

# 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, Chief Executive  
Officer, and President

**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  
and Chief Financial Officer

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

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

**Robert B. Horton**  
London, United Kingdom  
Retired Chairman,  
The Sporting Exchange, Ltd.

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

**Vernon R. Loucks Jr.**  
Chicago, Illinois  
Chairman of the Board,  
The Aethena Group, LLC

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

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

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

**Rozanne L. Ridgway**  
Arlington, Virginia  
Former Assistant Secretary  
of State for Europe  
and Canada

**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

**J.M. Berra**  
Chairman, Emerson  
Process Management

**T.E. Bettcher**  
Chairman, Emerson  
Climate Technologies

**J.J. Lindemann**  
Executive Vice President

**E.L. Monser**  
Chief Operating Officer

**J-P.L. Montupet**  
Executive Vice President

**P.J. Sly**  
Executive Vice President

## COMMITTEES

**Executive Committee**  
D.N. Farr, Chairman  
A.A. Busch III  
A.F. Golden  
R.B. Horton  
V.R. Loucks Jr.

**Audit Committee**  
A.A. Busch III, Chairman  
H. Green  
R.B. Horton  
J.B. Menzer  
R.L. Ridgway

**Compensation  
Committee**  
V.R. Loucks Jr., Chairman  
C.A.H. Boersig  
W.R. Johnson  
J.W. Prueher  
R.L. Stephenson

**Corporate Governance  
and Nominating  
Committee**  
A.F. Golden, Chairman  
C. Fernandez G.  
H. Green  
V.R. Loucks Jr.  
R.L. Ridgway  
R.L. Stephenson

**Finance Committee**  
R.B. Horton, Chairman  
C.A.H. Boersig  
A.A. Busch III  
A.F. Golden  
V.R. Loucks Jr.  
J.B. Menzer  
J.W. Prueher