Investor Day

Welcome



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.

Agenda

1 **We Delivered**
Performance Scorecard
ROK Operating Model

2 **What's Next**
Updated Long-Term Targets

3 **How We Accelerate**
From Automation to Autonomy Across the Industrial Lifecycle: Design, Operate, Maintain

4 **Financial Update**
Updated Long-Term Targets

5 **Q&A**

We Delivered



Blake Moret

CHAIRMAN & CEO

Performance Scorecard

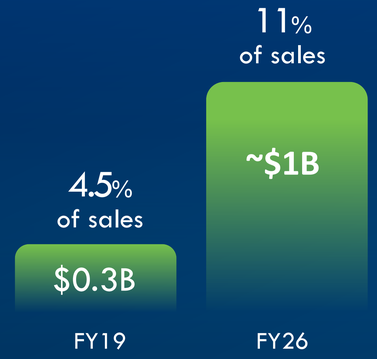
Segment Margins

	Medium-term Targets	FY26 Actuals
Intelligent Devices	22-24%	~20%
Software and Control	31-34%	~34%
Lifecycle Services	13-15%	~15%

Enterprise Operating Margin

	Medium-term Targets	FY26 Actuals
Total ROK	22%	~22%

Annual Recurring Revenue (ARR)



Price Realization

~6pts of underlying price since FY23

Productivity

Greater leverage with ~$650M of productivity

over last 10 quarters

Acquisitions

~$1B in profitable revenue

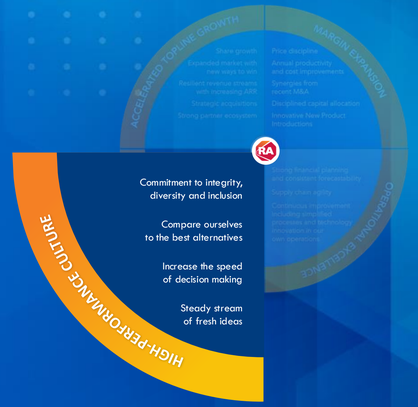
New capabilities with **Cloud-native Software, Digital Services, and Physical AI**

ROK Operating Model



ROK Operating Model

High-Performance Culture





Strong employee retention



Accelerating development with **AI-enabled tools**





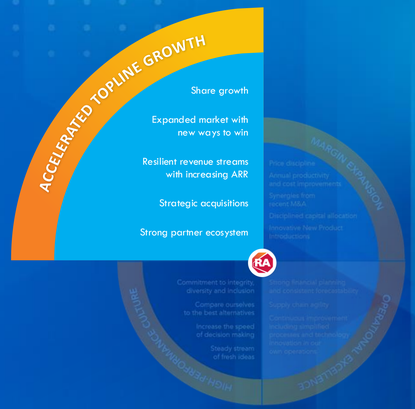


Greater innovation velocity

~200 product launches in FY26

ROK Operating Model

Accelerated Topline Growth



Share growth

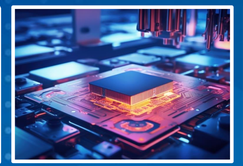
Market share gains across key product lines, including Controllers, I/O, LV Drives, and HMI*

Expanded market with new ways to win

Exposure to high-growth verticals:



Data Center



Semiconductor



e-Commerce & Warehouse

Strategic acquisitions

OTTO AMRs	Expanding physical AI and orchestration capabilities	**Double-digit growth** in autonomous material movement
ASEM	Edge-computing foundation for industrial AI	**Double-digit CAGR** since FY21
Software Acquisitions	**Differentiated, full-stack production execution system**	**Delivering ~20 point margin improvement** since FY23; rule of 50
Kalypso	Moving ROK upstream to capture larger customer opportunities	**Double-digit CAGR** since FY21

*Omdia July 2026

Accelerating Growth in Data Centers



Customer Data Center

Power Generation Renewables & Nuclear

Power Distribution LV/MV SWGR

Back-up Power



Building Management Systems

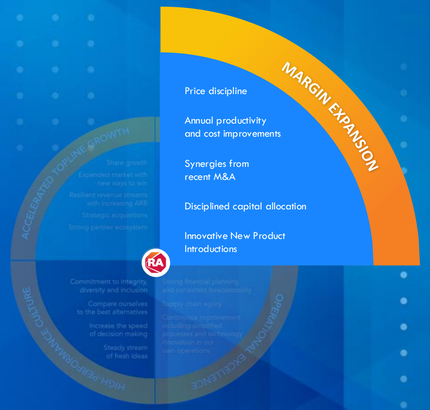
Chiller Plants

Water Treatment

Data center growth drives **demand for critical infrastructure,** expanding Rockwell's opportunity to power, cool and manage increasingly complex facilities

ROK Operating Model

Margin Expansion

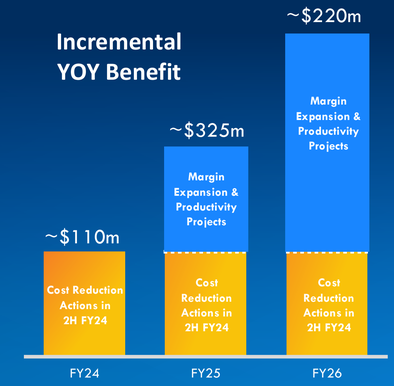


Strong Price Realization

~6pts of underlying price since FY23

Structural Productivity

~$650M cumulative productivity since 2H FY24



Disciplined Capital Allocation

20% ROIC in FY26

$1.9B returned to shareholders in FY26

Repurchased 8% of shares outstanding in last 5 years

Enterprise Operating Margin

Achieved long-term EOM target of 22% in three years

~22%
FY26 EOM

ROK Operating Model

Operational Excellence



Continuous Improvement

AI Center of Excellence



Manufacturing Efficiency



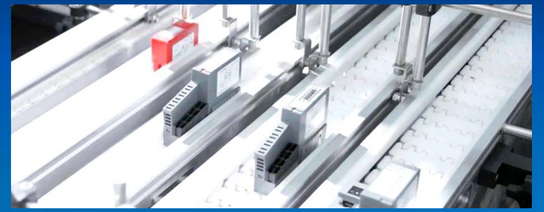
Labor Efficiency



Customer Co-Innovation



Product Cost Reduction



Cost of Quality



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What's Next

Why the Opportunity is Bigger Today



Blake Moret

CHAIRMAN & CEO

Accelerating Profitable Growth with New Ways to Win

Strategic Growth Framework

Faster secular growth	Continued Investments across Core ROK Industries Double-digit Growth in Newer End Markets Stronger Price Realization	3-5%
Expanded portfolio and share gains	Larger Customer Share of Wallet with New Ways to Win: • Physical AI and Autonomous Material Movement • Software Defined Automation • Plant-wide Orchestration with Agentic AI • AI Powered by Domain Expertise and Trusted Content New Capacity and Large Projects in North America	1-2%
ARR Recurring Software & Services	Expanding customer adoption of cloud-native SaaS portfolio and digital services across the industrial lifecycle	1%
Acquisitions	Key Priorities: • Profitable Product Portfolio Expansion • Market Access in Europe and Asia • Industrial AI Applications	1%
	TOTAL ANNUAL GROWTH THROUGH THE CYCLE	**6-9%**

5 - 8%
ORGANIC SALES GROWTH

Margin Expansion

	Margin Growth Drivers	Long-term Targets
Intelligent Devices	• Share and margin gain from next generation product launches • Continued productivity and product cost optimization • Operating leverage from scaling production logistics • Demand shaping and SKU rationalization	22%-25%
Software & Control	• Continued share gains across core control and visualization platforms • Higher software mix driven by new product innovation • Accelerating adoption of AI-enabled plant-wide orchestration • Operating leverage from scaling recurring revenue	35%-37%
Lifecycle Services	• AI-enabled delivery expanding capacity at lower incremental cost • Proprietary data and reusable content accelerating project execution • Structural mix shift toward scalable recurring revenue • Operating leverage from higher resource utilization and standardized delivery	16%-18%
Total ROK	**Operational Excellence & Continuous Improvement** · **Price Discipline** · **Accelerated Top Line Growth**	**Enterprise Operating Margin ~25%**

Technology Partner

Rockwell Automation

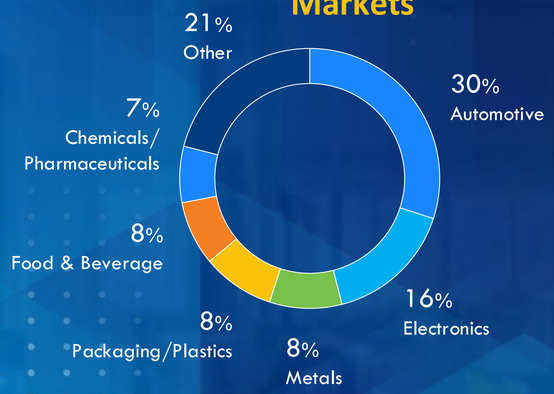
Blake Moret
Chairman and CEO

NVIDIA

Rev Lebaredian
Vice President Physical AI Simulation

Why AGILOX for ROK

End Markets



Significant European Installed Base

~80%
EMEA Revenue

250
Employees

AGILOX

AMR forklifts, with strong operations, and supply chain capabilities



- Accelerates our autonomous production logistics and **Physical AI** capabilities
- Expands participation in a market expected to grow at **20%+ CAGR**
- Combined with OTTO, #1 North America and #2 globally in AMR market share with 4,700+ deployed vehicles
- ~1pt of enterprise growth on annualized basis
- **Profitable** today and expected to be **Cash EPS accretive in year one**
- Will be reported within **Intelligent Devices**

Note: Fiscal 2027 guidance does not include the impact from the anticipated acquisition of AGILOX.

How We Accelerate

Accelerating Topline Growth by Moving from Automation to Autonomy

Blake Moret

CHAIRMAN & CEO

From Automation to Autonomy
Across the Industrial Lifecycle

DESIGN
Engineering Systems to Engineering Outcomes



Matheus Bulho
SVP SOFTWARE & CONTROL

Jordan Reynolds
SVP LIFECYCLE SERVICES

OPERATE
Automated Production to Autonomous Operations



Cyril Perducat
SVP & CHIEF TECHNOLOGY OFFICER



Tessa Myers
SVP & CHIEF REVENUE OFFICER

MAINTAIN
Reactive Maintenance to Autonomous Asset Management



Matt Fordenwalt
SVP INTELLIGENT DEVICES



Angela Rapko
VP GM, VISUALIZATION & ASSET MANAGEMENT

DESIGN

From Engineering Systems to Engineering Outcomes

Matheus Bulho
SVP SOFTWARE AND CONTROL

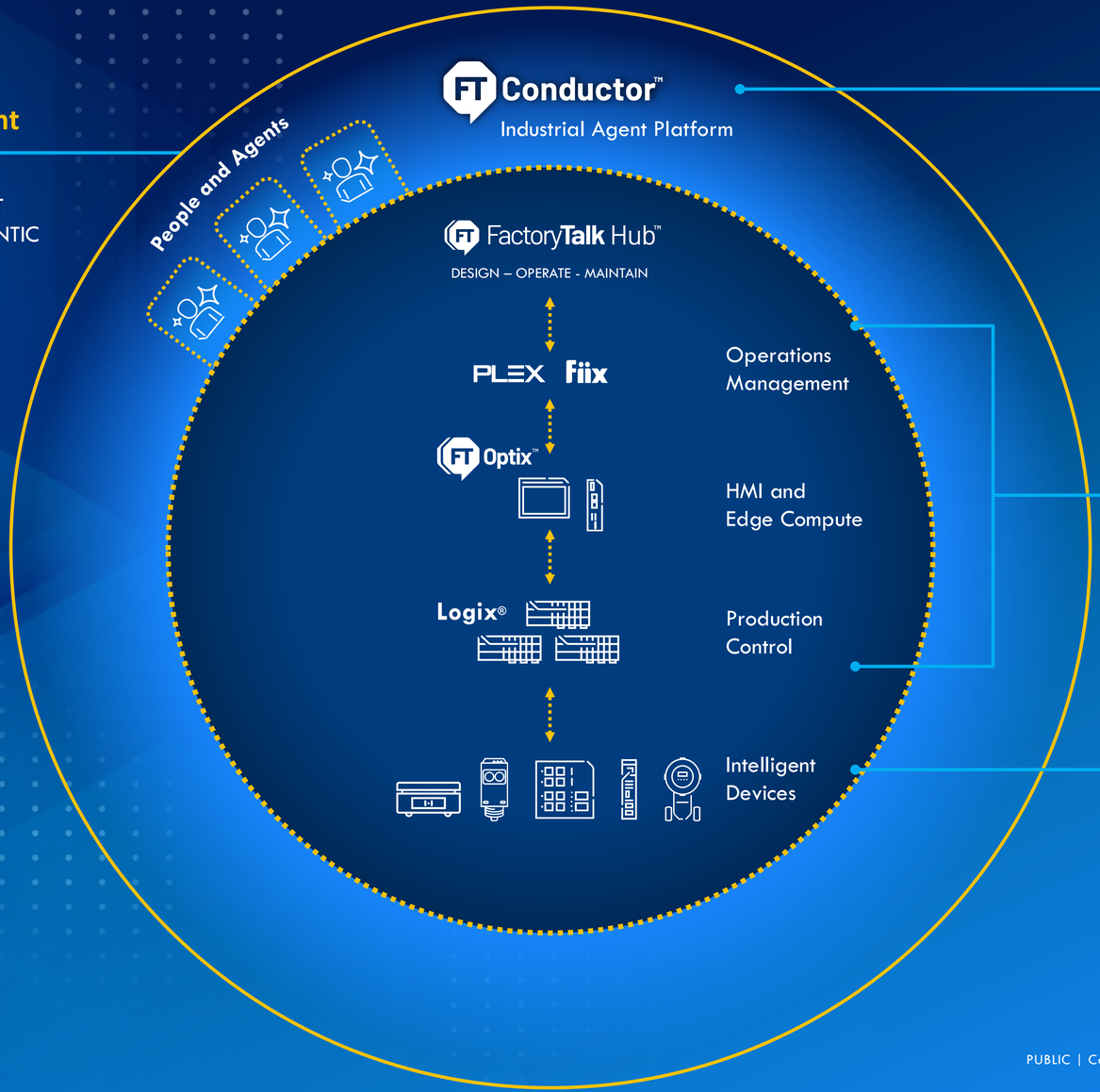
Jordan Reynolds
SVP LIFECYCLE SERVICES

DESIGN OPERATE MAINTAIN

Making AI meaningful across the systems that run production

Trusted Content and Skills

KNOWLEDGE THAT POWERS THE AGENTIC WORKFORCE



Plant-wide Agentic Orchestration

ORCHESTRATE

Software Defined Automation

THINK

Physical AI

SENSE + ACT

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Jordan Reynolds

SVP LIFECYCLE SERVICES

AI Across the Industrial Enterprise

Most powerful Industrial Agent Platform in the market, with a portfolio of products designed to be *used by agents*

FT Conductor™

Industrial Agent Platform

Industrial Skills Library · MCP Interfaces · Trusted Content

DESIGN

- Simulation & Emulation
- Programming IDEs
- HMI Design

OPERATE

- HMI & SCADA
- Discrete & Process Control
- Vision & Quality
- MES & Production Logistics
- Physical AI

MAINTAIN

- CMMS
- Asset Management
- Diagnostics & Troubleshooting

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Conductor

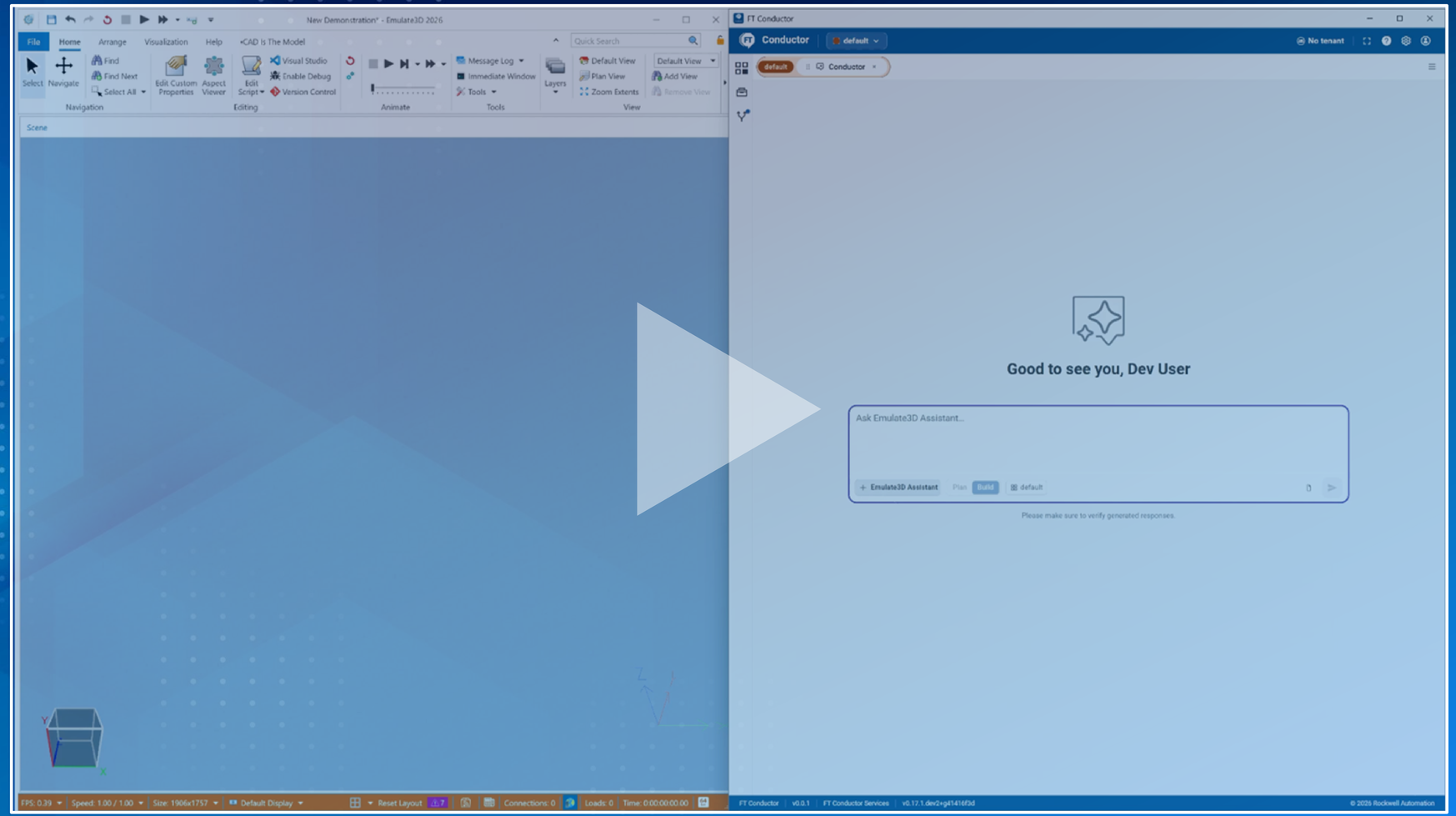
An agent autonomously executes an end-to-end automation project



Packaging Line with a Delta Robot

FT Conductor

Next, let’s see this at a factory scale



Parcel Hub

Why the opportunity is bigger for ROK

VALUE TO CUSTOMER

- Automate complex industrial workflows with minimal direct human involvement
- Adopt new cloud native tools, or leverage agents against your legacy systems

VALUE TO ROK

- New recurring revenue streams from industrial agents and cloud native design tools
- Easy to sell: sell the product, sell the agent that uses the product



Angelini
Technologies

Luigi De Vito

CHIEF EXECUTIVE OFFICER

Rockwell Automation | Angelini Technologies

OPERATE

From Automated Production to Autonomous Operations

Cyril Perducat
SVP & CHIEF TECHNOLOGY OFFICER

Tessa Myers
SVP & CHIEF REVENUE OFFICER

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Autonomy is automation augmented with reasoning and learning

Automation

- Safer, more productive plants
- Products safe to use, to consume
- Far fewer people hurt at work
- Trusted to work the right way
- Holds every machine at its target

Sense, think, act.

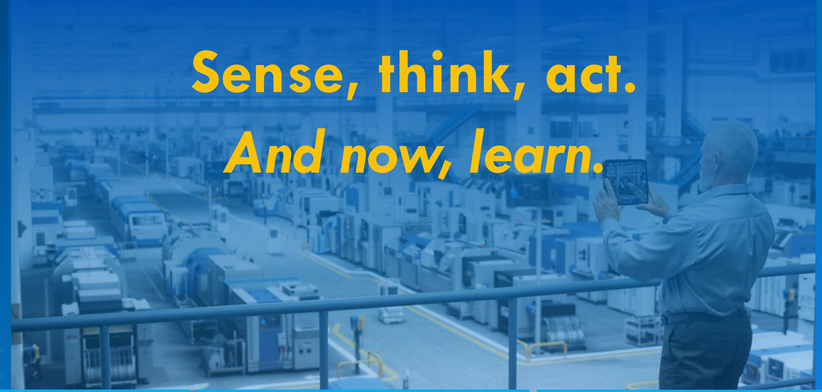


Autonomy

- Learns from every shift
- Solves problems within safety limits
- Gives people time for innovation
- Keeps expert knowledge in the plant
- Turns decisions into safe action

Sense, think, act.

And now, learn.



Capabilities bought and built

Cloud-native	AI embedded	Autonomous Material Movement	Agentic orchestration	Self-optimizing machines

Intelligence tells you what should happen.

Autonomy makes it happen, safely, and learns from the result

Schedule agent
Reschedules a line, changes a recipe

Plex, Cloud-native MES

Material flow agent
Coordinates materials and products to move themselves

OTTO Mobile Robots Autonomous Forklifts Independent Cart Technology

Machine agent
Acts at machine speed and precision, and adapts when the order changes

Logix, Drives and Motion Software-defined Automation

FactoryTalk Conductor orchestrates every agent, and works natively with our hardware and software

People direct a workforce of agents

Logix AI spots anomalies in the controller. Agents apply the known fixes, within the safety limits the team sets

"Most alarms are handled before I see them. What reaches me is what's new."

- Machine Operator

FactoryTalk Conductor and Plex weigh orders, materials and people, then propose a plan to approve

"When a customer calls with a rush order, I know the impact before I say yes."

- Plant Manager

Runs on the installed base, and on the AI models the customer already uses

"It fit our security rules. I'm glad IT and the plant built it together."

- Chief Information Officer

Illustrative goals, not customer quotes

Why the opportunity is bigger for ROK

VALUE TO CUSTOMER

- Starts on the controllers and lines already installed: no rip-and-replace
- Known problems fixed automatically, within limits the team sets
- Scarce experts spend their time on new problems, not repeat ones

VALUE TO ROK

- More value from every Logix controller and operator panel (HMI) already installed
- Every agent deployed pulls through more of our hardware and software
- A larger share of each customer's operations spend, where we are already present



Rockwell Automation

Tessa Myers

SVP & CHIEF REVENUE OFFICER

BHP



Johan van Jaarsveld

CHIEF TECHNICAL OFFICIER

MAINTAIN

From Reactive Maintenance to Autonomous Asset Management

Matt Fordenwalt
SVP INTELLIGENT DEVICES

Angela Rapko
VP GM, VISUALIZATION & ASSET MANAGEMENT

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Transforming the maintenance experience

Connecting asset intelligence, AI, and human expertise to **accelerate maintenance decisions and execution**

Reliability agent

Identifies failure pattern and recommends actions

Maintenance agent

Reviews asset's history and prepare maintenance work

Cybersecurity agent

Determines risk and prioritizes remediation



DESIGN OPERATE MAINTAIN

Creating value at every stage and over time for our customers

Prescriptive
Recommend and coordinate the outcome

Predictive
Anticipate developing issues

Condition-based
Use operating conditions to trigger action

Most customers

Preventive
Plan and schedule work

Reactive
Respond to failure

More context, more value

FT Conductor™ — Agents coordinates the workflow

Fiix ASSET HEALTH, FT Optix™, RA SecureOT — Understands health of the asset

FT AssetIQ, Fiix — Plans, executes and learns

TechConnectIQ — Cyber and lifecycle context

Asset management

DESIGN OPERATE **MAINTAIN**

Why the opportunity is bigger for ROK

VALUE TO CUSTOMER

- Conductor orchestrates industrial agents and workflows, moving customers faster from insight to action
- Human expertise and industrial intelligence come together to reduce downtime and improve asset performance

VALUE TO ROK

- Monetize every connected asset through Conductor subscriptions, premium agents, and digital services
- Expand recurring revenue and customer relationships across the full Design–Operate–Maintain lifecycle

Every connected asset becomes an opportunity for ongoing intelligence, services, and recurring revenue.

How We Accelerate

Accelerating topline growth by moving
from automation to autonomy

Blake Moret

CHAIRMAN & CEO

Financial Update



Christian Rothe

SVP AND CHIEF FINANCIAL OFFICER

Long-Term Growth Framework

Faster secular growth	Continued Investments across Core ROK Industries Double-digit Growth in Newer End Markets Stronger Price Realization	3-5%
Expanded portfolio and share gains	Larger Customer Share of Wallet with New Ways to Win: • Physical AI and Autonomous Material Movement • Software Defined Automation • Plant-wide Orchestration with Agentic AI • AI-Powered by Domain Expertise and Trusted Content New Capacity and Large Projects in North America	1-2%
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Acquisitions	Key Priorities: • Profitable Product Portfolio Expansion • Market Access in Europe and Asia • Industrial AI Applications	1%
	TOTAL ANNUAL GROWTH THROUGH THE CYCLE	**6-9%**

LONG-TERM FINANCIAL FRAMEWORK

- 35-40% core earnings conversion
- EPS growth > sales growth
- FCF conversion ~100%
- ROIC > 20%
- Target 2x leverage

Margin Expansion

	Margin Growth Drivers	Long-term Targets
Intelligent Devices	• Share and margin gain from next generation product launches • Continued productivity and product cost optimization • Operating leverage from scaling production logistics • Demand shaping and SKU rationalization	22%-25%
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Lifecycle Services	• AI-enabled delivery expanding capacity at lower incremental cost • Proprietary data and reusable content accelerating project execution • Structural mix shift toward scalable recurring revenue • Operating leverage from higher resource utilization and standardized delivery	16%-18%

Total ROK

Operational Excellence & Continuous Improvement | **Price Discipline** | **Accelerated Top Line Growth**

Enterprise Operating Margin ~25%

Strategic Investments

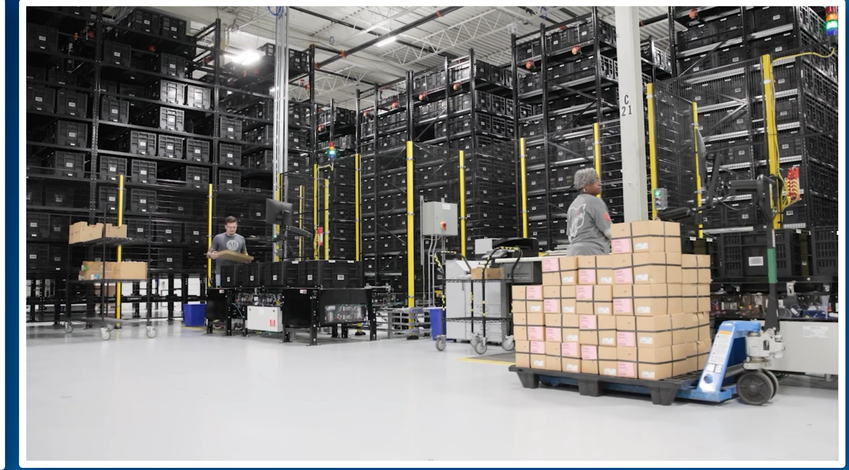
Digital Infrastructure



Factory of the Future



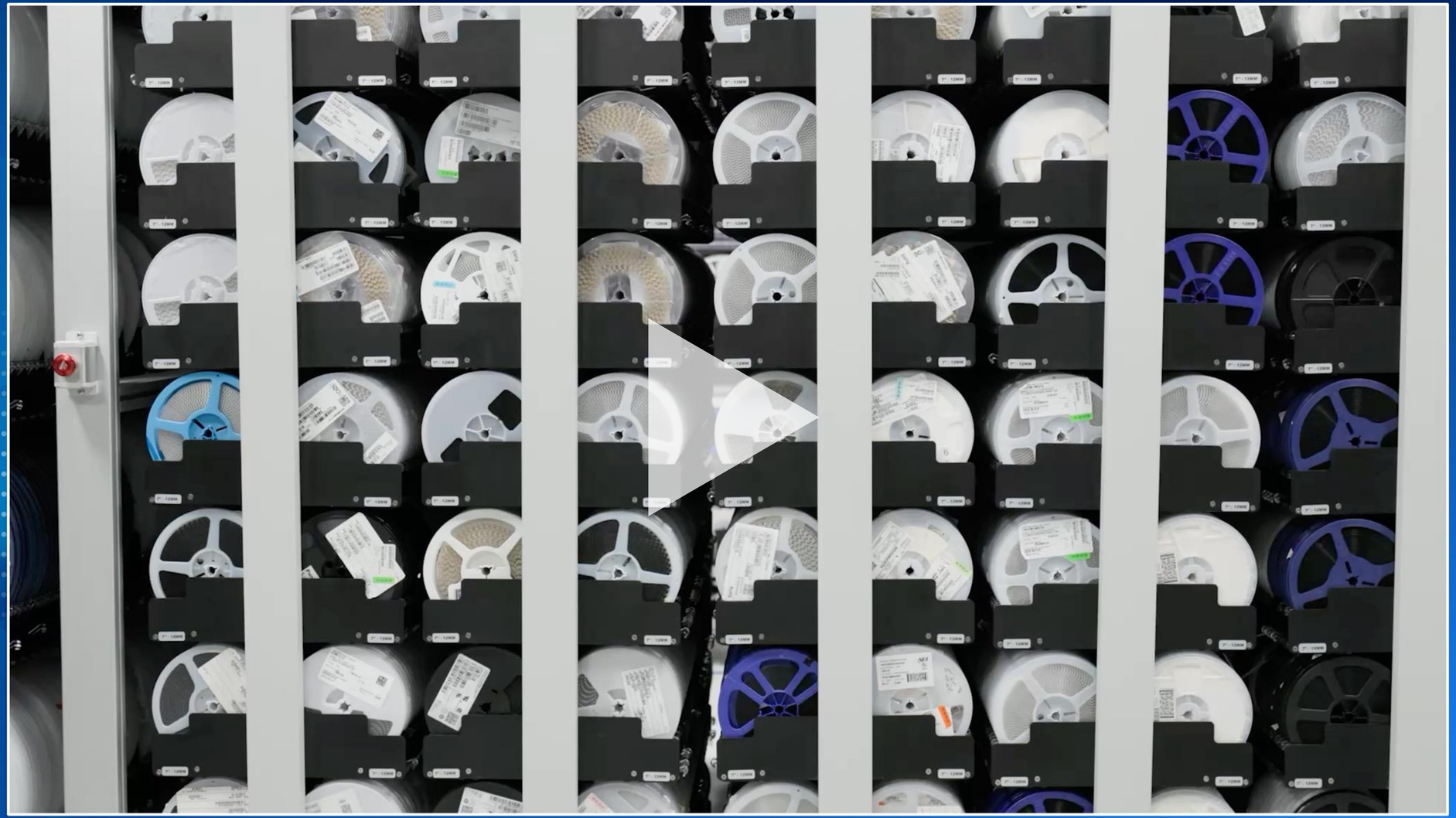
Twinsburg, Ohio



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Pick to Light

Twinsburg, OH



Automated Warehouse

Twinsburg, OH



Continuous Improvement

FY26

ROI Investment Model

Cost to Produce (CTP)

FY27

COST OF QUALITY (COQ)

Comprehensive quality measurement

- Enterprise-wide view through the product lifecycle
- Standardizes COQ metrics and accountability to improve visibility and decision-making
- Automates measurement and reporting using existing data and analytics capabilities
- Identifies of the highest-cost quality drivers; prioritizing root-cause elimination efforts

EXPECTED BENEFITS

Expand margins through structural reductions in COQ

Unlock productivity by eliminating recurring quality issues and associated process costs

Improve customer retention and NPS through higher product reliability and service quality

Enhance capital allocation by increasing visibility into the highest-ROI quality investment

Operationalizing Margin Expansion and Continuous Improvement

Enterprise Scale and Efficiency	Product Cost Reduction	Logistics	Insourcing/ Vertical Integration	Manufacturing Efficiency
Lifecycle Services process efficiency	Direct material sourcing	Air to ocean	Plastic molding	Line optimization
Clearpath profitability	Product redesign	In region for region	Finished good sub-assemblies	Labor cost reduction
Functional productivity	ROK on ROK	Transportation Management System	Outside services	Quality improvement
FY26 Highlights				
Clearpath Reached Profitability in Q4 **AI-enabled productivity across functions**	**Qualified Alternate Suppliers for Electronic Components**	**Continued Lane Optimization**	**Insourcing of Expense Material Print Operations**	**Conformal Coat Line Optimization**

Operationalizing Margin Expansion and Continuous Improvement

FY27 and beyond

Enterprise Scale and Efficiency	Product Cost Reduction	Logistics	Insourcing/ Vertical Integration	Manufacturing Efficiency
Real estate footprint optimization	Lower input cost by switching to new PCB, Memory suppliers	~20% ocean transport today, room for additional productivity	Insourcing of plastics and cables & wires	Material handling in electronic assembly
Optimized outside services	Leveraging digital tools and AI to develop software inhouse	Routing and freight optimization	Supplier tooling and wear parts	Autonomous material movement with OTTO AMRs
				

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Price discipline

Driving higher underlying price through the cycle



Structural price improvements expected to deliver ~2 pts of annual underlying price through the cycle

Capital Deployment

ORGANIC INVESTMENTS

Operating Cash Flow

Capital Expenditures — **~2.5 to 4% of Sales**

Free Cash Flow — **~100% of Adjusted Income**

INORGANIC INVESTMENTS

Acquisitions — **Target ~1 pt of growth per year**

EXCESS CASH RETURNED TO SHAREOWNERS

Dividends

Share Repurchases

Maintain “A” credit rating

Summary

Blake Moret

CHAIRMAN & CEO



Investor Day

Appendix

Capital Structure

	9/30/2026	Estimated 9/30/2027
Cash & Cash Equivalents	$0.4B	~$0.4B
Total Debt	$3.3B	~$4.0B
Net Debt	$2.8B	~$3.6B
Total Debt / EBITDA	1.5X	~1.6X
Net Debt / EBITDA	1.3X	~1.4X
Adj. Debt / EBITDA*	1.8X	~1.8X

* Estimate based on Moody's Investors Service definition and methodology, which treats pension underfunding, deemed repatriation tax liability, and leases as debt.

NOTE: FY26 estimate based on guidance as of November 7, 2025

FRAMEWORK

- Maintain "A" credit rating
- ~$400M cash
- Targeting ~2.0X Adjusted Debt / EBITDA
- Flexibility to temporarily increase leverage to ~3.5X Adj. Debt/EBITDA for strategic acquisitions

Financial discipline and flexibility

FY26 Organic Industry Segment Performance

	FY26 vs. FY25	FY26 vs. FY25
	Up high teens	↑Automotive up low double digits ↑Semiconductor up ~25% ↑e-Commerce & Warehouse Automation up ~30%
	Up mid single digits	↑Food & Beverage up mid single digits ↑Home & Personal Care up mid single digits ↑Life Sciences up mid single digits
	Up mid single digits	↑Energy up high single digits ↓Mining down low single digits ↑Chemicals up high single digits

Note: Organic sales growth rates depicted above exclude the impact of divestitures, the customer tariff refund program, and currency. Arrows reflect positive/negative directional growth vs prior year.

Industry Segmentation

% of FY26 Sales



DISCRETE

~30% of sales

~10% Automotive

~10% Semiconductor & Data Center

~5% e-Commerce & Warehouse Automation

~5% General Industrial

- ▶ Marine
- ▶ Mass Transit
- ▶ Glass
- ▶ Fibers & Textiles
- ▶ Entertainment
- ▶ Airports
- ▶ Aerospace
- ▶ Print & Publishing



HYBRID

~30% of sales

~20% Food & Beverage

~5% Life Sciences

~5% Household & Personal Care



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.

Note: Individual business segment, industry, and regional results do not reflect the impact of the IEEPA tariff refund related items.

FY25 to FY26 Adjusted EPS Walk

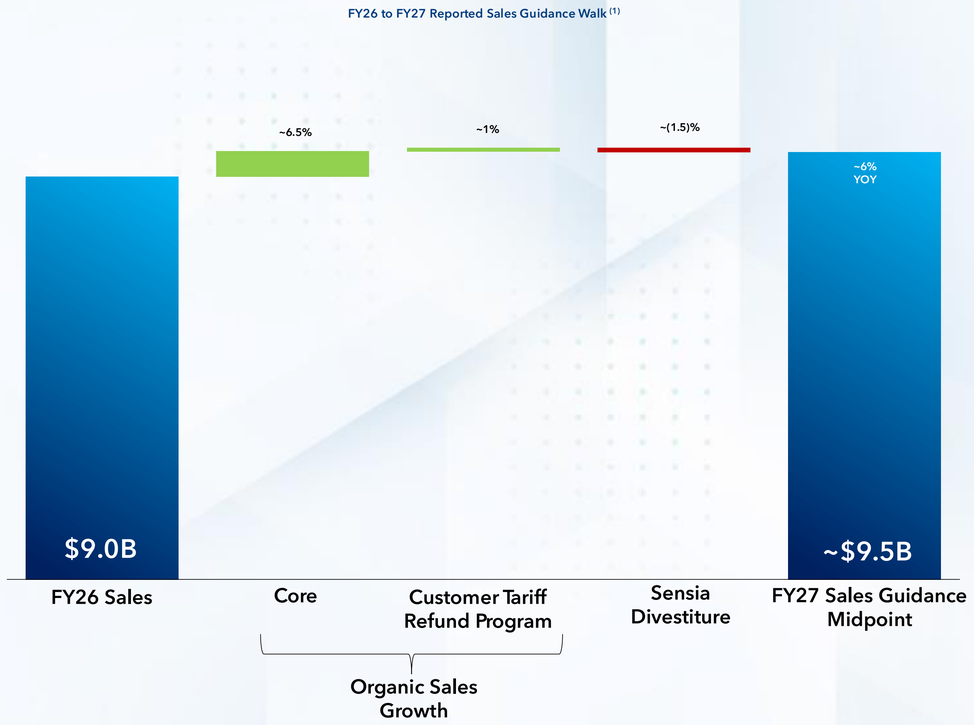


(1) Includes an $85 million reduction of sales for the customer tariff refund program, a $103 million reduction of cost of sales for IEEPA tariff refunds received, $5 million of interest received, and $8 million of related non-recurring charges.

(2) All Other includes: Corp Items, Non-controlling interest, and Pension.

FY27 Guidance

	Full Year Outlook
Sales Midpoint	~ $9.5B
Organic Growth Range [1] [2]	6% - 9%
Divestiture	~ (1.5)%
Enterprise Operating Margin	~ 23.0%
Adjusted Effective Tax Rate [2]	~ 20%
Adjusted EPS Range [2]	$14.50 - $15.50
Free Cash Flow Conversion	~ 100%



[1] Reported and Organic sales growth include a ~1 percentage point benefit from the FY26 customer tariff refund program.
[2] Organic sales growth, Adjusted Effective Tax Rate, and Adjusted EPS are non-GAAP measures. See Organic Sales, Adjusted Effective Tax Rate, Adjusted EPS, and Fiscal 2027 Guidance for more information on these non-GAAP measures.

Note: Guidance as of November 5, 2026.

FY27 Organic Industry Segment Outlook

	FY27 vs. FY26	Assumptions at Guidance Midpoint
	Up high single digits	↑Automotive up mid single digits ↑Semiconductor & Data Center up mid teens ↑e-Commerce & Warehouse Automation up ~10%
	Up mid single digits	↑Food & Beverage up mid single digits ↑Life Sciences up high single digits ↑Home & Personal Care up mid single digits
	Up mid single digits	↑Energy up mid single digits ↑Mining up low single digits ↑Chemicals up low single digits

Note: Guidance as of November 5, 2026, Organic sales growth rates depicted above exclude the impact of divestitures, the customer tariff refund program, and currency. Arrows reflect positive/negative directional growth vs prior year.

Q4 FY26 Results: Summary

Financial Summary ($ in millions, except per share amounts)	Three Months Ended September 30, 2026	2025
Total sales	$ 2,332	$ 2,316
Enterprise operating profit	$ 572	$ 493
Non-operating pension and postretirement benefit cost	(8)	(1)
Amortization of acquisition-related intangible assets	(29)	(35)
Impairment of intangible assets	—	(224)
Net legacy asbestos and environmental charges	5	(141)
Restructuring charges	(25)	5
Charitable contributions	(50)	—
Gain on dissolution of Sensia, net of transaction costs	(6)	—
Interest expense, net	(26)	(34)
Income tax provision	(87)	(33)
Net income	$ 346	$ 30
Net loss attributable to noncontrolling interests	—	(108)
Net income attributable to Rockwell Automation	$ 346	$ 138
Adjustments		
Non-operating pension and postretirement benefit (credit) cost, net of tax	$ 6	$ 1
Amortization of acquisition-related intangible assets, net of tax	22	25
Impairment of intangible assets, net of tax	—	110
Legacy asbestos and environmental charges, net of tax	(4)	107
Restructuring charges, net of tax	18	(4)
Charitable contributions, net of tax	38	—
Gain on dissolution of Sensia, net of transaction costs, tax and tax items	6	—
Adjusted Income	$ 432	$ 377
Average diluted shares	111.1	113.0
Diluted EPS	$ 3.11	$ 1.23
Adjusted EPS	$ 3.88	$ 3.34

Reconciliation to Non-GAAP Measures

Free Cash Flow

($ in millions)

	Three Months Ended September 30,		Twelve Months Ended September 30,	
	2026	2025	2026	2025
Net Income	$ 346	$ 30	$ 1,407	$ 749
Depreciation/Amortization	77	85	314	325
Retirement benefits expense	18	12	37	43
Pension contributions	(10)	(80)	(15)	(88)
Gain on dissolution of Sensia	5	—	(15)	—
Receivables/Inventory/Payables	70	4	17	(9)
Compensation and benefits	99	81	73	168
Impairment of intangible assets	—	224	—	224
Accounting change for net legacy asbestos-related defense costs	—	91	—	91
Income taxes	10	(38)	(82)	(168)
Other	65	45	222	209
Cash flow from operations	680	454	1,958	1,544
Capital expenditures	(78)	(49)	(257)	(186)
Free Cash Flow	$ 602	$ 405	$ 1,701	$ 1,358
Adjusted Income	$ 432	$ 377	$ 1,507	$ 1,195
Free Cash Flow as a % of Adjusted Income	139 %	107 %	113 %	114 %

Reconciliation to Non-GAAP Measures

Organic Sales by Region

(in millions, except percentages)

	Three Months Ended September 30,									
	2026			2025						
	Reported Sales(a)	Effect of Changes in Currency(b)	Organic Sales(c)	Reported Sales(d)	Divestiture(e)	Sales Excluding Divestitures (f)	Reported Sales Growth (a)/(d)	Effect of Changes in Currency (b)/(c)	Effect of Change from Divestiture (e)/(f)	Organic Sales Growth (c)/(f)
North America	$ 1,568	$ (2)	$ 1,570	$ 1,478	$ (32)	$ 1,446	6%	—%	(3)%	9%
EMEA	397	(5)	402	406	(29)	377	(2)%	(1)%	(8)%	7%
Asia Pacific	308	2	306	280	(3)	277	10%	1%	(1)%	10%
Latin America	144	9	135	152	(2)	150	(5)%	6%	(1)%	(10)%
Other unallocated items [1]	(85)	—	(85)	—	—	—	(4)%	—%	—%	(4)%
Total	$ 2,332	$ 4	$ 2,328	$ 2,316	$ (66)	$ 2,250	1%	—%	(2)%	3%

	Twelve Months Ended September 30,									
	2026			2025						
	Reported Sales(a)	Effect of Changes in Currency(b)	Organic Sales(c)	Reported Sales(d)	Divestiture(e)	Sales Excluding Divestitures (f)	Reported Sales Growth (a)/(d)	Effect of Changes in Currency (b)/(c)	Effect of Change from Divestiture (e)/(f)	Organic Sales Growth (c)/(f)
North America	$ 5,801	$ 5	$ 5,796	$ 5,270	$ (66)	$ 5,204	10%	—%	(1)%	11%
EMEA	1,603	73	1,530	1,488	(54)	1,434	8%	5%	(4)%	7%
Asia Pacific	1,108	10	1,098	1,024	(5)	1,019	8%	1%	(1)%	8%
Latin America	562	43	519	560	(3)	557	—%	7%	—%	(7)%
Other unallocated items [1]	(85)	—	(85)	—	—	—	(1)%	—%	—%	(1)%
Total	$ 8,989	$ 131	$ 8,858	$ 8,342	$ (128)	$ 8,214	8%	2%	(2)%	8%

[1] Represents estimated refunds to customers under the customer tariff refund program.

Reconciliation to Non-GAAP Measures

Organic Sales by Operating Segment

(in millions, except percentages)

	Three Months Ended September 30,									
	2026			2025						
	Reported Sales(a)	Effect of Changes in Currency(b)	Organic Sales(c)	Reported Sales(d)	Divestiture(e)	Sales Excluding Divestitures (f)	Reported Sales Growth (a)/(d)	Effect of Changes in Currency (b)/(c)	Effect of Change from Divestiture (e)/(f)	Organic Sales Growth (c)/(f)
Intelligent Devices	$ 1,144	$ 3	$ 1,141	$ 1,086	$ —	$ 1,086	5%	—%	—%	5%
Software & Control	754	(1)	755	657	—	657	15%	—%	—%	15%
Lifecycle Services	519	2	517	573	(66)	507	(9)%	—%	(11)%	2%
Other unallocated items [1]	(85)	—	(85)	—	—	—	(4)%	—%	—%	(4)%
Total	$ 2,332	$ 4	$ 2,328	$ 2,316	$ (66)	$ 2,250	1%	—%	(2)%	3%

	Twelve Months Ended September 30,									
	2026			2025						
	Reported Sales(a)	Effect of Changes in Currency(b)	Organic Sales(c)	Reported Sales(d)	Divestiture(e)	Sales Excluding Divestitures (f)	Reported Sales Growth (a)/(d)	Effect of Changes in Currency (b)/(c)	Effect of Change from Divestiture (e)/(f)	Organic Sales Growth (c)/(f)
Intelligent Devices	$ 4,185	$ 61	$ 4,124	$ 3,756	$ —	$ 3,756	11%	1%	—%	10%
Software & Control	2,818	37	2,781	2,383	—	2,383	18%	1%	—%	17%
Lifecycle Services	2,071	33	2,038	2,203	(128)	2,075	(6)%	2%	(6)%	(2)%
Other unallocated items [1]	(85)	—	(85)	—	—	—	(1)%	—%	—%	(1)%
Total	$ 8,989	$ 131	$ 8,858	$ 8,342	$ (128)	$ 8,214	8%	2%	(2)%	8%

[1] Represents estimated refunds to customers under the customer tariff refund program.

Reconciliation to Non-GAAP Measures

Enterprise Operating Profit and Enterprise Operating Margin

(in millions, except percentages)	Three Months Ended September 30,		Twelve Months Ended September 30,	
	2026	2025	2026	2025
Sales				
Intelligent Devices (a)	$ 1,144	$ 1,086	$ 4,185	$ 3,756
Software & Control (b)	754	657	2,818	2,383
Lifecycle Services (c)	519	573	2,071	2,203
Other unallocated items [1]	(85)	—	(85)	—
Total sales (d)	$ 2,332	$ 2,316	$ 8,989	$ 8,342
Segment operating earnings				
Intelligent Devices (e)	$ 247	$ 215	$ 839	$ 676
Software & Control (f)	256	205	952	708
Lifecycle Services (g)	85	100	312	319
Corporate and other (h)	(26)	(27)	(116)	(125)
Other unallocated items [1]	10	—	10	—
Enterprise operating profit [2] (i)	572	493	1,997	1,578
Non-operating pension and postretirement benefit credit (cost)	(8)	(1)	2	(1)
Amortization of acquisition-related intangible assets [3]	(29)	(35)	(120)	(141)
Impairment of intangible assets	—	(224)	—	(224)
Net legacy asbestos and environmental charges	5	(141)	2	(154)
Gain or loss on fair value of investments	—	—	(7)	(3)
Restructuring charges	(25)	5	(25)	5
Charitable contributions	(50)	—	(50)	—
Gain on dissolution of Sensia, net of transaction costs	(6)	—	4	—
Interest expense, net	(26)	(34)	(118)	(143)
Income before income taxes (j)	$ 433	$ 63	$ 1,685	$ 917
Pretax margin (j/d)	18.6 %	2.7 %	18.7 %	11.0 %
Segment operating margin:				
Intelligent Devices (e/a)	21.6 %	19.8 %	20.0 %	18.0 %
Software & Control (f/b)	34.0 %	31.2 %	33.8 %	29.7 %
Lifecycle Services (g/c)	16.4 %	17.5 %	15.1 %	14.5 %
Corporate and other (h/d)	(1.1) %	(1.2) %	(1.3) %	(1.5) %
Enterprise operating margin [2] (i/d)	24.5 %	21.3 %	22.2 %	18.9 %

Footnotes to Reconciliation to Non-GAAP Measures

(1) Includes an $85 million reduction of sales for the customer tariff refund program, a $103 million reduction of cost of sales for IEEPA tariff refunds received, and $8 million of related non-recurring charges.

(2) Enterprise operating profit and Enterprise operating margin are non-GAAP financial measures. We exclude from income before income taxes and pre-tax margin, non-operating pension and postretirement benefit credit (cost), amortization of acquisition-related intangible assets, impairment of intangible assets, net legacy asbestos and environmental charges, gain or loss on fair value of investments, restructuring charges aligned with enterprise-wide strategic initiatives, charitable contributions, gain on dissolution of Sensia, net of transaction costs, and interest expense, net because we do not consider these items to be directly related to the operating performance of our enterprise. We believe Enterprise operating profit and Enterprise operating margin are useful to investors as measures of operating performance. We use these measures to monitor and evaluate the profitability of our operating enterprise. Our measures of Enterprise operating profit and Enterprise operating margin may be different from measures used by other companies.

(3) Amortization of acquisition-related intangibles excludes amortization of internally developed and capitalized intangible software products.

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,		Twelve Months Ended September 30,	
	2026	2025	2026	2025
Net income attributable to Rockwell Automation	$ 346	$ 138	$ 1,409	$ 869
Non-operating pension and postretirement benefit (credit) cost	8	1	(2)	1
Tax effect of non-operating pension and postretirement benefit (credit) cost	(2)	—	—	(1)
Amortization of acquisition-related intangible assets attributable to Rockwell Automation	29	32	119	130
Tax effect of amortization of acquisition-related intangible assets attributable to Rockwell Automation	(7)	(7)	(29)	(29)
Impairment of intangible assets attributable to Rockwell Automation	—	119	—	119
Tax effect of impairment of intangible assets attributable to Rockwell Automation	—	(9)	—	(9)
Net legacy asbestos and environmental charges	(5)	141	(2)	154
Tax effect of net legacy asbestos and environmental charges	1	(34)	—	(37)
Gain or loss on fair value of investments	—	—	7	3
Tax effect of gain or loss on fair value of investments	—	—	(2)	(1)
Restructuring charges	25	(5)	25	(5)
Tax effect of restructuring charges	(7)	1	(7)	1
Charitable contributions	50	—	50	—
Tax effect of charitable contributions	(12)	—	(12)	—
Gain on dissolution of Sensia, net of transaction costs, attributable to Rockwell Automation	6	—	(5)	—
Tax and tax items associated with gain on dissolution of Sensia, net of transaction costs, attributable to Rockwell Automation	—	—	(44)	—
Adjusted Income	$ 432	$ 377	$ 1,507	$ 1,195

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,		Twelve Months Ended September 30,	
	2026	2025	2026	2025
Diluted EPS	$ 3.11	$ 1.23	$ 12.54	$ 7.67
Non-operating pension and postretirement benefit (credit) cost	0.07	0.01	(0.02)	0.01
Tax effect of non-operating pension and postretirement benefit (credit) cost	(0.02)	—	—	(0.01)
Amortization of acquisition-related intangible assets attributable to Rockwell Automation	0.26	0.29	1.06	1.15
Tax effect of amortization of acquisition-related intangible assets attributable to Rockwell Automation	(0.06)	(0.06)	(0.26)	(0.26)
Impairment of intangible assets attributable to Rockwell Automation	—	1.05	—	1.05
Tax effect of impairment of intangible assets attributable to Rockwell Automation	—	(0.08)	—	(0.08)
Net legacy asbestos and environmental charges	(0.05)	1.24	(0.02)	1.36
Tax effect of net legacy asbestos and environmental charges	0.01	(0.30)	—	(0.33)
Gain or loss on fair value of investments	—	—	0.06	0.02
Tax effect of gain or loss on fair value of investments	—	—	(0.02)	(0.01)
Restructuring charges	0.23	(0.05)	0.23	(0.05)
Tax effect of restructuring charges	(0.06)	0.01	(0.06)	0.01
Charitable contributions	0.45	—	0.45	—
Tax effect of charitable contributions	(0.11)	—	(0.11)	—
Gain on dissolution of Sensia, net of transaction costs, attributable to Rockwell Automation	0.05	—	(0.04)	—
Tax and tax items associated with gain on dissolution of Sensia, net of transaction costs, attributable to Rockwell Automation	—	—	(0.39)	—
Adjusted EPS	$ 3.88	$ 3.34	$ 13.42	$ 10.53
Effective Tax Rate	20.1%	52.4%	16.5%	18.3%
Tax effect of non-operating pension and postretirement benefit (credit) cost	0.1%	(0.8)%	—%	0.1%
Tax effect of amortization of acquisition-related intangible assets attributable to Rockwell Automation	0.2%	0.5%	0.5%	0.6%
Tax effect of impairment of intangible assets attributable to Rockwell Automation	—%	(40.3)%	—%	(3.1)%
Tax effect of net legacy asbestos and environmental charges	—%	3.4%	—%	1.1%
Tax effect of gain or loss on fair value of investments	—%	—%	0.1%	0.1%
Tax effect of restructuring charges	0.4%	2.6%	0.2%	—%
Tax effect of charitable contributions	0.4%	—%	0.2%	—%
Tax and tax items associated with gain on dissolution of Sensia, net of transaction costs, attributable to Rockwell Automation	(0.3)%	—%	2.1%	—%
Adjusted Effective Tax Rate	20.9%	17.8%	19.6%	17.1%

Reconciliation to Non-GAAP Measures

Non-operating pension and postretirement benefit cost

(in millions)	Three Months Ended September 30,		Twelve Months Ended September 30,	
	2026	2025	2026	2025
Interest cost	$ 35	$ 35	$ 139	$ 138
Expected return on plan assets	(43)	(42)	(170)	(167)
Amortization of net actuarial loss (gain)	5	7	18	29
Settlement charges	11	1	11	1
Non-operating pension and postretirement benefit cost (credit)	$ 8	$ 1	$ (2)	$ 1

Reconciliation to Non-GAAP Measures

Return On Invested Capital

($ in millions)

	ROIC		Adjusted ROIC	
	Twelve Months Ended September 30,			
	2026	2025	2026	2025
(a) Return				
Net income	$ 1,407	$ 749	$ 1,407	$ 749
Interest expense	134	156	134	156
Income tax provision	278	168	278	168
Amortization of acquisition-related intangible assets	—	—	120	141
Impairment of intangible assets	—	—	—	224
Return	1,819	1,073	1,939	1,438
(b) Average invested capital				
Short-term debt	$ 791	$ 940	$ 791	$ 940
Long-term debt	2,580	2,585	2,580	2,585
Shareowners' equity	3,627	3,601	3,627	3,601
Accumulated amortization of goodwill and intangibles	—	—	1,405	1,370
Cash and cash equivalents	(467)	(471)	(467)	(471)
Short-term and long-term investments	—	(2)	—	(2)
Average invested capital	$ 6,531	$ 6,653	$ 7,936	$ 8,023
(c) Effective tax rate				
Income tax provision	$ 278	$ 168	$ 278	$ 168
Income from continuing operations before income taxes	1,685	917	1,685	917
Effective tax rate	16.5 %	18.3 %	16.5 %	18.3 %
(a) / (b) * (1-c) Return On Invested Capital	23.3 %	13.2 %	20.4 %	14.6 %

Reconciliation to Non-GAAP Measures

Fiscal 2027 Guidance

($ in billions, except per share amounts)

Reported and Organic Sales	Fiscal 2027 Guidance
Organic sales growth [1]	6% - 9%
Inorganic sales growth	~ —%
Divestiture	~ (1.5)%
Foreign currency impact	~ —%
Reported sales growth [1]	4.5% - 7.5%

Enterprise Operating Margin			
Total sales (a)	$	~	9.5
Enterprise operating profit (b)		~	2.2
Costs excluded from Enterprise operating profit		~	(0.2)
Income before income taxes (c)	$	~	2.0
Enterprise operating margin (b/a)		~23.0	%
Pretax margin (c/a)		~20.5	%

Adjusted Effective Tax Rate		
Effective tax rate	~20	%
Tax effect of non-operating pension and postretirement benefit credit	~—	%
Tax effect of amortization of acquisition-related intangible assets attributable to Rockwell Automation	~—	%
Adjusted Effective Tax Rate	~20	%

Adjusted EPS	
Diluted EPS	$13.78 - $14.78
Non-operating pension and postretirement benefit credit, net of tax	(0.09)
Amortization of acquisition-related intangible assets attributable to Rockwell Automation, net of tax	0.81
Adjusted EPS	$14.50 - $15.50

[1] Reported and Organic sales growth include a ~1 percentage point benefit from the FY26 customer tariff refund program.

Note: Guidance as of November 5, 2026.

Reconciliation to Non-GAAP Measures

Free Cash Flow Conversion

($ in billions)

	Fiscal 2027 Guidance	
Net income attributable to Rockwell Automation at the mid-point	$ ~	1.6
Non-operating pension and postretirement benefit credit, net of tax	~	—
Amortization of acquisition-related intangible assets attributable to Rockwell Automation, net of tax	~	0.1
Legacy asbestos and environmental charges, net of tax	~	—
Adjusted income at the mid-point (a)	$ ~	1.7
Cash provided by operating activities	$ ~	2.1
Capital expenditures	~	(0.4)
Free cash flow (b)	$ ~	1.7
Free cash flow conversion (b/a)	~	100%

Note: Guidance as of November 5, 2026.

Performance Metric Definitions

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.

Organic ARR

Organic annual recurring revenue is Total ARR that excludes comparable ARR in the prior period for businesses that we have divested.

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.