

FORM 4

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

OMB APPROVAL

OMB Number: 3235-0287
Estimated average burden
hours per response: 0.5

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).

☐ 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.

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

| | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Name and Address of Reporting Person* <u>Karsanbhai Surendralal Lanca</u> (Last) (First) (Middle) <u>C/O EMERSON ELECTRIC CO.</u> <u>8027 FORSYTH BLVD.</u> (Street) <u>ST. LOUIS</u> <u>MO</u> <u>63105</u> (City) (State) (Zip) | 2. Issuer Name and Ticker or Trading Symbol <u>EMERSON ELECTRIC CO [EMR]</u> 3. Date of Earliest Transaction (Month/Day/Year) <u>12/02/2025</u> 4. If Amendment, Date of Original Filed (Month/Day/Year) | 5. Relationship of Reporting Person(s) to Issuer (Check all applicable) <input checked="" type="checkbox"/> Director 10% Owner <input checked="" type="checkbox"/> Officer (give title below) Other (specify below) <u>President & CEO</u> 6. Individual or Joint/Group Filing (Check Applicable Line) <input checked="" type="checkbox"/> Form filed by One Reporting Person Form filed by More than One Reporting Person |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

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 | 12/02/2025 | | M ⁽¹⁾ | | 4,773 ⁽¹⁾ | A | \$45.5 | 197,945 | D | |
| Common Stock | 12/02/2025 | | F ⁽²⁾ | | 1,653 | D | \$131.415 | 196,292 | D | |
| Common Stock | 12/03/2025 | | M ⁽¹⁾ | | 10,227 ⁽¹⁾ | A | \$45.5 | 206,519 | D | |
| Common Stock | 12/03/2025 | | F ⁽³⁾ | | 2,964 | D | \$133 | 203,555 | D | |
| Common Stock | 12/03/2025 | | S | | 7,263 | D | \$133 | 196,292 | D | |
| Common Stock | 12/04/2025 | | G ⁽⁴⁾ | | 2,267 | D | (5) | 278,395.0331 | I | By Trust |
| Common Stock | | | | | | | | 453.26 | I | Custodian Account for Daughter |
| Common Stock | | | | | | | | 453.26 | I | Custodian Account for Son |
| Common Stock | | | | | | | | 660.54 | I | 401(k) plan |
| Common Stock | | | | | | | | 2,485.557 | I | 401(k) excess plan II |
| Common Stock | | | | | | | | 49.434 | I | 401(k) excess 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 | (A) | (D) | Date Exercisable | Expiration Date | Title | Amount or Number of Shares | | | | |
| Employee Stock Option (Right to Buy) | \$45.5 | 12/02/2025 | | M ⁽¹⁾ | | | 4,773 ⁽¹⁾ | 02/01/2017 ⁽⁶⁾ | 02/01/2026 | Common Stock | 4,773 | \$0 ⁽⁷⁾ | 10,227 | D | |
| Employee Stock Option (Right to Buy) | \$45.5 | 12/03/2025 | | M ⁽¹⁾ | | | 10,227 ⁽¹⁾ | 02/01/2017 ⁽⁶⁾ | 02/01/2026 | Common Stock | 10,227 | \$0 ⁽⁷⁾ | 0 | D | |

Explanation of Responses:

1. Exercise of 4,773 incentive stock options and 10,227 non-qualified stock options exempt under Rule 16b-3.

2. Payment of option exercise price by delivering securities.
3. Shares withheld for taxes exempt under Rule 16-b3 resulting from non-qualified stock option exercise.
4. Bona Fide gift by Reporting Person of 2,267 shares.
5. Price is not applicable to acquisitions or dispositions resulting from bona fide gifts.
6. The options vested in three equal annual installments beginning on the date indicated.
7. Price is not applicable to stock options received as incentive compensation.

Remarks:

/s/ John A. Sperino, Attorney-in-
Fact for Surendralal Lanca
Karsanbhai

12/04/2025

** 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.

Persons who respond to the collection of information contained in this form are not required to respond unless the form displays a currently valid OMB Number.