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FY26 Guidance Details

| Sales Growth vs. Prior Year | As Reported | Organic ¹ |
|--------------------------------|--------------------|----------------------|
| Diversified Industrial Segment | | |
| North America Businesses | 1.5% - 3.5% | 1.5% - 3.5% |
| International Businesses | 6.0% - 8.0% | 1.0% - 3.0% |
| Aerospace Systems Segment | 10.5% - 12.5% | 10.0% - 12.0% |
| Parker | 5.5% - 7.5% | 4.0% - 6.0% |

| Additional Items | As Reported |
|----------------------------|-------------|
| Corporate G&A | ~\$200M |
| Interest Expense | ~\$415M |
| Other (Income) Expense | ~\$85M |
| Tax Rate | ~22.0% |
| Diluted Shares Outstanding | ~128.1M |

| Segment Operating Margins | As Reported | Adjusted ¹ |
|--------------------------------|----------------------|-----------------------|
| Diversified Industrial Segment | | |
| North America Businesses | 23.5% – 23.9% | 26.1% - 26.5% |
| International Businesses | 22.5% - 22.9% | 25.2% - 25.6% |
| Aerospace Systems Segment | 25.0% - 25.4% | 29.5% - 29.9% |
| Parker | 23.7% - 24.1% | 27.0% - 27.4% |

| Detail of Pre-Tax Adjustments to: | Segment Margins | Below Segment ² |
|--|-----------------|----------------------------|
| Acquired Intangible Asset Amortization | ~\$585M | — |
| Business Realignment & Other | ~\$70M | — |
| Integration Costs to Achieve | ~\$15M | — |
| Acquisition Related Expenses | ~\$12M | ~\$20M |
| Gain on Insurance Recoveries | — | ~(\$20M) |

| Earnings Per Share | As Reported | Adjusted ¹ |
|--------------------|-------------------|-----------------------|
| Range | \$26.26 - \$26.86 | \$30.40 - \$31.00 |

1. Includes certain non-GAAP adjustments and financial measures.

2. Expenses incurred to date.



Reconciliation of Q2 Organic Growth

Parker Hannifin Corporation
Sales by Segment - Adjusted
(Dollars in millions)
(Unaudited)

| | Quarter-to-Date | | | | |
|---------------------------------|-----------------|--------------|---------------|--------------|--------------|
| | As reported | Currency | Divestitures | Acquisitions | Organic |
| Diversified Industrial: | | | | | |
| North America businesses | 3.0 % | 0.4 % | (2.0)% | 2.1 % | 2.5 % |
| <u>International businesses</u> | | | | | |
| Europe | 11.8 % | 8.0 % | 0.0 % | 1.7 % | 2.1 % |
| Asia Pacific | 13.4 % | 0.6 % | 0.0 % | 3.8 % | 9.0 % |
| Latin America | 1.1 % | 4.4 % | 0.0 % | 0.0 % | (3.3)% |
| International businesses | 11.8 % | 4.7 % | 0.0 % | 2.5 % | 4.6 % |
| Total Diversified Industrial | 6.6 % | 2.1 % | (1.2)% | 2.3 % | 3.4 % |
| Aerospace Systems | 14.5 % | 1.0 % | 0.0 % | 0.0 % | 13.5 % |
| Total Parker Hannifin | 9.1 % | 1.8 % | (0.8)% | 1.5 % | 6.6 % |

Adjusted Amounts Reconciliation

Q2 Consolidated Statement of Income

Parker Hannifin Corporation
Consolidated Statement of Income - Adjusted
Quarter-to-Date
(Dollars in millions, except per share data)
(Uaudited)

| | Quarter-to-Date FY 2026 | | | | | | | | |
|--------------------------------------|-------------------------|---------------|--|------------------------------|-------------|------------------|------------------------------|-------------------|------------|
| | As Reported | | Acquired Intangible Asset Amortization | Business Realignment Charges | | Costs to Achieve | Acquisition Related Expenses | Adjusted | |
| | December 31, 2025 | % of Sales | | - | - | | | December 31, 2025 | % of Sales |
| Net sales | \$ 5,174 | 100.0 % | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 5,174 | 100.0 % |
| Cost of sales | 3,243 | 62.7 % | 28 | 8 | 1 | 7 | 3,199 | 61.8 % | |
| Selling, general and admin. expenses | 837 | 16.2 % | 120 | 5 | - | 7 | 705 | 13.6 % | |
| Interest expense | 106 | 2.0 % | - | - | - | - | 106 | 2.0 % | |
| Other (income) expense, net | (76) | (1.5)% | - | - | - | - | (76) | (1.5)% | |
| Income before income taxes | 1,064 | 20.6 % | (148) | (13) | (1) | (14) | 1,240 | 24.0 % | |
| Income taxes | 219 | 4.2 % | 34 | 3 | - | 4 | 260 | 5.0 % | |
| Net income | 845 | 16.3 % | (114) | (10) | (1) | (10) | 980 | 18.9 % | |
| Diluted earnings per share | \$ 6.80 | \$ (0.89) | \$ (0.08) | \$ - | \$ - | \$ (0.08) | \$ 7.65 | | |
| Quarter-to-Date FY 2025 | | | | | | | | | |
| | As Reported | | Acquired Intangible Asset Amortization | Business Realignment Charges | | Costs to Achieve | Gain on Divestitures | Adjusted | |
| | December 31, 2024 | % of Sales | | - | - | | | December 31, 2024 | % of Sales |
| | \$ 4,743 | 100.0 % | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 4,743 | 100.0 % |
| Net sales | 3,022 | 63.7 % | 23 | 12 | - | - | - | 2,987 | 63.0 % |
| Cost of sales | 782 | 16.5 % | 115 | 9 | 7 | - | - | 651 | 13.7 % |
| Selling, general and admin. Expenses | 101 | 2.1 % | - | - | - | - | - | 101 | 2.1 % |
| Interest expense | (328) | (6.9)% | - | - | - | - | (250) | (78) | (1.7)% |
| Other (income) expense, net | 1,166 | 24.6 % | (138) | (21) | (7) | 250 | 1,082 | 22.8 % | |
| Income before income taxes | 217 | 4.6 % | 31 | 6 | 2 | (27) | 229 | 4.8 % | |
| Net income | 949 | 20.0 % | (107) | (15) | (5) | 223 | 853 | 18.0 % | |
| Diluted earnings per share | \$ 7.25 | \$ (0.81) | \$ (0.13) | \$ (0.04) | \$ 1.70 | \$ 6.53 | | | |

Adjusted Amounts Reconciliation

Q2 Segment Operating Income

Parker Hannifin Corporation

Segment Operating Income - Adjusted

Quarter-to-Date

(Dollars in millions)

(Unaudited)

| | Quarter-to-Date FY 2026 | | | | | | | |
|---|----------------------------------|------------|--|------------------------------------|---------------------|---------------------------------|-------------------------------|-------------------------|
| | As Reported December 31, 2025 | % of Sales | Acquired Intangible Asset Amortization | Business Realignment Charges | Costs to Achieve | Acquisition Related Expenses | Adjusted December 31, 2025 | % of Sales ² |
| Diversified Industrial: | | | | | | | | |
| North America businesses ¹ | \$ 444 | 22.4% | \$ 49 | \$ 3 | \$ 4 | \$ 4 | \$ 504 | 25.4% |
| International businesses ¹ | 348 | 23.5% | 24 | 10 | - | 3 | 385 | 26.0% |
| Total Diversified Industrial ¹ | 792 | 22.8% | 73 | 13 | 4 | 7 | 889 | 25.6% |
| Aerospace Systems ¹ | 443 | 26.0% | 75 | - | (3) | - | 515 | 30.2% |
| Total segment operating income | 1,235 | 23.9% | (148) | (13) | (1) | (7) | 1,404 | 27.1% |
| Corporate administration | 53 | 1.0% | - | - | - | - | 53 | 1.0% |
| Income before interest and other | 1,182 | 22.8% | (148) | (13) | (1) | (7) | 1,351 | 26.1% |
| Interest expense | 106 | 2.0% | - | - | - | - | 106 | 2.0% |
| Other (income) expense | 12 | 0.2% | - | - | - | 7 | 5 | 0.1% |
| Income before income taxes | \$ 1,064 | 20.6% | \$ (148) | \$ (13) | \$ (1) | \$ (14) | \$ 1,240 | 24.0% |

| | Quarter-to-Date FY 2025 | | | | | | | |
|---|----------------------------------|------------|--|------------------------------------|---------------------|-------------------------|-------------------------------|-------------------------|
| | As Reported December 31, 2024 | % of Sales | Acquired Intangible Asset Amortization | Business Realignment Charges | Costs to Achieve | Gain on Divestitures | Adjusted December 31, 2024 | % of Sales ² |
| Diversified Industrial: | | | | | | | | |
| North America businesses ¹ | \$ 426 | 22.1% | \$ 41 | \$ 6 | \$ - | \$ - | \$ 473 | 24.6% |
| International businesses ¹ | 284 | 21.4% | 22 | 14 | - | - | 320 | 24.1% |
| Total Diversified Industrial ¹ | 710 | 21.8% | 63 | 20 | - | - | 793 | 24.4% |
| Aerospace Systems ¹ | 338 | 22.7% | 75 | - | 7 | - | 420 | 28.2% |
| Total segment operating income | 1,048 | 22.1% | (138) | (20) | (7) | - | 1,213 | 25.6% |
| Corporate administration | 56 | 1.2% | - | 1 | - | - | 55 | 1.2% |
| Income before interest and other | 992 | 20.9% | (138) | (21) | (7) | - | 1,158 | 24.4% |
| Interest expense | 101 | 2.1% | - | - | - | - | 101 | 2.1% |
| Other (income) expense | (275) | -5.8% | - | - | - | (250) | (25) | -0.5% |
| Income before income taxes | \$ 1,166 | 24.6% | \$ (138) | \$ (21) | \$ (7) | \$ 250 | \$ 1,082 | 22.8% |

¹Segment operating income as a percent of sales is calculated on segment sales.

²Adjusted amounts as a percent of sales are calculated on as reported sales.

Reconciliation of EBITDA to Adjusted EBITDA

Parker Hannifin Corporation
EBITDA & Adjusted EBITDA
(Dollars in millions)
(Unaudited)

| | Three Months Ended | | | |
|---------------------------------|---------------------------|-------------------|-----------------|-------------------|
| | December 31, | | | |
| | 2025 | % of Sales | 2024 | % of Sales |
| Net sales | \$ 5,174 | 100.0% | \$ 4,743 | 100.0% |
| Net income | \$ 845 | 16.3% | \$ 949 | 20.0% |
| Income taxes | 219 | 4.2% | 217 | 4.6% |
| Depreciation | 85 | 1.6% | 88 | 1.9% |
| Amortization | 148 | 2.9% | 138 | 2.9% |
| Interest expense | 106 | 2.0% | 101 | 2.1% |
| EBITDA | 1,403 | 27.1% | 1,493 | 31.5% |
| Adjustments: | | | | |
| Business realignment charges | 13 | 0.3% | 21 | 0.4% |
| Costs to achieve | 1 | 0.0% | 7 | 0.1% |
| Acquisition related expenses | 14 | 0.3% | - | 0.0% |
| Gain on divestitures | - | 0.0% | (250) | -5.3% |
| EBITDA - Adjusted | \$ 1,431 | 27.7% | \$ 1,271 | 26.8% |
| EBITDA margin | 27.1 % | | 31.5 % | |
| EBITDA margin - Adjusted | 27.7 % | | 26.8 % | |

Reconciliation of Operating Cash Flow Margin and Free Cash Flow Margin

(Unaudited)

(Dollars in millions)

| | Six Months Ended December 31, | |
|---|--------------------------------------|------------------|
| | 2025 | 2024 |
| Net Sales | \$10,258 | \$9,647 |
| Cash Flow from Operations | \$1,644 | \$1,679 |
| Capital Expenditures | (183) | (216) |
| Free Cash Flow | \$1,461 | \$1,463 |
| Cash Flow from Operations Margin | 16.0% | 17.4% |
| Free Cash Flow Margin | 14.2% | 15.2% |

Supplemental Sales Information

Global Technology Platforms

| (Unaudited) (Dollars in millions) | Three Months Ended December 31, | |
|--------------------------------------|---------------------------------|-----------------|
| Net Sales | 2025 | 2024 |
| Diversified Industrial: | | |
| Motion Systems | \$ 893 | \$ 804 |
| Flow and Process Control | 1,114 | 1,059 |
| Filtration and Engineered Materials | 1,461 | 1,390 |
| Aerospace Systems | 1,706 | 1,490 |
| Total | \$ 5,174 | \$ 4,743 |

Reconciliation of FY26 Q3 Guidance

RECONCILIATION OF FORECASTED EARNINGS PER DILUTED SHARE TO ADJUSTED FORECASTED EARNINGS PER DILUTED SHARE

(Unaudited)

Fiscal Year 2026
Q3

RECONCILIATION OF FORECASTED SALES GROWTH TO ORGANIC SALES GROWTH

(Unaudited)

(Amounts in percentages)

| | Fiscal Year 2026 Q3 | | | | | Fiscal Year 2026 Q3 |
|--------|-------------------------|----------|--------------|--------------|----------------------------------|--|
| | Forecasted Net Sales | Currency | Acquisitions | Divestitures | Adjusted Forecasted Net Sales | |
| Parker | ~8.5% | ~(2.0%) | ~(1.5%) | ~0.0% | ~5.0% | |
| | | | | | | |
| | | | | | | Forecasted earnings per diluted share |
| | | | | | | ~\$6.66 |
| | | | | | | Adjustments: |
| | | | | | | Business realignment charges |
| | | | | | | 0.17 |
| | | | | | | Amortization of acquired intangibles |
| | | | | | | 1.15 |
| | | | | | | Acquisition related expenses |
| | | | | | | 0.03 |
| | | | | | | Costs to achieve |
| | | | | | | 0.05 |
| | | | | | | Tax effect of adjustments ¹ |
| | | | | | | (0.31) |
| | | | | | | Adjusted forecasted earnings per diluted share |
| | | | | | | ~\$7.75 |

RECONCILIATION OF FORECASTED OPERATING MARGIN TO ADJUSTED OPERATING MARGIN

(Unaudited)

(Amounts in percentages)

| | Fiscal Year 2026 Q3 | | | | | Fiscal Year 2026 Q3 |
|--------|--|------------------------------------|---------------------|---|---------------------------------|------------------------|
| | Forecasted Segment Operating Margin | Business Realignment Charges | Costs to Achieve | Acquisition-Related Intangible Asset Amortization Expense | Acquisition Related Expenses | |
| Parker | ~23.7% | ~0.4% | ~0.1% | ~2.7% | ~0.1% | ~27.0% |

1. This line reflects the aggregate tax effect of all non-tax adjustments reflected in the preceding line items of the table. We estimate the tax effect of each adjustment item by applying our overall effective tax rate for continuing operations to the pre-tax amount, unless the nature of the item and/or the tax jurisdiction in which the item has been recorded requires application of a specific tax rate or tax treatment, in which cast the tax effect of such item is estimated by applying such specific tax rate or tax treatment.



* Totals may not foot due to rounding

Current Reconciliation of FY26 Guidance

RECONCILIATION OF FORECASTED SALES GROWTH TO ORGANIC SALES GROWTH

(Unaudited)

(Amounts in percentages)

| | Fiscal Year 2026 | | | | |
|--------------------------|----------------------|----------|--------------|--------------|-------------------------------|
| | Forecasted Net Sales | Currency | Acquisitions | Divestitures | Adjusted Forecasted Net Sales |
| Diversified Industrial | | | | | |
| North America Businesses | 1.5% to 3.5% | ~(0.5%) | ~(1.5%) | ~2.0% | 1.5% to 3.5% |
| International Businesses | 6.0% to 8.0% | ~(3.0%) | ~(2.0%) | -- | 1.0% to 3.0% |
| Aerospace Systems | 10.5% to 12.5% | ~(0.5%) | -- | -- | 10.0% to 12.0% |
| Parker | 5.5% to 7.5% | ~(1.5%) | ~(1.0%) | ~1.0% | 4.0% to 6.0% |

RECONCILIATION OF FORECASTED CASH FLOW FROM OPERATIONS TO FREE CASH FLOW

(Unaudited)

(Dollars in millions)

Cash flow from operations

Less: Capital Expenditures

Free cash flow

Fiscal Year 2026

\$3,725 to \$4,125

~(525)

\$3,200 to \$3,600

RECONCILIATION OF FORECASTED EARNINGS PER DILUTED SHARE TO ADJUSTED FORECASTED EARNINGS PER DILUTED SHARE

(Unaudited)

Fiscal Year 2026

Forecasted earnings per diluted share

\$26.26 to \$26.86

Adjustments:

| | |
|--|--------|
| Business realignment charges | 0.55 |
| Amortization of acquired intangibles | 4.57 |
| Acquisition related expenses | 0.25 |
| Costs to achieve | 0.12 |
| Gain on insurance recoveries | (0.16) |
| Tax effect of adjustments ¹ | (1.19) |

Adjusted forecasted earnings per diluted share

\$30.40 to \$31.00

1. This line reflects the aggregate tax effect of all non-tax adjustments reflected in the preceding line items of the table. We estimate the tax effect of each adjustment item by applying our overall effective tax rate for continuing operations to the pre-tax amount, unless the nature of the item and/or the tax jurisdiction in which the item has been recorded requires application of a specific tax rate or tax treatment, in which cast the tax effect of such item is estimated by applying such specific tax rate or tax treatment.



* Totals may not foot due to rounding

Previous Reconciliation of FY26 Guidance (from Nov 6, 2025)

RECONCILIATION OF FORECASTED SALES GROWTH TO ORGANIC SALES GROWTH

(Unaudited)

(Amounts in percentages)

| | Fiscal Year 2026 | | | | |
|--------------------------|----------------------|----------|--------------|--------------|-------------------------------|
| | Forecasted Net Sales | Currency | Acquisitions | Divestitures | Adjusted Forecasted Net Sales |
| Diversified Industrial | | | | | |
| North America Businesses | 0.5% to 3.5% | ~(0.0)% | ~(1.5)% | ~1.5% | 0.5% to 3.5% |
| International Businesses | 4.5% to 7.5% | ~(3.0)% | ~(2.0)% | -- | (0.5%) to 2.5% |
| Aerospace Systems | 8.5% to 11.5% | ~(0.5)% | -- | -- | 8.0% to 11.0% |
| Parker | 4.0% to 7.0% | ~(1.5)% | ~(1.0)% | ~1.0% | 2.5% to 5.5% |

RECONCILIATION OF FORECASTED CASH FLOW FROM OPERATIONS TO FREE CASH FLC

(Unaudited)

(Dollars in millions)

| | Fiscal Year 2026 |
|----------------------------|--------------------|
| Cash flow from operations | \$3,625 to \$4,025 |
| Less: Capital Expenditures | ~(525) |
| Free cash flow | \$3,100 to \$3,500 |

RECONCILIATION OF FORECASTED EARNINGS PER DILUTED SHARE TO ADJUSTED FORECASTED EARNINGS PER DILUTED SHARE

(Unaudited)

Fiscal Year 2026

Forecasted earnings per diluted share

\$25.53 to \$26.33

Adjustments:

| | |
|--|--------|
| Business realignment charges | 0.54 |
| Amortization of acquired intangibles | 4.55 |
| Acquisition related expenses | 0.19 |
| Costs to achieve | 0.13 |
| Gain on insurance recoveries | (0.16) |
| Tax effect of adjustments ¹ | (1.18) |

Adjusted forecasted earnings per diluted share

\$29.60 to \$30.40

1. This line reflects the aggregate tax effect of all non-tax adjustments reflected in the preceding line items of the table. We estimate the tax effect of each adjustment item by applying our overall effective tax rate for continuing operations to the pre-tax amount, unless the nature of the item and/or the tax jurisdiction in which the item has been recorded requires application of a specific tax rate or tax treatment, in which cast the tax effect of such item is estimated by applying such specific tax rate or tax treatment.



* Totals may not foot due to rounding

Reconciliation of Earnings Per Diluted Share to Adjusted Earnings Per Diluted Share FY16 – FY25

| (Amounts in dollars) (Unaudited) | 12 Months Ended 6/30/16 | 12 Months Ended 6/30/19* | 12 Months Ended 6/30/22 | 12 Months Ended 6/30/25 |
|---|----------------------------|-----------------------------|----------------------------|----------------------------|
| Earnings per diluted share | \$5.89 | \$11.57 | \$10.09 | \$27.12 |
| Adjustments: | | | | |
| Acquisition-related intangible asset amortization expense | 0.74 | 1.51 | 2.41 | 4.25 |
| Business realignment charges | 0.80 | 0.12 | 0.11 | 0.43 |
| Acquisition related expenses and costs to achieve | -- | 0.23 | 0.78 | 0.17 |
| Tax expense related to U.S. tax reform | | 0.11 | -- | -- |
| Loss on deal-contingent forward contracts | -- | -- | 7.79 | -- |
| Russia liquidation | -- | -- | 0.15 | -- |
| Gain on sale of buildings | -- | -- | -- | (0.18) |
| Gain on divestitures | -- | -- | -- | (1.94) |
| Saegertown incident | -- | -- | -- | 0.06 |
| Tax effect of adjustments ¹ | (0.44) | (0.44) | (2.61) | (0.93) |
| Discrete tax benefits | -- | -- | -- | (1.65) |
| Adjusted earnings per diluted share | \$6.99 | \$13.10 | \$18.72 | \$27.33 |

1. This line item reflects the aggregate tax effect of all non-tax adjustments reflected in the preceding line items of the table. We estimate the tax effect of each adjustments item by applying our overall effective tax rate for continuing operations to the pre-tax amount, unless the nature of the item and/or the tax jurisdiction in which the item has been recorded requires application of specific tax rate or tax treatment, in which case the tax effect of such item is estimated by applying such specific tax rate or tax treatment.

*Amounts been adjusted to reflect the change in inventory accounting method

