Rockwell Automation
Investor Conference

November 20, 2014
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.
<table>
<thead>
<tr>
<th>Agenda Item</th>
<th>Presenter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Overview and The Connected Enterprise</td>
<td>Keith Nosbusch, Chairman &amp; CEO</td>
</tr>
<tr>
<td>Integrated Control and Information and Customer Success Stories</td>
<td>Frank Kulaszewicz, SVP A&amp;S Blake Moret, SVP CP&amp;S</td>
</tr>
<tr>
<td>Financial Wrap Up</td>
<td>Ted Crandall, SVP &amp; CFO</td>
</tr>
<tr>
<td>Q &amp; A Session</td>
<td></td>
</tr>
</tbody>
</table>
Rockwell Automation at a Glance

Fiscal 2014 Sales of $6.62B

Leading global provider of industrial **power, control and information solutions**

Automation solutions for a broad range of industries

Serving customers for 111 Years

- Technology innovation
- Domain expertise
- Culture of integrity & corporate responsibility

22,500 employees in 80+ countries
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
Automation is an Attractive Market

**Market Dynamics**
- Grows faster than GDP
- Productivity required to remain globally competitive
- Used by a broad range of industries
- Software is core to products, solutions and services
- Valuable installed base

**Secular Tailwinds**
- Aging installed base
- US natural gas reserves
- Consumer demand in emerging markets
- Wage inflation in emerging markets
- IT/OT convergence

> $90B market for Rockwell
The Connected Enterprise

Enterprise optimization for rapid value creation
The Connected Enterprise
Driven by IT/OT Convergence

**Transactional data**: orders, supply network, product design …

**Real-time data**: control, safety, security …

**IT**

**CONVERGENCE**

**OT**

ERP  FINANCIALS  HR  LOGISTICS  QUALITY  CRM  …

SENSORS, ACTUATORS  CONTROLLERS  MATERIALS & TRANSPORT  MACHINES & EQUIPMENT  …
Realizing The Connected Enterprise has become a business imperative.
Integrated Control and Information...

... enabling The Connected Enterprise
Integrated Control and Information

- A strong foundation of technology innovation and domain expertise
- Secure real-time control and information
- Products, services and solutions to contextualize real-time data providing actionable insightful information, knowledge and wisdom
- Productivity through the automation investment lifecycle - Design/Operate/Maintain

Delivering a Smarter, more Productive, more Secure environment
The Connected Enterprise
Integrated Control and Information in Action at ROK

20 PLANTS

UP TO 200 SKUs PER ORDER

20 YEARS AVG PRODUCT LIFE

PRODUCT TYPES
- Stock + Configure to Order
- Engineered to Order

387,000 SKUs
# Integrated Control and Information

## Our Implementation

<table>
<thead>
<tr>
<th>IT</th>
<th>OT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Information Management &amp; Analytics</strong></td>
<td><strong>FactoryTalk® ProductionCentre</strong></td>
</tr>
<tr>
<td><strong>Scalable Computing</strong></td>
<td><strong>Rockwell Automation Cloud Platform</strong></td>
</tr>
<tr>
<td><strong>Mobility &amp; Visualization</strong></td>
<td><strong>FactoryTalk® View and VantagePoint EMI</strong></td>
</tr>
<tr>
<td><strong>Secure Network Infrastructure</strong></td>
<td><strong>Standard Ethernet with Common Industrial Protocol (CIP)</strong></td>
</tr>
<tr>
<td><strong>Multi-discipline Control &amp; Information</strong></td>
<td><strong>Logix</strong></td>
</tr>
<tr>
<td><strong>Smart Assets</strong></td>
<td><strong>Data Collection</strong></td>
</tr>
</tbody>
</table>

**Table:**

<table>
<thead>
<tr>
<th>ERP</th>
<th>FINANCIALS</th>
<th>HR</th>
<th>LOGISTICS</th>
<th>QUALITY</th>
<th>WAREHOUSE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Legend:**

- **IT**
- **OT**
- **INDUSTRIAL “THINGS”**
- **MATERIALS & TRANSPORT**
- **MACHINES & TESTERS**
- **PLCS & SCANNERS**
- **PRINTERS & LABEL SERVICES**
- **SHOP FLOOR PERSONNEL**
Integrated Control and Information

The Results

Plant
- Inventory: 120 days to 82 days
- Capex: 30% per year avoidance

Supply Chain
- Delivery: mid-80s to 96%
- Lead times: reduced 50%

Customer Service
- Quality: 50% reduction in PPM
- Time to want: 82% to 98%

Manufacturing productivity of 4% to 5% per year
Integrated Control and Information
FY14 Progress Report

- IT/OT Convergence
  Early
- Process growth
  4%
- A&S organic growth
  7%
- IMC portfolio with IC&I capabilities
  Ongoing
- Higher rates of services growth
  1.5X RA avg
- Higher growth in network infrastructure business
  2X RA avg

We’re investing … We’re delivering … More to come!
Integrated Control and Information
Delivering Customer Value

Frank Kulaszewicz
Senior Vice President,
Architecture & Software

Blake Moret
Senior Vice President,
Control Products & Solutions
Agenda

Integrated Control and Information

Customer Success Stories

Why Rockwell Automation Will Outgrow the Market
Integrated Control and Information
Our Core Platforms Deliver The Connected Enterprise
Integrated Control and Information In Action

Real-time Data
DRIVE VOLTAGE, CURRENT

Information
CONTEXTUALIZATION
Motor overload, 90% duty cycle

Knowledge
ANALYTICS
Predict bearing will fail in 10 hours

Wisdom
OPTIMIZE
Redesign process, optimize motor design

New platform capabilities are Smarter, more Productive, more Secure
The Production Landscape

Wide range of applications across all industries
Agenda

- Integrated Control and Information
- Customer Success Stories
- Why Rockwell Automation Will Outgrow the Market
Integrated Control and Information Delivers Customer Value

- Flexible production
- Design productivity
- Intelligent devices

- Lifecycle management
- Operator effectiveness
- Technology migration

- Reliability and quality
- Analytics and diagnostics
- Real-time secure data access

- Regulatory compliance
- Brand and image protection
- Safe operating environment

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

G-CON MANUFACTURING
雪花
CHART
Shell LNG Distribution
Hillshire BRANDS
Faster Time to Market
Flexible Pharmaceutical Facilities

- Pioneered the development of ‘Autonomous Cleanroom PODs™’ – flexible, scalable, and mobile processing solutions for biopharmaceutical processing
- PODs significantly reduce the time for a drug company to bring new manufacturing facilities online
- An information-enabled control system ensures
  - Precise environmental conditions are met
  - Data is continuously collected and analyzed to ensure compliance with FDA manufacturing guidelines

Results
- Improved time to market - 3x faster at significantly lower cost
- Maximizing time to revenue prior to ‘off patent’ generic market offerings

Scalable, redundant solution with integrated analytics and diagnostics
Video Cue
G-CON

G-CON Manufacturing

Barry Holtz
Chief Technical Officer
G-CON
Largest Chinese brewer worked with Rockwell to build a new greenfield facility
  - Project included plant-wide solution design, detailed engineering, instrumentation, commissioning and support
  - Standardization on Rockwell’s platforms drove increased capacity, quality and reliability
  - Leveraging Integrated Control and Information (IC&I)
    - Multidiscipline control
    - Energy management system
    - Manufacturing information systems

Results
  - Integrated information helped maximize production
  - Standardized hardware streamlines spare parts and support

IC&I delivering Smarter, more Productive, more Secure facility
Improved Asset Utilization

Remote Monitoring

- Customer extension of existing Liquid Natural Gas business to retail delivery

- Business Challenges:
  - Real-time inventory control and asset management
  - Efficient, scalable distribution
  - Secure data access and reporting throughout the supply chain
  - Safety

- Our solution leverages the cloud to provide:
  - Remote monitoring of inventory, status and analytics for unmanned sites
  - Flexible, customizable role-based reporting

Results

- Reduced operational costs
- Real-time visibility of asset utilization and site performance
- Actionable reports

Leveraging Integrated Control & Information to provide real-time secure data access
Enterprise Risk Management
Manufacturing Intelligence

- Processed meat and baked goods manufacturer
  - 11 manufacturing facilities
  - 5 regional distribution centers
  - 1.8 billion pounds of production

- Business challenges
  - Regulatory compliance
  - Brand protection
  - Quality and safe work environment

- Our solution
  - Improved yield
  - Traceability of products

Results
- An integrated facility with common data reporting
- Reduced waste from tighter control limits
- Traceability
- Production data in business context

New platform capabilities enhanced production visibility across the enterprise
Video Cue
Hillshire

Tyson Foods Hillshire Brands Quality Assurance
Agenda

Integrated Control and Information

Customer Success Stories

Why Rockwell Automation Will Outgrow the Market
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
Integrated Control and Information
Collaboration Partners

IT

OT

CISCO
COMMON SECURE NETWORK INFRASTRUCTURE

at&t
Microsoft

Endress+Hauser
PANDUIT
FANUC

Rockwell Automation

Copyright © 2014 Rockwell Automation, Inc. All Rights Reserved.
Integrated Control and Information
Delivers Enterprise Optimization at a Global Food Company

Benefits
- Logix and new software tools for faster line integration
- Industrial data centers and remote monitoring for lower total cost of ownership
- Enterprise-wide optimization and OEE* dashboards to increase asset utilization
- Globally consistent safety and network services to reduce risk

*Overall Equipment Effectiveness
Why Rockwell Automation Will Win

- One integrated business – three market leading core platforms
  - Integrated Architecture
  - Intelligent Motor Control
  - Solutions and Services

- Sustainable competitive differentiation
  - Technical innovation
  - Domain expertise
  - Best-in-class partnering

- Broad market coverage
  - Discrete and process control for all industries
  - End user and OEM value

- Expanding growth opportunities from Integrated Control & Information
  - Smart products
  - Secure network infrastructure and services
  - Information to optimize processes
  - Efficient lifecycle support

*Profitable share growth and market expansion*
Financial Overview

Ted Crandall
Senior Vice President and Chief Financial Officer
Fiscal 2015 Guidance

Sales Midpoint ~ $6.8B
  Organic Growth Range 2.5% to 6.5%
  Currency Translation & Acquisitions ~ (1.5)%

Segment Operating Margin ~ 21%
Adjusted Effective Tax Rate ~ 27%
Adjusted EPS $6.55 to $6.95
Free Cash Flow as a % of Adjusted Income ~ 100%

Note: As of November 12, 2014
Track Record of Execution

Above Market Sales Growth

- Sales (in billions)

- Actual Results:
- Nov 12th 2014 Guidance:

Return on Invested Capital

- Return on Invested Capital %

Adjusted EPS

- Adjusted EPS $:

- Actual Results:
- Nov 12th 2014 Guidance:

Stable Free Cash Flow

- Free Cash flow (in billions)

- Free Cash Flow:
- Pension Contributions:

Copyright © 2014 Rockwell Automation, Inc. All Rights Reserved.
Cash Deployment Priorities

Free Cash Flow

Fund Organic Growth

Acquisitions

Dividends

Share Repurchase

More than doubled the dividend and returned $2.8B to shareowners in last 5 years
Automation remains an attractive market

- Productivity required to remain globally competitive
- Aging installed base
- Growing consumer demand in emerging markets

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

- Includes the reinvestment of all dividends in our common stock

2008-2014 annualized total return of 9.4% vs. 6.0% for the S&P 500
Appendix
Reconciliation to Non-GAAP Measures
### Reconciliation to Non-GAAP Measures

#### Return On Invested Capital

(in millions, except percentages)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<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>
</tr>
<tr>
<td>Income from continuing operations</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>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>
</tr>
<tr>
<td>Income tax provision</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>21.6</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>(4.0)</td>
<td>46.7</td>
</tr>
<tr>
<td><strong>Return</strong></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></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>(b) Average Invested Capital</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Short-term debt</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>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>2,680.7</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>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>Short-term investments</td>
<td>(485.2)</td>
<td>(361.7)</td>
<td>(232.5)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Cash and cash equivalents</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><strong>Average invested capital</strong></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></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>(c) Effective Tax Rate</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income tax provision</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>$1,134.2</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><strong>Effective tax rate</strong></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>
</tbody>
</table>

| **(a) / (b) * (1-c) Return On Invested Capital** | 30.1%  | 31.4%  | 30.3%  | 31.6%  | 22.8%  | 10.7%  | 24.0%  |
### Adjusted EPS

<table>
<thead>
<tr>
<th></th>
<th>Fiscal 2015 Guidance *</th>
<th>Year Ended September 30,</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diluted EPS from continuing operations</td>
<td>$6.24 - $6.64</td>
<td>$5.91</td>
</tr>
<tr>
<td>Non-operating pension costs per diluted share, before tax</td>
<td>0.47</td>
<td>0.40</td>
</tr>
<tr>
<td>Tax effect on non-operating pension costs per diluted share</td>
<td>(0.16)</td>
<td>(0.14)</td>
</tr>
<tr>
<td>Adjusted EPS</td>
<td>$6.55 - $6.95</td>
<td>$6.17</td>
</tr>
</tbody>
</table>
## Free Cash Flow

(in millions)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash provided by continuing operating activities</td>
<td>$1,033.3</td>
<td>$1,014.8</td>
<td>$718.7</td>
<td>$643.7</td>
<td>$494.0</td>
<td>$526.4</td>
<td>$596.8</td>
</tr>
<tr>
<td>Capital expenditures</td>
<td>(141.0)</td>
<td>(146.2)</td>
<td>(139.6)</td>
<td>(120.1)</td>
<td>(99.4)</td>
<td>(98.0)</td>
<td>(151.0)</td>
</tr>
<tr>
<td>Tax payments related to the gain on divestiture of Power Systems</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>7.9</td>
</tr>
<tr>
<td>Excess income tax benefit from share-based compensation</td>
<td>29.9</td>
<td>31.9</td>
<td>18.5</td>
<td>38.1</td>
<td>16.1</td>
<td>2.4</td>
<td>4.6</td>
</tr>
<tr>
<td><strong>Free cash flow</strong></td>
<td>$922.2</td>
<td>$900.5</td>
<td>$597.6</td>
<td>$561.7</td>
<td>$410.7</td>
<td>$430.8</td>
<td>$458.3</td>
</tr>
</tbody>
</table>