

MANAGEMENT AND BOARD OF DIRECTORS

NON EXECUTIVE CHAIRMAN

**Chris Clark**

Chris Clark became Chairman of Associated British Ports Holdings PLC in August 2004. He oversaw the Company's acquisition by its current owners in 2006 and remains Chairman. He is a member of the Audit, Nomination and Remuneration Committees. Before joining ABP, Mr Clark spent his entire executive career at Johnson Matthey plc, having joined as a metallurgist. He held a number of senior roles before being promoted to the board as an executive director in 1990. He became Chief Executive in 1998 and led the company into the FTSE 100 in 1998. Mr Clark is also Chairman of Wagon plc, URENCO Limited and Severstal.

CHIEF EXECUTIVE OFFICER

**Peter Jones**

Peter Jones became Chief Executive Officer of Associated British Ports Holdings Ltd in April 2007. He was formerly Chief Executive of the Mersey Docks & Harbour Company, having worked in ports and shipping businesses in the UK and Europe since 1977. While at MDHC, he expanded the group's ports, transport and logistics interests and increased its turnover, with the share price outperforming both the market and the transport sector. He has served as a non-executive director of Through Transport Mutual Insurance and of the United Kingdom Major Ports Group. He has also been a Member of the Bank of England's North-West Quarterly Panel.

CHIEF FINANCIAL OFFICER

**Zafar Khan**

Zafar Khan became Chief Financial Officer of Associated British Ports Holdings Ltd on 1 March 2007. He is chairman of the risk-management working group, CSR management committee and the main defined-benefit pension scheme. Mr Khan joined the Group in March 2002, and in 2005 was promoted to the post of Deputy Group Finance Director. He trained as a Chartered Accountant with Ernst & Young and holds the Associate qualification for Corporate Treasurers. Before joining ABP, he held senior financial roles with BBA Group plc and FLAG Telecom Holdings Ltd.

EXECUTIVE DIRECTOR

**Doug Morrison**

Doug Morrison was appointed to the Board of Associated British Ports Holdings PLC in April 2005. Mr Morrison has worked for the Group for his entire career, having joined direct from school in 1968. He worked in ports administration at Ayr & Troon for 11 years before moving to the operational side of the business as a trainee supervisor. Within 10 years, he was responsible for all port operations at Ayr & Troon. He became Port Manager in 1998 and was promoted to the position of Port Director, Hull & Goole, in 2003. He took up his current role as Port Director, Southampton, in April 2005.

NON-EXECUTIVE DIRECTORS

**Frederick Biro**

Frederick Biro was appointed to the Board of Directors of Associated British Ports Holdings Ltd in November 2007. He is a member of the Audit Committee. Mr Biro is a past Board member and Chair of the Ontario Municipal Employees Retirement System (OMERS), one of the largest pension plans in Canada. In January 2006, Mr Biro graduated as a Certified Corporate Director from the Director's College, co-administered by McMaster University and the Conference Board of Canada.

**Peter-Paul Bloemen**

Peter-Paul Bloemen was appointed to the Board of Directors of Associated British Ports Holdings Ltd in March 2007. He is a member of the Remuneration and Nomination Committees. Mr Bloemen joined Borealis Infrastructure in June 2002 as Vice President, following five years within the real-estate asset-management group of the Ontario Municipal Employees Retirement System (OMERS). Previously, Mr Bloemen worked at other Canadian real-estate organisations and major international general contractors.

**Philippe Camu**

Philippe Camu joined the Board of Associated British Ports Holdings Ltd in August 2006 and is a member of the Remuneration and Nomination Committees. Mr Camu, a Managing Director at Goldman Sachs, heads the European business of Goldman Sachs Infrastructure Partners (GSIP) and is a member of GSIP's Investment Committee. Previously, he ran Goldman Sachs' Whitehall real estate funds business in Sweden and Switzerland and its Italian non-performing loan business. He joined Goldman Sachs' Corporate Finance Department in 1992 and transferred to the Real Estate Principal Investment Area Department in 1997.

**James Cooper**

James Cooper joined the Board of Associated British Ports Holdings Ltd in May 2007. He is Chairman of the Remuneration and Nomination Committees. Mr Cooper is Director of Project and Infrastructure Finance for M&G Investments, which manages infrastructure fund Infracapital. From 1998, he worked for BNP Paribas where he was co-head of UK Corporate Finance. Between 1992 and 1998, he worked for Hambros Bank, where he led the transport sector team and was a director. He has also been an advisor to the Port of Bristol and the Strategic Investment Board of Northern Ireland. He is a director of Red Funnel Group Holdings Limited and Zephyr Investments Limited.

**Tom Ferguson**

Tom Ferguson joined the Board of Associated British Ports Holdings Ltd in August 2006. He is Chairman of the Audit Committee. He is the head of asset management for Goldman Sachs' Infrastructure Investment Group, having worked in principal investing within merchant banking since 2003. He joined Goldman Sachs as a consultant in 2002, becoming a managing director in 2007. During his career at Goldman Sachs, he has managed several operating platforms within the Real Estate Principal Investment area. He was also chief executive officer of American Golf. Earlier in his career, Mr Ferguson worked in real estate investment, finance and operations for 25 years, primarily for the Paragon Group.

**George Kay**

George Kay joined the Board of Associated British Ports Holdings Ltd in August 2006. He is a member of the Remuneration and Nomination Committees. He is a director of AEI, an emerging-market energy infrastructure company based in Houston, and serves on its board's Compensation Committee. Prior to joining GIC Special Investments in early 2006, where he is responsible for infrastructure investments in the UK, North and South America, Mr Kay worked in principal finance for the Commonwealth Bank of Australia. Prior to that, he worked for Westpac Banking Corporation as Senior Credit Analyst.

**Michael Rolland**

Michael Rolland joined the Board of Associated British Ports Holdings Ltd in January 2008. He became President & CEO of Borealis Infrastructure in March 2007 and has overall executive responsibility for Ontario Municipal Employees Retirement System's investments in infrastructure assets. Previously, as Senior Vice President of Borealis for six years, he was primarily responsible for the infrastructure buildings business unit. Before this, he developed and led the public-sector and healthcare-finance practice of an investment banking group, was principal of a private financial advisory firm specialising in corporate and structured financings and was a senior tax manager at an international accounting firm.

**Ang Eng Seng**

Ang Eng Seng joined the Board of Associated British Ports Holdings Ltd in August 2006. He is an Executive Vice President of GIC Special Investments Pte Ltd. He is also Head of its Europe Private Equity Group and a member of its Investment Committee. He is also Acting Head of Global Infrastructure Investments Group. He was Head of the Greater China Team from 1999 to mid 2003. From 1996 to 1998, he was seconded from GIC SI to China International Capital Corporation in Beijing. Before joining GIC SI in 1994, Mr Ang was a Director of the Auditor-General's Office in Singapore.

**Robert Walvis**

Robert Walvis joined the Board of Associated British Ports Holdings Ltd in August 2007, as a representative of GIC Special Investments. He is a member of the Audit Committee. He is currently a non-executive director of British Energy Group plc, Johnson Matthey plc, Balfour Beatty plc and Chairman of the Supervisory Board of Allianz Nederland Group NV. Between 1971 and 2001, he held a series of senior management positions within the Royal Dutch Shell Group, including chairman of the Global Corporate Centre, where he was responsible for worldwide strategic planning, external and environmental affairs.