This presentation contains various forward-looking statements and includes assumptions concerning Emerson's operations, future results and prospects. These forward-looking statements are based on current expectations and are subject to risks and uncertainties. Emerson undertakes no obligation to update any such statements to reflect later developments. In connection with the “safe harbor” provisions of the Private Securities Litigation Reform Act of 1995, Emerson provides the following cautionary statements identifying important economic, political and technological factors, among others, changes in which could cause the actual results or events to differ materially from those set forth in or implied by the forward-looking statements and related assumptions. Such factors include, but are not limited to, the following: (1) the current and future business environment, including capital and consumer spending, potential volatility of the end markets served, interest rates, and currency exchange rates; (2) competitive factors and competitor responses to Emerson initiatives; (3) development and market introduction of anticipated new products; (4) the ability to defend and protect our intellectual property rights; (5) favorable environments for and execution of acquisitions and dispositions, domestic and foreign, including regulatory requirements and market values of candidates; (6) integration of acquisitions and separation of disposed businesses; (7) the availability of raw materials and purchased components; (8) stability of governments and business conditions in countries where we operate which could result in adverse changes in exchange rates, changes in regulation, tariffs or trade barriers, nationalization of facilities or disruption of operations; (9) unrestricted access to capital markets; (10) our ability to attract, develop and retain key personnel; (11) ability to prevent security breaches or disruptions of our information technology systems; (12) impact of potential product failures or similar events caused by product defects, cybersecurity incidents or other intentional acts; (13) the Company's ability to successfully complete on the terms and conditions contemplated, and the financial impact of, the proposed Climate Technologies transaction; (14) the scope, duration and ultimate impact of the COVID-19 pandemic, on the global economy and our customers, the Russia-Ukraine conflict, oil and gas price declines and volatility; (15) changes in tax rates, laws or regulations and the resolution of tax disputes in U.S. and non-U.S. jurisdictions; (16) the impact of improper conduct by our employees, agents or business partners; and (17) the outcome of pending and future litigation, including environmental compliance, among others as set forth on our most recent Annual Report filed on Form 10-K and subsequent reports filed with the SEC. Statements in this presentation regarding our aspirational purpose, causes, values, and related commitments, goals or targets, including those regarding sustainability, greenhouse gas emissions, our net zero ambition and related goals, diversity, equity and inclusion or other initiatives, contain forward-looking statements and are also intended to qualify for the protections of the “safe harbor” protections of the Private Securities Litigation Reform Act of 1995. Such statements are intended to help Emerson adapt and rise to the call of our various stakeholders. Because success in these areas depends on the collective efforts of others and other factors such as competing economic and regulatory factors, technical advances, policy changes, labor markets, availability of candidates, and supplier and customer engagement, there may be times where actual outcomes vary from those expected. While we strive to live our purpose and make a positive impact on society while continuing to advance towards our commitments, sometimes challenges may delay or block progress and we cannot assure you that the results reflected or implied by any such statements will be realized or achieved. The outlook contained herein represents the Company's expectation for its consolidated results.

Non-GAAP Measures
In this presentation we will discuss some non-GAAP measures in talking about our company's performance, and the reconciliation of those measures to the most comparable GAAP measures is contained within this presentation or available at our website, www.Emerson.com, under Investors.

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Continuing Operations
All financial metrics in this presentation are on a continuing operations basis, unless otherwise noted. Please refer to the endnotes for more detail.

Endnotes
Please refer to endnotes for the definition of certain terms used in this presentation.
Agenda

Introduction

Transforming Emerson

Greening Through Automation

Accelerating Organic Growth

Unlocking Value

Colleen Mettler
Vice President of Investor Relations

Lal Karsanbhai
President and Chief Executive Officer

Mike Train
Senior Vice President and Chief Sustainability Officer

Ram Krishnan
Executive Vice President and Chief Operating Officer

Frank Dellaquila
Senior Executive Vice President and Chief Financial Officer
Transforming Emerson
What We Are
Setting In Motion

Going boldly towards Emerson's future – a global automation leader

Focusing on value creation – organic growth, portfolio management and operational excellence

Evolving our management system and culture to achieve higher growth, accelerate innovation and deliver on our commitments

Delivering 4-7% organic growth, ~35% incremental margins, double-digit adjusted EPS growth, ~100% free cash flow conversion and disciplined capital allocation

Note: all through-the-cycle numbers in this presentation are long-range targets
Delivered Strong Financial Results In 2022; Strong Performance Expected In 2023

Delivered Strong Reported 2022 Performance
- Underlying Sales: 9%
- Adjusted Segment EBITA: 22.3%, 140 Basis Points
- Adjusted EPS: $5.25, 16%
- Free Cash Flow Conversion: 98%\(^1\)

Continuing Operations Delivered Exceptional 2022 Performance
- Underlying Sales: 7%
- Adjusted Segment EBITA: 22.8%, 230 Basis Points
- Adjusted EPS: $3.64, 21%
- Continuing Operations will be referenced for rest of the presentation, unless noted

Reiterating Continuing Operations\(^2\) 2023 Guidance
- Underlying Sales: 6.5% - 8.5%
- Operating Leverage\(^3\): Mid-To-High 30s
- Adjusted EPS: $4.00 - $4.15
- Free Cash Flow Conversion: ~100%

\(^1\) Excludes discrete items
\(^2\) Refer to endnotes for 2023 continuing operations details
\(^3\) Excluding AspenTech
We Have Begun To Transform Emerson Through Significant Changes To Our Portfolio

<table>
<thead>
<tr>
<th>Net Sales</th>
<th>Profitability</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2022 Reported</strong></td>
<td><strong>2022 Reported</strong></td>
</tr>
<tr>
<td>$20B</td>
<td>42% GP%</td>
</tr>
<tr>
<td>$14B</td>
<td>22% Adj. Segment EBITA%</td>
</tr>
<tr>
<td><strong>2022 Pro-Forma</strong></td>
<td><strong>2022 Pro-Forma</strong></td>
</tr>
<tr>
<td></td>
<td>46% GP%</td>
</tr>
<tr>
<td></td>
<td>23% Adj. Segment EBITA%</td>
</tr>
</tbody>
</table>

Global automation leader with compelling opportunities for growth

Serving $230B automation and software market

Note: pro-forma Emerson includes full-year heritage AspenTech and excludes Micromine and any announced or completed divestitures
TRANSFORMING EMERSON

Higher Growth, More Profitable, Cohesive

Acquisitions

~$9B

Invested in intelligent automation technology and software

micromine

Mita-Teknik

fluxa

CLIMATE TECHNOLOGIES

~$18B

Gross value from divestitures of non-core assets at attractive valuations

inSinkErator

THERM-O-DISC

DANIEL

Growth

10%+

Growth Expectations

~90%

Estimated Adjusted Gross Profit %

~50%

Estimated Adjusted EBITA %

Gross Profit

2%

Historical Growth (2011-2021)

32%

2022 Gross Profit %

21%

2022 Adjusted EBITA %

Adjusted EBITA

Note: acquisition growth, gross profit and adjusted EBITA exclude Micromine
Global Automation Leader With World-Class Software And Technology

Net Sales: $14B
Adjusted Segment EBITA Margin: 23%
Software % Of Sales: 13%
Installed Base: $130B

Geography:
- Europe: 19%
- Americas: 50%
- Asia, Middle East & Africa: 31%

End Market:
- Energy: 22%
- Other: 21%
- Chemical: 15%
- Discrete: 11%
- Power & Renewables: 11%
- General Industries: 9%
- Hybrid: 9%
- Other: 11%
- Hybrid: 9%

Note: all numbers represent pro-forma 2022 Emerson including full-year heritage AspenTech, and excluding Micromine and any announced or completed divestitures.
Major Macro Trends Underpin Growing Automation Demand

**Digital Transformation**
Unlocking greater value and improving returns through software and intelligent solutions

**Energy Security & Affordability**
Improving the availability of energy sources at an affordable price

**Sustainability & Decarbonization**
Decarbonizing existing assets and transitioning to new energy markets

**Nearshoring**
Strengthening supply chains and bringing manufacturing nearshore via incremental capital investment
Emerson’s Value Creation Framework

**Organic Growth**
Accelerating innovation and aligning with secular growth trends

**Portfolio Management**
Building a higher growth, cohesive automation portfolio

**Operational Excellence**
Continuing our long tradition of delivering margin and cash performance

**4 – 7%**
Through-The-Cycle Organic Growth

**~35%**
Incremental Margins

**Double-Digit**
Adjusted EPS Growth

**~100%**
Free Cash Flow Conversion
Accelerating Organic Growth Through Innovation And Growth Vectors

Organic Growth

Organic Growth Drivers

Growth Platforms

Winning in long-term growth markets supported by macro tailwinds

Breakthrough Innovation

Systematic innovation and new offerings addressing large, growing markets
**Performance In Growth Platforms Is Our Biggest Organic Growth Lever**

<table>
<thead>
<tr>
<th>Growth Platforms</th>
<th>TAM</th>
<th>Market Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Equipping The</strong></td>
<td>$12B</td>
<td><strong>DD</strong></td>
</tr>
<tr>
<td><strong>Energy Transition</strong></td>
<td>TAM</td>
<td>Market Growth</td>
</tr>
<tr>
<td><strong>Advancing</strong></td>
<td>$35B</td>
<td><strong>HSD-LDD</strong></td>
</tr>
<tr>
<td><strong>Industrial Software</strong></td>
<td>TAM</td>
<td>Market Growth</td>
</tr>
<tr>
<td><strong>Scaling In</strong></td>
<td>$97B</td>
<td><strong>MSD</strong></td>
</tr>
<tr>
<td><strong>Priority Discrete &amp; Hybrid Markets</strong></td>
<td>TAM</td>
<td><strong>Market Growth</strong></td>
</tr>
</tbody>
</table>

**Growth Platforms ~10% Growth Through-The-Cycle**

**2022 Pro-Forma Revenue**

**~30% Of Sales**

**Traditional Markets LSD Growth Through-The-Cycle**

Note: pro-forma Emerson includes full-year heritage AspenTech, and excludes Micromine and any announced or completed divestitures; for TAM definition, please refer to endnotes.
Success Has Been Built On Decades Of Innovation
Redefining The Automation Market

Transforming The Process Automation Landscape

Analog ➤ Digital

Centralized Control ➤ Control In The Field

Proprietary Technology ➤ Off-The-Shelf Technology

Reactive Maintenance ➤ Performance Diagnostics

3051 Pressure Transmitter
Launched: 1988
10M+ Sold

FIELDVUE
Launched: 1994
3M+ Sold

DeltaV
Launched: 1996
11K+ Active

Wireless
Launched: 2008
500K+ Devices Sold

CHARMs
Launched: 2010
4.5M+ Sold

PK Controller
Launched: 2018
5K+ Sold

14
New Systematic Approach To Reinvigorate Innovation

4 Critical Technology Areas For Innovation

- **Disruptive Measurement Technologies**: High-margin core products with reoccurring revenue elements
- **Software-Defined Automation Systems**: Dramatic shift to software-defined enterprise operations platform
- **Self-Optimizing Asset Software**: High-value recurring software that transforms enterprise asset management
- **Sustainability**: Sustainability technology solutions to help customers address the dual challenge

**Chief Technology Officer**
Responsible for driving innovation process

**Innovation Process**
Organic Growth Spend Mixes Toward Innovation

Growth Spend As A Percent Of Sales

- **2022 Reported**
  - RD&E: ~5%
  - Capex: ~3%

- **2022 Continuing Operations**
  - RD&E: 6%+
  - Capex: ~2%

- **Future**
  - RD&E: 6%+
  - Capex: ~2%

**Strong Foundation**

- **5K+**
  - R&D-Focused Engineers

- **15**
  - Major Innovation Hubs

- **25%**
  - New Product Vitality

Note: for RD&E and new product vitality definitions, please refer to endnotes
Active Portfolio Management Will Orient Emerson Toward Attractive Markets

**Active Portfolio Management**

**Cohesive Portfolio**
*Strategically creating a cohesive, higher-growth automation leader*

**Attractive Adjacencies**
*Pursuing high-growth, large adjacencies across diverse end markets*
Transforming To A Cohesive, Higher-Growth Automation Portfolio

<table>
<thead>
<tr>
<th>2021 Portfolio</th>
<th>2022 Continuing Operations Portfolio</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Core</strong></td>
<td></td>
</tr>
<tr>
<td>Discrete Automation</td>
<td>Process &amp; Hybrid Automation</td>
</tr>
<tr>
<td>Safety &amp; Productivity</td>
<td></td>
</tr>
<tr>
<td><strong>Disconnected</strong></td>
<td></td>
</tr>
<tr>
<td>Home Products</td>
<td>Climate</td>
</tr>
</tbody>
</table>

Cohesive Higher Growth

Divesting Lower-Growth Non-Core Assets
Rigorous Analytical Process Identified Potential Adjacent Markets

**Assessed 15 Critical Macrotrends**
- Digital Transformation
- Labor Automation
- Electrification & Decarbonization
- Aging Population
- Shifting Government Regulations
- Post-Globalization
- Infrastructure Modernization
- Ex-Urbanization
- Slowing Capital Abundance
- Mobility
- Emerging Market Modernization
- Resource Scarcity
- Sustainable Consumption
- Tech Advancement
- Growth Of Vertical Oligopolies

**Identified And Evaluated 17 Adjacent Markets**

**Attractiveness**
- Size, growth rate, profitability, resiliency

**Emerson Relatedness**
- Capabilities, end market, cost structure
Pursuing Attractive Adjacencies Aligned To Our Cohesive Portfolio

**Cohesive Portfolio**

2022 & Beyond

1. Process & Hybrid Automation
2. Safety & Productivity
3. Discrete Automation

**Pursuing Adjacencies**

1. Industrial Software
2. Test & Measurement
3. Factory Automation
4. Smart Grid Solutions

**Highly Attractive Adjacencies**
Large, higher-growth, profitable, serving diversified automation markets

**Strong Fit**
Fits technology stack, creates more value for customers, drive synergies and value creation

$100B Priority TAM | MSD – HSD Growth
20%+ Average Operating Margin
PORTFOLIO MANAGEMENT

Industrial Software

- $35B
  - M&A Priority TAM
- HSD-LDD
  - Market Growth

Market Verticals
- Life Sciences
- Energy
- Chemical
- Metals & Mining

Focus Segments
- Environmental, Health & Safety
- Enterprise Asset Management
- Lab Information Management
- Manufacturing Execution Systems
- Production Simulation
- Quality Management Systems

Growth Drivers
- Workflow Automation
- Cloud Deployment
- Sustainability
- Machine Learning
Highly Complementary Partnership

**Emerson**
Leading positions in intelligent devices and control systems

**AspenTech**
Leading industrial software portfolio

Tremendous Progress And Value Creation

**Delivering On Synergies**
- Revenue
- Technology
- Cost
- Business Model

**Scaling Industrial Software Through Compelling M&A Opportunities**
- Leveraging AspenTech’s equity currency
- Attractive and complementary industrial software assets
- Diversification into hybrid markets

End-to-end leader in metals & mining software

Real-time information management leader
PORTFOLIO MANAGEMENT

Test & Measurement

$35B
M&A Priority TAM

MSD
Market Growth

Market Verticals
- Semiconductor
- Aerospace / Defense
- Automotive

Focus Segments
- Discrete & Modular Devices
- Data Acquisition
- Humidity & Gas Detection
- Automated Test Equipment

Growth Drivers
- Ubiquity Of Semiconductor Chips
- Autonomous / Electric Vehicles
- Sustainability
- Battery Growth
## Factory Automation

### Market Verticals
- Machinery & Automotive
- Distribution & Packaging
- Consumer Goods
- Food & Beverage

### Focus Segments
- Intelligent Sensors
- Machine Vision / Safety
- Electric Linear Motion
- Industrial Robotics

### Growth Drivers
- Labor Shortages
- Reshoring Of Supply Chains
- Workplace Safety
- Digital Transformation

### MSD
- Market Growth

### $20B
- M&A Priority TAM
Smart Grid Solutions

Portfolio Management

$10B

M&A Priority TAM

HSD

Market Growth

Market Verticals
- Power
- EV Charging
- Battery Storage

Focus Segments
- Advanced Sensors & Relays
- Distributed Control
- Transmission & Distribution Software

Growth Drivers
- Decarbonization / Electrification
- Distributed Energy Resources (DER)
- Grid Modernization
- Emerging Market Growth
Continuing Demonstrated Operational Excellence

Operational Excellence Drivers

Operational Execution

Operational execution is a hallmark of Emerson and will continue to be

Cost Actions

Decisive cost actions have driven leading margins and we are pursuing more opportunities to reduce cost
Consistently Delivered Margin Expansion Through Strategic Cost Programs

**Cost Reset Program**

<table>
<thead>
<tr>
<th>Year</th>
<th>Adjusted EBITDA</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>$600M</td>
</tr>
<tr>
<td>2019</td>
<td>$600M</td>
</tr>
<tr>
<td>2020</td>
<td>$650M</td>
</tr>
<tr>
<td>2021</td>
<td>$650M</td>
</tr>
<tr>
<td>2022</td>
<td>$650M</td>
</tr>
</tbody>
</table>

2023 Cost Reset Target: 24.4%

**Corporate And Platform Right-Sizing**

- Eliminating platform overhead
- Right-sizing corporate functions
- Expanding shared services
- Corporate headquarters relocation

**Restructuring Spend**

- 2018: $600M
- 2019: $600M
- 2020: $650M
- 2021: $650M
- 2022: $650M

**Annual Savings**

- 2023: $650M

**Stranded cost at close of Climate Technologies transaction**

- NO: $100M

Note: cost reset program represents Emerson whole company as reported
## Significant Profit Levers For Margin Expansion

### OPERATIONAL EXCELLENCE

#### Ongoing Cost Savings
- Factory Automation
- Best Cost
- Regionalization
- M&A Execution

#### Centralization Of Functions
- Legal
- HR
- IT
- Finance

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>$50M</strong> Annualized Opportunity</td>
<td>6</td>
</tr>
<tr>
<td>Lighthouse Sites In 2023</td>
<td></td>
</tr>
<tr>
<td><strong>~80%</strong> Spend Regionalized</td>
<td></td>
</tr>
<tr>
<td><strong>$300M</strong> Year Five Synergies Realization</td>
<td>790 bps</td>
</tr>
<tr>
<td>2018-2022 Final Control Adjusted EBITA Margin Expansion</td>
<td></td>
</tr>
</tbody>
</table>

- **Valves & Controls (2017)**
- **4** Best Cost Manufacturing Facilities Opened
- **3** Best Cost Manufacturing Facilities Underway
- **6** Lighthouse Sites In 2023
- **~80%** Supply Chain Stability
Evolving The Emerson Management Process To Meet Today’s Company Needs

EMERSON MANAGEMENT SYSTEM

Emerson Management Process (1970s)

- Designed to manage 60+ distinct operating units
- Oriented towards operational execution
- Overallocation of time towards meeting preparation
- Promoted control culture

Emerson Management System

- Focused on the enterprise as a cohesive entity
- Equally dedicated to operational execution and growth
- Efficient allocation of leaders’ time and resources
- Promotes balanced risk taking and innovation
Emerson Management System To Support New Portfolio And Value Creation Framework

EMERSON MANAGEMENT SYSTEM

Culture
Empowering team to deliver results

Innovation
Systematic approach to identify, pursue and commercialize opportunities

World Class M&A
Improved capabilities to maximize value of portfolio moves

Management Process
Increased focus on enterprise, agility, balance of growth and profit

Commercial Excellence
Comprehensive go-to-market approach aligned to customers’ needs

Operational Execution
Continuing legacy of top quartile operations
Modernizing Our Culture
To Enable Value Creation

Coordinated Cultural Actions

- Trust & Empowerment
- Accountability & Transparency
- Diversity, Inclusion & Belonging
- Attract & Retain Top Talent
- Passion For Value-Creating Results
- Talent Engine
- Employee Value Proposition
- Deliver Growth & Unlock Innovation
Incentives Are Aligned To Performance And Culture

**Past**

**Short-Term Cash Bonuses**
Discretionary cash bonuses for corporate executives

**Long-Term Incentives**
Long-term incentive targets tied to growth of G7 GDP + 3 pts

**2023**

**Short-Term Cash Bonuses**
- Financial Metrics
  - organic growth, margins and cash flow
- Diversity Targets
  - women and minority leadership targets
- Sustainability Targets
  - path to net zero GHG emissions by 2045

**Long-Term Incentives**
- 3-Year Operating Plan
  - earnings and cash flow
- TSR Multiplier
  - based on performance vs. peers and market

**Executives** compensated based on financial performance, diversity and sustainability targets
EMERSON MANAGEMENT SYSTEM

Organization Structured To Deliver Value

Lal Karanbhai
President and Chief Executive Officer

Frank Dellaquila
Chief Financial Officer

Elizabeth Adefioye
Chief People Officer

Ram Krishnan
Chief Operating Officer

Sara Yang Bosco
Chief Legal Officer

Katherine Button Bell
Chief Marketing Officer

Mike Train
Chief Sustainability Officer

Lisa Flavin
Chief Compliance Officer

Peter Zornio
Chief Technology Officer
Focused On Three Value Creation Levers To Drive Peer-Leading Financial Performance

Organic Growth
Accelerating innovation and aligning with secular growth trends

Portfolio Management
Building a higher growth, cohesive automation portfolio

Operational Excellence
Continuing our long tradition of delivering margin and cash performance

4 – 7%
Through-The-Cycle Organic Growth

~35%
Incremental Margins

Double-Digit
Adjusted EPS Growth

~100%
Free Cash Flow Conversion
...Transforming into a global automation leader

...Delivering 4% to 7% organic growth with a renewed emphasis on innovation

...Continuing our exceptional margin performance and looking to invest in the future growth of our business
Greening
Through Automation
Sustainability Is A Value Creation Opportunity For Emerson

**GREENING OF**
How we improve our own internal environmental sustainability performance

**GREENING BY**
How Emerson technologies, solutions and expertise enable customers’ sustainability journeys

**GREENING WITH**
How we foster dialogue, collaboration and innovation amongst external stakeholders
Differentiated Net Zero Targets

By 2030

Net Zero Operations
Scopes 1, 2

25% Scope 3 Reductions

SBTi Approved

By 2045

Net Zero Value Chain
Scopes 1, 2, 3

SBTi Aligned
Clear Roadmap To Achieve Targets And Strengthen Competitive Advantage

**Energy & Emissions Treasure Hunts**
Average ~15% reduction of energy usage

**Renewable Electricity & On-Site Generation**
25% renewable electricity sourcing already achieved

**Electrification & Low-Carbon Fuels**
Used throughout operations and supply chain

**Neutralization**
To achieve full net zero target

**Achieve Net Zero Targets**

- Lessons learned from Greening Of Emerson will enable us to drive emission reductions for our customers, suppliers and partners
Engaging External Stakeholders To Drive Priorities

- Partnering with customers and research institutions to develop new solutions
- Engaging industry experts and consortiums for early engagement in projects
- Collaborating with governments and organizations for regulations and policy
Automation Is Critical For The World To Reach Net Zero

The World Must Halve Emissions Every Decade...

...Emerson’s Portfolio Enables Customers To Reduce Energy Usage And Emissions

100%
50%
25%
12.5%

2020 2030 2040 2050

GHG Emissions (GtCO₂e)

15% energy reduction
9% energy and CO₂ reduction
~15% emissions reduction goal
1% reduction in Finland’s emissions
25% energy reduction
84% CO₂ reduction
15% energy reduction
30% CO₂ reduction
10% energy reduction

Colgate
Dow
Braskem Idesa
Bosch
LANXESS
Alcoa
Lotte
ALBIOMA
NESTE

ENERGY
CHEMICAL
HYDROGEN
CLEAN FUELS
LIFE
SCIENCES
POWER
METALS & MINING
DISCRETE

~15% emissions reduction goal
Emerson Has A Central Role In Energy Transition

**Energy Transition Impact**

**Stated Policies**
Countries pursue existing policies

**Announced Pledges**
Countries meet announced pledges

**Sustainable Development**
Countries pursue sustainability development path

Regardless of the pace of adoption, Emerson expects to benefit from the energy transition

**Energy Transition Markets**

- **LNG**
- **Nuclear**
- **Renewables & Energy Storage**
- **Clean Fuels**
- **H₂**
- **Hydrogen**
- **CO₂**
  - Carbon Capture

*Transition risk and opportunity analyses prepared by PwC for Emerson using Emerson’s business strategy, data and assumptions*
Utilizing Our Leading Portfolio And Investing In New Technology To Win With All Customers

Sustainability Software Models
~100 sustainability models for process design, simulation, advanced control and supply chain management

Automation & Control Solutions
Hydrogen portfolio, renewable power control systems, power transmission & distribution software

Established Customers
- moderna
- Mitsubishi Power
- ExxonMobil
- equinor
- Braskem Idesa
- Southern Company
- Chevron

Emerging Entrants
- ORIGIN
- ReNew ELP
- BayoTech On-Site Hydrogen
- PURECYCLE
**Emerson’s Portfolio Is Aligned With Global Sustainability Imperatives**

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Energy Efficiency &amp; Emissions Reduction</strong></td>
<td>Energy efficiency, energy optimization, predictive maintenance, carbon capture, emissions</td>
</tr>
<tr>
<td><strong>Renewable &amp; Clean Energy</strong></td>
<td>Wind, solar, hydro, geothermal, nuclear</td>
</tr>
<tr>
<td><strong>Clean &amp; Low-Carbon Fuels</strong></td>
<td>Biofuels, biomass, biochemical, hydrogen</td>
</tr>
<tr>
<td><strong>Electrification &amp; Resource Circularity</strong></td>
<td>Energy storage, smart grid solutions, battery value chain, plastic recycling</td>
</tr>
</tbody>
</table>

Note: for sustainability enabling technologies definition, please refer to endnotes

Of Emerson sales tied to sustainability enabling technologies ~70%
GREENING THROUGH AUTOMATION

...Greening Of
improving our internal environmental sustainability performance

...Greening By
enabling our customers’ sustainability journeys through our technologies, solutions and expertise

...Greening With
fostering dialogue, collaboration and innovation amongst external stakeholders
Accelerating Organic Growth
Growth Platforms
Winning in long-term growth markets supported by macro tailwinds

Breakthrough Innovation
Systematic innovation and new offerings addressing large, growing markets

Directing Resources And Spend To High-Potential Opportunities

ACCELERATING ORGANIC GROWTH

Energy Transition
Industrial Software
Priority Discrete & Hybrid Markets

Market Disruption Opportunities
New Processes & Performance Metrics
Big-Bet Technology Programs
Growth Platforms Are Aligned With Shifting Customer Needs

Growth Platforms

- Coal
- Upstream Oil
- Upstream Gas
- Traditional Refining
- Thermal Power (excl. Nuclear)
- Oil Pipelines & Terminals
- Petro-Chemical
- Specialty Chem
- Food & Beverage
- Iron & Steel
- AgriChem/Fertilizers
- Hydro
- Nuclear
- LNG
- Hydrogen
- Solar
- Batteries
- Wind
- Battery Metals
- Clean Fuels
- Electricity Transmission & Distribution
- Industrial/Commercial
- Life Sciences
- Precious Metals
- Other Discrete
- Specialty Machinery
- Electronics
- Automotive
- Semi- Conductors
- Copper
- AgriChem/Fertilizers
- Specialty Chem
- Food & Beverage
- Iron & Steel
- Oil Pipelines & Terminals
- Petro-Chemical
- Traditional Refining
- Upstream Gas
- Upstream Oil
- Coal
- Thermal Power (excl. Nuclear)

Optimization

Diversification

Energy Transition

Growth Platforms Are Aligned With Shifting Customer Needs

Growth Platforms

- Coal
- Upstream Oil
- Upstream Gas
- Traditional Refining
- Thermal Power (excl. Nuclear)
- Oil Pipelines & Terminals
- Petro-Chemical
- Specialty Chem
- Food & Beverage
- Iron & Steel
- AgriChem/Fertilizers
- Hydro
- Nuclear
- LNG
- Hydrogen
- Solar
- Batteries
- Wind
- Battery Metals
- Clean Fuels
- Electricity Transmission & Distribution
- Industrial/Commercial
- Life Sciences
- Precious Metals
- Other Discrete
- Specialty Machinery
- Electronics
- Automotive
- Semi- Conductors
- Copper
- AgriChem/Fertilizers
- Specialty Chem
- Food & Beverage
- Iron & Steel
- Oil Pipelines & Terminals
- Petro-Chemical
- Traditional Refining
- Upstream Gas
- Upstream Oil
- Coal
- Thermal Power (excl. Nuclear)
~30% Of Sales Are Aligned To Three Key Growth Platforms

GROWTH PLATFORMS

Equipping The ENERGY TRANSITION
2022 Sales: $0.8B

Advancing INDUSTRIAL SOFTWARE
2022 Sales: $1.8B

Scaling In PRIORITY DISCRETE & HYBRID MARKETS
2022 Sales: $1.8B

2022 TAM $12B
Market Growth DD

2022 TAM $35B
Market Growth HSD-LDD

2022 TAM $97B
Market Growth MSD

~30% Through-The-Cycle Sales CAGR
~10% Through-The-Cycle Sales CAGR

Note: all numbers represent 2022 pro-forma Emerson, including full-year heritage AspenTech, and excluding Micromine and any announced or completed divestitures.
Energy Transition Markets Represent A $12B TAM Growing Double Digits

**LNG**
- **HSD**
  - Market Growth
  - Energy security to drive doubling of gas infrastructure

**NUCLEAR**
- **MSD**
  - Market Growth
  - Plant extensions and small-scale new reactors

**RENEWABLES & ENERGY STORAGE**
- **DD**
  - Market Growth
  - Build-out of renewable generating capacity

**CLEAN FUELS**
- **HSD**
  - Market Growth
  - Conversions of existing refining units

**HYDROGEN**
- **DD**
  - Market Growth
  - Power generation, industrial and transportation uses

**CARBON CAPTURE**
- **DD**
  - Market Growth
  - Enabling emissions reduction in carbon-based applications
### Automation Opportunity

<table>
<thead>
<tr>
<th>Platform</th>
<th>Pro-Forma (2022)</th>
<th>Growth to 2030</th>
</tr>
</thead>
<tbody>
<tr>
<td>LNG</td>
<td>$10M/MTPA</td>
<td>250 MTPA</td>
</tr>
<tr>
<td>Nuclear</td>
<td>$40M/reactor</td>
<td>55 reactors</td>
</tr>
<tr>
<td>Renewables &amp; Energy Storage</td>
<td>$2M/GWh</td>
<td>250 GWh</td>
</tr>
<tr>
<td>Clean Fuels</td>
<td>$7M/10 kbd</td>
<td>650 kbd</td>
</tr>
<tr>
<td>Hydrogen</td>
<td>$40M/GW</td>
<td>135 GW</td>
</tr>
<tr>
<td>Carbon Capture</td>
<td>$7M/MtCO₂</td>
<td>220 MtCO₂</td>
</tr>
</tbody>
</table>

- **Note:** Pro-forma Emerson includes full-year heritage AspenTech, and excludes Micromine and any announced or completed divestitures.
Leading Partner For Customers’ Energy Transition Projects

- GVEA Wind Farm
- SoCalGas
- Mitsubishi Power
- Salt River Project
- Salto Grande Hydro
- Carbon Management
- H₂
- Fintool
- Pickering
- Wolf Creek
- Golden Pass
- LNG
- PosHYdon
- H₂
- HITA
- Tennet
- Neste
- Taiyuan
- H₂
- Toyota
- UPM
- CO₂
- LNG
- LNG
- Nuclear
- Renewables & Energy Storage
- Clean Fuels
- Hydrogen
- Carbon Capture

~50% LNG and hydrogen project win rate
90% Of nuclear reactors use Emerson technology
60,000 Wind turbines controlled with Emerson systems
#1 Automation partner for world’s largest renewable diesel facility
Energy Transition Funnel Is Rapidly Expanding

GROWTH PLATFORMS - ENERGY TRANSITION

November 2021
- $0.7B Sustainability & Decarbonization Funnel
- $2.4B Carbon Capture
- $2.4B LNG
- $2.4B Renewables & Energy Storage
- $2.4B Nuclear

November 2022
- $1.7B Sustainability & Decarbonization Funnel
- $3.5B Carbon Capture
- $3.5B LNG
- $3.5B Renewables & Energy Storage
- $3.5B Nuclear
European Energy Crisis Is Accelerating The Third Wave Of LNG

**“Middle East Wave”**
~140 MTPA
2000 – 2010

**“Australia, Russia & U.S. Wave”**
~140 MTPA
2011 – 2020

**“North America, Middle East & Africa Wave”**
~250 MTPA
2021 – 2030

- **Typical Project Opportunity** (per Carrier)
  - $4 MILLION
  - Typical Project Opportunity (per 1 MTPA Regasification)

- **Typical Project Opportunity** (per 1 MTPA Liquefaction)
  - $10 MILLION
  - Currently Under Construction
  - Receive FID Next 2 – 3 Years

- **Typical Project Opportunity** (per Carrier)
  - $3 MILLION
  - Receive FID Next 2 – 3 Years
Greenfield project win rate
Hydrogen products launched
Automation partner for world's largest green H$_2$ production and storage facility
H$_2$ projects under development
Expected to be online by 2030
Automation opportunity per GW

Current Portfolio Is Positioned To Win In Hydrogen

We Are Building A Strong Foundation...

50% Greenfield project win rate
130 Hydrogen products launched
Automation partner for world's largest green H$_2$ production and storage facility

...To Capture Future Investments

460 H$_2$ projects under development
135 GW Expected to be online by 2030
$40M Automation opportunity per GW
Industrial Software Enables Customers To Address The Dual Challenge

**EXPANDED PRODUCTION**
Meet the increasing demand for resources through expanded production and throughput

**SUSTAINABILITY INITIATIVES**
Decarbonize existing assets through energy efficiency and emissions reduction while transitioning to new energy markets

**ENABLED BY INDUSTRIAL SOFTWARE**

- ENERGY
- CHEMICAL
- HYDROGEN
- CLEAN FUELS
- LIFE SCIENCES
- POWER
- METALS & MINING
- DISCRETE

**$35B** Total Addressable Market

**HSD-LDD** Market Growth

**2x** Industrial Software Growth Over PP&E
Emerson, With AspenTech, Has A Leading Industrial Software Portfolio

GROWTH PLATFORMS – INDUSTRIAL SOFTWARE

$1.8B 2022 Pro-Forma Sales

$1.0B 2022 Pro-Forma ACV

13% Software % Of Total Sales

Note: all numbers represent 2022 pro-forma Emerson including full-year heritage AspenTech and excluding Micromine and any announced or completed divestitures; for annual contract value (ACV) definition, please refer to endnotes
Synergy Opportunities Are On Plan

Revenue: customer whitespace and greenfield projects

Technology: embedded solutions and seamless integration

Business Model: OSI and SSE subscription transition

Cost: optimizing spend from joint R&D and SG&A
Cross-Selling Opportunities
In Two Domains

Customer Whitespace
Utilizing Emerson’s installed base and sales channel to expand AspenTech’s reach

- 70% Of Emerson control systems do not have AspenTech software
- 9K Emerson systems and software in life sciences and power
- 14K Emerson machinery and device health systems
- 5 Market expansion opportunities: China, India, Germany, Qatar / Kuwait, Southern Cone

Greenfield Projects
Joint pursuits with differentiated solutions in intelligent devices, control systems and software

- Emerson large project funnel: $7B
- Active projects: 460
- Emerson salespeople actively selling AspenTech software: 1K+
- Emerson energy transition funnel: $3.5B
Robust Incremental Opportunity Funnel Leading To Early Successes

Customer Whitespace

- Competitive displacement for combined cycle power plant
  - North America Power Generation
- Information management system for waste-to-energy
  - Asia Waste-To-Energy
- Process simulation on Ovation control system
  - North America Power Generation

Greenfield Projects

- Process simulation for first of 5 renewable fuel and biodiesel sites
  - North America Biorefinery
- Digitalization program for greenfield chemical facility
  - North America Chemical
- Capital cost estimator for born digital strategy
  - North America Plastics Recycling

$165M Sales Funnel
Industrial software market increasingly critical to customer operations

Emerson, with AspenTech, is a global industrial software leader

Joint selling and technology investments driving synergy realization

Scaling capabilities through acquisitions (Fluxa, Micromine, inmation)

Rule Of 55

10%+ ACV growth

45% Adjusted EBITA Margins
GROWTH PLATFORMS – PRIORITY DISCRETE & HYBRID MARKETS

$1.8B OF SALES IN PRIORITIZED DIVERSIFICATION MARKETS

**Factory Automation**
- **Total Addressable Market**: $80B
- **MSD**: Market Growth
- Specialty Machinery
- Electronics & Semiconductor
- Battery Manufacturing
- **2022 Sales**: $900M

**Life Sciences**
- **Total Addressable Market**: $7B
- **MSD**: Market Growth
- Continuous Manufacturing
- Personalized Medicine
- Drug Development Acceleration
- **2022 Sales**: $450M

**Metals & Mining**
- **Total Addressable Market**: $10B
- **MSD**: Market Growth
- Decarbonization
- Reshoring
- Electrification (Battery Metals)
- **2022 Sales**: $450M

**Total Addressable Market**
- **MSD**: Market Growth
- **$10B**

**Market Growth**
- **$80B**

**Factory Automation**
- **$900M**

**2022 Sales**
- **$450M**

**2022 Sales**
- **$450M**
Our Strong Foundation… Enables Emerson To Capture Future Investments

- Installed base in factory automation markets: $25B
- Of the top 10 semiconductor manufacturers use Emerson technology: 9
- Of 2022 electric vehicles were produced using Emerson solutions: 65%

...Enables Emerson To Capture Future Investments

- Automation opportunity per semiconductor fab: $15M
- Automation opportunity per 1 GWh EV battery manufacturing: $1M
- GWh of EV battery manufacturing announced: 2,000

**GROWTH PLATFORMS – PRIORITY DISCRETE & HYBRID MARKETS**

**Strong Foundation In Factory Automation Built On Strategic Acquisitions**

<table>
<thead>
<tr>
<th>Software</th>
<th>Control</th>
<th>Intelligent Devices</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCADA</td>
<td>PLC / IPC</td>
<td>Valve Systems</td>
</tr>
<tr>
<td>HMI Software</td>
<td></td>
<td>Air Preparation</td>
</tr>
<tr>
<td>Energy Management System</td>
<td></td>
<td>Actuators</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Sensors</td>
</tr>
</tbody>
</table>
Innovation At The Edge Has Established A Differentiated Emerson Discrete Solution

Seamless integration of high-speed control, motion, HMI and analytics

Simplified logic, visualization, programming and edge applications

Floor To Cloud Capabilities In Factory Automation Through Disciplined Investment
Leveraging Control System Strength To Grow Life Sciences

Our Strong Foundation...

- Of Western COVID vaccines developed use Emerson automation and software
- Systems and software installed base in life sciences
- Of the top 25 life sciences companies use Emerson technology
- Increase in life sciences projects since 2020 with expansion outside traditional regions
- Active new project pursuits
- Opportunity in large-scale projects

GROWTH PLATFORMS – PRIORITY DISCRETE & HYBRID MARKETS

- Multivariate Analysis
- Production Execution
- Process Knowledge Management

Control

- PLC / IPC
- Control Systems

Intelligent Devices

- Single-Use Devices
- Fluid Control
- Hygienic Instrumentation
- Valves
Our Strong Foundation...

- $4B Installed base in metals & mining
- 2,000+ Customer sites in all major regions
- 800+ Global customers across all commodities

...Enables Emerson To Capture Future Investments

- $300M Active project pursuits
- 15% Growth in lithium demand to 2025
- 2x Copper demand to double to 2035

GROWTH PLATFORMS – PRIORITY DISCRETE & HYBRID MARKETS

Metals & Mining Growth Enabled By Expanded Scope

Software
- 3D Modeling
- Design & Optimization
- Planning & Scheduling

Control
- PLC / IPC
- Machinery Health

Intelligent Devices
- Valves
- Wireless Devices
- Vibration Monitoring

Note: AspenTech acquisition of Micromine pending
Growth Platforms
Winning in long-term growth markets supported by macro tailwinds

Breakthrough Innovation
Systematic innovation and new offerings addressing large, growing markets

ACCELERATING ORGANIC GROWTH

Directing Resources And Spend To High-Potential Opportunities

Energy Transition
Industrial Software
Priority Discrete & Hybrid Markets

Market Disruption Opportunities
New Processes & Performance Metrics
Big-Bet Technology Programs
Emerson Has Transformed The Process Automation Landscape

**Leadership Throughout The Technology Stack**

**Disruptive Advances In Innovation**
- Analog vs. Digital
- Proprietary Technology vs. Off-The-Shelf Technology
- Centralized Control vs. Reactive Maintenance
- Control In The Field vs. Performance Diagnostics

**Installed Base**
- $130B

**Software**
- 19/20 top energy companies
- 20/20 top chemical companies

**Control Systems**
- 16K control systems
- 14K machinery / device health systems

**Intelligent Devices**
- 3M+ digital valve controller units
- 10M+ 3051 transmitters
B R E A K T H R O U G H  I N N O V A T I O N

Self-Optimizing Plant Is The Next Frontier For Automation Disruption

ANALOG CONTROL

DIGITALLY CONNECTED PLANT

Cloud
Novel Sensing
Artificial Intelligence
Machine Learning
State-Based Control
Hyper-Converged Infrastructure
Adaptive Processing
Virtualization

Cloud

Cohesive Software Platform

Edge

Intelligent Field
Revamping Emerson Innovation Process Under Chief Technology Officer

**INNOVATION STRATEGY**
- Portfolio Strategy
- Technology Roadmaps

**INNOVATION LEADERSHIP & TALENT**
- Training & Development
- Organization

**INNOVATION PATHWAYS**
- Capabilities Assessment
- Scaling Enablers

**INNOVATION APPROACH**
- NPD 4.0 & SAFe
- Business Model
<table>
<thead>
<tr>
<th>Category</th>
<th>RD&amp;E Spend % Of Sales</th>
<th>New Product Vitality Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>SOFTWARE</td>
<td>15%+</td>
<td>100%</td>
</tr>
<tr>
<td>CONTROL</td>
<td>10%+</td>
<td>75%</td>
</tr>
<tr>
<td>INTELLIGENT DEVICES</td>
<td>~4%</td>
<td>10%</td>
</tr>
</tbody>
</table>
Breakthrough Innovations Targeted In Four Critical Technology Areas

- **Disruptive Measurement Technologies**
  - Next-gen pressure and Coriolis
  - Radar-on-a-chip
  - Industrial IoT and SaaS solutions

- **Self-Optimizing Asset Software**
  - Asset performance management
  - Hybrid artificial intelligence
  - Field-to-enterprise visibility
  - Autonomous operations

- **Software-Defined Automation Systems**
  - Software-defined control
  - OT edge and secure by design
  - Hyperconverged
  - Cloud-native applications
  - Enterprise operations

- **Sustainability**
  - Hydrogen portfolio
  - Optimization software
  - Electric actuation
  - Low-emission valves
  - Emissions measurement

- Dramatic shift to software-defined enterprise operations platform
- Sustainable technology solutions to help customers address the dual challenge

High-margin core products with reoccurring revenue elements
High-value recurring software that transforms enterprise asset management
Leading The Way To Tomorrow’s Automation Architecture

Cloud Edge Intelligent Field Cohesive Software Platform

Software Defined Data Centric Cloud Enabled
Enterprise Operations Secure By Design

Automation Architecture

Breakthrough Innovation

Production Safety Reliability Sustainability

Operations Anywhere

Software-Defined Infrastructure

Cloud Edge Intelligent Field

Cohesive Software Platform

Emerson InMotion

Emerson
...Focusing our resources to accelerate organic growth

...Investing in three Growth Platforms – long-term growth markets supported by macro tailwinds

...Increasing innovation spend and rigor to drive systematic innovation and new offerings
Unlocking Value
**Significant Value Creation**

For Emerson Shareholders

---

**Unlocking Value**

**Global Automation Leader**

Metrics compare favorably to automation peers

- **4-7%** Through-The-Cycle Underlying Growth
- **23%** Adjusted Segment EBITA Margins
- **~100%** Free Cash Flow Conversion
- **13%** Software % Of Sales

---

**Significant Value Creation Opportunities**

- Higher-growth, more profitable automation leader
- + 55% owner of industrial software leader
- + Opportunity to deploy ~$10B cash toward strategic priorities
- + Climate Technologies equity ($1.9B) and note ($2.25B)

---

**Note:** adjusted segment EBITA margin and software % of sales represent 2022 pro-forma Emerson including full-year heritage AspenTech and excluding Micromine and any announced or completed divestitures.
Well Positioned To Achieve Value Creation Objectives

**Organic Growth**
- **Growth Platforms**
  winning in long-term growth markets supported by macro tailwinds

**Portfolio Management**
- **Cohesive Portfolio**
  strategically creating a cohesive higher-growth automation leader
- **Attractive Adjacencies**
  pursuing high-growth, large adjacencies across diverse end markets

**Operational Excellence**
- **Operational Execution**
  operational execution is a hallmark of Emerson and will continue to be
- **Cost Actions**
  decisive cost actions have driven leading margins and we are pursuing opportunities to reduce costs

**UNLOCKING VALUE**

- **4% – 7%**
  Through-The-Cycle Organic Growth
- **~35%**
  Incremental Margins
- **Double-Digit**
  Adjusted EPS Growth
- **~100%**
  Free Cash Flow Conversion
Value Creation Framework To Deliver 4 To 7% Organic Growth At Accretive Margins

Portfolio Management
orienting portfolio towards higher growth markets

Through-The-Cycle Market Growth
2 – 3%

Organic Growth Initiatives
winning in growth platforms and accelerating innovation

Through-The-Cycle Market Growth Going Forward
3 – 5%

1 – 2%

Target Through-The-Cycle Organic Growth
4 – 7%

Operational Excellence

~35%
Incremental Margins

~100%
Free Cash Flow Conversion
Multiple Levers For Improved Through-The-Cycle Growth

25% New Product Vitality

13% Software % Of Sales

~30% Growth Platforms % Of Sales

Revamped innovation process
Disruptive technologies
Higher-growth software
$1.0B of ACV growing double digits

Note: pro-forma Emerson includes full-year heritage AspenTech and excludes Micromine and any announced or completed divestitures
Factory Automation
~$50M annualized savings opportunity
6 lighthouse sites in 2023

Best Cost / Regionalization
~80% of spend regionalized
~60% best cost direct labor head count

Price / Cost
Price as a key lever
Material containment and supply excellence

Ongoing Cost Savings
Streamline corporate and platform costs
Ongoing restructuring / productivity

Portfolio Transformation Benefits
Higher-margin software
Recurring revenue / subscription models
### Organic Growth
- Accelerating innovation through new processes and focus on breakthrough technologies
- RD&E: 6%+ of sales; Capex: ~2% of sales

### Strategic Acquisitions
- Strategic acquisitions to strengthen automation portfolio and diversify end markets
- Expected cash-on-cash returns > risk adjusted cost of capital by year 5

### Dividend
- Dividend increase a priority
- Starting 67th consecutive year of increases

### Share Repurchase
- Offset dilution / opportunistic
- Expect ~$2B in 2023
Disciplined Criteria And A Clear Roadmap For Evaluating Acquisitions

**UNLOCKING VALUE**

**Strategic Discipline**
- Aligned with core automation business
- Proactive identification within 4 targeted markets
- Diversifying end-market exposure
  - Acquisitions strengthen cohesive portfolio serving diverse end markets

**Financial Discipline**
- Accretive to growth
- Accretive margins
- Expected cash-on-cash returns > risk adjusted cost of capital by year 5
  - Acquisitions must be additive to core business financials

**Integration Discipline**
- Dedicated corporate-led integration management office
- Defined and tracked synergies
- Operational excellence applied through Emerson Management System
- Focus on delivering shareholder value through multiple levers
Strong Balance Sheet Provides M&A Capacity

Available Proceeds
Pro-Forma Post-Climate Technologies Divestiture

- ~$10B Net Proceeds
- ~(~$2B) Share Repurchase
- ~$8B Available Proceeds

History of Strong Investment-Grade Credit Ratings

M&A Capacity

- Leverage Flexibility
- Strong EBITDA Growth

Net Debt / Adjusted EBITDA

- 1.1x 2020 Reported
- 1.0x 2021 Reported
- 1.8x 2022 Reported
- 2022 Pro-Forma Post-Climate Technologies Divestiture
- ~0x Leverage Flexibility

Available Proceeds

- S&P A
- Moody’s A2

Note: pro-forma Emerson includes full-year heritage AspenTech, excludes Micromine and any announced or completed divestitures, excludes restructuring and discrete items, and includes expected divestiture proceeds; Moody’s rating under review.
Committed To Returning Cash To Shareholders

Dividend increases – entering 67th consecutive year

Share repurchase, at a minimum, offsets dilution from incentives

Priorities Of Cash Return To Shareholders

66 Consecutive Years Of Dividend Increases

1956 2022
UNLOCKING VALUE

New 2023 Reporting Segments

2022: FOUR SEGMENTS

- AspenTech
- Automation Solutions
- Tools & Home Products
- Climate Technologies

2023: SIX SEGMENTS

- AspenTech
- Control Systems & Software
- Final Control
- Measurement & Analytical
- Discrete Automation
- Safety & Productivity
  - InSinkErator (divested October 31, 2022)
  - Therm-O-Disc (divested May 31, 2022)
  - Climate Technologies (divestiture announced October 31, 2022)
Market-Leading Segments With Strong Profitability

**$13.8B***

<table>
<thead>
<tr>
<th>Segment</th>
<th>Revenue</th>
<th>Adjusted EBITA %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Software &amp; Control</td>
<td>$3.1B</td>
<td></td>
</tr>
<tr>
<td>- AspenTech</td>
<td>$0.7B</td>
<td>38%</td>
</tr>
<tr>
<td>- Control Systems &amp; Software</td>
<td>$2.4B</td>
<td>20%</td>
</tr>
<tr>
<td>- Final Control</td>
<td>$3.6B</td>
<td>21%</td>
</tr>
<tr>
<td>Intelligent Devices</td>
<td>$10.8B</td>
<td></td>
</tr>
<tr>
<td>- Measurement &amp; Analytical</td>
<td>$3.2B</td>
<td>25%</td>
</tr>
<tr>
<td>- Discrete Automation</td>
<td>$2.6B</td>
<td>22%</td>
</tr>
<tr>
<td>- Safety &amp; Productivity</td>
<td>$1.4B</td>
<td>20%</td>
</tr>
</tbody>
</table>

*Net of sales eliminations
### 2023 Guidance

**Key Assumptions**

- **Order strength and backlog** ($5.9B) support 2023 sales growth
- **Tax rate:** ~22.5%
- ~$2B share repurchase
- ~$1.2B dividend
- 12% adjusted EPS growth at midpoint of 2023 guidance

**Adjusted EPS excludes:**
- PIK interest from seller's note
- Interest on undeployed divestiture proceeds
- 45% share of post-closing results – estimated to be de-minimus due to interest cost & purchase price accounting

---

**Table:**

<table>
<thead>
<tr>
<th></th>
<th>2023 Q1</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Sales Growth</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FX</td>
<td>6% – 8%</td>
<td>7% – 9%</td>
</tr>
<tr>
<td>Acquisitions</td>
<td>(~6 pts)</td>
<td>(~3.5 pts)</td>
</tr>
<tr>
<td></td>
<td>~6 pts</td>
<td>~4 pts</td>
</tr>
<tr>
<td><strong>Underlying Sales Growth</strong></td>
<td>6% – 8%</td>
<td>6.5% – 8.5%</td>
</tr>
<tr>
<td><strong>Operating Leverage</strong></td>
<td>Mid-to-High-30s</td>
<td></td>
</tr>
<tr>
<td><strong>Adjusted EPS</strong></td>
<td>$0.85 – $0.89</td>
<td>$4.00 – $4.15</td>
</tr>
<tr>
<td><strong>Free Cash Flow Conversion</strong></td>
<td></td>
<td>~100%</td>
</tr>
</tbody>
</table>

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1 Refer to endnotes for 2023 continuing operations details
2 Excluding AspenTech
...Building strong programs to drive our value creation framework and financial performance

...Investing in growth and disciplined M&A, while continuing to return cash to our shareholders

...Pursuing the highest return opportunities that are in line with our portfolio
Total Addressable Market (TAM) and market growth sources throughout the presentation: ARC, RedChalk, S&P Global, Frost & Sullivan, public company reports and presentations, and internal estimates

Research, Development & Engineering (RD&E) throughout the presentation includes R&D expense, engineering expense and customer-funded engineering and development

New Product Vitality throughout the presentation is defined as the percentage of sales generated from new products introduced in the last 5 years

Annual Contract Value (ACV) throughout the presentation is defined as the estimate of the annual value of our portfolio of term license and software maintenance and support contracts

Operating Leverage, or Incremental Margins, throughout the presentation is defined as the ratio of the change in adjusted segment EBITA for the current period less the prior period, divided by the change in the net sales for the current period less the prior period

Sustainability Enabling Technologies is defined as Emerson's technologies which are capable of being utilized for sustainability enabling activities based on the following criteria:

• Energy Efficiency, Resource Efficiency & Emissions Reductions – products or solutions that contribute to improvements or efficiency in energy or resource usage, the optimization of energy usage, or reduction of harmful emissions or contaminant discharges.

• Renewable & Clean Energy – products or solutions that assist in the production of wind, solar, hydro, geothermal, or nuclear power.

• Clean & Low-Carbon Fuels – products or solutions that assist in the production of biofuels, biomass, biochemical, or hydrogen.

• Electrification & Resource Circularity – products or solutions that support energy storage, electricity transmission & distribution, the battery value chain or recycling efforts.

Neutral technologies such as services, enclosures, mechanical devices and buyouts are excluded from sustainability enabling technologies as they do not have a direct impact enabling any of the criteria discussed. Emerson's definition of sustainability enabling technologies is not intended to and does not align to any governmental or other third-party taxonomy or framework.

Continuing Operations: Following the announcement of its Climate Technologies divestiture, Emerson will report financial results for Climate Technologies, InSinkErator and Therm-O-Disc as discontinued operations for all periods presented, beginning in 2023. The earnings from discontinued operations for 2023 are expected to be $10 billion to $11 billion, or $17 to $19 per share, including the net gains on 2023 divestitures. The Company's 2023 continuing operations after the Climate Technologies divestiture (assumed to close March 31, 2023 for the purposes of guidance) will include interest income from the $2.25 billion note receivable from Climate Technologies and reflect the 45% common equity ownership in the income, or loss, of Climate Technologies. Emerson will not control Climate Technologies post-closing and is therefore unable to estimate the amount of its 45% share of Climate Technologies' post-close results. The Company will exclude the interest income from the note receivable from Climate Technologies and its share of Climate Technologies' operations in its calculation of 2023 adjusted earnings per share. Also excluded from adjusted earnings per share is the interest income on any undeployed net proceeds. The effect of Emerson's 45% share of Climate Technologies is expected to be immaterial to post-closing cash flows. 2023 earnings per share guidance from continuing operations excludes any potential impact from the 45% common equity ownership in Climate Technologies' income or loss post-close. Emerson will not control Climate Technologies post-closing and is therefore unable to estimate the probable significance or impact on our earnings per share results from the 45% share of Climate Technologies' post-close results. Emerson will exclude its 45% share of Climate Technologies' post-close operations from the calculation of its 2023 adjusted earnings per share.
## Non-GAAP Reconciliations

Reconciliations of Non-GAAP measures with the most directly comparable GAAP measure (dollars in millions, except per share amounts or where noted)

### 2022 Underlying Sales Change

<table>
<thead>
<tr>
<th></th>
<th>Emerson</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reported (GAAP)</td>
<td>8%</td>
</tr>
<tr>
<td>(Favorable) / Unfavorable FX</td>
<td>2%</td>
</tr>
<tr>
<td>Acquisitions</td>
<td>(2)%</td>
</tr>
<tr>
<td>Divestitures</td>
<td>1%</td>
</tr>
<tr>
<td>Underlying (Non-GAAP)</td>
<td>9%</td>
</tr>
</tbody>
</table>

### 2023E October 2022 Guidance Underlying Sales Change

<table>
<thead>
<tr>
<th></th>
<th>Q1 FY23E</th>
<th>FY23E</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reported (GAAP)</td>
<td>6% - 8%</td>
<td>7% - 9%</td>
</tr>
<tr>
<td>(Favorable) / Unfavorable FX</td>
<td>6%</td>
<td>3.5%</td>
</tr>
<tr>
<td>Acquisitions / Divestitures</td>
<td>(6)%</td>
<td>(4)%</td>
</tr>
<tr>
<td>Underlying (Non-GAAP)</td>
<td>6% - 8%</td>
<td>6.5% - 8.5%</td>
</tr>
</tbody>
</table>

Note: all fiscal year 2023E are figures are approximate, except where range is given.
Reconciliations of Non-GAAP measures with the most directly comparable GAAP measure (dollars in millions, except per share amounts or where noted)

### Underlying Sales Change - Continuing Operations

<table>
<thead>
<tr>
<th></th>
<th>FY21</th>
<th>FY22</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continuing operations (GAAP)</td>
<td>16.0%</td>
<td>20.8%</td>
<td>480 bps</td>
</tr>
<tr>
<td>(Favorable) / Unfavorable FX</td>
<td>(2.4)%</td>
<td>(3.2)%</td>
<td>(80) bps</td>
</tr>
<tr>
<td>Acquisitions</td>
<td>3.4%</td>
<td>1.4%</td>
<td>(200) bps</td>
</tr>
<tr>
<td>Divestitures</td>
<td>1.2%</td>
<td>0.7%</td>
<td>(50) bps</td>
</tr>
<tr>
<td>Underlying (Non-GAAP)</td>
<td>2.3%</td>
<td>3.1%</td>
<td>80 bps</td>
</tr>
<tr>
<td>Total</td>
<td>20.5%</td>
<td>22.8%</td>
<td>230 bps</td>
</tr>
</tbody>
</table>

### Business Segment Adjusted EBITA - Continuing Operations

<table>
<thead>
<tr>
<th></th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pretax earnings margin (GAAP)</td>
<td>15.3%</td>
<td>15.6%</td>
<td>13.9%</td>
</tr>
<tr>
<td>(Favorable) / Unfavorable FX</td>
<td>(2.9)%</td>
<td>(2.1)%</td>
<td>(2.7)%</td>
</tr>
<tr>
<td>Divested businesses</td>
<td>4.8%</td>
<td>2.8%</td>
<td>2.8%</td>
</tr>
<tr>
<td>Corporate items and interest expense continuing operations, net % of sales</td>
<td>0.3%</td>
<td>0.5%</td>
<td>2.1%</td>
</tr>
<tr>
<td>Restructuring and related costs continuing operations % of sales</td>
<td>1.4%</td>
<td>1.7%</td>
<td>1.9%</td>
</tr>
<tr>
<td>Amortization of intangibles continuing operations % of sales</td>
<td>18.9%</td>
<td>18.5%</td>
<td>18.0%</td>
</tr>
<tr>
<td>Adjusted business segment EBITA – continuing operations (Non-GAAP)</td>
<td>20.5%</td>
<td>22.8%</td>
<td>230 bps</td>
</tr>
</tbody>
</table>

Note: all fiscal year 2023E are figures are approximate, except where range is given.
## Non-GAAP Reconciliations

Reconciliations of Non-GAAP measures with the most directly comparable GAAP measure (dollars in millions, except per share amounts or where noted)

### Earnings Per Share

<table>
<thead>
<tr>
<th></th>
<th>FY21</th>
<th>FY22</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Earnings per share (GAAP)</td>
<td>$3.82</td>
<td>$5.41</td>
<td>42%</td>
</tr>
<tr>
<td>Restructuring and related costs</td>
<td>0.24</td>
<td>0.15</td>
<td>(5)%</td>
</tr>
<tr>
<td>Amortization of intangibles</td>
<td>0.41</td>
<td>0.48</td>
<td>(2)%</td>
</tr>
<tr>
<td>Gain on subordinated interest</td>
<td>-</td>
<td>(0.60)</td>
<td>(13)%</td>
</tr>
<tr>
<td>Gain on sale of business</td>
<td>-</td>
<td>(0.72)</td>
<td>(16)%</td>
</tr>
<tr>
<td>Russia business exit</td>
<td>-</td>
<td>0.32</td>
<td>7%</td>
</tr>
<tr>
<td>Acquisition/divestiture costs and interest on pre-acquisition AspenTech debt</td>
<td>-</td>
<td>0.19</td>
<td>4%</td>
</tr>
<tr>
<td>AspenTech Micromine purchase price hedge</td>
<td>-</td>
<td>0.04</td>
<td>1%</td>
</tr>
<tr>
<td>Investment-related gains</td>
<td>-0.03</td>
<td>-0.02</td>
<td>-%</td>
</tr>
<tr>
<td>OSI purchase accounting</td>
<td>0.07</td>
<td>-</td>
<td>(2)%</td>
</tr>
<tr>
<td>Adjusted earnings per share (Non-GAAP)</td>
<td>$4.51</td>
<td>$5.25</td>
<td>16%</td>
</tr>
</tbody>
</table>

### Earnings Per Share - Continuing Operations

<table>
<thead>
<tr>
<th></th>
<th>FY21</th>
<th>FY22</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Earnings per share continuing operations (GAAP)</td>
<td>$2.35</td>
<td>$3.16</td>
<td>34%</td>
</tr>
<tr>
<td>Restructuring and related costs</td>
<td>0.21</td>
<td>0.14</td>
<td>(5)%</td>
</tr>
<tr>
<td>Amortization of intangibles</td>
<td>0.38</td>
<td>0.45</td>
<td>5%</td>
</tr>
<tr>
<td>Gain on subordinated interest</td>
<td>-</td>
<td>(0.60)</td>
<td>(45)%</td>
</tr>
<tr>
<td>Russia business exit</td>
<td>-</td>
<td>0.32</td>
<td>24%</td>
</tr>
<tr>
<td>Acquisition/divestiture costs and interest on pre-acquisition AspenTech debt</td>
<td>-</td>
<td>0.15</td>
<td>11%</td>
</tr>
<tr>
<td>AspenTech Micromine purchase price hedge</td>
<td>-</td>
<td>0.04</td>
<td>3%</td>
</tr>
<tr>
<td>Investment-related gains</td>
<td>-</td>
<td>(0.02)</td>
<td>(1)%</td>
</tr>
<tr>
<td>OSI purchase accounting</td>
<td>0.07</td>
<td>-</td>
<td>(5)%</td>
</tr>
<tr>
<td>Adjusted earnings per share continuing operations (Non-GAAP)</td>
<td>$3.01</td>
<td>$3.64</td>
<td>21%</td>
</tr>
</tbody>
</table>

Note: all fiscal year 2023E are figures are approximate, except where range is given.
Reconciliations of Non-GAAP measures with the most directly comparable GAAP measure (dollars in millions, except per share amounts or where noted)

<table>
<thead>
<tr>
<th>Earnings Per Share</th>
<th>Q1 FY23E October Guidance</th>
<th>FY23E October Guidance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Earnings per share (GAAP)</td>
<td>$0.67 - $0.71</td>
<td>$3.51 - $3.66</td>
</tr>
<tr>
<td>Restructuring and related costs</td>
<td>0.03</td>
<td>0.13</td>
</tr>
<tr>
<td>Amortization of intangibles</td>
<td>0.15</td>
<td>0.61</td>
</tr>
<tr>
<td>Interest on note receivable from Climate Technologies</td>
<td>-</td>
<td>(0.10)</td>
</tr>
<tr>
<td>Interest income on undeployed proceeds</td>
<td>-</td>
<td>(0.15)</td>
</tr>
<tr>
<td>Adjusted earnings per share (Non-GAAP)</td>
<td>$0.85 - $0.89</td>
<td>$4.00 - $4.15</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Earnings Per Share Growth - Continuing Operations</th>
<th>FY23 EPS Growth Midpoint</th>
</tr>
</thead>
<tbody>
<tr>
<td>Earnings per share (GAAP)</td>
<td>14%</td>
</tr>
<tr>
<td>Restructuring &amp; related costs</td>
<td>(1)%</td>
</tr>
<tr>
<td>Amortization of intangibles</td>
<td>2%</td>
</tr>
<tr>
<td>Interest on note receivable from Climate Technologies</td>
<td>(2)%</td>
</tr>
<tr>
<td>Interest income on undeployed proceeds</td>
<td>(4)%</td>
</tr>
<tr>
<td>Gain on subordinated interest</td>
<td>21%</td>
</tr>
<tr>
<td>Russia business exit</td>
<td>(12)%</td>
</tr>
<tr>
<td>Acquisition/divestiture costs and interest on pre-acquisition AspenTech debt</td>
<td>(5)%</td>
</tr>
<tr>
<td>AspenTech Micromine purchase price hedge</td>
<td>(2)%</td>
</tr>
<tr>
<td>Investment-related gains</td>
<td>1%</td>
</tr>
<tr>
<td>Adjusted earnings per share growth (Non-GAAP)</td>
<td>12%</td>
</tr>
</tbody>
</table>

Note: all fiscal year 2023E are figures are approximate, except where range is given.
Reconciliations of Non-GAAP measures with the most directly comparable GAAP measure (dollars in millions, except per share amounts or where noted)

<table>
<thead>
<tr>
<th><strong>Business Segment EBITA Margin</strong></th>
<th>FY21</th>
<th>FY22</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pretax earnings margin (GAAP)</td>
<td>16.0%</td>
<td>20.8%</td>
<td>480 bps</td>
</tr>
<tr>
<td>Corp. items and interest expense, net</td>
<td>2.1%</td>
<td>(1.4)%</td>
<td>(350) bps</td>
</tr>
<tr>
<td>Restructuring and related costs</td>
<td>1.0%</td>
<td>0.6%</td>
<td>(40) bps</td>
</tr>
<tr>
<td>Amortization of intangibles</td>
<td>1.8%</td>
<td>2.3%</td>
<td>50 bps</td>
</tr>
<tr>
<td>Adjusted business segment EBITA margin (Non-GAAP)</td>
<td>20.9%</td>
<td>22.3%</td>
<td>140 bps</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>2022 Segment EBITA Margin</strong></th>
<th>AspenTech</th>
<th>Control Systems &amp; Software</th>
<th>Final Control</th>
</tr>
</thead>
<tbody>
<tr>
<td>Segment EBIT margin (GAAP)</td>
<td>2%</td>
<td>18%</td>
<td>16%</td>
</tr>
<tr>
<td>Restructuring and related costs</td>
<td>- %</td>
<td>1%</td>
<td>2%</td>
</tr>
<tr>
<td>Amortization of intangibles</td>
<td>36%</td>
<td>1%</td>
<td>3%</td>
</tr>
<tr>
<td>Adjusted segment EBITA margin (Non-GAAP)</td>
<td>38%</td>
<td>20%</td>
<td>21%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>2022 Segment EBITA Margin</strong></th>
<th>Measurement &amp; Analytical</th>
<th>Discrete Automation</th>
<th>Safety &amp; Productivity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Segment EBIT margin (GAAP)</td>
<td>24%</td>
<td>21%</td>
<td>18%</td>
</tr>
<tr>
<td>Restructuring and related costs</td>
<td>- %</td>
<td>- %</td>
<td>- %</td>
</tr>
<tr>
<td>Amortization of intangibles</td>
<td>1%</td>
<td>1%</td>
<td>2%</td>
</tr>
<tr>
<td>Adjusted segment EBITA margin (Non-GAAP)</td>
<td>25%</td>
<td>22%</td>
<td>20%</td>
</tr>
</tbody>
</table>

Note: all fiscal year 2023E are figures are approximate, except where range is given.
Reconciliations of Non-GAAP measures with the most directly comparable GAAP measure (dollars in millions, except per share amounts or where noted)

### Final Control Adjusted EBITA Margin Expansion

<table>
<thead>
<tr>
<th>Description</th>
<th>FY18 - FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Segment EBIT margin expansion (GAAP)</td>
<td>630 bps</td>
</tr>
<tr>
<td>Restructuring and related costs</td>
<td>150 bps</td>
</tr>
<tr>
<td>Amortization of intangibles</td>
<td>10 bps</td>
</tr>
<tr>
<td>Adjusted segment EBITA margin expansion (Non-GAAP)</td>
<td>790 bps</td>
</tr>
</tbody>
</table>

### Industrial Software Business Adjusted EBITA Margin

<table>
<thead>
<tr>
<th>Description</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Pretax margin (GAAP)</td>
<td>20%</td>
</tr>
<tr>
<td>Restructuring and related costs</td>
<td>%</td>
</tr>
<tr>
<td>Amortization of intangibles</td>
<td>25%</td>
</tr>
<tr>
<td>Adjusted EBITA margin (Non-GAAP)</td>
<td>45%</td>
</tr>
</tbody>
</table>
Reconciliations of Non-GAAP measures with the most directly comparable GAAP measure
(dollars in millions, except per share amounts or where noted)

<table>
<thead>
<tr>
<th>Cash Flow to Net Earnings Conversion</th>
<th>FY22</th>
<th>FY23E Oct Guidance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating cash flow to net earnings (GAAP)</td>
<td>90%</td>
<td>~ 120%</td>
</tr>
<tr>
<td>Capital expenditures</td>
<td>(16)%</td>
<td>(20)%</td>
</tr>
<tr>
<td>Free cash flow to net earnings (Non-GAAP)</td>
<td>74%</td>
<td>~ 100%</td>
</tr>
<tr>
<td>Vertiv gain &amp; taxes paid / Therm-O-Disc gain and taxes paid / Russia business exit</td>
<td>24%</td>
<td></td>
</tr>
<tr>
<td>Adjusted free cash flow to net earnings (Non-GAAP)</td>
<td>98%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Emerson Pro-Forma Sales</th>
<th>FY 2022 ($ in billions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emerson reported sales (GAAP)</td>
<td>$19.6</td>
</tr>
<tr>
<td>Acquisitions</td>
<td>0.4</td>
</tr>
<tr>
<td>Divestitures</td>
<td>(5.8)</td>
</tr>
<tr>
<td>Emerson pro-forma sales (Non-GAAP)</td>
<td>$14.2</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Emerson Pro-Forma Gross Profit Margin</th>
<th>FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emerson gross profit margin (GAAP)</td>
<td>42%</td>
</tr>
<tr>
<td>Acquisitions / divestitures impact</td>
<td>4%</td>
</tr>
<tr>
<td>Emerson pro-forma gross profit margin (Non-GAAP)</td>
<td>46%</td>
</tr>
</tbody>
</table>

Note: all fiscal year 2023E are figures are approximate, except where range is given.
## Non-GAAP Reconciliations

Reconciliations of Non-GAAP measures with the most directly comparable GAAP measure (dollars in millions, except per share amounts or where noted)

<table>
<thead>
<tr>
<th></th>
<th>FY 2022 ($ in billions)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Energy Transition Pro-Forma Sales</strong></td>
<td></td>
</tr>
<tr>
<td>Reported sales (GAAP)</td>
<td>$0.8</td>
</tr>
<tr>
<td>Acquisitions</td>
<td>0.0</td>
</tr>
<tr>
<td>Pro-forma sales (Non-GAAP)</td>
<td>$0.8</td>
</tr>
<tr>
<td><strong>Industrial Software Pro-Forma Sales</strong></td>
<td></td>
</tr>
<tr>
<td>Reported sales (GAAP)</td>
<td>$1.4</td>
</tr>
<tr>
<td>Acquisitions</td>
<td>0.4</td>
</tr>
<tr>
<td>Pro-forma sales (Non-GAAP)</td>
<td>$1.8</td>
</tr>
<tr>
<td><strong>Priority Discrete &amp; Hybrid Markets Pro-Forma Sales</strong></td>
<td></td>
</tr>
<tr>
<td>Reported sales (GAAP)</td>
<td>$1.8</td>
</tr>
<tr>
<td>Acquisitions</td>
<td>0.0</td>
</tr>
<tr>
<td>Pro-forma sales (Non-GAAP)</td>
<td>$1.8</td>
</tr>
</tbody>
</table>

Note: all fiscal year 2023E are figures are approximate, except where range is given.
## Non-GAAP Reconciliations

Reconciliations of Non-GAAP measures with the most directly comparable GAAP measure (dollars in millions, except per share amounts or where noted)

### Emerson Pro-Forma Business Segment EBITA
- Emerson pretax earnings margin (GAAP): 21%
- Divestitures including gain on Therm-O-Disc divestiture: (4)%
- Corp. items and interest expense, net: 1%
- Business segment restructuring and related costs: 1%
- Business segment amortization of intangibles: 4%
- Emerson pro-forma adjusted business segment EBITA margin (Non-GAAP): 23%

### Emerson Acquisitions Adjusted Gross Profit Margin
- Acquired businesses gross profit margin (GAAP): ~ 70%
- Acquired businesses intangibles amortization: ~ 20%
- Acquired businesses adjusted gross profit margin (Non-GAAP): ~ 90%

### Emerson Acquisitions Adjusted EBITA
- Acquisitions pretax margin (GAAP): ~ -%
- Interest income, net: ~ (5)%
- Intangibles amortization: ~ 55%
- Acquired businesses adjusted EBITA margin (Non-GAAP): ~ 50%

### Emerson Divestiture Adjusted EBITA
- Divestitures pretax margin (GAAP): 20%
- Restructuring / amortization of intangibles: 1%
- Divested businesses adjusted EBITA margin (Non-GAAP): 21%
## Non-GAAP Reconciliations

Reconciliations of Non-GAAP measures with the most directly comparable GAAP measure (dollars in millions, except per share amounts or where noted)

<table>
<thead>
<tr>
<th>EBITDA Margin</th>
<th>FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pretax margin (GAAP)</td>
<td>20.8%</td>
</tr>
<tr>
<td>Interest expense, net</td>
<td>1.0%</td>
</tr>
<tr>
<td>Restructuring and related costs</td>
<td>0.6%</td>
</tr>
<tr>
<td>Amortization</td>
<td>2.7%</td>
</tr>
<tr>
<td>Depreciation expense</td>
<td>2.4%</td>
</tr>
<tr>
<td>Gain on sale of Therm-O-Disc</td>
<td>(2.5)%</td>
</tr>
<tr>
<td>Gain on subordinated interest</td>
<td>(2.3)%</td>
</tr>
<tr>
<td>Russia business exit</td>
<td>0.9%</td>
</tr>
<tr>
<td>Acquisition/divestiture costs</td>
<td>0.6%</td>
</tr>
<tr>
<td>AspenTech Micromine purchase price hedge</td>
<td>0.3%</td>
</tr>
<tr>
<td>Investment-related gains</td>
<td>(0.1)%</td>
</tr>
<tr>
<td>Adjusted EBITDA margin (Non-GAAP)</td>
<td>24.4%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Net Debt to EBITDA</th>
<th>FY20</th>
<th>FY21</th>
<th>FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net debt / pretax earnings (GAAP)</td>
<td>1.8</td>
<td>2.0</td>
<td>2.1</td>
</tr>
<tr>
<td>Interest, depreciation, amortization</td>
<td>(0.6)</td>
<td>(0.9)</td>
<td>(0.5)</td>
</tr>
<tr>
<td>Net debt / EBITDA (Non-GAAP)</td>
<td>1.2</td>
<td>1.1</td>
<td>1.6</td>
</tr>
<tr>
<td>Restructuring, gain on sale of Therm-O-Disc, gain on sale of subordinated interest, Russia business exit, AspenTech hedging loss, acquisition/divestiture costs, purchasing accounting items, investment-related gains</td>
<td>(0.1)</td>
<td>(0.1)</td>
<td>0.2</td>
</tr>
<tr>
<td>Net debt / Adjusted EBITDA (Non-GAAP)</td>
<td>1.1</td>
<td>1.0</td>
<td>1.8</td>
</tr>
<tr>
<td>Impact of Climate Technologies divestiture, including proceeds</td>
<td></td>
<td></td>
<td>~ (1.8)</td>
</tr>
<tr>
<td>Net debt / Adjusted EBITDA with impact of Climate Technologies divestiture including proceeds (Non-GAAP)</td>
<td></td>
<td></td>
<td>~ 0</td>
</tr>
</tbody>
</table>

Note: all fiscal year 2023E are figures are approximate, except where range is given.