

Board of directors



Sir Victor Blank (60) Chairman

Sir Victor Blank was educated at Stockport Grammar School and St Catherine's College, Oxford. He qualified as a solicitor with the law firm Clifford-Turner (now Clifford Chance), becoming a partner in 1969. In 1981, he moved into investment banking with Charterhouse, becoming Chairman and Chief Executive in 1985. He was also a director of The Royal Bank of Scotland Group plc from 1985 to 1993. He joined the Board of GUS plc in 1993.

Sir Victor retired from investment banking in 1997, having become Deputy Chairman of GUS the previous year. He became Chairman of GUS

in 2000 and is also Chairman of Trinity Mirror plc and a director of Chubb plc.

Sir Victor is a member of the Financial Reporting Council and Chairman of the Industrial Development Advisory Board. He is a member of the Council of Oxford University. He chairs two charities, WellBeing and UJS Hillel, as well as the Council of University College School.

Sir Victor is an Honorary Fellow of the Royal College of Obstetricians and Gynaecologists, an Honorary Fellow of St Catherine's College, Oxford, a Fellow of the Royal Society of Arts and Companion of the Institute of Management.



John Peace (54) Group Chief Executive

John Peace joined GUS in 1970 and held several senior IT management positions before co-founding CCN in 1980. CCN was the company formed by GUS to market information services to retailers and other lending organisations. In 1991, John Peace was appointed Chief Executive of CCN, which was by then one of Europe's largest information services companies.

During the mid-nineties, CCN was combined with a number of other US and European businesses to form a global information services organisation called Experian, with John Peace as its Chief Executive.

In 1997, he joined the Board of GUS plc, becoming Group Chief Executive in January 2000.

In June 2002, John Peace was appointed Chairman of Burberry Group plc, in advance of its partial flotation by GUS in July 2002.

John Peace is Chairman of the Board of Governors of Nottingham Trent University, a member of the Board of Companions of the Chartered Management Institute and a Fellow of the Royal Society of Arts.



David Tyler (50) Finance Director

David Tyler graduated from Cambridge University, where he read Economics, in 1974.

He spent the first 11 years of his career working for Unilever in a variety of financial, commercial and strategic jobs. In 1986 he joined County NatWest where he worked in senior financial control roles. He then worked for Christie's International from 1989 to 1996 as Finance Director and as President of Christie's America.

David Tyler has been Finance Director of GUS plc since February 1997. Aside from his financial role, he also now has responsibility for the development of Group strategy and has operational responsibility for some of the Group's smaller businesses. Since June 2002, he has been a non-executive director of Burberry Group plc.

He is a Fellow of the Chartered Institute of Management Accountants and a Member of the Association of Corporate Treasurers.



Terry Duddy (47) Chief Executive, Argos Retail Group

Terry Duddy began his career at Letraset in 1978, initially in personnel management and later in product management. He joined the Dixons Stores Group in 1984, where he held various commercial positions, including Sales Director of Currys, Product Marketing Director of the Dixons Stores Group and, latterly, Managing Director of PC World.

Terry Duddy joined GUS in August 1998 as Chief Executive of the newly acquired Argos, becoming a director of GUS plc later that year. In 2000 he was appointed Chief Executive of the Argos Retail Group.



Craig Smith (52) (USA) Chairman, Experian

Craig Smith studied business management at Towson University in Baltimore, Maryland before joining Maryland National Bank in 1973. Here he gained experience in all areas of retail lending and bank operations, becoming Vice President.

In 1982, Craig Smith was one of five founding executives of MBNA America Bank and spent 12 years with that organisation. He went on to become Chairman and founder of Hamilton Partners, a management consultancy specialising in advising financial services organisations.

Craig Smith joined Experian in June 2000 as Chief Executive Officer for Experian North America. In March 2003, he joined the Board of GUS plc and was appointed Chairman of Experian worldwide.

Craig Smith is involved with a number of local charitable organisations and directs Experian's worldwide corporate social responsibility programme.



Alan Smart (58) (South Africa) Chief Executive, South African Retailing

Alan Smart was educated at Rondebosch Boys High and the University of Cape Town. After serving articles of clerkship with a chartered accounting practice, he joined Lewis in 1969. He held several financial control positions before being appointed Credit Director of Lewis in 1980.

In 1984 Alan Smart was promoted to Joint Managing Director, with responsibility for credit and store operations. In 1991 he became Chief Executive of the Lewis Group, a position he currently holds.

Alan Smart is a former national council member of the Furniture Traders Association of South Africa.



Sir Alan Rudge (65) Non-Executive Director

Sir Alan Rudge was Deputy Chief Executive of BT until November 1997 and Chairman of WS Atkins until March 2001. He joined the Board of GUS plc in 1997 and also serves as a non-executive director on the Boards of Apollis AG and SESA AG. He is currently President of MSI Cellular Investments BV, Chairman of ERA Technology Ltd and Pro Chancellor of Surrey University.

Sir Alan has a PhD in Electrical Engineering and is a Fellow of the Royal Society and the Royal Academy of Engineers. He is a past President of the Institution of Electrical Engineers and past Chairman of the Engineering and Physical Sciences Research Council.



Oliver Stocken (61) Non-Executive Director

After qualifying with Arthur Andersen, Oliver Stocken became a director of NM Rothschild & Sons and subsequently Managing Director of Barclays Australia and of Barclays Merchant Bank in London.

At the inception of BZW Holdings in 1986 he was a member of the Board, becoming Chief Operating Officer in 1990 and later Finance Director. In May 1993 he became Group Finance Director, Barclays PLC, finishing this role in September 1999.

Oliver Stocken was appointed to the Board of GUS plc in April 2000 and chairs the Audit Committee. He is Deputy Chairman of 3i plc and a non-executive director of Rank Group plc, Pilkington plc, Novar plc, Searchspace Limited, Rutland plc and Stanhope plc.

Oliver Stocken is also a Trustee of the Natural History Museum; Council Member and Treasurer of the Royal College of Art; Chairman of Finance and Member of the Committee of the MCC; Trustee of the Henley River & Rowing Museum, and Chairman of the Trustees of the Devas Youth Club, Wandsworth.



Lady Patten of Wincanton (49) Non-Executive Director

Louise Patten joined the Board of GUS in 1997 and chairs the Remuneration Committee. She is also Chairman of Brixton plc and a non-executive director of Hilton plc and Somerfield plc, as well as Senior Adviser to Bain & Co.

Louise graduated from Oxford University in 1977 and went from there to Citibank. She remained in banking until 1985, when she moved into management consultancy. In 1993, Louise joined Bain & Co, the global strategy consultancy, as a Partner.

Louise has considerable experience as a non-executive director. She was a director of Harveys Furnishings plc from 1993–2000 and of the Catholic Building Society from 1993–1997 and was appointed to the board of Hilton Group plc in 1993. Louise is also senior non-executive director and remuneration committee chairman of Somerfield plc, whose board she joined in 1998, and was its interim Chairman from 1999–2000. In 2001, she joined the Board of Brixton plc as a non-executive director, taking over the chairmanship of Brixton in May 2003.



Lord Harris of Peckham (60) Non-Executive Director

Lord Harris was educated at Streatham Grammar School and in 1957, at the age of 15, took over the running of the family business. This consisted of three carpet shops, which by 1977 he had increased to 93. Later that year he acquired Queensway Discount Warehouse and in 1978 successfully floated the Harris Queensway Group. In 1988, Harris Queensway was taken over by the Lowndes Consortium and Lord Harris went on to set up Carpetright, which was floated in 1993. Lord Harris is Chairman and Chief Executive of Carpetright plc, which now has over 440 stores.

Lord Harris was appointed to the Board of GUS in 1986. He is also Chairman of Harris Ventures Ltd and the prostate cancer 'Investing In Life' campaign.

Lord Harris is a major sponsor of the Harris City Technology College in Croydon, Bacon's College, Southwark and Kennal Technology College, Sidcup. He is also in the process of funding two City Academies, one in Peckham and another in Croydon, together with a Community Centre in Peckham. He is a benefactor of two colleges at Oxford, Oriol and Harris Manchester, and Lucy Cavendish College, Cambridge.



Frank Newman (61) (USA) Non-Executive Director

Frank Newman is Chairman Emeritus of Bankers Trust Corporation, having served as its Chairman and Chief Executive Officer from 1995 to 1999. He currently serves as an advisor to private-equity investment firms and financial institutions. Frank Newman joined the Board of GUS plc in 2001.

Before joining Bankers Trust, Frank Newman was the Deputy Secretary of the United States Treasury Department. He served in the Treasury Department from early 1993 until late 1995. As Deputy Secretary, Frank Newman was the number two official and Chief Operating Officer of the department.

Previously, Frank Newman spent six years with BankAmerica Corporation, where he was Chief Financial Officer and Vice-Chairman of the Board. Prior to joining BankAmerica in 1986, he was Executive Vice President and Chief Financial Officer of Wells Fargo Bank.

Frank Newman is a director of Dow Jones & Company, Korea First Bank and a privately held technology company. He is a member of the advisory board of Renault and Nissan. He is also a board member of three public-purpose organisations: the Carnegie Hall Society, Cornell University Weill Medical College, and MDRC (public policy research).

Secretary

David Morris FCA

Auditors

PricewaterhouseCoopers LLP

Stockbrokers

Cazenove
Merrill Lynch

Solicitors

Linklaters & Alliance
Berwin Leighton Paisner

Registered Office

Universal House
Devonshire Street
Manchester M60 1XA
Company No. 146575

Registrars and transfer office

Lloyds TSB Registrars
The Causeway
Worthing
West Sussex BN99 6DA

Corporate Governance Committee

Sir Victor Blank (Chairman)
John Peace
Sir Alan Rudge
David Morris

Audit Committee

Oliver Stocken (Chairman)
Frank Newman
Lady Patten
Sir Alan Rudge

Remuneration Committee

Lady Patten (Chairman)
Sir Alan Rudge
Oliver Stocken

Nomination Committee

Sir Victor Blank (Chairman)
John Peace
Lord Harris
Frank Newman
Lady Patten
Sir Alan Rudge
Oliver Stocken