

Directors and Secretary



Nicholas Brookes
Non-executive Chairman



Tim Cobbold
Chief Executive



Colin Child
Group Finance Director



Warren East
Non-executive



Sir Jeremy Greenstock
Non-executive



Sir Julian Horn-Smith
Non-executive



Victoria Jarman
Non-executive



Gill Rider
Non-executive



Edward Peppiatt
General Counsel and
Company Secretary

Nicholas Brookes FCA (63)

Non-executive Chairman^{††}

was appointed to the Board in March 1997 and became Chairman of the Company on 22 July 2004. He took on the role of Executive Chairman from 12 August 2010 to 31 December 2010 while the Company was without a Chief Executive. He is Chairman of the Nomination Committee of the Board and a member of the Remuneration Committee. He was, until 30 June 2004, Chief Executive of Spirent plc. He is a director of Corporacion Financiera Alba SA, Axel Johnson Inc and the Institute of Directors. He was previously Vice President of Texas Instruments Inc and President of the Materials and Controls Group.

Tim Cobbold (48)

Chief Executive^{‡†}

was appointed to the Board as Chief Executive and Executive Director on 1 January 2011. He 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 (53)

Group Finance Director[‡]

was appointed to the Board on 1 June 2010. He is a chartered accountant and has a broad range of financial and commercial expertise. He was previously group finance director at DTZ Holdings plc, a major global commercial property advisory company, and prior to that he held roles as group finance director at Stanley Leisure plc, Fitness First Plc and National Express Group PLC.

Warren East (49)

Non-executive^{#†}

was appointed to the Board on 9 January 2007. He has been Chairman of the Audit Committee since 1 April 2009. He is chief executive officer of ARM Holdings plc, a post he has held since October 2001, having joined in 1994. He previously worked for Texas Instruments Inc in a variety of roles in the semiconductor and telecom products divisions.

Sir Jeremy Greenstock GCMG (67)

Non-executive^{††}

was appointed to the Board on 1 March 2005. From 1998 to 2003 he 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, a director of Lambert Energy Advisory Limited, Chairman of the UN Association – UK and a Trustee of the International Rescue Committee (UK). He is the Senior Independent Director.

Sir Julian Horn-Smith (62)

Non-executive^{#††}

was appointed to the Board on 1 September 2009. He was part of the founding team at Vodafone and is one of the foremost figures in the global mobile telecommunications industry. His career at Vodafone started in 1984 and culminated in the position of deputy chief executive officer in 2006. Prior to that, he worked for major international businesses including Mars GH and Philips. He is a Senior Advisor to UBS Investment Bank and holds a number of non-executive directorships including Lloyds Banking Group and Digicel Group in the Caribbean and Bumi plc (previously known as Vallar). 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 (38)

Non-executive^{#†}

was appointed to the Board on 22 April 2010. She started her career in 1995 with KPMG, before moving to Lazard Corporate Finance in 1998. She went on to be appointed chief operating officer of Lazard's London and Middle East operations, where she remained until 2009. She was also a board member of Lazard & Co Limited and a member of the 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.

Gill Rider (56)

Non-executive^{#††}

was appointed to the Board on 22 June 2006 and since 26 July 2007 has been the Chairman of the Remuneration Committee. She started her career with Accenture in 1979 in various consulting roles before being appointed as a partner in 1990. She held a variety of management roles in Accenture before being appointed global chief leadership officer in 2002, reporting to the Accenture chief executive officer, to lead the people aspects of the transition from a partnership to a public company listed on the New York Stock Exchange. She was Director General, Cabinet Office until 7 May 2011 and at the end of the last year she took up the presidency of the Chartered Institute of Personnel and Development.

Edward Peppiatt (44)

General Counsel and Company Secretary[‡]

was appointed as General Counsel of De La Rue plc on 1 March 2009 and as Company Secretary with effect from 1 April 2009 and is Chairman of the Risk Committee. He was previously General Counsel and Corporate Secretary of Christian Salvesen PLC.

[#]Member of the Audit Committee of the Board.

[†]Member of the Nomination Committee of the Board.

[‡]Member of the Remuneration Committee of the Board.

[‡]Member of the Risk Committee of the Board.

Ages stated are those on 26 March 2011.