Emerson has a legacy of 130+ years of advancing progress for customers in the world’s most essential industries.

“We are focused on nurturing an exceptional culture, transforming our industry-leading portfolio and driving best-in-class execution. Emerson is uniquely positioned to help customers achieve their sustainability goals while evolving our business to be ready and relevant to the future.”

Lal Karsanbhai
President and Chief Executive Officer

2021 Financial Highlights

<table>
<thead>
<tr>
<th>Net Sales</th>
<th>$18.2B</th>
<th>Up 9%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Cash Flow</td>
<td>$3.6B</td>
<td>Up 16%</td>
</tr>
<tr>
<td>Adjusted Earnings per Share*</td>
<td>$4.51</td>
<td>Up 19%</td>
</tr>
</tbody>
</table>

Sales by Platform

- AUTOMATION SOLUTIONS 64%
- COMMERCIAL & RESIDENTIAL SOLUTIONS 36%

Sales by Geographic Region

- AMERICAS 53%
- EUROPE 18%
- ASIA, MIDDLE EAST & AFRICA 29%

Key Facts at a Glance

- St. Louis, Missouri — Headquarters
- 20K Active Patents Worldwide in 2021
- 170 Manufacturing Locations
- 86,700 Employees

RECOGNITIONS

- RANKED #181 of America’s largest corporations by revenue in 2021 (Fortune 500)
- RANKED #298 of America’s Best Employers For Diversity 2021 (Forbes)
- RANKED #12 by Women Engineer Magazine’s list of top employers
- SCORED 100% on the 2022 Corporate Equality Index

*2020 GAAP EPS of $3.24 was adjusted by the following: +$0.42 restructuring costs and advisory fees, ($0.20) discrete tax, and +$0.32 for intangibles amortization expense to arrive at a 2020 Adjusted EPS of $3.78. 2021 GAAP EPS of $3.82 was adjusted by the following: +$0.24 restructuring expense, ($0.03) gain, +$0.07 first-year purchase accounting, and $0.41 for intangibles amortization expense to arrive at a 2021 Adjusted EPS of $4.51.

More information about Emerson’s business and operational performance can be found at Emerson.com and in our latest Annual Report to Shareholders and Form 10-K filing with the U.S. Securities & Exchange Commission and in subsequent reports we file with the SEC.
**Net Zero Targets**

- **Net zero GHG emissions** (Scopes 1, 2, and 3) by 2045
- **Net zero operations** Scopes 1 and 2 GHG emissions and 25% reduction of Scope 3 GHG emissions by 2030

**2021 ESG HIGHLIGHTS**

**Environment**
- Achieved **17% decrease in emissions intensity** since 2018
- Completed first full **Scope 3 emissions footprint**

**New collaborations to drive global sustainability efforts:**
- Business Ambition for 1.5°C, RE100, Race to Zero, Clean Energy Buyers Association (CEBA)

**Social**
- **DIVERSITY GOALS**
  - 40% of global leadership targeted to be women and 30% of U.S. leadership targeted to be minorities by 2030
- **COMMUNITY SUPPORT**
  - $200M pledged to address education inequity needs over next 10 years

**Governance**
- **ESG targets** integrated in compensation programs for leadership
- **James Turley,** Independent Board Chair, appointed in 2021
- **Two of three** required Board committees are led by women
- **Lisa Flavin,** Chief Compliance Officer, appointed to Office of the Chief Executive in 2021
- **45%** of Directors are women or persons of color

**EMPLOYEE RESOURCE GROUPS**
- Black Employee Alliance, LGBTQ + Allies, Somos, Veterans Resource Group, Women’s Impact Network
- **Added in 2021:**
  - Asian & Pacific Islander Alliance, Mosaic, Diverse Abilities

**2021 ESG HIGHLIGHTS**

- **2021 baseline**
- **2030**
- **2045**

- **Goal to source** 100% renewable electricity by 2030
- **Improved CDP Climate Change rating** to B
- **Near-term GHG targets** have been approved by the **Science Based Targets initiative**

- **Lisa Flavin,** Emerson’s first Chief People Officer, appointed in 2021

**New collaborations to drive global sustainability efforts:**
- Business Ambition for 1.5°C, RE100, Race to Zero, Clean Energy Buyers Association (CEBA)

**Mike Train,** Emerson’s first Chief Sustainability Officer, appointed in 2021

**This Executive Summary is not comprehensive and should be read in conjunction with our ESG Report in its entirety, including, without limitation, the “About This Report” section.**