



**Rockwell  
Automation**

expanding human possibility<sup>®</sup>

# BofA Global Industrials Conference

March 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.



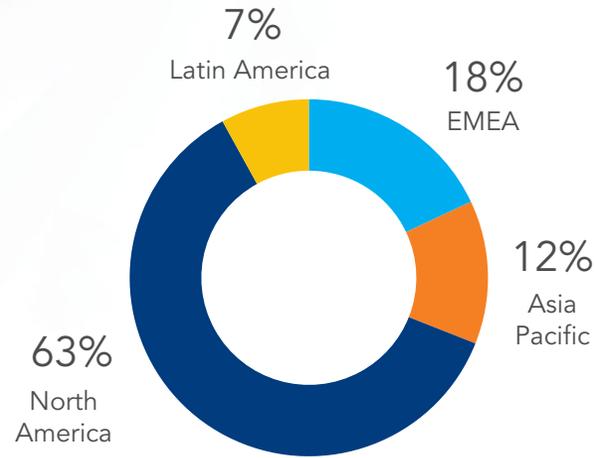
expanding human possibility®

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

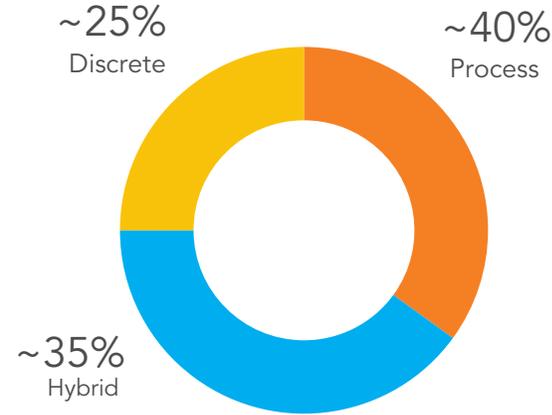
SERVING CUSTOMERS FOR 123 YEARS

## AT A GLANCE

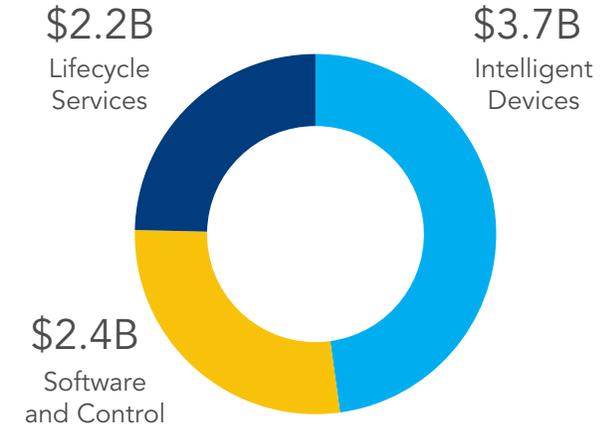
\$8.3B 2025 sales



BY REGION



BY INDUSTRY

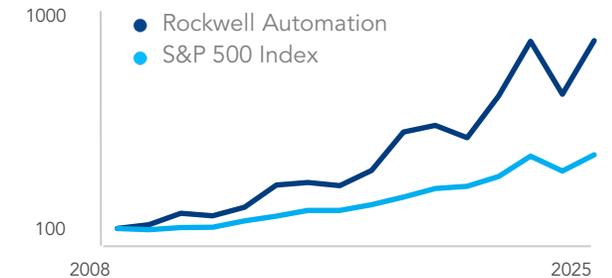


BY SEGMENT

## GLOBAL



## Total shareowner return



# Accelerating Profitable Growth with New Ways to Win

Strategic growth framework

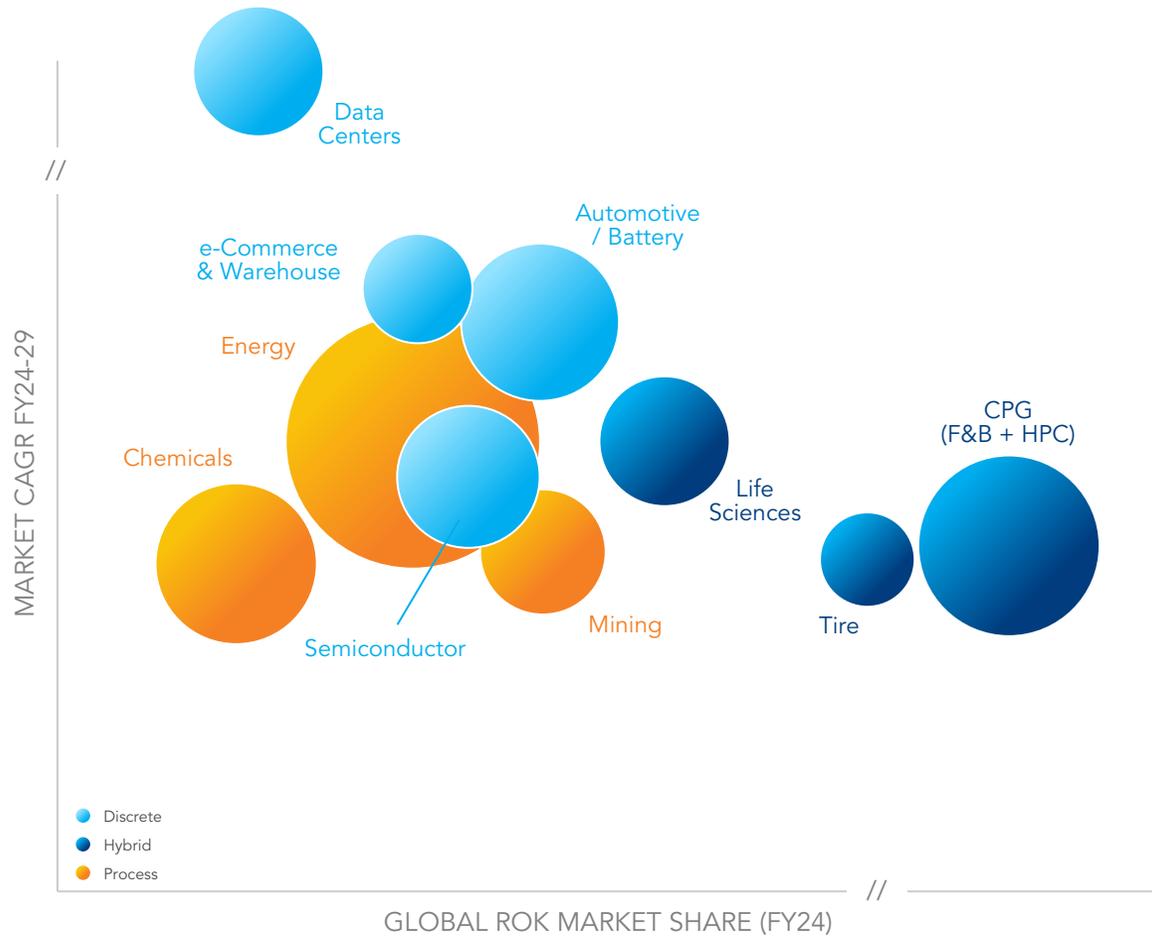
CUSTOMER NEEDS

EXAMPLE OF ROK DIFFERENTIATION

<p><b>Faster secular growth</b></p>	<p>Resiliency Agility Sustainability</p>	<p>Cybersecurity, Augmented Workforce Multi-Discipline Logix Energy Transition Capabilities</p>	<p>3-5%</p>	<p><b>5 - 8%</b> ORGANIC SALES GROWTH</p>
<p><b>Share growth and expanded market</b></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 &amp; Business Models AI-Enabled Design, Control &amp; Logistics Industry-Specific Solutions Simplified Digital Threads</p>	<p>1-2%</p>	
<p><b>ARR</b> Recurring Software &amp; Services</p>	<p>Flexible &amp; Scalable Data Mgmt</p>	<p>Edge &amp; Cloud Portfolio Cloud-Native Software Expertise</p>	<p>1%</p>	
<p><b>Acquisitions</b></p>	<p>Key Priorities:</p> <ul style="list-style-type: none"> <li>• Industrial AI Applications</li> <li>• Market Access in Europe and Asia</li> <li>• Product Portfolio Expansion</li> </ul>		<p>1%</p>	
<p><b>TOTAL ANNUAL GROWTH THROUGH THE CYCLE</b></p>			<p><b>6 - 9%</b></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

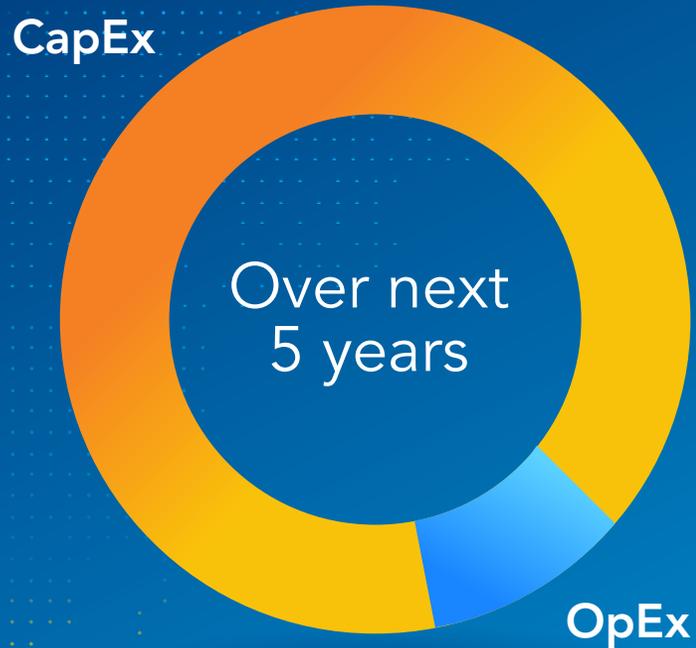
# Margin Expansion

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



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