



1
The Viscount Rothermere †‡§
Chairman

Aged 35. Joined the Board in 1995. He was appointed Chairman in 1998, having joined the Group in 1994, and is chairman of the Nominations Committee and of the Remuneration Committee. He is a non-executive director of Euromoney Institutional Investor plc and of the Fleming Mercantile Investment Trust plc. He was formerly managing director of the Evening Standard and of the Courier Printing & Publishing Company.

2
C J F Sinclair §
Chief Executive

Aged 55. Joined the Board in 1988. He was appointed Chief Executive in 1989, having joined the Group in 1975, and is chairman of the Risk Committee. He is a non-executive director of Euromoney Institutional Investor plc, Reuters Group plc, and of Schroders plc (from which board he will be retiring in April 2004).

3
J P Williams, FCA §
Finance Director

Aged 50. Joined the Board as Group Finance Director in 1991 and the Group in 1982 as a Chartered Accountant. He is a non-executive director of GWR Group plc and of Euromoney Institutional Investor plc.

4
J G Hemingway *†
Non-Executive Director

Aged 72. Joined the Board in 1978. He is an independent solicitor.

5
Sir Patrick Sergeant
Non-Executive Director

Aged 79. Joined the Board in 1983. He was City Editor of the Daily Mail from 1960 to 1984 and formerly chairman of Euromoney Institutional Investor plc of which he is now president and a non-executive director. He is retiring at the conclusion of the Annual General Meeting in February 2004.

6
S M Gray *†‡§
Non-Executive Director

Aged 69. Joined the Board in 1985. He was senior partner of Dixon Wilson, Chartered Accountants, and is chairman of the Audit Committee.

7
N H Hakkarainen †‡
Non-Executive Director

(Finnish)
Aged 75. Joined the Board in 1990. He was formerly managing director of United Paper Mills in Finland. He is retiring at the conclusion of the Annual General Meeting in February 2004.

8
I G Park, CBE *‡
Non-Executive Director

Aged 68. Joined the Board in 1994. He was managing director of Northcliffe Newspapers from 1982 to 1995 and its chairman from 1995 to 2003. He was formerly President of the Newspaper Society and chairman of the Press Association.

9
F P Lowy, AO
Independent

Non-Executive Director
(Australian)
Aged 73. Joined the Board in 1994. He is chairman of Westfield Holdings, a major shopping centre company with interests primarily in Australia, the USA and the UK. He is also a member of the Board of the Reserve Bank of Australia.

10
D M M Dutton §
Executive Director

Aged 61. Joined the Board in 1997. He advises the Group on property matters and is chairman of DMG Information.

11
Professor K Schwab
Independent

Non-Executive Director
(German)
Aged 65. Joined the Board in 1998. He is president of the World Economic Forum, a not-for-profit foundation, based in Geneva, Switzerland.

12
P M Dacre
Executive Director

Aged 55. Joined the Board in 1998, having joined the Group in 1979. He has been editor of the Daily Mail since 1992 and editor-in-chief of Associated Newspapers since 1998.

13
P M Fallon
Executive Director

(Irish)
Aged 57. Joined the Board in 1999. He is chairman of Euromoney Institutional Investor plc and a non-executive director of Allied Irish Banks plc. He joined Euromoney as editor in 1974 and was managing director from 1985 to 1992.

14
C W Dunstone*
Independent

Non-Executive Director
Aged 39. Joined the Board in 2001. He is founder and chief executive of the Carphone Warehouse Group plc and a non-executive director of HBOS plc.

15
F P Balsemão †
Independent

Non-Executive Director
(Portuguese)
Aged 66. Joined the Board in November 2002. He is chairman and chief executive of IMPRESA, S.G.P.S., chairman of the European Publishers Council and a former prime minister of Portugal.

16
N D Jennings, FCA
Secretary

Aged 43. Appointed Company Secretary in 1999, having joined the Group in 1988.

* Member of the Audit Committee
† Member of the Nominations Committee
‡ Member of the Remuneration Committee
§ Member of the Risk Committee