

ELEVEN-YEAR SUMMARY

EMERSON ELECTRIC CO. & SUBSIDIARIES

Years ended September 30 | Dollars in millions, except per share amounts or where noted

		2011	2010	2009
Summary of Operations	Net sales	\$24,222	21,039	20,102
	Gross profit	\$ 9,557	8,326	7,560
	Interest expense	\$ 246	280	244
	Earnings from continuing operations common stockholders	\$ 2,454	1,978	1,715
	Percent of net sales	10.1%	9.4%	8.5%
	Net earnings common stockholders	\$ 2,480	2,164	1,724
	Operating cash flow	\$ 3,233	3,292	3,086
	Return on average common stockholders' equity	24.6%	23.6%	19.5%
Per Share of Common Stock	Diluted EPS – Earnings from continuing operations	\$ 3.24	2.60	2.26
	Diluted EPS – Net earnings	\$ 3.27	2.84	2.27
	Cash dividends	\$ 1.38	1.34	1.32
	Book value	\$ 14.07	13.01	11.38
Year-End Financial Position	Operating working capital	\$ 1,705	1,402	1,714
	Percent of net sales	7.0%	6.7%	8.2%
	Property, plant and equipment, net	\$ 3,437	3,287	3,500
	Total assets	\$23,861	22,843	19,763
	Long-term debt	\$ 4,324	4,586	3,998
	Common stockholders' equity	\$10,399	9,792	8,555
	Total debt to total capital	33.3%	34.1%	34.8%
	Net debt to net capital	23.2%	26.2%	25.7%
Other Data	Capital expenditures	\$ 647	524	531
	Depreciation	\$ 522	562	543
	Total taxes, including income taxes	\$ 1,774	1,416	1,269
	Salaries and wages	\$ 4,583	4,330	4,205
	Average number of employees	133,200	127,700	129,000
	Approximate number of common stockholders of record at year end	23,765	24,755	26,315
	Average common shares - diluted (in thousands)	753,489	756,989	758,703

Note: All share and per share data reflect the 2007 two-for-one stock split.

See Note 3 for information regarding the Company's acquisition and divestiture activities.

Discontinued operations include: heating elements unit for 2011 only, appliance motors and U.S. commercial and industrial motors businesses for 2001-2010, LANDesk for 2010 only, European appliance motor and pump business for 2001-2008, Brooks for 2008 only and Dura-Line for 2001-2003.

(a) Includes tax expense of \$63 (\$0.07 per share) related to the one-time opportunity to repatriate foreign earnings under the American Jobs Creation Act of 2004.

(b) Includes the cumulative effect of a change in accounting principle of \$938 (\$1.12 per share).

(c) Before change in accounting principle.

(d) Includes a \$377 charge (\$260 after-tax, or \$0.31 per share), of which \$358 (\$248 after-tax, or \$0.29 per share) was reported in continuing operations, primarily for the disposition of facilities and exiting product lines.

2008	2007	2006	2005	2004	2003	2002	2001
23,751	21,013	18,588	15,774	14,078	12,534	12,301	13,852
8,938	7,858	6,919	5,938	5,284	4,638	4,528	5,031
244	261	225	243	233	246	250	304
2,446	2,087	1,809	1,390 ^(a)	1,199	964	1,017	991 ^(d)
10.3%	9.9%	9.7%	8.8%	8.5%	7.7%	8.3%	7.2%
2,412	2,136	1,845	1,422 ^(a)	1,257	1,089	122 ^(b)	1,032 ^(d)
3,293	3,016	2,512	2,187	2,216	1,731	1,818	1,708
27.0%	25.2%	23.7%	19.4%	18.4%	17.9%	17.9% ^(c)	16.5%
3.10	2.60	2.19	1.66 ^(a)	1.42	1.14	1.21	1.15 ^(d)
3.06	2.66	2.24	1.70 ^(a)	1.49	1.29	0.14 ^(b)	1.20 ^(d)
1.20	1.05	0.89	0.83	0.80	0.79	0.78	0.77
11.82	11.13	10.13	9.01	8.63	7.67	6.82	7.29
2,202	1,915	2,044	1,643	1,633	1,778	1,741	2,033
8.9%	8.5%	10.1%	9.5%	10.5%	12.7%	12.6%	13.1%
3,507	3,431	3,220	3,003	2,937	2,962	3,116	3,288
21,040	19,680	18,672	17,227	16,361	15,194	14,545	15,046
3,297	3,372	3,128	3,128	3,136	3,733	2,990	2,256
9,113	8,772	8,154	7,400	7,238	6,460	5,741	6,114
33.1%	30.1%	33.1%	35.6%	35.8%	39.0%	44.2%	43.5%
22.7%	23.6%	28.1%	27.7%	27.0%	34.5%	42.0%	41.5%
714	681	601	518	400	337	384	554
557	525	500	472	478	463	457	462
1,749	1,541	1,362	1,227	1,044	843	915	982
4,447	4,081	3,751	3,161	3,320	3,153	3,107	3,389
140,700	137,700	127,800	114,200	107,800	106,700	111,500	124,500
26,445	26,615	27,065	28,780	30,200	31,800	32,700	33,700
789,416	803,864	824,476	837,720	844,390	841,836	841,782	858,904