
2025
Sustainability Report
EMERSON

About This Report

Emerson's 2025 Sustainability Report presents information focused primarily on data collected and activities that occurred during Emerson's fiscal 2025 (October 1, 2024 – September 30, 2025). This information is reported based on 71,000 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. ©2026 Emerson Electric Co. All rights reserved.

Portfolio management is an integral component of Emerson's growth and value creation strategy. Over the past three years, the Company has taken significant actions to accelerate the transformation of its portfolio through the completion of strategic acquisitions and divestitures of non-core businesses. These actions were undertaken to create a cohesive, higher-growth, higher-margin industrial technology portfolio, and the Company is now a global automation leader serving a diversified set of end markets. The Company's recent portfolio actions include the following transactions:

On March 12, 2025, Emerson completed its purchase of the remaining outstanding shares of common stock of Aspen Technology, Inc. ("AspenTech") not already owned by the Company. As a result of the transaction, AspenTech is now a wholly owned subsidiary 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, Emerson 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, Emerson 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, these 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 Mardi Himal in Nepal, was taken by Emerson employee Basanta Shrestha.



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 the Company's 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:

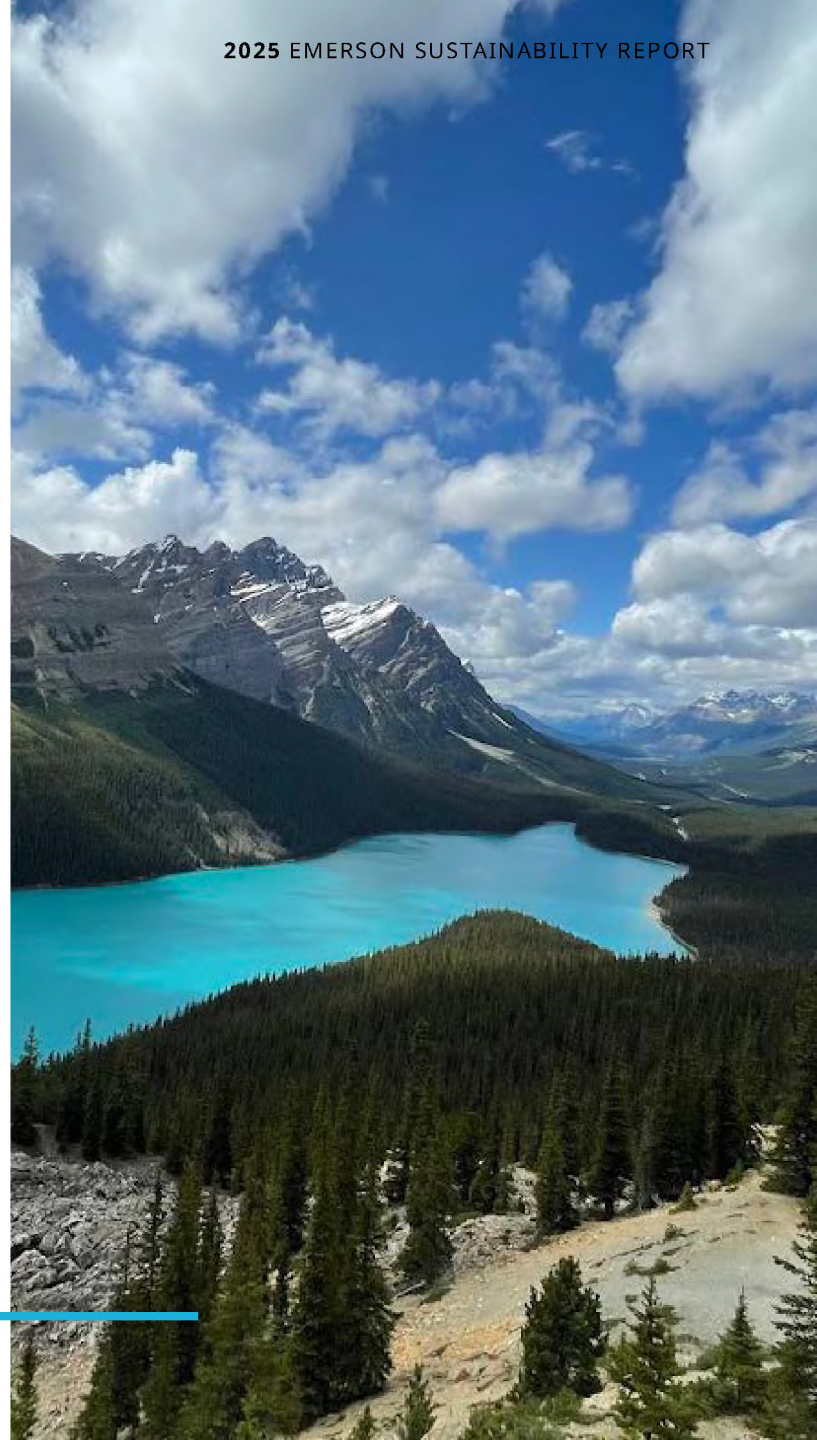
Chief Sustainability Officer
8027 Forsyth Blvd.
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+1-314-553-2000

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	Q2 2025	Included	Included	Included	Included
NI	Acquired	Q1 2024	Included	Included	Included	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.*



Banff National Park, Canada
Photo by: ***Jewel Cook***
Emerson Employee

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 divested 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 and Middle East conflicts, 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 FY25 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.

Notice Regarding Report Revisions: This sustainability report has been revised from its original publication. Revised data supersedes all previously published versions of this report.



Lillafüred, Hungary
Photo by: ***Gabor Illes***
Emerson Employee

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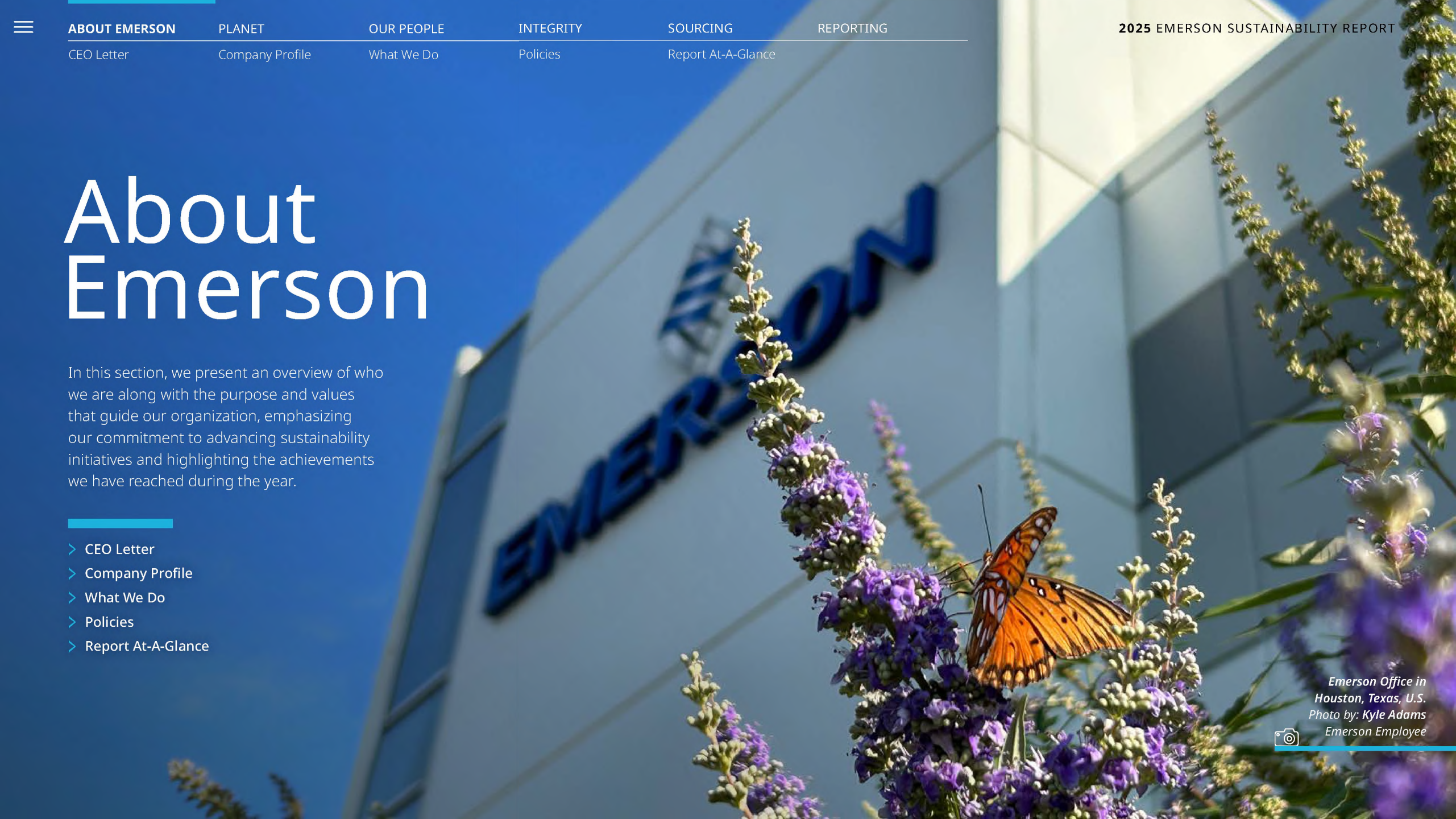
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About Emerson

In this section, we present an overview of who we are along with the purpose and values that guide our organization, emphasizing our commitment to advancing sustainability initiatives and highlighting the achievements we have reached during the year.

- CEO Letter
- Company Profile
- What We Do
- Policies
- Report At-A-Glance



Emerson Office in Houston, Texas, U.S.
*Photo by: **Kyle Adams***
Emerson Employee

In 2025, Emerson completed its transformation into a global automation leader serving a diverse set of market verticals and customers. We have built a company positioned for long-term value creation with a differentiated portfolio and an unparalleled software-defined technology stack. With strong support and oversight from our Board of Directors, we are advancing sustainability initiatives that serve our customers and strengthen the efficiency and resilience of our operations.

PLANET

We are taking focused action to reduce the environmental impact of our operations and help customers advance their sustainability goals. Across the industries we serve, Emerson's leading technologies enable lower-carbon, efficient and reliable operations.

In 2025, we supported a broad range of decarbonization efforts, from hydropower and nuclear modernization to the development of large-scale green hydrogen production and transport. Customers leveraged Emerson's automation solutions and software to improve energy performance, optimize carbon capture systems and reduce emissions across critical operations. We also supported value chains essential to electrification and circularity, including the mining and advanced recycling sectors.

We are making meaningful progress within our own operations. Since 2021, we have reduced our absolute Scope 1 and 2 greenhouse gas emissions by 49%. This progress is primarily driven by targeted energy efficiency initiatives and increased use of renewable electricity, which accounted for 56% of our global electricity consumption in 2025.

We continue to embed sustainability into the design and procurement of our products and packaging, integrating material efficiency, energy performance and lifecycle thinking into the decisions we make.

OUR PEOPLE

Our people remain the driving force behind our achievements.

In 2025, we enhanced our performance management process to provide clearer expectations, stronger coaching and expanded development opportunities, helping employees connect their work to Emerson's purpose and strategy.

We are encouraged by the strong engagement across the company. Our global employee engagement survey achieved a 91% participation rate, with an overall engagement score of 79% and an inclusion index score of 79.9%, reflecting meaningful progress. Building on this momentum, we have set a company-wide goal to achieve an employee engagement score of 82% by 2030. This underscores our objective to foster a culture in which employees feel connected, valued and empowered to contribute.

INTEGRITY

Integrity is fundamental to how we do business at Emerson. We are committed to operating ethically and responsibly across our global operations and continue to strengthen our ethics and compliance program, reinforcing a culture of accountability and transparency. This includes training on ethical conduct and anti-corruption, improving processes to identify and manage risk and enhancing our cybersecurity, product security and product safety programs to ensure the reliability and resilience of our solutions in increasingly complex environments.

RESPONSIBLE SOURCING

We continue to strengthen our approach to supplier engagement by deepening collaboration, increasing transparency and aligning expectations around shared priorities. These efforts help protect our customers, enhance supply chain resilience and support long-term value creation across our value chain.

We are energized by the opportunities ahead as we focus on engineering the autonomous future, enabling customers to optimize operations and accelerate innovation. With a leading portfolio, an engaged workforce and clear operational priorities, Emerson is well positioned to address the most complex technology challenges and to deliver innovation that contributes to a healthier, safer, smarter and more 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 automation leader delivering solutions for the most demanding technology challenges. Emerson is engineering the autonomous future, enabling customers to optimize operations and accelerate innovation.

Founded
1890

EMR
NYSE

HEADQUARTERS



↗ 18,000
active patents

8% of sales on innovation spend

Approximately 80%
of Emerson's material spend is regionalized

SALES GLOBAL AND BY REGION

18.0 billion USD



Americas | Asia, Middle East and Africa | Europe

71,000 employees

GEOGRAPHIC DISTRIBUTION



What We Do

Our Purpose

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

As a global automation leader, Emerson brings together innovation-enabling technology and deep domain expertise to support essential industries that people rely on every day. Our purpose reflects the important role we play in solving complex technology challenges and enabling customers to optimize operations and accelerate innovation. It also unites our employees around a shared commitment to forward thinking, collaboration and excellence in support of our stakeholders, communities and the world.

Our Causes and Values are the driving forces behind our purpose and guide how we make decisions, work together and lead as an organization. They shape our culture, inform our strategic direction and establish the foundation of how we engage with 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.

Awards and Recognitions

Emerson's continued progress on sustainability is reflected in recognition from leading organizations around the globe.

- EcoVadis Gold
- 2025 CDP Climate Change A List
- 2025 CDP Supplier Engagement Assessment A List
- America's Greenest Companies – ***Newsweek Magazine***
- America's Most Responsible Companies – ***Newsweek Magazine***
- America's Most Innovative Companies – ***Fortune Magazine***
- World's Best Companies for Sustainable Growth – ***TIME Magazine***
- America's Best Employers for Engineers – ***Forbes***

What We Do

Value Creation

Providing Digital Automation to Power Essential Industries

Emerson is a global automation leader, providing state-of-the-art digital manufacturing, automation and optimization technologies to a wide array of critical industries, such as chemical; power generation, transmission and distribution; energy; life sciences; food and beverage; metals and mining; and discrete manufacturing. We also provide software-centric product test and design validation automation used in aerospace, semiconductor, transportation, communications and many other industries. Our business serves an installed base of over 125,000 customers, is supported by strong growth drivers, provides important innovation 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 industrial software to support industries and infrastructure that are essential to daily life. We also provide important safety and productivity technologies to support workforce safety and efficiency. Customers rely on our technologies to automate and improve operations, increase productivity, reduce energy usage and emissions and enhance safety and reliability. A typical Emerson customer manages long-lived facilities that may operate 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 to design, operate and sustain our customers' most critical assets. In addition, we provide digitalization strategies that will optimize operations and sustainability and support the project implementation process. Once operations are running, 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 is estimated at $155 billion, and 65% of our revenue in 2025 came from supporting the maintenance, repair and operations (MRO) needs of existing installations.

People Are at the Heart of Everything We Do at Emerson

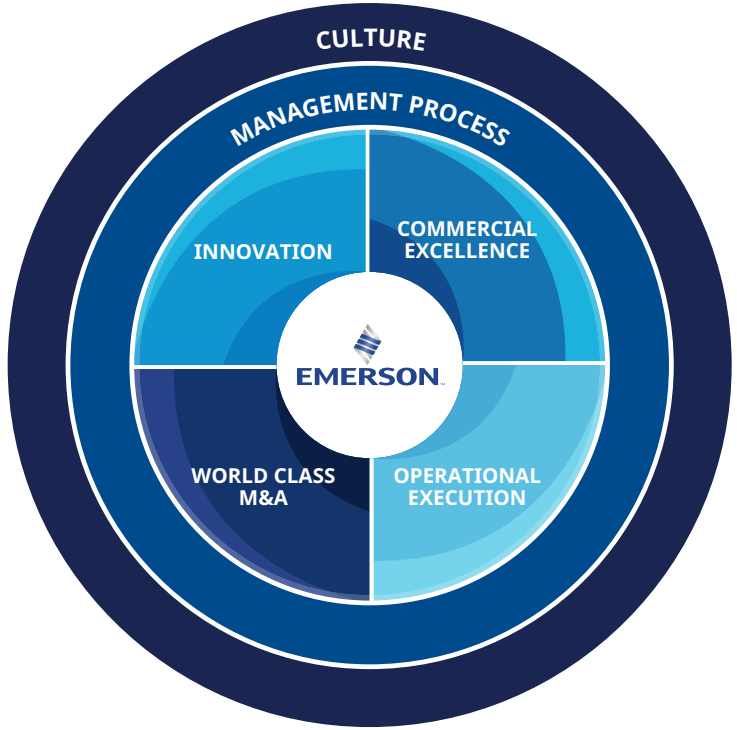
Our portfolio of technologies is critical to delivering value in a wide set of industries. But the true power of what Emerson can deliver is in our people and the expertise that we bring to our customers every day in the application of those technologies.

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 critical operations. We are fortunate that many people choose to make long careers at Emerson, have developed deep engineering 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.



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 the full automation technology stack of advanced intelligent devices, control systems and industrial software, which delivers all the automation functionality that customers utilize to run their processes. This provides us with a differentiated position in the automation industry.

Our intelligent devices sense and measure critical variables such as pressure, temperature, flow rate, analytical properties, density and level. These variables are then communicated to a control system, which uses software algorithms to constantly evaluate inputs and determine how to best adjust processes in real time. The control system then sends signals to intelligent actuators and valve elements to make critical physical adjustments in the process to provide safe and more effective results.

Industrial software technologies – such as those in our AspenTech suite and our NI LabVIEW™ suite – use data provided by intelligent devices and control systems to analyze trends over time, simulate potential enhancements and offer expert options for incorporation into the control system logic to optimize the long-term effectiveness of essential facilities. Artificial intelligence (AI)-driven software used to optimize results in real-time has long been a part of this stack of technology, and we continue to incorporate the latest advances in that area.

Automation serves as the digital data backbone and nerve center for our customers' critical operations. Analysis of these data provides 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, with an ever-improving suite of optimization software utilizing both data-driven AI models and first-principle chemistry and physics.

IMPORTANT FACTS ABOUT OUR BUSINESS

~$155 billion

of installed base in customer facilities

65%

of our sales were related to maintenance and replacement of installed base in 2025

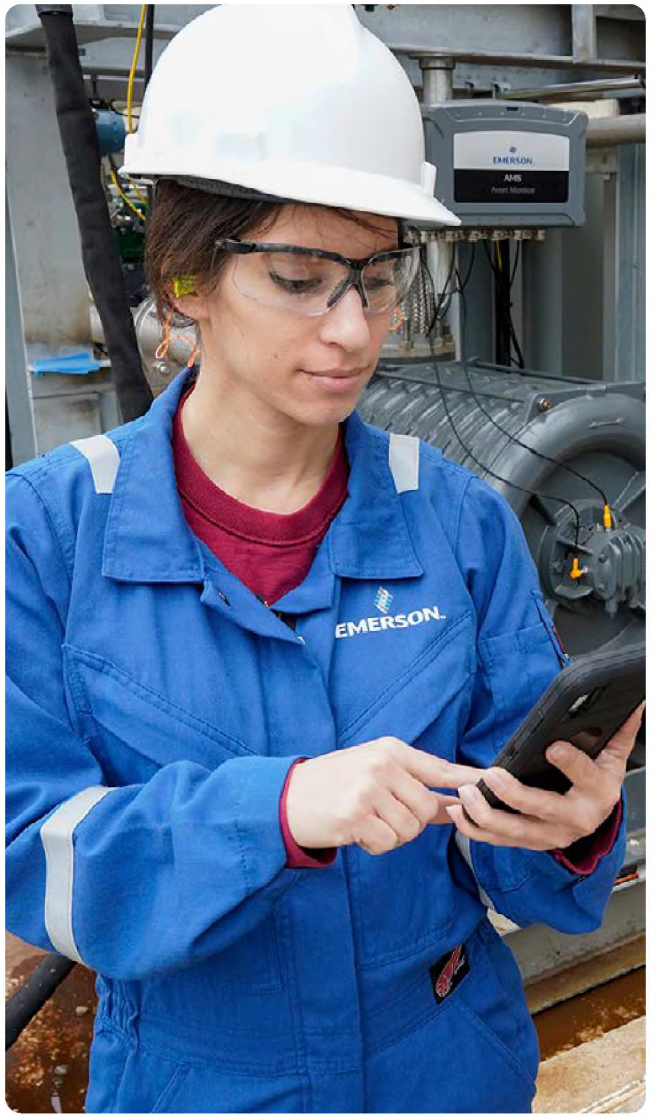
~14%

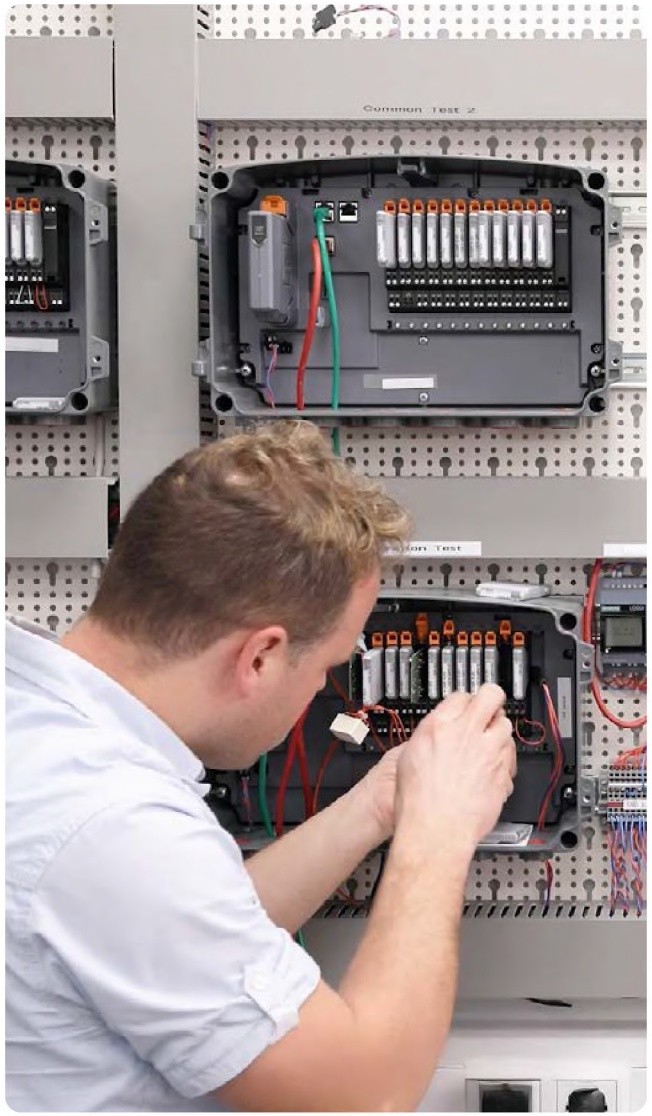
of sales came from software

~75%

*of our 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 the Journey Toward Autonomous Operations

Innovation is foundational to everything we do at Emerson, and in 2025, we spent 8% of our sales on innovation. We work closely with customers to help advance the state of digital automation technologies to create value 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 optimally, 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 investments to provide visibility and access to the latest research outputs as they emerge in startup ventures.

Often recognized as a leading innovator by customers and the industry press, 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 transformed the product testing and design industry by pioneering a revolutionary software-enabled modular hardware architecture to provide new levels of flexibility. The Test & Measurement business is a leader in the test automation space, where its NI LabVIEW™ software serves as the digital backbone for electrical, electronic and computational testing in many industries worldwide.

AspenTech pioneered the use of computer-based modeling and simulation technology and early AI algorithms such as machine learning. Today, AspenTech is a leader in integrated suites of optimization software across engineering, manufacturing, digital grid management and supply chain functions.

Looking to the future, Emerson is focused on leading industry on the journey to increasingly optimized and autonomous operations. Our software-defined automation, hosted on the latest state-of-the-art computing platforms, provides scalability and leverages cloud and edge technologies to generate critical insights for our customers.

At the heart of this architecture is a unifying data fabric that accommodates a variety of structured and unstructured data that spans across silos and multiple systems to provide contextualized insights at the right time for a customer's specific user of this information. This enables digital twins and AI orchestration to be smartly deployed across the operation and ultimately across the customer's enterprise to provide the next level of optimization in performance, sustainability and value creation.

Emerson's Enterprise Operations Platform integrates software workflows and brings together safety, reliability, control and optimization in a connected system that will enable the opportunity for autonomous operations. Zero trust cybersecurity is an important construct of the Enterprise Operations Platform to assure security confidence and defend against cyber-attacks. AI-based models are anchored in trust and reliability for mission-critical applications, leveraging first principles-based models and decades of operational technology data and expertise to stay within operational boundaries. Emerson is already introducing many important elements of this journey, including enhanced control system capabilities and – new to the industry – online AI advisors delivering incremental customer value.

Innovation and the journey toward more autonomy in production and test operations will increase the importance and value of our automation technology to our customers for decades to come.

For more information, please refer to the *Emerson Venture Capital Investments* web page.

Sustainability Policies

Over time, Emerson has established policies that support our sustainability strategies and align with our aspirations, regulatory requirements and market expectations. These policies guide decision making, embed sustainability into our operations and set clear expectations for employees, suppliers and other stakeholders across our value chain. The policies are regularly reviewed and updated to reflect evolving business needs, best practices and regulations.



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

Data Protection Statement

Anti-Hedging Policy

Share Pledging Policy

Data Privacy Notice

Emerson Conflict Minerals Statement

Emerson Code of Ethics for Business Partners



Atok Benguet, Philippines
Photo by: ***Darwin Marasigan***
Emerson Employee

Report At-A-Glance

PLANET

Reduced Scope 1 and 2 absolute emissions by **49%** since 2021



Procured **56%** of electricity from renewable sources worldwide



Reduced **energy intensity** by **27%** since 2021

OUR PEOPLE

Reached **91%** participation rate in Emerson's employee engagement survey

0.25 improved Total Recordable Injury Rate in line with **industry safety leaders**

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

INTEGRITY

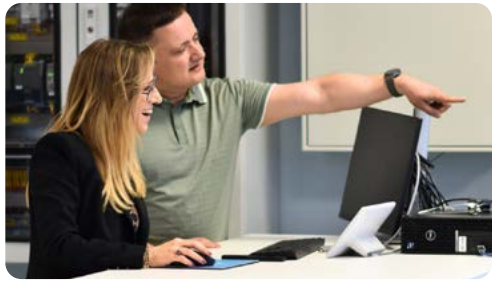
41,000+ Emerson employees completed at least one Regulatory Compliance training course

More than **97%** of all employees completed Emerson's ethics training in 2025

Key elements of our primary data centers, cloud environments and our enterprise IT organization are third-party certified under **ISO 27001**

RESPONSIBLE SOURCING

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

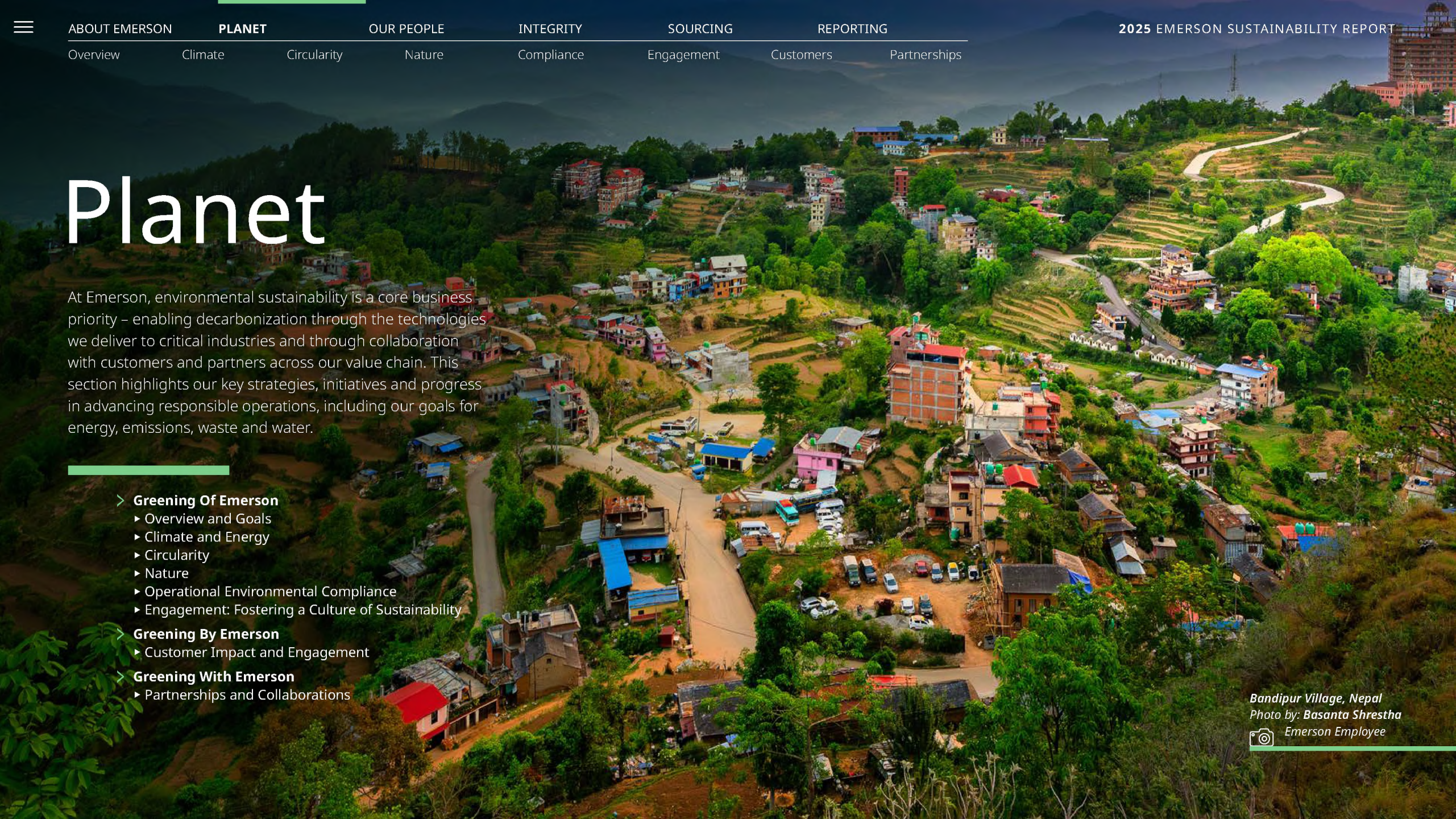


Around **80%** of material spend is regionalized, allowing us to reduce lead and transit times

Planet

At Emerson, environmental sustainability is a core business priority – enabling decarbonization through the technologies we deliver to critical industries and through collaboration with customers and partners across our value chain. This section highlights our key strategies, initiatives and progress in advancing responsible operations, including our goals for energy, emissions, waste and water.

- **Greening Of Emerson**
  - Overview and Goals
  - Climate and Energy
  - Circularity
  - Nature
  - Operational Environmental Compliance
  - Engagement: Fostering a Culture of Sustainability
- **Greening By Emerson**
  - Customer Impact and Engagement
- **Greening With Emerson**
  - Partnerships and Collaborations



Bandipur Village, Nepal
Photo by: ***Basanta Shrestha***
Emerson Employee

Planet At-A-Glance

GREENING OF EMERSON

Reduced Scope 1 and 2 absolute emissions by **49%** since 2021

Reduced water consumption by **12%** since 2022

Procured **56%** of electricity from renewable sources worldwide

+34,000 employees completed Product Environmental Compliance training since 2024

Reduced energy intensity by **27%** since 2021



Diverted **70%** of non-hazardous waste from landfill and incineration

81% of manufacturing facilities conducted environmental compliance reviews as part of our risk management program

GREENING BY EMERSON

Emerson systems control **65,000** wind turbines globally



Around **90%** of the world's nuclear plants operate with Emerson valves, and approximately 75% use Emerson sensing instruments



GREENING WITH EMERSON

Participating in **40+** organizations collaborating to accelerate climate action

Participated in **COP30** as a partner at the Sustainable Innovation Forum

More than **4,200** learners completed AspenTech's Sustainability Pathways training over the past two years

Emerson is a partner in **seven** research projects developing global metrology standards for hydrogen and carbon dioxide

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

Environmental sustainability is a business priority at Emerson. As an automation company, we recognize both our responsibility and our opportunity. We are accountable for reducing the environmental impact of our operations and value chain, while enabling our customers to operate more efficiently and sustainably.

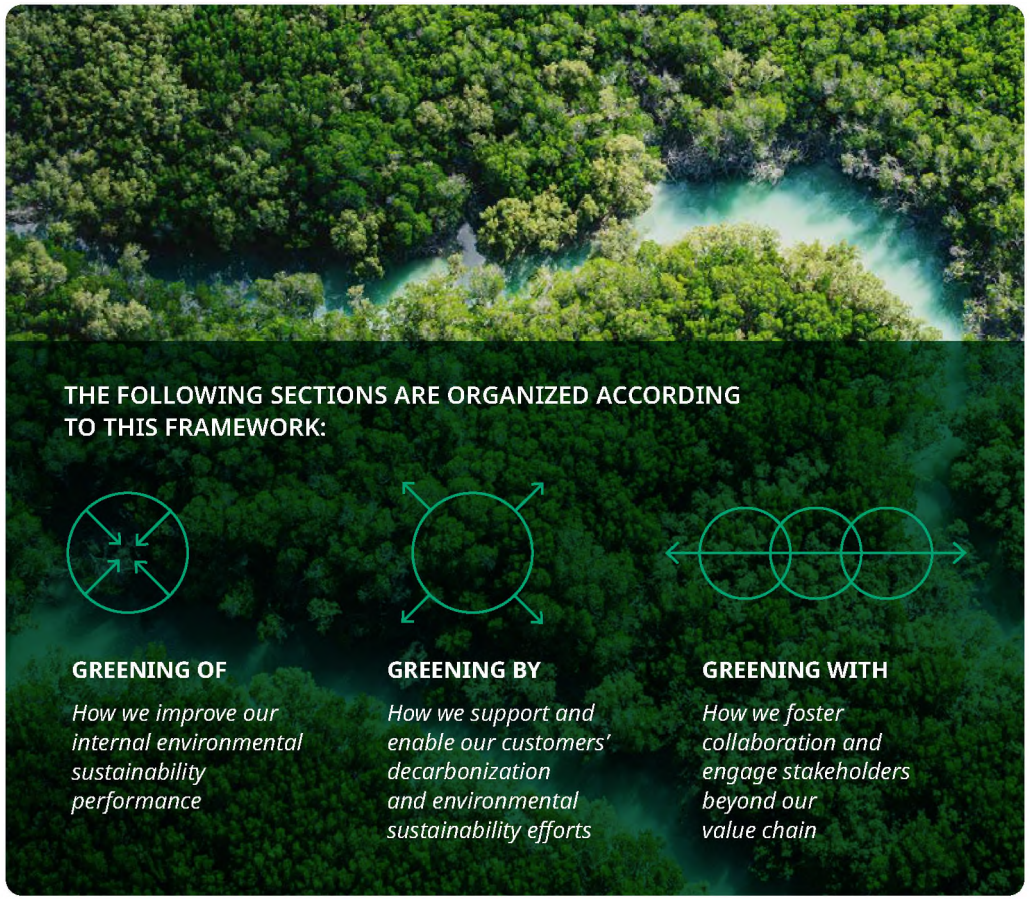
Supported by our executive leadership, we work to embed environmental sustainability in our strategy and to integrate it into our operating model. Driving progress requires disciplined execution, cross-functional collaboration and clear governance, from the Board and executive leadership to teams across our global sites.

Our approach focuses on measurable action. We prioritize areas where we can have the greatest impact, including energy use and emissions in our operations, product design and innovation, and engagement across our supply chain. We set goals, track performance and strengthen our processes to improve results.

For the past five years, our efforts have been guided by our Greening OF, Greening BY and Greening WITH framework. This structure has provided consistency, clarity and accountability as our program has evolved. Over time, this framework has proven effective and easy to understand. Investors, employees, customers and suppliers consistently recognize it as a clear expression of how we create environmental value, both within the Company and beyond it.

The following sections outline how we are advancing each pillar and working to deliver on our objectives.

For more information, please see *Emerson's Environmental Sustainability* web page.



Greening Of Emerson – Overview and Governance

Environmental Sustainability Leadership Founded on Strong Governance and Transparency

Emerson's environmental sustainability leadership is grounded in a strong governance framework that promotes accountability, strategic alignment and transparency across the organization.

Environmental Sustainability Governance and Oversight

Oversight begins with Senior Vice President and Chief Sustainability Officer, Mike Train, leading the Environmental Sustainability Steering Committee. This cross-functional decision-making group meets regularly to guide enterprise-wide sustainability strategy, reports directly to CEO Lal Karsanbhai and provides ongoing updates to the Board to ensure alignment between corporate leadership and global teams.

Board engagement is further strengthened through the Technology and Environmental Sustainability Committee, which oversees product security, technology, innovation and environmental sustainability strategy. In 2025, the Committee continued to serve as a key platform for integrating sustainability into business planning and for monitoring emerging regulatory and market developments.

To reinforce transparency and prepare for rapidly evolving disclosure requirements, Emerson established a formal sustainability reporting governance framework in 2024. A cross-functional advisory team – representing finance, audit, sustainability, legal, information technology and human resources – supports this framework by advising leadership and coordinating efforts across functions, enhancing the Company's ability to navigate regulatory change.

Our sustainability strategy focuses on areas where we can drive the greatest impact: reducing emissions, optimizing energy use, minimizing waste and conserving water. To advance progress in these priorities, several specialized cross-functional groups guide enterprise-level actions:

- The **Energy Sourcing Committee** centrally identifies opportunities and procures global renewable energy.
- The **Responsible Sourcing Committee** drives and embeds sustainability best practices across supply chain activities.
- The **Scope 3 Data Governance Group** oversees reporting methodologies and data quality for Scope 3 emissions reporting.
- The **Sustainability External Reporting Steering Committee** monitors disclosure regulations, implements compliance plans and advises leadership on emerging requirements.

These groups ensure consistency, coordination and rigor across Emerson.

At the operational level, Environmental Health and Safety (EHS) and sustainability leaders at each facility put our global strategy into practice by implementing programs that reduce energy use, emissions, water consumption and waste. Their work is guided by Emerson's *Global Environmental Management and Sustainability Policy*, which establishes consistent expectations worldwide and supports continued improvement as new challenges arise.

To further strengthen local engagement, employee-driven Green Teams promote site-level sustainability action and help translate global goals into day-to-day progress (see section on Fostering a Culture of Sustainability).

For a more detailed overview of Emerson's environmental sustainability governance structure see *page 19*



Gilman, Iowa, U.S.
Photo by: ***Sam Benzing***
Emerson Employee

Greening Of Emerson – Overview and Governance

Environmental Sustainability Disclosures

We proactively disclose our environmental data, goals and strategies through our annual sustainability report and longstanding CDP submissions, having reported to CDP every year since 2010. In 2025, we earned an "A" rating in Climate for the second consecutive year and were recognized for the fourth year on CDP's Supplier Engagement Assessment Leaderboard.

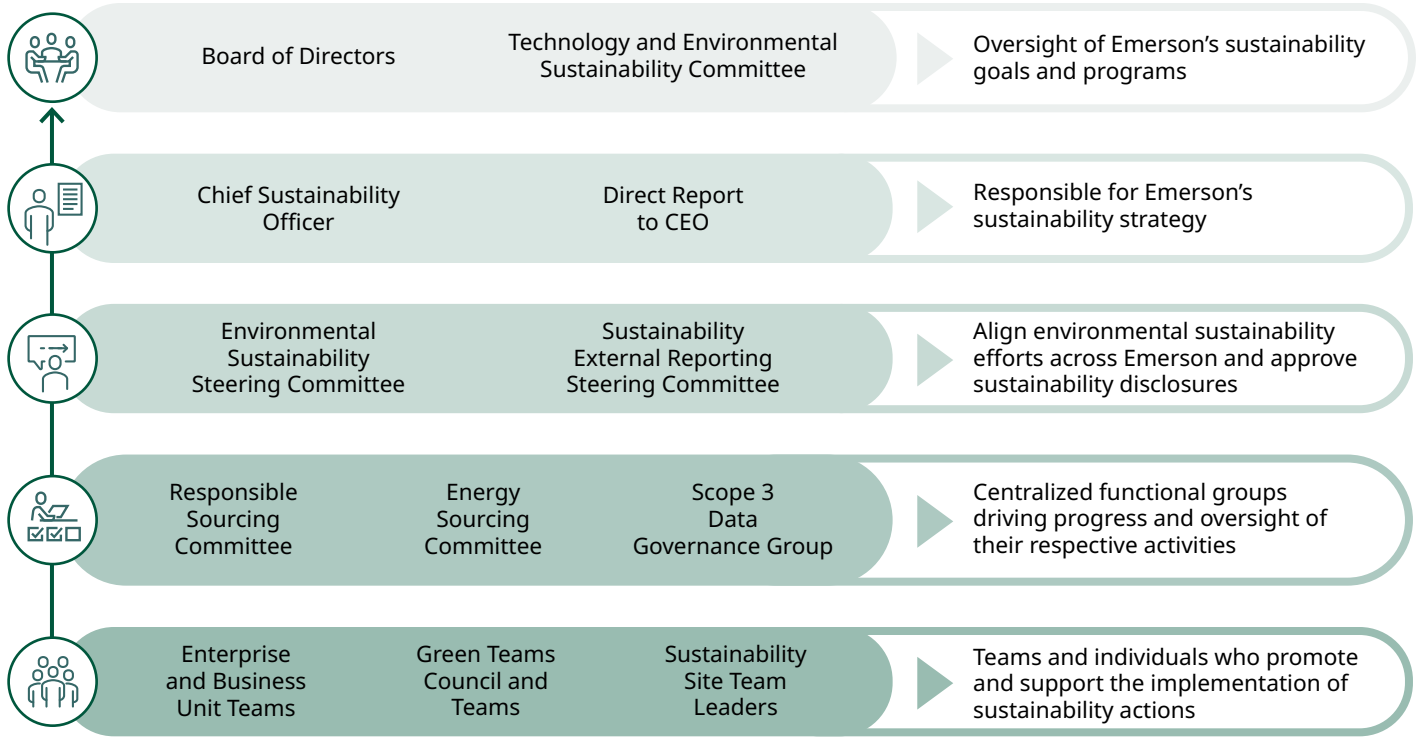
To further meet the increasing sustainability expectations of our customers, Emerson has also participated in EcoVadis assessments since 2022, improving from our initial score of 52 (59th percentile) to 79 (96th percentile) in 2025.

Awarded an EcoVadis Gold rating, among the top 5% of companies worldwide for sustainability performance.

Rated "A" by CDP on climate change for a second consecutive year.

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

ENVIRONMENTAL SUSTAINABILITY GOVERNANCE STRUCTURE



Emerson's Environmental Sustainability Goals and Progress

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.

Goals — Progress 2025

2030 Net Zero Operations

Reduce Scope 1 and 2 emissions
49% — Target: 90% — Base year 2021

Reduce Scope 3 emissions
18% — Target: 25% — Base year 2021

Procure electricity from renewable sources
56% — Target: 100%

Reduce energy intensity
27% — Target: 35% — Base year 2021

2032 Zero Waste to Landfill*

Divert non-hazardous waste from landfill and incineration, from our manufacturing facilities
70% — Target: 90% — Base year 2022

Water Reduction Goal*

Reduce water purchased from our manufacturing facilities
12% — Target: 10% — Base year 2022

2045 Net Zero Value Chain

Reduce Scope 1, 2 and 3 emissions
20% — Target: 90% — Base year 2021

**where this is compatible with local conditions and regulations*



Emerson Chengdu Office, China
*Photo by: **Roy Miao** Emerson Employee*

Climate and Energy

Our Emissions At-A-Glance

Emerson's operational emissions account for around 2% of our total value chain greenhouse gas (GHG) emissions. **Scope 1** emissions come from on-site fuel combustion, company vehicles and refrigerant leakage. **Scope 2** emissions primarily stem from purchased electricity. Although these sources make up a modest portion of our emissions profile, they are the emissions we can most directly influence. Reducing our operational footprint demonstrates leadership in the areas we control.

Achieving meaningful reductions requires close collaboration across our global facilities, engaging teams in energy efficiency initiatives, equipment upgrades, refrigerant management improvements, fleet optimization and renewable electricity procurement. This not only lowers emissions but also strengthens a culture of sustainability, continued improvement and innovation across our operations.

Scope 3 emissions, which stem from indirect activities across our value chain, account for 98% of our total emissions. As shown in the image on *page 22*, 56% 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 41% of our Scope 3 emissions, driven by the use of energy-intensive materials such as steel, aluminum and electronics, as well as the regionalization of our global supply chain.

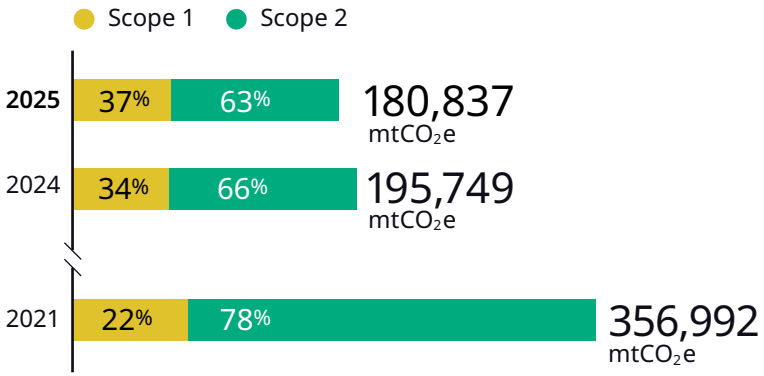
Each year, we calculate our Scope 1, Scope 2 and Scope 3 GHG emissions in alignment with the Greenhouse Gas Protocol to monitor progress toward our goals. To help ensure the integrity of these results, we conduct annual internal assurance reviews of our calculations. In addition, an independent third party provides limited assurance verification for our Scope 1 and 2 emissions totals (as detailed on *page 125*), and the data for select Scope 3 categories are verified by a different accredited third party.

Net Zero Operations Progress 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 objectives. 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. We are proud to announce that in 2025, we achieved an energy intensity reduction from our 2021 base year of 27% while increasing the volume of renewable electricity purchased to 56% of our Scope 2 energy consumption. These two improvements are responsible for much of the 49% reduction in Emerson's absolute Scope 1 and 2 emissions in 2025 compared to our 2021 base year.

SCOPE 1 AND 2 MARKET-BASED EMISSIONS PROGRESS



A breakdown of our Scope 1, 2 and 3 footprint for 2025 is shown in the figure on *page 22*.

Learn more about our Scope 3 GHG emissions inventory in the *Net Zero Value Chain section*.

For more information, please see *Emerson's CDP Climate Questionnaire*.

See also our *Global Environmental Management and Sustainability Policy*.



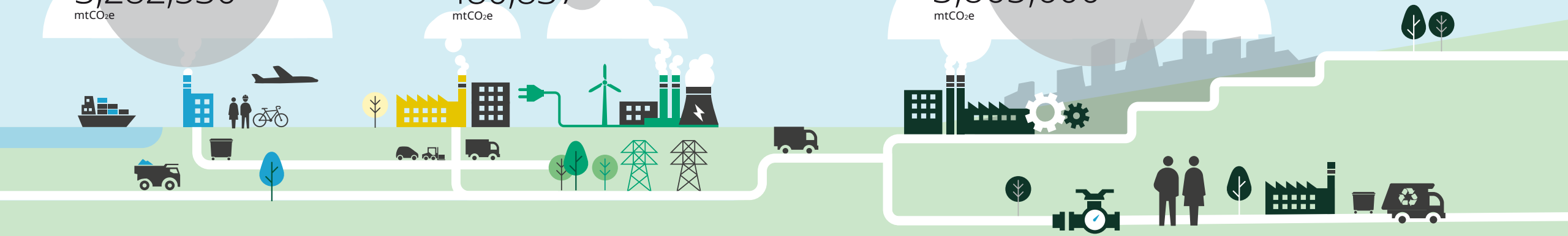
Greenhouse Gas Emissions At-A-Glance

SCOPE 3
UPSTREAM**
3,282,530
$mtCO_2e$

SCOPE 1 AND SCOPE 2*
180,837
$mtCO_2e$

SCOPE 3
DOWNSTREAM**
3,865,600
$mtCO_2e$

TOTAL SCOPE 1, 2 AND 3
EMISSIONS 2025
7,328,967
$mtCO_2e$

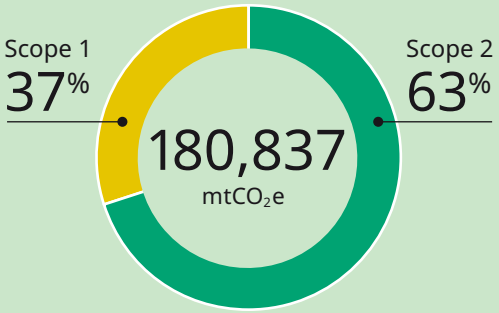


SCOPE 1 AND 2* MARKET-BASED EMISSIONS PROGRESS

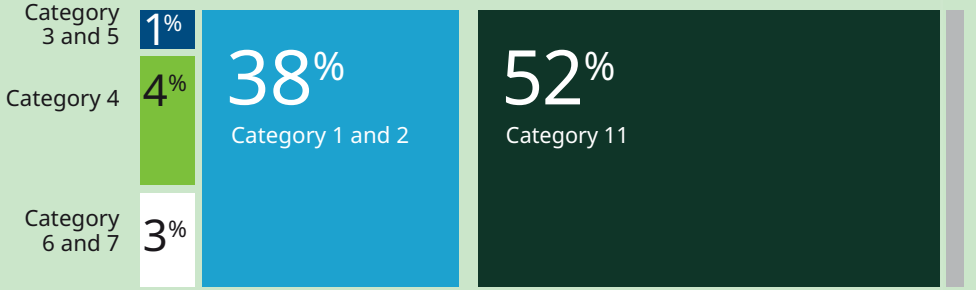
-49%

Reduction from 2021 base year

ABSOLUTE SCOPE 1 AND 2* EMISSIONS



SCOPE 3 EMISSIONS**



** Emerson's full Scope 1 and Scope 2 emissions reporting covers 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 2025 included 186 major energy-consuming facilities reporting actual energy usage data as well as the 359 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 emissions data previously reported for fiscal 2023 were driven by Emerson's acquisition of Test & Measurement along with improved methodologies for our leased vehicle fleet.*

*** Previously, AspenTech was reported as a minority investment under Scope 3, Category 15. Following Emerson's full acquisition, AspenTech's emissions are now included in the Company's overall Scope 1, 2 and 3 footprint.*

Climate and Energy

2030 Net Zero Operations Roadmap

Emerson's roadmap for achieving net zero GHG 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.

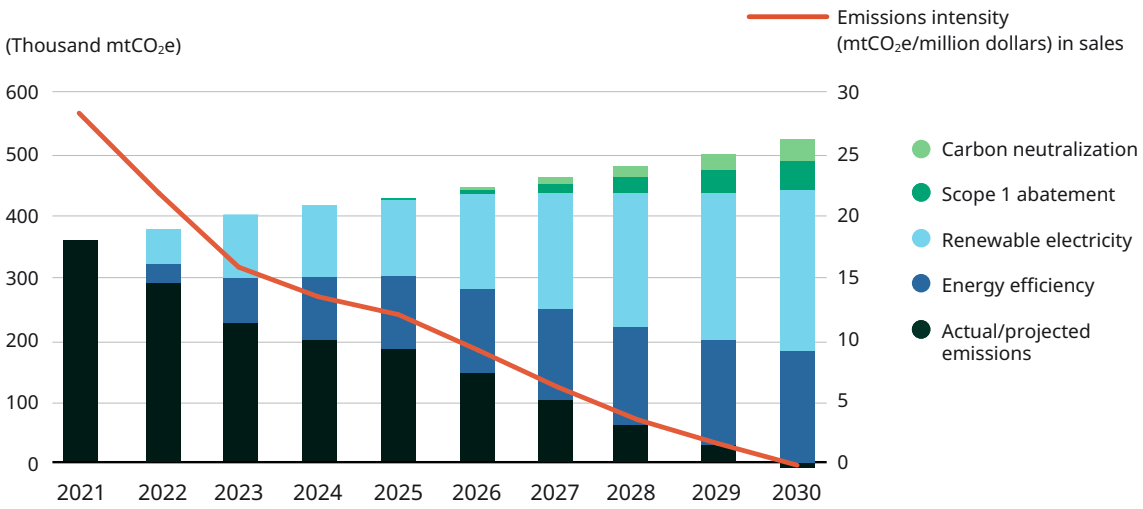
The chart below illustrates our anticipated emissions profile and the projected impact of these four strategies in achieving our 2030 Net Zero Operations target.

Energy efficiency has long been the foundation of Emerson's emissions reduction strategy, driving value by reducing energy costs for our operations and engaging our workforce. As we have reduced energy waste across our facilities, renewable electricity sourcing has become an increasingly important lever in our efforts to minimize our carbon footprint.

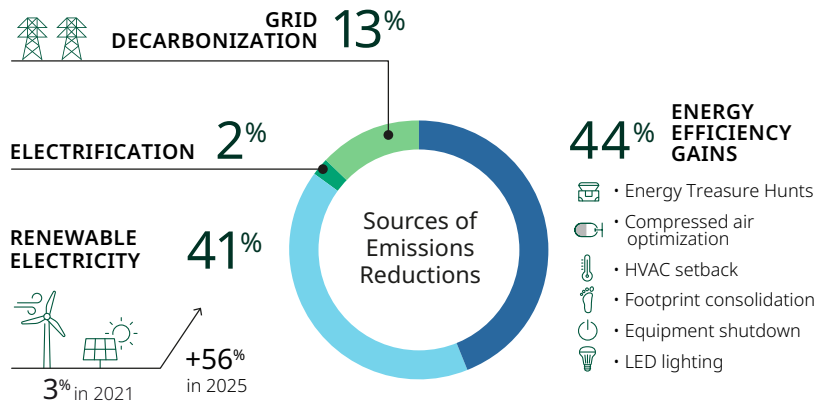
Initial Scope 1 emissions abatement initiatives have focused on investment opportunities that yield greatly increased system efficiencies or production output to support long-term ambitions as other technologies and solutions are further evaluated. Investment in carbon neutralization, the last of the four roadmap strategies, will mitigate remaining Scope 1 and 2 emissions and will support the development of next-generation decarbonization technologies.

We collect energy and emissions data quarterly through a centralized software platform that covers our highest-energy-consuming sites, which together account for more than 80% of our total Scope 1 and 2 emissions footprint. These data undergo internal quality assurance / quality control (QA/QC) reviews and audits, as well as independent third-party assurance to facilitate accuracy and completeness. To further maintain data quality, our EHS, facilities and operations teams receive annual training on best practices for entering, processing and reviewing environmental data, ensuring consistent and reliable reporting across all sites.

NET ZERO OPERATIONS EMISSIONS ROADMAP



NET ZERO OPERATIONS PROGRESS – SOURCES OF EMISSIONS REDUCTIONS SINCE 2021



Climate and Energy

Energy Treasure Hunt Program Continues to Drive More Energy Efficiency

Energy Treasure Hunts continue to be the cornerstone of 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 they 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 100 events across the Company, resulting in the identification of nearly $6 million in no-cost and low-cost energy cost savings opportunities.

In addition to targeted energy efficiency projects, Emerson continues to achieve meaningful reductions through operational improvements embedded in day-to-day practices. Across our manufacturing and office facilities, teams are implementing process optimizations such as improved equipment scheduling, refined maintenance procedures and enhanced control strategies that reduce energy use without requiring significant capital investment. These operational changes strengthen the long-term efficiency of our sites, facilitate consistent performance across the portfolio and support our broader efforts to reduce emissions through disciplined, data-driven energy management.

Expanding Energy Efficiency in Austin, Texas



Following the acquisition of Test & Measurement, efforts were prioritized on training newly integrated team members and further embedding energy efficiency practices into standard operational processes. The Energy Treasure Hunt event at the Test & Measurement headquarters in Austin, Texas documented over $350,000 in annual energy savings opportunities that were shared with operations leaders from across the Company, directly enabling treasure hunts at other Test & Measurement locations later in the year.

Our teams have completed more than

100 Energy Treasure Hunts globally.

Identifying Energy Efficiency Opportunities in Sandusky, Michigan



At the Fluid and Motion Control facility in Sandusky, Michigan, an Energy Treasure Hunt identified operational energy efficiency opportunities across HVAC systems, compressed air and process equipment. The cross-functional, on-site assessment identified projects equivalent to a 13% reduction in annual site energy usage, reinforcing the value of hands-on, data-driven collaboration. Beyond the quantified savings potential, the event strengthened a culture of proactive energy management and generated insights that continue to inform energy efficiency initiatives at similar facilities across the organization.

Climate and Energy

Renewable Electricity

In 2025, 56% of Emerson's electricity was generated from renewable sources. Our overall transition to renewable electricity is overseen by the Energy Sourcing Steering 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 off-site renewable electricity strategy is grounded in a global commitment to improving the quality and integrity of the renewable energy we procure. In North America and Europe – regions with established renewable energy markets – 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.

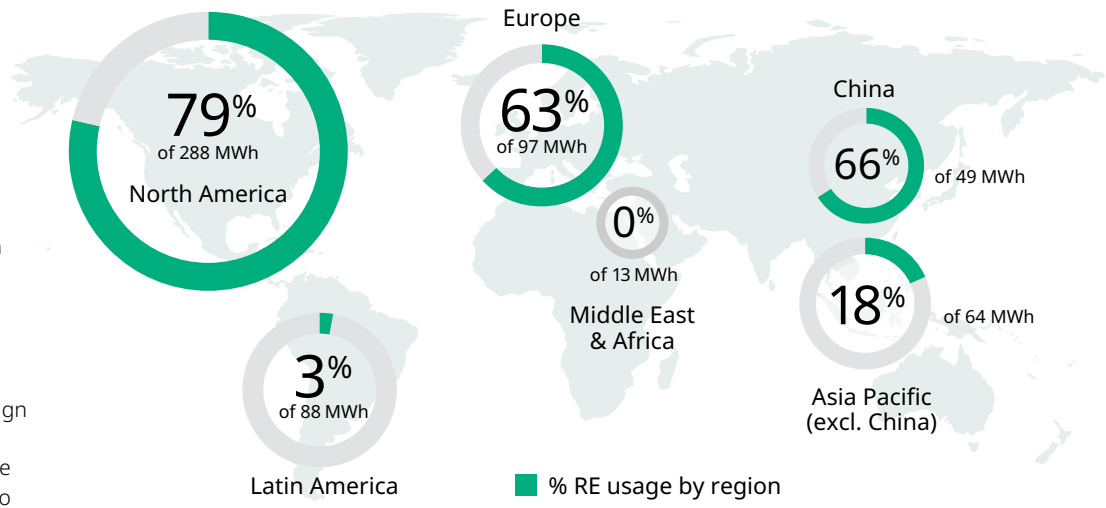
In focus markets where we are developing procurement experience, we have engaged third-party experts to evaluate RE100-accepted options and to build transition pathways that align with our 2030 renewables target. In remaining markets with higher price levels and volatility, we continue to refine our market intelligence and to develop sourcing strategies that drive long-term supply security at competitive energy prices. As our sourcing program matures and renewable electricity coverage continues to grow, we are focused on transitioning to market instruments that are more traceable and transparent, that add capacity and resilience to electricity grids and that benefit the communities we operate in. We are working closely with our utilities and generators to secure these higher-value renewable products.

On-Site Renewable Energy Generation

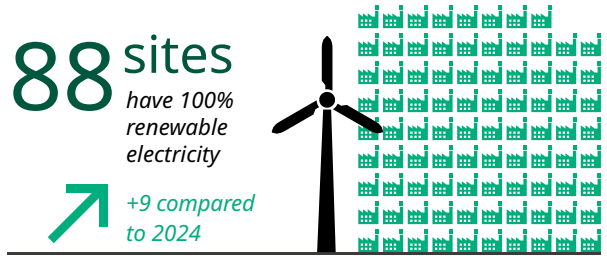
We are driving the expansion of on-site renewable electricity generation with over 17 megawatts (MW) of installed capacity across our global facilities. By partnering with preferred solar developers across multiple regions, we streamlined vendor selection and accelerated the commissioning rate of new 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 facilities are suitable for solar installations with compatible materials.

EMERSON'S 2025 RENEWABLE ELECTRICITY COVERAGE BY WORLD AREA



EMERSON SITES WITH RENEWABLE ELECTRICITY





Climate and Energy

Scope 1 Emissions Abatement

Our Scope 1 emissions primarily arise from fuel combustion at our facilities – whether from manufacturing processes or comfort space heating – or from Emerson-owned or -leased vehicles. Addressing these harder-to-abate emissions will require investments in electrification, the adoption of alternative fuels and a continued focus on energy efficiency, which remains critical to improving investment outlooks.

Electrification

In 2025, we made major electrification investments in key comfort heating systems following a comprehensive mapping exercise to identify equipment-level Scope 1 emissions. One of our plants in Hungary has begun drilling for a geothermal (ground-source) heat pump, while one of our major sites in Minnesota has installed high-efficiency air-to-air heat pumps. Both of these investments capitalize on the noteworthy efficiency benefits associated with switching from traditional combustion-based heating to heat pumps. Moving forward, we will continue to refine our engagement with Emerson's capital planning and management processes to reduce the Scope 1 emissions that are embedded in our operational footprint, by funding the most impactful electrification projects.

Mobile Vehicle Fleet Electrification

In 2025, we strengthened our vehicle policies to prioritize electric and hybrid options for employee use. As a result, the share of electric vehicles (EVs) and hybrid vehicles in our global fleet increased to 32% in 2025, up from 21% in 2024. Our approach is tailored regionally, reflecting the local maturity of charging infrastructure, policy incentives and operational needs.

Sustainable Construction

Established in 2023, Emerson's Sustainable Building Standards provide a unified sustainability framework for all new construction and major renovation projects. In 2025, we updated these standards to incorporate best practices on waste and water management, new guidance for leased facilities and, critically, 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 to 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 2025, the price remained at $90 per metric ton of carbon dioxide equivalent ($mtCO_2e$).

Alternative Fuels

We view alternative fuels – such as hydrogen, renewable natural gas and biofuels like sustainable aviation fuel (SAF) – as important energy transition enablers. 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 bridge 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.

Neutralization Through Technological Solutions

Emerson's roadmap to net zero supports the principle that offsetting GHG emissions should not be prioritized over mitigation efforts, so we have focused investment on Scope 1 and 2 abatement opportunities. Emerson did not purchase any carbon removals in 2025, but future investment and reporting will align with the Greenhouse Gas Protocol's Land Sector and Removals Standard.

Sustainable Building Standards in Action: Saudi Arabia



Operational in 2025, Emerson's new manufacturing site in Saudi Arabia reflects our commitment to integrating sustainability into new operations under the Sustainable Building Standards. The site incorporates high-efficiency LED lighting managed through a Building Management System, advanced HVAC controls, improved insulation, sustainable construction materials and a graywater treatment system that reduces freshwater consumption. It is also designed to support future rooftop solar installation. These features improve operational efficiency, reduce resource use and enhance occupant comfort, demonstrating how Emerson embeds environmental performance into modern facility development.

Climate and Energy

Net Zero Value Chain

By 2045, Emerson aims to achieve net zero GHG emissions across Scopes 1, 2 and 3, targeting a 90% reduction from a 2021 base year, using high-quality carbon neutralization for residual emissions, in alignment with Science Based Targets initiative (SBTi) climate standards.

Scope 3 Emissions Progress

Since our 2021 base year, Emerson has reduced total Scope 3 emissions by 18%. In 2025, we achieved a 3.8% year-over-year reduction, largely driven by lower emissions from the use of sold products. This Category 11 reduction reflects a combined 24% decrease in emissions tied to the geographic distribution of sales, reductions in product energy intensity and shifts in product mix and demand patterns from the base year.

Purchased goods and services (Category 1) emissions, which comprised 35% of our 2025 Scope 3 emissions footprint, decreased by 10% from the 2021 base year. Emissions declined across several major product categories even as spending patterns shifted, reflecting reduced emissions intensity in our supply chain. Regional sourcing trends also contributed, as key geographies showed continued reductions in carbon intensity.

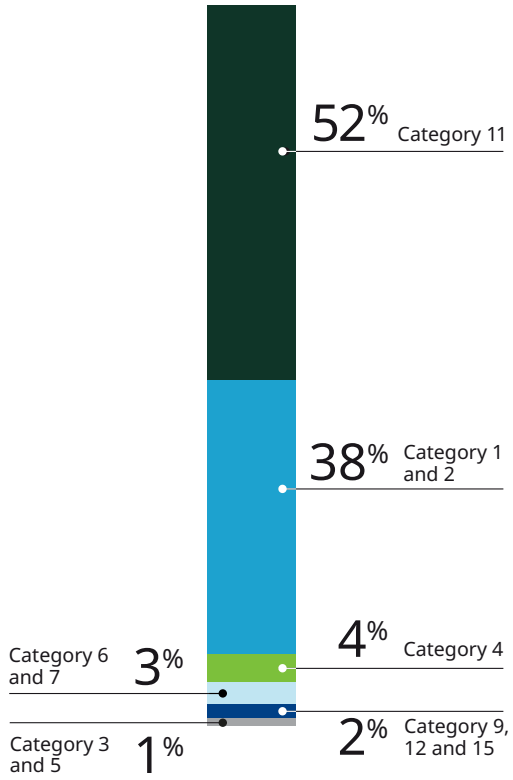
The table *here* outlines our current calculation approach for each Scope 3 category.

Scope 3 emissions, which Emerson influences but does not directly control, are more challenging to reduce than our operational emissions because they depend on the collective action of our value chain, including suppliers, customers and logistics partners. We recognize the opportunity to influence these emissions and continue to collaborate across the value chain to identify effective reduction strategies.

FISCAL 2025 ESTIMATED SCOPE 3 EMISSIONS*

Scope 3 Emissions	$mtCO_2e$
Category 11: Use of Sold Products	3,713,000
Category 1: Purchased Goods & Services	2,519,400
Category 4: Upstream Transportation & Distribution	306,860
Category 2: Capital Goods	200,950
Category 9: Downstream Transportation & Distribution	128,500
Category 7: Employee Commuting	104,220
Category 6: Business Travel	72,230
Category 3: Fuel & Energy-Related Activities	63,230
Category 12: End-of-Life Treatment of Sold Products	21,980
Category 5: Waste Generated in Operations	15,640
Category 15: Investments	2,120
Total	**7,148,130**

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



Climate and Energy



Emerson's Cluj, Romania Campus

Enhancing Our Scope 3 Emissions Footprint Data

Scope 3 emissions, as defined by the Greenhouse Gas Protocol, are primarily estimated through a combination of primary data, modeling, expert judgment and external datasets. Since publishing our initial 2021 emissions footprint, we have continued to refine our data granularity and strengthen both our collection processes and calculation methodologies. These improvements help ensure that our value-chain emissions profile reflects the evolving available information and remains aligned with emerging reporting expectations.

In 2025, we made a significant update to our Scope 3 methodology by enhancing the way we calculate emissions for Categories 1 and 2. We adopted country-specific emission factors from the Comprehensive Environmental Data Archive (CEDA) database, which provide a more accurate representation of Emerson's geographically diverse supply base. As a result, our calculated spend-based emissions for these categories increased by roughly two times, a change driven by improved geographic specificity rather than any shift in underlying purchasing activity. This refinement impacts the overall profile of our total footprint and provides a stronger foundation for identifying targeted reduction opportunities.

As expectations for Scope 3 reporting continue to evolve, deeper collaboration across the value chain is essential to improving data quality and building more comprehensive, decision-useful datasets. We are working closely with both customers and suppliers to enhance transparency, strengthen shared methodologies and improve the accuracy of emissions information exchanged across the value chain. See *page 31* for details on how we are providing emissions data to customers, and *page 86* for more information on our initiatives to expand data quality and engagement with suppliers.

Solidifying Data Governance

Aligned with best-practice standards, Emerson regularly updates our Emissions Inventory Management Plan, which defines the data sources, methodologies, assumptions, systems and controls used for GHG reporting.

Each year, we work closely with a wide range of stakeholders across our business segments and enterprise functional teams to collect and refine Scope 3 emissions data. To drive consistency and rigor, these teams receive annual training on best practices for calculations, documentation and data management to support internal auditing requirements.

Throughout the reporting cycle, we also partner with data owners to identify improvement opportunities and develop action plans where needed, especially as we integrate new acquisitions into the Emerson organization.

Emerson's Scope 3 Data Governance Group oversees 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 117*.

Climate and Energy

Roadmap to Net Zero Value Chain by 2045

Unlike Scopes 1 and 2, which are largely within Emerson's operational control, Scope 3 emissions extend across a complex global value chain involving many external partners. Addressing these emissions requires coordinated efforts across suppliers, customers and partners, recognizing that progress relies on collaboration, influence and improving data quality rather than on direct operational control.

Promoting Decarbonization of the Grid

With over 60% of Emerson's emissions tied to electricity, global grid decarbonization remains critical to achieving our climate targets. Lowering the carbon intensity of electricity reduces both our Scope 2 emissions and those associated with our products in use.

As customers and national grids transition toward renewables and low-emissions generation, these emissions are expected to decline. The International Energy Agency (IEA) reports that the carbon intensity of global electricity is now on a sustained downward trajectory. Global power sector emissions stayed flat in 2025 (compared with a 1% increase in 2024) and are expected to plateau over the 2026-2030 period as renewables and nuclear account for a growing share of generation*. Electricity emissions intensity is forecast to fall from roughly 445 gCO_2/kWh in 2024 to about 400 gCO_2/kWh by 2027.**

Emerson's global footprint and deep expertise across energy generation, grid management and power distribution uniquely position us to support the expansion of cleaner electricity capacity worldwide. Advancing grid decarbonization is a critical pillar of our strategy for achieving net zero emissions, both within our own operations and across our broader value chain.

During 2025, Emerson continued collaborating with external organizations, including the Clean Energy Buyers Association (CEBA) and RE100. Additional details on these initiatives are available in the *Greening With section* of this report.

Catalyzing Engagement Across Our Supply Chain

Recognizing that our upstream Scope 3 emissions are approximately 18 times greater than our operational emissions, supplier engagement is fundamental to our decarbonization strategy.

Reducing emissions across key supply chain sectors – including steel, electronics and plastics – is complex due to their energy-intensive processes and historic reliance on fossil fuels. Achieving net zero emissions across our supply chain will require close collaboration to advance energy efficiency improvements, increased renewable electricity use, expanded recycled materials content, electrification and the deployment of emerging technologies capable of replacing fossil fuels in high-temperature production processes.

In recent years, we have strengthened our supplier engagement by expanding communication and capacity-building initiatives to share our responsible sourcing expectations and best practices. Key efforts include responsible sourcing webinars and an emissions data collection survey, through which we support both our supply chain teams and suppliers in understanding Scope 3 emission accounting and reporting. We also share examples of both Emerson and supplier emissions reduction actions. In addition, we have begun implementing supplier scorecards that incorporate sustainability key performance indicators (KPIs) to evaluate and benchmark performance among our priority suppliers.

For more information on our supplier sustainability initiatives, see *page 83*.

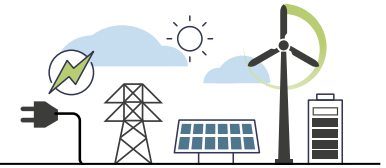
* *https://www.iea.org/reports/electricity-2026*

** *https://www.iea.org/reports/electricity-2025/emissions, gCO_2 /kWh = grams of carbon dioxide per kilowatt-hour.*

NET ZERO VALUE CHAIN STRATEGIES

GRID DECARBONIZATION

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



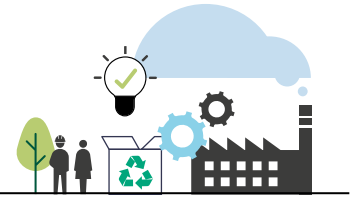
SUPPLY CHAIN COLLABORATION

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



SUSTAINABLE DESIGN

Designing products and packaging 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.



Climate and Energy

Developing More Sustainable Product and Packaging Designs

Emerson's diverse product portfolio requires tailored strategies to reduce environmental impact across both products and packaging. Building on the Sustainable Design Guidelines introduced in 2024, we expanded this foundation in 2025 by launching enterprise-wide Sustainable Packaging Guidelines.

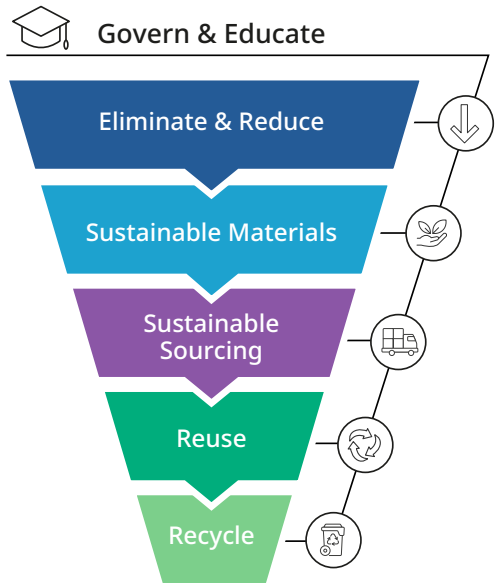
With the new guidelines and a growing network of internal experts, we are supporting the exploration of more recyclable materials, optimized configurations and lower-carbon alternatives. As part of this work, we developed a packaging prioritization framework tailored specifically for Emerson, grounded in the principles of the waste hierarchy. This framework provides clear, structured guidance to help teams evaluate and prioritize more impactful packaging decisions.

To reinforce adoption and encourage innovation, we also introduced a Sustainable Packaging Award to recognize more sustainable packaging solutions developed across the Company (see *page 40* for more details).

Throughout the year, we continued to drive broader adoption of sustainable product design practices across Emerson businesses. Capability-building efforts and targeted pilots helped progress the implementation of our Sustainable Design strategy. These efforts build on the guidelines and carbon footprint evaluation tools developed in 2024, both of which equip engineering teams with practical ways to reduce material use, improve energy efficiency and integrate sustainability considerations at the outset of product development.

Passionate teams across Emerson continue to drive meaningful advances in both sustainable design and packaging, helping embed these practices into everyday decision-making.

SUSTAINABLE PACKAGING PRIORITIZATION FRAMEWORK



Sustainable Design Workshops



The Enterprise Sustainability team hosted a Sustainable Design Strategy workshop in China with 45 cross-functional participants from 4 business segments and 12 sites. The workshop introduced the Sustainable Design guidelines launched in 2024 and trained teams on newly developed tools to accelerate sustainable product development, including a rapid product carbon calculator. Participants applied these tools to their own products to inform lower-carbon design decisions for future product launches.

Strategic Shift Toward Recyclable, Corrugate-Based Packaging



In 2025, Emerson's Professional Tools team redesigned packaging for Greenlee® hydraulic bare tools, transitioning from plastic- and EPS-based materials to a mono-material, corrugate-based system. The redesign consolidated packaging across multiple products, eliminated single-use plastics and improved compatibility with curbside recycling streams. By replacing plastic bags and polystyrene cushioning with fully corrugated cartons and inserts, the solution reduces waste and emissions while improving product protection in transit. This lightweight, modular packaging standard also delivers cost efficiencies and provides a scalable model for plastic elimination across Emerson's value chain.

Climate and Energy

Advancing Compliance and Sustainability Through Digital Quick-Start Guides



Emerson's Beijing Sensors Operations replaced printed Quick-Start Guides with a digital QR-based solution that complies with updated local regulations, eliminating 1.5 million paper sheets and reducing their associated emissions. Strong cross-functional collaboration enabled fast scaling across major product lines, while a ready-to-go template now supports adoption by other Emerson factories in China. The initiative cuts waste and cost, enhances customer experience and advances Emerson's zero-waste and sustainability goals.

Enhancing Product-Level Emissions Insights

In 2025, we continued working on how we assess and communicate the environmental performance of our products using Life Cycle Assessment (LCA) aligned with ISO 14040/14044 standards. We have started integrating more advanced LCA software tools and piloting new modeling capabilities that support scaling assessments across our broad product portfolio.

Alongside this, we are building internal expertise to model the carbon footprint of Emerson's diverse offerings. With more than 100,000 products, data collection and analysis remain challenging, but we have made steady progress in generating more reliable environmental insights and identifying areas for improvement within our own operations.

For the past two years, we have reported a metric designed to balance the level of detail that customers want with what is feasible to collect at scale. The cradle-to-gate emissions overview on the right reflects our business segments and includes Scope 1 and 2 emissions, along with key upstream Scope 3 categories such as materials, logistics and operational waste. The emissions intensity factor, expressed as metric tons of CO_2 equivalent per $1,000 of sales, gives us a consistent way to track and drive reductions.

By sharing this standardized, transparent view of our operational and upstream emissions, we help customers more accurately represent their purchased goods-related emissions and demonstrate progress toward their reduction goals.

As in prior years, the largest share of Emerson's total emissions in 2025 came from Scope 3, Category 11 – downstream use of our products, which corresponds to customers' Scope 1 and 2 emissions. This reflects both the scale of our installed base and the long lifetimes of many of our products, often 10-20 years. Reducing these downstream emissions depends heavily on customer decarbonization efforts, making partnership a critical part of our overall strategy.

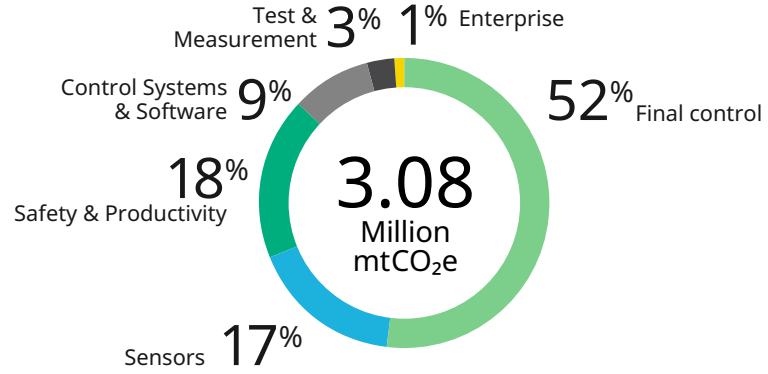
Fostering a Sustainability Culture

Although product-related emissions represent more than 95% of our GHG footprint, additional emissions sources are influenced by employees' day-to-day actions, including commuting, business travel and waste management. To achieve meaningful progress, it is important to provide employees with tools, resources and support needed to adopt more sustainable behaviors. The Culture section on *page 38* details how Emerson is embedding sustainability across the organization.

EMERSON'S CRADLE-TO-GATE CARBON EMISSIONS BY BUSINESS SEGMENT IN 2025*

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

Business Segment	Emissions ($mtCO_2e$)	Intensity ($mtCO_2e$/sales $K)
Final Control	1,617,090	0.27
Sensors	526,340	0.13
Safety & Productivity	542,980	0.26
Control Systems & Software	275,370	0.06
Test & Measurement	98,030	0.07
Enterprise	26,040	



** These figures have been updated with the new Category 1 and 2 methodology as explained in more detail on page 28.*

Circularity

At Emerson, we advance circularity by minimizing waste, optimizing resource use and implementing responsible product stewardship practices across our operations. Our Zero Waste to Landfill strategy targets diverting 90% of operational waste from landfills and incineration by 2032.

In parallel, our product stewardship initiatives support compliance with applicable global environmental regulations and promote environmental sustainability across our value chain. Through these actions, we aim to improve material efficiency, reduce environmental impacts and contribute to the transition toward a more circular economy.

Zero Waste Goal

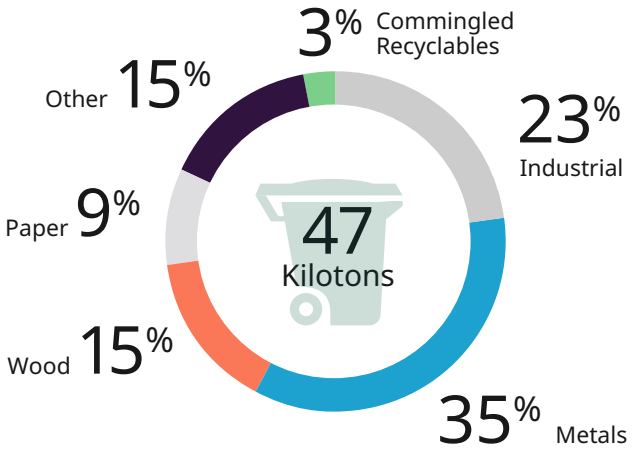
In 2023, Emerson established a Zero Waste to Landfill goal to divert 90% of the waste generated at our manufacturing facilities from landfill and incineration by 2032. This target is aligned with recognized industry standards, including the Zero Waste International Alliance definition of zero waste, which requires a minimum diversion rate of 90%. Guided by the waste hierarchy toward the highest and best use of resources, Emerson prioritizes waste management practices like reduction and reuse that deliver the greatest environmental benefit, reinforcing alignment with circular economy principles.

Waste Management Progress

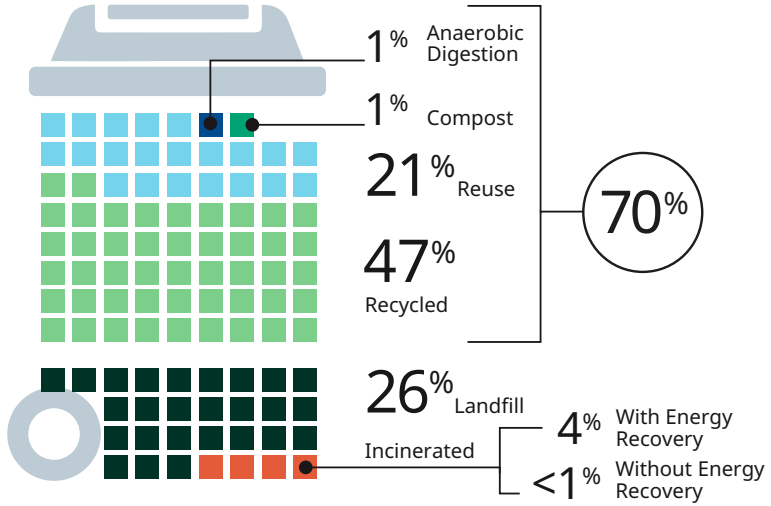
In 2025, we strengthened the quality of our waste data by improving data collection processes, enhancing quality assurance controls and providing additional training to manufacturing sites on waste definitions and standardized reporting procedures. Waste is classified as hazardous or non-hazardous in accordance with local regulatory requirements.

This year, non-hazardous waste accounted for 95% (55 kilotons) of Emerson's total waste generated, while hazardous waste, primarily consisting of solvents, oils and paint-related materials, represented 5% (3 kilotons). Our waste diversion rate increased to 70% in 2025, compared to 64% in 2024, driven by increased recycling rates and by long-term reduction efforts such as paperless shipping manifests and working with suppliers to reduce inbound packaging.

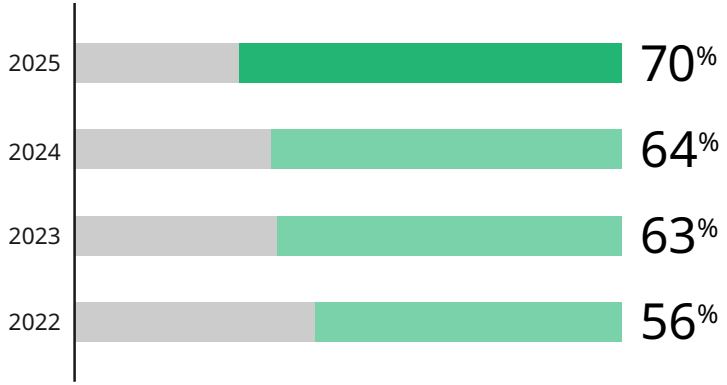
NON-HAZARDOUS WASTE BY TYPE



NON-HAZARDOUS WASTE BY TREATMENT



NON-HAZARDOUS WASTE DIVERSION RATE



Circularity

Taking Action Toward Zero Waste

Emerson is cultivating a zero-waste mindset to conserve resources, enhance operational efficiency, reduce costs and emissions, and minimize environmental impacts.

1. Internal Systems

In 2025, we identified a new electronic data management system. We also announced a transition toward quarterly reporting to improve data granularity and to better align with our audited Scope 1 and 2 GHG reporting processes.

2. Employee Engagement

In 2025, we released a Green Pill, bite-sized training video to all employees on Zero Waste to Landfill, conducted a global waste training assigned to personnel at key manufacturing sites and highlighted impactful waste reduction initiatives at our global offices through a Green Teams quarterly webinar.

3. Waste Management Provider Engagement

We continued to work with key waste management partners to drive increases in recycling rates, proliferate composting infrastructure and identify new areas of cost reduction through efficient resource use.

4. Supplier Engagement

We are in the process of developing an inbound Supplier Sustainable Packaging strategy and identifying waste hot spots (for our internal operations) that come from our suppliers.

5. Certification Programs

In 2025, we internally began TRUE certification training to gain expertise and to determine our future internal audit and certification processes.



Waste Reduction Project



A recurring source of office waste identified during Waste Walks at Emerson's factory in Ede, Netherlands, was the bottles, cans and cups generated by coffee and vending areas. When the site underwent a minor renovation, employees seized the opportunity to address this head-on – installing dishwashers, eliminating single-use drinkware and adding a multi-flavored water tap. The results spoke for themselves: these changes have since been adopted across multiple sites in the U.S., Europe and Asia as a proven practice for reducing office waste and improving employee satisfaction.

Circularity

Product Environmental Stewardship

Emerson promotes circularity by embedding environmental compliance into product design, material selection and end-of-life management through our Product Environmental Stewardship program. Key elements of the program include:

- **Legislative Monitoring** – Tracking global regulatory developments to stay ahead of new and evolving product environmental requirements.
- **Compliance Standards** – Maintaining enterprise-wide standards that support consistent processes, tools and controls across our businesses.
- **Regulatory Training & Awareness** – Equipping employees with the knowledge needed to interpret and comply with applicable environmental regulations throughout the product lifecycle.
- **Supplier Collaboration** – Engaging suppliers to obtain material declarations and other transparency data that support verification of compliance with the applicable regulations.
- **Customer Assurance** – Communicating accurate compliance declarations such that customers are informed about the environmental compliance status of our products.

More than

34,000 employees

completed Product Environmental Compliance training since 2024.

Substance Regulations

Substance regulations are designed to protect human health and the environment by reducing the use of potentially hazardous materials throughout the value chain. These laws require measures such as product labeling, reporting certain substances to end-users or authorities and restricting specific substances above defined thresholds in materials and products. Emerson's aim is that our products meet the latest applicable substance requirements across global, national and local jurisdictions. 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 26572-2025
- **Other RoHS-like laws,** including but not limited to the UK, Türkiye, the United Arab Emirates, Saudi Arabia, India
- **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** (Dodd-Frank 1502)
- **EU Persistent Organic Pollutants (POPs) Regulation,** (EU) 2019/1021

Extended Producer Responsibility (EPR)

EPR regulations promote circularity by requiring producers to manage and finance the end-of-life handling of their products, including take-back, recycling and environmentally sound disposal. These frameworks incentivize sustainable design choices, reduce waste generation and improve material recovery. Emerson's global EPR program facilitates compliance with key categories of EPR requirements, including:

- **Waste Electrical and Electronic Equipment (WEEE)** – Covering labeling, producer registration, product collection, treatment, recycling and recovery obligations.
- **Batteries and Accumulators** – Addressing labeling, material restrictions, producer registration and end-of-life management.
- **Packaging Waste** – Supporting responsible packaging design, reporting and financing of recycling and recovery systems.

Product Environmental Compliance Training

Training on product environmental compliance is essential to helping employees understand evolving regulatory requirements. In 2024, we introduced a mandatory introductory course for all salaried employees, designed to provide broad awareness of the topic across our largest employee population. Meanwhile, more specialized training continues to be assigned to the specific roles that need deeper expertise.

Since launching the introductory training, more than 34,000 employees have completed it, including 11,504 employees in 2025. The course is assigned to all new employees and refreshed every three years.

Nature

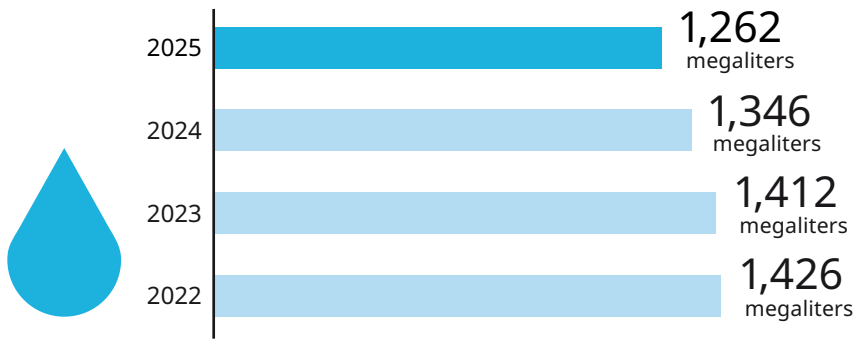
This section outlines our approach to managing nature-related dependencies, impacts, risks and opportunities across water resources, transition and physical climate risks, and biodiversity.

Water Management

Water Reduction Goal

After comprehensive assessment of our manufacturing water footprint, Emerson committed to achieving a 10% reduction in water consumption from our manufacturing facilities by 2032. We are proud to announce that in 2025 we surpassed this goal years early by achieving a 12% overall water consumption reduction compared to our 2022 base year. Given the speed at which we surpassed this first goal, Emerson will use the upcoming year to benchmark and analyze facility opportunities in pursuit of designing an enhanced goal, while we aim to maintain or improve on our performance from this year.

WATER PURCHASED



Strong Culture of Water Management

Emerson's manufacturing facilities have a longstanding water compliance program designed to support adherence to applicable regulatory requirements and internal standards related to water use, wastewater discharge and employee training. Water management is integrated into our broader environmental audit program, with regular evaluations conducted by site teams and third-party experts to verify compliance. Water risks to the organization are analyzed as part of our physical risk assessment process.

Taking Action Toward Water Reduction

Emerson is embedding water reduction practices to drive resource conservation, operational efficiency, cost savings and environmental stewardship. To drive progress, we have identified four key focus areas:

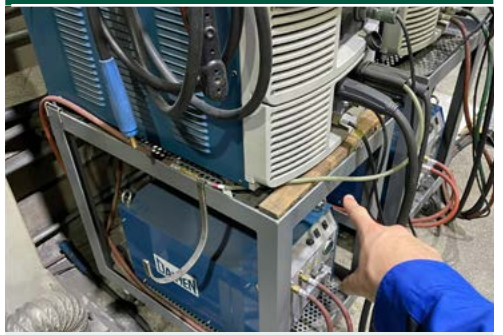
1. Internal Systems
In 2025, we finalized plans for a new electronic data management system that will improve data quality and data analysis. We also conducted an in-depth water data review process in preparation of future audits, and we aim to complete future water balances.

2. Employee Engagement
We presented Emerson's water reduction goal at the Environmental Sustainability Webinar Series in September 2025. We also incorporated our water reduction efforts into in-person trainings around the world.

3. Operational Efficiency
In 2025, we began proactive outreach to sites with consumption profiles indicating leaks or significant changes in water consumption. We are engaging sites to investigate upgrades in plumbing, stormwater diversion, recycling and leak detection.

4. Integration Into Building Standards
The 2025 updates to Emerson's Sustainable Building Standards added water operational efficiency as well as site support for implementing best practices when undergoing new construction or facility upgrades.

Eliminating Water Use in Welding Operations



Emerson's factory in Japan identified an opportunity to eliminate a single-pass cooling solution that previously utilized tap water to cool the electrodes and transformer at a high-use welding station. The new solution uses a closed-loop cooling medium and a small electric chiller to achieve a system water use reduction approaching 100%, significantly reducing the entire plant's water consumption. A similar welding station setup can be found at many Emerson plants and service centers. We are currently evaluating our welding processes to develop best practices for water use reduction and to drive similar significant reductions globally.

Nature

Evaluating Transition and Physical Climate Risks Through Scenario Modeling

Emerson incorporates climate scenario analysis into our long-term strategy to evaluate risks and opportunities associated with the energy transition and physical climate impacts. In 2022, we assessed climate-related risks and opportunities by considering both the shift to a low-carbon economy and the physical effects of climate-related impacts. Aligned with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), the assessment used two emissions scenarios from the International Energy Agency: the IEA Sustainable Development Scenario (low emissions) and the IEA Stated Policies Scenario (high emissions).

Under a low-emissions pathway, the transition to cleaner technologies – such as renewable energy sources, hydrogen and carbon capture – creates both risks and opportunities for Emerson's automation solutions. Our energy- and chemical-related automation revenue is projected to grow 3.1% annually under this scenario, compared to 3.4% under a high-emissions pathway. This underscores automation's expanding role in the energy transition and our strong position to support this shift through innovation.

In 2024, we refreshed our physical risk analysis using climate models from the Intergovernmental Panel on Climate Change (IPCC), assessing 12 climate physical risks across multiple time horizons through 2050. The analysis identified elevated tropical cyclone risk in the East Asia & Pacific region; however, Emerson's global diversification and emergency preparedness strategies help mitigate potential disruptions. As we refine our scenario analysis methodologies, we will continue integrating insights into strategic planning and enterprise risk management. These efforts enhance Emerson's resilience while supporting our customers' net zero ambitions and advancing sustainable operations.

Biodiversity

The Kunming-Montreal Global Biodiversity Framework, adopted at the United Nations Biodiversity Conference (COP15) in 2022, establishes ambitious global targets to halt biodiversity loss by 2030 and underscores biodiversity's importance to economic and environmental sustainability. In response, Emerson is strengthening our understanding of biodiversity-related impacts.

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

This preliminary assessment indicates that, based solely on the location 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. We will further refine this analysis as biodiversity disclosure requirements and assessment methodologies continue to evolve and become more standardized.

For more information on Emerson's climate scenario analysis, please see *page 109* in the Reporting section and *Emerson's CDP Climate Questionnaire*.



Scotchman Peak, Idaho, U.S.
Photo by: ***Kristi Perkins***
Emerson Employee

Operational Environmental Management

Environmental Compliance

As part of our overall risk management strategy, Emerson maintains a comprehensive environmental compliance program designed to meet, and where feasible exceed, regulatory requirements related to air emissions, wastewater discharges and waste disposal. The program is implemented through standardized policies, training, monitoring and auditing processes across operations. By focusing on pollution prevention, risk reduction and regulatory compliance, the program supports environmental protection while minimizing operational and financial risk.

Environmental Compliance Training

Emerson's Enterprise Environmental Compliance Team delivers targeted environmental training programs to manage regulatory, operational and environmental risks across global operations. The programs support facility environmental managers, business segment environmental coordinators and key personnel, and are tailored to address region-specific regulatory requirements and risk profiles. Training topics include waste management, energy efficiency and environmental compliance controls designed to prevent non-compliance and environmental incidents. In 2025, Emerson conducted both in-person and virtual training sessions across all regions.

In 2025,

81%

of Emerson manufacturing facilities received environmental reviews.

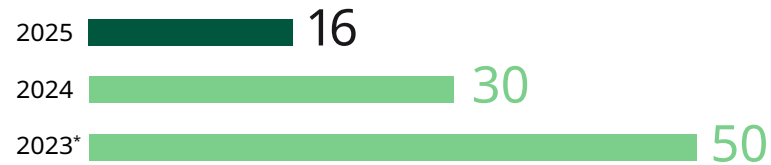
Environmental Facility Inspections and Incidents

Emerson facilities are subject to routine inspections by environmental regulatory authorities across the regions in which we operate. The majority of these inspections do not result in fines, penalties or citations. Where enforcement actions have occurred, associated costs have been minimal relative to the scale of our operations. In 2025, Emerson facilities were inspected or reported incidents to environmental regulators on 39 occasions globally. Total fines incurred during the year totaled less than $5,000.

Environmental Auditing

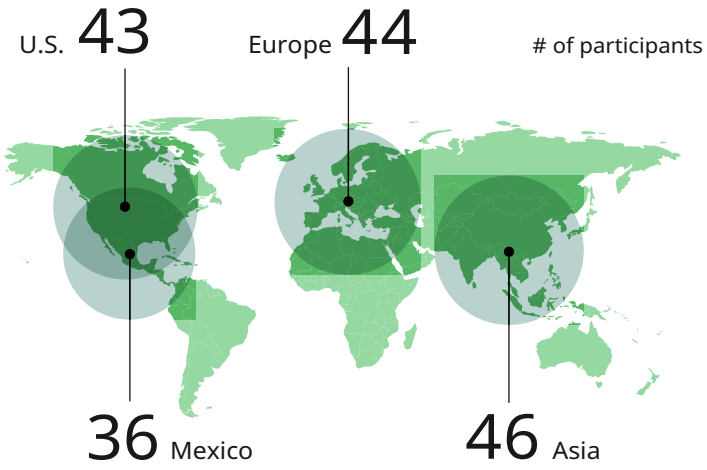
Emerson's environmental compliance management program incorporates regular third-party audits at manufacturing facilities to assess regulatory compliance and the effectiveness of environmental management practices. Independent auditors conduct comprehensive site inspections and review environmental records as part of these evaluations. To support ongoing risk management, local management teams perform structured self-assessments in years when third-party audits are not scheduled. In 2025, 81% of manufacturing facilities received environmental reviews as part of our risk management program. This includes 16 third-party audits and 86 self-assessments.

NUMBER OF ENVIRONMENTAL AUDITS



** 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.*

ENVIRONMENTAL COMPLIANCE TRAININGS



Engagement: 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 across the Company. We continue to equip employees with the knowledge and skills needed to support our sustainability goals through a growing range of learning and upskilling opportunities, including both in-depth technical content and accessible, introductory resources. We work to foster an environment where employees feel empowered to contribute regardless of their role or location to strengthen our collective impact and help ensure that sustainability remains an integral part of how we work.

In the 2025 employee engagement survey, 80.4% of employees expressed a favorable view of our environmental sustainability efforts, making it one of the highest-rated topical areas across the entire survey. This feedback reinforces our commitment to raising the visibility of our sustainability initiatives, expanding opportunities for employees to get involved and deepening engagement across the organization. For more information, see *page 63* on engaging our workforce.



Emerson Colorado, U.S. office clean-up event.

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, technology and current regulatory expectations. At Emerson, we remain committed to equipping employees with the knowledge and skills needed to engage meaningfully in this space.

Our environmental sustainability curriculum includes both in-depth technical training – covering topics such as carbon emissions, energy systems and renewable electricity – as well as a collection of short, introductory modules via the Green Pill video series, which allow employees to explore sustainability concepts at their own pace. In 2025, we continued to run our annual training program on topics such as environmental compliance, product sustainability, water, waste, energy and emissions reporting to provide tailored sustainability learning support to teams across the Company. In 2025, a total of 3,520 employees completed at least one of these training modules.

Our Sustainability Aficionados employee community grew to more than 3,500 members in 2025, fostering ongoing engagement across regions and functions. Additionally, the Emerson Environmental Sustainability Webinars featured external experts from international organizations, academia and industry, as well as internal leaders guiding Emerson's role in the energy transition. These sessions provide insights and support both our Greening Of and Greening By initiatives, enabling employees to be a part of and contribute to our global sustainability strategy.

80.4%
of employees expressed a favorable view of our environmental sustainability efforts.

Empowering Our People to Act Through Our Global Green Teams Network

Emerson's Global Green Teams Network empowers employees across our sites worldwide to lead local sustainability initiatives while collaborating globally to share best practices. Guided by the Green Teams Council – which comprises Green Team leaders, Environmental Health and Safety (EHS) directors and sustainability champions – the Network meets quarterly to align priorities, strengthen engagement programs and support global initiatives. As of 2025, more than 150 registered Green Teams were driving change throughout the Company by fostering individual action, championing collective impact and extending sustainability expertise into the communities where we live and work.

Earth Month continues to be one of the most visible demonstrations of this momentum. In April 2025, Emerson served as the presenting sponsor of the Earth Month Ecochallenge for the third consecutive year, with more than 4,300 employees participating and completing over 265,000 sustainability actions, a 40% increase from the previous year. Employees engaged in a wide range of activities, from seed exchanges, tree plantings and community clean-ups to youth sustainability programs, nature walks and bicycle repair workshops, reflecting strong global engagement across the Company.

Green Teams played a pivotal role in this success, rallying colleagues, hosting local events and encouraging employees to take meaningful steps aligned with Emerson's global sustainability goals. Their leadership continues to strengthen our culture of environmental stewardship and to amplify our positive impact worldwide.

More than
4,300 employees
participated in our 2025 Earth Month Ecochallenge.

Fostering a Culture of Sustainability

GREEN TEAMS ACTION FRAMEWORK

The Green Teams Action Framework defines three primary pathways for impact – individual action, collective impact and external outreach – that guide how teams design and deliver sustainability initiatives.

EXTERNAL OUTREACH

Al Ghariyah, Qatar

Coastal Clean-up

Emerson Qatar partnered with the Ministry of Environment and Climate Change and Qatar University in a coastal clean-up to help safeguard local marine ecosystems, particularly the endangered sea turtle population.



COLLECTIVE IMPACT

St. Louis, Missouri, U.S.

Earth Day Trash Pickup

The local Green Team was launched at the St. Louis headquarters during Earth Month 2025, kicking off its efforts with an Earth Day trash pickup and flower planting event near the new office, reinforcing the importance of community engagement.



INDIVIDUAL ACTION

Mölnlycke, Sweden

Sustainability Workshops

In Sweden, the Green Team identified the departments at their site with the greatest sustainability impact, delivered targeted workshops to build their understanding of sustainability and established concrete actions to drive meaningful improvement.



St. Priest, France: Celebrating Earth Month Through Action and Community Learning



During Earth Month, employees across France engaged in Emerson's company-wide Earth Month Ecochallenge. The team hosted an external expert who shared the journey behind developing Europe's first solar-powered bakery and roasteries, sparking conversations around clean energy, local innovation and the future of sustainable business models.

To celebrate and strengthen the site's strong cycling culture, the office also organized a hands-on bike repair workshop where employees learned practical maintenance skills to support low-carbon commuting. Together, these activities created a dynamic and empowering Earth Month experience, helping employees connect sustainability to both their work and daily lives.

Fostering a Culture of Sustainability

Recognizing Our Teams' Efforts with Environmental Sustainability Awards

Emerson's Environmental Sustainability Awards recognize outstanding projects that advance sustainability across our three strategic categories: Greening Of, Greening By and Greening With. In 2025, we expanded the program with a new Packaging Award to celebrate innovative sustainable packaging initiatives. Now in its fifth year, the program received more than 50 submissions, reflecting our teams' strong focus on accelerating sustainability across the Company.

As part of our broader recognition efforts, we also celebrate employee engagement during Earth Month, honoring the top-performing teams and individuals in the annual Earth Month Ecochallenge. These recognitions highlight the creativity, collaboration and enthusiasm that drive collective impact across Emerson.

Complementing the awards, the Sustainability Report Photo Contest once again invited employees to capture sustainability in action and had 599 entries from 233 participants. The winning images, along with many others, are featured throughout this report, showcasing the diverse perspectives and creativity of colleagues helping bring Emerson's sustainability story to life.

GREENING OF AWARD

Flow Control Valves Sustainability to Net Zero — ***China***



The Bao'an facility significantly reduced its environmental footprint through major emissions reductions, elimination of wastewater discharge, a transition to renewable electricity and collaboration with suppliers, earning sustainability recognition at the local and national levels.

Water Reuse for Electrical Discharge Machining (EDM) Process — ***China***



Emerson's Sensors facility in Beijing reduced freshwater use for a critical cooling process by 99%, saving approximately 354,000 gallons annually through a closed-loop system that repurposes wastewater while maintaining operational reliability.

GREENING BY AWARD

AspenTech's Distributed Energy Resource Management System (DERMS) — ***United States***



AspenTech's Digital Grid Management (DGM) team partnered with the Sacramento Municipal Utility District in California to develop and deploy a distributed energy resource management system (DERMS), supporting more flexible, low-carbon electricity resources and helping advance long-term emissions reduction goals.

GREENING WITH AWARD

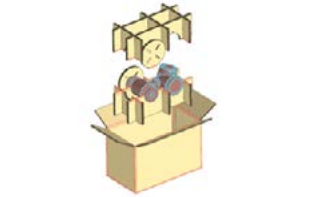
Test & Measurement Partnership With Yonsei University — ***Global***



Emerson's Test & Measurement business partnered with Korea's Yonsei University to develop an AI–enabled cellular network prototype to study how to reduce energy use in base stations and to develop more energy-efficient 6G technologies.

SUSTAINABLE PACKAGING AWARD

Sensors Next-Generation Magnetic Flow Meters — ***Global***



Our Sensors business redesigned product packaging using simplified, recyclable corrugated materials, reducing overall material use and emissions while streamlining inventory and supporting greater scalability across global operations, demonstrating Emerson Values of innovation & collaboration.

Fostering a Culture of Sustainability

The Sustainability Pathways: A Framework for Contribution

Building on the original initiative of our "9 Sustainable Choices," which encouraged simple, individual actions, "The Sustainability Pathways" expands this effort by providing role-relevant guidance that helps employees integrate sustainability directly into their functions and decision-making processes.

The program includes 13 pathways, each offering structured resources in learning, engagement, decision-making, professional development and cross-functional collaboration. This framework enables employees in all roles, from procurement and legal to engineering, production, sales and beyond, to understand how their work contributes to Emerson's sustainability goals and to identify practical actions they can take to advance progress within their sphere of influence.

The Sustainability Pathways also enables employees to intentionally incorporate sustainability into their professional development plans, supporting both individual growth and the Company's long-term environmental sustainability goals.





Nanjing Sensors team launching Sustainability Pathways initiative during Earth Month in China.

Greening By Emerson – Customer Impact and Engagement

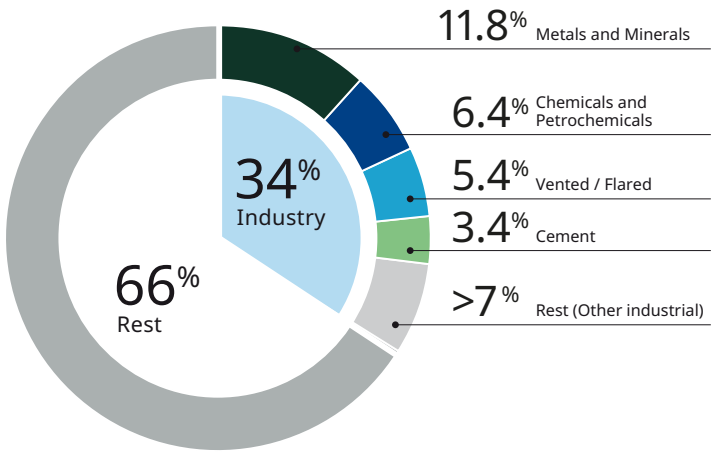
Industry's Path to Net Zero: What Must Change

Industrial emissions arise primarily from three sources: direct process emissions, the combustion of fuels for heat and steam, and the electricity required to operate industrial facilities. Together, these sources account for over a third of global GHG emissions, with the largest contributions coming from energy-intensive sectors such as power generation, oil and gas, chemicals, cement, metals and mining, and broader manufacturing.*

To achieve global ambitions toward net zero emissions, progress must be made across four strategic focus areas: **energy source decarbonization** through low-carbon power and fuels; **energy and emissions management** to drive efficiency, optimization and emissions reduction; **electrification and grid systems** to enable cleaner, more resilient operations at scale; and **circularity and waste reduction** to extend asset life and reduce material intensity. Together, these decarbonization pillars form the foundation of credible, large-scale industrial decarbonization.

Each of these focus areas applies across both established industrial operations and emerging low-carbon value chains. Together, they define what must change across industry to meaningfully reduce emissions.

GLOBAL EMISSIONS BY SECTOR



* *Where Do Emissions Come From? https://www.wri.org/insights/4-charts-explain-greenhouse-gas-emissions-countries-and-sectors*

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

Greening By Emerson – Customer Impact and Engagement

From Optimization to Scale: The Levers Enabling Progress

Across each decarbonization pillar, Emerson applies four consistent operational levers that describe how automation and software enable emissions reduction across the industrial lifecycle, from optimizing today's operations to scaling tomorrow's technologies and ensuring that progress is measurable and decision-ready.

In mature sectors, the greatest near-term impact comes from optimizing existing operations to reduce energy use and emissions today. At the same time, emerging areas such as hydrogen, carbon capture and storage (CCS), sustainable fuels and electrification require robust automation and digital systems to move from pilot projects to safe, reliable and scalable industrial deployment. Across both contexts, standardization and measurement are essential to providing solutions that can be replicated globally and assessed with confidence.

Emerson's contribution is anchored in four core operational levers that address four fundamental questions facing industry:

1. **How can emissions be reduced now?**
2. **How do new technologies become viable?**
3. **How can solutions scale globally?**
4. **How is progress measured with confidence?**

1. Optimize What Exists: Reduce emissions from today's operations.

In established industrial sectors, the largest near-term emissions reductions come from improving the performance of existing assets and processes*. Automation, advanced process control and industrial software enable facilities to operate closer to optimal conditions by integrating real-time data, process models and analytics. Software-driven optimization and energy management reduce fuel and electricity consumption, minimize waste and improve reliability, often delivering immediate emissions reductions within existing infrastructure and capital constraints.

2. Enable and Scale What's Next: Make emerging low-carbon technologies viable at industrial scale.

Emerging technologies such as hydrogen, CCS, sustainable fuels and electrified processes introduce new levels of complexity, uncertainty and risk. Digital tools – including process modeling, simulation, digital twins and optimization software – support technology selection, performance validation and economic assessment, while automation assists in safe, repeatable and reliable operation. Together, these capabilities help new technologies progress from pilot projects to commercial, scalable solutions.

3. Standardize for Speed and Repeatability: Accelerate deployment across sites, regions and value chains.

Scaling low-carbon solutions requires consistency. Standardized control architectures, software platforms and data models reduce engineering effort, shorten project timelines and lower operational risk. Software-enabled standardization supports faster replication of proven designs, strengthens cybersecurity and safety, and simplifies integration across complex industrial environments – critical for achieving emissions reductions at a global scale.

4. Measure, Verify and Report: Make emissions data credible, traceable and decision-ready.

Effective decarbonization depends on accurate, trusted emissions data. Integrated sensing, data management and analytics provide the foundation for emissions monitoring, verification and reporting. Decision-grade data enable organizations to track progress, prioritize actions and improve performance as regulatory requirements and stakeholder expectations evolve.

Across all four decarbonization strategic areas, the same operational levers are applied in different combinations, reflecting the specific challenges and maturity of each decarbonization pathway.

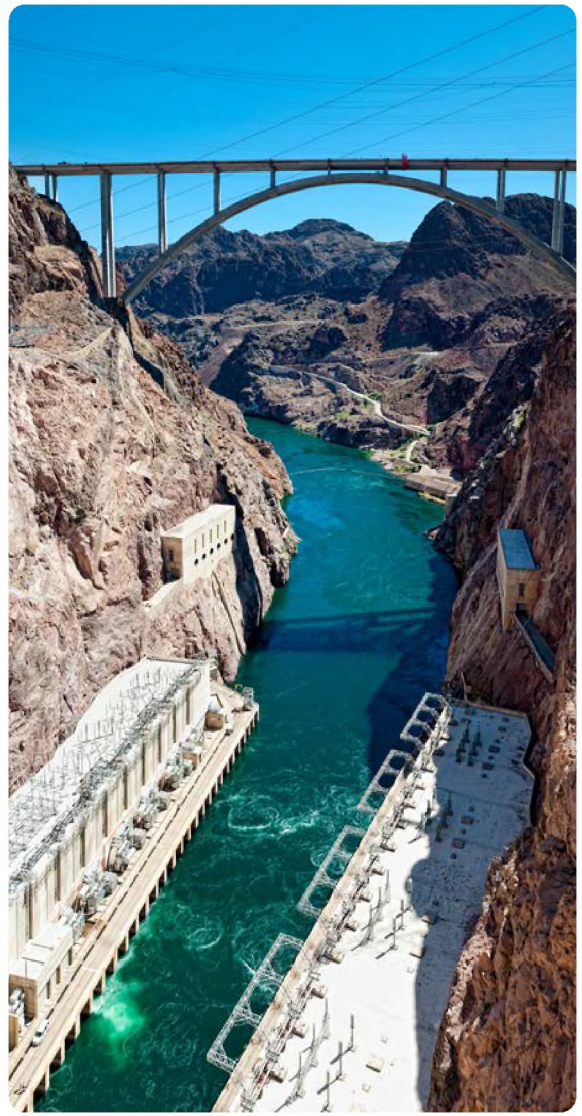
** International Energy Agency (2021), Net Zero by 2050, Paris, https://www.iea.org/reports/net-zero-by-2050, Licence: CC BY 4.0*

Greening By Emerson – Customer Impact and Engagement

From Strategy to Impact: Customer Projects

This section highlights how customers across industries are applying Emerson's technologies and software across each decarbonization pillar, demonstrating how these operational levers work together in practice to deliver measurable emissions reductions, operational resilience and progress toward net zero goals.

STRATEGIC FOCUS AREAS	INDUSTRIES	Optimize what exists	Enable & scale what's next	Standardize for speed & scale	Measure, verify & report
1 ENERGY SOURCE DECARBONIZATION	Power & Renewables	●			●
	Biofuels & SAF	●	●	●	●
	Hydrogen		●	●	●
2 ENERGY AND EMISSIONS MANAGEMENT	Energy	●			●
	Chemicals	●	●		●
	Life Sciences	●			●
	Carbon Capture & Storage		●	●	●
3 ELECTRIFICATION AND GRID SYSTEMS	Metals & Mining	●			●
	Battery Energy Storage		●	●	●
4 CIRCULARITY AND WASTE REDUCTION	New Molecules	●			●
	Water Management	●			●



Customer Impact and Engagement

ENERGY SOURCE DECARBONIZATION

Modernizing Hydropower Systems for Greater Renewable Reliability



Salt River Project improved the performance and reliability of its hydropower fleet through a multi-year modernization using Emerson's Ovation™ automation platform. The project upgraded legacy excitation systems at four Arizona dams – Roosevelt, Horse Mesa, Mormon Flat and Stewart Mountain – and integrated them with existing control systems to strengthen operational continuity. Standardizing through Emerson's unified automation architecture reduced maintenance costs by 30%, halved troubleshooting time and improved visibility into critical startup and shutdown sequences, supporting dependable, low-carbon power delivery for the region's growing energy needs.

Supporting Digital Modernization at Virginia's Nuclear Power Plants



Dominion Energy advanced the long-term reliability of its Virginia nuclear fleet through a major modernization program that replaced decades-old analog systems with fully digital instrumentation and controls. At the Surry and North Anna stations, Emerson's Ovation™ control technology supported upgrades across major plant systems, helping to standardize platforms and equip operators with real-time insights for safe, efficient operation under any conditions. The multiphase program included a full control room digital transition and integration of enhanced protection and monitoring capabilities, laying the foundation for continued clean, carbon-free power generation through extended plant lifespans.

Advancing Safe, Low-Carbon Hydrogen Transport in Australia



H2 Hauler advanced Australia's emerging hydrogen transport infrastructure with an integrated mobility management system supported by Emerson's automation and software technologies. H2 Hauler designed and manufactured high-pressure hydrogen storage and distribution equipment, while Emerson automated loading and monitoring functions, supported custody transfer and enabled remote oversight of trailer assets. Emerson's DeltaV™ PK Controller, fire and gas systems, valves, actuators, regulators, instrumentation and secure cloud-based data platform helped optimize dispensing skids and trailer units, improving visibility and supporting efficient, low-carbon hydrogen transport across H2 Hauler's network.

Enabling Scalable Low-Carbon Hydrogen Production in Québec



Air Liquide is scaling low-carbon hydrogen production at its Bécancour facility in Québec, Canada, home to the world's largest proton exchange membrane (PEM) electrolyzer. The 20 MW system, powered by renewable hydroelectricity, produces up to 8.2 metric tons of low-carbon hydrogen per day. Emerson supported the project with advanced automation and control technologies that optimize performance and assists in safe, reliable operation. By delivering precise process control for high-purity hydrogen production, Emerson helped Air Liquide strengthen a key supply of low-carbon energy for industrial and mobility applications across North America.

Customer Impact and Engagement

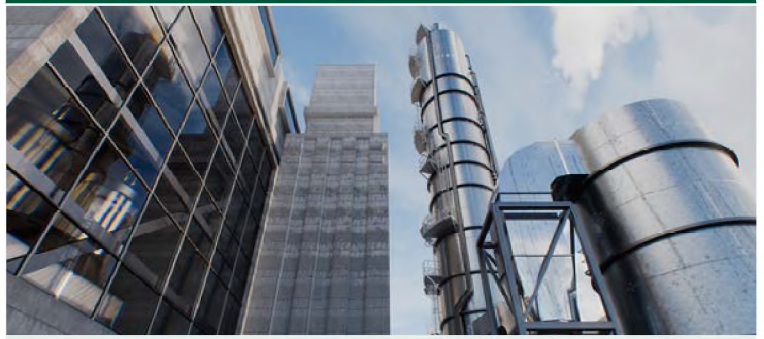
2 ENERGY AND EMISSIONS MANAGEMENT

Driving Greater Energy Efficiency Through Real-Time Industrial Data



TotalEnergies is advancing the digital performance and sustainability of its global operations by deploying Emerson's AspenTech Inmation™ industrial data fabric across its facilities. This ongoing collaboration is enabling real-time collection and centralization of millions of operational data points, providing teams with secure, unified access to critical insights for improved decision-making. By integrating Emerson's advanced process control technologies and AI-ready infrastructure, TotalEnergies is continuously enhancing anomaly detection, optimizing energy use, strengthening operational safety and accelerating the adoption of digital solutions that support more efficient, lower-emissions operations throughout its industrial network.

Engineering Smarter, Lower-Cost Carbon Capture Solutions



Carbon Circle, a Norwegian Engineering, Procurement and Construction (EPC) company, uses AspenTech Performance Engineering solutions to improve the economics, execution and scalability of carbon capture projects, including energy-from-waste facilities with integrated CCS. Aspen Plus® simulation models form the basis for process and equipment design, plant layout and economic evaluation, helping to minimize costs, optimize energy use and improve project estimates. With AspenTech solutions, Carbon Circle delivers energy-efficient carbon capture projects with a heat consumption of 2-3 megajoules per kilogram of CO_2, lowering costs and enabling large-scale deployment of carbon capture technologies.



Customer Impact and Engagement

3 ELECTRIFICATION AND GRID MANAGEMENT

Automating a Next-Generation, Low-Emission Mining Operation



South32 advanced the sustainability and efficiency of its Hermosa project, its first "next-generation mine," by selecting Emerson's advanced automation technologies and engineering expertise to support responsible production of critical minerals in Arizona. The multimillion-dollar initiative deployed integrated remote operations systems designed to minimize environmental impact while meeting rising global demand for zinc, silver and lead. Emerson's DeltaV™ automation platform, centralized control software, asset management systems and smart field devices enabled remote monitoring and optimization of mine operations, improving safety, reducing emissions and supporting efficient use of energy and water across a fully digital mining environment.

Advancing More Sustainable Lithium Production



Lithium Americas progressed development of its Thacker Pass project in northern Nevada, among the largest known lithium resources, by selecting Emerson's automation portfolio and technical expertise to support construction of the mine and processing facilities. Emerson's integrated architecture, including intelligent field instrumentation, advanced process control and reliability technologies, helped enable safe, efficient operations essential for producing battery-grade lithium. Phase 1 is designed to deliver up to 40,000 tonnes of lithium carbonate annually (enough for roughly 800,000 electric vehicle batteries), and Emerson's technologies contributed to establishing the process foundation needed to reach those production goals.

Accelerating Intelligent Testing for Next-Generation Mobility in India



In Bangalore, India, Tata Technologies advanced the development of next-generation mobility platforms by partnering with Emerson to deliver integrated, automated testing and validation solutions for global automotive, aerospace and commercial vehicle manufacturers. The collaboration combined Emerson's software-connected test and measurement technologies with Tata's deep engineering expertise in systems design and mobility platforms to help original equipment manufacturers validate increasingly complex electric, connected and autonomous vehicle systems more efficiently. Early pilot programs demonstrated significant gains, including electric vehicle powertrain test rigs completed 67% faster and fully automated validation setups executing more than 30,000 test scenarios to accelerate product development.

Customer Impact and Engagement

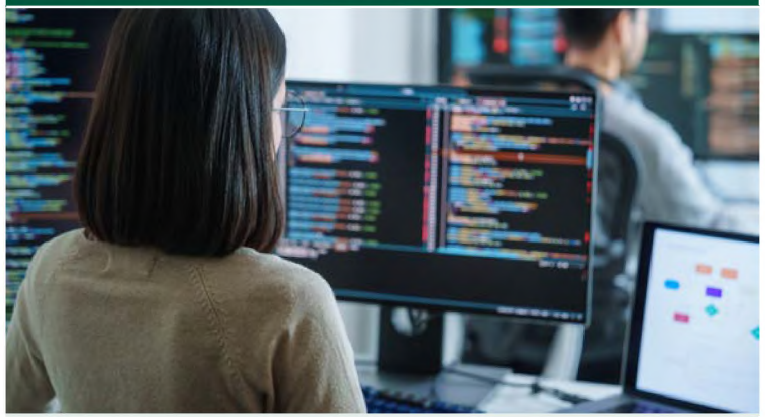
4 CIRCULARITY AND WASTE REDUCTION

Enabling Advanced Plastics Recycling Through Precision Measurement



Advanced recycling facilities are transforming hard-to-recycle plastics into valuable feedstocks through pyrolysis, a process that breaks down waste into oils, gases and chemicals for new production. Emerson's measurement and analytical technologies provide the precise sensing, monitoring and automation needed to control temperatures, flows and product quality in real time. This visibility improves safety, efficiency and environmental performance while maximizing resource recovery. By enabling stable, data-driven operations, Emerson helps turn complex plastic waste streams into reliable inputs for a more circular plastics economy.

Enabling More Efficient, Circular Process Design Through Advanced Modeling



Maturus Optimi enhanced its ability to help manufacturers design cleaner, more efficient processes by adopting the AspenTech aspenONE® Engineering Desktop from Emerson. The consulting firm uses AspenTech's integrated modeling, simulation and energy optimization tools to evaluate alternative process routes, improve energy use and incorporate renewable raw materials into new product designs. By enabling earlier and more accurate assessments of process performance and economics, AspenTech technology helps reduce waste, shorten development cycles and support circular strategies that lower environmental impact across the lifecycle of chemical and industrial processes.

Advancing Circular Chemical Production Through Intelligent Automation



Inner Mongolia Dongyuan Technology Co., Ltd., the world's largest producer of biodegradable plastic building block 1,4-butanediol (BDO), strengthened its circular, low-carbon production model by implementing Emerson's DeltaV™ control system and AMS Device Manager across its new BDO facility. The company, already committed to green, low-carbon and recycling practices, used Emerson's digital automation to cut commissioning time in half and to transition from reactive to predictive maintenance, reducing equipment waste and resource loss. Tailored device-performance monitoring and documentation tools further minimized unnecessary replacements, supporting safer operations and a more circular, efficient production cycle.

Greening By Emerson – Customer Impact and Engagement

Emerson's Strengths: Enabling Impact at Industrial Scale

Emerson's role in industrial decarbonization is underpinned by a unique combination of global reach, deep domain expertise and a broad technology and software portfolio that is purpose-built for complex industrial systems.

With a global footprint spanning major industrial regions, Emerson supports customers across energy, power, chemicals, metals, manufacturing and emerging low-carbon value chains. A diversified customer base enables the transfer of best practices across sectors and geographies, accelerating the adoption of proven solutions while adapting them to local operating conditions and regulatory requirements.

This breadth is reinforced by thousands of engineers, technologists and software innovators, drawing on decades of application expertise to solve the most complex industrial challenges.

Emerson's installed base demonstrates both the scale and relevance of its technologies across the energy transition:

50% of power generation in North America is automated using Emerson control systems and software (20% globally)

Emerson systems control **65,000+** wind turbines globally

Emerson valves and measurement devices automate one of the world's largest **green hydrogen facilities**

Around **90%** of the world's nuclear plants operate with Emerson valves

Events

Emerson actively participates in industry trade shows, customer forums and technical conferences worldwide to strengthen engagement with customers and stakeholders. These events provide valuable opportunities to showcase our latest products, technologies and integrated solutions, while also enabling direct dialogue to better understand customers' operational challenges, sustainability priorities and evolving needs. Through presentations, panel discussions and collaborative workshops, Emerson contributes technical expertise and thought leadership (see next page for some examples).



Greening By Emerson – Customer Impact and Engagement



EGYPES 2025

Emerson showcased a broad portfolio of advanced automation technologies designed to enhance operational excellence, digitalization and sustainability across Egypt's evolving energy sector.

Egypt



World Hydrogen Derivatives 2025

Emerson shared how our technologies and domain expertise support the production, storage and safe handling of carbon-free ammonia.

Netherlands



Connecting Hydrogen Europe 2025

Emerson highlighted how our AI- and IoT-enabled digital solutions are helping green hydrogen projects improve efficiency, safety and scalability through data-driven performance.

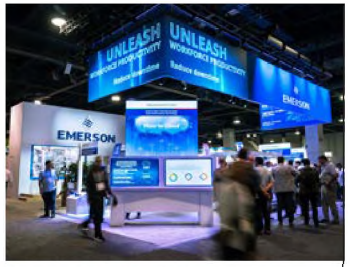
Spain



ADIPEC 2025 Hydrogen Pavilion

Emerson featured technologies for hydrogen blending, electrolyzer control and safety systems within the Hydrogen Pavilion.

United Arab Emirates



PACK EXPO 2025

Emerson demonstrated automation tied to sustainability metrics, energy monitoring and operational efficiency.

United States



India Energy Week 2025

Emerson showcased our advanced capabilities and contributions to India's sustainable energy future.

India



California Hydrogen Leadership Summit 2025

United States



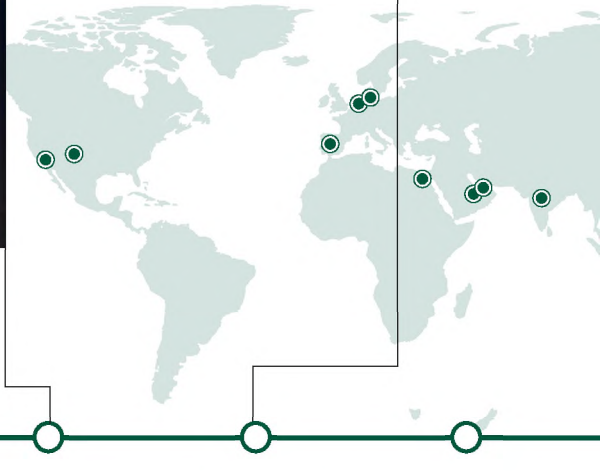
Water, Energy, Technology and Environment Exhibition (WETEX) 2025

United Arab Emirates

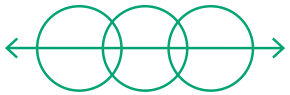


World Hydrogen Week 2025

Denmark



2025 February June September October November



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**

For a detailed overview of Emerson's global partnerships and collaborations, see *page 52*.

1. Engaging Governments and Industry Groups

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

- The United Nations Global Compact, the world's largest corporate sustainability initiative, with over 25,000 participants from 167 countries.
- The 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 U.S. Environmental Protection Agency's (EPA) Energy Star Partnership, where like-minded companies collaborate to share energy efficiency best practices.
- The U.S. Department of Energy's (DOE) Better Climate Challenge, a network of industry leaders committed to working with the DOE to plan for their organizations' future success.

How We Engage

- We meet with government officials and policymakers worldwide to better understand their priorities and the technical challenges they face in developing new regulations and policies.
- We offer government agencies, policymakers 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.

Greening With Emerson – Partnerships and Collaborations

Collaborating to Accelerate Climate Action

AMERICAS

Government & Policy

- Business Council for Sustainable Energy (BCSE)
- U.S. Department of Energy (DOE)
- Clean Energy Buyers Association
- RE100
- The Conference Board – Corporate Citizenship Community

Innovation & Industry

- UN Global Compact
- Texas A&M University
- The University of Texas
- Fuel Cell and Hydrogen Energy Association
- California Hydrogen Business Council
- H2Peru
- Hydrogen Alliance of Costa Rica
- Ocean and Climate Innovation Accelerator
- Association of Energy Engineers (AEE)

EUROPE

Government & Policy

- European Clean Hydrogen Alliance
- The Conference Board Corporate Responsibility & Sustainability Council
- France Hydrogène
- Chamber of Power Industry and Environmental Protection (Poland)
- Royal Netherlands Standardization Institute (NEN)
- Slovak Office of Standards, Metrology and Testing (UNMSR)
- UK Hydrogen Energy Association (HEA)

Innovation & Industry

- New Energy Coalition (Netherlands)
- Swiss Power-to-X Collaborative Innovation Network (SPIN)
- France Renouvelables
- German Electro and Digital Industry Association
- VDMA P2X44 (Power-to-X for Applications)
- Energy Industries Council UK
- NOF (Northern Offshore Federation) UK

ASIA, MIDDLE EAST AND AFRICA

Government & Policy

- US-India Strategic Partnership Forum
- H2 Korea (Hydrogen Korea)
- Republic of Korea Ministry of Trade, Industry and Energy
- Hydrogen Fuel Cell Association of Singapore (HFCAS)
- China Association of Circular Economy
- Jiaxing Energy Conservation Association
- Australian Hydrogen Council

Innovation & Industry

- The Energy and Resources Institute (TERI)
- Indian Institute of Technology Bombay / Monash University
- Korea Hydrogen Industry Association (KHIA)
- Korea Battery Industry Association
- Korea Data Center Energy Efficiency Association (KDCEA)
- Singapore Polytechnic
- Australia Resilient and Intelligent Infrastructure Systems
- MENA Hydrogen Alliance / Dii Desert Energy

Greening With Emerson – Partnerships and Collaborations

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. As one example of this, Emerson has contributed technical expertise to the development of an amendment to the European Union's (EU) Measuring Instruments Directive aimed at expediting the harmonization of metrology guidelines for energy transition applications, such as hydrogen fueling applications.

Promoting Grid Decarbonization

Emerson continues to actively partner with the Clean Energy Buyers Association (CEBA) and the Climate Group's RE100 to contribute to the growing demand for clean energy. Through these collaborations, we join many of the world's largest industrial and commercial power consumers in advancing a more sustainable energy future. Emerson's involvement with CEBA includes participating in the annual summit, completing specialized training programs and engaging with developers on clean energy procurement opportunities, where we share CEBA tools and insights with suppliers to drive broader decarbonization.

Consistent with RE100's technical standards, Emerson strategically sources renewable electricity to support the expansion of clean energy capacity in the regions where we operate. To provide transparency and accountability, we also publicly report our progress each year through the CDP Climate Questionnaire.

Participation in Standards Development

Emerson is actively engaged in developing technical standards across automation technologies, contributing to specialized committees and working groups to help advance safety, reliability and operational excellence.

A major outcome of this work is the publication of the European standard CEN/TS 18173:2025 – "Hydrogen applications: Material compatibility evaluation and qualification," released in November 2025 and now moving through national implementation. This specification provides a harmonized methodology for qualifying materials for hydrogen service and forms the basis for the newly initiated ISO/TS 25418 standard.

This progress builds on earlier contributions from our Pressure Management team in Italy, which worked with Bureau Veritas to certify procedures for qualifying materials and validating gas infrastructure equipment for hydrogen applications. These procedures support compliance for transporting blended or pure hydrogen (up to 100 bar) and contribute to Europe's broader hydrogen transition.

In parallel, Emerson continues to support hydrogen safety and efficiency through participation in the European Committee for Electrotechnical Standardization's (CENELEC) working group on industrial valves for mixed gas–hydrogen and pure hydrogen applications. We also serve as technical members in the development of international standards at the International Organization for Standardization (ISO) and the American Petroleum Institute (API) governing metrology requirements for hydrogen and carbon dioxide.

Better Plant Program Project Award Winner



Emerson was recognized as a 2025 Better Project Award Winner from the U.S. Department of Energy's Better Plants Program for our innovative building management system implemented at a manufacturing site in Wisconsin.

Greening With Emerson – Partnerships and Collaborations

2. Collaborating With Leading Research and Educational Institutions

Through our Greening With approach, Emerson supports the full journey of emerging low-carbon technologies, from early concept development through pilot testing and ultimately toward commercial-scale deployment. By engaging with innovators, startups, research communities and industry partners around the world, we contribute expertise, tools and real-world application pathways that strengthen each stage of the technology deployment lifecycle and help promising ideas grow into impactful, scalable solutions.

Engaging in Early-Stage Research

An important part of this lifecycle approach is our involvement in foundational, early-stage research that builds the measurement science and technical frameworks required for future energy systems.

Advancing Global Hydrogen and CO_2 Measurement Science Through International Research Partnerships

Emerson is a partner in seven EU-funded research projects focused on developing global metrology standards for hydrogen and carbon dioxide, including participation in the Horizon Europe RHeaDHy project to design next-generation heavy-duty hydrogen fueling systems aligned with the objectives of the EU's Fit for 55 legislative proposals. Within this consortium, Emerson serves as the flow meter manufacturing partner, contributing to the development of accurate, scalable fueling technology required to support hydrogen mobility.

In parallel, we are finalizing the global Joint Industry Project $MetH_2$ with 10 major energy companies, generating empirical data to strengthen flow measurement accuracy for industrial hydrogen applications. These efforts help ensure that emerging hydrogen technologies are grounded in rigorous, science-based understanding, critical for enabling their reliable scale-up in real-world environments.



For more information on RHeaDHy, see the project web page *https://rheadhy.eu/consortium*.

Learn more about Emerson Test & Measurement's work on energy-efficient 6G networks *here*.

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.

Pioneering Energy-Efficient 6G Networks Through AI-Driven Early-Stage Research



Emerson's Test & Measurement segment is advancing early-stage research in sustainable digital infrastructure through its collaboration with South Korea's Yonsei University on energy-efficient 6G networks. Together, the team is developing an AI-RAN testbed that uses machine learning models to reduce base-station power consumption, with early results showing potential energy savings of around 33% compared to current techniques. Emerson supports this work with timing and synchronization expertise, along with NI CompactRIO™ power-monitoring hardware and Universal Software Radio Peripheral (USRP) software-defined radios, helping to demonstrate how next-generation wireless systems can be made significantly more efficient and sustainable.

Greening With Emerson – Partnerships and Collaborations

Supporting the Scale-Up of Emerging Technologies

Complementing our research engagements, Emerson works directly with innovation ecosystems that help startups move from concept to pilot, and from pilot to commercial scale. In doing so, we help accelerate the development and scale-up of emerging technologies that will drive the next generation of climate and industrial transformation.



Accelerating Sustainable Industrial Solutions Through Emerson's Greentown Labs Partnership

Emerson's collaboration with Greentown Labs continues to strengthen the climate-tech innovation ecosystem through our role as a sponsor of the incubator hub. This partnership gives startups access to Emerson's advanced automation technologies, domain expertise and thought leadership, while enabling us to connect with a broad pipeline of emerging climate-focused companies.

In 2025, we deepened our involvement in the partnership through high-impact activities, including participation in CEO-level roundtables, technical panel discussions and startup engagement events in both Houston and Boston, which facilitated more than 50 new startup interactions and contributed to securing 15 new customer relationships.

Emerson also expanded hands-on support for early-stage companies by donating a DeltaV™ Automation Platform prototyping skid to Greentown's Houston lab, giving members access to industrial-grade tools that accelerate their journey from pilot to commercial scale.

Pioneering Global Standards: Emerson Introduces the First OIML-Certified Coriolis and Vortex Flow Meters



Emerson's metrology team has achieved a global industry first: the Micro Motion ELITE™ Coriolis Mass Flow Meters and Rosemount™ 8800D Vortex Flow Meters are now the world's first instruments of their respective technologies to be certified in accordance with the OIML R 137 international recommendation for gas meters. These certifications, granted by an official issuing authority, confirm that both of the metering technologies meet the rigorous metrological and technical requirements for custody-transfer measurement of gases in carbon capture, utilization and storage (CCUS) as well as hydrogen applications. This milestone marks the first coriolis and vortex flow meters to have received OIML R 137 approval globally, reflecting the leadership, technical excellence and pioneering work of Emerson's metrology team.

Greening With Emerson – Partnerships and Collaborations

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 to accelerate the adoption of energy-efficient and low-carbon solutions.

As an example, Emerson's AspenTech business is a key partner in preparing the next generation of sustainability-focused engineers. Through AspenTech University, more than 20 specialized courses equip students and professionals with practical skills to apply digital technologies to sustainability challenges. More than 14,000 learners have completed AspenTech Sustainability Pathways training, strengthening industry readiness in areas such as emissions reduction and energy efficiency.

More broadly, AspenTech's global academic footprint includes partnerships with over 1,300 universities in more than 80 countries that integrate AspenTech solutions into their curricula to provide hands-on experience with digital technology. Deeper collaborations to-date include 23 signed MOUs with universities worldwide. One example is a three-year partnership agreement with Oregon State University announced in 2024 to help students expand their engineering and sustainability skills so they can make an accelerated impact on critical sustainability initiatives upon entering the workforce.

As part of our efforts to build workforce capabilities in energy efficiency, Emerson maintains a corporate membership with the Association of Energy Engineers (AEE) and participates in the U.S. Department of Energy's Better Plants Challenge, where we have been recognized for site energy improvements. Our employees actively participate in regional and international conferences to strengthen their expertise, stay ahead of industry trends and exchange best practices.

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.

3. Convening Leaders and Communities

During 2025, Emerson 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.

Sharing Our Technical Expertise on the Global Stage

In November 2025, Emerson participated in activities at the United Nations Climate Change Conference (COP30) in Belém, Brazil, marking the fifth consecutive year of engagement in the annual United Nations climate conferences. Our continued presence underscores Emerson's commitment to advancing the energy transition: helping emerging low-carbon technologies scale while improving the performance of existing industrial operations.

Mike Train, Emerson's Chief Sustainability Officer, was a featured speaker at the Sustainable Innovation Forum, where he highlighted the critical role of automation, digitalization and advanced measurement technologies in enabling solutions such as hydrogen, carbon capture and advanced recycling. At the same time, these technologies are delivering immediate emissions reductions across established industries including power generation, life sciences and chemicals. By driving both innovation and operational optimization, Emerson reaffirmed its role in enabling the practical, scalable decarbonization pathways across global industry.

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



Mike Train, Emerson CSO, participating in a panel discussion during COP30 in Brazil.

Greening With Emerson – Partnerships and Collaborations

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.

As one example of this, our Employee Resource Groups (ERGs) in Costa Rica are collectively advancing environmental sustainability through education, community engagement and strong cross-ERG collaboration.

In 2025, ERGs empowered more than 120 children in Costa Rica to protect marine ecosystems through ocean-themed learning and hands-on robotics activities focused on beach clean-ups. ERGs also supported nationwide accessibility efforts by collecting over 400 kilograms of bottle caps to help build mobility ramps for inclusive beach access. We also strengthened ties with the Afro-Costa Rican community by launching a recycling program at Talamanca Technical School, providing bins and training on proper materials separation.

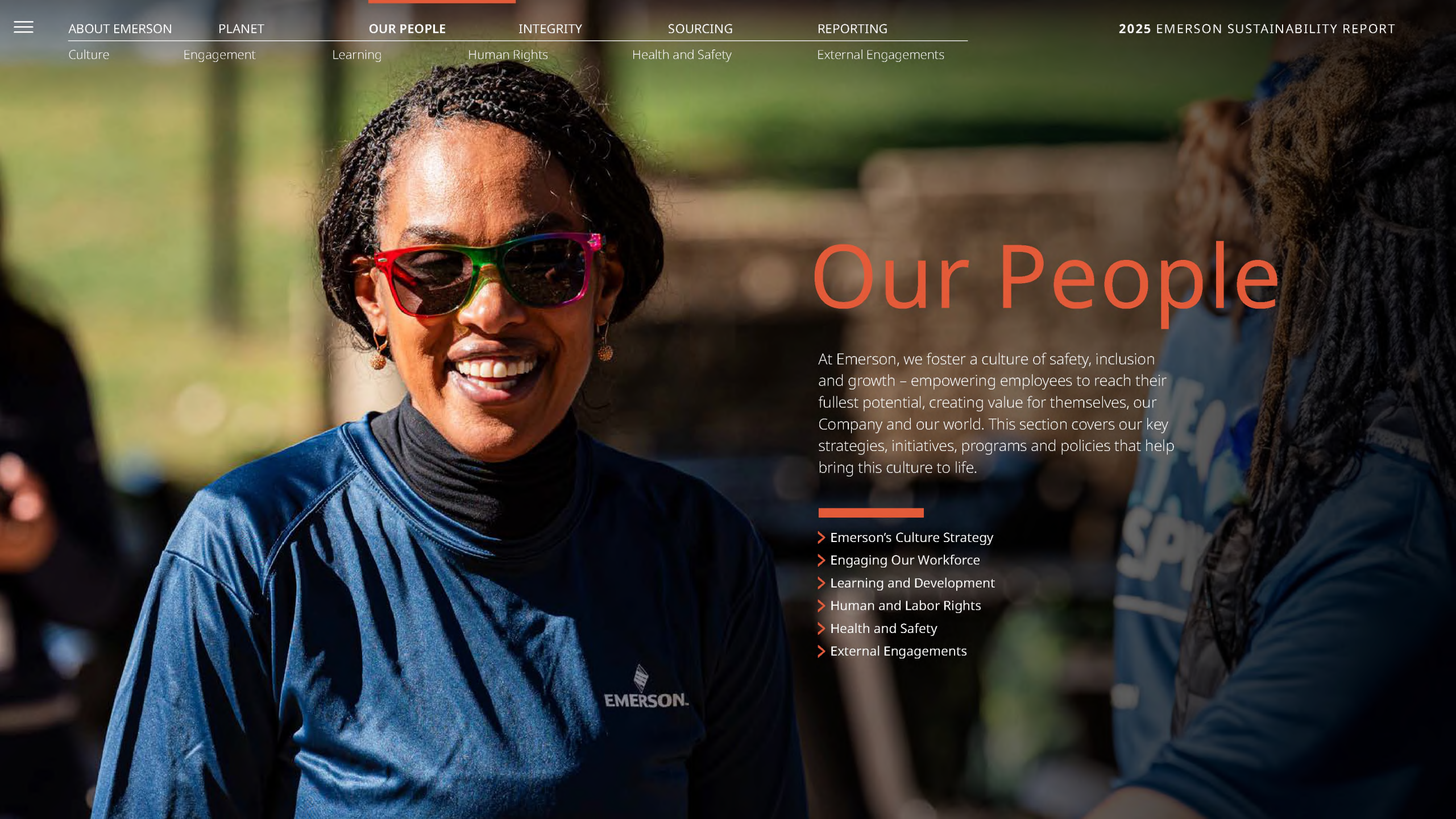
HOPE GoGreen, the local Green Team in Costa Rica, amplifies these initiatives by planting trees, promoting electric vehicles and partnering across ERGs to expand sustainability outreach, impacting more than 1,800 people. All ERGs in the country also follow responsible event-planning guidelines, using recycled materials, reusing décor and providing disposal instructions, contributing to the site's diversion of over 100,000 kilograms of waste in 2025.

Read more about Emerson's community-led activities on *page 73*.



Earth Month tree planting in Cluj, Romania.





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.

- Emerson's Culture Strategy
- Engaging Our Workforce
- Learning and Development
- Human and Labor Rights
- Health and Safety
- External Engagements

Our People At-A-Glance

ENGAGING OUR WORKFORCE

91%
participation rate in Emerson's employee engagement survey

Established a goal of reaching
82%
overall employee engagement by 2030.

Achieved a **78.9%** employee engagement score in our annual *Your Voice Counts* survey

79.9% inclusion index score represents a 4.5-point improvement since survey's inception

LEARNING AND DEVELOPMENT

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



97%
of Emerson's learning modules reached active learners

In the first year of enhanced performance management process,
94% of employees entered
goals aligned to business strategy

EXTERNAL ENGAGEMENTS

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

9,000+ customers
participated in Emerson's training programs



HEALTH AND SAFETY



0.25
improved Total Recordable Injury Rate, in line with industry safety leaders

>95% of Emerson's employees work at manufacturing locations that have completed health and safety risk assessments within the past year



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 a collaborative, inclusive environment where togetherness strengthens our ties to each other and drives innovation.

Our Unique Employee Experience

Collectively, we recognize that maintaining our culture requires aligning words with actions, and we are actively working to create an environment where each of our employees always feels valued, heard and connected to Emerson's purpose of making the world healthier, safer, smarter and more sustainable. Through their daily work and interactions with each other and our surrounding communities, our employees are living our values and driving our mission across five key dimensions to create a truly unique and empowering employee experience.

Challenging, Purposeful Work

Our position as an automation leader means that our employees are engaging in work that is relevant to shaping the world. We are helping companies in critical industries such as energy, chemical, power, life sciences, semiconductors and aerospace and defense to optimize production, improve reliability and safety, and operate more sustainably. We believe that everyone in our Company has a role in furthering our mission and can create real, positive impact.

Legacy of Innovation

Emerson has developed a rich history of unlocking manufacturing potential through our technologies and expertise. This is a legacy we continue to develop. As perpetual problem-solvers, we are invigorated by challenges, and we are continuously innovating automation technology and software that helps advance the world's most essential industries.

Our People, Working Together

We recognize that a diversity of perspectives makes us stronger. As a global company with approximately 71,000 employees across 150 countries, we are committed to cultivating a work environment where every employee has a voice, feels a sense of belonging and can collaborate across functions, businesses and world areas.

Global and Local Impact

We embrace our responsibility to advance our planet and humankind by driving meaningful change within the industries we serve and in our surrounding communities. We do this through our technological innovations, our workforce development initiatives, our commitment to developing the next generation of big thinkers and our charitable and goodwill outreach efforts.

Limitless Growth

Our people are foundational to our success. To help them maximize their potential, we offer training and development opportunities that build skills and drive internal mobility through promotion and leadership development programs. Our management system encourages strategic risk taking and innovation while equally emphasizing operational execution – all with the aim of enabling our people to own their careers and reach new heights.



Emerson's Culture Strategy

Spotlight on Innovation

For more than 135 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 the Company and entire portfolio, especially in the areas of electrification, energy security, nearshoring and sovereign self-sufficiency.



DeltaV™ IO.Connect Team Honored With Emerson's Technology Award



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

The 2025 recipient was the team responsible for the creation of Emerson's DeltaV™ IO.Connect family of technologies. This innovative solution features hardware and software to help plants easily upgrade their control systems and support future technologies, including DeltaV™ Revamp (a cloud-based software solution that uses AI to migrate and update control strategies).

IO.Connect accelerates plant modernization and enables a flexible transition to the DeltaV™ Distributed Control System without overhauling existing automation infrastructure. By preserving input/output investments and modernizing over time, plants can use capital more efficiently to reduce operating costs and improve return on investment. The DeltaV™ IO.Connect family of technologies was developed by the modernization team within Emerson's Control Systems & Software business.

Emerson Honors Exceptional Contributors to New Product Development



In 2025, a select group of employees from across the Company received Emerson's CTO Club Award, a new award that honors exceptional contributors to New Product Development (NPD). The inaugural class of 28 recipients included employees from every Emerson business segment as well as from the cross-business Pune Innovation Center. Recipients and their guests were recognized at an event hosted by Chief Technology Officer Peter Zornio.

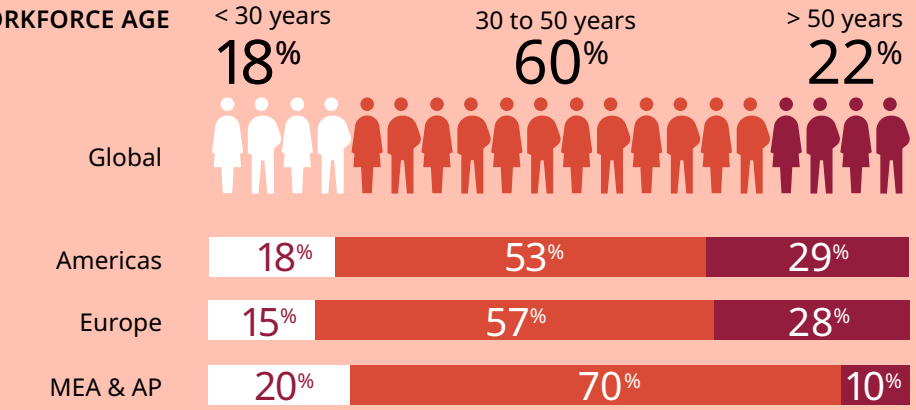
"This award is all about recognizing individual excellence and performance; it honors who we believe to be the 'most valuable players' of Emerson's new product development teams this past year," Zornio said. "These standouts are directly involved in advancing new products that drive revenue growth for the Company, and we are grateful for their hard work."

A key aspect of the new award is that it is based on recognition from fellow team members. Candidates are nominated by their NPD peers or immediate management, and any employee involved in the execution of NPD projects can be nominated. A team at the business segment level, including the business segment president, then determines the winners.

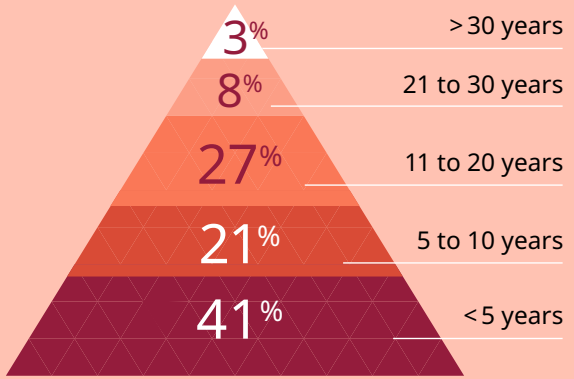
"It was a great honor to be named one of the first Emerson CTO award winners," said Jesse Ormston, Distinguished RF/Microwave Engineer in Emerson's Test & Measurement business. "Being nominated by my peers and getting to spend time with award winners around Emerson was special."

Workforce At-A-Glance

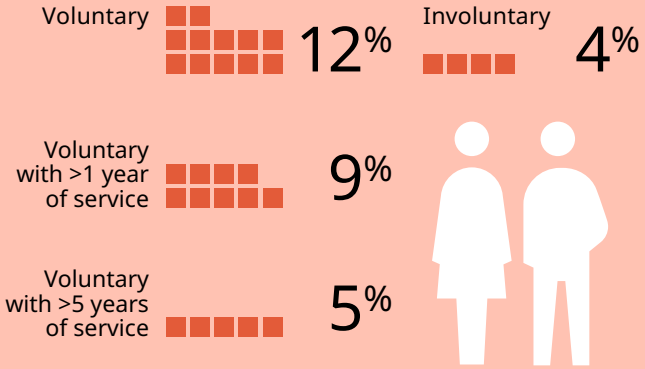
WORKFORCE AGE



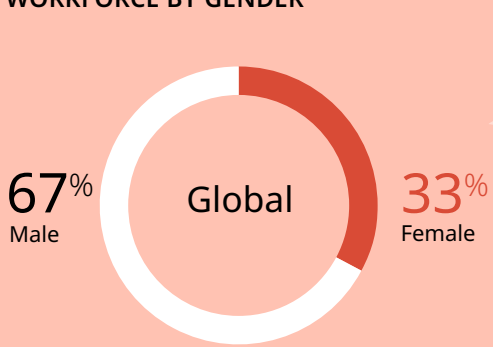
YEARS OF SERVICE IN GLOBAL WORKFORCE

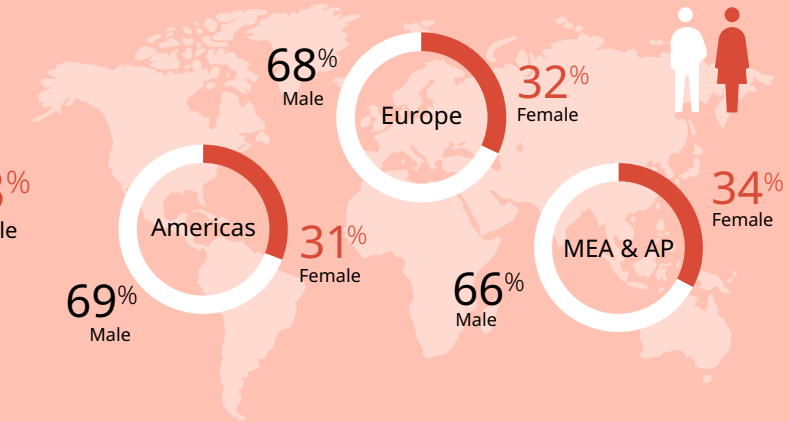


GLOBAL WORKFORCE TURNOVER

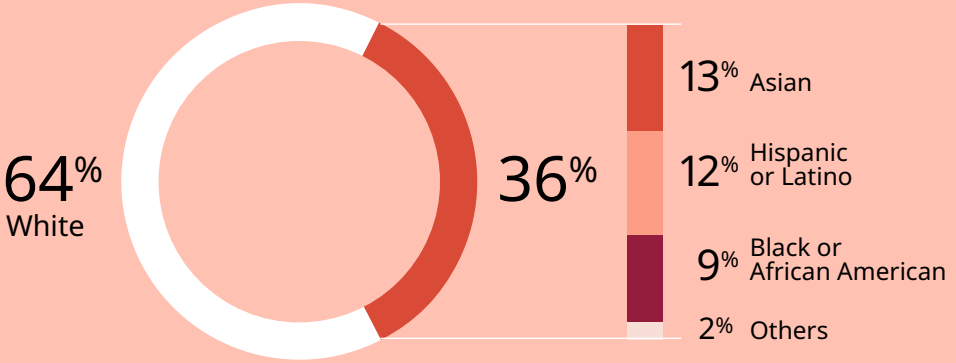


WORKFORCE BY GENDER





TOTAL U.S. WORKFORCE BREAKDOWN



Global demographic data reflect employees currently included in our human resources information systems.

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 2025, we continued to leverage and evolve our continuous listening strategy, Your Voice Counts, to better understand employee sentiment across our organization.

Your Voice Counts: Our Continuous Listening Strategy

Emerson's digital employee engagement survey is the cornerstone of our listening strategy. It is issued annually to all employees, providing them with 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.

In 2025, we continued to evolve our listening strategy in order to develop a comprehensive understanding of our employees. Building on the momentum of our annual engagement survey, we expanded our strategy to incorporate surveys for departing employees, pulse surveys for performance management and focus groups with our Employee Resource Groups.

Engagement Results

Our employee engagement survey achieved a 91% participation rate – the highest mark to date. Emerson's overall engagement score remained at 78.9%. This engagement 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. Recognizing the significance of this metric, and in the spirit of continuous improvement, Emerson has established a goal of reaching 82% overall engagement by 2030.

Additionally, Emerson's inclusion index score of 79.9% signified a one-point improvement from 2024 and a 4.5-point improvement since the survey's inception. 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

In addition to forming the basis for action plans at the local and team levels across the Company, feedback from the survey was used to shape action at the enterprise level, across several dimensions that were identified as areas of importance to our employees.

Focusing on talent, Emerson evolved our performance management process to help ensure that employees are engaged in – and recognized for – making the world healthier, safer, smarter and more sustainable. The enhanced process better aligns individual performance to company objectives, reinforces a high-performance culture and recognizes employees based on their results and behaviors.

Emerson established a common focal annual salary review date for salaried employees across the Company globally to streamline the salary planning process and set a cadence for performance and rewards discussions. We also introduced compensation training for people managers to upskill this important population as they have conversations with Emerson employees. In addition, we developed our first global salary planning tool to assist in making reward decisions. Our first employee stock purchase plan was launched for the majority of employees, giving them the opportunity to build equity ownership in the Company and directly benefit from its success and growth.

On the learning and development front, we unveiled a modernized program, "Leading at Emerson," aimed at facilitating an effective transition for new leaders of teams, equipping them with the skills and competencies to develop high-performing teams and drive positive experience throughout the employee lifecycle. We also established new mentoring programs to accelerate peer-to-peer learning and knowledge sharing.

To help employees stay more informed about Emerson, we launched a company-wide intranet site, focusing on connecting employees with timely information and resources such as news, updates and critical alerts. The site also serves to celebrate company culture by spotlighting the achievements of our employees and businesses.

As we continue to encourage employee feedback and engagement, it is imperative that employees can consistently and easily see where their feedback leads to direct action from leadership. With this in mind, a new visual identifier was created to denote actions that have been taken or are underway, based on employee feedback. The "Your Voice, Our Action" stamp serves as an immediate signal to our employees that their feedback is driving real change.



Our employee engagement survey achieved a

91%

participation rate.

Engaging Our Workforce

Inclusion

Having an inclusive workforce is critical to our values and our mission. As we cultivate a culture of belonging, we encourage all employees to think big, ask the tough questions and challenge conventional thinking. 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 ideas – can thrive.

In 2025, Emerson held our first company-wide Inclusion & Ally Week, a five-day, global and accessible event, open to all employees, aimed at building a more connected environment. Throughout the week, employees participated in educational sessions that celebrated the stories and actions strengthening Emerson's culture and examined how to build an inclusive culture. As part of the event, Emerson honored employees and Employee Resource Groups that made a significant impact on Emerson's culture during the year. In total, content from the week generated more than 12,000 touchpoints, evidence of our employees' passion and energy when it comes to building and maintaining an inclusive environment.

Employee Resource Groups

Emerson has built a robust network of Employee Resource Groups that support our focus on inclusion. Our ERG network, available to all employees globally, comprises around 10,000 members spanning eight groups: Asian & Pacific Islander Alliance, Black Employee Alliance, Diverse Abilities (focusing on encouraging social awareness of perceived impairments and/or disabilities), Mosaic (focusing on employees working away from their home country), Pride (focusing on supporting LGBTQ+ employees), Somos (focusing on supporting the Latin Americans and Hispanic employees), 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.

In 2025, Emerson continued to support its ERGs through investment in technology while focusing on driving chapter growth and enhancing member experience. A new, centralized hub was launched that streamlines how ERGs communicate with their members. The hub acts as an internal social network, connecting employees who share common interests and enabling them to learn more about the Company's ERGs while also serving as a helpful management database tool for ERG leaders.

Cultivating Wellbeing

Wellbeing at Emerson is an approach to performance and productivity that includes programs, policies and practices aligned with our "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.

In 2025, Emerson focused on connecting leaders of local teams and networks with wellbeing resources that enabled them to more effectively incorporate wellbeing components in their immediate environments. As part of this effort, a global communications framework was created as a turnkey resource for wellbeing champions. This framework was issued quarterly and provided educational, engaging resources centered on the themes of physical, mental, financial and social wellbeing. Wellbeing champions were able to quickly leverage the resources with their networks "out of the box," or customize them as desired.

Additionally, we launched a new global learning platform that enables employees to access virtual, instructor-led awareness-day training on multiple wellbeing topics. Topics in 2025 included World Mental Health Day, men's health and International Day of Persons with Disabilities. Early indications show significant traction for the platform across the Company, with participation from employees in more than 30 countries.

EMPLOYEE RESOURCE GROUPS

Asian & Pacific Islander Alliance
Black Employee Alliance
Diverse Abilities
Mosaic
Pride
Somos
Veterans Resource Group
Women's Impact Network

Members of Employee Resource Groups

registered higher overall engagement, wellbeing and inclusion scores, per Emerson's employee engagement survey.

Learning and Development

Emerson believes that talent is a differentiator and is foundational to value creation. That's why we are cultivating an environment where our people can 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 is why we strive to attract a wide variety of qualified, exceptional applicants.

Performance Management: Empowering and Maintaining High Performance at Scale

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

By more effectively aligning individual performance to company objectives, we are ensuring that our employees are consistently engaged in work that is closely tied to Emerson's purpose of making the world healthier, safer, smarter and more sustainable.

The enhanced process reinforces a high-performance culture where employees are recognized for results and behaviors that truly impact the business. Through the integration of performance ratings into a global salary planning process, people leaders are better able to reward their team members for their performance impact while considering market alignment and country budgets.

As part of this effort, Emerson strengthened three key areas of the performance management process: goal setting, feedback and coaching, and performance review.

For goal setting, employees were trained to take a more focused approach, identifying performance goals tied to business strategy and that pushed boundaries to keep them engaged and motivated. After the first year of implementation, 94% of employees entered goals in the designated platform.

Managers across the Company were encouraged to conduct frequent feedback and coaching sessions with their team members (at least once per quarter). To facilitate these interactions, manager-specific educational resources were created and distributed. As revealed by pulse surveys about the process, 77% of employees reported having quarterly feedback and coaching conversations with their managers.

With regard to performance review, the complexity of the review process was reduced, enabling managers to administer to employees one overall rating based on "what" the employee accomplished (results) and "how" the individual accomplished their results (behaviors), using a guided rating distribution of level of impact. Upon the close of the 2025 performance review process, 99% of salaried employees received a performance rating in the system.

Through the new globally applied process, Emerson is setting a consistent standard for evaluating its employees across the Company. Employees have greater transparency into the process, improved clarity on direction and priorities, and increased opportunities for growth through more frequent feedback and coaching. Equally important, the enhanced process has enabled performance to be discussed consistently across the organization, better connecting employees to future promotions and career opportunities.



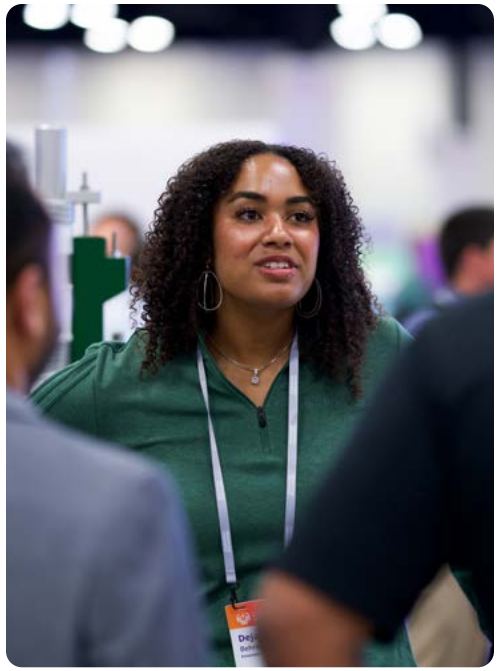
99%

of salaried employees received a performance rating in the system in 2025.

Learning and Development

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 730 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.

Leadership Spotlight Program

Emerson's Leadership Spotlight Program connects our key future leaders with our Board of Directors, helping foster an inclusive, supportive, growth-oriented environment that enables our people and business to thrive. Through the program, selected company leaders present to the Board during each meeting, sharing their career journeys, detailing their roles at Emerson and discussing strategic business challenges they are navigating. Board members gain deeper insights into Emerson's markets and strategy, and program participants receive coaching from executive leadership.

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 with an opportunity to work on cross-functional projects that create incremental value for our business, gain exposure to senior leaders and grow their professional network.
- **Europe Business Academy** is based on experiential learning, consistent 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.



Learning and Development

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.

** Data are only partially inclusive of the Test & Measurement and AspenTech businesses and may not reflect the segments' fiscal year data.*

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.

The Let's Lead Program, launched in 2024 to continuously upskill all of Emerson's leaders, now reaches 70% of our people leaders globally. It provides quarterly toolkits and ongoing development opportunities that are integrated into daily work and tailored to diverse learning preferences – such as learning by watching micro learning videos, reading curated content and connecting with peers in a facilitated learning lab.

To complement the offering, the Leading at Emerson Program offers targeted development to new people leaders hired externally or promoted internally within their first 90-120 days. The program was re-designed in 2025 as a six-month blended learning experience that onboards 150-200 people leaders every quarter and equips them with the skills and competencies to develop high-performing teams and drive positive experience throughout the employee lifecycle. Learning takes place via instructor-led workshops, group coaching sessions, self-study and work-based assignments that enable participants to: explore expectations of their roles as people leaders; learn how to leverage management tools and processes; and identify and develop values and behaviors for successful leaders.

Active learners completed an average of

10 hours of online training

across all disciplines.

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.

During 2025, a total of 872,000 learning modules were completed and tracked through the learning management system, reaching 97% of active learners. These 64,000 active learners, defined as employees who completed at least one course during the reporting period, participated in training across a broad range of disciplines, including compliance, commercial excellence, environment, health and safety (EHS), learning and leadership development, operational excellence, and sustainability. On average, these employees completed 10 hours of training during the year. Focusing specifically on skills-related training (excluding mandatory compliance courses), 40,000 active learners engaged in digital learning opportunities in areas such as product and software training, selling methodologies, leadership skills, environmental sustainability, business intelligence and analytics, safety and supply chain operations.

Recognizing the value of peer-to-peer learning and knowledge sharing in support of development and professional growth, two new mentoring programs were started in 2025, reaching 3,500 employees globally.

Emerson's first global one-on-one mentoring program helps employees establish meaningful two-way connections that enable them to expand their networks, learn through new experiences, build skills and be challenged with new perspectives.

The other new program, Mentoring Circles, offers a collaborative, social and flexible mentoring experience consisting of six members, matched based on shared preferences – whether from similar functions, across departments or within Employee Resource Groups. Each group includes a designated "connector" who initiates the first meeting and helps activate members and maintain engagement throughout the circle's journey. In 2025, the circles convened bi-monthly for guided, rotating-host discussions centered on the themes of: Define Success for Your Mentoring Experience; Personal Impact; Team Impact; Networking; Creative Problem-Solving; and Wellbeing.

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% of our workforce was part of a union in 2025. Worldwide, around 24% 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 2025.

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

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.

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, or 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*.

This principle outlines what we expect our employees and business partners to adhere to, including: Equal Opportunity; No Discrimination; No Harassment; No Retaliation; Health and Safety; Prohibition of 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 information about Emerson's policies, see *page 13*.



Landmannalaugar, Iceland
Photo by: ***Amber Coffman***
Emerson Employee

Health and Safety

Workplace Safety

At Emerson, safety is a core value – embedded in how we lead, operate and make decisions to provide a safe place to work for our employees. We believe that a truly high-performing organization is one where people feel safe, supported and empowered to contribute their best work. Our commitment is simple and unwavering: every employee goes home safely, every day.

Emerson strives to achieve best-in-class health and safety performance through the standardization of our global health and safety program. Our approach combines governance tools and leverages leading practices, fostering a strong safety culture that prioritizes risk reduction and empowers employees to proactively improve workplace safety. This established foundation, combined with the mindset and behaviors of our employees, enables a resilient, learning-oriented safety culture.



Safety Organizational Structure

Our approach to health and safety at Emerson starts at the top. Senior leaders from across the Company serve on the Emerson Safety Council, which is overseen by the Chief Operating Officer and Chief Sustainability Officer. The Council meets quarterly to review progress, drive alignment with global strategies and guide implementation across all business segments.

Every Emerson location is supported by an Environmental Health and Safety (EHS) leader from its business segment or world area, who provides direction based on regional and business-specific needs. Our Global Health and Safety Standards and Global Health and Safety Policy provide a consistent framework for site-level programs, while employees actively participate in committees, teams, training and improvement initiatives that drive safe work practices.

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

Risk Management

In 2025, 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 operations with 50 or more employees are required to undergo periodic assessments. 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 95% 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 uses EHS data management software to gather, track and analyze global safety performance. Sites document compliance tasks, proactive observations, audits, hazard reports and risk assessments within a centralized system that supports timely decision-making.

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 2025, our employees reported over 38,000 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.

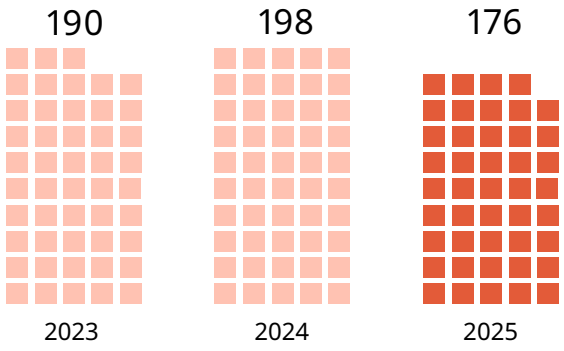
In cases of imminent risk, personnel have authority to stop work to mitigate possible harm. In other cases, local teams will identify and implement action items to address potential risks and make necessary improvements. Our teams completed nearly 63,000 EHS action items in 2025, which were documented 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 systematically tracks serious injuries and fatalities (SIF) and potentially serious injuries and fatalities (PSIF) metrics to prioritize controls for our most significant risk exposures.



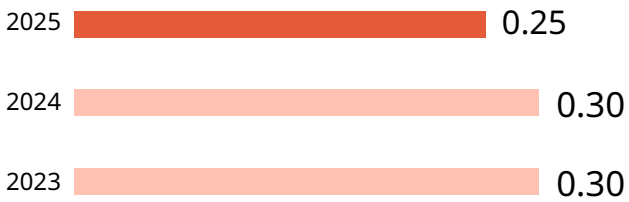
Safety Day 2025 in Dubai, United Arab Emirates.

NUMBER OF RECORDABLE INJURIES



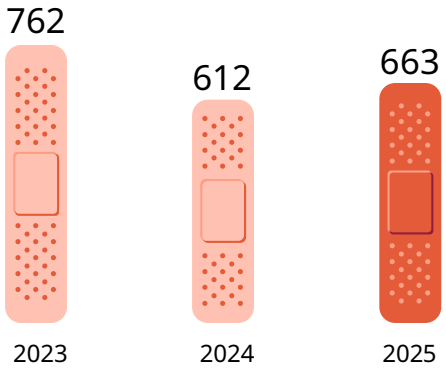
Injuries requiring medical treatment beyond first-aid, days away from work or restricted duty.

TOTAL RECORDABLE INJURY RATE



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

NUMBER OF FIRST-AID CASES



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

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

SMART FORKLIFTS WITH PEDESTRIAN DETECTION



- Forklifts slow automatically when detecting pedestrians
- Reduced forklift–pedestrian interaction exposure to high-risk situations

Sherman, Texas, U.S.

CENTRALIZED EXTRACTION SYSTEM



- Facility-wide vacuum and extraction system for all potential sources of pollution. This includes: oil fill, laser engraving and machining
- Eliminates airborne particulates at the source, improves air quality, reduces contamination and enhances equipment reliability

Cluj, Romania

AUTOMATED PAINTING SYSTEM



- Removed employees from chemical and overspray exposure
- Improved ergonomics by eliminating manual painting

Nilai, Malaysia

FULLY ENCLOSED LINISHING MACHINE



- New linishing machine is fully enclosed through guarding innovations
- Eliminated entrapment and pinch point hazards that could result in a serious injury

Brisbane, Australia



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 better future for all through charitable contributions, employee volunteerism and nonprofit partnerships. 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 2025, nearly $1 million 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 140 college scholarships to children of employees through National Merit and Emerson-sponsored scholarship programs. During the year, Emerson and the Emerson Charitable Trust made contributions totaling nearly $25 million to nonprofit organizations and educational institutions, and for the Company's scholarship and teacher recognition programs.

Emerson has pledged

$200 million

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

Emerson Making an Impact

Emerson Partners With the University of Texas to Accelerate Automation and Innovation



A partnership between Emerson and the University of Texas at Austin (UT) is supporting advanced research into AI, automation, energy, semiconductors and more. The three-year agreement includes UT research lab upgrades and contributions to help launch the new Semiconductor Science and Engineering master's degree program. It also supports development of the next generation of talent skilled in automation. More broadly, UT will become a core research partner for Emerson as it delves further into semiconductors, AI, energy and other areas.

The total value of the agreement is $8.5 million. Emerson has now contributed more than $20 million to UT, primarily to the Cockrell School of Engineering and to its McKetta Department of Chemical Engineering. Both contributions come directly from Emerson and its acquisition of Austin-based NI, now the Company's Test & Measurement business.

"This is an exciting new chapter in Emerson's storied history with the University of Texas at Austin as we build on our vision to accelerate automation and innovation that transforms vital industries," said Lal Karsanbhai, Emerson's president and CEO. "As a company founded on science, engineering and technology, we look forward to working with UT to help prepare tomorrow's workforce to solve the world's toughest challenges."

External Engagements

Emerson and United Way Make a Lasting Impact on the St. Louis Region



In a show of support for their surrounding community, employees from Emerson's St. Louis headquarters joined United Way's annual community campaign in fall 2025, helping the nonprofit raise $60 million to invest in helping local individuals and families in need across 16 counties in Missouri and Illinois.

In total, over 80% of Emerson's St. Louis-based employees participated in the 2025 United Way of Greater St. Louis Community Campaign, which was chaired by Emerson's president and CEO Lal Karsanbhai and Andrew Davidson of KPMG.

"For over a century, United Way has positively contributed to the overall health and vitality of the St. Louis region, and I am honored to be a part of its efforts to continue building strong, resilient communities where everyone can thrive," Karsanbhai said.

Through the campaign, employees engaged in various fundraising activities, including participating in a 5K race, volunteering at an area food bank and helping fill backpacks for Boys and Girls Club of Greater St. Louis. They also took part in "The United Way Experience," an immersive, large-scale event designed to engage corporate teams in understanding community challenges, United Way's role in creating solutions, and how businesses can drive meaningful impact.

The fall campaign continued a longstanding relationship between Emerson and United Way. For the past 40-plus years, Emerson has supported local United Way organizations across the United States. In that time, Emerson and its employees have invested more than $100 million in United Way, nationwide. United Way mobilizes communities to action to improve lives and strengthen local resilience by advancing education, financial stability and health for all.

Workforce Development

Emerson continues to play a critical role in developing the next generation of innovators while strengthening the global technical and skilled workforce. We recognize that rapid technological advancement and evolving industry needs require continuous learning and upskilling to drive workforce readiness, operational excellence and long-term business resilience.

Emerson's Education Services deliver comprehensive training solutions that build both technical proficiency and essential professional skills. These programs enable learners to apply the latest advancements in automation, digitalization and operational technologies to drive productivity, efficiency and sustainable growth. In collaboration with universities, technical institutions and industry partners worldwide, Emerson offers flexible, industry-relevant learning opportunities that help individuals and organizations adapt effectively to new technologies, tools and processes.

Emerson's Education Services provide a full spectrum of training solutions essential for maintaining safe, reliable and efficient operations across industries. In 2025, more than 9,000 customers participated in Emerson's training programs, reflecting continued demand for high-quality, workforce-focused learning. These programs are developed in alignment with rigorous International Accreditation for Continuing Education and Training (IACET) standards and are delivered through multiple formats – including live instructor-led, virtual and on-demand options to support diverse learning preferences and provide accessible, flexible learning experiences globally.



More than

9,000

customers

participated in Emerson's training programs.



Integrity

Integrity is the foundation of how we do business at Emerson. Our strong governance and ethical standards guide our actions, helping us build stakeholder trust, manage risk and support long-term value creation. We are unwavering in our commitment to honest, ethical behavior and to fostering transparent and accountable relationships with employees, customers, suppliers and the communities in which we operate. Through our approaches to cybersecurity, product security and product safety, we continue to uphold our efforts to maintain integrity in every aspect of our operations.

- Corporate Governance
- Ethics and Compliance
- Cybersecurity
- Product Security
- Product Safety

Integrity

ETHICS AND COMPLIANCE

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

More than **97%** of all employees completed Emerson's ethics training in 2025

31 days, average time to close escalated ethics cases in 2025

CYBERSECURITY

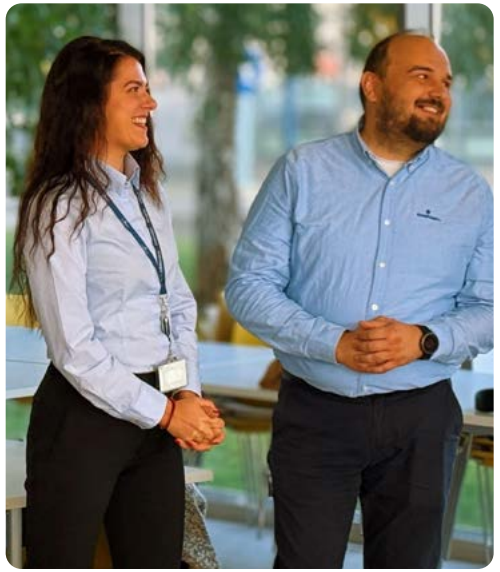
We regularly engage independent cyber-security experts to evaluate our cybersecurity maturity and test the effectiveness of overall cybersecurity controls

Key elements of our primary data centers, cloud environments and our enterprise IT organization are third-party certified under ISO 27001

24x7 incident response capability detects and responds to threats as they occur, globally

PRODUCT SECURITY

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



PRODUCT SAFETY

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



Teams of engineers and product experts are dedicated to creating safe product designs and supporting our products in the field

Corporate Governance

At Emerson, we take the necessary steps to support our Company in acting responsibly and in alignment with our purpose. Our focus on sustainability and governance strengthens trust and confidence among our employees, customers, suppliers, communities and shareholders.

As a global organization, we have established a comprehensive approach to governance. From our Board and executive leadership to our employees and suppliers, we expect those who represent Emerson to uphold a high level of integrity.

For more on Emerson's Corporate Governance and the Board, see our most recent *Proxy Statement*.

For more information, see our *Corporate Governance* webpages.

For more on Emerson's Environmental Sustainability Governance Structure, see *page 18*.

The Board's Role in Sustainability

Our Board and its Committees oversee our sustainability strategy as part of their oversight of our overall strategy and risk management. This oversight is supported by a process designed to provide timely visibility into the identification, reporting, assessment and management of sustainability issues.

- The **Governance and Nominating Committee** is responsible for assisting the Board in overseeing the Company's sustainability strategy, engaging with shareholders on sustainability-related inquiries and establishing sustainability principles and policies, including matters addressed in the Company's sustainability report.
- Our **Audit Committee** provides oversight of enterprise cybersecurity and of the integrity of sustainability data in the Company's disclosures; it annually reviews summaries of the Company's sustainability activities, as well as anticipated environmental audits and expenditures.
- The **Technology and Environmental Sustainability Committee** is responsible for overseeing risks related to innovation, product technology, product security and environmental sustainability policies and programs.

Through the establishment of organizational structures, targeted investment of resources and integration of sustainability into operations and strategic management, our Board and leadership maintain a strong and ongoing focus on sustainability.





Ethics and Compliance

At Emerson, we expect all employees and leaders to act with integrity and demonstrate ethical behavior – both within the Company and in our work with customers, suppliers and the communities we serve.

Our Ethics and Compliance Program establishes clear policies and procedures to support ethical conduct and legal compliance. The program is overseen by the Board's Corporate Governance and Nominating Committee and is supported by Human Resources, Audit, Ethics & Compliance and Legal through coordinated monitoring, investigation and evaluation.

We communicate our Ethics and Compliance Program to employees via trainings, documentation and reporting channels that encourage employees to escalate concerns or raise questions without fear of retaliation. The program is reviewed annually to reflect changes in our business and industry environment. All employees and leaders complete annual refresher training, and new employees are introduced to and trained on the program during onboarding.

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* sets clear expectations for these leaders, including promoting integrity and ensuring timely and accurate financial reporting. Integrity is a core value and a daily operational commitment that drives us forward.

In 2025, more than

97%

of employees globally completed ethics training.

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, including our most senior leaders.

Available to all employees and to 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.

Annual Ethics Trainings

To cultivate consistent understanding and application of Emerson's Employee Code of Conduct, all employees are required to complete an annual ethics training. In 2025, more than 97% of employees globally (both salaried and hourly) completed the training through a combination of internal e-learning modules with interactive components and in-person sessions.

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 compliance, ethics officers from each business segment annually certify that substantially all employees have completed the required training in alignment with the Code.

Ethics and Compliance

Ethics Hotline and Reporting Process

Emerson's ethics reporting program provides employees, vendors, suppliers and customers with secure, confidential and anonymous channels to ask questions or escalate concerns of suspected or actual misconduct. This is done through multiple channels including our ethics reporting website (covering 20 languages), our ethics hotline (access in more than 35 countries) or directly to Emerson compliance leaders. We also maintain strong policies and controls to safeguard reporters from retaliation.

We promote a strong speak-up culture through our annual ethics training and readily accessible multiple reporting channels, which are posted in all locations and on our website. Each year, the Chief Compliance Officer reinforces the importance of reporting concerns and reiterates our commitment to confidentiality and to our strict no-retaliation policy.

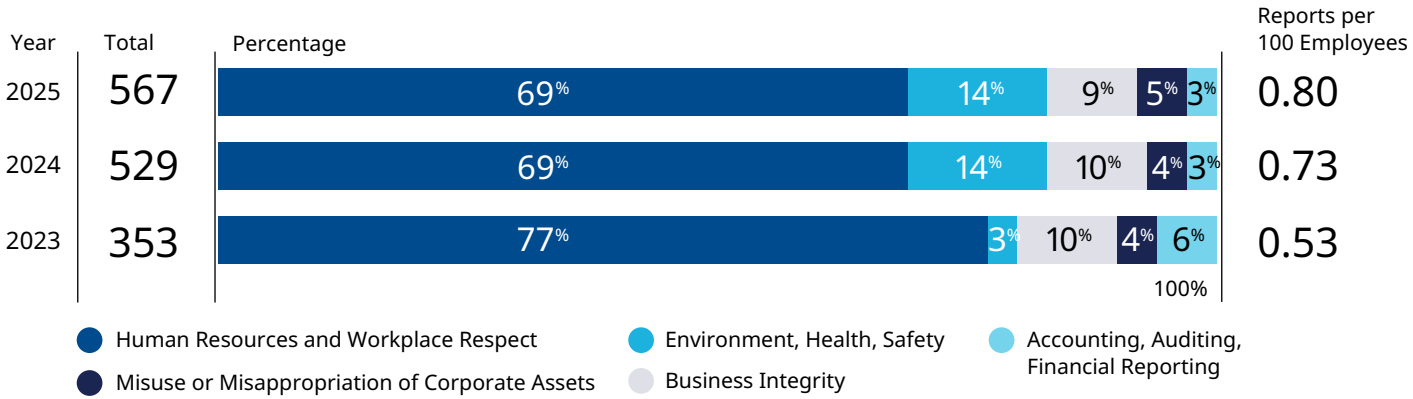
Ethics concerns that are escalated are handled by a small group of trained Emerson professionals, following established investigation protocols, including when an external advisory firm should be engaged due to the nature or complexity of the concerns. We uphold a strong commitment to complete investigations of escalated concerns within 90 days and currently average a 31-day closure time.

Emerson's Employee Code of Conduct; CEO and Senior Financial Officer Code of Ethics; and ethics reporting channels can be found on our *Corporate Governance* web pages.

Currently, investigations of escalated concerns average a

31-day closure time.

TYPES OF ETHICS CONCERNS REPORTED



Significant ethics allegations meeting Emerson's set criteria are 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 track, review and analyze ethics reporting metrics, including the volume of reports per employee population, region and type of allegation, as well as the substantiation rate. These data, regardless of whether a report is substantiated, provide important insights into our culture, policies and training. We report these trends, together with any related modifications to our program, training and policies, to the Audit Committee of the Board on an annual basis.

In 2025, 46% of total allegations were from named sources, which is aligned to the benchmark trend and indicates trust in our program. Also aligned to the benchmark, the majority (69%) of total allegations were related to human resource concerns. While these claims had a low substantiation rate, they allowed us to address concerns quickly. Trend analysis shows that external parties and customers are taking actions related to sales intermediaries for Emerson. Enhancing controls over sales intermediaries and providing training to our employees are areas of continued focus.

Our ethics reporting program, reviewed annually by internal and external auditors, provides a structured mechanism for identifying and addressing potential issues and supports strong governance and our commitment to ethical business conduct.

For more information, see *Emerson's Code of Conduct Handbook*.

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 segment 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 2025, 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 1,800 individuals. In addition, interactive online conflict of interest training to promote understanding and declaration of potential conflicts is provided to around 40,000 employees globally. Any potential conflicts identified through the training process are also investigated.

Compliance Risk Oversight

The Compliance Committee, which consists of leadership from compliance functions in the Company, meets quarterly to review emerging and existing compliance risks. We also regularly engage an independent 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 assessment confirmed the program's strong alignment with these standards.

Cybersecurity

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. In addition, we have adopted security controls specific to the use of AI by the Company.

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.

Key elements of our primary data centers, cloud environments and our enterprise IT organization are third-party
certified under ISO 27001

Product Security

Emerson seeks to integrate cybersecurity considerations into our product development processes and has adopted the ISA/IEC 62443 standards as a reference framework for our secure development lifecycle (SDL) practices. Our Product Security function is organized under our Chief Technology Officer, who provides regular 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), Emerson continues to evolve its product security policies and processes in alignment with applicable regulatory requirements and market-driven objectives. Our businesses may additionally use security frameworks such as the U.S. National Institute of Standards and Technology Cybersecurity Framework, the International Electrotechnical Commission (IEC), the International Society of Automation (ISA) and the 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. Some critical product development organizations are certified to the IEC 62443-4-1 standard through third-party entities to drive 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, U.S. Cybersecurity and Infrastructure Agency (CISA) collaborations and Bio-Phorum, where the global pharmaceutical and medical device industry works on multiple standards including cybersecurity.



Product Safety

Emerson maintains a product safety program designed to support quality and safety across our product portfolio. Product safety and reliability remain central to how we design, engineer and support our technologies across our global operations. Our teams work proactively to reduce the risks of personal injury, property damage and environmental harm that could arise during product use.

We seek to apply engineering practices and safety principles appropriate to each product category and its intended applications throughout the development lifecycle. In alignment with the Emerson Product Safety Policy, our products undergo testing and certification processes aligned with applicable industry safety standards, as appropriate to their intended use and regulatory requirements. Specialized product testing and certification teams support efforts to meet key safety requirements and obtain recognized global certification marks. To reinforce appropriate installation and operation, we provide clear, standards-based instructions and warnings.

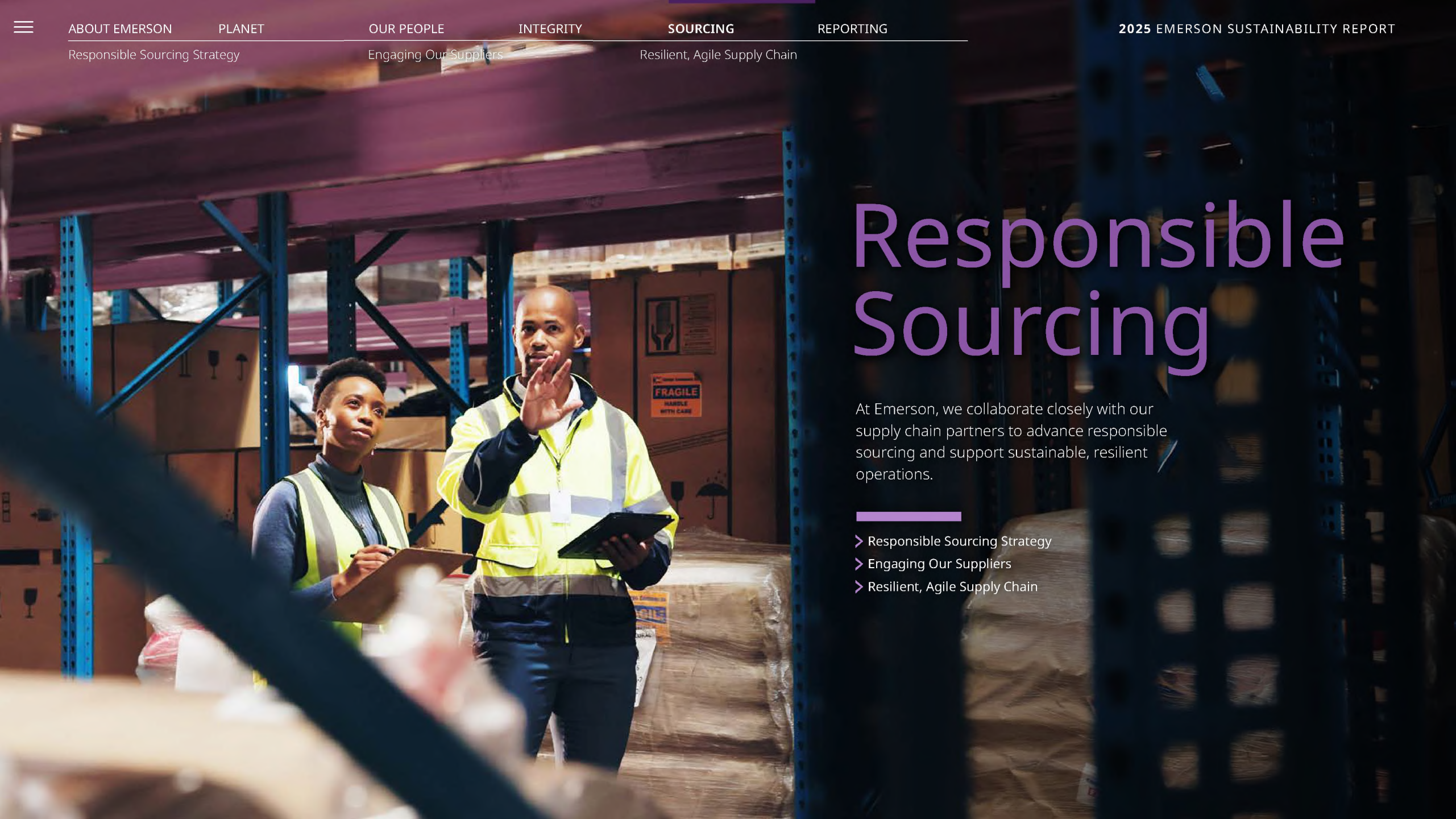
Product safety governance is strengthened through our structured, company-wide program, which establishes consistency across all Emerson businesses. Business-level Product Safety Committees bring together engineering, technical and customer-focused expertise to guide decisions, oversee safety practices and support continuous improvement. These governance efforts help ensure alignment with Emerson expectations and support the integration of safe product designs.

To maintain visibility into program performance, we conduct annual surveys and program reviews across our businesses. These assessments evaluate adherence to the Emerson Product Safety Policy, identify emerging issues and facilitate designs that remain responsive to evolving global standards, new regulatory requirements and broader trends in safe product design and use.

Emerson issues Product Safety Notices when remediation or recall actions are required. In 2025, Emerson business segments issued 16 product safety notices, reflecting our commitment to transparency and responsible stewardship of product performance in the field.

As our portfolio evolves and regulatory expectations increase, Emerson remains well positioned to manage product safety risks through strong governance, experienced product safety personnel and ongoing enhancement of our enterprise-wide approach.

The statements in the Product Safety and Product Security sections of this report describe Emerson's product safety and product security programs, practices and objectives. They are not intended to create any warranty or legal obligation with respect to the safety, security or performance of any individual Emerson product. Product performance and security are subject to the specific terms, conditions and limitations set forth in applicable product documentation and customer agreements. For additional context, please refer to the Safe Harbor Statement at the beginning of this report.



Responsible Sourcing

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

- Responsible Sourcing Strategy
- Engaging Our Suppliers
- Resilient, Agile Supply Chain

Responsible Sourcing At-A-Glance

RESPONSIBLE SOURCING STRATEGY

66%
of direct material suppliers, by spend, completed the Supplier Code of Conduct self-assessment survey



3,300+
employees have been trained on the Supplier Code of Conduct and sustainability topics

ENGAGING OUR SUPPLIERS

750+ suppliers
have attended our Responsible Sourcing Webinars since 2023

Since 2024, we have engaged our **top 500 suppliers** through greenhouse gas emissions data collection



RESILIENT, AGILE SUPPLY CHAIN



2,200+ suppliers
are actively monitored for potential and actual risks, not limited to finances, natural disasters and geopolitics

~80%
of our material spend is regionalized, allowing us to reduce lead and transit times



Responsible Sourcing Strategy

As a large, global automation leader serving a diverse set of market verticals and customers, Emerson manages a complex supply chain. In 2025, we sourced commodities – such as plastics, electronics, steel, machined parts and non-ferrous materials – from over 13,000 direct material suppliers. Around 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 our 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, we published our *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.

Supplier Code of Conduct

Because our suppliers play a pivotal 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 the minimum standards that suppliers are expected to meet and are referenced in the Terms and Conditions of Emerson purchase orders and standard supply agreements.



Responsible Sourcing Champions in Boulder, Colorado, U.S.

Driving 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 processes and tools used to engage suppliers on meeting expectations. They coordinate with our regional commodity teams to communicate supplier sustainability expectations through Responsible Sourcing webinars, training modules and supplier business reviews. Our Supply Chain Center of Excellence team enables our use of supplier performance data to benchmark and target engagement with our most impactful suppliers.

We have trained over 3,300 employees on our Supplier Code of Conduct, Energy Treasure Hunts, Scope 1, 2, and 3 calculations and how our purchases of different commodity types influence Emerson's GHG footprint. These training modules are also shared with our supply chain partners, supporting them in their sustainability initiatives.

For more information, see *Emerson's Responsible Sourcing Policy*.

3,300 employees

have been trained on our Supplier Code of Conduct and sustainability-related topics.

RESPONSIBLE SOURCING FRAMEWORK

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

INCLUSION
Provide **opportunities for all suppliers,** including those from the communities where we operate.

PLANET
Partner with Emerson suppliers to achieve our Scope 3 GHG emissions reduction targets of **25% by 2030** and **net zero by 2045**, compared to a 2021 base year.

CHAMPION
Provide an **adaptable supply chain** network that proactively anticipates and responds to regulatory requirements and customer expectations.

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

Engaging Supply Chain Partners 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 electronics 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.

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. Since the launch of the program 750+ suppliers have attended the webinars, contributing questions and their own approaches to initiating energy audits, reducing packaging waste and embedding sustainability into their culture and strategy.

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. Our collaboration with strategic logistics partners also extends to data exchange, integrating their emissions data into our performance metrics for greater transparency and accuracy, and participation in our sustainability awards for service providers. 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. In 2025, we launched the Emerson Sustainable Packaging Guidelines, which offer practical steps for teams – ranging from operations to supply chain – to reduce packaging waste. We have also established a working group to extend these principles to our supply chain partners.

For more information on sustainable packaging, see *page 30*.



Conflict Minerals Policy

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 are committed to complying with all applicable conflict minerals laws and 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 the 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, see the *Emerson Conflict Minerals Statement* and *Form SD filing*.

Engaging Supply Chain Partners to Join Our Journey

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 segments to participate. We have been 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 we therefore assess performance on criteria that we consider to be foundational and achievable by suppliers of all sizes and industries. In 2025, 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.

E&W Engineering
Sensors

E&W Engineering specializes in customized metal stamping, services and tool & die design fabrications. With net zero targets covering their Scope 1, 2 and 3 GHG emissions, the company has implemented energy savings from office and factory LED light conversions, air temperature control settings and transparent roofing to utilize natural lighting. With an on-site solar installation and rainwater harvesting, it has reduced its carbon and water footprint, and is delivering on its mission to provide products and services that are both environmentally responsible and economically viable, while ensuring long-term value for its customers.



Jabil Inc.
Control Systems & Software

Jabil Inc.'s entrepreneurial founders started assembling circuit boards around a kitchen table back in 1966, and the company has grown to become a leading provider of engineering, supply chain and manufacturing solutions. Since 2019, it has achieved a 47% reduction of Scope 1 and 2 emissions and is engaging its own suppliers to gather high-quality information on their Scope 3 Category 1 emissions. Jabil Inc.'s emissions data and performance have been annually published in its *Sustainability Report* since 2013, where the company has reinforced its commitments to climate action, waste reduction and resource efficiency in alignment with customer goals and global standards.



Anhui Yingliu
Final Control

Anhui Yingliu is a trusted supplier to Emerson, providing essential parts such as valve bodies, covers and spare components. To help achieve the company's near-term Scope 1 and 2 targets, it has focused on energy efficiency projects addressing combustion processes, waste heat recovery, and energy management systems, while also increasing its renewable electricity consumption and use of electric vehicles. Anhui Yingliu's ISO 14064 verification statement indicates reliability in the company's emissions calculation methodologies and provides confidence in its business strategy to identify, measure and implement win-win sustainability solutions such as green intelligent manufacturing and waste recycling.



Engaging Supply Chain Partners to Join Our Journey

Xi'an Haosen
Sensors

Xi'ian Haosen is a high-tech enterprise specializing in precision investment castings and CNC machining. With long-term net zero targets covering its Scope 1, 2 and 3 emissions, the company has reduced Scope 2 emissions through energy management system improvements, investments in on-site solar installations and purchases of green electricity certificates. It has also automated its shell-making production lines, improving product consistency and sand powder use efficiency, while continuing to develop its longer-term reduction roadmap as part of the company's commitment to delivering excellence in castings, customer service and a more sustainable future.



Weidmüller
Final Control

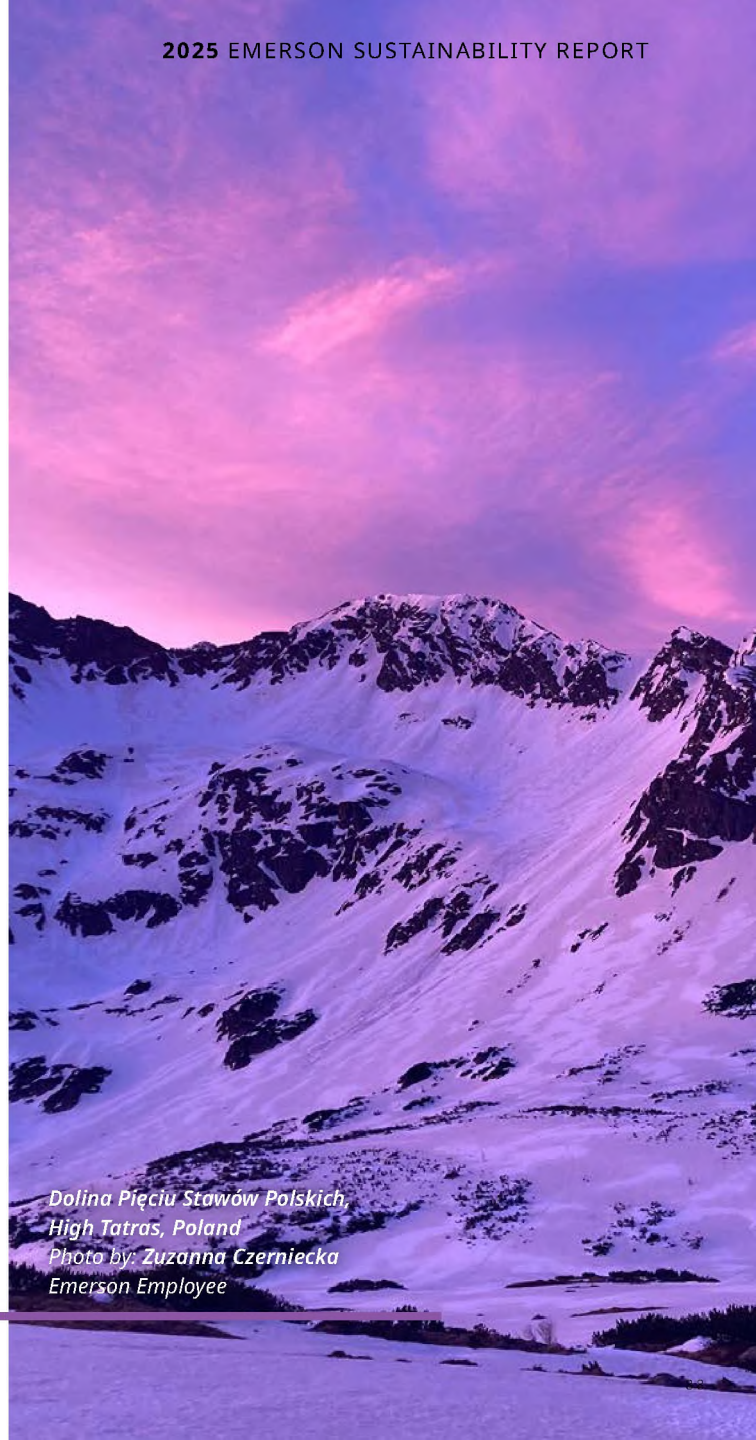
Weidmüller is a family-owned business, proudly celebrating 175+ years as a global player in smart industrial connectivity and automation technology. The company views sustainability holistically, with the credo that a future worth living requires industrial processes that conserve resources and rethink technologies and social responsibility. Key actions that Weidmüller has taken to achieve its Scope 1 and 2 emissions reduction targets by 2030 include energy efficiency projects, such as those utilizing geothermal energy, heat pumps, solar roof installations and electric vehicle charging.



Veeyes Alloys Private Limited
Final Control

Veeyes Alloys Private Limited manufactures and supplies an array of steel and nickel-based castings in machined and un-machined conditions. The company's Scope 1 and 2 emissions have been verified as meeting the standards of the Greenhouse Gas Protocol, and Veeyes Alloys is working toward capturing more accurate data to understand its Scope 3 footprint. To make progress on its near-term reduction targets, the company has upgraded its sand drying and knock out machines with variable frequency drives (VFD) and its welding machines to increase energy efficiency, converted gas-fired furnaces to electric, expanded solar energy generation capacity and actively pursued opportunities to incorporate scrap metal and reduce reliance on virgin metals.





Dolina Pięciu Stawów Polskich, High Tatras, Poland
*Photo by: **Zuzanna Czerniecka***
Emerson Employee

Engaging Supply Chain Partners to Join Our Journey

Supplier Emissions Data Collection and Business Reviews

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. We have transitioned from the Greenhouse Gas Protocol's spend-based approach to the hybrid method for purchased goods and services emissions, incorporating allocated Scope 1, 2 and 3 (upstream) emissions data of sufficient quality from suppliers. Secondary data are used where supplier-specific data are unavailable.

Our Responsible Sourcing Champions and commodity management teams are aligning on sustainability expectations with strategic suppliers as part of their business review discussions. Sustainability performance metrics are included to drive supplier improvements on emissions data quality and the implementation of reduction targets and initiatives.

> *"As we continue to navigate ongoing global challenges – ranging from climate change and supply chain disruptions to shifting regulatory and compliance requirements – we remain unwavering in our pledge to 'do the right thing, in the right way.' With a robust sustainability strategy in place, we are proactively addressing these issues while planning for the needs of future generations."*
>
> **Mike Dastoor,** Chief Executive Officer, Jabil Inc.

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 bi-annual 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 segment supply chain leadership. In our most recent two-year survey cycle, we received responses from suppliers representing 66% of our 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 35 countries. This allows any person to anonymously report ethics concerns related to an Emerson employee or a business partner.

Supplier 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 criteria for doing business with Emerson.

Human Rights and Labor

We respect and promote human rights in all our business operations worldwide, as well as in our supply chain. Emerson will not tolerate child labor and any form of forced, bonded, or indentured labor, involuntary prison labor or other compulsory labor. We are committed to partnering with suppliers who both share and demonstrate these values through their management processes.

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 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 2,200 suppliers for a broad spectrum of actual and potential risks, including financial, natural hazards, geopolitical and human-caused 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

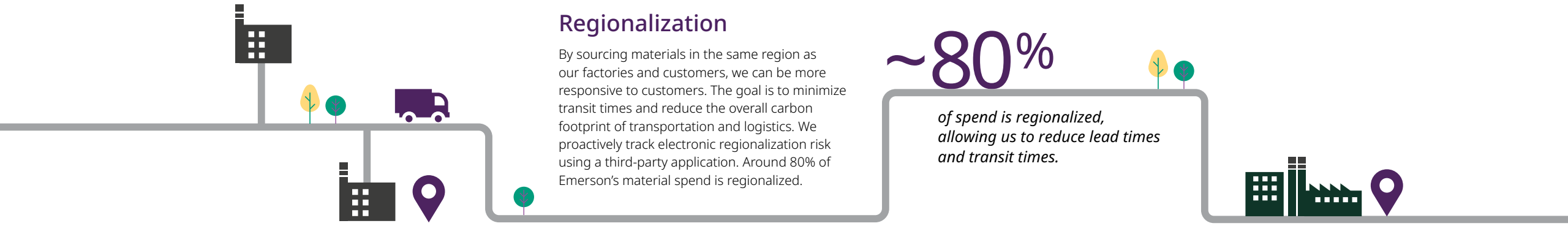
Given that many of our customers operate facilities for multiple decades, they value being able to rely on the effectiveness and availability of our products over many years. This can be extremely challenging, as some electronic components have frequent product refresh cycles. Emerson proactively tracks 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 streamlining the new product development process to minimize supply chain disruptions and reduce environmental impact.

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 segments 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.



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. Around 80% of Emerson's material spend is regionalized.

~80%

of spend is regionalized, allowing us to reduce lead times and transit times.



Fiscal Year 2025 Reporting

This section describes Emerson's alignment with established sustainability reporting standards and frameworks and presents our key sustainability metrics. Unless otherwise specified, the information reflects company-wide data for fiscal 2025.

- UN Sustainable Development Goals
- GRI Index
- SASB Index
- TCFD Index
- Sustainability Data

UN Sustainable Development Goals

The United Nations Sustainable Development Goals (SDGs) offer a common framework for people and the planet, both now and in the future. Emerson continues to identify where our solutions can best support the SDGs as we work to address a range of environmental, social and economic challenges facing the world today. Examples of our initiatives, programs and their related SDGs are highlighted 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 60* External Engagements — *Page 73* Health and Safety — *Page 70* Engaging Emerson's Suppliers to Join Our Journey — *Page 86*
	**Goal 4** **Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all**	Greening Of: Fostering a Culture of Sustainability — *Page 38* Greening With: Partnerships and Collaborations — *Page 51* Emerson's Culture Strategy — *Page 60* External Engagements — *Page 73*
	**Goal 5** **Achieve gender equality and empower all women and girls**	Emerson's Culture Strategy — *Page 60* Engaging Our Workforce — *Page 63*
	**Goal 6** **Ensure availability and sustainable management of water and sanitation for all**	Water Treatment Water & Wastewater Greening By: Customer Impact and Engagement — *Page 42*
	**Goal 7** **Ensure access to affordable, reliable, sustainable and modern energy for all**	Greening Of: Promoting Decarbonization of the Grid — *Page 29* Greening By: Customer Impact and Engagement — *Page 42* Greening With: Partnerships and Collaborations — *Page 51*

UN Sustainable Development Goals (continued)



	Emerson's Initiatives	
 **Goal 8** **Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all**	Company Profile	*Page 08*
	What We Do	*Page 09*
	Learning and Development	*Page 65*
	Ethics and Compliance	*Page 78*
	Health and Safety	*Page 70*
	Serving Customers With a Resilient, Agile Supply Chain	*Page 90*
 **Goal 9** **Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation**	What We Do	*Page 09*
	Greening By: Customer Impact and Engagement	*Page 42*
	Greening With: Partnerships and Collaborations	*Page 51*
	Cybersecurity	*Page 81*
 **Goal 10** **Reduce inequality within and among countries**	No Discrimination, Harassment or Retaliation	*Page 68*
	Human and Labor Rights	*Page 68*
	External Engagements	*Page 73*
	Ethics and Compliance	*Page 78*
 **Goal 12** **Ensure sustainable consumption and production patterns**	Greening Of: Net Zero Operations Progress Update	*Page 21*
	Greening Of: Circularity	*Page 32*
	Greening Of: Developing More Sustainable Product and Packaging Designs	*Page 30*
	Greening Of: Fostering a Culture of Sustainability	*Page 38*
	Greening By: Energy Source Decarbonization	*Page 45*
	Engaging Emerson's Suppliers to Join Our Journey	*Page 86*

UN Sustainable Development Goals (continued)



	Emerson's Initiatives	
Goal 13 **Take urgent action to combat climate change and its impacts**	Greening Of: Climate and Energy	Page 21
	Greening Of: Circularity	Page 32
	Greening By: Customer Impact and Engagement	Page 42
	Greening With: Partnerships and Collaborations	Page 51
	Engaging Emerson's Suppliers to Join Our Journey	Page 86
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 68
	External Engagements	Page 73
	Ethics and Compliance	Page 78
Goal 17 **Strengthen the means of implementation and revitalize the global partnership for sustainable development**	Human and Labor Rights	Page 68
	External Engagements	Page 73
	Ethics and Compliance	Page 78

GRI Index

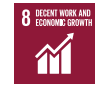
The following information references selected Global Reporting Initiative (GRI) Standards, a widely used framework for reporting on a range of key topics. The GRI framework provides a structure for organizations like Emerson to communicate the environmental, social and economic impacts of our business. 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 2025 Form 10-K: Item 2 – Properties	
2-1	Ownership and legal form	Emerson.com: Corporate Governance (Articles of Incorporation) Emerson 2025 Form 10-K: Subsidiaries of Emerson Electric Co., September 30, 2025	
2-1	Scale of organization	Emerson 2025 Form 10-K: Item 1– Business; Item 2 - Properties; Results of Operations Emerson 2025 Sustainability Report: Company Profile, p. 08	
2-2	Entities included in the organization's sustainability reporting	Emerson 2025 Sustainability Report: About This Report, p. 02	
2-3	Reporting period, frequency and contact point	Emerson 2025 Sustainability Report: About This Report, p. 02	
2-4	Restatements of information	Emerson 2025 Sustainability Report: Climate and Energy, p. 21; Fiscal Year 2025 Sustainability Data, p. 114	
2-5	External assurance	Emerson 2025 Sustainability Report: GHG Emissions-At-A-Glance, p. 22; Independent Limited Assurance Statement, p. 125	
2-6	Activities, value chain and other business relationships	Emerson 2025 Form 10-K: Item 1 – Business Emerson 2025 Sustainability Report: Engaging Emerson's Supply Chain Partners to Join Our Journey, p. 86	
2-7	Information on employees	Partially reported: 2025 Sustainability Report: Company Profile, p. 08 Emerson 2025 Sustainability Report: Emerson's Workforce Data, p. 62 Emerson 2025 Form 10-K; Item 1 – Business	

GRI Index (continued)

Disclosure	GRI Standards Disclosure Title	Location/Response	Related UN SDGs
2-9	Governance structure	Emerson 2026 Annual Meeting Proxy Statement: Board and Corporate Governance, p. 13 Emerson 2025 Sustainability Report: Corporate Governance, p. 77 Emerson.com: Corporate Governance (Principles and Practices)	16
2-9	Executive-level responsibility for economic, environmental and social topics	Emerson 2025 Sustainability Report: Environmental Sustainability Leadership Founded on Strong Governance and Transparency, p. 18	13
2-9	Consulting stakeholders on economic, environmental and social topics	Emerson 2026 Annual Meeting Proxy Statement: Our Board of Directors, p. 3; Board and Corporate Governance, p. 13 Emerson 2025 Sustainability Report: Environmental Sustainability Leadership Founded on Strong Governance and Transparency, p. 18	16
2-9	Composition of the highest governance body and its committees	Emerson.com: Corporate Governance Emerson 2026 Annual Meeting Proxy Statement: Our Board of Directors, p. 3; Board and Committee Operations, pp. 13-25 (Board Composition)	5, 16
2-10	Nominating and selecting the highest governance body	Emerson.com: Corporate Governance (Principles and Practices) Emerson 2026 Annual Meeting Proxy Statement: Board and Corporate Governance, p. 20 (Nomination Process)	5, 16
2-11	Chair of the highest governance body	Emerson.com: Corporate Governance (Principles and Practices)	16
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 2026 Annual Meeting Proxy Statement: Board and Corporate Governance, p. 13	16

GRI Index (continued)

Disclosure	GRI Standards Disclosure Title	Location/Response	Related UN SDGs
2-13	Delegation of responsibility for managing impacts	Emerson 2026 Annual Meeting Proxy Statement: Board and Corporate Governance, p. 13 Emerson 2025 Sustainability Report: Our Approach to Environmental Sustainability and a Net Zero Future, p. 17 Emerson.com: Corporate Governance (Principles and Practices – Board Oversight of Management) Emerson.com: Corporate Governance and Nominating Committee Charter	
2-14	Role of the highest governance body in sustainability reporting	Emerson 2025 Sustainability Report: Corporate Governance, p. 77	
2-15	Conflicts of interest	Emerson 2026 Annual Meeting Proxy Statement: Board and Corporate Governance, pp. 17-18 (Review, Approval or Ratification of Transactions With Related Persons; Director Independence) Emerson 2025 Sustainability Report: Ethics and Compliance (Conflict of Interest Evaluation and Reporting), p. 80	
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.	
2-18	Evaluating the highest governance body's performance	Emerson 2026 Annual Meeting Proxy Statement: Board and Corporate Governance (Board, Committee and Individual Director Evaluations), p. 20	
2-19	Remuneration policies	Emerson 2026 Annual Meeting Proxy Statement: Executive Compensation, pp. 27-49	

GRI Index (continued)

Disclosure	GRI Standards Disclosure Title	Location/Response	Related UN SDGs
2-20	Process for determining remuneration	Emerson 2026 Annual Meeting Proxy Statement: Executive Compensation, pp. 27-49 Emerson 2026 Annual Meeting Proxy Statement: Proxy Item No. 2 Advisory Vote on Executive Compensation, p. 26	
2-21	Annual total compensation ratio	Emerson 2026 Annual Meeting Proxy Statement: Pay Ratio Disclosure, p. 63	
2-22	Statement on sustainable development strategy	Emerson.com: Corporate Governance and Nominating Committee Charter Emerson 2025 Sustainability Report: What We Do (Our Purpose), p. 09; Emerson's Environmental Sustainability Goals, p. 20; Evaluating Transition and Physical Climate Risks Through Scenario Modeling, p. 36; Inclusion, p. 64 Emerson 2026 Annual Meeting Proxy Statement: Board and Corporate Governance, p. 13 Emerson 2025 Form 10-K: Item 1A – Risk Factors Emerson 2025 Annual Report, p. 5	
2-23 2-24	Policy commitments Embedding policy commitments	Emerson 2025 Sustainability Report: Sustainability Policies Overview, p. 13; Environmental Sustainability Leadership Founded on Strong Governance and Transparency, p. 18; Ethics and Compliance, p. 78; Corporate Governance, p. 77; Responsible Sourcing, p. 85	
2-25 2-26	Processes to remediate negative impacts	Emerson 2026 Annual Meeting Proxy Statement: Communications with the Company and Obtaining Emerson Documents, p. 77 Emerson 2025 Sustainability Report: Ethics and Compliance (Ethics Hotline and Reporting Process), p. 78	
2-28	Membership of associations	Emerson.com: Corporate Governance (Trade Associations & Lobbying) Emerson 2025 Sustainability Report, Greening With Emerson: Partnerships and Collaborations, p. 51	

GRI Index (continued)

Disclosure	GRI Standards Disclosure Title	Location/Response	Related UN SDGs
2-29	Approach to stakeholder engagement	Emerson solicits and uses feedback from employees, customers, investors and analysts, community leaders, suppliers, regulators and nongovernmental organizations to understand concerns and impacts of our operations on the environment, the economy and local communities. Emerson 2026 Annual Meeting Proxy Statement: Our Board of Directors, p. 3; Board and Corporate Governance, p. 13 Emerson 2025 Sustainability Report, Greening With Emerson: Partnerships and Collaborations, p. 51; Workforce Development, p. 74; Corporate Philanthropy, p. 73; Responsible Sourcing, p. 85; Engaging Our Workforce, p. 63	
2-30	Collective bargaining agreement	Emerson 2025 Sustainability Report: Human and Labor Rights, p. 68	
Economic			
201-1	Direct economic value generated and distributed	Emerson 2025 Form 10-K: Results of Operations	
201-2	Financial implications and other risks and opportunities due to climate change	Emerson 2025 Form 10-K: Item 1A – Risk Factors, p. 6 Emerson CDP Report Emerson 2025 Sustainability Report: Evaluating Transition and Physical Climate Risks Through Scenario Modeling, p. 36	
201-3	Defined benefit plan obligations and other retirement plans	Emerson 2025 Form 10-K: Notes to Consolidated Financial Statements; Retirement Plans	
203-1	Infrastructure investments and services supported	Emerson 2025 Sustainability Report: Workforce Development, p. 74; Corporate Philanthropy, p. 73	

GRI Index (continued)

Disclosure	GRI Standards Disclosure Title	Location/Response	Related UN SDGs
203-2	Significant indirect economic impacts	Emerson 2025 Sustainability Report: Workforce Development, p. 74; Corporate Philanthropy, p. 73	
204-1	Proportion of spending	Emerson 2025 Form 10-K: Subsidiaries of Emerson Electric Co., September 30, 2024	
205-2	Communication and training about anti-corruption policies and procedures	Partially reported: Emerson 2025 Sustainability Report: Ethics and Compliance (Anti-Corruption Controls), p. 80	
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-competitive behavior, anti-trust and monopoly practices	During the reporting period, Emerson was not identified as a participant in any legal actions alleging anti-competitive 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 2025 Sustainability Report: Climate and Energy – Developing More Sustainable Product and Packaging Designs, p. 30	
302-1	Energy consumption within the organization	Emerson 2025 Sustainability Report: Net Zero Operations Progress Update, p. 21; Fiscal Year 2025 Sustainability Data, p. 114 Emerson CDP Report	
302-3	Energy intensity	Emerson 2025 Sustainability Report: Fiscal Year 2025 Sustainability Data, p. 114	
302-4	Reduction in energy consumption	Partially reported: Emerson 2025 Sustainability Report: Net Zero Operations Progress Update, p. 21; Fiscal Year 2025 Sustainability Data, p. 114 Emerson CDP Report	
303-1	Interactions with water as a shared resource	Partially reported: Emerson CDP Report	
303-3	Water withdrawal	Emerson CDP Report	
303-5	Water consumption	Partially reported: Emerson 2025 Sustainability Report: Nature, p. 35	

GRI Index (continued)

Disclosure	GRI Standards Disclosure Title	Location/Response	Related UN SDGs
305-1	Direct (Scope 1) GHG emissions	Emerson 2025 Sustainability Report: Net Zero Operations Progress Update, p. 21; Fiscal Year 2025 Sustainability Data, p. 114	
305-2	Energy indirect (Scope 2)	Emerson 2025 Sustainability Report: Net Zero Operations Progress Update, p. 21; Fiscal Year 2025 Sustainability Data, p. 114	
305-3	Other indirect (Scope 3) GHG emissions	Emerson 2025 Sustainability Report: Net Zero Value Chain, p. 27; Fiscal Year 2025 Sustainability Data, p. 114	
305-4	GHG emissions intensity	Emerson 2025 Sustainability Report: Net Zero Operations Progress Update, p. 21; Net Zero Value Chain, p. 27; Fiscal Year 2025 Sustainability Data, p. 114	

GRI Index (continued)

Disclosure	GRI Standards Disclosure Title	Location/Response	Related UN SDGs
305-5	Reduction of GHG emissions	Emerson 2025 Sustainability Report: Net Zero Operations Progress Update, p. 21; Net Zero Value Chain, p. 27; Fiscal Year 2025 Sustainability Data, p. 114	
306-2	Management of significant waste related impacts	Emerson 2025 Sustainability Report: Zero Waste Goal, p. 32	
306-3	Total waste generated hazardous and non-hazardous	Emerson 2025 Sustainability Report: Zero Waste Goal, p. 32; Fiscal Year 2025 Sustainability Data, p. 114	
306-4	Waste diverted from disposal	Emerson 2025 Sustainability Report: Zero Waste Goal, p. 32; Fiscal Year 2025 Sustainability Data, p. 114	
306-5	Waste diverted to disposal	Emerson 2025 Sustainability Report: Zero Waste Goal, p. 32; Fiscal Year 2025 Sustainability Data, p. 114	
307-1	Noncompliance with environmental laws and regulations	Emerson 2025 Sustainability Report: Operational Environmental Management (Environmental Compliance), p. 37; Product Environmental Stewardship, p. 34 During 2025, our facilities underwent inspections or reported incidents to environmental regulators 39 times worldwide. In that same year, Emerson incurred fines totaling less than $5,000.	
308-1	New suppliers that were screened using environmental criteria	Partially reported: Emerson 2025 Sustainability Report: Engaging Emerson's Supply Chain Partners to Join Our Journey, p. 86	

GRI Index (continued)

Disclosure	GRI Standards Disclosure Title	Location/Response	Related UN SDGs
Social			
403-1	Occupational health and safety management system	Partially reported: Emerson 2025 Sustainability Report: Health and Safety, p. 70	
403-2	Hazard identification, risk assessment and incident investigation	Emerson 2025 Sustainability Report: Health and Safety, Risk Management, p. 70	
403-3	Occupational health services	Partially reported: Emerson 2025 Sustainability Report: Health and Safety, p. 70	
403-4	Worker participation, consultation, and communication on occupational health and safety	Partially reported: Emerson 2025 Sustainability Report: Health and Safety, Risk Management, p. 70	
403-5	Worker training on occupational health and safety	Partially reported: Emerson 2025 Sustainability Report: Health and Safety, Safety Training and Development, p. 72	
403-6	Promotion of worker health	Emerson 2025 Sustainability Report: Human and Labor Rights, p. 68; Health and Safety, p. 70	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Partially reported: Emerson 2025 Sustainability Report: Health and Safety, p. 70	
403-8	Workers covered by an occupational health and safety management system	Partially reported: Emerson 2025 Sustainability Report: Health and Safety, p. 70	

GRI Index (continued)

Disclosure	GRI Standards Disclosure Title	Location/Response	Related UN SDGs
403-9	Work-related injuries	Emerson 2025 Sustainability Report: Health and Safety, p. 70	3, 8
404-1	Average hours of training per year per employee	Partially reported: Emerson 2025 Sustainability Report – Greening Of: Fostering a Culture of Sustainability, p. 38; Greening With: Collaborating with Leading Research and Educational Institutions, p. 51; Training and Skills Development, p. 67	4, 8
404-2	Programs for upgrading employee skills and transition assistance programs	Emerson 2025 Sustainability Report: Learning and Development, p. 65	8
404-3	Percentage of employees receiving regular performance and career development reviews	Emerson 2025 Sustainability Report: Learning and Development, p. 65	5, 8, 10
405-1	Diversity of governance bodies and employees	Emerson 2025 Sustainability Report: Workforce At-A-Glance, p. 62; Fiscal Year 2025 Sustainability Data, p. 114 Emerson 2026 Annual Meeting Proxy Statement: Board and Corporate Governance, p. 14	5, 8
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Emerson 2025 Sustainability Report: Human and Labor Rights, p. 68	8
408-1	Operations and suppliers incidents of child labor	Partially reported: Emerson 2025 Sustainability Report: Human and Labor Rights, p. 68; Responsible Sourcing, p. 85	8, 16
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Partially reported: Emerson 2025 Sustainability Report: Human and Labor Rights, p. 68; Responsible Sourcing, p. 85	8
412-2	Employee training on human rights policies and procedures	Emerson 2025 Sustainability Report: Ethics and Compliance (Annual Ethics Training), p. 78	8, 10

GRI Index (continued)

Disclosure	GRI Standards Disclosure Title	Location/Response	Related UN SDGs
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Emerson 2025 Sustainability Report: Responsible Sourcing, p. 85	8
413-1	Operations with local community engagement, impact assessments and development programs	Partially reported: Emerson 2025 Sustainability Report: Responsible Sourcing, p. 85	5, 8, 10, 16
414-1	New suppliers that were screened using social criteria	Partially reported: Emerson 2025 Sustainability Report: Engaging Emerson's Supply Chain Partners to Join Our Journey, p. 86	5, 8, 10, 16
415-1	Political contributions	Emerson.com: Trade Associations & Lobbying	16
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
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
417-3	Incidents of noncompliance concerning marketing communications	During the reporting period, Emerson identified no new incidents of noncompliance with regulations and/or voluntary codes concerning the marketing communications 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
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

SASB Index

The following disclosure is aligned with the Sustainability Accounting Standards Board (SASB) framework for the *Resource Transformation – Electrical and Electric Equipment (EE)* industry. However, our business activities span multiple industries and do not fit squarely within a single SASB classification. Accordingly, we have also included select metrics aligned with other industry sectors that we believe are relevant and decision-useful to our stakeholders. Emerson will continue to evaluate the disclosure of additional topics as standards evolve, taking into account relevance, data availability and potential 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 2025 Sustainability Report, Net Zero Operations Progress Update, p. 21: 66,622 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	Not Applicable	Emerson 2025 Sustainability Report, Emerson's Environmental Sustainability Goals, p. 20; Net Zero Operations Progress Update, p. 21 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 2025 Sustainability Data, p. 114 (1) 2,157,358 GJ (599,266 MWh) electricity used (2) 44% grid electricity (3) 56% renewable
Waste & Hazardous Materials Management	Amount of hazardous waste generated	RT-EE-150a.1	Metric tons (t) Percentage (%)	Emerson 2025 Sustainability Report, Zero Waste Goal, p. 32 Total hazardous waste 2.8 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 (%)	CDP Report 1,262 megaliters withdrawn
	Number of incidents of non-compliance associated with water quality permits, standards and regulations	RT-CH-140a.2	Number	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	CDP Report
Product Design & Lifecycle Management	Revenue from renewable energy-related and energy efficiency-related products	RT-EE-410a.3	Reporting currency	Emerson 2025 Sustainability Report, What We Do, p. 09

SASB Index (continued)

Disclosure Topic	Metric	SASB Code	Units	Emerson Metric / Disclosure Location
Materials Sourcing & Efficiency	Description of the management of risks associated with the use of critical materials	RT-EE-440a.1	N/A	Emerson 2025 Sustainability Report, Conflict Minerals Statement, p. 86, Responsible Sourcing, p. 85
Employee Health & Safety	(1) Total recordable incident rate (TRIR), (2) fatality rate, (3) near miss frequency rate (NMFR)	RT-IG-320a.1	Rate	Emerson 2025 Sustainability Report, Health and Safety, p. 71: 0.25 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 2025 Sustainability Report, Anti-Corruption Controls, p. 80 Emerson Employee Code of Conduct, Giving Gifts or Other Things of Value and Bribery, p. 9; Antitrust or Anti-competition, p. 14 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
	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations	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 2025 Sustainability Report: About This Report, p. 02; Reporting, p. 114; 71,000 employees

TCFD Index

This table presents Emerson's publicly available climate-related information aligned with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). It includes our responses to each recommendation and indicates where the corresponding disclosures can be found.

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, and 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 targets 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. > continued next page	Describe the Board's oversight of climate-related risks and opportunities.	CDP Report: Governance, sections C4 Emerson 2026 Annual Meeting Proxy Statement: Board and Corporate Governance, p. 13 Emerson 2025 Sustainability Report: Environmental Sustainability Leadership Founded on Strong Governance and Transparency, p. 18
	Describe management's role in assessing and managing climate-related risks and opportunities.	CDP Report: Governance, sections C4 Emerson 2025 Sustainability Report: Environmental Sustainability Leadership Founded on Strong Governance and Transparency, p. 18

TCFD Index (continued)

SUMMARY RESPONSE	RECOMMENDED DISCLOSURE	DISCLOSURE LOCATION
Emerson has established a strong governance structure to help ensure accountability and progress. Our 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 Chief Sustainability Officer's leadership, our 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 targets. Each business unit measures and tracks its performance on a quarterly basis and reports it to corporate management. Emerson has recently established a more formalized sustainability reporting governance framework. This is in anticipation of meeting the diverse range of sustainability disclosure regulations being introduced globally, including the EU's Corporate Sustainability Reporting (CSRD) and California climate laws, among others. This effort is marked by robust cross-functional collaboration involving key departments such as external financial reporting, internal audit, sustainability, legal, IT and human resources, underscoring the comprehensive approach we are taking to ensure compliance and leadership in sustainability governance.		

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 our global operations to create value for customers and shareholders. In 2022, we 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 36. 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, as well as 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, mergers and acquisitions 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-related risks.	Describe the climate-related risks and opportunities the company has identified over the short, medium and long terms. Describe the impact of climate-related risks and opportunities on the company's business, strategy and financial planning. 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.	CDP Report: Identification, assessment, and management of dependencies, impacts, risks, and opportunities, section C2 CDP Report: Identification, assessment, and management of dependencies, impacts, risks, and opportunities, section C2; Disclosure of risks and opportunities, section C3 CDP Report: Business strategy, section C5 Emerson 2025 Sustainability Report: Evaluating Transition and Physical Climate Risks Through Scenario Modeling, p. 36

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. We consider 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 our business. For each TCFD risk and opportunity, we 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-related risk. 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.	CDP Report: Identification, assessment, and management of dependencies, impacts, risks, and opportunities, section C2 Emerson 2025 Sustainability Report: Evaluating Transition and Physical Climate Risks Through Scenario Modeling, p. 36
	Describe the company's processes for managing climate-related risks.	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.	CDP Report: Identification, assessment, and management of dependencies, impacts, risks, and opportunities, section C2

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 targets with the net zero standard of the Science Based Targets initiative (SBTi), the world's leading organization in driving the adoption of science-based targets. Emerson has established a target 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 greenhouse gas 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 greenhouse gas emissions by 2030, following the same net zero standard. In 2022, the SBTi approved our near-term 2030 emissions targets. 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 target 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 greenhouse gas emissions and marked a decrease in emissions intensity compared to the previous reporting year. Emerson has used protocols from the GHG 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.	CDP Report: Business strategy, section C5 Emerson 2025 Sustainability Report: Fiscal Year 2025 Sustainability Data, p. 114
	Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas emissions and the related risks.	CDP Report: Environmental performance – climate change, section C7 Emerson 2025 Sustainability Report: Net Zero Operations Progress Update, p. 21; Fiscal Year 2025 Sustainability Data, p. 114
	Describe the targets used by the company to manage climate-related risks and opportunities and performance against targets.	CDP Report: Environmental performance – climate change, section C7 Emerson 2025 Sustainability Report: Emerson's Environmental Sustainability Goals, p. 20; Net Zero Operations Progress Update, p. 21

2025 Sustainability Data

This table presents information focused primarily on data collected and activities that occurred during Emerson's fiscal 2025 (October 1, 2024 – September 30, 2025) and is reported based on 71,000 employees, except where indicated otherwise.

For additional details about organizational boundaries, data collection, assumptions and methodologies regarding 2025 greenhouse gas (GHG) emissions and energy metrics, see Emerson's *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	2025	YOY Trend	2024	2023	Base Year 2021
Scope 1 + 2 Emissions	305-1 305-2 305-4 305-5	Scope 1 and 2 | **GHG emissions intensity**	$mtCO_2e$/sales $M	**10.0**	▼	11.2	13.2	23.6
		Scope 1 and 2 | **GHG emissions intensity reduction from base year**	%	**(58%)**	▼	(53%)	(44%)	–%
		Scope 1 and 2 | **GHG emissions total***	$mtCO_2e$	**180,837**	▼	195,749	222,514	356,992
		Scope 1 and 2 | **Regional GHG emissions breakdown (North America)**	$mtCO_2e$	**58,435**	▼	89,187	100,658	178,301
		Scope 1 and 2 | **Regional GHG emissions breakdown (Latin America)**	$mtCO_2e$	**42,068**	▲	7,196	7,869	38,194
		Scope 1 and 2 | **Regional GHG emissions breakdown (Europe)**	$mtCO_2e$	**26,167**	▼	31,115	33,520	50,333
		Scope 1 and 2 | **Regional GHG emissions breakdown (Middle East and Africa)**	$mtCO_2e$	**6,783**	▲	6,763	6,669	17,630
		Scope 1 and 2 | **Regional GHG emissions breakdown (Asia Pacfic w/o China)**	$mtCO_2e$	**34,266**	▼	36,009	42,767	42,725
		Scope 1 and 2 | **Regional GHG emissions breakdown (China only)**	$mtCO_2e$	**13,118**	▼	25,479	31,031	29,808
		Scope 1 and 2 | **GHG emissions absolute reduction from base year**	%	**(49%)**	▼	(45%)	(38%)	–%

2025 Sustainability Data (continued)

	GRI INDICATOR	METRIC	UNITS	2025	YOY Trend	2024	2023	Base Year 2021
Scope 1 Emissions	305-1	Scope 1 | **GHG emissions total***	$mtCO_2e$	66,622	▼	66,736	72,117	79,394
		Scope 1 | **GHG emissions by natural gas**	$mtCO_2e$	34,115	▲	31,714	33,778	43,751
		Scope 1 | **GHG emissions by propane**	$mtCO_2e$	1,829	▼	1,862	2,482	5,189
		Scope 1 | **GHG emissions by stationary diesel**	$mtCO_2e$	415	▼	647	473	564
		Scope 1 | **GHG emissions by residual fuel oil**	$mtCO_2e$	4	▼	16	107	123
		Scope 1 | **GHG emissions by kerosene**	$mtCO_2e$	122	▲	114	117	142
		Scope 1 | **GHG emissions from mobile sources**	$mtCO_2e$	21,951	▼	25,013	26,151	24,477
		Scope 1 | **GHG emissions from refrigerants**	$mtCO_2e$	8,186	▲	7,369	9,011	5,147
		Scope 1 | **GHG emissions from agricultural byproducts**	$mtCO_2e$	–	–	–	–	–
		Scope 1 | **GHG emissions absolute reduction from base year**	$mtCO_2e$	(12,772)	▼	(12,659)	(7,278)	–
		Scope 1 | **GHG emissions reduction percentage from base year**	%	(16%)	–	(16%)	(9%)	–%
		Scope 1 | **GHG emissions intensity reduction percentage from base year**	$mtCO_2e$/sales $M	(30%)	▼	(28%)	(19%)	–%
		Share of the mobile fleet comprised of electric or hybrid vehicles	%	32%	▲	21%	12%	–%
Scope 2 Emissions	305-2 305-3	Scope 2 | **GHG emissions total (market-based)***	$mtCO_2e$	114,215	▼	129,013	150,397	277,598
		Scope 2 | **GHG emissions total (location-based)***	$mtCO_2e$	232,697	▼	241,257	251,331	282,355
		Scope 2 | **GHG emissions reduction by renewable energy / total avoided**	$mtCO_2e$	(123,940)	▼	(116,302)	(102,741)	(4,889)
		Scope 2 | **GHG emissions absolute reduction from base year (location-based)**	$mtCO_2e$	(49,658)	▼	(41,098)	(31,024)	–
		Scope 2 | **GHG emissions reduction percentage from base year (location-based)**	%	(18%)	▼	(15%)	(11%)	–%
		Scope 2 | **GHG emissions intensity reduction from base year (location-based)**	$mtCO_2e$/sales $M	(31%)	▼	(26%)	(20%)	–%
		Scope 2 | **GHG emissions absolute reduction from base year (market-based)**	$mtCO_2e$	(163,382)	▼	(148,584)	(127,200)	–
		Scope 2 | **GHG emissions reduction percentage from base year (market-based)**	%	(59%)	▼	(54%)	(46%)	–%
		Scope 2 | **GHG emissions intensity reduction from base year (market-based)**	$mtCO_2e$/sales $M	(66%)	▼	(60%)	(51%)	–%

2025 Sustainability Data (continued)

	GRI INDICATOR	METRIC	UNITS	2025	YOY Trend	2024	2023	Base Year 2021
Energy	302-1 302-3	Total energy consumption	MWh	**896,970**	▼	903,258	917,362	1,025,184
		Energy intensity	MWh/sales $M	**49.8**	▼	51.6	54.4	67.9
		Energy intensity reduction compared to 2021 baseline	%	**(27%)**	▼	(24%)	(20%)	–%
Stationary Energy by Source		Total stationary energy	MWh	**199,017**	▲	186,866	200,861	269,221
		Kerosene	MWh	**472**	▲	444	453	553
		Stationary diesel	MWh	**1,653**	▼	2,575	1,882	2,249
		Natural gas	MWh	**188,229**	▲	174,980	186,366	241,394
		Residual fuel oil	MWh	**16**	▼	62	414	479
		Agricultural byproducts	MWh		–	–	–	–
		Propane	MWh	**8,648**	▼	8,805	11,745	24,545
Mobile Energy by Source		Total mobile energy	MWh	**89,603**	▼	101,702	106,002	99,507
		Gasoline	MWh	**55,693**	▼	56,544	54,589	48,918
		Diesel	MWh	**18,749**	▼	26,062	32,867	38,177
		Other fuels (kerosene, LPG, LNG, ethanol)	MWh	**15,161**	▼	19,096	18,545	12,411
Indirect Energy by Source		Total electricity use (purchased + onsite generation)	MWh	**599,266**	▼	606,372	601,966	647,907
		Purchased hot water	MWh	**8,317**	▲	7,408	7,751	7,630
		Purchased steam	MWh	**767**	▼	910	783	920

2025 Sustainability Data (continued)

	GRI INDICATOR	METRIC	UNITS	2025	YOY Trend	2024	2023	Base Year 2021
Renewable Electricity		Total renewable electricity	MWh	**334,516**	▲	312,838	268,139	17,006
		Contracted renewable electricity	MWh	**321,347**	▲	303,222	263,714	16,680
		On-site renewable electricity generation	MWh	**13,169**	▲	9,616	4,424	325
		% renewable electricity	%	**56%**	▲	52%	45%	3%
		Number of locations with 100% renewable electricity	# of sites	**88**	▲	79	71	9
		Number of locations with any renewable electricity	# of sites	**114**	▲	90	70	15
		Renewable electricity coverage (North America)	%	**79%**	▲	54%	47%	–%
		Renewable electricity coverage (Latin America)	%	**3%**	▼	95%	92%	–%
		Renewable electricity coverage (Europe)	%	**63%**	▲	54%	50%	15%
		Renewable electricity coverage (Middle East and Africa)	%	**–%**	–	–%	–%	–%
		Renewable electricity coverage (Asia Pacific)	%	**39%**	▲	15%	2%	–%
Scope 3 Emissions**	305-3	Scope 3 | **GHG emissions total**	$mtCO_2e$	**7,148,130**	▼	7,427,600	8,144,570	8,759,250
		Scope 3 | **GHG absolute emissions reduction from 2021 baseline**	$mtCO_2e$	**(1,611,120)**	▼	(1,331,650)	(614,680)	–
Upstream Scope 3 Emissions		Total upstream Scope 3 emissions	$mtCO_2e$	**3,282,530**	▼	3,303,710	3,638,930	3,632,060
		Scope 3 | **GHG emissions purchased goods & services (Category 1)**	$mtCO_2e$	**2,519,400**	▲	2,489,200	2,763,300	2,789,100
		Scope 3 | **GHG emissions capital goods (Category 2)**	$mtCO_2e$	**200,950**	▼	229,300	273,660	272,260
		Scope 3 | **GHG emissions upstream fuel & energy related activities (Category 3)**	$mtCO_2e$	**63,230**	▼	63,910	68,460	75,680
		Scope 3 | **GHG emissions upstream transportation & distribution (Category 4)**	$mtCO_2e$	**306,860**	▼	318,220	324,030	338,520
		Scope 3 | **GHG emissions waste in operations (Category 5)**	$mtCO_2e$	**15,640**	▼	17,940	21,660	21,570
		Scope 3 | **GHG emissions business travel (Category 6)**	$mtCO_2e$	**72,230**	▲	69,100	74,620	25,290
		Scope 3 | **GHG emissions employee commuting (Category 7)**	$mtCO_2e$	**104,220**	▼	116,040	113,200	109,640

2025 Sustainability Data (continued)

GRI INDICATOR	METRIC	UNITS	2025	YOY Trend	2024	2023	Base Year 2021
Downstream Scope 3 Emissions	Total downstream Scope 3 emissions	$mtCO_2e$	**3,865,600**	▼	4,123,890	4,505,640	5,127,190
	Scope 3 | **GHG emissions downstream transportation & distribution (Category 9)**	$mtCO_2e$	**128,500**	▼	134,980	128,620	188,960
	Scope 3 | **GHG emissions use of sold products (Category 11)**	$mtCO_2e$	**3,713,000**	▼	3,964,800	4,351,600	4,912,600
	Scope 3 | **GHG emissions end-of-life treatment (Category 12)**	$mtCO_2e$	**21,980**	▼	23,320	25,000	25,600
	Scope 3 | **GHG emissions investments (Category 15)**	$mtCO_2e$	**2,120**	▲	790	420	30
Cradle-to-Gate Emissions by Business	Final Control emissions	$mtCO_2e$	**1,617,090**	▲	1,566,830	1,673,520	–
	Intensity	*$mtCO_2e$/sales $M*	*0.27*	–	*0.27*	*0.30*	–
	Sensors emissions	$mtCO_2e$	**526,340**	▲	526,190	555,370	–
	Intensity	*$mtCO_2e$/sales $M*	*0.13*	▼	*0.13*	*0.15*	–
	Safety & Productivity emissions	$mtCO_2e$	**542,980**	▼	587,000	647,790	–
	Intensity	*$mtCO_2e$/sales $M*	*0.26*	▼	*0.27*	*0.29*	–
	Control Systems & Software emissions	$mtCO_2e$	**275,370**	▼	280,590	322,280	–
	Intensity	*$mtCO_2e$/sales $M*	*0.06*	▼	*0.07*	*0.08*	–
	Test & Measurement emissions	$mtCO_2e$	**98,030**	▲	99,050	173,400	–
	Intensity	*$mtCO_2e$/sales $M*	*0.07*	–	*0.07*	*0.10*	–
	Enterprise emissions	$mtCO_2e$	**26,040**	▼	25,250	27,480	–
Scope 1, 2 and 3 Emissions	Scope 1, 2 and 3 | **GHG emissions absolute value total**	$mtCO_2e$	**7,328,967**	▼	7,623,349	8,367,084	9,116,242
	Scope 1, 2 and 3 | **GHG emissions absolute reduction from base year**	%	**(20%)**	▼	(16%)	(8%)	–

2025 Sustainability Data (continued)

** ERM CVS has been engaged by Emerson to provide limited assurance for the 2025 GHG emissions dataset disclosed in this report. ERM CVS's full assurance statement, including opinion and basis of opinion, is available on page 125. For combined Scope 1 and 2 calculations, note that Scope 2 market-based emissions were used to calculate totals.*

*** In fiscal 2025, we revisited the methodology used to calculate Emerson's Scope 3 emissions. The prior year periods including fiscal 2021 have been 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 27. Scope 3 category 10 is negligible, categories 13 and 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 emission 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 are collected at a shipment level. The resulting ton-miles for truck, ocean, air, parcel and rail are then multiplied by the specific emission factors. Primary data from specific logistics vendors are also included.
Category 5	Primary waste data are collected from manufacturing sites, and waste is estimated for sales offices representing <20% of the footprint.
Category 6	Data are primarily collected directly from travel agencies, vendors and internal systems. This includes air travel, rental car, rail travel and hotel stays. Activity data include passenger miles and hotel nights.
Category 7	Primary data are obtained from representatively sampled employee surveys and from human resources databases.
Category 9	Data cover a representative sample of customer shipping data on the weight, mode and distance traveled.
Category 11	Primary activity data are collected 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	Primary data are collected in the form of product weights, material and assumptions about the end-of-life treatment for products.
Category 15	Data are calculated at a screening level using an average emission factor for the relevant investment sector, applied to the invested company's revenue to estimate attributable emissions.

2025 Sustainability Data (continued)

	GRI INDICATOR	METRIC	UNITS	2025	YOY Trend	2024	2023	Base Year 2022
Water Management	303-5	Water consumption	megaliters	**1,232**	▼	1,344	1,412	1,405
		Reduction in water purchased from base year	%	**(12%)**	▼	(4%)	0.5%	–
Total Waste Generated	306	Total manufacturing waste	kilotons	**57**	▼	58	59	65
		Total hazardous waste	kilotons	**3**	–	3	3	4
		Total non-hazardous waste	kilotons	**55**	–	55	56	61
Non-Hazardous Waste Diverted from Disposal	306-4-a	Total non-hazardous manufacturing waste diverted	kilotons	**39**	▲	35	35	34
		Non-hazardous diversion rate %	%	**70%**	▲	64%	63%	56%
		Recycled	kilotons	**26**	▲	25	25	23
		Reused	kilotons	**12**	▲	9	9	9
		Composted	kilotons	**0.7**	▲	0.6	0.7	1.4
		Anaerobically digested	kilotons	**0.3**	–	0.3	0.4	–
Non-Hazardous Waste Diverted to Disposal	306-5-a	Total non-hazardous manufacturing waste for disposal	kilotons	**16**	▼	20	21	27
		Landfilled	kilotons	**14**	▼	17	19	25
		Incinerated with energy recovery	kilotons	**2**	–	2	2	2
		Incinerated without energy recovery	kilotons	**0.1**	▼	0.4	0.3	0.2
Non-Hazardous Waste Generated by Category	306-3-a	Waste by category (metal)	kilotons	**19**	–	19	20	20
		Waste by category (industrial)	kilotons	**12**	▼	14	9	16
		Waste by category (other)	kilotons	**8**	▲	7	12	12
		Waste by category (wood)	kilotons	**8**	–	8	8	7
		Waste by category (paper/cardboard)	kilotons	**5**	▲	4	5	5
		Waste by category (commingled recyclables)	kilotons	**1**	▼	2	2	1
Environmental Compliance		Facilities that underwent inspections or reported incidents to environmental regulators	#	**39**	▲	23	21	–
		Monetary fines	$	**<$5,000**	–	<$5,000	<$5,200	–
		Facilities that completed third-party environmental audits	#	**16**	▼	30	50	–

2025 Sustainability Data (continued)

Our People Data*

	GRI INDICATOR	METRIC	2025	YOY Trend	2024	2023
Number of Employees	102-8	Number of employees (global)	**71,000**	▼	73,000	74,000
		Number of employees (Americas)	**37%**	–	37%	39%
		Number of employees (Europe)	**26%**	▼	27%	26%
		Number of employees (Asia Pacific, Middle East, Africa)	**37%**	▲	36%	35%
Age Group	405-1	Age group under 30, percentage of total workforce (global)	**18%**	▼	19%	19%
		Age group under 30, percentage of total workforce (Americas)	**18%**	–	18%	19%
		Age group under 30, percentage of total workforce (Europe)	**15%**	▼	16%	16%
		Age group under 30, percentage of total workforce (Asia Pacific, Middle East, Africa)	**20%**	▼	21%	21%
		Age group 30-50, percentage of total workforce (global)	**60%**	–	60%	59%
		Age group 30-50, percentage of total workforce (Americas)	**53%**	–	53%	51%
		Age group 30-50, percentage of total workforce (Europe)	**57%**	–	57%	55%
		Age group 30-50, percentage of total workforce (Asia Pacific, Middle East, Africa)	**70%**	–	70%	69%
		Age group over 50, percentage of total workforce (global)	**22%**	▲	21%	22%
		Age group over 50, percentage of total workforce (Americas)	**29%**	–	29%	30%
		Age group over 50, percentage of total workforce (Europe)	**28%**	▲	27%	29%
		Age group over 50, percentage of total workforce (Asia Pacific, Middle East, Africa)	**10%**	▲	9%	10%
Tenure	405-1	Years of service under 5, percentage of total workforce (global)	**41%**	–	41%	47%
		Years of service 5-10, percentage of total workforce (global)	**21%**	▼	23%	21%
		Years of service 11-20, percentage of total workforce (global)	**27%**	▲	26%	22%
		Years of service 21-30, percentage of total workforce (global)	**8%**	–	8%	7%
		Years of service over 30, percentage of total workforce (global)	**3%**	–	3%	3%

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

2025 Sustainability Data (continued)

	GRI INDICATOR	METRIC	2025	YOY Trend	2024	2023
Gender	405-1	Women, percentage of total workforce (global)	**33%**	–	33%	33%
		Women, percentage of total workforce (Americas)	**31%**	▼	33%	33%
		Women, percentage of total workforce (Europe)	**32%**	▼	33%	33%
		Women, percentage of total workforce (Asia Pacific, Middle East, Africa)	**34%**	–	34%	33%
		Men, percentage of total workforce (global)	**67%**	–	67%	67%
Minorities*	405-1	Minorities, percentage of total workforce (U.S.)	**36%**	–	36%	35%
		Minorities, Asian, percentage of total workforce (U.S.)	**13%**	▲	12%	11%
		Minorities, Black or African American, percentage of total workforce (U.S.)	**9%**	▼	10%	12%
		Minorities, Hispanic or Latino, percentage of total workforce (U.S.)	**12%**	–	12%	10%
		Minorities, Other**, percentage of total workforce (U.S.)	**2%**	–	2%	2%
Turnover	401-1(b)	Voluntary turnover (global)	**12%**	–	12%	16%
		Voluntary turnover for those with 1 or more years of service (global)	**9%**	▲	8%	9%
		Voluntary turnover for those with 5 or more years of service (global)	**5%**	▼	6%	7%
		Involuntary turnover (global)	**4%**	▼	5%	–%
Freedom of Association	407-1	Workforce that is represented by an employee representative organization globally	**24%**	–	24%	25%

** 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.*

2025 Sustainability Data (continued)

	GRI INDICATOR	METRIC	2025	YOY Trend	2024	2023
Health and Safety	403-9	Employees working at manufacturing locations that have completed a Health & Safety assessment	**95%**	▼	96%	84%
		Total recordable rate of Injuries	**0.25**	▼	0.30	0.30
		Days away, restricted or transferred (DART) rate	**0.20**	▼	0.22	0.23
		Recordable injuries	**176**	▼	198	190
		First-aid cases	**663**	▲	612	762
		Hazard ID rate	**55.1**	▲	51.7	43.6
Employee Engagement	2-29	Employees who are a member of an Employee Resource Group (ERG)*	**10,000+**	▼	10,000+	13,000+
Annual Employee Survey	2-29 404-3	Employee participation in annual engagement survey	**91%**	▲	89%	85%
		Overall engagement score received on annual survey	**79%**	–	79%	78%
		Employees who reported receiving regular feedback on performance	**77%**	▲	75%	–%
		Employees who showed favorable sentiment toward environmental sustainability	**80%**	▼	83%	79%
Employee Training	404-1 404-2	Percent of employees reached by Emerson LEARN training platform	**97%**	▲	89%	–
		Percent of active learners who accessed skills-related digital learning opportunities	**62%**	▲	47%	–
		Average number of training hours across all learning disciplines including compliance	**10**	–	10	–
		Employees trained in Environmental Sustainability	**3,520**	▲	1,131	8,600

** Change in membership total due to an enhanced reporting system.*

2025 Sustainability Data (continued)

Integrity Data

	GRI INDICATOR	METRIC	2025	YOY Trend	2024	2023
Ethics & Compliance	2-29 404-1 404-2	Percent of total workforce trained on ethics	**97%**	▲	95%	–%
		Ethics concerns reported	**567**	▲	529	353
		Reports per 100 employees	**0.80**	▲	0.73	0.53
		Ethics concerns reported: Human resources and workplace respect	**69%**	–	69%	77%
		Ethics concerns reported: Environment, health and safety	**14%**	–	14%	3%
		Ethics concerns reported: Business integrity	**9%**	▼	10%	10%
		Ethics concerns reported: Misuse or misappropriation of corporate assets	**5%**	▲	4%	4%
		Ethics concerns reported: Accounting, auditing, financial reporting	**3%**	–	3%	6%
		Method for reporting: hotline	**20%**	▼	23%	27%
		Method for reporting: web	**56%**	▲	55%	47%
		Method for reporting: other	**24%**	▲	22%	26%
		% of business integrity claims and financial claims that came from named sources	**46%**	▲	41%	73%
		Claims substantiation rate	**0.30**	▲	0.24	0.23
Product Safety		Product safety notices	**16**	–	16	–

Responsible Sourcing Data

	GRI INDICATOR	METRIC	2025	YOY Trend	2024	2023
Engaging Our Suppliers		Percentage of direct suppliers (by spend) who responded to self-assessment survey*	**66%**	▼	67%	60%

** Beginning in 2024, results shifted to a two-year reporting cycle. The 2024 figure reflects combined engagement data from 2023–2024, and the 2025 figure reflects data from 2024–2025.*

Independent Limited Assurance Report

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 2025 Sustainability Report (the "Report").

ENGAGEMENT SUMMARY

Scope of our assurance engagement	Whether the following Selected Information for FY2025 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	1 October 2024 – 30 September 2025
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 2025 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 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 FY2025 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 a virtual visit to the Chanhassen Emerson facility in Minnesota, USA, to review source data and local reporting systems, and controls;
- Conducting in-person visits to Elyria and South Milwaukee Emerson facilities in Ohio and Wisconsin, 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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22 April 2026 | Malvern, PA