



J.P. Morgan 2020 Industrials Conference

March 11, 2020



expanding **human possibility**[™]



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.



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Our strategy is to bring the Connected Enterprise to life

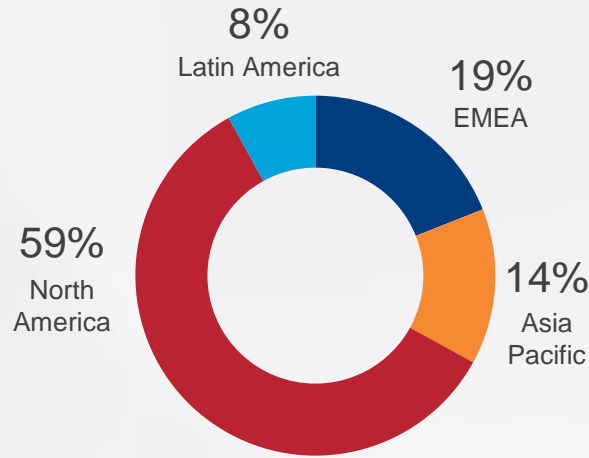
We integrate control and information across the enterprise to help industrial companies and their people be more productive and sustainable.

SERVING CUSTOMERS FOR 116 YEARS

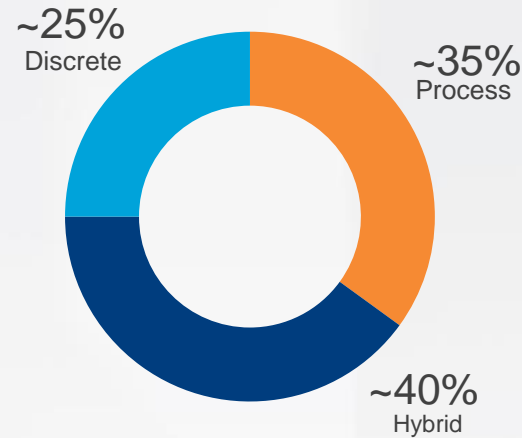
At a glance

\$6.7B FY 19 sales

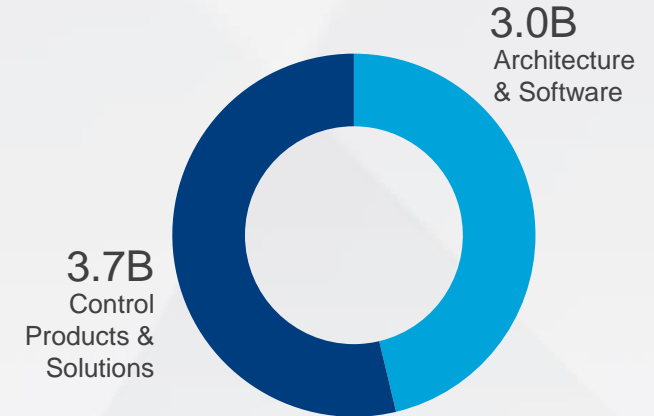
BY REGION



BY INDUSTRY



BY SEGMENT



Global

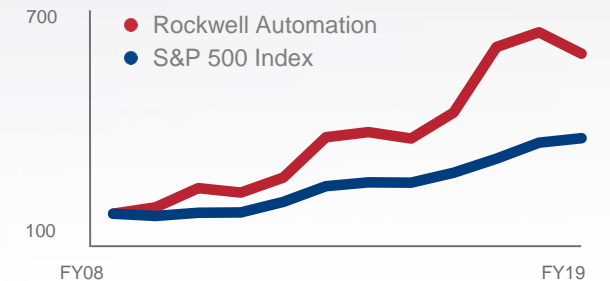
100+ Number of countries

23k Employees: more than half outside the U.S.

2019 WORLD'S MOST ETHICAL COMPANIES™
World's Most Ethical Companies

FAST COMPANY™
The 50 best places to work for innovators

Total shareowner return

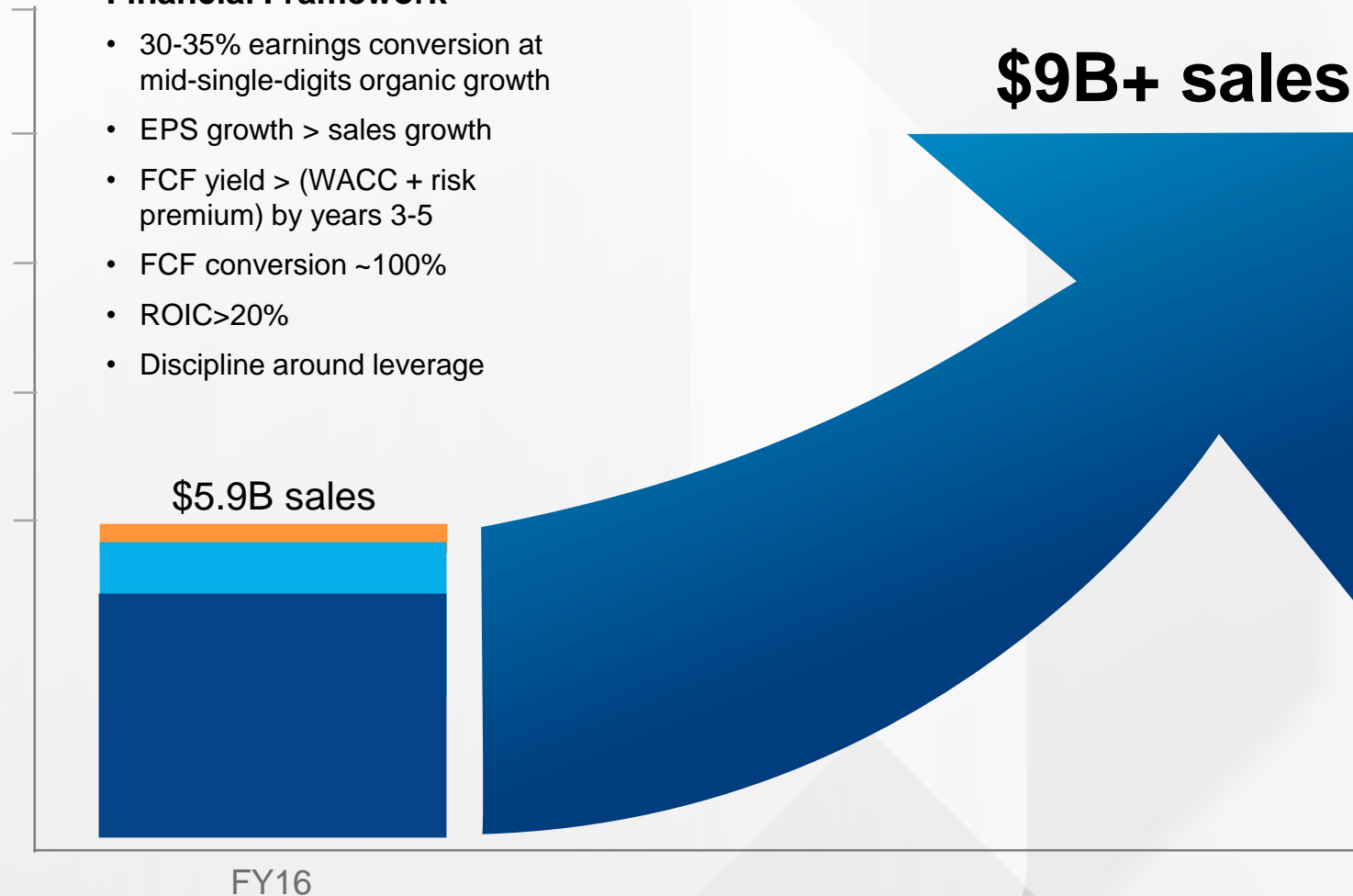


Framework for long-term profitable growth

Targeting double-digit Adjusted EPS growth

Financial Framework

- 30-35% earnings conversion at mid-single-digits organic growth
- EPS growth > sales growth
- FCF yield > (WACC + risk premium) by years 3-5
- FCF conversion ~100%
- ROIC > 20%
- Discipline around leverage



1%+ from inorganic growth

Sensia Digital Oilfield JV

Emulate 3D Simulation Software

Priorities:

- Information Solutions / Connected Services
- Process expertise
- Europe and Asia market access

Double-digit growth in IS/CS

FactoryTalk Innovation Suite

Cybersecurity technology and expertise

Value-added services

Core growth at 2x IP

Historical growth at 1.8x of IP 2000 - 2019

Process technology

Automation software portfolio

New visualization offerings

High-performance drives

Independent Cart Technology

Inorganic Investments Highlights

- Information Solutions / Connected Services
- Process Expertise
- Market access in Europe / Asia



- Growing momentum with enterprise rollouts
- ~50% wins on top of competitive control platforms
- ~40% of wins include Augmented Reality
- Accelerating market presence in Europe and Asia



Rockwell Automation + Schlumberger

- Top line growing double digits with strong traction at marquis O&G customers
- Validation of untapped digital oil field market potential
- Operating performance better than expected
- Sales team integration completed and launch of new solutions and products underway



Acquired Q1 FY20



- Global provider of industrial software consulting and delivery services company based in India
- Strong expertise in Life Sciences and Automotive
- Significantly augments global delivery capabilities



Closed Q1 FY20



- Augments existing cyber-security initiatives with significant domain expertise
- Provides incremental scale and support outside of North America
- Cybersecurity Center of Excellence in EMEA



Closed Q2 FY20

Inorganic Investments Highlights

- Information Solutions / Connected Services
- Process Expertise
- Market access in Europe / Asia



KALYPSO



- Leading provider of Industrial PCs, Human Machine Interface (HMI) hardware and software, remote access capabilities, and secure Industrial IoT gateway solutions
- Significantly expands our EMEA market presence with locations in Italy and Germany
- Well-positioned to accelerate growth with OEM customers
- Industrial Computing Center of Excellence

Expected to close Spring 2020



- Software delivery and consulting firm specializing in the digital transformation of industrial companies
- Specific expertise in Consumer and Life Sciences
- Augments our design-to-manufacturing digital thread capabilities
- Leverages our open, agnostic approach with best of breed enterprise software providers

Expected to close Spring 2020

Adds over 1pt of annual sales; Adj EPS and FCF accretive in FY21

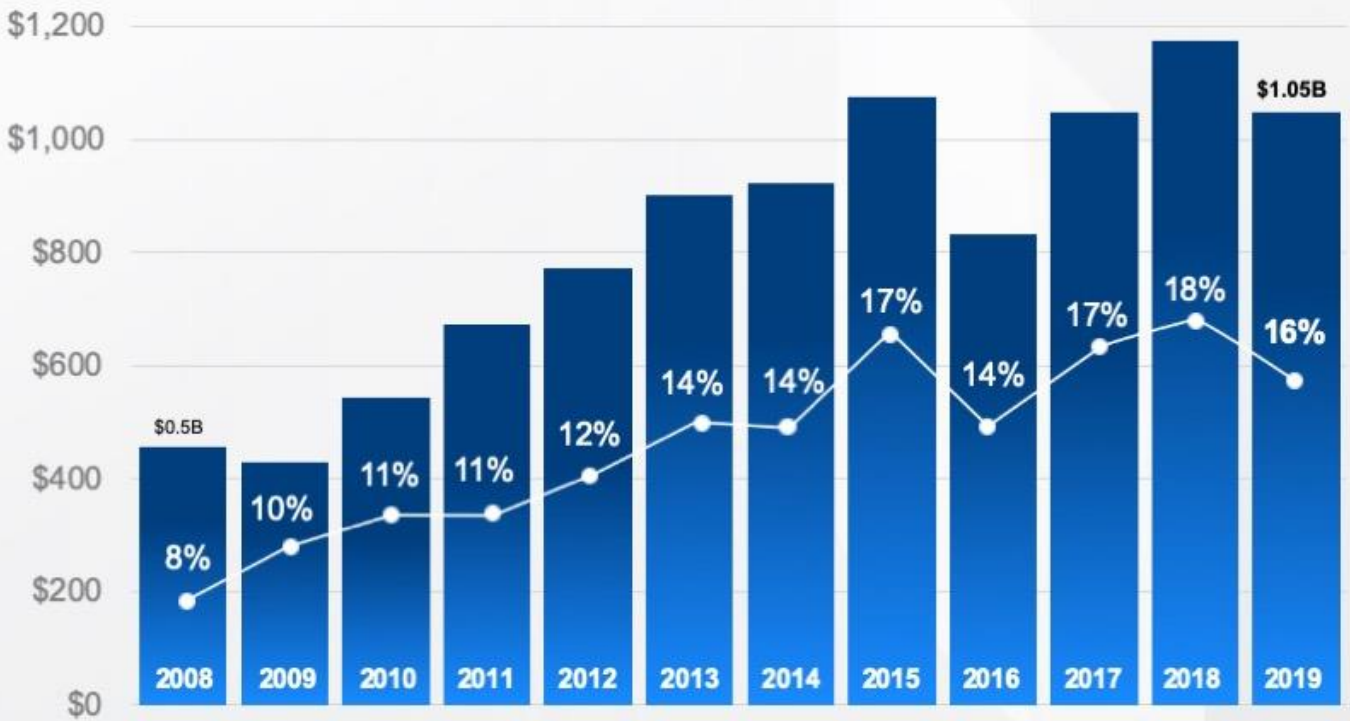
Business Resilience



Increased Free Cash Flow Resilience

Business Resilience - Free Cash Flow

FREE CASH FLOW* % OF SALES



* Excluding voluntary U.S. pension contributions.

Focusing on increasing recurring cash flow streams

Average Free Cash Flow conversion ~110%

FY20 guidance

	November Guidance	January Guidance
Sales Midpoint	~ \$7.0B	~ \$7.0B
Organic Growth Range	(1.5)% - 1.5%	(1.5)% - 1.5%
Inorganic Growth	~ 4%	~ 4%
Currency Translation	~ (0.5)%	~ (0.5)%
Segment Operating Margin	~ 21.5%	~ 21.5%
Adjusted Effective Tax Rate¹	~ 16.0%	~ 15.5%
Adjusted EPS²	\$8.70 - \$9.10	\$8.70 - \$9.10
Free Cash Flow as a % of Adjusted Income	~ 100%	~ 100%

Note: As of January 29, 2020

¹ Includes the impact of a tax benefit recognized upon the formation of the Sensia joint venture on October 1, 2019.

² Based on Adjusted Income, which excludes Schlumberger's non-controlling interest in Sensia.



Thank you



www.rockwellautomation.com



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