

Board of Directors

E Geoffrey Unwin *Chairman**
Stephen R O'Shea *Chief Executive*
Kevin J Thompson BSc FCA
Neil Quinn BSc
Richard A Stone MA FCA*
Keith J Roy MSc
Andrew J Walker MA CEng*
Stephen R Pettit MSc*

Secretary

Carol T Chesney BA FCA
*Non-executive

Executive Board

Stephen R O'Shea *Chief Executive*
Nigel J Young *Specialist Products*
Neil Quinn *Fire*
Kevin J Thompson *Group Finance Director*
John S Campbell *Resistors*
Keith J Roy *Water and Gas*
William J Seymour *Elevator and Door Safety*
Andrew J Williams *Optics*
Adam J Meyers *Fluid Technology*
Nigel J B Trodd *Process Safety*
Andrew J Richardson *Water Management*

Registered Office

Misbourne Court Rectory Way
Amersham Bucks HP7 0DE
Telephone: +44 (0)1494 721111
Fax: +44 (0)1494 728032
Website: www.halma.com

Registered Number

40932

Auditors

Deloitte & Touche LLP
Abbots House Abbey Street
Reading Berks RG1 3BD

Bankers

The Royal Bank of Scotland plc
15 Bishopsgate
London EC2P 2AP

Financial Advisers

Lazard Brothers & Co., Limited
50 Stratton Street
London W1J 8LL

**Brokers and Joint
Financial Advisers**

Dresdner Kleinwort Wasserstein Limited
20 Fenchurch Street
London EC3P 3DB

Solicitors

CMS Cameron McKenna
Mitre House 160 Aldersgate Street
London EC1A 4DD

Registrars

Computershare Investor Services PLC
PO Box 82
The Pavilions Bridgwater Road
Bristol BS99 7NH
Telephone: +44 (0)870 702 0000

1 Geoff Unwin

(aged 61) is non-executive Chairman of the Halma Group and serves on the Audit Committee, Remuneration Committee and the Nomination Committee (Chairman). He was appointed Deputy Chairman and Chairman Elect in September 2002 and Chairman in July 2003. He is Chairman of United Business Media plc, Trigenix Limited and Liberata plc and a non-voting board director of Capgemini Group. He is also an advisory Board member of Hartwell plc and Palamon Capital Partners LLP.

3 Stephen Pettit

(aged 53) was appointed a non-executive Director of Halma in September 2003 and serves on the Audit Committee and Remuneration Committee. He is a non-executive Director of Norwood Systems, National Grid Transco plc, National Air Traffic Services and KBC Advanced Technologies plc.

5 Andrew Williams

(aged 37) is Chief Executive of the Optics Division. He joined Halma in 1994 as Manufacturing Director of Reten Acoustics (now Palmer Environmental) and became Managing Director of that company in 1997. He was appointed Assistant Divisional Chief Executive of the Optics and Water Instrumentation Division in 2001 and became Divisional Chief Executive of that division and a member of the Executive Board in 2002. Andrew is a Chartered Engineer and a production engineering graduate of Birmingham University.

7 Carol Chesney

(aged 41) is Company Secretary of Halma p.l.c. She spent three years with English China Clays p.l.c. before joining Halma in 1995 as Group Finance Manager. Carol was appointed Company Secretary in 1998. She is a maths graduate of Randolph-Macon Woman's College, Virginia and qualified as a Chartered Accountant with Arthur Andersen.

9 Bill Seymour

(aged 44) is Chief Executive of the Elevator and Door Safety Division. He joined Halma on the acquisition of Janus Elevator Products in December 1990 and became Vice President of that company in 1991. In 1993 he was appointed Joint President of Janus and in 1999 became an Assistant Divisional Chief Executive. In 2000 Bill was appointed Divisional Chief Executive of the Elevator Electronics Division and a member of the Executive Board. He is an electrical engineering graduate of Limerick College of Technology.

11 Andrew Walker

(aged 52) was appointed a non-executive Director of Halma in May 2003 and serves on the Audit Committee (Chairman) and Remuneration Committee. He is a non-executive Director of Ultra Electronics Holdings plc, Manganese Bronze plc and API Group plc.

13 Andrew Richardson

(aged 39) is Chief Executive of the Water Management Division. He joined Halma in April 2004 and is a member of the Executive Board. Andrew is an engineering graduate of Cambridge University. Prior to joining Halma he was Divisional Managing Director of the Clutch Division for the Automotive Products Group.

15 Richard Stone

(aged 61) was appointed a non-executive Director of Halma in January 2001. He serves on the Audit Committee, Remuneration Committee (Chairman) and Nomination Committee and is the Senior Independent Director. He is Chairman of Shearings Group Limited and CSW Group Limited, a non-executive Director of British Nuclear Fuels plc, Gartmore Global Trust p.l.c., Trust Union Finance (1991) plc, Engandscot Limited and TR Property Investment Trust plc.

2 Stephen O'Shea

(aged 58) is Chief Executive of the Halma Group. He was one of the founders of Apollo Fire Detectors Limited in 1980 and was Managing Director when it joined the Group in 1983. He joined the Halma p.l.c. Board in 1990 and became a Divisional Chief Executive in 1992. He was appointed Deputy Chief Executive in 1994 and Chief Executive in 1995.

4 Kevin Thompson

(aged 44) is Finance Director of the Halma Group. He joined the Group in 1987 as Group Financial Controller and in 1995 was appointed to the Executive Board as Finance Director. In 1997 he became Group Finance Director and in 1998 was appointed to the Halma p.l.c. Board. An economics and accounting graduate of Bristol University, Kevin qualified as a Chartered Accountant with Price Waterhouse.

6 Nigel Young

(aged 54) is Chief Executive of the Specialist Products Division. He joined Halma as Managing Director of Fortress Interlocks Limited when the company joined the Group in 1987. Nigel was appointed Assistant Divisional Chief Executive in 1990 and took up his current position as Divisional Chief Executive in 1992. He was appointed to the Executive Board in 1994. He has an MBA from Aston University.

8 Adam Meyers

(aged 42) is Chief Executive of the Fluid Technology Division. He joined Halma in 1996 as President of Bio-Chem Valve Inc. He was appointed Assistant Divisional Chief Executive in April 2001 and became Divisional Chief Executive of the newly formed Fluid Technology Division and a member of the Executive Board in April 2003. He is a systems engineering graduate of the University of Pennsylvania and gained his MBA from Harvard Business School.

10 Neil Quinn

(aged 54) is Chief Executive of the Fire Division. He joined the Group as Sales Director of Apollo Fire Detectors Limited in 1987, becoming Managing Director in 1992. In 1994 he was appointed Chief Executive of the Fire Detection Division and was appointed to the Halma p.l.c. Board in 1998. He is a material science graduate from Sheffield University.

12 Keith Roy

(aged 54) is Chief Executive of the Water and Gas Division. He joined Halma having been joint owner of Reten Acoustics when Halma acquired it in 1992 and was appointed Managing Director and subsequently Chairman of Palmer Environmental Limited. He became an Assistant Divisional Chief Executive in 1998. In 2000 Keith was appointed Divisional Chief Executive of the Water Technology Division and was appointed to the Halma p.l.c. Board in 2001. He is an electronic engineering graduate of both Nottingham University (BSc) and Aston University (MSc).

14 John Campbell

(aged 45) joined the Group in 1995 as President of IPC Resistors Inc. and became Chief Executive of the Resistors Division upon its formation in 1998 and a member of the Executive Board. He is an electrical engineering graduate of the University of Toronto and before joining Halma was a senior sales and marketing executive within the Industrial Power Group of Rolls-Royce p.l.c.

16 Nigel Trodd

(aged 46) is Chief Executive of the Process Safety Division. He joined Halma in July 2003 and is a member of the Executive Board. Prior to joining Halma he was V.P. Europe, Middle East and Africa for Tyco Suppression Systems based in Frankfurt. Nigel is a business studies graduate of Thames Valley University and is a member of the Chartered Institute of Marketing.

