

EXCHANGE TODAY

CONTROL ENGINEERING • Tuesday, September 11, 2007 • Emerson Global Users Exchange

Keynote Address: Are You Ready for the Engineering Revolution?

Amazing, passionate and exciting were among the words used to characterize the growth of the process control industry in the series of keynote addresses that opened this year's Emerson Exchange yesterday. Speaking to a record number of attendees in the Gaylord's Texas Ballroom, Keynote Session Moderator Marty Edwards, industry liaison lead of critical infrastructure protection and resilience division with Idaho National Laboratory, called this year's registration of nearly 2,400 "truly amazing."

"We've come a long way," Edwards said, "and it has been a fantastic ride." This year's Exchange includes 493 participants from 52 countries outside the United States and features 50,000 sq. ft. of exhibit space. Before yielding the podium to Emerson chairman, CEO, and president David Farr, Edwards



Marty Edwards, chairman of the Exchange board, welcomes a record number of attendees to the meeting.

enthusiasm with his own brand of intensity and energy, Farr also called the Exchange's recent growth "amazing" and "dramatic," noting that leadership it fosters is "all about creating an environment that makes something happen, that creates the future." Emerson's significantly increased investment in new products recently makes

told the audience not to underestimate the importance of its role in the Exchange. "Your suggestions make a difference. Your input feeds back directly into Emerson development cycles and is acted upon by Emerson." [For more on how you can provide suggestions to Emerson, see the News Briefs column for "Feedback Wanted."]

David Farr: "I have a passion for process"

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Best Bets for Today

Technical sessions begin today, but there are some additional features from Monday that will be repeated.

Management seminar

Peter Schutz will repeat his management seminar because of heavy attendance on Monday. It will be in the same room, Grapevine 1-2 at the same time, 11:00 a.m.

Road maps

The same series of product road maps presented Monday will be repeated at 11:00 a.m. and 1:00 p.m. just in case you missed one.

Technical sessions

8:00 a.m., Dallas 6: DeltaV Wireless Applications
8:00 a.m., Dallas 2: The Value of PlantWeb
8:00 a.m., Ft. Worth 3: Mobile Workers Connected to the Wireless Network

8:00 a.m., San Antonio 5: Wireless Brewing Instrumentation Case Study
9:00 a.m., Dallas 2: Advanced and Better Process and Operations Control Savings
9:00 a.m., Texas 3: Driving Operations and Maintenance Savings Using Predictive Diagnostics to Work Intelligently with EAM
9:00 a.m., Grapevine 4: Using Advanced Diagnostics, Innovative Functionality, and New Technology to Improve Your Plant Operation
9:00 a.m., Austin 3: Best Temperature Measurement Practices in a Refinery
10:00 a.m., Dallas 2: Wireless Works in Steel Mill Blast Furnace Environment
10:00 a.m., Dallas 6: The Application of Fieldbus Technologies in a Validated Pharmaceutical Environment

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NEWS BRIEFS

EXCHANGE ATTENDANCE TOPS 2400

Overseas attendance sets record with 493 people from 52 countries.

EMERSON GLOBALIZATION ADVANCES

Majority of sales volume in fiscal 2007 for group shifts out of U.S. Farr reports that 52% now comes from non-U.S. customers.

WIRELESS PARTNERSHIP

Emerson's wireless program takes a major leap forward with a new partnership with Cisco, which supports full wireless plant integration. In addition to wireless instrumentation, many new capabilities will be possible, from wireless workers to VoIP, personnel tracking, video and more. See full article, page 3.

TURBOMACHINERY MONITORING RECEIVES KEY SAFETY CERTIFICATION

Turbomachinery health monitoring with PlantWeb has cleared a critical safety hurdle with new approval from the American Petroleum Institute. API 670 certification opens countless new applications. See full article, page 3.

WIRELESSHART PROTOCOL PASSES

As John Berra pointed out, the WirelessHART protocol is one step closer to reality with the acceptance of HART 7 by the foundation's board of directors. This will certainly influence Emerson's ongoing work with wireless instrumentation.

FEEDBACK WANTED

Submit a suggestion for a PlantWeb improvement and enter to win a 32" LCD TV. Details in your Conference Guide, in the welcome section.



Exhibit Hall Happenings

NEW BUTTERFLY VALVE DISC DESIGN

Fisher is demonstrating its new Control-Disk butterfly valve disc. Field test results have verified that this patented disc produces an equal percentage flow characteristic rather than the standard linear characteristic. This allows the control range to expand to 15° to 70° rotation.

With standard discs, gain can be 2.5 or higher at low angles, too sensitive for good control. The control disk shape provides a process gain between 0.5 and 2.0 over the control range, a great improvement.

The improved capability allows the user to control closer to the ideal set point with less chance of overshoot. The result is a reduction in variance or process variability, which can mean a product that is outside acceptable limits, spoiled or

must be re-processed.

Rather than spending resources on elaborate systems of instrumentation or resorting to manual control for critical processes, the correct selection of valve type can achieve the needed reduction in process variability.

To verify performance, two troublesome valves on a customer's paper machine were replaced with Fisher Control-Disk valves. Both existing valves that were tested could not be put in automatic operation and had been in manual mode for years. The replacement valves were put into automatic from the outset, and positive results were immediate. The valves were no longer troublesome and variability was reduced from 8.0% to 3.0% in one case and from 3.5% to 1.6% in the second. Further improvements resulted from loop tuning.

Visit Fisher Valve display area.



The exhibit area is 55,000 square feet of displays with products and demos from Emerson Process Management's divisions and additional exhibitors. Make sure you see the wireless demos in the SmartWireless Theater.

IncuityEMI is Operational Intelligence

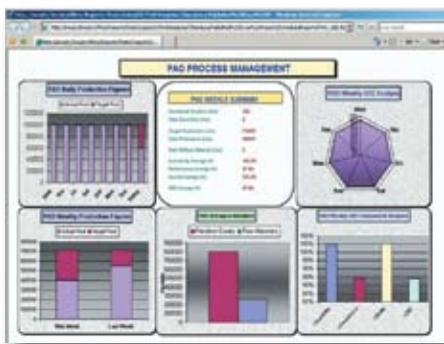
At last! After years of speculation and disappointment, the industry is discovering what it has long needed ... a system that links all databases, production and enterprise, through a Unified Data Model, **IncuityEMI**.

Many said it couldn't be done, but the developers at Incuity have done it, and you can see it here at **Emerson Global Users Exchange** today.

Incredible Success Stories

Two of our ever-expanding library of Success Stories are being presented here at the "Exchange":

Session #1015, "Automating the Plant Floor to the Boardroom" where Mark Garnett, Automation & Maintenance Manager for Chemtura Canada will explain how the company has obtained very impressive ROI with **IncuityEMI**.



The Industry Business Forum (IBF), including "A Practical Application of Lean Manufacturing Concepts to the Specialty Chemicals Industry" ... based on a very successful **IncuityEMI** installation.

See it ... believe it!

You have seen reporting and analysis packages before, even remote visualization. Come see us at **Booth #54** and we'll explain why **IncuityEMI** is so much more. It is the definitive Operational Intelligence platform. While you're there, ask them to tell you what a Flexible, Federated, Programmable, Configurable Unified Production Model is ... better yet, ask them to show it to you. You will want to take it home.



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Be Sure to visit the Emerson Exchange Blog: www.controleng.com/pillartopost

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Product Launch: Emerson Extends PlantWeb to Smart Machinery Health Management

Emerson Process Management announced a major advance to its PlantWeb Smart Machinery Health Monitoring capabilities yesterday at the Global Users Exchange in Grapevine, TX. The system is now certified to provide API 670 protection, which is the American Petroleum Institute's globally accepted definition of industry best practices for turbomachinery protection. As a leading supplier of predictive diagnostics and performance monitoring of critical equipment, the addition of protection for turbomachinery completes Emerson's online machinery monitoring offering.

Emerson's Smart Machinery Health Monitoring integrates with the process automation

environment, enabling maintenance and operations personnel to maximize equipment reliability and plant performance. The new CSI 6000 Machinery Health monitor protects critical machinery from catastrophic failures, permitting orderly shutdown of equipment and related processes.

Turbomachines are critical assets in power plants, oil and gas production facilities, refineries, pulp and paper mills, chemical and petrochemical plants. These multi-million dollar assets weigh hundreds of thousands of pounds; their blades spin at near supersonic speeds and they often operate at over 1,000 °F and over 3,000 psi. They can quickly self-destruct if not protected.

"Turbomachinery is at the heart of every process plant, and, to operate with confidence, our users need predictive diagnostics, performance monitoring and protection systems integrated with process automation," said John Berra, president of Emerson Process Management. "By delivering these capabilities through the PlantWeb digital plant architecture, Emerson enables users to improve machinery performance over the life cycle of a plant"

In addition to technology offerings for turbomachinery, Emerson also provides comprehensive services to assist users with system design, installation, configuration and startup, training and ongoing support.

Product Launch: Emerson, Cisco Collaborate on Open-Standard Wireless Solutions

Emerson Process Management announced at its Global Users Exchange yesterday that it is collaborating with Cisco to offer open-standard solutions for wireless process and plant management applications that install easily and operate reliably in the challenging process manufacturing environment.

Emerson, a global leader in process automation, and Cisco, a global leader in IT networking for industrial and business management applications, are combining their expertise and technology to deliver a complete solution that improves productivity, safety and operational efficiency for manufacturing customers.

Emerson's wireless process applications use self-organizing field networks for increased monitoring of plant data for control and asset optimization; they also offer mobile operator and maintenance worker applications. Cisco wireless plant networks offer applications including those for worker mobility, voice-over-IP communications, tracking of personnel and assets, and video applications.

"Since introducing Smart Wireless field networks a year ago, we've been excited at the high customer interest and their quickly realized business results," said John Berra, president of Emerson Process Management. "We are pleased to be working with Cisco to extend our offering to include wireless plant network solutions with the security and reliability required in the process environment. The combined field and plant communications platform supports current and future applications that help enable faster and more effective business management over the life of the plant. Additionally, Cisco's commitment to open standards makes it an ideal partner for Emerson and our customers."

"Networks and mobility are dramatically transforming our customers businesses and

in-plant processes," said Maciej Kranz, vice president of product marketing for Cisco's wireless business unit. "By delivering a combined wireless architecture from Emerson and Cisco, we are enabling our manufacturing process customers to deploy flexible, scalable and safe wireless solutions and mobility applications in rugged plant environments."

Emerson will project-manage and deliver the wireless solution to customers by working with Cisco and taking advantage of their joint expertise. Emerson and Cisco have developed a services plan to design, specify, install and support wireless solutions for customers worldwide. These customized solutions will provide end users with a competitive edge through open-standards wireless technology and a complete network platform that ensures they can start with any application and easily expand as the technology evolves.

Many Emerson customers use Cisco's wired plant network applications today and will realize an advantage by extending their relationships to include wireless applications.

Emerson's wireless platform will extend the Smart Wireless capabilities of PlantWeb digital plant architecture to include wireless plant networks. The networks use the Cisco Unified Wireless Architecture offering, including industrial-class wireless access points, controllers and network management software, and plant applications such as communication, tracking and worker mobility tools.

Emerson will use the Cisco Unified Wireless Architecture to provide ubiquitous, highly secure wireless local area network coverage and integration within the plant's existing IT infrastructure; this integration eliminates the need for a complex wireless overlay network. Cisco's Wireless Control System will centralize

the configuration and management of the plant's Wi-Fi network, reducing overall cost of ownership.

Emerson's Smart Wireless solutions are an extension of its PlantWeb digital architecture and engineering, project management, and asset optimization skills that are delivering efficiency and uptime advantages in thousands of installations globally and across the process industries. The company's self-organizing mesh wireless field networks and wireless services help enable reliable, highly secure connection to process data that was physically out of reach or too expensive for wiring.

The wireless field networks are based on IEEE 802.15.4 and provide connectivity for Emerson's broad portfolio of wireless sensing, condition monitoring and diagnostics devices embedded within the process to deliver process data for control and asset management.

Emerson is expanding its Smart Wireless program by collaborating with Cisco to deliver an open wireless plant network and expand the wireless solutions portfolio. This is accomplished via Cisco's Unified Wireless solutions, which comprise Cisco industrial-class 1500 Series wireless mesh access points, Cisco Wireless Control System for wireless network management, supported by Cisco Secure Services for network security. In addition, Emerson, working with Cisco, offers of a number of applications including voice, mobile communication, asset and location tracking, mobile worker, and video applications.

Emerson Services and Solutions will team with Cisco Advanced Services to deliver integrated, customized wireless solutions, establishing highly secure and scalable infrastructure with optimized, reliable messaging for coexisting communications.

September 11, 2007



Leo Rodriguez, President,
Emerson, Latin America.

Global Perspective: Latin America Embraces Innovation

At the Exchange this week, the second most frequent language you'll hear will likely be Spanish, based on Emerson's extensive presence south of the border.

Emerson Latin America, under the leadership of president Leo Rodriguez, covers everything from Mexico to the tip of Argentina, plus the Caribbean.

Emerson has many subsidiary companies in the region with about 25,000 employees. The largest facilities are in Mexico City and Sao Paulo, Brazil, with additional offices in Bogota Columbia; Buenos Aires, Argentina; Caracas, Venezuela; Lima, Peru; San Juan, Puerto Rico; and Santiago, Chile.

"The Latin American region is very strong in oil and gas," Rodriguez says. "That's the market that has been growing heavily over the last years, particularly in Brazil, Venezuela and Mexico. Those are the areas where our largest activities take place. We're also strong in chemicals, metals and mining."

Gross fixed investment in Latin America has been growing by 6 to 8% per year, from drivers that may be surprising. "The growth has been fueled primarily by commodity demand from China, ranging from bauxite, soybeans, oil, and cement," Rodriguez notes, as he tallies up his mental list. "Anything we can export they will take, so we are being driven by the high growth rates in China."

"While China is a major user of commodities and finished products, they are also a major investor in the Latin American region. The metals and mining sector is very hot right now, primarily in Brazil, followed by Chile. Thyssen and CVRD are very active in Brazil. I think CVRD is the second-largest mining company in the world right now. They're working with Thyssen in bauxite refining, steel and just about anything you can think of."

With his personal experience, Rodriguez has seen how industry has developed in the region.

Technology is nothing new to them as he has observed firsthand. "Latin America has adopted digital technologies very heavily. Foundation Fieldbus is big in Brazil and was adopted there very early. Brazil has always been in the forefront of automation, from the field all the way up to the control room. Emerson Process Management has been fortunate to have a long presence in Brazil. We've been manufacturing pressure transducers there since the late '70s. So when we came out with our PlantWeb technology in 1997, we were in a very good position to introduce Foundation Fieldbus as a complete package including valves, transmitters and controls.

"The Latin American mentality has always been very open to new technologies. We're different than Europe where they have a more traditional approach of 'let's wait and see what this is about.' Now we're gearing up for wireless

The Latin American mentality has always been very open to new technologies.

as we speak. We're very excited about some of the platforms, including the new products you'll see here at the Exchange. We're already working with select customers that are currently working with Foundation Fieldbus and are now moving into wireless. We're looking at some grass roots installations, where we can try out wireless technology. Wireless will be a reality in our marketplace where we have a very large installed base of instruments, valves, and systems, and we will leverage that going forward."

While that approach may sound ambitious to users in North America, Rodriguez is perfectly serious and plans on making it a reality. "I want to lead wireless within the Emerson Process group worldwide," he says. "I want to have it adopted sooner than any other world area. My goal is to get it going early. We did that already with PlantWeb. We've been a leader vis-à-vis all the other world areas, getting it in early and getting it adopted."

Operating in Latin America is not without its challenges, but things are changing and improving rapidly.

"There are lots of companies plying engineering services and construction, and lots of indigenous companies making products in the region. But the companies coming up to the U.S. are looking for sustainability and the financial health to see projects through. This is a challenge for a lot of companies operating in the region. They come here and set up operations, but if there's a devaluation or some sort of political instability, their patience to deal with these ups and downs runs out, or their finances can't support it. Emerson brings this sustainability. We're very strong financially, so we can take on those long gestation projects and see those through, plus we have the technology that customers know about. Technology is our card to get into the game, but we're not the only one. We have those experiences in Ecuador, Argentina and Brazil."

Latin American companies are rapidly taking their place as world-class producers, shedding their developing nation stigma. And as that happens, they remember who has helped them along the way. "We as Emerson Process have been in Latin America for a long time," he notes. "Fisher has been doing business here for close to 70 years. The first Rosemount 1151 went into Petrobras in 1974. These folks have been early adopters of advanced technology for a long, long time. As companies like Petrobras and CVRD become trans-nationals, they're looking for serious companies to do business with that will be there for the long run. They're looking for serious technology partners."

Doing business in Latin America still has its ups and downs. While the region is solidly democratic in most areas, this is still relatively new to the region. "There are many green democracies in Latin America, and as they mature they will be well positioned to supply places like China and other parts of the world better and better. Companies like Petrobras are losing their stigma as a state dinosaur. It is now one of the best run oil companies in the world. You will see more of this in the future. They're very well run and they have the transparency now that they didn't traditionally."

Rodriguez looks ahead with growing enthusiasm. "It's very exciting to have customers like these. When you have shared values along with good technology, it's the complete formula."

Best Bets for Today

Continued from page 1

10:00 a.m., Dallas 5: Advanced Automation Technology for New Coal-Fired Plants

10:00 a.m., Ft. Worth 3: Taming Wireless Coexistence

11:00 a.m., Texas 1-5: Product Roadmaps repeated

1:00 p.m., Texas 1-5: Product Roadmaps repeated

2:15 p.m., Ft. Worth 3: Asset Optimization Maintenance Strategy to be a Best-Cost Producer Using PlantWeb

2:15 p.m., Texas 4: How to Find the Economics for Process Automation Investments

2:15 p.m., Dallas 3: Understanding What HART Can Do, and How to Get it Done

2:15 p.m., Ft. Worth 1: Where the Rubber Meets the Road—Control Valve Impact on Process Control

2:15 p.m., Dallas 7: Maximizing the Value of Your Fieldvue Instrumentation

2:15, San Antonio 2: Smart Wireless Vision, Opportunities and Solutions

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While at the cyber cafe, take a moment to drop a line to exchangeditor@reedbusiness.com and let us know what has left an impression on you.



The Exchange is an opportunity to see colleagues and renew networks. As John Berra suggests, "Enjoy each other's company."



The technical exhibit area is open again this evening and Wednesday evening from 5:00 to 9:00.

Keynote Speaker Alan Boeckmann: "A team is more than the sum of its parts"

Building relationships between contractors and suppliers is one critical aspect of globalizing the engineering profession, according to Alan L. Boeckmann, chairman and chief executive officer, Fluor Corp.

Addressing attendees at the keynote session of the Emerson Exchange yesterday, Boeckmann reviewed the impact of the realities of today's education, resources, execution and technology on engineers, noting that although the world is in the strongest investment cycle of the last 30 years, the effects of it are placing global resources under stress.

"In the engineering and construction industry," Boeckmann said, "this growth is changing everything." He cited a number of factors that are influencing these changes, looking first at the outlook for energy to 2030. Coal, gas, and oil will remain primary, he said, but added that we will see a return of nuclear power in the United States. "The demand of developing countries for fuel is expected to grow," he noted, "and global energy demands are expected to be 30% higher by 2030."

The graying of the work force is also impacted the industry, Boeckmann went on. "Many are leaving the field. We are losing talent and experience and need to determine how we will replace them? One way is to work faster, smarter, better."

Boeckmann cited today's electronic solutions as having a significant impact on how the EPC community works today, pointing to such capabilities as sharing information from multiple

locations and integrated databases as being revolutionary. "These tools allow greater innovation and are time and cost saving," he added.

The Fluor executive also pointed to the benefits of collaborative teamwork. Online project collaboration tools, said Boeckmann, allow us to store reports and data in one place, give us secure access and provide a transparent environment to the project manager.

Turning to the business relationship between contractors and suppliers, Boeckmann noted the Emerson-Fluor relationship for delivering integrated solutions has existed for a long time and that such relationships need to continue. "They reduce costs and execution time, and make the best available to all," he added.

In conclusion, Boeckmann, outlined recommendations for a stronger future:

- Work together to shorten engineering schedules and costs;
- Optimize the user of scarce resources;
- Develop resources in areas large in numbers but short on experience;



Alan Boeckmann is chairman and CEO of Fluor Corporation, coming up through the Fluor Daniel division.

- Use project execution tools that require less human intervention between the supplier and the contractor;
- Embrace new technology and work processes; and
- Continue to look for teaming opportunities to make projects that are more seamless.

Like redwood trees, he pointed out, whose roots go not deep, but intertwine with one another to provide strength, so, too, must we rise or fall together. "They stand because they stand together. So must we."

Keynote Speaker John Berra: "Learn, but enjoy each other's company"

Going right to the heart of the matter, John Berra, president of Emerson Process Management, brought the keynote session to a close with a charge to attendees to "learn, but to also enjoy each other's company."

"Why are we here?" Berra asked. "We are here to learn about technology, services, and how we use automation to improve performance and products. But something else is also important: friendship. We get together to learn, but also to enjoy each other's company, to enjoy the success and benefits that this profession brings. The friendship is important as well."

Berra underscored the benefit of having a management that supports and understands what the company and its staff are trying to do. He then outlined some of the facts and figures about the state of Emerson Process Management. He noted the company's 15% a year growth rate, and estimated that "for fiscal year 2007 we should reach \$5.6 billion in global sales, \$2 billion larger than 2003. We want to continue to keep that going."

He observed that the earnings have "enabled us to make investments in people, in facilities, in technology." Investments in people, he noted, have included three recent acquisitions in the natural gas and water and wastewater industries, the

marine industry and in work flow management for batch processes. In technology, "We've invested at double-digit rates," he continued. "We are about making the right investments so we can do a better job for you," and the Exchange, Berra pointed out, plays a big role in Emerson's development and investment planning.

Investment in technology at Emerson is widespread and broad, said Berra. "We've rolled out some major new products. One of the most exciting things that has happened in our industry is wireless technology. Last year, we entered the wireless applications market for the process industry. Today I have with me seven examples of customers applying wireless in ways we only dreamed about a year ago. They are using wireless for things it was impossible or impractical to do before."

Berra closed with a reminder to everyone that the WirelessHART standard was approved and released on Sept. 7. "It is the first open wireless standard for process management and control," he noted, "is a backward compatible extension to the HART protocol and is fully supported by existing HART tools used today. It a standard developed not by Emerson, but by industry leaders." He reminded everyone that it ensures simple, reliable, and secure wireless communication in the real world.



John Berra, president of Emerson Process Management, truly enjoys his work.

Sending attendees out to enjoy and learn from the plethora of workshops and seminars that lay before them, Berra told them, "We are fortunate to be alive at a time when we can take advantage of an event like this at a time when we can see an appreciation for what we're doing. To paraphrase Barbara Mandrell in her song, 'We were engineers when engineering wasn't cool.'"

Keynote

Continued from page 1

Exchange attendees' feedback more important than ever.

Farr challenged attendees to have a passion for winning. "We [Emerson] have a passion to win, to make things happen. I have a passion for process; I love process," he said, emphatically. "Emerson is where technology and engineering come together to create solutions for the benefit of customers, driven without compromise for a world in action. This is what we live by."

Citing Emerson's positive financial picture for fiscal year 2007, the company's CEO noted that 2007 will "be a good year for us," and pointed out that for the first time ever the company will have more sales (51%) outside of the United States. "We are global," he said, "with 140,000 employees around the world, 34,000 of them in China in 40 facilities."

Farr outlined four global trends that shape Emerson's strategic imperatives: Business without borders that builds a truly global environment; energy efficiency that strives to make the most of what we have in cost-efficient ways; a communications revolution that impacts data, voice, video and wireless; and resources for the world, including finding and creating energy sources.

These trends have had a great impact on Emerson, said Farr, affecting how it uses energy



David Farr, Emerson chairman and CEO, has deep roots in process industries.

while at the same time being good stewards. Emerson's strategic imperatives, continued Farr, include strengthening business platforms through acquisitions and divestitures; pursuing technology leadership by developing game-changing products and technologies that are important to the customers and industries it serves; globalizing assets to secure a geographic mix that allows continued growth and growth in emerging markets; and driving business efficiency to improve delivery performance that exceeds customer expectations. In today's world, said

Farr, this means "speed, speed, speed."

The future is now, insists Farr. "Our business platform in the past five years has grown from \$13.7 billion in 2002 to an estimated \$22+ billion in 2007." Calling new products and technology the lifeblood of the company, Farr said that Emerson has invested significantly in technology and engineers and now has some 8,000 engineers working on new products worldwide.

According to Fortune magazine, said Farr, Emerson came in second [to GE] on the publication's recent list of most admired companies. "Our customers say we're No. 1," continued Farr. He noted that Emerson provides customer support around the world and cited the company's investment in training centers and facilities from Austin, TX, and Marshalltown, IA, to Nanjing, Singapore, and Tianjin in Asia.

In conclusion, Farr noted this is the 20th year for this user group gathering. "You, the attendees, are our guide," he charged. "We want to know how do you employ advanced technology? What diagnostics are important to the reliability and performance of your operation? What challenges do you face in your operating environments that Emerson can help solve? We are a leader in process management. We are creating a stronger Emerson to pass on to the next generation. We will not rest! We play to win. It is fun to win. And your inputs are wanted—and needed."