



Emerson Overview

August 2024



Safe Harbor Statement

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.

Non-GAAP Measures

In this presentation we will discuss some non-GAAP measures in talking about our company's performance, and the reconciliation of those measures to the most comparable GAAP measures is contained within this presentation or available at our website, www.Emerson.com, under Investors.

Continuing Operations

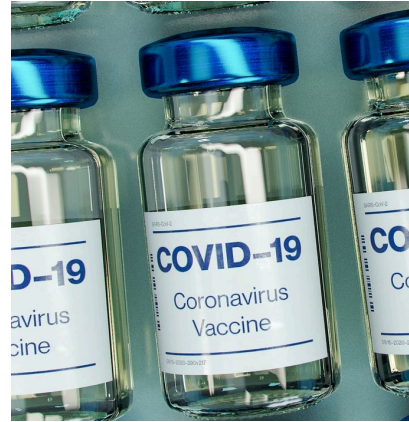
All financial metrics in this presentation are on a continuing operations basis, unless otherwise noted. Please refer to endnotes for the definition of certain terms used in this presentation.

Emerson Overview

Leading the Future of Automation

Emerson's strong portfolio of technology and software provide innovative automation solutions for the world's essential industries.

LIFE SCIENCES



25 of the top 25 life sciences companies use Emerson software, control systems, and intelligent devices

RENEWABLES & ENERGY STORAGE



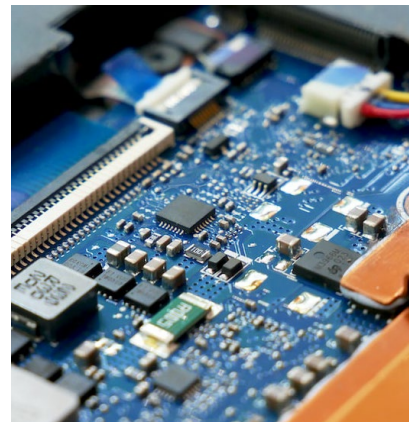
Emerson systems control **60,000** wind turbines globally

GREEN HYDROGEN



Emerson valves and measurement devices automate **one of the world's largest** green hydrogen facilities

SEMICONDUCTOR



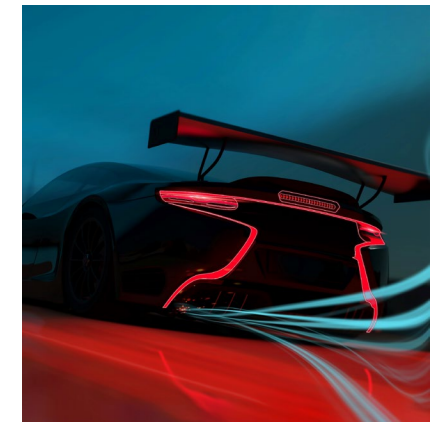
9 of the top 10 semiconductor manufacturers use Emerson intelligent devices and controls

POWER GENERATION



50% of North America power generation is automated using Emerson control systems and software (20% globally)

ELECTRIC VEHICLES



69% of electric vehicles in 2023 were produced using Emerson technology

Strong Operational Performance Focused on Value Creation



Secular Growth Drivers

Differentiated portfolio supporting digital transformation, energy security & affordability, nearshoring and sustainability & decarbonization



Innovation Opportunities

Wave of new products focused on solving customers' sustainability and digital challenges



Portfolio Evolution Driving Synergies

Realizing synergies from inorganic investments and recognizing value from cohesive, diversified portfolio



Operational Excellence

Top-quartile performance and execution driven by Emerson Management System

Global Automation Leader With Diversified End-Market Exposure

\$17B

Net Sales

>50%

Gross Profit

~25%

Adjusted Segment EBITA

~13%

Software % Of Sales

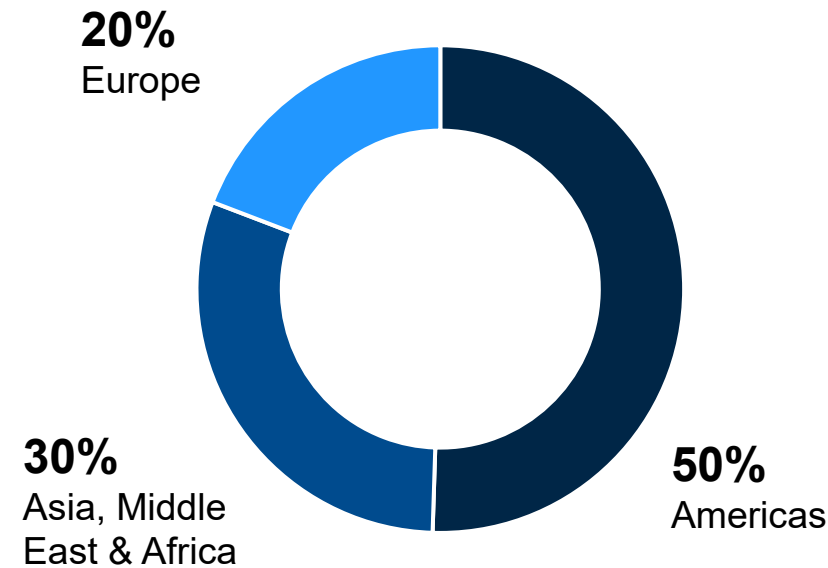
>60%

MRO / Recurring Revenue

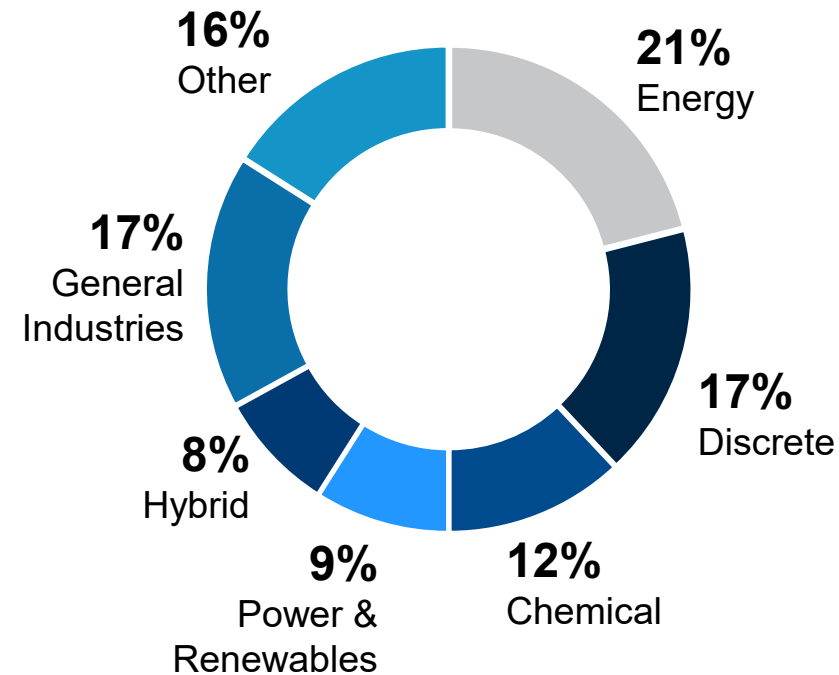
~\$150B

Installed Base

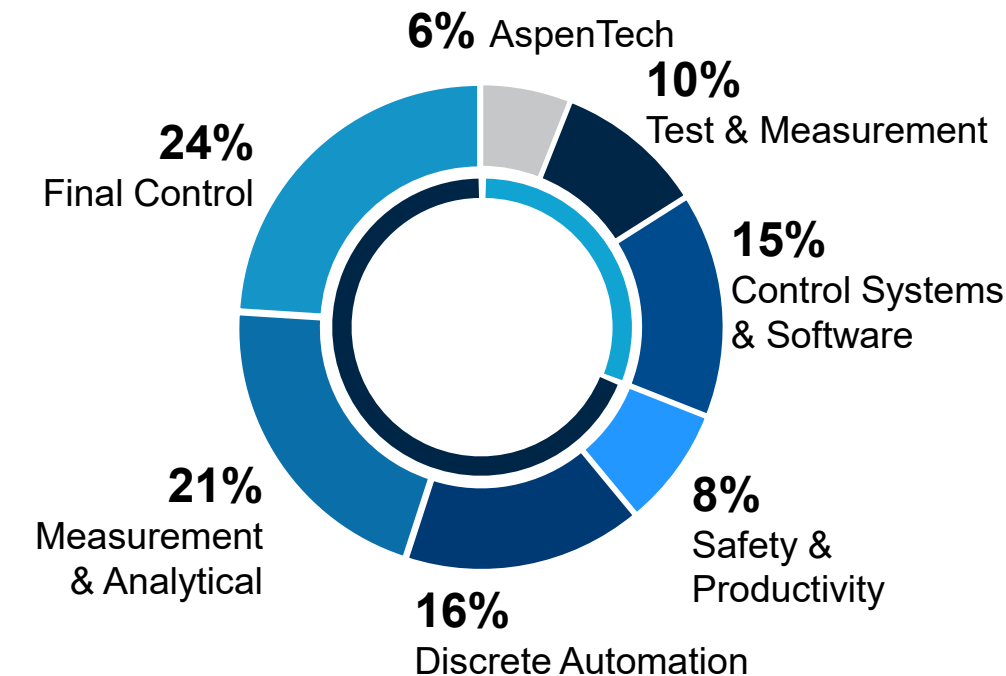
GEOGRAPHY



END-MARKET



SEGMENT



Intelligent Devices Software & Control

Note: Figures above represent 2023 Emerson as-reported in addition to an annualized NI (Test & Measurement) on an Emerson basis

World-class Automation Portfolio for Process, Hybrid and Discrete Industries



OPTIMIZE

Modeling & AI-Powered software to design, optimize and maintain operations for maximum performance

SOFTWARE



DECIDE

Control Systems for intuitive and automated plant process control to maximize quality, efficiency and safety

CONTROL



ACT

Precision Control to ensure safe, responsive operations by controlling flow of liquids and gases

INTELLIGENT DEVICES



SEE

Sensing & Measurement to measure and collect critical process data to optimize insight and decision making



Emerson's Value Creation Framework

Organic Growth

Accelerating innovation and aligning with secular growth trends

Portfolio Management

Building a higher growth, cohesive automation portfolio

Operational Excellence

Continuing our long tradition of delivering margin and cash performance

THROUGH-THE-CYCLE TARGETS

4 – 7%

Through-The-Cycle Organic Growth

•

~35%

Incremental Margins

•

Double-Digit

Adjusted EPS Growth

•

15 – 18%

Free Cash Flow Margin

Why Emerson



Leading technology and software portfolio exposed to critical secular trends and attractive growth markets



Track record of strong operational performance and leading margins using differentiated Emerson Management System



History of innovation and market disruptions resulting in market-leading solutions and products



World-class M&A philosophy enables expansion into growth markets and diversification opportunities



Strong balance sheet and clear capital allocation framework including returning capital to shareholders



Resilient and experienced leadership team focused on attracting and retaining the best talent



Differentiated financial framework of 4 – 7% through-the-cycle organic growth, double-digit Adj. EPS growth and 15 – 18% free cash flow margin

Organic Growth Platforms

Portfolio Is Aligned to Major Macro Trends Supporting Our Growth Platforms

SECULAR TRENDS

| | |
|---|---|
| <p>Digital Transformation</p> <p><i>Unlocking greater value and improving returns through software and intelligent solutions</i></p> | <p>Energy Security & Affordability</p> <p><i>Improving the availability of energy sources at an affordable price</i></p> |
| <p>Sustainability & Decarbonization</p> <p><i>Decarbonizing existing assets and transitioning to new energy markets</i></p> | <p>Nearshoring</p> <p><i>Strengthening supply chains and bringing manufacturing nearshore via incremental capital investment</i></p> |

GROWTH PLATFORMS

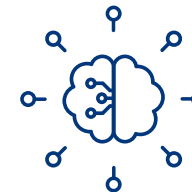
Expected to grow ~10% through-the-cycle



Energy Transition

Leadership in energy transition markets to drive resilient through-the-cycle growth

LNG, nuclear, hydrogen, clean fuels, renewables, carbon capture



Industrial Software

Enable customers to address the dual challenge of production and sustainability through productivity enhancements

AspenTech, NI, DeltaV



Priority Hybrid & Discrete Markets

Accelerate end-market diversification by leveraging strong position in segments poised for continued investment

Life Sciences, Metals & Mining, Factory Automation

Energy Transition Markets Are Critical to Decarbonization and Have a \$12B TAM Growing Double Digits

LNG

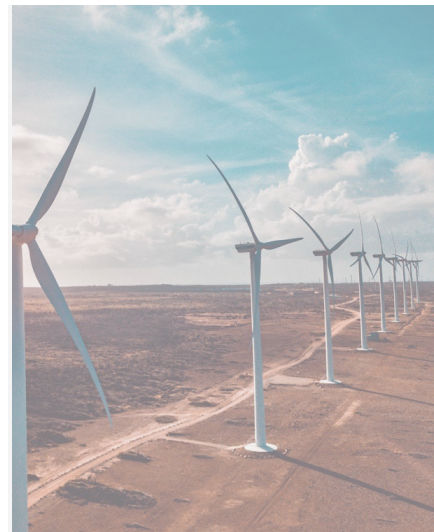
NUCLEAR

RENEWABLES & ENERGY STORAGE

CLEAN FUELS

HYDROGEN

CARBON CAPTURE



Energy security to drive doubling of gas infrastructure

Plant extensions and small-scale new reactors

Build-out of renewable generating capacity

Conversions of existing refining units

Power generation, industrial and transportation uses

Enabling emissions reduction in carbon-based applications



250

55

250

650

135

220

MTPA to 2030

Reactors to 2030

GWh of BESS to 2030

kbpd to 2030

GW to 2030

MtCO₂ to 2030

Industrial Software Will Play a Critical Role Across All End-Markets

Enables customers to meet increasing demand while decarbonizing and transitioning to new energy markets

Production



Sustainability

World-class portfolio covers the full customer lifecycle



+



DESIGN

OPERATE

MAINTAIN

Process Design
Simulation
Engineering
Operator Training

Advanced Control
Optimization
Supply Chain
Control Software

Reliability
Asset Performance
Multivariate Analysis
Diagnostics

Collect, Analyze and Visualize

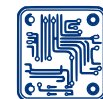
Information Management

Enterprise Analytics

Digital Twins

AI Models

Industrial Software market has reached an inflection point



Edge



Cloud



Hybrid AI

\$35B

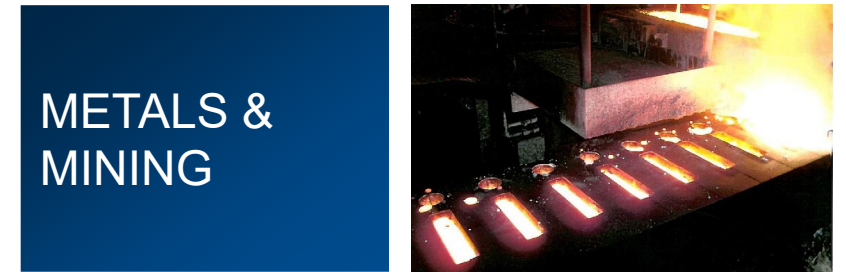
TAM

HSD-LDD

Market Growth

Note: all numbers as of November 2022. Total Addressable Market (TAM) and market growth sources: ARC, RedChalk, S&P Global, Frost & Sullivan, public company reports and presentations and internal estimates


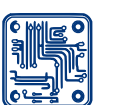

Differentiated Technology Stack Aligned With Premium Growth in Priority Hybrid & Discrete Markets









\$80B TAM
MSD Market Growth

\$7B TAM
MSD Market Growth

\$10B TAM
MSD Market Growth

-  Specialty Machinery
-  Electronics & Semiconductor
-  Battery Manufacturing

-  Continuous manufacturing
-  Personalized medicine
-  Drug development acceleration

-  Decarbonization
-  Reshoring
-  Electrification (battery metals)

\$25B installed base in factory automation markets

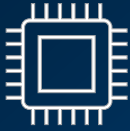
~4K systems and software installations in Life Sciences facilities

\$4B installed base in metals & mining facilities

Note: all numbers as of November 2022. Total Addressable Market (TAM) and market growth sources: ARC, RedChalk, S&P Global, Frost & Sullivan, public company reports and presentations and internal estimates


Organic Growth Through Breakthrough Innovation in Four Critical Technology Areas

High-margin core products with reoccurring revenue streams



Disruptive Measurement Technologies

Next-gen pressure and Coriolis
Radar-on-a-chip
Industrial IIoT and SaaS solutions



Software-Defined Automation Systems

Software-defined control
OT edge and secure by design
Hyperconverged
Cloud-native applications
Enterprise operations


Dramatic shift to software-defined enterprise operations platform

High-value recurring software that transforms enterprise asset management



Self-Optimizing Asset Software

Asset performance management
Hybrid artificial intelligence
Field-to-enterprise visibility
Autonomous operations



Sustainability

Hydrogen portfolio
Optimization software
Electric actuation
Low-emission valves
Emissions management

Sustainable technology solutions to help customers address the dual challenge

RECENT PRODUCT LAUNCHES



Ovation Green Renewables Software



aspenONE V14 – Sustainability Models

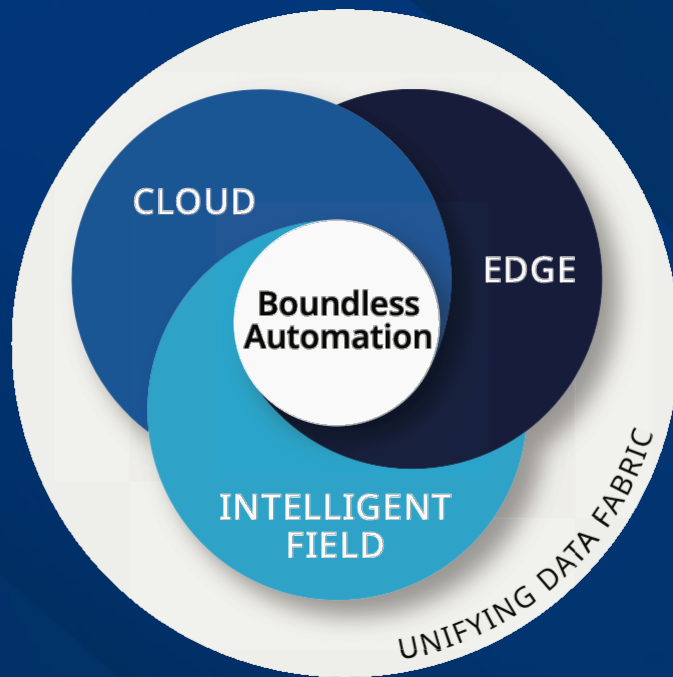


DeltaV Automation Platform & DeltaV Flex System



Compact Coriolis

The Future of Automation



Liberating data to unleash the power of software for world class performance

CLOUD

- Powering complex and enterprise operations and engineering
- Unparalleled analytic computing power
- Integrated engineering environment
- Limitless scalability
- On-demand, tailored support

EDGE

- Unified automation & control software
- Compute power and contextual data closest to its user
- Enables IT / OT collaboration & innovation
- Zero Trust security model

FIELD

- Easier deployment of advanced sensor technology
- Enhanced onboard analytics
- Portfolio of next-gen wireless devices
- Streamlined connectivity from anywhere

CLOUD

Enterprise Operations Platform



Operations Anywhere



Unifying Data Fabric

EDGE

Production Reliability Safety Sustainability

Software-defined Automation

Secure, Modern Computing Environment



IT / OT Synergy

Unifying Data Fabric

INTELLIGENT FIELD

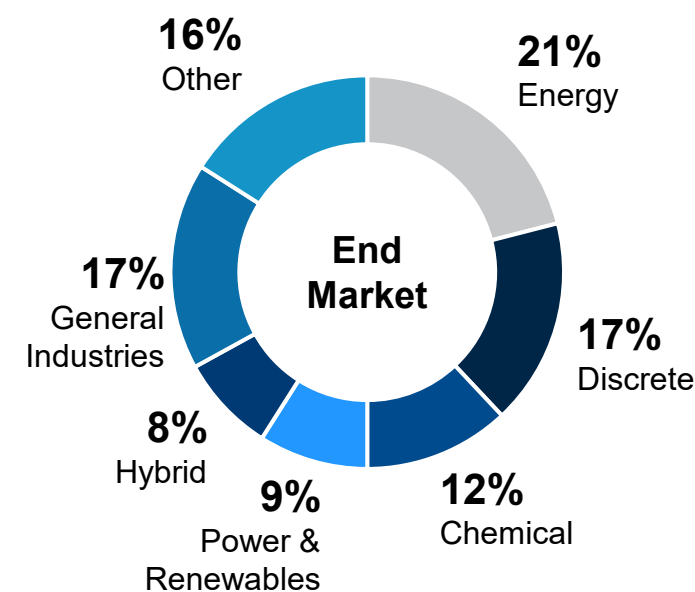
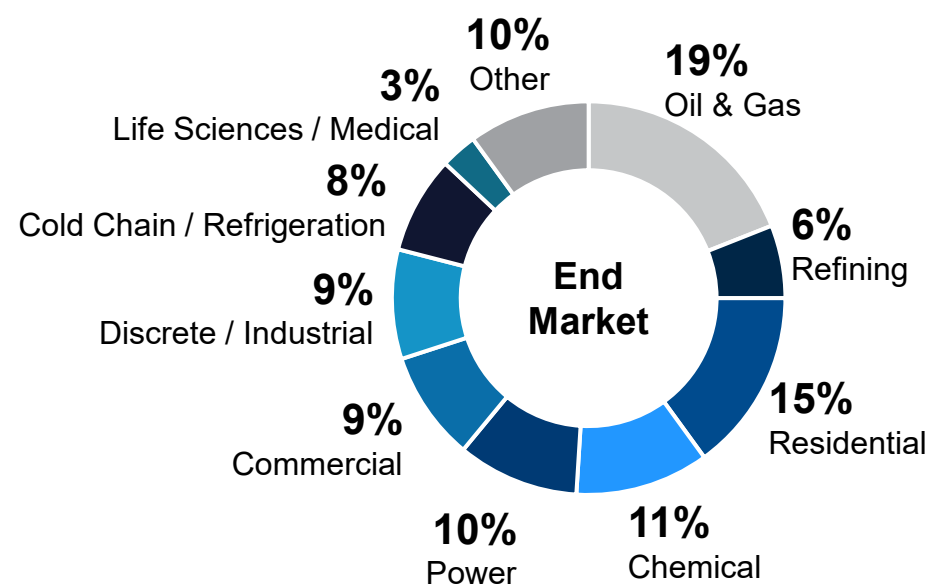
Expanded sources, connectivity & applications



Portfolio Management

Emerson's Leading Portfolio Is Poised to Deliver on Long- Term Framework for Value Creation

| | Emerson 2020 | | Emerson 2023 |
|-------------------------------|-----------------|---|-----------------|
| Sales | \$17B | > | ~\$17B |
| Gross Profit Margin | 42% | > | >50% |
| Adjusted Segment EBITA Margin | 19% | > | ~25% |
| Software % of Sales | 6% | > | ~13% |



Note: Emerson 2023 is as-reported in addition to an annualized NI on an Emerson basis
 Note: Emerson 2020 is not reported on a continuing operations basis.

\$36B in Transactions to Drive a Cohesive, Higher Growth and More Profitable Portfolio

ACQUISITIONS



~\$18B

Invested in intelligent automation technology and software



HSD-LDD

Growth Expectations

~75%
Estimated Adjusted Gross Profit %

~30%
Estimated Adjusted EBITA %

Growth

Gross Profit

Adjusted EBITA

DIVESTITURES



~\$18B

Gross value from divestitures of non-core assets at attractive valuations




2%
Historical Growth (2011-2021)


32%
2022 Gross Profit %


21%
2022 Adjusted EBITA %


Majority Ownership of Industrial Software Leader




 Scale Through M&A: ability to scale with software platform for M&A

 Revenue: customer whitespace and greenfield projects

 Technology: embedded solutions and seamless integration

 Business Model: OSI and SSE subscription transition

 Cost Synergies: optimizing spend from joint R&D and SG&A

Example Greenfield Synergy Wins

Chevron Phillips Chemical and QatarEnergy Golden Triangle Polymers

Emerson and AspenTech selected for world-scale chemical facility

Ras Laffan Chemical Complex

Emerson and AspenTech selected for largest ethane facility in the Middle East

Example Whitespace Synergy Wins

Leading Pulp & Paper Producer

AspenTech displaced incumbent leveraging Emerson integration and installed base

\$1.7B

2023 Net Sales

~20%

Software % Of Sales

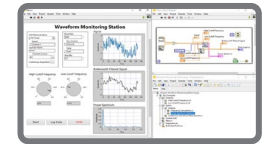
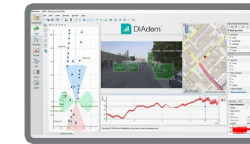
NI Acquisition Advances Emerson's Global Automation Focus Into Test & Measurement

Strong Automation Technology

SOFTWARE

LabVIEW
Optimal +

TestStand
FlexLogger



CONTROL

PXI Controllers
CompactRIO

CompactDAQ



INTELLIGENT DEVICES

Oscilloscopes
RF Generators

Spectrum Analyzers
Multimeters



Exposed to Compelling Growth Vectors



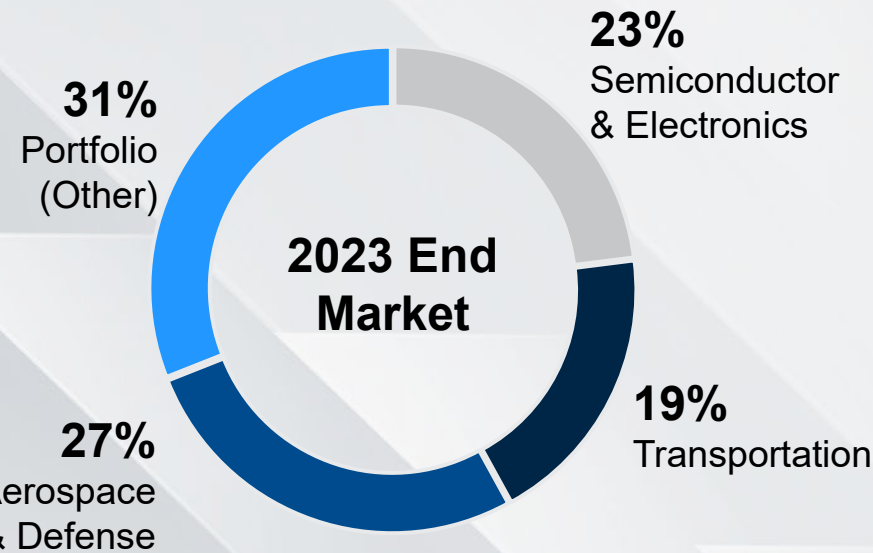
Semiconductor



Electric / Autonomous Vehicles



Cognitive Systems / New Space



TARGETS

\$185M

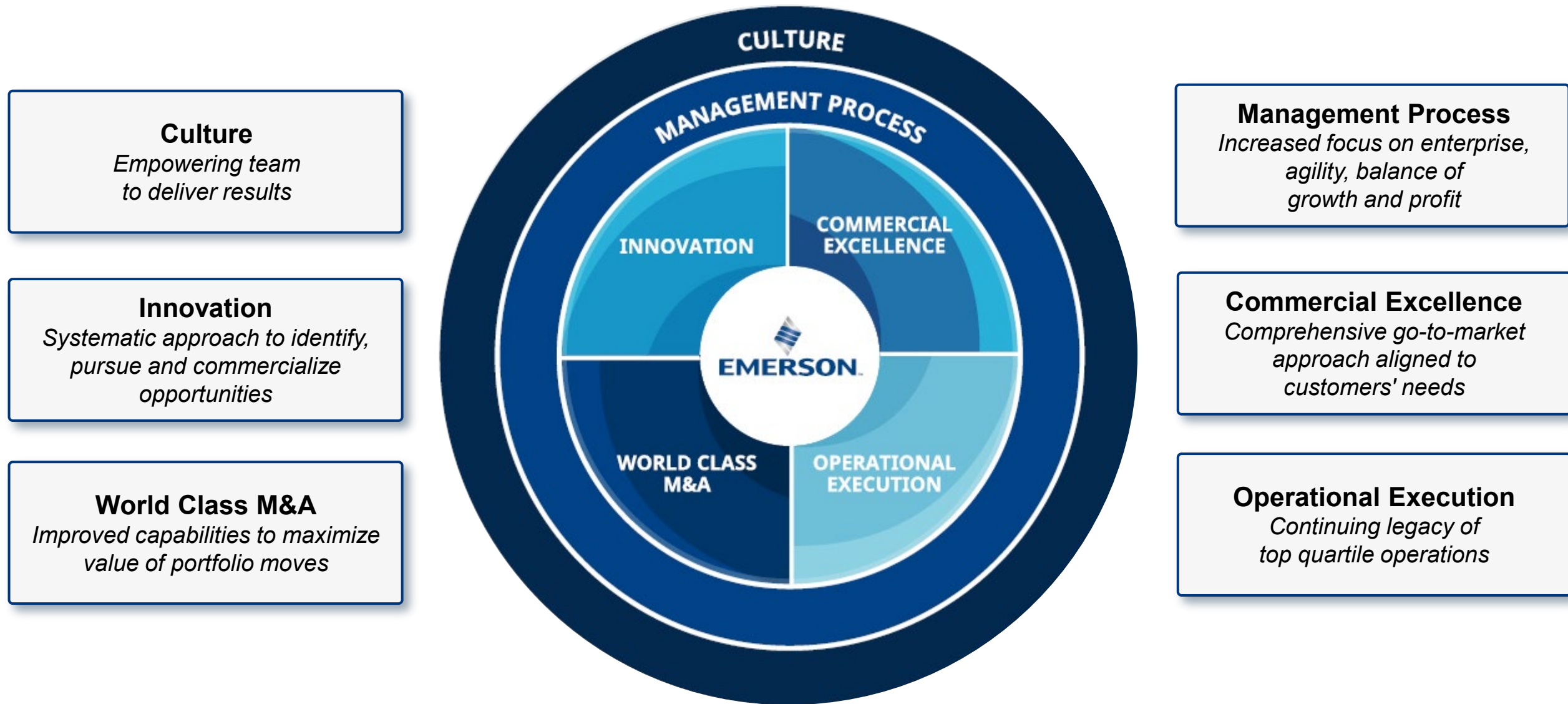
Cost synergies by end of year 3

~31%

Adjusted Segment EBITA by year 5

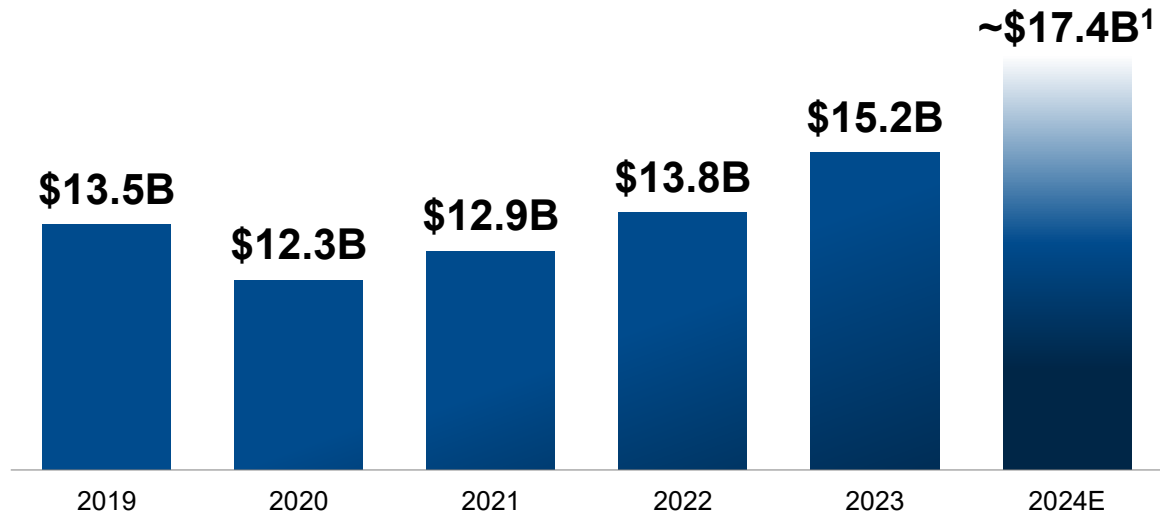
Operational Excellence

Emerson Management System Drives New Portfolio and Value Creation Framework

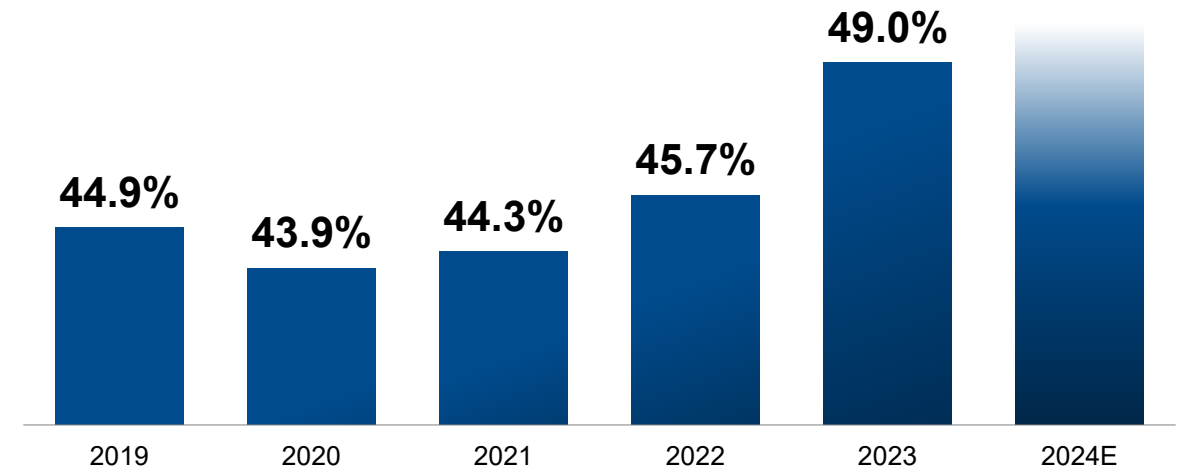


Established Track Record of Strong Financial and Operational Performance Driven by Emerson Management System

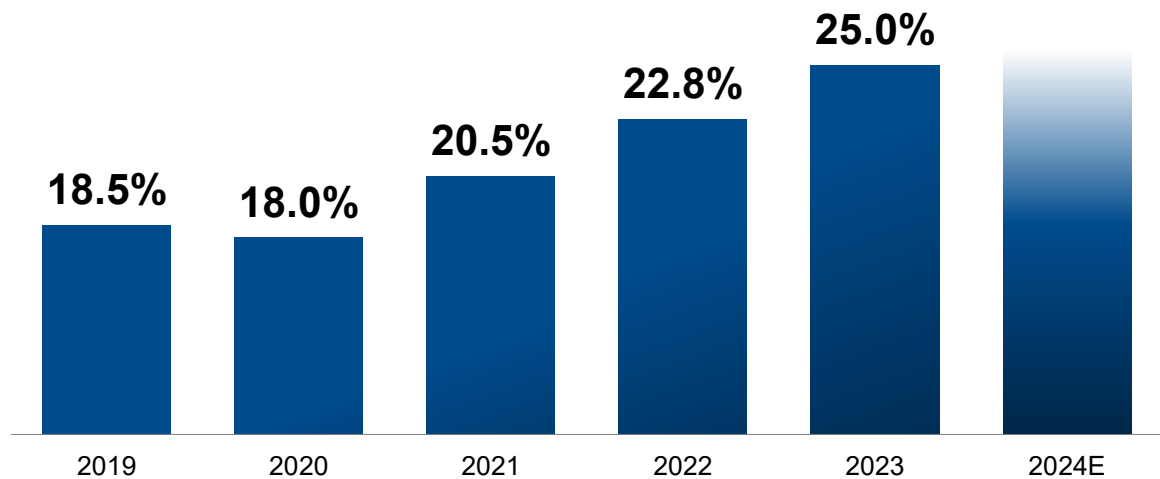
Sales



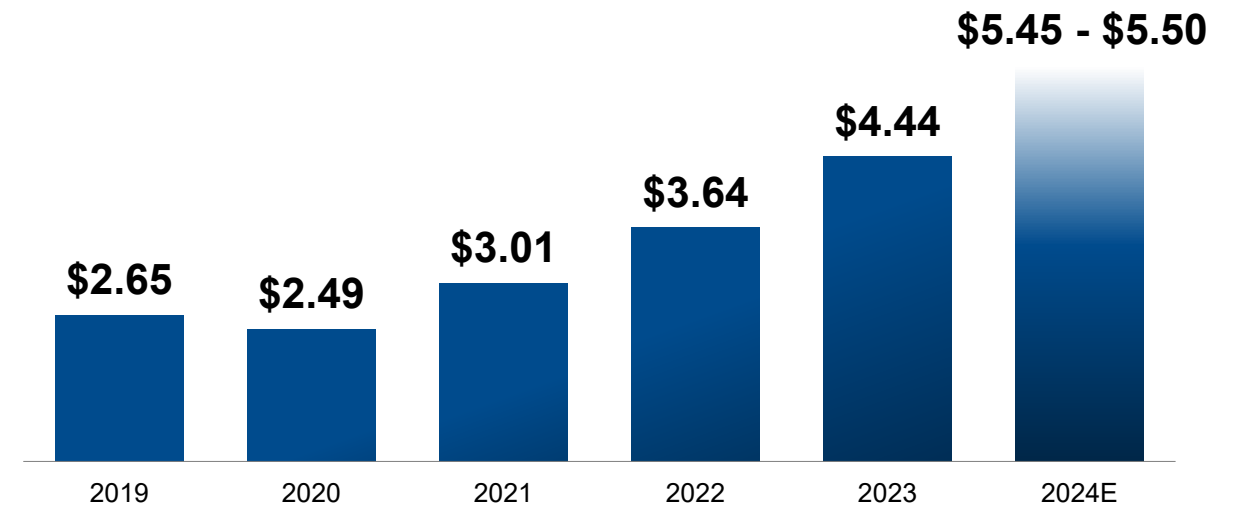
Gross Profit Margins



Adjusted Segment EBITA Margins



Adjusted Earnings Per Share



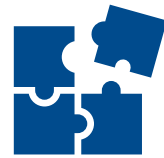
¹ Mid-point of August 2024E guidance
 Note: Data shown is on a continuing operations basis; 2024E based on August 7, 2024 guidance

Committed to Disciplined Capital Allocation



Organic Growth

Accelerating innovation through new processes and focus on breakthrough technologies



Strategic Acquisitions

Strategic acquisitions to strengthen automation portfolio and diversify end markets



Dividend

Returning cash to shareholders through annual dividend increases is a priority



Share Repurchase

Offset dilution / opportunistic

Appendix

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)

| Earnings Per Share | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 Guidance |
|---|---------------|---------------|---------------|---------------|---------------|--------------------------|
| Earnings per share (GAAP) | \$2.42 | \$2.02 | \$2.35 | \$3.16 | \$3.96 | \$2.82 - \$2.87 |
| Amortization of intangibles | 0.28 | 0.29 | 0.38 | 0.45 | 0.62 | ~1.42 |
| Restructuring and related costs | 0.09 | 0.38 | 0.21 | 0.14 | 0.14 | ~0.34 |
| Acquisition/divestiture fees and related costs and pre-acquisition interest on AspenTech debt | - | - | - | 0.15 | 0.13 | ~0.24 |
| Gain on Subordinated Interest | - | - | - | (0.60) | (0.21) | (0.10) |
| Loss on divestiture of business | - | - | - | - | - | 0.07 |
| National Instrument investment gain | - | - | - | - | (0.07) | - |
| Other investment-related gains | - | - | - | (0.02) | - | - |
| AspenTech Micromine purchase price hedge | - | - | - | 0.04 | (0.02) | - |
| Interest Income on undeployed proceeds from Copeland | - | - | - | - | (0.19) | - |
| Russia business exit | - | - | - | 0.32 | 0.08 | - |
| OSI first year acquisition accounting charges and fees | - | - | 0.07 | - | - | - |
| Discrete tax benefits | (0.14) | (0.20) | - | - | - | (0.10) |
| Amortization of acquisition-related inventory step-up | - | - | - | - | - | 0.38 |
| Loss on Copeland note receivable | - | - | - | - | - | 0.38 |
| Adjusted earnings per share (non-GAAP) | \$2.65 | \$2.49 | \$3.01 | \$3.64 | \$4.44 | \$5.45 - \$5.50 |

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

| | 2019 | 2020 | 2021 | 2022 | 2023 |
|---|----------|----------|----------|----------|----------|
| Net Sales | \$13,535 | \$12,283 | \$12,932 | \$13,804 | \$15,165 |
| Pretax earnings (GAAP) | 1,826 | 1,376 | 1,762 | 2,432 | 2,903 |
| <i>Pretax earnings margin (GAAP)</i> | 13.5% | 11.2% | 13.6% | 17.6% | 19.1% |
| Corporate items and interest expense, net | 383 | 343 | 442 | 186 | 135 |
| Amortization of Intangibles | 228 | 234 | 304 | 430 | 678 |
| Restructuring and related costs | 68 | 257 | 151 | 99 | 78 |
| Adjusted segment EBITA (non-GAAP) | \$2,505 | \$2,210 | \$2,659 | \$3,147 | \$3,794 |
| <i>Adjusted segment EBITA margin (non-GAAP)</i> | 18.5% | 18.0% | 20.5% | 22.8% | 25.0% |

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% |

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)

Emerson Acquisitions Adjusted Gross Profit Margin

FY23

| | |
|---|------|
| Acquired businesses gross profit margin (GAAP) | ~70% |
| Acquired businesses intangibles amortization | ~5% |
| Acquired businesses adjusted gross profit margin (GAAP) | ~75% |

Emerson Acquisitions Adjusted EBITA Margin

FY23

| | |
|---|------|
| Acquisitions pretax margin (GAAP) | ~5% |
| Interest income, net / intangibles amortization / restructuring | ~25% |
| Acquired businesses adjusted EBITA margin (non-GAAP) | ~30% |

Emerson Divestiture Adjusted EBITA Margin

FY22

| | |
|--|------|
| Divestitures pretax margin (GAAP) | 28% |
| Restructuring / amortization of intangibles / divestiture gain | (7)% |
| Divestitures adjusted EBITA margin (non-GAAP) | 21% |

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)

Emerson Sales in Addition to Annualized Emerson

| Basis NI | FY23 |
|--|-------------|
| FY23 Sales (GAAP) | ~\$15B |
| NI Sales on 2023 Emerson fiscal year basis | ~\$2B |
| Emerson as-reported in addition to an annualized NI on an Emerson basis (non-GAAP) | ~\$17B |

Emerson Adjusted Segment EBITA Margin in Addition to Annualized Emerson Basis NI

| | FY23 |
|--|-------------|
| Emerson Adjusted Segment EBITA Margin | 25.0% |
| Impact of NI Acquisition | ~- |
| Post-Acquisition adjusted total business segment EBITA margin (non-GAAP) | ~25% |

Endnotes

Continuing Operations:

With the June 6, 2024 definitive agreement to completely exit its remaining interests in the Copeland joint venture, Emerson will report financial results for the Copeland equity ownership as discontinued operations for all periods presented, beginning in Q3 2024. The earnings from discontinued operations for 2024 are expected to be \$0.55 to \$0.60 per share, including the after-tax gain on the equity stake in Copeland. The Company's 2024 continuing operations after the complete Copeland divestiture (assumed to close by the end of August 2024) will include interest income earned from the Copeland Note Receivable through June 6, 2024. The pretax loss on the sale of the note receivable, \$279M (\$217M after-tax), is also reported in continuing operations but excluded from adjusted earnings per share, (\$0.38).