



WHEN I LOOK BACK ON 2020, I BELIEVE IT WILL BE REMEMBERED AS A TIME WHEN our company's culture and our big aspirations became especially visible through our actions. Broadly, the pandemic laid bare basic human needs, emotions, strengths, and weaknesses. Concepts such as mobility, safe shelter, and effective healthcare became constant concerns.

If Rockwell could not make our value and *values* evident in a time like this, then when?

Our value was underscored from early in the crisis, as the role our technology and expertise play in the production of essential goods like packaged food, personal protective equipment, and medicine became clearer than ever. Quite simply, these products cannot be made in the necessary quantity or quality without automation. But beyond the technology, it was our people who made the difference. For example, our salespeople worked tirelessly to expedite critically needed products to make masks, service engineers helped to keep tissue-making lines running, software developers modified code to rapidly deploy pharmaceutical scheduling applications, and our own manufacturing associates dealt with new workflows and safety procedures to keep products coming.

Resilience, agility, and sustainability are not only attributes we strengthen within our customers' operations, they are also reflected in our culture and in our individual employees. We made sacrifices and kept going, confident that this was the best way to help our communities get to the other side. Along the way, however, we have found our voice on some issues where "keeping going" is not enough. One of these is the role Rockwell will play in promoting racial equality within our company, our network of partners, and our communities. Another is sustainability. We have always helped industrial companies be more efficient users of resources, but there are many other ways Rockwell can enable a more sustainable future. If not now, when?

We promise to expand human possibility, within our company and throughout the world of industrial production. It starts with our innovation and expertise, freeing people from the repetitive physical labor that previously defined the human role in manufacturing. We can now unlock new possibilities for creativity and foresight, which are essential human qualities, to add value in these processes. How we make the journey is important, with highly engaged people who all feel they can and want to do their very best work, and who understand how their individual efforts are so crucial to accomplishing big things.

This is how we are entering the new year, never so well-positioned to add value to a changing world by blending business success with social responsibility. It's time to pick up the pace.

Sincerely,

A handwritten signature in black ink that reads "Blake D. Moret". The signature is written in a cursive, flowing style.

Blake D. Moret
Chairman and CEO
Rockwell Automation