

Executive Directors

Martin Flower (Aged 56) Group Chief Executive. Joined the Group in 1968 after graduating from Oxford University and held various overseas appointments in Venezuela, Peru, Indonesia, Hong Kong and Brazil. Appointed Chief Executive of the Thread business in 1988, to the Board of Coats plc in 1990 and Group Chief Executive in March 2001. He is Senior Independent Non Executive Director of Severn Trent Plc. He is a member of the Nomination Committee.

Jonathan Lea (Aged 44) Group Finance Director. Joined the Group from Durham University in 1979 and has held financial management positions in South America, Germany, Hong Kong and India. Appointed finance director of the Thread business in 1998 and Group Finance Director of Coats plc in April 2001. He is a Fellow of the Chartered Institute of Management Accountants.

Bryan Anderson (Aged 43) Chief Operating Officer, Thread. Joined the Group as a graduate trainee in 1982, and has held a series of financial and operational management positions in the Thread business, predominantly in Asia but also in Europe and South Africa. Appointed Chief Operating Officer, Thread in August 2001 and to the Board of Coats plc in January 2002.

Company Secretary: Christopher Healy

Auditors: Deloitte & Touche

Solicitors: Slaughter and May

Brokers: Cazenove & Co

Non Executive Directors

Sir Harry Djanogly CBE (Aged 64) Appointed a Director in 1985 and Non Executive Chairman in July 1999. He is Non Executive Deputy Chairman of Singer & Friedlander Plc and a Non Executive Director of Carpetright Plc. He is Chairman of the Nomination Committee and a member of the Remuneration and Audit Committees.

Sir Victor Blank (Aged 60) Appointed a Director in 1989 and Senior Independent Non Executive Director in March 1999. Became Non Executive Deputy Chairman in July 1999. He is Chairman of Trinity Mirror PLC, Chairman of GUS plc, Senior Independent Director of Chubb PLC (formerly Williams PLC) and Chairman of the charity WellBeing. He is Chairman of the Audit Committee and a member of the Remuneration and Nomination Committees.

Keith Merrifield (Aged 60) Appointed a Director in September 1996. Director of British Biotech Plc, and Boehringer Ingelheim (UK) Ltd. Formerly Director of International Operations for Wellcome PLC. He is Chairman of the Remuneration Committee and a member of the Audit and Nomination Committees.

Blake Nixon (Aged 42) Appointed a Director in January 2001. He has a wide experience of corporate finance in both the UK and Australia. He is UK Executive Director of Guinness Peat Group plc and Chairman of Staveley Industries plc. He is a member of the Audit and Nomination Committees.