

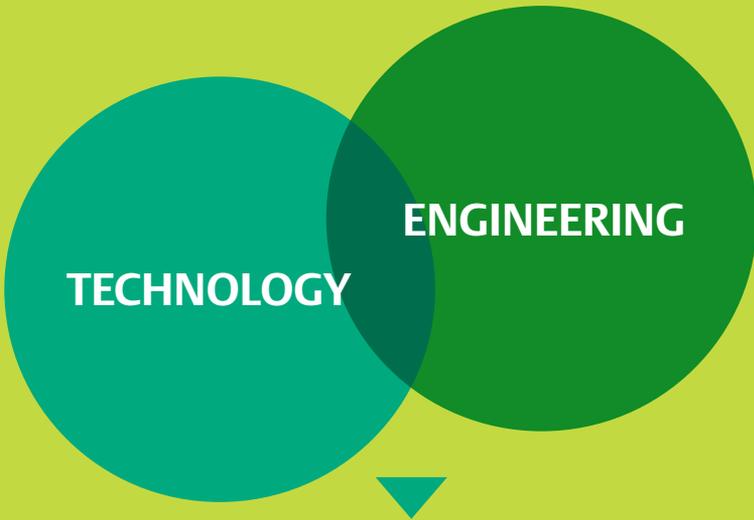


THE

SMART

DIFFERENCE





Innovative Solutions

Emerson is a global company that brings technology and engineering together to create innovative solutions for the benefit of our customers in industrial, commercial and consumer markets around the world. Our global network for product development, engineering, manufacturing and services enables Emerson to meet the needs of customers in the markets in which they operate.

Customers depend on Emerson to help solve their toughest challenges. Our passion is “engineering full-on” – applying our employees’ expertise, experience and creativity to develop innovative technology solutions for our customers to carry out projects faster, more safely and more efficiently. We believe in our ability to fundamentally improve our customers’ business performance and to transform the quality of people’s lives around the world.

Emerson is continually adapting to meet the changing needs of our customers and the marketplace. We have always been recognized for providing outstanding, innovative products and solutions and we will continue to lead in this way. The development of information-based technology solutions plays an increasingly important role in our business portfolio, allowing our customers to leverage actionable data and innovative systems to achieve top performance. Solutions built on reliable data and our extensive experience are more efficient, more effective and deliver exactly what customers need.

1890

YEAR EMERSON
WAS ESTABLISHED

150+

COUNTRIES WHERE
EMERSON DOES BUSINESS

EMR

EMERSON'S STOCK
SYMBOL



Emerson's success is due to the **SKILLS,
INTEGRITY, and **COMMITMENT** of our employees
around the world. Our managers and
employees are truly **THE SMART DIFFERENCE**
that sets Emerson apart from our competitors.**

We seek out the most promising talent available. We create a workplace environment that encourages employees to excel. We have a customer-focused, results-driven culture where employee performance is recognized and rewarded. We offer individuals a variety of career development paths that enable them to contribute in meaningful ways to our company growth. New employees have the opportunity to learn from some of the best managers and engineers in our industries, and we encourage our experienced employees to become industry and community leaders.

We are committed to creating a global workplace culture that supports and promotes diversity, embraces inclusion, and cultivates respect for the individual. We seek to create an environment where people can make a difference. Our efforts and reputation have not gone unnoticed. Emerson has received recognition as one of *Fortune* magazine's World's Most Admired Companies, and *Forbes* magazine has ranked us among America's Best Employers.

Values

Our values are deeply rooted within the company and reflect our internally disciplined character. **We insist on integrity in everything we do.** Our focus on ethical conduct and sustainable business practices guides our approach to business success and social stewardship. We firmly believe these principles directly support our primary obligation to manage our company for the benefit of all of our stakeholders.

Technology

At Emerson, solving our customers' challenges is our passion. We recognize the key to success is to anticipate customer needs and develop new technologies and innovative solutions that provide our customers with a distinct competitive advantage.

Even during difficult economic cycles, Emerson has maintained a strong commitment to research and development and to increase our own pace of new product development and speed-to-market. We are hard at work developing the next generation of technologies and services that can continue to improve energy efficiency, lessen impact on the environment, and provide more energy resources for our world.

Experience

In each of our businesses, you will find decades of customer experience and deep expertise in industries that are vital to the global economy. Every day, we are working side-by-side with our customers *in their world*, to better understand and help them succeed. We are active participants and hold leadership positions in dozens of industry trade associations and professional societies to anticipate our customers' concerns and to share our expertise. We work with governments around the world to fashion and support policies that promote progress and improve quality of life.

Citizenship

Our company's approach to corporate social responsibility includes a major emphasis on corporate philanthropy, equal employment opportunity, employee volunteerism, and environmental stewardship. Emerson and its employees provide financial and other resources to support organizations and educational institutions in the communities where we operate around the world.

In the United States, the Emerson Charitable Trust provides financial assistance and other support to local organizations in the communities in which we have facilities, with a focus on education, health and human services, arts and culture, and civic priorities. Emerson units in other countries undertake similar activities consistent with practices in those countries.

The people of Emerson solve problems and create solutions that help our customers and make the world better. They are **THE SMART DIFFERENCE.**

Performance

Emerson is known for its disciplined management process that helps us meet our financial objectives and return value to shareholders. In fact, Emerson has delivered nearly 60 consecutive years of increased dividends to our shareholders – a record matched by only a handful of companies around the world. Strong results in uncertain economic times are no accident. This is testimony to our relentless focus on execution on our four strategic imperatives: globalizing our assets, pursuing technology leadership, strengthening our business platforms, and driving business efficiency. By driving operational improvement we meet our customers' needs, achieve superior financial performance, and generate cash to reinvest in innovation, technology and productive assets.



EMERSON

CORPORATE

OVERVIEW



Emerson.com

110,000+

EMPLOYEES WORLDWIDE



150+

COUNTRIES WHERE
EMERSON DOES
BUSINESS



CONSECUTIVE YEARS
OF INCREASED
DIVIDENDS TO
SHAREHOLDERS

\$22.3 BILLION

IN GLOBAL
SALES



56%

GLOBAL SALES OUTSIDE
THE UNITED STATES

205

MANUFACTURING
LOCATIONS AROUND
THE WORLD



2,100+

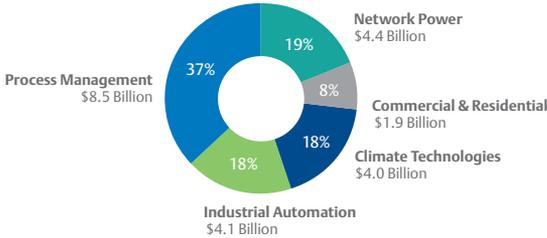
NEW PATENTS IN 2015
AWARDED TO EMERSON
BUSINESSES


EMERSON

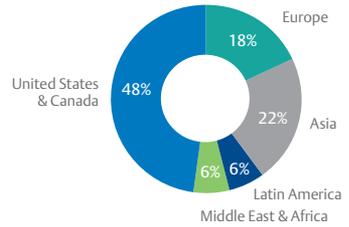
Emerson's Businesses

- Emerson Process Management
- Emerson Industrial Automation
- Emerson Network Power
- Emerson Climate Technologies
- Emerson Commercial & Residential Solutions

2015 Sales by Segment



2015 Sales by Geography



Global Presence



- | | |
|--|---|
| <p>1 United States & Canada
Sales: \$10.7 Billion
Employees: 31,000
Locations: 70</p> | <p>4 Latin America
Sales: \$1.3 Billion
Employees: 18,000
Locations: 25</p> |
| <p>2 Western Europe
Sales: \$3.2 Billion
Employees: 16,000
Locations: 45</p> | <p>5 Middle East & Africa
Sales: \$1.4 Billion
Employees: 2,000
Locations: 5</p> |
| <p>3 Eastern Europe & Russia
Sales: \$0.8 Billion
Employees: 9,000
Locations: 10</p> | <p>6 Asia
Sales: \$4.9 Billion
Employees: 35,000
Locations: 50</p> |

Rankings and Recognition

- No. 120 on 2015 FORTUNE 500 list of America's largest corporations (based on revenue)
- No. 484 on 2015 FORTUNE 500 Global list of world's largest corporations (based on revenue)
- 2015 FORTUNE World's Most Admired Companies (electronics industry category)
- Thomson Reuters Top 100 Global Innovators (2015)

Emerson Global Headquarters

8000 West Florissant Avenue
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United States

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Management Team

David N. Farr
Chairman and Chief Executive Officer

Edward L. Monser
President

Edgar M. Purvis
Chief Operating Officer

Frank J. Dellaquila
Executive Vice President and Chief Financial Officer

Steven J. Pelch
Senior Vice President, Organizational Planning and Development

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CONSIDER IT SOLVED™



EMERSON

PROCESS

MANAGEMENT

EmersonProcess.com

~41,000
EMPLOYEES WORLDWIDE

\$8.5 BILLION
IN GLOBAL SALES

37%
OF EMERSON'S TOTAL SALES


EMERSON
Process Management

Data as of Emerson Fiscal Year 2015

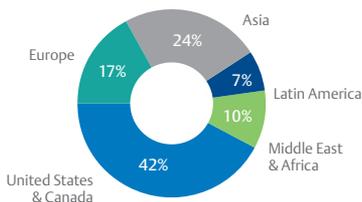
Emerson Process Management is a leader in helping businesses automate their production, processing and distribution facilities in key industries. Running a process operation means constant pressure to cut costs, increase output, reduce energy use and emissions, and improve safety – all while managing increasingly complex operations.

That's why our customers, and companies around the world, turn to us not only for automation technologies, like our PlantWeb™ digital architecture, Smart Wireless solutions, and Electronic Marshalling with CHARMs technology, but also for engineering services to help them plan, implement, and support their operations. With more than 7,500 industry experts around the world, we help solve the problems our customers face today and build an advantage for tomorrow.

Industries Served

- Oil and Gas
- Chemical
- Refining
- Power
- Metals and Mining
- Pharmaceutical
- Water and Wastewater
- Industrial Energy
- Food and Beverage
- Alternative Energy
- Pulp and Paper
- Marine

2015 Sales by Geography



Smart Wireless Technology



4.0 Billion
hours of wireless
operations



21,600+
systems
worldwide



120
countries



\$615 Million
customer savings on
wiring and installation
over 8 years

Core Offerings

Measure and Analyze

The broadest range of measurement and analytical technologies for process clarity and insight.

Operate and Manage

The systems and tools that provide the decision integrity to run your operation at its full potential.

Final Control and Regulate

Highly reliable final control technologies to help you regulate and isolate your process with certainty.

Solve and Support

Expertise and global resources to help you dependably define, execute, and support a strategy throughout the life cycle of your operation.

Emerson Process Management

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EMERSON. CONSIDER IT SOLVED.™



EMERSON

INDUSTRIAL

AUTOMATION

EmersonIndustrial.com

~22,500

EMPLOYEES WORLDWIDE

Data as of Emerson Fiscal Year 2015

\$4.1

BILLION

IN GLOBAL SALES

18%

OF EMERSON'S TOTAL SALES



EMERSON
Industrial Automation

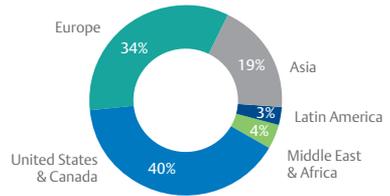
Emerson Industrial Automation provides the products, solutions, and services that drive advanced industrial production. Our brands are recognized around the world for innovation and quality, and we play a role in virtually every phase of manufacturing and industry.

From the electrical systems that power productivity to the mechanical systems that deliver high-quality, finished products, we offer specialized solutions and expertise to optimize every facet of your operations. Increased machine reliability and availability. Greater energy efficiency. Lower design costs. Improved quality. Whatever your line of business, wherever your location in the world, we can speed your time to market with innovative solutions.

Industries Served

- Automotive
- Chemical
- Food and Beverage
- HVACR
- Marine
- Metals
- Oil and Gas
- Packaging
- Ports
- Power Generation
- Pulp and Paper
- Water and Wastewater
- Wind Power

2015 Sales by Geography



Key Brands

- Appleton
- ASCO
- Branson
- Control Techniques
- Kato Engineering
- Leroy-Somer
- Numatics
- SolaHD
- SSB Wind Systems

Core Offerings

Motors and Drives

Energy efficient motors and electronic drives for applications including HVACR, elevators and machinery automation.

Fluid Automation Solutions

Leading portfolio of fluid power and fluid control technologies for the spectrum of industrial applications.

Industrial Electrical Products

Quality electrical products that ensure safety and reliability in the world's most demanding environments.

Materials Joining and Precision Cleaning

Market leader in ultrasonic plastic joining, metal welding, and precision cleaning solutions.

Electric Power Generation

World leader in design and manufacture of alternators for generator sets, with recognized expertise in distributed power.

Wind Turbine Controls

Advanced pitch control systems for the world's leading wind turbine manufacturers.

Emerson Industrial Automation

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EMERSON

NETWORK

POWER



EmersonNetworkPower.com

~20,500
EMPLOYEES WORLDWIDE

Data as of Emerson Fiscal Year 2015

\$4.4^{BILLION}
IN GLOBAL SALES

19%
OF EMERSON'S TOTAL SALES



EMERSON
Network Power

Emerson Network Power provides integrated infrastructure solutions that help ensure availability and maximize efficiency for data centers, communications networks, healthcare and industrial facilities around the world. We use a unique combination of industry expertise, technology, and global resources to make the future of our customers' business possible.

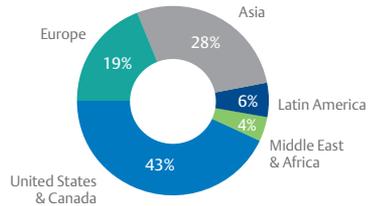
Our ability to protect and optimize critical infrastructure – regardless of whether the content is voice, data, or multimedia – comes from our proven innovations in hardware, software, and services across a wide range of industries. These highly reliable technology and service offerings, complemented by global resources that ensure close proximity with our customers wherever they are, support a full spectrum of enterprise-wide solutions for today's vital business needs.

Industries Served

When critical applications are on the line, constant uptime isn't just one of the goals – it's the core of the business. Our technologies protect and optimize network infrastructures in the broader data center, communications and industrial markets. Some of the industries served include:

- Education
- Financial Services
- Government
- Healthcare
- Manufacturing
- Oil and Gas
- Telecommunications
- Utilities

2015 Sales by Geography



The Trellis™ Platform

With Emerson's Trellis™ data center infrastructure management platform, you can:



Proactively manage energy usage



Predict infrastructure failures before they occur



Reduce the total cost of ownership (TCO) of data centers

Core Offerings

Emerson Network Power delivers its innovative solutions through Centers of Expertise, distinct areas of hardware, software, and services that are backed by a global network of more than 2,000 certified professionals who provide local service and support. Our areas of expertise are:

- Total Life Cycle Service + Support
- AC Power/UPS
- DC Power

- Industrial Power
- Infrastructure Management and Monitoring
- Outside Plant Solutions
- Power Switching and Controls
- Racks and Integrated Solutions
- Thermal Management

Emerson Network Power

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EMERSON

CLIMATE

TECHNOLOGIES

EmersonClimate.com

~17,500

EMPLOYEES WORLDWIDE

Data as of Emerson Fiscal Year 2015

\$4.0^{BILLION}

IN GLOBAL SALES

18%

OF EMERSON'S TOTAL SALES


EMERSON
Climate Technologies

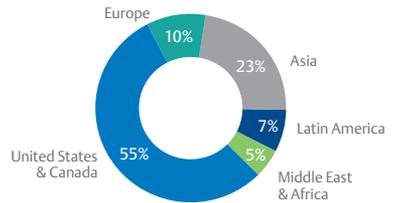
Emerson Climate Technologies is the world's leading provider of heating, air conditioning, and refrigeration solutions for residential, industrial, and commercial applications. We combine best-in-class technology with proven engineering, design, distribution, and educational and monitoring services to provide customized solutions for customers around the world.

Our innovative solutions help improve human comfort, safeguard food, and protect the environment. For example, our Copeland Scroll™ compressor technology is at the heart of many heating and cooling systems, renowned for its superior efficiency, proven reliability, and quieter operation. Our Intelligent Store™ architecture integrates hardware and services to help supermarkets, convenience stores and box retail operators make better facility decisions while reducing operational costs.

Product Brands

- Copeland™
- Copeland Scroll™
- Dixell™
- Fusite™
- ProAct™
- Therm-O-Disc™
- Vilter™
- White-Rodgers™

2015 Sales by Geography



Delivering Results

120M

Number of Copeland Scroll™ compressors manufactured globally by Emerson since 1987.

17%
to
92%

Troubleshooting accuracy improvement by entry-level technicians using CoreSense™ Diagnostics for Copeland Scroll™ compressors.

4%
to
9%

Average reduction in energy usage per store after Emerson E-Commissioning™ project.

Core Offerings

Residential Heating / Air Conditioning
Technologies that deliver increased indoor comfort and reduce energy costs.

Commercial Heating / Air Conditioning
High-quality, reliable and energy-efficient HVAC technology solutions for every type of work space.

Commercial / Industrial Refrigeration
Proven refrigeration solutions to efficiently protect and safeguard food and the environment.

Market Solutions / Services
Facility design, commissioning and energy management, including 24/7 energy monitoring.

Emerson Climate Technologies

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EMERSON
Climate Technologies

EMERSON. CONSIDER IT SOLVED.™



EMERSON

COMMERCIAL

& RESIDENTIAL

SOLUTIONS

Emerson.com

~7,000
EMPLOYEES WORLDWIDE

\$1.9 BILLION
IN GLOBAL SALES

8%
OF EMERSON'S TOTAL SALES


EMERSON
Commercial & Residential Solutions

Data as of Emerson Fiscal Year 2015

Emerson Commercial & Residential Solutions offers a broad range of tools, storage products, and appliance solutions for professionals, contractors, and homeowners. Emerson applies world-class engineering, technology, and focus on quality to develop products that make projects easier, safer, and more efficient to do.

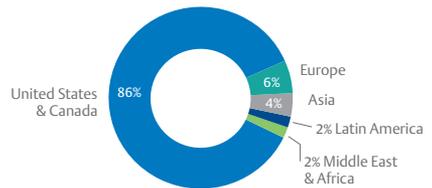
Our pipe-working tools and diagnostic systems, including video inspection and pipe-locating devices, are used to install and repair piping systems. Our storage products help customers utilize space better for residential closet, storage and organization solutions. We make the world's leading food waste disposer and offer a complete lineup of wet/dry vacuums. Our product brands include InSinkErator®, RIDGID®, WORKSHOP®, ProTeam®, and ClosetMaid®.

Markets Served

Emerson Commercial & Residential Solutions provides innovative, high-quality products with best-in-class technologies in the following markets:

- Building / Construction
- Plumbing / Mechanical
- Facility / Plant Maintenance
- Residential / Consumer
- Commercial
- Electrical / Telecom Service

2015 Sales by Geography



Delivering Results

33% Reduction in pipe and tube installation time possible with RIDGID® electrohydraulic pressing technology from Emerson.

2.5M Tons of food waste diverted from U.S. landfills and converted into fertilizer and/or renewable energy through use of food waste disposers like Emerson's InSinkErator® brand.

300 Number of worldwide patents for InSinkErator® food waste disposers.

Core Offerings

Professional Tools

- Quality RIDGID® tools for plumbing and pipe-working, building and construction, and locating and visual inspection devices and related services.
- Wet/dry vacs sold under the RIDGID®, Craftsman® and WORKSHOP® brand names.
- ProTeam® professional vacuums.

Appliance Solutions

- InSinkErator® food waste disposers and hot water dispensers.

Storage Solutions

- Residential – Home storage and organization products from ClosetMaid®.

Emerson Commercial & Residential Solutions

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EMERSON
Commercial & Residential Solutions

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