

### Executive Directors

**Michael Smithyman** (Aged 58) Group Chief Executive. Joined the Group in October 2003 and previously held the position of Chief Executive Officer of WACO International and prior to that MD of BTR Dunlop (South Africa).

**Jonathan Lea** (Aged 45) Group Finance Director. Joined the Group 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 Ltd in April 2001. He is a Fellow of the Chartered Institute of Management Accountants.

### Non Executive Directors

**Martin Flower** (Aged 57) Chairman. 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 Ltd in 1990, Group Chief Executive in March 2001 and Chairman in October 2003. He is a Non-Executive Director of Severn Trent Plc. He is a member of the Audit Committee and Remuneration Committee.

**Blake Nixon** (Aged 43) 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 Chairman of the Audit Committee and a member of the Remuneration Committee.

**Gary Weiss** (Aged 50) Appointed a Director in April 2003. He has considerable experience in the international business sector. He is an Executive Director of Guinness Peat Group plc and a non executive director of a number of other companies. He is Chairman of the Remuneration Committee.

**Rex Wood-Ward** (Aged 55) Appointed a Director in April 2003. He has over 30 years of corporate experience. He is the Chairman and CEO of Emess plc, and holds five directorships, four of which are with companies listed on the Australian Stock Exchange. He is a member of the Audit Committee and the Remuneration Committee.

**Don La Vigne** (Aged 38) Appointed a Director in April 2003. He has considerable experience in investment management. Currently he is head of Private Equity for J. Rothschild Capital Management Ltd, an investment management company, and a subsidiary of RIT Capital Partners Plc. He is a member of the Audit Committee and the Remuneration Committee.

**Anthony Gibbs** (Aged 56) Appointed a Director in April 2003. He has diverse experience in mergers, acquisitions, divestments and restructuring. Currently he is Chairman of Turners & Growers Ltd, ENZA Ltd and Staveley Inc. He is a member of the Remuneration Committee.

**Company Secretary:** Christopher Healy

**Auditors:** Deloitte & Touche LLP