



# Emerson: A Global Automation Leader

Company Overview | Updated March 2023



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.

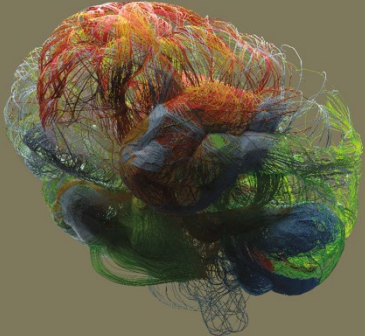

"Go Boldly" spotlights the ways Emerson is helping essential industries reach their sustainability goals while optimizing their operations. From speeding up breakthrough medicines to making clean energy more reliable, we go boldly in everything we do.

**Go Boldly™**



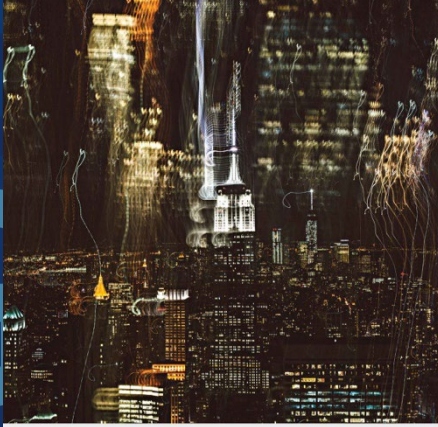

**Go faster science.**  
**Go Boldly™**

With Emerson automation software, pharmaceutical companies speed up discovery and production to safely get breakthrough medicines to patients at warp speed.





**Go digital brain.**  
**Go Boldly™**

Emerson's Plantweb digital ecosystem is the brain for smarter, safer and more sustainable process performance.



**Go light.**  
**Go Boldly™**

Emerson software enables the generation of clean, reliable power and fortifies transmission and distribution grids around the world.



**Go green H<sub>2</sub>**  
**Go Boldly™**

Emerson's Plantweb digital ecosystem makes producing and delivering infinitely renewable hydrogen a reality around the world.



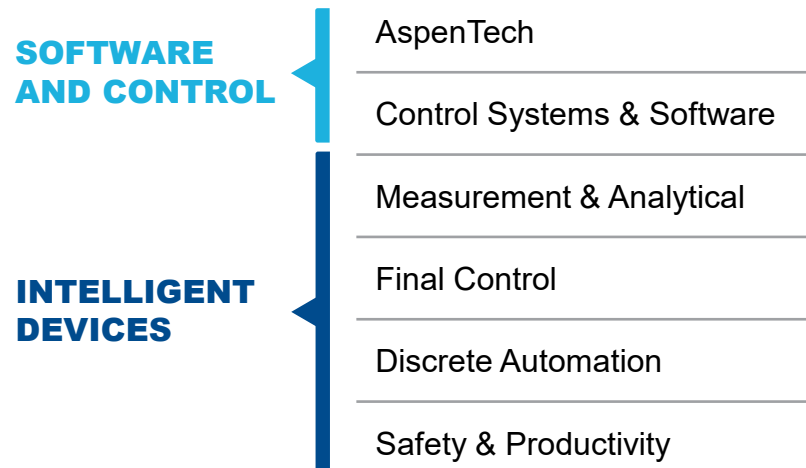
# Emerson At-A-Glance

## (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.

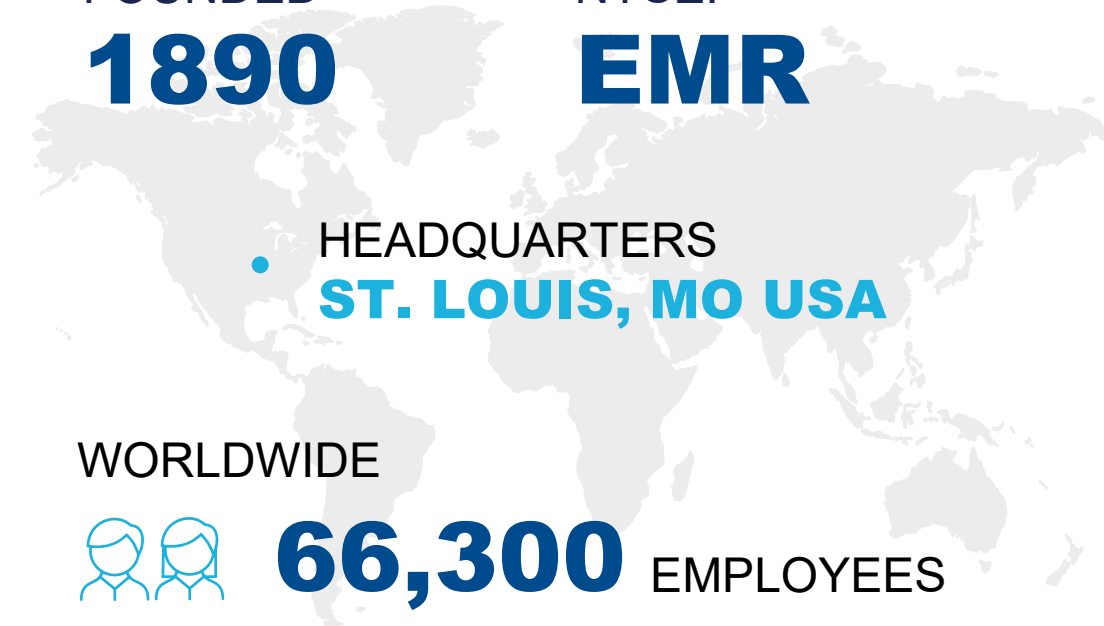
### BUSINESS SEGMENTS



**\$13.8 BILLION**  
GLOBAL NET SALES FY 2022

FOUNDED  
**1890**

NYSE:  
**EMR**



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

### MARKET PRESENCE

**~70%**  
Sales tied to sustainability enabling technologies \*

**65%**  
Of 2022 electric vehicles produced using Emerson solutions

**24 of Top 25**  
Life sciences companies use Emerson technology

**60,000**  
Wind turbines controlled with Emerson systems

**9 of Top 10**  
Semiconductor manufacturers use Emerson technology



CONSECUTIVE YEARS OF INCREASED DIVIDENDS

\* See Appendix for definition.

# Global Automation Leader With World-Class Software And Technology

**Software and Control**




**DELTA V™**

**O VATION™**

**Intelligent Devices**



**ROSEMOUNT™**

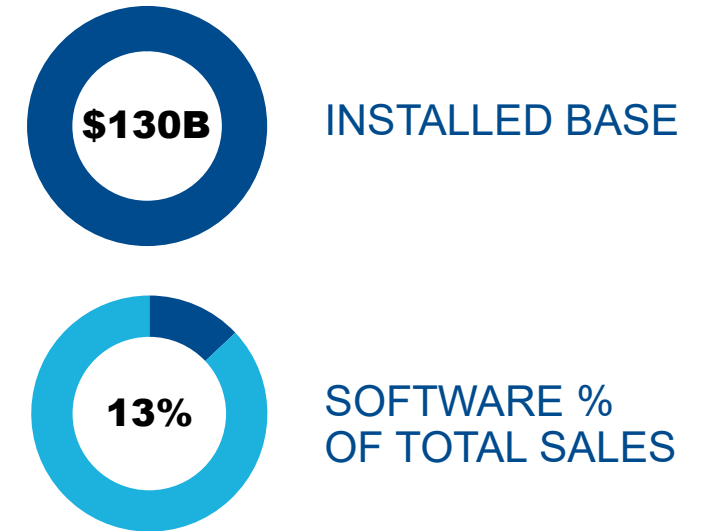
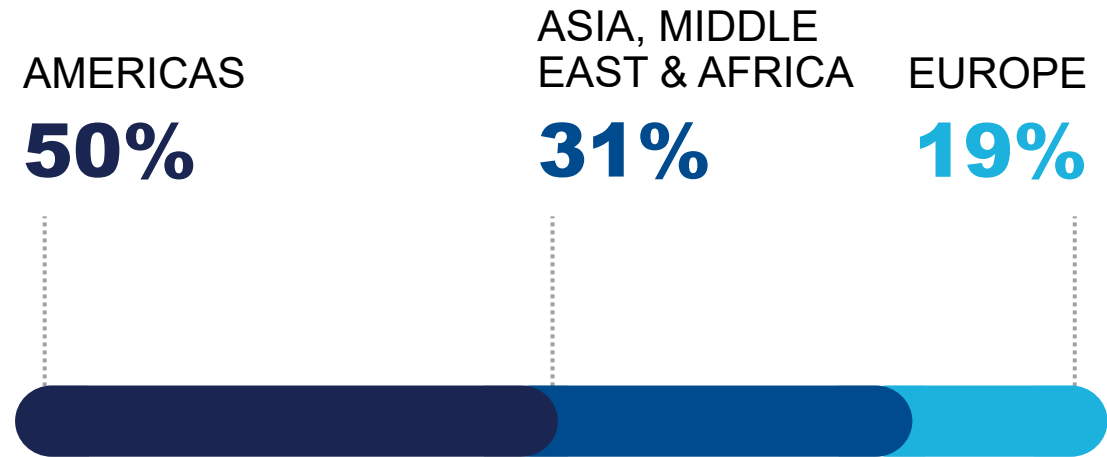
**FISHER™**

**MICRO MOTION**

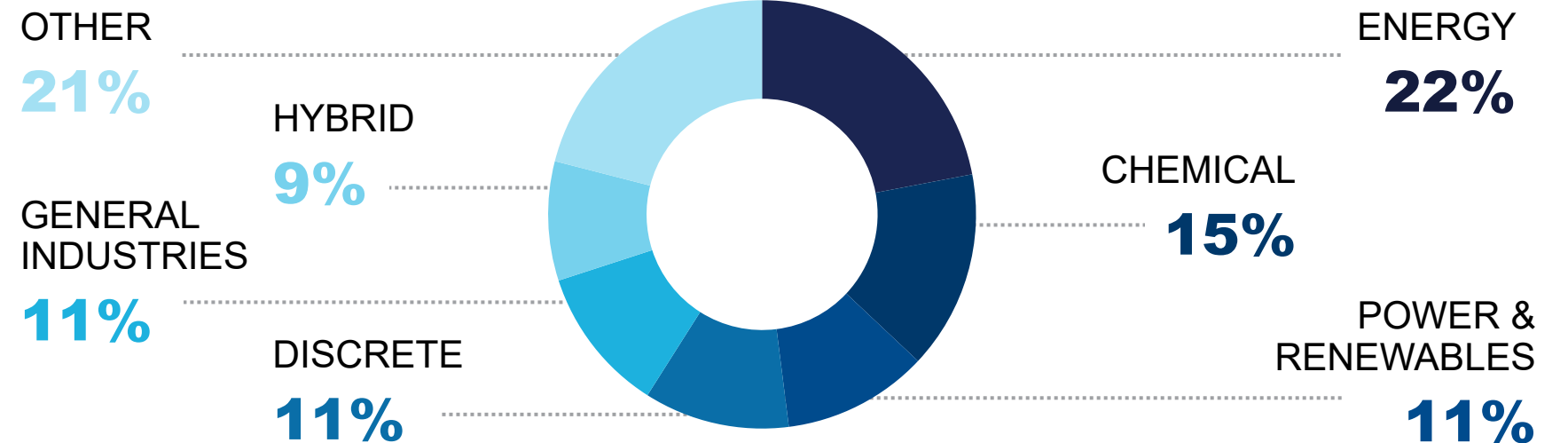
**ASCO™**

**RIDGID**

## SALES BY GEOGRAPHY



## SALES BY END MARKET



# Emerson Global Presence 2022

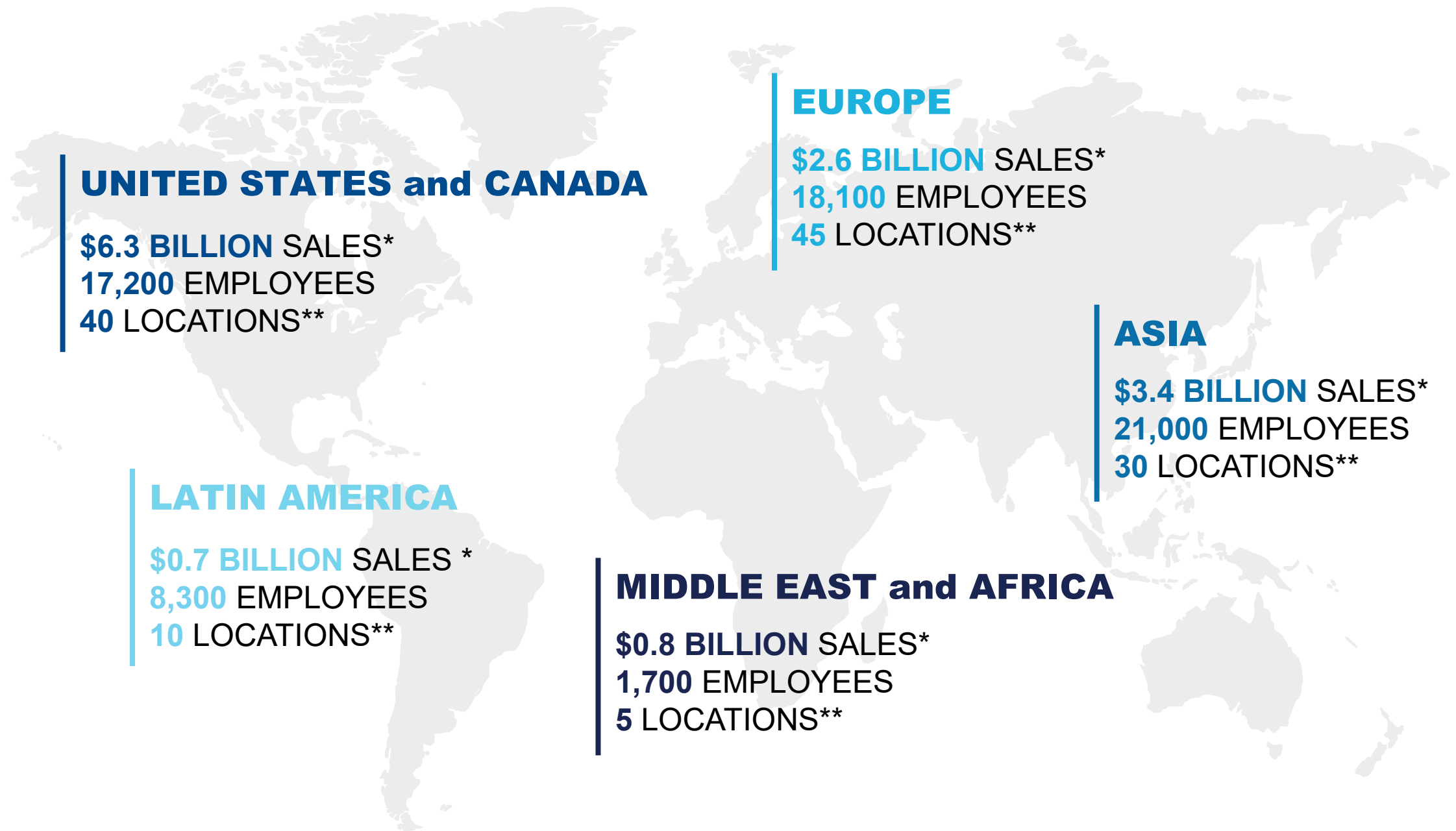
(Continuing Operations)

## GLOBAL

**\$13.8B**  
SALES\*

**66,300**  
EMPLOYEES

**130**  
LOCATIONS\*\*



### UNITED STATES and CANADA

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

### EUROPE

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

### ASIA

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

\* Net of sales eliminations.

\*\* Locations include manufacturing locations only.

# Financial Snapshot of Emerson's New Business Segments

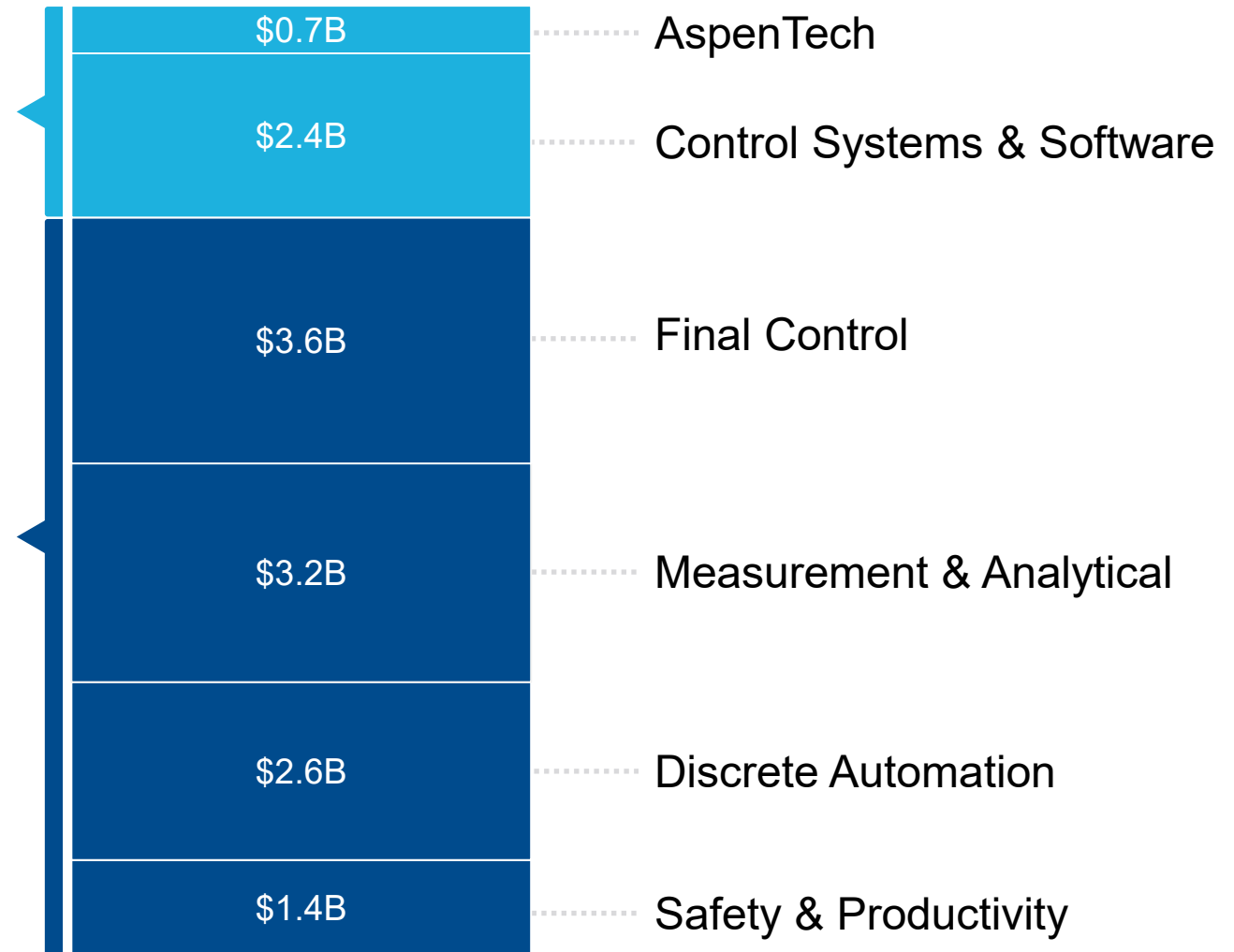
REVENUE  
**\$3.1B**

Software  
and Control

REVENUE  
**\$10.8B**

Intelligent  
Devices

**\$13.8B\***



**2022 REVENUE**

Revenue data include intersegment sales.  
\*Net of intersegment sales eliminations.

# How Emerson Evolved Its Business Portfolio in 2021-2022

## ACQUISITIONS



~\$9B

INVESTED IN INTELLIGENT  
AUTOMATION TECHNOLOGY  
AND SOFTWARE

## DIVESTITURES

CLIMATE TECHNOLOGIES



THERM-O-DISC™

DANIEL™

~\$18B

GROSS VALUE FROM  
DIVESTITURES OF  
NON-CORE ASSETS

**FOCUS ON  
VALUE CREATION**

HIGHER GROWTH

MORE PROFITABILITY

COHESIVE PORTFOLIO



# 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

**DELTA V™**

**DELTA V**  
11K+ Active



**WIRELESS**  
500K+ Devices Sold



**CHARMs**  
4.5M+ Sold



**PK Controller**  
5K+ Sold

# Emerson Management System To Support New Portfolio And Value Creation Framework

## CULTURE

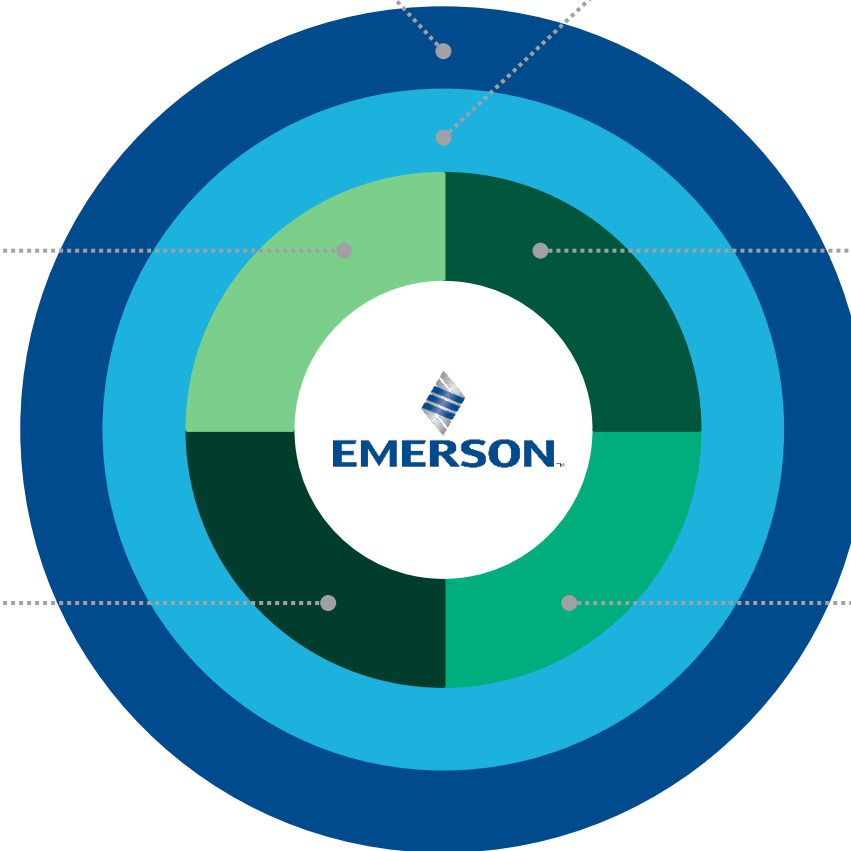
Empowering team to deliver results

## 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

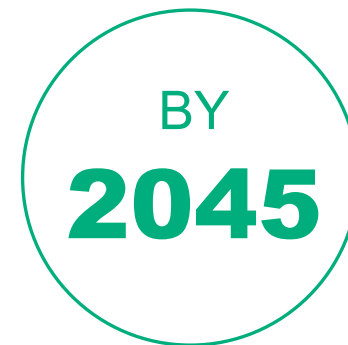


ACHIEVE  
**NET ZERO OPERATIONS**

COMPARED TO 2021 BASELINE

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**

COMPARED TO 2021 BASELINE

Committed to SBTi  
*Science Based Targets initiative*

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

## ENVIRONMENT

### 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**

## 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

## SOCIAL

### DIVERSITY GOALS

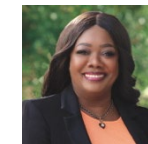
**40%** of global leadership targeted to be women and **30%** of U.S. leadership targeted to be minorities by 2030

### COMMUNITY SUPPORT

**\$200M** pledged to address education inequity needs over next 10 years

## EMPLOYEE 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

## GOVERNANCE

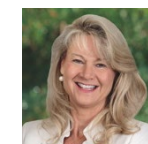
**ESG targets** integrated in compensation programs for leadership

**Two of three** required Board committees are led by women

**45%** of Directors are women or persons of color



**James Turley**  
Independent Board Chair



**Lisa Flavin**  
Chief Compliance Officer

# Emerson's Environmental Sustainability Framework



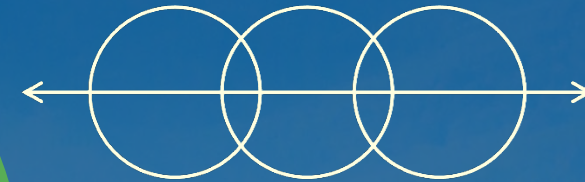
## GREENING OF

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

Let's Go  
Let's Go  
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Let's Go

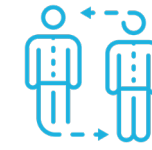
# Modernizing Our Culture To Enable Value Creation



## 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

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# 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**

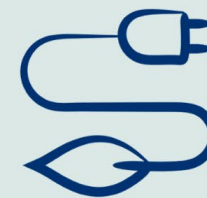
Scope 3 GHG Emissions

**Source**

**100%**

**Renewable Electricity**

in our offices and facilities



**Reduce**

**25%**

our **Energy**  
**Intensity**

