

UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
WASHINGTON, D.C. 20549

FORM 8-K

CURRENT REPORT
PURSUANT TO SECTION 13 OR 15 (d) OF THE
SECURITIES EXCHANGE ACT OF 1934

Date of Report (Date of earliest event
reported): November 20, 2025

Emerson Electric Co.

(Exact Name of Registrant as Specified in Charter)

Missouri	1-278	43-0259330
(State or Other Jurisdiction of Incorporation)	(Commission File Number)	(I.R.S. Employer Identification Number)
8027 Forsyth Blvd St. Louis, Missouri		63105
(Address of Principal Executive Offices)		(Zip Code)

Registrant's telephone number, including area code:

(314) 553-2000

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions:

- ☐ Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)
- ☐ Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)
- ☐ Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))
- ☐ Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

Securities registered pursuant to Section 12(b) of the Act:

Title of each class	Trading Symbol(s)	Name of each exchange on which registered
Common Stock of \$0.50 par value per share	EMR	New York Stock Exchange NYSE Texas
2.000% Notes due 2029	EMR 29	New York Stock Exchange
3.000% Notes due 2031	EMR 31A	New York Stock Exchange
3.500% Notes due 2037	EMR 37	New York Stock Exchange

Indicate by check mark whether the registrant is an emerging growth company as defined in Rule 405 of the Securities Act of 1933 (§230.405 of this chapter) or Rule 12b-2 of the Securities Exchange Act of 1934 (§240.12b-2 of this chapter).

☐ Emerging growth company

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act. ☐

Item 2.02 Results of Operations and Financial Condition

Emerson Electric Co. ("Emerson" or the "Company") announced on November 20, 2025, that with the completion of the Company's transformation, it has revised its management organization and updated its reportable segments. Beginning in fiscal 2026, Emerson will now report results for five segments, which are described in further detail below.

The **Control Systems & Software** segment delivers a portfolio of automation systems, intelligent software and industrial AI solutions. This segment empowers industrial organizations worldwide to harness data, optimize performance and achieve operational excellence on the plant level and across the enterprise.

Featuring market-leading brands and technologies – including DeltaV™ and Ovation™ control systems and AspenTech's asset optimization software – this segment integrates advanced automation, edge-to-cloud analytics and AI. These solutions enable customers to make faster, smarter decisions, boost productivity and accelerate their digital transformation in complex environments. This segment also now includes programmable automation controllers, which were previously reported in the former Discrete Automation segment.

The **Test & Measurement** segment offers an integrated portfolio of intelligent test platforms, modular hardware and powerful software to accelerate innovation, reduce complexity and enhance product quality. With automated test solutions, the NI brand delivers flexible, AI-enabled tools that provide insights and adaptability for measurement and control challenges across diverse industries.

Featuring open software architectures, flexible hardware systems and expert services, Test & Measurement enables customers to connect data and automation, optimize testing processes and assist in reliable performance. By integrating advanced analytics and automation technologies, these solutions help companies drive efficiency and respond quickly to evolving demands.

The Control Systems & Software and Test & Measurement segments are combined and reported as the **Software & Systems** group.

The **Sensors** segment (formerly described as Measurement & Analytical) delivers leading sensing and measurement solutions that provide real-time, reliable data for the world's most essential applications. Leveraging innovative technologies and trusted brands like Rosemount and Micro Motion, the segment helps customers to monitor critical parameters, optimize operations and support safer, more sustainable performance.

With a comprehensive portfolio that includes secure, wireless and non-intrusive instrumentation, Emerson's Sensors segment empowers organizations to detect, analyze and respond to changing conditions in even the harshest environments. By seamlessly integrating advanced sensors with automation platforms and analytics, these solutions help customers unlock operational insights, ensure compliance and accelerate productivity at scale.

The **Final Control** segment is a leading supplier of valves, digital valve controllers, actuators and regulators engineered to excel in the most demanding conditions. Anchored by trusted brands like Fisher, ASCO and Bettis, the segment empowers customers to precisely manage the flow of liquids and gases for safer, more reliable and efficient operations. This segment also now includes the fluid & motion control business from the former Discrete Automation segment.

With solutions spanning control, isolation and pressure relief valves, as well as solenoid and pneumatic valves, valve position indicators, cylinders, air preparation equipment and electric linear motion, Final Control supports critical applications across a wide range of industries. By combining deep expertise with leading technologies, these solutions help customers optimize performance and drive long-term sustainability.

The Sensors and Final Control segments are combined and reported as the **Intelligent Devices** group.

The **Safety & Productivity** segment delivers innovative tools, connected equipment and technologies that empower professionals in the mechanical, electrical and plumbing industries to overcome even the toughest job site challenges. The segment provides a comprehensive range of mechanical, electrical and diagnostic solutions to support critical infrastructure, promote safety and drive productivity across construction, maintenance and industrial environments.

Recently expanded to include the electrical equipment and materials joining businesses from the former Discrete Automation segment, Safety & Productivity combines rugged performance with intelligent design and advanced connectivity.

The Company is providing the supplemental unaudited historical results to reflect the impact of the new segment reporting and to facilitate investors' understanding of the Company's segment results on the basis in which they will be reported in fiscal 2026. The information in Exhibit 99.1 does not represent a restatement of previously issued financial statements and should be read in conjunction with the Company's most recent Annual Report on Form 10-K filed with the Securities and Exchange Commission. The information contained in this Form 8-K is being provided voluntarily and shall not be deemed "filed" for purposes of, or subject to liability under, Section 18 of the Securities Exchange Act of 1934, and shall not be deemed incorporated by reference into any Company filing with the Securities and Exchange Commission.

Non-GAAP Financial Measures

The supplemental unaudited historical results contain non-GAAP financial measures as such term is defined in Regulation G under the rules of the Securities and Exchange Commission. While the Company believes these non-GAAP financial measures are useful in evaluating the Company, 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 Annual Report on Form 10-K filed with the Securities and Exchange Commission.

Forward-Looking and Cautionary Statements

Statements in this current report on Form 8-K or furnished herewith 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 speak only as of the date of this filing. Emerson undertakes no obligation to update any such statements to reflect new information or later developments. Examples of risks and uncertainties that may cause or 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 Securities and Exchange Commission.

Item 9.01 Financial Statements and Exhibits

The Company is including herein supplemental unaudited historical segment information for its new business segments. This information is attached as Exhibit 99.1 and incorporated herein by reference.

Exhibit Number	Description of Exhibits
99.1	Supplemental unaudited historical segment results for fiscal years 2021, 2022, 2023, 2024 and 2025.
104	Cover Page Interactive Data File - the cover page XBRL tags are embedded within the Inline XBRL document.

SIGNATURE

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

EMERSON ELECTRIC CO.
(Registrant)

Date: November 20, 2025

By: /s/ John A. Sperino
John A. Sperino
Vice President and
Assistant Secretary

Supplemental Business Segment Information
EMERSON ELECTRIC CO. & SUBSIDIARIES

(Dollars in millions; unaudited)

	2023							2024					2025				
	2021	2022	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Sales:																	
Control Systems & Software	\$ 2,789	3,196	895	896	1,029	997	3,817	962	995	1,070	1,024	4,052	1,023	1,093	1,120	1,099	4,334
Test & Measurement	—	—	—	—	—	—	—	382	366	355	360	1,464	359	358	360	407	1,485
Software & Systems	2,789	3,196	895	896	1,029	997	3,817	1,344	1,361	1,425	1,384	5,516	1,382	1,451	1,480	1,506	5,819
Sensors	3,069	3,205	747	885	912	1,044	3,587	945	1,012	982	1,117	4,056	972	1,000	1,013	1,149	4,135
Final Control	4,965	5,170	1,221	1,395	1,445	1,487	5,549	1,318	1,449	1,437	1,576	5,779	1,334	1,459	1,522	1,637	5,952
Intelligent Devices	8,034	8,375	1,968	2,280	2,357	2,531	9,136	2,263	2,461	2,419	2,693	9,835	2,306	2,459	2,535	2,786	10,087
Safety & Productivity	2,121	2,238	510	580	560	562	2,212	510	554	536	542	2,141	487	522	538	563	2,110
	2023							2024					2025				
	2021	2022	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Cost of Sales:																	
Control Systems & Software	\$ 1,623	1,720	459	461	478	507	1,905	464	479	470	523	1,936	451	480	490	545	1,965
Test & Measurement	—	—	—	—	—	—	—	104	94	95	94	387	89	92	98	100	380
Software & Systems	1,623	1,720	459	461	478	507	1,905	568	573	565	617	2,323	540	572	588	645	2,345
Sensors	1,470	1,521	347	414	408	472	1,640	412	448	445	489	1,794	424	436	461	514	1,835
Final Control	2,891	2,929	663	756	759	784	2,963	699	767	750	833	3,049	698	761	805	862	3,125
Intelligent Devices	4,361	4,450	1,010	1,170	1,167	1,256	4,603	1,111	1,215	1,195	1,322	4,843	1,122	1,197	1,266	1,376	4,960
Safety & Productivity	1,230	1,316	286	328	317	315	1,246	288	308	305	313	1,214	276	291	312	318	1,197

	2023							2024					2025				
	2021	2022	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Gross Profit:																	
Control Systems & Software	\$1,166	1,476	436	435	551	490	1,912	498	516	600	501	2,116	572	613	630	554	2,369
Margin	41.8 %	46.2 %	48.8 %	48.6 %	53.6 %	49.1 %	50.1 %	51.8 %	51.9 %	56.0 %	49.0 %	52.2 %	55.9 %	56.1 %	56.3 %	50.4 %	54.7 %
Test & Measurement	—	—	—	—	—	—	—	278	272	260	266	1,077	270	266	262	307	1,105
Margin								72.6 %	74.4 %	73.3 %	74.0 %	73.6 %	75.1 %	74.4 %	72.9 %	75.4 %	74.5 %
Software & Systems	1,166	1,476	436	435	551	490	1,912	776	788	860	767	3,193	842	879	892	861	3,474
Margin	41.8 %	46.2 %	48.8 %	48.6 %	53.6 %	49.1 %	50.1 %	57.7 %	57.9 %	60.3 %	55.5 %	57.9 %	60.9 %	60.6 %	60.3 %	57.2 %	59.7 %
Sensors	1,599	1,684	400	471	504	572	1,947	533	564	537	628	2,262	548	564	552	635	2,300
Margin	52.1 %	52.5 %	53.6 %	53.2 %	55.2 %	54.8 %	54.3 %	56.4 %	55.8 %	54.6 %	56.3 %	55.8 %	56.4 %	56.4 %	54.5 %	55.3 %	55.6 %
Final Control	2,074	2,241	558	639	686	703	2,586	619	682	687	743	2,730	636	698	717	775	2,827
Margin	41.8 %	43.4 %	45.7 %	45.8 %	47.5 %	47.2 %	46.6 %	46.9 %	47.1 %	47.8 %	47.1 %	47.2 %	47.7 %	47.8 %	47.1 %	47.4 %	47.5 %
Intelligent Devices	3,673	3,925	958	1,110	1,190	1,275	4,533	1,152	1,246	1,224	1,371	4,992	1,184	1,262	1,269	1,410	5,127
Margin	45.7 %	46.9 %	48.7 %	48.7 %	50.5 %	50.4 %	49.6 %	50.9 %	50.6 %	50.6 %	50.9 %	50.8 %	51.4 %	51.3 %	50.1 %	50.6 %	50.8 %
Safety & Productivity	891	922	224	252	243	247	966	222	246	231	229	927	211	231	226	245	913
Margin	42.0 %	41.2 %	43.8 %	43.4 %	43.4 %	44.1 %	43.7 %	43.4 %	44.4 %	43.0 %	42.3 %	43.3 %	43.3 %	44.3 %	42.0 %	43.5 %	43.3 %

	2023							2024					2025				
	2021	2022	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
SG&A:																	
Control Systems & Software	\$ 726	859	276	271	288	302	1,137	295	284	299	304	1,182	277	283	284	294	1,139
Test & Measurement	—	—	—	—	—	—	—	178	192	184	169	723	175	183	184	193	734
Software & Systems	726	859	276	271	288	302	1,137	473	476	483	473	1,905	452	466	468	487	1,873
Sensors	837	861	215	236	243	278	972	265	279	267	287	1,097	260	273	277	289	1,101
Final Control	1,131	1,117	284	296	310	321	1,212	306	312	306	315	1,239	298	307	317	329	1,252
Intelligent Devices	1,968	1,978	499	532	553	599	2,184	571	591	573	602	2,336	558	580	594	618	2,353
Safety & Productivity	468	483	116	123	122	127	487	117	122	117	108	464	110	116	115	119	459

			2023					2024					2025				
	2021	2022	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Other Deductions, Net:																	
Control Systems & Software	\$ 75	166	85	89	90	89	354	91	92	85	98	365	87	92	75	74	327
Test & Measurement	—	—	—	—	—	—	—	178	159	164	142	644	108	107	104	118	439
Software & Systems	75	166	85	89	90	89	354	269	251	249	240	1,009	195	199	179	192	766
Sensors	78	38	10	6	4	19	39	33	11	18	46	109	3	25	29	29	87
Final Control	176	147	36	34	39	34	142	49	24	46	49	168	33	36	49	43	160
Intelligent Devices	254	185	46	40	43	53	181	82	35	64	95	277	36	61	78	72	247
Safety & Productivity	35	34	5	9	9	8	30	8	9	7	8	32	5	10	8	13	36

	2023							2024					2025				
	2021	2022	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Earnings (Loss):																	
Control Systems & Software	\$ 365	451	75	75	173	99	421	112	140	216	99	569	208	238	271	186	903
Margin	13.1 %	14.1 %	8.4 %	8.3 %	16.8 %	9.9 %	11.0 %	11.6 %	14.1 %	20.2 %	9.7 %	14.0 %	20.3 %	21.7 %	24.2 %	16.9 %	20.8 %
Test & Measurement	—	—	—	—	—	—	—	(78)	(79)	(88)	(45)	(290)	(13)	(24)	(26)	(4)	(68)
Margin								(20.4)%	(21.7)%	(24.7)%	(12.4)%	(19.8)%	(3.6)%	(6.8)%	(7.2)%	(1.1)%	(4.5)%
Software & Systems	365	451	75	75	173	99	421	34	61	128	54	279	195	214	245	182	835
Margin	13.1 %	14.1 %	8.4 %	8.3 %	16.8 %	9.9 %	11.0 %	2.5 %	4.5 %	9.0 %	3.9 %	5.0 %	14.1 %	14.6 %	16.6 %	12.0 %	14.4 %
Sensors	684	785	175	229	257	275	936	235	274	252	295	1,056	285	266	246	317	1,112
Margin	22.3 %	24.5 %	23.4 %	25.9 %	28.1 %	26.4 %	26.1 %	24.9 %	27.0 %	25.6 %	26.5 %	26.0 %	29.3 %	26.6 %	24.2 %	27.6 %	26.9 %
Final Control	767	977	238	309	337	348	1,232	264	346	335	379	1,323	305	355	351	403	1,415
Margin	15.5 %	18.9 %	19.5 %	22.1 %	23.3 %	23.4 %	22.2 %	20.0 %	23.9 %	23.4 %	24.0 %	22.9 %	22.9 %	24.4 %	23.1 %	24.6 %	23.8 %
Intelligent Devices	1,451	1,762	413	538	594	623	2,168	499	620	587	674	2,379	590	621	597	720	2,527
Margin	18.1 %	21.1 %	21.0 %	23.6 %	25.2 %	24.6 %	23.7 %	22.1 %	25.2 %	24.3 %	25.1 %	24.2 %	25.6 %	25.3 %	23.5 %	25.8 %	25.1 %
Safety & Productivity	388	405	103	120	112	113	449	97	115	107	113	431	96	105	103	113	418
Margin	18.3 %	18.1 %	20.1 %	20.8 %	20.0 %	20.2 %	20.3 %	19.0 %	20.8 %	19.9 %	20.8 %	20.1 %	19.7 %	20.2 %	19.2 %	20.1 %	19.8 %

	2023							2024					2025				
	2021	2022	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Amortization of Intangibles:																	
Control Systems & Software	\$ 114	261	128	128	128	128	512	128	132	127	127	515	127	128	114	102	471
Test & Measurement	—	—	—	—	—	—	—	139	141	139	141	560	105	105	107	107	425
Software & Systems	114	261	128	128	128	128	512	267	273	266	268	1,075	232	233	221	209	896
Sensors	25	21	5	5	5	12	27	20	12	11	12	55	10	11	11	12	45
Final Control	137	122	28	28	29	28	113	30	30	29	29	118	29	28	30	29	115
Intelligent Devices	162	143	33	33	34	40	140	50	42	40	41	173	39	39	41	41	160
Safety & Productivity	28	26	6	7	7	6	26	6	7	7	7	26	7	6	7	7	27
	2023							2024					2025				
	2021	2022	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Restructuring and Related Costs:																	
Control Systems & Software	\$ 14	11	1	5	1	5	13	2	3	5	15	27	2	9	8	10	29
Test & Measurement	—	—	—	—	—	—	—	40	16	25	—	81	(1)	6	—	13	18
Software & Systems	14	11	1	5	1	5	13	42	19	30	15	108	1	15	8	23	47
Sensors	58	3	1	—	1	11	13	3	1	3	19	26	1	2	2	19	25
Final Control	68	73	4	13	8	18	42	12	(3)	17	13	39	7	3	8	12	30
Intelligent Devices	126	76	5	13	9	29	55	15	(2)	20	32	65	8	5	10	31	55
Safety & Productivity	11	12	1	5	2	2	10	4	4	4	6	16	1	2	—	7	10

			2023					2024					2025				
	2021	2022	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Adjusted EBITA:																	
Control Systems & Software	\$ 493	723	204	208	302	232	946	242	275	348	241	1,111	337	375	393	298	1,403
Margin	17.6 %	22.6 %	22.9 %	23.2 %	29.4 %	23.3 %	24.8 %	25.1 %	27.9 %	32.6 %	23.6 %	27.4 %	33.0 %	34.2 %	35.2 %	27.0 %	32.4 %
Test & Measurement	—	—	—	—	—	—	—	101	78	76	96	351	91	87	81	116	375
Margin								26.5 %	21.4 %	21.4 %	26.7 %	24.0 %	25.5 %	24.3 %	22.4 %	28.5 %	25.3 %
Software & Systems	493	723	204	208	302	232	946	343	353	424	337	1,462	428	462	474	414	1,778
Margin	17.6 %	22.6 %	22.9 %	23.2 %	29.4 %	23.3 %	24.8 %	25.5 %	26.2 %	29.8 %	24.4 %	26.5 %	31.1 %	31.7 %	32.1 %	27.4 %	30.6 %
Sensors	767	809	181	234	263	298	976	258	287	266	326	1,137	296	279	259	348	1,182
Margin	25.0 %	25.3 %	24.2 %	26.5 %	28.8 %	28.5 %	27.2 %	27.3 %	28.3 %	27.0 %	29.3 %	28.0 %	30.5 %	27.9 %	25.5 %	30.3 %	28.6 %
Final Control	972	1,172	270	350	374	394	1,387	306	373	381	421	1,480	341	386	389	444	1,560
Margin	19.6 %	22.7 %	22.2 %	25.1 %	25.9 %	26.4 %	25.0 %	23.3 %	25.6 %	26.6 %	26.7 %	25.6 %	25.5 %	26.5 %	25.5 %	27.2 %	26.2 %
Intelligent Devices	1,739	1,981	451	584	637	692	2,363	564	660	647	747	2,617	637	665	648	792	2,742
Margin	21.7 %	23.6 %	22.9 %	25.6 %	27.0 %	27.3 %	25.9 %	24.9 %	26.7 %	26.7 %	27.8 %	26.6 %	27.6 %	27.1 %	25.5 %	28.5 %	27.2 %
Safety & Productivity	427	443	110	132	121	121	485	107	126	118	126	473	104	113	110	127	455
Margin	20.2 %	19.8 %	21.5 %	22.6 %	21.6 %	21.8 %	21.9 %	21.0 %	22.7 %	21.8 %	23.0 %	22.1 %	21.3 %	21.8 %	20.4 %	22.6 %	21.5 %

			2023					2024					2025				
	2021	2022	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Underlying Sales:																	
Control Systems & Software																	
Reported	14 %	15 %	30 %	31 %	21 %	2 %	19 %	8 %	11 %	4 %	3 %	6 %	6 %	10 %	5 %	7 %	7 %
(Fav.)/Unfav. FX	(2)%	3 %	5 %	3 %	1 %	(1)%	1 %	(1)%	1 %	1 %	(1)%	1 %	1 %	1 %	(1)%	— %	— %
(Acq.)/Divestitures	(8)%	(12)%	(22)%	(19)%	(4)%	— %	(10)%	1 %	— %	— %	— %	— %	— %	— %	— %	— %	— %
Underlying	4 %	6 %	13 %	15 %	18 %	1 %	10 %	8 %	12 %	5 %	2 %	7 %	7 %	11 %	4 %	7 %	7 %
Test & Measurement																	
Reported													(6)%	(2)%	2 %	13 %	2 %
(Fav.)/Unfav. FX													1 %	1 %	(3)%	(1)%	(1)%
(Acq.)/Divestitures													— %	— %	— %	— %	— %
Underlying													(5)%	(1)%	(1)%	12 %	1 %
Software & Systems																	
Reported	14 %	15 %	30 %	31 %	21 %	2 %	19 %	50 %	52 %	39 %	39 %	45 %	3 %	7 %	4 %	9 %	5 %
(Fav.)/Unfav. FX	(2)%	3 %	5 %	3 %	1 %	(1)%	1 %	(1)%	— %	1 %	(1)%	— %	1 %	— %	(2)%	(1)%	— %
(Acq.)/Divestitures	(8)%	(12)%	(22)%	(19)%	(4)%	— %	(10)%	(41)%	(40)%	(35)%	(36)%	(38)%	— %	— %	— %	— %	— %
Underlying	4 %	6 %	13 %	15 %	18 %	1 %	10 %	8 %	12 %	5 %	2 %	7 %	4 %	7 %	2 %	8 %	5 %
Sensors																	
Reported	(1)%	4 %	2 %	15 %	16 %	14 %	12 %	27 %	14 %	8 %	7 %	13 %	3 %	(1)%	3 %	3 %	2 %
(Fav.)/Unfav. FX	(2)%	3 %	5 %	3 %	1 %	— %	2 %	(1)%	1 %	1 %	— %	— %	1 %	1 %	(1)%	(1)%	— %
(Acq.)/Divestitures	— %	— %	2 %	2 %	3 %	1 %	2 %	2 %	1 %	— %	— %	1 %	— %	— %	— %	— %	— %
Underlying	(3)%	7 %	9 %	20 %	20 %	15 %	16 %	28 %	16 %	9 %	7 %	14 %	4 %	— %	2 %	2 %	2 %
Final Control																	
Reported	2 %	4 %	3 %	9 %	13 %	5 %	7 %	8 %	4 %	(1)%	6 %	4 %	1 %	1 %	6 %	4 %	3 %
(Fav.)/Unfav. FX	(3)%	4 %	6 %	3 %	1 %	(1)%	2 %	(1)%	— %	2 %	(1)%	— %	1 %	1 %	(2)%	(1)%	— %
(Acq.)/Divestitures	— %	— %	— %	1 %	— %	— %	1 %	— %	— %	— %	— %	— %	— %	— %	— %	— %	— %
Underlying	(1)%	8 %	9 %	13 %	14 %	4 %	10 %	7 %	4 %	1 %	5 %	4 %	2 %	2 %	4 %	3 %	3 %

	2021	2022	2023					2024					2025				
			Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Intelligent Devices																	
Reported	1 %	4 %	2 %	11 %	14 %	8 %	9 %	15 %	8 %	3 %	6 %	8 %	2 %	— %	5 %	4 %	3 %
(Fav.)/Unfav. FX	(3)%	4 %	6 %	4 %	1 %	(1)%	2 %	(1)%	1 %	1 %	— %	— %	1 %	1 %	(1)%	(1)%	— %
(Acq.)/Divestitures	— %	— %	1 %	1 %	1 %	1 %	1 %	1 %	— %	— %	— %	— %	— %	— %	— %	— %	— %
Underlying	(2)%	8 %	9 %	16 %	16 %	8 %	12 %	15 %	9 %	4 %	6 %	8 %	3 %	1 %	4 %	3 %	3 %
Safety & Productivity																	
Reported	15 %	6 %	(6)%	4 %	1 %	(3)%	(1)%	— %	(4)%	(4)%	(4)%	(3)%	(4)%	(6)%	— %	4 %	(2)%
(Fav.)/Unfav. FX	(2)%	2 %	3 %	1 %	(1)%	(1)%	1 %	(1)%	— %	1 %	— %	— %	— %	1 %	(1)%	(1)%	— %
(Acq.)/Divestitures	— %	— %	— %	— %	— %	— %	— %	— %	— %	— %	— %	— %	— %	— %	— %	— %	— %
Underlying	13 %	8 %	(3)%	5 %	— %	(4)%	— %	(1)%	(4)%	(3)%	(4)%	(3)%	(4)%	(5)%	(1)%	3 %	(2)%