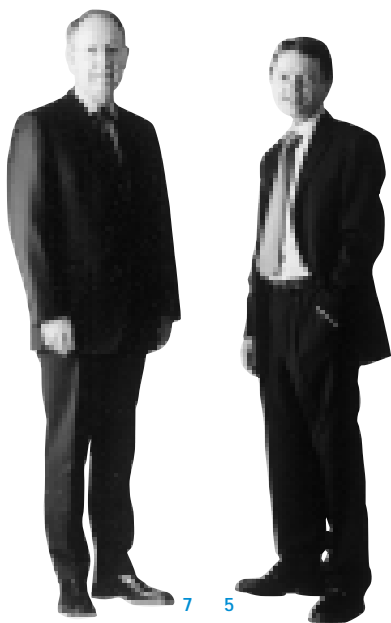


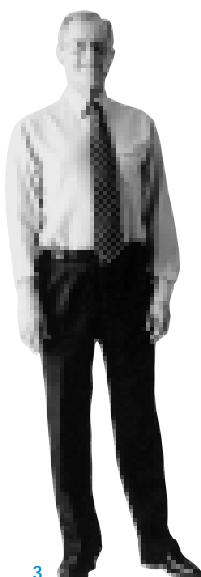
## Board of directors



7 5



6



3



8



4



2

1

**\*1 John McGrath**, 63, appointed December 1997 and chairman since August 2000. Group chief executive of Diageo until his retirement in December 2000. He was group chief executive of Grand Metropolitan before GrandMet and Guinness merged in December 1997 to form Diageo. Previously chairman and chief executive of IDV, GrandMet's spirits and wines business.

**2 Steve Russell**, 57, chief executive since April 2000. He is also a non-executive director of Barclays. He joined Boots in 1967 and was formerly managing director of Boots The Chemists.

**3 David Thompson**, 59, deputy chief executive since April 2000 and finance director from 1990 to March 2002. He is also a non-executive director of Cadbury Schweppes. He joined Boots in 1966, was appointed finance director of Retail Division in 1980 and group financial controller in 1989. He is a chartered accountant.

**4 Barry Clare**, 48, marketing director and director of international businesses. He is also a non-executive director of Standard Chartered. Appointed to the board in 1999. He joined Boots in 1991 to lead the creation and development of the international consumer healthcare business, after gaining strategic marketing experience at Procter & Gamble and Diversy Corporation.

**5 Ken Piggott**, 53, managing director, Boots Retail operations. He joined Boots in 1970 and was appointed merchandise controller for the beauty and fashion department in 1983. On the creation of business centres in 1986, he became beauty business general manager, before becoming managing director of Childrens World, Do It All, Halfords and Boots The Chemists successively.

**6 Andy Smith**, 41, group personnel director. Joined Boots in 1997 as director of personnel, group. He was director of personnel for Boots The Chemists from 1999 before being appointed to the board in April 2001. Previously he worked for Pepsi Cola and Mars Confectionery.

**7 Paul Bateman**, 49, group operations director. Responsible for logistics, manufacturing, engineering, procurement and properties. Joined Boots in 2001 to lead supply chain and business services development. Previously worked for Procter & Gamble.

**8 Howard Dodd**, 42, appointed finance director April 2002. Howard is a chartered accountant and has gained significant international experience in finance and treasury in AstraZeneca and ICI.



**\*9 Fiona Harrison**, 51, appointed 1994. Chief executive of Retail Stores, the holding company of Liberty department stores. A former director of Coats Viyella and chief executive of its Fashion Retail Division, which operates the Jaeger and Viyella retail chains. She is also a non-executive director of Scottish Media Group and of Thorntons.

**\*10 Dr John Buchanan**, 58, appointed December 1997. Group chief financial officer and a managing director of BP. Formerly group treasurer and chief executive of BP Finance and chief operating officer of BP Chemicals. He is also a non-executive director of AstraZeneca.

**\*11 Dr Martin Read**, 52, appointed 1999. Managing director and chief executive of Logica, one of the world's leading global IT solutions companies. Before taking over at Logica in 1993, he held a number of senior positions at GEC Marconi. He was appointed a non-executive director of British Airways in 2000 and served as a non-executive director of Asda Group from 1996 to 1999.



**\*12 Sir Nigel Rudd**, 55, appointed December 1999 and deputy chairman since December 2001. Non-executive chairman of Kidde and non-executive chairman of Pilkington and of Pendragon. He is also a non-executive director of Barclays and of Bridgeway.

**\*13 Hélène Ploix**, 57, appointed September 2000. Chairman of Pechel Industries. She is also a non-executive director of Ferring, Lafarge and Publicis.

**\*14 Jan Bennink**, 45, appointed 2001. President and chief executive of Numico, a leader in Infant and Clinical nutrition and nutritional supplements. Previous experience includes seven years with Danone as president of the dairy division, six years with Benckiser in Italy and Germany and seven years with Procter & Gamble in Holland and the USA.

\*Non-executive director

