

DIRECTORS AND SECRETARY



Nicholas Brookes (64)
Non-executive Chairman^{2,3}
was appointed to the Board in March 1997 and became Chairman of the Company on 22 July 2004. Nicholas is Chairman of the Nomination Committee of the Board and a member of the Remuneration Committee. He is a director of Corporacion Financiera Alba SA, Axel Johnson Inc and the Institute of Directors. He will be retiring from his position as Chairman of the Company immediately following the Annual General Meeting on 26 July 2012.



Tim Cobbold (49)
Chief Executive^{2,4}
was appointed to the Board as Chief Executive on 1 January 2011. Tim joined the Company from Emerson Electric Co following its acquisition of Chloride Group PLC, an international provider of secure power solutions, where he was initially chief operating officer and then, from 2008, chief executive officer. Prior to this, he was with Smiths Group plc where he held a wide variety of senior roles including a number of managing director positions. He is a chartered accountant and is a non-executive director of Drax Group plc.



Colin Child (54)
Group Finance Director⁴
was appointed to the Board on 1 June 2010. Colin was previously group finance director at DTZ Holdings plc, and prior to that he held roles as group finance director at Stanley Leisure plc, Fitness First Plc and National Express Group PLC. He is a chartered accountant and is a non-executive director of The Rank Group Plc.



Philip Rogerson (67)
Non-executive^{2,3}
was appointed to the Board on 1 March 2012. Philip is currently chairman of Bunzl plc, Carillion plc and was, until 25 April 2012, chairman of Aggreko plc. He was an executive director of BG plc (formerly British Gas plc) from 1992 to 1998, latterly as deputy chairman and has subsequently held a number of non-executive appointments. He will succeed Nicholas Brookes as Chairman on his retirement following the Annual General Meeting on 26 July 2012.



Warren East (50)
Non-executive^{1,2}
was appointed to the Board on 9 January 2007. Warren has been Chairman of the Audit Committee since 1 April 2009. He is chief executive officer of ARM Holdings plc, the world's leading semiconductor intellectual property supplier, a post he has held since October 2001, having joined in 1994. Prior to that, he worked for Texas Instruments Inc in a variety of roles.



**Sir Jeremy Greenstock
GCMG (68)**

Non-executive^{2, 3}

was appointed to the Board on 1 March 2005. From 1998 to 2003 Sir Jeremy served as Britain's UN Ambassador in New York and Permanent Representative on the UN Security Council. From 2003 to 2004 he served as HM Government's UK Special Representative for Iraq. He is chairman of Gatehouse Advisory Partners Limited, Lambert Energy Advisory Limited, and the UN Association – UK. He is also a trustee of the International Rescue Committee (UK) and a member of Chatham House Council. He is the Senior Independent Director.



Sir Julian Horn-Smith (63)

Non-executive^{1, 2, 3}

was appointed to the Board on 1 September 2009. Sir Julian was until 2006 deputy chief executive officer of Vodafone plc, having joined as part of the founding team in 1984. He is a senior advisor to UBS Investment Bank and non-executive director at Bumi plc (previously known as Vallar plc), Digicel Group and was, until 17 May 2012, a non-executive director of Lloyds Banking Group plc. He was previously a non-executive director of Smiths Group plc from 2000 to 2006 and Sage Group plc from 2006 to 2007.



Victoria Jarman (39)

Non-executive^{1, 2}

was appointed to the Board on 22 April 2010. Victoria started her career in 1995 with KPMG, before moving to Lazard Corporate Finance in 1998 where she was chief operating officer of Lazard's London and Middle East operations and a member of its European Management Committee. She has worked closely with the boards of major FTSE companies and businesses advising them on a variety of strategic options. She is a chartered accountant and a non-executive director and chairman of the Audit Committee of Hays plc.



Gill Rider CB (57)

Non-executive^{1, 2, 3}

was appointed to the Board on 22 June 2006 and since 26 July 2007 has been the Chairman of the Remuneration Committee. Gill worked for Accenture for 27 years, latterly as global chief leadership officer, concentrating on organisation change, HR and leadership development. Most recently, she spent five years as Director General in the UK Government's Cabinet Office and as Head of the Civil Service Capability Group. She is president of the Chartered Institute of Personnel and Development and a non-executive director of Charles Taylor Consulting plc.



Edward Peppiatt (45)

General Counsel and

Company Secretary⁴

was appointed as General Counsel of De La Rue plc on 1 March 2009 and as Company Secretary with effect from 1 April 2009. He is Chairman of the Risk Committee. Edward was previously general counsel and corporate secretary of Christian Salvesen PLC and before that practised as a corporate lawyer in the City.

¹ Member of the Audit Committee of the Board

² Member of the Nomination Committee of the Board

³ Member of the Remuneration Committee of the Board

⁴ Member of the Risk Committee of the Board.

Ages stated are those on 31 March 2012