

The BAIRD logo is located in the top right corner of the image. It consists of the word "BAIRD" in a bold, blue, sans-serif font, set against a white, trapezoidal background that tapers to the right.

2026

Global Consumer, Technology & Services Conference

Tuesday, June 2 – Thursday, June 4

INTERCONTINENTAL NEW YORK BARCLAY



**Rockwell
Automation**



Tessa Myers
SVP, Intelligent Devices



Aijana Zellner
VP Investor Relations & Market Strategy

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.



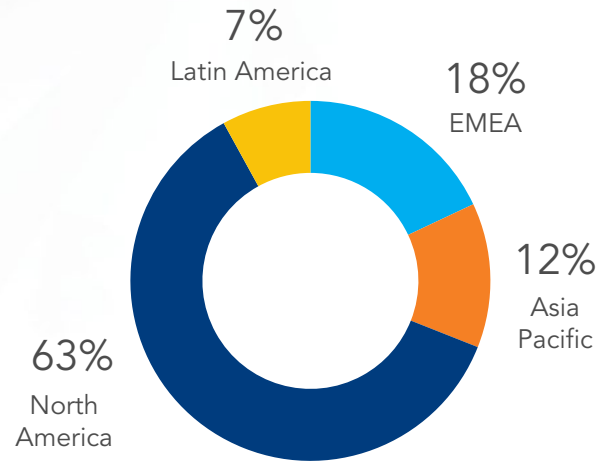
expanding human possibility®

As the world's largest pure-play industrial automation and digital transformation company, we are creating the future of industrial operations.

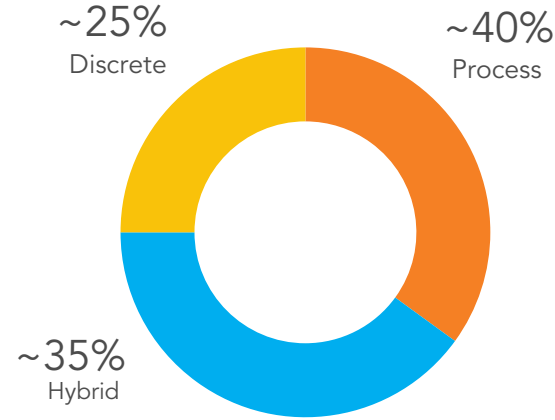
SERVING CUSTOMERS FOR 123 YEARS

AT A GLANCE

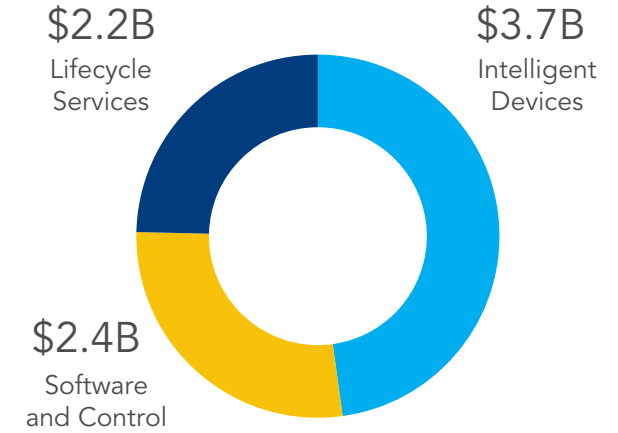
\$8.3B 2025 sales



BY REGION



BY INDUSTRY



BY SEGMENT

GLOBAL

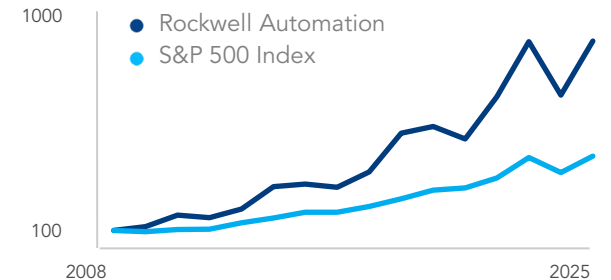
100+ Number of countries

26k Employees: more than half outside the U.S.

2025 WORLD'S MOST ETHICAL COMPANIES™ ETHISPHERE 17-TIME HONOREE World's Most Ethical Companies

FAST COMPANY The 50 best places to work for innovators

Total shareowner return

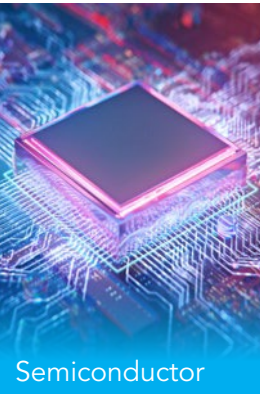


Largest Pure-Play Automation Company

Deep domain expertise across a diverse set of end markets



Auto / EV / Battery



Semiconductor



eCommerce



Food & Beverage



Life Sciences



Tire



Energy



Mining



Chemicals



Accelerating Profitable Growth with New Ways to Win

Strategic growth framework

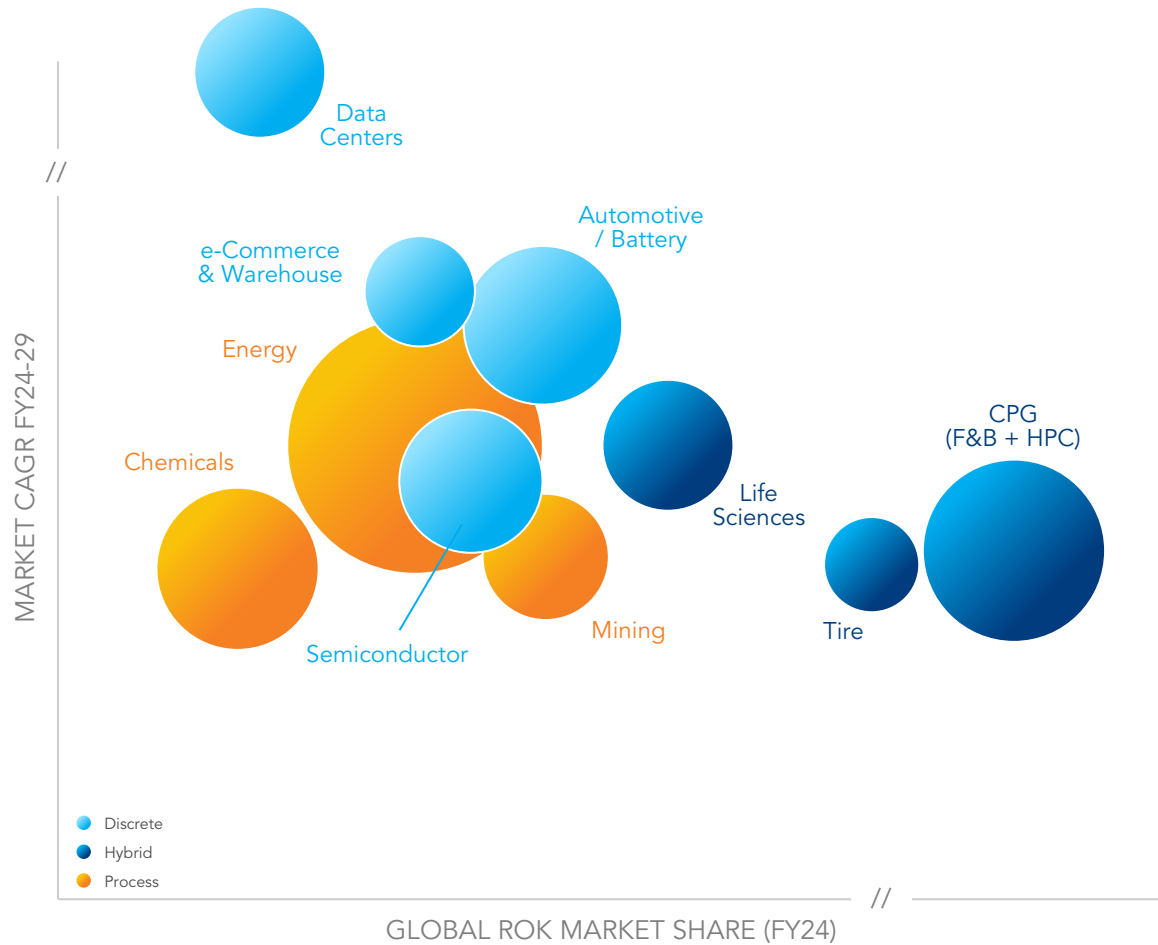
CUSTOMER NEEDS

EXAMPLE OF ROK DIFFERENTIATION

<p>Faster secular growth</p>	<p>Resiliency Agility Sustainability</p>	<p>Cybersecurity, Augmented Workforce Multi-Discipline Logix Energy Transition Capabilities</p>	<p>3-5%</p>	<p>5 - 8% ORGANIC SALES GROWTH</p>
<p>Share growth and expanded market</p>	<p>Shoring / Stimulus / Mega Projects Software Defined Automation Autonomous Operations Capacity Build-Out in Focus Industries Manufacturing Lifecycle Mgmt</p>	<p>Best Channel, Leading Share in NA Scalable Solutions & Business Models AI-Enabled Design, Control & Logistics Industry-Specific Solutions Simplified Digital Threads</p>	<p>1-2%</p>	
<p>ARR Recurring Software & Services</p>	<p>Flexible & Scalable Data Mgmt</p>	<p>Edge & Cloud Portfolio Cloud-Native Software Expertise</p>	<p>1%</p>	
<p>Acquisitions</p>	<p>Key Priorities:</p> <ul style="list-style-type: none"> • Industrial AI Applications • Market Access in Europe and Asia • Product Portfolio Expansion 		<p>1%</p>	
<p>TOTAL ANNUAL GROWTH THROUGH THE CYCLE</p>			<p>6 - 9%</p>	

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

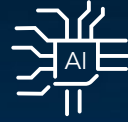
Over 2/3rds of total ROK business in higher growth industries

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

Moving from Industrial Automation to Autonomy



Software Defined
Automation



Artificial
Intelligence



Integrated
Robotics

Margin Expansion

	Margin Growth Drivers	Medium-term Range*
Intelligent Devices	<ul style="list-style-type: none"> • Share gain from next gen product launches across core platforms • Further synergies from recent acquisitions • Product cost optimization 	22% - 24%
Software & Control	<ul style="list-style-type: none"> • Continued share gains in Control • Higher software mix accelerated by key product launches • AI-enabled faster time to value 	31% - 34%
Lifecycle Services	<ul style="list-style-type: none"> • 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



The BAIRD logo is located in the top right corner of the image. It consists of the word "BAIRD" in a bold, blue, sans-serif font, set against a white, trapezoidal background that tapers to the right.

2026

Global Consumer, Technology & Services Conference

Tuesday, June 2 – Thursday, June 4

INTERCONTINENTAL NEW YORK BARCLAY



**Rockwell
Automation**



Tessa Myers
SVP, Intelligent Devices



Aijana Zellner
VP Investor Relations & Market Strategy