

Board of directors

At February 6, 2008

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 a director of The Royal Opera House Covent Garden Limited, a Trustee of The Eden Project and the Royal Opera House Endowment Fund. He is the former President of Goldman Sachs Europe Limited. Age 66.

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 55.

Helen Alexander CBE

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

Appointed to the Board in September 2007. Helen Alexander was appointed Chief Executive of The Economist Group in January 1997, having joined the company in 1984. She was Managing Director of The Economist Intelligence Unit from 1993 until the end of 1996. She is a non-executive director of Centrica plc, a Trustee of the Tate Gallery and a governor of St Paul's Girls' School. She was awarded a CBE for services to publishing in 2004. She has an MBA from INSEAD. She is currently Chairman of PPA, the magazine industry trade association. Age 50.

Peter J Byrom BSc, FCA

Non-executive director, a 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 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 63.

Iain C Conn

Non-executive director, Senior Independent 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 45.

Professor Peter Gregson

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

Appointed to the Board in March 2007. He is President and Vice-Chancellor of Queen's University Belfast and serves on the Northern Ireland Economic Development Forum, the Council of CBI Northern Ireland and the Steering Group of the US – Ireland Research and Development Partnership. He is a Fellow and Council Member of the Royal Academy of Engineering, a member of the Royal Irish Academy, and Deputy Lieutenant of Belfast. He was formerly Professor of Aerospace Materials and Deputy Vice-Chancellor of the University of Southampton and has served on the Council for the Central Laboratory of the Research Councils (CCLRC). Age 50.

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 62.

John Rishton

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

Appointed to the Board in March 2007. He is Chief Executive Officer of Royal Ahold. He began his career in 1979 at Ford Motor Company and held a variety of positions both in the UK and in Europe. In 1994 he joined British Airways plc where he was Chief Financial Officer from 2001 to 2005. He is a former non-executive director of Allied Domecq. Age 49.

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 was Finance Director of Enterprise Oil plc from 1993 until 2002. Age 52.

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 52.

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 was Chief Executive of BTR plc, Deputy Chief Executive and Chief Financial Officer of Rio Tinto plc and non-executive Chairman of Instinet Group Inc. Age 64.

Carl G Symon BSc, MSc

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

Appointed to the Board in 1999. He is Chairman of HMV Group plc and Clearswift Systems Ltd. He is also a non-executive director of BT Group plc and Chairman of the BT Group Equality of Access Board, 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 61.

Mike J Terrett

Chief Operating Officer

Appointed to the Board in September 2007, having joined Rolls-Royce in 1978. He has held a variety of senior positions in the development of new aero engine programmes, including Managing Director of Airlines and President and Chief Executive Officer of International Aero Engines (IAE) based in the United States. Prior to his appointment as Chief Operating Officer, he was President – Civil Aerospace. He is a member of the Institute of Mechanical Engineers and a Fellow of the Royal Aeronautical Society. Age 51.

Tim Rayner

General Counsel and Company Secretary

He joined Rolls-Royce in 2007 having previously been General Counsel and Company Secretary at United Utilities PLC. Age 47.

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	Dr Mike Lloyd	President – Gas Turbine Operations
Charles Blundell	Director of Public Affairs	Dr Mike Orris	Chief Procurement Officer
Tom Brown	Director – Human Resources	John Paterson	President – Marine
Miles Cowdry	President – Services	Tim Rayner	General Counsel and Company Secretary
Tom Curley	President – Energy	Andrew Shilston	Finance Director
James Guyette	President and Chief Executive Officer of Rolls-Royce North America Inc.	Colin Smith	Director – Engineering and Technology
Dr Michael Haidinger	Chairman of Rolls-Royce Deutschland Ltd & Co KG	Mike Terrett	Chief Operating Officer
Mark King	President – Civil Aerospace		

International Advisory Board

The International Advisory Board (IAB), formed in 2006, advises 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	General Sir Mike Jackson	Former Chief of the General Staff, UK Ministry of Defence
Bernard Duc	Senior Partner, Hollingsworth Management International Ltd (Hong Kong) former Deputy Chairman of the Rolls-Royce European Advisory Board General Counsel, A.Touboul Law firm – Paris	Mustafa Koç	Chairman of Koç Holding AS
Sir Rod Eddington	Non-executive Chairman, Australia & New Zealand JPMorgan Chase Bank NA and former Chief Executive, British Airways Plc	Taizo Nishimuro	Chairman of Tokyo Stock Exchange Group Inc and former Chairman of Toshiba Corporation
Boris Federov	Member of Gazprom Board, former Minister of Finance of the Russian Federation	Lubna Olayan	CEO of the Olayan Financing Company
Dr Fan Gang	Professor at China's Academy of Social Sciences and Head of National Economic Research Institute	Eduardo Serra	Former Spanish Defence Minister
Carla Hills	Chair and CEO, Hills & Company, International Consultants, former US Trade Representative, former Secretary of Housing and Urban Development, former Assistant Attorney General	Ratan Tata	Chairman of Tata Sons Ltd
		Matthias Wissmann	Former Minister for Transport and Research in Germany, President of the Association of the German Automotive Industry (VDA), Vice-Chairman of the Federation of German Industries (BDI) and Partner at WilmerHale
		Lee Hsien Yang	Chairman, Fraser & Neave Limited
		Ernesto Zedillo	Former President of Mexico, Director, Yale Center for the Study of Globalization

South East Asia Advisory Board

Rolls-Royce formed the South East Asia Advisory Board (SEAAB) in 1987 to advise the main Board on political, economic and business trends in Singapore, Thailand, Malaysia, Indonesia and the Philippines. It is chaired by Sir John Rose, Chief Executive, and its other members are:

Chatrachai Bunya-Ananta	Member of the National Legislative Council of Thailand Former Senator of Thailand Former President of Thai Airways International plc	Edward W Rubin	Chairman of a Hong Kong-based private investment company, Non-Executive Director of Singapore-listed Noble Group Ltd
Bernard Duc	Senior Partner, Hollingsworth Management International Ltd (Hong Kong) Deputy Chairman of the Rolls-Royce SEAAB former Deputy Chairman of the Rolls-Royce European Advisory Board General Counsel, A.Touboul Law firm – Paris	Soedibyo	Brigadier-General (retired) Senior Fellow, Institute for Strategic Studies of Indonesia Former Vice-Assistant to the Commander-in-Chief Indonesian Air Force for Policy & Planning
Dato' Jaffar Indot	Independent Non-Executive Director, Shell Refining Company (FO) Berhad Chairman, Malaysian Dutch Business Council President, Federation of Family Planning Associations Malaysia	Prof (Mrs) Tan Sook Yee	Member of the Panel of the Strata Titles Board Ex-Professor of Law, National University of Singapore
H E Ambassador Jose V Romero, Jr	Chairman/President, Philippine Council for Foreign Relations Former Philippines Ambassador to Italy	Ashadi Tjahjadi	Air Chief Marshall (retired) Former Chief of Staff of the Indonesian Air Force Former Indonesia Ambassador to Germany
		Dr Bernardo M Villegas	University Professor, University of Asia and the Pacific, Manila, Philippines, Visiting Professor in Economics, IESE Business School, Barcelona, Spain