



**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

**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

**2021 Financial Highlights**

Net Sales

**\$18.2B**

▲ **Up 9%**

Operating Cash Flow

**\$3.6B**

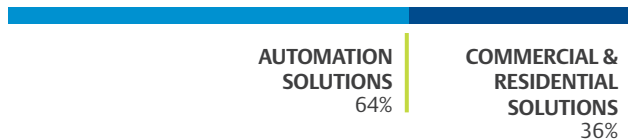
▲ **Up 16%**

Adjusted Earnings per Share \*

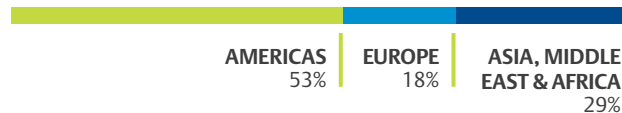
**\$4.51**

▲ **Up 19%**

**Sales by Platform**



**Sales by Geographic Region**



**Key Facts at a Glance**

**St. Louis,**  
Missouri — Headquarters

**20K**  
Active Patents Worldwide in 2021

**170**  
Manufacturing Locations

**86,700**  
Employees

\*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

with a science-based aligned approach

Net zero operations Scopes 1 and 2 GHG emissions and 25% reduction of Scope 3 GHG emissions by

# 2030

compared to 2021 baseline

## 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)

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**



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

### 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

**Elizabeth Adefioye,** Emerson's first Chief People Officer, appointed in 2021

#### 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

### 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

*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.*