

Board of Directors



Sir David Lees (Age 63) Non-executive Chairman

Joined GKN in 1970 as an accountant becoming Group Finance Director in 1982. Appointed Group Managing Director in 1987 and Chairman and Chief Executive in 1988 before becoming non-executive Chairman in 1997. Worked in the aircraft industry for six years prior to GKN. Holds various important positions in industry-related associations such as the National Defence Industries Council, European Round Table and Institute for Manufacturing. Non-executive Chairman of Tate & Lyle plc. Also non-executive Director of Royal Opera House, Covent Garden Ltd. Fellow of the Institute of Chartered Accountants in England and Wales. [B, C, D, E]



Sir C K Chow (Age 49) Chief Executive

Joined GKN in 1996 and appointed Chief Executive in 1997. President of The Society of British Aerospace Companies, non-executive Director of Standard Chartered plc and member of the DTT's Competitiveness Council. BSc and MSc in Chemical Engineering (US), MBA from Chinese University of Hong Kong, Harvard Advanced Management Program, Fellow of the Institute of Chemical Engineers. [A, B, E]



Marcus Beresford (Age 57) Managing Director Industrial Services

Joined GKN in 1992. Responsible for the Group's Industrial Services portfolio which includes CHEP, CLEANAWAY, Meineke and Interlake Material Handling. Has over 30 years of managerial experience in the automotive and electronics industries. Also non-executive Director of Aggregate Industries plc and Bowthorpe plc. Member of Council, Open University. Fellow of the Institute of Electrical Engineers and Member of the Institute of Mechanical Engineers. Degree (MA) in Mechanical Sciences from Cambridge. [A]



Dick Etches (Age 54) Human Resources Director

Joined GKN in 1997. Formerly Senior Vice President of Human Resources of Grand Metropolitan PLC's food sector in the US. Degrees in Psychology (BSc) and in Management Studies (MSc). [A]



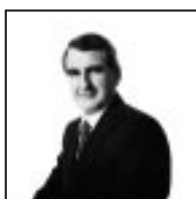
Sarkis Kalyandjian (Age 60) Chief Executive Automotive Driveline Division

Joined GKN in 1992. Appointed Chief Executive Automotive Driveline Division in 1996 and to GKN plc Board in 1997. Responsible for the Group's worldwide operations manufacturing driveline components and systems. Has over 35 years' automotive industry experience in the US, Latin America and Europe. Has experience in major functions including sales, marketing, purchasing and materials management, manufacturing and general management. Worked with Bendix International and AlliedSignal before GKN. Degree in International Trade & Economics. [A]



Kevin Smith CBE (Age 45) Managing Director Aerospace

Joined GKN in November 1999. Responsible for GKN Westland Aerospace and CEDU. Prior to GKN, held various positions in British Aerospace over a 20 year period becoming Group Managing Director - New Business in June 1998. Non-executive Director of Claverham Group Ltd, Member of Council of The Society of British Aerospace Companies and Fellow of the Royal Aeronautical Society. Degree (BA) in Business Studies from the University of Central Lancashire. [A]



David Turner (Age 55) Finance Director

Joined GKN in 1993 as Finance Director. Before joining GKN was Finance Director of food group Booker plc. Previously worked for Mobil Oil and Touche Ross. Fellow of the Institute of Chartered Accountants in England and Wales. [A]

David Wright CBE (Age 60) Executive Director

Joined GKN in 1989 as Chief Executive of GKN Defence Division and appointed to the Board in 1995. Responsible for GKN Westland Helicopters and GKN's interest in Alvis plc. Prior to GKN, held a wide variety of posts over a 21 year period in GEC latterly as Managing Director of several subsidiaries. Currently also Member of Council and Director of The Society of British Aerospace Companies and non-executive Director of Legal & General UK Select Investment Trust plc. Former Chairman of the Defence Manufacturers' Association. Degree (BA) in Natural and Mechanical Sciences from Cambridge. [A]

**Roy Brown** (Age 53) Non-executive Director

Appointed in 1996. A Director of Unilever plc and Unilever NV. Degree (BSc) in Mechanical Engineering, MBA (Harvard), Fellow of the Institute of Mechanical Engineers and Fellow of the Institute of Electrical Engineers. [B, C, D, E]

**Baroness Hogg** (Age 53) Non-executive Director

Appointed in 1996. Chairman of Foreign & Colonial Smaller Companies plc and Frontier Economics Ltd, and non-executive Director of 3i Group plc, The Peninsular and Oriental Steam Navigation Company and Martin Currie Portfolio Investment Trust plc. A Governor of the BBC and former Head of Prime Minister's Policy Unit. Degree in Politics, Philosophy and Economics from Oxford (Hons). [B, C, D, E]

**Dr Klaus Murmann** (Age 68) Non-executive Director

Appointed in 1995. Chairman and Chief Executive of Sauer-Sundstrand Group. Founded his own company in 1969 and developed it into the leading supplier of hydrostatic transmissions on a global basis. Merged company with Sundstrand in 1987 and appointed Chairman and Chief Executive. Other appointments include Chairman of Gothaer Versicherungsbank and non-executive Director of Bankgesellschaft Berlin AG and Preussen Elektra AG. Degree (BA) in Political Science and Dr Juris. [B, D, E]

**Sir Bryan Nicholson** (Age 67) Non-executive Director

Appointed in 1991. Twenty years of industry experience with Rank Xerox including as Director of the company from 1976 to 1984. Former Chairman and Chief Executive of the Post Office and former President of the Confederation of British Industry. Also non-executive Chairman of Cookson Group plc and British United Provident Association (BUPA), and non-executive Director of Equitas Holdings Ltd. Degree in Politics, Philosophy and Economics from Oxford (Hons). [B, C, D, E]

**Dr John Parker** (Age 57) Non-executive Director

Appointed in 1993. Chairman of Babcock International Group plc, non-executive Deputy Chairman of Firth Rixson plc and non-executive Director of BG plc. Former Chairman and Chief Executive of Harland and Wolff Holdings plc. Fellow of the Royal Academy of Engineering and Past President of the Royal Institution of Naval Architects. Degree (DSc) in Engineering (Belfast). [B, C, D, E]



COMPANY SECRETARY

Grey Denham (Age 51) A barrister, joined GKN in 1980 and appointed Company Secretary in 1996.

A MEMBER OF EXECUTIVE COMMITTEE* B MEMBER OF CHAIRMAN'S COMMITTEE C MEMBER OF AUDIT COMMITTEE D MEMBER OF REMUNERATION COMMITTEE
E MEMBER OF NOMINATIONS COMMITTEE

THE RESPONSIBILITIES OF THE COMMITTEES ARE DESCRIBED ON PAGES 82 AND 83.

*OTHER MEMBERS OF THE EXECUTIVE COMMITTEE ARE RICHARD CLOWES (CHIEF EXECUTIVE GKN OFF-HIGHWAY SYSTEMS AND AUTOCOMPONENTS) AND SEIFI GHASEMI (CHIEF EXECUTIVE GKN SINTER METALS DIVISION).