

A photograph of a man in a grey long-sleeved shirt and glasses, standing in a grocery store aisle. He is looking at a display of green and yellow bell peppers. He is holding a smartphone in his left hand and a black shopping basket in his right. The background shows other produce displays and store signage.

Helping Our Customers Address the World's Most Critical Needs

Company Overview | 2020

Our Brand Promise

Emerson is where **technology and engineering** come together to **create solutions** for the benefit of our customers, **driven without compromise** for a **world in action.**



Building Long-Term Value For Our Stakeholders

United by our values and driven by our noble causes,
we combine our best-in-class technology and groundbreaking
innovation to develop solutions that leave the world in a better
place than we found it.



DAVID N. FARR
Chairman & CEO

2019 Emerson At-A-Glance

FOUNDED

1890

HEADQUARTERS IN
ST. LOUIS, MO
USA

RECOGNITION

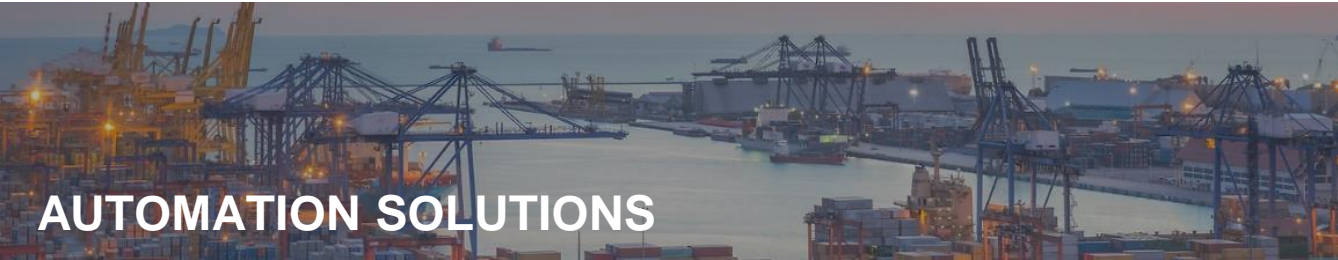
#178 **2019 FORTUNE 500**
AMERICA'S LARGEST
CORPORATIONS
BY REVENUE

Top 50 Employers
WOMEN ENGINEERS MAGAZINE

America's Best Employers
FORBES MAGAZINE

World's Most Admired Companies
FORTUNE MAGAZINE

TWO BUSINESS PLATFORMS



INNOVATION

EMERSON EMPLOYEES HELD

20K ACTIVE PATENTS WORLDWIDE IN 2019

\$18.4
BILLION

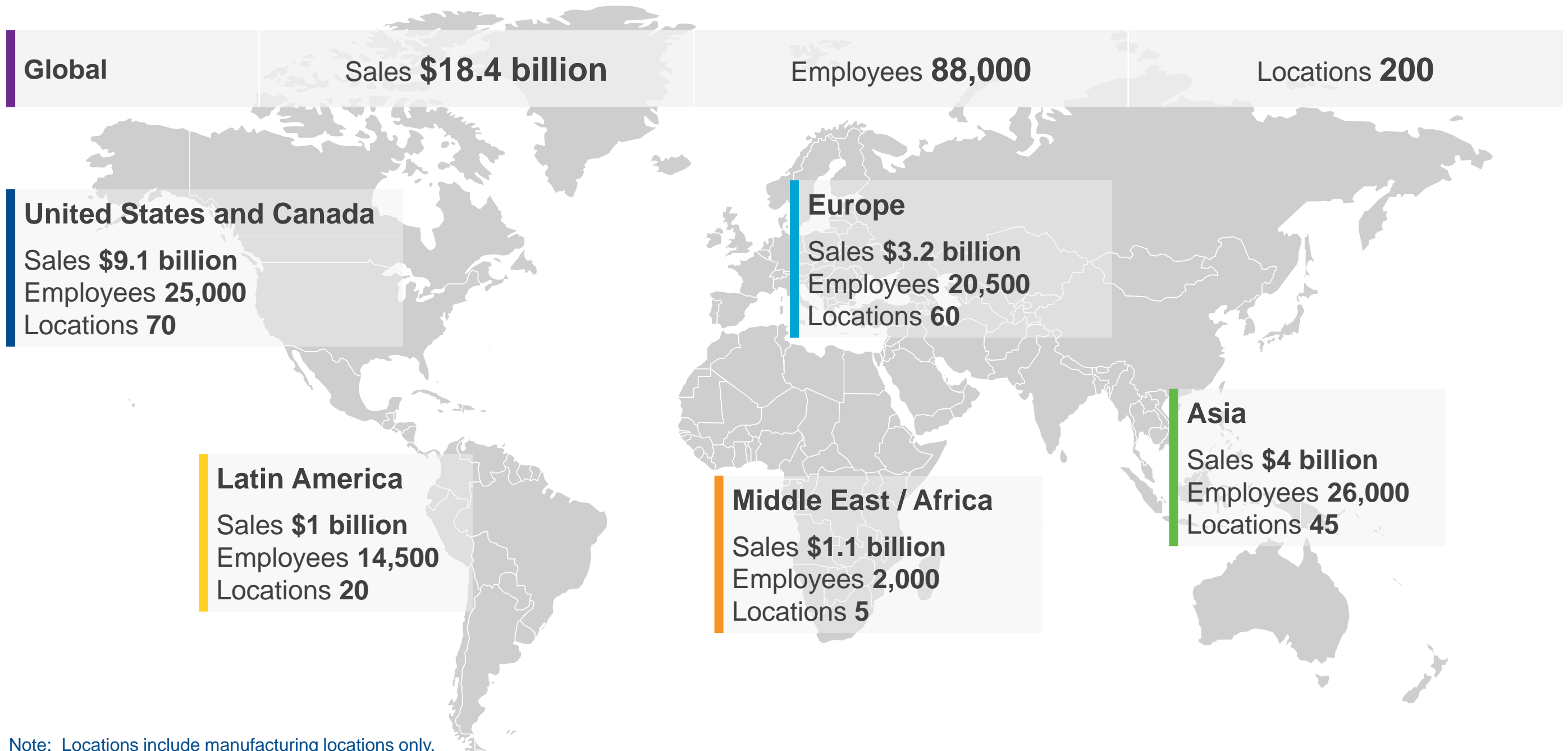
IN GLOBAL SALES
FISCAL YEAR 2019

63
YEARS

CONSECUTIVE
YEARS OF
INCREASED DIVIDENDS

NYSE:
EMR

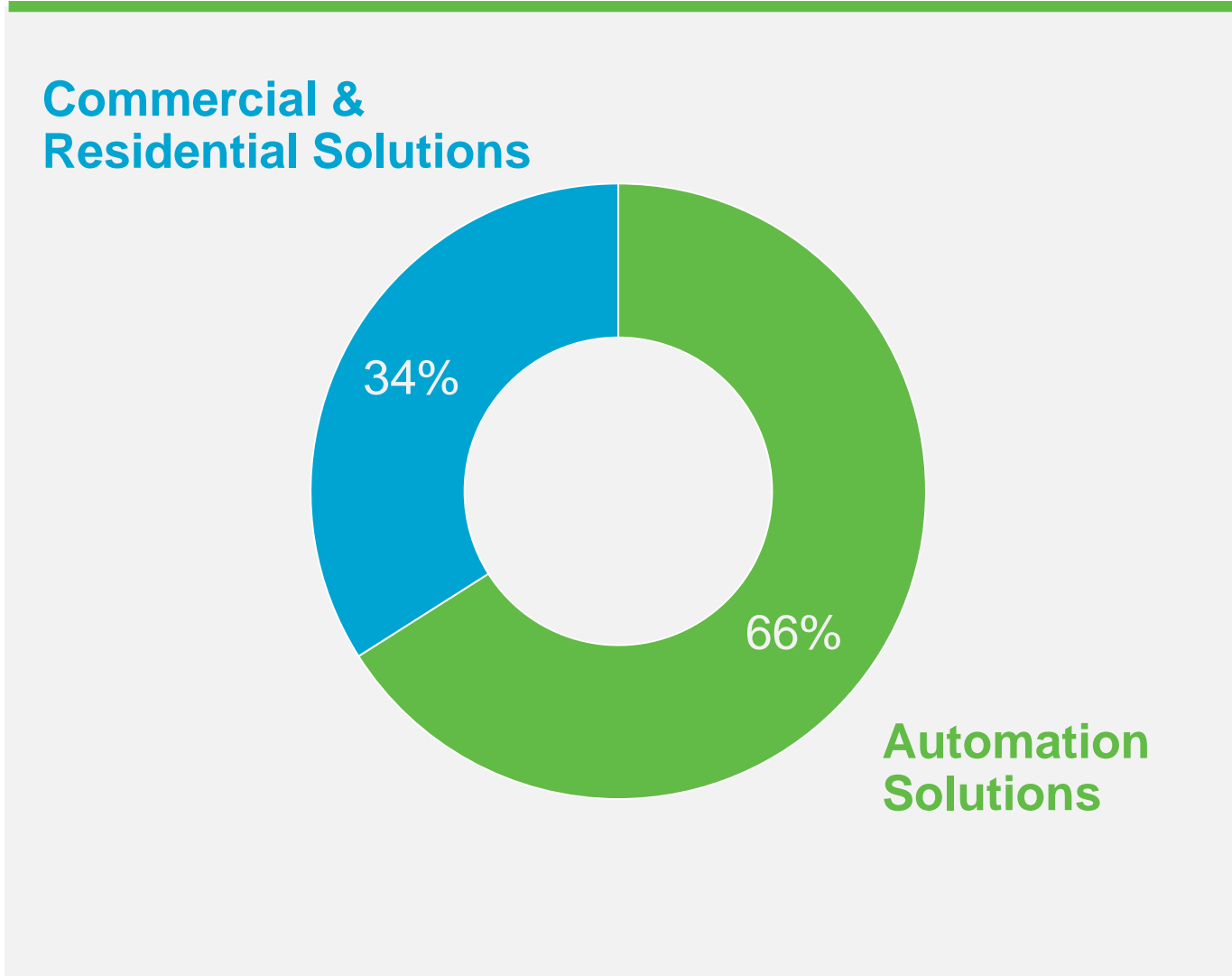
Emerson Global Presence 2019



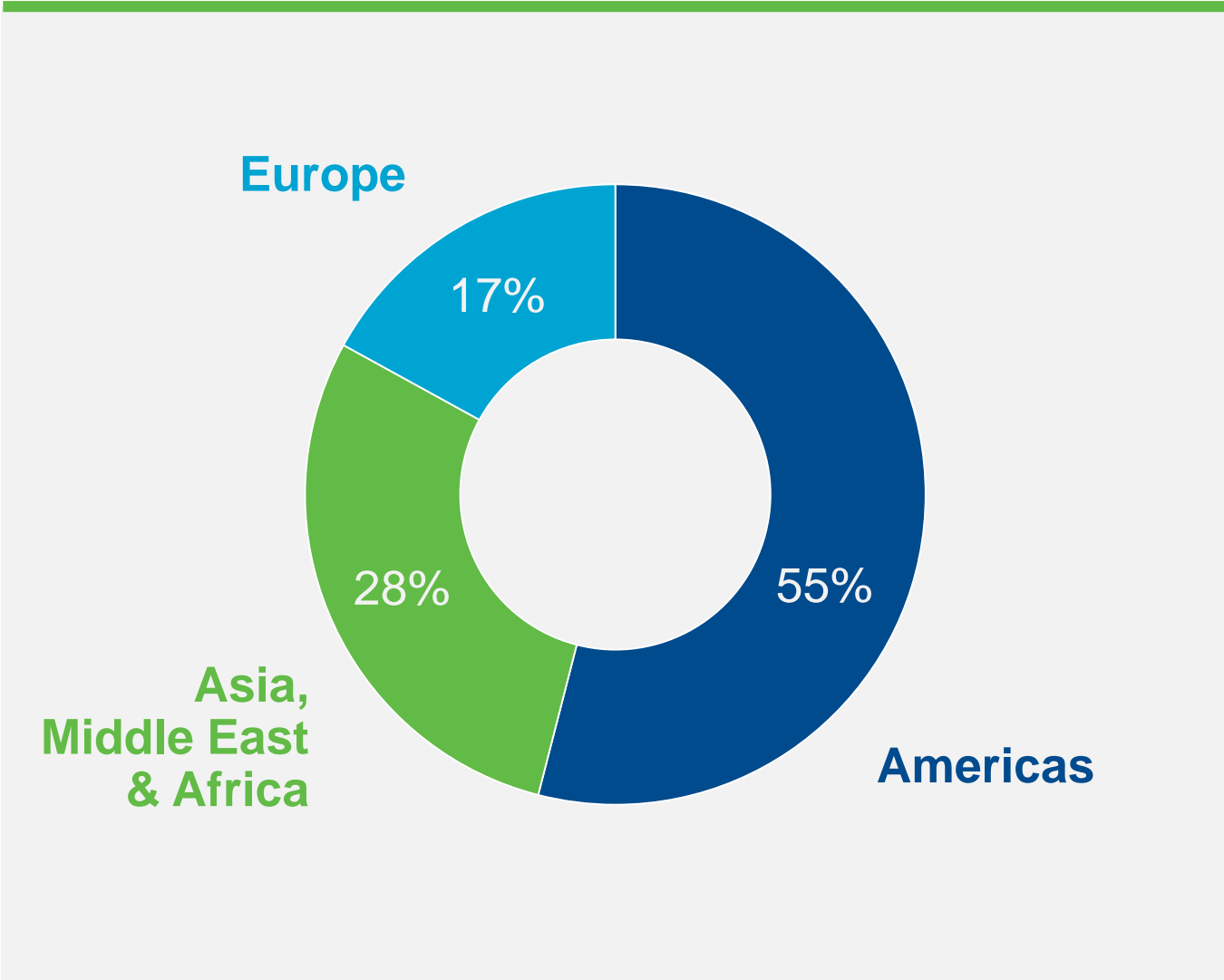
Note: Locations include manufacturing locations only.

Emerson Global Sales 2019 - \$18.4 Billion

2019 Sales by Platform



2019 Sales by Geography



Emerson International Sales

Global
Focus

54%

2019 destination sales outside the U.S.

Emerging
Markets

35%

2019 destination sales in emerging market countries

Regionalization
Strategy

>80%

Sales within North America, Asia and Europe derived from manufacturing, distribution and management within that same region: Asia for Asia, North America for North America, Europe for Europe

Our Business Objective

To deliver innovative technologies and solutions that help our customers around the world solve their most complex challenges

Leaving Our World A Better Place Than We Found It

We concentrate on the most complex and important challenges facing the world in the process, industrial, commercial and residential markets.



- Making the greatest use of the world's valuable resources
- Helping nations move their economies forward in a responsible way
- Enabling the performance and safety of industry when it matters most
- Advancing the industries that are the backbone of daily life



- Ensuring human comfort and health
- Protecting food quality and sustainability
- Advancing energy efficiency and environmental conservation
- Creating sustainable infrastructure

Delivering Shareholder Value

63 consecutive years of increased dividends

Emerson (NYSE: EMR) is one of the few public companies with 60+ years of increased dividends.

Earnings Per Share

\$3.71

Dividends Per Share

\$1.96

1956

2019

Our Business Platforms



Automation Solutions

Improving Process and Industrial Manufacturing Performance with Measurable Results

Industries Served include

Oil and Gas/Refining
Chemical
Power
Food and Beverage
Metals and Mining
Water and Wastewater
Life Sciences
Automotive
Electronics

Core Expertise & Key Brands

Industrial Internet of Things

- Plantweb

Systems and Asset Management

- DeltaV
- PACSystems
- Ovation

Measurement Instrumentation

- Rosemount
- Micro Motion

Fluid Control & Pneumatics

- ASCO
- AVENTICS

Valves, Actuators and Regulators

- Bettis
- KTM
- Fisher
- Vanessa
- Keystone

Welding, Assembly and Cleaning

- Branson
- HTE

Electrical and Lighting

- Appleton

Industry Services and Solutions

Automation Solutions

2019 At-A-Glance

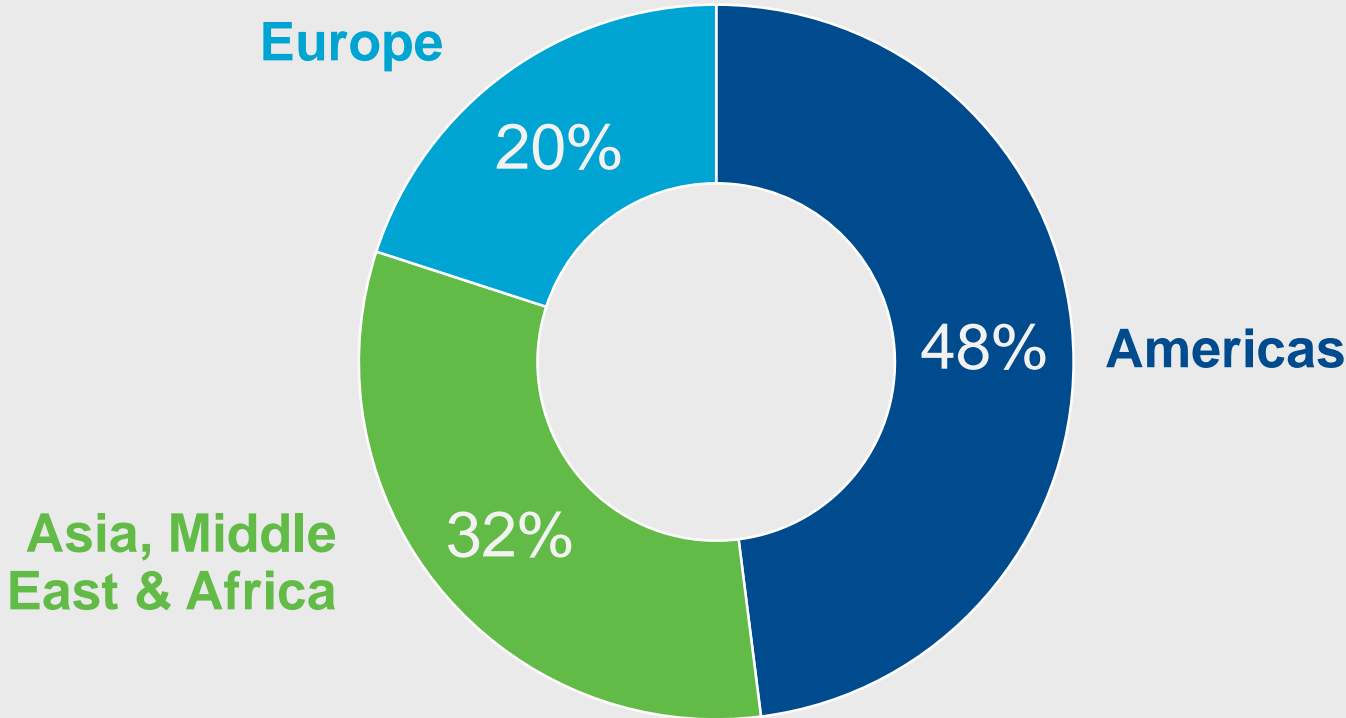
Sales: \$12.2 billion

Employees: ~59,000

Customers include

Amgen, BASF, BP, Cargill, Dow, Duke Energy, Novo Nordisk, Reliance Industries, Sasol, Saudi Aramco, Shell, Sinopec, Tesla

Sales by Geography





Automation Solutions

Enabling Top Quartile Results

Operational Certainty

Our technology- and engineering-based program is designed to help industrial companies achieve Top Quartile performance and recover more than \$1 trillion* in **operational** losses globally.

Project Certainty

We combine innovative technology and engineering to improve **capital efficiency** and boost **project schedule** reliability—helping to address the billions of dollars lost due to project excesses each year.

Plantweb Digital Ecosystem

Our Plantweb digital ecosystem provides a robust portfolio of hardware, software, intelligent devices and services for securely implementing the Industrial Internet of Things, helping to drive measurable business performance improvement.

Commercial & Residential Solutions

2019 At-A-Glance

Sales

\$6.2 billion

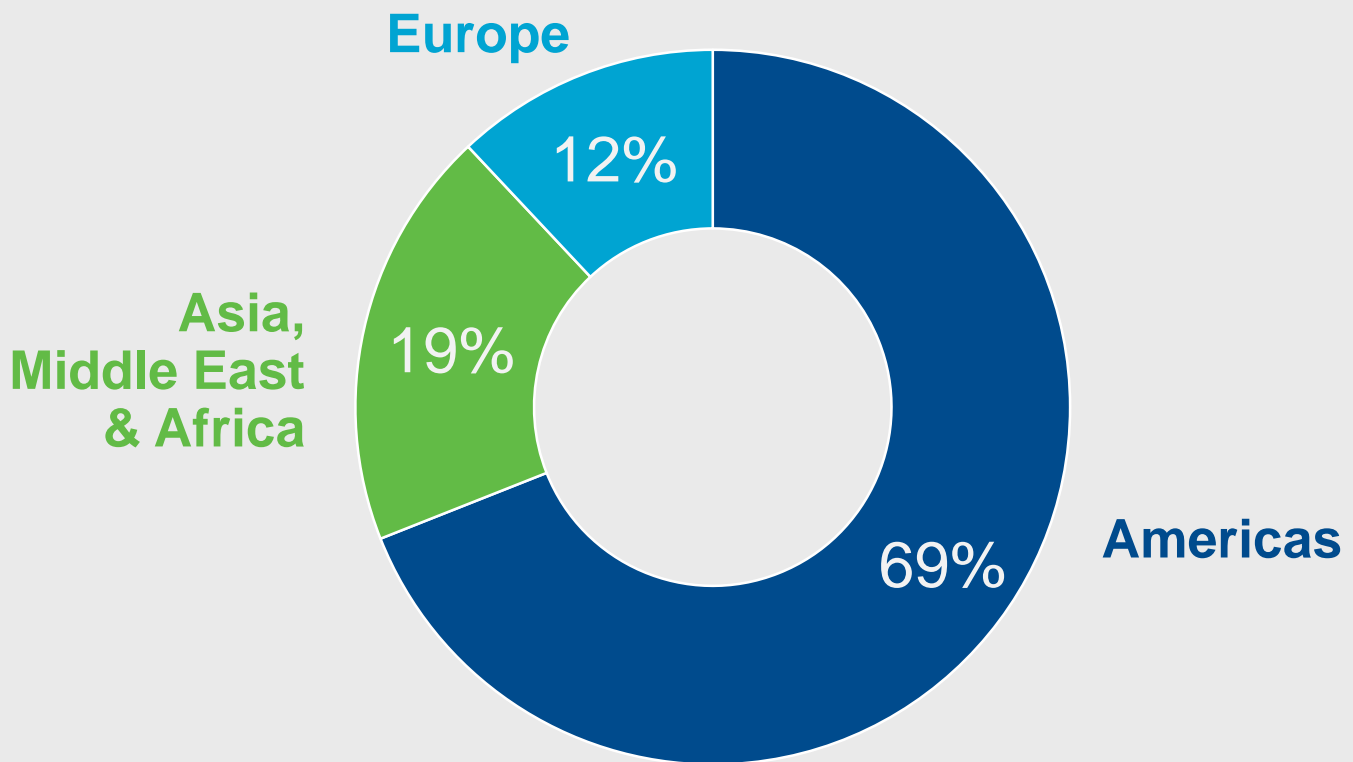
Employees

~27,000

Customers include

Amazon, Carrier Global Corporation, Daikin-Goodman, Ferguson, The Home Depot, Johnson Controls, Lennox, Lowe's, Midea, Rheem, Trane Technologies, United Refrigeration, Viessmann, W.W. Grainger

Sales by Geography



Commercial & Residential Solutions



Improving the Quality of People's Lives Around the World

Industries Served include

Commercial Buildings & Construction
Food Service & Hospitality
Energy & Utilities
Professional Tools
Facility Management & Maintenance
Residential Construction & Home Improvement
Food Retail
Transportation

Core Expertise

Heating and Air Conditioning
Refrigeration and Cold Chain

- Tracking & Monitoring
- Refrigeration Technology & Control

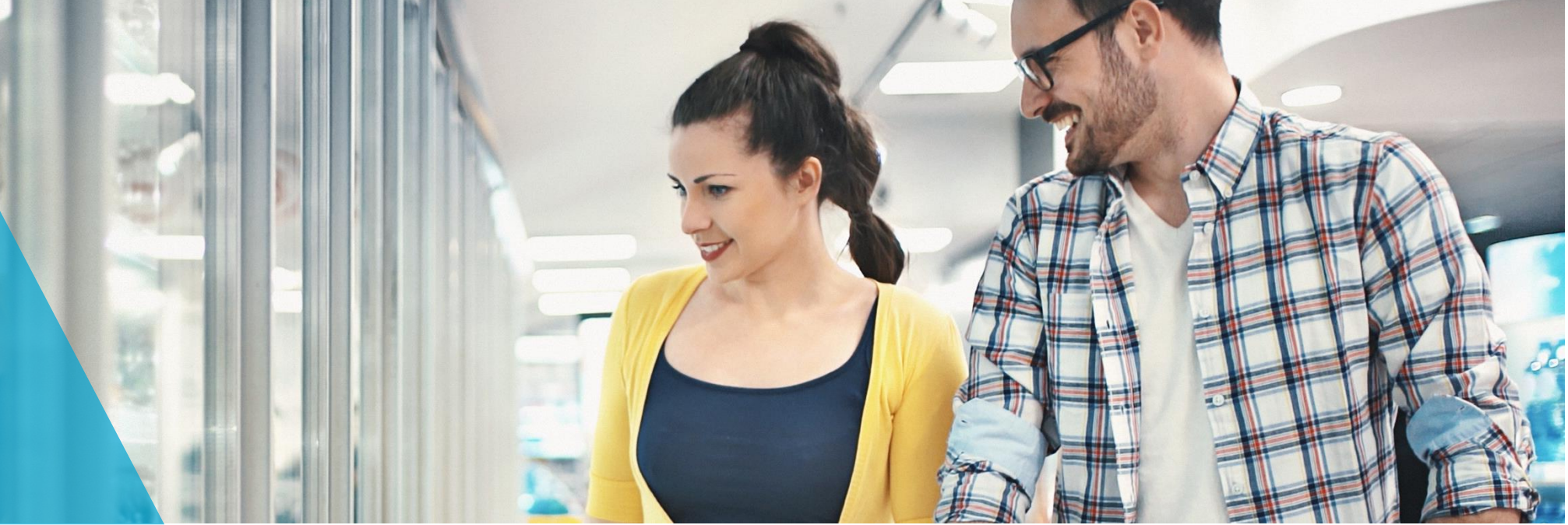
Monitoring Systems and Facility Controls
Food Waste Solutions
Home Improvement, Repair and Maintenance
Professional Tools
Commercial Building Solutions

Our Brands include

Copeland
InSinkErator
ProAct
Sensi
Klauke
Greenlee
RIDGID

Commercial & Residential Solutions

Key Initiatives



Energy Efficiency

Our Copeland Scroll modulated compressors can help reduce energy consumption by as much as 60% in commercial and residential buildings.

Connected Home

Our top-rated Sensi smart home solutions, including Sensi Smart Thermostat and Sensi Predict, gives homeowners control of their environment and piece of mind with predictive insights on the health of their HVAC system.

Cold Chain

Our energy-efficient technologies help protect food safety and quality by maintaining safe temperatures for perishable products throughout the global cold chain, from refrigerated trucks to food distribution warehouses to food retailers.

Food Waste Management

Our InSinkErator disposals keep food out of landfills by helping residential and commercial kitchens dispose of food scraps in an environmentally responsible way. Our Grind2Energy technology converts food scraps into renewable energy.

Skilled Trades

Our Greenlee and RIDGID brands develop tools that improve contractor productivity and safety. Emerson is also investing in education and training initiatives to help address today's shortage of workers in skilled trades and develop the workforce of the future.

More About Our Company

Emerson's Values Guide How We Do Business

INTEGRITY

We are uncompromising in our honest and ethical behavior, which creates trusting relationships with one another, customers, suppliers, and communities.

SAFETY & QUALITY

We are unwavering in our commitment to the highest standards of safety and quality for ourselves and our customers.

SUPPORT OUR PEOPLE

We attract, develop, and retain exceptional people in an inclusive work environment, where all employees can reach their greatest potential.

CUSTOMER FOCUS

We actively listen to our customers to deeply understand their needs and deliver the unique solutions that ensure their success.

CONTINUOUS IMPROVEMENT

We constantly strive for improvement in all aspects of our business, guided by metrics, feedback, and our disciplined management process.

COLLABORATION

We work seamlessly across geographies, platforms, business units, and functions to fully leverage our unmatched breadth and expertise.

INNOVATION

We passionately pursue new technologies, capabilities, and approaches to drive tangible value for our customers.

Our values are an important driver to our success

Corporate Social Responsibility

Emerson's goal is to leave the world in a better, safer place each and every day.

Our most recent Corporate Social Responsibility Report highlights key initiatives and annual disclosures related to:

- Transforming Industries
- Operating Responsibly
- Investing in People
- Strengthening Communities

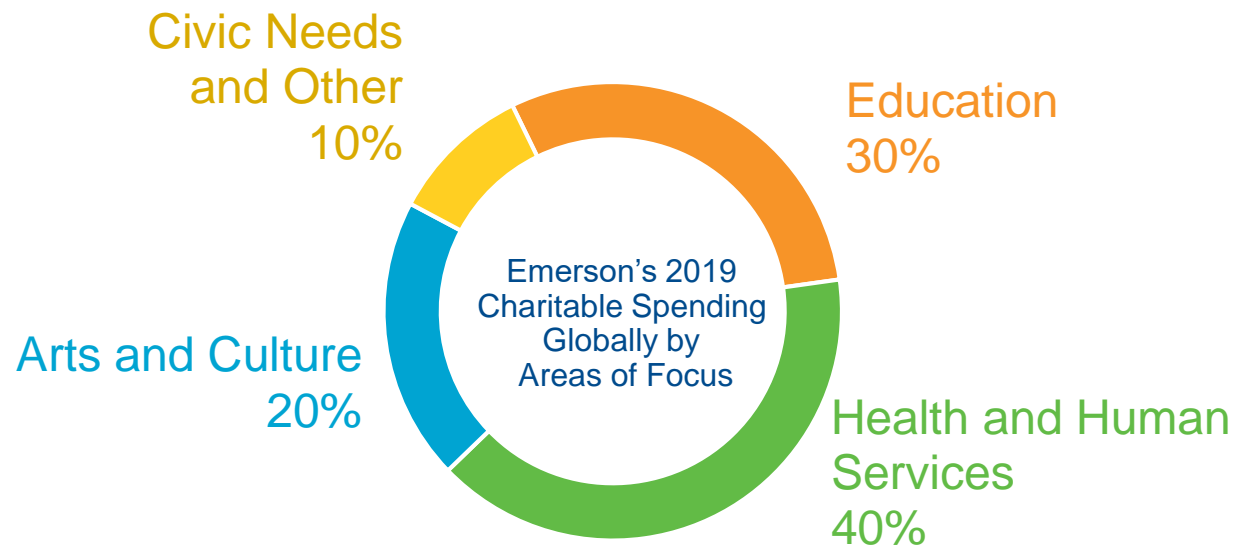


Our full CSR report is available at emerson.com/csr

Our greenhouse gas emissions reductions approach is summarized at emerson.com/ghg

Emerson's Corporate Philanthropy Approach

Our charitable contributions to educational institutions and nonprofit organizations totaled **more than \$30 million globally** in 2019. Our corporate giving and employee volunteer activities focus on the communities where we operate.



Making a Difference in Our Communities

Our corporate giving and employee volunteerism are generally focused in four areas:

- **Education** – Developing and training future generations through schools, universities and related programs
- **Health and Human Services** – Supporting the health and well-being of residents of all ages
- **Arts and Culture** – Enhancing the quality of life through support for visual and performing arts and cultural activities
- **Civic Needs** – Promoting prosperity of our cities and regions through support for civic initiatives and community development

Emerson's charitable giving and employee volunteerism seek to improve people's lives and build stronger communities

Emerson's Corporate Philanthropy, Employees Make An Impact Around the World

Canada

We are donating three years of facility refrigeration monitoring to the Mississauga Food Bank in Ontario to help it meet food safety standards and reduce food loss at six locations.

United States

Emerson and its charitable trust donated \$28 million to educational institutions and nonprofit organizations across the country.

We have made funding commitments totaling \$14.6 million through 2023 to support STEM education and outreach programs in the U.S.

Latin America

Employees at our facilities in Mexico, Brazil, Argentina and Costa Rica have hosted "We Love STEM" activities with local schools.

Emerson is partnering with Mexico FIRST to support student robotics competitions.

Europe

Our employees hosted "We Love STEM" days in 12 European countries where Emerson has facilities.

Employees in Lodz, Poland planted 1,000 trees to commemorate Environmental Month.

India

We are funding nonprofit initiatives related to safe drinking water for communities, STEM education, skills training and programs to assist disadvantaged youth.

We provide support for Masoom's night school program in Mumbai for over 100 students. We have also invested in Masoom's "tech on wheels" initiative to reach 400 additional students.

China

Over the past 10 years, we have donated nearly \$1 million to Water Cellars for Mothers, bringing clean water to more than 8,000 villagers in western China.

We support the Great Wall Program, providing scholarships each year for more than 100 students from underprivileged families to attend university.

Philippines

Our Innovation Challenge competition for college students is helping inspire and empower the next generation of STEM professionals in the Philippines.

Strengthening Our Workplace Through Diversity & Inclusion

Actions and initiatives in support of D&I include

Since 2016, more than 12,500 employees have participated in **diversity awareness and unconscious bias training**.

Member of “**CEO Action for Diversity & Inclusion**” initiative

Launched **three new Employee Resource Groups** in 2019

Employee Resource Groups

We believe a diverse and inclusive work environment contributes to the rich exchange of ideas that inspires innovation and creates the best solutions for our customers. Across the organization, our active and robust Employee Resource Groups bring this belief to life every day.



Women in STEM provides support and networking opportunities for our female employees globally.

Blacks Reinforcing Diversity fosters a diverse and inclusive environment by pursuing strategic recruiting, retention and advancement initiatives.

LGBTQ+ Allies empowers LGBTQ employees and their workplace allies to foster a diverse and inclusive company culture.

Veterans employee resource group raises awareness of the value veterans bring to an organization.

RECOGNITIONS



America's Best Large Employers 2019
Forbes Magazine

Best Employers for Women 2019
Forbes Magazine



Emerson is committed to creating a global workplace that encourages diversity and embraces inclusion