

Simon Robertson Non-executive Chairman

Appointed to the Board in 2004 and appointed non-executive Chairman in January 2005. He is the founder member of Simon Robertson Associates LLP and a non-executive director of HSBC Holdings plc, Berry Bros & Rudd Ltd and The Economist Newspaper Limited. He is Chairman of the Royal Academy Trust, a director of The Royal Opera House Covent Garden Limited and a trustee of the Eden Project and the Royal Opera House Endowment Fund. He is the former President of Goldman Sachs Europe Limited. Age 64.

Sir John Rose Chief Executive

Appointed to the Board in 1992. He joined Rolls-Royce in 1984 and was appointed Chief Executive in 1996. Age 53.

Hon Amy Bondurant Non-executive director

Appointed to the Board in 2003. Managing Director of Bozman Partners, a private investment fund based in Washington. A Board member of the American Hospital in Paris and a Member of the Council on Foreign Relations and of the Council of American Ambassadors. A former US Ambassador to the OECD from 1997 to 2001 and former senior member (partner) and Board member of the Washington DC law firm, Verner, Liipfert, Bernhard, McPherson and Hand and former Senior Counsel to the United States Senate Committee on Commerce, Science and Transportation and to the Consumer subcommittee. Age 54.

Peter Byrom BSc, FCA Non-executive director

Appointed to the Board in 1997. He is Chairman of Domino Printing Sciences plc and Molins PLC, and a non-executive director of both Wilson Bowden plc and AMEC plc. He is a Fellow of the Royal Aeronautical Society. He was a director of N M Rothschild & Sons Limited from 1977 to 1996. Age 61.

John Cheffins BSc, Ing, FEng, FRAeS Chief Operating Officer

Appointed to the Board in 2001. He joined Rolls-Royce in 1967, became President and Chief Executive Officer of Rolls-Royce Industries Canada Inc. in 1991, Director, Civil Engine Business in 1993, President – Civil Aerospace in 1998 and Chief Operating Officer in 2001. He is a Fellow of the Royal Academy of Engineering and of the Royal Aeronautical Society. He is a member of the Institution of Electrical Engineers and of the Order of Engineers of Quebec. Age 58.

Iain Conn Non-executive director

Appointed to the Board in January 2005. He is an executive director of BP p.l.c. having held a range of executive positions within the BP Group worldwide. He is Chairman of the Advisory Board of The Imperial College London Tanaka Business School. Age 43.

Carl-Peter Forster Non-executive director

Appointed to the Board in 2003. President of General Motors Europe and Chairman of the Supervisory Board of Adam Opel AG as well as Chairman of SAAB. He is Chairman of the Supervisory Boards of the Germany-based ASIC manufacturer, ZMD AG and the Austrian based private equity company, Lead Equities AG. Former Managing Director of BMW South Africa and former Executive Board Member for Manufacturing at BMW AG. Age 51.

Colin Green CBE, BSc, CEng, FEng, FIMechE, FRAeS President – Defence Aerospace

Appointed to the Board in 1996. He joined Rolls-Royce in 1968, became Director – Military Engines in 1989, Executive Vice President – Business Operations Allison Engine Company, Inc. in 1995, Managing Director – Aerospace Group in 1996, Director – Operations in 1998 and was appointed President – Defence Aerospace in 2001. He is a Fellow of the Royal Academy of Engineering, the Royal Aeronautical Society and the Institution of Mechanical Engineers. He is a former President of the Society of British Aerospace Companies. Age 57.

James Guyette BSc President and Chief Executive Officer of Rolls-Royce North America Inc.

Appointed to the Board in 1998. He became President and Chief Executive Officer of Rolls-Royce North America Inc., in October 1997. He is a director of the Private Bank and Trust Company of Chicago, Illinois and of priceline.com Inc. Until 1995 he was Executive Vice President, Marketing and Planning of United Airlines. Age 60.

Andrew Shilston MA, ACA, MCT Finance Director

Appointed to the Board as Finance Director in January 2003, having joined Rolls-Royce in 2002. He is a non-executive director of Cairn Energy PLC. He was Finance Director of Enterprise Oil plc from 1993 until 2002. Age 50.

Membership of principal Board committees:

Audit committee – Peter Byrom (Chairman), Iain Conn and Ian Strachan.

Remuneration committee – Carl Symon (Chairman), Hon Amy Bondurant, Peter Byrom, Carl-Peter Forster and Sir John Taylor.

Nominations committee – Simon Robertson (Chairman), Hon Amy Bondurant, Peter Byrom, Iain Conn, Carl-Peter Forster, Sir John Rose, Ian Strachan, Carl Symon and Sir John Taylor.

Colin Smith BSc Hons, FEng, FRAeS, FIMechE**Director – Engineering and Technology**

Appointed to the Board in 2005. He joined Rolls-Royce in 1974 and has held a variety of key positions within Engineering, including Director – Research and Technology and Director of Engineering and Technology – Civil Aerospace. He is a Fellow of the Royal Academy of Engineering, the Royal Aeronautical Society and the Institution of Mechanical Engineers. Age 50.

Ian Strachan Non-executive director

Appointed to the Board in 2003. A non-executive director of Reuters Group plc, Johnson Matthey plc, Xstrata plc and Transocean Inc. He is the Former Chief Executive of BTR plc, former Deputy Chief Executive (1991 to 1995) and Chief Financial Officer (1987 to 1991) of Rio Tinto plc, former non-executive Chairman of Instinet Group Inc and former non-executive director of Commercial Union. Age 62.

Carl Symon BSc, MSc Non-executive director

Appointed to the Board in 1999. He is Chairman of HMV Group plc, the BT Group Equality of Access Board and a number of private companies. He is also a non-executive director of BT Group plc and Rexam plc. He was previously Chairman and Chief Executive Officer, IBM UK. He held numerous executive positions in IBM Corp. in Canada, USA, Latin America, Asia and Europe during a 32 year international career. Age 59.

Prof Sir John Taylor OBE, FRS, FEng Non-executive director

Appointed to the Board in 2004. He is currently Chairman of Roke Manor Research Ltd, and a member of Council of the Royal Academy of Engineering, an honorary fellow of Emmanuel College, Cambridge and a visiting professor at Oxford University. He is the former Director General of Research Councils and the former director of Hewlett Packard Laboratories Bristol. He was chair of the South West RDA's Shadow Science and Industry Council and director of the UK Foresight project on Cognitive Systems. He previously served as President of the Institution of Electrical Engineers and as Chairman of the UK Technology Foresight Panel in IT Electronics and Communications. Age 62.

Charles Blundell MA Company Secretary

He joined Rolls-Royce in 1993 and was appointed Company Secretary in 1995. Age 54.

The Group Executive

The Group Executive is responsible for the management of the Group within the strategy determined by the Board. It is chaired by Sir John Rose, Chief Executive, and its other members are:

Axel Arendt, Chairman Rolls-Royce Deutschland Ltd & Co KG
 Brian Baker, Commercial Director and General Counsel
 Charles Blundell, Company Secretary and
 Director of Government Relations
 John Cheffins, Chief Operating Officer
 Miles Cowdry, Director – Services
 Tom Curley, President – Energy
 Colin Green, President – Defence Aerospace
 James Guyette, President and Chief Executive Officer of
 Rolls-Royce North America Inc.
 Chris Hole, Director of Procurement
 Dr Saul Lanyado, President – Marine
 Dr Mike Lloyd, Director – Gas Turbine Operations
 John Paterson, Managing Director Aero Repair and Overhaul
 John Rivers, Director – Human Resources
 Andrew Shilston, Finance Director
 Colin Smith, Director – Engineering and Technology
 Mike Terrett, President – Civil Aerospace