

Leading the

1. David Webster

David Webster has been a director of the Company since its formation in 1977 and was appointed Chairman at the end of March 1997. Prior to this, from April 1989 he was Deputy Chairman. He is a non-executive director of Reed International PLC and Elsevier NV, and is currently President of the IGD. Age 56.

2. Carlos Criado-Perez

Carlos Criado-Perez joined the Company as Chief Operating Officer in August 1999, and became Chief Executive in November. He joined the Dutch-based retailer SHV Makro in 1976 and, after a succession of international roles, became an executive director in 1990. When Makro was sold in 1997, he was appointed Chief Operating Officer of the International Division of Wal-Mart, a post he held until 1999. Age 49.

3. Simon Laffin

Simon Laffin joined the Company in 1990. He joined the Board as Group Finance Director in May 1996, prior to which he was Chief Financial Officer and Finance Director of Safeway Stores. Following a four month secondment managing the Wokingham store, Simon additionally took on responsibility for Property and Development this year. Age 41.

4. Lawrence Christensen CBE

Lawrence Christensen has been with the group since 1974, becoming a director of Safeway Stores in 1987. He was appointed to the Board as Supply Director in November 1999. Until May 2001, he was President of the Freight Transport Association. Age 57.

5. Richard Williams

Richard Williams joined the Company in 1990 and was appointed to the Safeway Stores Board in 1994, with responsibility for supply chain. In November 1998 he assumed responsibility for Human Resources and in February 2000 for Information Technology and for Culture. He was appointed to the Board as Group Services Director in November 1999. Age 44.

6. Michael Allen

Michael Allen joined the Board as a non-executive director in May 1995. He is a former Group Vice-President of the Procter and Gamble Company and a director of Alliance and Leicester plc. Michael is Chairman of the Remuneration Committee and a member of the Board's Audit and Nomination Committees. Age 63.

7. Hugh Collum

Hugh Collum joined the Board as a non-executive director in October 1997. He is Chairman of British Nuclear Fuels plc, a director of Invensys plc, South African Breweries PLC, Whitehead Mann Group plc and Deputy Chairman of Celltech Group plc. Hugh is Chairman of the Audit Committee and a member of the Board's Remuneration and Nomination Committees. Age 60.

8. Peter Foy

Peter Foy joined the Board as a non-executive director in August 1999. He is a director of PepsiCo Inc., P&O Group and Omnicom Inc and Chairman of Whitehead Mann Group plc. Peter is a member of the Board's Remuneration and Nomination Committees. Age 60.

9. Lisa Gernon

Lisa Gernon joined the Board as a non-executive director in August 1999. She is currently Strategic Advisor for Hutchinson 3G and was previously an Executive President, Commercial, with Cable & Wireless plc, and has held several senior appointments in the international telecommunications industry. She is a member of the Board's Audit and Nomination Committees. Age 41.

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