

FORM 4

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

OMB APPROVAL

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STATEMENT OF CHANGES IN BENEFICIAL OWNERSHIP

☐ Check this box if no longer subject to Section 16. Form 4 or Form 5 obligations may continue. See Instruction 1(b).

Filed pursuant to Section 16(a) of the Securities Exchange Act of 1934 or Section 30(h) of the Investment Company Act of 1940

☐ Check this box to indicate that a transaction was made pursuant to a contract, instruction or written plan for the purchase or sale of equity securities of the issuer that is intended to satisfy the affirmative defense conditions of Rule 10b5-1(c). See Instruction 10.

<div>1. Name and Address of Reporting Person*</div> <div><u>Karsanbhai Surendralal Lanca</u></div> <div>(Last) (First) (Middle)</div> <div>C/O EMERSON ELECTRIC CO.</div> <div>8027 FORSYTH BLVD.</div> <div>(Street)</div> <div>ST. LOUIS MO 63105</div> <div>(City) (State) (Zip)</div>	<div>2. Issuer Name and Ticker or Trading Symbol</div> <div><u>EMERSON ELECTRIC CO [EMR]</u></div> <div>3. Date of Earliest Transaction (Month/Day/Year)</div> <div>11/03/2025</div> <div>4. If Amendment, Date of Original Filed (Month/Day/Year)</div>	<div>5. Relationship of Reporting Person(s) to Issuer (Check all applicable)</div> <div><input checked="" type="checkbox"/> Director 10% Owner</div> <div><input checked="" type="checkbox"/> Officer (give title below) Other (specify below)</div> <div>President & CEO</div> <div>6. Individual or Joint/Group Filing (Check Applicable Line)</div> <div><input checked="" type="checkbox"/> Form filed by One Reporting Person</div> <div>Form filed by More than One Reporting Person</div>
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Table I - Non-Derivative Securities Acquired, Disposed of, or Beneficially Owned

1. Title of Security (Instr. 3)	2. Transaction Date (Month/Day/Year)	2A. Deemed Execution Date, if any (Month/Day/Year)	3. Transaction Code (Instr. 8)		4. Securities Acquired (A) or Disposed Of (D) (Instr. 3, 4 and 5)			5. Amount of Securities Beneficially Owned Following Reported Transaction(s) (Instr. 3 and 4)	6. Ownership Form: Direct (D) or Indirect (I) (Instr. 4)	7. Nature of Indirect Beneficial Ownership (Instr. 4)
			Code	V	Amount	(A) or (D)	Price			
Common Stock	11/03/2025		A ⁽¹⁾		163,588 ⁽¹⁾	A	(2)	345,501	D	
Common Stock	11/03/2025		F ⁽³⁾		72,061 ⁽³⁾	D	\$139.46 ⁽⁴⁾	273,440	D	
Common Stock	11/03/2025		A ⁽⁵⁾		54,475 ⁽⁵⁾	A	(6)	327,915	D	
Common Stock								453.26	I	Custodian Account for Daughter
Common Stock								453.26	I	Custodian Account for Son
Common Stock								164,957.0331	I	By Trust
Common Stock								49.434	I	401(k) excess plan
Common Stock								2,485.557	I	401(k) excess plan II
Common Stock								660.54	I	401(k) plan

Table II - Derivative Securities Acquired, Disposed of, or Beneficially Owned (e.g., puts, calls, warrants, options, convertible securities)

1. Title of Derivative Security (Instr. 3)	2. Conversion or Exercise Price of Derivative Security	3. Transaction Date (Month/Day/Year)	3A. Deemed Execution Date, if any (Month/Day/Year)	4. Transaction Code (Instr. 8)		5. Number of Derivative Securities Acquired (A) or Disposed of (D) (Instr. 3, 4 and 5)	6. Date Exercisable and Expiration Date (Month/Day/Year)		7. Title and Amount of Securities Underlying Derivative Security (Instr. 3 and 4)		8. Price of Derivative Security (Instr. 5)	9. Number of derivative Securities Beneficially Owned Following Reported Transaction(s) (Instr. 4)	10. Ownership Form: Direct (D) or Indirect (I) (Instr. 4)	11. Nature of Indirect Beneficial Ownership (Instr. 4)
				Code	V		Date Exercisable	Expiration Date	Title	Amount or Number of Shares				

Explanation of Responses:

1. Acquisition of shares pursuant to Rule 16b-3 upon payout of 163,588 earned units under a performance share award under a shareholder-approved benefit plan. The payout was based on the level of achievement of financial targets for the performance period ended September 30, 2025.

2. Price is not applicable to the acquisition described in Note 1.

3. Shares withheld for required minimum taxes upon vesting of units under a performance share award described in Note 1.

4. Fair market value on date of withholding described in Note 1.

5. Grant to Reporting Person of 54,475 restricted stock units under shareholder approved benefit plan pursuant to Rule 16b-3(d).

6. Price is not applicable to acquisitions resulting from grants of restricted stock units.

Remarks:

/s/ John A. Sperino, Attorney-in- 11/05/2025
Fact for Surendralal Lanca

Karsanbhai

** Signature of Reporting Person

Date

Reminder: Report on a separate line for each class of securities beneficially owned directly or indirectly.

* If the form is filed by more than one reporting person, *see* Instruction 4 (b)(v).

** Intentional misstatements or omissions of facts constitute Federal Criminal Violations *See* 18 U.S.C. 1001 and 15 U.S.C. 78ff(a).

Note: File three copies of this Form, one of which must be manually signed. If space is insufficient, *see* Instruction 6 for procedure.

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