



# Making the World Healthier, Safer, Smarter and More Sustainable

Company Overview | 2021

**EMERSON**



## OUR PURPOSE

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

## Company Profile

Emerson (NYSE: EMR) is a leading global technology, software, engineering and manufacturing company providing innovative solutions for customers in industrial, commercial and residential markets.

## OUR TWO GLOBAL BUSINESS PLATFORMS

**Automation Solutions** helps process, hybrid and discrete manufacturers maximize production, protect personnel and the environment while optimizing their energy and operating costs.

**Commercial & Residential Solutions** helps ensure human comfort and health, protect food quality and safety, advance energy efficiency and create sustainable infrastructure.



## Message From Our CEO

For more than 130 years, Emerson has been a partner of choice to the world's most essential industries. It's through our talented global workforce, advanced technologies and exceptional service that we've strengthened this leadership position.

Now it's time to charge forward – to build upon our impressive legacy, advance our business with intention, expand our inclusive culture and continue to build the foundation for a stronger future.

Driven by the energy of transformation, we're seizing the opportunity to think differently, catalyzing creative investing, taking bold and decisive action, and reimagining the Emerson – and the world – of tomorrow.

**Lal Karsanbhai**

*President and Chief Executive Officer*

# 2021 AT-A-GLANCE

FOUNDED  
**1890**

HEADQUARTERS IN  
**ST. LOUIS, MO USA**

WORLDWIDE



**86,700**  
EMPLOYEES



**170**  
MANUFACTURING  
LOCATIONS

TWO  
BUSINESS  
PLATFORMS



**AUTOMATION SOLUTIONS**



**COMMERCIAL & RESIDENTIAL SOLUTIONS**

**\$18.2**  
**BILLION**  
IN GLOBAL SALES  
FISCAL YEAR 2021

**3 COVID-19**  
**VACCINES**  
PRODUCED  
USING EMERSON'S  
SOFTWARE



CONSECUTIVE  
YEARS OF  
INCREASED  
DIVIDENDS

NYSE:  
**EMR**

INNOVATION  
**EMERSON**  
EMPLOYEES HELD

**20K**  
ACTIVE PATENTS  
WORLDWIDE  
IN 2021

**#181 FORTUNE 500**  
AMERICA'S LARGEST CORPORATIONS BY REVENUE

## RECOGNITION - 2021

**TOP 50 EMPLOYERS**  
WOMEN ENGINEERS  
MAGAZINE

**BEST EMPLOYERS**  
FOR DIVERSITY  
FORBES MAGAZINE

**IoT ANALYTICS**  
PLATFORM OF THE YEAR  
IOT BREAKTHROUGH

# Emerson Global Sales 2021 — \$18.2 Billion

COMMERCIAL &  
RESIDENTIAL  
SOLUTIONS

**\$6.7B**  
**36%**

AUTOMATION  
SOLUTIONS

**\$11.6B**  
**64%**



EUROPE

**\$3.3B**  
**18%**

AMERICAS

**\$9.6B**  
**53%**

ASIA, MIDDLE  
EAST & AFRICA

**\$5.3B**  
**29%**

57% of 2021 destination sales were outside the U.S.

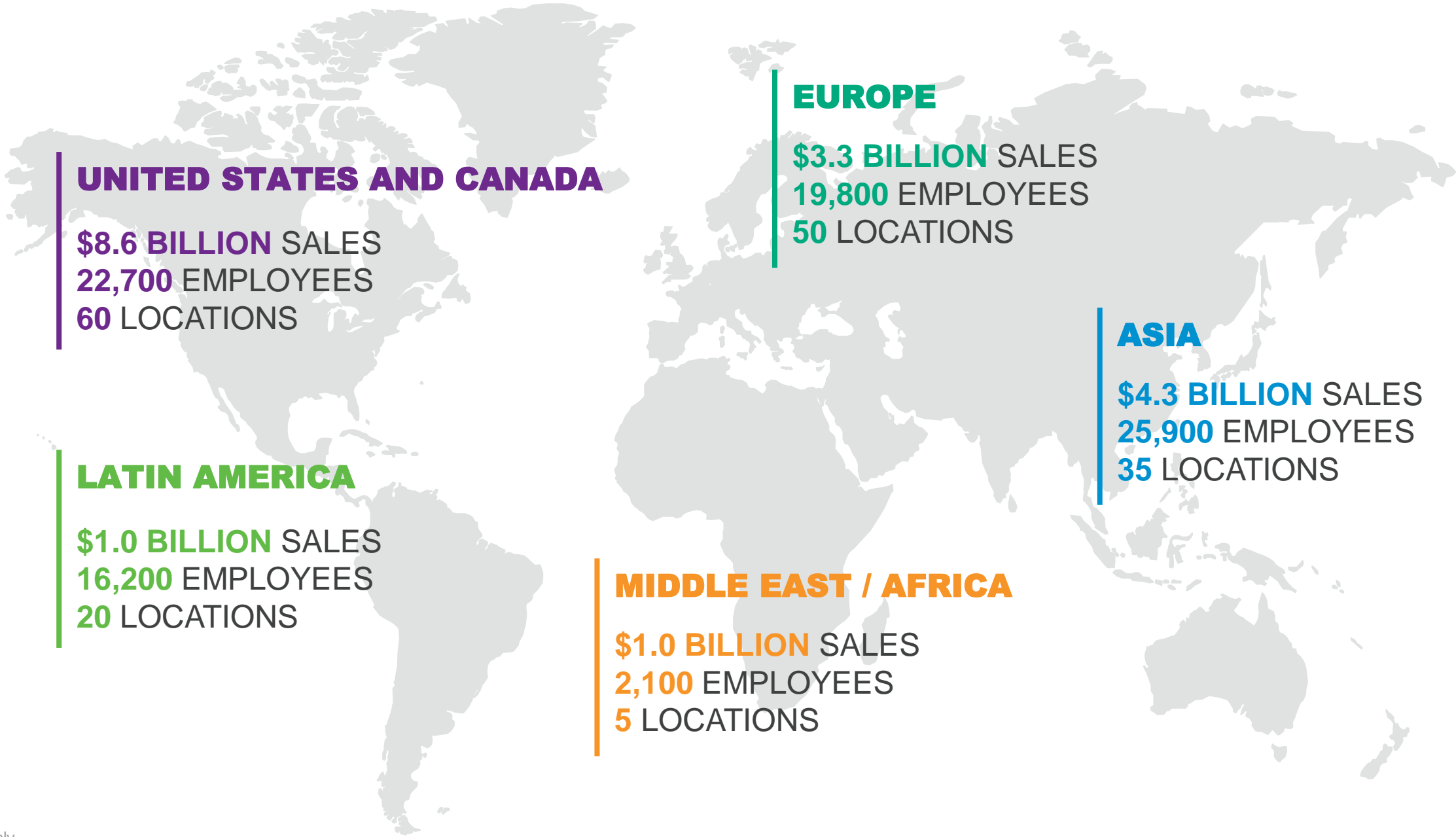
# Emerson Global Presence 2021

## GLOBAL

**\$18.2B**  
SALES

**86,700**  
EMPLOYEES

**170**  
LOCATIONS

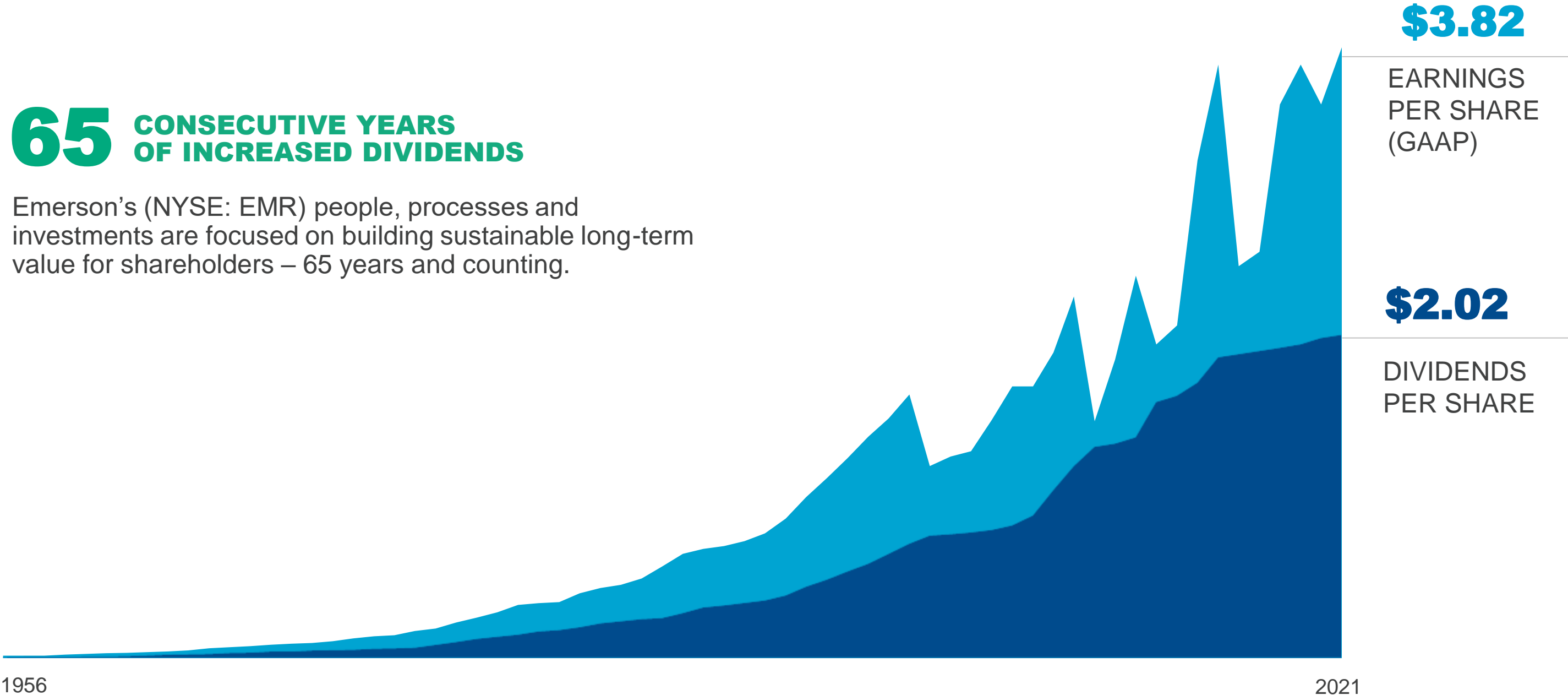


Note: Locations include manufacturing locations only.

# Delivering Shareholder Value

**65** CONSECUTIVE YEARS OF INCREASED DIVIDENDS

Emerson's (NYSE: EMR) people, processes and investments are focused on building sustainable long-term value for shareholders – 65 years and counting.



1956

2021

**\$3.82**

EARNINGS PER SHARE (GAAP)

**\$2.02**

DIVIDENDS PER SHARE

# Our Business Platforms

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# Automation Solutions

2021 At-A-Glance

**\$11.6B**

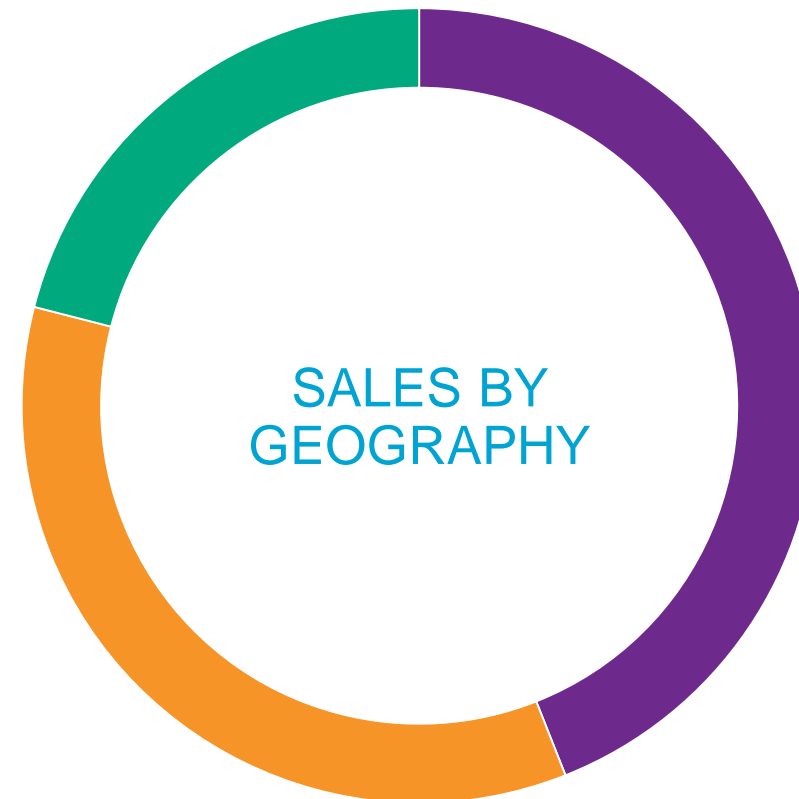
SALES

**~56,100**

EMPLOYEES

## CUSTOMERS INCLUDE

Amgen, BASF, BP, Cargill, Colgate-Palmolive, Dow, Duke Energy, Equinor, Novo Nordisk, Reliance Industries, Sasol, Saudi Aramco, Shell, Sinopec



AMERICAS

**44%**

ASIA, MIDDLE EAST & AFRICA

**35%**

EUROPE

**21%**

# Automation Solutions

Improving Process, Discrete Automation and Hybrid Industrial Manufacturing Performance with Measurable Results



## INDUSTRIES SERVED

Life Sciences & Medical

Chemical

Power

Food and Beverage

Packaging, Pulp and Paper

Marine

Oil and Gas/Refining

Mining, Minerals and Metal

Water and Wastewater

Automotive

Industrial Energy

Onsite Utilities

Software

## PRODUCT BRANDS & SERVICES

Industrial Internet of Things

- Plantweb™ Digital Ecosystem

Software and Systems

- AMS
- DeltaV
- OSI
- Ovation
- PACSystems
- Zedi
- Movicon
- Syncade

Measurement Instrumentation

- Rosemount
- Micro Motion

Fluid Control & Pneumatics

- ASCO
- AVENTICS

Valves, Actuators and Regulators

- Bettis
- Fisher
- Keystone
- KTM
- Vanessa

Materials Joining, Assembly and Cleaning

- Branson
- HTE

Electrical and Lighting

- Appleton

# Automation Solutions

*Enabling Top Quartile Results*

## OPERATIONAL CERTAINTY

Our technology- and engineering-based program is designed to help industrial companies achieve Top Quartile performance and recover more than \$1 trillion in estimated operational losses globally.

## PROJECT CERTAINTY

We combine innovative technology and engineering to **improve capital efficiency** and boost **project schedule** reliability—helping to address the billions of dollars lost due to project excesses each year.

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## PLANTWEB DIGITAL ECOSYSTEM

Our Plantweb digital ecosystem, the 2020 Edison Award winner in **Innovative Services**, provides a **robust portfolio** of hardware, software, intelligent devices and services for securely implementing the Industrial Internet of Things, with measurable business performance improvement.



# Commercial & Residential Solutions

2021 At-A-Glance

**\$6.7B**  
SALES

**~28,100**  
EMPLOYEES



CLIMATE TECHNOLOGIES  
**71%**

TOOLS & HOME PRODUCTS  
**29%**

## CUSTOMERS INCLUDE

Amazon, Carrier Global Corporation, Daikin-Goodman, HD Supply, The Home Depot, Johnson Controls, Johnstone Supply, Lennox, Lowe's, Midea, Rheem, Trane Technologies, United Refrigeration, Wolseley, W.W. Grainger



AMERICAS  
**68%**

EUROPE  
**13%**

ASIA, MIDDLE EAST & AFRICA  
**19%**

# Commercial & Residential Solutions

Transforming the Way People Live and Work Globally



## INDUSTRIES SERVED

Residential Construction & Home Improvement  
Commercial Buildings & Construction  
Energy & Utilities  
Facility Management & Maintenance  
Food Service & Hospitality  
Food Retail  
Healthcare & Life Sciences  
Transportation

## MARKETS SERVED

Heating & Air Conditioning Technology  
Cold Chain Software & Technology

- Real-time tracking and data services
- Refrigeration and cold storage
- Temperature and environmental monitoring

Energy & Facility Management Solutions  
Smart Thermostats  
Home Improvement, Repair & Maintenance  
Professional Tools  
Commercial Comfort & Cleaning  
Food Waste Management

## OUR PRODUCT BRANDS

COPELAND™

LUMITY™

sen|si

in sink erator™

 GREENLEE.

RIDGID

Klauke™

# Commercial & Residential Solutions

## Key Initiatives

### ENERGY EFFICIENCY, EMISSIONS MANAGEMENT, DECARBONIZATION & SUSTAINABILITY

Our Copeland™ compressors and related technologies help air conditioning and refrigeration equipment reach new levels of efficiency, meet environmental regulations for low GWP and natural refrigerants and drive the adoption of heat pumps and other higher efficiency electric systems.

### HUMAN HEALTH & COMFORT

Our Sensi™ and Verdant™ thermostats provide greater comfort and smart energy management for residential and commercial indoor spaces, while our integrated control and monitoring solutions help ensure safe transport and storage of critical vaccines and pharmaceuticals.

### FOOD QUALITY, SAFETY & SUSTAINABILITY

Our Copeland™ and Lumity™ cold chain solutions provide the food industry with sustainable refrigeration technologies, in-transit cargo tracking and onsite temperature management.

Our InSinkErator™ food waste disposers enable convenient, hygienic and sustainable food waste management at home and in commercial kitchens.

### INFRASTRUCTURE MANAGEMENT, PRODUCTIVITY & SAFETY

Our RIDGID™, Greenlee™ and Klauke™ brands provide professionals and do-it-yourselfers with quality, safety-minded mechanical, electrical and plumbing tools.

We are also investing in digital features and education and training initiatives to attract and develop the next generation of skilled workers.



# More About Our Company

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# Emerson Has a Culture That is Driven to Create Value for Its Employees, Customers and Shareholders

## OUR PURPOSE

Overarching Goal that Guides Us, The Impact or Change We Can Make in the World

We Drive Innovation That Makes The World Healthier, Safer, Smarter and More Sustainable

## THE EMERSON MANAGEMENT PROCESS

Puts Our Values in Action

### THE EMERSON MANAGEMENT PROCESS



Planet



Humanity



Champion



Inclusion



Future

## OUR CAUSES

Aspirations and Activities that Provide Proof Behind Our Purpose

## OUR VALUES

Foundation of Our Character and Behavior

Integrity

Continuous Improvement

Safety & Quality

Collaboration

Support Our People

Innovation

Customer Focus





## OUR PURPOSE

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

### HEALTHIER

Our expertise and technologies in life sciences, food and beverage, the cold chain and environmentally responsible home comfort are helping make it more possible than ever for humans to live comfortable and health-conscious lives.

- We help bring critical new life-saving medicines to market faster with consistently high quality.
- Our cold chain technologies enable our customers to safely keep perishable food and drugs at proper temperatures.

### SAFER

We are helping customers reduce risk, protect employees and communities, and operate with increased reliability and certainty.

- We keep our customers safe with our location tracking software that provides real-time worker safety monitoring, potentially reducing more than 70 percent of common industrial incidents.
- Our new-to-the-world insulated hydraulic tools help keep linemen and electrical contractors protected against shocks and hazards.

### SMARTER

Our advanced technologies have transformed the ways our customers operate, empowering improvements in efficiency, productivity, reliability and profitability.

- We make plants smarter by helping process engineers optimize operations with our digital twin software.
- Our ENERGY STAR-certified Sensi smart thermostat technology uses geo-fencing, remote access, and flexible scheduling to keep homeowners in the know and in control of their home comfort.

### MORE SUSTAINABLE

Our technologies and expertise are helping customers achieve sustainability targets, fulfill environmental regulations and implement responsible solutions.

- We promote sustainability with innovative software that enables the global power industry to seamlessly incorporate renewable energy sources to modernize and improve the reliability of the electric grid.
- Our energy efficient compressors enable our industry partners to comply with ever-rising government efficiency standards for air conditioning and refrigeration systems.

# Our Causes

*Commitments We Make to Act Responsibly*



## PLANET

We deliver sustainable solutions that improve efficiency, reduce emissions and conserve resources.



## HUMANITY

We strive to advance health, comfort, food quality and safety.



## CHAMPION

We lead our customers through complex technical, regulatory and economic challenges.



## INCLUSION

We cultivate an environment based on trust and support.



## FUTURE

We promote STEM education and programs that prepare the next generation of critical thinkers and problem solvers.

# Our Values

*Guiding How We Operate Internally & Externally*

## INTEGRITY

We are uncompromising in our honest and ethical behavior, which creates trusting relationships with one another, customers, suppliers and communities.

## SAFETY & QUALITY

We are unwavering in our commitment to the highest standards of safety and quality for ourselves and our customers.

## SUPPORT OUR PEOPLE

We attract, develop and retain exceptional people in an inclusive work environment, where all employees can reach their greatest potential.

## CUSTOMER FOCUS

We actively listen to our customers to deeply understand their needs and deliver the unique solutions that ensure their success.

## CONTINUOUS IMPROVEMENT

We constantly strive for improvement in all aspects of our business, guided by metrics, feedback and our disciplined management process.

## COLLABORATION

We work seamlessly across geographies, platforms, business units, and functions to fully leverage our unmatched breadth and expertise.

## INNOVATION

We passionately pursue new technologies, capabilities and approaches to drive tangible value for our customers.



# 2020 ESG Report Highlights

Read our most recent report at [Emerson.com/ESG](https://emerson.com/ESG)

## ENVIRONMENTAL



### GREENING OF EMERSON

Improving our internal sustainability performance by:

Reducing GHG emissions intensity by 20% by 2028

Enlisting our energy providers, supply chain partners and logistics services to support similar objectives

Embedding sustainability focus throughout our management process



### GREENING BY EMERSON

Providing products, expertise, solutions and services to help our customers transition to lower carbon by:

Energy source decarbonization

Emissions management

Electrification and system integration

Energy efficiency and optimization



### GREENING WITH EMERSON

Fostering collaboration among external stakeholders by:

Partnering to develop innovative solutions

Participating in sector and customer initiatives

Sharing our expertise to shape future policy developments globally

## SOCIAL

### **Building a more inclusive workplace**

Setting a goal to double our representation of women globally and U.S. minorities at the leadership level by 2030

### **Supporting our communities**

Allocating \$24.5M in U.S. charitable contributions in 2020

### **Advocating for education and STEM skills**

Donating \$3M in U.S. for STEM education

## GOVERNANCE

### **Ensuring diversity representation**

on our Board of Directors in terms of women, persons of color or of a diverse nationality

### **Formalizing Board's commitment**

to ESG oversight

Designating **independent Board chair**, as of May 2021

# Strengthening Our Workplace Through Diversity, Equity and Inclusion

## 2021 ACTIONS

Announced goal to double the representation of women globally and U.S. minorities at the leadership levels by 2030.

Hired our first-ever chief people officer, Elizabeth Adefioye.

Launched company-wide DE&I award program to recognize employees who demonstrate an exceptional commitment to DE&I.

Partnered with HBCU Career Development Marketplace to enhance our diverse candidate recruiting.

Continued to establish mentorship programs on local, business unit and employee resource group levels.

Expanded our “Courageous Conversations” series on equity perspectives to more global regions.

## EMPLOYEE RESOURCE GROUPS

Employee Resource Groups established within Emerson to help support and promote a diverse, equitable and inclusive work environment include:

### Women’s Impact Network

Provides support and networking opportunities for our woman employees globally.

### Black Employee Alliance

Drives strategic recruiting, retention and advancement initiatives in support of our Black employees.

### Veterans

Raises awareness of the value U.S. military veterans bring to our organization.

### LGBTQ + Allies

Empowers our LGBTQ employees and their workplace allies to foster a diverse and inclusive company culture.

### Somos

Focuses on support and engagement initiatives on behalf of our Hispanic and Latin American employees.

### Asian and Pacific Islanders Alliance

Provides a platform to spotlight contributions and foster relationships with our Asian and Pacific Islander colleagues.

### Diverse Abilities

Encourages awareness of the effect of discrimination and social exclusion around perceived impairments and/or disabilities.

### MOSAIC

Fosters community for people working away from their home country.

## 2021 DE&I RECOGNITIONS

