

BOARD OF DIRECTORS

Clemens A.H. Boersig
Frankfurt, Germany
Chairman of the
Supervisory Board,
Deutsche Bank AG

August A. Busch III
St. Louis, Missouri
Retired Chairman
of the Board,
Anheuser-Busch
Companies, Inc.

David N. Farr
St. Louis, Missouri
Chairman and
Chief Executive Officer,
Emerson

Carlos Fernandez G.
Del. Alvaro Obregón,
Mexico
Chairman of the Board
and Chief Executive Officer,
Grupo Modelo, S.A.B.
de C.V.

Walter J. Galvin
St. Louis, Missouri
Vice Chairman,
Emerson

Arthur F. Golden
New York, New York
Partner, Davis Polk
& Wardwell

Harriet Green
London, United Kingdom
Chief Executive Officer,
Premier Farnell plc

William R. Johnson
Pittsburgh, Pennsylvania
Chairman, President and
Chief Executive Officer,
H.J. Heinz Company

John B. Menzer
Irving, Texas
Chief Executive Officer,
Michaels Stores, Inc.

Charles A. Peters
St. Louis, Missouri
Senior Executive
Vice President,
Emerson

Joseph W. Prueher
Virginia Beach, Virginia
Admiral, USN (Ret)
Former U.S. Ambassador
to the People's Republic
of China

Rozanne L. Ridgway
Chairman of the Board
of CNA (formerly Center for
Naval Analyses)

Randall L. Stephenson
Dallas, Texas
Chairman, Chief Executive
Officer and President,
AT&T Inc.

CHAIRMAN EMERITUS

C.F. Knight
Retired Chairman
and Chief Executive Officer,
Emerson

ADVISORY DIRECTORS

E.K. Feeney
Chairman,
Emerson Network Power
Systems

J.L. Geldmacher
Executive Vice President,
Emerson

J.J. Lindemann
Executive Vice President,
Emerson

E.L. Monser
President and
Chief Operating Officer,
Emerson

J-P.L. Montupet
Executive Vice President,
Emerson

E.M. Purvis Jr.
Executive Vice President,
Emerson

P.J. Sly
Executive Vice President,
Emerson

S.A. Sonnenberg
Executive Vice President,
Emerson

COMMITTEES

Executive Committee

D.N. Farr, Chair
C.A.H. Boersig
A.A. Busch III
A.F. Golden
R.L. Ridgway
R.L. Stephenson

Audit Committee

A.A. Busch III, Chair
H. Green
J.B. Menzer
R.L. Ridgway

Compensation Committee

R.L. Stephenson, Chair
C.A.H. Boersig
W.R. Johnson
J.W. Prueher

Corporate Governance and Nominating Committee

R.L. Ridgway, Chair
C. Fernandez G.
H. Green
R.L. Stephenson

Finance Committee

C.A.H. Boersig, Chair
A.A. Busch III
A.F. Golden
J.B. Menzer
J.W. Prueher