

Board of Directors

The effectiveness of the Board, its Committees and each of the Directors is vital to the operation of the Group.

01 Sir John Parker

Chairman
(appointed October 2002) (Age 62)

Sir John Parker became Chairman of the Group following the Merger, having been Chairman of Lattice Group since its Demerger from BG Group in 2000. He had previously been a Non-executive Director of BG from 1997. Sir John's career has encompassed the engineering, shipbuilding and defence industries. He is Chairman of RMC Group plc and a Non-executive Director of Carnival plc and Carnival Corporation, Inc. It has been announced that Sir John will be appointed as senior Non-executive Director designate of the Court of the Bank of England on 1 June 2004. Sir John is a former Chairman and Chief Executive of Harland & Wolff plc and Babcock International Group PLC and a former Non-executive Director of Brambles Industries plc, GKN plc and British Coal Corporation. He is a Fellow of the Royal Academy of Engineering.

02 James Ross

Deputy Chairman and
Senior Independent Director
(appointed March 1999) (Age 65)

James Ross was appointed as Non-executive Director and Deputy Chairman of National Grid in March 1999, becoming Chairman in July 1999. Following the Merger, he became Deputy Chairman and Senior Independent Director. He was appointed as a Non-executive Director of Prudential plc on 6 May 2004 and is Chairman of the Leadership Foundation for Higher Education. He is also a Non-executive Director of McGraw Hill and of Datacard, both based in the US, and of Schneider Electric based in France. He was Chairman of Littlewoods plc from 1996 to April 2002 and was Chief Executive of Cable and Wireless plc from 1992 to 1995. Previously, he was a Managing Director of the British Petroleum Company plc and Chairman and CEO of BP America. At BP he had responsibility for its activities in North and South America and Africa as well as the company's environmental policies.

03 Roger Urwin

Group Chief Executive
(appointed November 1995) (Age 58)

Roger Urwin was appointed as a Director of National Grid in November 1995, becoming Group Chief Executive in April 2001. He was previously Chief Executive of London Electricity plc. Earlier, he held a number of appointments within the Central Electricity Generating Board before joining the Midlands Electricity Board as Director of Engineering. He is a Non-executive Director of The Special Utilities Investment Trust PLC and is a Fellow of the Royal Academy of Engineering.

04 Steve Lucas

Group Finance Director
(appointed October 2002) (Age 50)

Steve Lucas joined the Board following the Merger in October 2002. He had been Executive Director, Finance of Lattice Group, since its Demerger from BG Group in 2000. Previously, he was Treasurer of BG Group having joined British Gas plc in 1994. A Chartered Accountant, he worked in private practice in the City of London until 1983. He then joined Shell International Petroleum Company, occupying a number of finance management positions and treasury roles, including seven years in Africa and the Far East.

05 Steve Holliday

Group Director
(appointed March 2001) (Age 47)

Steve Holliday joined National Grid as Group Director, UK and Europe at the end of March 2001. Following the Merger, he was responsible for the Group's electricity and gas transmission businesses and is now Group Director responsible for UK Gas Distribution and Business Services. He was formerly an Executive Director of British Borneo Oil and Gas. Previously, he spent 19 years with the Exxon Group, where he held senior positions in the international gas business and operational areas such as refining and shipping. His international experience includes a four-year spell in the US. He also worked developing business opportunities in countries as diverse as China, Australia, Japan, Brazil and the former Soviet Union.

06 Nick Winser

Group Director
(appointed April 2003) (Age 43)

Nick Winser joined the Board in April 2003 as Group Director responsible for UK and US Transmission operations. He was previously Chief Operating Officer of US Transmission for National Grid Transco. He joined National Grid Company in 1993, becoming Director of Engineering in 2001. Prior to this, he had been with PowerGen since 1991 as principal negotiator on commercial matters, having joined the Central Electricity Generating Board in 1983 where he served in a variety of technical engineering roles.

07 Edward Astle

Group Director
(appointed September 2001) (Age 50)

Edward Astle joined National Grid as Group Director, Telecommunications in September 2001 and is now Group Director responsible for Unregulated Business and leads the Group's Business Development and Strategy. He was Managing Director of BICC Communications from 1997 to 1999, and between 1989 and 1997 he held a variety of positions with Cable and Wireless. He was Regional Director Europe, CEO of its global networks and marine divisions, and in 1995 joined the Cable and Wireless Board as Executive Director Global Businesses. Edward was previously a Non-executive Director of Intec Telecom Systems plc.

08 Rick Sergel

Group Director
(appointed March 2000) (Age 54)

Rick Sergel was appointed as a Director of National Grid following the acquisition of New England Electric System (NEES) in March 2000. Following the Merger, Rick had Board responsibility for US Gas and Electricity Distribution. He was President, Chief Executive Officer and a Director of National Grid USA until October 2003, following which he remained Chief Executive Officer and a Director. Between February 1998 and March 2000 he served as President and Chief Executive Officer of NEES. His previous positions with NEES included Senior Vice President in charge of retail operations and unregulated ventures, Vice President and Treasurer. He is a Non-executive Director of State Street Corporation. Rick will retire from the Board at the 2004 Annual General Meeting.

09 Mike Jesanis

Group Director
(to be appointed July 2004) (Age 47)

Mike Jesanis will be appointed as Group Director effective from 26 July 2004. Following Rick Sergel's retirement, he will be Group Director responsible for US Gas and Electricity Distribution. He became President of National Grid USA in November 2003, having been its Chief Operating Officer and responsible for the day-to-day operations since January 2001. He was Chief Financial Officer of National Grid USA and New England Electric System (NEES) between March 1998 and January 2001, having first joined NEES in July 1983.

10 John Grant
Non-executive Director
(appointed November 1995) (Age 58)

John Grant was appointed a Director of National Grid in November 1995. He is Chairman of Hasgo Group Limited, Peter Stubs Limited and Royal Automobile Club Motor Sports Association Limited and a Non-executive Director of Torotrak plc, Corac Group Plc and Cordex Plc. On 12 May 2004 John was appointed as a Non-executive Director of The Royal Automobile Club Limited. He was Chief Executive of Ascot Plc from 1997 to 2000 and Finance Director of Lucas Industries plc from 1992 to 1996. He previously held a number of senior executive positions during 25 years with Ford Motor Company.

11 Ken Harvey
Non-executive Director
(appointed October 2002) (Age 63)

Ken Harvey joined the Board following the Merger in October 2002, having been appointed to the Lattice Group Board in September 2000. He is Chairman of Pennon Group plc (which includes South West Water) and is also Non-executive Chairman of Beaufort Group plc. A Chartered Engineer, he is a former Chairman of Norweb plc, Comax Holdings Ltd and The Intercare Group plc.

12 Paul Joskow
Non-executive Director
(appointed March 2000) (Age 56)

Paul Joskow was appointed a Director of National Grid in March 2000 following the acquisition of New England Electric System (NEES). He is a Professor of Economics and Management at the Massachusetts Institute of Technology (MIT), Director of MIT Centre for Energy and Environmental Policy Research, Research Associate of the US National Bureau of Economic Research and a Fellow of the Econometric Society and of the American Academy of Arts and Sciences. He is also an independent Trustee of the Putnam Mutual Funds. Paul joined TransCanada as an independent Non-executive Director on 23 April 2004.

13 Stephen Pettit
Non-executive Director
(appointed October 2002) (Age 53)

Stephen Pettit was appointed to the Board following the Merger, having been appointed to the Lattice Group Board in 2001. He is a Non-executive Director of National Air Traffic Services, Halma plc, KBC Advanced Technologies plc and Norwood Systems. He is a former Executive Director of Cable and Wireless plc. Before joining Cable and Wireless, he was Chief Executive, Petrochemicals at British Petroleum.

14 Maria Richter
Non-executive Director
(appointed October 2003) (Age 49)

Maria Richter was appointed to the Board on 1 October 2003. Maria had worked for Morgan Stanley between 1993 and 2002, most recently as Managing Director of its Corporate Finance Retail Group. Prior to this, she was Managing Director of Investment Banking in the Southern Cone of Latin America, and Executive Director and Head of Independent Power and Structured Finance Business. Previous appointments include Vice-President of Independent Power Group for Salomon Brothers, and Vice-President of Prudential Capital Corporation and Power Funding Associates. Maria is also a Director of the Western Electricity Co-ordinating Council, one of 10 Councils in North America responsible for promoting electricity system reliability.

15 George Rose
Non-executive Director
(appointed October 2002) (Age 52)

George Rose was appointed to the Board following the Merger, having been appointed to the Lattice Group Board in September 2000. He has been Finance Director of BAe Systems plc (formerly British Aerospace plc) since 1998, having joined the company in 1992. He is a member of the shareholder committee of Airbus SAS and is also a Non-executive Director of SAAB AB, a Member of the Financial Reporting Review Panel and a former Non-executive Director of Orange plc.

Helen Mahy
Group Company Secretary and
General Counsel
(appointed October 2002) (Age 43)

Helen Mahy was appointed as Group Company Secretary following the Merger, having been Company Secretary at Lattice Group since March 2002. She was additionally appointed as General Counsel from October 2003. Previously, she was Group General Counsel and Company Secretary at Babcock International Group PLC. Helen was appointed a Non-executive Director of Aga Foodservice Group plc in March 2003. She is a barrister and an Associate of the Chartered Insurance Institute.

