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**

- 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**

- Automation Solutions
- Commercial & Residential Solutions

**Worldwide**

- 88,000 Employees
- 200 Manufacturing Locations

**Innovation**

- Emerson Employees Held
  - 20K Active Patents Worldwide in 2019

**NYSE:** EMR

**$18.4 Billion**

In global sales

**Fiscal Year 2019**

**63 Years**

Consecutive Years of Increased Dividends

**NYSE:** EMR
Emerson Global Presence 2019

Global
Sales $18.4 billion
Employees 88,000
Locations 200

United States and Canada
Sales $9.1 billion
Employees 25,000
Locations 70

Europe
Sales $3.2 billion
Employees 20,500
Locations 60

Asia
Sales $4 billion
Employees 26,000
Locations 45

Latin America
Sales $1 billion
Employees 14,500
Locations 20

Middle East / Africa
Sales $1.1 billion
Employees 2,000
Locations 5

Note: Locations include manufacturing locations only.
Emerson Global Sales 2019 - $18.4 Billion

2019 Sales by Platform

Commercial & Residential Solutions: 66%
Automation Solutions: 34%

2019 Sales by Geography

Europe: 55%
Asia, Middle East & Africa: 28%
Americas: 17%
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.

AUTOMATION SOLUTIONS
- 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

COMMERCIAL & RESIDENTIAL SOLUTIONS
- 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
Our Business Platforms
### Automation Solutions

#### Improving Process and Industrial Manufacturing Performance with Measurable Results

<table>
<thead>
<tr>
<th>Industries Served include</th>
<th>Core Expertise &amp; Key Brands</th>
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<tbody>
<tr>
<td>Oil and Gas/Refining</td>
<td>Industrial Internet of Things</td>
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<tr>
<td>Chemical</td>
<td>• Plantweb</td>
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<tr>
<td>Power</td>
<td>Systems and Asset Management</td>
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<tr>
<td>Food and Beverage</td>
<td>• DeltaV</td>
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<td>Metals and Mining</td>
<td>• Ovation</td>
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<td>Water and Wastewater</td>
<td>Measurement Instrumentation</td>
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<td>Life Sciences</td>
<td>• Rosemount</td>
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<tr>
<td>Automotive</td>
<td>• Micro Motion</td>
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<td>Electronics</td>
<td>Fluid Control &amp; Pneumatics</td>
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<td>• ASCO</td>
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<td>• AVENTICS</td>
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<td>Valves, Actuators and Regulators</td>
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<td>• Bettis</td>
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<td>• Keystone</td>
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<td>Welding, Assembly and Cleaning</td>
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<td>• Branson</td>
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<td>• HTE</td>
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<td>Electrical and Lighting</td>
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<td>• Appleton</td>
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<td>Industry Services and Solutions</td>
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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

Europe: 20%
Americas: 48%
Asia, Middle East & Africa: 32%
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.

*Emerson internal estimate
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

- Americas: 69%
- Asia, Middle East & Africa: 19%
- Europe: 12%

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

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.

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.

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.

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

<table>
<thead>
<tr>
<th><strong>INTEGRITY</strong></th>
<th><strong>CONTINUOUS IMPROVEMENT</strong></th>
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<tbody>
<tr>
<td>We are <strong>uncompromising</strong> in our honest and ethical behavior, which creates trusting relationships with one another, customers, suppliers, and communities.</td>
<td>We <strong>constantly strive</strong> for improvement in all aspects of our business, guided by metrics, feedback, and our disciplined management process.</td>
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<tr>
<th><strong>SAFETY &amp; QUALITY</strong></th>
<th><strong>COLLABORATION</strong></th>
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<td>We are <strong>unwavering in our commitment</strong> to the highest standards of safety and quality for ourselves and our customers.</td>
<td>We <strong>work seamlessly</strong> across geographies, platforms, business units, and functions to fully leverage our unmatched breadth and expertise.</td>
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<th><strong>SUPPORT OUR PEOPLE</strong></th>
<th><strong>INNOVATION</strong></th>
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<td>We attract, develop, and retain exceptional people in an inclusive work environment, where all employees can reach their greatest potential.</td>
<td>We <strong>passionately pursue</strong> new technologies, capabilities, and approaches to drive tangible value for our customers.</td>
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<th><strong>CUSTOMER FOCUS</strong></th>
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<td>We actively listen to our customers to deeply understand their needs and deliver the unique solutions that ensure their success.</td>
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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 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.

**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.

**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.

Examples are from Emerson’s 2018 Corporate Social Responsibility Report.
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.