officer]**

As a lot of you know, in 2022, Tuco's or TCX is moving to three separate businesses. We're recording this video in February of 2022 with the intent of providing an overview of the differences between the past and what you should expect to see going forward. So this video should suffice, at least for the next couple of years. I hope you enjoy.

**TCX**

I want to first talk about the parent company, TCX or Tuco's. You want to think about TCX now, as a capital allocator or a holding company for our three operating businesses: Tuco's Domains; Wavelo, our telecom SAS platform; and Ting Internet.

The role of TCX is also to provide a suite of services to those operating businesses. So what we've kept at the parent are functions like finance, H.R., legal, M&A, IT, and a couple of little odds and ends. Those were not presented previously in our financials. But this year, starting with this year and looking forward, you will now see these businesses each have allocated costs from TCX for each of these functions.

This means those functions are being provided on a cost-plus basis to the operating businesses. It's our view that those functions are being provided very efficiently. It's up to any of the operating businesses over time to stand up these functions themselves if they so choose. Currently, what we have is a leader in TCX for those functions, so Dave Singh, our CFO, is the leader for Finance; Jess Johanson is the leader for People, as example. Each leader then reports back to the executive at the TCX level.

With all of these allocations, we believe there's efficiency. We believe there's flexibility. And, importantly, we will be experiencing changes over time as we learn how to better allocate, how to more fully allocate. So you can expect that from year to year, we'll be revisiting our policies and sharing what changes with you.

In addition, TCX holds some assets of the business that you'll see in the TCX or Tucows financials. Those assets include the tail on our sale of mobile customers to Dish; a small set of Ting Mobile customers that are on the Verizon network that didn't go over in the transaction; and the Surname Portfolio, which some of the longer holders will remember from our RealNames service. Each of those assets has real value to them. Each of them is being administered out of TCX, and you'll see them as part of the TCX financials.

### **Ting Fiber Internet Services**

The first operating business I want to talk about is Ting Internet, and I'm choosing it first because it's the one that has the most disclosure changes going forward.

First, you'll remember that as I've talked about us moving into these three separate businesses, that one of the primary reasons to do so, was because each of these businesses had a separate financing future. Nowhere is that more clear than Ting Internet, where we're now into the heart of the coax-to-fiber transition that's taking place in the United States. We've clearly indicated that we want to aggressively ramp, and keep ramping, our CapEx spend.

A lot of you will remember that we financed the CapEx spend prior to 2022 from the cash flows generated by the other two operating businesses, as well as the borrowing capacity that the EBITDA generated. Over the next couple of quarters, we hope to enter into financing arrangements that allow us to grow our CapEx as aggressively as our construction capacity allows, and to do so in a way that doesn't in any way burden the rest of the TCX businesses.

With the Ting Internet business, there is also the most change to the public disclosure. This, as previously discussed, is intended to help you follow the business the same way we operate it.

First, you're going to see operations at a city level broken into two different buckets: mature markets; and growth markets. Those are markets that are already contributing sometimes significant amounts of contribution, and those where we're still losing money as we grow those markets in the first couple years.

I note with this business, and it's important to remember at all times, that the faster we grow, the more money we lose in the current period. And we want to be growing this business as fast as possible, as long as we're maintaining our standards around efficiency.

Second important change is on the cost side at a national level, below the city-level contribution. There, we're sharing with you first, the costs specifically connected to the business of construction – what I call the construction company inside the internet company. We're doing that because it's important when you're trying to determine what these businesses will contribute at scale, and over time, to remember that when you're building, you're building for the future. So when you're trying to think of these businesses at steady state, all of those construction costs fall away.

Now, of course, at a practical level, we hope to always be building. There'll always be edge-outs. There'll always be maintenance. But, overwhelmingly, the bulk of these costs are associated with the ramp in the build.

The other category that you will see broken out separately is what we call scalable national expenses. These are the expenses around things like the national marketing infrastructure; the product management infrastructure; that really do have typical internet scale to them. You know, this certainly would also apply to things like those head office allocations. And again, unlike a lot of the expenses that sit at the city level, unlike expenses like customer service or repair, where they're fairly linear, these costs are important to identify as scalable when trying to think about the eventual profitability of this business.

With Ting Internet, and this disclosure that I've just described, we're taking a different approach from any other that we've seen out there. So, over time, we're going to need input from our shareholders to try and make this disclosure as effective as possible with the goal of helping you follow the business the same way we operate it.

## **Wavelo**

Next, I want to talk about our Wavelo business, our telecom SaaS platform.

In thinking about how to follow the Wavelo business, the first thing to remember is, as I mentioned previously, that the tail on the mobile customers sold to Dish now lives in TCX and it's no longer in this business.

The way you want to think about the Wavelo business is it would otherwise be a typical VC-funded SaaS platform or software type of business. Except in this case, it's gotten the head start of mid-eight figures in revenue; an amazing reference customer on the mobile side in Dish; and a fantastic reference customer on the internet side in Ting Internet.

Wavelo, in our view, will be the first platform that will really present the merger of fixed and mobile internet in the way that it should be done.

The last comment I'll make about this business is it's probably the most complicated to value. Our investors know that I view it as my job to operate the businesses, and I view it as their job to value the businesses. With Wavelo, my expectation is that it's considered the remainder business. By that, I think in any sum-of-the-parts business, which is what TCX is now, we tend to value what's easy to value, and we leave the rest as remainder. Inside of TCX, you have the domains business; consistent EBITDA, years of experience valuing it. You have the Ting Internet business, which is in a space that has loads of precedent. There are so many transactions that have happened in the last 12 and 24 months. So I think it's natural that Wavelo will be that thing that's left over. And we think that's fine. We think that's going to show the whole picture in a great light.

### **Tucows Domains Services**

And finally, Tucows Domains.

First, I am thrilled that our domains business has really chosen to lean into the historical Tucows roots. So you'll hear things like Tucows Domains; Tucows Registrar; Tucows OpenSRS or Tucows Enom; Tucows Registry. But I'll be referring to this business as Tucows Domains.

With this business, there's not much new for me to tell you. You've had years of experience valuing this business. The only change that I'll note from now going forward, is that there will be these head office allocations, so keep those in mind. But again, this is our oldest business. This is our most global business. This is our most Canadian business at the same time.

So with that, I hope this is helpful. Little bit of an owner's manual to help you understand the way that TCX, with its three different operating businesses, should be thought of going forward. I look forward to your feedback and I look forward to your years of continued support. Thank you.