



**Rockwell  
Automation**

expanding human possibility®

# Q3 Fiscal 2025 Earnings Presentation

August 6, 2025



PUBLIC

# 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.




# Q3 FY25 Results Highlights

- ▶ Total company Book-to-bill was ~1.0, consistent with the normal historical range
- ▶ Reported sales up 5% YOY; organic sales up over 4%
- ▶ Total Annual Recurring Revenue (ARR) up 7% YOY
- ▶ GAAP measures: pretax margin of 16.0% and diluted EPS of \$2.60
- ▶ Segment operating margin of 21.2% and Adjusted EPS of \$2.82
  - ▶ Both segment operating margin and Adjusted EPS were above expectations
- ▶ Achieved ~\$250M in YOY productivity benefits, a quarter earlier than expected
- ▶ Tariffs did not have a meaningful impact on results in the quarter

Strong execution and good progress toward long-term margin expansion goals



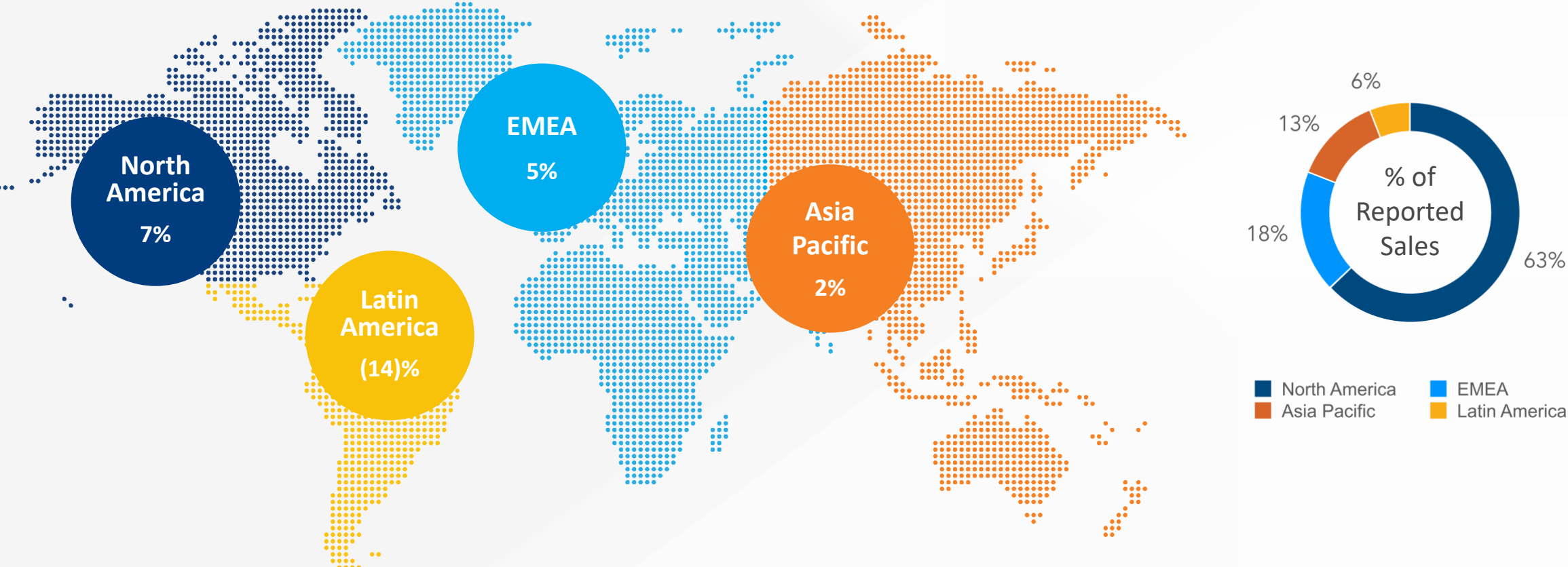
# Q3 FY25 Organic Industry Segment Performance

	Q3 FY25 vs. Q3 FY24	Q3 FY25 vs. Q3 FY24
 DISCRETE	Up ~10%	<ul style="list-style-type: none"><li>▲ Automotive up low teens</li><li>▼ Semiconductor down low single digits</li><li>▲ e-Commerce &amp; Warehouse Automation up ~30%</li></ul>
 HYBRID	Up high single digits	<ul style="list-style-type: none"><li>▲ Food &amp; Beverage up high single digits</li><li>▲ Life Sciences up high single digits</li><li>▲ Tire up low single digits</li></ul>
 PROCESS	Down low single digits	<ul style="list-style-type: none"><li>▲ Energy up low single digits</li><li>▼ Mining down high single digits</li><li>▼ Chemicals down low single digits</li></ul>

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



# Q3 FY25 Year-Over-Year Organic Sales Growth



North America expected to be our strongest region in FY25

# Full Year Outlook Update

- ▶ Updating reported and organic sales growth range to (2)% to 1% YOY
- ▶ Total ARR expected to grow high single digits YOY
- ▶ Expect segment margin of ~20%; includes over \$250M benefit from cost reduction and margin expansion actions
- ▶ Updating Adjusted EPS range to \$9.80 - \$10.20
- ▶ Expect Free Cash Flow conversion of ~100%

Note: Updated Guidance as of August 6, 2025

Increasing Adjusted EPS target as we continue to outperform on our productivity and margin expansion targets

# Q3 FY25 Key Financial Information

(\$ in millions, except per share amounts)

	Q3 FY25	Q3 FY24	YOY B/(W)
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Sales	\$2,144	\$2,051	<div>Organic Growth4 %</div> <div>Inorganic Growth— %</div> <div>Currency Translation&lt;1 %</div> <div>Reported Growth5 %</div>
Segment Operating Margin	21.2%	20.8%	40 bps
Corporate and Other	\$40	\$29	\$(11)
Adjusted EPS	\$2.82	\$2.71	4%
Adjusted Effective Tax Rate	15.2%	13.3%	(1.9) pts
Free Cash Flow	\$489	\$238	\$251

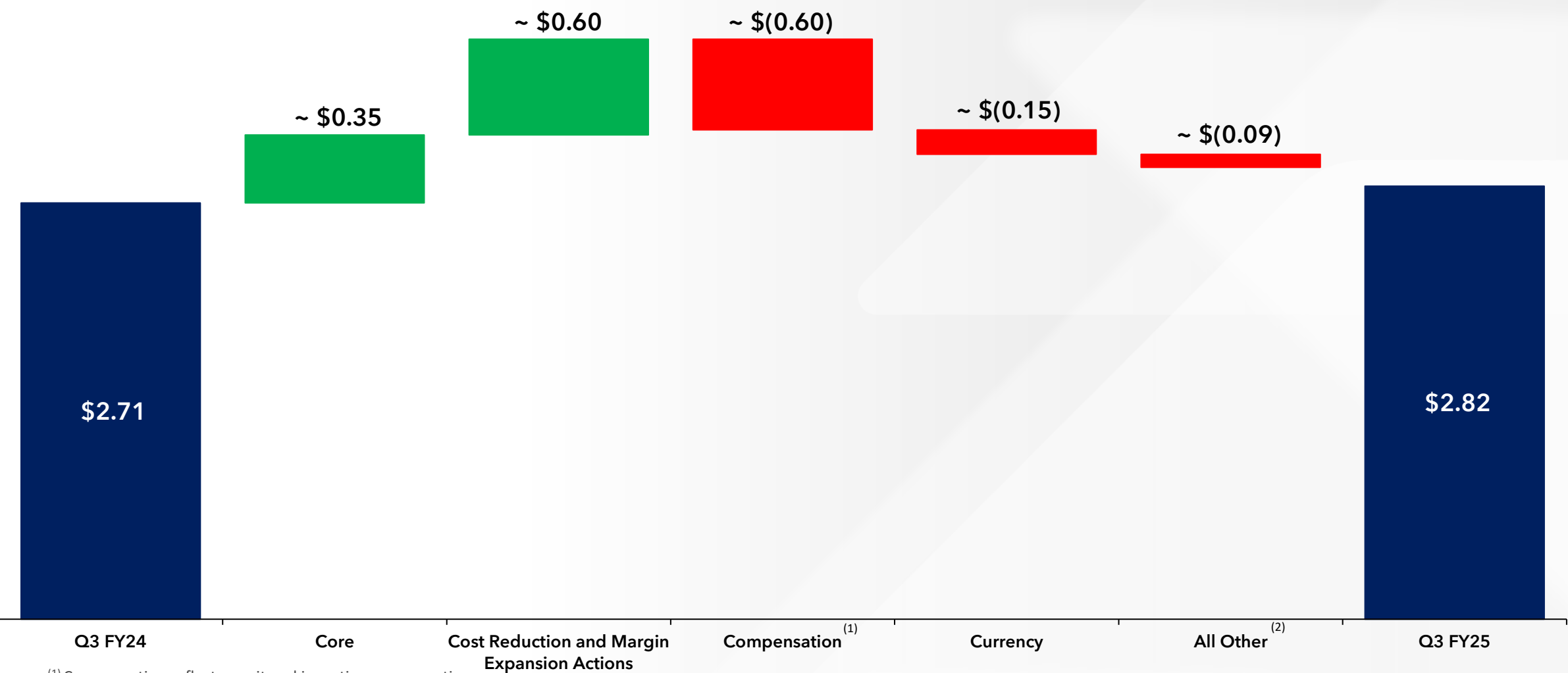


# Q3 FY25 Segment Results

	Sales (\$ in millions; YOY growth %)		Segment Operating Margin	Segment Highlights
Intelligent Devices	\$968M	Organic 1 %	18.8% (140) bps YOY	Lower segment margin YOY driven by higher compensation and unfavorable net currency, partially offset by productivity and price realization.
		Inorganic — %		
		Currency — %		
		Reported 1 %		
Software & Control	\$629M	Organic 22 %	31.6% 800 bps YOY	Higher segment margin YOY driven by higher volume, price realization, and productivity, partially offset by higher compensation.
		Inorganic — %		
		Currency 1 %		
		Reported 23 %		
Lifecycle Services	\$547M	Organic (6)%	13.3% (600) bps YOY	Book-to-bill of 1.06  Lower segment margin YOY driven by higher compensation and lower volume, partially offset by productivity.
		Inorganic — %		
		Currency — %		
		Reported (6)%		



# Q3 FY24 to Q3 FY25 Adjusted EPS Walk



<sup>(1)</sup> Compensation reflects merit and incentive compensation

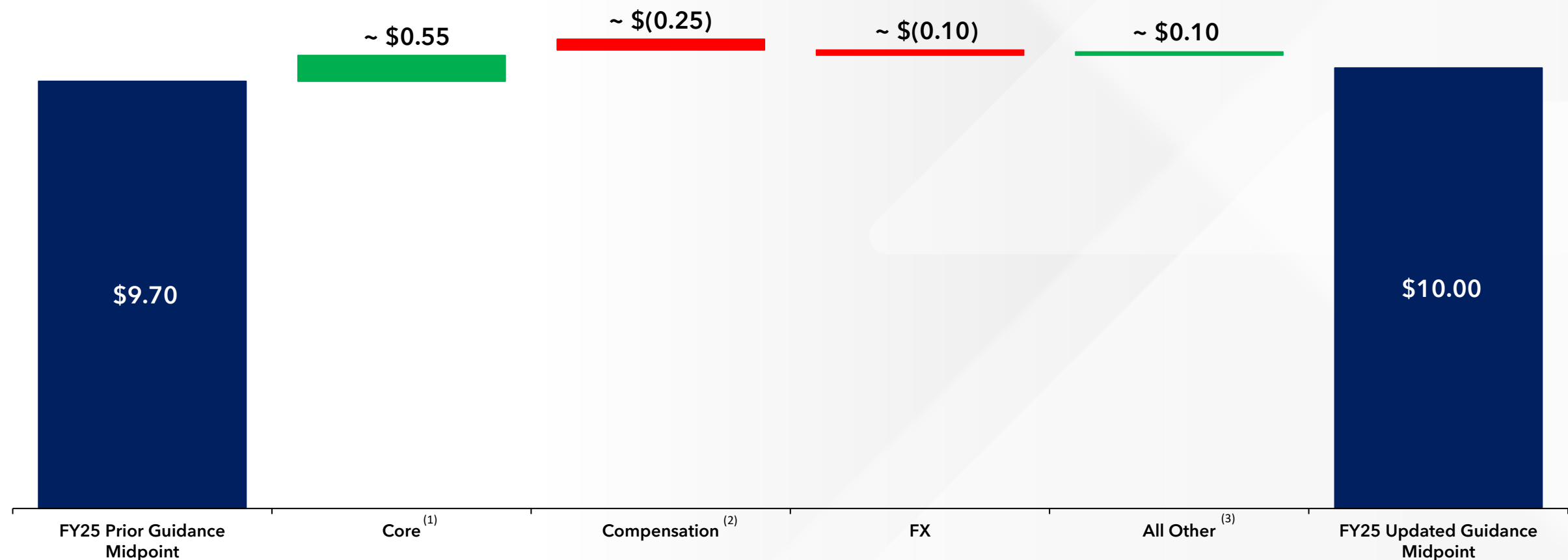
<sup>(2)</sup> All Other includes: Tax, Corporate Items, One-Time Costs, Interest Expense, Non-Controlling Interest, and Shares

# Fiscal Year 2025 Guidance

	Updated Guidance	Prior Guidance
Reported Sales Midpoint	~ \$8.2B	~ \$8.1B
Organic Growth	(2)% - 1%	(4)% - 2%
Inorganic Growth	~ 0%	~ 0%
Currency Translation	~ 0%	~ (0.5)%
Segment Operating Margin	~ 20%	~ 20%
Adjusted Effective Tax Rate	~ 17%	~ 17%
Adjusted EPS Target	\$9.80 - \$10.20	\$9.20 - \$10.20
Free Cash Flow Conversion	~ 100%	~ 100%

Note: Updated Guidance as of August 6, 2025; Prior Guidance as of May 7, 2025

# FY25 Updated vs Prior Guidance Adjusted EPS Walk



<sup>(1)</sup> Inclusive of expected full year performance of cost reduction and margin expansion actions

<sup>(2)</sup> Compensation reflects merit and incentive compensation

<sup>(3)</sup> All Other includes: Tax, Corporate Items, One-Time Costs, Interest Expense, Non-Controlling Interest, and Shares




Note: Guidance as of August 6, 2025; Prior Guidance as May 7, 2025



# Appendix



# FY25 Organic Industry Segment Outlook

	FY25 vs. FY24	Assumptions at Guidance Midpoint	B/(W) vs. Prior Guidance
	Up mid single digits	Automotive down mid single digits Semiconductor down mid single digits e-Commerce & Warehouse Automation up ~45%	=
	Up low single digits	Food & Beverage up low single digits Life Sciences flat Tire down ~10%	+
	Down mid single digits	Energy down mid single digits Mining down mid 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.  
Guidance as of August 6, 2025; Prior Guidance as of May 7, 2025



# Industry Segmentation

% of FY24 Sales



## DISCRETE

~25%  
of sales

- ~10% Automotive
- ~5% Semiconductor
- ~5% e-Commerce & Warehouse Automation
- ~5% General Industries

- ▶ 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

# Q3 FY25 Results: Summary

## Financial Summary

(\$ in millions, except per share amounts)

### Total sales

Total segment operating earnings
Purchase accounting depreciation and amortization
Corporate and other
Non-operating pension and postretirement benefit credit
Change in fair value of investments
Restructuring charges
Interest expense, net
Income tax provision
Net income
Net loss attributable to noncontrolling interests
Net income attributable to Rockwell Automation

### Adjustments

Non-operating pension and postretirement benefit credit, net of tax
Purchase accounting depreciation and amortization attributable to Rockwell Automation, net of tax
Change in fair value of investments, net of tax
Restructuring charges, net of tax
Adjusted Income

Average diluted shares

Diluted EPS

Adjusted EPS

Three Months Ended	
June 30,	
2025	2024
\$ 2,144	\$ 2,051
\$ 454	\$ 426
(35)	(35)
(40)	(29)
—	4
—	(5)
—	(70)
(37)	(36)
(49)	(24)
\$ 293	\$ 231
(2)	(1)
\$ 295	\$ 232
\$ (1)	\$ (3)
26	27
—	3
—	\$ 52
\$ 320	\$ 311
113.0	114.2
\$ 2.60	\$ 2.02
\$ 2.82	\$ 2.71

# Reconciliation to Non-GAAP Measures

## Free Cash Flow

(\$ in millions)

	Three Months Ended		Nine Months Ended	
	June 30,		June 30,	
	2025	2024	2025	2024
Net income	\$ 293	\$ 231	\$ 719	\$ 709
Depreciation/Amortization	81	78	240	236
Change in fair value of investments	—	5	3	(1)
Retirement benefits expense	10	5	31	14
Receivables/Inventory/Payables	5	9	(13)	86
Compensation and benefits	56	(12)	87	(297)
Pension contributions	(2)	(7)	(8)	(19)
Income taxes	(11)	(66)	(130)	(294)
Other	95	36	161	(2)
Cash flow from operations	527	279	1,090	432
Capital expenditures	(38)	(41)	(137)	(160)
Free cash flow	<u>\$ 489</u>	<u>\$ 238</u>	<u>\$ 953</u>	<u>\$ 272</u>
Adjusted Income	\$ 320	\$ 311	\$ 808	\$ 835
Free cash flow conversion	153 %	77 %	118 %	33 %

# Reconciliation to Non-GAAP Measures

## Organic Sales

(\$ in millions)

Three Months Ended June 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	\$ 1,354	\$ —	\$ (1)	\$ 1,355	\$ 1,268	7%	—%	—%	7%
EMEA	392	—	17	375	356	10%	—%	5%	5%
Asia Pacific	266	—	1	265	260	2%	—%	—%	2%
Latin America	132	—	(12)	144	167	(21)%	—%	(7)%	(14)%
Total	\$ 2,144	\$ —	\$ 5	\$ 2,139	\$ 2,051	5%	—%	<1%	4%

Three Months Ended June 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	\$ 968	\$ —	\$ 1	\$ 967	\$ 957	1%	—%	—%	1%
Software & Control	629	—	2	627	513	23%	—%	1%	22%
Lifecycle Services	547	—	2	545	581	(6)%	—%	—%	(6)%
Total	\$ 2,144	\$ —	\$ 5	\$ 2,139	\$ 2,051	5%	—%	<1%	4%

# Reconciliation to Non-GAAP Measures

## Segment Operating Margin

(\$ in millions)

	Three Months Ended June 30,	
	2025	2024
Sales		
Intelligent Devices (a)	\$ 968	\$ 957
Software & Control (b)	629	513
Lifecycle Services (c)	547	581
Total sales (d)	<u>\$ 2,144</u>	<u>\$ 2,051</u>
Segment operating earnings		
Intelligent Devices (e)	\$ 182	\$ 193
Software & Control (f)	199	121
Lifecycle Services (g)	73	112
Total segment operating earnings <sup>(1)</sup> (h)	<u>454</u>	<u>426</u>
Purchase accounting depreciation and amortization	(35)	(35)
Corporate and other	(40)	(29)
Non-operating pension and postretirement benefit credit	—	4
Change in fair value of investments	—	(5)
Restructuring charges	—	(70)
Interest expense, net	(37)	(36)
Income before income taxes (i)	<u>\$ 342</u>	<u>\$ 255</u>
Pretax margin (i/d)	16.0 %	12.4 %
Segment operating margin:		
Intelligent Devices (e/a)	18.8 %	20.2 %
Software & Control (f/b)	31.6 %	23.6 %
Lifecycle Services (g/c)	13.3 %	19.3 %
Total segment operating margin <sup>(1)</sup> (h/d)	21.2 %	20.8 %

<sup>(1)</sup>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 credit, 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.



# Reconciliation to Non-GAAP Measures

## Adjusted Income, Adjusted EPS, and Adjusted Effective Tax Rate

(\$ in millions, except per share amounts)

Net income attributable to Rockwell Automation	
Non-operating pension and postretirement benefit credit	
Tax effect of non-operating pension and postretirement benefit credit	
Purchase accounting depreciation and amortization attributable to Rockwell Automation	
Tax effect of purchase accounting depreciation and amortization attributable to Rockwell Automation	
Change in fair value of investments	
Tax effect of change in fair value of investments	
Restructuring charges <sup>(1)</sup>	
Tax effect of restructuring charges <sup>(1)</sup>	
Adjusted Income	
Diluted EPS	
Non-operating pension and postretirement benefit credit	
Tax effect of non-operating pension and postretirement benefit credit	
Purchase accounting depreciation and amortization attributable to Rockwell Automation	
Tax effect of purchase accounting depreciation and amortization attributable to Rockwell Automation	
Change in fair value of investments	
Tax effect of change in fair value of investments	
Restructuring charges <sup>(1)</sup>	
Tax effect of restructuring charges <sup>(1)</sup>	
Adjusted EPS	
Effective tax rate	
Tax effect of non-operating pension and postretirement benefit credit	
Tax effect of purchase accounting depreciation and amortization attributable to Rockwell Automation	
Tax effect of change in fair value of investments	
Tax effect of restructuring charges <sup>(1)</sup>	
Adjusted Effective Tax Rate	

## Non-operating pension and postretirement benefit credit

(\$ in millions)

Interest cost	
Expected return on plan assets	
Amortization of net actuarial loss	
Non-operating pension and postretirement benefit credit	

Three Months Ended	
June 30,	
2025	2024
\$ 295	\$ 232
—	(4)
(1)	1
33	33
(7)	(6)
—	5
—	(2)
—	70
—	(18)
<u>\$ 320</u>	<u>\$ 311</u>
\$ 2.60	\$ 2.02
—	(0.04)
(0.01)	0.01
0.29	0.28
(0.06)	(0.05)
—	0.04
—	(0.01)
—	0.61
—	(0.15)
<u>\$ 2.82</u>	<u>\$ 2.71</u>
14.3 %	9.4 %
0.3 %	(0.2)%
0.6 %	0.4 %
— %	0.3 %
— %	3.4 %
<u>15.2 %</u>	<u>13.3 %</u>

Three Months Ended	
June 30, 2025	June 30, 2024
\$ 35	\$ 38
(42)	(42)
7	—
<u>\$ —</u>	<u>\$ (4)</u>

<sup>(1)</sup> Restructuring charges in 2024 include \$65 million for severance benefits and \$5 million for strategic advisory services related to the enterprise-wide severance actions.

# Reconciliation to Non-GAAP Measures

## Return On Invested Capital

(\$ in millions)

### (a) Return

Net income
Interest expense
Income tax provision
Purchase accounting depreciation and amortization
Return

### (b) Average invested capital

Short-term debt
Long-term debt
Shareowners' equity
Accumulated amortization of goodwill and intangibles
Cash and cash equivalents
Short-term and long-term investments
Average invested capital

### (c) Effective tax rate

Income tax provision
Income before income taxes
Effective tax rate

### (a) / (b) \* (1-c) Return On Invested Capital

Twelve Months Ended June 30,	
2025	2024
\$ 957	\$ 915
160	144
171	228
142	293
<u>\$ 1,430</u>	<u>\$ 1,580</u>
\$ 1,043	\$ 741
2,574	2,747
3,559	3,675
1,368	1,294
(459)	(566)
(2)	(1)
<u>\$ 8,083</u>	<u>\$ 7,890</u>
\$ 171	\$ 228
1,128	1,143
<u>15.2 %</u>	<u>19.9 %</u>
<u>15.0 %</u>	<u>16.0 %</u>

# Reconciliation to Non-GAAP Measures

## Fiscal 2025 Guidance

(\$ in billions, except per share amounts)

### Organic Sales

Organic sales growth  
Inorganic sales growth  
Foreign currency impact  
Reported sales growth

### Segment Operating Margin

Total sales (a)  
Total segment operating earnings (b)  
Costs not allocated to segments  
Income before income taxes (c)  
Total segment operating margin (b/a)  
Pretax margin (c/a)

### Adjusted Effective Tax Rate

Effective tax rate  
Tax effect of non-operating pension and postretirement benefit credit  
Tax effect of purchase accounting depreciation and amortization attributable to Rockwell Automation  
Tax effect of change in fair value of investments <sup>(2)</sup>  
Adjusted Effective Tax Rate

### Adjusted EPS

Diluted EPS <sup>(1)</sup>  
Non-operating pension and postretirement benefit credit  
Tax effect of non-operating pension and postretirement benefit credit  
Purchase accounting depreciation and amortization attributable to Rockwell Automation  
Tax effect of purchase accounting depreciation and amortization attributable to Rockwell Automation  
Change in fair value of investments <sup>(2)</sup>  
Tax effect of change in fair value of investments <sup>(2)</sup>  
Adjusted EPS

### Fiscal 2025 Guidance

(2)% - 1%
~0%
~0%
(2)% - 1%
\$ ~8.2
~1.6
~(0.4)
~1.2
~20%
~15%
~17%
~—%
~—%
~—%
~17%
\$8.89 - \$9.29
—
(0.01)
1.15
(0.25)
0.03
(0.01)
\$9.80 - \$10.20

(1) Fiscal 2025 guidance based on Adjusted Income attributable to Rockwell, which includes an adjustment for SLB's non-controlling interest in Sensia.

(2) The actual year-to-date adjustments 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 August 6, 2025

# Reconciliation to Non-GAAP Measures

## Free Cash Flow Conversion

(\$ in billions)

Net income attributable to Rockwell Automation at the mid-point
Non-operating pension and postretirement benefit credit, net of tax
Purchase accounting depreciation and amortization attributable to Rockwell Automation, net of tax
Change in fair value of investments, net of tax <sup>(1)</sup>
Adjusted Income at the mid-point (a)
Cash provided by operating activities
Capital expenditures
Free cash flow (b)
Free cash flow conversion (b/a)

Fiscal 2025 Guidance	
\$	~1.0
	~0.1
\$	~1.1
\$	~1.3
	~(0.2)
\$	~1.1
	~100%

<sup>(1)</sup> The actual year-to-date adjustments 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 August 6, 2025



# Performance Metric Definition

## ***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.

## ***Book-to-bill***

Book-to-bill is a key performance metric that provides an indication of the level of demand. It is calculated as orders divided by sales for a specified period. A Book-to-bill greater than 1.0 indicates that orders exceeded sales and a growing backlog while a Book-to-bill less than 1.0 indicates that sales exceeded orders and a declining backlog. We believe that Book-to-bill provides useful information to investors about demand, and in our Lifecycle Services segment, about the strength of our backlog. Our measure of Book-to-bill may be different from measures used by other companies.





Thank you



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