



# BofA Global Industrials Conference

March 19, 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.



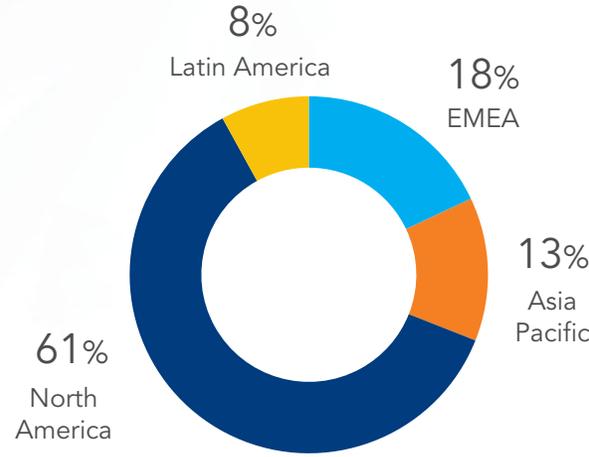
expanding human possibility®

As the world's largest pure-play industrial automation and digital transformation company, we are creating the future of industrial operations.

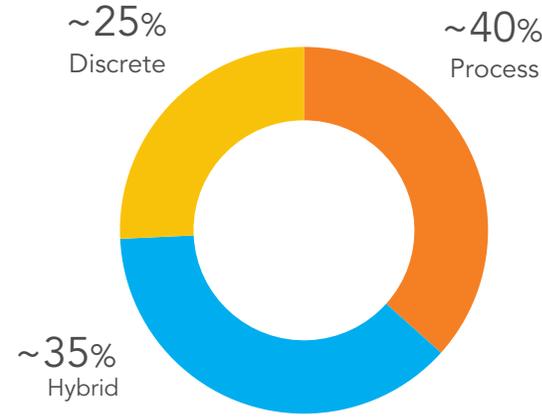
SERVING CUSTOMERS FOR 122 YEARS

## AT A GLANCE

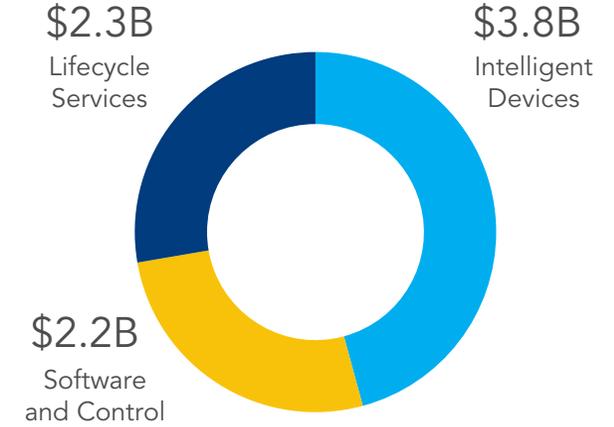
\$8.3B 2024 sales



BY REGION

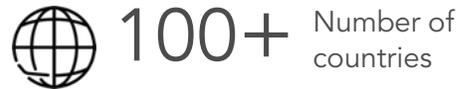


BY INDUSTRY

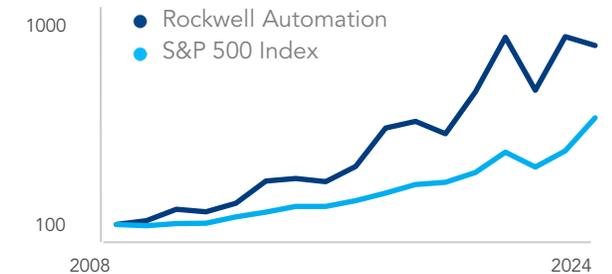


BY SEGMENT

## GLOBAL



## Total shareowner return

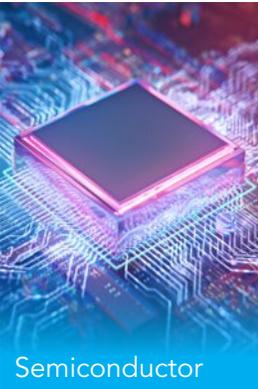


# Largest Pure-Play Automation Company

Deep domain expertise across a diverse set of end markets



Auto / EV / Battery



Semiconductor



eCommerce



Food & Beverage



Life Sciences



Tire



Energy



Mining



Chemicals



# Accelerating Profitable Growth with New Ways to Win

Strategic growth framework

CUSTOMER NEEDS

EXAMPLE OF ROK DIFFERENTIATION

				LONG-TERM FINANCIAL FRAMEWORK
<b>Faster secular growth</b>	Resiliency Agility Sustainability	Cybersecurity, Augmented Workforce Multi-discipline Logix Energy Transition Capabilities	3-5%	<ul style="list-style-type: none"> <li>• 35% core earnings conversion</li> <li>• EPS growth &gt; sales growth</li> <li>• FCF conversion ~100%</li> <li>• ROIC &gt; 20%</li> <li>• Target 2x leverage</li> </ul>
<b>Share growth and expanded market</b>	Shoring / Stimulus / Mega Projects Software-defined Automation Autonomous Operations Capacity Build-out in Focus Industries Manufacturing Lifecycle Mgmt	Best Channel, Leading Share in NA Scalable Solutions & Business Models AI-enabled Design, Control & Logistics Industry-specific Solutions Simplified Digital Threads	1-2%	
<b>ARR</b> Recurring Software & Services	Flexible & Scalable Data Mgmt	Edge & Cloud Portfolio Cloud-native Software Expertise	1%	
<b>Acquisitions</b>	Key Priorities: <ul style="list-style-type: none"> <li>• Annual Recurring Revenue</li> <li>• Market expansion in Europe and Asia</li> <li>• Application-specific technology in focus industries</li> </ul>		1%	
<b>TOTAL ANNUAL GROWTH THROUGH THE CYCLE</b>			<b>6 - 9%</b>	



# Market Leader in North America



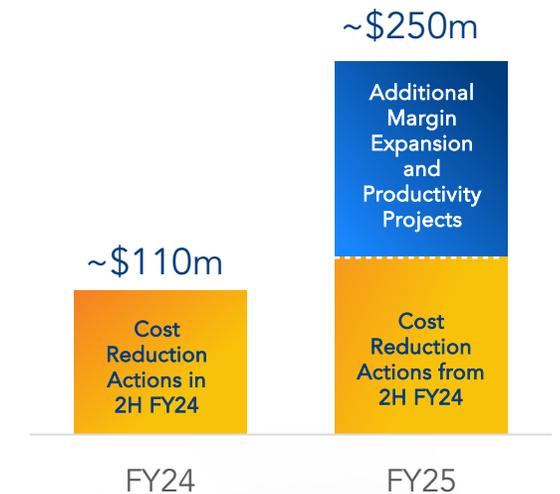
- We are winning at a high rate
- OEMs outside of the U.S. want to work with ROK as the leader in the Americas
- A substantial amount of mega projects are in our core verticals
- Still in early innings of multi-year investment

**We have the highest share, largest installed base, best channel, and deepest relationships**

# Margin Expansion and Productivity

Enterprise Scale and Efficiency	SG&A Cost Reduction	<ul style="list-style-type: none"> <li>• Drive synergies from recent acquisitions</li> <li>• Productivity in HQ functions</li> <li>• Streamline sales operations</li> <li>• Leverage CoEs in low-cost locations</li> </ul>
	Process Efficiency	Leverage technology to redesign processes and reduce manual work
Product Cost Reductions	Direct Material Sourcing	Supplier consolidation and negotiation
	Product Redesign	Design changes to improve cost and manufacturability
Indirect and Supply Chain Optimization	Indirect Sourcing	Supplier negotiation and optimization of IT & outside engineering spend
	Logistics	Shift from air to ocean where applicable; logistic supplier negotiation
	Manufacturing Efficiency	Process improvement to increase yield and reduce manufacturing costs
	Real Estate Footprint	Space optimization and elimination of low utilization facilities
Portfolio Optimization	SKU Rationalization	Reduction of low volume/low margin SKUs
	Price Optimization	Increase price on low volume SKUs

## Incremental YOY Benefit



**ROK Operating Model  
to drive margin expansion  
and productivity through  
FY25 and beyond**



**Rockwell  
Automation**

expanding human possibility<sup>®</sup>

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