Rockwell Automation

expanding human possibility®

Q2 Fiscal 2022 Earnings Presentation

May 3, 2022

PUBLIC

Safe Harbor Statement

THIS PRESENTATION INCLUDES GUIDANCE AND OTHER 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, MANY OF WHICH ARE BEYOND OUR CONTROL, INCLUDING THE SEVERITY AND DURATION OF THE IMPACTS OF THE COVID-19 PANDEMIC AND EFFORTS TO MANAGE IT ON THE GLOBAL ECONOMY, LIQUIDITY AND FINANCIAL MARKETS, DEMAND FOR OUR HARDWARE AND SOFTWARE PRODUCTS, SOLUTIONS AND SERVICES, OUR SUPPLY CHAIN, OUR WORK FORCE, OUR LIQUIDITY AND THE VALUE OF THE ASSETS WE OWN, AS WELL AS THOSE RISKS AND UNCERTAINTIES 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.

Q2 FY22 Results Highlights

- Total orders up 37% YOY and up sequentially
  - Strong demand across all business segments and regions
- Reported sales up 1.8% YOY; acquisitions contributed 2.3%
  - First half revenue up 9% YOY
- Organic sales up 1.3% YOY, below expectations due to worse-than-expected semiconductor availability
- Information Solutions & Connected Services (IS/CS) orders and sales up strong double digits YOY
- Total ARR up over 50%; Organic ARR up 17%
- Segment margin of 15.7%, below expectations due to lower sales and higher input costs
- Adjusted EPS of $1.66, down 31% YOY

Very strong demand but continuing supply chain volatility

Strong market dynamics for automation





Multi-year capital projects; higher automation and digital transformation intensity

Q2 FY22 Organic Growth

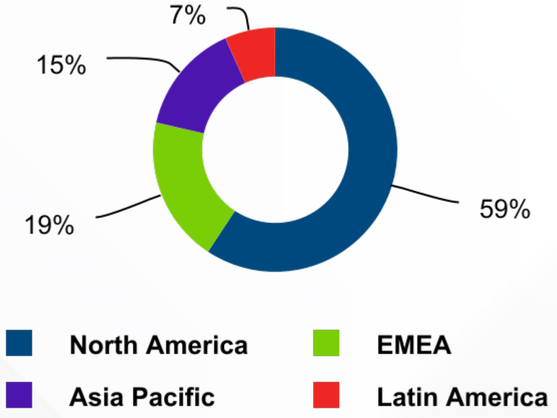
NORTH AMERICA
Orders +26%
Sales (3.2)%

EMEA
Orders +55%
Sales +5.9%

ASIA PACIFIC
Orders +69%
Sales +9.3%

LATIN AMERICA
Orders +28%
Sales +12.9%

% of Reported Sales



Q2 HIGHLIGHTS *

- All regions continue to see strong broad based demand
- NA sales performance driven by higher Intelligent Devices mix
- Expecting strong sales growth in all regions for the full year

* All growth comments refer to organic growth

Orders, Sales & Backlog

Robust orders and backlog are the foundation for strong sales in FY2022 and beyond

*Net of Cancellations

Resiliency Actions

- Re-engineering of existing products to increase component supply resiliency
- Capacity investments, with redundant manufacturing lines (Twinsburg and Singapore) and additional electronic assembly equipment
- Qualification of additional suppliers to diversify our supplier base
- Continued investment in IS/CS and other software and services offerings that are less dependent on hardware supply chains
- Benefit of price increases announced over the last year to ramp in 2H FY22 and beyond as annual customer agreements renew
- Taking actions to get quicker realization of future price increases

FY22 Full Year Outlook Highlights

- Orders approaching $10B
- Total sales growth range of 11-15%
- Acquisitions to contribute ~2.5 pts of growth; currency impact of ~(1.5) pts
- IS/CS expected to grow double digits; sales expected to reach $800M
- ARR expected to grow double digits
- Expected segment margin of ~20%, impacted by increased inflation
  - 2H price/cost turns positive, with 2H core conversion above 35%
  - Prioritizing growth and resiliency investments
- Adjusted EPS range of $9.20 - $9.80
- Board authorized additional $1.0 billion for share repurchases

Note: Guidance as of May 3, 2022

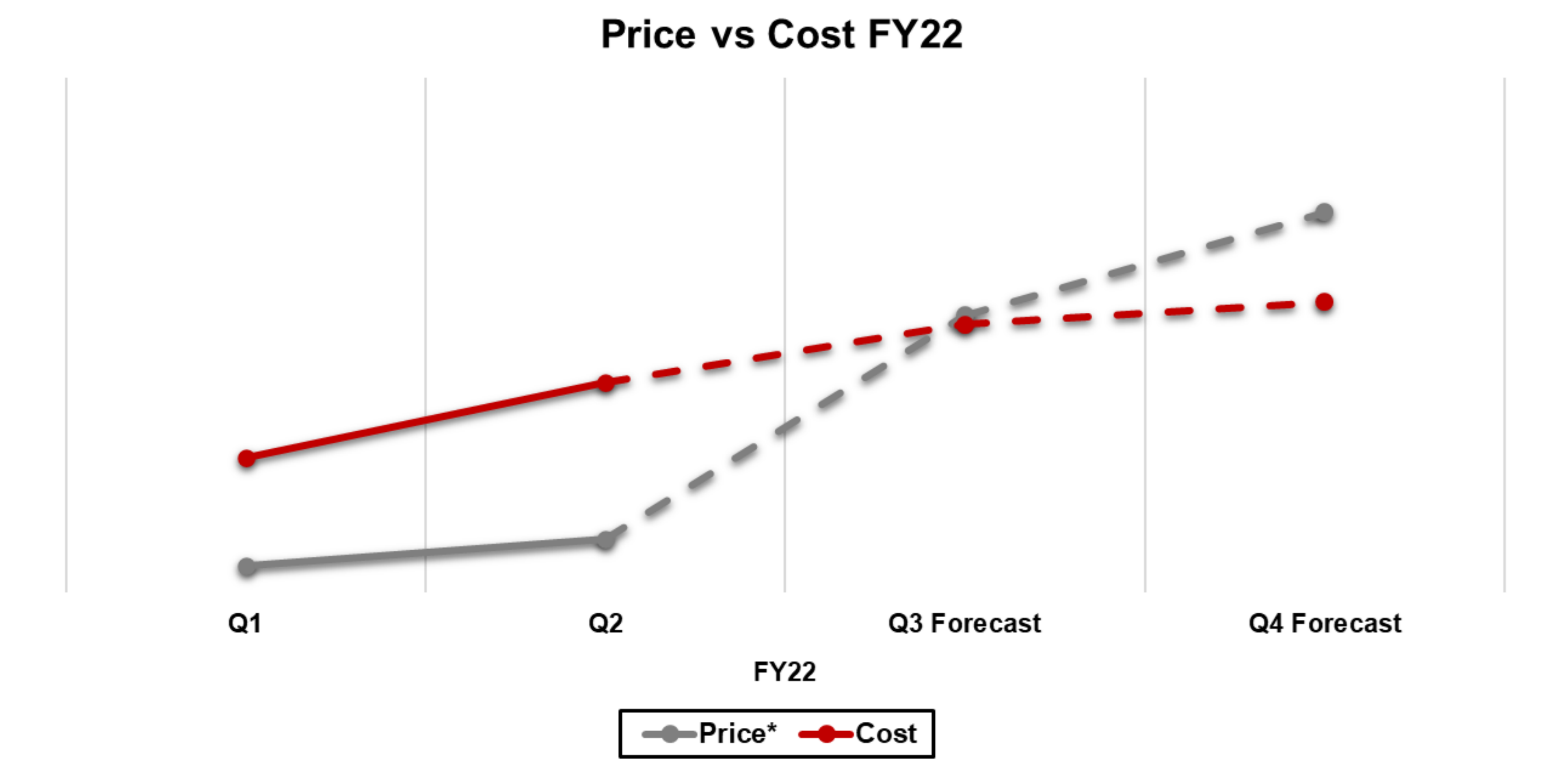
Record sales and profits, but ongoing supply chain volatility

Q2 FY22 Key Financial Information

($ in millions, except per share amounts)

	Q2 FY22	Q2 FY21	YOY B/(W)
SALES	$1,808	$1,776	**Organic Growth** +1.3 % Inorganic Growth +2.3 % Currency Translation (1.8) % **Reported Growth** +1.8 %
SEGMENT OPERATING MARGIN	15.7%	22.0%	(630) bps
CORPORATE AND OTHER	$25	$30	$5
ADJUSTED EPS	$1.66	$2.41	(31)%
ADJUSTED EFFECTIVE TAX RATE	16.0%	16.7%	0.7 pts
FREE CASH FLOW	$46	$224	$(178)

Price vs Input Cost



*Impact from previously announced price increases

- Price actions of 17% yielding ~$400 million on an annualized basis
- Price benefit to improve in 2H FY22 and into FY23 as customer agreements renew
- Prepared to take further price actions if inflation forecasts worsen

Price/Cost positive in 2H with implemented price actions

Q2 FY22 Segment Results

	SALES ($ in millions; YOY growth %)			SEGMENT OPERATING MARGIN	SEGMENT HIGHLIGHTS
Intelligent Devices	**$809M**	**Organic**	**(3.0)%**	**14.6%** (920) bps YOY	▪ Lower segment margin YOY driven by higher input costs, higher investment spend, and lower sales ▪ Expected 2H margin improvement driven by higher volume and price realization
		Inorganic	— %		
		Currency	(1.9)%		
		Reported	**(4.9)%**		
Software & Control	**$535M**	**Organic**	**+0.7 %**	**24.6%** (520) bps YOY	▪ Lower segment margin YOY driven by higher investment spend, higher input costs, and the impact of acquisition integration costs ▪ Expected 2H margin improvement driven by higher volume and price realization
		Inorganic	+7.6 %		
		Currency	(1.8)%		
		Reported	**+6.5 %**		
Lifecycle Services	**$465M**	**Organic**	**+10.8 %**	**7.3%** (170) bps YOY	▪ Lower segment margin YOY driven by lower labor utilization caused by supply chain constraints, partially offset by higher sales and lower incentive compensation ▪ Q2 Book-to-bill of 1.34 ▪ Expected 2H margin improvement driven by higher volume and the conversion of higher margin backlog
		Inorganic	+0.6 %		
		Currency	(1.7)%		
		Reported	**+9.7 %**		

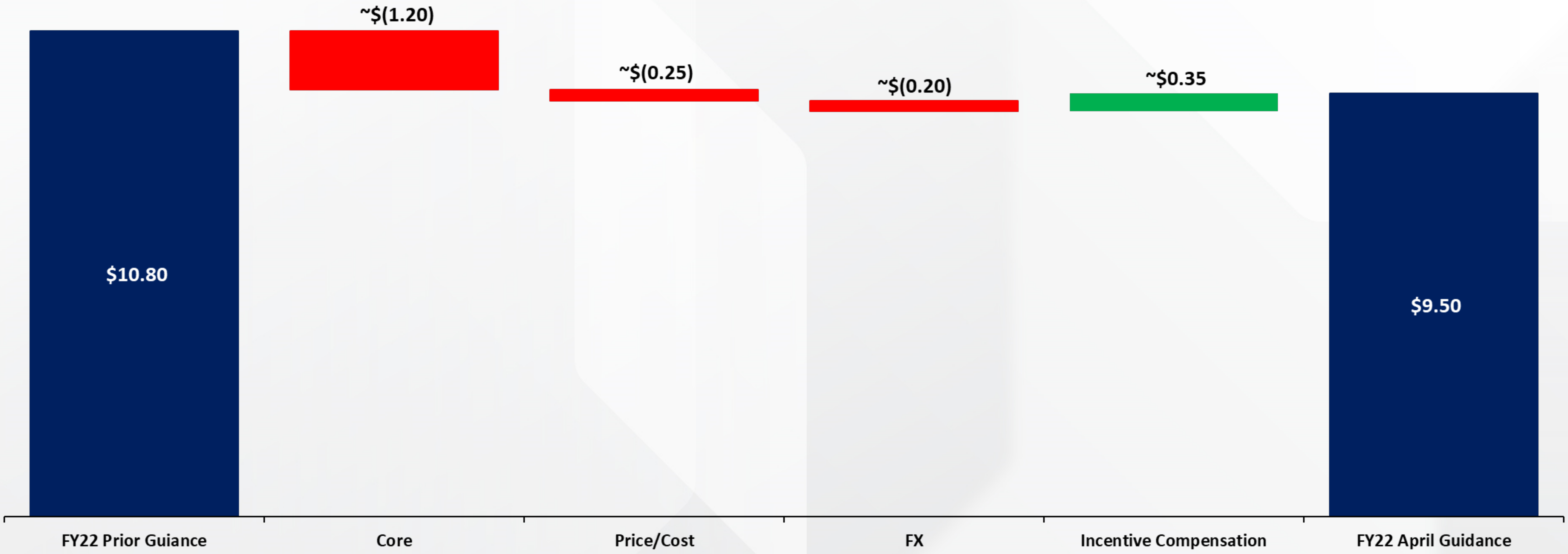
Q2 FY21 to Q2 FY22 Adjusted EPS Walk

Fiscal Year 22 Guidance

	April Guidance	January Guidance
Sales Range	$7.8B - $8.0B	$8.1B - $8.3B
Organic Growth Range	10% - 14%	14% - 17%
Inorganic Growth	~ 2.5%	~ 2.0%
Currency Translation	~ (1.5)%	~ 0%
Segment Operating Margin	~ 20.0%	~ 21.5%
Adjusted Effective Tax Rate	~ 17%	~ 17%
Adjusted EPS Range	$9.20 - $9.80	$10.50 - $11.10
Free Cash Flow as a % of Adjusted Income	~ 85%	~ 90%

Note: As of May 3, 2022

FY22 January to April Guidance Midpoint Adjusted EPS Walk



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APPENDIX

Q2 FY22 Organic Industry Segment Performance

	% of Q2 FY22 Sales	Q2 FY22 vs. Q2 FY21	Q2 FY22 vs. Q2 FY21
	~ 25%	Down ~5%	↑ Semiconductor up low single digits ↓ Automotive down high single digits ↓ e-Commerce down high single digits
	~ 45%	Up ~5%	→ Food & Beverage flat ↑ Life Sciences up low teens ↑ Tire up ~20%
	~ 30%	Up ~5%	↑ O&G up mid teens ↓ Mining down low single digits ↓ Chemicals down 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.
Results primarily impacted by component availability versus underlying demand

FY22 Organic Industry Segment Outlook

	% of FY22 Sales	FY22 vs. FY21	Assumptions at Guidance Midpoint	B/(W) vs. Jan Guidance
	~ 25%	Up ~10%	↑ Automotive up high single digits ↑ Semiconductor up ~10% ↑ e-Commerce up high teens	–
	~ 45%	Up ~10%	↑ Food & Beverage up low teens ↑ Life Sciences up mid teens ↑ Tire up ~20%	–
	~ 30%	Up ~15%	↑ Oil & Gas up mid teens ↑ Mining up mid single digits ↑ Chemicals up low teens	=

Note: Organic sales growth rates depicted above exclude the impact of acquisitions and currency. Arrows reflect positive/negative directional growth vs prior year.
Results primarily impacted by component availability versus underlying demand

Note: Guidance as of May 3, 2022

Industry Segmentation

% of FY21 Sales

Discrete

~10% Automotive

~5% Semiconductor

~5% Warehousing & E-commerce

~5% General Industries

- Printing & Publishing
- Marine
- Glass
- Fiber & Textiles
- Airports
- Aerospace
- Other Discrete

Total Discrete Industries ~25% of sales

Hybrid

~20% Food & Beverage

~5% Life Sciences

~5% Household & Personal Care

~5% Tire

~5% Eco Industrial

- Water / Wastewater
- Waste Management
- Mass Transit
- Renewable Energy

Total Hybrid Industries ~40% of sales

Process

~10% Oil & Gas

~5% Mining

~5% Metals

~5% Chemicals

~5% Pulp & Paper

~5% Other Process

Total Process Industries ~35% of sales

Q2 FY22 Results: Summary

($ in millions, except per share amounts)	Q2 2022	Q2 2021
Total Sales	$ 1,808.1	$ 1,776.1
Total segment operating earnings	$ 283.4	$ 390.1
Purchase accounting depreciation and amortization	(26.1)	(13.1)
Corporate and other	(24.6)	(30.4)
Non-operating pension and postretirement benefit cost	(21.3)	(7.0)
Change in fair value of investments[1]	(140.7)	190.9
Interest expense, net	(29.6)	(22.8)
Income tax provision	8.3	(97.4)
Net income	$ 49.4	$ 410.3
Net loss attributable to noncontrolling interests	(4.5)	(4.7)
Net income attributable to Rockwell Automation	$ 53.9	$ 415.0
Adjustments		
Non-operating pension and postretirement benefit cost, net of tax	15.8	5.0
Change in fair value of investments, net of tax[1]	107.3	(144.8)
Purchase accounting depreciation and amortization attributable to Rockwell Automation, net of tax	17.5	7.6
Adjusted Income	$ 194.5	$ 282.8
Adjusted EPS	$ 1.66	$ 2.41
Average Diluted Shares	117.1	117.1

[1]Primarily relates to the change in value of our investment in PTC.

Free Cash Flow

($ in millions)	Three Months Ended Q2 2022	Three Months Ended Q2 2021	Six Months Ended Q2 2022	Six Months Ended Q2 2021
Net Income	$ 49	$ 410	$ 288	$ 1,001
Depreciation/Amortization	63	46	121	90
Change in fair value of investments[1]	141	(191)	133	(581)
Retirement Benefits Expense	42	30	58	60
Receivables/Inventory/Payables	(41)	(50)	(227)	(155)
Compensation and Benefits	(10)	55	(145)	63
Pension Contributions	(8)	(10)	(16)	(19)
Income Taxes	(192)	(40)	(230)	33
Other	47	(1)	97	103
Cash Flow From Operations	91	249	79	595
Capital Expenditures	(45)	(25)	(82)	(52)
Free Cash Flow	$ 46	$ 224	$ (3)	$ 543
Adjusted Income	$ 195	$ 283	$ 446	$ 562
Free Cash Flow as a % of Adjusted Income	24 %	79 %	(1)%	97 %

[1]Primarily relates to the change in value of our investment in PTC.

Reconciliation to Non-GAAP Measures

Organic Sales

($ in millions)

	Three Months Ended March 31, 2022				2021				
	Reported Sales(a)	Less: Effect of Acquisitions(e)	Effect of Changes in Currency(d)	Organic Sales(b)	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	$ 1,071.6	$ 39.9	$ —	$ 1,031.7	$ 1,065.7	0.6%	3.8%	—%	(3.2)%
EMEA	348.9	0.8	(27.5)	375.6	354.8	(1.7)%	0.2%	(7.8)%	5.9%
Asia Pacific	266.2	—	(3.6)	269.8	246.9	7.8%	—%	(1.5)%	9.3%
Latin America	121.4	—	(1.3)	122.7	108.7	11.7%	—%	(1.2)%	12.9%
Total	$ 1,808.1	$ 40.7	$ (32.4)	$ 1,799.8	$ 1,776.1	1.8%	2.3%	(1.8)%	1.3%

	Three Months Ended March 31, 2022				2021				
	Reported Sales(a)	Less: Effect of Acquisitions(e)	Effect of Changes in Currency(d)	Organic Sales(b)	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	$ 808.6	$ —	$ (16.1)	$ 824.7	$ 850.2	(4.9)%	—%	(1.9)%	(3.0)%
Software & Control	534.9	38.3	(9.0)	505.6	502.3	6.5%	7.6%	(1.8)%	0.7%
Lifecycle Services	464.6	2.4	(7.3)	469.5	423.6	9.7%	0.6%	(1.7)%	10.8%
Total	$ 1,808.1	$ 40.7	$ (32.4)	$ 1,799.8	$ 1,776.1	1.8%	2.3%	(1.8)%	1.3%

Reconciliation to Non-GAAP Measures

Segment Operating Margin

($ in millions)

	Three Months Ended	
	March 31, 2022	March 31, 2021
Sales		
Intelligent Devices (a)	$ 808.6	$ 850.2
Software & Control (b)	534.9	502.3
Lifecycle Services (c)	464.6	423.6
Total sales (d)	$ 1,808.1	$ 1,776.1
Segment operating earnings		
Intelligent Devices (e)	$ 118.2	$ 202.0
Software & Control (f)	131.5	149.8
Lifecycle Services (g)	33.7	38.3
Total segment operating earnings[1] (h)	283.4	390.1
Purchase accounting depreciation and amortization	(26.1)	(13.1)
Corporate and other	(24.6)	(30.4)
Non-operating pension and postretirement benefit cost	(21.3)	(7.0)
Change in fair value of investments	(140.7)	190.9
Interest (expense) income, net	(29.6)	(22.8)
Income before income taxes (i)	$ 41.1	$ 507.7
Segment operating margin:		
Intelligent Devices (e/a)	14.6 %	23.8 %
Software & Control (f/b)	24.6 %	29.8 %
Lifecycle Services (g/c)	7.3 %	9.0 %
Total segment operating margin[1] (h/d)	15.7 %	22.0 %
Pretax margin (i/d)	2.3 %	28.6 %

[1] Total segment operating earnings and total segment operating margin are non-GAAP financial measures. We exclude purchase accounting depreciation and amortization, corporate and other, non-operating pension and postretirement benefit cost, change in fair value of investments, the $70 million legal settlement in fiscal 2021, interest expense, net, and income tax benefit (provision) because we do not consider these costs 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.

Reconciliation to Non-GAAP Measures

Adjusted Income, Adjusted EPS, and Adjusted Effective Tax Rate

($ in millions, except per share amounts)	Three Months Ended March 31, 2022	Three Months Ended March 31, 2021
Net Income attributable to Rockwell Automation	$ 53.9	$ 415.0
Non-operating pension and postretirement benefit cost	21.3	7.0
Tax effect of non-operating pension and postretirement benefit cost	(5.5)	(2.0)
Change in fair value of investments	140.7	(190.9)
Tax effect of change in fair value of investments	(33.4)	46.1
Purchase accounting depreciation and amortization attributable to Rockwell Automation	23.1	10.1
Tax effect of purchase accounting depreciation and amortization attributable to Rockwell Automation	(5.6)	(2.5)
Adjusted Income	$ 194.5	$ 282.8
Diluted EPS	$ 0.46	$ 3.54
Non-operating pension and postretirement benefit cost	0.19	0.06
Tax effect of non-operating pension and postretirement benefit cost	(0.05)	(0.02)
Change in fair value of investments	1.20	(1.63)
Tax effect of change in fair value of investments	(0.29)	0.39
Purchase accounting depreciation and amortization attributable to Rockwell Automation	0.20	0.09
Tax effect of purchase accounting depreciation and amortization attributable to Rockwell Automation	(0.05)	(0.02)
Adjusted EPS	$ 1.66	$ 2.41
Effective Tax Rate	(20.2)%	19.2 %
Tax effect of non-operating pension and postretirement benefit cost	15.7	0.1
Tax effect of change in fair value of investments	19.5	(2.9)
Tax effect of purchase accounting depreciation and amortization attributable to Rockwell Automation	1.0	0.3
Adjusted Effective Tax Rate	16.0 %	16.7 %

Non-operating pension and postretirement benefit cost

(in millions)	Three Months Ended March 31, 2022	Three Months Ended March 31, 2021
Interest cost	$ 32.7	$ 31.8
Expected return on plan assets	(59.3)	(60.7)
Amortization of prior service credit	0.6	(1.0)
Amortization of net actuarial loss	22.4	37.1
Settlements	24.9	(0.2)
Non-operating pension and postretirement benefit cost	$ 21.3	$ 7.0

Reconciliation to Non-GAAP Measures

Return On Invested Capital

($ in millions)

	Twelve Months Ended March 31, 2022	Twelve Months Ended March 31, 2021
(a) Return		
Net income	$ 631.9	$ 1,578.6
Interest expense	108.4	97.5
Income tax provision	9.5	263.9
Purchase accounting depreciation and amortization	82.5	46.7
Return	832.3	1,986.7
(b) Average invested capital		
Short-term debt	361.4	141.0
Long-term debt	2,871.0	1,975.6
Shareowners' equity	2,627.5	1,475.3
Accumulated amortization of goodwill and intangibles	1,008.3	952.3
Cash and cash equivalents	(640.2)	(725.7)
Short-term and long-term investments	(1.8)	(0.6)
Average invested capital	6,226.2	3,817.9
(c) Effective tax rate		
Income tax provision	9.5	263.9
Income before income taxes	$ 641.4	$ 1,842.5
Effective tax rate	1.5 %	14.3 %
(a) / (b) * (1-c) Return On Invested Capital	13.2 %	44.6 %

Reconciliation to Non-GAAP Measures

Fiscal 2022 Guidance

($ in billions, except per share amounts)

	Fiscal 2022 Guidance
Organic Sales	
Organic sales growth	10% - 14%
Inorganic sales growth	~ 2.5%
Foreign currency impact	~ (1.5)%
Reported sales growth	11% - 15%
Segment Operating Margin	
Total sales (a)	$ ~ 7.9
Total segment operating earnings (b)	~ 1.6
(Income)/costs not allocated to segments	~ 0.3
Income before income taxes (c)	$ ~ 1.3
Total segment operating margin (b/a)	~ 20.0%
Pretax margin (c/a)	~ 16.5 %
Adjusted Effective Tax Rate	
Effective tax rate	~ 15.5 %
Tax effect of non-operating pension and postretirement benefit credit	~ 0.5 %
Tax effect of change in fair value of investments[1]	~ 0.5 %
Tax effect of purchase accounting depreciation and amortization attributable to Rockwell Automation	~ 0.5 %
Adjusted Effective Tax Rate	~ 17.0 %
Adjusted EPS	
Diluted EPS	$7.60 - $8.20
Non-operating pension and postretirement benefit credit	0.17
Tax effect of non-operating pension and postretirement benefit credit	(0.04)
Change in fair value of investments[1]	1.14
Tax effect of change in fair value of investments[1]	(0.26)
Purchase accounting depreciation and amortization attributable to Rockwell Automation	0.78
Tax effect of purchase accounting depreciation and amortization attributable to Rockwell Automation	(0.19)
Adjusted EPS	$9.20 - $9.80

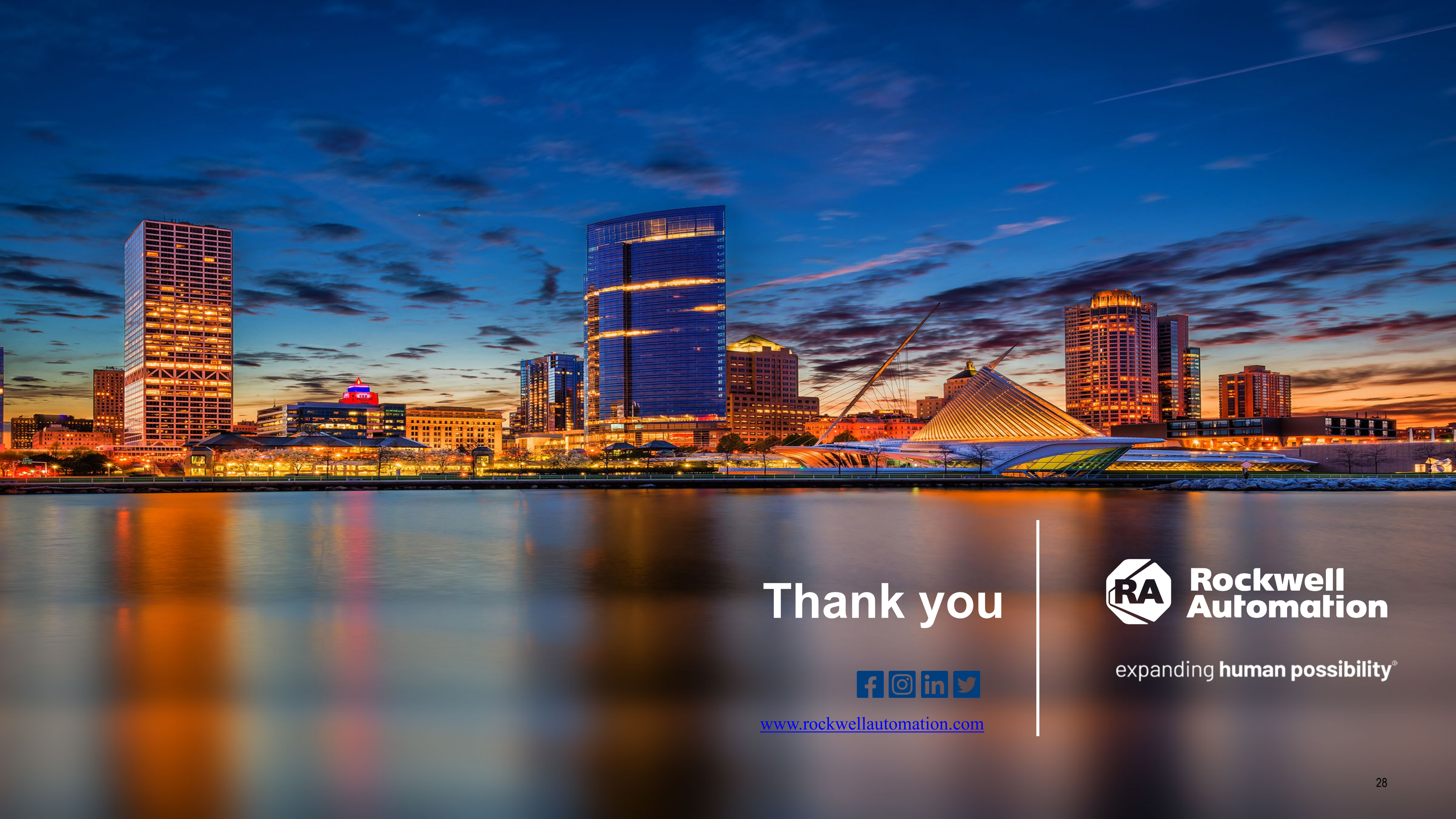
[1]The actual year-to-date adjustments, which are based on PTC's share price at March 31, 2022, are used for guidance, as estimates of these adjustments on a forward-looking basis are not available due to variability, complexity and limited visibility of these items.

Note: Guidance as of May 3, 2022

Performance Metric Definition

Organic ARR Growth

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 best estimates if historical renewal experience is not available. Organic ARR growth is calculated as the dollar change in ARR, adjusted to exclude the effects of currency translation and acquisitions, divided by ARR as of the prior period. The effects of currency translation are excluded by calculating Organic ARR on a constant currency basis. When we acquire businesses, we exclude the effect of ARR in current period for which there was no comparable ARR in the prior period. Organic ARR growth is also used as a financial measure of performance for our annual incentive compensation. 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.



Thank you

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