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.
$6.3B FISCAL 2017 SALES
22,000 EMPLOYEES
80+ COUNTRIES

WORLD’S LARGEST COMPANY DEDICATED TO INDUSTRIAL AUTOMATION AND INFORMATION

SERVING CUSTOMERS FOR 114 YRS

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

ABOVE-MARKET GROWTH | PRODUCTIVITY | INTELLECTUAL CAPITAL VALUE CREATION
PRODUCTS THAT ROCKWELL AUTOMATION HELPS PRODUCE

Delivering Great Business Outcomes

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

BRINGING THE CONNECTED ENTERPRISE TO LIFE

With value described for a customer in their industry-specific language
Delivered using all of our strengths and those of our partners

ABOVE-MARKET REVENUE GROWTH

Share growth in our core platforms and industries
Double-digit growth in Information Solutions and Connected Services
A point or more of growth per year from acquisitions

SUPERIOR RETURN ON YOUR INVESTMENT

EPS growth greater than revenue growth
Over 20% Return On Invested Capital (ROIC)
100% Free Cash Flow as a percentage of Adjusted Income
Consistent return of cash to shareowners
# CONNECTED ENTERPRISE PILOTS

## TRANSPORTATION
- Mahindra
- Toyota
- Great Lakes Brewing Co.
- Dr. Reddy’s
- Bimbo
- SPC
- Metso
- ExxonMobil

## CONSUMER
- General Motors
- Conagra
- Mylan
- Alcoa
- Enbridge
- Occidental Petroleum Corporation

## LIFE SCIENCES
- Pharmocare
- Roche
- Galderma
- Vale
- LEWA

## MINING & CEMENT
- Tata Motors
- Shahi
- Parmalat
- Pepsi
- Pfizer
- BHP Billiton

## OIL & GAS, CHEMICAL
- Emerson
- Rockwell Automation
- Honeywell
- Emerson
- ABB
- Emerson
- Emerson

---

**ASSET MANAGEMENT & RELIABILITY**

**OPERATIONAL PRODUCTIVITY**

**ENTERPRISE RISK**

---

**PUBLIC**

**DISCRETE**

**HYBRID**

**PROCESS**
### SCALABLE ANALYTICS – A KEY DIFFERENTIATOR

<table>
<thead>
<tr>
<th>ENTERPRISE</th>
<th>SYSTEM</th>
<th>DEVICE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DESCRIPTIVE</strong></td>
<td><strong>DIAGNOSTIC</strong></td>
<td><strong>PREDICTIVE</strong></td>
</tr>
<tr>
<td>Which plant performed the best?</td>
<td>Why is Site A throughput behind plan?</td>
<td>I predict that Site A will be behind plan soon.</td>
</tr>
<tr>
<td><strong>PRESCRIPTIVE</strong></td>
<td></td>
<td>What action should I take to avoid Site A from falling behind plan?</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>SYSTEM</strong></td>
<td><strong>DEVICE</strong></td>
<td></td>
</tr>
<tr>
<td>Is Line 1 running ok?</td>
<td>Am I running ok?</td>
<td></td>
</tr>
<tr>
<td>Why is Line 1 quality poor?</td>
<td>Why did a fault happen?</td>
<td>I predict a fault will happen soon.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>What action should be taken to avoid the fault?</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>DEVICE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Which plant performed the best?</td>
<td>Is Line 1 running ok?</td>
<td>Am I running ok?</td>
</tr>
<tr>
<td>Why is Site A throughput behind plan?</td>
<td>Why is Line 1 quality poor?</td>
<td>Why did a fault happen?</td>
</tr>
<tr>
<td>I predict that Site A will be behind plan soon.</td>
<td>I predict that Line 1 quality is moving out of tolerance.</td>
<td>I predict a fault will happen soon.</td>
</tr>
<tr>
<td></td>
<td>What action should the operator take to avoid poor quality?</td>
<td></td>
</tr>
</tbody>
</table>
OUR INDUSTRY FOOTPRINT

Percentage of FY17 Sales

HEAVY
Oil & Gas | Metals | Mining | Pulp & Paper
Semiconductor | Water/Waste Water | Chemicals

OTHER
Marine | Textiles | Entertainment | Other

CONSUMER
Food & Beverage
Home & Personal Care
Life Sciences

TRANSPORTATION
Automotive | Tire

SOLUTIONS (20%)
PRODUCTS (69%)
SERVICES (11%)

~50%
~30%
~15%
~5%
Our products, solutions and services are designed to achieve:

- Reduced waste
- Increased energy efficiency
- Reduced emissions
- Regulatory and environmental compliance
- Safety of personnel, equipment and processes

SUSTAINABLE CUSTOMERS
Helping Customers Achieve Their Sustainability Goals
Our products can be found across many applications and industries that support environmental sustainability.
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
We partner for technology, application expertise and market access

300 DISTRIBUTORS
Market-making channel

87 SOLUTION PARTNERS
Access to 2500 automation engineers

91 EQUIPMENT & MACHINE BUILDERS
Building more than 10,000 annually

131 ENCOMPASS PARTNERS
Over 1300 products

5 STRATEGIC ALLIANCES

Microsoft
Cloud, Virtualization and Analytics

Panduit
Network Infrastructure and Security

Endress+Hauser
Process Instrumentation

FANUC
Specialized Motion Control

Cisco
IoT Network Infrastructure – Wired and Wireless
ACQUISITIONS

**Strategic Fit is Key**

- Acquisitions contributed 1.5 pts of profitable growth in fiscal 2017
- New corporate development organization
- Robust pipeline
- Technology investments
STRONG FINANCIAL PERFORMANCE
2008 - 2017

NEARLY $1.5B
Organic Revenue Growth

Dividend per Share INCREASE 160%

ADJUSTED EPS GROWTH 7%
CAGR

OVER $2.5B
Invested in R&D

FREE CASH FLOW*
10% CAGR

AVERAGE ROIC 29%

* Free cash flow excluding impact of voluntary U.S. pension contributions
FRAMEWORK FOR CONTINUED SUPERIOR FINANCIAL RETURNS

- 30-35% Earnings Conversion at Mid-Single-Digit Organic Growth
  - UPWARD TREND IN SEGMENT MARGINS

- 100% or More Free Cash Flow Conversion
  - HIGH QUALITY EARNINGS, SIGNIFICANT CAPITAL DEPLOYMENT FLEXIBILITY

- Solid Balance Sheet
  - ROK SIGNIFICANT CAPACITY FOR STRATEGIC CAPITAL DEPLOYMENT

- EPS Growth > Revenue Growth
  - SCALE BENEFITS, SHARE REPURCHASES

- ROIC >20%
  - DISCIPLINED CAPITAL DEPLOYMENT
FREE CASH FLOW* % of Sales

Average Free Cash Flow conversion >110%
High quality earnings, asset-light business model, continued working capital improvements

* Excluding voluntary U.S. pension contributions
Capital Deployment Post Tax Reform – No Change

Operating Cash Flow
- Capital Expenditures
  - Free Cash Flow
    - Acquisitions
      - Dividends
        - Share Repurchases

Strong balance sheet provides flexibility
## REVISED FISCAL 2018 GUIDANCE

<table>
<thead>
<tr>
<th></th>
<th>January Guidance</th>
<th>November Guidance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sales</strong></td>
<td>~ $6.7B</td>
<td>~ $6.7B</td>
</tr>
<tr>
<td><strong>Organic Growth Range</strong></td>
<td>3.5% to 6.5%</td>
<td>3.5% to 6.5%</td>
</tr>
<tr>
<td><strong>Currency Translation</strong></td>
<td>~ 2.0%</td>
<td>~ 2.5%</td>
</tr>
<tr>
<td><strong>Divestiture</strong></td>
<td>~ (1)%</td>
<td>~ (1)%</td>
</tr>
<tr>
<td><strong>Segment Operating Margin</strong></td>
<td>~ 21.5%</td>
<td>~ 21.5%</td>
</tr>
<tr>
<td><strong>Adjusted Effective Tax Rate</strong></td>
<td>~ 21%</td>
<td>~ 24.5%</td>
</tr>
<tr>
<td><strong>Adjusted EPS</strong></td>
<td>$7.60 - $7.90</td>
<td>$7.20 - $7.50</td>
</tr>
<tr>
<td><strong>Free Cash Flow as a % of Adjusted Income</strong></td>
<td>~ 100%</td>
<td>~ 100%</td>
</tr>
</tbody>
</table>

Note: As of January 24, 2018
AUTOMATION REMAINS AN ATTRACTIVE MARKET

Productivity required to remain globally competitive

Aging installed base

Growing consumer demand in emerging markets

Skills gap

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

COMPETITIVE DIFFERENTIATION

Technology leader...focused on innovation

Domain expertise

Unique market access model

Singular focus on automation

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 HISTORY

FISCAL YEAR ENDED SEPTEMBER 30

Sales growth, top-quartile financial performance, disciplined capital deployment

TSR consistently above the S&P 500
GLOBAL LEADERSHIP & RECOGNITION

Innovation

- Forbes
- Thomson Reuters
- Business Insider
- Cisco
- The Stevie Awards

- Top 100 Innovative Companies
- Top 100 Global Innovators
- One of 25 Best Tech Companies to Work for in America
- 2016 Acceleration and Transformation Award
- Gold Award for Excellence in Innovation in Manufacturing

Ethics and Integrity

- BBB
- ABEA

- World's Most Ethical Companies
- Better Business Bureau International Torch Award
- American Business Ethics Award

Corporate Responsibility, Sustainability and Our People

- CATALYST
- SWE
- FTSE4Good
- Dow Jones Sustainability Indexes
- NewswEEK
- Glassdoor

- Catalyst Award
- Global Leadership Award
- Company Index Corporate Responsibility
- Most Sustainable Companies
- Top 10 Newsweek Green Rankings
- One of the Best Places to Work in the U.S.

- FIRST Robotics Competition Crown Supplier
- China’s Top 100 Most Attractive Employer and Top Mover
- Tetra Pak Best-in-Class Supplier
- Asian Manufacturing Award Best Internet of Things Provider
- Human Rights Campaign Corporate Equality Index

PUBLIC
## Adjusted EPS

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Diluted EPS from continuing operations</td>
<td>$7.09 - $7.39</td>
</tr>
<tr>
<td>Non-operating pension costs per diluted share</td>
<td>0.18</td>
</tr>
<tr>
<td>Tax effect of non-operating pension costs per diluted share</td>
<td>(0.07)</td>
</tr>
<tr>
<td>Adjusted EPS</td>
<td>$7.20 - $7.50</td>
</tr>
</tbody>
</table>

## Free Cash Flow

### (in millions)

<table>
<thead>
<tr>
<th>Twelve Months Ended September 30.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash provided by continuing operating activities</td>
</tr>
<tr>
<td>Capital expenditures</td>
</tr>
<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>
</tr>
<tr>
<td>Free cash flow</td>
</tr>
</tbody>
</table>
### RECONCILIATION TO NON-GAAP MEASURES

#### Return On Invested Capital

*(in millions, except percentages)*

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>(a) Return</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income from continuing operations</td>
<td>825.7</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>
</tr>
<tr>
<td>Interest expense</td>
<td>76.2</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>60.0</td>
<td>68.2</td>
</tr>
<tr>
<td>Income tax provision</td>
<td>211.7</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>
</tr>
<tr>
<td>Purchase accounting depreciation and amortization</td>
<td>21.4</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>
</tr>
<tr>
<td>Special charges</td>
<td>—</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>1,135.0</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>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>(b) Average Invested Capital</strong></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Short-term debt</td>
<td>585.9</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>1,296.9</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>2,215.8</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>834.1</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>(1,504.4)</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 and long-term investments</td>
<td>(1,111.7)</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>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Average invested capital</td>
<td>2,316.6</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>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>(c) Effective Tax Rate</strong></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Income tax provision</td>
<td>211.7</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>
</tr>
<tr>
<td>Income from continuing operations before income taxes</td>
<td>$1,037.4</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>20.4%</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>26.6%</td>
</tr>
</tbody>
</table>

\[ \text{(a) / (b) * (1-c) Return on Invested Capital} \]

\[
\begin{array}{c}
39.0\% \\
33.0\% \\
32.6\% \\
30.1\% \\
31.4\% \\
30.3\% \\
31.6\% \\
22.8\% \\
10.7\% \\
24.0\%
\end{array}
\]