

An aerial photograph of a beach cleanup operation. Two yellow excavators are working on the sand. A large group of workers in hard hats and safety vests are gathered in a circle on the beach. A red and blue umbrella is set up near some equipment. Orange traffic cones are placed around the work area. The ocean is visible in the top left corner.

WFN STRATEGIES
MID-YEAR REPORT

'25

wfn strategies

WFN STRATEGIES, LLC

MESSAGE FROM THE MANAGING DIRECTOR

OUR VAST TALENT BENCH AND GLOBAL REACH

As we reach the midpoint of 2025, I'm proud to report that WFN Strategies family is not only maintaining momentum—it's accelerating. With more than two decades of experience in the field and a proven track record of global execution, our team continues to deliver high-impact results across the submarine cable industry.

At the heart of this success is our vast and capable bench:

- 25+ active consultants and technical experts
- 400+ cumulative years of subsea experience
- Operations spanning every ocean basin and five continents
- Expertise across telecom, power, and hybrid cable systems

In fact, nearly 90% of our work so far in 2025 has come from returning clients—a clear sign of the trust and value we bring to the table.

This year's portfolio is our most diverse yet, encompassing everything from early-stage feasibility and permitting to hybrid power/telecom deployment and construction oversight in some of the world's most complex environments. Whether leading a marine campaign, conducting a regulatory review, or advising on next-generation system design, our teams continue to deliver clarity, confidence, and results.

BY THE NUMBERS - 2025 SO FAR

- 16 active projects
- 700+ sea days completed by WFN reps
- 4 ISO certifications maintained
- 5 major regulatory environments navigated
- 30% operational carbon reduction since baseline
- 3 regional cable landings implemented
- 1 newly appointed Director of Client Representation

WFN's strength isn't just in numbers. It's in the quality of our people—their agility, insight, and ability to execute in the boardroom and on the back deck alike.

As we move through the second half of 2025, WFN Strategies continues to execute at scale across global subsea markets, reinforcing our role as a trusted, agile partner in the delivery of next-generation submarine cable systems.

Thank you for your continued partnership as we head into the second half of the year.



Wayne Nielsen
Managing Director



WFN STRATEGIES CUSTOMER SATISFACTION

RESULTS THAT SPEAK FOR THEMSELVES

At WFN Strategies, delivering measurable value and maintaining client trust isn't just a goal—it's a standard. Each year, we conduct a comprehensive customer satisfaction survey in accordance with ISO 9001, tracking client experiences across key performance categories.

From 2010 through 2024, our average ratings across core performance metrics remained consistently high:

- Level of Satisfaction: 4.59 out of 5
- Likely to Hire Again: 4.61 out of 5
- Likely to Recommend: 4.70 out of 5
- Customer Service: 4.75 out of 5

These scores reflect more than a decade of performance excellence, with consistent delivery, transparency, and technical quality at the heart of every engagement.

So far in 2025, WFN Strategies is 5-for-5 on project feedback received across multiple client efforts, reinforcing our reputation for reliability and results. With over 90% of our current work sourced from returning clients, internal tracking and client comments point to continued high marks—citing our proactive communication, reliable in-field presence, and the increasing impact of our PM 2.0 platform in delivering real-time visibility, accountability, and streamlined reporting.

Combined with our A+ BBB rating and ISO-certified systems, these satisfaction metrics underscore WFN's role as a high-trust partner in mission-critical subsea infrastructure delivery.

"We've worked with Wayne and his team over the last 7 years. They consistently deliver high-quality work with strong technical expertise and sound commercial judgment. They're responsive, flexible, and easy to work with—reliable partners who adapt quickly and add real value to our projects."

Rob Hammond
Director, Global Service Lead Integrated Project Controls
Tracey Brunstrom & Hammond Pty Ltd

WFN STRATEGIES AT A GLANCE

From Year 2025

GLOBAL FIELD PRESENCE

We are currently managing more than a dozen simultaneous deployments, supporting landing, installation, and commissioning operations from Southeast Asia to the Caribbean, from the Indian Ocean to the Arctic fringe.

Our 2025 in-field services have included repeater and SLTE factory witness representation, full-time cable ship and survey vessel coverage, survey planning and environmental observation through MMO staffing, oversight of cable lay and shore-end operations, and post-lay inspection, route clearance, and testing support.

Client Representation 2025 to date Metrics

- Number of reps deployed - 24
- Number of projects supported - 18
- Geographic spread - Atlantic, Indian, Pacific oceans
- Types of vessels/platforms - installation & repair cables, shore-ends, PLIB vessels, etc.
- Average duration of deployments - 40 days

To date, our personnel have logged over 700 sea days, providing active client support with daily coordination, risk mitigation, and quality assurance. We also expanded our capabilities by adding seven new Client Reps to our experienced team this year.

LEADERSHIP UPDATE

In recognition of his significant contributions to WFN's operational capability and his leadership in the field, we are proud to announce Glenn Hovermale's promotion to Director of Client Representation. Since joining WFN in 2021, Glenn has consistently led from the front—ensuring our reps are equipped, informed, and aligned with client expectations.

In his new role, Glenn oversees all Client Rep operations worldwide, bringing continuity, strategy, and accountability to one of WFN's most critical services. His promotion reflects our continued investment in strengthening field leadership and aligning performance with commercial outcomes.



STRATEGIC CONSULTING: BEYOND FEASIBILITY

WFN is currently delivering multiple submarine cable consulting engagements covering feasibility, engineering design, permitting, and economic modeling. A notable highlight includes our due diligence support for a proposed trans-Pacific submarine system, where we are providing valuation, technical review, and financial modeling.

Additional ongoing consulting efforts include route and environmental feasibility studies for hybrid telecom-power systems, as well as engineering and implementation support for Cable Landing Stations development across North America. We are actively involved in regulatory mapping initiatives for South and Southeast Asia, and conducting detailed market and policy studies for emerging regional interconnects.

Our independent, vendor-neutral position continues to set us apart—especially in complex environments where political, environmental, and financial factors must be carefully balanced.

PM 2.0: BRINGING ORDER TO COMPLEXITY

PM 2.0 remains WFN's proprietary tool for project management and quality control, providing comprehensive visibility and oversight across all stages of submarine cable project lifecycles. In its current iteration, the system integrates executive and technical dashboards, allowing stakeholders and technical teams simultaneous, tailored access to critical project data, analytics, real-time updates, and performance metrics. Enhanced credential-based access ensures distributed project teams worldwide can securely interact with project resources, documentation, and sensitive information, facilitating real-time collaboration, informed decision-making, and efficient coordination.

Moreover, PM 2.0 includes specialized features such as marine mammal observance tracking, reinforcing environmental compliance by documenting critical observations, streamlining reporting obligations, and enhancing accountability. Real-time milestone tracking, complete with automated alerts, enables immediate responsiveness to changing project conditions, proactive risk mitigation, and improved operational agility. Additionally, secure data upload functionalities paired with streamlined, automated report generation significantly reduce administrative overhead, improve workflow integration, and increase reporting accuracy. Collectively, these enhancements ensure that PM 2.0 empowers WFN clients to gain greater insight, act swiftly, and execute complex projects with increased confidence and precision.

ISO-CERTIFIED QUALITY AND SECURITY

WFN Strategies remains the only submarine cable consultancy certified across four critical ISO domains, including ISO 9001 for Quality Management, ISO 14001 for Environmental Management, ISO 45001 for Occupational Health and Safety, and ISO 27001 for Information Security, which was recently recertified in June 2025. These certifications represent more than symbolic achievements; they are fully integrated into our operations and form the foundation of our approach to quality and security. They guide everything from the management of client data and execution of field operations to personnel training and project documentation, consistently reinforcing our value as a dependable and trusted partner.

The recent ISO 27001 recertification further underscores our ongoing commitment to safeguarding sensitive data and ensuring secure project communications within today's increasingly complex cyber environment. Collectively, these certifications establish a robust framework that ensures our service delivery is consistent, transparent, traceable, and secure across every project engagement. Looking ahead, our next strategic objective is achieving full compliance and certification with NIST 800-171 standards, further strengthening our capabilities in managing cybersecurity and information assurance at the highest levels.

SUSTAINABILITY AS STANDARD PRACTICE

With a 30% reduction in our office-based carbon footprint since joining The Climate Pledge, WFN Strategies continues to demonstrate significant progress in sustainability. We integrate environmentally friendly practices across our operations, leveraging digital collaboration tools and virtual meetings to reduce air travel and emissions. Additionally, our deployment of Marine Mammal Observers (MMOs) and implementation of green permitting strategies ensure each project aligns with rigorous environmental standards, actively helping clients achieve their ESG objectives.

Beyond internal measures, we engage closely with global sustainability initiatives and industry-wide partnerships that reinforce our environmental commitments. As partners in the SME Climate Commitment, we join a global effort to achieve net-zero emissions. Our contributions to SubOptic Foundation's Sustainable Subsea Networks initiative further illustrate our proactive stance toward industry-wide sustainable practices.

At WFN Strategies, sustainability is not an afterthought—it is deliberately engineered into every aspect of our project lifecycle and corporate culture.

WFN STRATEGIES INDUSTRY ENGAGEMENT

Thought leadership remains a cornerstone of our mission at WFN Strategies, and 2025 has already provided numerous opportunities to engage directly with our industry peers and clients.

In January, we participated in PTC'25 in Honolulu, hosting our annual industry reception and actively joining discussions on subsea innovation, infrastructure expansion, and strategic partnerships across the Pacific Rim. February saw us at Submarine Networks EMEA in London, where we contributed expert perspectives on hybrid system economics, environmental best practices, and navigating evolving regulatory landscapes across Europe, the Middle East, and Africa.

At ITW in Washington, D.C. this May, our team joined over 7,000 industry executives, sharing insights on network topology trends, digital infrastructure financing, and leveraging technology advancements for optimized cable systems. More recently, in June, we attended SubOptic 2025 in Lisbon, actively participating in technical sessions focused on sustainability, resilience, and subsea technology innovation.

Looking ahead, we're excited to continue these conversations at Submarine Networks World in Singapore this September. Our team will once again be sharing the latest insights and learning from industry colleagues as we collectively shape the future of subsea communications.

WFN THOUGHT LEADERSHIP

Kristian Nielsen, WFN's Chief Revenue Officer, continues to shape global dialogue around the future of subsea infrastructure with a series of timely and widely read articles in SubTel Forum. His 2025 publications have tackled some of the most pressing strategic, technical, and operational challenges in the industry:

- "Too 'Critical' for the Public" (January): Explores the rising trend of nationalization in subsea communications and the risks it poses to innovation and global access.
- "Anchoring Success" (January, Magazine #140): Offers insight on what separates successful cable partnerships from costly misfires.



Kristian Nielsen alongside his poster presentation at SubOptic 2025 in Lisbon, Portugal

- "Beyond the Cable" (March, Magazine #141): Co-authored with Glenn Hovermale, this article emphasizes the often-overlooked impact of skilled field teams on system reliability and delivery.
- "Navigating the Unknowns" (May, Magazine #142): A candid breakdown of how incomplete front-end planning derails otherwise solid infrastructure initiatives.
- "Bridging Depths" (July, Magazine #143): A feature-length deep dive into the evolving balance between public control and private innovation, highlighting PPPs as the sustainable model for the next generation of cables.

Together, these contributions cement WFN's position not just as a trusted advisor—but as a strategic voice shaping the global subsea future.

So far in 2025, we have successfully completed our ISO 27001 annual accreditation audit, maintained our A+ BBB rating for 15 consecutive years, and celebrated the industry at our annual PTC reception.

WFN STRATEGIES CORPORATE UPDATES

NEW GLOBAL HQ

After 17 years at our previous location, WFN Strategies has relocated its global headquarters to 20130 Lakeview Center Plaza, Suite 400, Ashburn, Virginia 20147 USA. This strategic move places us at the center of the world's data center capital, home to the densest concentration of internet traffic and digital infrastructure on the planet.

Our new location in Ashburn, Virginia, enhances proximity to key infrastructure partners, supports client collaboration, and reflects our continued investment in leading-edge global connectivity solutions.

EXPLORE OUR NEW WEBSITE

We're excited to announce the launch of our newly redesigned website, wfnstrategies.com, crafted to more effectively reflect our global presence and continuously expanding capabilities. The updated website provides streamlined access to detailed descriptions of our comprehensive services and solutions, ensuring visitors can easily understand how WFN can support their subsea projects. It also features enhanced profiles of our leadership and expert team members, offering clients deeper insights into our experienced talent bench.

Additionally, the new site highlights our ISO certifications, ongoing sustainability commitments, and our robust support throughout the entire project lifecycle—from initial feasibility to operational support. Visitors will also benefit from real-time updates on upcoming conferences, recent publications, and key industry activities, making our website a valuable resource for staying informed.

Whether you're seeking a strategic partner, exploring our specialized technical strengths, or looking to engage directly with our PM 2.0 project management platform, our redesigned website is your ideal starting point. We invite you to explore the site, connect with our experts, and discover how we can help advance your subsea initiatives.

THE ROAD AHEAD

The second half of 2025 will see significant advancements and expanded capabilities across multiple areas of our business. We will be growing our Client Representation division to meet increasing demand for experienced, dedicated personnel in the field. Additionally, our proprietary PM 2.0 platform will introduce new features, including enhanced marine coordination layers designed to optimize field operations and improve real-time project oversight.

We will also begin providing specialized hybrid power/fiber feasibility support for emerging projects in Africa and the Caribbean, helping clients evaluate opportunities and navigate complex challenges in these promising regions. Meanwhile, our regulatory and permitting services will be strengthened across Asia and the Pacific, ensuring smoother project execution in areas with increasingly stringent compliance requirements. Whether your project calls for on-site expertise, comprehensive feasibility and design guidance, permitting assistance, or long-term system assurance, WFN Strategies stands ready to support your needs.

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Let's build what's next—together.
— The WFN Strategies Team





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