

Board of Directors

SIR NEVILLE SIMMS (59)

CHAIRMAN

Sir Neville became a Non-Executive Director of National Power in August 1998 and was appointed Chairman of International Power in October 2000. He is currently Chairman of Carillion plc, and a member of the President's Committee of the CBI.

Executive Directors

PHILIP COX (52)

CHIEF EXECUTIVE OFFICER

Philip joined the Company on 1 May 2000 from Invensys plc and became Chief Financial Officer in October 2000. Philip was appointed Chief Executive Officer of International Power in December 2003. He has responsibility for the overall management of the business and the delivery of its strategy. He is a Non-Executive Director of Wincanton plc.

MARK WILLIAMSON (46)

CHIEF FINANCIAL OFFICER

Mark joined the Company in September 2000 from the Simon Group plc, and became Group Financial Controller responsible for the Company's financial reporting. Mark was appointed Chief Financial Officer of International Power in December 2003. His responsibilities include financial control and reporting, tax and risk management.

STEPHEN (STEVE) RILEY (42)

EXECUTIVE DIRECTOR, EUROPE

Steve joined the business in 1985, holding senior positions in two UK power stations. He was appointed International Power's Managing Director, Australia in January 2000. In August 2003 he took up his current position as head of the European region.

Steve was appointed to the Board in January 2004.

ANTHONY (TONY) CONCANNON (40)

EXECUTIVE DIRECTOR, AUSTRALIA

Tony joined the business in 1982. In October 2000 Tony became International Power's Country Manager for the United Kingdom. He took up his current role leading the Australian business in August 2003.

Tony was appointed to the Board in January 2004.

Non-Executive Directors

ADRI BAAN (60)

NON-EXECUTIVE DIRECTOR

Adri became a Non-Executive Director of the Company in June 2002. He was previously CEO of Philips Consumer Electronics, Member of the Board of Management. He is currently on the Boards of ASMI, KWWS, ICI PLC and Wolters Kluwer.

ANTHONY (TONY) ISAAC (62)

NON-EXECUTIVE DIRECTOR

Tony became a Non-Executive Director of the Company in October 2000 and is the Senior Independent Director. He is the Chief Executive of The BOC Group plc and is a Non-Executive Director of Schlumberger Limited.

JOHN (JACK) TAYLOR (65)

NON-EXECUTIVE DIRECTOR

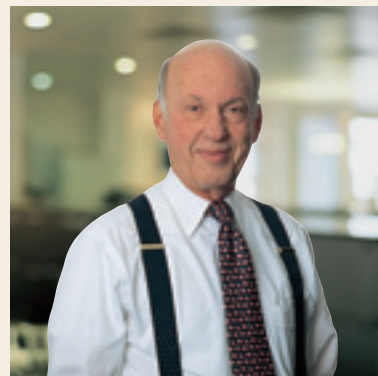
Jack has 37 years' experience in project finance, private equity and international banking. Having served as the Asian Development Bank's Director-Infrastructure, Energy, and Financial Sectors Department West and Private Sector Group, following a 30-year career as a senior executive with The Chase, Jack is today active in private equity in the UK, Europe and Asia.



TOP: SIR NEVILLE SIMMS
BOTTOM: PHILIP COX



TOP: MARK WILLIAMSON
MIDDLE: STEVE RILEY
BOTTOM: TONY CONCANNON



TOP: ADRI BAAN
MIDDLE: TONY ISAAC
BOTTOM: JACK TAYLOR

DETAILS OF BOARD COMMITTEES AND THEIR MEMBERSHIP ARE SET OUT ON PAGES 29-30.