

## Board of Directors



1

### 1 Matthew Emmens (58) Chairman

Mr Emmens was appointed Non-Executive Chairman on June 18, 2008 and has been a member of the Board since March 12, 2003. He is also a member of the Company's Nomination Committee. He was the Company's Chief Executive Officer from March 2003 to June 2008. Mr Emmens brings to the Board, among other things, his operational knowledge of Shire and his wealth of international sales, marketing, integration and operational experience in the pharmaceutical sector. Mr Emmens also serves as Chairman, President and Chief Executive Officer of Vertex Pharmaceuticals Inc. He is a former board member of Incyte Corporation. Mr Emmens began his career in international pharmaceuticals with Merck & Co, Inc. in 1974, where he held a wide range of sales, marketing and administrative positions. In 1992, he helped to establish Astra Merck, a joint venture between Merck and Astra AB of Sweden, becoming President and Chief Executive Officer. In 1999, he joined Merck KGaA and established EMD Pharmaceuticals, the company's global prescription pharmaceutical business. He was later based in Darmstadt, Germany as President of Merck KGaA's US prescription pharmaceutical business and was a board member. Mr Emmens holds a degree in Business Management from Fairleigh Dickinson University.



2

### 2 Angus Russell (54) Chief Executive Officer

Mr Russell was appointed Chief Executive Officer on June 18, 2008 and has been a member of the Board since December 13, 1999. He was the Company's Chief Financial Officer from December 1999 to June 2008. He is also the Chairman of the Company's Leadership Team. Mr Russell brings to his position, among other things, his operational knowledge of Shire and his extensive finance, risk management, strategic and operational experience in the pharmaceutical sector. Mr Russell is a former Non-Executive Director of the City of London Investment Trust plc. Between 1980 and 1999, he held a number of positions of increasing responsibility at ICI, Zeneca and AstraZeneca PLC, including Vice President, Corporate Finance at AstraZeneca and Group Treasurer at Zeneca. Mr Russell is a Chartered Accountant, having qualified with Coopers & Lybrand, and is a Fellow of the Association of Corporate Treasurers.

### 3 Graham Hetherington (51) Chief Financial Officer

Mr Hetherington has been the Company's Chief Financial Officer and a member of the Board since July 1, 2008. He is also a member of the Company's Leadership Team. Mr Hetherington brings to his position, among other things, a broad range of international finance management and planning, audit, risk management and M&A experience. Mr Hetherington most recently held positions as the Chief Financial Officer of Bacardi in 2007 and Chief Financial Officer of Allied Domecq plc from 1999 to 2005. Mr Hetherington is a Fellow of the Chartered Institute of Management Accountants.



3

### 4 David Kappler (62) Deputy Chairman and Senior Independent Non-Executive Director

Mr Kappler has been a member of the Company's Board since April 5, 2004. He was appointed Deputy Chairman in June 2008 and Senior Independent Non-Executive Director in July 2007. He is Chairman of the Company's Nomination Committee and Audit, Compliance & Risk Committee. Mr Kappler brings to the Board, among other things, his extensive knowledge and experience in financial reporting, risk management and internal financial controls. Mr Kappler also serves as the Non-Executive Chairman of Premier Foods plc and as a Non-Executive Director of Intercontinental Hotels Group plc. Mr Kappler was a Director of Camelot Group plc from 1996 to 2002 and of HMV Group plc from 2002 to 2006. Mr Kappler retired from Cadbury Schweppes plc in April 2004 after serving as Chief Financial Officer since 1995. He worked for the Cadbury Schweppes group between 1965 and 1984 and rejoined the company in 1989 following its acquisition of the Trebor Group, where he was Financial Director. Mr Kappler is a Fellow of the Chartered Institute of Management Accountants.

### 5 Patrick Langlois (64) Non-Executive Director

Mr Langlois has been a member of the Company's Board since November 11, 2005. He is also a member of the Company's Audit, Compliance & Risk Committee and Remuneration Committee. Mr Langlois brings to the Board, among other things, his extensive experience in financial reporting, audit and risk management. Mr Langlois is a Non-Executive Director of Scynexis Inc., Nanobiotix S.A., Exonhit S.A. and Newron Spa. Mr Langlois previously served as Vice Chairman of the Management Board of Aventis S.A., Strasbourg, having been Group Executive Vice President and Chief Financial Officer for several years. He also spent many years in senior financial roles with the Rhône-Poulenc Group, including three years as a member of the Executive Committee and Chief Financial Officer. Mr Langlois holds a PhD in Economics and a diploma in banking studies.



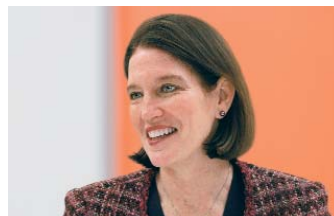
4



5



6



7



8

## 6 Dr Jeffrey Leiden (54) Vice Chairman and Non-Executive Director

Dr Leiden has been a member of the Company's Board since January 1, 2007, and Vice Chairman since April 2009. He is a member of the Company's Remuneration Committee and Nomination Committee and Chairman of the Company's Science & Technology Committee. Dr Leiden brings to the Board, among other things, his extensive operational experience in pharmaceutical companies and his operational and scientific experience in clinical research, development and registration. Dr Leiden is also a Managing Director at Clarus Ventures LLC, Chairman of the Board of Directors of TyRx Pharma, Inc., Lycera Corporation and Variation Biotechnologies Inc., and a member of the Board of Directors of Bioplex Therapeutics Inc., and Vertex Pharmaceuticals Inc. Dr Leiden served as President and Chief Operating Officer, Pharmaceutical Products Group and Chief Scientific Officer at Abbott Laboratories from 2001 to 2006; during this time he was also a member of the Boards of Directors of Abbott and TAP Pharmaceutical Products, Inc. Prior to joining Abbott, Dr Leiden served as the Elkan R. Blout Professor of Biological Sciences, Harvard School of Public Health and Professor of Medicine, Harvard Medical School. Previously, he was the Frederick H. Rawson Professor of Medicine and Pathology and Chief of the Section of Cardiology at the University of Chicago. Dr Leiden was a founder of Cardiogene, Inc., a biotechnology company specializing in cardiovascular gene therapy. Dr Leiden earned a bachelor's degree in biological sciences, a doctorate in virology and a medical degree, all from the University of Chicago. He is a Fellow of the American Academy of Arts and Sciences and an elected member of the Institute of Medicine of the National Academy of Sciences. Dr Leiden is currently a Managing Director at Clarus Ventures LLC.

## 7 Kate Nealon (56) Non-Executive Director

Ms Nealon has been a member of the Company's Board since July 27, 2006. She is Chairman of the Company's Remuneration Committee and also a member of the Audit, Compliance & Risk Committee. Ms Nealon brings to the Board, among other things, her extensive global legal, compliance and risk management experience gained through roles held in multinational companies. Ms Nealon is a Non-Executive Director of Cable & Wireless plc and a former Non-Executive Director of HBOS plc. She is also a Senior Associate at the Judge Business School at Cambridge University. Ms Nealon was previously Group Head of Legal & Compliance at Standard Chartered plc until 2004. She is a US qualified lawyer and spent several years in her early career practising law in New York.

## 8 David Stout (55) Non-Executive Director

Mr David Stout joined the Board as a Non-Executive Director with effect from October 31, 2009 and is a member of the Audit, Compliance & Risk Committee. Mr Stout brings to the Board, among other things, extensive international sales, marketing, operational and supply chain experience gained in the pharmaceutical sector. Mr Stout also holds directorships at Allos Therapeutics, Inc, Jabil Circuit, Inc. and Airgas Inc. Most recently he was President, Pharmaceutical Operations at GSK. In this position he had responsibility for pharmaceutical operations in the United States, Europe, Japan and all other International Markets. Mr Stout was also responsible for global manufacturing and global Biologics (vaccines) at GSK. Prior to that, he was President of GSK's US Pharmaceuticals Business and before that SmithKline Beecham's North American Pharmaceuticals Business. Before joining SmithKline Beecham, Mr Stout worked for many years at Schering-Plough.

## Former Non-Executive Directors

### Dr Barry Price (66) Non-Executive Director

Dr Price was a member of the Company's Board from January 16, 1996 until his retirement from the Board on January 24, 2010. He was a member of the Company's Nomination Committee and Science & Technology Committee until October 2009 and January 2010 respectively. Dr Price brought to the Board, among other things, his wealth of experience in the operational and scientific aspects of clinical research and development. He serves as Chairman of Antisoma plc and Summit Corporation plc. In recent years he has held directorships at Chiroscience plc, Celltech Group plc, Pharmagene plc and BioWisdom Limited. Dr Price worked for GSK for 28 years, where he held positions of increasing responsibility with that company's research group.

### David Mott (44) Non-Executive Director

Mr Mott was a member of the Company's Board from October 31, 2007 to October 30, 2009. He was a member of the Company's Audit, Compliance & Risk Committee until October 2009. Mr Mott joined venture capital firm New Enterprise Associates ('NEA') in September 2008 as a General Partner focused on biopharmaceutical investments. Prior to joining NEA, Mr Mott was President and Chief Executive Officer of MedImmune Inc., a subsidiary of AstraZeneca PLC, and Executive Vice President of AstraZeneca. Formerly, he was a Vice President in the Health Care Investment Banking Group at Smith Barney, Harris Upham & Co. Inc. He is a member of the board of Rib-x Pharmaceuticals Inc. and also a former board member of Ambit Biosciences and Conceptis Technologies. Mr Mott holds a bachelor's degree in economics and government from Dartmouth College.

### Dr Michael Rosenblatt (62) Non-Executive Director

Dr Rosenblatt was a member of the Company's Board from April 24, 2008 to December 23, 2009. He was a member of the Company's Nomination Committee, Remuneration Committee and Science & Technology Committee until December 23, 2009. Dr Rosenblatt is the Dean of Tufts University School of Medicine, Boston, Massachusetts. He was previously Professor of Medicine at Harvard Medical School and has served in senior research positions at the Beth Israel Deaconess Medical Center in Boston. He was the founding director of the Carl J. Shapiro Institute for Education and Research at Harvard Medical School and Beth Israel Deaconess Medical Center. In addition, Dr Rosenblatt has served as Director of the Harvard-MIT Division of Health Sciences and Technology and as Senior Vice President for Research at Merck Sharp & Dohme Research Laboratories where he headed a worldwide development team as well as directing drug discovery efforts in the United States, Japan and Italy. He also headed Merck Research's worldwide University and Industry Relations Department. He is a graduate of Columbia University and gained his medical qualification at Harvard Medical School.