

Board of Directors

01 Baroness Hogg

Non-executive Chairman since January 2002 and a non-executive Director since 1997. Chairman of the Nominations Committee and the Valuations Committee and a member of the Remuneration Committee. Chairman of Frontier Economics Limited. A director of GKN plc, Carnival Corporation and Carnival plc. A Governor of the BBC. Formerly Chairman of Foreign & Colonial Smaller Companies PLC and director of The Energy Group plc, Martin Currie Portfolio Investment Trust plc, National Provident Institution and Scottish Eastern Investment Trust plc. Head of the Prime Minister's Policy Unit from 1990 to 1995. Aged 57.

02 Oliver Stocken

Non-executive Deputy Chairman since January 2002, Senior Independent Director since July 2002 and a non-executive Director since 1999. Chairman of the Audit and Compliance Committee and of the trustees of the 3i Group Pension Plan. A member of the Nominations Committee, the Remuneration Committee and the Valuations Committee. Chairman of Rutland Trust plc. A director of GUS plc, Pilkington plc, The Rank Group plc, Novar plc and Stanhope plc. Formerly Finance Director of Barclays plc. Aged 61.

03 Brian Larcombe

Chief Executive since 1997 and an executive Director since 1992. A member of the Nominations Committee and the Valuations Committee. Joined 3i plc in 1974 becoming a Local Director in 1982 and a Regional Director in 1988. Appointed Finance Director and to the Executive Committee in 1992. A non-executive director of Smith & Nephew plc. Past Chairman of the British Venture Capital Association. Aged 49.

04 Dr John Forrest CBE FREng

Non-executive Director since 1997. Chairman of the Remuneration Committee and a member of the Audit and Compliance Committee, the Nominations Committee and the Valuations Committee. Chairman of the UK Government Spectrum Management Advisory Group. Formerly Chief Executive of NTL, Technical Director of Marconi Defence Systems Limited and Professor of Electronic Engineering at University College, London. Aged 60.

05 Martin Gagen ACA

Executive Director since 1997, responsible for US and Asia Pacific investment. Joined 3i plc in 1983 becoming a Local Director in 1990. Appointed to the Executive Committee in 1995 with joint responsibility for UK investment. Formerly a member of the British Venture Capital Association Council. Aged 47.



01 Baroness Hogg



02 Oliver Stocken



03 Brian Larcombe



06 Christine Morin-Postel



07 Rod Perry



10 Fred Steingraber



11 Tony Brierley

06 Christine Morin-Postel

Non-executive Director since September 2002. A member of the Audit and Compliance Committee and the Nominations Committee. Formerly Chief Executive of Société Générale de Belgique and executive Vice-President and member of the Executive Committee of Suez. A director of Tractebel, Société Générale de Belgique and Arlington Capital Investors (Europe). Aged 56.

07 Rod Perry CEng MIEE

Executive Director since 1999, responsible for group services and technology activities worldwide. Joined 3i plc in 1985 as an Industrial Adviser and became Head of Information Systems in 1989. Appointed to the Executive Committee in 1996. Aged 58.

08 Michael Queen FCA

Executive Director since 1997, responsible for finance and a member of the Valuations Committee. Joined 3i plc in 1987 becoming a Local Director in 1990 and Group Financial Controller in 1996. Appointed to the Executive Committee in 1997. Past Chairman of the British Venture Capital Association. Aged 41.

09 Danny Rosenkranz

Non-executive Director since 2000 and a member of the Audit and Compliance Committee, the Nominations Committee and the Remuneration Committee. Chairman of Foseco (Jersey) Limited and Pecaso Limited. Formerly Chief Executive of The BOC Group plc. Aged 57.

10 Fred Steingraber

Non-executive Director since January 2002 and a member of the Nominations Committee. A director of Maytag Corporation and John Hancock Financial Trends Fund and a member of the supervisory board of Continental AG. Formerly Chairman and Chief Executive of AT Kearney, Inc and a director of Lawter International, Inc and Mercury Finance, Inc. Aged 64.

Other members of Executive Committee**11 Tony Brierley**

Company Secretary since 1996, responsible for the Group's legal, compliance, internal audit and company secretarial functions. Chairman of the Corporate Social Responsibility Committee. Joined 3i plc in 1983 becoming joint head of Legal department in 1990 and Deputy Company Secretary in 1994. Appointed to the Executive Committee in 1996. Aged 53.

12 Chris Rowlands

A member of the Executive Committee since September 2002, responsible for European investment and growth capital investment worldwide. Joined 3i plc in 2002 having previously been employed by 3i plc from 1984 to 1996, becoming a Local Director in 1988 and a Regional Director in 1995. Formerly a Partner of Andersen. Aged 46.

13 Jonathan Russell

A member of the Executive Committee since 1999, responsible for buy-out investment worldwide. Joined 3i plc in 1986 becoming a Local Director in 1992 and a Regional Director in 1998. Chairman of the European Private Equity and Venture Capital Association Buy-out Committee. Aged 43.

14 Paul Waller

A member of the Executive Committee since 1999, responsible for European investment and fund management. Joined 3i plc in 1978 becoming a Local Director in 1983. Became a Regional Director in 1988 and took international responsibilities in 1990. Past Chairman of the European Venture Capital Association. Aged 48.

**04 Dr John Forrest****05 Martin Gagen****08 Michael Queen****09 Danny Rosenkranz****12 Chris Rowlands****13 Jonathan Russell****14 Paul Waller**