

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 5, 2024

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)

8000 West Florissant Avenue St. Louis, Missouri	63136
(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 Chicago
1.250% Notes due 2025	EMR 25A	New York Stock Exchange
2.000% Notes due 2029	EMR 29	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 8.01      Other Events.**

On Tuesday, November 5, 2024, the Company issued a press release announcing that (i) the Company had submitted a proposal (the “Proposal”) to the board of directors of Aspen Technology, Inc., a Delaware corporation (“AspenTech”) to acquire all outstanding shares of common stock of AspenTech not already owned by the Company for \$240 per share in cash, which provides that the Company will not proceed with such a transaction unless a fully empowered special committee comprising solely independent and disinterested directors appointed by AspenTech’s board of directors and advised by independent legal and financial advisors recommends approval of such transaction to the AspenTech board of directors, and the Proposal be effected by a tender offer that would be subject to a non-waivable condition that at least a majority of the AspenTech common stock held by minority stockholders be tendered and not withdrawn and (ii) the Company is exploring strategic alternatives, including a cash sale, for the Company’s Safety & Productivity segment (the “S&P Divestiture”).

There can be no assurances as to the timing, manner or terms of any definitive agreement with respect to the Proposal or the S&P Divestiture, or as to whether such transactions will be completed at all. After today’s announcements, the Company does not intend to make further announcements regarding the Proposal or the S&P Divestiture until such time as a definitive agreement is reached or if further disclosure is appropriate or necessary.

A copy of the press release, which includes a copy of the Proposal, is filed with this Current Report on Form 8-K as Exhibit 99.1.

A copy of the investor presentation issued by the Company in connection with the Proposal and the S&P Divestiture on November 5, 2024 is filed with this Current Report on Form 8-K as Exhibit 99.2.

**Item 9.01      Financial Statements and Exhibits.**

(d) Exhibits.

Exhibit Number	Description of Exhibits
99.1	<a href="#">Emerson’s November 5, 2024 press release announcing the Proposal and the S&amp;P Divestiture.</a>
99.2	<a href="#">Emerson’s November 5, 2024 investor presentation in connection with the Proposal and the S&amp;P Divestiture.</a>
104	Cover Page Interactive Data File - the cover page XBRL tags are embedded within the Inline XBRL document.

## FORWARD-LOOKING STATEMENTS

This Form 8-K contains forward-looking statements related to Emerson, AspenTech and the proposed acquisition by Emerson of the outstanding shares of common stock of AspenTech that Emerson does not already own. These forward-looking statements are subject to risks, uncertainties and other factors. All statements other than statements of historical fact are statements that could be deemed forward-looking statements, including all statements regarding the intent, belief or current expectation of the companies and members of their senior management team. Forward-looking statements include, without limitation, statements regarding the business combination and related matters, prospective performance and opportunities, post-closing operations and the outlook for the companies' businesses, including, without limitation, future financial results, synergies, growth potential, market profile, business plans and expanded portfolio; the competitive ability and position of the combined company; filings and approvals relating to the proposed transaction; the ability to complete the proposed transaction and the timing thereof; difficulties or unanticipated expenses in connection with integrating the companies; and any assumptions underlying any of the foregoing. Investors are cautioned that any such forward-looking statements are not guarantees of future performance and involve risks and uncertainties and are cautioned not to place undue reliance on these forward-looking statements. Actual results may differ materially from those currently anticipated due to a number of risks and uncertainties. Risks and uncertainties that could cause the actual results to differ from expectations contemplated by forward-looking statements include: (1) the risk that a transaction with AspenTech may not be agreed with the AspenTech special committee; (2) the risk that the non-waivable condition that the requisite majority of the holders of AspenTech common stock which are unaffiliated with Emerson tender in or approve the proposed transaction is not met; (3) the risk that a transaction with AspenTech may not otherwise be consummated; (4) uncertainties as to the timing of the transaction; (5) unexpected costs, charges or expenses resulting from the proposed transaction; (6) uncertainty of the expected financial performance of AspenTech following completion of the proposed transaction; (7) failure to realize the anticipated benefits of the proposed transaction; (8) inability to retain and hire key personnel; (9) potential litigation or regulatory approval requirements in connection with the proposed transaction or other settlements or investigations that may affect the timing or occurrence of the contemplated transaction or result in significant costs of defense, indemnification and liability; (10) evolving legal, regulatory and tax regimes; (11) changes in economic, financial, political and regulatory conditions, in the United States and elsewhere, and other factors that contribute to uncertainty and volatility, natural and man-made disasters, civil unrest, pandemics, geopolitical uncertainty, and conditions that may result from legislative, regulatory, trade and policy changes associated with the current or subsequent U.S. administration; (12) the ability of Emerson and AspenTech to successfully recover from a disaster or other business continuity problem due to a hurricane, flood, earthquake, terrorist attack, war, pandemic, security breach, cyber-attack, power loss, telecommunications failure or other natural or man-made event, including the ability to function remotely during long-term disruptions; (13) the impact of public health crises, such as pandemics and epidemics and any related company or governmental policies and actions to protect the health and safety of individuals or governmental policies or actions to maintain the functioning of national or global economies and markets, including any quarantine, "shelter in place," "stay at home," workforce reduction, social distancing, shut down or similar actions and policies; (14) actions by third parties, including government agencies; (15) potential adverse reactions or changes to business relationships resulting from the announcement of the proposal or completion of the transaction; (16) the risk that disruptions from the proposed transaction will harm Emerson's and AspenTech's business, including current plans and operations; and (17) other risk factors as detailed from time to time in the companies' periodic reports filed with the U.S. Securities and Exchange Commission (the "SEC"), including current reports on Form 8-K, quarterly reports on Form 10-Q and annual reports on Form 10-K. All forward-looking statements are based on information currently available to Emerson, and Emerson assumes no obligation and disclaim any intent to update any such forward-looking statements.

## ADDITIONAL INFORMATION AND WHERE TO FIND IT

This Form 8-K relates to a proposal that Emerson has made for an acquisition by Emerson of all of the shares of issued and outstanding common stock of AspenTech not already owned by Emerson. In furtherance of this proposal and subject to future developments, Emerson may file one or more tender offer statements or other documents with the SEC. This Form 8-K is not a substitute for any tender offer statement or other document Emerson may file with the SEC in connection with the proposed transaction.

Investors are urged to read the tender offer statements and/or other documents filed with the SEC carefully in their entirety if and when they become available, as they will contain important information about the proposed transaction. Investors will be able to obtain free copies of these documents (if and when available) and other documents filed with the SEC by Emerson through the website maintained by the SEC at <http://www.sec.gov>.

This Form 8-K shall not constitute an offer to sell or the solicitation of an offer to buy any securities, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any jurisdiction. A solicitation and an offer to buy shares of AspenTech will be made only pursuant to an offer to purchase and related materials that Emerson may file with the SEC.

Any information concerning AspenTech contained in this Form 8-K has been taken from, or based upon, publicly available information. Although Emerson does not have any information that would indicate that any information contained in this Form 8-K that has been taken from such documents is inaccurate or incomplete, Emerson does not take any responsibility for the accuracy or completeness of such information.

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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 5, 2024

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

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**Emerson Announces Key Actions to Complete the Portfolio Transformation to an Industrial Technology Leader Delivering Advanced Automation Solutions**

*Proposes to Acquire Remaining Outstanding Shares of AspenTech for \$240 per Share in Cash*

*Commences Review of Strategic Alternatives for Safety & Productivity Segment*

*Announces Increased Return of Capital to Shareholders with Plans to Repurchase Approximately \$2.0 Billion of Shares in Fiscal 2025; Expecting \$1.0 Billion in Fiscal Q1*

**ST. LOUIS – November 5, 2024** – Emerson (NYSE: EMR) today announced three key strategic and financial actions in the final phase of its portfolio transformation to an industrial technology leader focused on automation:

- Emerson has made a proposal to acquire all outstanding shares of common stock of AspenTech (NASDAQ: AZPN) (“AspenTech”) not already owned by Emerson for \$240 per share in cash. The proposed transaction follows Emerson’s 55% majority investment in AspenTech, which was completed in 2022. Emerson currently owns approximately 57% of AspenTech’s outstanding shares of common stock. Upon completion of the transaction, AspenTech would become a wholly owned subsidiary of Emerson.
- Emerson has commenced a process to explore strategic alternatives, including a cash sale, for the Safety & Productivity segment, which comprises the remaining businesses not related to automation in Emerson’s portfolio.
- Emerson plans to repurchase approximately \$2.0 billion of its common stock in fiscal year 2025, with approximately \$1.0 billion of the repurchase expected to be completed in the first quarter of fiscal year 2025.

“Emerson has been executing against a clear value creation roadmap as we build the most differentiated global industrial technology portfolio of software-defined and hardware-advantaged automation solutions,” said Lal Karsanbhai, President and Chief Executive Officer of Emerson. “The key strategic actions we are announcing today are consistent with our objective to drive value for our shareholders and complete our portfolio transformation in the most financially attractive way. Upon the successful completion of these actions, Emerson will have created a cohesive automation portfolio which strengthens our innovation leadership in the market and positions Emerson to deliver further growth, margin expansion and shareholder value creation.”

**Proposal to Acquire Remaining Outstanding Shares of AspenTech**

Emerson’s proposed \$240 per share in cash to acquire all outstanding shares of AspenTech common stock not already owned represents a multiple of 29x consensus estimates for AspenTech’s fiscal year 2025 Adjusted EBITDA, a multiple consistent with the forward multiple paid in its original transaction for AspenTech. Emerson’s proposal represents a 35% premium to the company’s undisturbed share price of \$177.84 on August 6, 2024, and an 8% premium to the undisturbed 52 week high of \$221.94 through August 6, 2024, the date immediately prior to Emerson’s August 7, 2024 earnings call, when active transaction speculation began in the market, including in multiple published analyst reports.

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Since August 6, AspenTech's share price has increased 34% versus industrial software peer<sup>1</sup> share prices increasing 8% on average and the S&P500 increasing 9% over the same period.

The proposal implies a fully diluted market capitalization for AspenTech of \$15.3 billion and an Enterprise Value of \$15.1 billion.

Karsanbhai continued, "Since completing our initial investment in 2022, our partnership with AspenTech has been highly productive and advanced our capabilities in software-defined control. The strategic and operating success of our partnership with AspenTech over the last two years gives us confidence that the time is right to bring Emerson and AspenTech together. As one company, with shared priorities and investment, we will be even better positioned for growth, margin expansion and shareholder value creation."

The combination of Emerson and AspenTech would advance key initiatives, create new opportunities through full integration as a single company and further accelerate Emerson's industrial software strategy with benefits including:

- **Accelerates Realization of Software-Defined Control:** Developments over the last 3 years have proven the value and feasibility of software-defined control. A single integrated organization would benefit Emerson as it designs seamless hardware plus software solutions for its customers.
- **Enhances Alignment Between Emerson and AspenTech for Additional Synergy Realization:** As a single company leveraging the proven Emerson Management System, there will be opportunities for immediate additional cost efficiencies from the transaction. Commercially, the proposed transaction drives greater alignment, collaboration and integration, to allow Emerson and AspenTech to invest, innovate and cross-sell more effectively and drive further sales synergies over time.
- **Strengthens Combined Automation Software Offering:** As a single integrated business, Emerson will have a highly differentiated automation software business globally with software addressing the entire lifecycle of automating complex operations, from design and engineering to production and asset optimization.

Emerson expects the impact of this proposed transaction with synergies to be neutral to Adjusted EPS in fiscal 2025.

Emerson has delivered its proposal in a letter to AspenTech's Board of Directors, filed with the SEC, and copied below. The proposal does not create any binding legal obligation between Emerson and AspenTech unless and until mutually acceptable definitive transaction documents are executed.

Emerson will not proceed with such a transaction unless a fully empowered special committee, comprising solely independent and disinterested directors appointed by AspenTech's Board of Directors and advised by independent legal and financial advisors, recommends approval of such transaction to the AspenTech Board. Emerson's proposal is that the transaction be effected by a tender offer that would be subject to a non-waivable condition that at least a majority of the AspenTech common stock held by minority stockholders be tendered and not withdrawn in accordance with the framework established under *Kahn v. M&F Worldwide Corp.*, 88 A.3d 635 (Del. 2014) and its progeny; and thereafter a merger consummated at the same price without further stockholder action.

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<sup>1</sup> Industrial software peers defined as Autodesk Inc., Bentley Systems Incorporated, Dassault Systemès SE, and PTC Inc.

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The proposal is not subject to any financing condition and would be financed from cash on hand, committed lines of credit and/or other available sources of financing. No assurance can be given whether the proposal will lead to a transaction or as to any of the terms or conditions of such transaction. Emerson does not intend to make further announcements, beyond the conference call, regarding the proposal until such time as a definitive agreement is reached or if further disclosure is appropriate or necessary.

#### **Exploring Strategic Alternatives for Safety & Productivity Segment**

Emerson also announced today that it is exploring strategic alternatives for its Safety & Productivity segment, including a cash sale, to maximize shareholder value. The segment, which includes Emerson's legacy tools businesses, contributed \$1.4 billion of sales to Emerson in fiscal year 2024, with 24.5% Adjusted Segment EBITA<sup>2</sup> margins.

There is no deadline or definitive timetable set for completion of the strategic alternatives process or assurance that the process will result in any transaction. Emerson does not intend to make further announcements regarding the review of strategic alternatives, beyond the conference call, unless and until the Board approves a specific transaction or otherwise determines further disclosure is appropriate or necessary.

#### **Increasing Return of Capital to Shareholders**

Emerson also announced today that it plans to repurchase approximately \$2.0 billion of its common stock in fiscal year 2025 increasing its total capital returned to shareholders to approximately 100 percent of the guided free cash flow. Emerson expects to complete approximately \$1.0 billion of the repurchase by the end of the first fiscal quarter.

The announced repurchase underscores Emerson's commitment to driving shareholder returns and confidence in the company's strong outlook, significant free cash generation and benefits of the actions announced today. Assuming successful completion of the transactions, Emerson expects total net leverage to be less than 2x by the end of fiscal year 2025 and expects to maintain its A2/A credit rating.

#### **Emerson Fourth Quarter and Full Year 2024 Results**

In a separate press release this morning, Emerson announced financial results for its fourth quarter and fiscal year 2024, ended September 30, 2024, and provided guidance for its fiscal 2025 year.

As previously announced, beginning at 7:00 a.m. Central Time / 8:00 a.m. Eastern Time today, Emerson management will discuss fourth quarter and fiscal year 2024 results, as well as the strategic actions announced today, during an investor conference call. Participants can access a live webcast available at [www.emerson.com/investors](http://www.emerson.com/investors) at the time of the call. A replay of the call will be available for 90 days. Conference call slides will be posted in advance of the call on the company website.

#### **Advisors**

Goldman Sachs & Co. LLC and Centerview Partners LLC are serving as financial advisors to Emerson, and Davis Polk & Wardwell LLP is serving as legal advisor.

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<sup>2</sup> Adjusted Segment EBITA margin of 24.5% was adjusted for the following: 1.8% of amortization expense, 0.5% of restructuring and related expense to arrive at a GAAP Segment EBIT margin of 22.2%.

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## About Emerson

Emerson (NYSE: EMR) is a global technology and software company providing innovative solutions for the world's essential industries. Through its leading automation portfolio, including its majority stake in AspenTech, Emerson helps hybrid, process and discrete manufacturers optimize operations, protect personnel, reduce emissions and achieve their sustainability goals. For more information, visit [Emerson.com](https://www.emerson.com).

## Forward-Looking Statements

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and annual reports on Form 10-K. All forward-looking statements are based on information currently available to Emerson, and Emerson assumes no obligation and disclaim any intent to update any such forward-looking statements.

#### **Additional Information And Where To Find It**

This communication relates to a proposal that Emerson has made for an acquisition by Emerson of all of the shares of issued and outstanding common stock of AspenTech not already owned by Emerson. In furtherance of this proposal and subject to future developments, Emerson may file one or more tender offer statements or other documents with the SEC. This communication is not a substitute for any tender offer statement or other document Emerson may file with the SEC in connection with the proposed transaction.

Investors are urged to read the tender offer statements and/or other documents filed with the SEC carefully in their entirety if and when they become available, as they will contain important information about the proposed transaction. Investors will be able to obtain free copies of these documents (if and when available) and other documents filed with the SEC by Emerson through the website maintained by the SEC at <http://www.sec.gov>.

This communication shall not constitute an offer to sell or the solicitation of an offer to buy any securities, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any jurisdiction. A solicitation and an offer to buy shares of AspenTech will be made only pursuant to an offer to purchase and related materials that Emerson may file with the SEC.

Any information concerning AspenTech contained in this communication has been taken from, or based upon, publicly available information. Although Emerson does not have any information that would indicate that any information contained in this communication that has been taken from such documents is inaccurate or incomplete, Emerson does not take any responsibility for the accuracy or completeness of such information.

#### **Contacts**

##### **Investors:**

Colleen Mettler  
(314) 553-2197

##### **Letter to AspenTech Board of Directors**

November 5, 2024

Board of Directors  
Aspen Technology, Inc.  
20 Crosby Drive  
Bedford, MA 01730

Dear Members of the Board of Directors:

Emerson values the partnership created through the transaction between our two companies that resulted in our majority ownership of AspenTech. To realize the full potential for the AspenTech business going forward, we believe now is the right time to increase Emerson's ownership and fully integrate AspenTech as part of Emerson.

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To achieve this goal, Emerson Electric Co. ("Emerson") is pleased to submit this proposal ("Proposal") to acquire all of the outstanding shares of common stock of Aspen Technology, Inc. ("AspenTech" or the "Company") that Emerson does not already own (excluding outstanding employee equity awards which will be rolled over into equivalent Emerson equity awards) for a purchase price of \$240 per share in cash.

The concept of Emerson making a proposal to acquire the remaining public float of AspenTech has been noted in shareholder and analyst commentary since the expiration of the original transaction standstill earlier this year. Speculation increased significantly following commentary in Emerson's August 7<sup>th</sup> earnings call on the strength of our balance sheet and the strategic fit of AspenTech made in response to direct analyst questioning about the possibility of a transaction. Since then, multiple research analysts have published reports predicting an offer in the near term.

In this period, based on the closing price yesterday, AspenTech's share price has increased 34%, exceeding its prior 52-week high close of ~\$222, and its street consensus EV / NTM FCF multiple<sup>1</sup> has expanded over 44%. This compares to a peer group<sup>2</sup> that has on average seen stock prices up 8% and street consensus EV / NTM FCF multiples up 5% over the same period.

We believe our proposal offers compelling value to AspenTech's shareholders and provides them with certain cash value and immediate liquidity at a premium valuation. Our proposal values AspenTech at a multiple of 39.0x street consensus estimates for AspenTech's calendar year 2025 free cash flow<sup>3</sup>, a multiple above the 38.2x forward multiple paid in our original change of control transaction. Our proposal also represents 44.4x FY2025 AspenTech's free cash flow as guided by the Company at their September 17<sup>th</sup> Investor Day. Our proposal is not only compelling from a valuation multiple perspective—it also represents an 8% premium to the 52-week high through August 6, 2024 and a 35% premium to the Company's undisturbed share price of \$177.84 on August 6, 2024, such measures being just prior to when active transaction speculation began in the market.

We also note AspenTech's Q1 earnings report yesterday included a miss on consensus ACV, revenue, EPS and FCF. Following its earnings call, AspenTech's stock price traded down \$12.59 to \$225.00 (as reported on Bloomberg at 7:31pm EST yesterday).

We will not proceed with such a transaction unless a fully empowered special committee comprising solely of independent and disinterested directors, appointed by AspenTech's Board of Directors and advised by independent legal and financial advisors, recommends approval of such transaction to the AspenTech Board of Directors. Our Proposal is that the transaction be effected by a tender offer that would be subject to a non-waivable condition that at least a majority of the AspenTech common stock held by minority stockholders be tendered and not withdrawn in accordance with the framework established under *Kahn v. M&F Worldwide Corp.*, 88 A.3d 635 (Del. 2014) and its progeny; and thereafter a merger consummated at the same price without further stockholder action.

We wish to emphasize that, in our capacity as a stockholder of the Company, we are only interested in acquiring the shares of the Company that we do not currently own, and accordingly we have no interest in a disposition or sale of our holdings in the Company.

Given our knowledge of AspenTech and our close working relationship with the Company, we are in a position to move quickly and do not need to complete additional diligence prior to signing a definitive

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<sup>1</sup> NTM FCF defined as the time weighted median of consensus street research estimates for AspenTech's free cash flow over the next twelve-month period, on any given date, as sourced from Factset.

<sup>2</sup> Peer group defined as Autodesk, Bentley Systems, Dassault Systèmes, and PTC Inc.

<sup>3</sup> Source: Factset

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agreement. In addition, our counsel can share a draft of a merger agreement which we believe can be negotiated promptly in parallel to other discussions on our Proposal.

This Proposal is not subject to any financing condition and would be financed from cash on hand, committed lines of credit and/or other available sources of financing, and as such would not be subject to any financing contingency. This Proposal is an expression of interest only, and we reserve the right to withdraw or modify our Proposal at any time. No legal obligation with respect to our Proposal or any other transaction shall arise unless and until mutually acceptable definitive transaction documentation is executed between us.

We look forward to completing this transaction, allowing you to achieve attractive and certain value for your remaining public shareholders, and bringing our two companies fully together for even greater strategic and operating success. We are available at your convenience to discuss any aspects of our Proposal and look forward to hearing from you soon.

Sincerely,

Lal Karsanbhai

President and Chief Executive Officer

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# Strategic Announcement

November 5, 2024



## Forward-Looking Statements

*This communication contains forward-looking statements related to Emerson, AspenTech and the proposed acquisition by Emerson of the outstanding shares of common stock of AspenTech that Emerson does not already own. These forward-looking statements are subject to risks, uncertainties and other factors. All statements other than statements of historical fact are statements that could be deemed forward-looking statements, including all statements regarding the intent, belief or current expectation of the companies and members of their senior management team. Forward-looking statements include, without limitation, statements regarding the business combination and related matters, prospective performance and opportunities, post-closing operations and the outlook for the companies' businesses, including, without limitation, future financial results, synergies, growth potential, market profile, business plans and expanded portfolio; the competitive ability and position of the combined company; filings and approvals relating to the proposed transaction; the ability to complete the proposed transaction and the timing thereof; difficulties or unanticipated expenses in connection with integrating the companies; and any assumptions underlying any of the foregoing. Investors are cautioned that any such forward-looking statements are not guarantees of future performance and involve risks and uncertainties and are cautioned not to place undue reliance on these forward-looking statements. Actual results may differ materially from those currently anticipated due to a number of risks and uncertainties. Risks and uncertainties that could cause the actual results to differ from expectations contemplated by forward-looking statements include: (1) the risk that a transaction with AspenTech may not be agreed with the AspenTech special committee; (2) the risk that the non-waivable condition that the requisite majority of the holders of AspenTech common stock which are unaffiliated with Emerson tender in or approve the proposed transaction is not met; (3) the risk that a transaction with AspenTech may not otherwise be consummated; (4) uncertainties as to the timing of the transaction; (5) unexpected costs, charges or expenses resulting from the proposed transaction; (6) uncertainty of the expected financial performance of AspenTech following completion of the proposed transaction; (7) failure to realize the anticipated benefits of the proposed transaction; (8) inability to retain and hire key personnel; (9) potential litigation or regulatory approval requirements in connection with the proposed transaction or other settlements or investigations that may affect the timing or occurrence of the contemplated transaction or result in significant costs of defense, indemnification and liability; (10) evolving legal, regulatory and tax regimes; (11) changes in economic, financial, political and regulatory conditions, in the United States and elsewhere, and other factors that contribute to uncertainty and volatility, natural and man-made disasters, civil unrest, pandemics, geopolitical uncertainty, and conditions that may result from legislative, regulatory, trade and policy changes associated with the current or subsequent U.S. administration; (12) the ability of Emerson and AspenTech to successfully recover from a disaster or other business continuity problem due to a hurricane, flood, earthquake, terrorist attack, war, pandemic, security breach, cyber-attack, power loss, telecommunications failure or other natural or man-made event, including the ability to function remotely during long-term disruptions; (13) the impact of public health crises, such as pandemics and epidemics and any related company or governmental policies and actions to protect the health and safety of individuals or governmental policies or actions to maintain the functioning of national or global economies and markets, including any quarantine, "shelter in place," "stay at home," workforce reduction, social distancing, shut down or similar actions and policies; (14) actions by third parties, including government agencies; (15) potential adverse reactions or changes to business relationships resulting from the announcement of the proposal or completion of the transaction; (16) the risk that disruptions from the proposed transaction will harm Emerson's and AspenTech's business, including current plans and operations; and (17) other risk factors as detailed from time to time in the companies' periodic reports filed with the U.S. Securities and Exchange Commission (the "SEC"), including current reports on Form 8-K, quarterly reports on Form 10-Q and annual reports on Form 10-K. All forward-looking statements are based on information currently available to Emerson, and Emerson assumes no obligation and disclaim any intent to update any such forward-looking statements.*

## Additional Information and Where To Find It

*This communication relates to a proposal that Emerson has made for an acquisition by Emerson of all of the shares of issued and outstanding common stock of AspenTech not already owned by Emerson. In furtherance of this proposal and subject to future developments, Emerson may file one or more tender offer statements or other documents with the SEC. This communication is not a substitute for any tender offer statement or other document Emerson may file with the SEC in connection with the proposed transaction.*

*Investors are urged to read the tender offer statements and/or other documents filed with the SEC carefully in their entirety if and when they become available, as they will contain important information about the proposed transaction. Investors will be able to obtain free copies of these documents (if and when available) and other documents filed with the SEC by Emerson through the website maintained by the SEC at <http://www.sec.gov>.*

*This communication shall not constitute an offer to sell or the solicitation of an offer to buy any securities, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any jurisdiction. A solicitation and an offer to buy shares of AspenTech will be made only pursuant to an offer to purchase and related materials that Emerson may file with the SEC.*

*Any information concerning AspenTech contained in this communication has been taken from, or based upon, publicly available information. Although Emerson does not have any information that would indicate that any information contained in this communication that has been taken from such documents is inaccurate or incomplete, Emerson does not take any responsibility for the accuracy or completeness of such information.*

## 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](http://www.Emerson.com), under Investors.*



# Key Strategic Actions to Complete Portfolio Transformation



## Proposal to Wholly Acquire AspenTech

- Proposal to acquire remaining shares<sup>1</sup> of AspenTech for \$240 per share in cash
- Accelerates achievement of software-defined automation strategy to provide unparalleled value to customers
- Drives the realization of incremental cost synergies using Emerson's proven integration playbook
- Enhances operational performance at AspenTech leveraging the Emerson Management System
- Reduces structural complexity for investors



## Exploring Strategic Alternatives for Safety & Productivity

- Exploring strategic alternatives for Safety & Productivity segment, including a cash sale
- Safety & Productivity segment is not core to the automation portfolio
- Global manufacturer of professional plumbing and electrical tools as well as wet / dry and commercial vacuums with industry-leading margins and cash flow



## Increasing Return of Capital to Shareholders

- Increasing return of capital to shareholders due to strong company outlook
- Plans to repurchase ~\$2.0 billion of common stock in fiscal year 2025
  - Expecting to complete ~\$1.0 billion in fiscal Q1
- Assuming successful completion of the transactions, Emerson expects total net leverage to be less than 2x by the end of fiscal year 2025 and expects to maintain its A2/A credit rating

<sup>1</sup> Emerson currently owns ~57% of AspenTech's outstanding shares of common stock

# AspenTech

Global, diversified leader specializing in industrial software for complex environments where it is critical to optimize the asset design, operation and maintenance lifecycle

## 2024 FINANCIALS<sup>1</sup>

**\$941M**

ACV<sup>2</sup>

**\$1.1B**

Sales

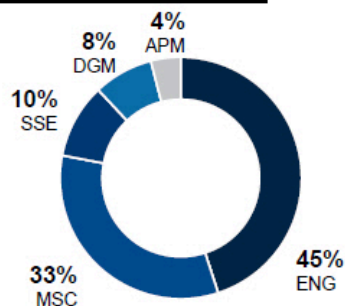
**38.5%**

Adjusted Segment EBITA

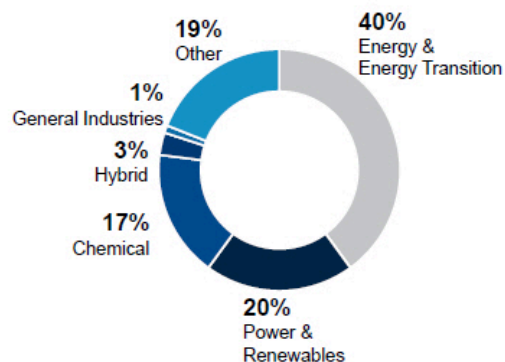
**\$0.3B**

Free Cash Flow

## PRODUCT SUITE<sup>3</sup>



## END-MARKET<sup>4</sup>



## Software Portfolio



### Performance Engineering (ENG)

Optimizing the design and operations of complex assets across the engineering lifecycle



### Manufacturing & Supply Chain (MSC)

Maximizing margins and achieving sustainability goals by improving production performance and value chain resiliency



### Digital Grid Management (DGM)

Operating and managing complex electric grids and gas networks



### Subsurface Science & Engineering (SSE)

Solving the most complex exploration and production challenges while accelerating carbon storage solutions



### Asset Performance Management (APM)

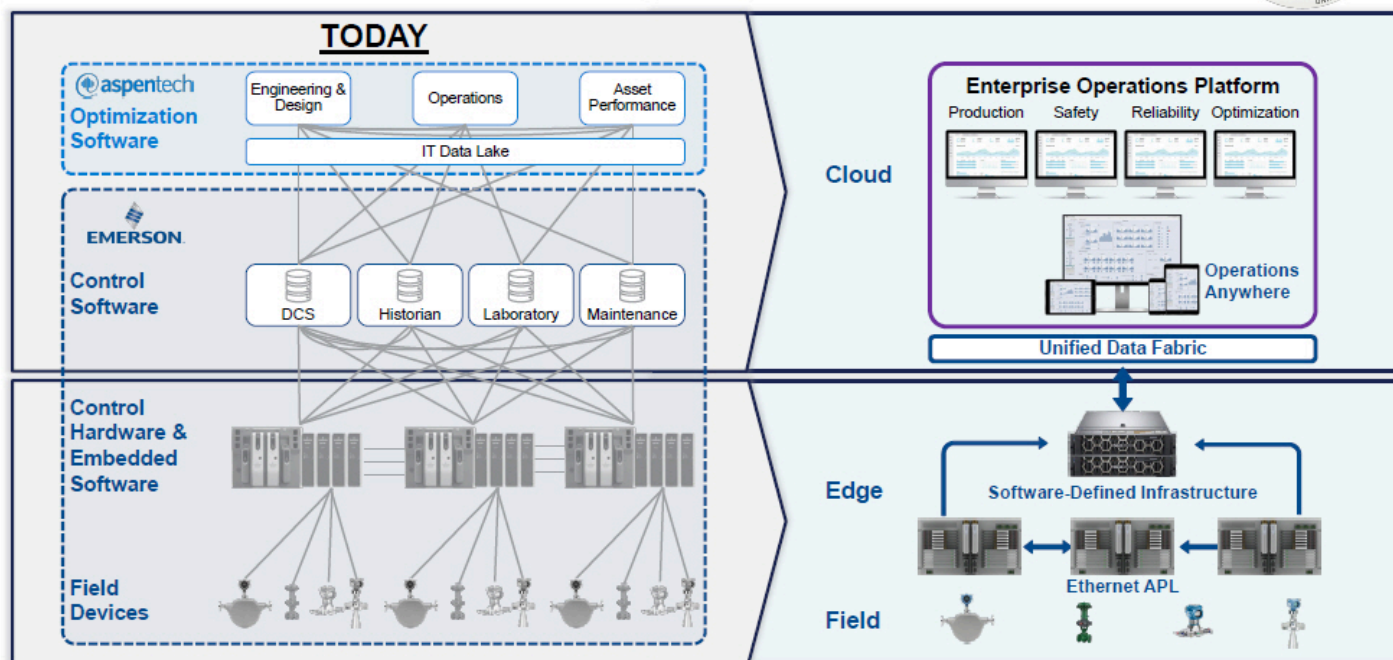
Increasing asset availability and reducing costs by predicting, quantifying, and mitigating risk

<sup>1</sup> Results based on Emerson's fiscal 2024    <sup>2</sup> Annual contract value based on AspenTech's reported ACV. See the end notes for definition.

<sup>3</sup> Product suite by ACV as presented at AspenTech's 9/17/24 Investor day    <sup>4</sup> End-market splits based on AspenTech's revenue on Emerson's fiscal 2024



# Combination of Emerson and AspenTech Would Accelerate Delivery of Software-Defined Automation Vision



# Emerson's Enterprise Operations Platform Would Meet Emerging Customer Needs With a Phased Deployment of Expanding Capabilities

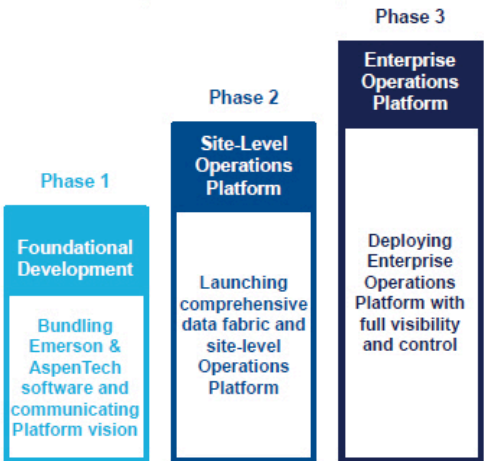
## Enterprise Operations Platform

A comprehensive software solution connecting the field, edge, and cloud, to manage and optimize the control, production, safety, and reliability of industrial operations, at individual sites and enterprise-wide

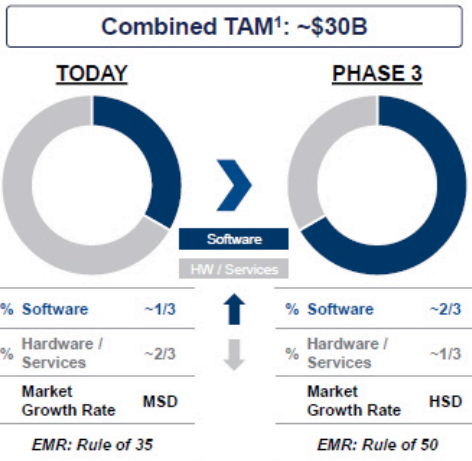
### Market Needs

Digital Transformation  
IT / OT Convergence  
Data Democratization  
Asset Optimization  
Remote & Autonomous Operations

### Phased Deployment



### Evolution of Control & Optimization Market

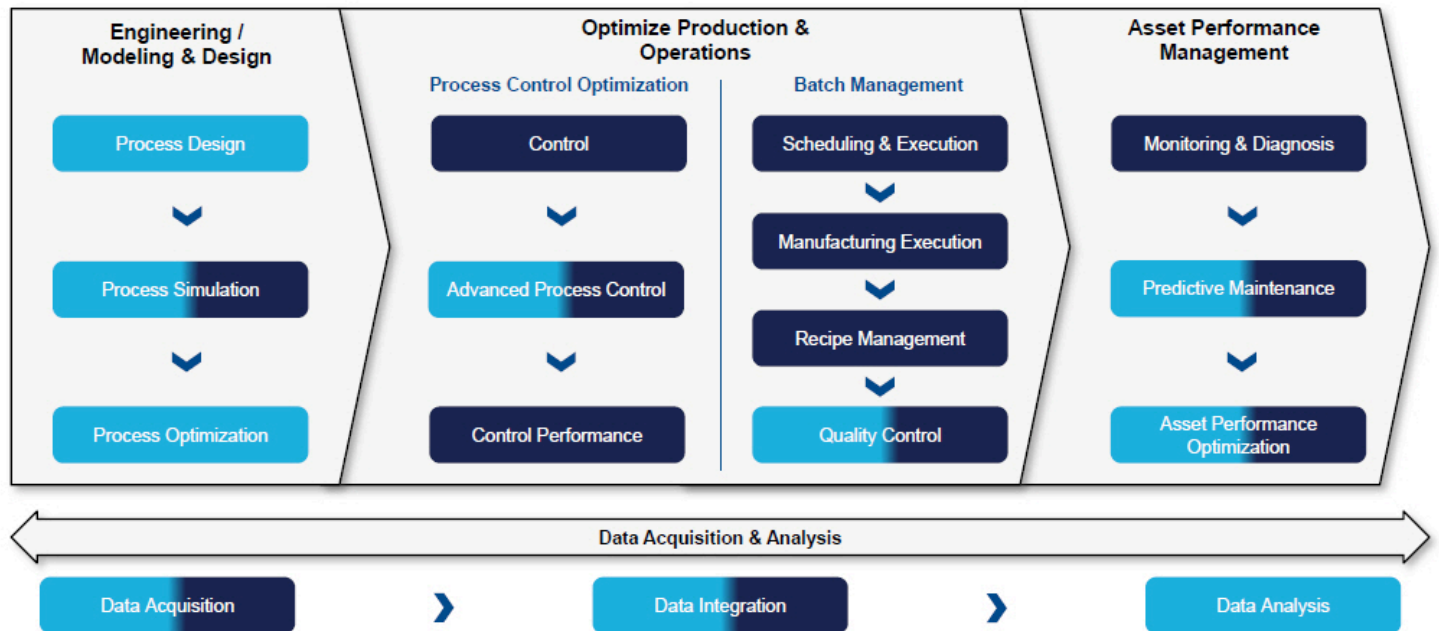


<sup>1</sup> Emerson internal estimates




































# Combined Portfolio Would Enable Software Offerings to Seamlessly Integrate Across Process and Hybrid Industries

AspenTech Applications

Emerson Applications



# Combination of Emerson and AspenTech Capabilities Would Provide Customers With an Unparalleled Enterprise Operations Platform

Key Capability	Emerson + AspenTech	Automation Peer 1	Automation Peer 2	Automation Peer 3	Non-Traditional Players <sup>1</sup>
Unified Data Fabric					
Integration of Industrial Software Applications					
Integration With Other Enterprise Systems					
Enterprise Scalability & Flexibility					
Autonomous Operations					
Zero Trust Security					
Field Device Native Connectivity					

<sup>1</sup> Non-traditional players include ERP and cloud providers

# Emerson Shareholders Would Benefit From Significant Synergy Opportunity Leveraging Our Integration Playbook

## Opportunity



### Corporate Costs / G&A



- Streamline duplicative functions
- Leverage regional best-cost model
- Consolidate facilities
- Reduce third-party spend utilizing Emerson's scale



### Research & Development

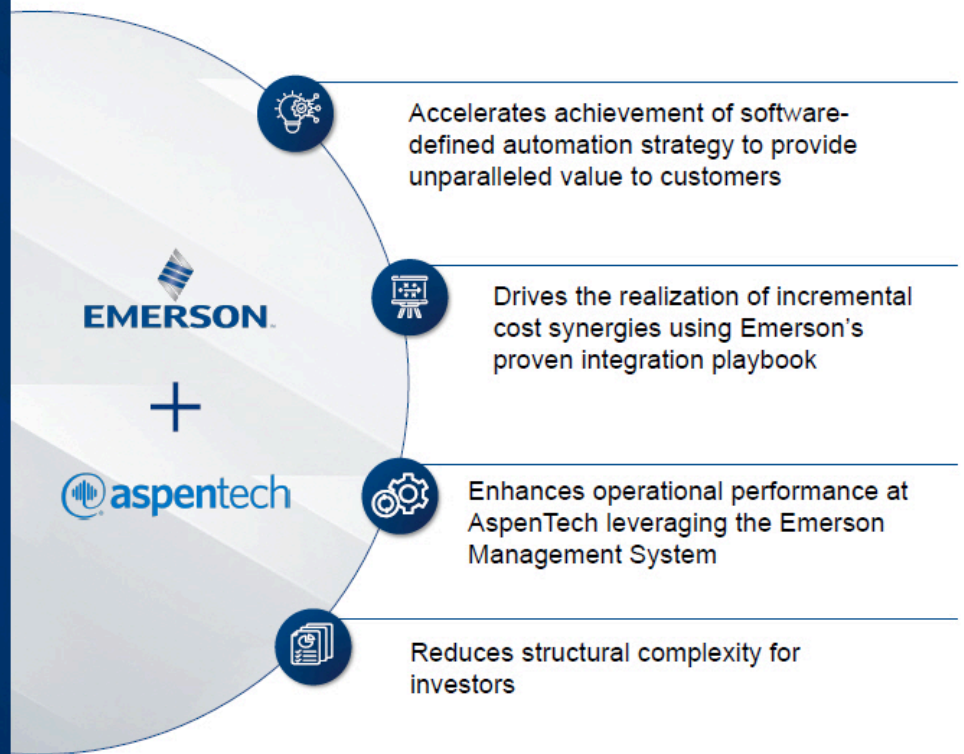


- Enhance productivity of spend
- Leverage common capabilities with Control Systems & Software businesses
- Supports accelerated investment in enterprise operations platform

**Transaction Expected to Meet Emerson's Return Thresholds**

**Expected to Be Neutral to Adjusted EPS in Fiscal 2025 With Realized Synergies**

# Now Is the Right Time to Proceed With a Buy-In of the Remaining Stake in AspenTech





# Safety & Productivity

Global manufacturer of professional plumbing and electrical tools as well as wet/dry & commercial vacuums with 4,200 employees

## 2024 FINANCIALS

**\$1.4B**

Sales

**42.7%**

Gross Profit

**24.5%**

Adjusted Segment EBITA

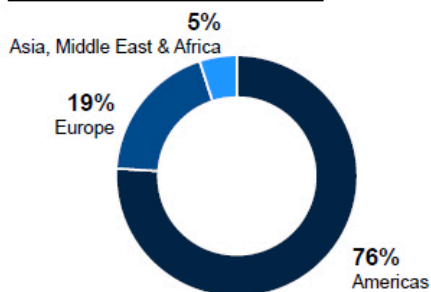
**\$0.47**

Adjusted EPS Contribution

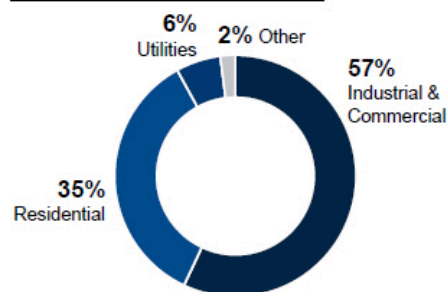
**\$0.2B**

Free Cash Flow Contribution

## GEOGRAPHY



## END-MARKET



## BRANDS

**RIDGID**

**GREENLEE**

**Klauke**

**ProTeam**

## PRODUCTS



# 2024 Emerson Post-Transactions: An Industrial Technology Leader Delivering Advanced Automation Solutions

**\$16.1B**

Net Sales

**54.2%**

Adjusted Gross Profit

**\$1.4B**

ACV<sup>1</sup>

**26.2%**

Adjusted Segment EBITA

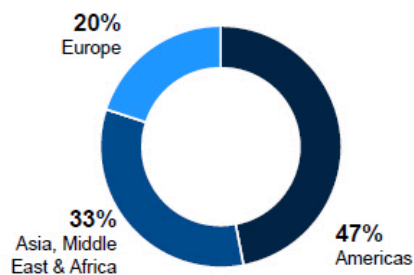
**>60%**

MRO / Recurring Revenue

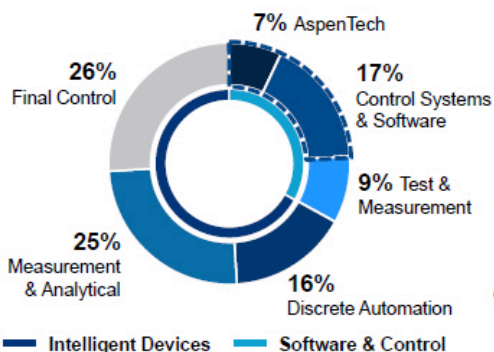
**10%**

ACV Growth YoY

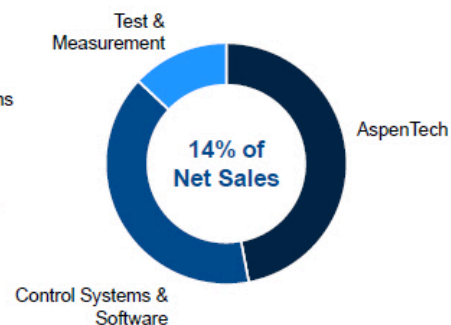
## GEOGRAPHY



## SEGMENT



## SOFTWARE



Note: Figures are shown above assume all announced transactions (AspenTech proposal and Safety & Productivity) are completed  
<sup>1</sup> Annual contract value (ACV) includes all applicable Emerson software businesses. See the end notes for definition.



# Appendix

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## Endnotes

### **Continuing Operations:**

All financial metrics in this presentation are on a continuing operations basis, unless otherwise noted.

### **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.

# Reconciliation of Non-GAAP Measures

## AspenTech and Safety & Productivity

This information reconciles non-GAAP measures with the most directly comparable GAAP measure (dollars in billions, except per share amounts)

<b>AspenTech Adjusted Segment EBITA Margin</b>	<b>FY24</b>
AspenTech segment margin (GAAP)	(6.7%)
Amortization of intangibles & restructuring and related costs	45.2%
AspenTech adjusted segment EBITA margin (non-GAAP)	38.5%

<b>AspenTech Free Cash Flow</b>	<b>FY24</b>
Operating cash flow (GAAP)	\$0.3
Capital expenditures	-
Free cash flow (non-GAAP)	\$0.3

<b>Safety &amp; Productivity Adjusted Segment EBITA Margin</b>	<b>FY24</b>
Safety & Productivity segment margin (GAAP)	22.2%
Amortization of intangibles & restructuring and related costs	2.3%
Safety & Productivity adjusted segment EBITA margin (non-GAAP)	24.5%

<b>Safety &amp; Productivity Earnings Per Share</b>	<b>FY24</b>
Earnings per share (GAAP)	\$0.43
Amortization of intangibles	0.03
Restructuring and related costs	0.01
Adjusted earnings per share (non-GAAP)	\$0.47

<b>Safety &amp; Productivity Free Cash Flow</b>	<b>FY24</b>
Operating cash flow (GAAP)	\$0.3
Capital expenditures	(0.1)
Free cash flow (non-GAAP)	\$0.2

# Reconciliation of Non-GAAP Measures

## Emerson (Post-Transactions<sup>1</sup>)

This information reconciles non-GAAP measures with the most directly comparable GAAP measure (dollars in millions, except per share amounts)

Emerson Post-Transactions Sales	FY24
FY24 Sales (GAAP)	\$17.5B
Safety & Productivity Sales (GAAP)	(1.4B)
Emerson post-transactions (non-GAAP)	\$16.1B

Emerson Post-Transactions Adjusted Gross Profit Margin	FY24
Emerson gross profit margin (GAAP)	50.8%
Amortization of acquisition-related inventory step-up	1.3%
Amortization of intangibles and restructuring costs	1.2%
Safety & Productivity impact on gross profit margin (GAAP)	0.9%
Emerson post-transactions adjusted gross profit margin (GAAP)	54.2%

Emerson Post-Transactions Adjusted Segment EBITA Margin	FY24
Emerson post-transactions net sales (non-GAAP)	\$16,103
Pretax earnings (GAAP)	\$2,020
<i>Pretax earnings margin (GAAP)</i>	11.5%
Corporate items and interest expense, net	1,069
Amortization of intangibles	1,274
Restructuring and related costs	189
Adjusted segment EBITA (non-GAAP)	\$4,552
Safety & Productivity adjusted segment EBITA (non-GAAP)	341
Emerson post-transactions adjusted segment EBITA (non-GAAP)	\$4,211
<i>Emerson post-transactions adjusted segment EBITA margin (non-GAAP)</i>	26.2%

<sup>1</sup> Emerson assuming successful completion of the transactions announced today