

# Smart, Safe and Sustainable Manufacturing

Rockwell Automation 2014 Corporate Responsibility Report

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# Table of Contents



## Sustainable Customers

- 5 **Manufacturers Slash Energy Usage and Costs with Automation and Information**
- 7 **Teams Aim to Meet and Exceed Product Compliance Requirements and Information Access**
- 8 **Safety Fundamental to Social Responsibility, Productivity and Profitability**

## Sustainable Company

- 11 **Environmental Performance**
- 14 **Workplace Safety Performance Rebounds**
- 18 **Colleagues Collaborate to Improve the Employee Experience**
- 20 **Ethics Ingrained in Employee Culture**

## Sustainable Community

- 23 **Supplier Relationships**
- 24 **Support for Programs that Ignite STEM Possibilities**
- 26 **Changing Career Perceptions**

## 30 At-A-Glance

# Social Responsibility and Sustainability Key Principles

- *We respect and support the dignity of all workers and our company policies and practices are designed to uphold worker human rights.*
- *We embrace equal employment opportunities, reject illegal employment discrimination in any form and strive to treat all employees with fairness and dignity.*
- *We are committed to demonstrating the highest standards of health and safety for our employees and customers.*
- *We strive to continually improve our environmental performance including resource conservation and pollution prevention.*
- *We are committed to making a positive impact on the communities in which we live and work.*
- *We adhere to a Code of Conduct based on principles and laws that guide the decisions and actions of our employees and suppliers.*

You'll find our complete Global Social Responsibility and Sustainability Policy at our web site.

## From Our Chairman and CEO

Evolving technology is changing the manufacturing landscape, from labor intensity to highly productive production processes; from aging industrial-age plants to clean, safe, efficient production facilities; from isolated operations to an integrated, responsive supply chain.

We call this vision The Connected Enterprise. The Connected Enterprise focuses on rapid value creation through tighter integration between industrial assets and the rest of the enterprise value chain. It's characterized by industrial operations that are more nimble and more sustainable, while driving greater productivity. The Connected Enterprise brings together people, processes and technology to achieve enhanced productivity, sustainability and economic performance.

The implementation of The Connected Enterprise will drive more change in industrial operations in the next 10 years than occurred in the past 50 years. Rockwell Automation is at the forefront of enabling industry leaders to move The Connected Enterprise from concept to reality to further enhance business performance through integrated control and information. We've focused our technologies and partnerships on enabling the right information at the right time across processes, facilities, suppliers and consumers to help our customers make faster and better decisions. The progress we're making in helping our customers realize The Connected Enterprise will be transformational.

We have a long history – 111 years – of servicing customers with technology innovation, deep domain expertise and a culture of integrity and social responsibility. This is the foundation of our mission to improve the standard of living for everyone by making the world more productive and sustainable.

This mission starts within our own company. In 2014, we were again named one of the World's Most Ethical Companies by the Ethisphere Institute, and a member of the Dow Jones Sustainability North American Index. We continued to work safer than our peers with a safety performance that is among the best in our industry. And our colleagues are actively engaged in distinguishing our company as an inclusive and innovative organization where everyone can do their best work. Every day we see the results of our community investments through the contributions of employees who developed their passion for STEM (Science, Technology, Engineering, Math) as students who participated in the programs we support.

In the coming pages of our 10th annual Corporate Responsibility Report, you'll read more about our choices and actions in these areas and why they're so important to us. We appreciate your interest and, as always, welcome your feedback and ideas.

Sincerely,



Keith D. Nosbusch



# Sustainable Customers

“The perception of sustainability has evolved from environmentalism and carbon to a more holistic view of energy efficiency, waste management and corporate social responsibility,” stated Matthew Littlefield, president and principal analyst of LNS Research at our 2014 Automation Fair. “The most sustainable companies are also the most successful companies.”

We couldn't agree more. Serving almost every major industry, our 22,500 employees work in more than 80 countries guided by our mission to improve the standard of living for everyone by making the world more productive and sustainable. We are the largest company in the world focused solely on industrial automation and information.



## Manufacturers Slash Energy Usage and Costs with Automation and Information

In The Connected Enterprise, manufacturers can become strategic managers of their energy and environmental resources. With our guidance, technologies and services, these manufacturers leverage their existing automation and power system investments to visualize energy usage and manage consumption throughout the enterprise – from the individual device and machine up to the entire global manufacturing/production operations. As a result, they gain an understanding of energy usage and are empowered to control production in a way that optimizes overall consumption, profitability and emissions.

Tyson Foods, one of the world's largest producers of meat and poultry, has seen its view on energy evolve. "It's not just something you have to live with; it is something you manage," said Danny Hamilton, director, energy engineering. "Energy has started to become a definitive factor in the success of our operations."

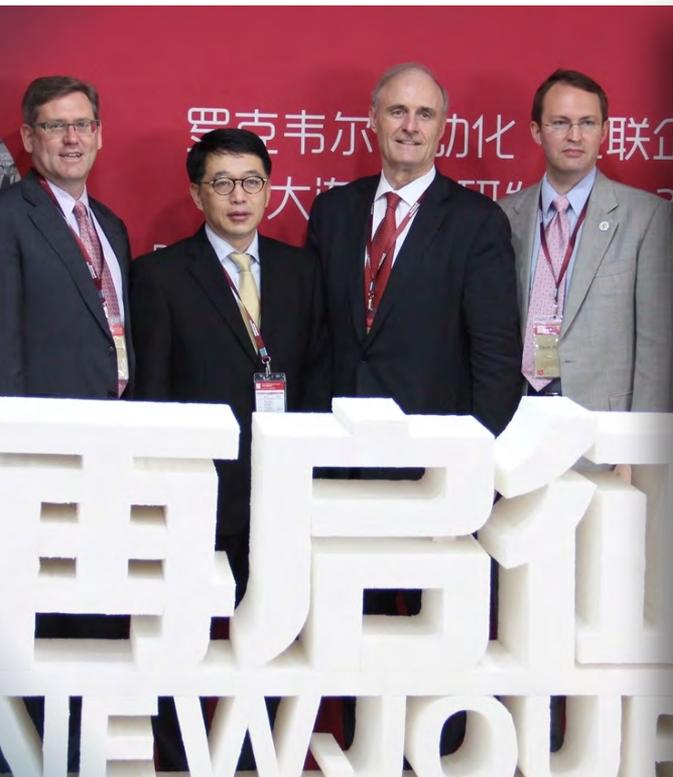
With Rockwell Automation's help, Tyson is implementing an enterprise-wide web-based,



real-time process for energy management and conservation that focuses on monitoring and reporting total usage of electricity, water and other resources.

The company has set a 20 percent energy reduction goal over 10 years through a combination of cost-saving operational efficiencies and capital-based improvements. To find those opportunities, Tyson started its integrated energy awareness journey with a single plant pilot of a Rockwell Automation-based energy monitoring system.

The food company selected the five major systems that consume 80 percent of the plant's energy: compressed air, cooking, refrigeration, steam and tempered water. Information from the systems was integrated and populated into their energy management system dashboards, and they established energy performance standards for each system based on production rates and historical information. Dashboard displays are color coded so anyone can immediately monitor performance and drill down as needed for real-time process information. That first pilot helped Tyson identify annual utility cost reductions of more than 10 percent, and a second pilot that added additional systems identified similar results.



## Global Locations Celebrate Milestones

We celebrated the 20th anniversary of our software research and development (R&D) campus in Dalian, China in 2014. We were among the first multi-national companies to set up global software R&D facilities in that city and over the past two decades the Dalian campus has grown into our largest software R&D center outside the U.S. Additionally, our first Shanghai manufacturing facility celebrated 10 years, our Ladysmith, Wisconsin location marked 25 years, our Twinsburg, Ohio facility celebrated 35 years and Cambridge, Ontario celebrated 60th anniversary.

In Singapore, our Asia Pacific Business Center won the 2014 Silver Manufacturing Company of the Year Asia-Pacific Stevie Award. The Stevie honors achievements and positive contributions of organizations and working professionals worldwide.



## The Algae House Generates Energy from Living Algae on Its Façade

Rockwell Automation technologies and services are used in many of the world's most sustainable operations including Hamburg, Germany's "The Algae House." The cube-shaped apartment complex is the world's first building with a bioreactor façade. Micro-algae breeds within the building's shell, using photosynthesis and solar energy to produce biomass and heat. One of the project's biggest challenges was to link the technology needed to cultivate micro-algae with modern building technology.

Rockwell Automation provided the control elements that integrate all the disparate technologies into one system while enabling automated operation throughout the year. The Algae House has made it possible to test a system that supplies a building with heat and power while producing high-quality biomass energy and reducing greenhouse gas emissions.



## Wood Waste Powers Groundbreaking Biomass Plant at University of British Columbia

The University of British Columbia's (UBC) growing Vancouver campus, at 1,000 acres, is a city unto itself with more than 50,000 students, faculty and residents. A sustainability leader with a goal to be carbon neutral by 2050, UBC designed and built a combined heat and power (CHP) plant on campus that runs on renewable fuels with Rockwell Automation motion and control technologies.

Nexterra Systems Corporation designed, developed and installed the CHP facility, which operates on woody biomass – clean wood waste, such as pallets and construction debris, and residues from wood manufacturing. So far the facility has enabled UBC to reduce greenhouse gas emissions by 6,000 tons a year, equal to taking 1,250 cars off the road. As operators become more proficient with the system, the emissions reductions will continue to grow.





*From pharmaceuticals to steel production, Rockwell Automation helps manufacturers manage energy and improve product quality while reducing waste and raw materials*

“We have a pre-existing relationship with Rockwell Automation around process automation on our plant floor, so it was a natural progression for us to use their energy management solution,” noted Danny. “Now that we’ve evaluated it, we’re very happy with what we have.”

Baotao Steel Company, the largest industrial enterprise in Inner Mongolia, isolated information within each of its production areas on how much energy is used by specific facilities, lines and machines. To optimize energy use across operations, Baotou implemented an energy management and software system that collects more than 3,000 points of energy data. The system allows operators to adjust energy supply parameters based on production goals and enables management to review energy use trends across the enterprise for larger-scale savings.

At Glaxo Smith Kline in Jurong, Singapore, automating the plant’s manual energy monitoring and targeting system with Rockwell Automation technology is expected to result in an energy savings equal to reducing 3,670 tons of greenhouse gas emissions per year. Among the system’s many beneficial features is functionality that allows the engineering team to monitor utility parameters while providing early signals of problems, reducing unplanned production downtime.

Engineering Manager Yeo Yee Pang says, “We see the energy monitoring and targeting system as a powerful tool that will empower energy users with the data and functionality to reduce energy usage. The analytical tools allow us to better understand our load profile, and will allow us to improve energy usage control as well as trigger improvement projects to further

enhance our site’s energy efficiency.” In addition to energy management, we help manufacturers improve product quality while reducing waste and raw materials, as well as manage real-time environmental compliance.

### **Teams Aim to Meet and Exceed Product Compliance Requirements and Information Access**

Since 2010 the number of product environmental laws has more than doubled from some 500 to more than 1,200 today. But regardless of how vast and complex the global regulatory and certification landscape is, our customers expect us to provide products and solutions compliant with industry standards and national regulations. Our goal has always been to meet or exceed global product compliance requirements and our customers’ needs for product content disclosure.

Our Product Environmental Compliance team focuses on ensuring that our more than 300,000 products meet all environmental laws including those that address hazardous material content, extended producer responsibilities (“end-of-life” product disposal) and energy efficiency. In tandem, our Product Certification Engineering team ensures our products meet various certifications and safety standards needed for sale in specific countries and regions.

Each year, we train hundreds of colleagues and partners across the product life cycle, from product designers to suppliers to global customer care representatives and distributors, educating them

about the latest developments so that it's easier to provide our customers the information they need.

## **Safety Fundamental to Social Responsibility, Productivity and Profitability**

Safety is a fundamental element of social responsibility and sustainability. We are a leader in industrial safety with the most complete offering of safety services and products in the market to help manufacturers evaluate, develop and implement effective, holistic safety programs. With our deep expertise in safety and participation in international safety standards organizations, we bring the knowledge and technology needed to tie worker safety objectives with production goals in a way that improves profitability.

As manufacturing systems continue to become more connected and the barriers between equipment, lines and facilities continue to fall, the ability to share information about safety events throughout the enterprise – from plant floor workers to executives – improves. Using integrated safety systems, The Connected Enterprise provides a more complete view of operations, enabling informed, proactive decisions that can help manufacturers reduce injuries, minimize downtime, protect supply chains from disruptions and drive long-term business sustainability.

Our integrated safety systems give manufacturers a high volume of information directly from both their standard and safety control systems providing better visibility into the reasons for and frequency of safety events. The data also provides insight into how operators and machinery are working together. For example, if a safety shutdown takes place, plant managers can more quickly understand if it is a system issue or an operator not following procedure.

Research shows that best-in-class manufacturers address safety in three key areas: employee behavior (culture), processes and procedures (compliance), and technology investments (capital). As such, they have fewer safety incidents and significantly improved

operational performance. These manufacturers go far beyond simple compliance to deliver improved productivity, greater efficiencies and dramatically lower injury rates.

With our Safety Maturity Index™, a free self-guided assessment tool we introduced in late 2013, we help companies understand their current level of safety performance in each of the key areas mentioned above and provide recommendations to improve safety, productivity and profitability.

In 2014, we upgraded another free tool we offer to allow engineers designing machinery safety systems to more easily collaborate across regions and multiple languages. The Safety Automation Builder software tool, now available in 17 languages, automates what was once a time-consuming manual process. The software has been downloaded more than 20,000

times since we launched the tool in early 2013 and was named one of the top 10 most innovative products at Germany's largest automation show.

Manufacturers use the Safety Automation Builder to simplify selection of safety devices and speed up the engineering process. One manufacturer in Italy used the tool with a system integrator in Hungary and a machine builder in Germany. The software automatically translated the original design file into the other languages without changing any of the functional data, cutting engineering time and paperwork.

Because we know nearly 70 percent of companies rely on partners to develop their safety systems, we launched a new machinery safety program this past year for system integrators to help them deepen their safety expertise and capabilities, and better serve their customers' safety needs.

Whether we're developing products, resource tools or education programs, we draw on extensive research, expert insight, customer input and our wealth of experience as the world's leading provider of industrial safety systems.





## Acquisition Expands Safety Services Capabilities

With the 2014 acquisition of ESC Services, a global leader in providing lockout-tagout (LOTO) services and solutions, we expanded our market-leading portfolio of industrial safety offerings. LOTO is a safety procedure that protects employees by ensuring manufacturing machines are properly de-energized and not started again until maintenance or service work has been performed. The procedure requires hazardous power sources be isolated and rendered inoperative before repairs are started.

ESC creates custom, machine-specific, picture-based LOTO procedures that are mounted right at the point of use, enabling employees to use them every time they lock a machine out. The company's unique methodology uses QR codes that can be scanned to obtain asset information and streamline compliance with external regulations and internal safety policies.



## Safety Team Launches Training Program for Global Snack Leader

In 2014, we developed and led customized safety training at more than 60 global sites for one of the world's largest snack companies employing more than 100,000 people. Whether in Japan, China, India, Mexico or Chile – to name just a few locations – the training was customized for each country and location's language and technical needs. We also conducted safety audits and assessments at more than 70 sites. We are one of only a few companies worldwide with the expertise and scale to deliver this level of training and services to address a global organization's concurrent needs.



## Awards Highlight Safety Leaders

To raise awareness of plant floor safety and recognize best-in-class manufacturers that make safety a core business value, Rockwell Automation annually honors some of the world's safest manufacturing companies – specifically those that realize the widespread benefits of a holistic approach to safety.

We named Corning Environmental Technologies and Bevcorp as recipients of the 2014 Manufacturing Safety Excellence Awards. These winners focused on keeping workers safe while also using safety to enhance production efficiency and company profitability.

The Corning Environmental Technologies division, and in particular its diesel facility in Painted Post, New York, has set a benchmark for other Corning facilities with its rigorous adoption of global safety standard ISO 13849 and use of contemporary machine safety technologies.

Bevcorp, a supplier of filling and blending equipment and services for the beverage industry, goes beyond compliance to design safety systems that improve machine operability for its customers.

# Sustainable Company

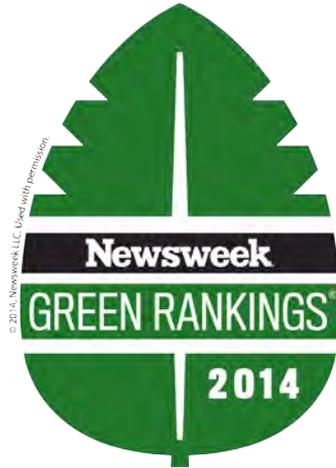
Socially responsible and sustainable business practices are embedded in the way we work and behave at Rockwell Automation. They're part of our operational and cultural DNA. In 2014, we were again named a member of the Dow Jones Sustainability North American Index. This was the fourth time we were selected to this highly coveted index that features the top-ranked companies in terms of corporate sustainability within each industry. To be included or remain in the index, companies must continually intensify their sustainability initiatives. Additionally, we were included in the 2014 FTSE4Good Index of companies, as we have been for more than a decade.



*Rockwell Automation employees in Singapore*

## Environmental Performance

Citing both our own record of environmental stewardship along with our ability to help our customers improve their environmental performance, *Newsweek* ranked Rockwell Automation No. 8 in the 2014 Green Rankings for U.S. companies. The news magazine, in partnership with Corporate Knights Capital, evaluated the 500 largest companies in the world and in the U.S. on several indicators including energy, greenhouse gases, water and waste. While Rockwell Automation doesn't have the level of stock market capitalization required for consideration for a global ranking, our 2014 score would have placed us in the top 20.



We also achieved Green Masters Accreditation, the highest level of recognition from the Wisconsin Sustainable Business Council which is the largest sustainability program in the state. In Monterrey, Mexico our facility earned a Clean Industry Certificate from the Nuevo Leon Environmental Agency. Both of these were repeat honors.

Globally, our primary environmental impacts are energy use and waste generation. Because most of our energy use is for electricity to light, heat and cool our buildings, the majority of our CO<sub>2</sub> emissions are indirect and generated at electrical utilities, not our facilities. We refer to these as Scope 2 emissions while direct emissions from activities we control within our operational boundaries are known as Scope 1. These include energy consumed from natural gas and liquid fuel, which make up just a tiny fraction of our overall energy and carbon footprint.

We continued to make progress in 2014 toward our 2022 goal to reduce Scope 1 and Scope 2 CO<sub>2</sub>-e emissions by 30 percent as normalized to 2008 sales. We reduced our energy and carbon equivalent intensity by eight percent from 2013 levels. Of the more than 300 locations where we track and report energy use and carbon emissions, about

20 sites are core manufacturing and warehouse facilities. Energy is a minor percentage of the total manufacturing costs at these locations.

We have found opportunities to reduce energy by using the same software system that we implement for our customers. Our energy management system, deployed at six manufacturing sites in the Americas, has allowed us to track and monitor in real time Water, Air, Gas, Electricity and Steam (WAGES) usage, and, as such, reduce power consumption by five percent.

In Europe, colleagues have drastically reduced energy consumption by upgrading lighting systems. For example, our Aarau, Switzerland facility has achieved between 40 and 80 percent energy savings, without sacrificing visibility, in various indoor and outdoor areas by updating lamps with LED fixtures. Additional upgrades will be equipped with movement detection and automatic brightness control.

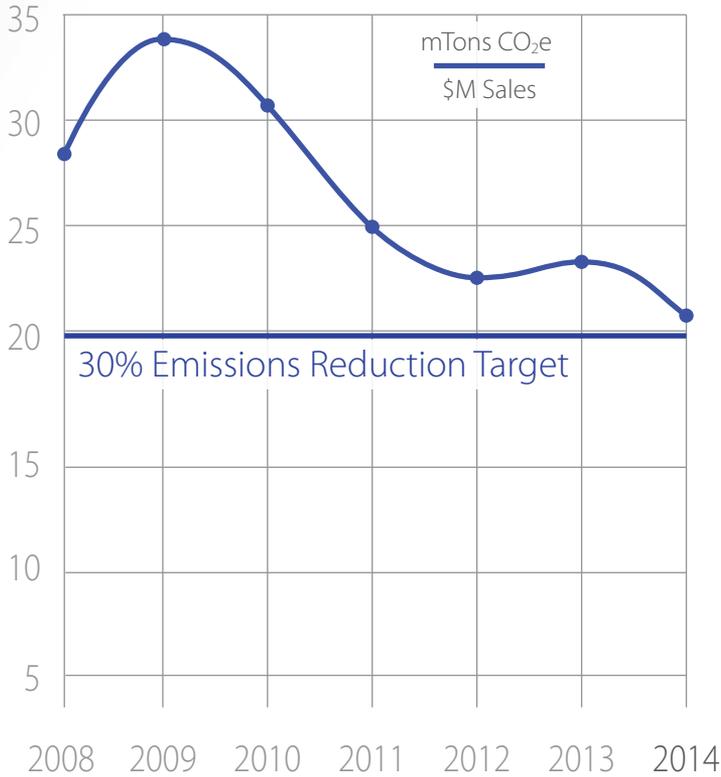
This facility has also been a leader in our company-wide efforts to recycle or reclaim at least 80 percent of our solid waste annually. For years, the plant has deferred nearly all its waste from landfills through material and thermal recycling. In 2014, the plant hired a new vendor that purchases and recycles waste from nearly 80 different plastic material sources. With the new recycling company, Aarau increased the amount of plastic material recycled 24 percent from 37 tons in 2013 to 46 tons in 2014.

All of our locations must conform to local environmental and safety regulations as well as our own policies and procedures. To facilitate a continuous improvement mindset that goes beyond regulatory compliance, we conduct a comprehensive performance assessment that scores on a 100-point scale and identifies critical element deficiencies. We conducted 90 assessments in 2014 for a total average score of 88. We noted one serious deficiency at a new acquisition and that has been resolved. Outside agencies also performed seven environmental and safety inspections. We received two citations and a \$200 fine related to a training documentation issue that has been resolved.

# Environmental Performance

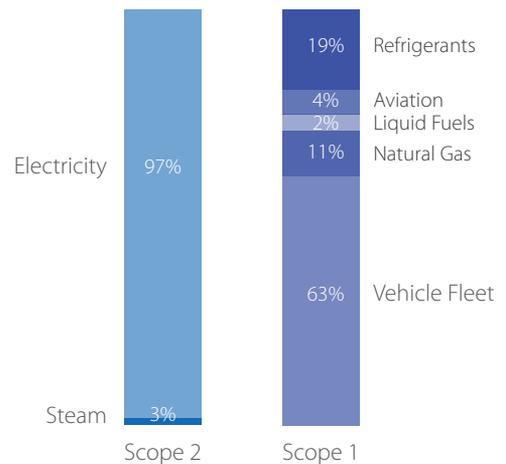
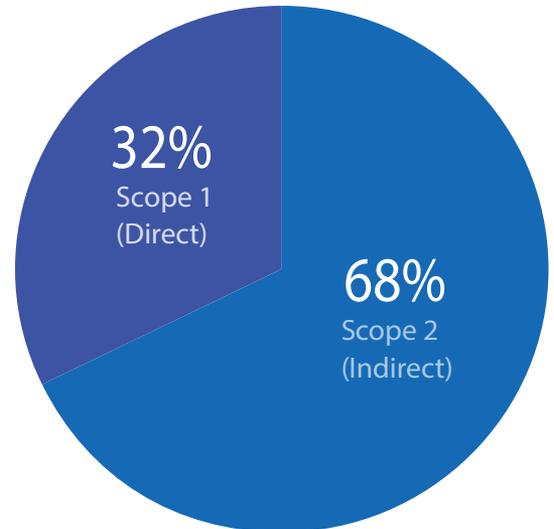
## Normalized Emissions Trend

Goal: 30% Emissions Reduction  
by 2022 from 2008 baseline  
(Scopes 1 and 2)



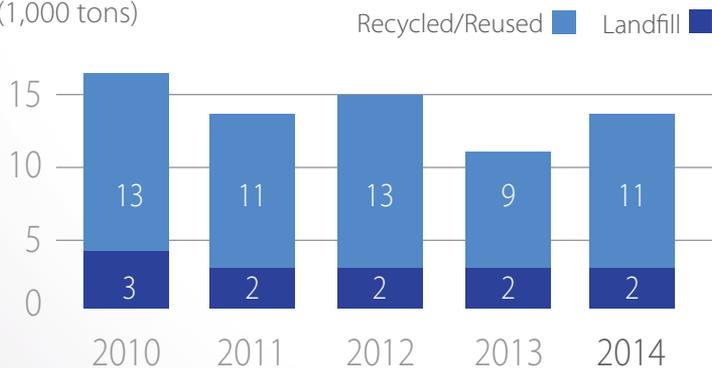
## 2014 Emissions Summary

Total: 136,600 mtons CO<sub>2</sub> equivalent



## Waste Generation

(1,000 tons)

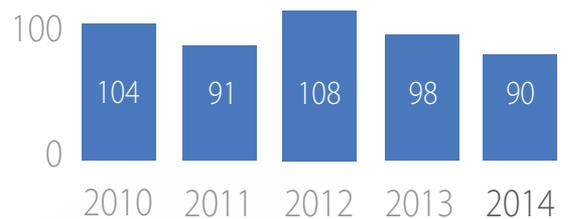


Goal Met: Deferred 84%, better than our 80% goal

## Water Usage



(million gallons)



## Local Facilities Promote Environmental Stewardship

Throughout our company Earth Day provides an opportunity to engage colleagues and community partners in environmental stewardship. Employees at our Champaign, Illinois facility collected more than 1,000 pounds of electronics for recycling. In the Dominican Republic, our employees participated in a coastal cleanup event and planted 1,700 trees as part of a reforestation effort. Colleagues in Singapore and Dalian, China also participated in tree plantings.

More than a dozen volunteers from one of our Shanghai, China plants visited their hazardous waste collection and handling vendor for a tour and to learn more about the latest environmental technologies. While in the U.S., our Mayfield Heights, Ohio and Mequon, Wisconsin locations invited vendors and other environmental organizations to our facilities as part of an education fair for employees.



## Water Quality an Important Cause for Singapore Employees

Leaders from our Asia Pacific Business Center (APBC) used their passion for community service and environmental stewardship as a team building activity. APBC General Manager Co Nguyen led his team on a two-day volunteer mission to improve water quality in rural Cambodia. This was the second year Singapore-based employees made the trip to build and install bio sand filters in village homes to help filter water for drinking and cooking.

Co said, "This indeed was a meaningful activity for me and my leadership team. I was touched by the passion of the team members and the warm appreciation of the Cambodian villagers. Through this project, we not only made a positive impact on the community, but also built a stronger, more collaborative team."

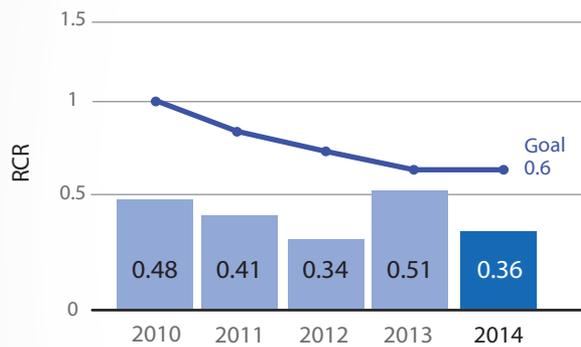
Separately another group of our Singapore colleagues traveled to build filters and installed them in 30 homes. They also visited local schools where they distributed 250 sets of hygiene kits and 100 sets of school basic stationery. Additionally, the team brought along 20 cartons of donated clothing from fellow Rockwell Automation employees.

## Workplace Safety Performance Rebounds

Year after year our employees consistently achieve a best-in-class safety performance when compared with private industry and our electronic manufacturing peers. In 2013, we experienced a slight increase in work-related incidents but with a focus on improving the areas of highest safety occurrences, our 2014 safety metrics returned to low levels. These metrics represent the ratio of number of incidents to number hours worked. Lower rates indicate fewer incidents per measured time period.

## Safety Performance

Recordable Case Rate Per 100 Employees



Lost Work Day Case Rate Per 100 Employees



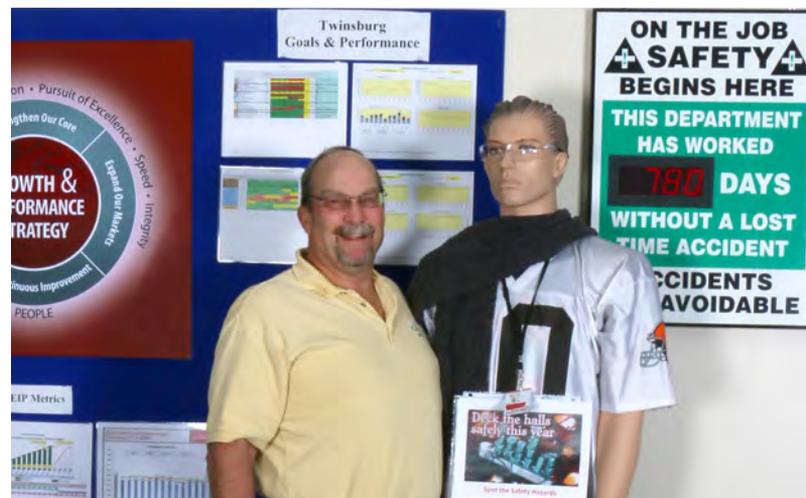
Lost Work Day Rate Per 100 Employees



Our Recordable Rate of 0.36 is significantly better than the average private industry recordable case rate of 3.4 and our electronic manufacturing peers' average rate of 3.0\*. For 2015, we will introduce a new metric, the Total Incident Rate. This rate will measure the combined number of first aid and recordable cases and replace the Lost Work Day rate.

Employees used many educational tools and activities to drive these improvements and address the three areas where we experienced most incidents the prior year – slips/trips/falls, glove and hand safety, and ergonomics. Individual locations developed creative programs that supplemented our company-wide annual Sustaining Safety Campaign.

SKIP the safety mannequin, whose name stands for Safety Knowledge Identity Person, helps Twinsburg, Ohio employees understand the types of safety incidents that have occurred by flagging the injured part of the body with a red tag. He also displays a weekly "Identify the EHS Hazard" with a picture showing unsafe acts or conditions that could lead to an injury or violate policies and procedures.



The following week SKIP provides the answer along with more information. Since they first met SKIP, Twinsburg employees have reduced their number of incidents and injuries and have gone more than a year without a work-related recordable case.

In Sao Paulo and Jundiai, Brazil, employees turn to Sherlock to help identify and eliminate unsafe

\*Per U.S. Bureau of Labor Statistics 2012



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## Certifications

*Rockwell Automation has 23 locations certified to the ISO 14001 Environmental Management System and 11 certified to the Occupational Health and Safety Assessment Series 18001.*

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conditions. When employees identify a safety risk, they place a picture of Sherlock next to the unsafe condition. The person responsible for the area then takes steps to fix the risk. Once remedied, the employee who identified the risk verifies the action has eliminated the unsafe condition and removes Sherlock.

If you walk through our facilities in Santo Domingo, Dominican Republic, and Monterrey and Tecate, Mexico, don't mind the hand prints on the walls. We're not messy, just committed. With the Safe Hand Commitment, employees pledge to protect their hands by placing their hand prints on the wall. The commitment is part of these facilities' safe hands awareness campaigns, which also include informational videos and demonstrations.

Our colleagues in Katowice, Poland implemented several solutions to improve ergonomic issues. During personal training sessions, employees learned exercises and stretches they can do at work to relieve muscle tension and stress. The plant modified a motor control center pretest station to eliminate an awkward posture and added a platform in the powder paint station to make it easier to reach the hooks that hold the parts needing paint. In Richland Center and Ladysmith, Wisconsin, the facilities hosted Ergonomic for Engineers training sessions as engineers play a critical role in work station design, process improvements, tooling selection and manufacturing

changes. Each engineer was then responsible for leading a project that will reduce the ergonomic risk for a production task in the department they support.

To gain further insights about how our operations employees perceive safety, colleagues from nine of our manufacturing sites participated in a National Safety Council's Safety Barometer Perception Survey during 2013 and 2014. We learned that employees have a high regard for their location-based environmental health and safety coordinators but would value increased supervisor training and engagement in the safety process. As such, we developed the Supervisor Safety Scorecard to measure key activity-based safety metrics, including training, inspections, employee meetings and behavior-based safety. We will implement this scorecard across our major manufacturing locations in 2015. We also plan to conduct the Safety Barometer survey at a portion of our plants each year.

We first used the Safety Barometer in 2010 and 2012 as a feedback and ideation tool with our "field" employees – those employees that work at our global customer locations in work environments we as a company can't control. We continue to strengthen an already engaged, positive and proactive field safety approach with pre-job safety assessments, written field operations procedures, personal protective equipment, safety straight talk sessions and on-going training.

## Rockwell Automation Named Among the Safest Companies in Several Countries

Leading publication *EHS Today* named Rockwell Automation to its 2014 class of America's Safest Companies. The 19 companies on the list represent a broad array of industries. Marty Thomas (pictured right), Rockwell Automation's Senior VP of Operations, explained, "As the publication noted, what we all have in common is that we don't focus on the numbers, we focus on the importance of all workers returning home safely at the end of the shift and do whatever it takes to make that happen."

In Singapore, the Ministry of Manpower and Workplace Safety & Health Council awarded Asia Pacific Business Center (APBC) with their top achievement, the Excellence Award, for the fourth consecutive year. PW Yeoh, APBC plant manager, said, "We have evolved from a top-down safety environment to a fully engaged safety culture where employees are now owning and continuously improving the processes. We see trends that illustrate how employees feel empowered to suggest health and safety related solutions."



## Employees Step Up for Health and Wellness

From Zumba Day in Tecate, Mexico to yoga in Shanghai, China to biking hundreds of miles across Europe, Rockwell Automation employees participated in a wide array of fitness activities in 2014 to improve their health, raise funds for important causes and spend time with fellow colleagues.

Colleagues from our South Pacific region walked more than 33 million steps during September as part of a Cerebral Palsy Alliance fundraiser while 155 of our Cambridge, Ontario employees completed more than 22 million steps as part of the facility's "Walk the Globe" eight-week fitness challenge. Participant Larry Ignani said, "I am finding my overall health has improved since participating in the challenge. I am able to do more exercise now and plan to purchase my own pedometer to make sure I am getting my steps in every day."



*Cambridge, Ontario's "Walking Pandas" team*



*Tok Kiang Ling and family enjoy visiting U.S. landmarks*

## Global Rotations and Immersion Courses Expose Employees to New Cultures

Expatriate assignments in which employees live and work in another country for an extended period of time provide a valuable career development experience while enhancing our culture of inclusion and strengthening employee engagement. Since 2011, Singapore-hired product specialist Tok Kiang Ling (Ling) has worked in Milwaukee where he lives with his wife and two children.

“Living outside of your home country gives you an important perspective. Our markets are different, and so are our cultures and languages. It helps us all realize one solution does not work everywhere,” he noted. “These are things which can be learned as you work with people across cultures and regions but it is nothing like experiencing it on a day-to-day basis.”

Meanwhile, as part of their graduate degree work at

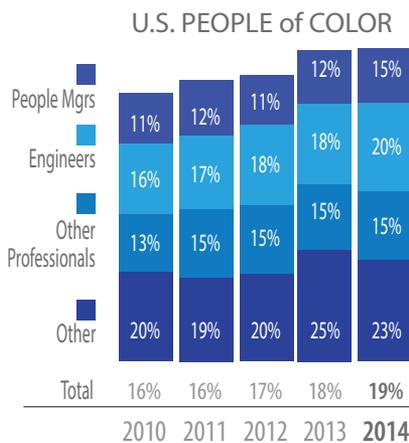
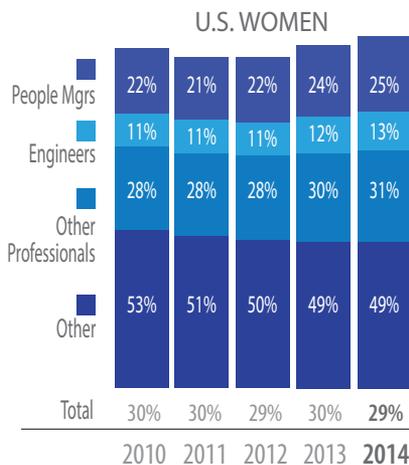
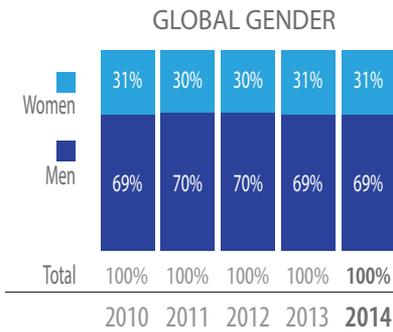
Milwaukee School of Engineering, Rockwell Automation engineers Nikhil Prasad and Chad Ayers traveled to China in 2014 for a cultural immersion course. They visited six companies including our Shanghai location and toured culturally significant landmarks.

“The true nature of how business is done in China can be traced back to the belief system founded in ancient times. Many cultural sites in China symbolize harmony, happiness, and good luck, and the manner of how negotiations are performed, even today, can be traced to the importance of these cultural locations,” Chad explained. “Having this knowledge and awareness in the toolbox of leading and doing business will always give perspective of new cultures in both China and any other international location.”



## Career Development and Training Opportunities Take Employees Worldwide

Whether in person or using the latest technologies, we offer our employees an extensive array of training opportunities. For example, our Engineer in Training program for new engineers combines formal classroom training with hands-on experience. The traditionally U.S.-based program, which trains engineers annually, launched its first Asia Pacific program at our Competency Center in Shanghai, China in April 2014. Colleagues from China and the U.S. participated in the four-month session.



## Colleagues Collaborate to Improve the Employee Experience

No doubt metrics are critical data points readers evaluate when companies publish various annual reviews. We believe reporting actions is equally informative. In 2013 and 2010, we conducted our Global Voices Survey that measured worldwide employee engagement. For our company, employee engagement means creating an environment where employees want to and can do their best work. Engaged employees are how we improve business outcomes, impact customer loyalty, create differentiation and strengthen our organizational capability.

Over the course of both Global Voices Surveys we maintained an 80 percent Employee Engagement Index score, a strong number that's above the benchmark from other similar global companies. But there was another finding that stood out in 2013 – nearly 70 percent of those responding felt that information collected from our “previous survey was used to make positive change.”

So while some companies survey employees every year, we do not. We choose to wait so that in intervening periods we address the areas our colleagues noted where we can improve the employee experience and better support their ability to do their best work. We take action to demonstrate “we heard you” and share “ownership” of employee engagement with colleagues worldwide. If employees have an issue, they have a variety of ways to get involved and help develop a solution.

In 2014, our Global Voices Council, a leadership group that focuses on employee engagement and culture, established work teams that represent all businesses, functions and regions addressing four key enterprise-wide focus areas. Work is underway in each team to develop and implement specific action plans to drive positive, sustainable change that improves our ability to serve our customers, do our jobs and manage our careers.

To help bring the values to life, one team was responsible for developing guiding behaviors for our company values. The team collected input from more than 250 employees at all levels of the organization during a series of focus groups as part of their effort. We'll introduce the new guiding behaviors in early 2015.

Supplementing the global engagement work, steering committees in our Asia Pacific; Europe, Middle East and Africa; North America; and Latin America regions focus on the geographical priorities and opportunities employees identified. Additionally, teams in business units and functional areas address issues specific to their organizations while employee-led teams focus on engagement in smaller work groups.

For example, our Sahibabad, India Happiness Team has organized several business and social events. Open house sessions have increased employee interaction with business leaders while team-building activities have led to more time for employees to connect professionally and personally.



## Rockwell Automation's Culture of Inclusion a Harvard Business School Topic

For Harvard University's annual Dynamic Women in Business Conference, a group of male students organized a panel discussion of business leaders including our own Steve Stall (pictured in middle). He discussed how to engage men in supporting gender equality based on our leading-edge work to create a culture of inclusion. What sets us apart from other corporations is that our business and functional leaders have become the change agents, creating a workplace where everyone can contribute.

Steve explained, "My message was you can't affect a permanent change unless you create an environment where

men are aware of the issues and have a stake in doing something about it. I also reinforced that this was not an initiative driven by human resources or a specific group. Our work spans across business units and functions.

"The effort starts with leadership but it does not end there. I look at diversity and inclusion the same way I look at safety and ethics. You need broad training and daily reminders to build competency."

Our colleagues also shared our inclusion experiences with other leading organizations and companies in 2014 including the European Conference Board, NASA, Coca-Cola, PwC UK, the SAP Manufacturing Forum and Icon Group Innovations' annual Diversity and Inclusion seminar held in Barcelona, Spain.



*Sue Shimoyama and Cally Edgren, winners of the Manufacturing Institute STEP Awards*

## Manufacturing Institute Honors Rockwell Automation Women in Manufacturing Leaders

The Manufacturing Institute, part of the National Association of Manufacturing, honored Cally Edgren, program manager, Product Environmental Compliance, and Sue Shimoyama, vice president, Global Sales and Marketing Operations, with STEP Awards that celebrate women who have demonstrated excellence in manufacturing and promote manufacturing as an exciting career choice.

"I am honored to be included in this group of outstanding women but I am also humbled because I have had the privilege and honor of working with hundreds of women like this within Rockwell Automation," Cally said. "As manufacturing continues to evolve, the opportunities in the career are limitless."

Sue agreed. "Careers in manufacturing offer opportunities to gain broad skills and experiences that prepare you for a variety of exciting career paths. Early in my career, I would have never envisioned doing many of the positions I've held; however, each opportunity offered the ability to challenge myself and develop business and leadership competencies."



## Employee Resource Groups Go Beyond Networking

We evolved our affinity group structure in 2014 to provide more than just an opportunity for groups of employees with similar backgrounds and characteristics to connect. Now known as Employee Resources Groups (ERGs), these organizations provide a global network of multicultural, multigenerational experts that support our company values and business goals along with the needs of their memberships. ERG members provide a valuable voice offering real-time perspectives on workplace issues; assist with recruitment, employee development and retention; help identify new market opportunities; and strengthen connections throughout our communities.

We have 10 ERGs that continue to grow and expand. Our Professional Women's Council has chapters in the U.S., India, China, Singapore, the Dominican Republic and Mexico. ADVANCE: Young Professionals is active in Cleveland, Milwaukee and Singapore. Three new ERGs were formally established in 2014 including ROKability for employees or employees with family members who have a disability; ROKout which works to promote awareness and acceptance of the LGBT (lesbian, gay, bisexual and transgender) members of our workforce; and our Military Veteran Affinity Group for Rockwell Automation armed forces veterans to help recruit, transition and support current and future employees who have a military background.

*Professional Women's Council chapters celebrate International Women's Day in Santo Domingo, India and China*

According to human resources professional Monalisa Biswal, the Happiness Team has made a difference, "People feel more involved in the process and engaged with each other."

During our annual summit of Courageous Inclusion and Engagement Leaders, participants reviewed 10 "BIG Ideas" developed by a team of employees in advance of the session. One "idea" that is being implemented is diversifying job interview panels to represent a variety of perspectives, points of view and backgrounds.

Employee engagement will never feel the same to all of us. Our experiences and priorities differ based on where we work, what our backgrounds are and the specific work we do, which is why it's so important for us to create an inclusive environment where everybody can be their true

and best selves. As much as we focus on our customers, we know our employees are the foundation of our success and future.

## Ethics Ingrained in Employee Culture

Each year our employees complete an annual ethics and compliance training program that's available in more than a dozen languages. We also survey employees at the end of the training to measure how thoroughly they understand our Code of Conduct, if they know when and how to report actual or suspected Code violations and if they feel comfortable making such reports.

Results have repeatedly indicated that ethics and integrity are firmly ingrained in our employee culture. Nearly 99



*Global Compliance Champion  
Kleber Conceição*

percent of those employees who completed our 2014 training said they felt comfortable reporting misconduct, and almost two dozen employees reported a potential Code of Conduct issue during their training. One of those was our annual Global Compliance Champion, Kleber Conceição. Kleber was our first manufacturing associate to receive this award.

A test technician in our Jundai, Brazil manufacturing facility, Kleber was put in a precarious situation when a supervisor told him to sign test documentation for a product test that he did not witness. Kleber had the courage both to refuse to do it and to report the incident so the company could make sure that the product in fact passed all inspection criteria and that we didn't employ any supervisors who clearly did not act with integrity or understand our Code of Conduct. In accepting the award, Kleber advised his fellow Rockwell Automation employees, "Don't hesitate to tell what is really happening. People need to know that doing the right thing will never harm them or the company. It is always favorable to act ethically, wherever we are."

Our Ombudsman provides an important avenue for employees and others to seek guidance on ethics questions or to report Code of Conduct issues. In 2014,

there were 356 contacts with the Ombudsman. We were able to resolve more than 60 percent through advice and referral, and only about 16 percent resulted in Code of Conduct investigations. The Ombudsman continues to be a growing resource globally with the number of contacts from outside the U.S. and Canada increasing 10 percent last year from 124 to 137. Over the past three years, non-U.S. contacts increased 145 percent. Overall, the percentage of all contacts that came from outside the U.S. and Canada also increased from 36 percent to 41 percent.

Because we continue to raise the bar on ethical leadership and corporate behavior, the Ethisphere Institute in 2014 named Rockwell Automation as one of the "World's Most Ethical Companies" for the sixth time. The Ethisphere Institute is an independent center of research promoting best practices in corporate ethics and governance.

"Rockwell Automation is part of an exclusive community that believes customers, employees, investors and regulators place a high premium on trust and ethics, and is committed to driving performance through leading business practices," said Ethisphere's Chief Executive Officer Timothy Erblich.

# Sustainable Community



*Area high school students visit our Mequon, Wisconsin location for National Manufacturing Day*

## Supplier Relationships

As technology increasingly bridges manufacturers with their customers and supply chain, close supplier relationships based on a mutual understanding of values and goals have never been more important. We see our suppliers as collaborators, rather than providers, and do business with quality, service and technology leaders able to help us deliver the right goods and services where and when our customers need them.

We source the majority of our supply needs with businesses located in the regions closest to our customer and manufacturing sites. This localization strategy has contributed to reduced lead times and a record-setting on-time shipping performance while reducing transport distances and related environmental impacts.

We actively seek out suppliers that excel in their sectors and reflect today's diverse marketplace as part of our commitment to provide all businesses with equal access to supply opportunities. A diverse supplier base provides us with the best and broadest range of experience and expertise. This not only allows us to better meet our customer needs but also to contribute to the economic growth of communities where we do business.

With the exception of 2009 when the recession impacted our overall purchasing, we have increased the amount of spend with U.S. minority and women-owned business

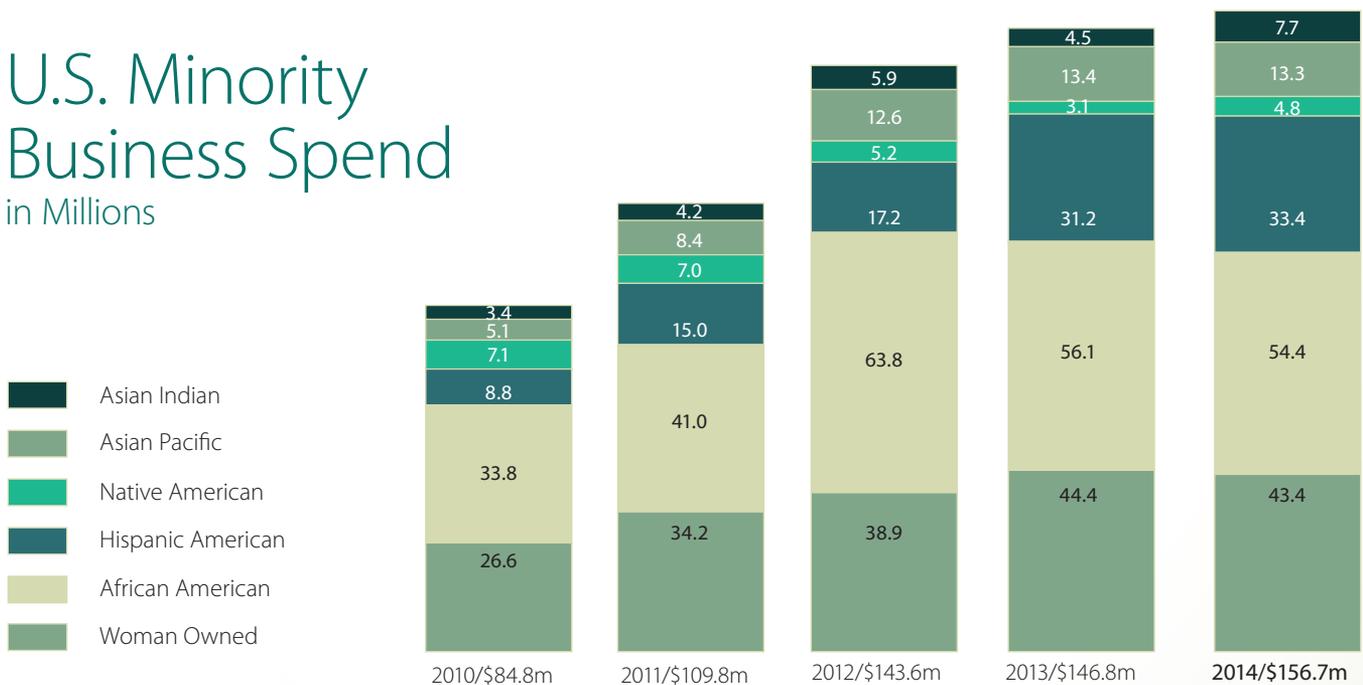
enterprises (MBE and WBE) every year since we published our first Corporate Responsibility Report in 2006. Last year, we spent more than \$157 million with MBE and WBEs and continued to maintain a diverse supplier purchase rate that is higher than that our industry peers.

Our progress has been driven by a passionate group of sourcing professionals including our team of Supplier Diversity Ambassadors (SDAs). These are employee volunteers from each of our U.S. facilities who participate in local and national supplier diversity events including conferences and tradeshows.

"We're a first point of contact and a liaison," explains Candace Barnes, who has been an SDA for five years. "We introduce potential suppliers to appropriate opportunities with our sourcing colleagues. Sometimes we attend the initial meetings so we can help coach and guide business owners and monitor how the relationship is progressing."

Every year organizations recognize our advocacy for supplier diversity and development such as Plexus, a chamber of commerce organization that promotes networking and business development within Northeast Ohio's LGBT business community and its allies. Plexus honored Rockwell Automation in 2014 for our support of the organization and its annual diversity summit.

## U.S. Minority Business Spend in Millions





## Relationship Grows with Landscaping and Snow Removal Company

During 2014 we expanded our relationship with KEI (Kujawa Enterprises, Inc.), a four-season, full-service landscape management and snow and ice control company serving southeastern Wisconsin. KEI, owned by Sally Kujawa, has been ranked as a top contractor by numerous industry publications and has been named to the *Inc. Magazine's* list of the fastest growing companies in America.

## Support for Programs that Ignite STEM Possibilities

Availability of technical talent for a skilled workforce is a critical challenge as industry rapidly transforms with advanced manufacturing technologies. Many current manufacturing experts are close to the end of their careers. Mid-career professionals may have increased their manufacturing expertise but are not as comfortable with next generation technologies. And while teens and young adults have grown up in an always connected world of social media and smart devices, they may lack passion for or even a basic understanding of technical career opportunities available including computer and software engineering.

We address these talent and competency challenges in multiple ways including our comprehensive offering of on-site customer training services, our global University Partnership Program's network of nearly 100 teaching laboratories and philanthropic support for STEM (science, technology, engineering and math) education. We target programs that provide exciting, interactive learning opportunities for young students, especially girls and other underrepresented populations.

For more than a decade, we have partnered with *FIRST*® (For Inspiration and Recognition of Science and Technology), a global organization that inspires young people to be science and technology leaders. We are a

*FIRST* strategic partner, a global sponsor of *FIRST LEGO*® League, a *FIRST* Robotics Competition® Crown Supplier and support multiple *FIRST* activities and competitions. In addition to financial and product donations, our employees share their time and expertise as *FIRST* volunteers. During the 2013-2014 *FIRST* season:

- 300 employees globally volunteered at *FIRST* competitions and events
- 129 employees volunteered as team mentors
- We sponsored 154 teams in Canada, Mexico and the U.S.

We know from our own employee experiences that this support makes an impact. Before joining a *FIRST* Robotics team, Ashray Reddy, associate account manager, had never heard of Rockwell Automation. But his four years of *FIRST* participation helped him decide he wanted to work at our company pursuing an engineering career.

"How many high school students are able to program a robot, learn 3-D modeling or work in a machine shop and learn about circuitry? *FIRST* Robotics gave me access to electronic, software and mechanical engineering in a real-life scenario," he explained. "I am forever grateful to Rockwell Automation for giving me opportunities to grow and learn throughout my high school, college and now professional life. Rockwell Automation's support of *FIRST* helped me cultivate my love for technology."

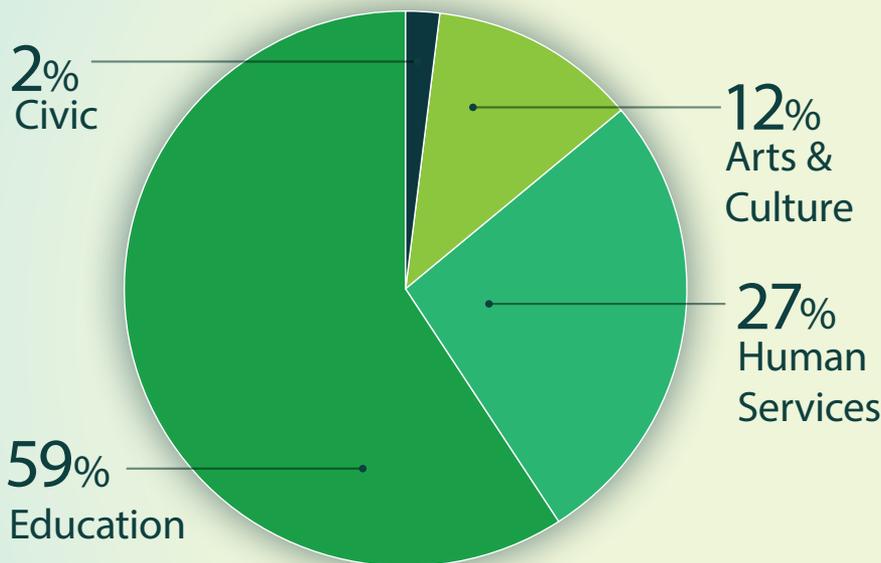


*Jack DeYeager (left) participated in FIRST LEGO, today (right) he has a patent pending and is an Electrical Engineering major*

Adrian Choy, one of our Associate Field Service Engineers, is also *FIRST* Robotics alumnus. He continues to serve *FIRST* as a mentor of a Tech Challenge (FTC) team. “One of *FIRST*’s mottoes is that it’s ‘The hardest fun you’ll ever have’ which is by no means an understatement,” Adrian said. “This experience helped to direct my career interests and gave me a head start into engineering.”

There is information that demonstrates how *FIRST* influences young people. For example, a *FIRST* alum is three times more likely to earn a patent than a non-

*FIRST* alum. We have proof. Dick DeYaeger, a member of our Nestlé global customer account team, and his wife coached their son Jack’s *FIRST* LEGO League team while Jack was in fourth through seventh grades. Last year as a high school senior, Jack designed a patent-pending tool to help machine shops inspect threaded parts faster and more accurately. Currently, Jack is an Electrical Engineering major at the Rochester Institute of Technology and has been accepted into the renowned Simone Center for Student Innovation and Entrepreneurship.



**2014 Philanthropic Support**

*Rockwell Automation contributed \$7.6 million in cash and in-kind donations globally to education, human services, arts and culture, and civic organizations in 2014*



## Changing Career Perceptions

To further promote STEM careers in manufacturing and related fields, Rockwell Automation hosted several exciting events in 2014. One hundred high school students gathered in January at the University of Wisconsin-Milwaukee to learn from Dr. Anthony Ross, Rockwell Automation's Endowed Chair in Supply Chain Management. Dr. Ross introduced students to such supply chain management concepts, such as sourcing, production and logistics.

In the spring, Girls Go! Science workshop participants from the Cleveland Great Lakes Science Center programmed a robot, designed a prototype airplane and built a three-dimensional animal with the help of Rockwell Automation volunteers. Our employees then hosted the girls as part of a summer camp and assisted them again at a fall workshop to design a roller coaster. These activities demonstrated the range of industrial automation careers available including engineering, software and firmware design, manufacturing, and technical instruction and writing.

We partnered with Discovery World, a science and technology museum in Milwaukee, and teachers and students from St. Joan Antida, an all-girls high school, to develop and lead an automation class for high school students. We trained Discovery World's lead educator in our Commercial Engineering lab using the same equipment the students would use. The classes were the start of a major effort to strengthen and deepen the automation education experience for both educators and students at Discovery World. Later in the year, we announced a three-year initiative that includes an additional \$2.5 million dollar cash and in-kind contribution to upgrade the Rockwell Automation Dream Machine exhibit and to fund an automation educator.

One of the highlights of 2014 was National Manufacturing Day when we were among the more than 1,600 U.S. manufacturers to offer tours and other hands-on activities. Nearly 100 high school students visited our Cleveland, Ohio and Mequon, Wisconsin facilities.

"The students came in thinking manufacturing was just about building things," said Quinn Rupel, a Project Lead the Way (PLTW) teacher at our Milwaukee partner school, Bradley Tech High School. (PLTW is another one of our long-term STEM pillar program support partners.) "But through interactions with the employee volunteers, they now have a clearer understanding of the variety of roles a professional in manufacturing could have."





## New Rockwell Automation Teaching Lab Opens at Dalian Nationalities University

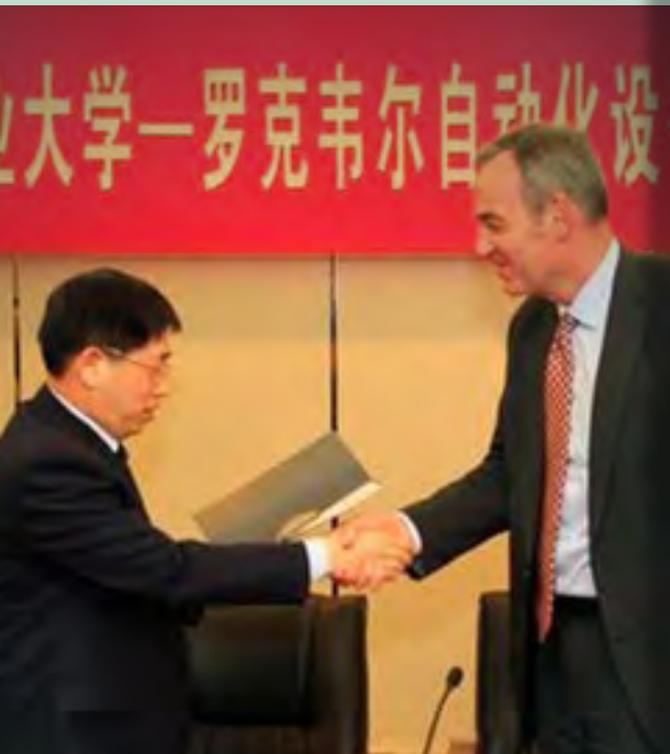
Dalian Nationalities University opened its new Rockwell Automation Hands-On Technical Training (HOTT) laboratory in July, 2014. Rockwell Automation CEO Keith Nosbusch joined Dalian Nationalities University President Liu Yubin to celebrate opening day.

“This lab creates a true industrial environment using real-life case studies so that our students learn problem solving and decision-making skills before they enter the workforce,” said Liu. “There is great pressure on university graduates to obtain a good job and having these practical skills will give students a strong advantage over their peers.”

Keith added, “These automation laboratories are part of our educational commitment and are based on our own global experience with customers and employees to provide hands-on, practical training in automation technology for our university partners.”

The Dalian HOTT lab is part of our University Partnership Program’s (UPP) worldwide network of nearly 100 teaching laboratories. In early-2014, our General Counsel Doug Hagerman (pictured left) visited the Rockwell Automation lab at the Harbin Institute of Technology, established in 2000. Doug participated in a ceremony attended by a number of university officials, professors, and students and several Chinese governmental leaders to mark our latest equipment donation.

Another milestone in our UPP this past year was the 10th anniversary of our partnership with University of Bahia in Salvador, Brazil.



## Increasing Access to Education in Rural China

Since 2012, Rockwell Automation China has provided financial aid to support the education of three promising students from some of China’s poorest and most remote areas. In 2014, one of those students, Zhang Jiao, finished his high school courses and was admitted to Kunming University of Science and Technology.

Jiao has chosen Electrical Engineering and Automation as his major.

## Small Change – Big Difference

In addition to our global corporate giving priorities, some of our regional offices focus their philanthropic efforts on needs particular to their specific locations. Our Singapore and Asia Pacific Business Center colleagues organized a Community Week Carnival for employees and their families to raise funds for a local non-profit organization that serves the needy and disadvantaged. The week included emptying the “Small Change – Big Difference” tins. Because every cent counts, employees were encouraged to donate loose change into 200 tins located throughout offices. In total, almost \$4,200 was collected nearly all in change. Overall, employees and their families raised more than \$35,000 during community week.

In India, employees in several local offices partnered with PAHAL, one of the country’s leading voluntary non-governmental organizations to grant 80 wishes for young children. Other efforts our offices in India organized addressed blood donation, supply needs for an area school for the deaf and support for TARA SOFOSH Dhadphale Centre, a home for physically and mentally challenged children.



*Singapore*

## Employees Apply Engineering Skills to Help Disassemble a Donated Greenhouse

As part of a United Way of Greater Milwaukee Season of Caring project, a team of Rockwell Automation engineers applied their skills to assist the non-profit Fondy Food Center take apart a donated greenhouse.

“This was not an easy task – we had a lot of electrical and propane gas connections to undo. These are things that are beyond our expertise. Fortunately for these engineers it was easy,” said Young Kim, Fondy’s Executive Director. The structure will be moved to the Fondy Farm Project site.

“The greenhouse will allow our farmers to get a head start on the growing season next spring and continue to grow things deeper into the fall season. All in all, it means more fresh fruits and vegetables for our clients.”

Fondy connects residents to local, fresh food from farm to table.



*Milwaukee, WI*



Volunteer  
**Recognition**  
Program  
Rockwell Automation

### Volunteer Recognition Program Winners

Annually we celebrate a select group of employees for their service to needs important to them, their community or in other parts of the world. In honor of their volunteerism, we donate to their charities of choice.



Global Engineering Our Future™ Award  
*Mauro Dellemonache, Sydney, Australia*

Volunteer Organization: *FIRST*



U.S. Engineering Our Future™ Award  
*Mike Rudder, Cleveland, Ohio*

Volunteer Organization: *FIRST*



Global Impact Award  
*Kristen Smith, Milwaukee, Wisconsin*

Volunteer Organization: Habitat for Humanity's Habitat Young Professionals El Salvador build



Hometown Hero Award  
*Dennis Golias, Cleveland, Ohio*

Volunteer Organization: Project Hope for the Homeless



At-Large Award  
*Sheila King, Cleveland, Ohio*

Volunteer Organization: Northeast Ohio STEM Alliance

# Corporate Responsibility

## At-A-Glance 2014

### Financial

- Sales were \$6.62 billion
- Adjusted Earnings Per Share grew eight percent to \$6.17

### Recognition

- Named to Ethisphere Institute “World’s Most Ethical Companies” list for the sixth time
- Listed on FTSE4Good Index of Companies for more than a decade
- Named to Dow Jones Sustainability North American Index for the fourth time



### Environment

- Ranked No. 8 in the 2014 *Newsweek* magazine’s Green Rankings for U.S. companies
- Most energy consumption and carbon footprint is from electricity used to light, heat and cool buildings (known as Scope 2, indirect emissions)
- Energy accounts for minor percentage of total manufacturing costs at core manufacturing and warehouse locations
- Continued progress toward 2022 goal to reduce Scope 1 and Scope 2 CO<sub>2</sub>-e emissions by 30 percent as normalized to sales from 2008 baseline
- Surpassed annual waste deferral rate goal of 80 percent while 2014 total waste generation continued to track with production rates

### Safety

- Global safety performance, as measured by Recordable Case Rate (0.36), remained best in class in 2014 when compared to the average private industry rate (3.4) and with the average rate for electronic manufacturing peers (3.0)
- Named to *EHS Today’s* 2014 class of America’s Safest Companies
- Winner: Singapore Ministry of Manpower’s Workplace Safety and Health Council’s Excellence Award

### Employees

- 22,500 employees – more than half outside the U.S.
- Earned a perfect score of 100 on the Human Rights Campaign’s (HRC) 2013 Corporate Equality Index



### Supply Chain

- Nearly 70 percent of total supplier spend is in the regions where we manufacture products
- Purchases from U.S. minority and women-designated enterprises increased to more than \$157 million, a diverse supplier purchase rate that is higher than industry peers

### Charitable Giving

- Worldwide cash and in-kind product donations totaled \$7.6 million





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