



Barclays Industrial Select Conference

February 18, 2026

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.



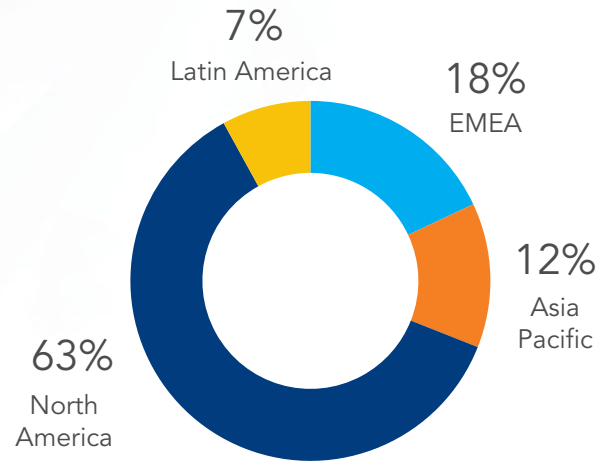
expanding human possibility®

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

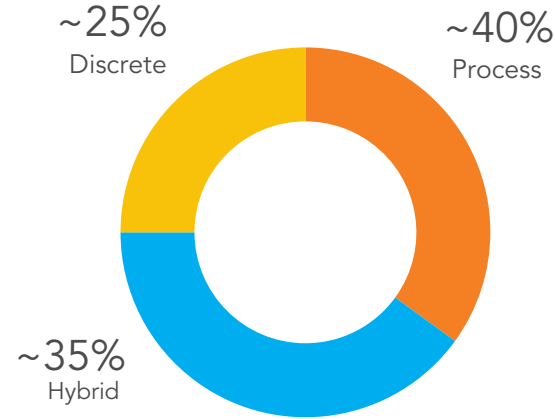
SERVING CUSTOMERS
FOR 123 YEARS

AT A GLANCE

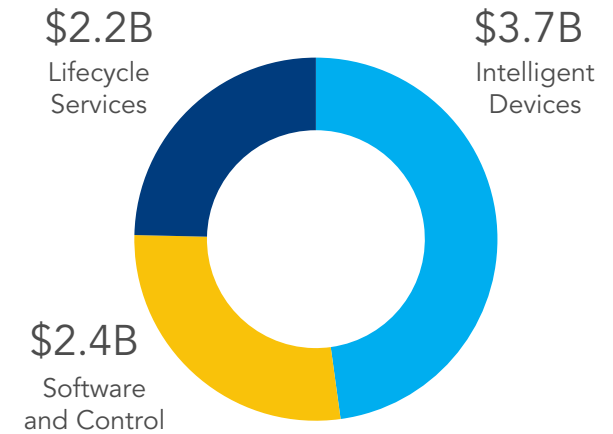
\$8.3B 2025 sales



BY REGION



BY INDUSTRY



BY SEGMENT

GLOBAL



100+ Number of countries



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

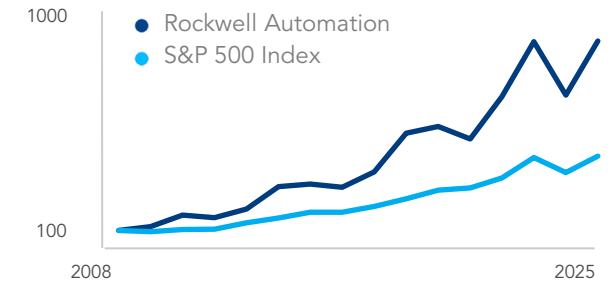


World's Most Ethical Companies



The 50 best places to work for innovators

Total shareowner return

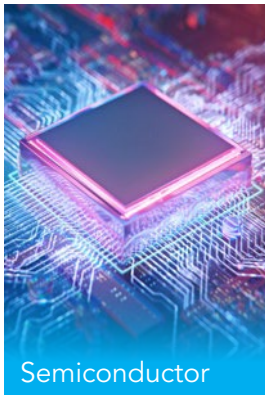


Largest Pure-Play Automation Company

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

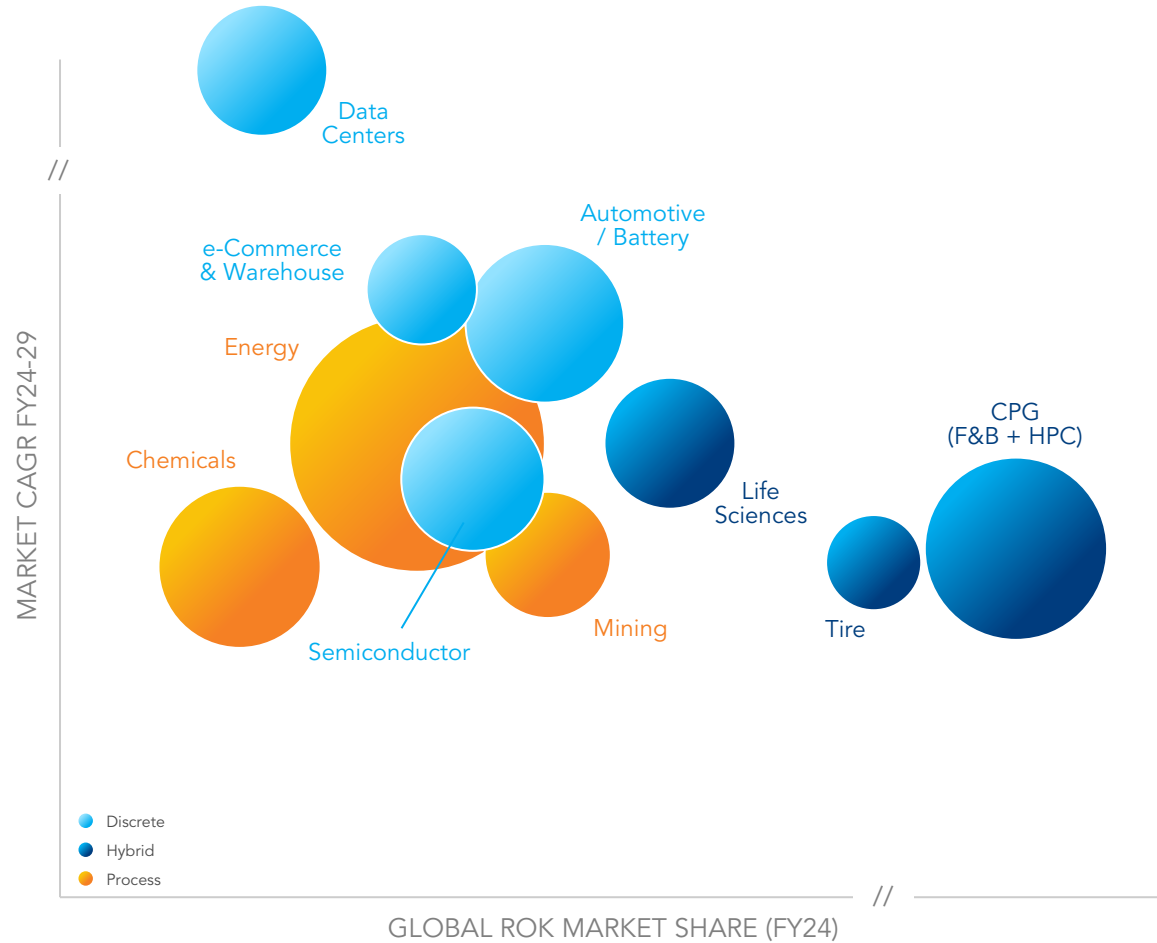
Strategic growth framework

CUSTOMER NEEDS		EXAMPLE OF ROK DIFFERENTIATION		5 - 8% ORGANIC SALES GROWTH
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%	



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	• 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



\$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

Full Year FY26 Outlook

- ▶ Reaffirming total reported sales growth range of 3% - 7%; organic sales growth range of 2% - 6%
- ▶ Total Annual Recurring Revenue (ARR) expected to grow high single digits
- ▶ Continue to expect segment margin of ~21.5%
- ▶ Updating Adjusted EPS range to \$11.40 - \$12.20, up ~12% YOY at the midpoint
 - ▶ Increased EPS guidance reflects updated full year tax rate
- ▶ Expect Free Cash Flow conversion of ~100%

Note: Updated guidance as of February 5, 2026; does not include the impact of the anticipated dissolution of the Sensia joint venture

Expect sequential improvement in sales and earnings through the year

Appendix



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 ▲ Home & Personal Care 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.

Note: Guidance as of February 5, 2026; does not include the impact of the anticipated dissolution of the Sensia joint venture.

Industry Segmentation

% of FY25 Sales



DISCRETE

~25%
of sales

- ~10% Automotive
- ~5% Semiconductor
- ~5% e-Commerce & Warehouse Automation
- ~5% General Industries
 - ▶ Marine
 - ▶ Mass Transit
 - ▶ Glass
 - ▶ Fibers & Textiles
 - ▶ Entertainment
 - ▶ Airports
 - ▶ Aerospace
 - ▶ 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

Q1 FY26 Results: Summary

Financial Summary

(\$ in millions, except per share amounts)

Total sales

Total segment operating earnings

Purchase accounting depreciation and amortization

Corporate and other

Non-operating pension and postretirement benefit credit

Net legacy asbestos and environmental charges ⁽¹⁾

Cost associated with dissolution of Sensia

Interest expense, net

Income tax provision

Net income

Net loss attributable to noncontrolling interests

Net income attributable to Rockwell Automation

Adjustments

Non-operating pension and postretirement benefit credit, net of tax

Purchase accounting depreciation and amortization attributable to Rockwell Automation, net of tax

Net legacy asbestos and environmental charges, net of tax

Cost, net of tax, and tax items associated with dissolution of Sensia attributable to Rockwell Automation

Adjusted Income

Adjusted EPS

Average diluted shares

Three Months Ended		December 31,	
	2025		2024
	\$ 2,105	\$	1,881
	\$ 435	\$	321
	(32)		(35)
	(30)		(35)
	3		—
	(1)		(3)
	(4)		—
	(29)		(35)
	(40)		(35)
	\$ 302	\$	178
	(3)		(6)
	\$ 305	\$	184
	(2)		—
	24		25
	1		2
	(17)		—
	\$ 311	\$	211
	\$ 2.75	\$	1.85
	112.9		113.5

⁽¹⁾ Legacy asbestos and environmental charges were previously included in Corporate and other. Three months ended December 31, 2024 has been recast to conform with current year presentation.

Reconciliation to Non-GAAP Measures

Free Cash Flow

(\$ in millions)

Net income

Depreciation/Amortization

Retirement benefits expense

Receivables/Inventory/Payables

Compensation and benefits

Pension contributions

Income taxes

Other

Cash flow from operations

Capital expenditures

Free cash flow

Adjusted Income

Free cash flow conversion

Three Months Ended		December 31,	
	2025		2024
\$	302	\$	178
	78		78
	6		10
	(45)		75
	(124)		(12)
	(2)		(3)
	5		(8)
	14		46
	234		364
	(64)		(71)
\$	170	\$	293
\$	311	\$	211
	55 %		139 %

Reconciliation to Non-GAAP Measures

Organic Sales

(\$ in millions)

Three Months Ended December 31,							
2025				2024			
	Reported Sales(a)	Effect of Changes in Currency(d)	Organic Sales(b)	Reported Sales(c)	Reported Sales Growth (a)/(c)	Effect of Changes in Currency (d)/(c)	Organic Sales Growth (b)/(c)
North America	\$ 1,339	\$ 1	\$ 1,338	\$ 1,150	16%	—%	16%
EMEA	372	26	346	332	12%	8%	4%
Asia Pacific	255	(1)	256	251	2%	—%	2%
Latin America	139	9	130	148	(6)%	6%	(12)%
Total	\$ 2,105	\$ 35	\$ 2,070	\$ 1,881	12%	2%	10%

Three Months Ended December 31,							
2025				2024			
	Reported Sales(a)	Effect of Changes in Currency(d)	Organic Sales(b)	Reported Sales(c)	Reported Sales Growth (a)/(c)	Effect of Changes in Currency (d)/(c)	Organic Sales Growth (b)/(c)
Intelligent Devices	\$ 953	\$ 16	\$ 937	\$ 806	18%	2%	16%
Software & Control	629	10	619	529	19%	2%	17%
Lifecycle Services	523	9	514	546	(4)%	2%	(6)%
Total	\$ 2,105	\$ 35	\$ 2,070	\$ 1,881	12%	2%	10%

Reconciliation to Non-GAAP Measures

Segment Operating Margin

(\$ in millions)

		Three Months Ended December 31,	
		2025	2024
Sales			
	Intelligent Devices (a)	\$ 953	\$ 806
	Software & Control (b)	629	529
	Lifecycle Services (c)	523	546
Total sales (d)		\$ 2,105	\$ 1,881
Segment operating earnings			
	Intelligent Devices (e)	\$ 165	\$ 120
	Software & Control (f)	196	133
	Lifecycle Services (g)	74	68
Total segment operating earnings ⁽¹⁾ (h)		435	321
Purchase accounting depreciation and amortization		(32)	(35)
Corporate and other		(30)	(35)
Non-operating pension and postretirement benefit credit		3	—
Net legacy asbestos and environmental charges ⁽²⁾		(1)	(3)
Cost associated with dissolution of Sensia		(4)	—
Interest expense, net		(29)	(35)
Income before income taxes (i)		\$ 342	\$ 213
Pretax margin (i/d)		16.2 %	11.3 %
Segment operating margin:			
	Intelligent Devices (e/a)	17.3 %	14.9 %
	Software & Control (f/b)	31.2 %	25.1 %
	Lifecycle Services (g/c)	14.1 %	12.5 %
Total segment operating margin ⁽¹⁾ (h/d)		20.7 %	17.1 %

⁽¹⁾ Total segment operating earnings and total segment operating margin are non-GAAP financial measures. We exclude purchase accounting depreciation and amortization, corporate and other, non-operating pension and postretirement benefit credit, net legacy asbestos and environmental charges, cost associated with dissolution of Sensia, 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⁾ Legacy asbestos and environmental charges were previously included in Corporate and other. Three months ended December 31, 2024 has been recast to conform with current year presentation.

Reconciliation to Non-GAAP Measures

Adjusted Income, Adjusted EPS, and Adjusted Effective Tax Rate

(\$ in millions, except per share amounts)

Net income attributable to Rockwell Automation	
Non-operating pension and postretirement benefit credit	
Tax effect of non-operating pension and postretirement benefit credit	
Purchase accounting depreciation and amortization attributable to Rockwell Automation	
Tax effect of purchase accounting depreciation and amortization attributable to Rockwell Automation	
Net legacy asbestos and environmental charges	
Tax effect of net legacy asbestos and environmental charges	
Cost associated with dissolution of Sensia attributable to Rockwell Automation	
Tax effects associated with dissolution of Sensia attributable to Rockwell Automation	
Adjusted Income	
Diluted EPS	
Non-operating pension and postretirement benefit credit, net of tax	
Purchase accounting depreciation and amortization attributable to Rockwell Automation, net of tax	
Net legacy asbestos and environmental charges, net of tax	
Cost, net of tax, and tax items associated with dissolution of Sensia attributable to Rockwell Automation	
Adjusted EPS	
Effective tax rate	
Tax effect of non-operating pension and postretirement benefit credit	
Tax effect of purchase accounting depreciation and amortization attributable to Rockwell Automation	
Tax effect of net legacy asbestos and environmental charges	
Tax effect associated with dissolution of Sensia attributable to Rockwell Automation	
Adjusted Effective Tax Rate	

Non-operating pension and postretirement benefit credit

(\$ in millions)

Interest cost	
Expected return on plan assets	
Amortization of net actuarial loss	
Non-operating pension and postretirement benefit credit	

Three Months Ended December 31,			
2025		2024	
\$	305	\$	184
	(3)		—
	1		—
	31		33
	(7)		(8)
	1		3
	—		(1)
	3		—
	(20)		—
\$	311	\$	211
\$	2.69	\$	1.61
	(0.02)		—
	0.22		0.22
	0.01		0.02
	(0.15)		—
\$	2.75	\$	1.85
	11.7 %		16.4 %
	(0.2)%		— %
	0.9 %		1.1 %
	(0.1)%		0.2 %
	5.0 %		— %
	17.3 %		17.7 %

Three Months Ended December 31,			
2025		2024	
\$	34	\$	34
	(42)		(41)
	5		7
\$	(3)	\$	—

Reconciliation to Non-GAAP Measures

Return On Invested Capital

(\$ in millions)

(a) Return

Net income
Interest expense
Income tax provision
Purchase accounting depreciation and amortization
Return

(b) Average invested capital

Short-term debt
Long-term debt
Shareowners' equity
Accumulated amortization of goodwill and intangibles
Cash and cash equivalents
Short-term and long-term investments
Average invested capital

(c) Effective tax rate

Income tax provision
Income before income taxes
Effective tax rate

(a) / (b) * (1-c) Return On Invested Capital

Twelve Months Ended December 31,	
2025	2024
\$ 873	\$ 912
149	161
173	140
362	143
<u>\$ 1,557</u>	<u>\$ 1,356</u>
\$ 889	\$ 968
2,587	2,626
3,615	3,614
1,371	1,365
(473)	(452)
(2)	(1)
<u>\$ 7,987</u>	<u>\$ 8,120</u>
\$ 173	\$ 140
1,046	1,052
<u>16.5 %</u>	<u>13.3 %</u>
<u>16.3 %</u>	<u>14.5 %</u>

Reconciliation to Non-GAAP Measures

Fiscal 2026 Guidance

(\$ in billions, except per share amounts)

Organic Sales

Organic sales growth

Foreign currency impact

Reported sales growth

Segment Operating Margin

Total sales (a)

Total segment operating earnings (b)

Costs not allocated to segments

Income before income taxes (c)

Total segment operating margin (b/a)

Pretax margin (c/a)

Adjusted Effective Tax Rate

Effective tax rate

Tax effect of non-operating pension and postretirement benefit credit

Tax effect of purchase accounting depreciation and amortization attributable to Rockwell Automation

Tax effect associated with dissolution of Sensia attributable to Rockwell Automation

Adjusted Effective Tax Rate

Adjusted EPS

Diluted EPS ⁽¹⁾

Non-operating pension and postretirement benefit credit, net of tax

Purchase accounting depreciation and amortization attributable to Rockwell Automation, net of tax

Net legacy asbestos and environmental charges, net of tax

Cost, net of tax, and tax items associated with dissolution of Sensia attributable to Rockwell Automation

Adjusted EPS ⁽¹⁾

Fiscal 2026 Guidance

2% - 6%

~1%

3% - 7%

\$ ~8.8

~1.9

~(0.4)

\$ ~1.5

~ 21.5%

~ 17.4%

~18.5%

~—%

~—%

~1.0%

~19.5%

\$10.75 - \$11.55

(0.08)

0.80

0.03

(0.10)

\$11.40 - \$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 February 5, 2026; sales growth and Adjusted EPS guidance do not include the impact of the anticipated dissolution of the Sensia joint venture.

Reconciliation to Non-GAAP Measures

Free Cash Flow Conversion

(\$ in billions)

Net income attributable to Rockwell Automation at the mid-point	
Non-operating pension and postretirement benefit credit, net of tax	
Purchase accounting depreciation and amortization attributable to Rockwell Automation, net of tax	
Net legacy asbestos and environmental charges, net of tax	
Cost, net of tax, and tax items associated with dissolution of Sensia attributable to Rockwell Automation	
Adjusted Income at the mid-point (a)	
Cash provided by operating activities	
Capital expenditures	
Free cash flow (b)	
Free cash flow conversion (b/a)	

Fiscal 2026 Guidance	
\$	~1.2
	~—
	~0.1
	~—
	~—
\$	~1.3
\$	~1.6
	~(0.3)
\$	~1.3
	~ 100%

Note: Guidance as of February 5, 2026; does not include the impact of the anticipated dissolution of the Sensia joint venture.



Performance Metric Definition

Total ARR

Annual recurring revenue (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 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.



**Rockwell
Automation**

expanding **human possibility**®

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