

BOARD OF DIRECTORS

1 **Michael Townsend MA FCA** (64) joined the Group as an independent non-executive director in 1997 and was appointed Chairman in 2005. Until his retirement in 1999 he was the Finance Director of Rolls-Royce plc. He is Chairman of the Nomination Committee and a member of the Finance Committee. He is a non-executive director of Kennel Club Services Limited.

2 **Marcus Steel ACIS FCCA** (60) 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 and Finance Committees and Chairman of the Risk Management Committee.

3 **Tony Scrivin** (58) joined Spirax Sarco in 1963. He was appointed a director of Spirax-Sarco Limited in 1998 and re-appointed in 2003 on his return to the UK from Spirax Sarco Inc., USA. He was appointed to the Board in 2005 with responsibility for Europe, excluding the UK and Italy. He is a member of the Risk Management Committee.

4 **Alan Black BA (Hons)** (48) 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 and is now responsible for the Spirax Sarco International operations in Asia, Australasia and Africa. He is a member of the Risk Management Committee.

5 **Graham Marchand CEng MIMechE** (60) 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 Group Marketing. He is a member of the Risk Management Committee.





6 Neil Daws CEng FIMechE (43) joined Spirax-Sarco Limited in 1978 and became Product Director in 1996. He was appointed to the Board in June 2003 as Director - Supply and is responsible for product marketing, design and manufacture. He is a member of the Risk Management Committee.

11 Peter Smith ACIS (58) 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. He is a member of the Risk Management Committee.

10 David Meredith FCMA (46) 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. He is a member of the Finance and Risk Management Committees.

9 Bill Whiteley BSc ACMA (57) joined the Group as an independent non-executive director in July 2002. He is the Chief Executive of Rotork plc. He is Chairman of the Audit and Remuneration Committees, a member of the Nomination Committee and Senior Independent Director. He is a non-executive director of Dialight plc.

8 Einar Lindh FCA (61) joined the Group as an independent non-executive director in January 2000. Until his retirement in January 2005 he was a director of Smiths Group plc. He is a member of the Audit, Nomination and Remuneration Committees. He is a non-executive director of Foseco plc.

7 Gareth Bullock MA (52) joined the Group as an independent non-executive director in 2005. He is a director of Standard Chartered Bank. He is a member of the Audit, Nomination and Remuneration Committees.