



Fiscal 2019 Third Quarter Results and Full Year Outlook



Q3 Results

- Organic sales up 0.5% YOY
 - Double-digit growth in oil and gas, pulp and paper, mining, and life sciences
 - Shorter-cycle weakness: automotive, semiconductor, food and beverage
 - Logix decline of (3)%; Process growth of 3%
 - Continued strong double-digit growth in Information Solutions and Connected Services
- Segment operating margin of 23.8%, up 130 bps YOY
 - Includes impact of lower incentive compensation expense
- Adjusted EPS of \$2.40, up 11% YOY

Macro Environment and Full Year Outlook

- Uncertainty with respect to global trade is impacting some customers' investment decisions, particularly those related to the timing of capital investments
- Organic sales growth now expected to be about 1.5%

Updating fiscal 2019 Adjusted EPS guidance range to \$8.50 to \$8.70





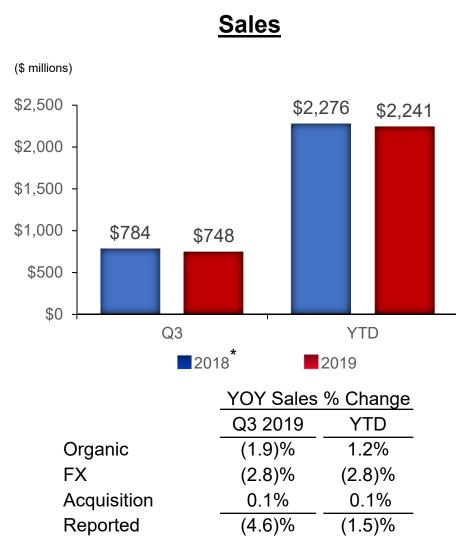
(in millions, except per share amounts)

	Q3 2019	_	Q3 201	8 *	Y (OY B/((W)
Sales	\$ 1,665	\$	1,699			(2.0)	%
Segment Operating Earnings	\$ 396	\$	383			3.4	%
Segment Operating Margin	23.8 %		22.5	%		130	bps
General Corporate - Net	\$ 24	\$	33		\$	9	
Adjusted EPS	\$ 2.40	\$	2.16			11.1	%
Adjusted Effective Tax Rate	17.3 %		18.7	%		140	bps
Free Cash Flow	\$ 323	\$	321		\$	2	
ROIC	39.0 %		43.8	%		(480)	bps

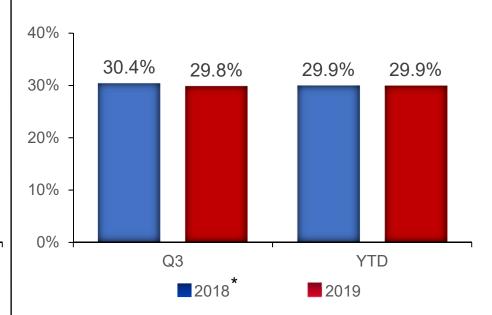
^{*} Comparable numbers in fiscal 2018 were recast to conform to fiscal 2019 reporting, except for ASC 606, which was adopted using the modified retrospective transition method. See pages 11-13.

Architecture & Software





Segment Operating Margin



Segment operating margin contracted (60) bps in Q3.

^{*} Comparable numbers in fiscal 2018 were recast to conform to fiscal 2019 reporting, except for ASC 606, which was adopted using the modified retrospective transition method. See pages 11-13.

Control Products & Solutions





Segment Operating Margin



Segment operating margin expanded 320 bps in Q3, primarily due to lower incentive compensation expense and higher organic sales, partially offset by higher investment spending.

^{*} Comparable numbers in fiscal 2018 were recast to conform to fiscal 2019 reporting, except for ASC 606, which was adopted using the modified retrospective transition method. See pages 11-13.

Regional Sales



(in millions, except percentages)

_	Q3	2019		Y	TD	<u>Th</u>	ird Quarter *
<u>Region</u>	Sales	Organic % Change		Sales	Organic % Change	•	In North America, pulp and paper and oil and gas grew double-
North America S	3 1,008	(0.2)%	\$	2,994	2.5%		digits; automotive, semiconductor, food and beverage declined
EMEA	308	2.2%		933	2.5%		EMEA growth led by life
Asia Pacific	233	(1.1)%		662	2.1%		sciences, oil and gas, and tire
Latin America	116	6.3%		376	13.1%	•	Within Asia Pacific, China grew low-single digits
TOTAL	1,665	0.5%	<u>\$</u>	4,965	3.2%	٠	Latin America growth led by mining and oil and gas

digits

Emerging markets up low single-

^{*} All growth comments refer to organic growth

Revised Fiscal 2019 Guidance





	July Guidance	April Guidance
Sales	~ \$6.6B	~ \$6.8B
Organic Growth	~ 1.5%	3.7% to 5.3%
Currency Translation	~ (2)%	~ (2)%
Segment Operating Margin	~ 22%	~ 22%
Adjusted Effective Tax Rate	~ 18.5%	~ 19.0%
Adjusted EPS	\$8.50 - \$8.70	\$8.85 - \$9.15
Free Cash Flow as a % of Adjusted Income	~ 100%	~ 100%

Note: As of July 25, 2019







(in millions, except per share amounts)	 Q3 2019		Q3 2018
Total sales	\$ 1,665.1	\$	1,698.7
Total segment operating earnings	\$ 395.9	\$	382.6
Purchase accounting depreciation and amortization	(4.1)		(4.3)
General corporate - net	(23.8)		(33.0)
Non-operating pension and postretirement benefit credit (cost)	2.6		(5.6)
Change in fair value of investments ¹	(25.6)		(76.8)
Interest (expense) income, net	(23.6)		(11.2)
Income tax provision	 (60.0)		(53.1)
Net income	\$ 261.4	\$	198.6
<u>Adjustments</u>		-	
Non-operating pension and postretirement benefit (credit) cost, net of tax	\$ (2.3)	\$	3.8
Change in fair value of investments ¹	25.6		76.8
Effects of the Tax Act			(7.5)
Adjusted Income	\$ 284.7	\$	271.7
Adjusted EPS	\$ 2.40	\$	2.16
Average diluted shares	 118.6		125.8

¹Includes loss on investments and valuation adjustment pending registration of PTC securities.

Fiscal 2019 Reporting Changes



Revenue Reporting

- Adopted ASC 606 (revenue recognition) in Q1
- U.S. & Canada revenues combined and reported as North America region

Segment Reporting

- Segment P&L: Realigned certain business activities between A&S and CP&S reporting segments
- \$48M of FY18 revenue moved from A&S to CP&S

Interest Income

- Statement of Operations: No change; remains in Other (expense) income
- Segment P&L: Removed from General corporate-net; now included in interest (expense) income, net

Operating vs. Non-Operating Pension/ Postretirement

- Adopting FASB definition of operating vs. non-operating; operating includes only service cost
- Statement of Operations: Non-operating amounts reclassified out of COS and SG&A into Other (expense) income
- Non-GAAP Measures: Conforming non-GAAP measures of Adjusted Income, Adjusted EPS and Adjusted ETR to FASB definition; impact immaterial
- Segment P&L: Conforming to FASB definition

Fiscal 2019 Reporting Changes: Statement of Operations Impact on Q3 FY18



(in millions, except per share amounts)	Fiscal Year 2018 - Quarter 3									
		riginally eported		nsion/ etirement		Recast				
Sales	\$	1,698.7	\$	_	\$	1,698.7				
Cost of sales		(957.0)		3.0		(954.0)				
Gross profit		741.7		3.0		744.7				
Selling, general and administrative		(402.2)		2.6		(399.6)				
Other income (expense)		(71.3)		(5.6)		(76.9)				
Interest expense		(16.5)				(16.5)				
Income from continuing operations before income taxes		251.7		_		251.7				
Income tax provision		(53.1)				(53.1)				
Net income	<u>\$</u>	198.6	\$ 		<u>\$</u>	198.6				
Diluted EPS	\$	1.58	\$		\$	1.58				
Adjusted EPS ⁽¹⁾	\$	2.16	\$		\$	2.16				
Average diluted shares for EPS calculation		125.8				125.8				

⁽¹⁾ Adjusted EPS is a non-GAAP measure

Fiscal 2019 Reporting Changes: Segment P&L Impact on Q3 FY18



(in millions, except per share amounts and percentages)	Fiscal Year 2018 - Quarter 3													
	Originally Reported			Segment Realign.	Po	Pension/ ostretirement		Interest Income		Recast				
Sales														
Architecture & Software (a)	\$	795.7	\$	(12.0)	\$	_	\$	_	\$	783.7				
Control Products & Solutions (b)		903.0		12.0						915.0				
Total sales (c)	\$	1,698.7	\$		\$		\$		\$	1,698.7				
Segment operating earnings														
Architecture & Software (d)	\$	239.0	\$	(0.3)	\$	(0.1)	\$	_	\$	238.6				
Control Products & Solutions (e)		143.9		0.3		(0.2)		_		144.0				
Total segment operating earnings ⁽¹⁾ (f)		382.9	_	_		(0.3)		_		382.6				
Purchase accounting depreciation and amortization		(4.3)		_		_		_		(4.3)				
General corporate - net		(27.7)		_		_		(5.3)		(33.0)				
Non-operating pension and postretirement benefit (cost) credit		(5.9)		_		0.3		_		(5.6)				
Change in fair value of investments		(76.8)		_		_		_		(76.8)				
Interest (expense) income, net		(16.5)		_		_		5.3		(11.2)				
Income before income taxes		251.7		_				_		251.7				
Income tax provision		(53.1)		_		_		_		(53.1)				
Net income	\$	198.6	\$	_	\$		\$		\$	198.6				
Diluted EPS	\$	1.58	\$		\$	<u> </u>	\$		\$	1.58				
Adjusted EPS ⁽²⁾	\$	2.16	\$		\$		\$		\$	2.16				
Segment operating margin Architecture & Software (d/a)		30.0%	_							30.4%				
Control Products & Solutions (e/b)		15.9%								15.7%				
Total segment operating margin (f/c)		22.5%	:							22.5%				

⁽¹⁾ Total segment operating earnings and total segment operating margin are non-GAAP measures.

⁽²⁾ Adjusted EPS is a non-GAAP measure.





(in millions)	Q3 2019	YTD
Net Income	\$ 261.4	\$ 687.7
Depreciation/Amortization	36.9	112.2
Retirement Benefits Expense	17.2	51.6
Receivables/Inventory/Payables	(10.0)	(149.6)
Compensation and Benefits	16.8	(73.7)
Pension Contributions	(6.9)	(22.0)
Income Taxes ¹	0.4	(66.3)
Change in fair value of investments ²	25.6	140.1
Other ³	9.8	27.0
Cash Flow from Operations	351.2	707.0
Capital Expenditures	(27.8)	(108.7)
Free Cash Flow	\$ 323.4	\$ 598.3
Adjusted Income	\$ 284.7	\$ 799.3
Free Cash Flow as a % of Adjusted Income	114%	75%

¹YTD Includes a payment of \$31.1 million for taxes due under the Tax Act related to deemed repatriation of foreign earnings.

²Includes loss on investments and valuation adjustments related to the registration of PTC securities.

³YTD Includes a payment of \$35.7 million to settle hedges executed in connection with our issuance of \$1.0 billion of long-term notes in the second quarter of fiscal 2019.





Organic Sales

(in millions, except percentages)

Three	Months	Ended	June 30,

			2019											
	Sales(a)	С	Effect of changes in Currency	(Sales Excluding Changes in Currency	Effect of quisitions	Organic Sales(b)	Sales(c)		Effect of estitures		Sales Excluding Divestitures	Sales Growth (a)/(c)	Organic Growth (b)/(c)
North America	\$ 1,008.0	\$	3.8	\$	1,011.8	\$ (0.5)	\$ 1,011.3	\$ 1,013.7	\$		\$	1,013.7	(0.6)%	(0.2)%
EMEA	307.9		21.7		329.6	(0.2)	329.4	322.2		_		322.2	(4.4)%	2.2%
Asia Pacific	232.7		13.1		245.8	(0.1)	245.7	248.5		_		248.5	(6.4)%	(1.1)%
Latin America	116.5		5.0		121.5	_	121.5	114.3		_		114.3	1.9%	6.3%
Total	\$ 1,665.1	\$	43.6	\$	1,708.7	\$ (8.0)	\$ 1,707.9	\$ 1,698.7	\$		\$	1,698.7	(2.0)%	0.5%

Nine Months Ended June 30,

	2019																
	Sales(a)	С	Effect of hanges in Currency	_	Sales Excluding Changes in Currency		Effect of equisitions		Organic Sales(b)		Sales(c)		Effect of restitures		Sales Excluding Divestitures	Sales Growth (a)/(c)	Organic Growth (b)/(c)
North America	\$ 2,993.9	\$	12.9	\$	3,006.8	\$	(8.0)	\$	3,006.0	\$	2,931.4	\$		\$	2,931.4	2.1%	2.5%
EMEA	933.4		61.0		994.4		(0.3)		994.1		970.2		_		970.2	(3.8)%	2.5%
Asia Pacific	661.8		34.5		696.3		(0.2)		696.1		681.9		_		681.9	(2.9)%	2.1%
Latin America	375.5		23.9		399.4		_		399.4		353.0		_		353.0	6.4%	13.1%
Total	\$ 4,964.6	\$	132.3	\$	5,096.9	\$	(1.3)	\$	5,095.6	\$	4,936.5	\$		\$	4,936.5	0.6%	3.2%
				_										_			





Organic Sales

(in millions, except percentages)

Three Months Ended June 30,

						 		,					
					2019					2018			
		Sales(a)	Effect of Changes in Currency	(Sales Excluding Changes in Currency	Effect of equisitions	Organic Sales(b)		Sales(c)	Effect of vestitures	Sales Excluding Divestitures	Sales Growth (a)/(c)	Organic Growth (b)/(c)
Architecture & Software	\$	747.9	\$ 21.5	\$	769.4	\$ (0.8)	\$ 768.6	\$	783.7	\$ 	\$ 783.7	(4.6)%	(1.9)%
Control Products & Solutions	×	917.2	22.1		939.3	_	939.3		915.0	_	915.0	0.2%	2.7%
Total	\$	1,665.1	\$ 43.6	\$	1,708.7	\$ (8.0)	\$ 1,707.9	\$	1,698.7	\$ _	\$ 1,698.7	(2.0)%	0.5%
	_			_									

Nine Months Ended June 30,

		2019															
		Sales(a)		Effect of Changes in Currency		Sales Excluding Changes in Currency		Effect of equisitions	Organic Sales(b)		Sales(c)		Effect of Divestitures	[Sales Excluding Divestitures	Sales Growth (a)/(c)	Organic Growth (b)/(c)
Architecture & Software	\$	2,240.7	\$	64.3	\$	2,305.0	\$	(1.3)	\$ 2,303.7	\$	2,275.8	\$		\$	2,275.8	(1.5)%	1.2%
Control Products & Solutions	k	2,723.9		68.0		2,791.9		_	2,791.9		2,660.7		_		2,660.7	2.4%	4.9%
Total	\$	4,964.6	\$	132.3	\$	5,096.9	\$	(1.3)	\$ 5,095.6	\$	4,936.5	\$		\$	4,936.5	0.6%	3.2%



Segment Operating Margin

(in millions, except percentages)	ns, except percentages) Three Months Ended		led	Nine Months Ended				
	Jun	e 30, 2019	Jun	e 30, 2018	Jun	e 30, 2019	Jun	e 30, 2018
Sales								
Architecture & Software (a)	\$	747.9	\$	783.7	\$	2,240.7	\$	2,275.8
Control Products & Solutions (b)		917.2		915.0		2,723.9		2,660.7
Total sales (c)	\$	1,665.1	\$	1,698.7	\$	4,964.6	\$	4,936.5
Segment operating earnings								
Architecture & Software (d)	\$	222.9	\$	238.6	\$	669.8	\$	680.0
Control Products & Solutions (e)		173.0		144.0		454.8		402.9
Total segment operating earnings (f)		395.9		382.6		1,124.6		1,082.9
Purchase accounting depreciation and amortization		(4.1)		(4.3)		(12.5)		(13.2)
General corporate - net		(23.8)		(33.0)		(72.4)		(81.8)
Non-operating pension and postretirement benefit credit (cost)		2.6		(5.6)		7.8		(17.1)
Costs related to unsolicited Emerson proposals		_		_		_		(11.2)
Change in fair value of investments ¹		(25.6)		(76.8)		(140.1)		(76.8)
Interest (expense) income, net		(23.6)		(11.2)		(62.8)		(33.7)
Income before income taxes (g)	\$	321.4	\$	251.7	\$	844.6	\$	849.1
Segment operating margin:								
Architecture & Software (d/a)		29.8%		30.4%		29.9%		29.9%
Control Products & Solutions (e/b)		18.9%		15.7%		16.7%		15.1%
Total segment operating margin (f/c)		23.8%		22.5%		22.7%		21.9%
Pretax margin (g/c)		19.3%		14.8%		17.0%		17.2%

¹ Includes loss on investments and valuation adjustment pending registration of PTC securities



Adjusted Income Adjusted EDC and Adjusted Effective Tay D	-1-							
Adjusted Income, Adjusted EPS and Adjusted Effective Tax R (in millions, except per share amounts)	X Rate Three Months Ended				Nine Months Ended			
, , , , , , , , , , , , , , , , , , , ,	June 30, 2019 June 30, 201					e 30, 2018		
Net Income	\$	261.4	\$	198.6	\$	687.7	\$	189.6
Non-operating pension and postretirement benefit (credit) cost		(2.6)		5.6	•	(7.8)	,	17.1
Tax effect of non-operating pension and postretirement benefit (credit) cost		0.3		(1.8)		`1.0 [′]		(5.4)
Costs related to unsolicited Emerson proposals		_		_				11.2
Tax effect of costs related to unsolicited Emerson proposals		_						(3.1)
Change in fair value of investments		25.6		76.8		140.1		76.8
Tax effect of the change in fair value of investments						(21.7)		_
Effects of the Tax Act				(7.5)		` <u> </u>		483.7
Adjusted Income	\$	284.7	\$	271.7	\$	799.3	\$	769.9
Diluted EPS	\$	2.20	\$	1.58	\$	5.73	\$	1.48
Non-operating pension and postretirement benefit (credit) cost	*	(0.02)	*	0.04	Ψ	(0.07)	Ψ	0.12
Tax effect of non-operating pension and postretirement benefit (credit) cost		—		(0.01)		0.01		(0.04)
Costs related to unsolicited Emerson proposals						-		0.09
Tax effect of costs related to unsolicited Emerson proposals						_		(0.03)
Change in fair value of investments		0.22		0.61		1.16		0.60
Tax effect of the change in fair value of investments		_		_		(0.18)		<u> </u>
Effects of the Tax Act				(0.06)		` <u> </u>		3.78
Adjusted EPS	\$	2.40	\$	2.16	\$	6.65	\$	6.00
Effective tax rate		18.7%		21.1%		18.6%		77.7%
Tax effect of non-operating pension and postretirement benefit (credit) cost		—%		0.3%		0.1%		0.2%
Tax effect of costs related to unsolicited Emerson proposals		—%		—%		—%		0.1%
Tax effect of the change in fair value of investments		(1.4)%		(5.7)%		(0.5)%		(1.7)%
Effects of the Tax Act		`—%		3.0%		—%		(57.0)%
Adjusted Effective Tax Rate	-	17.3%		18.7%		18.2%		19.3%

Non-operating pension and postretirement benefit (credit) cost

(in millions)	Three Months Ended			Nine Months Ended				
	June 30, 2019		June 30, 2018		June 30, 2019		June 30, 2018	
Interest cost	\$	40.3	\$	39.4	\$	120.6	\$	118.4
Expected return on plan assets		(61.2)		(61.2)		(183.6)		(183.9)
Amortization of prior service credit		(1.1)		(1.3)		(3.2)		(3.7)
Amortization of net actuarial loss		19.6		28.7		59.0		86.3
Settlements		(0.2)				(0.6)		
Non-operating pension and postretirement benefit (credit) cost	\$	(2.6)	\$	5.6	\$	(7.8)	\$	17.1





Twelve Months Ended

Return On Invested Capital

(in millions, except percentages)

	I welve Mo	I welve Months Ended		
	June 30,			
	2019	2018		
(a) Return				
Net income	\$ 1,033.6	\$ 394.2		
Interest expense	90.4	73.3		
Income tax provision	292.7	728.4		
Purchase accounting depreciation and amortization	16.7	17.8		
Return	1,433.4	1,213.7		
(b) Average invested capital				
Short-term debt	356.2	469.6		
Long-term debt	1,512.2	1,236.7		
Shareowners' equity	1,365.8	2,077.8		
Accumulated amortization of goodwill and intangibles	877.9	859.9		
Cash and cash equivalents	(752.0)	(1,376.3)		
Short-term and long-term investments	(348.4)	(1,099.7)		
Average invested capital	3,011.7	2,168.0		
(c) Effective tax rate				
Income tax provision ¹	238.1	244.7		
Income before income taxes	\$ 1,326.3	\$ 1,122.6		
Effective tax rate	18.0%	21.8%		
(a) / (b) * (1-c) Return On Invested Capital	39.0%	43.8%		

¹The income tax provision used to calculate the effective tax rate is adjusted to remove amounts associated with the enactment of the Tax Act. For the twelve months ended June 30, 2019 and June 30, 2018, these adjustments were \$54.6 million and \$483.7 million, respectively.



Logix and Process Sales Growth

	Three Months Ended June 30, 2019	Nine Months Ended June 30, 2019
Logix		
Logix reported growth	(6)%	(3)%
Effect of currency translation	3%	3%
Logix organic growth	(3)%	—%
Process		
Process reported growth	(1)%	3%
Effect of currency translation	4%	3%
Process organic growth	3%	6%

Control Products & Solutions Sales Growth

Three Months Ended June 30, 2019	Nine Months Ended June 30, 2019
(5)%	(1)%
(2)%	(2)%
(3)%	1%
4%	5%
(2)%	(2)%
6%	7%
	June 30, 2019 (5)% (2)% (3)% 4% (2)%



Fiscal 2019 Guidance

(in billions, except percentages and per share amounts)

Organic Sales	July Guidance	April Guidance			
Organic sales growth	~ 1.5%	3.7% to 5.3%			
Foreign currency impact	•				
Reported sales growth	~ (0.5)%	1.7% to 3.3%			
Segment Operating Margin					
Total sales (a)	\$ ~\$6.6B	\$ ~ 6.8B			
Total segment operating earnings (b)	~ 1.5	~ 1.5			
Costs not allocated to segments	~ 0.1	~ 0.1			
Income before income taxes (c)	\$ ~1.3	\$ ~ 1.3			
Total segment operating margin (b/a)	~ 22 %	~ 22 %			
Pretax margin (c/a)	~ 20 %	~ 19 %			
Adjusted Effective Tax Rate					
Effective tax rate	~ 18.5 %	~ 19.0 %			
Tax effect of non-operating pension and postretirement benefit credit	~ — %	~ — %			
Tax effect of change in fair value of investments	~ — %	~ — %			
Adjusted Effective Tax Rate	~ 18.5 %	~ 19.0 %			
Adjusted EPS					
Diluted EPS from continuing operations	\$7.58 - \$7.78	\$8.15 - \$8.45			
Non-operating pension and postretirement benefit credit	(0.09)	(0.09)			
Tax effect of non-operating pension and postretirement benefit credit	0.01	0.01			
Change in fair value of investments	1.18	0.96			
Tax effect of change in fair value of investments	(0.18)	(0.18)			
Adjusted EPS	\$8.50 - \$8.70	\$8.85 - \$9.15			