Rockwell Automation

INVESTOR DAY

CHICAGO, IL USA

NOV 18-19, 2025

SAFE HARBOR STATEMENT

This presentation includes statements related to the expected future results of the company and are therefore forward-looking statements. Actual results may differ materially from those projections due to a wide range of risks and uncertainties, including those that are listed in our SEC filings.

This presentation also contains non-GAAP financial information and reconciliations to GAAP are included in the appendix. All information should be read in conjunction with our historical financial statements.

WELCOME

AIJANA ZELLNER

VP, Investor Relations & Market Strategy

AGENDA

1. High-Performance Culture
2. Accelerated Topline Growth
3. Margin Expansion
4. Operational Excellence
5. Q&A

HIGH PERFORMANCE CULTURE

BLAKE MORET
Chairman and CEO

HIGH-PERFORMANCE CULTURE

Commitment to integrity, diversity and inclusion

Compare ourselves to the best alternatives

Increase the speed of decision making

Steady stream of fresh ideas

Culture and Talent Development

Our culture is the foundation for all we do

Strengthen our commitment to integrity, diversity and inclusion

Be willing to compare ourselves to the best alternatives

Increase the speed of decision making

Have a steady stream of fresh ideas

Talent and Leadership Development

Strong foundation for market-beating growth

HIGH PERFORMANCE CULTURE

Experienced leadership team blends deep institutional knowledge with fresh external perspectives

Investing in talent that will shape the **next decade of innovation**

Unifying our culture with shared values **focused on outcomes**

Deepening relationships and driving innovation across our **partner ecosystem**

ACCELERATED TOPLINE GROWTH

BLAKE MORET
Chairman and CEO

ACCELERATED TOPLINE GROWTH

Share growth

Expanded market with new ways to win

Resilient revenue streams with increasing ARR

Strategic acquisitions

Strong partner ecosystem

Accelerating Profitable Growth with New Ways to Win

Strategic growth framework

	CUSTOMER NEEDS	EXAMPLE OF ROK DIFFERENTIATION	
Faster secular growth	Resiliency Agility Sustainability	Cybersecurity, Augmented Workforce Multi-Discipline Logix Energy Transition Capabilities	3-5%
Share growth and expanded market	Shoring / Stimulus / Mega Projects Software Defined Automation Autonomous Operations Capacity Build-Out in Focus Industries Manufacturing Lifecycle Mgmt	Best Channel, Leading Share in NA Scalable Solutions & Business Models AI-Enabled Design, Control & Logistics Industry-Specific Solutions Simplified Digital Threads	1-2%
ARR Recurring Software & Services	Flexible & Scalable Data Mgmt	Edge & Cloud Portfolio Cloud-Native Software Expertise	1%
Acquisitions	Key Priorities: • Industrial AI Applications • Market Access in Europe and Asia • Product Portfolio Expansion		1%
	TOTAL ANNUAL GROWTH THROUGH THE CYCLE		6 - 9%

5 - 8% ORGANIC SALES GROWTH

ACCELERATED TOPLINE GROWTH

Accelerating Profitable Growth with New Ways to Win

Strategic growth framework

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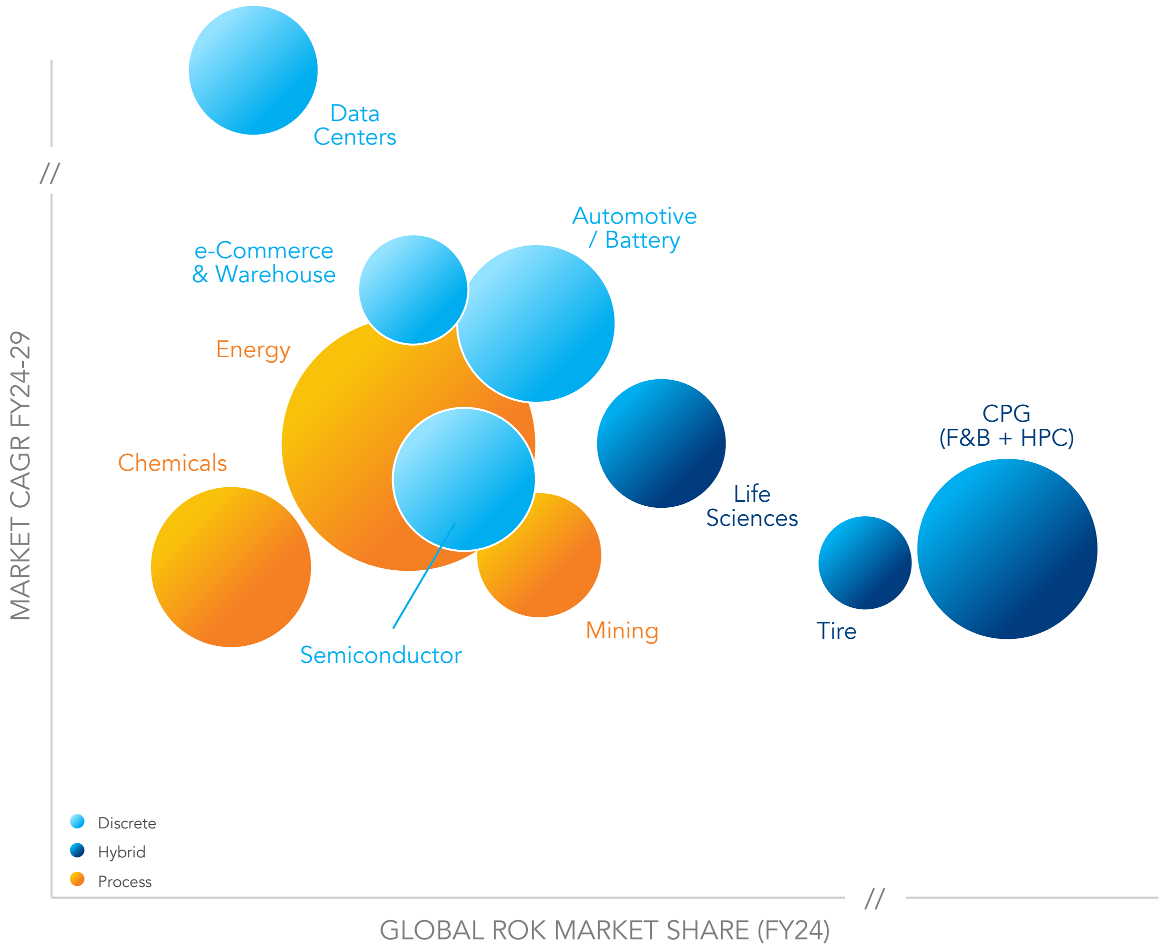
ACCELERATED TOPLINE GROWTH

Faster Secular Growth 3-5%

Global Industry PAM and CAGR



Note: The size of the bubble represents PAM size

Source: Internal estimates informed by external market research

Over 2/3rds of total ROK business in higher growth industries

- Core ROK industries expected to grow mid single digits
- Faster growth in newer end markets such as e-Commerce & Warehouse and Data Centers

ACCELERATED TOPLINE GROWTH

Driving Growth and Innovation Across Core and New End Markets

Select industries





	e-Commerce & Warehouse	Data Center	Life Sciences	CPG	Energy
Market Trends	• Consumer demand for omni-channel fulfillment fueling double-digit growth in warehouse automation • Labor shortages accelerating investment in AS/RS and AMRs • Fulfillment customization and sustainability needs driving investments in agile and energy-efficient automation	• Modular data centers to enable faster deployment • Liquid and immersion cooling critical for AI workloads • Power and cooling requirements driving shift to resilient and secure PLC platforms	• AI-driven acceleration across drug discovery, diagnostics, and facility design to reduce time to market and optimize operations • Shift toward modular and data-rich machines driving adoption of interoperable and software-defined control platforms	• Autonomous production to drive efficiency and reduce labor dependency • Demand for healthy, personalized products requires high mix/low volume production • Global service contracts for consistency and speed across markets	• Low oil prices driving focus on operational efficiency • Producers facing complexity of managing disparate assets acquired through M&A • More automation to remove personnel from hazardous areas • Traditionally slow adopters are now embracing advanced automation
ROK Differentiation	• End-to-end integrated portfolio of modular and scalable solutions for autonomous material movement • Cloud-native design and digital twin portfolio to reduce risk and time to value • High-speed material flow expertise for purpose-built solutions in warehouse optimization	• Largest PLC market share in U.S. with unmatched uptime, cybersecurity, and real-time performance • Modular, scalable architecture and global ecosystem accelerate deployment • High-fidelity data at the edge and advanced AI capabilities for operational efficiency	• Autonomous manufacturing at scale with global ecosystem of SIs, distributors, and OEMs • Cloud-native digital engineering solutions create a connected, AI-enabled digital thread to accelerate customer capacity • Scalable technology for flexible production across biologics, cell and gene therapies, and diagnostics	• Digital twin for real-time visibility, simulation, and optimization to meet evolving customer needs • End-to-end autonomous operations through core automation and advanced production logistics • Global ecosystem with local support enhanced by strong OEM/EPC/SI network	• One single platform for Process & Power to accelerate design and time to market while reducing cost and complexity • Open architecture for scalability, interoperability, and seamless integration • Digital & Cyber consulting services to improve yield, reduce risk, and enable remote operations

AS/RS = Automated storage and retrieval systems

Accelerating Profitable Growth with New Ways to Win

Strategic growth framework

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ORGANIC SALES GROWTH

ACCELERATED TOPLINE GROWTH

Expanded Portfolio to Drive Faster Growth

Recent investments in offerings that provide double-digit growth and new ways to win

Network and Cybersecurity Services

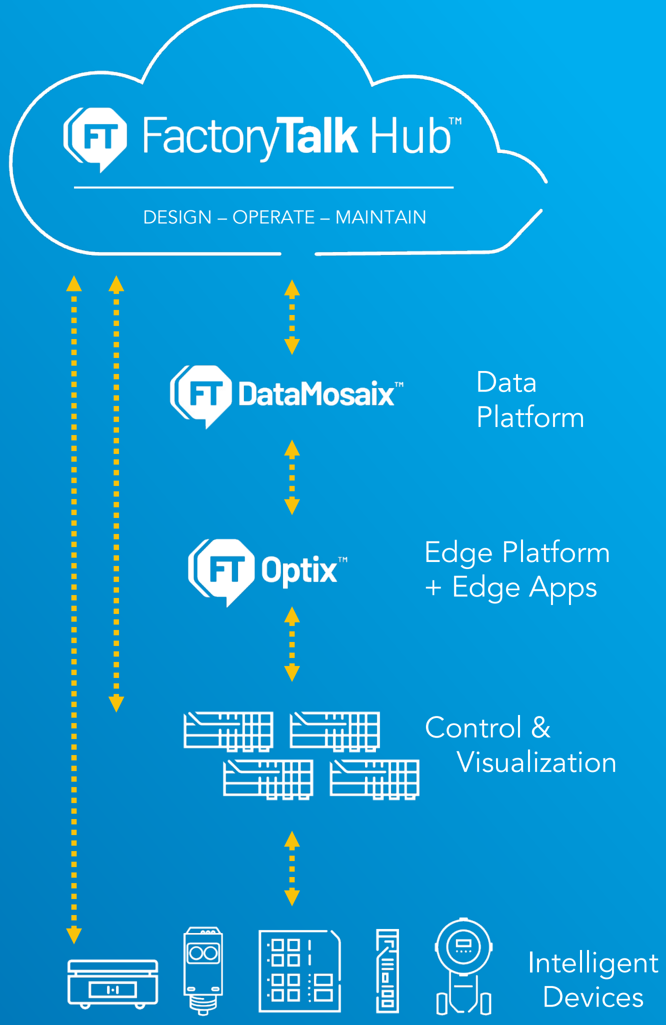
Digital Solutions

Advanced Process Control

Production Automation Simulation and Emulation

Autonomous Mobile Robots

On-Machine including Independent Cart



TECHNOLOGY DIFFERENTIATION

MATHEUS BULHO
SVP Software and Control

AUTONOMOUS OPERATIONS

TESSA MYERS
SVP Intelligent Devices

CUSTOMER CAPACITY EXPANSION

MATT FORDENWALT
SVP Lifecycle Services

ACCELERATED TOPLINE GROWTH

TECHNOLOGY DIFFERENTIATION

MATHEUS BULHO
SVP Software and Control

Moving from Industrial Automation to Autonomy

Software Defined Automation

Artificial Intelligence

Integrated Robotics

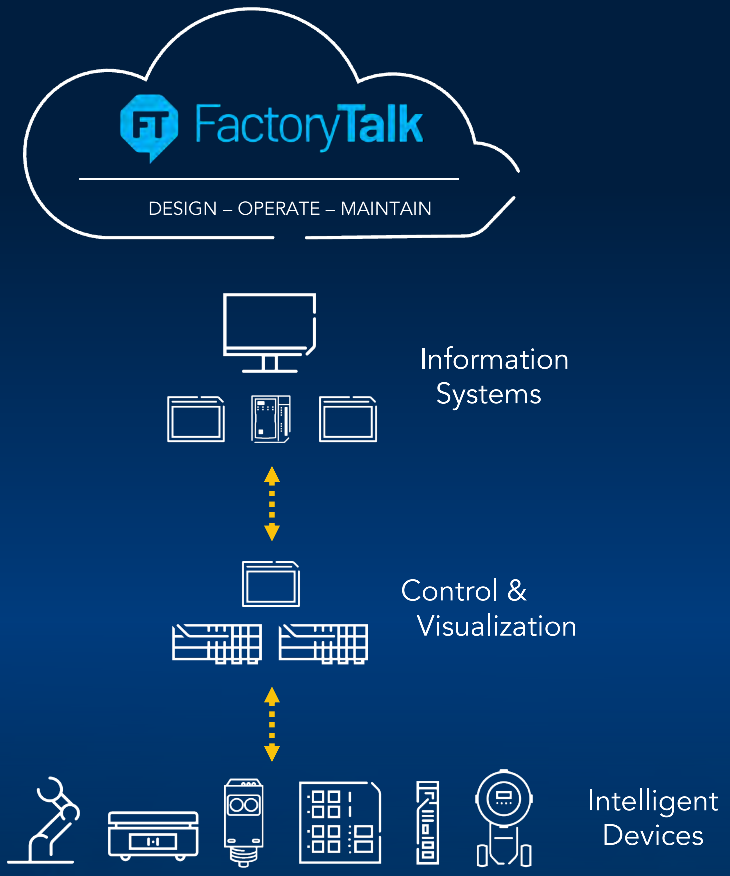
Software Defined Automation (SDA)

SDA Design, commissioning and OT asset management

SDA visualization, plant information systems and edge runtime

SDA Control runtime – redefined to scale

SDA Automation device abstraction



Modern design workflows proven to deliver lower costs, faster time to value and higher quality

One platform seamlessly scaling from operator interface to plant information systems

Proven value of multi-discipline Logix in flexible hardware platforms, making industrial control easier to deploy, scale, and manage

Design once, deploy anywhere – delivering faster launches and greater agility

Delivering the broadest software defined SYSTEM in the world

AI in Production Automation

Execution, maintenance and production data analysis	PLEX – Agentic MES; Fiix – Asset risk predictor; FT DataMosaix™ – AI driven data analysis	Accelerate insights and enable self-optimizing production to adapt to shifting demands
Agentic system design and ML ops	FT Design Studio™ – Co-pilot and design agents; FT Optix Studio™ – Co-pilot and ML ops integration	Reduce design costs and make lifecycle management effortless
System-wide process optimization	FT Analytics™ Pavilion8™ – Plant-wide optimization	Achieve greater efficiency and optimized production
Equipment visualization and information systems with integrated learning capabilities	FT Optix – Custom AI model integration and equipment data analysis	Empower workforce with better insights with greater equipment intelligence
Control with integrated learning capabilities	FT Analytics™ LogixAI® – AI powered learning capabilities at the control layer	Automate what was previously impossible
Maintenance and anomaly detection	FT Analytics™ VisionAI™ – Anomaly detection and closed loop quality control; FT Analytics™ GuardianAI™ – AI predictive maintenance	Move from reactive to proactive maintenance workflows

ACCELERATED TOPLINE GROWTH

ROK AI Differentiation

AI where it matters most – driving real value

AI-powered system design

Our cloud-native design environment drives maximum productivity and accelerates time to value

AI-driven production optimization

Our strong PLC market share unlocks the most valuable data required for production optimization

Agentic plant information solutions

Privileged access to vast operational data from billions of daily transactions delivers an unmatched competitive edge

Robotics

The most comprehensive ecosystem of robotic solutions in the market

Degree of simplification and value creation →

ROK OFFERINGS

Premier integration for 3rd party robots	Embedded robotic control for robot manufacturers	AMRs and independent cart robotic systems

CUSTOMER VALUE

Reduce integration risk with simplified communications between robot controller and automation system	Simplify design, operations, and maintenance for robot manufacturers by removing the need for a proprietary controller	Make customers' operations more safe, productive, and flexible by enabling autonomous material movement

A leading industrial software portfolio for production

FactoryTalk

DESIGN	OPERATE	MAINTAIN
Design Studio™	DataMosaix™	Fiix
EMULATE3D	PLEX	AssetIQ
Logix Echo™		
Optix Studio™		

Transforming production systems with edge and cloud solutions


Rockwell Automation
LUCID

LUCID

GAETANO CANTALUPO

VP Manufacturing

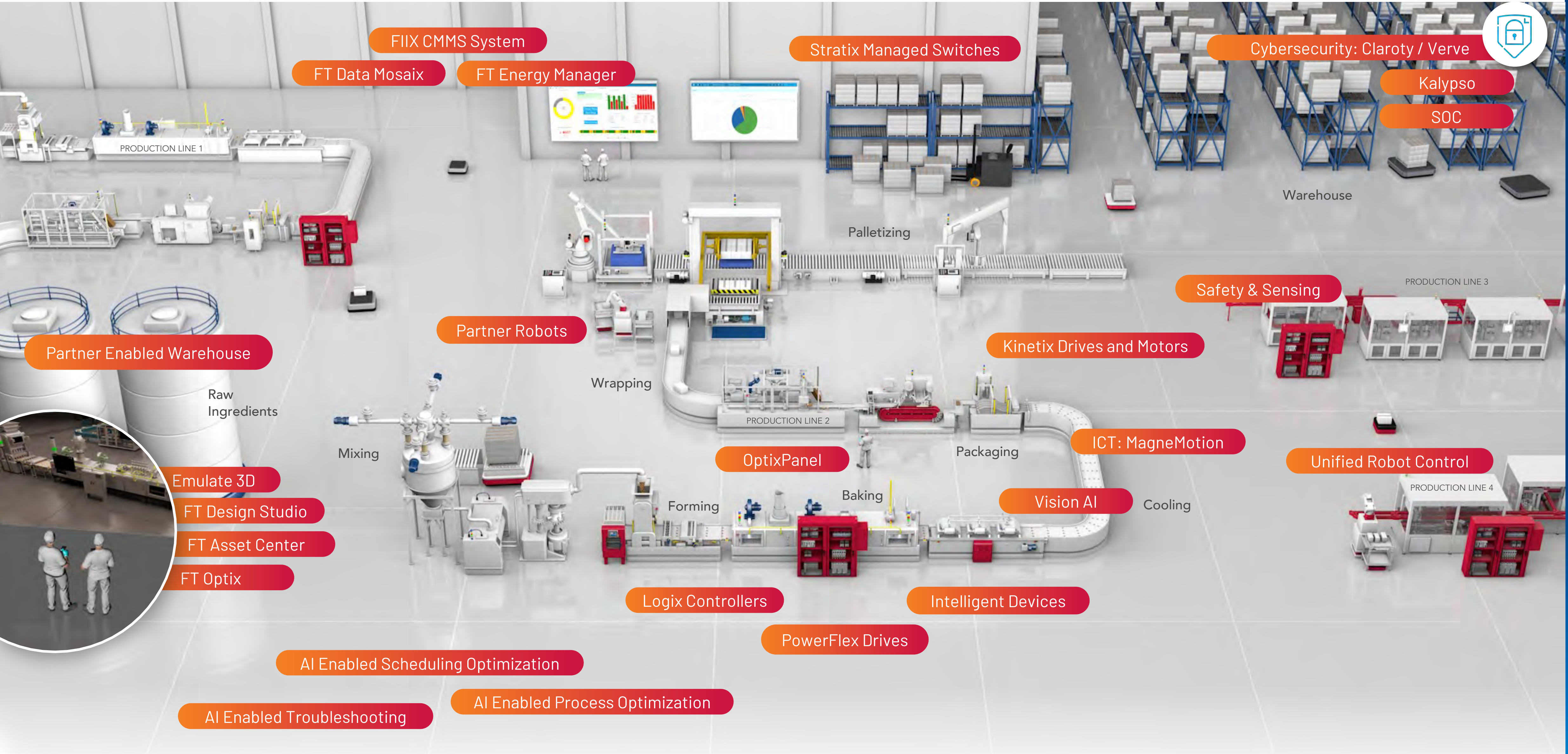
ACCELERATED TOPLINE GROWTH

AUTONOMOUS OPERATIONS

TESSA MYERS

SVP Intelligent Devices

End-to-end Autonomous Operations



SOFTWARE DEFINED AUTOMATION | ARTIFICIAL INTELLIGENCE | ROBOTICS

ACCELERATED TOPLINE GROWTH

Moving from Industrial Automation to Autonomy

Most SMB customers are in phase 2

Most large organizations are in phase 3

PHASE 1

Pre-digital plant

Primarily paper-based, manual and stand-alone processes

PHASE 2

Digital silos

Islands of automation with limited integration and analytics capabilities

PHASE 3

Connected plant

IT-OT convergence for enterprise systems

PHASE 4

Predictive plant

Proactive analytics used across plants and end-to-end supply chain visibility

PHASE 5

Autonomous plant

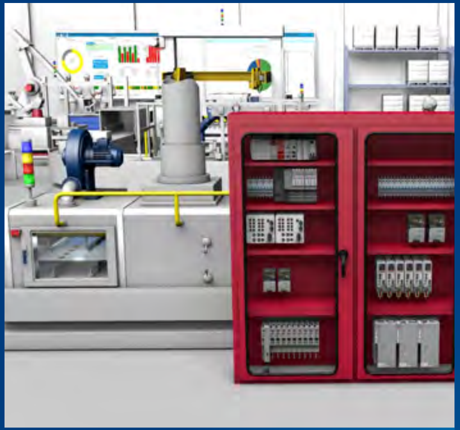
Systems and processes operating autonomously, with strategic guidance from people

We meet customers where they are in their DX journey, and move forward together

Based on Biophorum Digital Plant Maturity Model

Driving Autonomy in Food and Beverage Industry

Global Fortune 100 Customer



Core Automation

Invested in AI-powered sensors, automation, and robotic systems for tasks like product sorting and packaging, increased efficiency and sustainability

Digital Twin

Deploying "digital twins" in manufacturing and warehousing to simulate and optimize operations, further transforming efficiency and lowering maintenance costs

AI & Machine Learning

AI now adjusts the temperature and texture of products in real-time

AI and sensors monitor equipment data and predict mechanical failures before they happen

AI-powered vision systems assess raw material characteristics

Autonomous Material Movement

Autonomous material movement through the facility helps lower operational costs and mitigate the risk of access to labor

Infrastructure as a Service

There is a connected IT/OT compute and network infrastructure across the operations to deliver these capabilities


GEA

Rockwell Automation

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Stefan Klebert
Chief Executive Officer, GEA

ACCELERATED TOPLINE GROWTH

CUSTOMER CAPACITY EXPANSION

MATT FORDENWALT

SVP Lifecycle Services

New Capacity Opportunities in North America

Significant investments across served industries over next 5 years

DISCRETE

Industry	% of FY24 Sales	New Capacity Announcements
Auto/EV/Battery	~10%	$200B
Semiconductor	~5%	$250B
e-Commerce & Warehouse	~5%	$17B
Data Center and Other	~5%	$760B

HYBRID

Industry	% of FY24 Sales	New Capacity Announcements
Food & Beverage	~20%	$50B
Life Sciences	~5%	$160B
Home & Personal Care	~5%	$4B
Tire	~5%	$3B

PROCESS

Industry	% of FY24 Sales	New Capacity Announcements
Energy	~15%	$400B
Mining & Metals	~10%	$120B
Water/Wastewater	~5%	$600B
Chemical and Pulp & Paper	~10%	$120B

US and Canada only

New Capacity Announcements include all expenditures related to the design, development, and construction of new manufacturing facilities

Source: Industrial Info Resources (IIR)

Strong Progress in FY25

LIFE SCIENCES
ThermoFisher SCIENTIFIC

AUTOMOTIVE
HYUNDAI

FOOD & BEVERAGE
freshpet

FOOD & BEVERAGE
FERRERO

FOOD & BEVERAGE
INCOBRASA

MINING
VALE

HOME & PERSONAL CARE
IRVING

DATA CENTER
CESINTEGRATION

FOOD & BEVERAGE
Electrolit

WATER / WASTEWATER
NORTH TEXAS MUNICIPAL WATER DISTRICT

WATER / WASTEWATER
Inland Empire Utilities Agency
A MUNICIPAL WATER DISTRICT

Expect ROK new capacity orders to **grow strong double digits in FY26**


Electrolit
ELECTROLYTE BEVERAGE
Premium Hydration
Fruit Punch
Electrolit

IRVING

ACCELERATED TOPLINE GROWTH

ANNUAL RECURRING REVENUE (ARR)

BLAKE MORET
Chairman and CEO

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ACCELERATED TOPLINE GROWTH

ACCELERATED TOPLINE GROWTH

ACQUISITIONS

BLAKE MORET
Chairman and CEO

Accelerating Profitable Growth with New Ways to Win

Strategic growth framework

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ACCELERATED TOPLINE GROWTH

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UPS

JOEL STENSON

SVP Operations Technology

MARGIN EXPANSION

CHRISTIAN ROTHE
SVP and Chief Financial Officer

MARGIN EXPANSION

- Price discipline
- Annual productivity and cost improvements
- Synergies from recent M&A
- Disciplined capital allocation
- Innovative New Product Introductions

Price Discipline

Driving higher underlying price through the cycle

Strong price realization

	UNDERLYING PRICE	TARIFF-BASED PRICE
FY25	Over ~**2pts** with ~**4pts** realization on products	**60 bps**
FY26	Expecting ~**1pt** with ~**2pts** realization on products	Expecting ~**1pt**

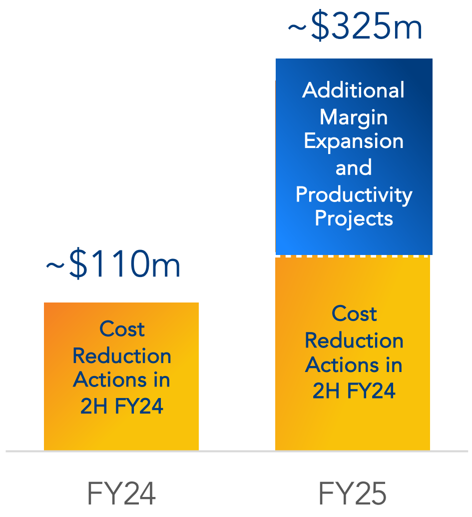
Price optimization

- Driving price agility through ongoing multi-year enhancement
- Leveraging AI-driven insights to inform strategic price decisions
- Executing productivity and cost-out initiatives to enable targeted price flexibility

Margin Expansion and Productivity

Enterprise Scale and Efficiency	SG&A Cost Reduction	• Drive synergies from recent acquisitions • Productivity in HQ functions • Streamline sales operations • Leverage CoEs in low-cost locations
	Process Efficiency	Leverage technology to redesign processes and reduce manual work
Product Cost Reductions	Direct Material Sourcing	Supplier consolidation and negotiation
	Product Redesign	Design changes to improve cost and manufacturability
Indirect and Supply Chain Optimization	Indirect Sourcing	Supplier negotiation and optimization of IT & outside engineering spend
	Logistics	Shift from air to ocean where applicable; logistic supplier negotiation
	Manufacturing Efficiency	Process improvement to increase yield and reduce manufacturing costs
	Real Estate Footprint	Space optimization and elimination of low utilization facilities
Portfolio Optimization	SKU Rationalization	Reduction of low volume/low margin SKUs
	Price Optimization	Increase price on low volume SKUs

Incremental YOY Benefit



ROK Operating Model to continue driving margin expansion in FY26 and beyond

Capital Deployment Framework

ORGANIC INVESTMENTS

Operating Cash Flow

Capital Expenditures ~2.5 to 4% of Sales

Free Cash Flow ~100% of Adjusted Income

INORGANIC INVESTMENTS

Acquisitions Target ~1 pt of growth per year

EXCESS CASH RETURNED TO SHAREOWNERS

Dividends

Share Repurchases

Maintain "A" credit rating

Prioritizing Investments in High-Growth Areas

Strategic growth investments

		R&D AS % OF SALES	ENGINEERING & DEVELOPMENT AS % OF SALES
Intelligent Devices	• Next-gen Motor Control • Advanced Production Logistics • Next-gen CUBIC modular system	Mid single digits	High single digits
Software & Control	• Software-defined automation • Expand cloud-native software offerings • AI-powered productivity and autonomous control capabilities	Low teens	High teens
Total ROK (incl Lifecycle Services)	• Industry solutions for key verticals • AI CoE for autonomous capabilities across portfolio • Digital infrastructure to scale new business models • Cybersecurity software and services	~6%	~8%

*Excludes impact of future acquisitions

R&D: Spending on investigation, experimentation, and innovation aimed at creating new products or significantly improving existing ones.
E&D: Includes R&D spending and ongoing maintenance of or minor enhancements to existing products.

Margin Expansion

	Margin Growth Drivers	Medium-term Range*
Intelligent Devices	• Share gain from next gen product launches across core platforms • Further synergies from recent acquisitions • Product cost optimization	22% - 24%
Software & Control	• Continued share gains in Control • Higher software mix accelerated by key product launches • AI-enabled faster time to value	31% - 34%
Lifecycle Services	• Focus on high-growth recurring services • Continue strong project execution • Sensia JV dissolution	13% - 15% ✓

Total ROK: Operational Excellence & Continuous Improvement | Price discipline | Accelerated top line growth

*Targets introduced in 2023

New Metrics to Drive Operational Excellence

Precision in product & project costing

COST TO PRODUCE (CTP)

- Provides a holistic and detailed view of all costs of production beyond standard cost
- Real-time insights to improve decision-making
- Improves accuracy in new product development cost estimates
- Drives common metrics, transparency, and accountability across supply chain and business units

EXPECTED BENEFITS

Improved collaboration between Business Units and Plants

Efficient inventory reduction and SKU management with stronger product manufacturability

Data-driven prioritization of cost reduction projects

Strategic pricing actions driving long-term financial returns

Lower product cost and higher gross margins

Disciplined investment review process

ROI INVESTMENT MODEL

- Provides a consistent, risk-adjusted framework for investment evaluation
- Expands financial acumen to support strategic investment decisions
- Will complement metrics like payback and cash return

EXPECTED BENEFITS

Consistent, risk-adjusted evaluation of investment opportunities across the enterprise

Improved coordination and accountability to deliver expected returns

Accelerated prioritization and funding of high-impact projects

Greater capital allocation efficiency driving stronger long-term returns

Enhanced rigor and formal process for pre- and post- investment analysis

$2B Investment to Drive Customer Value and Expand Margins

Modernizing infrastructure, growing talent, and enhancing digital capabilities

- Efficiency in existing and new plants
- New brick and mortar in the US
- AI-native talent: data science & cybersecurity
- Customer-facing resources to fuel growth
- Secure, intelligent operations at the edge
- AI-first IT infrastructure

Strong financial planning and consistent forecastability

Supply chain agility

Continuous improvement including simplified processes and technology innovation in our own operations

OPERATIONAL EXCELLENCE

OPERATIONAL EXCELLENCE

BOB BUTTERMORE
SVP and Chief Supply Chain Officer

Advancing Factory of the Future at ROK

Newer offerings and processes to drive growth and margin expansion

Optimize Existing Processes

- Enhance Design for Excellence product development program
- Streamline enterprise planning
- Sourcing excellence, including insourcing
- SKU rationalization and demand shaping
- Reduce inbound & outbound logistics cost

Re-engineer Manufacturing Footprint

- Deploy core manufacturing and distribution centers of gravity
- Build redundant manufacturing for core products
- Manufacture "in region for region" in U.S. and Asia
- Supplier optimization and resiliency

Implement Autonomous Operations

- Deploy ROK technology to create highly automated/autonomous manufacturing and distribution facilities
- Build Factory of the Future customer showcases by region
- Integrate AI across plan, source, make, and deliver supply chain functions
- Expand additive manufacturing

Drive a continuous improvement culture

Optimize Existing Processes

FROM DESIGN TO DELIVERY

Operationalizing Margin Expansion and Continuous Improvement

Key levers for FY26 productivity

Enterprise Scale and Efficiency	Product Cost Reduction	Logistics	Insourcing/ Vertical Integration	Manufacturing Efficiency
Lifecycle Services process efficiency	Direct material sourcing	Air to ocean	Plastic molding	Line optimization
Clearpath profitability	Product redesign	In region for region	Finished good sub-assemblies	Labor cost reduction
Functional productivity	ROK on ROK	Transportation Management System	Outside services	Quality improvement

Investment Examples: Automation & Insourcing

ControlLogix Packaging Automation

USA: TWINSBURG, OH

Integrating ROK technology with an eco-system partner to automate a previously manual work cell using ControlLogix and Integrated Robotics

ROI
~20%

PAYBACK
~2yrs

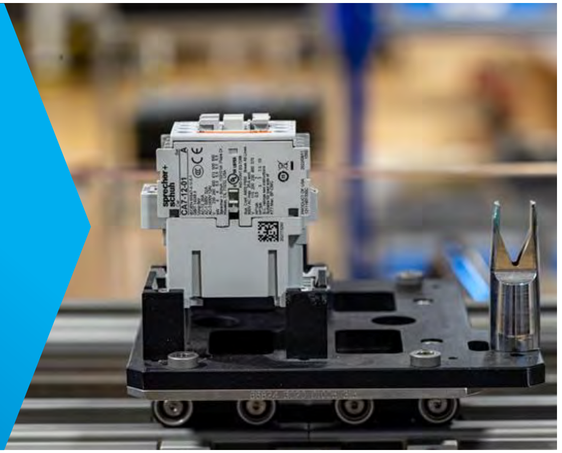
Insourced 5 parts

USA: LADYSMITH, WI

Insourcing plastic injection parts by leveraging existing machine capacity and investing in new equipment

ROI
~50%

PAYBACK
~7mos



Re-engineer Manufacturing Footprint

FOR AGILE MANUFACTURING & LOGISTICS

Investment Example: Brick & Mortar

Greenfield Facility

- Factory of the Future – ROK on ROK Technology
- Purpose built for resilience and agility
- Design for Excellence
- Domain expertise center of gravity
- Footprint capacity expansion
- Expecting low-double-digit ROI

Implement Autonomous Operations

Singapore Plant Showcase

PRODUCTIVITY NEEDS

- Reduce production labor cost
- Reduce material handling
- Mitigate labor shortages
- Improve production agility and quality
- Optimize energy usage
- Enhance training effectiveness and knowledge transfer

SOLUTIONS

- Digital twin to optimize design workflow
- Lights-off warehouse with eco-system partners
- End-to-end Production Logistics and Unified Robotics Control
- Real-time energy optimization with FTEnergyManager
- Integrating more automated processes and AI to enable machine and workforce efficiency

RESULTS

33% increase in labor efficiency

60% improvement in time to competency

25% improvement in quality

35% reduction in energy

7% improvement in OEE

ROI 21%

PAYBACK <3yrs

Twinsburg Plant: Advancing our Factory of the Future

PRODUCTIVITY NEEDS

- Minimize human touch and labor in material movements
- Improve labor efficiency
- Optimize production efficiency
- Empower people with data
- Optimize energy usage
- Improve production agility and quality

SOLUTIONS

- Real-time Factory Digital Twin with Agentic AI integration
- Lights-off warehouse with advanced autonomous material movement
- ROK on ROK automation of non-automated processes and cells
- AI augmented processes
- FT EnergyManager

EXPECTED RESULTS

33% improvement in labor efficiency

9% improvement in production efficiency

17% improvement in uptime

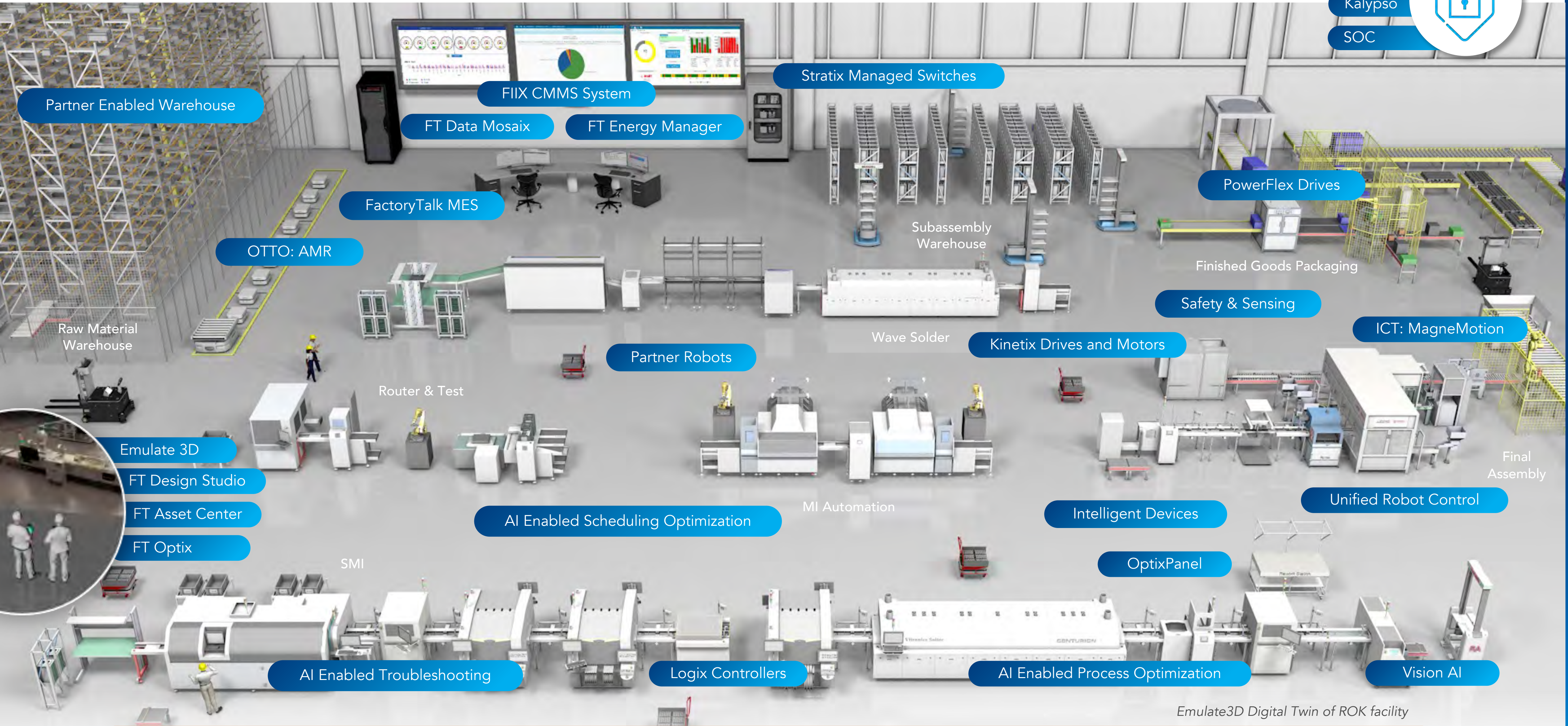
15% reduction in energy

33% improvement in time to repair/recover

ROI ~20%

Rockwell Factory of the Future

Moving from industrial automation to industrial autonomy in our factories



Emulate3D Digital Twin of ROK facility

SOFTWARE DEFINED AUTOMATION | ARTIFICIAL INTELLIGENCE | ROBOTICS

OPERATIONAL EXCELLENCE

OPERATIONAL EXCELLENCE

Rockwell Automation

INVESTOR DAY

Giuseppe del Duca

CEO Ferrero Technical Services
Head of Engineering

SUMMARY

BLAKE MORET
Chairman and CEO

We are creating the future of industrial operations.

More Ways to Win

- Accelerating topline growth and expanding margins through innovation
- Continued focus on execution as we invest for the future
- Nobody is better positioned than ROK

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QUESTIONS

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Appendix

Driving Simplification and Margin Expansion

CHANGE	RATIONALE	Q4 2025 FINANCIAL IMPACT	2026 FINANCIAL IMPACT
New "Engineering and Development" line item in Statement of Operations	• Elevates visibility of total innovation spend • Aligns reporting with industry peers	• No net P&L impact • $191M reclass from Cost of Sales to Engineering & Development • See appendix slide 21 for more detail	• No net P&L impact • ~$700M reclass from Cost of Sales to Engineering & Development
Accrual of estimated lifetime asbestos defense and indemnity Definition change to exclude legacy asbestos and environmental charges from Adj. Income and Adj. EPS	• Simplifies our reporting • Aligns treatment of legacy charges • Reduces earnings volatility from non-operational items	• **Accrual**: $136M ($0.91 per share) • **Definition change**: Including the accrual, $141M ($0.94 per share) • See appendix slide 22 for more detail	• **Definition change**: ~$18M (~$0.12 per share) (1)
Sensia JV dissolution	• Accretive to ROK's margins • Drives simplification and focus in our Energy vertical	• Non-cash impairment charge of $110M ($0.97 per share), net of tax effects and NCI adjustment	• Reduces ROK reported sales for a full year by ~$250M (1) • Increases ROK segment margin for a full year by ~50 bps (1)
Voluntary pension contribution	• Delays future mandatory cash contributions until ~FY2030 • Lowers PBGC premium payments	• No net P&L impact • $70M operating cash outflow • Free cash flow conversion still >100% after contribution	• N/A

(1) Based on FY25 results

Capital Structure

	9/30/2025	Estimated 9/30/2026
Cash & Cash Equivalents	$0.5B	~$0.4B
Total Debt	$3.2B	~$3.0B
Net Debt	$2.8B	~$2.6B
Total Debt / EBITDA	1.7X	~1.5X
Net Debt / EBITDA	1.5X	~1.3X
Adj. Debt / EBITDA*	2.0X	~1.8X

* Estimate based on Moody's Investors Service definition and methodology, which treats pension underfunding, deemed repatriation tax liability, and leases as debt.

NOTE: FY25 estimate based on guidance as of November 7, 2024

FRAMEWORK

- Maintain "A" credit rating
- ~$400M cash
- Targeting ~2.0X Adjusted Debt / EBITDA
- Flexibility to temporarily increase leverage to ~3.5X Adj. Debt/EBITDA for strategic acquisitions

Financial discipline and flexibility

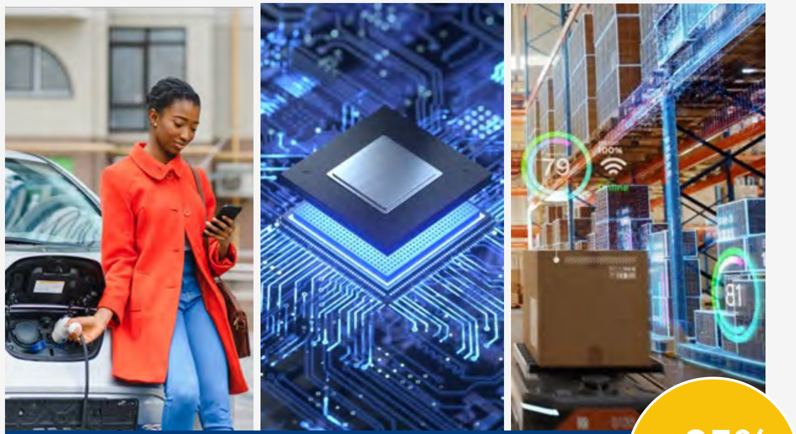
FY25 Organic Industry Segment Performance

	FY25 vs. FY24	FY25 vs. FY24
	Up high single digits	Automotive flat Semiconductor down low single digits e-Commerce & Warehouse Automation up ~40%
	Up low single digits	Food & Beverage up low single digits Life Sciences up mid single digits Tire down ~10%
	Down low single digits	Energy down mid single digits Mining down low single digits Chemicals flat

Note: Organic sales growth rates depicted above exclude the impact of acquisitions and currency. Arrows reflect positive/negative directional growth vs prior year.

Industry Segmentation

% of FY25 Sales



DISCRETE

~25% of sales

- ~10% Automotive
- ~5% Semiconductor
- ~5% e-Commerce & Warehouse Automation
- ~5% General Industrial

Marine	Entertainment
Mass Transit	Airports
Glass	Aerospace
Fibers & Textiles	Print & Publishing

HYBRID

~35% of sales

- ~20% Food & Beverage
- ~5% Life Sciences
- ~5% Household & Personal Care
- ~5% Tire

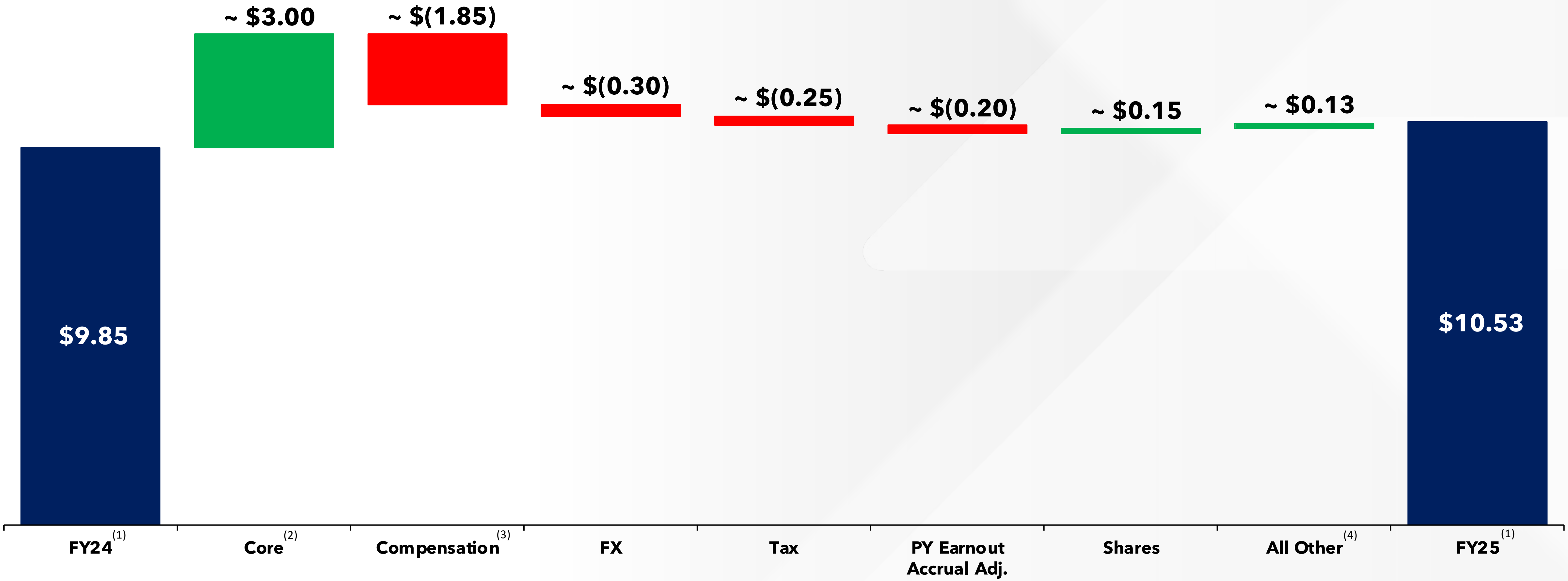
PROCESS

~40% of sales

- ~15% Energy*
- ~5% Mining
- ~5% Metals
- ~5% Chemicals
- ~5% Water / Wastewater
- ~5% Pulp & Paper

*Energy includes Fossil Fuels, Renewables, CCUS, Low Emission Fuels, Energy Storage and Traditional Power.

FY24 to FY25 Adjusted EPS Walk



(1) FY24 and FY25 have been recast to conform to the current year presentation of Adjusted EPS. See appendix slide 22 for more details.
(2) Includes cost reduction and margin expansion actions
(3) Compensation reflects merit and incentive compensation
(4) All Other includes: Corporate Items, Interest Expense, and Non-Controlling Interest

Fiscal Year 2026 Guidance

	FY25 Results	FY26 Guidance
Sales Midpoint	$8.3B	~ $8.8B
Organic Growth Range	(4.0)% - 2.0%	2.0% - 6.0%
Inorganic Growth	-	-
Currency Translation	-	1.0
Segment Operating Margin	20.4%	~ 21.5%
Adjusted Effective Tax Rate	17.1%	~ 20%
Adjusted EPS Range	$10.53	$11.20 - $12.20
Free Cash Flow Conversion	114%	~ 100%

Note: Guidance as of November 7, 2025; Reconciliations to GAAP are included in our appendix.

MARGIN EXPANSION

FY26 Organic Industry Segment Outlook

	FY26 vs. FY25	Assumptions at Guidance Midpoint
	Up mid single digits	▲ Automotive up mid single digits ➜ Semiconductor flat ▲ e-Commerce & Warehouse Automation up ~10%
	Up mid single digits	▲ Food & Beverage up mid single digits ▲ Life Sciences up mid single digits ▲ Tire up low single digits
	Up low single digits	▲ Energy up low single digits ▲ Mining up low single digits ▲ Chemicals up low single digits

Note: Organic sales growth rates depicted above exclude the impact of acquisitions and currency. Arrows reflect positive/negative directional growth vs prior year.

Engineering and Development: Recast of Historical Periods

Effective in the fourth quarter of fiscal 2025, Engineering and development costs, previously included in cost of sales, are being reported as a separate line item in the statement of operations. All periods have been recast to reflect this change.

	2025					2024					2023
	Q1	Q2	Q3	Q4	Full Year	Q1	Q2	Q3	Q4	Full Year	Full Year
Sales	$ 1,881	$ 2,001	$ 2,144	$ 2,316	$ 8,342	$ 2,052	$ 2,126	$ 2,051	$ 2,035	$ 8,264	$ 9,058
Cost of Sales	***(1,003)***	***(1,029)***	***(1,098)***	***(1,196)***	***(4,326)***	***(1,087)***	***(1,124)***	***(1,092)***	***(1,110)***	***(4,413)***	***(4,635)***
Gross Profit	878	972	1,046	1,120	4,016	965	1,002	959	925	3,851	4,423
Gross Profit % of Sales	*46.7 %*	*48.6 %*	*48.8 %*	*48.4 %*	*48.1 %*	*47.0 %*	*47.1 %*	*46.8 %*	*45.5 %*	*46.6 %*	*48.8 %*
Selling, general and administrative expenses	(476)	(469)	(498)	(471)	(1,914)	(514)	(501)	(501)	(485)	(2,001)	(2,024)
Engineering and development	***(156)***	***(162)***	***(170)***	***(191)***	***(679)***	***(170)***	***(169)***	***(164)***	***(155)***	***(658)***	***(706)***
Change in fair value of investments	—	(3)	—	—	(3)	3	3	(5)	(1)	—	279
Other income (expense)	6	—	5	(134)	(123)	9	15	7	31	62	(71)
Goodwill and intangible asset impairment	—	—	—	(224)	(224)	—	—	—	—	—	(158)
Interest expense	(39)	(39)	(41)	(37)	(156)	(33)	(40)	(41)	(40)	(154)	(135)
Income before income taxes	213	299	342	63	917	260	310	255	275	1,100	1,608
Income tax provision	(35)	(51)	(49)	(33)	(168)	(47)	(45)	(24)	(36)	(152)	(330)
Net income	**178**	**248**	**293**	**30**	**749**	**213**	**265**	**231**	**239**	**948**	**1,278**
Net loss attributable to noncontrolling interests	(6)	(4)	(2)	(108)	(120)	(2)	(1)	(1)	(1)	(5)	(109)
Net income attributable to Rockwell Automation, Inc.	**$ 184**	**$ 252**	**$ 295**	**$ 138**	**$ 869**	**$ 215**	**$ 266**	**$ 232**	**$ 240**	**$ 953**	**$ 1,387**

Adj. Income and Adj. EPS Definition Changes: Recast of Historical Periods

Effective in the fourth quarter of fiscal 2025, Rockwell is changing its definition of Adjusted Income and Adjusted EPS to exclude the impact of legacy asbestos and environmental charges. Previously these amounts were included in Corporate and other. All periods have been recast to reflect this change.

The following are reconciliations of Net income attributable to Rockwell Automation and diluted EPS to Adjusted Income and Adjusted EPS, respectively:

	2025					2024					2023
	Q1	Q2	Q3	Q4	Full Year	Q1	Q2	Q3	Q4	Full Year	Full Year
Net income attributable to Rockwell Automation	$ 184	$ 252	$ 295	$ 138	$ 869	$ 215	$ 266	$ 232	$ 240	$ 953	1,387
Non-operating pension and postretirement benefit cost (credit)	—	—	—	1	1	(5)	(5)	(4)	(5)	(20)	83
Tax effect of non-operating pension and postretirement benefit cost (credit)	—	—	(1)	—	(1)	1	1	1	1	4	(21)
Purchase accounting depreciation and amortization, and impairment attributable to Rockwell Automation	33	32	33	151	249	33	34	33	33	133	178
Tax effect of purchase accounting depreciation and amortization, and impairment attributable to Rockwell Automation	(8)	(7)	(7)	(16)	(38)	(6)	(5)	(6)	(8)	(25)	(9)
Net legacy asbestos and environmental charges	**3**	**6**	**4**	**141** (1)	**154** (2)	**5**	**3**	**4**	**9**	**21**	**18**
Tax effect of net legacy asbestos and environmental charges	**(1)**	**(1)**	**(1)**	**(34)**	**(37)**	**(1)**	**(1)**	**(1)**	**(2)**	**(5)**	**(4)**
Change in fair value of investments	—	3	—	—	3	(3)	(3)	5	1	—	(279)
Tax effect of change in fair value of investments	—	(1)	—	—	(1)	1	—	(2)	—	—	68
Restructuring charges	—	—	—	(5)	(5)	—	—	70	27	97	—
Tax effects of restructuring charges	—	—	—	1	1	—	—	(18)	(7)	(25)	—
Adjusted Income	$ 211	$ 284	$ 323	$ 377	$ 1,195	$ 240	$ 290	$ 314	$ 289	$ 1,133	$ 1,421
Diluted EPS	$ 1.61	$ 2.22	$ 2.60	$ 1.23	$ 7.67	$ 1.86	$ 2.31	$ 2.02	$ 2.09	$ 8.28	$ 11.95
Non-operating pension and postretirement benefit cost (credit), net of tax	—	—	(0.01)	0.01	—	(0.03)	(0.03)	(0.03)	(0.03)	(0.14)	0.54
Purchase accounting depreciation and amortization, and impairment attributable to Rockwell Automation, net of tax	0.22	0.21	0.23	1.20	1.86	0.23	0.24	0.23	0.22	0.94	1.46
Net legacy asbestos and environmental charges, net of tax	**0.02**	**0.05**	**0.03**	**0.94** (1)	**1.03** (2)	**0.03**	**0.02**	**0.03**	**0.06**	**0.14**	**0.13**
Change in fair value of investments, net of tax	—	0.02	—	—	0.01	(0.02)	(0.02)	0.03	0.01	(0.01)	(1.83)
Restructuring charges, net of tax	—	—	—	(0.04)	(0.04)	—	—	0.46	0.18	0.64	—
Adjusted EPS	$ 1.85	$ 2.50	$ 2.85	$ 3.34	$ 10.53	$ 2.07	$ 2.52	$ 2.74	$ 2.53	$ 9.85	$ 12.25

(1) Fourth quarter fiscal 2025 includes an accrual increase of $136 million ($0.91 per share) and $5 million of charges ($0.03 per share).

(2) Full year fiscal 2025 includes an accrual increase of $136 million ($0.91 per share) and $18 million of charges ($0.12 per share).

Q4 FY25 Results: Summary

Financial Summary ($ in millions, except per share amounts)	Three Months Ended September 30, 2025	2024
Total sales	$ 2,316	$ 2,035
Total segment operating earnings	$ 520	$ 409
Purchase accounting depreciation and amortization, and impairment	(259)	(36)
Corporate and other	(27)	(29)
Non-operating pension and postretirement benefit (cost) credit	(1)	5
Net legacy asbestos and environmental charges	(141)	(9)
Change in fair value of investments	—	(1)
Restructuring charges	5	(27)
Interest expense, net	(34)	(37)
Income tax provision	(33)	(36)
Net income	$ 30	$ 239
Net loss attributable to noncontrolling interests	(108)	(1)
Net income attributable to Rockwell Automation	$ 138	$ 240
Adjustments		
Non-operating pension and postretirement benefit cost (credit), net of tax	$ 1	$ (4)
Purchase accounting depreciation and amortization, and impairment attributable to Rockwell Automation, net of tax	135	25
Legacy asbestos and environmental charges, net of tax	107	7
Change in fair value of investments, net of tax	—	1
Restructuring charges, net of tax	(4)	20
Adjusted Income	$ 377	$ 289
Average diluted shares	113.0	113.7
Diluted EPS	$ 1.23	$ 2.09
Adjusted EPS	$ 3.34	$ 2.53

Note: FY24 has been recast to conform to the current year presentation. See appendix slide 76 for more details.

Reconciliation to Non-GAAP Measures

Free Cash Flow ($ in millions)	Three Months Ended September 30, 2025	Three Months Ended September 30, 2024	Twelve Months Ended September 30, 2025	Twelve Months Ended September 30, 2024
Net Income	$ 30	$ 239	$ 749	$ 948
Depreciation/Amortization	85	81	325	317
Change in fair value of investments	—	1	3	—
Retirement benefits expense	12	4	43	18
Pension contributions	(80)	(8)	(88)	(27)
Accounting change for net legacy asbestos-related defense costs	91	—	91	—
Impairment of goodwill and intangible assets	224	—	224	—
Receivables/Inventory/Payables	4	160	(9)	246
Compensation and benefits	81	42	168	(255)
Income taxes	(38)	(11)	(168)	(305)
Other	45	(76)	206	(78)
Cash flow from operations	454	432	1,544	864
Capital expenditures	(49)	(65)	(186)	(225)
Free Cash Flow	$ 405	$ 367	$ 1,358	$ 639
Adjusted Income	$ 377	$ 289	$ 1,195	1,133
Free Cash Flow as a % of Adjusted Income	107 %	127 %	114 %	56 %

Note: FY24 and FY25 Adjusted Income has been recast to conform to the current year presentation. See appendix slide 76 for more details.

Reconciliation to Non-GAAP Measures

Organic Sales

(in millions, except percentages)

	Three Months Ended September 30, 2025				2024				
	Reported Sales(a)	Less: Effect of Acquisitions(e)	Effect of Changes in Currency(d)	Organic Sales(b)	Reported Sales(c)	Reported Sales Growth (a)/(c)	Less: Effect of Acquisitions (e)/(c)	Effect of Changes in Currency (d)/(c)	Organic Sales Growth (b)/(c)
North America	$ 1,478	$ —	$ (1)	$ 1,479	$ 1,244	19%	—%	—%	19%
EMEA	406	—	22	384	361	12%	—%	6%	6%
Asia Pacific	280	—	(2)	282	267	5%	—%	(1)%	6%
Latin America	152	—	4	148	163	(7)%	—%	2%	(9)%
Total	$ 2,316	$ —	$ 23	$ 2,293	$ 2,035	14%	—%	1%	13%

	Twelve Months Ended September 30, 2025				2024				
	Reported Sales(a)	Less: Effect of Acquisitions(e)	Effect of Changes in Currency(d)	Organic Sales(b)	Reported Sales(c)	Reported Sales Growth (a)/(c)	Less: Effect of Acquisitions (e)/(c)	Effect of Changes in Currency (d)/(c)	Organic Sales Growth (b)/(c)
North America	$ 5,270	$ 2	$ (12)	$ 5,280	$ 5,053	4%	—%	—%	4%
EMEA	1,488	—	29	1,459	1,504	(1)%	—%	2%	(3)%
Asia Pacific	1,024	—	(8)	1,032	1,073	(5)%	—%	(1)%	(4)%
Latin America	560	—	(38)	598	634	(12)%	—%	(6)%	(6)%
Total	$ 8,342	$ 2	$ (29)	$ 8,369	$ 8,264	1%	—%	—%	1%

Reconciliation to Non-GAAP Measures

Organic Sales

(in millions, except percentages)

	Three Months Ended September 30,								
	2025				2024				
	Reported Sales(a)	Less: Effect of Acquisitions(e)	Effect of Changes in Currency(d)	Organic Sales(b)	Reported Sales(c)	Reported Sales Growth (a)/(c)	Less: Effect of Acquisitions (e)/(c)	Effect of Changes in Currency (d)/(c)	Organic Sales Growth (b)/(c)
Intelligent Devices	$ 1,086	$ —	$ 11	$ 1,075	$ 946	15%	—%	1%	14%
Software & Control	657	—	5	652	501	31%	—%	1%	30%
Lifecycle Services	573	—	7	566	588	(3)%	—%	1%	(4)%
Total	$ 2,316	$ —	$ 23	$ 2,293	$ 2,035	14%	—%	1%	13%

	Twelve Months Ended September 30,								
	2025				2024				
	Reported Sales(a)	Less: Effect of Acquisitions(e)	Effect of Changes in Currency(d)	Organic Sales(b)	Reported Sales(c)	Reported Sales Growth (a)/(c)	Less: Effect of Acquisitions (e)/(c)	Effect of Changes in Currency (d)/(c)	Organic Sales Growth (b)/(c)
Intelligent Devices	$ 3,756	$ —	$ (16)	$ 3,772	$ 3,804	(1)%	—%	—%	(1)%
Software & Control	2,383	—	(9)	2,392	2,187	9%	—%	—%	9%
Lifecycle Services	2,203	2	(4)	2,205	2,273	(3)%	—%	—%	(3)%
Total	$ 8,342	$ 2	$ (29)	$ 8,369	$ 8,264	1%	—%	—%	1%

Reconciliation to Non-GAAP Measures

Segment Operating Margin

(in millions, except percentages)

		Three Months Ended September 30, 2025	Three Months Ended September 30, 2024	Twelve Months Ended September 30, 2025	Twelve Months Ended September 30, 2024
Sales					
	Intelligent Devices (a)	$ 1,086	$ 946	$ 3,756	$ 3,804
	Software & Control (b)	657	501	2,383	2,187
	Lifecycle Services (c)	573	588	2,203	2,273
Total sales (d)		$ 2,316	$ 2,035	$ 8,342	$ 8,264
Segment operating earnings					
	Intelligent Devices (e)	$ 215	$ 196	$ 676	$ 700
	Software & Control (f)	205	112	708	530
	Lifecycle Services (g)	100	101	319	365
Total segment operating earnings [1] (h)		520	409	1,703	1,595
Purchase accounting depreciation and amortization, and impairment		(259)	(36)	(365)	(144)
Corporate and other [2]		(27)	(29)	(125)	(114)
Non-operating pension and postretirement benefit (cost) credit		(1)	5	(1)	20
Net legacy asbestos and environmental charges [2]		(141)	(9)	(154)	(21)
Change in fair value of investments		—	(1)	(3)	—
Restructuring charges		5	(27)	5	(97)
Interest expense, net		(34)	(37)	(143)	(139)
Income before income taxes (i)		$ 63	$ 275	$ 917	$ 1,100
Pretax margin (i/d)		2.7 %	13.5 %	11.0 %	13.3 %
Segment operating margin:					
	Intelligent Devices (e/a)	19.8 %	20.7 %	18.0 %	18.4 %
	Software & Control (f/b)	31.2 %	22.4 %	29.7 %	24.2 %
	Lifecycle Services (g/c)	17.5 %	17.2 %	14.5 %	16.1 %
Total segment operating margin (h/d)		22.5 %	20.1 %	20.4 %	19.3 %

[1] Total segment operating earnings and total segment operating margin are non-GAAP financial measures. We exclude purchase accounting depreciation and amortization, and impairment, corporate and other, non-operating pension and postretirement benefit (cost) credit, net legacy asbestos and environmental charges, change in fair value of investments, restructuring charges aligned with enterprise-wide strategic initiatives, and interest expense, net because we do not consider these items to be directly related to the operating performance of our segments. We believe total segment operating earnings and total segment operating margin are useful to investors as measures of operating performance. We use these measures to monitor and evaluate the profitability of our operating segments. Our measures of total segment operating earnings and total segment operating margin may be different from measures used by other companies.

[2] FY24 and FY25 have been recast to conform to the current year presentation. See appendix slide 76 for more details.

Reconciliation to Non-GAAP Measures

Adjusted Income, Adjusted EPS, and Adjusted Effective Tax Rate

(in millions, except per share amounts)	Three Months Ended September 30,		Twelve Months Ended September 30,	
	2025	2024	2025	2024
Net income attributable to Rockwell Automation	$ 138	$ 240	$ 869	$ 953
Non-operating pension and postretirement benefit cost (credit)	1	(5)	1	(20)
Tax effect of non-operating pension and postretirement benefit cost (credit)	—	1	(1)	4
Purchase accounting depreciation and amortization, and impairment attributable to Rockwell Automation [(1)]	151	33	249	133
Tax effect of purchase accounting depreciation and amortization, and impairment attributable to Rockwell Automation [(1)]	(16)	(8)	(38)	(25)
Net legacy asbestos and environmental charges [(2)]	141	9	154	21
Tax effect of net legacy asbestos and environmental charges [(2)]	(34)	(2)	(37)	(5)
Change in fair value of investments	—	1	3	—
Tax effect of change in fair value of investments	—	—	(1)	—
Restructuring charges	(5)	27	(5)	97
Tax effect of restructuring charges	1	(7)	1	(25)
Adjusted Income [(2)]	$ 377	$ 289	$ 1,195	$ 1,133
Diluted EPS	$ 1.23	$ 2.09	$ 7.67	$ 8.28
Non-operating pension and postretirement benefit cost (credit)	0.01	(0.04)	0.01	(0.17)
Tax effect of non-operating pension and postretirement benefit cost (credit)	—	0.01	(0.01)	0.03
Purchase accounting depreciation and amortization, and impairment attributable to Rockwell Automation	1.34	0.29	2.20	1.16
Tax effect of purchase accounting depreciation and amortization, and impairment attributable to Rockwell Automation	(0.14)	(0.07)	(0.34)	(0.22)
Net legacy asbestos and environmental charges	1.24	0.08	1.36	0.18
Tax effect of legacy asbestos and environmental charges	(0.30)	(0.02)	(0.33)	(0.04)
Change in fair value of investments	—	0.01	0.02	—
Tax effect of change in fair value of investments	—	—	(0.01)	(0.01)
Restructuring charges	(0.05)	0.24	(0.05)	0.85
Tax effect of restructuring charges	0.01	(0.06)	0.01	(0.21)
Adjusted EPS	$ 3.34	$ 2.53	$ 10.53	$ 9.85
Effective Tax Rate	52.4 %	13.1 %	18.3 %	13.8 %
Tax effect of non-operating pension and postretirement benefit cost (credit)	(0.8)%	(0.2)%	0.1 %	(0.1)%
Tax effect of purchase accounting depreciation and amortization, and impairment attributable to Rockwell Automation	(39.8)%	0.9 %	(2.5)%	0.4 %
Tax effect of legacy asbestos and environmental charges	3.4 %	0.4 %	1.1 %	0.2 %
Tax effect of change in fair value of investments	— %	0.1 %	0.1 %	0.1 %
Tax effect of restructuring charges	2.6 %	1.0 %	— %	0.9 %
Adjusted Effective Tax Rate	17.8 %	15.3 %	17.1 %	15.3 %

(1) The three and twelve months ended September 30, 2025, includes $110 million net expense from a $224 million goodwill and intangible asset non-cash impairment charge included in Income before income taxes, ($7) million tax effect including related valuation allowances recorded in the Income tax provision, and ($107) million Net loss attributable to noncontrolling interests.

(2) FY24 and FY25 have been recast to conform to the current year presentation. See appendix slide 76 for more details.

Reconciliation to Non-GAAP Measures

Non-operating pension and postretirement benefit cost	Three Months Ended September 30,		Twelve Months Ended September 30,	
(in millions)	2025	2024	2025	2024
Interest cost	$ 35	$ 38	$ 138	$ 150
Expected return on plan assets	(42)	(43)	(167)	(170)
Amortization of net actuarial loss (gain)	7	—	29	—
Settlement charges	1	—	1	—
Non-operating pension and postretirement benefit cost (credit)	$ 1	$ (5)	$ 1	$ (20)

Reconciliation to Non-GAAP Measures

Return On Invested Capital

($ in millions)

	Twelve Months Ended September 30, 2025	Twelve Months Ended September 30, 2024
(a) Return		
Net income	$ 749	$ 948
Interest expense	156	154
Income tax provision	168	152
Purchase accounting depreciation and amortization, and impairment	365	144
Return	$ 1,438	$ 1,398
(b) Average invested capital		
Short-term debt	$ 940	$ 779
Long-term debt	2,585	2,686
Shareowners' equity	3,601	3,686
Accumulated amortization of goodwill and intangibles	1,370	1,360
Cash and cash equivalents	(471)	(572)
Short-term and long-term investments	(2)	—
Average invested capital	$ 8,023	$ 7,939
(c) Effective tax rate		
Income tax provision	$ 168	$ 152
Income from continuing operations before income taxes	917	1,100
Effective tax rate	18.3 %	13.8 %
(a) / (b) * (1-c) Return On Invested Capital	14.6 %	15.2 %

Reconciliation to Non-GAAP Measures

($ in billions)

	Fiscal 2026 Guidance
Reported and Organic Sales	
Organic sales growth	2% - 6%
Inorganic sales growth	~ —%
Foreign currency impact	~ 1%
Reported sales growth	3% - 7%
Segment Operating Margin	
Total sales (a)	$ ~ 8.8
Total segment operating earnings (b)	~ 1.9
Costs not allocated to segments	~ (0.4)
Income before income taxes (c)	$ ~ 1.5
Total segment operating margin (b/a)	~21.5%
Pretax margin (c/a)	~17.3%
Adjusted Effective Tax Rate	
Effective tax rate	~20%
Tax effect of non-operating pension and postretirement benefit credit	~—%
Tax effect of purchase accounting depreciation and amortization, and impairment attributable to Rockwell Automation	~—%
Tax effect of net legacy asbestos and environmental charges	~ —%
Adjusted Effective Tax Rate	~20%
Adjusted EPS	
Diluted EPS	$10.40 - $11.40
Non-operating pension and postretirement benefit credit	(0.12)
Tax effect of non-operating pension and postretirement benefit credit	0.03
Purchase accounting depreciation and amortization, and impairment	1.09
Tax effect of purchase accounting depreciation and amortization, and impairment attributable to Rockwell Automation	(0.23)
Net legacy asbestos and environmental charges	0.04
Tax effect of net legacy asbestos and environmental charges	(0.01)
Adjusted EPS [1]	$11.20 - $12.20

[1] Fiscal 2026 guidance based on Adjusted Income attributable to Rockwell, which includes an adjustment for SLB's non-controlling interest in Sensia.

Note: Guidance as of November 6, 2025; does not include the anticipated impact of the dissolution of the Sensia joint venture.

Reconciliation to Non-GAAP Measures

($ in billions)

	Fiscal 2026 Guidance		
Net income attributable to Rockwell Automation at the mid-point	$	~	1.2
Non-operating pension and postretirement benefit credit, net of tax		~	—
Purchase accounting depreciation and amortization, and impairment, net of tax		~	0.1
Net legacy asbestos and environmental charges, net of tax		~	—
Adjusted income at the mid-point [1] (a)	$	~	1.3
Cash provided by operating activities	$	~	1.6
Capital expenditures		~	(0.3)
Free cash flow (b)	$	~	1.3
Free cash flow conversion (b/a)		~	100%

[1] Fiscal 2026 guidance based on Adjusted Income attributable to Rockwell, which includes an adjustment for SLB's non-controlling interest in Sensia.

Note: Guidance as of November 6, 2025; does not include the anticipated impact of the dissolution of the Sensia joint venture.

Performance Metric Definitions

Total ARR

Total ARR is a key metric that enables measurement of progress in growing our recurring revenue business. It represents the annual contract value of all active recurring revenue contracts at any point in time. Recurring revenue is defined as a revenue stream that is contractual, typically for a period of 12 months or more, and has a high probability of renewal. The probability of renewal is based on historical renewal experience of the individual revenue streams, or management's best estimates if historical renewal experience is not available. Total ARR growth is calculated as the dollar change in ARR, adjusted to exclude the effects of currency, divided by ARR as of the prior period. The effects of currency translation are excluded by calculating Total ARR on a constant currency basis. Total ARR includes acquisitions even if there was no comparable ARR in the prior period. We believe that Total ARR provides useful information to investors because it reflects our recurring revenue performance period over period including the effect of acquisitions. Our measure of ARR may be different from measures used by other companies. Because ARR is based on annual contract value, it does not represent revenue recognized during a particular reporting period or revenue to be recognized in future reporting periods and is not intended to be a substitute for revenue, contract liabilities, or backlog.

Book to bill

Book to bill is a key metric that provides an indication on the level of demand. Book to bill represents the growth or decline in backlog in the Lifecycle Services segment. A book to bill greater than one indicates a growing backlog while a book to bill less than one indicates a declining backlog. Book to bill is calculated as net orders divided by sales for a specified period. We believe that book to bill provides useful information to investors about the strength of our Lifecycle Services segment backlog. Our measure of book to bill may be different from measures used by other companies.

