

## Board of directors



**John Poulter, Chairman**

John Poulter joined Spectris in 1988 and was Chief Executive from 1992 until he became non-executive Chairman in 2001. He is a non-executive director of RAC plc, Smaller Companies Value Trust plc and The London Metal Exchange. Age 62.

Chairman of the nomination committee.



**Hans Nilsson, Chief Executive**

Hans Nilsson joined Spectris in 1997. Previously Chief Operating Officer, he was appointed Chief Executive in 2001. He has a masters degree in electrical engineering and an MBA from Stanford University. He was previously the European managing director of Flextronics, prior to which he held positions at Hewlett Packard and ABB. He is a non-executive director of Novar plc. Age 49.



**Andrew Given, non-executive director**

Andrew Given was appointed to the Board in 2001. From 1990 to 2002 he was with Logica plc, initially as group finance director and latterly as deputy chief executive. Prior to that he held senior financial positions with Plessey Company plc and with Northern Telecom Limited, mainly in North America. He is a non-executive director of VT Group plc and Spirent plc. Age 57.

Chairman of the audit committee and senior independent director.



**Martin Lamb, non-executive director**

Martin Lamb was appointed to the Board in 1999. An engineer, he has considerable business and technical experience both in the UK and North America. Much of his career has been spent with IMI plc, where he is Chief Executive. Age 45.

Chairman of the remuneration committee.



**Steve Hare, Group Finance Director**

Steve Hare, a Bachelor of Commerce and chartered accountant, joined Spectris in December 2004. Previously a co-founder of consultancy hba partners, he was before that chief financial officer and a board member of Marconi PLC, where he was instrumental in achieving agreement for the successful financial restructuring package. Prior to joining Marconi, Steve was group finance director at GPT Limited, a joint venture between GEC and Siemens. Age 43.



**Stephen Harris, Business Group Director**

Stephen Harris joined Spectris in 2003. He is responsible for the operational supervision of a number of the group's trading companies. Prior to joining Spectris he was executive director at Powell Duffryn responsible for a number of subsidiaries and, before that, held several positions within APV in North America. He has a degree in engineering from Cambridge and an MBA from the University of Chicago. Age 46.



**Jim Webster, Business Group Director**

Jim Webster, a metallurgy graduate, joined Spectris in 1993. He is responsible for the operational supervision of a number of the group's trading companies. He was previously general manager of the European Wire and Cable Division of Raychem. Age 54.



**Professor Leo Murray, non-executive director**

Professor Murray was appointed to the Board in 2003. He is a graduate of Glasgow University and was for 17 years director of the Cranfield School of Management. Before joining Cranfield, he had a successful international business career including management positions with BP, Courtaulds, AT Kearney Management Consultants and Rothmans International. He is now chair of the National Centre for Languages and a board member of and consultant to a number of organisations. Age 61.



**Anthony Reading MBE, non-executive director**

Anthony Reading was appointed to the Board in 2004. He was a director of Tomkins plc and chairman of Tomkins Corporation for 11 years until he retired at the end of 2003. Prior to that he held senior positions with a number of international companies including group chief executive of the manufacturing and engineering division of BTR plc. He is a non-executive director of The Laird Group PLC and e2v technologies plc. Age 61



**Roger Stephens, Head of Commercial and Company Secretary**

Roger Stephens is an economics graduate and chartered company secretary. Prior to joining Spectris in 1997, he worked in engineering project management, specialising in commercial negotiations and claims resolution, and then as director of administration in a commercial law firm. Age 44.