TABLE 1

EMERSON AND SUBSIDIARIES
CONSOLIDATED OPERATING RESULTS
(AMOUNTS IN MILLIONS EXCEPT PER SHARE, UNAUDITED)

	Quarter Ended June 30, 2009	Quarter Ended June 30, 2010	Percent Change
Net sales	$ 5,091	$ 5,641	11%
Less: Costs and expenses			
Cost of sales	3,253	3,430	
SG&A expenses	1,089	1,194	
Other deductions, net	131	70	
Interest expense, net	65	64	
Earnings from continuing operations before income taxes	553	883	59%
Income taxes	155	273	
Earnings from continuing operations	$ 398	$ 610	53%
Discontinued operations, net of tax	-	(9)	
Net earnings	$ 398	$ 601	51%
Less: Noncontrolling interests in earnings of subsidiaries	11	16	
Net earnings attributable to Emerson	$ 387	$ 585	51%
Diluted avg. shares outstanding	754.7	757.7	
Diluted earnings per share attributable to Emerson:			
Earnings from continuing operations	$ 0.51	$ 0.78	53%
Discontinued operations	-	(0.01)	
Diluted earnings per common share	$ 0.51	$ 0.77	51%
Earnings attributable to Emerson:			
Earnings from continuing operations	$ 387	$ 594	
Discontinued operations	-	(9)	
Net earnings attributable to Emerson	$ 387	$ 585	

	Quarter Ended June 30, 2009	Quarter Ended June 30, 2010
Other deductions, net		
Rationalization of operations	$ 83	$ 27
Amortization of intangibles	31	44
Other	23	(1)
(Gains)/losses, net	(6)	-
Total	$ 131	$ 70

TABLE 2

EMERSON AND SUBSIDIARIES
CONSOLIDATED OPERATING RESULTS
(AMOUNTS IN MILLIONS EXCEPT PER SHARE, UNAUDITED)

	Nine Months Ended June 30, 2009	Nine Months Ended June 30, 2010	Percent Change
Net sales	$15,593	$15,796	1%
Less: Costs and expenses			
Cost of sales	9,922	9,682	
SG&A expenses	3,401	3,585	
Other deductions, net	321	255	
Interest expense, net	157	196	
Earnings from continuing operations before income taxes	1,792	2,078	16%
Income taxes	541	607	
Earnings from continuing operations	$ 1,251	$ 1,471	18%
Discontinued operations, net of tax	-	(15)	
Net earnings	$ 1,251	$ 1,456	16%
Less: Noncontrolling interests in earnings of subsidiaries	33	41	
Net earnings attributable to Emerson	$ 1,218	$ 1,415	16%
Diluted avg. shares outstanding	759.8	756.9	
Diluted earnings per share attributable to Emerson:			
Earnings from continuing operations	$ 1.60	$ 1.88	18%
Discontinued operations	-	($ 0.02)	
Diluted earnings per common share	$ 1.60	$ 1.86	16%
Earnings attributable to Emerson:			
Earnings from continuing operations	$ 1,218	$ 1,430	
Discontinued operations	-	(15)	
Net earnings attributable to Emerson	$ 1,218	$ 1,415	

	Nine Months Ended June 30, 2009	Nine Months Ended June 30, 2010
Other deductions, net		
Rationalization of operations	$ 190	$ 101
Amortization of intangibles	78	124
Other	88	33
(Gains)/losses, net	(35)	(3)
Total	$ 321	$ 255

TABLE 3

EMERSON AND SUBSIDIARIES
CONSOLIDATED BALANCE SHEETS
(DOLLARS IN MILLIONS, UNAUDITED)

	June 30, 2009	June 30, 2010
Assets		
Cash and equivalents	$ 1,382	$ 3,424
Receivables, net	3,720	3,793
Inventories	2,062	2,114
Other current assets	554	627
Total current assets	7,718	9,958
Property, plant & equipment, net	3,475	3,289
Goodwill	6,976	7,596
Other	2,155	2,115
	$ 20,324	$ 22,958
Liabilities and Stockholders' Equity		
Short-term borrowings and current maturities of long-term debt	$ 837	$ 2,290
Accounts payable	1,824	2,228
Accrued expenses	2,308	2,616
Income taxes	24	123
Total current liabilities	4,993	7,257
Long-term debt	4,464	4,586
Other liabilities	2,057	2,026
Total equity	8,810	9,089
	$ 20,324	$ 22,958

TABLE 4

EMERSON AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF CASH FLOWS
(DOLLARS IN MILLIONS, UNAUDITED)

	Nine Months Ended June 30,	
	2009	2010
Operating Activities		
Net earnings	$1,251	$1,456
Depreciation and amortization	542	605
Changes in operating working capital	69	28
Pension funding	(263)	(209)
Other	135	142
Net cash provided by operating activities	1,734	2,022
Investing Activities		
Capital expenditures	(388)	(300)
Purchases of businesses, net of cash and equivalents acquired	(735)	(1,372)
Other	18	17
Net cash used in investing activities	(1,105)	(1,655)
Financing Activities		
Net increase in short-term borrowings	40	1,747
Proceeds from long-term debt	1,254	601
Principal payments on long-term debt	(680)	(50)
Dividends paid	(749)	(756)
Purchases of treasury stock	(718)	(71)
Other	(94)	109
Net cash provided by (used in) financing activities	(947)	1,580
Effect of exchange rate changes on cash and equivalents	(77)	(83)
Increase (decrease) in cash and equivalents	(395)	1,864
Beginning cash and equivalents	1,777	1,560
Ending cash and equivalents	$1,382	$ 3,424

TABLE 5

EMERSON AND SUBSIDIARIES
SEGMENT SALES AND EARNINGS
(DOLLARS IN MILLIONS, UNAUDITED)

	Quarter Ended June 30,	
	2009	2010
Sales		
Process Management	$ 1,481	$ 1,511
Industrial Automation	813	956
Network Power	1,330	1,418
Climate Technologies	859	1,106
Appliance and Tools	771	850
	5,254	5,841
Eliminations	(163)	(200)
Net Sales	$ 5,091	$ 5,641

	Quarter Ended June 30,	
	2009	2010
Earnings		
Process Management	$ 220	$ 311
Industrial Automation	47	122
Network Power	137	182
Climate Technologies	135	221
Appliance and Tools	108	152
	647	988
Differences in accounting methods	48	52
Corporate and other	(77)	(93)
Interest expense, net	(65)	(64)
Earnings from continuing operations before income taxes	$ 553	$ 883

	Quarter Ended June 30,	
	2009	2010
Rationalization of operations		
Process Management	$ 18	$ 6
Industrial Automation	13	11
Network Power	32	5
Climate Technologies	14	4
Appliance and Tools	6	1
Total Emerson	$ 83	$ 27

TABLE 6

EMERSON AND SUBSIDIARIES
SEGMENT SALES AND EARNINGS
(DOLLARS IN MILLIONS, UNAUDITED)

	Nine Months Ended June 30,	
	2009	2010
Sales		
Process Management	$ 4,512	$ 4,321
Industrial Automation	2,876	2,699
Network Power	4,095	4,150
Climate Technologies	2,284	2,798
Appliance and Tools	2,269	2,341
	16,036	16,309
Eliminations	(443)	(513)
Net Sales	$15,593	$15,796

	Nine Months Ended June 30,	
	2009	2010
Earnings		
Process Management	$ 776	$ 768
Industrial Automation	313	301
Network Power	397	545
Climate Technologies	258	497
Appliance and Tools	248	396
	1,992	2,507
Differences in accounting methods	145	147
Corporate and other	(188)	(380)
Interest expense, net	(157)	(196)
Earnings from continuing operations before income taxes	$ 1,792	$ 2,078

	Nine Months Ended June 30,	
	2009	2010
Rationalization of operations		
Process Management	$ 26	$ 22
Industrial Automation	25	44
Network Power	82	21
Climate Technologies	36	9
Appliance and Tools	21	5
Total Emerson	$ 190	$ 101

TABLE 7

Reconciliations of Non-GAAP Financial Measures

The following reconciles Non-GAAP measures with the most directly comparable GAAP measure (dollars in millions):

Forecast FY2010 Net Sales	
Underlying Sales (Non-GAAP)	~(1%) to 0%
Currency Translation	+2 pts
Completed Acquisitions	+3 pts
Net Sales	~ +4% to +5%

Forecast FY2010 Operating Profit	
Operating Profit (Non-GAAP)	~$3,505 – 3,600
Operating Profit Margin % (Non-GAAP)	16.2% - 16.5%
Interest Expense and Other Deductions, Net	~($610 - 620)
Pretax Earnings	~ $2,885 - 2,990
Pretax Earnings Margin %	13.3% - 13.7%

Operating Profit	Q3 2009	Q3 2010
Net Sales	$ 5,091	$ 5,641
Cost of Sales	3,253	3,430
SG&A Expenses	1,089	1,194
Operating Profit (Non-GAAP)	749	1,017
Operating Profit Margin % (Non-GAAP)	14.7%	18.0%
Other Deductions, Net	131	70
Interest Expense, Net	65	64
Pretax Earnings	$ 553	$ 883
Pretax Earnings Margin %	10.9%	15.7%

Cash Flow	Q3 2009	Q3 2010
Operating Cash Flow	$ 916	$ 703
Capital Expenditures	116	122
Free Cash Flow (Non-GAAP)	$ 800	$ 581
Net Earnings Attributable to Emerson		$ 585
% of Net Earnings		
Operating Cash Flow		120%
Capital Expenditures		(21)%
Free Cash Flow (Non-GAAP)		99%

All amounts above are GAAP financial measures, except as noted

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