

IT'S NEVER BEEN DONE BEFORE

Emerson innovation is helping our customers and their industries address a variety of challenges around the world. In many cases, our new technologies and expertise result in first-of-their-kind solutions. When Emerson takes up the challenge, It's Never Been Done Before simply becomes **Consider It Solved**.



Helping A City Better Maintain Its Drinking Water System

Protecting the quality of a city's drinking water supply is paramount. But like thousands of other communities, Bay Village, Ohio must maintain an aging potable water and waste water system. Emerson Technology is helping Bay Village better monitor and maintain their water system infrastructure.



Enhancing Food Preservation Around the World

Temperature and humidity control are critical for transporting perishable products, such as bananas, long distances. Dole, the world's largest producer of fresh fruits, uses refrigerated containers equipped with Emerson technology to precisely maintain temperature and humidity for bananas from harvest to your local store.



Heating a City Using Frigid North Sea Water With Zero Global Warming Impact

Winters in Norway can be bitterly cold, with average air temperatures below freezing throughout much of the season and the waters of the North Sea dipping as low as 6 °C (43 °F). When the Norwegian city of Drammen needed hot water for a new district heating system serving local residents and businesses, they looked to the frigid North Sea as a renewable energy source and Emerson heat pump technology helped make it possible.



Improving Safety and Extending Production of Oil Field With Emerson Smart Wireless Technology

PEMEX wanted an innovative and economically viable solution to extend oil production from 30-year-old offshore platforms in its Cantarell field in the Gulf of Mexico. To achieve its vision of an "intelligent field," PEMEX turned to Emerson to create a remote monitoring system that can be cost effectively and quickly installed to better manage the field, increase worker safety and improve environmental protection.

See our growing list of real-life examples at Emerson.com.

EMR
LISTED
NYSE



EMERSON



Process Management

Automated measurement, control, and diagnostics.

29% of Total Sales



Industrial Automation

Integrated manufacturing solutions.

17% of Total Sales



Network Power

Power conditioning for telecom, data networks, and other critical business applications.

25% of Total Sales



Climate Technologies

Household and commercial heating, air conditioning and refrigeration.

15% of Total Sales



Appliance & Tools

Motors, appliances, tools and storage systems for homeowners and professionals.

14% of Total Sales

FINANCIAL RECORD

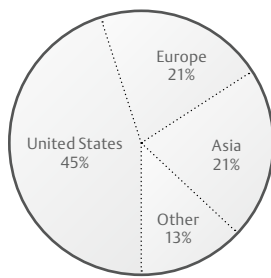
Dollars in billions, except per share amounts	2004	2009	5-YEAR CAGR
Sales	\$ 15.2	\$ 20.9	6.6%
Net earnings	\$ 1.3	\$ 1.7	6.5%
Net earnings per share	\$ 1.49	\$ 2.27	8.8%
Dividends per share	\$ 0.80	\$ 1.32	10.5%
Operating cash flow	\$ 2.2	\$ 3.1	6.8%
Return on total capital	14.2%	16.2%	
Return on equity	18.4%	19.5%	

A FEW STATS

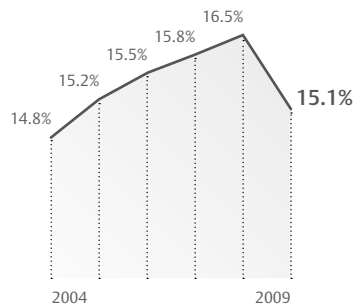
- 250 worldwide manufacturing locations, 165 located outside the U.S.
- 730 patents worldwide in 2009.
- Emerson does business in more than 150 countries.
- New products account for 37% of total sales.
- Engineering & Development investment was \$686 million in 2009.

AWARDS

- Among *Fortune* magazine's World's Most Admired Companies; *Institutional Investor* magazine's America's Most Shareholder-Friendly Companies; Better Investing Top 100 Companies; *Forbes* America's Best Big Companies; Uptime Institute's Global Green 100; *Electronic Design*'s Top 100 Employers of Electronic Designers
- Among Fortune 500; Fortune Global 500; Barron's 500; Forbes Global 2000; InformationWeek 500
- Ranked No. 1 in corporate governance and citizenship by NACD's Directorship magazine.

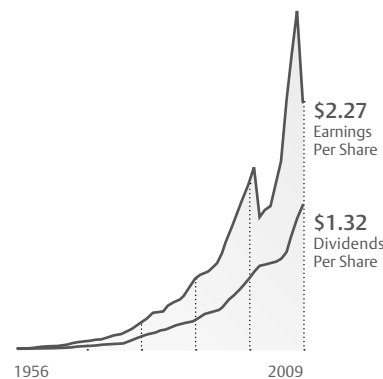


2009



2004

2009



1956

2009

Cash Sources 2005-2009		Cash Uses 2005-2009	
Operating Cash Flow \$14.1B	60% Returned to Shareholders	Dividends	\$4.2B
		Share Repurchases	\$4.2B
		Acquisitions	\$2.7B
		CapEx	\$3.0B

Cash Sources 2005-2009

Cash Uses 2005-2009

SALES BY GEOGRAPHIC DESTINATION

- A globally diverse business
- 32% of sales from emerging markets

OPERATING MARGIN

- Maintained strong operating margin performance through recession
- Driven by innovation & Emerson's management process

EARNINGS & DIVIDENDS

- Emerson has a history of sustainable growth
- 53 consecutive years of increased dividends

CASH RETURNED TO INVESTORS

- Strong cash flow
- 60% returned to investors