This is a truly transformative moment for our company as we position Emerson for a promising future as a leading global automation company.

We expanded our industrial software capabilities, made progress on our portfolio transformation, advanced our culture evolution and delivered value to our shareholders through strong operational execution.

Emerson is now moving purposefully in a new direction, going boldly toward higher-growth investments, accelerated innovation and increased value creation.

Message From Our CEO

LAL KARSANBHAI
President and
Chief Executive Officer
We have launched our new "Go Boldly" tagline and global brand campaign reinforcing our transformation from a trusted manufacturing stalwart into a global industrial automation leader.

"Go Boldly" spotlights the ways Emerson is helping essential industries reach their sustainability goals while optimizing their operations. From speeding up breakthrough medicines to making clean energy more reliable, we go boldly in everything we do.

Go Boldly™
Emerson At-A-Glance
(Continuing Operations)

COMPANY PROFILE
Emerson is a global leader in automation technology and software. We help customers in critical industries, like energy, chemical, power and renewables, life sciences and factory automation operate more sustainably while improving productivity, energy security and reliability.

BUSINESS SEGMENTS

SOFTWARE AND CONTROL
- AspenTech
- Control Systems & Software
- Measurement & Analytical
- Final Control
- Discrete Automation
- Safety & Productivity

INTELLIGENT DEVICES

MARKET PRESENCE

65% Of 2022 electric vehicles produced using Emerson solutions
~70% Sales tied to sustainability enabling technologies *
24 of Top 25 Life sciences companies use Emerson technology

- Wind turbines controlled with Emerson systems
- 9 of Top 10 Semiconductor manufacturers use Emerson technology

$13.8 BILLION
GLOBAL NET SALES FY 2022

FOUNDED
1890

NYSE:
EMR

HEADQUARTERS
ST. LOUIS, MO USA

WORLDWIDE
66,300 EMPLOYEES

130 MANUFACTURING LOCATIONS

2022 RECOGNITIONS

- TOP 50 EMPLOYERS
  Woman Engineer Magazine
- WORLD’S BEST EMPLOYERS
  Forbes Magazine
- INDUSTRIAL IOT COMPANY OF THE YEAR
  IoT Breakthrough

* See Appendix for definition.

60,000

66
YEARS

CONSECUTIVE YEARS OF INCREASED DIVIDENDS

66%

% Of 2022 electric vehicles produced using Emerson solutions

24 of Top 25 Life sciences companies use Emerson technology

~70%

Sales tied to sustainability enabling technologies *

9 of Top 10 Semiconductor manufacturers use Emerson technology

~70%

Sales tied to sustainability enabling technologies *

9 of Top 10 Semiconductor manufacturers use Emerson technology

66
YEARS
Global Automation Leader With World-Class Software And Technology

SALES BY GEOGRAPHY

- AMERICAS: 50%
- ASIA, MIDDLE EAST & AFRICA: 31%
- EUROPE: 19%

INSTALLED BASE: $130B
SOFTWARE % OF TOTAL SALES: 13%

SALES BY END MARKET

- ENERGY: 22%
- CHEMICAL: 15%
- POWER & RENEWABLES: 11%
- GENERAL INDUSTRIES: 9%
- DISCRETE: 11%
- HYBRID: 9%
- OTHER: 21%

Note: All numbers represent pro-forma 2022 Emerson including full-year heritage AspenTech and excluding Micromine and any announced or completed divestitures.
Emerson Global Presence 2022
(Continuing Operations)

GLOBAL

$13.8B SALES*

66,300 EMPLOYEES

130 LOCATIONS**

UNITED STATES and CANADA

$6.3 BILLION SALES*
17,200 EMPLOYEES
40 LOCATIONS**

LATIN AMERICA

$0.7 BILLION SALES *
8,300 EMPLOYEES
10 LOCATIONS**

MIDDLE EAST and AFRICA

$0.8 BILLION SALES*
1,700 EMPLOYEES
5 LOCATIONS**

EUROPE

$2.6 BILLION SALES*
18,100 EMPLOYEES
45 LOCATIONS**

ASIA

$3.4 BILLION SALES*
21,000 EMPLOYEES
30 LOCATIONS**

GLOBAL

66,300 EMPLOYEES

130 LOCATIONS**

* Net of sales eliminations.
** Locations include manufacturing locations only.
Financial Snapshot of Emerson’s New Business Segments

Revenue data include intersegment sales.
*Net of intersegment sales eliminations.
How Emerson Evolved Its Business Portfolio in 2021-2022

**ACQUISITIONS**
- aspentech
- Mita-Teknik
- micromine
- fluxa

INVESTED IN INTELLIGENT AUTOMATION TECHNOLOGY AND SOFTWARE

~$9B

**DIVESTITURES**
- CLIMATE TECHNOLOGIES
- insinkerator
- THERM-O-DISC
- DANIEL

GROSS VALUE FROM DIVESTITURES OF NON-CORE ASSETS

~$18B

**FOCUS ON VALUE CREATION**
- HIGHER GROWTH
- MORE PROFITABILITY
- COHESIVE PORTFOLIO

Note: Micromine acquisition pending, Climate Technologies pending close.
Emerson’s Automation Technologies Help World’s Most Critical Industries Operate More Efficiently, Safely and Sustainably

**OUR ENERGY SUSTAINABILITY PRESENCE**

- **90%** World’s nuclear reactors using Emerson technology
- **60,000** Wind turbines controlled with Emerson systems
- **#1** Automation partner for world’s largest renewable diesel facility

**PERCENTAGE OF EMERSON SALES TIED TO SUSTAINABILITY ENABLING TECHNOLOGIES**

**OUR FACTORY AUTOMATION PRESENCE**

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

**OUR LIFE SCIENCES INDUSTRY PRESENCE**

- **3** COVID-19 vaccines produced using Emerson’s software
- **24** Of top 25 life sciences companies use Emerson technology

* See Appendix for definition.
Emerson’s Technological Innovations Have Redefined 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
10M+ Sold

FIELDVUE
3M+ Sold

DELTAV
11K+ Active

WIRELESS
500K+ Devices Sold

CHARMs
4.5M+ Sold

PK Controller
5K+ Sold

Emerson’s Technological Innovations Have Redefined the Automation Market
Emerson Management System To Support New Portfolio And Value Creation Framework

**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
Our ESG Progress

NET ZERO TARGETS

ACHIEVE NET ZERO OPERATIONS

BY 2030

Approved by SBTi
Science Based Targets initiative

90% reduction in Scopes 1 and 2 GHG emissions
25% reduction of Scope 3 GHG emissions

ACHIEVE A NET ZERO VALUE CHAIN

BY 2045

Committed to SBTi
Science Based Targets initiative

90% reduction in Scopes 1, 2 and 3 GHG emissions
Inclusive of all applicable Scope 3 categories

ENERGY GOALS

Source 100% renewable electricity by 2030
Reduce energy intensity by 25% by 2030

ESG RATINGS

CDP Climate Change 2022 score: A-
MSCI rating 2022: A

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

Two of three required Board committees are led by women

45% of Directors are women or persons of color

COLLECTIVE ACTION

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

Mike Train
Chief Sustainability Officer

EMLOYEE RESOURCE GROUPS

Asian & Pacific Islander Alliance, Black Employee Alliance, Diverse Abilities, LGBTQ+ Allies, Mosaic, Somos, Veterans Resource Group, Women’s Impact Network

Elizabeth Adefioye
Chief People Officer

James Turley
Independent Board Chair

Lisa Flavin
Chief Compliance Officer
Emerson’s Environmental Sustainability Framework

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 collaboration and innovation among our global value chain partners
Transforming Our Company’s Culture

Emerson’s new Employee Value Proposition – Let’s Go – was created with input from hundreds of people across Emerson. This journey started with our global culture survey in 2021, to understand what employees value most about working at Emerson, and where we need to evolve and change.

This simple phrase helps convey what it’s like to work at Emerson… the exciting journey we’re on… and what it means to be part of Emerson.

At Emerson, people are at the center of everything we do. So let’s go. Let’s think differently. Learn, collaborate and grow. Seek opportunity. Push boundaries. Be empowered to make things better. Speed up to break through.

Let’s go, together.

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

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

OUR CAUSES
Planet
Humanity
Champion
Inclusion
Future
Modernizing Our Culture To Enable Value Creation

COORDINATED CULTURAL ACTIONS

- Trust & Empowerment
- Accountability & Transparency
- Diversity, Inclusion & Belonging
- Passion For Value – Creating Results
- Employee Value Proposition
- Talent Engine
- Attract & Retain Top Talent
- Deliver Growth & Unlock Innovation
Appendix
Definition of Sustainability Enabling Technologies

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.
We commit to reaching Science-Based Aligned Net Zero GHG Emissions across all Scopes (1, 2 & 3) by 2045 from 2021.

To get us on the right pathway by 2030 we commit to achieving...

1.5°C Aligned

**Net Zero Operations**
Scopes 1 & 2 GHG Emissions

25% Absolute Reduction
Scope 3 GHG Emissions

Source 100% Renewable Electricity in our offices and facilities

Reduce 25% our Energy Intensity