



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**.

Emerson Heat Pump Technology Heats 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, it turned to the frigid North Sea as a renewable energy source and Emerson technology helped make it possible.

Breakthrough Garbage Disposals Help Milwaukee Convert More Food Waste Into Electricity

In Milwaukee, Wisconsin, people are urged to put more food waste down their garbage disposals. The reason is simple. Households using disposals, such as Emerson's newest line of InSinkErator disposals that can grind virtually any kind of food waste, are helping communities like Milwaukee convert more of its residents' food waste into an unending source of electricity.

Emerson Shows Data Centers How To Take the Heat Out Of Energy Costs

Facing tight budgets, carbon footprint concerns, and high energy costs, chief information officers and information technology managers are looking for ways to save money, lower energy use, and squeeze more efficiency out of their power-hungry, heat-sensitive data centers. Emerson Energy Logic strategies show them how to do it ... by reducing excess heat load in the first place.

Emerson Technology Enhances 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.

Brazil's Largest Petrochemical Facility Will Operate With Emerson Technology

When Petrobras, Brazil's energy giant, needed a company with world-class technology and deep industry expertise to help it design and engineer the process control and automation systems for what will become the country's largest petrochemical operation, the choice was clear.

Read our innovation stories at Emerson.com/NeverBeenDone.

**EMR
LISTED
NYSE**

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EMERSON™

CONSIDER IT SOLVED™



Process Management

Automated measurement, control and diagnostics.

28% of Total Sales



Industrial Automation

Integrated manufacturing solutions.

20% of Total Sales



Network Power

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

27% of Total Sales



Climate Technologies

Household and commercial heating, air conditioning and refrigeration.

17% of Total Sales



Tools & Storage

Appliances, tools and storage systems for homeowners and professionals.

8% of Total Sales

FINANCIAL RECORD

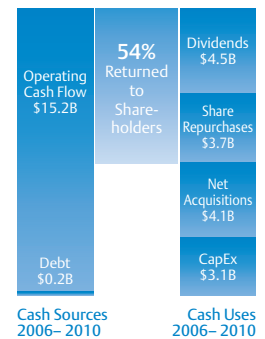
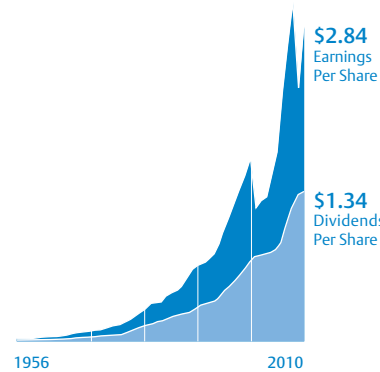
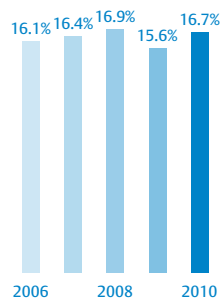
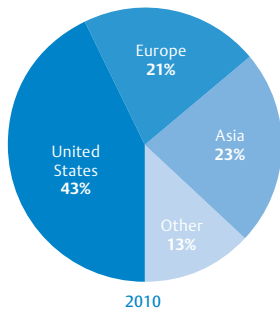
Dollars in billions, except per share amounts	2005	2010	5-YEAR CAGR
Sales	\$ 15.8	\$ 21.0	5.9%
Net earnings	\$ 1.4	\$ 2.2	8.7%
Net earnings per share	\$ 1.70	\$ 2.84	10.8%
Earnings per share from continuing operations	\$ 1.66	\$ 2.60	9.4%
Dividends per share	\$ 0.83	\$ 1.34	10.1%
Operating cash flow	\$ 2.2	\$ 3.3	8.5%
Return on total capital	15.5%	18.9%	
Return on equity	19.4%	23.6%	

A FEW STATS

- 150+ countries in which Emerson has a manufacturing and/or sales presence
- 240 worldwide manufacturing locations (160 of these locations are outside the United States)
- 117 Emerson's 2010 ranking on FORTUNE 500 list of America's largest corporations
- 37% of Emerson sales from new products
- 750 new patents awarded to Emerson employees globally in 2010

AWARDS

- Better Investing Top 100 Companies; Uptime Institute's Global Green 100; *Electronic Design's* Top 50 Employers; *Software Magazine's* 500 Most Innovative Users of Information Technology
- Among Fortune 500; Fortune Global 500; Barron's 500, Forbes Global 2000; Information Week 500



SALES BY GEOGRAPHIC DESTINATION

- A globally diverse business
- 34% of sales from emerging markets

OPERATING MARGIN

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

EARNINGS & DIVIDENDS

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

CASH RETURNED TO INVESTORS

- Strong cash flow
- 54% returned to investors