



# Harland and Wolff

HOLDINGS PLC

QUEEN'S ISLAND BELFAST BT3 9DU  
TEL (01232) 458456 FAX (01232) 458515

## ***TO WHOM IT MAY CONCERN:***

***Re: BRIAN LITTLE***

On 31st July 1995, Brian Little joined Harland and Wolff Shipbuilding & Heavy Industries Limited as Deputy Managing Director with day-to-day responsibility for Operations, Human Resources and Information Technology.

On 9th January 1996, he was also appointed a Director of Harland and Wolff Holdings PLC.

Brian has worked extremely robustly to change the Company's culture from the series building of ships to one-off vessels in connection with the oil and gas sectors.

Brian left Harland and Wolff on 30 April 1997 for family reasons.

If any further information is needed, please do not hesitate to contact the undersigned.

Yours faithfully

**PER M NIELSEN  
CHIEF EXECUTIVE**

**15 May 1997**