Rockwell Automation

expanding **human possibility**®

Q4 Fiscal 2025 Earnings Presentation

November 6, 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.

Q4 FY25 Results Highlights

- Reported sales up 14% YOY; Organic sales up 13% YOY
- Total Annual Recurring Revenue (ARR) up 8% YOY
- Announcing dissolution of the Sensia joint venture, expected to close in the first half of fiscal 2026
- GAAP measures: pretax margin of 2.7% and diluted EPS of $1.23
  - Diluted EPS reduced by $1.88 of accounting adjustments and one-time charges
- Segment operating margin of 22.5%, up 240 bps YOY; Adjusted EPS of $3.34, up 32% YOY
  - Both segment operating margin and adjusted EPS were above expectations
- Achieved ~$325M in YOY productivity benefits for FY25
- Tariffs did not have a meaningful EPS impact in the quarter

Double-digit year-over-year growth in sales and earnings

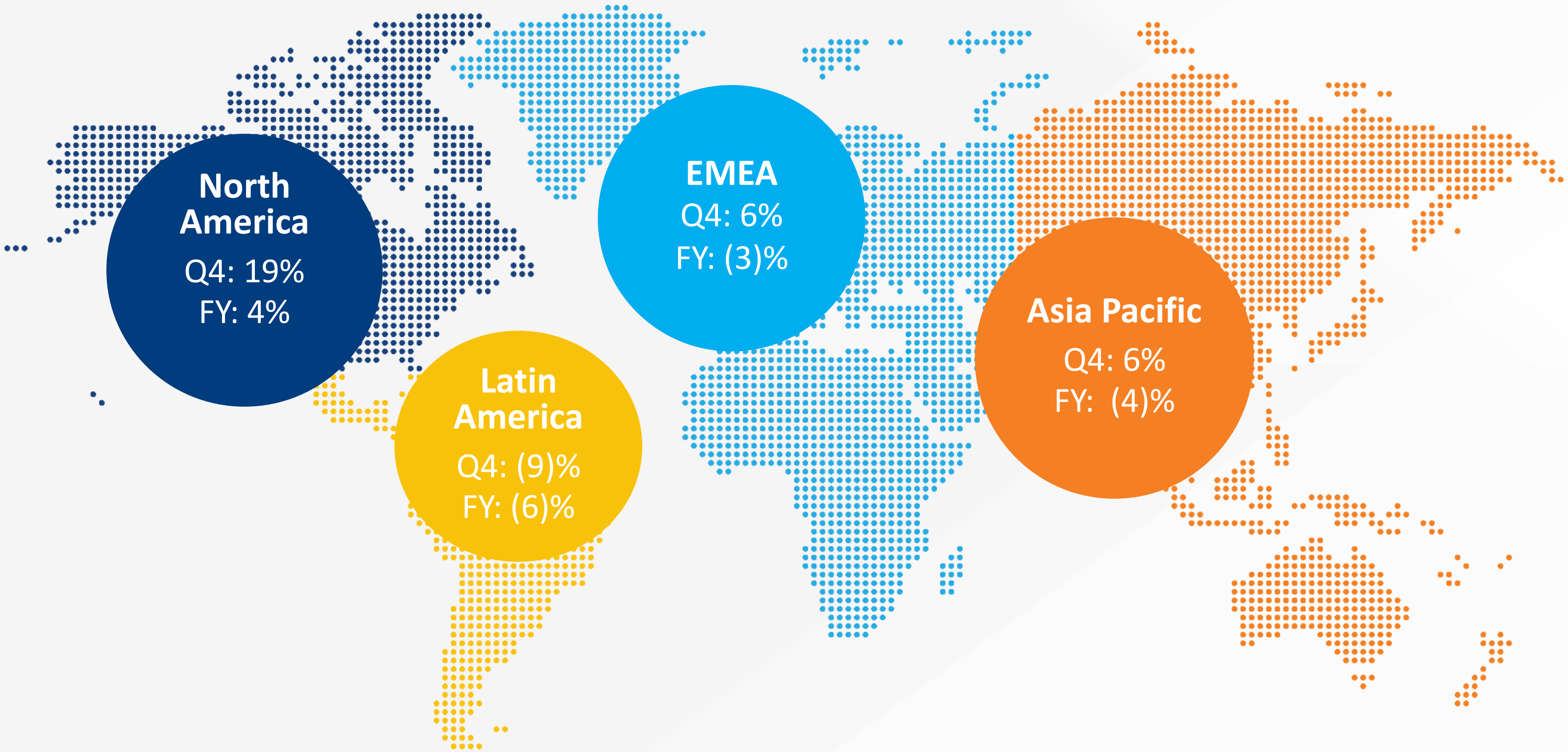
Note: Q4 FY24 has been recast to conform to the current presentation of Adjusted EPS. See appendix slide 22 for more details.

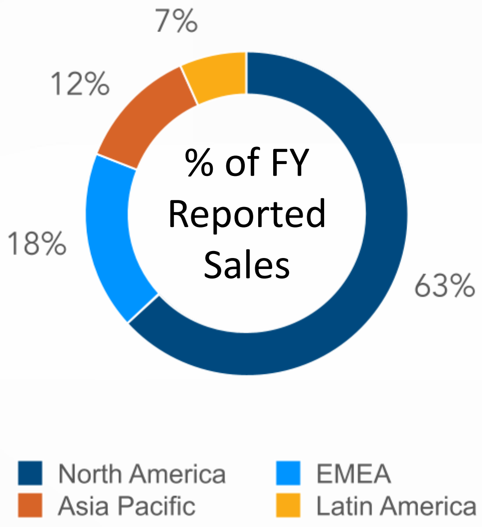
Q4 FY25 Organic Industry Segment Performance

	Q4 FY25 vs. Q4 FY24	Q4 FY25 vs. Q4 FY24
	Up ~20%	↑ Automotive up low double digits ↓ Semiconductor down mid single digits ↑ e-Commerce & Warehouse Automation up ~70%
	Up low double digits	↑ Food & Beverage up low double digits ↑ Life Sciences up low double digits ↓ Tire down mid teens
	Up ~10%	↑ Energy up low single digits ↑ Mining up high teens ↑ Chemicals up high teens

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

Q4 and Full Year FY25 Organic Sales Growth





North America continued to be the strongest region in FY25

Full Year FY25 Results Highlights

- Reported and organic sales up 1% YOY
- Total Annual Recurring Revenue (ARR) up 8% YOY
- GAAP measures: pretax margin of 11.0% and diluted EPS of $7.67
  - Diluted EPS reduced by $1.88 of accounting adjustments and one-time charges
- Segment operating margin of 20.4%, up 110 bps YOY
  - Includes ~$325M benefit from cost reduction and margin expansion actions
- Adjusted EPS of $10.53, up 7% YOY
- Free Cash Flow conversion of ~114%

Strong execution, price discipline, and continued focus on productivity

Note: FY24 and FY25 have been recast to conform to the current presentation of Adjusted EPS. See appendix slide 22 for more details.

Full Year FY26 Outlook

- 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
- Expect segment operating margin of 21.5%
- Adjusted EPS range of $11.20 - $12.20, up ~10% YOY at the midpoint
- Expect Free Cash Flow conversion of ~100%
- Guidance does not include the anticipated impact of the dissolution of the Sensia joint venture

Note: Guidance as of November 6, 2025

Well positioned to continue to gain share and expand margins

Driving Simplification and Margin Expansion

CHANGE	RATIONALE	Q4 2025 FINANCIAL IMPACT	ESTIMATED ANNUAL 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

Q4 FY25 Key Financial Information

($ in millions, except per share amounts)

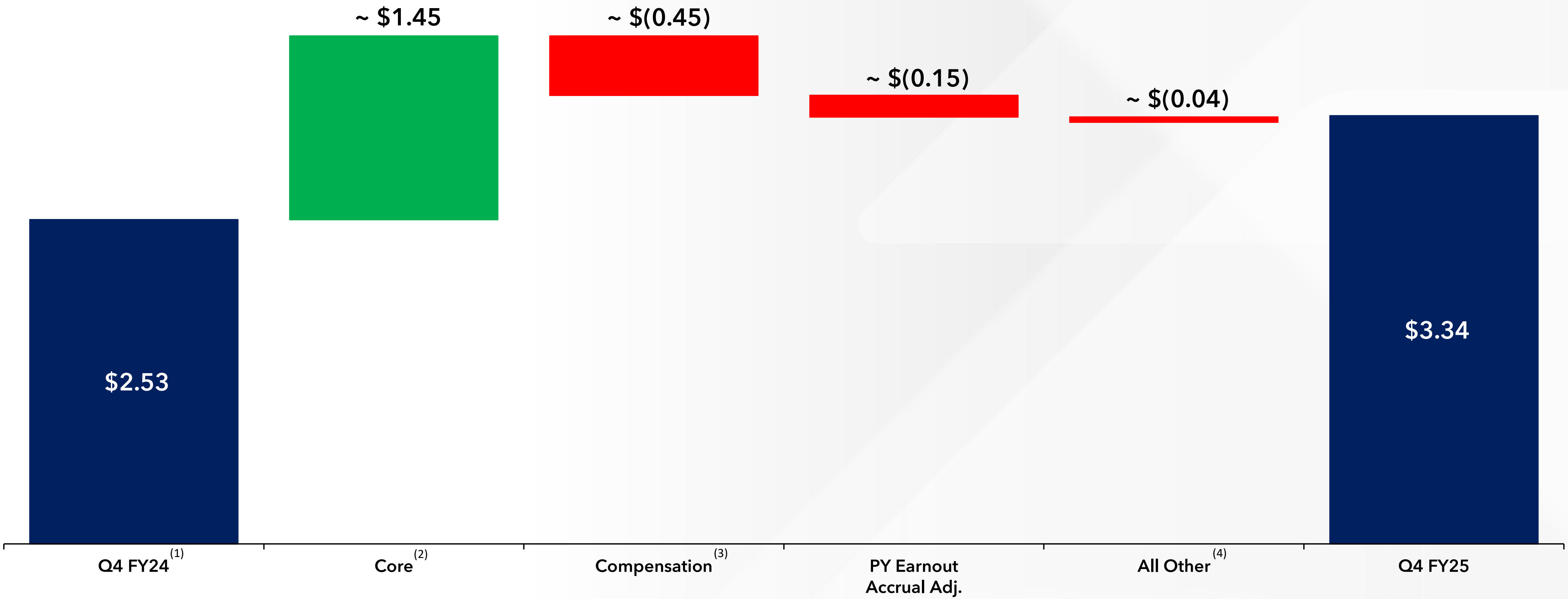
	Q4 FY25	Q4 FY24	YOY B/(W)
Sales	$2,316	$2,035	**Organic Growth** **+13 %** Inorganic Growth — % Currency Translation +1 % **Reported Growth** **+14 %**
Segment Operating Margin	22.5%	20.1%	240 bps
Corporate and Other	$27	$29	$2
Adjusted EPS	$3.34	$2.53	32%
Adjusted Effective Tax Rate	17.8%	15.3%	(2.5) pts
Free Cash Flow	$405	$367	$38

Note: Q4 FY24 has been recast to conform to the current year presentation. See appendix slide 22 for more details.

Q4 FY25 Segment Results

	Sales ($ in millions; YOY growth %)			Segment Operating Margin	Segment Highlights
Intelligent Devices	$1,086M	**Organic**	**+14 %**	**19.8%** (90) bps YOY	Lower segment margin reflects higher compensation costs and a prior year earnout accrual adjustment. The quarter also included favorable impacts from price realization and higher volume.
		Inorganic	— %		
		Currency	+1 %		
		Reported	**+15 %**		
Software & Control	$657M	**Organic**	**+30 %**	**31.2%** 880 bps YOY	Higher segment margin driven by higher sales volume and price realization, partially offset by higher compensation
		Inorganic	— %		
		Currency	+1 %		
		Reported	**+31 %**		
Lifecycle Services	$573M	**Organic**	**(4)%**	**17.5%** 30 bps YOY	Book-to-bill of 0.9, in line with historical seasonality Higher segment margin driven by strong project execution and productivity, partially offset by higher compensation
		Inorganic	— %		
		Currency	+1 %		
		Reported	**(3)%**		

Q4 FY24 to Q4 FY25 Adjusted EPS Walk



(1) Q4 FY24 has 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: Tax, Currency, Corporate Items, Interest Expense, Non-Controlling Interest, and Shares

Full Year FY25 Key Financial Information

($ in millions, except per share amounts)

	FY25	FY24	YOY B/(W)
Sales	$8,342	$8,264	**Organic Growth** +1 % Inorganic Growth — % Currency Translation — % **Reported Growth** +1 %
Segment Operating Margin	20.4%	19.3%	110 bps
Corporate and Other	$125	$114	$(11)
Adjusted EPS	$10.53	$9.85	7%
Adjusted Effective Tax Rate	17.1%	15.3%	(1.8) pts
Free Cash Flow	$1,358	$639	$719
ROIC	14.6%	15.2%	(0.6) pts

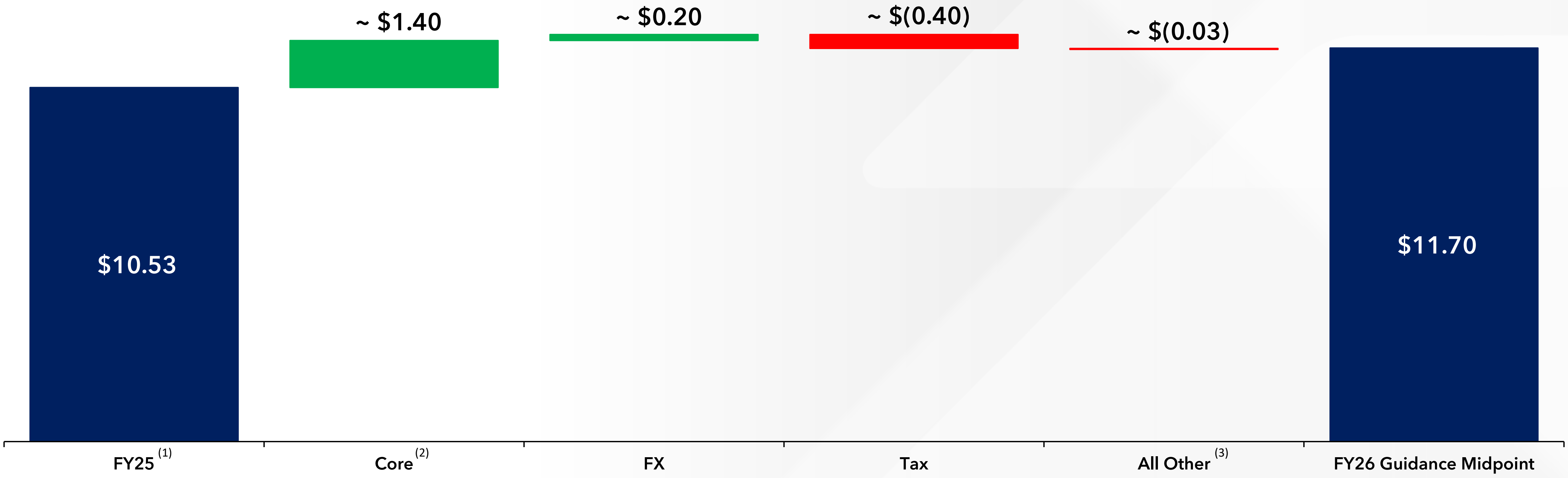
Note: FY24 and FY25 have been recast to conform to the current year presentation. See appendix slide 22 for more details.

FY26 Guidance

	Full Year Outlook
Sales Midpoint	~ $8.8B
Segment Operating Margin	~ 21.5%
Adjusted Effective Tax Rate	~ 20%
Adjusted EPS Range	$11.20 - $12.20
Free Cash Flow Conversion	~ 100%

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

FY25 Actuals to FY26 Guidance Adjusted EPS Walk



[1] FY25 has been recast to conform to the current year presentation of Adjusted EPS. See appendix slide 22 for more details.

[2] Includes expected full year productivity and compensation

[3] All Other includes: Corporate Items, Interest Expense, Non-Controlling Interest, and Shares

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

INVESTOR DAY

CHICAGO, IL USA

NOV 18-19, 2025

Appendix

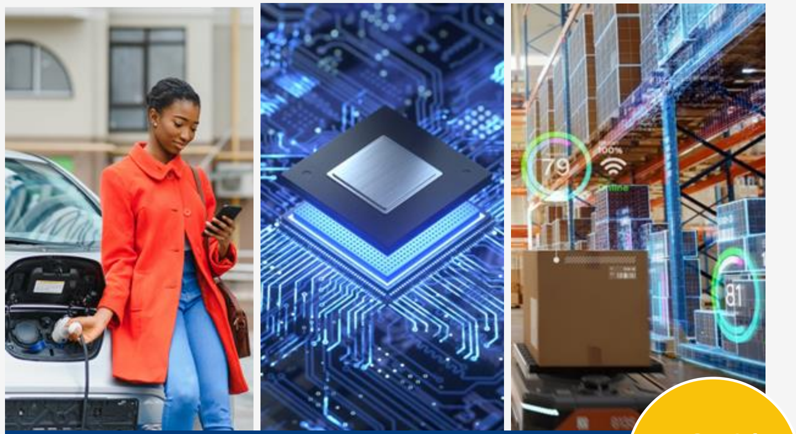
FY25 Organic Industry Segment Performance

	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
- 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

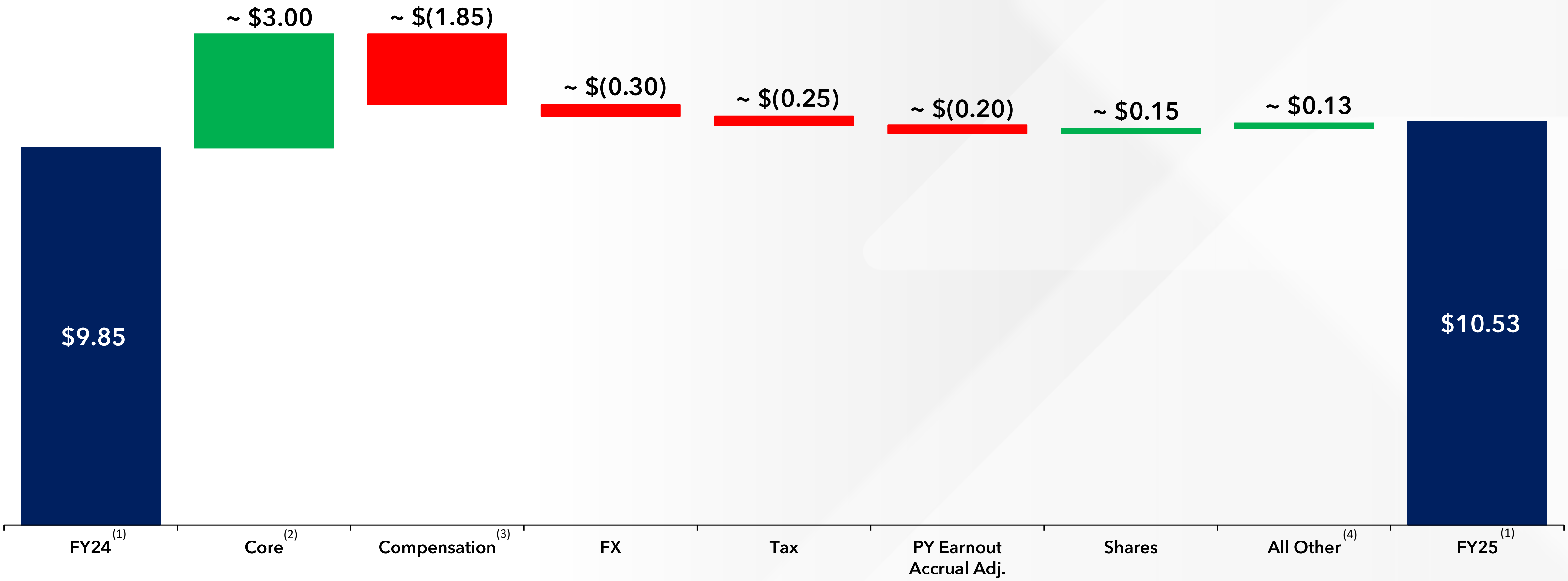
~5% Chemicals

~5% Water / Wastewater

~5% Pulp & Paper

*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

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	Three Months Ended September 30, 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 22 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 22 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,		Twelve Months Ended September 30,	
		2025	**2024**	**2025**	**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 22 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, 2025	Three Months Ended September 30, 2024	Twelve Months Ended September 30, 2025	Twelve Months Ended September 30, 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 22 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)

Reported and Organic Sales	Fiscal 2026 Guidance
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.

Thank you

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