2025
Task Force on Climate-related Financial Disclosures (TCFD) Analysis & Report

Rockwell Automation

Introduction

About this Report

Our 2025 TCFD Report presents data covering our 2025 fiscal year (October 1, 2024, through September 30, 2025) unless otherwise noted. Please see our Investor Relations site for consolidated financial statements and other SEC filings and governance documents.

Safe Harbor Statement

This report 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.

Rockwell has had a long-term commitment to sustainability. Our mission is to improve the quality of life by making the world more productive and sustainable. We recognize the increasing urgency and risks posed by climate change and have responded with more focus on both our own efforts to understand and mitigate the impacts of climate change as well as helping our customers achieve their own climate goals. Our products, services, and solutions are uniquely positioned to help our customers be more productive while also achieving efficiencies that will reduce cost, energy consumption, water, waste, and greenhouse gas (GHG) emissions, and allow them to be better overall stewards of environmental resources.

As a component of our long-standing sustainability strategy, Rockwell has adopted the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) to enhance our climate change disclosures. Using the TCFD framework, this report provides a progress update across each of the TCFD pillars: Governance, Strategy, Risk Management, and Metrics and Targets. We expect that the recommendations will evolve as regulators strive for better consistency and transparency in reporting on the possible impacts of climate change. We will continue to monitor best practices and regulations and evolve our reporting accordingly.

Governance

Strong corporate governance is the foundation of our commitment to sustainable, long-term value creation for all stakeholders. Rockwell's governance practices are designed to ensure transparency, accountability, and ethical conduct at every level of the organization. We benchmark our governance practices against best-in-class standards to ensure we are continually adapting to evolving stakeholder expectations and regulatory requirements.

BOARD OVERSIGHT

Our Board of Directors is responsible for oversight of the Company's strategy, including environmental, social, and governance (ESG) priorities. The management team reviews the Company's strategy with the Board at least annually, during which the Board evaluates short-term and long-term priorities and their impact on capital allocation and the Company's annual operating plan. The Board also leverages standing Committees to perform some oversight responsibilities on topics identified in each Committee's charter, including sustainability, ethics and compliance, and culture. Committee chairs report to the full Board on the topics reviewed and decisions made in their respective Committee meetings.

The Board has primary responsibility for oversight of the Company's enterprise risk management (ERM) program. The standing Committees of the Board address the risks related to their respective areas of oversight. Our risk oversight is aligned with the Board's oversight of the Company's strategies and business plans. Thus, the Board ordinarily receives reports on the risks implicated by the Company's strategic decisions concurrent with the deliberations leading to those decisions. In addition, the full Board annually receives an update on the ERM program and regularly receives reports from management on enterprise risks that are not specifically assigned to a Committee. See our most recent Annual Report on Form 10-K, for a detailed description of our most significant enterprise risks and long-term strategy.

The Board Composition and Corporate Governance Committee reviews and assesses the Company's policies and practices with respect to matters affecting the Company's culture and corporate responsibilities, including environmental protection, climate change, sustainability, and diversity and inclusion programs and initiatives.

The Technology Committee oversees strategies relating to technology innovation, initiatives, investments, and technical talent, and assists in oversight of artificial intelligence, cybersecurity risks associated with technology, information security, and product and service security.

The Audit Committee is responsible for reviewing the guidelines and policies that govern our process for financial risk assessment and management, including cybersecurity disclosures under SEC regulations, internal controls, and material financial risks.

The Compensation and Talent Management Committee oversees human capital management, including compensation, incentives, succession planning, and strategies relating to talent management and employee engagement.

MANAGEMENT OVERSIGHT

The responsibility for managing strategy and risk rests with executive management. Management periodically reports to the Board regarding the system that is used to assess, manage, and monitor risks and strategic opportunities. Management also reports to the Board on the risks and opportunities it has assessed to be the most significant, together with management's plans to mitigate and capitalize on those risks and opportunities. Executive officers are assigned responsibility for managing the risks and opportunities deemed most significant.

Executive Leadership Team

The Executive Leadership Team (ELT) is comprised of the CEO and his direct reports. The ELT owns the overall strategy and risk management responsibilities for the Company, including to:

i. ensure the Company is devoting the appropriate resources to capitalize on opportunities and mitigate risks;
ii. review and assess business strategy proposals and risk management and mitigation strategies for effectiveness;
iii. actively participate in the annual risk assessment and business strategy review (BSR) processes;
iv. review and challenge the critical enterprise risks and BSR opportunities identified during the assessment processes;
v. determine which risks and opportunities are most material to the Company and require regular oversight by the ELT and the Board of Directors; and
vi. appoint senior-level employees as risk and/or opportunity owners for the identified material risks and opportunities.

Chief Legal Officer

The Chief Legal Officer (CLO) is co-executive sponsor of the ERM program, as well as the owner of the enterprise risk Impact of Climate Change, for Rockwell. The CLO provides a sustainability update at each Board Composition and Corporate Governance Committee meeting.

Chief Financial Officer

The Chief Financial Officer is co-executive sponsor of the ERM program.

Vice President, Sustainability

The Vice President, Sustainability reports to the CLO and is responsible for the holistic sustainability strategy for the Company and the execution of that strategy. The VP, Sustainability provides a sustainability strategy update to the Board Composition and Corporate Governance Committee at least annually, which includes a discussion of material risks and opportunities and mitigation strategies.

Risk Council

Senior leaders who represent business groups and functions of the Company evaluate input from our ERM process and make recommendations to the Executive Leadership Team on key risks the Company faces.

Risk Managers

Leaders within the Company who represent each of the business groups and functions and facilitate the identification and prioritization of key risks the Company faces.

Program Manager

The program manager is responsible for overall election of the ERM program, including developing and facilitating the risk review and assessment process.

Strategy

Sustainability is central to our mission to make our customers more resilient, agile, and sustainable by delivering industrial automation and digital transformation solutions that simplify complex challenges. We have long understood that sustainability is a key imperative for our business and our stakeholders and we continuously adapt our sustainability approach to meet new challenges and make a meaningful, lasting difference in the world. Our sustainability priorities are focused on driving three outcomes:

Sustainable Customers
Enable our customers to achieve their own sustainability goals, making a positive impact on the world.

Sustainable Company
Create innovative, sustainable products and solutions and foster a culture that empowers employees to operate safely, sustainably, and responsibly.

Sustainable Communities
Support the communities in which we live and work, having an impact that extends beyond our own organization.

CLIMATE-RELATED RISKS AND OPPORTUNITIES

Rockwell has identified the following material climate-related risks and opportunities over the short-, medium-, and long-term. Short-term is defined as less than 12 months, medium-term is defined as one to seven years, and long-term is defined as greater than seven years to 25 years. These time horizons align to our net-zero goals. The following risks and opportunities are considered and managed across all timeframes.

Physical Risks

We face the potential harms of natural disasters, including those as a result of climate change, the duration and severity of which are highly uncertain and difficult to predict. Our business depends on the movement of people and goods around the world. Natural disasters (including but not limited to those as a result of climate change), could cause damage to or disrupt our business operations, our distribution network, our suppliers or our customers, and could create economic instability. Disruptions to our information technology (IT) infrastructure, including disruptions at third-party IT and other service providers, could also interfere with or disrupt our operations. Although it is not possible to predict such events or their consequences, these events could decrease demand for our hardware and software products, solutions, or services, increase our costs, or make it difficult or impossible for us to deliver products, solutions, or services.

Transition Risks and Opportunities

We are required to comply with an increasing number of environmental laws and regulations. Our customers may also be required to comply with such legislative and regulatory requirements. These requirements could increase our costs and could potentially have an adverse effect on our ability to do business in certain jurisdictions. Changes in these requirements could impact demand for our hardware and software products, solutions, and services.

The growing focus on ESG factors by investors and other stakeholders and evolving compliance requirements by regulators may impact our business. Failure to comply with ESG reporting requirements, including inaccurate or incomplete disclosures, may lead to regulatory penalties, litigation, and reputational damage. While the Company has adopted certain voluntary targets, environmental laws, regulations, or standards may be changed, accelerated, or adopted and impose significant operational restrictions and compliance requirements upon the Company, its products, or customers, which could negatively impact the Company's business, capital expenditures, results of operations, and financial condition.

Rockwell has increasing access to new markets and expanding opportunities with existing customers by enabling them to become more resilient, agile, and sustainable through the Connected Enterprise®. The global demand for industrial solutions that deliver sustainable outcomes is growing year after year, driven by increasing investments from our customers, partners, and competitors. This presents a significant opportunity for Rockwell to leverage our pure-play automation portfolio, industrial expertise, and deep customer relationships to help clients achieve their sustainability goals while becoming more efficient, productive, and resilient.

IMPACT TO ROCKWELL OPERATIONS, STRATEGY, AND FINANCIAL PLANNING

Mitigation actions related to physical risks

Rockwell assesses, monitors, and mitigates physical climate risks to large facilities in partnership with our property insurance company through site visits and climate analysis software, which provides climate risk analysis insights and proposed mitigation actions. The site visit reports include short- and medium-timeframe corrective actions evaluated and implemented locally. In addition, emergency response teams are accountable to local leadership to develop, document, and drill against plans to respond to acute emergency situations to protect human health and the environment with an escalation to Regional and Global Crisis Management teams. For larger sites these plans are assessed annually by our headquarters' Environmental, Health and Safety team. Furthermore, Rockwell contracts with a crisis management firm that provides integrated security, intelligence, and medical solutions to protect people, assets, and reputation. In addition to our own properties, Rockwell has visibility to our key supplier locations, and we are able to monitor actual natural disasters and other events that may impact our suppliers' ability to deliver to Rockwell.

Rockwell maintains a formal Enterprise Business Continuity & Resiliency Program and its policies are aligned with ISO 22301. The program supports the Company's goal of preparing, responding, and recovering in the event of a business disruption. The program prioritizes our ability to continue to deliver products and services at pre-defined acceptable levels following business operation disruptions. Developing recovery strategies in advance helps to safeguard people, technology, and facilities while significantly reducing the risks to the organization.

Our manufacturing locations are certified to ISO 14001 and ISO 45001, covering all our manufacturing sites globally with 25 or more employees conducting manufacturing and warehouse activities. Environmental and Safety Management Systems encompass emergency response planning activities including response to potential risks increased due to climate change and locally drive continual improvement of energy efficiency and reduction of GHG emissions. To view these certifications, visit our Environmental, Health, and Safety site.

We do not have a history of material impacts from physical risks, but through the actions above we monitor and evaluate risks and related mitigation actions to protect our assets and minimize any business impact from incidents that may occur.

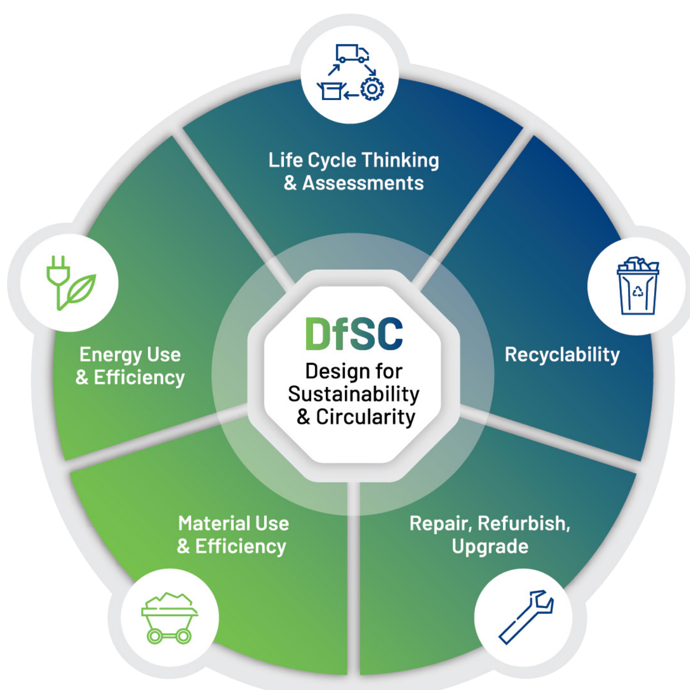
Mitigation actions related to transition risks

Rockwell's Sustainable Company team is charged with tracking environmental metrics. Rockwell further developed our GHG scope 1, 2, and 3 emission inventories and completed validation with the Science Based Targets Initiative (SBTi) this year.

The Finance team supports the sustainability team through review of policies and controls, validation of reported emissions metrics, and business plans related to SBTi goals. GHG emissions and related SBTi goal reporting support compliance with relevant environmental regulations and provide useful information to investors, customers, and other stakeholders.

Our commitment to building a more responsible supply chain includes working directly with suppliers to verify compliance with evolving ESG standards. A key focus in 2025 was preparing for the European Commission's Ecodesign for Sustainable Product Regulation (ESPR). We engaged more than 500 suppliers in education and data-sharing initiatives, collecting lifecycle assessments and carbon footprint data to enhance our product sustainability metrics. We also expanded engagement with our Supplier Council — a cross-industry group that provides valuable insights and shares best practices. We continued to align our Supplier Code of Conduct with the Responsible Business Alliance's Code of Conduct, while our third-party risk governance council received additional investment to strengthen oversight and drive accountability. These actions enable Rockwell to better assess our supply chain and minimize risks to business operations and IT infrastructure.

The Design for Sustainability and Circularity (DfSC) scorecard is embedded in the Rockwell development process as part of our quality team's Design for Excellence program. It guides product development engineers to embed sustainability into the design process, ensuring that new products meet both performance and sustainability goals. The DfSC scorecard results complement product life cycle assessments on Rockwell products to provide a holistic view of our product environmental impacts. In 2025, the DfSC life cycle assessment model was verified by a third party. By integrating sustainability into design from the start, Rockwell is building a portfolio that supports circularity, transparency, and long-term environmental performance.

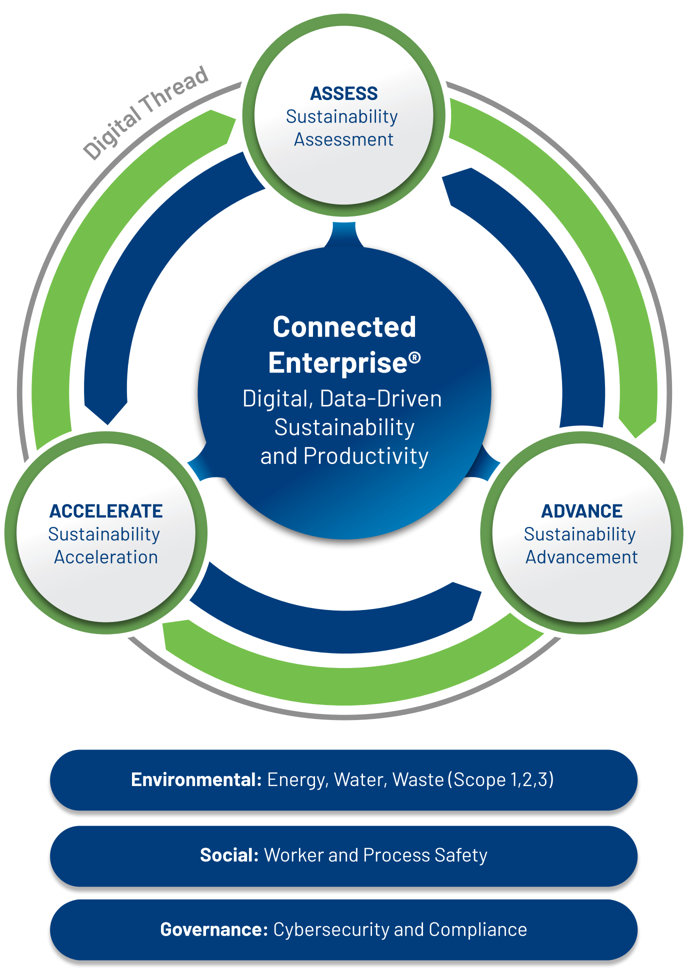


In the fall of 2025, we invited our top 25 shareowners representing approximately half of our outstanding shares to engage in discussions. We received feedback from shareowners representing 36% of our outstanding shares. Our discussions focused on environmental, social, and governance initiatives, practices, and trends, including sustainability practices and opportunities, Board governance, diversity and inclusion, and our executive compensation program.

Actions to capture transition opportunities

Rockwell drives sustainability revenue growth through two main streams: verticals and horizontals. Verticals are industries which are sustainable by nature. We focus on markets with strong growth potential and where Rockwell's expertise can deliver impactful value. Example industries are: carbon capture, hydrogen, batteries, electric vehicles, solar, and wind. Horizontals capture revenue across all industries we serve by helping our customers achieve their sustainability goals. Examples include energy management, electrification, and Kalypso's sustainability consulting. Through co-innovation with an ecosystem of partners, customers, OEMs, and adjacent industries, we expand our capabilities and reach—accelerating the growth of our sustainability business.

Triple A Framework to Customer Sustainability



Our Triple A Framework to Customer Sustainability is a circular and dynamic blueprint, and a maturity model that mimics a customer's sustainability journey and its key milestones. Through this model of continuous improvement, we meet our customers wherever they are on their journey helping them assess, advance, and accelerate their sustainability and productivity efforts and goals. We adopt a digital, data-driven approach enabled by the Connected Enterprise®, a core of our strategy where plant-level and enterprise networks converge to connect people, processes, and technologies across industrial operations.

All ESG domains are embodied in the Triple A approach: Environmental with energy, water, and waste optimization; Social with safety; and Governance with cybersecurity and compliance. Across this model, we collaborate with an ecosystem of customers and partners to integrate technologies and co-innovate around a circular future.

ASSESS: Turning Data into Insights

For many companies, building a sustainability strategy and roadmap is a crucial starting point. We help customers assess their operational sustainability by integrating data from various sources and existing technologies, converting it into actionable insights that are foundational for building that roadmap. Our sustainability assessment services span the environmental, social, and governance domains.

ADVANCE: Turning Insights into Strengths

Customers at this stage of their journey need solutions to advance their sustainability efforts by leveraging higher quality data and insights, and by increasing data visibility, completeness, and contextualization across the enterprise. We help our customers turn insights into strengths with a range of technologies that collect, integrate, and analyze sustainability and productivity data, including the data sources themselves.

ACCELERATE: Turning Strengths into Competitive Advantages

We help customers accelerate their operational sustainability through continuous optimization and connection of processes and systems driven by artificial intelligence, data, and co-innovation. Our platforms and AI-based solutions such as model predictive control and digital twins help customers optimize energy, water, and waste, and maximize industrial safety and cybersecurity.

All resources dedicated to mitigation and opportunity initiatives are evaluated annually as part of our budgeting process and periodically during strategic business reviews. Allocation decisions are made according to the assessed risk or anticipated return on investment associated with each initiative.

CLIMATE SCENARIO ANALYSIS

In 2026, Rockwell conducted a physical climate risk scenario analysis to assess potential climate-related risk to key operational and supplier locations. The assessment evaluated 12 acute and chronic physical perils across short-, medium-, and long-term time horizons, with long-term exposures assessed through 2050. The analysis considered two Intergovernmental Panel on Climate Change (IPCC)-aligned climate scenarios: a lower emissions pathway (SSP1-2.6) and a higher emissions pathway (SSP5-8.5), representing a range of plausible future warming outcomes and associated changes in physical peril intensity and frequency.

Financial impacts were modeled for a subset of six acute perils to estimate both projected annual losses and potential impacts from severe but less frequent events. For Rockwell's own facilities, projected impacts are primarily associated with flooding and hail in the United States and Asia, while modeled supplier impacts are largely driven by exposure to tropical cyclones and flooding in the Asia Pacific region. Projected impacts are concentrated in a relatively small number of locations where asset value and hazard intensity intersect. Modeled impacts increase over time, with more pronounced increases under the higher emissions scenario, particularly across the medium- and long-term horizons.

The mitigation actions described above directly address the primary physical risks identified in our climate scenario analysis, including flood, hail, and tropical cyclone exposure at both operational and supplier locations. Through facility-level risk assessments, emergency preparedness, business continuity planning, supplier monitoring, and insurance-aligned loss prevention programs, Rockwell reduces potential disruption, limits financial exposure from extreme events, and enhances operational resilience under a range of climate pathways. These actions support Rockwell's ability to manage increasing physical climate risks, particularly under higher-emissions scenarios, while maintaining continuity of operations and supply chain reliability.

Rockwell Automation considers climate related transition risks and opportunities as part of its broader ERM, strategic planning, and sustainability strategy. Transition risks and opportunities reflect the evolving regulatory, market, technological, and stakeholder landscape associated with the global transition to a lower carbon economy. Rockwell's transition scenario analysis is qualitative in nature and is designed to assess the resilience of our strategy under both the SSP1-2.6 and SSP5-8.5 transition pathways over the short-, medium-, and long-term horizons. The results validate the transition risks and opportunities described above. Strategy and mitigation actions for transition risks and opportunities will evolve as markets, regulations, and customer preferences change.

Risk Management

Our ERM process seeks to identify and address significant risks. Our ERM process assesses, manages, and monitors risks consistent with the integrated risk framework in the Enterprise Risk Management – Integrated Framework (2020) issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO). We believe that risk-taking is an inherent aspect of the pursuit of our strategy. Our goal is to manage risks prudently rather than avoid risks. We can mitigate risks and their impact on the Company only to a limited extent.

Risks are refreshed annually by the Risk Manager, with a rolling assessment of new or updated risks as the need arises. The Program Manager conducts an interview and requests an assessment of the current risk landscape, including the likelihood, impact to the organization, and strength of controls, which informs determination of residual risk.

A team of senior executives prioritizes identified risks and assigns an executive to address each major identified risk area and lead action plans to manage risks. Our Board of Directors provides oversight of the ERM process and reviews significant identified risks. The Audit Committee of the Board of Directors also reviews significant financial risk exposures, and the steps management has taken to monitor and manage them. Our other Board Committees also play a role in risk management, as set forth in their respective charters. The Risk Council, Disclosure Committee, and Risk Managers each contribute to the identification, review, and assessment of potential risks. Climate-related risks are incorporated into the overall ERM process and identified during comprehensive ESG materiality assessments which have historically been completed approximately every five years.

For information about how sustainability risks are included in ELT and Board communications for strategic prioritization, refer to the Governance section.

Metrics and Targets

Our commitment

Rockwell commits to reduce absolute scope 1 and 2 GHG emissions by 54.6% by FY2033 from the FY2024 base year. Rockwell also commits to reducing absolute scope 3 GHG emissions by 32.5% within the same timeframe.

Rockwell commits to reduce absolute scope 1 and 2 GHG emissions by 90.0% by FY2050 from the FY2024 base year. Rockwell also commits to reducing absolute scope 3 GHG emissions by 90.0% within the same timeframe.

SBTi approved Rockwell Automation's commitment, inventories, and targets in April 2026.

Greenhouse Gas (GHG) Emission Inventory

Our fiscal year 2024 (October 1, 2023, to September 30, 2024) is our baseline inventory. It has been adjusted to exclude emissions attributable to business activities assumed by the former joint venture partner upon dissolution of the Sensia joint venture effective April 1, 2026.

Emissions Scope	FY24 (tCO_2e)[1]
Scope 1: Direct	**23,223**
Scope 2: Indirect (market-based)	**68,509**
Scope 2: Indirect (location-based)	**67,725**
Scope 3: Value Chain: Upstream	**886,695**
Category 1 (purchased goods)	*588,240*
Category 2 (capital goods)	*41,506*
Category 3 (fuel- & energy-related activities)	*21,853*
Category 4 (transportation)	*176,830*
Category 5 (waste)	*1,423*
Category 6 (business travel)	*40,066*
Category 7 (employee commuting)	*16,777*
Scope 3: Value Chain: Downstream	**11,380,857**
Category 9 (transportation)	*14,403*
Category 11 (use of product sold)	*11,347,360*
Category 12 (end-of-life treatment of products sold)	*9,592*
Category 15 (investments)	*9,502*
Scope 3: Value Chain Total	**12,267,552**
Scope 1, 2 and 3 Total	**12,361,201**

As of August 2026, the most recent inventories available are scope 1 and 2 for FY2025. This inventory includes emissions attributable to business activities that have since been assumed by the former Sensia joint venture partner, as the Sensia joint venture was dissolved effective April 1, 2026.

Emissions Scope	FY25 (tCO_2e)[1]
Scope 1: Direct	**23,227**
Scope 2: Indirect (market-based)	**70,647**
Scope 2: Indirect (location-based)	**67,281**

[1] **tCO_2e:** metric tons carbon dioxide equivalent *(representative of total applicable greenhouse gas emissions)*

FY2024 and FY2025 scope 1 and 2 GHG emissions have undergone a limited assurance engagement conducted by an independent public accounting firm.

Our operational energy use is related to lighting, powering equipment, and heating and cooling our global locations. For scope 1, we are working to transition our global fleet to low-carbon vehicles and evaluating cost effective electrification options. For scope 2, we are securing renewable energy.

As a manufacturer of active products, 99% of our carbon footprint comes from scope 3, indirect emissions in our value chain—suppliers, logistics partners, and customers' use of our products. Reducing scope 3 emissions is significantly more complex than addressing our own operational emissions. These emissions fall outside our direct control and rely on coordinated efforts across the entire value chain. We can have a role in reducing these emissions by providing energy-efficient products, by helping customers be energy efficient, by increasing transparency in our scope 3 reporting, and through our commitment to aligning with SBTi targets.

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