

# Curriculum Vitae

## Steven Robert Wells

### Personal Information

Name	Steven Robert Wells
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Home Town	Stowmarket, Suffolk, UK

### Degrees/Diplomas and Qualifications

Summer 1996	Master in Business Administration Nottingham & Trent University
Summer 1995	Diploma in Management Studies Nottingham & Trent University
Summer 1994	Certificate in Management Studies Nottingham & Trent University
Summer 1993	'A' level Mathematics
1974-1975	HNC Mechanical Engineering
1973-1974	City & Guilds Full Technological Certificate
1970-1973	City & Guilds Pt 2 Mech. Engineering Certificate
1967-1969	City & Guilds Pt 1 Mech. Engineering Certificate

### Work History

2003 - Present: Datawave Limited - Director

- Asset valuation for European telecoms organization
- Strategic – develop network expansion plans for a South American company
- Oil and Gas – Comparative analysis of alternative technology solutions, followed by outline technical designs, for voice and data solutions supporting offshore exploration and production activity in USA, Africa and Europe
- Advised a new entrant on the telecom market for wet-mate connectors
- Offshore network – financing, design and installation study
- Consultant engineering and financial services to the submarine cable industry
- New business development – Lead advisor developing business plans for potential investors
- Feasibility Study – Development of technical and strategic views for the board on introduction of fibre technology in oil fields
- Detailed engineering – Consultant designing technical specifications for new networks and analysing issues relating to inadequately specified existing systems
- Insurance Strategic Subsea Maintenance advisor - Development of strategic alternatives, key industry issues and pricing structures for board consideration
- Expert witness – Research and provision of key details and pricing for cable repairs

2003: - Justtext Ltd - Director, Chief Executive Officer

- Business planning – Development of business plan
- Development of technical and strategic view and presentations to various boards for investment consideration

2000 - 2003: PricewaterhouseCoopers - Director, Global Fibre Networks

- Investor advisor – Identifying and developing both technical and strategic opportunities
- Banks Strategic Subsea Maintenance advisor - Development of strategic alternatives and pricing structures to organisations in financial difficulty

- Feasibility Study – Development of technical and strategic view for presentation to the board for investment consideration
- Due diligence – Lead for M&A activities in both the submarine and terrestrial sectors
- Expert witness – Successful defence of a supplier against a claim for inadequate installation
- Capacity pricing analysis – Lead for analysing past, present and potential future capacity pricing for most major geographic regions
- Asset valuation – Independent expert supporting bank investigations of the current value of distressed companies
- Detailed engineering – Consultant designing technical specifications for new networks and analysing issues relating to inadequately specified existing systems
- Risk evaluation for lenders – Retained consultant for determining the risk profile for lenders of new network projects
- Market identification – Lead advisor of a new technology into the submarine cable market
- New business development – Lead advisor developing business plans for potential investors

#### 1997-2000: BT - Head of Subsea Operations, Cable and Marine Engineering

- Led a team of project managers installing a variety of fibre optic submarine cables
- BT's global subsea cable network from conception through installation and for the lifetime of the system
- Maintenance of the submarine network and its Subsea Terminal Stations
- Head of unit to develop Far East JV partners
- Technical marine and cable consultancies for other operators and investors
- Chairman International Route Working Groups
- Chairman International Maintenance Working Groups
- Global Subsea Platform Millennium Compliance

#### 1993-1997: BT - Executive Engineer, Submarine Cable Systems/Cable TV/WDM

- Trials/Joint Venture (Italy) - technical consultancy
- Secondment to BT Global Networks for networks cable design and acceptance, installation, repair issues, foreign administration, supplier and customer interfacing
- Project Manager - subsea European network
- Develop & implement land cable strategy
- Programme Manager - Initial involvement in delivery of cable modems in cable TV services.
- Programme Manager - WDM trials, system supplier adjudication
- Technical assessment and due-diligence of fibre network in Italy

#### 1985-1993: BT - Executive Engineer in Submarine Networks

- Independent expert witness for lightweight cable issues
- Development with cable manufacture new lightweight cable design
- Project Leader, Universal Jointing
- Programme Manager, Repeater termination equipment development
- Project Manager, Lightweight cable trials
- Development Manager, Design and development of new X-ray camera for Universal Jointing

#### 1974-1985: BT - Assistant Executive Engineer in Submarine Networks

- Development of BTL tensile test facilities and transmission analysis of systems
- Cable plough trials and burial techniques

#### 1970-1974: BT - Technician Grades -General - Submarine Systems

### Professional Membership

- 2002 Member of Institute of Directors
- 1996 Member of the Institute of Management