



Tim Fortune



Marcus Steel



Chris Ball



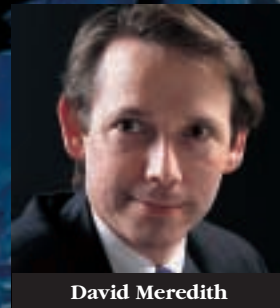
Einar Lindh



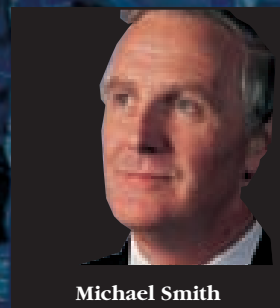
Alan Black



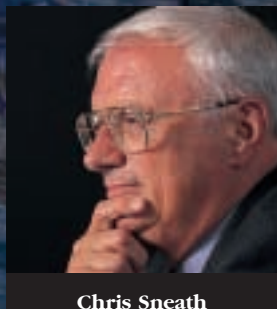
Graham Marchand



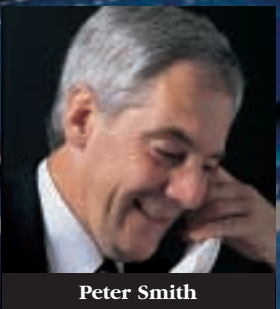
David Meredith



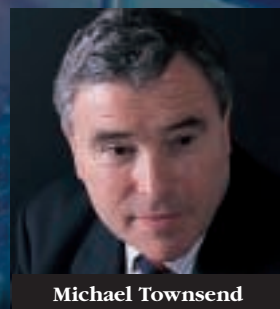
Michael Smith



Chris Sneath



Peter Smith



Michael Townsend

Tim Fortune CEng MIMechE (61) joined Spirax-Sarco Limited in 1978 as Production Director and was appointed to the Board in 1983. He was appointed Group Managing Director in 1992 and Group Chief Executive in 1994. He became Executive Chairman in April 1998, becoming non-executive Chairman in November 1998. He is a member of the Audit Committee and Chairman of the Nomination Committee. He is a non-executive director of Renold plc.

Marcus Steel ACIS FCCA (54) joined Spirax Sarco in 1972 and became Finance Director of Spirax-Sarco Limited in 1978. He was appointed to the Board in 1992 as Director Supply, and subsequently also assumed responsibility for the Americas. He was appointed Group Chief Executive in April 1998. He is a member of the Nomination Committee.

Chris Ball (56) joined Spirax Sarco in 1963 and became International Director of Spirax-Sarco Limited in 1988 having successively run the Group's operations in South Korea, Japan, Australia and Canada. He was appointed to the Board in 1992 and is now responsible for the Spirax Sarco International operations in Asia, Australasia and Africa.

Alan Black BA (Hons) (42) joined Spirax-Sarco Limited in 1981 and has worked in the UK, Austria and Korea and has run the Group's operations in Belgium, Thailand and China. He was appointed to the Board in April 1998 with responsibility for Europe, excluding the UK and Italy.

Einar Lindh FCA (55) joined the Group as an independent non-executive director on 1st January 2000. He is a director of Smiths Industries plc. He is a member of the Audit, Remuneration and Nomination Committees.

Graham Marchand CEng MIMechE (54) joined Spirax Sarco in 1987 to run the Group's Continental European sales operations and became a director of Spirax-Sarco Limited in 1990. He was appointed to the Board in 1992 and is now responsible for the Americas, the UK and Italian markets and Central Marketing.

David Meredith FCMA (40) joined the Group in 1988 as Group Accountant. He was appointed to the Board as Director Finance in 1992. He is also responsible for Watson-Marlow Bredel.

Michael Smith (56) joined Spirax-Sarco Limited in 1986 as Manufacturing Director. He was appointed to the Board in April 1998 as Director Supply and is responsible for product marketing, design and manufacture.

Peter Smith ACIS (52) joined Spirax-Sarco Limited in 1974, became Company Secretary in 1978 and a director of Spirax-Sarco Limited in 1988. He was appointed Company Secretary to Spirax-Sarco Engineering plc in 1992 and to the Board in 1995.

Chris Sneath FCA (66), an independent non-executive director, joined the Group in April 1994. Until his retirement in 1994 he was a Senior Partner of KPMG. He is a member of the Audit, Remuneration and Nomination Committees. He is also a director of Millennium and Cophorne Hotels plc.

Michael Townsend MA FCA (58) joined the Group as an independent non-executive director in 1997. Until his retirement in 1999 he was the Finance Director of Rolls-Royce plc. He is a member of the Nomination Committee. He was appointed Chairman of the Audit and Remuneration Committees and as Senior Independent Director on 1st January 2000.