

# IT'S NEVER BEEN DONE BEFORE

Emerson innovation is helping our customers and whole 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.***



Learn more about how Emerson solutions are helping to turn wood waste into gasoline for your car, take the heat out of energy costs, convert food waste into electricity, and reduce CO<sub>2</sub> emissions. ***Visit us at [Emerson.com](http://Emerson.com)***

EMR  
LISTED  
NYSE

  
EMERSON



### Process Management

Automated measurement, control, and diagnostics.

26% Sales by Segment



### Industrial Automation

Integrated Manufacturing Solutions.

19% Sales by Segment



### Network Power

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

25% Sales by Segment



### Climate Technologies

Household and commercial air conditioning and refrigeration.

15% Sales by Segment



### Appliance & Tools

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

15% Sales by Segment

## FINANCIAL RECORD

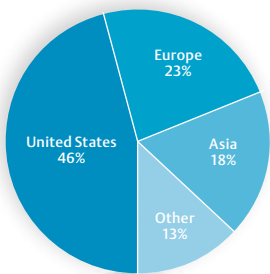
Dollars in billions, except per share amounts	2007	2008	PERCENT CHANGE
Sales	\$ 22.1	\$ 24.8	12.1%
Net earnings	\$ 2.1	\$ 2.4	12.9%
Net earnings per share	\$ 2.66	\$ 3.06	15.0%
Dividends per share	\$ 1.05	\$ 1.20	14.3%
Return on total capital	20.1%	21.8%	
Return on equity	25.2%	27.0%	

## A FEW STATS

- 255 worldwide manufacturing locations, 165 located outside the U.S.
- 655 patents worldwide in 2008.
- Emerson does business in more than 150 countries.
- New products account for 36% of total sales.
- Founded in St. Louis in 1890, Emerson is the largest publicly traded company in Missouri.

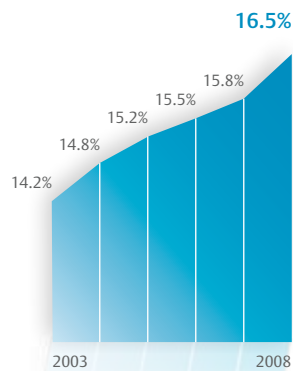
## AWARDS

*Institutional Investor Magazine's America's Most Shareholder-Friendly Companies, FORTUNE World's Most Admired Companies, FORTUNE Global 500, Barron's 500, FORTUNE 500, Forbes Global 2000, Forbes 400 America's Best Big Companies, InformationWeek 500, Electronic Design Top 100 Employers of Electronic Designers*



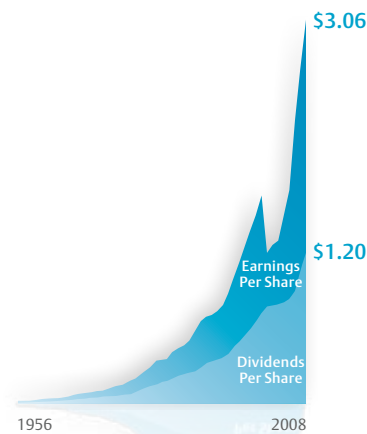
## SALES BY GEOGRAPHIC DESTINATION

- A globally diverse business
- 54% of sales from outside the U.S.



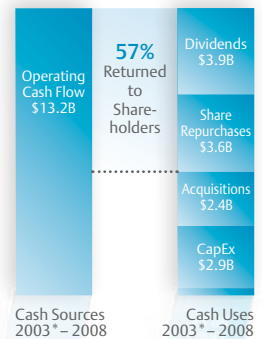
## OPERATING MARGIN

- Strong operating margin performance
- Driven by innovation & Emerson's management process



## EARNINGS & DIVIDENDS

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



## CASH RETURNED TO INVESTORS

- Strong cash flow
- 57% returned to investors

\*Starting 10/1/03 and ending 9/30/08