



**Malcolm Kinnaird** AO, BE, FIE Aust (Hon), FTS  
*Age 65*  
 Director since September 1996  
 Appointed Chairman January 1997  
 Chairman, Kinhill Pty Ltd  
 Chairman, United Water International Pty Ltd  
 Chairman, Sydac Pty Ltd  
 Director, National Electricity Market  
 Management Company Ltd (NEMMCO)  
 Director, Brown & Root Pty Ltd  
 Director, South Australia Mariculture Pty Ltd



**Richard Hammond** BSoc Sc  
*Age 55*  
 Director since December 1991  
 Appointed Managing Director 1996  
 Chief Executive Officer of  
 Adelaide Brighton Cement Ltd (1993-96)



**Peter Crowley** BA, BEcon  
*Age 42*  
 Director since 30 June 1999  
 Executive Director Cement and Lime,  
 The Rugby Group PLC



**Chris Harris** BEc, FCPA, FAICD  
*Age 52*  
 Director since March 1995  
 Chairman, Argo Investments Ltd (Group)  
 Deputy Chairman, Simeon Wines Ltd  
 Director, Adelaide Bank Ltd (Group)  
 Director, Bounty Investments Ltd (Group)  
 Director, Wakefield Investments (Aust) Ltd



**David Harding** BA, FCMA  
*Age 52*  
 Director since 30 June 1999  
 Group Finance Director, The Rugby Group PLC



**Peter Bowen** BE Hon, PhD  
*Age 54*  
 Director since 30 June 1999  
 Alternate director for PC Crowley,  
 DA Harding and CH Perkins



**Harry Perkins** FAICD  
*Age 60*  
 Director since 30 June 1999  
 Chairman, Wesfarmers Ltd  
 Chairman, Westralian Farmers Cooperative Ltd  
 Chairman, Gresham Partners Management Ltd  
 Chairman, Western Australian Institute  
 for Medical Research  
 Director, Scientific Services Ltd  
 Chancellor, Curtin University of Technology