

# ELEVEN-YEAR SUMMARY

## EMERSON ELECTRIC CO. & SUBSIDIARIES

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

		2009	2008	2007
<b>Summary of Operations</b>	Net sales	\$20,915	24,807	22,131
	Gross profit	\$ 7,699	9,139	8,065
	Interest expense	\$ 244	244	261
	Earnings from continuing operations	\$ 1,724	2,454	2,129
	Percent of net sales	8.2%	9.9%	9.6%
	Net earnings	\$ 1,724	2,412	2,136
	Operating cash flow	\$ 3,086	3,293	3,016
	Return on average stockholders' equity	19.5%	27.0%	25.2%
<b>Per Share of Common Stock</b>	Diluted:			
	Earnings from continuing operations	\$ 2.27	3.11	2.65
	Net earnings	\$ 2.27	3.06	2.66
	Cash dividends	\$ 1.32	1.20	1.05
	Book value	\$ 11.38	11.82	11.13
<b>Year-End Financial Position</b>	Operating working capital	\$ 1,714	2,202	1,915
	Percent of net sales	8.2%	8.9%	8.5%
	Property, plant and equipment, net	\$ 3,500	3,507	3,431
	Total assets	\$19,763	21,040	19,680
	Long-term debt	\$ 3,998	3,297	3,372
	Stockholders' equity	\$ 8,555	9,113	8,772
	Total debt to capital	34.8%	33.1%	30.1%
	Net debt to net capital	25.7%	22.7%	23.6%
<b>Other Data</b>	Capital expenditures	\$ 531	714	681
	Depreciation	\$ 543	557	525
	Total taxes, including income taxes	\$ 1,269	1,749	1,541
	Salaries and wages	\$ 4,205	4,447	4,081
	Average number of employees	129,000	140,700	137,700
	Approximate number of stockholders of record at year end	26,315	26,445	26,615
	Average common shares - diluted (in thousands)	758,703	789,416	803,864

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: European appliance motor and pump business for 1999-2008, Brooks for 2008 only and Dura-Line for 2000-2003.

(a) Includes a 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 of product lines.

2006	2005	2004	2003	2002	2001	2000	1999
19,734	16,902	15,226	13,635	13,496	15,078	15,118	14,022
7,129	6,136	5,515	4,852	4,775	5,286	5,426	5,026
225	243	233	246	250	304	287	189
1,839	1,413 <sup>(a)</sup>	1,246	1,000	1,072	1,038 <sup>(d)</sup>	1,396	1,300
9.3%	8.4%	8.2%	7.3%	7.9%	6.9%	9.2%	9.3%
1,845	1,422 <sup>(a)</sup>	1,257	1,089	122 <sup>(b)</sup>	1,032 <sup>(d)</sup>	1,422	1,314
2,512	2,187	2,216	1,731	1,818	1,708	1,840	1,811
23.7%	19.4%	18.4%	17.9%	17.9% <sup>(c)</sup>	16.5%	22.6%	21.9%
2.23	1.69 <sup>(a)</sup>	1.48	1.19	1.27	1.21 <sup>(d)</sup>	1.62	1.48
2.24	1.70 <sup>(a)</sup>	1.49	1.29	0.14 <sup>(b)</sup>	1.20 <sup>(d)</sup>	1.65	1.50
0.89	0.83	0.80	0.79	0.78	0.77	0.72	0.65
10.13	9.01	8.63	7.67	6.82	7.29	7.49	7.14
2,044	1,643	1,633	1,778	1,741	2,033	2,336	2,222
10.1%	9.5%	10.5%	12.7%	12.6%	13.1%	15.0%	15.6%
3,220	3,003	2,937	2,962	3,116	3,288	3,243	3,154
18,672	17,227	16,361	15,194	14,545	15,046	15,164	13,624
3,128	3,128	3,136	3,733	2,990	2,256	2,248	1,317
8,154	7,400	7,238	6,460	5,741	6,114	6,403	6,181
33.1%	35.6%	35.8%	39.0%	44.2%	43.5%	41.8%	34.6%
28.1%	27.7%	27.0%	34.5%	42.0%	41.5%	40.2%	32.7%
601	518	400	337	384	554	692	592
500	472	478	463	457	462	454	447
1,362	1,227	1,044	843	915	982	1,196	1,126
3,751	3,161	3,320	3,153	3,107	3,389	3,376	3,171
127,800	114,200	107,800	106,700	111,500	124,500	123,400	116,900
27,065	28,780	30,200	31,800	32,700	33,700	35,000	36,300
824,476	837,720	844,390	841,836	841,782	858,904	862,790	876,794