2024

Sustainability Report

EMERSON™

About This Report

Emerson's 2024 Sustainability Report presents information focused primarily on data collected and activities that occurred during Emerson's fiscal 2024 (October 1, 2023 – September 30, 2024). This information is reported based on 73,000 employees, except where indicated otherwise. Trademarks, logos, and services marks used in this report are registered and unregistered trademarks of Emerson, its subsidiaries and affiliated companies, its licensors or content providers, or other third parties, which are the property of their respective owners. ©2025 Emerson Electric Co. All rights reserved.

Portfolio management is an integral component of Emerson's growth and value creation strategy. Over the past four years, the Company has taken significant actions to advance the transformation of its portfolio through the completion of strategic acquisitions and divestitures of non-core businesses. The purpose of these actions was to create a cohesive industrial technology portfolio that aligns with secular growth drivers, including: digital transformation, energy security and affordability, sustainability and decarbonization, and nearshoring. The Company's recent portfolio actions include the following transactions:

On March 12, 2025, the Company acquired the remaining outstanding shares of Aspen Technology, Inc. ("AspenTech") and now owns 100 percent of the company. AspenTech is a diversified, high-performance industrial software leader with great scale, capabilities and technologies. In this report, this business is referred to as AspenTech.

On October 11, 2023, the Company completed the acquisition of National Instruments Corporation ("NI"). NI provides software-connected automated test and measurement systems that enable enterprises to bring products to market faster and at a lower cost. In this report, this business is referred to as Test & Measurement.

On May 31, 2023, the Company completed the sale of a majority stake in its Climate Technologies business to private equity funds managed by Blackstone. Emerson retained a 40 percent non-controlling common equity interest in the new standalone organization, named Copeland. Subsequently in August 2024, Emerson sold its 40 percent non-controlling common equity interest in Copeland to private equity funds managed by Blackstone to complete the divestiture and has no remaining investment in Copeland.

Certain data, statistics and metrics included in this report, including those related to greenhouse gas emissions, are estimates and have not been prepared in accordance with generally accepted accounting principles. Although this information is based on accepted methodologies and assumptions believed to be reasonable at the time of preparation, they should not be considered as guarantees and may be subject to further revisions.

*The cover photo of this report, along with several others featured throughout, were selected as winning entries in the Emerson Sustainability Photo Contest. The cover image, capturing **Nandi Hills in India**, was taken by Emerson employee **Prakash Pavan**.*

About This Report

The content of this report is informed by collaboration and engagement and considers frameworks and initiatives such as the United Nations Sustainable Development Goals, the Global Reporting Initiative (GRI) Standards, the Sustainability Accounting Standards Board (SASB) and the Task Force on Climate-Related Financial Disclosures (TCFD). In this report, we may use certain terms including those that the GRI or other standards refer to as "material," "substantive," or "significant" to reflect the issues or priorities that are important to us and our various stakeholders or topics or standards designated as such under the GRI or other applicable standards. These terms as used in this report are not intended to be construed as they have been defined by or construed in accordance with the securities laws or any other laws of the United States or any other jurisdiction, or as these terms are used in the context of financial statements and financial reporting.

No part of this report constitutes, or shall be taken to constitute, an invitation or inducement to invest in Emerson or any other entity and shall not be relied upon in any way in connection with any investment decisions. This report is not comprehensive and should be read in conjunction with *Emerson's Annual Report* on *Form 10-K* and our other *SEC filings*.

Information on our website does not constitute part of this document.

Any questions or comments regarding this report can be directed to our:

Chief Sustainability Officer
8027 Forsyth Blvd.
St. Louis, MO 63105

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An enthusiastic finish, Michelle Montes joined "Team Emerson," which included nearly 50 riders and volunteers for the Texas MS150, a two-day cycling trek in support of multiple sclerosis.

TREATMENT OF RECENT ACQUISITIONS AND DIVESTITURES IN THIS REPORT*

Business	Acquired or Divested	Fiscal Quarter of Transaction	Company and Business Description	Narrative	People and Integrity Data	Planet Data
AspenTech	Acquired	Q3 2022 Acquired Majority Q2 2025 Acquired Wholly	Included	Included	Excluded	In Scope 3 Category 15 Investments
NI	Acquired	Q1 2024	Included	Included	Included unless indicated otherwise	Included
Copeland	Divested	Q3 2023	Excluded	Excluded	Excluded	Excluded

*Excludes any divested companies prior to fiscal 2023, but includes any bolt-on acquisitions since fiscal 2022.

Safe Harbor Statement

This report contains various forward-looking statements and includes assumptions concerning Emerson's operations, future results and prospects. You can identify forward-looking statements by the use of words such as "anticipate," "estimate," "expect," "aim," "project," "intend," "plan," "believe," "will," "should," "could," "target," "goal," "forecast," and other words and terms of similar meaning in connection with any discussion of future operating, financial performance, or business plans or prospects. These forward-looking statements are based on current expectations and are subject to risks and uncertainties. Emerson undertakes no obligation to update any such statements to reflect later developments. In connection with the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, Emerson provides the following cautionary statements identifying important economic, political and technological factors, among others, changes in which could cause the actual results or events to differ materially from those set forth in or implied by the forward-looking statements and related assumptions. Such factors include,

but are not limited to, the following: (1) the current and future business environment, including capital and consumer spending, potential volatility of the end markets served, pricing, interest rates, inflation, and economic and currency conditions; (2) competitive factors and competitor responses to Emerson initiatives; (3) development and market introduction of anticipated new products; (4) the ability to defend and protect our intellectual property rights; (5) favorable environments for and execution of acquisitions and divestitures, domestic and foreign, including regulatory requirements and market values of candidates; (6) integration of acquisitions and separation of disposed businesses; (7) the availability of raw materials and purchased components; (8) stability of governments and business conditions in countries where we operate, which could result in adverse changes in exchange rates, changes in regulation, tariffs or trade barriers, nationalization of facilities or disruption of operations; (9) unrestricted access to capital markets; (10) our ability to attract, develop and retain key personnel; (11) ability to prevent security breaches or

disruptions of our information technology systems; (12) impact of potential product failures or similar events caused by product defects, cybersecurity incidents or other intentional acts; (13) changes in tax rates, laws or regulations and the resolution of tax disputes in U.S. and non-U.S. jurisdictions; (14) the impact of improper conduct by our employees, agents or business partners; (15) the outcome of pending and future litigation, including environmental compliance; (16) availability of renewable energy on a commercially reasonable basis; and (17) the Russia-Ukraine conflict, among others that are set forth in Emerson's most recent Annual Report on Form 10-K and subsequent reports filed with the U.S. Securities and Exchange Commission. Statements in this report regarding our aspirational purpose, causes, values, and related commitments, goals or targets, including those regarding sustainability, greenhouse gas emissions, our net zero ambition and related goals or other initiatives, contain forward-looking statements and are also intended to qualify for the provisions of the "safe harbor" protections of the Private Securities Litigation Reform

Act of 1995. Such statements are intended to help Emerson adapt and rise to the call of our various stakeholders and are not intended to create legal rights or obligations. Because success in these areas depends on the collective efforts of others and other factors such as competing economic and regulatory factors, technical advances, policy changes, labor markets, availability of candidates, and supplier and customer engagement, there may be times where actual outcomes vary from those aimed for or expected. While we strive to live our purpose and make a positive impact on society while continuing to advance toward our commitments, sometimes challenges may delay or block progress and we cannot assure that the results reflected or implied by any such statements will be realized or achieved. This report may contain information that is no longer current as it was prepared for FY24 reporting. Legal norms, regulations, and best practices evolve over time, and this content may not reflect the Company's most recent standards and requirements. Please consult updated resources or legal counsel for the latest guidance.

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About Emerson

This section encapsulates who we are and the purpose and values that drive our business, laying out our commitment to driving progress in sustainability matters and summarizing the progress we have made in this fiscal year.

In this section:
> CEO Letter
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> Policies
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New Emerson HQ Building in Clayton, Missouri

At Emerson, we have built a more focused, higher-growth company positioned to lead the future of digital automation for essential industries. In 2024, we made meaningful progress on our strategic priorities – advancing innovation, enhancing operational excellence and creating lasting value for our stakeholders. With strong support and oversight from our Board of Directors, we continue to drive forward sustainability initiatives to serve our customers and ensure efficient, resilient operations across our sites.

PLANET

We are taking action to enhance our environmental sustainability performance while supporting our customers in achieving their own sustainability goals.

In 2024, Emerson provided automation and digital technologies for projects like New Zealand's first fleet of grid-scale solar farms and PosHYdon – the world's first offshore green hydrogen platform – enabling efficient, low-carbon energy production. We also partnered with ConocoPhillips Canada to reduce carbon dioxide (CO_2) emissions through methane mitigation and energy efficiency improvements.

Since 2021, we have reduced our absolute Scope 1 and 2 greenhouse gas emissions by 48% – driven primarily by the efforts of our teams to improve energy efficiency across our operations and by our renewable electricity procurement strategy. In 2024, 57% of the electricity used across our global operations came from renewable sources, bringing us closer to our goal of achieving Net Zero Operations by 2030. At the same time, we are advancing more sustainable product design by embedding environmental considerations into our innovation and engineering processes and delivering technologies and solutions that help our customers meet their sustainability objectives.

OUR PEOPLE

Our people power our progress. In 2024, we enhanced our performance management process to better align employee contributions with our purpose and strategy, while providing more consistent feedback, coaching and development opportunities. Engagement across the company continues to grow. Our second global employee survey saw 89% participation, with our engagement score rising to 79.2% and our inclusion index improving to 78.9% – clear signs that we're building a culture where employees feel connected, valued and supported.

INTEGRITY

Integrity is a core value at Emerson, and we are deeply committed to upholding the highest ethical standards in every aspect of our business, everywhere we operate. In 2024, we continued to drive our global ethics and compliance program – reinforcing a culture of accountability and transparency. We expanded training on anti-corruption and responsible business conduct and further strengthened internal processes to identify and mitigate risks. In 2024, we also enhanced our product security and product safety programs to help ensure the reliability and impact of our solutions in increasingly complex environments.

RESPONSIBLE SOURCING

We are deepening our engagement with suppliers on sustainability – strengthening collaboration, driving transparency and aligning expectations as we work toward shared strategies. These efforts are essential to protecting our customers, enhancing resilience and creating value.

Looking forward, we remain focused on executing our strategy with discipline and purpose. Emerson is well-positioned to lead in the automation space, delivering innovation that enables a more efficient, safe, and sustainable world.

Thank you for your continued trust and support.

Lal Karsanbhai
President and Chief Executive Officer

Emerson At-A-Glance

COMPANY PROFILE

Emerson is a global leader in automation software and technology. We partner with customers in essential industries like energy, chemical, power and renewables, life sciences and factory automation to help them operate more sustainably and safely along with improving productivity, energy security and reliability.

Founded **1890**

EMR NYSE

HEADQUARTERS

St. Louis MO, USA

↗ **19,000** active patents

8% of sales on innovation spend

Approximately **81%** of Emerson's material spend is regionalized

SALES GLOBAL AND BY REGION

🌐 **17.5** billion USD

50%	30%	20%
Americas	Asia, Middle East and Africa	Europe

73,000 employees

GEOGRAPHIC DISTRIBUTION

37% Americas

27% Europe

36% Asia, Middle East and Africa

2024 EMERSON SUSTAINABILITY REPORT

What We Do

Our Purpose

We drive innovation that makes the world healthier, safer, smarter and more sustainable.

Emerson is uniquely positioned to bring innovation-enabling technology and domain expertise that supports essential industries that we all depend on in our daily lives. Our purpose reflects the important role and impact we can deliver. It is also the rallying cry to our employees to be forward thinking, collaborative, and committed to excel in all we do to support our stakeholders, communities and the world.

Our Causes and Values are the driving forces behind our purpose, and serve as the foundation for how we make decisions, act and collaborate. They inform our direction as an organization, reflect our culture and establish the foundation of how we engage and lead in the world.

Our Causes

PLANET
We deliver sustainable solutions that improve efficiency, reduce emissions and conserve resources.

HUMANITY
We strive to advance health, comfort, food quality and safety.

CHAMPION
We lead our customers through complex technical, regulatory and economic challenges.

INCLUSION
We cultivate an environment based on trust and support.

FUTURE
We promote STEM education and programs that prepare the next generation of critical thinkers and problem solvers.

Our Values

Integrity

We are uncompromising in our honest and ethical behavior, which creates trusting relationships with one another, customers, suppliers and communities.

Safety & Quality

We are unwavering in our commitment to the highest standards of safety and quality for ourselves and our customers.

Support Our People

We attract, develop and retain exceptional people in an inclusive work environment, where all employees can reach their greatest potential.

Customer Focus

We actively listen to our customers to deeply understand their needs and deliver the unique solutions that ensure their success.

Continuous Improvement

We constantly strive for improvement in all aspects of our business, guided by metrics, feedback and our disciplined management process.

Collaboration

We work seamlessly across geographies and functions to fully leverage our breadth and expertise.

Innovation

We passionately pursue new technologies, capabilities and approaches to drive tangible value for our customers.

What We Do

Value Creation

Providing Digital Industrial Technologies to Power Essential Industries

Emerson is one of the largest digital industrial technology leaders in the world, providing state-of-the-art automation serving a wide array of essential industries such as chemicals, power generation and transmission, energy, life sciences, food and beverage, metals and mining, and discrete manufacturing. The Emerson business has a tremendous installed base of customers, is supported by strong growth drivers, provides important innovation impact, and creates value for customers, investors, employees and the communities where we operate.

Emerson's broad automation portfolio includes advanced intelligent devices, control systems, and design and optimization software solutions to support industries and infrastructure that are essential to daily life. Customers rely on our technologies to automate and better manage their operations, increase productivity, reduce energy usage and emissions, improve safety and enhance reliability. A typical Emerson customer manages long-lived facilities that may operate continuously for decades. Our worldwide operational footprint is designed to provide a high level of responsiveness and intimacy with customers throughout the lifecycle of their operations.

We are often involved early in the conception and design of new greenfield operations to provide expertise on the best digitalization strategies and to support the project implementation process. Once operations have commenced, we provide local support, service and replacement products as well as add-on automation capabilities to keep facilities running and relevant for the long-term. Emerson's installed base of automation is estimated at $150 billion, and over 60% of our revenue in 2024 came from supporting these existing installations.

People at the Heart of Everything We Do at Emerson

Our portfolio of technologies is critical to delivering value in a wide set of essential industries. But the true power of what Emerson can deliver is in our people and the expertise that we bring to our customers every day.

Emerson operates a global organization with design engineering, software development, procurement, manufacturing, project engineering, service and sales activities. Our employees work closely with customers to innovate, apply technologies and support their critical operations. We are fortunate that many people choose to make long careers at Emerson, have developed deep domain knowledge and serve as important experts and stewards for automation and the industries that we serve.

We are intently focused on building a culture where people are empowered to act and deliver on value creation for our customers and shareholders. The Emerson Management System guides our work processes and the ways we interact to deliver on our commitments.

Emerson Employee Resource Group Summit in St. Louis, Missouri.

THE EMERSON MANAGEMENT SYSTEM

What We Do

The Critical Role of Automation

One of Emerson's unique attributes is the global leadership positions established across our advanced intelligent devices, control systems, and design and optimization software solutions. Our technology portfolio supports the foundational functions of automation through its complete operational cycle: **SEE-DECIDE-ACT-OPTIMIZE**.

Our intelligent devices sense and measure critical variables such as pressure, temperature, flow rate, analytical properties, density and level to support the **SEE** function. These variables are then communicated to a control system, which is constantly evaluating inputs and judging how to best adjust processes in real time, serving as the **DECIDE** function. The control system then sends signals to intelligent actuators and valve elements to make physical adjustments to the process, fulfilling the **ACT** function.

Software technologies like those in our AspenTech suite utilize data provided by intelligent devices and control systems to analyze trends over time, simulate potential enhancements and offer options for incorporation into the control system logic as part of the **OPTIMIZE** function.

Automation serves as the digital backbone and nerve center for our customers' critical operations with important insights into what is happening in the customer's process and provides specific levers for enhancing product quality, yield, efficiency, reliability, uptime, energy efficiency, emissions intensity, regulatory reporting, asset integrity and personnel safety.

Emerson's 'See Decide Act Optimize' Framework being presented at AspenTech's Accelerate, Saudi Arabia.

COMPLETE AUTOMATION OFFERING

Modeling & AI-Powered Analytics for performance optimization

OPTIMIZE

SEE   **DECIDE**   **ACT**

Sensing & Measurement to optimize insight and decision making

Automation Systems for intuitive and automated decisions

Precision Control to ensure safe, responsive operations

IMPORTANT FACTS ABOUT OUR BUSINESS

~$150 billion
of installed base in customer facilities

>60% *of our sales were related to maintenance and replacement of installed base in 2024*

~13% *of sales came from software*

~75% *of Emerson sales are tied to sustainability enabling technologies**

* Sustainability enabling technologies are defined as Emerson's technologies that are capable of being utilized for sustainability enabling activities. Neutral technologies such as services, enclosures, mechanical devices and products or services purchased from a third party but included in the overall sale are excluded from sustainability enabling technologies as they do not have a direct enabling impact. Emerson's definition of sustainability enabling technologies is not intended to and does not align to any governmental or other third-party taxonomy or framework.

What We Do

Innovation and Boundless Automation℠

Innovation is foundational to everything we do at Emerson, and in 2024, we spent 8% of our sales on innovation. We work closely with customers to help advance the state of digital industrial technologies and corresponding value creation across a wide range of process, hybrid and discrete industries. Given that our customers design and operate long-lived facilities and expect Emerson to help keep these facilities running over long periods of time, our innovation process is focused on bringing additional value to both existing installations and new greenfield operations. We augment this activity through our Emerson Ventures initiative.

Emerson has brought forward many important industry innovations over time, including the development and contribution of intellectual property to HART™, WirelessHART™ and FOUNDATION™ Fieldbus networking protocols that are widely used across the world. The DeltaV™ and Ovation™ control systems have continuously broken new ground with capabilities related to better project implementation, adaptability to manage late-design changes in large projects, built-in cybersecurity architecture and the development of a wide set of software applications including simulation, asset management, planning and training.

Our Test & Measurement business (formerly NI) transformed the test industry by pioneering a revolutionary software-enabled modular hardware architecture to provide new levels of flexibility. Test & Measurement business has been a leader in the test automation space, where its LabVIEW™ software serves as the backbone for electrical, electronic and computational testing in many industries worldwide.

AspenTech pioneered the use of computer-based modeling and simulation technology and has continued to innovate for over 40 years with leadership in integrated suites of optimization software across engineering, manufacturing and supply chain functions.

Driving innovation forward can increase the important role and value of automation for our customers. These developments will also meet the emerging needs of important global macroeconomic trends such as energy transition, energy security and affordability, regionalization, important industrial artificial intelligence (AI) use cases, and realizing even more value from data availability, connection and management across all functions and locations of an enterprise.

These technologies and innovation pathways will enable Emerson's Boundless Automation℠ vision for how automation will continue to extensively evolve and incorporate a number of important advancements to make data systems more flexible, more unified and more inherently secure.

As we consider what will be possible with cloud computing, edge computing and software capabilities, as well as intelligent devices, software, diagnostics and communications capabilities in the field, there will be opportunities to move beyond traditional siloed system architectures to a future where data and insight more readily move to where they are needed.

It is our view that our customers can create more of their own value as our software features are made more granular and can be flexibly placed at whatever level of the cloud, edge or intelligent field makes the most sense for a given application. This will be supported by unifying data fabric that connects, organizes, characterizes and distributes a wide variety of data types to all of the important software applications that our customers need to run their operations.

Given Emerson's leadership in digital industrial technology and deep domain knowledge, we have set our sights on building the Enterprise Operations Platform of the future, which will allow customers in essential industries to orchestrate and optimize all of their important operations across their enterprise. It is our belief that Boundless Automation℠ will be a major source of innovation and value creation for industry in the decades to come.

For more Information please refer to *Emerson Venture Capital Investments webpage*.

Sustainability Policies Overview

Over many years, Emerson has established a set of policies that support our sustainability strategies, enabling alignment with our sustainability aspirations, regulatory requirements and evolving market expectations.

These policies serve as a foundation for integrating sustainability principles into our operations, guiding decision making and setting clear expectations for employees, suppliers and other stakeholders across our value chain. They cover key areas such as environmental management, responsible sourcing, human rights and corporate governance.

To maintain their relevance and effectiveness, our policies are regularly reviewed and updated to reflect changes in our business context, industry best practices and emerging regulations.

Emerson Office in Chengdu, China
Photo by: Jianfeng Li
Emerson Employee

Global Environmental Management and Sustainability Policy

Global Human Rights Policy

Global Health and Safety Policy

Employee Code of Conduct – The Right Way

Emerson Supplier Code of Conduct

Global Responsible Sourcing Policy

Emerson Electric Co. Clawback Policy

Anti-Hedging Policy

Share Pledging Policy

Emerson Conflict Minerals Statement

Data Protection Statement

Data Privacy Notice

Emerson Code of Ethics for Business Partners

Report At-A-Glance

PLANET

Aim for **Net Zero Operations** by 2030 and **Net Zero Value Chain** by 2045

Aim for **Zero Waste to Landfill** by 2032

Announced a goal to reduce purchased water **10%** by 2032, from 2022 base year

57% of electricity procured from renewable sources worldwide

Achieved a **48%** reduction in Scope 1 and 2 absolute emissions since 2021

Achieved a **13%** reduction in Scope 3 absolute emissions since 2021

OUR PEOPLE

Reached **89%** participation rate in Emerson's employee engagement survey

Achieved a **79% employee engagement score** in the employee engagement survey

Active learners completed an average of **10 hours of online training** across all disciplines

$200 million pledged over 10 years, focusing on educational opportunities in the communities in which we operate

Sustained Total Recordable Rate at **0.30** for last two years, in line with industry safety leaders

INTEGRITY

41,000+ Emerson employees completed at least one Regulatory Compliance training course

More than **95%** of employees completed Emerson's ethics training in 2024

Escalated ethics cases were closed within **31 days** on average in 2024

Some critical product development organizations and products are certified to the **IEC 62443 series of standards** through third-party entities

Emerson products are tested and certified to numerous relevant industry safety standards as required by our **Product Safety Policy**

RESPONSIBLE SOURCING

3,600+ employees trained on the Supplier Code of Conduct and sustainability topics

Approximately **81%** of spend is regionalized, allowing us to reduce lead and transit times

Emerson employees celebrating Safety Day

Planet

Emerson's Planet cause reflects our focus on environmental sustainability as a core business priority. This section outlines our progress in reducing emissions, improving efficiency and conserving resources – both within our operations and through the solutions we provide. It covers key strategies, performance and innovations across our value chain.

In this section:

> **Greening Of Emerson**
>   ▸ Overview and Governance
>   ▸ Goals
>   ▸ Climate and Energy
>   ▸ Circularity
>   ▸ Operational Environmental Management
>   ▸ Fostering a Culture of Sustainability

> **Greening By Emerson**
>   ▸ Customer Impact and Engagement

> **Greening With Emerson**
>   ▸ Partnerships and Collaborations

Greening Of Emerson – Overview and Governance

We are driving continuous improvements in environmental performance throughout our global operations.

Our Approach to Environmental Sustainability and a Net Zero Future

Emerson drives global sustainability by equipping customers with technologies and expertise to improve efficiency and cut greenhouse gas (GHG) emissions, especially in hard-to-decarbonize sectors. Our engineering solutions, strategic investments and sustainability-focused culture accelerate progress toward net zero emissions. Our leadership fosters this transformation by embedding sustainability into operations and strategy, while employees play a crucial role in enhancing efficiency, reducing waste and driving innovation to amplify our global impact.

Our focus is on delivering these solutions while advancing our environmental sustainability initiatives and reducing emissions.

Over the past four years, Emerson has utilized a framework that groups our environmental sustainability efforts into three broad pillars: **Greening Of Emerson, Greening By Emerson** and **Greening With Emerson**.

This strategic framework continues to guide our environmental sustainability programs and strategies today. It remains a cornerstone in how Emerson conceptualizes and conveys our dedication to sustainable progress.

↗ For more information please see *Emerson's Environmental Sustainability webpage*.

THE FOLLOWING SECTIONS ARE ORGANIZED ACCORDING TO THIS FRAMEWORK:

GREENING OF
How we improve our internal environmental sustainability performance

GREENING BY
How we support and enable our customers' decarbonization and environmental sustainability efforts

GREENING WITH
How we foster collaboration and engage stakeholders beyond our value chain

Overview and Governance

Environmental Sustainability Leadership Founded on Strong Governance and Transparency

Emerson has built a strong governance structure to drive accountability and progress in environmental sustainability. Mike Train, Senior Vice President and Chief Sustainability Officer, leads the Environmental Sustainability Steering Committee, reporting directly to CEO Lal Karsanbhai and updating the Board on sustainability initiatives. The regular meetings of this cross-functional decision-making group serve as an effective forum to drive progress through all layers of the organization, and facilitate alignment across our Board, leadership and global teams.

Since its 2023 formation, the Technology and Environmental Sustainability Committee of the Board has overseen product cybersecurity, technology, innovation and environmental strategy. In 2024, it remains a key forum for integrating sustainability into Emerson's business strategy and for monitoring emerging regulatory and market trends.

We focus our sustainability efforts where we can make the greatest impact: reducing emissions, optimizing energy, minimizing waste and conserving water. To drive action, cross-functional groups focus on key sustainability areas, such as:

↗ See *Reporting section for disclosure frameworks:* GRI, TCFD, SASB, SDGs

- **Energy Sourcing Committee** – centrally evaluates renewable energy opportunities and procurement.

- **Responsible Sourcing Committee** – aligns sustainability best practices in supply chain activities.

- **Scope 3 Data Governance Group** – oversee Scope 3 emissions data and methodology for reporting purposes.

- **CBAM Steering Committee** – manages compliance with Carbon Border Adjustment Mechanism regulations.

At the facility level, Environmental Health and Safety (EHS) and sustainability leaders implement strategies to reduce energy use, emissions, water consumption and waste, helping to confirm that local action supports global goals. These teams follow Emerson's *Global Environmental Management and Sustainability Policy*, which defines environmental management practices worldwide, supporting continuous improvement and alignment with evolving challenges. To further drive action on the ground, Green Teams engage employees in local sustainability efforts (see the *Fostering a Culture of Sustainability section*).

We proactively report environmental data, goals and strategies through our sustainability and CDP reports, where we have maintained disclosures since 2010. We earned a "B" rating in Climate Change and were recognized on the CDP Supplier Engagement Leaderboard ranking in the top 8% for supplier engagement. Understanding the growing role of sustainability ratings across our customer base, Emerson has also participated in EcoVadis assessments since 2022, steadily improving our score from 52 (59th percentile) to 73 (94th percentile) in 2024.

To prepare for evolving global sustainability disclosure regulations, we established a formalized reporting governance framework in 2024. An advisory team keeps leadership informed and fosters cross-functional collaboration across finance, audit, sustainability, legal, information technology and human resources. This unified approach strengthens our ability to navigate dynamic regulatory changes.

ENVIRONMENTAL SUSTAINABILITY GOVERNANCE STRUCTURE

Board of Directors	**Technology and Environmental Sustainability Committee**
Chief Sustainability Officer	**Direct Report to CEO**
Environmental Sustainability Steering Committee	**Sustainability External Reporting Steering Committee**

Responsible Sourcing Committee	**Energy Sourcing Committee**	**Scope 3 Data Governance Group**
Enterprise and Business Unit Teams	**Green Teams Council and Teams**	**Sustainability Site Team Leaders**

Emerson's Environmental Sustainability Goals

Emerson has set sustainability goals to drive the level of action required for climate science-aligned progress.

Here is a summary:

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

In fiscal 2022, the Science Based Targets initiative (SBTi) approved our near-term 2030 emissions goals. SBTi also approved our long-term net zero goals as being consistent with levels required to limit global average temperature rise to 1.5°C.

Net Zero Operations

- Reduce Scope 1 and 2 emissions by 90% from 2021
- Reduce Scope 3 emissions by 25% from 2021
- Procure 100% of electricity from renewable sources
- Reduce energy intensity by 35% from 2021

Zero Waste to Landfill

- Divert 90% of non-hazardous waste from landfill and incineration, from our manufacturing facilities from 2022, where this is compatible with local conditions and regulations

Water Reduction Goal

- Reduce water purchased by 10% from 2022, where this is compatible with local conditions and regulations

Net Zero Value Chain

- Reduce Scope 1,2 and 3 emissions by 90% from 2021
- Neutralize up to 10% of total Scope 1,2 and 3 emissions

2030   **2032**   **2045**

Climate and Energy

Our Emissions At-A-Glance

Emerson's operational emissions account for around 3% of our total value chain greenhouse gas emissions. **Scope 1** emissions come from on-site fuel combustion, company vehicles and refrigerant leakage. **Scope 2** emissions primarily stem from purchased electricity. Although operational emissions represent a small share of our total emissions, they are within our direct control. Lowering these emissions requires cross-functional collaboration across our sites, engaging employees in initiatives that not only help advance our climate goals but also foster a culture of sustainability and innovation throughout our operations.

Scope 3 emissions, which stem from indirect activities across our value chain, account for 97% of our total emissions. As shown in the image on _page 20_, 71% of Scope 3 emissions in our updated technology portfolio come from the energy consumed during product use (Category 11), due largely to long product lifespans of 10-20 years. Material sourcing (Categories 1 and 2) and logistics (Categories 4 and 9) contribute another 23% of our Scope 3 emissions, driven by the use of energy-intensive materials like steel, aluminum and electronics, as well as the regionalization of our global supply chain.

* Emerson's full Scope 1 and Scope 2 emissions reporting includes all sites within our operational control including manufacturing and non-manufacturing facilities, along with mobile emissions and fugitive emissions from leaked refrigerants. Our total greenhouse gas emissions for fiscal 2024 included 190 major energy-consuming facilities reporting actual energy usage data as well as the 325 remaining facilities under Emerson's operational control. Where primary activity data were not available, we have made estimations based on square footage, site use and geographical location. Noteworthy revisions to historical energy consumption and emission data previously reported for fiscal 2023 were driven by Emerson's acquisition of NI along with improved methodologies for our leased vehicle fleet.

Net Zero Operations Update

Emerson has an ambitious goal of achieving Net Zero Operations, or a 90% absolute reduction in Scope 1 and 2 emissions, by 2030 from a 2021 base year. We have implemented several key sub-goals to measure our progress on these top-level commitments. By 2030, we aim to source 100% renewable electricity for our global operations through grid sourcing and on-site generation, and we aim to reduce our energy intensity, or total energy consumed normalized to sales, by 35% from a 2021 base year.

We have made steady progress toward these goals each year. In 2024, we are proud to announce that we achieved a 30% reduction in our energy intensity from the 2021 base year, while increasing the volume of renewable energy purchased to 57% of our Scope 2 energy consumption. These two improvements are responsible for most of the 48% reduction in absolute Scope 1 and 2 emissions* in 2024 compared to our 2021 base year.

Emerson's Portfolio Change: Impact on Environmental Sustainability

Over the past two years, we redefined our position as a global automation leader with key portfolio changes, including our divestiture of Copeland and acquisitions of Afag, AspenTech, Flexim and NI. These moves not only strengthened Emerson's unified automation portfolio – supporting our customers' digital transformation, energy security and decarbonization – but also reshaped our sustainability metrics.

Until 2022, around 99% of Emerson's GHG emissions were attributed to the Copeland business, reflecting the significant role of that company's long-established electrical compressor technologies in global heating, cooling and refrigeration systems. Following the 2024 sale of our remaining minority stake, these emissions have been removed from our Scope 3 inventory. Meanwhile, the environmental performance of recent acquisitions, including Afag, AspenTech, Flexim and Test & Measurement (formerly NI), have been integrated into this year's sustainability report.

⤴ A full breakdown of our Scope 1, 2 and 3 footprint for 2024 is available in the figure on _page 20_.

⤴ Learn more about our Scope 3 GHG emissions inventory in the _Net Zero Value Chain section_.

⤴ For more information please see _Emerson's 2024 CDP Climate Change Questionnaire_.

⤴ See also our _Global Environmental Management and Sustainability Policy_.

Greenhouse Gas Emissions At-A-Glance

SCOPE 3
UPSTREAM**

1,646,500
$mtCO_2e$

SCOPE 1 AND SCOPE 2*

189,926
$mtCO_2e$

SCOPE 3
DOWNSTREAM**

4,543,770
$mtCO_2e$

ABSOLUTE SCOPE 1 AND 2 EMISSIONS

-48%

Reduction from 2021 base year

Note: $mtCO_2e$ = metric tons of carbon dioxide equivalent

SCOPE 1 AND 2 MARKET-BASED EMISSION PROGRESS

($mtCO_2e$)

Year	Scope 1	Scope 2	Total
2021	22%	78%	367,961
2023	33%	67%	219,169
2024	34%	66%	189,926

● Scope 1
● Scope 2

SCOPE 3 EMISSIONS 2024**

1% Cat. 12 and 15 Downstream

17% Cat. 1 and 2 Upstream

2% Cat. 3 and 5 Upstream

3% Cat. 6 and 7 Upstream

6% Cat. 4 and 9

Total
6.19
million
$mtCO_2e$

71%
Category 11 Downstream

* *ERM CVS has been engaged by Emerson to provide limited assurance for the 2024 Scope 1, Scope 2 location-based and Scope 2 market-based GHG emissions dataset disclosed in this report. ERM CVS's full assurance statement, including opinion and basis of opinion, is available on [page 111](#).*

** *Scope 3 emissions have been rounded up to reflect the inherent uncertainties associated with value chain data and calculations.*

2024 EMERSON SUSTAINABILITY REPORT

Climate and Energy

Roadmap to Net Zero Operations by 2030

Emerson's roadmap for achieving net zero emissions across our operational footprint is driven by four key strategies: energy efficiency improvements, renewable electricity sourcing, Scope 1 emissions abatement through electrification and low-carbon fuels, and carbon neutralization. For residual emissions, neutralization through a mix of high-quality technological and nature-based solutions will be considered, in alignment with threshold limits set by the Science Based Targets initiative (SBTi).

The chart below illustrates our anticipated emissions profile and the projected impact of these four strategies in achieving our 2030 Net Zero Operations goal.

Energy efficiency has long been the cornerstone of Emerson's emissions reduction strategy, offering the largest opportunity for cost savings. As energy waste is reduced across our facilities, renewable electricity sourcing is becoming an increasingly important lever in our efforts to minimize our carbon footprint. Scope 1 emissions abatement projects are underway, and we will continue to evaluate this space as technologies and solutions are developed.

2030 NET ZERO OPERATIONS EMISSIONS ROADMAP

(Thousands mtCO$_2$e)

— Emissions intensity (mtCO$_2$e/million dollars) in sales

- Carbon neutralization
- Scope 1 abatement
- Renewable electricity
- Energy efficiency
- Actual/projected emissions

NET ZERO OPERATIONS PROGRESS – SOURCES OF EMISSION REDUCTIONS SINCE 2021

GRID DECARBONIZATION 10%

ENERGY EFFICIENCY GAINS 51%

RENEWABLE ELECTRICITY 39%

57% in 2024
3% in 2021

Sources of Emission Reductions

- Energy treasure hunts
- Compressed air optimization
- HVAC setback
- Footprint consolidation
- Equipment shutdown
- LED lighting

Climate and Energy

Energy Treasure Hunt Program Continues to Drive More Energy Efficiency

Energy Treasure Hunts continue to be foundational to our energy efficiency strategy, serving as the starting point for site-level sustainability engagements by driving 10–15% energy cost savings via no-cost and low-cost energy efficiency opportunities. During an Energy Treasure Hunt, site-level stakeholders begin by evaluating the operation on a low production day to determine how energy is being managed, and then repeat the process on a high production day to understand energy flows and opportunities.

To increase participation in these events, we leverage a "Train the Trainers" approach where key participants from one event are given extra energy management training and insight into the event execution process, allowing them to later run their own successful Energy Treasure Hunts. Our teams have completed more than 90 events across the portfolio, resulting in the identification of nearly $5 million in no-cost and low-cost energy cost savings opportunities.

Renewable Electricity Procurement Surpasses 50% for the First Time

In 2024, we reached an important milestone for renewable energy procurement, as 57% of our global electricity and district heating energy was generated from renewable sources. The company's overall transition to renewable electricity is overseen by the Energy Sourcing Committee, creating a uniform approach consistent with the technical criteria issued by the Climate Group's RE100 initiative.

Off-Site Renewable Energy Procurement

Emerson's approach to off-site renewable electricity procurement is tailored to market maturity, enabling strategic and impactful sourcing. In North America and Europe – regions with historically favorable renewable energy supply – we have steadily increased both the volume and quality of our renewable energy procurement. This includes expanding engagement with utilities across more markets while transitioning from lower-impact mixed renewable products to market instruments with stronger traceability and additionality.

In international markets where Emerson has significant energy consumption, we have engaged third-party advisors to assess the availability and cost of RE100-accepted market instruments and to develop transition roadmaps aligned with our 2030 renewables goal. Looking ahead, we will continue to focus on sourcing impactful renewable energy in key operational regions across Asia Pacific and the Middle East.

On-Site Renewable Energy Generation

We are driving the expansion of on-site renewable electricity generation with over 16 megawatts (MW) of installed capacity across our global facilities. By partnering with preferred solar developers across multiple regions, we streamlined vendor selection and accelerated the commissioning rate of new projects. To further the readiness for solar energy generation at our facilities, Emerson requires all greenfield construction and facility expansion projects to complete a feasibility assessment and to confirm that the structures are suitable for solar installations with compatible materials.

EMERSON'S 2024 RENEWABLE ELECTRICITY COVERAGE BY WORLD AREA

56% of 287 MWh
North America

61% of 99 MWh
Europe

0% of 11 MWh
Middle East & Africa

37% of 47 MWh
China

25% of 68 MWh
Asia Pacific (excl. China)

95% of 87 MWh
Latin America

57% of our purchased electricity worldwide was renewable.

■ % RE usage by region

Climate and Energy

Scope 1 Emissions Abatement Through More Sustainable Construction, Electrification and Low-Carbon Fuels

Our Scope 1 emissions primarily arise from fuel combustion at our facilities – whether for manufacturing processes or comfort space heating – as well as from Emerson-owned or leased vehicles. While improving energy efficiency is essential, deeper emission reductions will require additional measures, including electrification and the adoption of alternative fuels, to achieve net zero emissions.

Electrification

In 2024, we conducted a detailed mapping of Scope 1 related energy flows across Emerson's sites, providing equipment-level visibility into electrification needs. This initiative has strengthened the development of targeted combustion abatement strategies for specific end-use applications. Moving forward, we will continue to refine and standardize our management process to reduce the Scope 1 emissions that are embedded in our operational footprint by funding electrification projects.

Alternative Fuels

We view alternative fuels – such as hydrogen, renewable natural gas, and biofuels like sustainable aviation fuel (SAF) – as important enablers of the energy transition. In situations where full electrification of thermal processes by 2030 is not feasible due to cost constraints, infrastructure limitations, or an insufficient renewable energy supply, these fuels offer a practical transitional solution. We are working with industry organizations, project developers and partners across the value chain to explore fuel-switching opportunities that support our net zero goals and align with recognized sustainability standards.

Mobile Vehicle Fleet Electrification

In 2023, we revised our internal company vehicle policies to provide employees with the option to select Electric Vehicles (EVs) and hybrid vehicles. By the end of 2024, the impact of these changes was evident, as EV and hybrid adoption grew from 12% to 21%, a year-over-year increase of 75%.

Sustainable Construction

Every facility construction project presents an opportunity to embed sustainability from the outset, offering a unique chance to reduce embedded emissions before they even arise. In 2023, we introduced our Sustainable Building Standards, applicable to all new facilities and large renovation projects. Initially focused on energy efficiency, these standards have since been updated to place a stronger emphasis on reducing Scope 1 emissions.

Assigning a Carbon Value to Drive Incremental Decarbonization Investments

Emerson uses an internal carbon price to quantify the financial impact of carbon emissions and evaluate the financial and environmental impact of capital investments. The internal carbon price is set annually by our Chief Financial Officer and Chief Sustainability Officer after review of university research, global carbon market indices and benchmarking of industry peers. For 2024, the price was $90 per metric ton of CO_2 equivalent (mtCO_2e).

In 2024, electric and hybrid vehicle adoption grew from 12% to **21**%

Neutralization Through Technological Solutions

Emerson's roadmap to net zero supports the principle that offsetting GHG emissions should not be prioritized over mitigation efforts, and that neutralization activities should only be implemented to remove residual emissions that organizations cannot otherwise reduce. Our neutralization strategy is informed by the Oxford Principles for Net Zero Aligned Carbon Offsetting, with the aim that the carbon removal solutions we will rely on to meet our Net Zero goals are not only high quality but also additional, measurable, verifiable and characterized by a low risk of reversal. These principles guide our selection of carbon removal projects and technologies.

Nilai, Malaysia
*Photo by: **Kamles Sittrandan**, Emerson Employee*

Climate and Energy

Net Zero Value Chain Progress

By 2045, Emerson aims for Net Zero GHG emissions across Scopes 1, 2, and 3, with a 90% reduction from 2021 levels and high-quality carbon neutralization for remaining emissions, in line with the Science Based Targets initiative (SBTi) climate science standards.

Since our 2021 base year, Emerson has reduced total Scope 3 emissions by 13%, reflecting steady progress toward our climate goals. In 2024, Emerson achieved a 15% year-over-year reduction in total Scope 3 emissions, primarily driven by lower emissions associated with the use of our sold products (Category 11). This reduction reflects a combination of factors, including a 1% decrease in the emissions factor mix based on the geographic distribution of our product sales – aligned with global trends reported by the International Energy Agency – and a decrease in the average energy intensity of our products. Changes in product mix and product demand patterns also contributed to the overall decline in emissions.

Purchased goods and services (Category 1) emissions decreased by 8%, primarily driven by a decrease in the embedded emissions of the products we procure. The table _here_ outlines our current calculation approach for each Scope 3 category.

Scope 3 emissions, which Emerson has indirect control over, present a greater challenge to reduce than our operational emissions, as they depend on the collective action of our entire value chain – including suppliers, customers and logistics partners. However, we recognize the opportunity to influence these emissions and to collaborate with others to identify effective strategies that drive emissions reductions across our value chain.

FISCAL YEAR 2024 ESTIMATED SCOPE 3 EMISSIONS*

Scope 3 Emissions	mtCO$_2$e		Percentage
Category 11	4,413,000		71%
Category 1 and 2	1,037,500		17%
Category 4	335,220		5%
Category 7	111,230		2%
Category 3	73,230		1%
Category 6	69,840		1%
Category 9	57,260		1%
Category 15	51,370		1%
Category 12	22,140		<1%
Category 5	19,480		<1%
Total	**6,190,270**		

* Scope 3 emissions have been rounded up to reflect the inherent uncertainties associated with value chain data and calculations.

Enhancing Our Scope 3 Emissions Footprint Data and Solidifying Data Governance

Scope 3 emissions, as defined by the GHG Protocol, are largely based on estimations using a mix of primary data, modeling, expert analysis and external sources. Since our first footprint publication in 2021, we have continuously refined data granularity, collection processes and calculation methodologies. In 2024, we enhanced accuracy by refining emissions factors and key assumptions, expanding product data coverage and reducing reliance on proxies.

As Scope 3 reporting evolves, collaboration across the value chain remains essential. Strengthened partnerships will help create more actionable and comprehensive datasets, providing meaningful insights for stakeholders.

In line with standards established by the U.S. Environmental Protection Agency, we regularly update our emissions Inventory Management Plan to maintain the documentation and quality of our GHG emissions data. This plan outlines the data sources, methodologies, assumptions, systems and internal controls used for emissions reporting.

Emerson's Scope 3 Data Governance Group is responsible for overseeing our Scope 3 emissions calculations and reporting. It assesses any changes or improvements to our calculation methods, data sources and reporting procedures. A key objective of the group is the ongoing enhancement of internal controls, helping to maintain effective and reliable data collection, calculation and documentation processes.

View our Scope 3 emissions footprint and additional historic emissions data on _page 103_.

Climate and Energy

NET ZERO VALUE CHAIN STRATEGIES

GRID DECARBONIZATION

Promoting the decarbonization of the grid to eliminate electricity-related emissions.

SUPPLY CHAIN COLLABORATION

Collaborating with our suppliers to minimize emissions embedded in purchased materials and to optimize logistics-related emissions.

SUSTAINABLE DESIGN

Designing products more sustainably to reduce emissions during their entire life cycle.

SUSTAINABLE CULTURE

Fostering a culture of sustainability across our organization to drive awareness and engagement at all levels.

Promoting Decarbonization of the Grid

With over 70% of Emerson's emissions tied to electricity, global grid decarbonization is crucial to meeting our goals. Lowering the carbon intensity of electricity reduces both our Scope 2 emissions and the Scope 3 emissions from our products in use.

As customers and national grids transition to renewables, these emissions are expected to decline. Despite rising electricity demand and setbacks in the European Union, the global CO_2 intensity of electricity dropped from 460 gCO_2/kWh in 2022 to 458 gCO_2/kWh in 2023*. While progress is steady, accelerated decarbonization is needed to support corporate net zero goals.

With our extensive global presence and specialized expertise in energy generation and distribution, we are well-positioned to play an active role in expanding cleaner electricity capacities worldwide. These efforts are integral to our efforts to achieve net zero emissions in our operations and our value chain.

Throughout 2024, we continued our collaboration with external organizations, including the Clean Energy Buyers Association (CEBA) and RE100, to accelerate the global transition to clean and renewable energy. More on these efforts can be found in the *Greening With section* of this report.

Catalyzing Engagement Across Our Supply Chain

Recognizing that our upstream Scope 3 emissions are roughly eight times greater than our operational emissions, we understand that supplier engagement is fundamental to our journey.

Decarbonizing key segments of our supply chain – such as the steel, electronics and plastics industries – presents significant challenges due to their energy-intensive manufacturing processes and historic reliance on fossil fuels. Achieving net zero emissions across our supply chain footprint will require strong collaboration to implement a combination of energy efficiency improvements, increased use of renewable energy, greater integration of recycled materials, electrification, and scalable adoption of innovative technologies to replace fossil fuels in high-heat production processes.

In recent years, we have strengthened our supplier engagement efforts by expanding communication channels to share our responsible sourcing expectations and best practices. Key initiatives include our responsible sourcing webinars and emissions data collection survey – through which we train both our supply chain teams and suppliers on how our Scope 3 emissions are shared – and our sharing of examples of Emerson and supplier reduction efforts. Additionally, we have begun implementing scorecards that include sustainability Key Performance Indicators (KPIs), to assess and benchmark performance with our top suppliers.

* International Energy Agency (2024), *World Energy Outlook 2024 Report*; gCO_2/kWh = grams of carbon dioxide per kilowatt-hour.

Climate and Energy

Enhancing Product-Level Emissions Insights

To validate and communicate the environmental performance of our products across their entire life cycle, Emerson relies on the Life Cycle Assessment (LCA) methodology, following ISO 14040-44 standards. During 2024, we continued to standardize LCA practices across the organization, improving data accuracy and enabling more informed decisions to support our sustainability objectives.

To scale these efforts, we are integrating advanced software tools and building internal expertise to model the carbon footprint of our diverse product range. With a portfolio exceeding 100,000 products, data collection and analysis pose challenges, but we are making steady progress to provide actionable environmental insights for customers while driving continuous environmental performance improvements within our operations.

As part of this initiative, we have developed a new metric designed to balance customer needs with feasibility in data collection. The chart on the right provides a cradle-to-gate overview of Emerson's business segments, covering Scope 1 and 2 emissions as well as key Scope 3 upstream categories such as material purchases, logistics and operational waste. The emissions intensity factor is measured in metric tons of CO_2 equivalent per $1,000 in sales, offering a standardized benchmark to assess and drive emissions reductions.

By transparently sharing GHG emissions data associated with our products and solutions, we empower customers to better understand their indirect emissions footprint. This, in turn, strengthens their ability to track and demonstrate measurable progress as we work together toward meaningful emissions reductions.

For Emerson, the most significant share of our total emissions comes from Scope 3 Category 11 – the downstream energy use of our products, which includes the Scope 1 and 2 emissions of our customers. This is driven primarily by the volume and long lifespans of our products, many of which operate for 10–20 years. In this context, collaboration with our customers is essential, as their efforts to reduce Scope 1 and 2 emissions can result in downstream emissions reductions for Emerson.

Developing More Sustainable Product and Packaging Designs

Emerson's diverse product portfolio requires tailored emissions reduction strategies. Active products that consume electricity for 10-20 years generate most of their emissions during use, whereas passive products have higher embedded emissions from materials and logistics. Understanding these profiles enables targeted reduction efforts.

To support this, we developed a Sustainability Actions Guide for our New Product Development (NPD) teams, offering recommendations based on product carbon profiles. We also introduced a streamlined evaluation tool for early-stage assessments, providing directional insights without requiring a full LCA. Sustainable design practices from this guidance are now embedded in Emerson's NPD process to integrate environmental considerations from the start.

Sustainable packaging is another priority, supporting secure product transport while reducing environmental impact. Given the diverse applications of industrial products, packaging is often customized to protect integrity and performance. In response to growing customer expectations, Emerson is exploring innovative packaging solutions and collaborating with a global cross-functional team and external experts to develop technical guidance for sustainable packaging decisions.

Employee passion for sustainability has driven impactful projects, accelerating Emerson's transition to more sustainable design and packaging solutions.

EMERSON'S CRADLE-TO-GATE CARBON EMISSIONS BY BUSINESS SEGMENT IN 2024

Scope 1, 2 and product-related upstream Scope 3 emissions (Categories 1, 3, 4 and 5)

Business Unit	Emissions (mtCO$_2$e)	Intensity (mtCO$_2$e/Sales $K)
Discrete Automation	323,550	0.13
Final Control	489,640	0.12
Measurement & Analytical	321,650	0.08
Safety & Productivity	208,210	0.15
Control Systems & Software	156,790	0.06
Test & Measurement	83,780	0.06
Enterprise	12,330	

Test & Measurement 5% Enterprise 1%
Control Systems & Software 10%
Safety & Productivity 13%
Measurement & Analytical 20%
Discrete Automation 20%
Final Control 31%

1.60 Million mtCO$_2$e

Climate and Energy

Fostering a Sustainability Culture

While product-related emissions account for over 95% of our greenhouse gas footprint, other emission categories are influenced by our employees' daily behaviors, such as commuting, business travel and waste management. To drive meaningful progress, it is essential to equip our employees with the right tools, support and resources to adopt more sustainable habits. The section on Engagement on *page 33* explores how Emerson is working to embed sustainability across our entire organization.

Climate Scenarios Guide Our Long-Term Business and Risk Management Strategies

Emerson integrates climate scenario analysis into our long-term strategy to assess risks and opportunities related to the energy transition and physical climate impacts. In 2022, we assessed climate-related risks and opportunities, considering both the transition to a low-carbon economy and the physical impacts of climate change. This analysis, based on recommendations from the Task Force on Climate-related Financial

Disclosures (TCFD), used two emissions scenarios: the IEA Sustainable Development Scenario (low emissions) and the IEA Stated Policies Scenario (high emissions).

Under a low-emissions pathway, a shift to cleaner technologies – such as renewables, hydrogen and carbon capture – presents risks and opportunities for Emerson's automation solutions. Our energy and chemicals-related automation revenue is projected to grow 3.1% annually under this scenario, compared to 3.4% under a high-emissions pathway. This highlights automation's growing role in the energy transition, with Emerson well-positioned to support this shift through innovation.

In 2024, we updated our physical risk analysis using climate models from the Intergovernmental Panel on Climate Change (IPCC), evaluating 12 climate risks across multiple time horizons through 2050. Findings highlighted tropical cyclone risks in the East Asia & Pacific region, although Emerson's global diversification and emergency preparedness strategies help mitigate potential disruptions. As we refine our scenario analysis methodologies, we will continue incorporating insights into strategic planning, product design and enterprise risk management. These efforts strengthen Emerson's resilience while supporting our customers' net zero goals and advancing sustainable business operations.

For more information on Emerson's climate scenario analysis please see *page 95* in the *Reporting* section and *Emerson's 2024 CDP Climate Change response*.

Reducing Waste Through Reusable Solutions

In 2024, Emerson's Measurement & Analytical team in China replaced single-use packaging with a reusable system for shipping electronic components. Using durable containers and recyclable inserts, the initiative cut waste, reduced carbon footprints and optimized logistics. Collaboration with suppliers was key, with training, best practice sharing and pilot testing helping to refine and scale the solution. Now, these best practices are expanding across product lines and supplier networks, advancing sustainable supply chains.

Reducing Waste and Enhancing Recyclability

In 2024, Emerson's Control Systems and Software team launched sustainability initiatives to reduce waste and improve packaging recyclability. Efforts included replacing foam and plastic with lightweight corrugated paper, switching to paper tape and eliminating unnecessary labels. The team also minimized ink use with paper perforation techniques and transitioned supplier audits to a paperless e-tool. Through supplier collaboration and ongoing improvements, these solutions are now scaling across product lines, reinforcing Emerson's commitment to sustainable supply chains.

Circularity

At Emerson, we work to advance circularity by minimizing waste, optimizing resource use and promoting responsible product stewardship. Our Zero Waste to Landfill strategy focuses on diverting 90% of our operational waste from landfills and incineration by 2032, while our product stewardship initiatives facilitate compliance with global environmental regulations, promoting environmental sustainability across our value chain. Through these efforts, we aim to reduce environmental impact, enhance material efficiency and support a more circular economy.

Zero Waste to Landfill

Zero Waste Goal

In 2023, Emerson set a goal to achieve Zero Waste to Landfill by 2032, diverting 90% of the waste generated by our manufacturing facilities from landfill and incineration. This aligns with industry standards like the Zero Waste International Alliance, which requires a 90% diversion rate. Using the waste hierarchy, we prioritize the most environmentally beneficial waste management strategies, maintaining alignment with circularity principles.

Waste Management Progress

In 2024, we enhanced waste data quality through improved collection, quality assurance, and training for manufacturing sites on waste definitions and standardized procedures. We classify waste as hazardous or non-hazardous based on local regulations. In 2024, 94% of our waste (47 kilotons) was non-hazardous, while the remaining 6% (3 kilotons) was hazardous, including solvents, oils and paint-related waste. Our waste diversion rate improved to 58% in 2024, up from 57% in 2023, by shifting waste from landfill disposal to recycling.

NON-HAZARDOUS WASTE BY TYPE

- 4% Commingled recyclables
- 15% Other
- 11% Paper
- 17% Wood
- 23% Metals
- 30% Industrial

47 Kilotons

NON-HAZARDOUS WASTE BY TREATMENT

- 2% Compost/Reuse
- Incinerated — 3% with energy recovery
- Incinerated — 1% without energy recovery
- 38% Landfill
- 56% Recycled

Green Metal Powder

In partnership with the University of North Texas, Emerson's McKinney team developed a more sustainable approach to additive manufacturing (AM) by producing metal powder through a mechanical process that generates less than half the CO_2 emissions of conventional methods. The powder is sourced from reclaiming waste powder from AM operations that would otherwise be discarded and manufacturing new powder from scrap materials.

Engineer Pass, Lake City, Colorado
*Photo by: **Jesse Renfroe**, Emerson Employee*

Circularity

Taking Action Toward Zero Waste

Emerson is fostering a zero waste mindset to conserve resources, improve efficiency, reduce costs and emissions, and minimize environmental impact.

To drive progress, we have identified five key focus areas:

1. Internal Systems

In 2024, we refined waste management processes, enhanced data collection across manufacturing sites, and updated our Waste Management Plan. Resources, including waste training and documentation, are now available on our intranet to support site-level reporting.

2. Employee Engagement

We expanded educational initiatives to emphasize Zero Waste to Landfill and improve waste data accuracy. Through training, resource development, and our Waste Treasure Hunt process, we engage employees in identifying waste reduction opportunities.

3. Engaging Waste Management Providers

Working with partners, we evaluate waste streams and alternative disposal methods. A recent sourcing project at our Mexico sites aims to identify preferred providers to reduce landfill waste and costs.

4. Engaging Suppliers

We are working to minimize packaging waste from vendors, prioritizing elimination, reuse, and recycling of materials like wood, plastic and cardboard.

5. Certification Programs

We are exploring external certifications and developing an internal audit program to assess site readiness for certification, aligning with our global waste management goals.

Waste Treasure Hunts

Drawing inspiration from our Energy Treasure Hunt process, we have adopted a similar approach to identify waste reduction opportunities and improve on-site data collection processes at our facilities.

We started to develop our Waste Treasure Hunt process in 2024. This is a one-day, on-site activity at a manufacturing facility. The intent of the Waste Treasure Hunt process is to validate waste stream classifications, evaluate disposal methods and look for waste elimination opportunities.

We plan to evolve the program and broaden its scope over the next year.

Circularity

Product Environmental Stewardship

Emerson focuses on complying with global product environmental laws through our Product Environmental Stewardship program, which governs design, material use and end-of-life management. Key elements of the program include:

• **Legislative Monitoring** – Continuously tracking legislative changes to stay informed of new or evolving requirements.

• **Compliance Standards** – Establishing and upholding company-wide standards for compliance.

• **Training** – Educating employees on relevant laws and regulations to ensure uniform implementation.

• **Supplier Collaboration** – Partnering with suppliers to obtain material declarations, enabling us to verify product compliance with pertinent substance regulations.

• **Customer Assurance** – Providing compliance declarations to our customers to communicate the compliance status of the products they purchase from Emerson.

Substance Regulations

Substance regulations aim to minimize the use of potentially hazardous substances throughout the value chain by mandating measures such as labeling on products, reporting on certain substances to end-users or authorities and/or restricting the use of a substance above a specified threshold in materials or products. Our products adhere to the latest versions of relevant substance regulations at the global, national and local levels. These regulations include, but are not limited to:

• **EU REACH (Registration, Evaluation, Authorization and Restriction of Chemicals),** EC 1907/2006

• **EU ROHS (Restriction of Hazardous Substances),** Directive 2011/65/EU

• **China ROHS,** GB/T 26572-2011

• **TSCA (Toxic Substances Control Act),** 15 U.S.C. §2601 et seq.

• **California Proposition 65** (Safe Drinking Water and Toxic Enforcement Act of 1986)

• **Conflict Minerals** (see *page 74* for more information)

Extended Producer Responsibility (EPR)

EPR policies hold producers accountable for the end-of-life impacts of their products, promoting sustainable design, waste reduction and resource conservation. These laws require producers to finance collection, recycling, and disposal, driving innovation and efficiency in a circular economy. Emerson's program addresses global EPR regulations for three major product categories:

• **Waste Electrical and Electronic Equipment (WEEE)**

• **Batteries and Accumulators**

• **Packaging Waste**

Nyerere National Park, Tanzania
Photo by: Amy Johnson, Emerson Employee

Operational Environmental Management

Water Management and Biodiversity

Evolving Emerson's Water Compliance Program

Emerson's manufacturing sites have long maintained a water compliance program, helping to drive adherence to regulations and internal standards for water use, wastewater discharge and training. Water management is part of our environmental audit program, with regular assessments by site personnel or third-party consultants to ensure compliance.

As a key first step in developing Emerson's water goal and strategy, in 2022 we quantified our current manufacturing water footprint. We collected detailed data on amounts of water purchased from our manufacturing facilities around the world, as well as on our general uses.

Taking Action Toward Water Reduction

To foster a water conservation culture and drive progress, we focus on four key initiatives:

1. **Enhancing data collection** – water mapping, improved data quality and expanded metrics.

2. **Employee engagement** – awareness programs to drive local action.

3. **Operational efficiency** – upgrades in plumbing, stormwater diversion, recycling and leak detection.

4. **Integration into building standards** – best practices for new construction and facility upgrades.

These efforts will reduce costs, improve water quality, and support sustainable operations, particularly in water-stressed regions.

Biodiversity

The Kunming-Montreal Global Biodiversity Framework, established at the United Nations Biodiversity Conference COP15, set ambitious global targets to halt biodiversity loss by 2030, emphasizing biodiversity's role in economic and environmental sustainability. In response, Emerson is enhancing our understanding of biodiversity impacts.

In 2024, we conducted an initial biodiversity assessment, analyzing the proximity of Emerson facilities to ecologically sensitive areas using internationally recognized datasets, including the GLOBIO4 dataset (from the Netherlands Environmental Assessment Agency), the RESOLVE Ecoregions dataset (from the UNEP World Conservation Monitoring Centre) and the Global Human Modification dataset (from the Nature Conservancy and Conservation Science Partners).

According to the assessment, and focusing solely on the location characteristics of our assets, 2% of Emerson's facilities worldwide are within a 5 kilometer radius of areas with high Mean Species Abundance (MSA), highly intact and protected ecosystems, and critical ecosystem services. As disclosure requirements and assessment methodologies in the biodiversity field continue to evolve and become more standardized, we will refine this assessment.

WATER GOAL

Reduce water purchased
10%
by 2032
from a 2022 base year, wherever this is compatible with local conditions and regulations.

WATER PURCHASED

1,321 megaliters — 2022

1,346 megaliters — 2023

1,262 megaliters — 2024

Operational Environmental Management

Environmental Compliance

Emerson's environmental compliance program monitors emissions, wastewater, and waste disposal, often exceeding local requirements, to minimize risks and reduce costs.

We drive compliance with applicable environmental laws and regulations through a company-wide standardized program aimed at mitigating pollution and environmental damage. In many instances, these practices go beyond local regulatory requirements, helping to mitigate risks and reduce long-term operating costs. *Emerson's Environmental Management and Sustainability Policy* defines the principles guiding our commitment to compliance and sustainability. Due to the nature of Emerson's operations and raw materials that make up our products, we do not present a risk for discharging heavy metals in our wastewater.

Environmental Compliance Training

Emerson's Enterprise Team regularly conducts training programs for our facility environmental managers, business unit environmental coordinators and key personnel worldwide. These training initiatives are tailored to meet the specific needs of each region where our facilities operate. The sessions cover best practices in waste reduction, energy conservation and various compliance topics. During 2024, we held both in-person and virtual training sessions across all regions, with 152 individuals participating in total.

Environmental Facility Inspections and Incidents

Emerson facilities are regularly inspected by environmental authorities in the regions where we operate. Most of these inspections do not lead to fines, penalties or citations. In instances where fines or penalties were issued, the costs have been minimal in relation to the scale of our operations. During 2024, our facilities underwent inspections or reported incidents to environmental regulators 23 times worldwide. In that same year, Emerson incurred fines totaling less than $5,000.

Environmental Auditing

Emerson's environmental compliance management involves regular third-party audits at our manufacturing sites. These audits are conducted by independent auditors who perform detailed inspections of the facilities and review environmental records to evaluate compliance with regulations and overall environmental management practices.

As part of our risk management strategy, in years when third-party audits are not planned, local management teams carry out self-assessments to monitor compliance with environmental regulations. Our enterprise environmental compliance team oversees this process. In 2024, we completed 30 environmental third-party audits.

Environmental Conference in Austin, TX

NUMBER OF ENVIRONMENTAL AUDITS

Year	Value
2024	30
2023*	50
2022	27

ENVIRONMENTAL COMPLIANCE TRAININGS

US 59   Europe 32   30 China

Mexico 21

10 India

# of participants

* In addition to compliance audits, in 2023, we conducted energy audits pursuant to Article 8 of the European Union Energy Directive for our applicable sites.

Fostering a Culture of Sustainability

Our workforce plays a vital role in embedding sustainable practices into our operations and culture, driving transparency and proactive engagement. We strive to equip employees with the knowledge and skills to develop innovations and drive decisions that support Emerson's sustainability goals. By fostering an environment where employees feel empowered to contribute, we strengthen our collective impact and help keep sustainability a core part of our strategy. As part of Emerson's Your Voice Counts survey, 82.5% of employees showed a favorable sentiment towards environmental sustainability in 2024 up 3.8% from 2023. For more information see on engaging our workforce.

Investing In Our Workforce Through Training and External Expert Perspectives

Environmental sustainability is a complex and evolving field that requires a solid foundation in science and technology. At Emerson, we are committed to equipping our employees with the latest knowledge and skills to engage meaningfully in this space.

Our environmental sustainability curriculum includes both in-depth training on topics such as carbon emissions, energy systems, and renewable electricity, as well as new, bite-sized learning options introduced this year. The Green Pill video series – short, introductory modules – was launched to help employees begin exploring key sustainability concepts at their own pace. Over the past 12 months, a total of 1,131 employees voluntarily completed at least one of these training modules.

Our Sustainability Aficionados community grew to over 2,400 members in 2024, fostering ongoing engagement. Additionally, the Emerson Environmental Sustainability Webinars feature external experts from international organizations, academic institutions and industry as well as internal leaders from Emerson involved in the energy transition. These sessions provide critical external insights, supporting our Greening Of and Greening By initiatives and empowering employees to drive sustainability within our global strategy.

Empowering Our People to Act Through Our Global Green Teams Network

Emerson's Global Green Teams Network empowers employees to lead local sustainability initiatives while collaborating globally to share best practices. The network is guided by the Green Teams Council, comprising Green Team leaders, EHS directors and sustainability champions.

Meeting quarterly, the Council aligns efforts, drives engagement programs, and organizes global sustainability initiatives, including Earth Month. In April 2024, Emerson served as the presenting sponsor of the Earth Month Ecochallenge, with over 4,200 employees completing 185,000+ sustainable actions.

Beyond Earth Month, our 160+ Green Teams drive change through Individual Action, Collective Impact and External Outreach – encouraging sustainable behaviors, improving workplace practices and extending sustainability expertise to local communities.

GREEN TEAMS ACTION FRAMEWORK

EXTERNAL OUTREACH

COLLECTIVE IMPACT

INDIVIDUAL ACTION

Austin, United States

Youth STEM Program

The local Green Team hosts STEM Days for local children, allowing them to partake in STEM-related workshops, crafts and activities.

Manila, Philippines

Tree Planting at Mount Purro

The local Green Team has lent a hand in reforestation efforts, adopted one hectare of land and sponsored 1,035 trees to date.

San José, Costa Rica

Costa Rica Star Program

The local Green Team added go circular, green commuting, and respecting nature to its employee recognition program, allowing employees to be recognized for their environmental contributions.

Fostering a Culture of Sustainability

Recognizing Our Team's Efforts with Environmental Sustainability Awards

Emerson's Environmental Sustainability Awards recognize exceptional projects that drive sustainability across three strategic categories. In its fourth year, we received over 50 global submissions, reflecting our teams' ongoing dedication and the pride they take in contributing to Emerson's global sustainability journey. Alongside the awards, the Sustainability Report Photo Contest encouraged employees to capture sustainability in action, with over 230 entries from 93 participants. The contest winners, along with other stunning photographs, showcase the sustainability perspectives of our employees and enrich the pages of this report.

The 9 Sustainable Choices: A Framework for Action

In 2023, Emerson launched the 9 Sustainable Choices, an actionable framework designed to equip employees with the tools and guidance to contribute to both our environmental sustainability goals and global efforts. Aligned with the UN Sustainable Development Goals (SDGs) as well as our company's culture, expertise, and business focus, this initiative aims to embed sustainability into daily practices and decisions. To further support this initiative, we have developed resources that integrate environmental sustainability throughout the employee experience – from onboarding to goal setting and performance reviews.

GREENING OF AWARD

Green Wave 📍 **Dubai**

The Emerson Dubai campus leads sustainable innovation and empowers employees through its Green Wave program. This was showcased by strong participation in the flagship Eco-Challenge, the launch of a laptop distribution program to reduce e-waste, a shift to paperless manufacturing and a variety of other initiatives. The Green Wave Dubai team also extended its impact beyond the workplace with sustainable living workshops for employees and their families.

GREENING BY AWARD

IPP and Advanced Clean Energy Storage 📍 **United States**

The Intermountain Power Project (IPP) aims to transition power generation to a cleaner, more sustainable future by replacing retired coal-fueled power with green hydrogen blended energy. The initiative incorporates the Advanced Clean Energy Storage hub, which uses excess renewable energy to produce green hydrogen through electrolysis. Emerson's comprehensive automation solutions play a crucial role, streamlining operations that range from hydrogen production and storage to power generation.

GREENING WITH AWARD

Offshore Hydrogen Production – PosHYdon 📍 **The Netherlands**

Emerson Benelux is contributing to the world's first offshore green hydrogen production initiative, PosHYdon, by making strategic investments and actively contributing as a consortium partner. The platform located in the Dutch North Sea combines wind, natural gas and hydrogen energy systems. This involvement has provided Emerson with valuable expertise and visibility and has also led to new opportunities with other consortium members.

Northern Lights,
Copper Harbor, Michigan
Photo by: Daniel Vande Vusse
Emerson Employee

Greening By Emerson – Customer Impact and Engagement

Collaboration and Innovation Are Key to Making Sustainability Progress

As a leading global automation technology provider, Emerson is in a unique position to positively impact the sustainability progress of industrial, municipal and manufacturing organizations around the world. Our technologies are used across a wide set of essential industries such as chemicals, power generation and transmission, energy, life sciences, food and beverage, metals and mining, and discrete manufacturing.

Emerson's automation technology is a key digital enabler for energy efficiency and emissions reduction in existing operations. It also enables the use of more sustainable materials, enhances infrastructure for renewable energy and storage, provides essential control across the hydrogen value chain - from production to end use - and contributes to carbon capture, the battery value chain and circular economy capabilities. Our software and technology innovations are backed by deep application expertise to help turn vision into measurable progress.

We are frequently considered to be a trusted automation partner by both leading and emerging customers in a wide variety of industries. Our relationships often start with meaningful conversations about potential opportunities to enhance performance, leading to collaborative efforts to identify and prioritize actions that can make a real difference. Together, we develop actionable roadmaps to help customers make important progress in both their operational excellence and environmental sustainability strategies.

2024 EMERSON SUSTAINABILITY REPORT

Driving Sustainability Across Essential Sectors

Sustainability was a central theme at **Emerson Exchange EMEA 2024**, with Emerson showcasing new solutions to help hard-to-abate industries decarbonize. The event featured discussions on how we are supporting green ammonia projects, transforming coal-fired plants to renewable energy and aiding in green hydrogen storage. Our Chief Sustainability Officer Mike Train, alongside Chief Technology Officer Peter Zornio, shared how Emerson technologies are helping industries achieve decarbonization goals, including waste heat utilization and bioenergy initiatives. The event's sustainability zone emphasized solutions designed to reduce emissions, increase energy efficiency and help companies meet their sustainability goals.

At the **OPTIMIZE 24** conference, industry leaders discussed the dual challenge of increasing throughput while reducing emissions. AspenTech showcased how its optimization software improves energy efficiency, decarbonization and circularity in industrial operations. Key takeaways highlighted the need for improved data integration, asset performance management and energy transition strategies. Emerson's Boundless Automation℠ vision and AspenTech's software solutions are enabling industries to reduce waste, enhance reliability and accelerate sustainability initiatives. As companies pursue their sustainability objectives, these innovations play a critical role in shaping a more efficient and resilient future for industrial operations.

As industry leaders increasingly look to incorporate sustainability into their product designs, test automation plays a critical role. The annual **NI Connect** conference provided a chance to engage with leading test automation customers to explore the intersection of sustainability and test and measurement processes in product development. Throughout the event, customers met with experts and shared their thoughts on the "Sustainability Wall," posting their challenges and discussing ways to further embed sustainable design into their own work. The event also featured a panel of customers and Emerson experts discussing "How Testing Can Shape Sustainable Engineering" as a critical step in each company's journey to net zero.

Driving Sustainability Across Essential Sectors

Emerson solutions support the environmental sustainability progress of our customers in four strategic areas:

GREENING BY PILLARS

1 ENERGY SOURCE DECARBONIZATION

| Low-carbon power (solar, wind, hydro, nuclear, biomass) | Low carbon fuels (biofuels, biogas, LNG) | Hydrogen and hydrogen-based fuels |

2 ENERGY & EMISSIONS MANAGEMENT

| Emissions monitoring and control | Carbon capture, utilization, storage and removal | Advanced controls, analytics and simulation |

3 ELECTRIFICATION & GRID SYSTEMS

| Smart grid and network management | Energy transport and storage | Workforce safety and productivity | Critical minerals (value chain) |

4 CIRCULARITY & WASTE REDUCTION

| New molecules production (Bio-based materials) | Materials and minerals recycling and circulation | Water and waste management |

1

Low-carbon power (solar, wind, hydro, nuclear, biomass)

Low carbon fuels (biofuels, biogas, LNG)

Hydrogen and hydrogen-based fuels

ENERGY SOURCE DECARBONIZATION

Expanding the World's Supply of Low-Carbon Energy

Reaching the world's 2050 net zero goals involves a fundamental shift to renewable and clean energy sources such as wind, solar, hydroelectric, geothermal, nuclear and biofuels, as well as a transition to cleaner energy vectors, such as hydrogen or ammonia. In the near term, it will also involve substituting coal with lower-carbon natural gas options.

According to the International Energy Agency (IEA), the renewable energy share in the electricity sector is projected to increase from 30% in 2023 to 46% by 2030. Looking ahead, the IEA forecasts that the world is on course to add more than 5,500 gigawatts (GW) of renewable capacity between 2024 and 2030 – almost three times the increase seen between 2017 and 2023[*].

While switching to cleaner electricity is a great solution for many sectors, it is not enough for industries that are harder to decarbonize – like aviation, steel, chemicals and cement. These sectors depend on high temperatures or complex chemical reactions that electricity alone cannot easily replace. Alternative low-carbon fuels like hydrogen, ammonia and e-methanol are emerging as practical substitutes for fossil fuels in steelmaking, maritime shipping and chemicals. In aviation, these cleaner alternatives are known as sustainable aviation fuels (SAFs).

Hydrogen, in particular, offers significant potential, but scaling production and building the critical infrastructure remain key challenges. Both are essential to driving early adoption and meeting future demand. Emerson helps navigate this transition across its entire value chain by enabling the use of existing assets – such as gas distribution networks – while also supporting the development of new processes, technologies and infrastructure.

* International Energy Agency (2023), *Renewables 2024 – Analysis and forecast to 2028*.

Driving Sustainability Across Essential Sectors

Overall, Emerson's broad automation portfolio and deep industry expertise support the transition to lower-carbon energy sources by enabling:

• **More efficient power generation** through digitalization, advanced control systems and simulation tools that improve performance and reduce operational risk. Solutions like AspenTech's energy management software optimize resource use, minimize waste and support regulatory compliance through robust analytics and data-driven reporting.

• **Optimized low-carbon fuel production** by providing smart instrumentation and integrated control systems that deliver precise data on carbon intensity across feedstocks – enabling process optimization and consistent product quality. Advanced sensors and analytics help detect potential issues early, such as abnormal vibrations or corrosion, reducing downtime and safeguarding assets.

• **Accelerated hydrogen deployment,** through a proven track record in hydrogen management and the expansion of capabilities to support advanced hydrogen production, blending, transport and end-use applications. Our technology and software portfolio includes intelligent field instrumentation, data networking and analytics that provide predictive insights to optimize hydrogen operations. Final Control solutions, for example, support safe containment and flow management in high-pressure, severe-service hydrogen environments – improving safety, reliability and cost-efficiency from production to dispensing.

• **Decarbonization of energy use across sectors,** including industrial and transportation applications. Emerson supports the integration of low-carbon fuels such as hydrogen, ammonia, e-methanol and biofuels into existing systems and infrastructure – while also helping design and scale new systems that meet evolving demand and regulatory expectations.

New Zealand's First Large-Scale Solar Project Powered by Emerson

Emerson is providing advanced automation solutions to support New Zealand's fleet of grid-scale solar farms developed by Lodestone Energy. The initial phase features four operational sites generating a combined 106 MW of power with plans to add over 600 MW across 14 new sites. Emerson's Ovation™ distributed control system and OCR3000 controller are pivotal in solar power generation efficiency, fleet management, grid stability and reducing CO_2 emissions.

Emerson Supports Offshore Green Hydrogen Production Platform

Emerson is advancing large-scale offshore green hydrogen production by providing automation technologies for the PosHYdon project in the Dutch North Sea. The pilot, hosted on Neptune Energy's Q13a-A platform, integrates offshore wind power with hydrogen and natural gas production. Emerson's DeltaV™ distributed control and safety systems will optimize desalination, electrolysis, and gas blending, supporting safe and efficient operations. The 1 MW electrolyzer will produce up to three tons of hydrogen per week, demonstrating a viable pathway for offshore hydrogen production and contributing to global energy transition goals.

Driving Sustainability Across Essential Sectors

2

Emissions monitoring and control

Carbon capture, utilization, storage and removal

Advanced controls, analytics and simulation

ENERGY & EMISSIONS MANAGEMENT

Managing Energy and Emissions Efficiency in Existing Operations Is Critical

While we accelerate the development and adoption of cleaner energy sources, it is important to simultaneously manage known emissions resulting from existing production processes while finding hidden emissions leaks in equipment and other infrastructure.

Analysis shows that only a third of the energy input into our systems effectively powers desired activities, such as heating homes or fueling industrial processes.* The rest is lost through inefficiencies in transportation, conversion processes, waste and poor management. Seemingly minor improvements in energy efficiency can significantly impact future energy requirements as well as current demand.

Automation plays an important role in providing the measurement, control, analytics and optimization activities that better inform energy usage and uncover efficiency improvement opportunities. Emerson works with customers using these and other technologies to tackle the efficiency challenge head-on.

Fugitive emissions, composed primarily of methane, present a significant challenge. Emissions management technologies are being used to detect, measure and prevent leaks with advanced methods and operate with more efficient combustion processes. Emerson offers a number of valve and actuation technologies that can address these challenges. In addition, advanced real-time monitoring of pressure relief valves and storage tanks can help identify and minimize releases.

Carbon Capture and Storage

The development and implementation of carbon capture and storage (CCS) systems is growing significantly.

According to the 2024 Global Carbon Capture and Storage Institute report, a record 628 projects are in the CCS pipeline worldwide, representing a 60% year-on-year increase, with 50 facilities in operation and 44 under construction.** These projects are located all over the world, with strong progress being seen in the United States, Europe, the Middle East, China and Southeast Asia.

* _Lawrence Livermore National Laboratory (LLNL)_, 2024.
** Global CCS Institute (2024), _Global Status of CCS – Collaborating for a Net-Zero Future_.

Emerson Helps Eliminate 12 Million Tons of Emissions at ConocoPhillips' Alberta Operations

Along with our Impact Partner, Spartan Controls, Emerson has played a key role in a successful initiative by ConocoPhillips Canada to reduce methane emissions and improve energy efficiency across its Alberta field operations. The project tested 10 emission-reducing technologies over five years. Advanced technologies – including high-to-low bleed conversion, vented hydrocarbon capture, dehydration optimization and air-fuel ratio control systems – were among the most successful in reducing emissions. These installations have not only reduced over 12 million tons of CO_2 emissions since 2016, but also improved fuel efficiency and production reliability, demonstrating the economic and environmental benefits of implementing innovative technologies in the energy sector.

Driving Sustainability Across Essential Sectors

2

ENERGY & EMISSIONS MANAGEMENT

Policy and regulatory frameworks for CCS projects globally have reached a historic high, encouraging development and investment in these projects as a major lever in sustainability roadmaps. Emerson's portfolio supports the various stages of the CCS value chain, from capture and purification to compression and liquefaction to geologic storage.

Capture and purification of CO_2 is an energy-intensive but critical first step in the process. Achieving high-purity CO_2 requires sensing, measurement and software technologies to profile and separate gas waste streams, eliminate contaminants and prepare CO_2 for transport. Emerson provides advanced engineering and modeling tools, automation measurement and controls, and energy optimization software to improve performance, including the lowering of energy costs and improvements in CO_2 yield. The accurate accounting of CO_2 recovered is also important for regulatory reporting, taxes and incentives.

Compression and liquefaction of CO_2 is required to transport purified CO_2 to its ultimate destination. When compressed or liquefied, CO_2 achieves a physical state that can behave like liquid, gas or a "supercritical" state that is both gas and liquid. Emerson's asset health portfolio aids in the condition monitoring and health of pumps and compressors, through early detection of equipment wear, corrosion detection and timely maintenance practices.

Permanent storage of CO_2 typically requires various forms of automation and software to support the reservoir management process. Emerson measurement and control systems along with AspenTech geological science and engineering tools can help support these crucial installations.

Korea's LowCarbon Selects Emerson to Advance Carbon Capture Innovation

Leading South Korean carbon tech company, LowCarbon, selected Emerson as its automation partner. The collaboration will advance carbon capture technologies to help the Korean energy sector thrive in a sustainability-focused market. Emerson's automation technologies and software will help LowCarbon optimize its carbon capture, utilization, and sequestration facilities, including direct air capture systems designed to measure, reduce, and absorb CO_2 from the atmosphere.

Driving Sustainability Across Essential Sectors

3
Smart grid and network management

Energy transport and storage

Workforce safety and productivity

Critical minerals (value chain)

ELECTRIFICATION & GRID SYSTEMS

Electrifying the Energy Transition from End to End

Renewables like solar and wind have expanded rapidly over the past decade, yet electricity still accounts for only 20% of global energy use. To accelerate the clean energy transition, electrification must extend beyond power generation into sectors like transportation and heating – from heat pumps in buildings to electric vehicles.

Electrification represents more than increasing electricity supply – it is a fundamental shift away from hydrocarbon-based systems to electric-powered solutions. This shift is gaining momentum across industries, enabling the phase-out of conventional fuels, emissions reduction and the expansion of battery storage and other clean technologies. Industries long dependent on high-temperature chemical processes, such as those used to produce resins, adhesives and plastics, are now exploring renewable electricity-powered alternatives.

In transportation, electrification is also transforming mobility – from e-bikes and electric vehicles to heavy-duty freight trucks. In 2023, global electric car sales grew by

35% year over year.* Meeting this rising demand, alongside that for utility-scale electricity storage, personal electronics and other devices, requires major investment in battery supply chains – from lithium mining and refining to battery manufacturing and recycling.

Emerson's automation technologies, software and expertise support this fast-growing sector by optimizing workflows and improving efficiency across the entire battery value chain, from production to end-of-life recycling.

Lithium Mining

Scaling lithium production requires significant infrastructure investment – from mining sites to concentration plants, refineries and battery factories. Automation is a key enabler across this value chain, enhancing efficiency, safety and sustainability. Advanced technologies help optimize lithium extraction from both spodumene and brine by improving recovery rates, maintaining product quality, minimizing equipment downtime, reducing energy consumption and supporting safe operations. Innovations include:

- Advanced sensing to prevent chute blockages and avoid production losses.
- Model predictive control to optimize mill speed and energy use, and increase lithium recovery.
- Enhanced hydrocyclone classification to prevent roping and plugging.
- Flotation reagent control to reduce chemical use and improve recovery.
- Vibration monitoring and predictive analytics to avoid unplanned critical equipment failures.
- Anti-cavitation valve trim to improve reliability and reduce erosion.

Together, these solutions enable more resilient, cost-effective and high-performance lithium operations, supporting the rapid growth of the battery industry.

Please refer to *Emerson's Electric Vehicle webpage* and *Emerson's Lithium E-book*.

Driving Sustainability Across Essential Sectors

3

ELECTRIFICATION & GRID SYSTEMS

Smart Grids Keep the Lights On, Everywhere

Emerson's energy management software tools provide real-time network stability analysis, automatic voltage control, equipment outage planning, load forecasting and operator training capabilities. Distribution software, meanwhile, monitors networks, controls routing systems, manages outages, dispatches repair crews and helps integrate renewable and distributed generation.

Distributed energy resources (DERs), such as rooftop solar panels, windmills and grid-connected batteries, are changing the way electricity is made, traded and consumed. Without updated grid management strategies, however, DERs can pose both challenges and opportunities for utilities.

Emerson's smart grid solutions, including the Ovation™ Green control system portfolio, can help harness the unpredictable nature of distributed energy into more predictable, reliable power using demand forecasting and network-wide analytics. Renewable and distributed energy resources are being more seamlessly incorporated into the traditional energy mix, maximizing efficiency from generation to delivery. Meanwhile, more utilities are taking advantage of AspenTech grid management solutions to improve system reliability and reduce overall energy costs.

Concentrated Solar Array, China
*Photo by: **Li Baogang**, Emerson Employee*

Omaha Public Power District Selects AspenTech Digital Grid Solutions

AspenTech is expanding its partnership with Omaha Public Power District (OPPD) to help achieve net zero carbon production by 2050. OPPD will deploy AspenTech's Digital Grid Management suite, including the Distributed Energy Resource Management System™, to optimize renewable energy integration while maintaining grid reliability for 885,000 residents across 5,000 square miles. The platform provides real-time control and optimization of distributed energy resources, improving grid resilience amid increasing renewable energy adoption. This collaboration underscores Emerson's role in enabling utilities to navigate the energy transition with secure, enterprise-grade solutions that enhance sustainability and operational efficiency.

Driving Sustainability Across Essential Sectors

4 ♻

New molecules production (Bio-based materials)

Materials and minerals recycling and circulation

Water and waste management

CIRCULARITY & WASTE REDUCTION

Extending the Useful Life of Resources

Circularity reduces emissions and environmental impact by minimizing resource extraction and promoting the reuse and recycling of materials. At its core are the principles of eliminating waste and pollution and keeping products and materials in circulation at their highest value.

While the potential economic and environmental benefits of turning waste into valuable resources are significant, practical challenges remain. Traditional approaches – like methane recovery from landfills – often lack efficiency, and issues such as waste segregation, transport logistics and cost-effective disassembly can hinder progress. However, advances in automation are helping circularity-driven businesses overcome these barriers by improving resource recovery, increasing process yields and reducing emissions and costs – paving a commercially viable path toward environmental stewardship.

> ↗ Learn more about Emerson's solutions for packaging producers *here*.

Converting Plastic Waste into Renewable Feedstock

Emerson collaborates with various industries to recycle critical materials from spent batteries and to transform biological feedstocks like wood chips into valuable products such as plastics. Bio-oil, also called bio-crude, is a prime example.

Austria-based OMV Group has developed a patented chemical recycling process that converts end-of-life plastics into pyrolysis oil, offering a low-carbon alternative to fossil resources. The resulting oil is used to produce high-grade sustainable plastics, avoiding landfill or incineration. OMV has led innovation in this space for over a decade.

In collaboration with Emerson, OMV is streamlining supply chain and production operations. AspenTech's software and expertise are key to OMV's initial focus on optimizing renewables, enhancing operational data analysis and developing an integrated view of feedstock. Despite the complexity of processing waste biomass, automation is enabling renewable feedstock production from non-food sources like agricultural residues, wood and municipal waste – advancing circular, low-carbon solutions.

FreshFry Recycles Food Waste into Sustainable Solutions with Ultrasonic Welding

Emerson's Branson ultrasonic welding technology is helping FreshFry scale its innovative cooking oil filtration pods, which extend frying oil life and reduce food waste. By switching to ultrasonic welding, FreshFry improved pod durability, increased production efficiency, and eliminated the need for adhesives, reducing emissions of volatile organic compounds. The company repurposes agricultural byproducts and has recycled over 11 million pounds of food waste to date, with a goal of 1 billion pounds by 2031. This collaboration underscores Emerson's commitment to advancing sustainable solutions that enhance efficiency, reduce waste and promote environmental responsibility across industries.

20KHZ ULTRASONIC STACK

Converter

Booster

Horn

Driving Sustainability Across Essential Sectors

Leveraging Automation for Green Steel Production

Transitioning to green steel will require substantial capital investment, making efficient project execution and process optimization critical. Steelmakers are leveraging Emerson's digital technologies to improve the safety, efficiency and reliability of direct reduced iron processes. Our distributed control systems, energy management and asset performance solutions help reduce costs, improve sustainability performance and accelerate return on investment.

One of the key challenges in this transition is the variability in raw material quality and availability, particularly when using recycled inputs or low-carbon feedstocks. Emerson's technologies enable precise process control, optimized raw material use and compliance with environmental standards, helping steelmakers overcome these hurdles.

↗ Learn more about Emerson's role in enabling the transition to green steel *here*.

Innovations in Sustainable Seawater Desalination

Despite 70% of the Earth's surface being covered by water, the predominance of saltwater renders much of the available water unsuitable for direct consumption or agriculture without desalination. Growing populations and the expanding needs of industrial sectors are amplifying the demand for freshwater, spotlighting desalination as a critical solution. Around 21,000 desalination plants currently operate in about 150 countries, from the United States and China to Sub-Saharan Africa and Southeast Asia – although half of global installed capacity is located in the Middle East and North Africa.*

A primary challenge in seawater desalination lies in its energy-intensive nature and the corrosive properties of saltwater, which necessitates advanced, energy-efficient technologies to mitigate environmental impacts. Emerson's suite of corrosion-resistant valve trims and highly accurate analytical instruments are designed to optimize the desalination process. These innovations not only support the production of potable water but also contribute to industrial applications, such as steam production for electricity generation.

Emerson Enhances Water Sustainability in World's Largest "Smart City"

Emerson is helping support sustainable water management in NEOM, Saudi Arabia's groundbreaking smart city project. Partnering with system integrator Drakken, we provided PACSystems™ control solutions and the Movicon.NExT™ platform to optimize water distribution, reduce losses and enhance efficiency. The system, which supervises over 65 kilometers of coastal terrain and 75 kilometers of mountainous terrain, integrates leak detection, real-time data analysis and remote monitoring to minimize waste. With high availability, cybersecurity, and predictive maintenance capabilities, Emerson's technology supports NEOM's goal of creating a sustainable, water-secure urban environment.

4 ♺ CIRCULARITY & WASTE REDUCTION

* International Energy Agency (2024), *Energy is vital to a well-functioning water sector*.

Greening With Emerson: Partnerships and Collaborations

Bringing our technical perspective and global reach to collaborate with key stakeholders to discuss the way forward.

We believe that collaboration with governments, industries, research institutions, communities and key organizations is essential to advancing global sustainability goals. Through these collaborations, we contribute to innovation, policy development, and the scaling of sustainable solutions, helping to shape critical strategies for a net zero future.

Emerson's collaboration efforts are driven by three main strategies:

1. Engaging Governments and Industry Groups

2. Collaborating with Leading Research and Educational Institutions

3. Convening Leaders and Communities.

1. **Engaging Governments and Industry Groups**

We actively participate in several groups dedicated to climate action and the collective pursuit of shared decarbonization goals, including:

• The **UN Global Compact**, the world's largest corporate sustainability initiative, with over 25,000 participants from 167 countries.

• **Business Ambition for 1.5°C** partnership, which unites businesses committed to a science-based target in the near term and a clear net zero goal in the long term.

• **RE100** and the **Clean Energy Buyers Association (CEBA)**, which bring together global corporations committed to sourcing 100% renewable electricity.

• The **EPA's Energy Star Partnership**, where like-minded companies collaborate to share energy efficiency best practices.

• The **U.S. Department of Energy's Better Climate Challenge**, a network of industry leaders that have committed to working with the DOE to plan for their organizations' future success.

How we engage:

• We meet with government officials and policymakers worldwide in an effort to better understand their priorities and the technical challenges they face in developing new regulations and policies.

• We offer government agencies, policy-makers and standards organizations valuable technical insights and expertise.

• We collaborate with industry groups to share best practices, discuss common challenges and promote the rapid adoption of sustainable technologies.

• We actively participate in international forums and initiatives to drive global sustainability efforts and foster collective action.

Mike Train,
Emerson Chief Sustainability
Officer, at COP 29

Greening With Emerson

Collaborating to Accelerate Climate Action

AMERICAS

GOVERNMENT & POLICY	INNOVATION & INDUSTRY
Carbon Management Canada	UN Global Compact
Energy Policy Research Foundation Inc. (EPRINC)	Clean Energy Smart
U.S. Environmental Protection Agency (EPA)	National Renewable Energy Laboratory (NREL)
U.S. Department of Energy (DOE)	Texas A&M University
Clean Energy Buyers Association	The University of Texas
The Conference Board – Corporate Citizenship Community	H2Peru
Business Council for Sustainable Energy (BCSE)	Ocean and Climate Innovation Accelerator
	Hydrogen Alliance of Costa Rica
	California Hydrogen Business Council
	Canadian H2 Fuel Cell Association
	Fuel Cell and Hydrogen Energy Association

EUROPE

GOVERNMENT & POLICY	INNOVATION & INDUSTRY
European Clean Hydrogen Alliance	Resource Efficiency Collective (University of Cambridge)
European Raw Materials Alliance (ERMA)	Sustainability Association (Institute for Manufacturing)
France Hydrogene	United Kingdom's Future Industrial Resource Efficiency Strategy (UK FIRES)
UK Hydrogen Energy Association (HEA)	EnTranCe (Netherlands)
The Conference Board	New Energy Coalition
Chamber of Power Industry and Environmental Protection (Poland)	(SPIN) Swiss Power-to-X Collaborative Innovation Network
Chamber of the Natural Gas Industry	ZVEI (Electrifying Ideas)
	France Renouvelables
	Brightlands – Chemelot Campus
	Bioeconomy for Change (France)
	Environmental Industries Commission (UK)

ASIA, MIDDLE EAST AND AFRICA

GOVERNMENT & POLICY	INNOVATION & INDUSTRY
Australian Hydrogen Council	Dil Desert Energy / MENA Hydrogen Alliance
H2 Korea (Hydrogen Korea)	The Energy and Resources Institute (TERI)
Republic of Korea Ministry of Trade, Industry and Energy	Indian Institute of Technology Bombay / Monash University
U.S. India Strategic Partnership Forum	Singapore Polytechnic
Hydrogen Fuel Cell Association of Singapore (HFCAS)	Korea Hydrogen Industry Association (KHIA)
China Association of Circular Economy (China)	Korea Wind Energy Industry Association
	Korea Battery Industry Association
	Resilient and Intelligent Infrastructure Systems (RIIS)

Greening With Emerson

Emerson Policy Engagement

Emerson takes a proactive and collaborative approach, working closely with governments to share practical insights and implementation strategies. Recent discussions have centered on industrial decarbonization, hydrogen production and distribution, energy efficiency standards and the availability of critical minerals.

In Europe, Emerson remains involved in several policy initiatives. Through ongoing dialogues, we contribute to shaping how digitalization and automation technologies can support energy transition goals. One example of this is Emerson contributing technical expertise to the development of an amendment to the EU Measuring Instruments Directive aimed to expedite harmonization of metrology guidelines for energy transition applications such as hydrogen fueling applications.

Promoting Grid Decarbonization

Emerson continues to collaborate with the Clean Energy Buyers Association (CEBA) and the Climate Group's RE100 to contribute to the growing demand for clean energy. By engaging with these organizations, we join many of the world's largest industrial and commercial power consumers in advancing a more sustainable energy future. Through CEBA, Emerson representatives participate in the annual summit, complete boot camp training courses, and contribute as members of the Supply Chain Activators community, where we share CEBA's resources with our value chain partners to help accelerate decarbonization efforts.

In alignment with RE100's technical criteria, Emerson strategically sources renewable electricity to support the expansion of clean energy capacity in the regions where we operate. We report our progress annually through the CDP Climate Change Questionnaire to maintain transparency and accountability.

Accelerating the Deployment of Hydrogen

Emerson is actively involved in numerous local hydrogen groups and global alliances dedicated to promoting hydrogen as a clean energy solution.

As an example, in Europe, Emerson actively engages in national hydrogen groups, including the German VDMA's P2X4A working group. In 2024, Emerson shared insights on using OPC-UA for hydrogen projects to ensure seamless, scalable integration. To support this, OPC Foundation and VDMA P2X4A members met in Frankfurt to develop an OPC-UA Companion Specification, streamlining electrolyzer integration.

Participation in Standards Development

Emerson is actively engaged in the development of technical standards across automation technologies. We regularly contribute to specialized technical committees and working groups, sharing our expertise and practical experience to help establish industry standards and drive operational excellence forward.

Recently, our Pressure Management team in Italy partnered with Bureau Veritas to certify procedures for qualifying materials and validating gas infrastructure equipment for hydrogen applications. These validated procedures ensure compliance with standards for transporting blended or pure hydrogen (up to 100 bar), supporting Europe's transition to hydrogen energy.

Emerson continues to actively contribute to the development of hydrogen safety and efficiency standards by participating in the European Committee for Electrotechnical Standardization's (CENELEC) working group on industrial valves for mixed gas-hydrogen and pure hydrogen applications.

We also partnered with the Korea Gas Safety Corporation (KGSC) to certify a pressure safety valve (PSV) for use in large-capacity liquefied hydrogen facilities. Previously, these facilities could not operate due to the lack of an approved PSV. Now, KGSC has recognized Emerson's devices as reliable and capable PSV solutions, enabling liquefied hydrogen facilities to move forward.

Emerson at World Hydrogen Week 2024

Emerson participated in World Hydrogen Week 2024, the leading global gathering of hydrogen professionals dedicated to accelerating the commercial deployment of hydrogen plants. The five-day event brought together over 3,000 industry pioneers to foster innovation, knowledge-sharing and collaboration toward a net zero economy.

Emerson's Director of Sustainability Sales Europe at World Hydrogen Week 2024

Greening With Emerson

2. Collaborating with Leading Research and Educational Institutions

Emerson drives research and development to help customers transition to a low-carbon economy. Our engineers develop innovative solutions for renewable energy, hydrogen, battery value chains and advanced recycling while tackling challenges in established industries. Achieving net zero requires rapid technology deployment, and Emerson collaborates globally with researchers and educators to support this goal.

Supporting the Scale-Up of Emerging Technologies

Emerson's innovation culture includes scaling breakthrough solutions from startups and other partners. While not exhaustive, this section highlights key initiatives driving our sustainability innovation.

In 2023, Emerson became a Terawatt Partner at Greentown Labs, North America's largest climatetech incubator, to support the scaling of breakthrough climate solutions. Greentown Labs fosters collaboration among startups, companies, investors and policymakers to drive sustainable innovation. As part of this partnership, Emerson participated in the Greentown Labs Climatetech Summit in October 2024 in Houston, Texas, co-sponsoring the VIP reception with Puffer-Sweiven, an Emerson Impact Partner. The event brought together over 200 startups and key stakeholders.

In Europe, Emerson is driving innovation in offshore green hydrogen production through our involvement in the PosHYdon project, the world's first offshore pilot integrating wind power, natural gas and hydrogen production. Through the collaboration of 15 partners, the project aims to validate the efficiency of electrolyzers operating on variable renewable power and to explore the feasibility of large-scale offshore hydrogen production.

The ongoing offshore testing phase is assessing hydrogen production under fluctuating wind conditions, with findings contributing to the optimization of future installations. Emerson's DeltaV™ control systems and software are managing critical processes, ensuring safety, reliability and operational efficiency.

Climatetech Summit at Greentown Labs, Houston, Texas

How we engage:

- Sponsoring long-term research to stimulate innovation in core sustainability topics through collaborative efforts with universities and research institutions.

- Guiding and empowering early-stage startups to gain insights on emerging technologies, adjacent markets and industry disruptors.

- Offering advanced test and measurement automation technologies used by top research organizations to streamline their test and validation lab processes.

- Collaborating on short-term research projects with university students to enhance their work with our industry insights.

- Participating in public-private research consortia by working alongside multiple stakeholders to develop new sustainability practices and thought leadership.

- Inviting external experts to share recent trends and innovative technologies with our employees, while also sharing our own expertise with the broader community.

Greening With Emerson

Building on progress in 2023, Emerson continues to drive innovation in hydrogen fueling technology through the RHeaDHy consortium. We developed a high-pressure flow meter for next-generation heavy-duty hydrogen stations. In 2024, after two years of development, the team introduced a high-pressure, high-flow hydrogen regulator and valve, setting a new industry benchmark. The first units were shipped to HRS for integration into a high-flow refueling line, marking a key step in advancing hydrogen mobility infrastructure.

In addition to continuing our role as an active member of the H2FlowTrace consortium, Emerson is now an active contributor in the recently funded MetroHyVe3 and Met4NH3 Joint Research consortiums. This funding aims to establish reference standards for hydrogen measurement infrastructure. We also support the development of the MetCCUS2 research project proposal, which aims to produce a unified European metrology standard for CO_2 measurement.

> ↗ Read more about Emerson's equipment donation to Greentown Labs *here*.

Building Workforce Capabilities for a Lower-Carbon Future

For years, Emerson has partnered with leading institutions to equip students and industry professionals with the skills needed to drive sustainable transformation. Through hands-on training, advanced digital technologies, and industry collaborations, we are helping to close critical skills gaps and accelerate the adoption of energy-efficient and low-carbon solutions.

Our collaboration with Singapore Polytechnic (SP) continues to drive workforce and industry capabilities for a lower-carbon future. Through the Centre for Environmental Sustainability and Energy Efficiency (ESEE), we have helped advance training in energy assessments, carbon accounting and climate disclosure. In 2024, Emerson's Digital Twin system was introduced at SP's training facility, benefiting 200+ learners in simulating real-world operations. Additionally, through SP's partnership with the National University of Singapore, Emerson supported workshops on process automation, digital twin technology and energy efficiency.

Emerson's Digital Twin system at Singapore Polytechnic's training facility.

In March 2024, Emerson partnered with West-MEC in Arizona to modernize the education center's Energy and Manufacturing Systems program. A key feature of the program includes upgrading the lab with our Ovation™ automation platform, giving students hands-on experience in a simulated power plant control room. Serving over 45,000 students from 49 Phoenix-area high schools, the program prepares future professionals for the shift toward renewable and carbon-free energy.

As part of our efforts to build workforce capabilities in energy efficiency, Emerson maintains a corporate membership with the Association of Energy Engineers (AEE). Our employees actively participate in regional and international conferences to strengthen their expertise, stay ahead of industry trends and exchange best practices.

> ↗ For more information on RHeaDHy, please see the *project webpage*.

Greening With Emerson

3. Convening Leaders and Communities

During fiscal 2024, we maintained regular engagement with key stakeholders, hosting sustainability-focused events and meetings with our investors, customers, suppliers and other business partners. These open dialogues shape our actions and guide how we communicate with others, fostering greater sustainability transparency and accountability.

How we engage:

- Hosting sustainability-focused events with customers to gain insights into their priorities and the technical challenges they may face in delivering on their sustainability and net zero goals.
- Organizing sustainability-focused meetings with strategic suppliers to share best practices and communicate Emerson's sustainability goals and expectations.
- Fostering open discussions with employees and providing the information and tools they need to take meaningful action both within the company and in their local communities.
- Engaging in technical conferences, trade shows and other events where sustainability-enabling technologies and solutions are highlighted and challenges are addressed.
- Participating in global, multi-stakeholder forums to advocate for accelerated sustainability action, share innovative solutions and work to build cross-sector partnerships.

Sharing Our Technical Expertise in Global Forums

In November 2024, Emerson participated in COP29 in Baku, Azerbaijan, marking the fourth consecutive year of engagement in the annual United Nations climate conferences. We engaged as a partner at the event's Sustainable Innovation Forum, supporting global industrial companies in optimizing energy usage, and also participated in the Hydrogen Transition Summit as part of the Climate Action Innovation Zone. In addition, we hosted a booth in the Innovation Zone showcasing solutions for energy management, emissions reduction, decarbonization and the energy transition.

Chief Sustainability Officer Mike Train participated in panels on the private sector's role in energy policy and the rapid scaling of clean energy, highlighting investment, resiliency, innovation and transparent policymaking for the energy transition.

Building on our 2023 engagement in COP28 and on our role as an advisor to the United Arab Emirates' (UAE) Ministry of Climate Change and Environment, Emerson continued to support key sustainability initiatives in 2024.

As an active member of the CSO UAE Network, the first platform uniting chief sustainability officers across the UAE's public and private sectors, we joined several roundtables and participated in the launch of the AI and Sustainability Hub, an initiative led by the CSO UAE Group and the energy company ADNOC.

We also remained engaged in the Industrial Transition Accelerator (ITA) program designed to drive decarbonization in heavy-emitting sectors – providing our automation expertise and supporting the development of work programs and decarbonization projects.

↗ Learn more from *Mike's interview* at the Sustainable Innovation Forum.

Driving Engagement in Our Local Communities Worldwide

In addition to collaborating with our business partners and international organizations, Emerson's Greening With strategy places a strong emphasis on outreach and engagement with local communities.

Driving Sustainable Packaging Through the Eutopia Open Innovation Challenge

Emerson partnered with Babeș-Bolyai University's Eutopia Open Innovation challenge, in Romania, where 80+ students from 11 countries developed sustainable packaging solutions focused on emissions, cost and consumer engagement. With guidance from seven Emerson mentors, the winning Edgepak Vortex solution was implemented in our flow operations facility – demonstrating real-world impact.

↗ Read more about Emerson's community-led activities on *pages 33-34*.

Our People

At Emerson, we foster a culture of safety, inclusion and growth – empowering employees to reach their fullest potential, creating value for themselves, our company and our world. This section covers our key strategies, initiatives, programs and policies that help bring this culture to life.

In this section:
> Emerson's Culture Strategy
> Engaging Our Workforce
> Learning and Development
> Human and Labor Rights
> Health and Safety
> External Engagements

Emerson's Culture Strategy

Emerson's culture is formed from our actions and the genuine care for one another that we consistently demonstrate across the company. From our leaders to our individual employees, we are steadfast in our commitment to creating an inclusive environment where all employees can reach new heights for themselves and our company.

Collectively, we recognize that maintaining this culture requires aligning words with actions, and we're actively working to make sure that each of our employees feels valued, heard and connected to Emerson's purpose of making the world healthier, safer, smarter and more sustainable. It is a culture of collaboration and empowerment, where togetherness strengthens our ties to each other and drives innovation.

Our Employee Value Proposition: A Cornerstone of Our Culture

Emerson's employee value proposition "Let's Go" invites our global workforce and prospective employees to join us in bringing Emerson's purpose to life. Let's Go is brought to life through the experiences of our employees and is shared broadly through images and stories that express what it means to be an employee at Emerson.

Employees and leaders from across the company helped create Let's Go to support how we communicate, celebrate and hold ourselves accountable in delivering a unique employee experience – one that is defined by our legacy of innovation; work that is challenging and purposeful; our people working together; limitless growth for our employees; and our global and local impact. By substantiating our progress and achievements in each of these areas, we honor the work of our employees and strengthen Emerson's culture.

Building on Our Legacy of Innovation

For more than 130 years, Emerson's innovative technologies have enabled manufacturers in the world's most essential industries to become safer, more efficient and more productive. We continue to innovate across our company and entire portfolio, especially in the areas of disruptive measurement technology, software-defined automation, self-optimizing asset software and sustainability solutions.

To drive a spirit of continuous innovation across the company, in 2023 we introduced a global definition of innovation that could be applied across all roles and ranges in the company. We outlined various levels of innovation from small improvements to paradigm shifts for the industries we serve.

What makes our **culture unique**

- Challenging, Purposeful Work
- Our People Working Together
- Limitless Growth
- Legacy of Innovation
- Global and Local Impact

Test & Measurement Team Honored with Emerson's Technology Award

Through our Technology Award, Emerson annually recognizes one organization within the company that demonstrates outstanding creativity, originality and problem-solving prowess by developing a state-of-the-art solution with proven financial results.

This year's recipient was the team responsible for the creation of The Modern Battery Lab, a customer-differentiated solution that helps manufacturers reduce time-to-market and cost of production while improving battery performance. It features laboratory and data management software that simplifies battery testing while providing battery producers and electric vehicle original equipment manufacturers a high return on investment. The Modern Battery Lab was developed by Emerson's Test & Measurement business.

Workforce At-A-Glance

WORKFORCE AGE

	< 30 years	30 to 50 years	> 50 years
	19%	**60**%	**21**%

Global

Americas	18%	53%	29%
Europe	16%	57%	27%
MEA + Asia	21%	70%	9%

YEARS OF SERVICE IN GLOBAL WORKFORCE

- **3**% — >30 years
- **8**% — 21 to 30 years
- **26**% — 11 to 20 years
- **23**% — 5 to 10 years
- **40**% — <5 years

GLOBAL WORKFORCE TURNOVER

- Voluntary — **12**%
- Involuntary — **5**%
- Voluntary with >1 year of service — **8**%
- Voluntary with >5 years of service — **6**%

WORKFORCE BY GENDER

- Global: **67**% Male / **33**% Female
- Americas: **67**% Male / **33**% Female
- Europe: **67**% Male / **33**% Female
- MEA & AP: **66**% Male / **34**% Female

TOTAL US WORKFORCE BREAKDOWN

- **64**% White
- **36**%
  - **12**% Asian
  - **12**% Hispanic or Latino
  - **10**% Black or African American
  - **2**% Others

Global data reflects countries that are included in our human resources information system and excludes countries not yet transitioned onto the core system.

Engaging Our Workforce

As we create a culture that emphasizes company values and maximizes the potential of our people, we look to the invaluable insights and perspectives of our employees to guide our actions. In 2024, we continued to mature our continuous listening strategy, Your Voice Counts, to better understand employee sentiment at scale.

Your Voice Counts Continuous Listening Strategy

Launched in 2023, Emerson's digital employee engagement survey is the cornerstone of our listening strategy. It is issued annually to all employees, providing them the opportunity to give confidential feedback about their experiences at Emerson across a broad range of topics. In addition to offering valuable insights, this feedback enables teams to formulate and follow through on action plans that address identified areas of importance.

Engagement Results

In its second year, Emerson's employee engagement survey gained more traction throughout the company, as evidenced by an 89% participation rate (a 4% increase from the previous year). Emerson's overall engagement score increased nearly one-and-a-half percent to 79.2% in 2024. This score is a measure of how employees feel about working at Emerson, as determined by employee feedback across four areas: intention to stay at the company, pride in the organization, sense of personal accomplishment and willingness to recommend Emerson as a great place to work. These positive results indicate that Emerson's employee engagement survey encompassed a representative collection of important data and that the company is building a best-in-class employee experience.

Additionally, Emerson's inclusion index score of 78.9% was a 3.5-point improvement from 2023. The inclusion index score is determined by an employee's belief in their ability to be their authentic self at work; an employee's sense of belonging; and an employee's assessment of their manager's efforts to create an environment where people feel like they belong.

Engagement Actions

Based on feedback collected from our inaugural employee engagement survey, in 2024 Emerson responded with the launch of a leadership development framework. As part of the framework, people managers were given support in four key areas: inclusion, innovation, collaboration and change management. These areas of focus were identified by our employees through the survey, and formed the basis for quarterly toolkits designed to equip people managers with practical tools and resources for driving discussions and fostering optimal work environments within their own teams.

Emerson is continuing to build on initial efforts with new initiatives aimed at empowering people leaders to develop action plans at their local sites. Survey data confirmed that teams led by managers that developed action plans responsive to survey feedback had markedly higher engagement scores than teams without action plans.

In response to employee feedback indicating a need for a clearer connection between daily work and Emerson's vision, we evolved our internal communications strategy in 2024 to deliver enterprise-level communications more effectively across the organization and to enable our business leaders to better incorporate key messages into their respective communications.

Engaging Our Workforce

Inclusion

As a global organization, we have seen firsthand the energy and innovation that comes from encouraging and respecting diverse perspectives and backgrounds. Having an inclusive workforce that reflects the world and industries we serve is critical to living our value of Support Our People.

In cultivating a culture of belonging, we encourage employees to think big, ask the hard questions and challenge conventional thinking – without the fear of failure. Great ideas come to life when people can share their talents and ideas openly. That is why we are committed to maintaining a culture of respect and acceptance where every Emerson employee – and their innovative ideas – can thrive.

Employee Resource Groups

Emerson has built a robust network of Employee Resource Groups (ERGs) that support its focus on inclusion. Our ERG network, available to all employees globally, comprises 10,000 members spanning eight groups: Asian & Pacific Islander Alliance, Black Employee Alliance, Diverse Abilities, Mosaic, Pride, Somos, Veterans Resource Group and Women's Impact Network.

Passionate volunteers from across the organization lead these groups at the local and global levels, with sponsorship provided by Emerson's executive leadership team.

Cultivating Wellbeing

Wellbeing at Emerson is an approach to performance and productivity that includes programs, policies and practices aligned with the company's "Support Our People" goal. When wellbeing is embedded in company culture, employees feel safe, supported and engaged; leaders are equipped to address employee needs; teams work better together; and health is discussed holistically and without judgment. Emerson recognizes four pillars of health – physical, mental, financial and social – and offers benefits, policies, programs and trainings to support each.

Due largely to our wellbeing efforts, the Wellbeing Index in our annual employee engagement survey (two questions gauging employee sentiment on wellbeing support and resources in the company) increased 12% in 2024, to 83% – the single highest increase of any series of questions in the survey.

Asian & Pacific Islander Alliance   Black Employee Alliance   Diverse Abilities   Mosaic

Pride   Somos   Veterans Resource Group   Women's Impact Network

The Wellbeing Index increased

+12%

in 2024.

Learning and Development

Emerson believes talent is a differentiator and foundational to value creation. That's why we are cultivating an environment where our people can continuously grow and apply their skills in meaningful ways. Our aim is to provide a journey of limitless growth for each person at Emerson that engages, develops and inspires.

Talent Attraction and Development

Attracting top talent is essential to achieving our desired business outcomes and overall success. We value our employees' widely varied experiences, backgrounds and perspectives and recognize their importance in driving innovation, collaboration and execution. That's why we strive to attract a wide variety of qualified, exceptional applicants.

Performance Management: Empowering and Maintaining High Performance at Scale

Aligned with Emerson's values and goal to "Support Our People," our performance management process enables our employees to reach their greatest potential by driving effective development and performance and career discussions throughout the year.

In 2024, Emerson's performance management process was enhanced to better align employee performance with the company's broader business strategy. The new process more directly engages employees and provides them with opportunities for continuous growth and development through more consistent, transparent feedback and coaching.

Developing Talent Across the Organization

With the intent of identifying and further developing talent across the company, Emerson offers several programs through which participants gain valuable experience in their professional growth journeys.

MBA Leadership Program
Emerson's MBA Leadership Program is designed to cultivate the skills of participants during an intensive four-year rotational program, which offers diverse experiences aimed at developing future leaders of the company. The program provides opportunities for participants to establish global networks, receive mentorship and career support from executives, and participate in enriched professional and personal development activities.

Rising Leaders Program
Our Rising Leaders Program is a high-impact learning experience designed to accelerate the development of nominated leaders and prepare them for larger and more complex leadership challenges in the future. To date, the program has served more than 600 leaders across Emerson. Throughout a 12-month journey, participants meet both face-to-face and virtually to explore leadership topics including self-awareness, mindset, authenticity, inclusion and community leadership.

Co-op and Internship Program
For years, Emerson has invested in university relations. Across the organization, our businesses are empowering and engaging with future leaders to bring top talent into our organization through a variety of university relations programs.

Board Engagement Teams
Launched in 2022, this program provides opportunities for ascending leaders to directly engage Emerson's Board on important global business challenges and strategies. This process exposes the Board to a wider set of the company's leaders while providing participants with a high-quality development opportunity. As part of this program, leaders are paired with others from across the organization, connecting with individuals from different businesses, functions and geographies. Members of the Office of the Chief Executive serve as executive sponsors, coaching and guiding program participants.

Learning and Development

Regional Leadership Development

As a global company, Emerson understands the importance of regional and local leadership development programs. To complement our programs and frameworks, Learning and Leadership Development teams nurture locally meaningful programs that address the needs of specific world areas.

• **Asia Collaborative Engagement Program** is an experiential learning forum that provides top talent in Asia Pacific an opportunity to work on cross-functional projects that create incremental value to our business, gain exposure to senior leaders and grow their professional network.

• **Europe Business Academy** is based on experiential learning, continuous feedback and mentorship. Participants experience intentional professional and personal development activities with in-person sessions focused on sales and marketing, operations, finance and leadership.

• **Middle East and Africa Phoenix Program** enables leaders to partner with executives to identify growth and execution levers that contribute to the longer-term strategy and vision of the world area.

Training and Skills Development

At Emerson, we are immersed in a learning ecosystem that fuels innovation and value creation. Our people, managers and leaders intentionally seek and shape learning experiences with curiosity and passion, advancing business strategy as well as lifelong personal and professional growth.

A programmatic approach aligns Emerson's development initiatives with business priorities to deliver scalable, role-based learning solutions and to foster a globally consistent design of blended learning programs that are activated and implemented locally.

Our Development Framework

Learning journeys and development plans are designed around a 70/20/10 framework:

• Work experiences account for 70% of an employee's development, and the majority of learning happens in the flow of work via assignments, action learning activities, structured conversations and reflection moments.

• Relationships, feedback, peer learning, mentoring and leader-led coaching conversations represent 20% of development. These key interactions support knowledge transfer, sharing of experiences and self-awareness, contributing to each other's learning journeys and building internal networks.

• Formal learning programs account for the remaining 10% of development, equipping employees with new knowledge and skills.

As a result of the 70/20/10 approach to development, and our broader efforts, 77%* of employees rated the statement "I have access to learning opportunities for my professional development" favorable in Emerson's most recent employee engagement survey.

Learning Resources for Leaders of Teams

We recognize that our leaders of teams play a critical role in achieving business results and driving a positive experience for our employees. We continue to offer our team leaders innovative tools and resources for further developing leadership effectiveness, building stronger teams, and modeling Emerson's values and behaviors. For example, we have developed "Let's Lead" learning resources that reach more than 4,400 people leaders globally every quarter, offering them toolkits and upskilling opportunities.

Learning Resources for All Employees

Our people seek learning experiences every day, whether in current or future roles, learning from peers and mentors, or through formal in-person and virtual learning experiences. Emerson is creating a world-class talent experience defined by continuous learning opportunities that inspire employees to be their best.

In the first 12 months since the launch of Emerson's new learning management system, 505,000* learning modules were offered, reaching 89%* of employees with an average of 10* hours of training, tracked in the system across all learning disciplines, including compliance. Skills-related digital learning opportunities were accessed by 47%* of active learners, with an average of 14.5* hours of training, covering commercial excellence, health and safety, learning and leadership development, operational excellence and sustainability.

* Data are only partially inclusive of the Test & Measurement business unit and may not reflect the unit's fiscal year data.

Human and Labor Rights

Supporting Our Employees and the Employee Experience

Labor Relations

We respect our employees' right to freedom of association in choosing labor organizations to represent them. We collaborate with the unions, works councils and employee associations that represent many of our employees to maintain positive relationships. In the United States, around 3.5% of our workforce was part of a union in 2024. Worldwide, around 25% of our employees are represented by an employee representative organization, such as a union, works council or employee association. Due to our strong relationships with these entities, there were no strikes or work stoppages at any of our sites in 2024.

Wages and Benefits

Our company value is reflected in efforts to provide competitive wages and benefits in the markets where we operate worldwide. Our compensation practices comply with applicable wage laws and international standards, including those relating to minimum wages, overtime compensation and legally mandated benefits. Documentation of payment details is provided through pay stubs or similar written communication in a timely manner.

In the United States, our full-time employees receive a standard benefits package that includes health care, life insurance, disability coverage, paid parental leave, access to a retirement savings program and telehealth coverage to simplify connecting to medical resources. Benefits packages for full-time employees in other countries vary in accordance with legal mandates.

Global Hybrid Working Policy

The dynamic of remote work and flexible time has continued to evolve at Emerson. We have implemented hybrid remote work policies around the world to support employees' pursuit of a healthy work-life balance while creating an environment aligned with our core value of collaboration. While designed to provide greater flexibility, these policies also consider the need for in-person collaboration to support innovation, professional skills development and company culture. These policies may differ by job duties, world area, and local rules and regulations.

Global Paid Parental Leave

At Emerson we understand the importance of work-life integration and strive to provide comprehensive benefits that resonate with the diverse needs of our workforce. We recently enhanced our offerings to assist employees in their unique family formation journeys. Globally, employees can utilize a Parental Bonding, Childbirth Recovery and Adoption Primary Caregiver (PCA) benefit that provides four weeks of paid leave to bond with a new family member, in addition to eight weeks for recovery from childbirth and eight weeks for adoption primary caretakers. In the United States, Emerson provides fertility treatment, breast milk storage and shipment services for nursing parents on business travel as well as adoption and surrogacy expense reimbursement.

Employee Assistance Program

Our global Employee Assistance Program offers a variety of resources to make sure our employees are supported in challenging times. The Emerson Cares initiative houses the Support Our People Fund, which is dedicated to providing financial assistance for any Emerson employee in need due to reasons such as natural disaster, damage to primary residence, or death of employee or family member. Under the Emerson Cares umbrella, this fund joins our existing Employee Assistance Program, which we expanded globally to provide all employees with mental health resources.

No Discrimination, Harassment or Retaliation

Emerson values the contributions of all employees and does not tolerate any discrimination, harassment or retaliation. All employees are required to attend annual ethics training that reinforces this. We are an equal opportunity employer that recruits, hires, trains and promotes people in all job classifications without regard to sex, race, color, religion, national origin, age, marital status, political affiliation, sexual orientation, gender identity, genetic information, disability or protected veteran status. We do not condone any form of discrimination, harassment or retaliation. We provide training for supervisors and managers to enhance employee relations and help support compliance with all applicable laws.

Smokey Mountains, Tennessee, USA
Photo by: Rick Smith, Emerson Employee

Human and Labor Rights

Human Rights

As members of the United Nations Global Compact, Emerson respects and promotes human rights in all our business operations worldwide. This entails specific attention to challenging issues and activities as outlined in the values and principles of the Compact, including:

• **Humane Treatment** – We do not allow or condone any form of harsh or inhumane treatment, including sexual harassment, sexual abuse, corporal punishment, mental or physical coercion or verbal abuse, nor do we allow managers to threaten treatment of this nature.

• **Prohibition of Forced Labor** – We strictly prohibit the use of any forced, bonded, indentured, involuntary prison labor or other compulsory labor in our policies and operations. We require our suppliers to comply with this same policy. Our policies comply with regulations, such as the UK Modern Slavery Act of 2015. Emerson fully supports these and other efforts to eradicate human trafficking worldwide.

• **Prohibition of Child Labor** – We do not allow the use of child labor in any of our facilities or businesses, and all of our employees must be of an appropriate age, as defined by applicable laws. In some cases, we support legitimate workplace apprenticeship and internship programs that conform with laws and regulations. We also prohibit our suppliers from employing anyone under the local legal working age.

Emerson's Global Human Rights Policy is designed to establish global standards related to human rights and labor for all employees, suppliers, third parties and other business partners, and to support compliance with those expectations.

↗ For more information, read our *Global Human Rights Policy*.

Covered in the principles that we expect our employees and business partners to adhere to are: Equal Opportunity, No Discrimination, No Harassment, No Retaliation, Health and Safety, No Forced Labor and Human Trafficking, Child Labor Requirements, Employment Standards, Working Conditions and Compensation, Freedom of Association and Responsible Sourcing.

This policy is informed by, among other things, the International Bill of Human Rights, the OECD Guidelines for Multinational Enterprises, the United Nations Guiding Principles on Business and Human Rights, the Ten Principles of the United Nations Global Compact and the International Labour Organization's Declaration on Fundamental Principles and Rights at Work.

↗ For more about Emerson's policies, see *page 13*.

Health and Safety

Workplace Safety

Safety is one of Emerson's core values, and we are committed to providing all our employees a safe place to work. An efficient, productive organization is also a safe organization that protects and effectively cares for its team members.

Emerson strives to achieve best-in-class health and safety performance through a structured, standardized health and safety program with several foundational elements. These include utilizing industry best practices to promote health and safety in our communications, consistently following established rules and procedures, using proper safety equipment, timely incident reporting and addressing unsafe acts and conditions.

Safety Day, Florham Park, New Jersey.

Safety Organizational Structure

Our approach to health and safety at Emerson starts at the top. Senior leaders from various functions of the business form the Emerson Safety Council. The Council is overseen by our Chief Operating Officer and Chief Sustainability Officer and includes representatives from all businesses and world areas across the safety, human resources and operational functions.

All Emerson locations fall within the oversight of a safety leader and receive direction from their world area or business group Environment, Health and Safety (EHS) leader. Additionally, Emerson's Global Health and Safety Policy and Global Health & Safety Standards serve as valuable resources to our operations globally in enacting their local safety programs. Employees are represented in various site-level teams and committees to address health and safety concerns proactively. Safety training is conducted for all management and operational employees.

> For more information, read *Emerson's Global Health and Safety Policy*.

More than 96% *of Emerson employees work at manufacturing locations that completed a health and safety risk assessment in 2024.*

Risk Management

In 2024, more than 80% of Emerson's workforce, spanning all company locations worldwide, was engaged in a robust health and safety dialogue through formal joint management-worker health and safety committees. This metric reflects our commitment to inclusive safety management practices, especially at sites with 50 or more employees. A core expectation is the establishment of an effective communication process between employees and management around workplace safety, often achieved through the formation of safety teams or committees. While the size and structure of these teams may vary based on the unique needs of each facility, the underlying objective remains the same: to enable broad, representative participation across all functions while fostering a culture where safety is a collective responsibility for both management and employees.

Emerson mandates that each of its facilities, regardless of operational scale and facility type, adheres to compliance requirements and strives to exceed them. Digital assessment tools are available to manage compliance requirements across jurisdictions, and periodic assessments of operations with 50 or more employees are mandatory. Physical risk self-assessments are also performed regularly across the organization. Additionally, Emerson partners with third-party auditors to conduct risk assessments at our largest manufacturing locations focused on tangible risk reduction and eliminating serious injuries from our operations. Collectively, more than 96% of Emerson's employees work at manufacturing locations that have completed health and safety risk assessments within the past year.

Health and Safety

Measuring Performance

Emerson utilizes environmental, health and safety (EHS) data management software to streamline record keeping related to EHS activities across the company. Our sites use the tool to gather, track and analyze relevant information in the evaluation and mitigation of operational risks. In addition to tracking recordable injuries, the data is also used to document and manage compliance obligations, proactive hazard identification, behavior-based safety observations, audits, inspections, EHS-related meetings and risk assessments.

We also measure many execution-based metrics that serve as key indicators of EHS performance, including audit and inspection results, proactive identification and reporting of hazards, and timely closure of action items. In 2024, our employees reported over 34,000 hazards that were proactively identified through the normal course of work. Our employees are trained and expected to find these opportunities and are empowered to surface issues and respond accordingly. In cases of imminent risk, personnel have authority to stop work to mitigate possible harm. In other cases, local teams will identify and implement action items to address the risks and make necessary improvements. Our teams completed nearly 60,000 EHS action items in 2024, which were documented and tracked internally. These action items represent specific steps taken to improve safety and reduce risk within our operations.

Emerson consistently achieves industry-leading safety results with our focus on continuous improvement. We track a combination of both lagging and leading indicators to support a comprehensive view of our safety performance. A monthly safety metrics report is distributed to Emerson leaders globally highlighting company-wide and business-specific safety results. This report enables comparative analysis across our organizations and swift identification of specific areas where heightened focus may be required. Emerson recently began tracking serious injuries and fatalities (SIF) and potentially serious injuries and fatalities (PSIF) metrics to prioritize the identification and reduction of the most significant risks from our operations.

NUMBER OF RECORDABLE INJURIES

153 — 2022
190 — 2023
198 — 2024

Injuries requiring medical treatment beyond first-aid, days away from work or restricted duty.

TOTAL RECORDABLE INJURY RATE

2024 0.30
2023 0.30
2022 0.25

Number of recordable injuries per 100 full-time workers during a one-year period.

NUMBER OF FIRST-AID CASES

654 — 2022
762 — 2023
612 — 2024

Injuries requiring, but not exceeding, first-aid as medical treatment.

Safety Day, Bologna, Italy

Safety Day, Xi'an, China

Health and Safety

Safety Training and Development

Emerson's foundational "I Own Safety" program is based on safety ownership, which is a mindset that we instill within our workforce. By demonstrating awareness and taking proactive steps, employees play a lead role in helping to support their own safety and that of their coworkers. We implement various strategies to develop and maintain the safety ownership mindset, including training workshops, improvement projects and awareness programs.

Safety Improvement Projects

Across the globe, Emerson employees contribute health and safety improvement suggestions, and cross-functional teams work together to generate action plans and implement risk reduction activities. Emerson is intensifying safety efforts by prioritizing engineering control solutions, leveraging automation and other technological solutions to enhance safety. This reduces human exposure to risks, limits potential accidents and optimizes processes for increased reliability and risk mitigation in the workplace.

EXAMPLES OF IMPLEMENTED SAFETY PROJECTS

FORKLIFT BLINDSPOT MITIGATION

- Camera integration offers operators 360-degree view
- Reduces risk of collision and operator fatigue

Dubai, United Arab Emirates

HAND INJURY PREVENTION

- Virtual reality used to simulate common risks for hand injuries
- Regular employee training has reduced incidents

Chihuahua, Mexico

AUTOMATED MATERIAL FLOW

- Conveyor belts transfer materials between workstations
- Eliminates risk of handling heavy material or equipment

Cluj, Romania

EYE WASH STATION CONTROL

- Automated, test release of water every 8 hours
- Prevents pipeline build-up and enhances functionality

Shanghai, China

Autumn in Faget, Romania
Photo by: Carmelina Augusta Fe,
Emerson Employee

External Engagements

As a leading provider of automation technology and software, Emerson is advancing the world's most essential industries. We recognize and embrace our responsibility to drive meaningful change at all levels – from supporting our surrounding communities to strengthening the world's workforce. We are creating a more equitable future for all through charitable contributions, employee volunteerism, and nonprofit partnerships, and our workforce development programs are equipping current workers with the knowledge and skills to adapt to new technologies.

Corporate Philanthropy

Recognizing the importance of corporate citizenship, Emerson cultivates, encourages and engages in a variety of philanthropic efforts across the company. In 2024, $600,000 was donated on behalf of our employee matching gifts program, which matches full-time, U.S.-based employees' donations to 501(c)(3) nonprofits, up to $10,000 per year per employee. We also awarded 150 college scholarships to children of employees through National Merit and Emerson's scholarship programs. During the year, Emerson and the Emerson Charitable Trust made contributions totaling $17.5 million to nonprofit organizations, educational institutions and for the company's scholarship and teacher recognition programs.

Workforce Development

Emerson has long been a leader in supporting the development of the next generation of innovators and in strengthening the skilled trades workforce. We understand the importance of continuously updating and enhancing workers' skills to match the evolving demands of the market and the latest technological trends.

Our training solutions are designed to enhance both technical and professional skills, helping workers leverage the latest innovations to drive productivity, efficiency and long-term growth. In partnership with hundreds of universities, technical colleges, and industry leaders worldwide, Emerson offers flexible training programs that keep employees at the forefront of their industries, empowering them to adapt to new technologies and processes.

Additionally, Emerson's Education Services provide a full range of training solutions essential for keeping operations running safely, reliably and efficiently. In 2024, more than 11,500 customers participated in Emerson's training programs. These programs, built on rigorous International Accreditation for Continuing Education and Training (IACET) standards, are available through multiple delivery options, such as live and recorded sessions, to suit a variety of learning preferences and to allow for flexible learning and easy access.

Emerson has pledged

$200 million

over 10 years, focusing on educational opportunities in the communities in which we operate.

2024 EMERSON SUSTAINABILITY REPORT

External Engagements

Emerson Employees Making an Impact

Emerson Champions Young Thinkers as Part of Sustainability Competition

Supporting science, technology, engineering and math (STEM) education and the development of the next generation of big thinkers, Emerson and our employees played a role in the 24th Annual Minnesota Future City Competition during National Engineers Week in 2024.

Organized by SparkPath, a nonprofit committed to fostering curiosity, confidence and creativity, the competition attracted nearly 2,000 middle school students from grades 6-8. The aspiring young minds convened at Dakota County Technical College in Rosemount, Minnesota where they used their creativity and engineering skills to design 100% electrically powered cities as part of the theme "Electrify Your Future!".

Emerson sponsored the "Innovative Power System" award, which recognized teams that showcased exceptional ingenuity in energy solutions. Emerson employees also volunteered as judges, engaging with students and celebrating their innovative designs.

Emerson Teams Up with KidSmart to Help Children in Need Succeed in School

As part of our commitment to empowering local communities, Emerson partnered with KidSmart to help make a difference in the lives of under-resourced students in St. Louis, Missouri through the organization's fourth annual "Ready for Back to School $1 Million Distribution Day." KidSmart's mission is to empower children in need to succeed in school by providing free essential tools for learning. Each year, an estimated 90,000 St. Louis-area children cannot afford basic school supplies, and KidSmart's impact is paramount to improving children's access to resources for success.

Emerson's support of the event, along with the contributions of other local businesses, helped generate more than $1 million worth of resources to be distributed to children in need. During the event, Emerson volunteers helped load more than 1,000 teachers' vehicles with $1,000 each of free school supplies, including nearly 23,000 books and other educational materials. The materials ultimately benefited more than 40,000 students who received the essential tools they needed to start the school year on a positive note and to set themselves up for success throughout the year.

Haley Achelpohl at the iOps Command Center in Round Rock, Texas
*Photo by: **Adriana Byrum**, Emerson Employee*

Integrity

At Emerson, integrity is the foundation of how we do business. Our strong governance and ethical standards guide our actions, helping us build trust, manage risk and deliver long-term value. We are unwavering in our commitment to honest, ethical behavior – fostering trusted relationships with employees, customers, suppliers and communities. This section also outlines our cybersecurity, and product safety strategies, as we work to uphold integrity in every aspect of our operations.

In this section:
> Corporate Governance
> Ethics and Compliance
> Cybersecurity
> Product Security and Product Safety

Corporate Governance

At Emerson, we take the necessary steps to support our company in acting responsibly and in accordance with our stated purpose. Addressing sustainability and governance issues develops the trust and confidence of our employees, customers, suppliers, communities and shareholders.

We operate all over the world and have built a comprehensive approach to our governance activities. From our Board and executive leadership team to our employees and suppliers, we expect those who represent Emerson to uphold a high level of integrity.

The Board's Role in Sustainability

Our sustainability strategy is overseen by our Board and its committees as a part of their oversight of our overall strategy and risk management. These efforts are part of a process that is designed to provide the Board timely visibility into the identification, reporting, assessment and management of sustainability issues.

• The **Governance and Nominating Committee** is responsible for assisting the Board in the oversight of the Company's sustainability strategy, engaging with shareholders on inquiries related to sustainability, and establishing principles and policies for sustainability; this includes, among other things, the matters covered in the Company's sustainability report.

• Our **Audit Committee** provides oversight of the integrity of our sustainability data in the Company's disclosures, reviews a summary of the Company's sustainability activities and a summary of anticipated environmental audits and expenditures each year.

• Our **Technology and Environmental Sustainability Committee** is responsible for providing oversight for risks associated with its purpose, including innovation, product technology, cybersecurity and environmental sustainability policies and programs.

By establishing organizational structures, investing resources and integrating sustainability into our operation and strategic management, our Board and leadership continue to demonstrate a strong focus on sustainability.

For more information on Emerson's Corporate Governance and the Board, see the *Emerson Annual Meeting & Proxy Statement*, published in December of each year.

> ↗ For more information see our *Corporate Governance webpages*.

Maroon Bells, Aspen, Colorado
Photo by: **Basanta Shrestha,** *Emerson Employee*

Ethics and Compliance

At Emerson, we expect all employees and leaders to uphold high standards of honesty and ethical behavior in the company and when working with our customers, suppliers and communities.

To support our ethics and legal compliance processes, we have established clearly defined policies and practices for employees through our Ethics and Compliance Program. The Corporate Governance and Nominating Committee of the Board oversees the program, using a comprehensive approach through monitoring, investigation and evaluation, with three core functional areas working together: Human Resources, Audit and Compliance, and Law.

We communicate our Ethics and Compliance Program to employees via trainings, documentation and reporting channels through which employees are encouraged to escalate questions or concerns. The program is reviewed annually to help ensure consistency with the current business environment and industries in which we operate. We welcome new employees to the program during their onboarding and refresh current employees and leaders on the program through annual training.

CEO and Senior Financial Officer Code of Ethics

Emerson places a high priority on maintaining honest and ethical behavior across all levels of the company, from employees to senior leaders. The CEO and Senior Financial Officer Code of Ethics outlines expectations for these leaders, including promoting integrity and providing accurate financial reporting in a timely manner. At Emerson, integrity is not only a foundational corporate value, it is also an ongoing imperative and a daily mindset that drives us forward.

Employee Code of Conduct

Our *Employee Code of Conduct handbook*, "The Right Way," serves as the foundation for how Emerson employees conduct business worldwide. Our Code of Conduct explains corporate policies and identifies support options for employees to assist with their understanding of appropriate courses of action, or where to go with any questions or concerns. It helps Emerson ensure that all employees understand what is expected of them and have the tools to put integrity at the forefront of everything we do. This applies to everyone at all levels of our company, up to our most senior leaders.

Available to all employees and the public at *ir.emerson.com*, the latest version of "The Right Way" has been translated into 23 languages. Supplemental ethics guidelines are also provided to executive officers and members of the Board to address the special responsibilities of Emerson's leadership.

Over the past year, more than **95**% *of employees completed annual ethics trainings.*

↗ The CEO and Senior Financial Officer Code of Ethics can be found at on our *corporate governance webpages*.

Annual Ethics Trainings

To promote consistent understanding and application of Emerson's Employee Code of Conduct, all employees are required to complete annual ethics training. Over the past year, more than 95% of employees worldwide – both salaried and hourly – completed this training through a mix of in-person sessions and an internally developed e-learning module featuring interactive components. The e-learning platform provides systematic tracking, particularly for our remote workforce.

This training is reinforced by global and local policies that complement the Code and provide clear guidance on the principles, legal obligations and local practices it covers. To support full compliance, ethics officers from each business unit annually certify that substantially all employees have completed the required training in alignment with the Code.

Ethics Hotline and Reporting Process

Our ethics reporting program provides employees with an efficient and trusted mechanism by which they can anonymously or confidentially ask questions and report suspected or actual misconduct, or concerns. This is done via several avenues including our ethics reporting website, ethics hotline, or directly to Emerson compliance leadership, while protecting employees' employment status. The ethics reporting website and hotline are operated by an independent third party and allow for employee anonymity and access to reporting in over 20 different languages and local phone numbers in over 35 countries. We also have robust policies and controls to safeguard against retaliation of whistleblowers.

Ethics and Compliance

We encourage the reporting of concerns through our annual ethics training and our readily accessible website and hotline numbers, which are posted in all locations and on our website. At least once a year, our Chief Compliance Officer reminds all employees of the available reporting channels, the importance of raising concerns, and our commitment to confidentiality and a strict no-retaliation policy.

Reports of ethics issues are managed and investigated by a limited number of experienced and specialized Emerson management personnel. In addition, an established investigation protocol determines when an external advisory firm should be engaged due to the nature or extent of the allegations. We are committed to complete investigations of escalated concerns within 90 days and average a case closure time of 31 days.

Significant ethics allegations meeting Emerson's set criteria must be immediately reported to the Chief Compliance Officer and to the Chair of the Audit Committee of the Board. The case resolution and remedial actions of these cases are reviewed and approved monthly by the Ethics Committee – comprising senior leadership from compliance, legal, human resources, finance, sustainability and operations – and quarterly by Emerson's Audit Committee of the Board.

We also monitor key ethics reporting data such as the volume of reports made, measured by the number of employees, region and type of allegation, as well as the substantiation rate. This data, regardless of whether a report is substantiated, provides important insights into our culture, concerns of employees, policies and training. We report these trends, along with any related modifications to our program, training, and policies, to the Audit Committee of the Board on an annual basis.

In 2024, we saw increased ethics concerns reporting after a series of awareness trainings were completed globally. Named sources contributed to 41% of our business integrity and financial claims, indicating trust in our program. The majority, or 69%, of total claims were related to human resource matters such as workplace civility. While these claims had a low substantiation rate of 24%, they allow us to address concerns quickly, before they evolve to more serious matters.

The ethics reporting program, reviewed annually by internal and external auditors, is an important tool to address potentially problematic issues in a timely fashion and to support our commitment to operating with the utmost integrity.

For more information please refer to *Emerson's Code of Conduct Handbook*.

TYPES OF ETHICS CONCERNS REPORTED

Year	Total	Percentage					Reports per 100 Employees
2024	529	69%	14%	10%	4%	3%	0.73
2023	353	77%	3%	10%	4%	6%	0.53
2022	322	77%	6%	8%	5%	4%	0.51

100%

● Human Resources and Workplace Respect
● Misuse or Misappropriation of Corporate Assets
● Environment, Health, Safety
● Business Integrity
● Accounting, Auditing, Financial Reporting

Ethics and Compliance

Anti-Corruption Controls

Emerson's anti-corruption program is founded on a comprehensive policy that guides the procedures and the required internal controls with respect to anti-bribery, prohibition of facilitation payments, cooperation with internal investigations, gifts, accurate books and records, anti-money laundering, and third-party intermediary due diligence and management, among other related topics. The policy is translated into eight languages and is available electronically to every employee globally. Our program is in material compliance with the United Nations Convention Against Bribery.

Emerson has implemented detailed processes intended to mitigate corruption across our global operations. Each business unit is required to certify an Internal Control Questionnaire quarterly, which includes anti-corruption controls. Our internal audit team conducts annual on-site anti-corruption audits for specific identified risks, as well as quarterly audits of data analytics procedures.

We also administer a comprehensive, multi-tiered anti-corruption compliance training program. This annual program includes four elements:

• First, employees globally receive annual ethics training that includes an anti-corruption component.

• Second, we conduct an online training course for salaried employees and new hires on a three-year cycle. This course is translated into 14 languages, with content refreshed to address new and emerging risks and delivered at the beginning of each three-year cycle.

• Third, salaried employees are required to take functional department training focused on relevant regulatory compliance topics on a three-year cycle.

• Finally, we provide several live anti-corruption training courses annually, including detailed training for personnel involved in third-party intermediary due diligence focusing on the due diligence process, anti-corruption compliance risk and bribery red flags.

Our policies and trainings are supplemented by a risk-based third-party intermediary due diligence program. Prospective third parties that engage in business with Emerson are required to complete a due diligence process before an order can be processed. Additionally, third parties are screened against real-time data and regulatory requirements, including various sanctions, anti-corruption and money laundering lists. They are subject to internal and external due diligence processes, focusing on locations and intermediaries that operate in high-risk countries and industries.

We continue to refine our program when appropriate. In 2023, we implemented a fully automated third-party due diligence system that includes enhanced reporting and auditing abilities. We also engage outside experts to perform periodic reviews of our program and have processes to address any identified areas for improvement.

Regulatory Compliance Training

We manage an annual Regulatory Compliance training program globally. The program covers a variety of compliance topics such as Sanctions and International Trade, Anti-Corruption and Third Party Intermediary Due Diligence, Antitrust, Product Environmental Compliance, Environmental, Conflict Minerals, Data Privacy, Product Security and Cybersecurity. In 2024, more than 41,000* Emerson employees completed at least one Regulatory Compliance training course.

Conflict of Interest Evaluation and Reporting

Conflicts of interest are taken seriously at Emerson. Our Board and senior members of management complete an annual questionnaire to identify potential conflicts of interest. All newly reported conflict of interest cases are investigated and acted on within 30 days. This questionnaire is provided in 22 languages and distributed to around 3,000 individuals. In addition, interactive online conflict of interest training to promote understanding and declaration of potential conflicts is provided to over 39,000 employees globally. Any potential conflicts identified through the training process are also investigated.

Compliance Risk Oversight

Quarterly, members of our Compliance Committee meet to discuss new or existing compliance risks based on emerging trends. We regularly engage a third party to review our ethics and compliance program and assess its alignment with U.S. Department of Justice guidelines, the Committee of Sponsoring Organizations of the Treadway Commission (COSO) framework and other leading practices. The most recent review confirmed that the program is aligned with these practices.

* Data are only partially inclusive of the Test & Measurement business unit and may not reflect the unit's fiscal year data.

Cybersecurity

Enterprise Cybersecurity and Privacy

Emerson's Board provides oversight for cybersecurity through delegation to its Audit Committee. Emerson is committed to protecting the personal information of our employees, customers and suppliers as well as company information and the information technology supporting the organization. We have adopted a defense-in-depth strategy, leveraging multiple layers of security controls across our systems with a comprehensive set of cybersecurity and data privacy policies and standards.

We maintain cybersecurity policies and standards aligned with the U.S. National Institute of Standards and Technology Cybersecurity Framework to help ensure that our enterprise IT infrastructure, cybersecurity solutions and services provided to customers remain robust and effective. We regularly engage independent cybersecurity experts to evaluate our cybersecurity maturity and test the effectiveness of overall cybersecurity controls.

We operate a global 24x7 incident response capability supported by leading cybersecurity tools that detect and respond to threats as they occur. To test and reinforce our internal cybersecurity processes, we use an accredited and independent third party to audit and certify key elements of our primary data centers, cloud environments and our enterprise IT organization. The audits are conducted according to ISO 27001, an international standard for information security management.

Emerson's global data privacy program requires all Emerson businesses to adhere to core data handling and documentation requirements aligned with multiple global privacy regulations including the European General Data Protection Regulation (GDPR). Our privacy program is supported by a privacy policy, integrated impact assessments, privacy handbooks and training.

Yellow Mountains, Anhui, China
Photo by: Changyu Han,
Emerson Employee

↗ For more information please visit our *Cybersecurity webpage*.

Product Security and Product Safety

Product Security

Emerson is committed to developing products that are cyber secure and has adopted the ISA/IEC 62443 standards as a baseline for our secure development lifecycle (SDL) practices. Our Product Security function is organized under our Chief Technology Officer, who provides periodic briefings on product security to our Board through the Technology and Environmental Sustainability Committee to maintain strong governance of our product security programs across the company.

To address a dynamic global regulatory landscape (e.g., EU Cyber Resilience Act and Network Information Security (NIS2) Directive), in addition to Emerson's updated product security policies and processes, we are increasing our compliance efforts along with the market-driven objectives to govern and manage related risk. Our businesses may additionally use security frameworks such as the U.S. National Institute of Standards and Technology Cyber Security Framework, the International Electrotechnical Commission (IEC), the International Society of Automation (ISA) and the SOC1 and SOC2 assurance framework, including obtaining certifications where appropriate.

Our SDL practices typically include various manual and automated security testing regimens applied throughout the lifecycle phases, from design, engineering, development, testing, and integration to the delivery of services and support. Many critical product development organizations are certified to the IEC 62443-4-1 standard through third-party entities to ensure a secure development lifecycle of our automation products.

Additionally, Emerson monitors various industry-specific cyber intelligence agencies as well as supplier and open-source intelligence channels for relative threats and vulnerabilities. We use Product Security Incident Response Teams (PSIRT) and processes to evaluate, manage and respond to potential security risks to our product portfolio.

Emerson's DeltaV™ automation platform was the first control system to be certified under ISASecure System Security Assurance (SSA) Level 1. In December 2023, we completed a year-long process to renew certification for IEC 62443-4-1 for the development of Ovation™ products. In September 2023, Ovation™ achieved its first IEC 62443-4-2 certification for an embedded device on the OCR1100 controller product. This first-time achievement sets the groundwork for future certification of embedded Ovation™ products.

Emerson participates in key industry forums such as International Society of Automation ISA99 cybersecurity standards working groups, the U.S. Cybersecurity and Infrastructure Agency Joint Cyber Defense Collaboration (JCDC), and Bio-Phorum, where the global pharmaceutical and medical device industry works on multiple standards including cybersecurity.

Product Safety

Emerson seeks to provide our customers with high-quality products that perform in a safe manner when used as intended. Product safety and product quality are fundamental to our integrity and business practices. We are committed to effectively minimizing risks of personal injury, property damage and negative impacts on the environment that could arise from the use of our products.

We seek to minimize these risks by incorporating recognized engineering practices, safety principles, and our knowledge base and experience into the design of products. In accordance with our Product Safety Policy, Emerson products are tested and certified to relevant voluntary and required industry safety standards. We provide instructions and warnings, which follow international standards, for the appropriate and safe use of our products. Our product safety program defines a consistent process that ingrains Product Safety into the culture and is followed by each Emerson business.

Emerson administers the product safety program as defined in the policy and with the use of a Product Safety Committee within each business, whose role is to guide the business's product safety program. Annual self-assessment surveys are conducted for each business, and audits are regularly conducted to confirm adherence to the product safety program. Product Safety Notices are issued, as facts and circumstances warrant, to provide a remediation or recall action for the replacement of products. In 2024, 11 Emerson business units issued a total of 16 Product Safety Notices.

Responsible Sourcing

At Emerson, we collaborate closely with our supply chain partners to advance responsible sourcing and support sustainable, resilient operations.

In this section:

> Responsible Sourcing Strategy

> Engaging Our Suppliers

> Resilient, Agile Supply Chain

Responsible Sourcing Strategy

RESPONSIBLE SOURCING FRAMEWORK

HUMANITY
Partner with Emerson suppliers who demonstrate a commitment to **integrity, respect, fairness and honesty** to both their employees and the environment.

INCLUSION
Ensure **opportunities for all suppliers**, including those from the communities where we live and work.

PLANET
Reduce our upstream Scope 3 GHG emissions by **25% by 2030** and achieve **Net Zero by 2045**, compared to a 2021 base year.

CHAMPION
Ensure an **adaptable supply chain** network which anticipates evolving regulatory requirements and customer expectations.

FUTURE
Develop the **next generation of supply chain leaders** by collaborating and partnering with educational institutions to explore solutions to global challenges.

As a large global business with highly specialized products sized and tailored to customer-specific applications, Emerson manages a complex supply chain. In 2024, we sourced commodities, such as plastics, electronics, steel, machined parts and non-ferrous materials, from over 15,000 direct material suppliers. More than 3,000 Emerson employees participate directly in the management of our global supply chain, from strategic materials and energy sourcing for our own facilities to the fulfillment of finished goods for customers worldwide.

To manage this complexity, we maintain resilient supply chain operations through multi-sourcing, regionalization, digital solutions, an agile logistics network and collaboration with our supply chain partners. We expect our suppliers to uphold the highest level of integrity toward people, stewardship of natural resources and ethical practices. Our Responsible Sourcing Framework guides our efforts.

Responsible Sourcing Policy

In 2024, Emerson published its *Responsible Sourcing Policy*, which guides supplier performance management processes by establishing tiered supplier expectations. These tiered expectations range from minimum standards to best practices, such as calculating greenhouse gas emissions, setting emissions reduction goals, and implementing human rights and labor due diligence practices. The policy also establishes Emerson's responsibility to measure and drive supplier performance in these areas by maintaining and evolving management systems.

> More Information: *Emerson's Responsible Sourcing Policy*.

Supplier Code of Conduct

As our suppliers play a central role in our sustainability-oriented value chain, we require them to adhere to the *Emerson Supplier Code of Conduct* (SCoC). Aligning with the Responsible Sourcing Framework, the SCoC sets expectations related to ethics, human rights and labor, environmental sustainability, management systems, supply chain management and security, and cybersecurity. These are a minimum standard all suppliers must meet and are referenced in the Terms and Conditions of purchase orders and standard supply agreements.

To drive adherence to the SCoC, suppliers who cover a majority of Emerson's direct material spend are requested to complete a self-assessment survey. We have received survey responses from suppliers representing 67% of our direct material spend.

Implementation

The Responsible Sourcing Steering Committee, consisting of supply chain leaders from our businesses and other cross-functional teams, meets regularly to review and approve strategy and implementation decisions. Responsible Sourcing Champions from our businesses contribute their perspectives on supplier management, influencing how we implement processes to engage suppliers on meeting expectations. They coordinate with our regional businesses to communicate supplier sustainability best practices through workshops, Responsible Sourcing webinars, internal playbooks and strategic supplier engagements. Our Supply Chain Center of Excellence team enables our use of supplier performance data to support responsible sourcing decisions.

We have trained over 3,600 employees on our Supplier Code of Conduct, Energy Treasure Hunts, Scope 1, 2, and 3 calculations, and the use of dashboards that model how our purchases of different commodity types influence Emerson's greenhouse gas footprint. These training modules are also shared with our supply chain partners, supporting them in their sustainability initiatives.

Engaging Emerson's Suppliers to Join Our Journey

As part of Emerson's sustainability journey, we have established Scope 3 emissions reduction objectives that include the impact of our suppliers. Many of these suppliers provide carbon-intensive commodities, from electricity to steel castings. Our shared mission working with our suppliers is to reduce absolute carbon across our supply chain, while maintaining material integrity and responsiveness.

Supply Chain Summits

From 2021 to 2023, Emerson hosted six Greening Together Summits, engaging over 40 suppliers who represent about 20% of our direct material and logistics greenhouse gas emissions. These summits helped to build a foundation for driving awareness of our sustainability approach, and for convening leaders from key suppliers in industries such as electronic components, logistics, steelmaking and plastics to learn from each other's experiences. Emerson's businesses have continued this approach, hosting Supply Chain Summits to accelerate sustainability action with suppliers.

Responsible Sourcing Webinars

In 2023, we launched our quarterly Responsible Sourcing Webinar series to expand communication of our sustainability strategy and reach a broader audience of both suppliers and Emerson internal supply chain teams. Over 600 suppliers have attended the webinars, participating in discussions on best practices for emissions data collection, waste reduction and engaging employees.

Reducing the Impact of Logistics

We continue to advance our strategies to decarbonize logistics, focusing on high-impact initiatives that contribute to our sustainability objectives. These strategies include shifting to more carbon-efficient transportation modes and collaborating with our logistics providers to understand how they are decarbonizing their fleets through electrification and the adoption of lower-carbon energy such as sustainable aviation fuel (SAF). Our collaboration with strategic logistics partners also extends to data exchange, integrating their emissions data into our performance metrics for greater transparency and accuracy. By focusing on regionalization and mode shift, we are also reducing transport distances, cost and fuel consumption.

Sustainable Packaging

To support our waste diversion objectives, we are engaging our supply chain partners to collaboratively enhance the materials and processes of how we package and safely move our materials. We have established a Sustainable Packaging Working Group to expand the development and design of more sustainable packaging solutions with our businesses and suppliers.

Conflict Minerals Statement

Emerson supports efforts to end human suffering and the environmental impacts associated with the mining of conflict minerals in the Democratic Republic of the Congo and adjoining countries, as well as in other conflict-affected and high-risk areas. We expect our suppliers and their suppliers to acquire minerals only from responsible sources.

We have been a member of the Responsible Minerals Initiative (RMI), formerly known as the Conflict-Free Sourcing Initiative, since 2014. Through RMI, we have been driving responsible mineral sourcing by conducting risk-based reasonable country-of-origin inquiries to identify the origin of items in our supply chain known to contain, or with high probability of containing, conflict minerals.

Relevant suppliers are requested to complete RMI's Conflict Minerals Reporting Template (CMRT), which facilitates disclosure and communication of information regarding smelters and refiners that provide material to a manufacturer's supply chain. Our supplier outreach efforts also include web-based training opportunities and escalation procedures for non-responding suppliers.

Our due diligence measures have been designed to conform, in all material respects, with the due diligence framework presented by the Organisation for Economic Co-operation and Development (OECD) in its 2013 publication *Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas: Second Edition* ("OECD Guidance") and the related Supplements for gold and for tin, tantalum and tungsten, including the Final Downstream Report on one-year pilot implementation of the Supplement on Tin, Tantalum and Tungsten.

For more information please see the *Emerson Conflict Minerals Statement* and *Form SD filing*.

Engaging Our Suppliers

Supplier Sustainability Awards

Recognizing the efforts and initiative of our suppliers is important to incentivizing sustainability action and collaboration in our supply chain. In 2024, we launched our inaugural Supplier Sustainability Awards, inviting strategic, direct material suppliers across all business groups to participate. We were thrilled to see the engagement from our suppliers and to benchmark their performance according to Responsible Sourcing Policy supplier expectations.

Our suppliers are at different maturity levels and therefore assess performance on criteria that we consider to be foundational and achievable by suppliers of all sizes and industries. In 2024, we recognized six suppliers for their transparency on Scope 1, 2 and 3 emissions data and targets, communication of unique business challenges, supporting accountability through internal sustainability governance, and meeting standard supply chain expectations on quality, on-time delivery, lead-time and cost.

Supplier Emissions Data Collection and Scorecards

Emerson uses a third-party platform to engage and collect emissions data from our top 500 suppliers, who represent a majority of our Scope 3 emissions related to direct material purchases. In accordance with the Greenhouse Gas Protocol, we are working to enable performance tracking of our supply chain emissions data by transitioning from the spend-based method to the hybrid method. The hybrid method requires the collection of Scope 1 and Scope 2 emissions data directly from suppliers, as well as their upstream emissions data, allocating these to Emerson and using secondary data where supplier-specific data are not available.

Supplier Code of Conduct Survey

Emerson uses a risk-based approach to assess supplier conformance with the principles and expectations of our Supplier Code of Conduct. Based on geographic location and spending levels, we prioritize suppliers for engagement and invite them to complete a self-assessment survey. The targeted suppliers represent a majority of Emerson's direct material spend and are assessed on ethics, human rights and labor, health and safety, environment and cybersecurity topics outlined in the Supplier Code of Conduct and the Responsible Sourcing Policy. If nonconformances are identified, they are escalated to Emerson's legal or business unit supply chain leadership. In our most recent survey cycle, which is operated on a two-year cycle, we received responses from 67% of our suppliers by direct material spend.

Ethics

In addition to Emerson ethics policies and practices for our employees, we expect supply chain partners to conduct business lawfully and ethically in all commercial interactions. This includes a commitment to anti-corruption practices and preventing the inducement of any undue influence or favor in commercial transactions. To provide a consistent and responsive ethics process, Emerson provides an ethics hotline in more than 37 countries. This allows any person to anonymously report ethics concerns related to an Emerson employee or a business partner.

Workplace Safety

Emerson has a strong safety culture, and our aim is that every employee returns home safely each day. We extend this principle to our supply chain partners, encouraging them to prioritize the safety of their employees. A focus on safe operating conditions is a criterion for doing business with Emerson.

Inclusive Workplaces

Emerson believes strongly in the business impact of an inclusive workplace and teams working together. Inclusive workplaces draw on the strength and contribution of all individuals. We encourage and advocate youth to consider science, technology, engineering and mathematics (STEM) subjects in their educational focus. We actively invite our supply chain partners to join us in this same mission to encourage inclusive work environments and promote more youth participation in STEM-related education and careers.

Serving Customers with a Resilient, Agile Supply Chain

Emerson provides automation and technology to essential industries around the world. Maintaining a resilient supply chain that supports these companies is a core mission of our supply chain team.

Using a third-party monitoring service, Emerson actively monitors over 2,100 suppliers for a broad spectrum of potential risks, including financial, natural hazards, geopolitical and man-made disasters. We deploy strategies to mitigate these risks such as multi-site sourcing, diversification of suppliers, agile logistics systems and critical inventory buffers.

Component Lifecycle Management

Given that many of our customers operate facilities for multiple decades, they value being able to rely on the effectiveness and availability of our products over many years. This can be extremely challenging, as some electronic components have frequent product refresh cycles. Emerson proactively tracks electronic component lifecycles using a third-party application, which allows us to address components nearing end-of-life. We continue to improve multi-sourcing by identifying alternative components and work diligently to streamline the new product development process and minimize supply chain disruptions.

Regionalization

By sourcing materials in the same region as our factories and customers, we can be more responsive to customers. The goal is to minimize transit times and reduce the overall carbon footprint of transportation and logistics. We proactively track electronic regionalization risk using a third-party application. Approximately 81% of Emerson's material spend is regionalized.

Supply Chain Visibility

One of our challenges when managing our supply chain is having meaningful perspectives on what is happening with Tier 2 suppliers. These are the suppliers that supply our direct suppliers. Challenges in managing our Tier 2 supply chain activities can be one of the biggest drivers impacting inventory shortages. Emerson uses a Supply Chain Visibility Tool to monitor electronic component supply and demand dynamics. The tool consolidates reporting information from our business units and electronics contract manufacturers into a single set of dashboards, supporting and providing a more holistic and dynamic view of the electronics supply chain.

Developing the Next Generation of Supply Chain Innovation

Emerson participates in industry forums and collaborates with educational institutions worldwide, including universities, trade schools and research institutions. The partnership between industry and academia allows for the exploration of global challenges and for the integration of commercial realities into the educational process. We work with leading schools to engage future leaders on various supply chain innovation initiatives.

Over
2,100
suppliers are actively monitored by a third party.

~81%
of spend is regionalized allowing us to reduce lead times and transit times.

Fiscal Year 2024 Reporting

This section outlines Emerson's alignment with recognized sustainability reporting standards and frameworks, as well as our key sustainability data. Unless otherwise noted, this section covers enterprise-wide information and data for fiscal 2024.

In this section:
> UN Sustainable Development Goals
> GRI Index
> SASB Index
> TCFD Index
> Sustainability Data

2024 EMERSON SUSTAINABILITY REPORT

UN Sustainable Development Goals

The United Nations Sustainable Development Goals (SDGs) provide a shared blueprint for peace and prosperity for people and the planet, now and into the future. Emerson continues to identify our best solutions to contribute to the SDGs as we aim to address various environmental, social and economic challenges facing our world today. Examples of our actions, programs and the SDGs to which they relate are demonstrated here and throughout this report.

Emerson's Initiatives

Goal 3
Ensure healthy lives and promote well-being for all at all ages

Emerson's Culture Strategy	*Page 52*
External Engagements	*Page 63*
Health and Safety	*Page 60*
Engaging Emerson's Suppliers to Join Our Journey	*Page 74*

Goal 4
Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Greening Of: Fostering a Culture of Sustainability	*Page 33*
Greening With: Partnerships and Collaborations	*Page 45*
Emerson's Culture Strategy	*Page 52*
External Engagements	*Page 63*

Goal 5
Achieve gender equality and empower all women and girls

Emerson's Culture Strategy	*Page 52*
Engaging Our Workforce	*Page 54*

Goal 6
Ensure availability and sustainable management of water and sanitation for all

ASCO Water Treatment Water & Wastewater Greening By: Innovations in Sustainable Seawater Desalination	*Page 44*

Goal 7
Ensure access to affordable, reliable, sustainable and modern energy for all

Greening Of: Promoting the Decarbonization of the Grid	*Page 25*
Greening By: Customer Impact and Engagement	*Page 35*
Greening With: Partnerships and Collaborations	*Page 45*

UN Sustainable Development Goals

Emerson's Initiatives

Goal 8
Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Goal 9
Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Goal 10
Reduce inequality within and among countries

Goal 12
Ensure sustainable consumption and production patterns

UN Sustainable Development Goals

Emerson's Initiatives

Goal 13
Take urgent action to combat climate change and its impacts

Greening Of: Climate and Energy	*Page 19*
Greening Of: Circularity	*Page 28*
Greening By: Customer Impact and Engagement	*Page 35*
Greening With: Partnerships and Collaborations	*Page 45*
Engaging Emerson's Suppliers to Join Our Journey	*Page 74*

Goal 16
Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Human and Labor Rights	*Page 58*
External Engagements	*Page 63*
Ethics and Compliance	*Page 67*

Goal 17
Strengthen the means of implementation and revitalize the global partnership for sustainable development

Human and Labor Rights	*Page 58*
External Engagements	*Page 63*
Ethics and Compliance	*Page 67*

GRI Index

The following information references selected Global Reporting initiatives (GRI) Standards, a widely used reporting framework on a variety of important topics. The GRI framework provides a structure for organizations like Emerson to communicate the environmental, social and economic impacts of our business. For more information about GRI, please visit *GlobalReporting.org*

Disclosure	GRI Standards Disclosure Title	Location/Response	Related UN SDGs
General Disclosures			
2-1	Organization details	Emerson Electric Co., 8027 Forsyth Boulevard, St. Louis, MO 63105, USA	
2-1	Location of operations	Emerson.com: Contact Us Emerson 2024 Form 10-K: Item 2 – Properties	
2-1	Ownership and legal form	Emerson.com: Corporate Governance (Articles of Incorporation) Emerson 2024 Form 10-K: Subsidiaries of Emerson Electric Co., September 30, 2024	
2-1	Scale of the organization	Emerson 2024 Form 10-K: Item 1 – Business; Item 2 – Properties; Results of Operations Emerson 2024 Sustainability Report: Company Profile, p.8	
2-2	Entities included in the organization's sustainability reporting	Emerson 2024 Sustainability Report: About This Report, p.3	
2-3	Reporting period, frequency and contact point	Emerson 2024 Sustainability Report: About This Report, p.3	
2-4	Restatements of information	Emerson 2024 Sustainability Report: Climate and Energy, p.19; 2024 Sustainability Data, p.100	
2-5	External assurance	Emerson 2024 Sustainability Report: GHG Emissions-At-A-Glance, p.20; Independent Limited Assurance Statement, p.111	
2-6	Activities, value chain and other business relationships	Emerson 2024 Form 10-K: Item 1 – Business Emerson 2024 Sustainability Report: Engaging Emerson's Suppliers to Join Our Journey, p.74	

GRI Index (continued)

Disclosure	GRI Standards Disclosure Title	Location/Response	Related UN SDGs
2-7	Information on employees	Partially reported: Emerson 2024 Sustainability Report: Company Profile, p.8, Emerson's Workforce At-A-Glance, p.53 Emerson 2024 Form 10-K; Item 1 – Business	8 DECENT WORK AND ECONOMIC GROWTH / 10 REDUCED INEQUALITIES
2-9	Governance structure	Emerson 2025 Annual Meeting Proxy Statement: Board and Corporate Governance, p.14 Emerson 2024 Sustainability Report: Corporate Governance, p.66 Emerson.com: Corporate Governance (Principles and Practices)	16 PEACE, JUSTICE AND STRONG INSTITUTIONS
2-9	Executive-level responsibility for economic, environmental and social topics	Emerson 2024 Sustainability Report: Environmental Sustainability Leadership Founded on Strong Governance and Transparency, p.17	13 CLIMATE ACTION
2-9	Consulting stakeholders on economic, environmental and social topics	Emerson 2025 Annual Meeting Proxy Statement: Our Board of Directors, p.3; Board and Corporate Governance, p.1 Emerson 2024 Sustainability Report: Environmental Sustainability Leadership Founded on Strong Governance and Transparency, p.17	16 PEACE, JUSTICE AND STRONG INSTITUTIONS
2-9	Composition of the highest governance body and its committees	Emerson.com: Corporate Governance Emerson 2025 Annual Meeting Proxy Statement: Our Board of Directors, p.3; Board and Committee Operations, p.14-28 (Board Composition)	5 GENDER EQUALITY / 16 PEACE, JUSTICE AND STRONG INSTITUTIONS
2-10	Nominating and selecting the highest governance body	Emerson.com: Corporate Governance (Principles and Practices) Emerson 2025 Annual Meeting Proxy Statement: Board and Corporate Governance, p.23 (Nomination Process)	5 GENDER EQUALITY / 16 PEACE, JUSTICE AND STRONG INSTITUTIONS
2-11	Chair of the highest governance body	Emerson.com: Corporate Governance (Principles and Practices)	16 PEACE, JUSTICE AND STRONG INSTITUTIONS

GRI Index (continued)

Disclosure	GRI Standards Disclosure Title	Location/Response	Related UN SDGs
2-12	Role of highest governance body in setting purpose, values and strategy	Emerson.com: Corporate Governance (Principles and Practices) Emerson.com: Corporate Governance and Nominating Committee Charter Emerson 2025 Annual Meeting Proxy Statement: Board and Corporate Governance (Board Role in Sustainability and Human Capital Management), p.14	16 PEACE, JUSTICE AND STRONG INSTITUTIONS
2-13	Delegation of responsibility for managing impacts	Emerson 2025 Annual Meeting Proxy Statement: Board and Corporate Governance (Board Role in Sustainability and Human Capital Management), p.14 Emerson 2024 Sustainability Report: Our Approach to Environmental Sustainability and a Net Zero Future, p.16 Emerson.com: Corporate Governance (Principles and Practices – Board Oversight of Management) Emerson.com: Corporate Governance and Nominating Committee Charter	16 PEACE, JUSTICE AND STRONG INSTITUTIONS
2-14	Role of the highest governance body in sustainability reporting	Emerson 2024 Sustainability Report: Corporate Governance, p.66	16 PEACE, JUSTICE AND STRONG INSTITUTIONS
2-15	Conflicts of Interest	Emerson 2025 Annual Meeting Proxy Statement: Board and Corporate Governance, p.20–21 (Review, Approval or Ratification of Transactions with Related Persons; Director Independence) Emerson 2024 Sustainability Report: Ethics and Compliance (Conflict of Interest Evaluation and Reporting), p.67	16 PEACE, JUSTICE AND STRONG INSTITUTIONS
2-17	Collective knowledge of highest governance body	Emerson's Senior Vice President, Secretary and Chief Legal Officer briefs the Corporate Governance and Nominating Committee on corporate responsibility topics on at least an annual basis.	16 PEACE, JUSTICE AND STRONG INSTITUTIONS
2-18	Evaluating the highest governance body's performance	Emerson 2025 Annual Meeting Proxy Statement: Board and Corporate Governance (Board, Committee and Individual Director Evaluations), p.23	16 PEACE, JUSTICE AND STRONG INSTITUTIONS

GRI Index (continued)

Disclosure	GRI Standards Disclosure Title	Location/Response	Related UN SDGs
2-19	Remuneration policies	Emerson 2025 Annual Meeting Proxy Statement: Executive Compensation, p.30-49	8 DECENT WORK AND ECONOMIC GROWTH
2-20	Process for determining remuneration	Emerson 2025 Annual Meeting Proxy Statement: Proxy Item No. 2 Advisory Vote on Executive Compensation, p.29, Executive Compensation, p.30-49	8 DECENT WORK AND ECONOMIC GROWTH
2-21	Annual total compensation ratio	Emerson 2025 Annual Meeting Proxy Statement: Pay Ratio Disclosure, p.63	16 PEACE, JUSTICE AND STRONG INSTITUTIONS
2-22	Statement on sustainable development strategy	Emerson.com: Corporate Governance and Nominating Committee Charter Emerson 2024 Sustainability Report: What We Do (Our Purpose), p.9; Emerson's Environmental Sustainability Goals, p.18; Climate Scenarios Guide Our Long-Term Business and Risk Management Strategies, p.27; Emerson's Culture Strategy, p.52 Emerson 2025 Annual Meeting Proxy Statement: Board and Corporate Governance (Board Role in Sustainability and Human Capital Management), p.14 Emerson 2024 Form 10-K: Item 1A – Risk Factors Emerson 2024 Annual Report, p.5-6	5 GENDER EQUALITY 7 AFFORDABLE AND CLEAN ENERGY 8 DECENT WORK AND ECONOMIC GROWTH 10 REDUCED INEQUALITIES 12 RESPONSIBLE CONSUMPTION AND PRODUCTION 13 CLIMATE ACTION
2-23 2-24	Policy commitments Embedding policy commitments	Emerson 2024 Sustainability Report: Sustainability Policies Overview p.13; Environmental Sustainability Leadership Founded on Strong Governance and Transparency p.17; Ethics and Compliance, p.67; Corporate Governance, p.66; Responsible Sourcing, p.72	
2-25 2-26	Processes to remediate negative impacts	Emerson 2025 Annual Meeting Proxy Statement: Communications with the Company and Obtaining Emerson Documents, p.84 Emerson 2024 Sustainability Report: Ethics and Compliance (Ethics Hotline and Reporting Process), p.67	16 PEACE, JUSTICE AND STRONG INSTITUTIONS

GRI Index (continued)

Disclosure	GRI Standards Disclosure Title	Location/Response	Related UN SDGs
2-28	Membership of associations	Emerson.com: Corporate Governance (Trade Associations & Lobbying) Emerson 2024 Sustainability Report: Greening With Emerson: Partnerships & Collaborations, p.45	17 PARTNERSHIPS FOR THE GOALS
2-29	Approach to stakeholder engagement	Emerson solicits and uses feedback from employees, customers, investors and analysts, community leaders, suppliers, regulator and non-governmental organizations to understand concerns and impacts of our operations on the environment, the economy and local communities. Emerson 2025 Annual Meeting Proxy Statement: Our Board of Directors, p.3; Board and Corporate Governance, p.14 Emerson 2024 Sustainability Report: Greening With Emerson: Partnerships & Collaborations, p.45; Learning and Development, p.56; External Engagements, p.63; Responsible Sourcing, p.72	17 PARTNERSHIPS FOR THE GOALS
2-30	Collective bargaining agreement	Emerson 2024 Sustainability Report: Human and Labor Rights, p.58	8 DECENT WORK AND ECONOMIC GROWTH

Economic			
201-1	Direct economic value generated and distributed	Emerson 2024 Form 10-K: Results of Operations	8 DECENT WORK AND ECONOMIC GROWTH
201-2	Financial implications and other risks and opportunities due to climate change	Emerson 2024 Form 10-K: Item 1A - Risk Factors, p.6 Emerson 2024 CDP Response Emerson 2024 Sustainability Report: Climate Scenarios Guide Our Long-Term Business and Risk Management Strategies, p.27	13 CLIMATE ACTION
201-3	Defined benefit plan obligations and other retirement plans	Emerson 2024 Form 10-K: Notes to Consolidated Financial Statements; Retirement Plans	

GRI Index (continued)

Disclosure	GRI Standards Disclosure Title	Location/Response	Related UN SDGs
203-1	Infrastructure investments and services supported	Emerson 2024 Sustainability Report: Learning and Development, p.56; External Engagement, p.63	
203-2	Significant indirect economic impacts	Emerson 2024 Sustainability Report: Learning and Development, p.56; External Engagement, p.63	
204-1	Proportion of spending	Emerson 2024 Form 10-K: Subsidiaries of Emerson Electric Co., September 30, 2024 p.37	
205-2	Communication and training about anti-corruption policies and procedures	Partially reported: Emerson 2024 Sustainability Report: Ethics and Compliance (Anti-Corruption Controls), p.67	
205-3	Confirmed incidents of corruption and actions taken	During the reporting period, Emerson did not experience any incidents of corruption that rose to the level of materiality that would have required disclosure in our periodic reports filed with the SEC.	
206-1	Legal actions for anti-competitve behavior, anti-trust and monopoly practices	During the reporting period, Emerson was not identified as a participant in any legal actions alleging anticompetitive behavior or violations of anti-trust and monopoly legislation that rose to the level of materiality that would have required disclosure in our periodic reports filed with the SEC.	
207-1	Approach to tax	Emerson Statement of Tax Principles	
207-2	Tax governance, control and risk management	Emerson Statement of Tax Principles	
207-3	Stakeholder engagement and management of concerns related to tax	Emerson Statement of Tax Principles	

GRI Index (continued)

Disclosure	GRI Standards Disclosure Title	Location/Response	Related UN SDGs
Environment			
301-1	Materials used by weight or volume	Partially reported: Emerson 2024 Sustainability Report: Climate and Energy (Developing More Sustainable Product and Packaging Designs), p.26	
302-1	Energy consumption within the organization	Emerson 2024 Sustainability Report: Net Zero Operations Update, p.19; Sustainability Data, p.100 Emerson 2024 CDP Response	
302-3	Energy intensity	Emerson 2024 Sustainability Report: 2024 Sustainability Data, p.100	
302-4	Reduction in energy consumption	Partially reported: Emerson 2024 Sustainability Report: Net Zero Operations Update, p.19; 2024 Sustainability Data, p.100 Emerson 2024 CDP Response	
303-1	Interactions with water as a shared resource	Partially Reported: Emerson 2024 CDP Response	
303-3	Water withdrawal	Emerson 2024 CDP Response	
303-5	Water consumption	Partially reported: Emerson 2024 Sustainability Report: Water Management and Biodiversity p.31	
305-1	Direct (Scope 1) GHG emissions	Emerson 2024 Sustainability Report: Net Zero Operations Update, p.19; 2024 Sustainability Data, p.100	

GRI Index (continued)

Disclosure	GRI Standards Disclosure Title	Location/Response	Related UN SDGs
305-2	Energy indirect (Scope 2) GHG emissions	Emerson 2024 Sustainability Report: Net Zero Operations Update, p.19; 2024 Sustainability Data, p.100	
305-3	Other indirect (Scope 3) GHG emissions	Emerson 2024 Sustainability Report: Net Zero Value Chain Progress, p.24	
305-4	GHG emissions intensity	Emerson 2024 Sustainability Report: Net Zero Operations Update, p.19; Net Zero Value Chain Progress, p.24; 2024 Sustainability Data, p.100	
305-5	Reduction of GHG emissions	Emerson 2024 Sustainability Report: Net Zero Operations Update, p.19; Net Zero Value Chain Progress, p.24; 2024 Sustainability Data, p.100	
306-2	Management of significant waste related impacts	Emerson 2024 Sustainability Report: Zero Waste to Landfill, p.28	
306-3	Total waste generated hazardous and non-hazardous	Emerson 2024 Sustainability Report: Zero Waste to Landfill, p.28; 2024 Sustainability Data, p.100	

GRI Index (continued)

Disclosure	GRI Standards Disclosure Title	Location/Response	Related UN SDGs
306-4	Waste diverted from Disposal	Emerson 2024 Sustainability Report: Zero Waste to Landfill, p.28; 2024 Sustainability Data, p.100	12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 13 CLIMATE ACTION
306-5	Waste diverted to Disposal	Emerson 2024 Sustainability Report: Zero Waste to Landfill, p.28; 2024 Sustainability Data, p.100	12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 13 CLIMATE ACTION
307-1	Noncompliance with environmental laws and regulations	Emerson 2024 Sustainability Report: Operational Environmental Management (Environmental Compliance) p.31; Product Environmental Stewardship, p.30 During 2024, our facilities underwent inspections or reported incidents to environmental regulators 23 times worldwide. In that same year, Emerson incurred fines totaling less than $5,000.	16 PEACE, JUSTICE AND STRONG INSTITUTIONS
308-1	New suppliers that were screened using environmental criteria	Partially reported: Emerson 2024 Sustainability Report: Engaging Emerson's Suppliers to Join Our Journey, p.74	13 CLIMATE ACTION

Social			
403-1	Occupational health and safety management system	Partially reported: Emerson 2024 Sustainability Report: Health and Safety, p.60	3 GOOD HEALTH AND WELL-BEING; 8 DECENT WORK AND ECONOMIC GROWTH
403-2	Hazard identification, risk assessment and incident investigation	Emerson 2024 Sustainability Report: Health and Safety, Risk Management, p.60	3 GOOD HEALTH AND WELL-BEING; 8 DECENT WORK AND ECONOMIC GROWTH
403-3	Occupational health services	Partially reported: Emerson 2024 Sustainability Report: Health and Safety, p.60	3 GOOD HEALTH AND WELL-BEING; 8 DECENT WORK AND ECONOMIC GROWTH

GRI Index (continued)

Disclosure	GRI Standards Disclosure Title	Location/Response	Related UN SDGs
403-4	Worker participation, consultation, and communication on occupational health and safety	Partially reported: Emerson 2024 Sustainability Report: Health and Safety, Risk Management, p.60	3 GOOD HEALTH AND WELL-BEING / 8 DECENT WORK AND ECONOMIC GROWTH
403-5	Worker training on occupational health and safety	Partially reported: Emerson 2024 Sustainability Report: Health and Safety, Safety Training and Development, p.62	3 GOOD HEALTH AND WELL-BEING / 8 DECENT WORK AND ECONOMIC GROWTH
403-6	Promotion of worker health	Emerson 2024 Sustainability Report: Human and Labor Rights, p.58; Health and Safety, p.60	3 GOOD HEALTH AND WELL-BEING / 8 DECENT WORK AND ECONOMIC GROWTH
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Partially reported: Emerson 2024 Sustainability Report: Health and Safety, p.60	3 GOOD HEALTH AND WELL-BEING / 8 DECENT WORK AND ECONOMIC GROWTH
403-8	Workers covered by an occupational health and safety management system	Partially reported: Emerson 2024 Sustainability Report: Health and Safety, p.60	3 GOOD HEALTH AND WELL-BEING / 8 DECENT WORK AND ECONOMIC GROWTH
403-9	Work-related injuries	Emerson 2024 Sustainability Report: Health and Safety, p.60	3 GOOD HEALTH AND WELL-BEING / 8 DECENT WORK AND ECONOMIC GROWTH
404-1	Average hours of training per year per employee	Partially reported: Emerson 2024 Sustainability Report: Greening Of: Fostering a Culture of Sustainability p.33; Greening With: Collaborating with Leading Research and Educational Institutions, p.48; Training and Skills Development, p. 57	4 QUALITY EDUCATION / 8 DECENT WORK AND ECONOMIC GROWTH
404-2	Programs for upgrading employee skills and transition assistance programs	Emerson.com: (Learning & Development) Emerson 2024 Sustainability Report: Learning and Development, p.56	8 DECENT WORK AND ECONOMIC GROWTH

GRI Index (continued)

Disclosure	GRI Standards Disclosure Title	Location/Response	Related UN SDGs
404-3	Percentage of employees receiving regular performance and career development reviews	Emerson.com: Learning & Development Emerson 2024 Sustainability Report: Learning and Development, p.56	5 GENDER EQUALITY / 8 DECENT WORK AND ECONOMIC GROWTH / 10 REDUCED INEQUALITIES
405-1	Diversity of governance bodies and employees	Emerson 2024 Sustainability Report: Emerson's Culture Strategy (Workforce At-A-Glance), p.52; Fiscal Year 2024 Sustainability Data, p.100 Emerson 2024 Annual Meeting Proxy Statement: Board and Corporate Governance p.14	5 GENDER EQUALITY / 8 DECENT WORK AND ECONOMIC GROWTH
407-1	Operations and suppliers in which the right to freedom 408-1of association and collective bargaining may be at risk	Emerson 2024 Sustainability Report: Human and Labor Rights, p.58	8 DECENT WORK AND ECONOMIC GROWTH
408-1	Operations and suppliers incidents of child labor	Partially reported: Emerson 2024 Sustainability Report: Human and Labor Rights p.58; Responsible Sourcing, p.72	8 DECENT WORK AND ECONOMIC GROWTH / 16 PEACE, JUSTICE AND STRONG INSTITUTIONS
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Partially reported: Emerson 2024 Sustainability Report: Human and Labor Rights p.58; Responsible Sourcing, p.72	8 DECENT WORK AND ECONOMIC GROWTH
412-2	Employee training on human rights policies and procedures	Emerson 2024 Sustainability Report: Ethics and Compliance (Annual Ethics Training), p.67	8 DECENT WORK AND ECONOMIC GROWTH / 10 REDUCED INEQUALITIES
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Emerson 2024 Sustainability Report: Responsible Sourcing, p.72	8 DECENT WORK AND ECONOMIC GROWTH
413-1	Operations with local community engagement, impact assessments and development programs	Partially reported: Emerson 2024 Sustainability Report: Responsible Sourcing, p.72	5 GENDER EQUALITY / 8 DECENT WORK AND ECONOMIC GROWTH / 10 REDUCED INEQUALITIES / 16 PEACE, JUSTICE AND STRONG INSTITUTIONS

GRI Index (continued)

Disclosure	GRI Standards Disclosure Title	Location/Response	Related UN SDGs
414-1	New suppliers that were screened using social criteria	Partially reported: Emerson 2024 Sustainability Report: Engaging Emerson's Suppliers to Join Our Journey, p.74	5 GENDER EQUALITY; 8 DECENT WORK AND ECONOMIC GROWTH; 10 REDUCED INEQUALITIES; 16 PEACE, JUSTICE AND STRONG INSTITUTIONS
415-1	Political contributions	Emerson.com: Trade Associations & Lobbying	16 PEACE, JUSTICE AND STRONG INSTITUTIONS
416-2	Incidents of noncompliance concerning the health and safety impacts of products and services	During the reporting period, Emerson identified no new incidents of noncompliance with regulations and/or voluntary codes concerning the health and safety impacts of Emerson products and services that rose to the level of materiality that would have required disclosure in our periodic reports filed with the SEC.	16 PEACE, JUSTICE AND STRONG INSTITUTIONS
417-2	Incidents of noncompliance concerning product and service information and labeling	During the reporting period, Emerson identified no new incidents of noncompliance with regulations and/or voluntary codes concerning product and service information and labeling that rose to the level of materiality that would have required disclosure in our periodic reports filed with the SEC.	16 PEACE, JUSTICE AND STRONG INSTITUTIONS
418-1	Noncompliance with laws and regulations in the social and economic area	During the reporting period, Emerson identified no noncompliance with laws and/or regulations in the social and economic area that rose to the level of materiality that would have required disclosure in our periodic reports filed with the SEC.	16 PEACE, JUSTICE AND STRONG INSTITUTIONS

SASB Index

The following disclosure is aligned to the Sustainability Accounting Standards Board (SASB) framework for the sector denoted as "Resource Transformation – Electrical and Electric Equipment (EE)." However, the activity of our company does not fit squarely within one single industry. We have therefore included metrics aligned to other industry sectors we believe would be of interest to our stakeholders. Emerson will continue to evaluate the disclosure of additional topics as these emerge, considering relevance, availability of high-quality data and competitive sensitivities.

Disclosure Topic	Metric	SASB Code	Units	Emerson Metric/Disclosure Location
Greenhouse Gas Emissions	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	RT-CH-110a.1	Metric tons (t) CO_2e, Percentage (%)	Emerson 2024 Sustainability Report: Net Zero Operations Update, p.19: 64,976 MT CO_2e
	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets and analysis of performance against targets	RT-CH-110a.2	N/A	Emerson 2024 Sustainability Report: Emerson's Environmental Sustainability Goals, p.18; Net Zero Operations Update, p.19 Emerson 2024 CDP Report
Energy Management	(1) Total energy consumed (2) Percentage grid electricity (3) Percentage renewable	RT-EE-130a.1 RT-IG-130a.1	Gigajoules (GJ) Percentage (%)	Fiscal Year 2024 Sustainability Data, p.100 (1) 2,156,796 GJ (599,111 MWh) electricity used (2) 43% grid electricity (3) 57% renewable
Waste & Hazardous Materials Management	Amount of hazardous waste generated	RT-EE-150a.1	Metric tons (t)	Emerson 2024 Sustainability Report: Zero Waste to Landfill, p.28 Total Hazardous Waste 3 kilotons
Water Management	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with high or extremely high baseline water stress	RT-CH-140a.1	Thousand cubic meters (m^3), Percentage (%)	Emerson 2024 CDP Report 1,659 megaliters withdrawn
	Number of incidents of non-compliance associated with water quality permits, standards and regulations	RT-CH-140a.2	Number	Emerson 2024 CDP Report. We have been subject to surcharges on water invoices but these are not fines or notices of violation or enforcement orders.
	Description of water management risks and discussion of strategies and practices to mitigate those risks	RT-CH-140a.3	N/A	Emerson 2024 CDP Report

SASB Index (continued)

Disclosure Topic	Metric	SASB Code	Units	Emerson Metric/Disclosure Location
Product Design & Lifecycle Management	Revenue from renewable energy-related and energy efficiency-related products	RT-EE-410a.3	Reporting currency	Emerson 2024 Sustainability Report: What We Do, p.9
Materials Sourcing & Efficiency	Description of the management of risks associated with the use of critical materials	RT-EE-440a.1	N/A	Emerson 2024 Sustainability Report: Conflict Minerals Statement, p.74, Responsible Sourcing, p.72
Employee Health & Safety	(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR)	RT-IG-320a.1	Rate	Emerson 2024 Sustainability Report: Health and Safety, p.60: 0.30 total recordable rate of injuries
Business Ethics	Description of policies and practices for prevention of: (1) corruption and bribery; (2) anti-competitive behavior	RT-EE-510a.1	N/A	Emerson 2024 Sustainability Report: Anti-Corruption Controls, p.69 Emerson Employee Code of Conduct: Giving Gifts or Other Things of Value and Bribery, p.9; Antitrust or Anti-competition, p.14; Emerson Business Ethics Emerson Supplier Code of Conduct
	Total amount of monetary losses as a result of legal proceedings associated with bribery or corruption	RT-EE-510a.2	Reporting currency	SEC Filings: Information on legal proceedings is disclosed in our Annual Report on Form 10-K and in our Quarterly Reports on Form 10-Q
	SEC Filings: Information on legal proceedings is disclosed in our Annual Report on Form 10-K and in our Quarterly Reports on Form 10-Q	RT-EE-510a.3	Reporting currency	SEC Filings: Information on legal proceedings is disclosed in our Annual Report on Form 10-K and in our Quarterly Reports on Form 10-Q
Activity Metrics	Number of employees	RT-EE-000-B	Number	Emerson 2024 Sustainability Report: About This Report, p.3; Reporting, p.74 73,000 employees

TCFD Index

The table to the right is a disclosure of Emerson's publicly available climate-related information using the framework developed by the Task Force on Climate-Related Financial Disclosures (TCFD). It contains our responses to each of TCFD's recommendations, as well as the location of these disclosures.

SUMMARY RESPONSE	RECOMMENDED DISCLOSURE	DISCLOSURE LOCATION
Governance Disclose the company's governance around climate-related risks and opportunities.		
The Board has responsibility for oversight of the Company's risk management process. The Board administers its risk oversight both through active review and discussion by the full Board and by delegating certain oversight responsibilities to one of its committees for further consideration and evaluation of specific risks. Each committee reports to the full Board with respect to the committee's risk oversight activities on a regular basis. The Board and/or its appropriate committee receives updates from management to enhance its understanding and oversight of the Company's risk management processes. This process is designed to provide to the Board timely visibility into the identification, assessment and management of critical risks. The areas of critical risk include strategic, macroeconomic and operational risks. The formal annual enterprise risk assessment process includes surveys and/or interviews of all business and corporate leaders, as well as the members of the Office of the Chief Executive. For significant risks identified, a mitigation plan is established that includes the person responsible for implementation of the plan and the timeline for completion. In 2023, the Board restructured its committees by dissolving its Finance Committee, creating a new Technology and Environmental Sustainability Committee, and redistributing the responsibilities of the Finance Committee among the remaining Committees and to the full Board. The Board created the Technology and Environmental Sustainability Committee to further enhance its oversight of issues such as product cybersecurity, technology, innovation, and the Company's environmental sustainability policies and programs. The Governance and Nominating Committee is responsible for assisting the Board in the oversight of the Company's sustainability strategy, engaging with shareholders on inquiries related to sustainability, and establishing principles and policies for sustainability which includes, among other things, the matters covered in the Company's sustainability report. Our Audit Committee provides oversight of the integrity of our environmental sustainability data in the Company's disclosures, reviews a summary of the Company's environmental activities and a summary of anticipated environmental audits and expenditures each year. Our Compensation Committee provides oversight of alignment of management compensation with the Company's environmental sustainability and human capital management objectives. Our CEO and Chief Sustainability Officer engage directly with the Board to report progress toward greenhouse gas goals and coordinate with the Board on the development of our net zero ambitions. The Chief Sustainability Officer attends all Board meetings and formally presents to the Board on Emerson's environmental sustainability strategy and key initiatives twice a year.	Describe the Board's oversight of climate-related risks and opportunities.	Emerson 2024 CDP Report, Governance, section C4 Emerson 2025 Annual Meeting Proxy Statement: Board and Corporate Governance p.14 Emerson 2024 Sustainability Report: Environmental Sustainability Leadership Founded on Strong Governance and Transparency, p.17
	Describe management's role in assessing and managing climate-related risks and opportunities.	Emerson 2024 CDP Report, Governance, section C4 Emerson 2024 Sustainability Report: Environmental Sustainability Leadership Founded on Strong Governance and Transparency, p.17

TCFD Index (continued)

SUMMARY RESPONSE	RECOMMENDED DISCLOSURE	DISCLOSURE LOCATION
Governance Disclose the company's governance around climate-related risks and opportunities.		
Emerson has established a strong governance structure to help ensure accountability and progress. Emerson's Senior Vice President and Chief Sustainability Officer leads the company's environmental sustainability strategy and oversees the Environmental Sustainability Steering Committee, which meets bi-annually to evaluate the Company's sustainability strategy. Under the CSO's leadership, Emerson's Environmental Sustainability Steering Committee is active in coordinating environmental sustainability-related activities and initiatives across the company's global value chain. This committee connects the priorities of our Board, leadership team and colleagues around the world and includes representatives from all functional areas of the company. The aim is to widely integrate environmental sustainability into the company's business. The members of the Office of the Chief Executive, which include the most senior leaders of the company, bring the relevant experience essential to developing and executing our climate-related strategies. Our Enterprise Operations Group and Environmental Sustainability Group monitor performance against Emerson's net zero greenhouse gas emission goals. Each business unit measures and tracks its performance on a quarterly basis and reports it to corporate management.		

TCFD Index (continued)

SUMMARY RESPONSE	RECOMMENDED DISCLOSURE	DISCLOSURE LOCATION
Strategy Disclose the actual and potential impacts of climate-related risks and opportunities on the company's business, strategy and financial planning where such information is material.		
Emerson is committed to developing and maintaining sustainable, responsible practices and offerings in its global operations to create value for customers and shareholders. In 2022, Emerson performed a climate scenario analysis to identify the climate-related risks and opportunities that are most material to Emerson's business. The analysis considered two types of risks and opportunities: those related to the transition to a lower-carbon economy and those related to the physical impacts of climate change. Emerson followed the TCFD recommendations and assessed a range of future climate-related scenarios, including a scenario based on the 2015 Paris Agreement objective of limiting global average temperature rise to below 2 degrees Celsius. For the analysis on transition risks and opportunities two emissions pathways were included. For the low emissions pathway, Emerson used the IEA's Sustainable Development Scenario for transition impacts in a well-below 2 degrees future, which is the most optimistic temperature scenario. For the high emissions pathway, the IEA Stated Policies Scenario was used for transition impacts, which is the scenario with the highest temperature increase. In 2024, the physical risk analysis was updated to assess physical risks to our business operations over a range of time horizons and future climate-related scenarios. For more information, please refer to page 97. Based on this risk and opportunity assessment, Emerson has identified the most material risks and opportunities and, where feasible, quantified potential impacts through the use of long-term analysis across a low and a high emissions scenario. As we move forward, we anticipate regularly revising our climate scenario analysis and refining our assessment methodology. Given the iterative nature of the climate scenario analysis process, we expect improvements in best-practice approaches, models and data quality over time. We take into account these assessments in the development of our strategic planning, M&A activities, product design strategy and enterprise risk management frameworks as we advance our net zero commitments. The goal is to strengthen our market position, business opportunities, and resilience and adaption to climate change.	Describe the climate-related risks and opportunities the company has identified over the short, medium and long term,	Emerson 2024 CDP Report, Identification, assessment, and management of dependencies, impacts, risks, and opportunities, section C2
	Describe the impact of climate-related risks and opportunities on the company's business, strategy and financial planning.	Emerson 2024 CDP Report, Identification, assessment, and management of dependencies, impacts, risks, and opportunities, section C2, Disclosure of risks and opportunities, section C3
	Describe the resilience of the company's strategy, taking into consideration different climate-related scenarios, including a 2 degrees Celsius or lower temperature rise scenario.	Emerson 2024 CDP Report, Business Strategy, section C5 Emerson 2024 Sustainability Report: Climate Scenarios Guide Our Long-Term Business and Risk Management Strategies, p. 27

TCFD Index (continued)

SUMMARY RESPONSE	RECOMMENDED DISCLOSURE	DISCLOSURE LOCATION
Risk Management Disclose how the company identifies, assesses and manages climate-related risks.		
Emerson identifies climate-related risks as those with the potential for substantive financial or strategic impact to our business, operations, revenue or expenditures that would impact our ability to successfully deliver products to our customers. Emerson considers various climate-related risks as part of an integrated multidisciplinary, company-wide risk management process. The Audit Committee supports the Board in risk management. In addition, business operations include regular monitoring, mitigation and control. Each year, there is a review of the company's climate-related activities, audits and expenditures. In 2022, Emerson undertook a climate risk and opportunity assessment to identify those risks and opportunities, as identified by the TCFD, that are most material to Emerson's business. For each TCFD risk and opportunity, Emerson identified one (or more) Emerson-specific inherent risk(s)/opportunity(ies) and associated impact(s) across each of the company's business units. The analysis considered two types of risks and opportunities: those related to the transition to a lower carbon economy and those related to the physical impacts of climate change. We categorized these risks in alignment with our internal Enterprise Risk Management Framework and identified the time horizon in which the most material impact of the risk would manifest. Based on this risk and opportunity assessment, Emerson identified the most material risks and opportunities and, where feasible, quantified potential impacts through the use of long-term analysis across a low and a high emissions scenario.	Describe the company's processes for identifying and assessing climate-related risks.	Emerson 2024 CDP Report, identification, assessment, and management of dependencies, impacts, risks, and opportunities, section C2 Emerson 2024 Sustainability Report: Climate Scenarios Guide Our Long-Term Business and Risk Management Strategies, p. 27
	Describe the company's processes for managing climate-related risks.	Emerson 2024 CDP Report, identification, assessment, and management of dependencies, impacts, risks, and opportunities, section C2.
	Describe how processes for identifying, assessing and managing climate related risks are integrated into the company's overall risk management.	Emerson 2024 CDP Report, identification, assessment, and management of dependencies, impacts, risks, and opportunities, section C2.

REPORTING

TCFD Index (continued)

SUMMARY RESPONSE	RECOMMENDED DISCLOSURE	DISCLOSURE LOCATION
Metrics and Targets Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.		
Emerson recognizes that a net zero ambition for our own company is an important step forward as we build a more sustainable business and contribute to a more sustainable world. To drive goals that are robust and that consider developments in climate science, we have aligned a set of goals with the net zero standard of the Science Based Targets initiative (SBTi), the world's leading organization in driving the adoption of science-based goals. Emerson has established a goal to reach net zero greenhouse gas emissions across Scopes 1, 2 and 3 by 2045 compared to a 2021 base year. A robust net zero design targets the absolute reduction of GHG emissions by at least 90% and allows for high-quality carbon neutralization in other parts of the ecosystem for any residual emissions that cannot otherwise be abated. In the near term, we aim to reach net zero across our operations for Scope 1 and 2 GHG emissions by 2030, following the same net zero standard. In 2022, the SBTi approved our near-term 2030 emissions goals. In 2023, Emerson's long-term net zero targets were also approved by the SBTi as consistent with levels required to meet the goals of the Paris Agreement. For our 2030 Net Zero Operations objective, we are also targeting 100% renewable electricity coverage from contracted electricity sources and on-site generation assets. As evidence of our continued commitment to energy efficiency, we are expanding our initial goal and updating to a more ambitious base year, challenging our global operations to reduce their energy intensity 35% by 2030, compared to 2021 levels We implemented an internal carbon price to place a monetary value on carbon emissions and evaluate capital investments in light of both financial and environmental impacts. The internal carbon value allows us to prioritize opportunities that generate the highest emission reductions, in light of projected future decarbonization costs. Emerson has disclosed its Scope 1 and Scope 2 GHG emissions and marked a decrease in emissions intensity compared to the previous reporting year. Emerson has used protocols from the Greenhouse Gas Protocol and source documents from the U.S. Environmental Protection Agency to guide methodologies, emission factors and collection of data.	Disclose the metrics used by the company to assess climate-related risks and opportunities in line with its strategy and risk management process.	Emerson 2024 CDP Report, Business Strategy, section C5 Emerson 2024 Sustainability Report: Fiscal Year 2024 Sustainability Data, p.100
	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	Emerson 2024 CDP Report, Environmental performance – Climate Change section C7 Emerson 2024 Sustainability Report: Net Zero Operations Update, p.19; Fiscal Year 2024 Sustainability Data, p.100
	Describe the targets used by the company to manage climate-related risks and opportunities and performance against targets.	Emerson 2024 CDP Report, Environmental Performance – Climate Change section C7 Emerson 2024 Sustainability Report: Emerson's Environmental Sustainability Goals p.18, Net Zero Operations Update, p.19

2024 Sustainability Data

Reporting year: This table presents information focused primarily on data collected and activities that occurred during Emerson's fiscal 2024 (October 1, 2023 – September 30, 2024) and is reported based on 73,000 employees, except where indicated otherwise.

For additional details about organizational boundaries, data collection, assumptions and methodologies regarding 2024 GHG emissions and energy metrics, see *Emerson 2024 CDP Report*.

The sustainability metrics included in the table below can also be found in our accompanying sustainability metric (.xlsx) file, including sustainability metrics.

Planet Data

	GRI INDICATOR	METRIC	UNITS	2024		2023	2022	Base Year 2021
Scope 1 and Scope 2*	305-1 305-2 305-4 305-5	Scope 1 and 2 | **GHG emissions intensity**	mtCO$_2$e/Sales $M	**10.9**	▼	13.0	19.1	25.6
		Scope 1 and 2 | **GHG emissions intensity reduction from base year**	%	**(58%)**	▼	(49%)	(25%)	–
		Scope 1 and 2 | **GHG emissions total**	mtCO$_2$e	**189,926**	▼	219,169	295,104	367,961
		Scope 1 and 2 | **Regional GHG emissions breakdown NA**	mtCO$_2$e	**85,238**	▼	99,321	120,807	182,151
		Scope 1 and 2 | **Regional GHG emissions breakdown LATAM**	mtCO$_2$e	**6,924**	▼	7,816	37,027	38,553
		Scope 1 and 2 | **Regional GHG emissions breakdown EU**	mtCO$_2$e	**31,051**	▼	34,282	46,507	52,461
		Scope 1 and 2 | **Regional GHG emissions breakdown MEA**	mtCO$_2$e	**6,106**	▼	7,196	15,696	19,419
		Scope 1 and 2 | **Regional GHG emissions breakdown AP w/o China**	mtCO$_2$e	**35,662**	▼	39,745	44,566	44,914
		Scope 1 and 2 | **Regional GHG emissions breakdown China only**	mtCO$_2$e	**24,946**	▼	30,808	30,501	30,464
		Scope 1 and 2 | **GHG emissions absolute reduction from base year**	%	**(48%)**	▼	(40%)	(20%)	–

* ERM CVS has been engaged by Emerson to provided limited assurance for the 2024 GHG emissions dataset disclosed in this report. ERM CVS's full assurance statement, including opinion and basis of opinion, is available on *page 111*. For combined Scope 1 and 2 calculations, note Scope 2 market-based emissions were used to calculate totals.

2024 Sustainability Data (continued)

	GRI INDICATOR	METRIC	UNITS	2024	2023	2022	Base Year 2021
Scope 1 Emissions*	305-1	Scope 1 | **GHG emissions total**	mtCO$_2$e	**64,976** ▼	71,290	82,510	82,456
		Scope 1 | **GHG emissions by natural gas**	mtCO$_2$e	**32,251** ▼	34,476	42,085	45,223
		Scope 1 | **GHG emissions by propane**	mtCO$_2$e	**1,872** ▼	2,489	5,256	5,199
		Scope 1 | **GHG emissions by stationary diesel**	mtCO$_2$e	**504** ▲	358	510	517
		Scope 1 | **GHG emissions by residual fuel oil**	mtCO$_2$e	**16** ▼	107	208	123
		Scope 1 | **GHG emissions by kerosene**	mtCO$_2$e	**114** ▼	117	145	142
		Scope 1 | **GHG emissions from mobile sources**	mtCO$_2$e	**24,866** ▼	25,946	26,831	24,314
		Scope 1 | **GHG emissions from refrigerants**	mtCO$_2$e	**5,353** ▼	7,798	7,476	6,937
		Scope 1 | **GHG emissions from agricultural byproducts**	mtCO$_2$e	**–**	–	–	–
		Scope 1 | **GHG emissions absolute reduction from 2021 base year**	mtCO$_2$e	**(17,479)** ▼	(11,166)	54	–
		Scope 1 | **GHG emissions reduction percentage from base year**	%	**(21%)** ▼	(14%)	0%	–
		Scope 1 | **GHG emissions intensity reduction percentage 2021 base year**	%	**(35%)** ▼	(26%)	(7%)	–
Scope 2 Emissions	305-2 305-3	Scope 2 | **GHG emissions total (market-based)**	mtCO$_2$e	**124,950** ▼	147,879	212,594	285,506
		Scope 2 | **GHG emissions total (location-based)**	mtCO$_2$e	**239,420** ▼	252,256	267,155	290,263
		Scope 2 | **GHG emissions reduction by renewable energy / total avoided**	mtCO$_2$e	**(118,525)** ▼	(106,252)	(55,442)	(4,909)
		Scope 2 | **GHG emissions absolute reduction from base year (location-based)**	mtCO$_2$e	**(50,843)** ▼	(38,007)	(23,108)	–
		Scope 2 | **GHG emissions reduction percentage from base year (location-based)**	%	**(18%)** ▼	(13%)	(8%)	–
		Scope 2 | **GHG emissions intensity reduction from base year (location-based)**	%	**(32%)** ▼	(26%)	(14%)	–
		Scope 2 | **GHG emissions absolute reduction from base year (market-based)**	mtCO$_2$e	**(160,556)** ▼	(137,627)	(72,912)	–
		Scope 2 | **GHG emissions reduction percentage from base year (market-based)**	%	**(56%)** ▼	(48%)	(26%)	–
		Scope 2 | **GHG emissions intensity reduction from base year (market-based)**	%	**(64%)** ▼	(56%)	(31%)	–

2024 Sustainability Data (continued)

	GRI INDICATOR	METRIC	UNITS	2024		2023	2022	Base Year 2021
Energy	302-1 302-3	Total energy consumption	MWh	898,597	▼	921,325	1,023,966	1,048,105
		Energy intensity	MWh/Sales $M	51.4	▼	54.7	66.3	73.0
		Energy intensity reduction from base year	%	(30%)	▼	(25%)	(9%)	–
Stationary Energy by Source		Total stationary energy	MWh	189,259	▼	204,232	260,401	277,145
		Kerosene	MWh	444	▼	453	563	553
		Stationary diesel	MWh	2,008	▲	1,428	2,033	2,061
		Natural gas	MWh	177,944	▼	190,219	232,203	249,516
		Residual fuel oil	MWh	62	▼	414	807	479
		Agricultural byproducts	MWh	–		–	–	–
		Propane	MWh	8,800	▼	11,717	24,796	24,536
Mobile Energy by Source		Total mobile energy	MWh	101,309	▼	105,404	108,657	98,992
		Gasoline	MWh	56,385	▲	54,188	52,212	48,488
		Diesel	MWh	25,777	▼	32,652	40,615	38,057
		Other fuels (kerosene, LPG, LNG, ethanol)	MWh	19,147	▲	18,564	15,829	12,447
Indirect Energy by Source		Total Electricity use electricity use (purchased + onsite generation)	MWh	599,111	▼	602,554	645,581	662,817
		Purchased hot water	MWh	8,009	▼	8,352	8,435	8,230
		Purchased steam	MWh	910	▲	783	891	920

2024 Sustainability Data (continued)

	GRI INDICATOR	METRIC	UNITS	2024		2023	2022	Base Year 2021
Renewable Electricity		Total renewable electricity	MWh	**339,131**	▲	290,450	163,677	17,095
		Contracted renewable electricity	MWh	**329,230**	▲	285,686	161,755	16,680
		On-site renewable electricity generation	MWh	**9,901**	▲	4,764	1,922	415
		% renewable electricity	%	**57%**	▲	48%	25%	3%
		Number of locations with 100% renewable electricity	# of Sites	**78**	▲	73	45	9
		Number of locations with any renewable electricity	# of Sites	**117**	▲	95	61	16
		Renewable electricity coverage NORTH AMERICA	%	**56%**	▲	50%	41%	0%
		Renewable electricity coverage LATIN AMERICA	%	**95%**	▲	94%	0%	0%
		Renewable electricity coverage EUROPE	%	**61%**	▲	54%	30%	15%
		Renewable electricity coverage MIDDLE EAST & AFRICA	%	**0%**		0%	0%	0%
		Renewable electricity coverage ASIA PACIFIC	%	**30%**	▲	11%	3%	0%
Scope 3 Emissions**	305-3	Scope 3 | **GHG emissions total**	mtCO$_2$e	**6,190,270**	▼	7,316,520	7,524,350	7,137,980
		Scope 3 | **GHG absolute emissions reduction from base year**	mtCO$_2$e	**(1,118,300)**	▼	(200,830)	386,370	–
Upstream Scope 3 Emissions		Scope 3 | **GHG emissions total (upstream)**	mtCO$_2$e	**1,646,500**	▲	1,572,760	1,598,050	1,662,970
		Scope 3 | **GHG emissions purchased goods & services and capital goods (Category 1+2)**	mtCO$_2$e	**1,037,500**	▼	1,044,700	1,008,800	1,126,500
		Scope 3 | **GHG emissions upstream fuel & energy related activities (Category 3)**	mtCO$_2$e	**73,230**	▼	77,710	84,990	86,560
		Scope 3 | **GHG emissions upstream transportation & distribution (Category 4)**	mtCO$_2$e	**335,220**	▲	264,970	316,960	285,240
		Scope 3 | **GHG emissions waste in operations (Category 5)**	mtCO$_2$e	**19,480**	▼	21,600	21,910	19,930
		Scope 3 | **GHG emissions business travel (Category 6)**	mtCO$_2$e	**69,840**	▲	60,910	45,670	24,430
		Scope 3 | **GHG emissions employee commuting (Category 7)**	mtCO$_2$e	**111,230**	▲	102,870	119,720	120,310

** *In fiscal 2024, we revisited the methodology used to calculate Emerson's Scope 3 emissions. The fiscal 2021 values were adjusted to reflect the new methodology. As our data collection process continues to mature, the environmental data we report should continue to improve in accuracy and expand in breadth. Scope 3 emissions have been rounded up to reflect the inherent uncertainties associated with value chain data and calculations. More information on our Scope 3 emissions data collection and reporting process can be found on <u>page 40</u>. Scope 3 category 10 is negligible, categories 13 are 14 not applicable.*

2024 Sustainability Data (continued)

	GRI INDICATOR	METRIC	UNITS	2024		2023	2022	Base Year 2021
Downstream Scope 3 Emissions		Scope 3 | **GHG emissions total (downstream)**	mtCO$_2$e	**4,543,770**	▼	5,743,760	5,926,300	5,475,010
		Scope 3 | **GHG emissions downstream transportation & distribution (Category 9)**	mtCO$_2$e	**57,260**	▼	57,300	53,840	49,960
		Scope 3 | **GHG emissions use of sold products (Category 11)**	mtCO$_2$e	**4,413,000**	▼	5,614,500	5,808,100	5,389,800
		Scope 3 | **GHG emissions end-of-life treatment (Category 12)**	mtCO$_2$e	**22,140**	▼	23,520	24,240	22,360
		Scope 3 | **GHG emissions investments (Category 15)**	mtCO$_2$e	**51,370**	▲	48,440	40,120	12,890
Cradle to Gate Emissions (Including Scope 1, 2 and Scope 3 Categories 1, 3, 4 and 5) by Business		Discrete Automation emissions	mtCO$_2$e	**323,550**	▼	344,400		
		Intensity	*mtCO$_2$e/Sales $M*	*0.13*	–	*0.13*		
		Final Control Emissions	mtCO$_2$e	**489,650**	▼	514,000		
		Intensity	*mtCO$_2$e/Sales $M*	*0.12*	▼	*0.13*		
		Measurement & Analytical Emissions	mtCO$_2$e	**321,650**	▲	310,800		
		Intensity	*mtCO$_2$e/Sales $M*	*0.08*	▼	*0.09*		
		Control Systems & Software Emissions	mtCO$_2$e	**156,790**	▲	142,800		
		Intensity	*mtCO$_2$e/Sales $M*	*0.06*	▲	*0.05*		
		Test & Measurement Emissions	mtCO$_2$e	**83,780**				
		Intensity	*mtCO$_2$e/Sales $M*	*0.06*				
		Safety & Productivity Emissions	mtCO$_2$e	**208,210**	▼	247,400		
		Intensity	*mtCO$_2$e/Sales $M*	*0.15*	▼	*0.18*		
		Enterprise Emissions	mtCO$_2$e	**12,330**	▼	34,400		
Scope 1,2 and 3 Emissions		Scope 1, 2, and 3 | **GHG emissions absolute value total**	mtCO$_2$e	**6,380,196**	▼	7,535,689	7,819,454	7,505,941
		Scope 1, 2, and 3 | **GHG emissions absolute reduction from base year**	%	**(15%)**	▼	0%	4%	–

2024 Sustainability Data (continued)

* ERM CVS has been engaged by Emerson to provided limited assurance for the 2024 GHG emissions dataset disclosed in this report. ERM CVS's full assurance statement, including opinion and basis of opinion, is available on page 111. For combined Scope 1 and 2 calculations, note Scope 2 market-based emissions were used to calculate totals.

** In fiscal 2024, we revisited the methodology used to calculate Emerson's Scope 3 emissions. The fiscal 2021 values were adjusted to reflect the new methodology. As our data collection process continues to mature, the environmental data we report should continue to improve in accuracy and expand in breadth. Scope 3 emissions have been rounded up to reflect the inherent uncertainties associated with value chain data and calculations. More information on our Scope 3 emissions data collection and reporting process can be found on page 40. Scope 3 category 10 is negligible, categories 13 are 14 not applicable.

Scope 1 GHG emissions from refrigerants

• Emerson began tracking actual refrigerant recharge volumes for comfort and process cooling equipment in 2023. Reported volumes are used as a proxy for fugitive refrigerants and their respective emissions. Where historic data were not available, averages of reported data were used to estimate historic values.

Scope 1 GHG emissions from mobile sources

• Includes emissions from all fuel types shown in Mobile Energy by Source section.

Scope 2 emissions total (market-based)

• Market-based emissions includes impact of renewable energy purchases.
• Location-based emissions include grid electricity emission factor averages multiplied by the total purchased electricity.

Note that Emerson's emissions reductions goals related to our 2045 net zero ambition, as well as our near-term 2030 goals, use 2021 data as a base year. Emerson has engaged WSP to assist in the development of our Scope 1 and 2 greenhouse gas inventory compilation and to provide guidance and review on the Scope 3 GHG calculations required to align with both the World Resources Institute (WRI) / World Business Council for Sustainable Development (WBCSD) GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard) and the Science Based Targets initiative's (SBTi) net zero criteria. WSP is a leading professional services consultancy with a multidisciplinary sustainability, energy and climate change (SECC) team that has advised clients across sectors in greenhouse gas management, climate resiliency, sustainable supply chain and numerous related disciplines for over two decades.

Scope 3 Emissions Calculation Approach

CATEGORIES	CALCULATION METHODOLOGY
Categories 1&2	Our total direct and indirect spend is aggregated into standard vendor sector categories. The spend in each category is multiplied by sector-specific cradle-to-gate emission factors. For select suppliers where we had quality emissions data, we used supplier specific emissions factors multiplied by the spend of that supplier.
Category 3	The activity data used to quantify these activities' emissions are the quantity consumed of each energy type, such as electricity or natural gas. This is then multiplied by emission factors for upstream purchased electricity, upstream purchased fuels, and transmission and distribution losses.
Category 4	Data on the tonnage and mileage, by transport mode, for Emerson-managed and paid distribution is collected at a shipment level. The resulting ton-miles for truck, ocean, air, parcel and rail are then multiplied by the specific emission factors.
Category 5	Collecting primary waste data from manufacturing sites and estimating waste for sales offices representing <20% of the footprint.
Category 6	Primarily collect data directly from travel agencies and vendors. This includes air travel, rental car, rail travel and hotel stays. Activity data includes passenger miles and hotel nights.
Category 7	Primary data obtained from representatively sampled employee surveys, and human resources databases.
Category 9	Representative sample of customer shipping data on the weight, mode and distance traveled.
Category 11	Collect primary activity data on units sold and location for over 95% of the portfolio emissions. Power use and running hour data are largely obtained from product specification sheets, more sophisticated use-phase models or from life cycle assessments. Estimated lifetime information is obtained through internal and external expert knowledge.
Category 12	Collect primary data in the form of product weights, material and assumptions about the end-of-life treatment for products.
Category 15	Calculated at a screening level using an average emission factor for the investment sector for which the specific investment is in or obtaining the total emissions from the reporting company and allocating the appropriate percent.

2024 Sustainability Data (continued)

	GRI INDICATOR	METRIC	UNITS	2024		2023	Base Year 2022
Water Management	303-5	Water consumption	megaliters	1,262	▼	1,346	1,321
		Reduction in water purchased from base year	%	(4%)	▼	2%	–
Total Waste Generated	306	Total manufacturing waste	kilotons	50	▼	51	56
		Total hazardous waste	kilotons	3	–	3	4
		Total non-hazardous waste	kilotons	47	▼	48	52
Non-Hazardous Waste Diverted from Disposal	306-4-a	Total non-hazardous manufacturing waste diverted	kilotons	27	▼	28	25
		Non-hazardous diversion rate %	%	58%	▲	57%	49%
		Composted	kilotons	0.9	▼	1.1	1.4
		Recycled	kilotons	26	–	26	23
		Reuse	kilotons	1.0	–	1.0	0
Non-Hazardous Waste Diverted to Disposal	306-5-a	Total non-hazardous manufacturing waste for disposal	kilotons	20	–	20	27
		Incinerated with energy recovery	kilotons	1.8	–	1.8	1.7
		Incinerated without energy recovery	kilotons	0.4	▲	0.3	0.2
		Landfilled	kilotons	18	–	18	25
Non-Hazardous Waste Generated by Category	306-3-a	Waste by category (metal)	kilotons	11	–	11	12
		Waste by category (wood)	kilotons	8	–	8	7
		Waste by category (industrial)	kilotons	14	▲	13	16
		Waste by category (commingled recyclables)	kilotons	2	▲	1	1
		Waste by category (paper/cardboard)	kilotons	5	–	5	5
		Waste by category (other)	kilotons	7	▼	10	11
Environmental Compliance		Facilities that underwent inspections or reported incidents to environmental regulators	#	23	▲	21	41
		Monetary fines	$	<$5,000	▼	<$5,200	<$8,000
		Environmental audits	#	30	▼	50	27

2024 Sustainability Data (continued)

Our People Data*

	GRI INDICATOR	METRIC		**2024**		2023	2022
Number of employees	102-8	Number of employees (Global)		**73,000**		74,000	85,500
		Number of employees (Americas)		**37%**		39%	45%
		Number of employees (Europe)		**27%**		26%	23%
		Number of employees (Asia Pacific, Middle East, Africa)		**36%**		35%	32%
Age Group	405-1	Age group under 30, percentage of total workforce (Global)	%	**19%**	–	19%	19%
		Age group under 30, percentage of total workforce (Americas)	%	**18%**	▼	19%	21%
		Age group under 30, percentage of total workforce (Europe)	%	**16%**	–	16%	16%
		Age group under 30, percentage of total workforce (Asia Pacific, Middle East, Africa)	%	**21%**	–	21%	20%
		Age group 30-50, percentage of total workforce (Global)	%	**60%**	▲	59%	59%
		Age group 30-50, percentage of total workforce (Americas)	%	**53%**	▲	51%	50%
		Age group 30-50, percentage of total workforce (Europe)	%	**57%**	▲	55%	57%
		Age group 30-50, percentage of total workforce (Asia Pacific, Middle East, Africa)	%	**70%**	▲	69%	72%
		Age group over 50, percentage of total workforce (Global)	%	**21%**	▼	22%	22%
		Age group over 50, percentage of total workforce (Americas)	%	**29%**	▼	30%	29%
		Age group over 50, percentage of total workforce (Europe)	%	**27%**	▼	29%	27%
		Age group over 50, percentage of total workforce (Asia Pacific, Middle East, Africa)	%	**9%**	▼	10%	8%

* Global data reflects countries that are included in our human resources information system and excludes countries not yet transitioned onto the core system.

2024 Sustainability Data (continued)

Our People Data (continued)

	GRI INDICATOR	METRIC		2024		2023	2022
Tenure	405-1	Years of service under 5, percentage of total workforce (Global)	%	41%	▼	47%	46%
		Years of service 5-10, percentage of total workforce (Global)	%	23%	▲	21%	22%
		Years of service 11-20, percentage of total workforce (Global)	%	26%	▲	22%	21%
		Years of service 21-30, percentage of total workforce (Global)	%	8%	▲	7%	8%
		Years of service over 30, percentage of total workforce (Global)	%	3%	–	3%	3%
Turnover	401-1(b)	Voluntary turnover (Global)	%	12%	▼	16%	
		Voluntary turnover for those with 1 or more years of service (Global)	%	8%	▼	9%	
		Voluntary turnover for those with 5 or more years of service (Global)	%	6%	▼	7%	
		Involuntary turnover (Global)	%	5%			

Workforce Composition							
Gender	405-1	Women, percentage of total workforce (Global)	%	33%	–	33%	33%
		Women, percentage of total workforce (Americas)	%	33%	–	33%	36%
		Women, percentage of total workforce (Europe)	%	33%	–	33%	32%
		Women, percentage of total workforce (Asia Pacific, Middle East, Africa)	%	34%	▲	33%	30%
		Men, percentage of total workforce (Global)	%	67%	–	67%	67%

2024 Sustainability Data (continued)

Our People Data (continued)

	GRI INDICATOR	METRIC		2024		2023	2022
Minorities*	405-1	Minorities, percentage of total workforce (U.S.)	%	36%	▲	35%	30%
		Minorities, Asian, percentage of total workforce (U.S.)	%	12%	▲	11%	8%
		Minorities, Black or African American, percentage of total workforce (U.S.)	%	10%	▼	12%	10%
		Minorities, Hispanic or Latino, percentage of total workforce (U.S.)	%	12%	▲	10%	10%
		Minorities, Other**, percentage of total workforce (U.S.)	%	2%	–	2%	2%
Health and Safety	403-8 403-9	Total recordable rate of injuries		0.30	–	0.30	0.25
		Days away, restricted or transferred (DART) rate		0.22	▼	0.23	0.16
		Recordable injuries		198	▲	190	153
		First-aid cases		612	▼	762	654
		Hazard ID rate		51.7	▲	43.6	39.6
Employee Engagement	404-1 404-2 404-3	Employees who are a member of an employee resource group		10,000+	▼	13,000+	
		Employee participation in annual engagement survey	%	89%	▲	85%	
		Overall engagement score received on annual survey	%	79%	▲	78%	
		Percent of employees who received regular feedback on performance (YVC)	%	75%			
		Employees who rated access to learning opportunities favorably (YVC)	%	77%			
		Employees who received skills related training (LEARN)	%	47%			
		Average hours of training per active learner (LEARN)		10			
		Employees trained in environmental sustainability		1,131	▼	8,600	

* Minorities include: Asian, American Indian or Alaska Native, Black or African American, Hispanic, Native Hawaiian or Other Pacific Islander, and two or more races.

** Other Minorities encompasses American Indian or Alaska Native, Native Hawaiian or other Pacific Islander, and two or more races.

2024 Sustainability Data (continued)

Integrity Data

	GRI INDICATOR	METRIC		**2024**		2023	2022
Ethics and Compliance	404-1	Percent of total workforce trained on ethics	%	95%			
	404-2	Ethics concerns reported		529	▲	353	322
	404-3	Reports per 100 employees		0.73	▲	0.53	0.51
		Ethics concerns reported: Human resources and workplace respect	%	69%	▼	77%	77%
		Ethics concerns reported: Environment, health and safety	%	14%	▲	3%	6%
		Ethics concerns reported: Business Integrity	%	10%	–	10%	8%
		Ethics concerns reported: Misuse or misappropriation of corporate assets	%	4%	–	4%	5%
		Ethics concerns reported: Accounting, auditing, financial reporting	%	3%	▼	6%	4%
		Method for reporting: hotline	%	23%	▼	27%	29%
		Method for reporting: web	%	55%	▲	47%	22%
		Method for reporting: other	%	22%	▼	26%	18%
		% of business integrity claims and financial claims that came from named sources	%	41%	▼	73%	
		Claims substantiation rate	%	0.24	▲	0.23	
Product Safety	416-1	Product safety notices		16			

Independent Limited Assurance Report to Emerson Electric Co.

ERM Certification & Verification Services Incorporated ("ERM CVS") was engaged by Emerson Electric Company ("Emerson") to provide limited assurance in relation to the Selected Information set out below and presented in the Emerson 2024 Sustainability Report (the "Report").

ENGAGEMENT SUMMARY

Scope of our assurance engagement	Whether the following Selected Information for FY2024 is fairly presented in the Report, in all material respects, in accordance with the reporting criteria. Our assurance engagement does not extend to information in respect of earlier periods or to any other information included in the Report.
Selected Information	• Scope 1 GHG emissions [MT CO_2e] • Scope 2 GHG emissions (location-based) [MT CO_2e] • Scope 2 GHG emissions (market-based) [MT CO_2e]
Reporting period	1st October 2023 – 30th September 2024
Reporting criteria	• Emerson's internal reporting criteria and definitions • WBCSD/WRI GHG Protocol (2004, as updated January 2015) • GHG Protocol Scope 2 Guidance (An amendment to the GHG Protocol Corporate Standard (WRI 2015) for Scope 2 GHG emissions
Assurance standard and level of assurance	We performed a limited assurance engagement, in accordance with the International Standard on Assurance Engagements ISAE 3000 (Revised) 'Assurance Engagements other than Audits or Reviews of Historical Financial Information' issued by the International Auditing and Assurance Standards Board. The procedures performed in a limited assurance engagement vary in nature and timing from and are less in extent than for a reasonable assurance engagement, and consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.
Respective responsibilities	Emerson is responsible for preparing the Report and for the collection and presentation of the information within it, and for the designing, implementing, and maintaining of internal controls relevant to the preparation and presentation of the Report. ERM CVS's responsibility is to provide a conclusion to Emerson on the agreed assurance scope based on our engagement terms with Emerson, the assurance activities performed, and exercising our professional judgement.

OUR CONCLUSION

Based on our activities, as described below, nothing has come to our attention to indicate that the Selected Information for 2024 is not fairly presented in the Report, in all material respects, in accordance with the reporting criteria.

OUR ASSURANCE ACTIVITIES

Considering the level of assurance and our assessment of the risk of material misstatement of the Selected Information, a multi-disciplinary team of sustainability and assurance specialists performed a range of procedures that included, but were not restricted to, the following:

- Evaluating the appropriateness of the reporting criteria for the Selected Information;
- Interviewing management representatives responsible for managing the Selected Information;
- Interviewing relevant staff to understand and evaluate the management systems and processes (including internal review and control processes) used for collecting and reporting the Selected Information;
- Obtaining an understanding of the procedures performed by the internal audit department;
- Reviewing of a sample of qualitative and quantitative evidence supporting the Selected Information at a corporate and site level;
- Performing an analytical review of the year-end data submitted by all locations included in the consolidated FY2024 group data for the Selected Information, which included testing the completeness and mathematical accuracy of conversions and calculations, and consolidation in line with the stated reporting boundary;
- Conducting virtual visit to Cluj Emerson facility in Romania to review source data and local reporting systems, and controls;
- Conducting in-person visits to Sherman and Crossridge Emerson facilities in Texas, USA, to review source data and local reporting systems and controls;
- Evaluating the conversion and emission factors and assumptions used; and
- Reviewing the presentation of information relevant to the assurance scope in the Report to ensure consistency with our findings.

THE LIMITATIONS OF OUR ENGAGEMENT

The reliability of the Selected Information is subject to inherent uncertainties, given the available methods for determining, calculating, or estimating the underlying information. It is important to understand our assurance conclusions in this context.

OUR INDEPENDENCE, INTEGRITY AND QUALITY CONTROL

ERM CVS is an independent certification and verification body accredited by UKAS to ISO 17021:2015. Accordingly, we maintain a comprehensive system of quality control, including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements. Our quality management system is at least as demanding as the relevant sections of ISQM-1 and ISQM-2 (2022).

ERM CVS applies a Code of Conduct and related policies to ensure that its employees maintain integrity, objectivity, professional competence, and high ethical standards in their work. Our processes are designed and implemented to ensure that the work we undertake is objective, impartial, and free from bias and conflict of interest. Our certified management system covers independence and ethical requirements that are at least as demanding as the relevant sections of the IESBA Code relating to assurance engagements. ERM CVS has extensive experience in conducting assurance on environmental, social, ethical, and health and safety information, systems and processes, and provides no consultancy-related services to Emerson in any respect.

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