

KIM A. MEYER, MANAGING DIRECTOR
MEYER & ASSOCIATES

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Kim A. Meyer is Managing Director of MEYER & ASSOCIATES, a management consulting firm specializing in strategic planning and finance with a special focus in telecommunications. She has over twenty years of industry and consulting experience where she has focused on strategic planning, corporate development, and finance. Having worked with a large number of telecommunications operators – from start-up to maturity – in numerous U.S. and international markets, she has in depth knowledge of the business models and competitive dynamics of the industry.

In addition, Ms. Meyer has significant experience in working with organizations to develop improvement and restructuring plans. For the past several years she has acted as a special strategy and finance advisor to senior management of European mobile operators. In addition, Ms. Meyer was Chief Financial Officer of broadband start-up Arrival Communications, Inc. in San Francisco, responsible for leading corporate planning and key funding efforts, building all finance and accounting functions, and developing a successful restructuring plan.

Prior to forming MEYER & ASSOCIATES, Ms. Meyer led AirTouch Communications' (formerly PacTel Corporation, now part of Verizon and Vodafone) U.S. development activities as Managing Director of Corporate Development where she played a key role in formulating PacTel's wireless telecommunications development strategy and implemented acquisitions and joint ventures exceeding \$10 billion (current dollars). Other experience includes strategic management consulting with the value-based management pioneer, Marakon Associates, corporate and international finance with Pacific Telesis Group and Wells Fargo Bank, marketing analytics with Pacific Bell, and venture capital with Peregrine Associates. Her international experience includes most European countries as well as Brazil, Mexico, Chile, Thailand, Australia and China.

Ms. Meyer's unique combination of strategic planning, financial, valuation, negotiating, legal and management skills ideally position her to add value quickly in a wide range of projects and interim positions. With extensive international experience, she is able to assist clients worldwide.

Example consulting projects

- **Corporate Strategy, Development and Business Planning** for successful European wireless start-up. Activities included license bid preparation, cross functional management of development of detailed business plan for operating and financing purposes, and special projects for senior management. Special projects included development of MVNO, ISP, WLAN, fixed/mobile substitution, organizational restructuring, pricing, branding, new market entry, network technology and regulatory strategies, as well as major acquisitions.
- **Led structured project finance teams** for three European mobile phone start-ups, raising financing of over \$3 billion, including Project Finance International Deal of the Year. Activities included business plan development, project management, term sheet, covenant and document negotiation, due diligence management, and info memo development. Managed legal counsel and legal and tax issues including structure of loans, collateral pledge, shareholder contributions, capital structure.

- **Implementation of Operational Improvement Programs** (combination of balanced score card and shareholder value approaches) including business unit profitability and value driver analysis, competitive analysis and benchmarking, operations improvement, management training, and management reporting feedback loop in telecommunications, natural resources, retail, and software industries.
- **New business entry strategy** for U.S. telecommunications operator seeking to enter the personal communications service (PCS) market including industry and competitive analysis, projections and valuation ranges for spectrum auctions, partnering strategies and structures.
- **Internet/Wireless data:** Acting Business Development Director – Europe for major wireless portal company: sold, negotiated all contracts, and managed first European implementation of software product suite. Led development and evaluation of “Freeserve” model ISP strategy for extension to wireless ISP, including detailed industry/economic analysis and business plan for a wireless carrier.
- **Domestic and international acquisition projects** for a number of U.S. and international firms seeking or making investments in cellular, paging, and wireless cable including valuation, negotiation, structuring, due diligence and integration planning. International projects include Brazil, China, and Australia. Negotiated corporate bylaws for a new company and joint venture agreements.
- **Temporary Restructuring CEO:** Managed legal team, initiation of reorganization strategy, corporate structure issues, claims analysis/verification, and reorganization of parent holding company of chapter 11 subsidiaries in major asbestos bankruptcy.

Clients have included

- Orange Austria (France Telecom)
- Orange Communications AG (Switzerland)
- KPN Orange (Belgium)
- AirTouch Communications (now part of Vodafone and Verizon)
- NYNEX Mobile (now part of Verizon)
- Pacific Telesis Group (now part of AT&T)
- OneComm (now part of Sprint/Nextel)
- U.S. West (now part of Quest)
- Infospace/Saraide (Europe/U.S.)
- PG&E (Pacific Gas & Electric)
- Small companies and private investors

Education

Ms. Meyer holds an M.B.A. in strategy and finance from UCLA, where she graduated as a Carter Fellow (top 2%), and was an Olin Fellow in economics and a Venture Capital Fellow. She received her B.A. in Economics *summa cum laude* and *phi beta kappa* from the University of Colorado, Boulder. She has completed enough accounting course work to sit for the U.S. Certified Public Accountant exam.