Rockwell Automation
Company Overview
January 2017
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.
ROK Overview

Rockwell Automation at A GLANCE

$5.9B FISCAL 2016 SALES  
22,000 EMPLOYEES  
80+ COUNTRIES

WORLD’S LARGEST COMPANY DEDICATED TO INDUSTRIAL AUTOMATION AND INFORMATION

AUTOMATION SOLUTIONS for a broad range of industries

SERVING CUSTOMERS FOR 113 YRS

▪ Innovation
▪ Domain expertise
▪ Culture of integrity & corporate responsibility

ABOVE-MARKET GROWTH | PRODUCTIVITY | INTELLECTUAL CAPITAL

VALUE CREATION
ROK Vision

BRINGING THE CONNECTED ENTERPRISE TO LIFE

With value described for a customer in their specific language

Delivered using all of our strengths and those of our partners to provide reliable results

ABOVE-MARKET REVENUE GROWTH

Share growth in our core platforms and industries

Double-digit growth in Information Solutions and Connected Services

Growth of a point or more per year from acquisitions

SUPERIOR RETURN ON YOUR INVESTMENT

EPS growth greater than revenue growth

Over 20% Return On Investment Capital (ROIC)

100% Free Cash Flow as a percentage of Adjusted Income

Consistent return of cash to shareowners
We Help Customers Achieve…

Business Value

- Faster Time to Market
- Lower Total Cost of Ownership
- Improved Asset Utilization
- Enterprise Risk Management

Continually expanding the value we provide to customers
Two Segments – One Business

Fiscal 2016 Total Sales - $5.9B

Architecture & Software $2.6B

Products 69%

Solutions 20%

Services 11%

Control Products & Solutions $3.2B

Broad portfolio of products, solutions and services
Our Industry Footprint

Heavy ~50%

- Oil & Gas
- Metals
- Mining
- Pulp & Paper
- Semi-conductor
- Water/Waste Water
- Chemicals

Consumer ~30%

- Food & Beverage
- Home & Personal Care
- Life Sciences

Transportation ~15%

- Automotive
- Tire
- Off-road vehicles

Other ~5%

- Marine
- Textiles
- Entertainment
- Other

* % of FY '16 sales
Our Focus In Automation is …

**Architecture & Software**
- Control Systems
- Visualization & Software
- Industrial Networks
- Safety

**Control Products and Solutions**
- Intelligent Motor Control
- Control Components
- Value-add Services
- Engineered Systems and Solutions

...where technology differentiation and domain expertise matter!
Strong Foundation of Differentiation

- **Technology Innovation & Broad Portfolio**
  - The only scalable, multidiscipline, information-enabled control platform – Logix, including a Modern DCS
  - Secure EtherNet/IP network infrastructure
  - Leading market position in safety
  - Intelligent motor control products and systems

- **Domain Expertise & Global Support**
  - Application know-how
  - Lifecycle support for customers in all industries

- **Trusted Partners & Unique Market Access Model**
  - Channel partners, strategic alliances, technology partners
Differentiated Market Access Model

Rockwell Automation

Limited Distribution

OEM Machine Builder

System Integrators

End User
The Connected Enterprise

Enterprise optimization for rapid value creation
Bringing The Connected Enterprise To Life

Our Approach

Understanding
our customers' best opportunities for productivity;
understanding fosters loyalty

Combining
our differentiated technology and domain expertise to deliver positive business outcomes for our customers;
the combination increases customer share, preserves margins and reduces cyclicality

Simplifying
our customers' experience;
simplification drives productivity
Why We Will Win

- Domain expertise
- Large installed base
- Global support
- Secure, standard, open Ethernet
- Step-by-step approach
- Successful world-class partnerships
- Wide portfolio of smart plant floor devices
- Multi-discipline, scalable architecture
- Integrated Control & Information

BEST PEOPLE, PARTNERS AND TECHNOLOGY IN THE INDUSTRY
Above-Market Revenue Growth

Gain share in core platforms

Grow double-digit in Information Solutions & Connected Services

Grow a point or more per year from acquisitions
Superior Returns

EPS Growth Greater Than Revenue Growth
ROIC Above 20%
100% Free Cash Flow Conversion
Consistent Return of Cash to Shareowners
Rockwell Automation
Financial Overview
Track Record of Execution

Sales

Return on Invested Capital

Adjusted EPS

Free Cash Flow

- Actual Results
- Jan 25th 2017 Guidance
- Actual Results as of Fiscal Year End
- Free Cash Flow
- Pension Contributions
Capital Deployment

Free Cash Flow

Acquisitions

Dividends

Share Repurchase

Returned $5.4B to Shareowners Since 2008

(in $millions)


$0 $200 $400 $600 $800 $1,000 $1,200
Rockwell Automation
A Great Investment

Automation remains an attractive market
- Productivity required to remain globally competitive
- Aging installed base
- Growing consumer demand in emerging markets

Competitive Differentiation
- Technology leader...focused on innovation
- Domain expertise
- Unique market access model
- Singular focus on automation

Integrated Control and Information
- Enables The Connected Enterprise
- Only scalable, multidiscipline, information-enabled control platform
- Provides real-time insights
- Increases the business value we provide to customers

Financial Strength
Disciplined Cash Deployment
- Strong balance sheet, cash flow generation and track record of returning cash to shareowners
- Best in class ROIC; an intellectual capital business
Total Shareowner Return

- Includes the reinvestment of all dividends in our common stock

2008-2016 annualized total return of 20% vs. 16% for the S&P 500
Appendix

Reconciliation to Non-GAAP Measures
## Return On Invested Capital

(in millions, except percentages)

<table>
<thead>
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<tbody>
<tr>
<td><strong>(a) Return</strong></td>
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<tr>
<td>Income from continuing operations</td>
<td>$729.7</td>
<td>$827.6</td>
<td>$826.8</td>
<td>$756.3</td>
<td>$737.0</td>
<td>$697.1</td>
<td>$440.4</td>
<td>$217.9</td>
<td>$577.6</td>
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<tr>
<td>Interest expense</td>
<td>71.3</td>
<td>63.7</td>
<td>59.3</td>
<td>60.9</td>
<td>60.1</td>
<td>59.5</td>
<td>60.5</td>
<td>60.9</td>
<td>68.2</td>
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<tr>
<td>Income tax provision</td>
<td>213.4</td>
<td>299.9</td>
<td>307.4</td>
<td>224.6</td>
<td>228.9</td>
<td>170.5</td>
<td>103.8</td>
<td>56.0</td>
<td>231.3</td>
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<tr>
<td>Purchase accounting depreciation and amortization</td>
<td>18.4</td>
<td>21.0</td>
<td>21.6</td>
<td>19.3</td>
<td>19.8</td>
<td>19.8</td>
<td>18.9</td>
<td>18.6</td>
<td>24.2</td>
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<tr>
<td>Special charges</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>(4.0)</td>
<td>46.7</td>
</tr>
<tr>
<td>Return</td>
<td>1,032.8</td>
<td>1,212.2</td>
<td>1,215.1</td>
<td>1,061.1</td>
<td>1,045.8</td>
<td>946.9</td>
<td>623.6</td>
<td>349.4</td>
<td>948.0</td>
</tr>
<tr>
<td><strong>(b) Average Invested Capital</strong></td>
<td></td>
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<tr>
<td>Short-term debt</td>
<td>248.2</td>
<td>166.6</td>
<td>275.5</td>
<td>209.0</td>
<td>207.2</td>
<td>—</td>
<td>—</td>
<td>70.1</td>
<td>325.1</td>
</tr>
<tr>
<td>Long-term debt</td>
<td>1,509.0</td>
<td>1,261.9</td>
<td>905.3</td>
<td>905.0</td>
<td>905.0</td>
<td>904.9</td>
<td>904.8</td>
<td>904.6</td>
<td>804.5</td>
</tr>
<tr>
<td>Shareowners’ equity</td>
<td>2,164.1</td>
<td>2,521.3</td>
<td>2,680.7</td>
<td>2,086.7</td>
<td>1,881.5</td>
<td>1,709.7</td>
<td>1,387.9</td>
<td>1,563.5</td>
<td>1,798.5</td>
</tr>
<tr>
<td>Accumulated amortization of goodwill and intangibles</td>
<td>811.8</td>
<td>792.6</td>
<td>772.7</td>
<td>775.2</td>
<td>751.0</td>
<td>716.7</td>
<td>679.4</td>
<td>648.3</td>
<td>619.0</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>(1,461.7)</td>
<td>(1,376.1)</td>
<td>(1,210.6)</td>
<td>(1,010.2)</td>
<td>(878.8)</td>
<td>(922.7)</td>
<td>(763.3)</td>
<td>(576.0)</td>
<td>(728.0)</td>
</tr>
<tr>
<td>Short-term investments</td>
<td>(846.5)</td>
<td>(639.3)</td>
<td>(485.2)</td>
<td>(361.7)</td>
<td>(232.5)</td>
<td>—</td>
<td>—</td>
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</tr>
<tr>
<td>Average invested capital</td>
<td>2,424.9</td>
<td>2,727.0</td>
<td>2,938.4</td>
<td>2,604.0</td>
<td>2,633.4</td>
<td>2,408.6</td>
<td>2,208.8</td>
<td>2,610.5</td>
<td>2,819.1</td>
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<tr>
<td><strong>(c) Effective Tax Rate</strong></td>
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<td>228.9</td>
<td>170.5</td>
<td>103.8</td>
<td>56.0</td>
<td>231.3</td>
</tr>
<tr>
<td>Income from continuing operations before income taxes</td>
<td>$943.1</td>
<td>$1,127.5</td>
<td>$1,134.2</td>
<td>$980.9</td>
<td>$965.9</td>
<td>$867.6</td>
<td>$544.2</td>
<td>$273.9</td>
<td>$808.9</td>
</tr>
<tr>
<td>Effective tax rate</td>
<td>22.6%</td>
<td>26.6%</td>
<td>27.1%</td>
<td>22.9%</td>
<td>23.7%</td>
<td>19.7%</td>
<td>19.1%</td>
<td>20.4%</td>
<td>28.6%</td>
</tr>
<tr>
<td><strong>(a) / (b) * (1-c) Return on Invested Capital</strong></td>
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<tr>
<td></td>
<td>33.0%</td>
<td>32.6%</td>
<td>30.1%</td>
<td>31.4%</td>
<td>30.3%</td>
<td>31.6%</td>
<td>22.8%</td>
<td>10.7%</td>
<td>24.0%</td>
</tr>
</tbody>
</table>
## Adjusted EPS

<table>
<thead>
<tr>
<th>Fiscal 2017 Guidance</th>
<th>Twelve Months Ended September 30,</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diluted EPS from continuing operations</td>
<td>$5.56 - $5.96</td>
</tr>
<tr>
<td>Non-operating pension costs per diluted share</td>
<td>0.61</td>
</tr>
<tr>
<td>Tax effect of non-operating pension costs per diluted share</td>
<td>(0.22)</td>
</tr>
<tr>
<td>Adjusted EPS</td>
<td>$5.95 - $6.35</td>
</tr>
</tbody>
</table>

## Free Cash Flow (in millions)

<table>
<thead>
<tr>
<th>Twelve Months Ended September 30,</th>
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<tr>
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<tr>
<td>Cash provided by continuing operating activities</td>
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<tr>
<td>Capital expenditures</td>
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<tr>
<td>Tax payments related to the gain on divestiture of Power Systems</td>
</tr>
<tr>
<td>Excess income tax benefit from share-based compensation</td>
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<tr>
<td>Free cash flow</td>
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</tbody>
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