

Presentation of proposed Board member

Steven Armstrong

Born: 1964

Education: BA (Hons) in Business Studies & Economics from East London University.

Position: Proposed as new Board member.

Other assignments: VP & Transformation Officer at Ford South America and Ford India; Corporate Officer at Ford Motor Company and Member of the board of governors of the University of East London.

Previous positions: President at Changan Ford; Chairman, President and CEO at Ford of Europe; President at Ford Brazil; Board member in Ford Sollers and Ford Otosan; President at Ford South America; SVP Purchasing and Chief Operating Officer at Volvo Cars and Chief Operating Officer at Getrag-Ford Transmissions.

Own and related parties' shareholding: 0 shares.

Independent in relation to the company, the senior management and major shareholders.

