



DEVELOPMENT

Budgetary Cost Estimates:

DRG can use our in-house tools to provide cost estimates for new undersea cable networks under a variety of assumption sets to allow an assessment against various competing business priorities. This provides initial input into the budgeting process and begins to form the basis of solution requirement discussions with potential undersea system suppliers.

Network Planning, Engineering & Design:

With years of engineering experience, DRG can provide you with the optimal network architecture and design solution for your project, whether it is a new-build, extension, upgrade or re-use project. We use our own in-house tools to design your network taking into consideration all networking options, system availability and restoration options. We work with marine engineering and environmental specialists to robustly and properly specify and/or engineer cable routes. . We can help you select the required network elements for your system, defining the equipment necessary to provide you the connectivity, capacity, and reliability required, such as: cable (various cable types), repeaters, branching units (passive, power switched and re configurable add/drop), power feed equipment, terminal station equipment, OA&M equipment and networking equipment.

Partnership Solutions:

DRG has considerable experience in leading and/or supporting a variety of other critical partnership agreements typically required for development of new international cable networks. We develop and support negotiation of Construction and Maintenance Agreements (or Joint Build Agreements), Landing Party Agreements and have often introduce our clients to potential strategic partners, which have resulted in co-builds, fiber-pair sales, and other alliances (co-marketing agreements). Each of these efforts builds upon DRG's extensive relationships around the globe and understanding of the international network industry. We are able to make introductions, propose deal structures, help negotiate terms to reach preliminary agreements which we capture in Memoranda of Understanding, and support the drafting, negotiations and closure of formal partnership agreements. Our understanding of market, commercial, and technical issues allow us to help find practical solutions to challenges.

Finance Support:

DRG can support cable developers from the conceptual stage through finance, construction, and service. We have helped more private networks, including several multi-hundred million dollar projects, through this process. Our support includes development of feasibility studies, financeable business plans, and road show presentations. We also have participated with the project developers in road shows. With our support, our clients have secured financing at each critical stage of the development seed financing, equity financing, anchor tenant pre-sales, and debt financing (from a variety of sources including private banks and international lending institutions such as World Bank).

Network and System Upgrade Procurement:

DRG is well versed in developing the formal documentation associated with the procurement of an undersea cable system networks and related services, as well as negotiating the System-Supply, Upgrade Supply, OA&M and related Agreements to closure. Our team has in depth experience preparing and issuing Invitation to Tenders (ITT's)/ Requests for Proposal (RFP), managing the tender process, adjudicating bids, negotiating awards and



forming contracts on behalf of our clients. We work closely with you to provide detailed technical and commercial requirements and associated project timelines according to your project specifications. Documentation is delivered in a clear, thorough and ready to use format. We have saved our clients millions of dollars during the procurement cycle. Years of experience working with vendors and procuring systems worldwide enables DRG to ensure that your system or services provide the best-in-class solutions at competitive market rates. We work diligently to assure lessons learned from past projects are carefully addressed in each contract in a manner to protect our client's interest – especially in the areas which sometimes prove most challenging during construction.

Onward Connectivity (Backhaul) Purchase:

Business Plans often require onward connectivity beyond the constructed network asset to major meet-me points, such as PoPs or Data Centers. DRG is very familiar with the market and has assisted many clients with the process of buying onward connectivity. We ensure a thorough set of commercial and technical obligations are clearly structured. We can then manage the delivery and ensure all requirements are satisfied for acceptance.

More About DRG:

DRG is a consulting and project management firm specializing in the development of international undersea communications infrastructure. Over the last 20+ years, DRG has supported network developers in every region of the world, on projects spanning hundreds of thousands of kilometers of undersea cable (planned and deployed) which now connect countries on every continent (except Antarctica) across the world's oceans. We've supported large and small networks- some valued individually hundreds of millions of dollars which connect 20+ countries and some valued far less as they connect island neighbors.

At DRG, we pride ourselves on working closely with our clients to understand their needs; delivering value exceeding their expectations; pro-actively supporting their work programs and building lasting, trusted relationships. Our unique blend of market, technical and commercial expertise, coupled with our experience overseeing the construction of innumerable networks across the globe over several decades, we offer an exceptionally broad understanding of the market, players, technology, network solutions, and what it takes to realize a new network and evaluate the value of both new and existing networks. Our broad vision enables us to see opportunities from many perspectives giving you a complete solution for your project.

At DRG we help your clients realize their visions. DRG has specialized capabilities to assist you across the lifecycle of your telecom venture – from concept through planning, design, operation, maintenance and upgrade.

At DRG we adapt our working-relationship with each Client to meet their specific needs and expectations.

At DRG we know the industry suppliers and their capabilities. We regularly keep abreast of their technology and product advances and have managed projects supplied by all of the major industry players. Our experience with, and knowledge of, the spectrum of suppliers helps us adjudicate offers with a skillful eye, negotiate contracts which protect our clients, and manage projects in a way which minimizes risks.

We regularly meet with vendors to assure we have the most up-to-date information and understanding of their technology.

At DRG we have a "library" of industry accepted project documents that minimize cost and time in any new project. We maintain a standards library of proven commercial and technical contractual documents which can readily adapt to new projects. Our library includes Supply Contracts, Construction & Maintenance Agreements, Fiber Pair Right of Use Agreements and Landing Party Agreements.