



# Making the World Healthier, Safer, Smarter and More Sustainable

Company Overview | 2020



## OUR PURPOSE

*We drive innovation that makes the world healthier, safer, smarter and more sustainable*

## Company Profile

Emerson (NYSE: EMR) is a leading global technology, software, engineering and manufacturing company providing innovative solutions for customers in industrial, commercial, and residential markets.

## OUR TWO GLOBAL BUSINESS PLATFORMS

**Automation Solutions** helps process, hybrid, and discrete manufacturers maximize production, protect personnel and the environment while optimizing their energy and operating costs.

**Commercial & Residential Solutions** helps ensure human comfort and health, protect food quality and safety, advance energy efficiency, and create sustainable infrastructure.

# 2020 AT-A-GLANCE

FOUNDED  
**1890**

HEADQUARTERS IN  
**ST. LOUIS, MO USA**

WORLDWIDE

 **83,500**  
EMPLOYEES

 **200**  
MANUFACTURING  
LOCATIONS

TWO  
BUSINESS  
PLATFORMS



**AUTOMATION SOLUTIONS**  
**\$11.2B IN SALES**



**COMMERCIAL & RESIDENTIAL SOLUTIONS**  
**\$5.6B IN SALES**

**\$16.8**  
**BILLION**  
IN GLOBAL SALES  
FISCAL YEAR 2020

**\$2.4B**  
ANNUAL SALES  
FROM SOFTWARE  
PORTFOLIO

  
**64**  
YEARS

CONSECUTIVE  
YEARS OF  
INCREASED  
DIVIDENDS

NYSE:  
**EMR**

INNOVATION  
**EMERSON**  
EMPLOYEES HELD

**21K**  
ACTIVE PATENTS  
WORLDWIDE  
IN 2020

**#176 FORTUNE 500**  
AMERICA'S LARGEST CORPORATIONS BY REVENUE

RECOGNITION - 2020

**TOP 50 EMPLOYERS**  
WOMEN ENGINEERS  
MAGAZINE

**BEST EMPLOYERS**  
FOR DIVERSITY  
FORBES MAGAZINE

**INDUSTRIAL IOT**  
COMPANY OF THE YEAR  
IOT BREAKTHROUGH

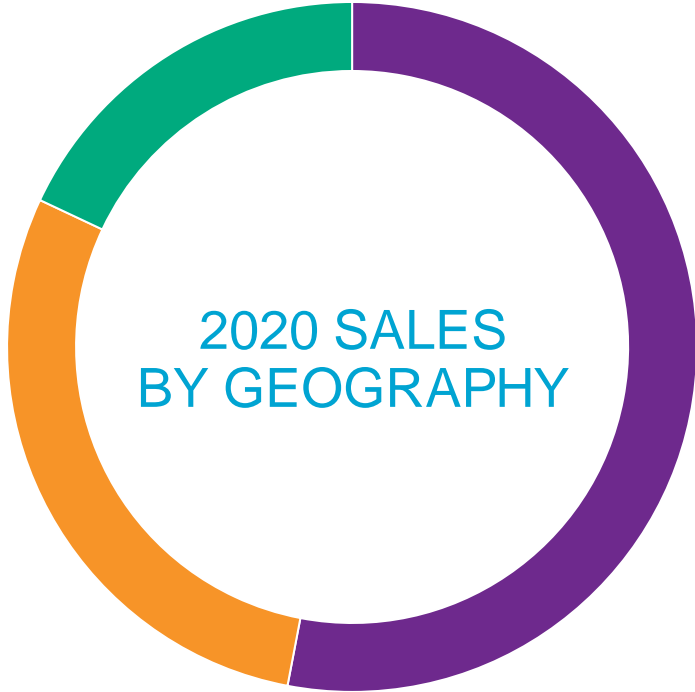
# Emerson Global Sales 2020 — \$16.8 Billion

COMMERCIAL &  
RESIDENTIAL  
SOLUTIONS

**\$5.6B**  
**34%**

AUTOMATION  
SOLUTIONS

**\$11.2B**  
**66%**



EUROPE

**\$3.0B**  
**18%**

AMERICAS

**\$8.9B**  
**53%**

ASIA, MIDDLE  
EAST & AFRICA

**\$4.9B**  
**29%**

56% of 2020 destination sales were outside the U.S.

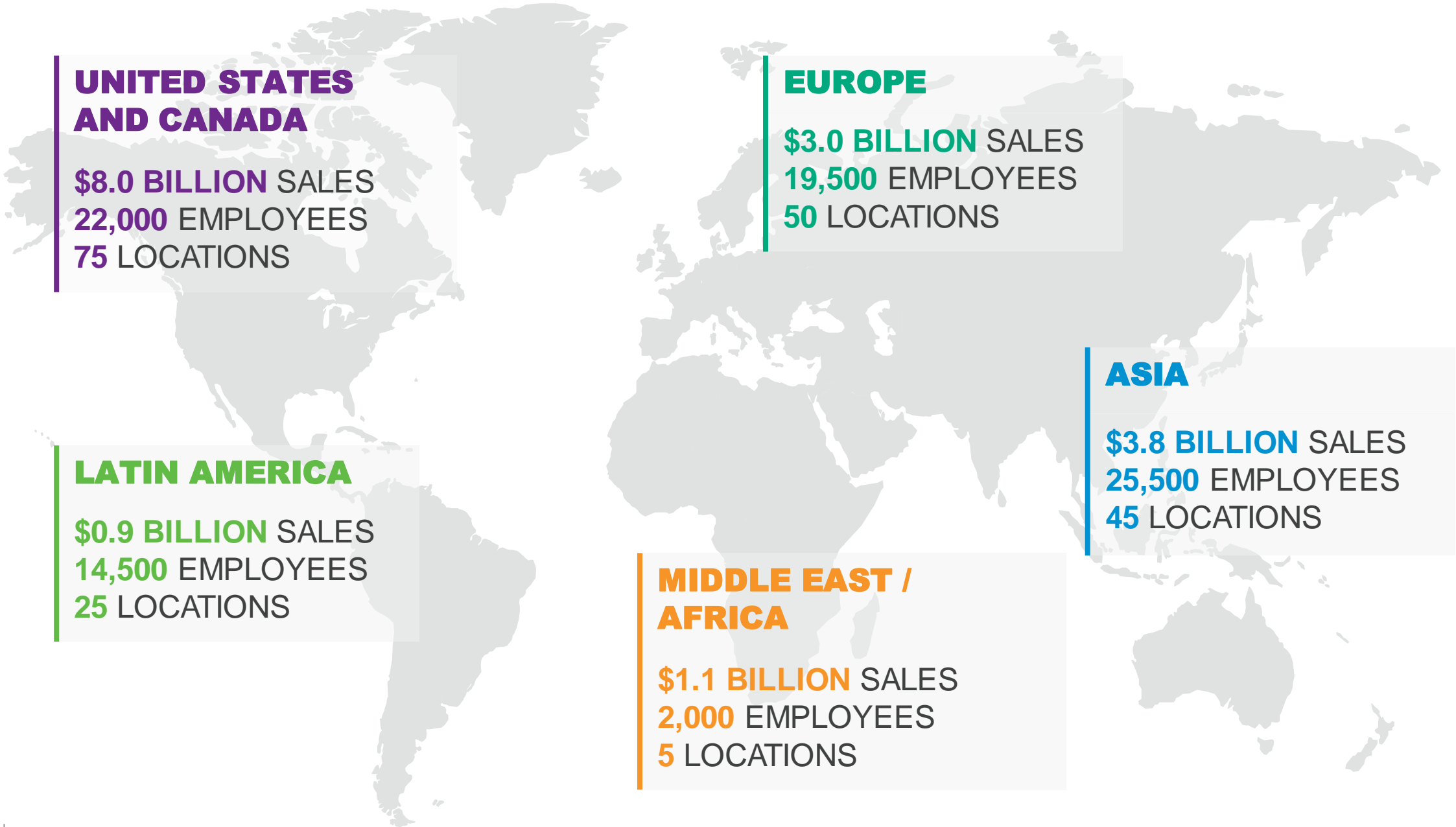
# Emerson Global Presence 2020

## GLOBAL

**\$16.8B**  
SALES

**83,500**  
EMPLOYEES

**200**  
LOCATIONS



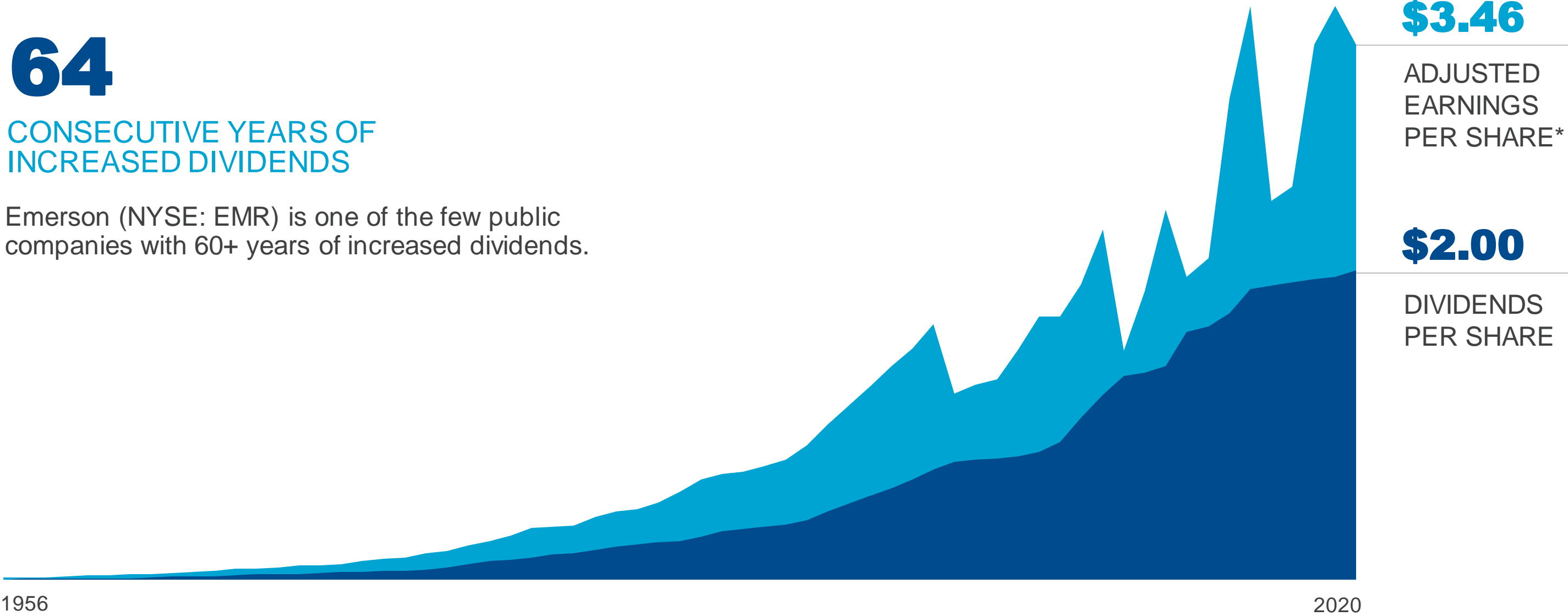
Note: Locations include manufacturing locations only.

# Delivering Shareholder Value

# 64

CONSECUTIVE YEARS OF INCREASED DIVIDENDS

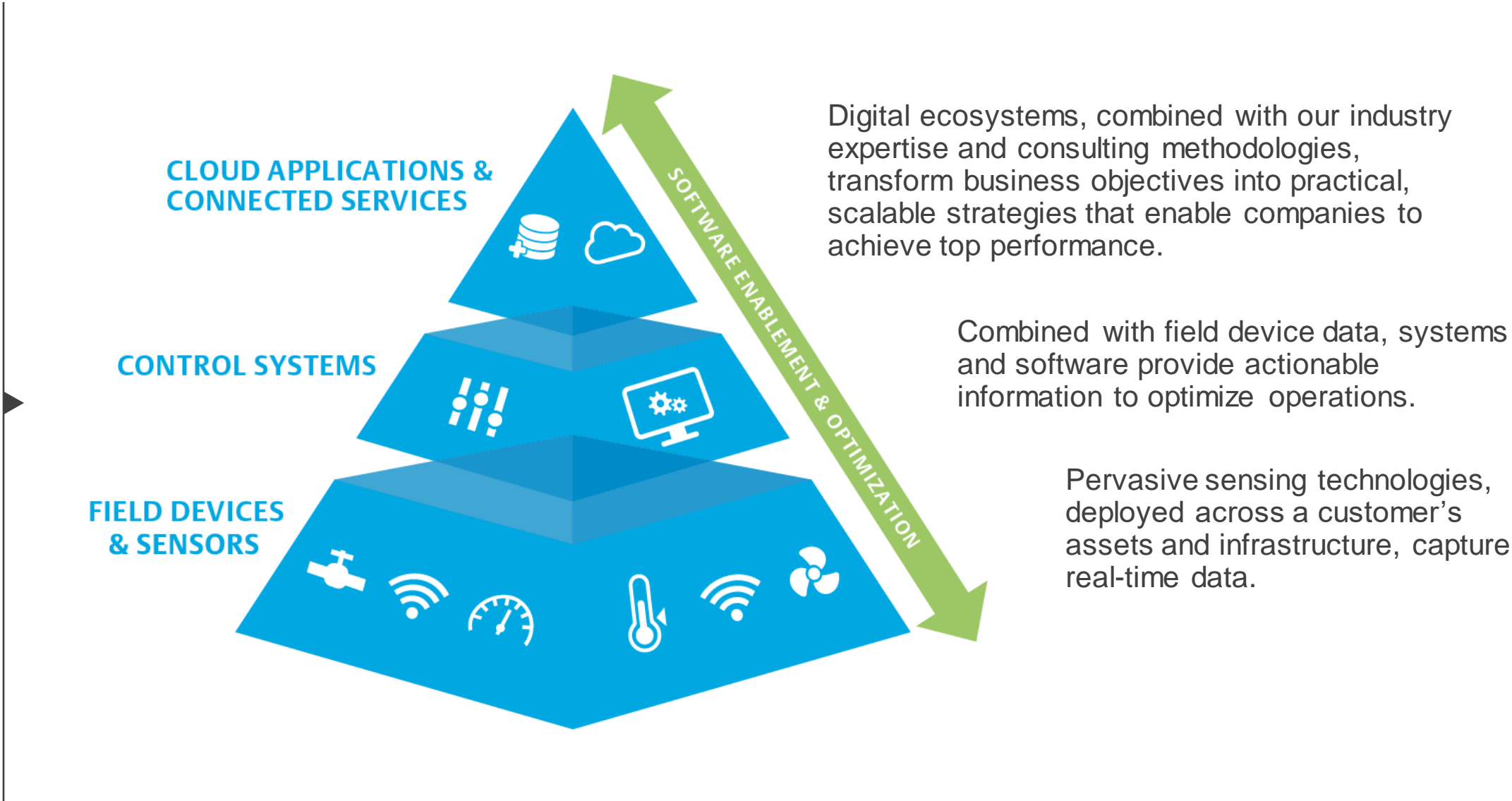
Emerson (NYSE: EMR) is one of the few public companies with 60+ years of increased dividends.



\* 2020 earnings per share excludes restructuring costs and special advisory fees of \$0.42 and discrete tax benefits of \$0.20.

# Building Long-Term Value For Our Stakeholders

Emerson is well positioned to provide solutions up and down the technology value pyramid – from devices, instruments and sensors, to control systems, to data management, analytics and services. We are reinforcing our commitment to software as a key value driver with our \$2.4 billion software-enabled innovation portfolio.



# Our Business Platforms

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# Automation Solutions

2020 At-A-Glance

**\$11.2B**

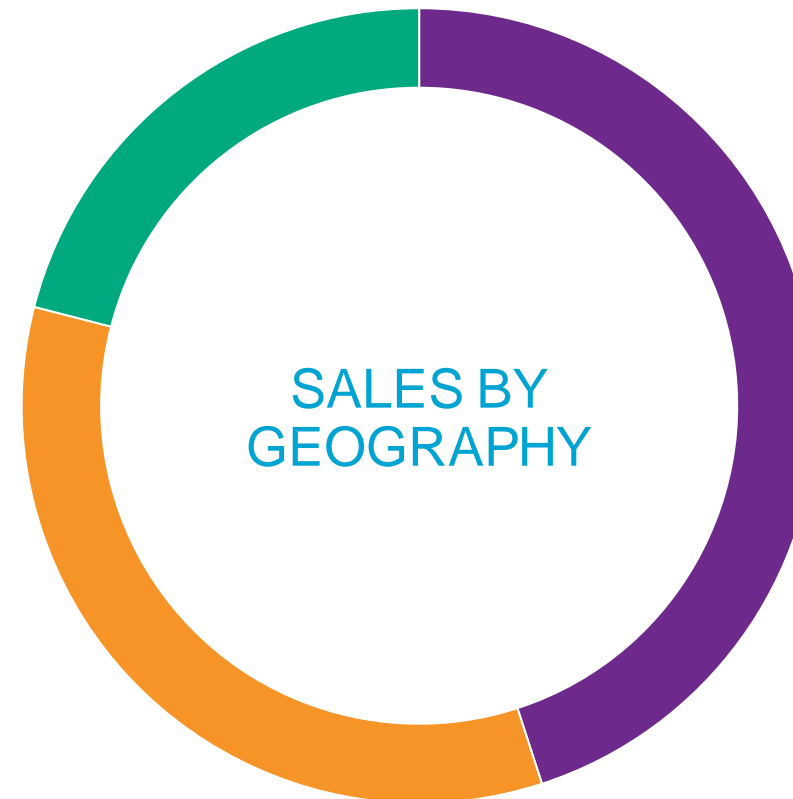
SALES

**~55,000**

EMPLOYEES

## CUSTOMERS INCLUDE

Amgen, BASF, BP, Cargill, Colgate-Palmolive, Dow, Duke Energy, Equinor, Novo Nordisk, Pfizer, Reliance Industries, Sasol, Saudi Aramco, Shell, Sinopec, Tesla



AMERICAS

**45%**

ASIA, MIDDLE EAST & AFRICA

**34%**

EUROPE

**21%**

# Automation Solutions

Improving Process and Industrial  
Manufacturing Performance with  
Measurable Results



## INDUSTRIES SERVED

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Life Sciences & Medical  
Oil and Gas/Refining  
Chemical  
Power  
Food and Beverage

Metals and Mining  
Water and Wastewater  
Automotive  
Electronics

## MARKETS SERVED & OUR PRODUCT BRANDS

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### Industrial Internet of Things

- Plantweb

### Systems and Asset Management

- DeltaV
- OSI
- Ovation
- PACSystems

### Measurement Instrumentation

- Rosemount
- Micro Motion

### Fluid Control & Pneumatics

- ASCO
- AVENTICS

### Valves, Actuators and Regulators

- Bettis
- Fisher
- Keystone
- KTM
- Vanessa

### Welding, Assembly and Cleaning

- Branson
- HTE

### Electrical and Lighting

- Appleton

### Industry Services and Solutions

# 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.

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## PLANTWEB DIGITAL ECOSYSTEM

Our Plantweb digital ecosystem, the 2020 Edison Award winner in Innovative Services, provides a **robust portfolio** of hardware, software, intelligent devices and services for securely implementing the Industrial Internet of Things, with measurable business performance improvement.



# Commercial & Residential Solutions

2020 At-A-Glance

**\$5.6B**  
SALES

**~26,500**  
EMPLOYEES



CLIMATE TECHNOLOGIES  
**71%**

TOOLS & HOME PRODUCTS  
**29%**

## CUSTOMERS INCLUDE

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



AMERICAS  
**69%**

EUROPE  
**12%**

ASIA, MIDDLE EAST & AFRICA  
**19%**

# Commercial & Residential Solutions

Transforming the Way People Live and Work Globally



## INDUSTRIES SERVED

Residential Construction & Home Improvement  
Commercial Buildings & Construction  
Energy & Utilities  
Facility Management & Maintenance  
Food Service & Hospitality  
Food Retail  
Healthcare & Life Sciences  
Transportation

## MARKETS SERVED

Heating & Air Conditioning Technology  
Smart Thermostats  
Home Improvement, Repair & Maintenance  
Professional Tools  
Commercial Comfort & Cleaning  
Cold Chain Software & Technology

- Real-time tracking and data services
- Refrigeration and cold storage
- Temperature and environmental monitoring

Energy & Facility Management Solutions  
Food Waste Management

## OUR PRODUCT BRANDS

COPELAND™

LUMITY™

sen|si

in|sink|erator

GREENLEE.

RIDGID

Klauke™

# Commercial & Residential Solutions

## Key Initiatives

### ENERGY EFFICIENCY & SUSTAINABILITY

We've designed our innovative Copeland™ compressors to help air conditioning and refrigeration OEMs reach new levels of efficiency and navigate a fast-evolving, global regulatory landscape.

### HUMAN HEALTH & COMFORT

Our climate control and temperature monitoring technologies help ensure the safe transport and storage of critical vaccines and pharmaceuticals; and provide people with greater climate control of their indoor spaces at home and work.

### FOOD QUALITY & SAFETY

Our Copeland™ and Lumity™ cold chain solutions provide the food industry with sustainable refrigeration technologies, in-transit cargo tracking and onsite temperature management; our InSinkErator™ disposers enable convenient, hygienic and sustainable food waste management for homes and foodservice settings.

### INFRASTRUCTURE MANAGEMENT, PRODUCTIVITY & SAFETY

Our RIDGID™, Greenlee™ and Klauke™ brands provide professionals and do-it-yourselfers with quality, safety-minded mechanical, electrical and plumbing tools and digital features for both new construction and maintenance tasks.

### SKILLED TRADES

Emerson is investing in education and training initiatives to help address today's shortage of workers in skilled trades and to develop the workforce of the future.



# More About Our Company

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# Emerson Has a Culture That is Driven to Create Value for Its Employees, Customers, and Shareholders

## OUR PURPOSE

Overarching Goal that Guides Us, The Impact or Change We Can Make in the World

We Drive Innovation That Makes The World Healthier, Safer, Smarter, and More Sustainable

## THE EMERSON MANAGEMENT PROCESS

Puts Our Values in Action

### THE EMERSON MANAGEMENT PROCESS



Planet



Humanity



Champion



Inclusion



Future

## OUR CAUSES

Aspirations and Activities that Provide Proof Behind Our Purpose

## OUR VALUES

Foundation of Our Character and Behavior

- Integrity
- Continuous Improvement
- Safety & Quality
- Collaboration
- Support Our People
- Innovation
- Customer Focus

# Our Purpose

We drive innovation that makes the world healthier, safer, smarter and more sustainable.



## HEALTHIER

Our expertise and technologies in life sciences, food and beverage, the cold chain and environmentally responsible home comfort are helping make it more possible than ever for humans to live comfortable and health-conscious lives.

## SAFER

We are helping customers reduce risk, protect employees and communities, and operate with increased reliability and certainty.

## SMARTER

Our advanced technologies have transformed the ways our customers operate, empowering improvements in efficiency, productivity, reliability and profitability.

## MORE SUSTAINABLE

Our technologies and expertise are helping customers achieve sustainability targets, fulfill environmental regulations and implement responsible solutions.

# Our Purpose

## Case Examples

### HEALTHIER

We make the world healthier by bringing critical new life-saving medicines to market faster with consistently high quality.

Our cold chain technology enables our customers to safely keep perishable food and drugs at proper temperatures.

### SAFER

We keep our customers safe with our location tracking software that provides real-time worker safety monitoring, potentially reducing more than 70 percent of common industrial incidents.

Our new-to-the-world insulated hydraulic tools help keep linemen and electrical contractors protected against shocks and hazards.

### SMARTER

We make plants smarter by helping process engineers optimize operations with our digital twin software.

Our ENERGY STAR-certified Sensi smart thermostat technology uses geo-fencing, remote access, and flexible scheduling to keep homeowners in the know and in control of their home comfort.

### MORE SUSTAINABLE

We promote sustainability with innovative software that enables the global power industry to seamlessly incorporate renewable energy sources to modernize and improve the reliability of the electric grid.

Our energy efficient compressors enable our industry partners to comply with ever-rising government efficiency standards for air conditioning and refrigeration systems.



# Our Causes

*Commitments We Make to Act Responsibly*



## PLANET

We deliver sustainable solutions that improve efficiency, reduce emissions and conserve resources.



## HUMANITY

We strive to advance health, comfort, food quality and safety.



## CHAMPION

We lead our customers through complex technical, regulatory and economic challenges.



## INCLUSION

We cultivate an environment based on trust and support.



## FUTURE

We promote STEM education and programs that prepare the next generation of critical thinkers and problem solvers.

# Our Values

*Guiding How We Operate Internally & Externally*

## 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.



# Strengthening Our Workplace Through Diversity & Inclusion

## 2019-2020 Actions

Established a new partnership with National Society of Black Engineers to enhance diverse candidate recruiting.

Continued to establish mentorship programs on local, business unit, and employee resource group levels

Since 2017, more than 16,000 employees have participated in diversity awareness and unconscious bias training.

Hosted “Courageous Conversations” globally on equity perspectives and trained 50+ facilitators across the organization

## EMPLOYEE RESOURCE GROUPS

A diverse and inclusive work environment contributes to the rich exchange of ideas that inspires innovation and creates the best solutions for our customers. Our Employee Resource Groups help us bring this belief to life every day.

### Women in STEM

provides support and networking opportunities for our female employees globally.

### Blacks Reinforcing Diversity

drives strategic recruiting, retention and advancement initiatives in support of corporate objectives and support of our Black employees.

### LGBTQ + Allies

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

### Somos

focuses on support and engagement initiatives on behalf of our Hispanic and Latin American employees.

### Veterans

employee resource group raises awareness of the value U.S. military veterans bring to our organization.

## 2020-2021 RECOGNITION



**FORBES**  
America's Best Employers  
for Diversity 2020

# Corporate Philanthropy

## Making A Difference in Our Communities

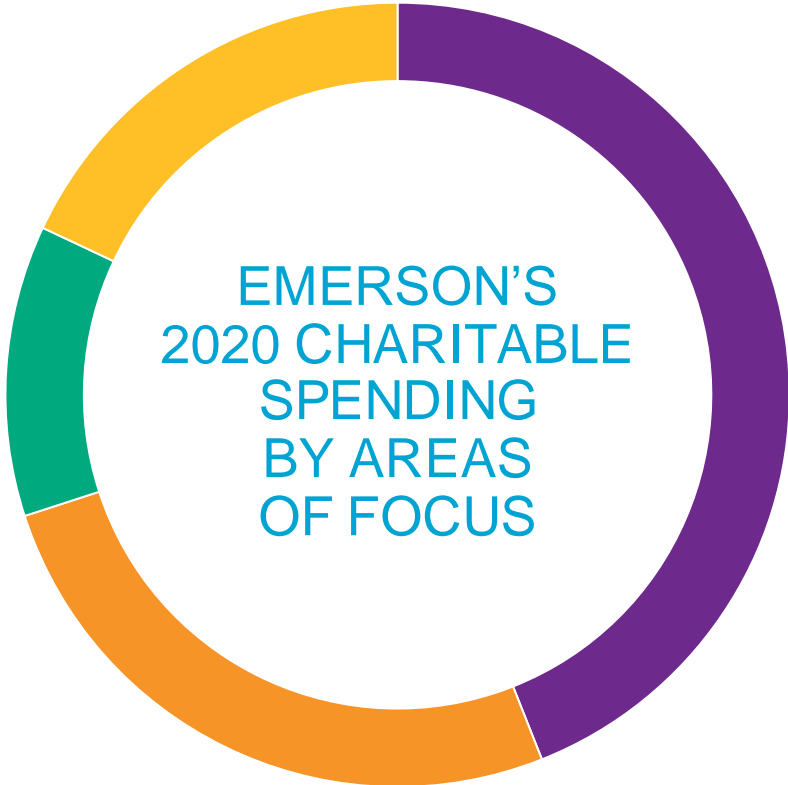
Our charitable contributions to educational institutions and nonprofit organizations totaled **more than \$25 million** globally in 2020.

Our corporate giving and employee volunteer activities focus on the communities where we operate.

### AREAS OF FOCUS

Emerson’s corporate giving and employee volunteer activities are generally focused in four areas:

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



HEALTH AND HUMAN SERVICES  
**44%**

EDUCATION  
**26%**

ARTS AND CULTURE  
**18%**

CIVIC NEEDS AND OTHER  
**12%**

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



# Corporate Social Responsibility Report

## OUR 2019 CORPORATE SOCIAL RESPONSIBILITY REPORT HIGHLIGHTS KEY INITIATIVES AND ANNUAL DISCLOSURES RELATED TO

Our Commitment to ESG

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Transforming Industries

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Operating Responsibly

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Investing in People

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Strengthening Communities

Our most recent report (2019) is available at [emerson.com/csr](https://emerson.com/csr)

Our Greenhouse Gas (GHG) emissions reductions approach is summarized at [emerson.com/ghg](https://emerson.com/ghg)