

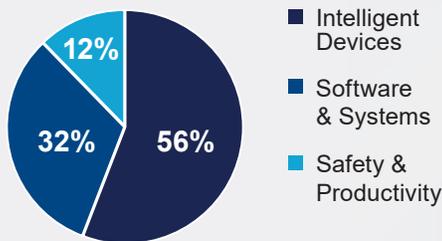
EMERSON: THE GLOBAL AUTOMATION LEADER

Emerson's (NYSE: EMR) resilient business model is supported by a large installed base and a diverse set of market verticals and customers. Emerson has an unparalleled software-defined technology stack exposed to secular tailwinds driving accelerated growth in key verticals.

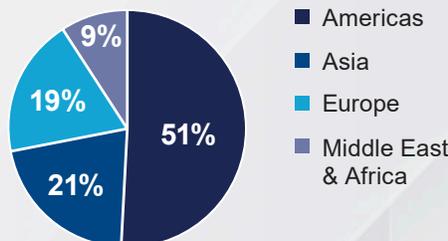
2025 Financial Profile

\$18.0B Net Sales	52.8% Gross Profit Margin	27.6% Adjusted Segment EBITA Margin	\$1.56B Annual Contract Value (ACV) 10% ACV Growth YoY
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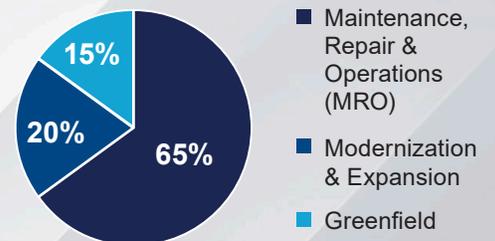
BUSINESS GROUPS



GEOGRAPHY



MIX



LARGE INSTALLED BASE \$155B	BROAD END MARKET EXPOSURE 23% of Sales From Growth Verticals	DIVERSE CUSTOMER BASE 125K+ Total Customers
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Excellent Track Record of Execution

Organic Sales Growth 2021–2025 CAGR	Gross Profit Margin 2025	Adjusted Segment EBITA Margin 2025	Adjusted EPS Growth 2021–2025 CAGR
Emerson: 7% Peers*: 4%	Emerson: 52.8% Peers*: 40.0%	Emerson: 27.6% Peers*: 23.7%	Emerson: 19% Peers*: 5%

*Peer Data based on 6/30/25 L12M from publicly available company filings and presentations. Peers include 3M, ABB, Ametek, Dover, Eaton, Fortive, Honeywell, ITW, Parker-Hannifin, Rockwell, Schneider Electric, and Siemens

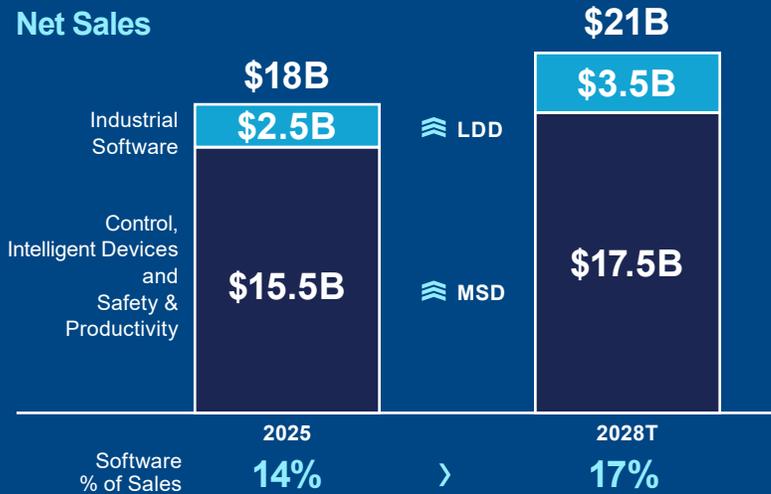
Built for Value Creation

<p>ORGANIC GROWTH Aligning with secular tailwinds and delivering on industry-leading innovation</p> <p>OPERATIONAL EXCELLENCE Driving 2.4 pts of margin expansion and increasing cash generation (2025 - 2028T)</p> <p>CAPITAL ALLOCATION Planning to return \$10B to shareholders through accelerated share repurchase & increased dividends</p>	<p>THROUGH-THE-CYCLE FRAMEWORK</p> <p>4-7% Organic Sales Growth</p> <p>40% Incremental Margins</p> <p>10% Adjusted EPS Growth</p> <p>18-20% Free Cash Flow Margin</p>		<p>2028 TARGETS</p> <p>\$21B Net Sales</p> <p>30% Adjusted Segment EBITA Margin</p> <p>\$8.00 Adjusted EPS</p> <p>20% Free Cash Flow Margin</p>
	<p>2026–2028 TARGETS</p> <p>\$12B Cumulative FCF</p>	<p>\$10B Returned to Shareholders</p>	

Organic Growth Is Driven By a Leading Industrial Software Portfolio Paired With Differentiated Control & Intelligent Devices

Customers increasingly invest in automation to drive digital transformation and enhance efficiency, reliability and safety

Net Sales



Industrial Software

aspentech DELTAV Ovation ni

Control

DELTA V Ovation ni

Intelligent Devices and Safety & Productivity

FISHER ROSEMOUNT MICRO MOTION
RIDGID APPLETON BRANSON

Secular Tailwinds Support High-Single-Digit Growth in Five Key Growth Verticals

Broad portfolio of leading automation technologies positions Emerson to capture investments

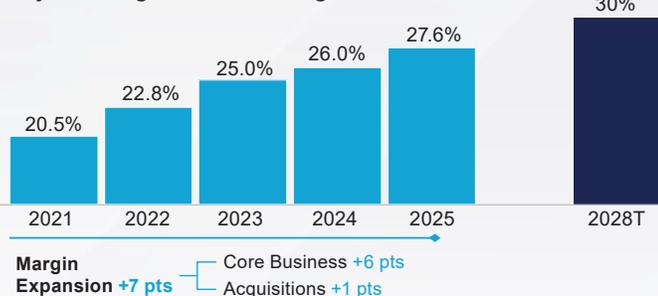
SECULAR TAILWIND	INVESTMENTS	GROWTH VERTICAL
Electrification	\$6.7T Data center investments by 2030	Power
Energy Security	\$400B Capital investments from top 20 gas producers by 2030	Liquefied Natural Gas
Nearshoring and Sovereign Self-Sufficiency	\$350B New US manufacturing and R&D project investments announced	Life Sciences
	\$1T Global manufacturing capital spend through 2030	Semiconductors
	\$1T Incremental defense spend by 2029 (US & Europe)	Aerospace & Defense

Significant Margin Runway Driven by Multi-Year Initiatives

THREE KEY PROFIT LEVERS

- Price Realization
- Operational Excellence
- Incremental Acquisition Synergies

Adjusted Segment EBITA Margin



Pivoting Capital Allocation to Prioritize \$10B in Returns to Shareholders

Focused on maintaining strong **A2/A credit ratings**

Target Net Debt Leverage **~2.0x**

Targeting **16%** cash return on invested capital¹ by 2028T

Targeting **\$4B** in dividends and **\$6B** of share repurchase (2026 - 2028T)



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1. Cash Return on Invested Capital is defined as Operating Cash Flow divided by the average of (Common Equity + Long-Term Debt + Non-Current Lease Liability).

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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 represent management’s expectations, based on currently available information. Actual results, performance or achievements could differ materially from those expressed in any forward-looking statement. Any forward-looking statements in this presentation speak only as of the date of this presentation. Emerson undertakes no obligation to update any such statements to reflect new information or later developments. Examples of risks and uncertainties that may cause our actual results or performance to be materially different from those expressed or implied by forward-looking statements 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.

Annual Contract Value (ACV):

ACV is an estimate of the annual value of our portfolio of term license and software maintenance and support (SMS) contracts, the annual value of SMS agreements purchased with perpetual licenses and the annual value of standalone SMS agreements purchased with certain legacy AspenTech term license agreements. Because software revenue recognition rules require upfront recognition of a significant portion of agreements, comparisons of revenue across periods is primarily impacted by the timing of term license renewals. ACV approximates the estimated annual billings associated with our recurring term license and SMS agreements at a point in time, and management finds this business metric useful in evaluating the growth and performance of our industrial software business.

For agreements denominated in other currencies, a fixed historical rate is used to calculate ACV in U.S. dollars in order to eliminate the impact of currency fluctuations.

Non-GAAP Measures:

In this presentation we will discuss certain 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. While we believe these non-GAAP financial measures are useful in evaluating our company’s performance, this information should be considered as supplemental in nature and not as a substitute for or superior to the related financial information prepared in accordance with GAAP. Further, these non-GAAP financial measures may differ from similarly titled measures presented by other companies. The reasons management believes that these non-GAAP financial measures provide useful information are set forth in the Company’s most recent Form 10-K filed with the Securities and Exchange Commission and subsequent reports filed with the SEC.

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).

Underlying Sales Growth	2021	2022	2023	2024	2025
Reported (GAAP)	5%	7%	10%	15%	3%
(Favorable) / Unfavorable FX	(2%)	3%	2%	-	-
(Acquisitions) / Divestitures	(2%)	(3%)	(2%)	(9%)	-
Underlying (non-GAAP)	1%	7%	10%	6%	3%

Adjusted EPS	2021	2022	2023	2024	2025
Earnings per share (GAAP)	\$2.35	\$3.16	\$3.96	\$2.82	\$4.03
Amortization of intangibles	0.38	0.45	0.62	1.43	1.35
Restructuring and related costs	0.21	0.14	0.14	0.33	0.23
Acquisition/divestiture fees and related costs	0.07	0.15	0.13	0.26	0.33
Gain on subordinated interest	-	(0.60)	(0.21)	(0.10)	-
Russia business exit charge	-	0.32	0.08	-	-
Amortization of acquisition-related inventory step-up	-	-	-	0.38	-
Other investment-related gains	-	(0.02)	-	-	-
Loss on divestiture of businesses	-	-	-	0.09	-
Loss on Copeland note receivable	-	-	-	0.38	-
AspenTech Micromine purchase price hedge	-	0.04	(0.02)	-	-
Discrete taxes	-	-	-	(0.10)	0.06
National Instruments investment gain	-	-	(0.07)	-	-
Interest income on undeployed proceeds from Copeland transaction	-	-	(0.19)	-	-
Adjusted earnings per share (non-GAAP)	\$3.01	\$3.64	\$4.44	\$5.49	\$6.00
YoY Growth		21%	22%	24%	9%

Adjusted Segment EBITA	2021	2022	2023	2024	2025
Net Sales	\$12,932	\$13,804	\$15,165	\$17,492	\$18,016
Pretax earnings (GAAP)	\$1,762	\$2,432	\$2,903	\$2,020	\$2,934
<i>Pretax earnings margin (GAAP)</i>	<i>13.6%</i>	<i>17.6%</i>	<i>19.1%</i>	<i>11.5%</i>	<i>16.3%</i>
Corporate items and interest expense, net / amortization of intangibles / restructuring and related costs	\$897	\$715	\$891	\$2,532	\$2,041
Corporate items and interest expense, net / amortization of intangibles / restructuring and related costs margin	6.9%	5.2%	5.9%	14.5%	11.3%
Adjusted segment EBITA (non-GAAP)	\$2,659	\$3,147	\$3,794	\$4,552	\$4,975
<i>Adjusted segment EBITA margin (non-GAAP)</i>	<i>20.5%</i>	<i>22.8%</i>	<i>25.0%</i>	<i>26.0%</i>	<i>27.6%</i>