

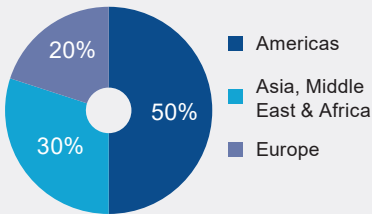
LEADING THE FUTURE OF AUTOMATION

Emerson (NYSE: EMR) is a global technology and software company with 74,000 employees providing innovative solutions for the world's essential industries

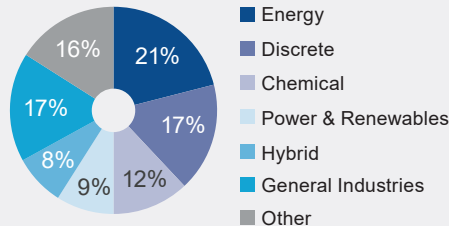
Company Profile*

\$17B IN SALES IN 2023

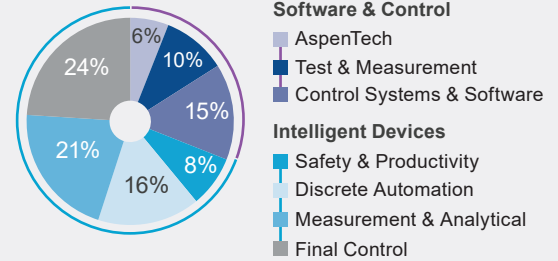
GEOGRAPHY



END-MARKET



SEGMENTS

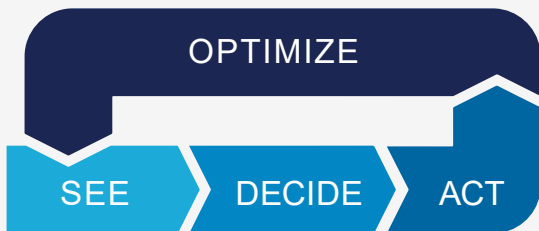


>50% Gross Profit Margin **~25%** Adj. Segment EBITA Margin **~13%** Software % of Sales **>60%** MRO / Recurring Revenue **~\$150B** Installed Base

*Represents post-acquisition 2023 Emerson including NI
For complete information regarding our financials, see our periodic filings

Leading Automation Portfolio

Differentiated by complete and comprehensive offering



OPTIMIZE

Modeling & AI Powered Analytics
for performance optimization

DECIDE

Automation Systems
for intuitive and automated decisions

SEE

Sensing & Measurement
to optimize insight and decision making

ACT

Precision Control
to ensure safe, responsive operations

SOFTWARE



DELTA V™

CONTROL



DELTA V™

OVATION™

PACSYSTEMS™

INTELLIGENT DEVICES



ROSEMOUNT™

MICRO MOTION™

ASCO™

FISHER™

AVENTICS™

Balanced Capital Allocation

Invest in **organic growth** opportunities and innovation

Strategic M&A to strengthen automation portfolio and diversify end markets

Share repurchase to offset dilution and/or opportunistic

Dividend increase a priority

Recognized ESG Leader

A MSCI 2023 Rating

A- CDP 2023 Climate Score

Emerson is accelerating decarbonization through innovation that helps our customers realize a net zero future.

[Learn more about our sustainability progress:](#)



Value Creation Priorities and Framework

Clear framework to create value and deliver strong financial performance



ORGANIC GROWTH

Accelerating innovation and aligning with secular growth trends



PORTFOLIO MANAGEMENT

Transforming to a cohesive, higher-growth and higher-margin automation portfolio



OPERATIONAL EXCELLENCE

Maintaining a tradition of operational excellence to deliver margin and cash performance

4 – 7%

Through-The-Cycle Organic Growth

~35%+

Incremental Margins

Double-Digit

Adjusted EPS Growth

15-18%

Free Cash Flow Margin

UNDERPINNED BY SECULAR GROWTH TRENDS

DIGITAL TRANSFORMATION

ENERGY SECURITY & AFFORDABILITY

SUSTAINABILITY & DECARBONIZATION

NEARSHORING

Organic Growth

INNOVATION

Strong legacy of innovation. Focused on four disruptive technologies:

Disruptive Measurement Technologies

High-margin core products with reoccurring revenue elements

Self-Optimizing Asset Software

High-value recurring software that transforms enterprise asset management

Software-Defined Automation Systems

Dramatic shift to software-defined enterprise operations platform

Sustainability

Sustainability technology solutions to help customers address the dual challenge

OUR GROWTH PLATFORMS

ENERGY TRANSITION

LNG, Nuclear, Hydrogen, Clean Fuels, Renewables, Carbon Capture

INDUSTRIAL SOFTWARE

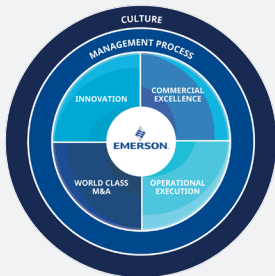
AspenTech, NI, DeltaV

PRIORITY DISCRETE & HYBRID MARKETS

Factory Automation, Life Sciences, Metals & Mining

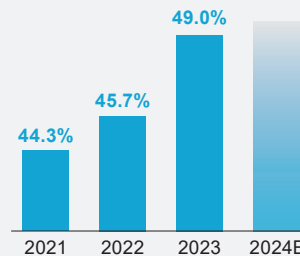
7% of Sales to Innovation Spend in 2023

Delivering Excellence

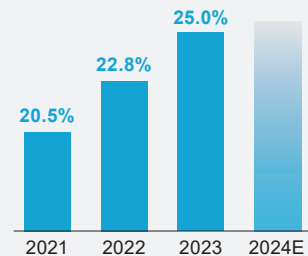


LEVERAGING EMERSON MANAGEMENT SYSTEM TO CONTINUE DELIVERING PEER LEADING MARGINS

Gross Margin



Adj. Segment EBITA Margin



Portfolio Excellence Highlight: Test & Measurement

GROWTH DRIVERS

SEMICONDUCTORS

ELECTRIC / AUTONOMOUS VEHICLES

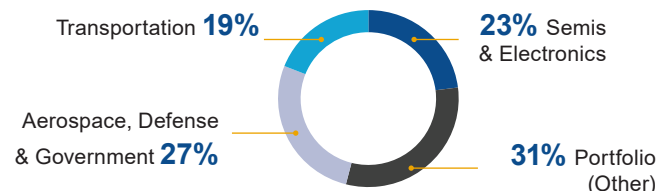
COGNITIVE SYSTEMS / NEW SPACE

UPDATED TARGETS

\$185M in Cost Synergies by Year 3

31% Adjusted Segment EBITA by Year 5

Plays in Predominantly Discrete End Markets*



*Based on 2023 Emerson fiscal year basis



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TO LEARN MORE, VISIT
emerson.com/en-us/investors



Forward Looking and Cautionary Statements:

Statements in this presentation and our commentary and responses to questions that are not strictly historical may be “forward-looking” statements, which involve risks and uncertainties, and Emerson undertakes no obligation to update any such statements to reflect later developments. These risks and uncertainties include the scope, duration and ultimate impacts of the Russia-Ukraine and other global conflicts, as well as economic and currency conditions, market demand, pricing, protection of intellectual property, cybersecurity, tariffs, competitive and technological factors, inflation, among others, as set forth in the Company’s most recent Annual Report on Form 10-K and subsequent reports filed with the SEC. The outlook contained herein represents the Company’s expectation for its consolidated results, other than as noted herein.

Reconciliation of Non-GAAP Measures:

This information reconciles non-GAAP measures with the most directly comparable GAAP measure (dollars in millions, except per share amounts)

Adjusted Segment EBITA	2021	2022	2023
Net Sales	\$12,932	\$13,804	\$15,165
Pretax earnings (GAAP)	1,762	2,432	2,726
<i>Pretax earnings margin (GAAP)</i>	<i>13.6%</i>	<i>17.6%</i>	<i>18.0%</i>
Corporate items and interest expense, net	442	186	312
Amortization of Intangibles	304	430	678
Restructuring and related costs	151	99	78
Adjusted segment EBITA (non-GAAP)	\$2,659	\$3,147	\$3,794
<i>Adjusted segment EBITA margin (non-GAAP)</i>	<i>20.5%</i>	<i>22.8%</i>	<i>25.0%</i>
Impact of NI Acquisition			~ -
Post-Acquisition adjusted total business segment EBITA margin (non-GAAP)			~25%

Emerson Sales in Addition to Annualized Emerson Basis NI	FY23
FY23 Sales (GAAP)	~\$15B
NI	~\$2B
Emerson as-reported in addition to an annualized NI on an Emerson basis	~\$17B

Emerson Post-Acquisitions Gross Profit Margin	FY23
Emerson gross profit margin (GAAP)	49%
NI impact on gross profit margin (GAAP)	>1%
Emerson post-acquisitions gross profit margin (GAAP)	>50%