

Board of directors

At February 7, 2007

Simon Robertson

Non-executive Chairman since 2005, Chairman of the nominations committee

Appointed to the Board in 2004. 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 65.

Sir John Rose

Chief Executive since 1996, a member of the nominations committee

Appointed to the Board in 1992 having joined Rolls-Royce in 1984. He is a Trustee of The Eden Project. Age 54.

Peter J Byrom BSc, FCA

Non-executive director, Senior Independent Director, Chairman of the audit committee, member of the remuneration and nominations committees

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 62.

John P Cheffins BSc, Ing, FEng, FRAeS

Chief Operating Officer

Appointed to the Board in 2001 having joined Rolls-Royce in 1967. He has held a number of senior positions including President and Chief Executive Officer of Rolls-Royce Industries Canada Inc. in 1991, Director, Civil Engine Business in 1993 and President – Civil Aerospace in 1998. 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 59.

Iain Conn

Non-executive director, a member of the audit and nominations committees

Appointed to the Board in 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 44.

James M Guyette BSc

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

Appointed to the Board in 1998 having joined Rolls-Royce in 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 61.

Andrew B Shilston MA, ACA, MCT

Finance Director

Appointed to the Board in 2003 having joined Rolls-Royce in 2002. He is a non-executive director of Cairn Energy PLC and he was Finance Director of Enterprise Oil plc from 1993 until 2002. Age 51.

Colin P Smith BSc Hons, FEng, FRAeS, FIMechE

Director – Engineering and Technology

Appointed to the Board in 2005 having joined Rolls-Royce in 1974. He 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 51.

Ian C Strachan

Non-executive director, a member of the audit and nominations committees

Appointed to the Board in 2003. He is 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 63.

Carl G Symon BSc, MSc

Non-executive director, Chairman of the remuneration committee and a member of the nominations committee

Appointed to the Board in 1999. He is Chairman of HMV Group plc, the BT Group Equality of Access Board and Clearswift Systems Ltd. He is also a non-executive director of BT Group plc, Senior Independent Director of Rexam plc and an Advisory Board member of Cross Atlantic Capital Partners. He was previously Chairman and Chief Executive Officer, IBM UK and held numerous executive positions with IBM Corp. in Canada, USA, Latin America, Asia and Europe during a 32 year international career. Age 60.

Prof Sir John Taylor OBE, FRS, FEng

Non-executive director, a member of the remuneration and nomination committees

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 63.

Charles E Blundell MA

Company Secretary since 1995

He joined Rolls-Royce in 1993. Age 55.

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

*John Paterson succeeded Dr Saul Lanyado as President – Marine on February 1, 2007

International Advisory Board

In 2006 Rolls-Royce formed a new International Advisory Board (IAB) to advise the Group on emerging political, business and economic trends. Membership of the IAB is as follows:

Lord Powell of Bayswater	Chairman of IAB, former Foreign Affairs and Defence Adviser to Prime Ministers Margaret Thatcher and John Major
Bernard Duc	Senior Partner HMI Ltd (Hong Kong), Deputy Chairman of the Rolls-Royce South East Asia Advisory Board, former Deputy Chairman of the Rolls-Royce European Advisory Board
Sir Rod Eddington	Non-executive Chairman, Australia & New Zealand JPMorgan Chase Bank NA and former Chief Executive, British Airways Plc
Boris Federov	Member of Gazprom Board, former Minister of Finance of the Russian Federation
Dr Fan Gang	Professor at China's Academy of Social Sciences and Head of National Economic Research Institute
Carla Hills	Chair and CEO, Hills & Company, International Consultants, former US Trade Representative, former Secretary of Housing and Urban Development, former Assistant Attorney General
General Sir Mike Jackson	Former Chief of the General Staff, UK Ministry of Defence
Mustafa Koç	Chairman of Koç Holding
Taizo Nishimuro	President and CEO of the Tokyo Stock Exchange and former Chairman of Toshiba Corporation
Lubna Olayan	CEO of the Olayan Financing Company
Eduardo Serra	Former Spanish Defence Minister
Ratan Tata	Chairman of Tata Sons Ltd
Matthias Wissmann	Former Minister for Transport and Research in Germany. Partner WilmerHale
Lee Hsien Yang	Group CEO, Singapore Telecommunications Ltd
Ernesto Zedillo	Former President of Mexico; Director, Yale Center for the Study of Globalization