

**Board of Directors:** The Board's operational framework is underpinned by clearly defined strategies, vision and values which combine to create shareholder value through the effective use of our resources.



**Mark Selway**  
*Chief Executive*

Aged 48, was appointed chief executive in June 2001. Before his appointment, he was a director of Britax International plc and managing director of its automotive components division. Following the purchase of that division by Schefenacker International AG in 2000, he became a director of that company and executive director of Schefenacker Vision Systems.



**Alan Mitchelson**  
*Legal and Commercial Director*

Aged 58, is a solicitor and joined the Group in March 2000 as group company secretary. He was appointed a director in December 2001. Before joining the Company, he was legal and personnel director of Highland Distillers plc, following a number of years as a legal advisor with Trafalgar House plc.



**Keith Cochrane**  
*Group Finance Director*

Aged 43, is a chartered accountant and was appointed group finance director in July 2006. He was formerly group director of finance at ScottishPower plc. Before that he was with Stagecoach Group plc where he was group finance director before becoming group chief executive in 2000.

#### **Audit Committee**

Stephen King (Chairman)  
Christopher Clarke  
Michael Dearden

#### **Remuneration Committee**

Michael Dearden (Chairman)  
Christopher Clarke  
Professor Ian Percy

#### **Nomination Committee**

Sir Robert Smith (Chairman)  
Michael Dearden  
Professor Ian Percy  
Lord Robertson  
Mark Selway

**Group Operations  
Executive Committee**

*From left to right*

Keith Cochrane  
*Group Finance Director*  
Mark Selway  
*Chief Executive*

Alan Mitchelson  
*Legal and Commercial Director and  
Company Secretary*  
Phil Clifton  
*Valves & Controls and Defence,  
Nuclear & Gas Divisional MD*

Steve Simone  
*Services Divisional MD*  
Scot Smith  
*Minerals Divisional MD*  
Stephen Bird  
*Clear Liquid Divisional MD*



**Sir Robert Smith**  
*Chairman*

Aged 63, was appointed chairman in July 2002. He is chairman of Scottish and Southern Energy plc and a non-executive director of 3i Group plc, Standard Bank Group Limited and Aegon UK plc. He was formerly chief executive of Morgan Grenfell Asset Management, a member of the Financial Services Authority and of the Financial Reporting Council and chairman of Stakis plc.



**Stephen King**  
*Non-Executive Director*

Aged 47, was appointed a non-executive director in February 2005. He has been group finance director of De La Rue plc since January 2003. He was formerly group finance director of Midlands Electricity plc and held senior financial roles with Seeboard plc and Lucas Industries plc. He was also a director of Camelot Group plc until May 2006.



**Michael Dearden**  
*Non-Executive Director*

Aged 65, was appointed a non-executive director in February 2003. A graduate of Oxford University, he was formerly with Burmah Castrol plc, where he was CEO of Castrol International. He is a non-executive director of Johnson Matthey plc and Travis Perkins plc. He was chairman of Minova International Ltd until December 2006.



**Christopher Clarke**  
*Non-Executive Director*

Aged 62, was appointed a non-executive director in 1999. A graduate of Cambridge University and of the London Business School, he was formerly a director of Samuel Montagu & Co. Limited and HSBC Investment Banking. He is a Deputy Chairman of the Competition Commission and a non-executive director of Omega Insurance Holdings Ltd.



**Professor Ian Percy CBE**  
*Deputy Chairman & Senior Non-Executive Director*

Aged 66, was appointed a non-executive director in 1996. He was formerly senior partner of accountants Grant Thornton, president of the Institute of Chartered Accountants of Scotland and chairman of The Accounts Commission for Scotland. He served as a member of the Treasury and DTI Co-ordinating Committee on Audit and Accounting in 2003 and was chairman of Companies House until December 2006. He is senior non-executive director of Cala Group Limited, non-executive deputy chairman of Ricardo plc and chairman of Queen Margaret University, Edinburgh.



**Lord Robertson of Port Ellen (George)**  
**KT, GCMG, HonFRSE, PC**  
*Non-Executive Director*

Aged 61, was appointed a non-executive director in February 2004. He was Secretary General of NATO (1999-2003) and before that Secretary of State for Defence (1997-99). Lord Robertson is deputy chairman of TNK-BP. He is a non-executive director of Western Ferries (Clyde) Ltd. He is also an international advisor to Cable and Wireless PLC, on the Advisory Board of Englefield Capital, senior counsellor with The Cohen Group (USA) and President of Chatham House.