

ELEVEN-YEAR SUMMARY

EMERSON ELECTRIC CO. & SUBSIDIARIES

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

		2007	2006	2005
Summary of Operations	Net sales	\$22,572	20,133	17,305
	Gross profit	\$ 8,111	7,168	6,183
	Interest expense	\$ 261	225	243
	Earnings from continuing operations	\$ 2,136	1,845	1,422 ^(a)
	Percent of net sales	9.5%	9.2%	8.2%
	Net earnings	\$ 2,136	1,845	1,422 ^(a)
	Operating cash flow	\$ 3,016	2,512	2,187
	Return on average stockholders' equity	25.2%	23.7%	19.4%
	Per Share of Common Stock	Diluted:		
Earnings from continuing operations		\$ 2.66	2.24	1.70 ^(a)
Net earnings		\$ 2.66	2.24	1.70 ^(a)
Cash dividends		\$ 1.05	0.89	0.83
Book value		\$ 11.13	10.13	9.01
Year-End Financial Position	Operating working capital	\$ 1,915	2,044	1,643
	Percent of net sales	8.5%	10.1%	9.5%
	Property, plant and equipment, net	\$ 3,431	3,220	3,003
	Total assets	\$19,680	18,672	17,227
	Long-term debt	\$ 3,372	3,128	3,128
	Stockholders' equity	\$ 8,772	8,154	7,400
	Total debt to total capital	30.1%	33.1%	35.6%
	Net debt to net capital	23.6%	28.1%	27.7%
Other Data	Capital expenditures	\$ 681	601	518
	Depreciation	\$ 525	500	472
	Total taxes, including income taxes	\$ 1,541	1,362	1,227
	Salaries and wages	\$ 4,081	3,751	3,161
	Average number of employees	137,700	127,800	114,200
	Approximate number of stockholders of record at year-end	26,615	27,065	28,780
	Average common shares – diluted (in thousands)	803,864	824,476	837,720

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.

The operating results of Dura-Line are classified as discontinued operations 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.

2004	2003	2002	2001	2000	1999	1998	1997
15,615	13,958	13,748	15,311	15,351	14,270	13,447	12,299
5,566	4,898	4,809	5,324	5,473	5,076	4,852	4,433
234	246	250	304	288	190	152	121
1,257	1,013	1,076	1,049 ^(d)	1,409	1,314	1,229	1,122
8.1%	7.3%	7.8%	6.8%	9.2%	9.2%	9.1%	9.1%
1,257	1,089	122 ^(b)	1,032 ^(d)	1,422	1,314	1,229	1,122
2,216	1,731	1,818	1,708	1,840	1,811	1,652	1,499
18.4%	17.9%	17.9% ^(c)	16.5%	22.6%	21.9%	21.9%	20.8%
1.49	1.20	1.28	1.22 ^(d)	1.63	1.50	1.38	1.25
1.49	1.29	0.14 ^(b)	1.20 ^(d)	1.65	1.50	1.38	1.25
0.80	0.79	0.78	0.77	0.72	0.65	0.59	0.54
8.63	7.67	6.82	7.29	7.49	7.14	6.62	6.15
1,633	1,778	1,741	2,033	2,336	2,222	2,294	2,098
10.5%	12.7%	12.6%	13.1%	15.0%	15.6%	17.1%	17.1%
2,937	2,962	3,116	3,288	3,243	3,154	3,012	2,735
16,361	15,194	14,545	15,046	15,164	13,624	12,660	11,463
3,136	3,733	2,990	2,256	2,248	1,317	1,057	571
7,238	6,460	5,741	6,114	6,403	6,181	5,803	5,421
35.8%	39.0%	44.2%	43.5%	41.8%	34.6%	30.8%	27.1%
27.0%	34.5%	42.0%	41.5%	40.2%	32.7%	29.0%	24.9%
400	337	384	554	692	592	603	575
478	463	457	462	454	447	406	369
1,044	843	915	982	1,196	1,126	1,093	1,034
3,320	3,153	3,107	3,389	3,376	3,171	3,003	2,771
107,800	106,700	111,500	124,500	123,400	116,900	111,800	100,700
30,200	31,800	32,700	33,700	35,000	36,300	37,200	35,900
844,390	841,836	841,782	858,904	862,790	876,794	888,242	899,002