



8000 W. Florissant Avenue
St. Louis, MO 63136

*****YOUR IMMEDIATE ATTENTION IS REQUESTED*****

January 12, 2018

Dear Emerson Shareholder:

We value your input as an Emerson shareholder in connection with the matters being voted upon at Emerson's upcoming annual meeting on February 6, 2018. According to our records your shares are unvoted. Your vote is important no matter how few shares you own. We urge you to please take a few moments to cast your vote. Voting now will save your Company money.

We are specifically asking you to vote **FOR** our Director nominees in Proposal 1. These nominees have demonstrated the commitment and knowledge necessary to support the Company as it strives to produce high levels of financial and shareholder returns and operational excellence.

We are also asking you to vote **FOR** the Company's executive compensation ("say-on-pay") in Proposal 3. Our pay-for-performance executive compensation program, the core of which was established in 1977, is an integral part of our consistent and rigorous management process. We believe it has effectively motivated and rewarded Emerson executives to meet the challenges of recessions, inflationary periods, technological changes and intense global competition.

We are also asking you to vote **FOR** the proposed amendment to the Company's Restated Articles of Incorporation to allow shareholders to amend our Bylaws in Proposal 4 and **FOR** ratification of the Company's forum selection Bylaw in Proposal 5.

We are asking you to vote **AGAINST** various shareholder proposals (Proposals 6 through 9) for the reasons we outline in our proxy statement, which was filed with the Securities and Exchange Commission on December 15, 2017, as supplemented on January 10, 2018, which we urge you to review. The Company does not believe these proposals are in its or its shareholders' best interests. The proposals relate to the following:

- Independent Chair (Proposal 6) – requires the Company to adopt a policy requiring an independent Board chair, to be phased in for the transition to the next Chief Executive Officer.

The Board believes imposing such a requirement is not necessary given the Company's strong corporate governance structure and that any decision on this matter should be made in connection with seeking the most qualified individual as the Company's next CEO.

- Reporting of Political Contributions (Proposal 7) – requires a detailed report of Company political spending for independent expenditures, electioneering communications and contributions to certain other organizations that are used for political purposes.

The Company already provides information on political spending activities in its updated Corporate Social Responsibility Report and on its Political Spending and Trade Associations and Lobbying webpages. The Board therefore believes that the measures requested by the proposal are not necessary and are not in the best interests of Emerson or its shareholders.

- Reporting on Lobbying (Proposal 8) – requires a detailed report of the Company’s policies, procedures and expenditures related to lobbying activities.

The Company already provides information on lobbying activities in its updated Corporate Social Responsibility Report and on its Political Spending and Trade Associations and Lobbying webpages. The Board therefore believes that the measures requested by the proposal are not necessary and are not in the best interests of Emerson or its shareholders.

- Greenhouse Gas Emissions (Proposal 9) – requires the Company to adopt quantitative, company-wide goals for reducing total greenhouse gas emissions and issue a report on its plans to achieve those goals.

The Emerson Board acknowledges the importance of addressing and minimizing the environmental impact of the Company’s operations. To that end, the Company’s emissions data are available through the Carbon Disclosure Project. We also disclose information regarding our greenhouse gas emissions and other environmental factors as part of our Corporate Social Responsibility Report. These disclosures include comparative data regarding greenhouse gas emissions to better allow shareholders to evaluate our progress over time. This report is available at www.emerson.com, About Us, Corporate Social Responsibility.

For your convenience, a combined notice of internet availability and proxy card are enclosed, along with telephone and internet voting instructions. Voting by internet or over the telephone is a simple process that takes only a few moments. Please take the time to vote your shares this year.

Thank you for your investment in Emerson and your consideration of the matters presented at this year's annual meeting. We appreciate the confidence you've shown in us.

Sincerely,

A handwritten signature in black ink that reads "David N. Farr". The signature is written in a cursive style with a large initial "D".

David N. Farr
Chairman of the Board and
Chief Executive Officer