PARKER HANNIFIN CORPORATION

Fiscal 2027 First Quarter Earnings Presentation

November 5, 2026

ENGINEERING YOUR SUCCESS.

Forward-Looking Statements and Non-GAAP Financial Measures

Forward-looking statements contained in this and other written and oral reports are made based on known events and circumstances at the time of release, and as such, are subject in the future to unforeseen uncertainties and risks. Often but not always, these statements may be identified from the use of forward-looking terminology such as “anticipates,” “believes,” “may,” “should,” “could,” “expects,” “targets,” “is likely,” “will,” or the negative of these terms and similar expressions, and may also include statements regarding future performance, orders, earnings projections, events or developments. Parker cautions readers not to place undue reliance on these statements. It is possible that the future performance may differ materially from expectations, including those based on past performance.

Among other factors that may affect future performance are: changes in business relationships with and orders by or from major customers, suppliers or distributors, including delays or cancellations in shipments; disputes regarding contract terms, changes in contract costs and revenue estimates for new development programs; changes in product mix; ability to identify acceptable strategic acquisition targets; uncertainties surrounding timing, successful completion or integration of acquisitions and similar transactions, including the pending acquisition of CIRCOR International Inc.'s Commercial and Defense Aerospace business, and the integration of Filtration Group Corporation ("Filtration Group") and Curtis Instruments, Inc.; ability to successfully divest businesses planned for divestiture and realize the anticipated benefits of such divestitures; the determination and ability to successfully undertake business realignment activities and the expected costs, including cost savings, thereof; ability to implement successfully business and operating initiatives, including the timing, price and execution of share repurchases and other capital initiatives; availability, cost increases of or other limitations on our access to raw materials, component products and/or commodities if associated costs cannot be recovered in product pricing; ability to manage costs related to insurance and employee retirement and health care benefits; legal and regulatory developments and other government actions, including related to environmental protection, and associated compliance costs; supply chain and labor disruptions, including as a result of tariffs and labor shortages; threats associated with international conflicts, including geopolitical tensions in the Middle East, and cybersecurity risks and risks associated with protecting our intellectual property; uncertainties surrounding the ultimate resolution of outstanding legal proceedings, including the outcome of any appeals; effects on market conditions, including sales and pricing, resulting from global reactions to U.S. trade policies; manufacturing activity, air travel trends, currency exchange rates, difficulties entering new markets and economic conditions such as inflation, deflation, interest rates and credit availability; inability to obtain, or meet conditions imposed for, required governmental and regulatory approvals; changes in the tax laws in the United States and foreign jurisdictions and judicial or regulatory interpretations thereof; and large scale disasters, such as floods, earthquakes, hurricanes, industrial accidents and pandemics. Readers should also consider forward-looking statements in light of risk factors discussed in Parker’s Annual Report on Form 10-K for the fiscal year ended June 30, 2026 and other periodic filings made with the SEC.

This presentation contains references to non-GAAP financial information including adjusted net income, organic sales growth, adjusted earnings per share, adjusted segment operating margin for Parker and by segment, EBITDA, EBITDA margin, adjusted EBITDA, adjusted EBITDA margin, net debt to adjusted EBITDA, free cash flow, free cash flow margin, and free cash flow conversion. As used in this presentation, EBITDA is defined as earnings before interest, taxes, depreciation and amortization. Adjusted EBITDA is defined as EBITDA before business realignment, integration costs to achieve, acquisition related expenses, and other one-time items. Free cash flow is defined as cash flow from operations less capital expenditures. Free cash flow conversion is defined as free cash flow divided by net income. Although the above listed measures are not measures of performance calculated in accordance with GAAP, we believe that they are useful to an investor in evaluating the company performance for the periods presented. Detailed reconciliations of these non-GAAP financial measures to the comparable GAAP financial measures have been included in the appendix to this presentation. The non-GAAP metric included in our forward-looking target for Filtration Group Acquisition Adjusted EBITDA Margin by FY30 could not be reconciled without unreasonable effort and the applicable reconciliation is not included in this presentation.

Please visit investors.parker.com for more information.

A Great Start to Fiscal Year 2027

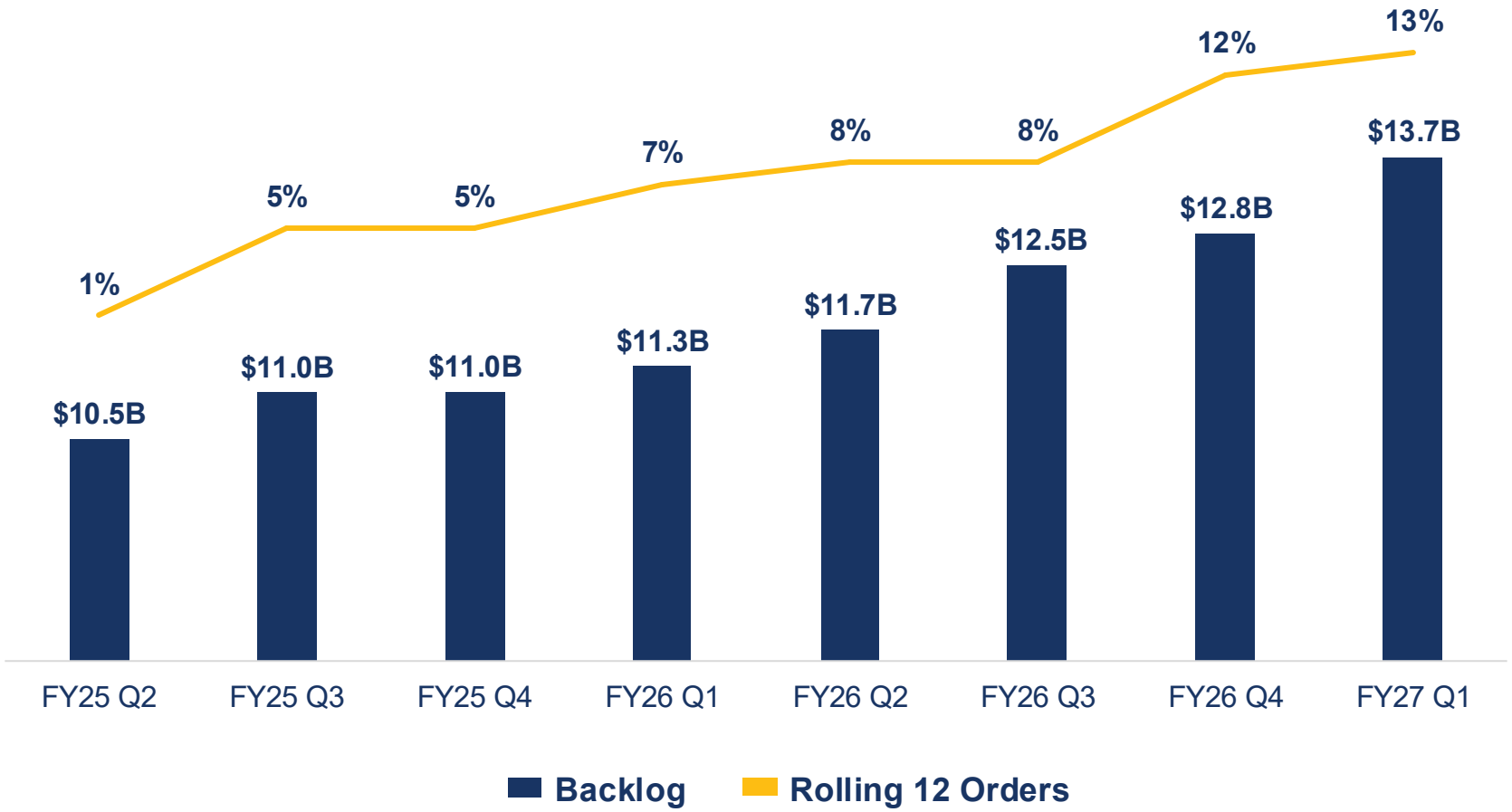
- Top quartile safety performance
- Record sales of $6B, +11.5% organic growth[1]
- Record adjusted segment operating margin[1] of 28.6%
- Record adjusted earnings per share[1] of $8.90
- Completed Filtration Group acquisition and integration process underway

FY27 Q1 Highlights	
9% **Reduction in Recordable Incident Rate**	**$6B** **Sales** **+18% Reported** **+11.5% Organic[1]**
28.6% **Adjusted Segment Operating Margin[1]** **+120 bps**	**23%** **Adjusted EPS Growth[1]**

1. Includes certain non-GAAP adjustments and financial measures. See Appendix for additional details and reconciliations.
Note: FY27 Q1 As Reported: Segment Operating Margin of 24.4%, EPS of $6.92.

Strong and Broad Based Demand

Drives Record Backlog Level



Parker Welcomes Filtration Group Corporation - Day 1 Events

Malaysia



United States



China



United Kingdom



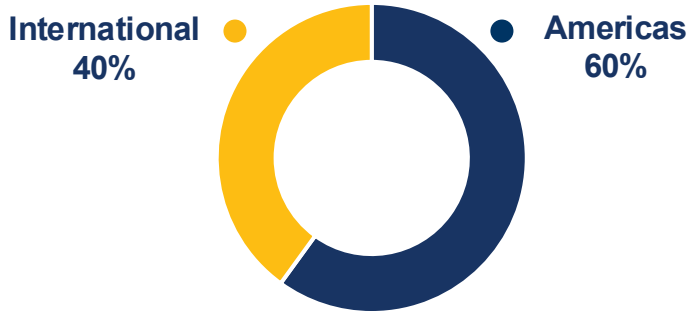
India



Acquisition of Filtration Group

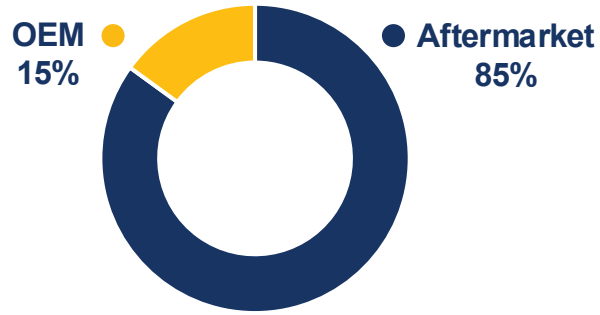
Creating one of the Largest Industrial Filtration Businesses in the World

Sales by Region



Life Sciences	HVAC/R	In-Plant & Industrial	Transportation
~28% of sales	~23% of sales	~20% of sales	~17% of sales

Sales Mix



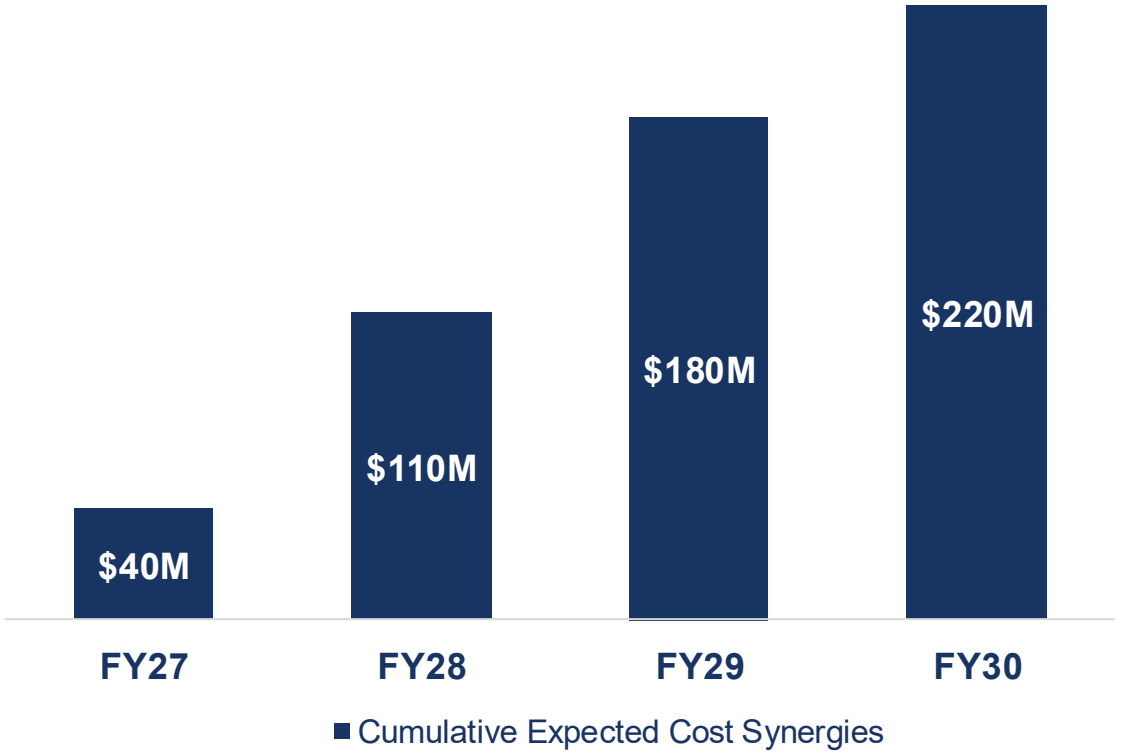
- Complementary and proprietary filtration technologies for critical applications
- Expands presence in Life Sciences, HVAC/R, and In-Plant and Industrial
- Serving high value, performance critical applications
- Increasing Parker Filtration aftermarket sales by 500 bps

Source: Filtration Group Corporation. Based on CY25E sales as previously announced on November 11, 2025.

Filtration Group: Clear Path to Margin Expansion

Leveraging our Proven Integration Playbook and Operational Excellence





Targeting greater than 30% adjusted EBITDA margin with cost synergies

Why We Win

Strong Competitive Advantages

The Win Strategy™









Parker's Business System

Decentralized structure, strategic positioning & operational excellence

Innovative Products

Deep customer partnership to uncover unmet needs

Application Engineering

Technical expertise creates competitive advantage

Interconnected Technologies

Enables comprehensive solutions for customers

Distribution Network

Serving global aftermarket & small to mid-sized OEMs

SUMMARY OF FISCAL 2027 1ST QUARTER HIGHLIGHTS

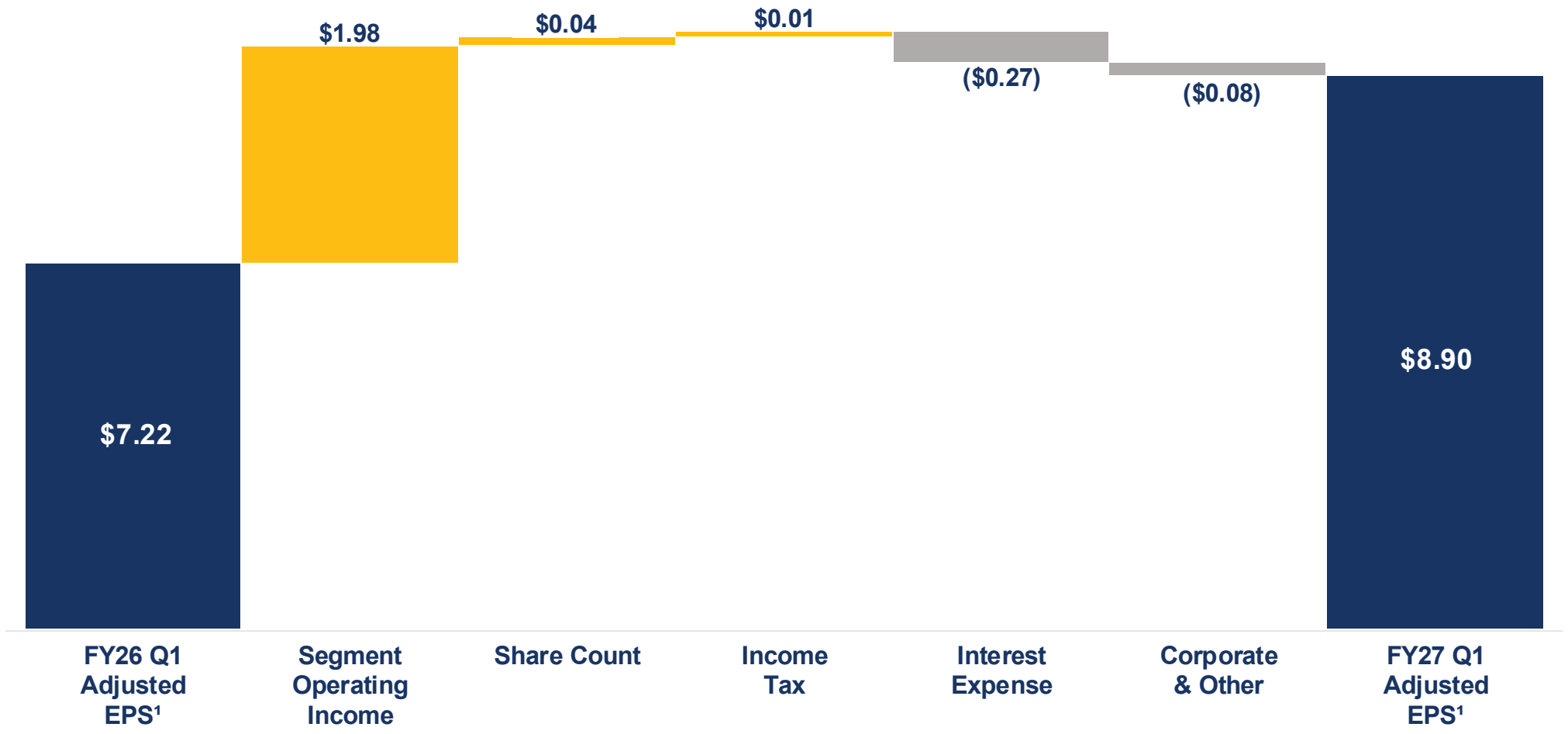
FY27 Q1 Financial Summary

23% Adjusted EPS Growth

$ Millions, except per share amounts	FY27 Q1 As Reported	FY27 Q1 Adjusted[1]	FY26 Q1 Adjusted[1]	YoY Change Adjusted[1]
Sales	$5,992	**$5,992**	$5,084	**+18%**
Segment Operating Margin	24.4%	**28.6%**	27.4%	**+120 bps**
EBITDA Margin	26.2%	**28.5%**	27.3%	**+120 bps**
Net Income	$884	**$1,138**	$927	**+23%**
EPS	$6.92	**$8.90**	$7.22	**+23%**

1. Sales figures As Reported. Includes certain non-GAAP adjustments and financial measures. See Appendix for additional details and reconciliations.
Note: FY26 Q1 As Reported: Segment Operating Margin of 24.2%, EBITDA Margin of 27.0%, Net Income of $808M, EPS of $6.29.

FY27 Q1 Adjusted Earnings per Share Bridge



1. FY26 Q1 As Reported EPS of $6.29. FY27 Q1 As Reported EPS of $6.92. Includes certain non-GAAP adjustments and financial measures. See Appendix for additional details and reconciliations.

FY27 Q1 Segment Performance

		Sales As Reported $ Organic %[1]	Segment Operating Margin As Reported	Segment Operating Margin Adjusted[1]	Rolling 12 Order Rates[2]	Commentary
Diversified Industrial	North America Businesses	$2,445M **+9.4% Organic**	23.0%	27.6% **+60 bps YoY**	+11%	• Record sales with growth across all market verticals • Organic sales growth of 9% • Record adjusted segment operating margin of 27.6%
Diversified Industrial	International Businesses	$1,707M **+11.6% Organic**	24.0%	27.7% **+270 bps YoY**	+14%	• Record sales led by APAC • Organic growth: 23% APAC, 4% EMEA, (1%) LA • Record adjusted segment operating margin of 27.7%
Aerospace Systems		$1,867M **+13.9% Organic**	26.6%	30.7% **+70 bps YoY**	+14%	• Record sales with double-digit OEM & Aftermarket growth • Record adjusted segment operating margin of 30.7% • Strong orders drive backlog to new record
Total Segment		$6,019M **+11.5% Organic**	24.4%	28.6% **+120 bps YoY**	+13%	• Record sales with 11.5% organic growth • Record adjusted segment operating margin of 28.6% • Double-digit order rates across all businesses

1. Includes certain non-GAAP adjustments and financial measures. See Appendix for additional details and reconciliations.
2. All comparisons are at constant currency exchange rates, with the prior year quarter restated to the current-year rates and exclude previously completed divestitures. All businesses are on rolling 12-month average computations.

FY27 Q1 Cash Flow Performance

Cash Flow Highlights

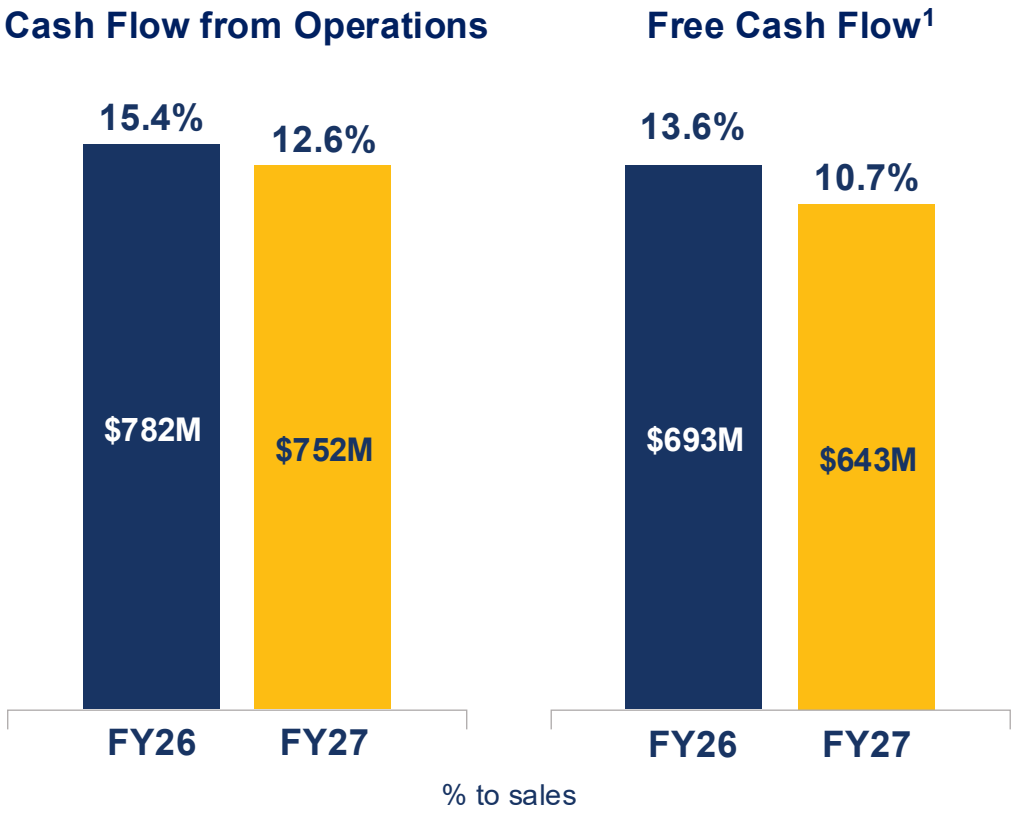
$752M
Cash Flow from Operations

12.6%
Cash Flow from Operations Margin

$643M
Free Cash Flow[1]

10.7%
Free Cash Flow Margin[1]

2.7x
Net Debt to Adjusted EBITDA TTM[1]



1. Includes certain non-GAAP adjustments and financial measures. See Appendix for additional details and reconciliations.

FY27 GUIDANCE

Increasing Midpoint Organic Growth Guidance from 7% to 9%

Key Market Verticals	% of Sales[1]	Commentary	Previous FY27 Guidance[2]	Current FY27 Guidance[2]
 **Aerospace & Defense**	**~37%**	• Commercial aftermarket orders accelerate, OEM rates continue • Global defense spending driving stronger growth	+HSD	**~10%**
 **In-Plant & Industrial**	**~20%**	• Positive demand in short cycle markets • Acceleration continues on broadening recovery	+MSD	**+HSD**
 **Transportation**	**~14%**	• HD truck orders and build rate strength continues • Automotive demand remains challenged	+MSD	**+HSD**
 **Off-Highway**	**~13%**	• Sustained growth in non-residential construction • Positive sentiment in mining as commodity prices drive demand	+MSD	+MSD
 **Energy**	**~7%**	• Robust long-cycle Power Gen demand • Oil & Gas growth expected flat	+MSD	+MSD
 **HVAC/R**	**~4%**	• Strong growth in commercial HVAC • Commercial Refrigeration demand continues	+MSD	+MSD

1. % of sales as of FY26
2. Organic growth guidance refers to guidance at the midpoint. Includes certain non-GAAP adjustments and financial measures. See Appendix for additional details and reconciliations.

FY27 Guidance

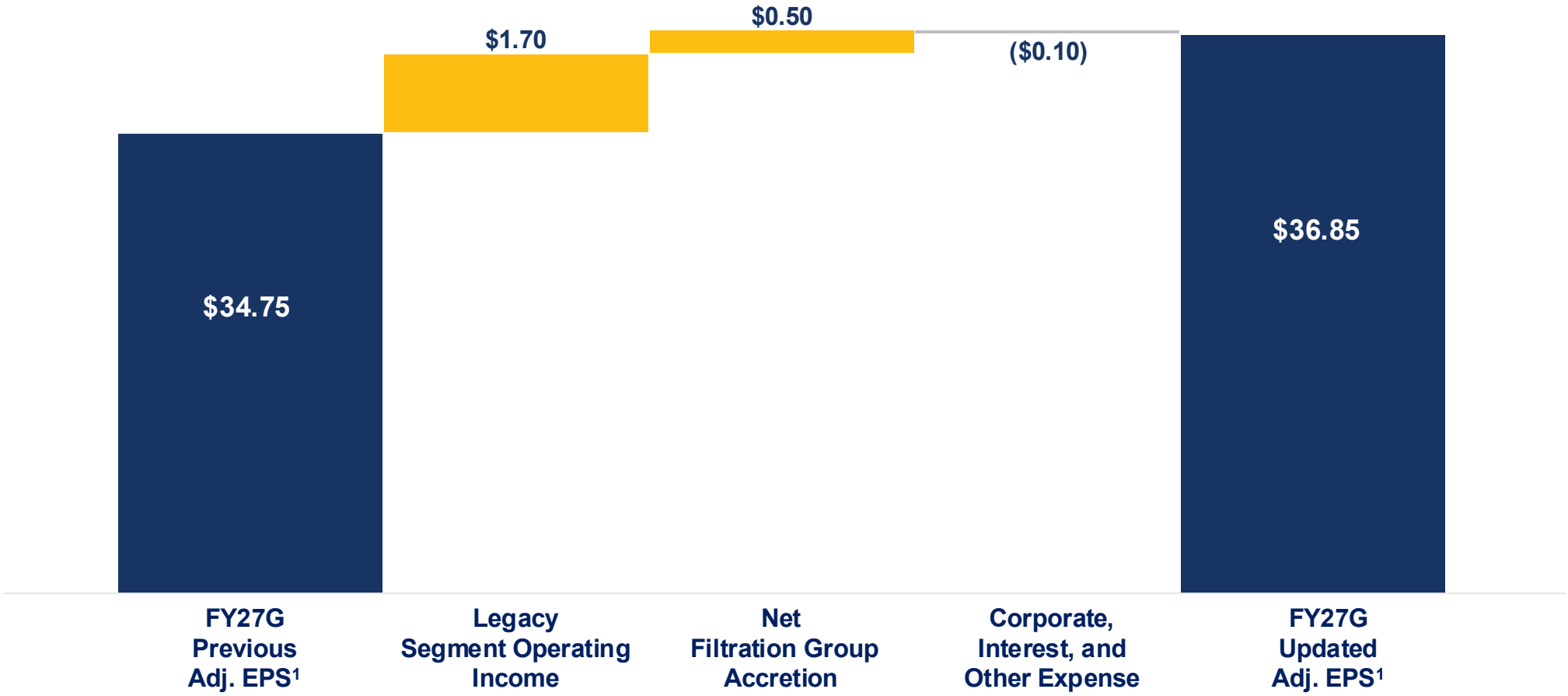
Raising Sales, Adjusted Margin, Adjusted EPS, and Free Cash Flow

Guidance Metric	Previous FY27 Full Year	Updated FY27 Full Year	Full Year Assumptions	FY27 Q2 Midpoint
Reported Sales Growth	5.5% - 8.5%	**16.0% - 19.0%**	• Acquisitions ~9%; Currency ~(0.5%) • Includes $1.85B Filtration Group sales • Split: 1H: 48% | 2H: 52%	**~19.5%**
Organic Sales Growth[1]	5.5% - 8.5%	**7.5% - 10.5%**	• ~10% Aerospace organic growth • ~8% Industrial North America organic growth • ~9.5% Industrial International organic growth	**~10%**
Adj. Segment Operating Margin[1]	27.5% - 27.9%	**27.7% - 28.1%**	• Raising margin guidance 20 bps • 60 bps margin expansion vs prior year	**~27.6%**
Adj. EPS [1]	$34.25 - $35.25	**$36.45 - $37.25**	• $36.85 Adj. EPS Midpoint • Tax rate: ~22.5% • Split: 1H: 48% | 2H: 52%	**~$8.82**
Free Cash Flow[1]	$3.4B - $3.9B	**$3.5B - $4.0B**	• CapEx: ~2.5% of sales • ~100% FCF Conversion	**- -**

1. Includes certain non-GAAP adjustments and financial measures. See Appendix for additional details and reconciliations.

Raising FY27 Adjusted EPS Guidance

Stronger Organic Growth, Higher Adj. Segment Margin, and Accretion from Filtration Group Acquisition



1. FY27G Previous As Reported EPS of $30.50 at the midpoint. FY27G Updated As Reported EPS of $30.05 at the midpoint. Includes certain non-GAAP adjustments and financial measures. See Appendix for additional details and reconciliations.



PARKER'S 2027 INVESTOR MEETING

Save the Date:
May 13, 2027 | New York City

Parker

ENGINEERING YOUR SUCCESS.

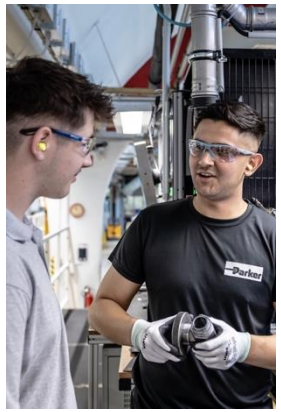
What Drives Parker

- Safety, Engagement, Ownership
- Living up to Our Purpose
- Top Quartile Performance
- Great Generators & Deployers of Cash











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LISTED
NYSE

UPCOMING CALENDAR

FY27 Q2 Earnings Release	February 4, 2027
FY27 Q3 Earnings Release	May 6, 2027
2027 Investor Meeting	May 13, 2027

Appendix

- FY27 Guidance Details
- Reconciliation of Q1 Organic Growth
- Adjusted Amounts Reconciliation – Q1 Consolidated Statement of Income
- Adjusted Amounts Reconciliation – Q1 Segment Operating Income
- Reconciliation of EBITDA to Adjusted EBITDA
- Reconciliation of Net Debt to Adjusted EBITDA TTM
- Reconciliation of Operating Cash Flow Margin and Free Cash Flow Margin
- Supplemental Sales Information
- Reconciliation of FY27 Q2 Guidance
- Reconciliation of Current FY27 Guidance
- Reconciliation of Previous FY27 Guidance (from Aug 6, 2026)

FY27 Guidance Details

Sales Growth vs. Prior Year	As Reported	Organic[1]
Diversified Industrial Segment		
North America Businesses	20% - 23%	6.5% - 9.5%
International Businesses	20% - 23%	8% - 11%
Aerospace Systems Segment	8.5% - 11.5%	8.5% - 11.5%
Parker	**16% - 19%**	**7.5% - 10.5%**

Additional Items	As Reported
Corporate G&A	**~$210M**
Interest Expense	**~$690M**
Other (Income) Expense	**~$90M**
Tax Rate	**~22.5%**
Diluted Shares Outstanding	**~127.8M**

Segment Operating Margins	As Reported	Adjusted[1]
Diversified Industrial Segment		
North America Businesses	22.2% - 22.6%	26.6% - 27.0%
International Businesses	22.7% - 23.1%	26.6% - 27.0%
Aerospace Systems Segment	26.4% - 26.8%	30.2% - 30.6%
Parker	**23.6% - 24.0%**	**27.7% - 28.1%**

Detail of Pre-Tax Adjustments to:	Segment Margins	Below Segment[2]
Acquired Intangible Asset Amortization	**~$865M**	**—**
Business Realignment	**~$95M**	**—**
Integration Costs to Achieve	**~$60M**	**—**
Acquisition Related Expenses	**~$25M**	**~$55M**
Tariff Refunds, Net	**—**	**~$21M**

Earnings Per Share	As Reported	Adjusted[1]
EPS	**$29.65 - $30.45**	**$36.45 - $37.25**

1. Includes certain non-GAAP adjustments and financial measures.
2. Expenses incurred to date.

Reconciliation of Q1 Organic Growth

PARKER HANNIFIN

ORGANIC SALES GROWTH

FY27 Q1

(unaudited)

	Sales Growth			
	Reported	Less: Currency & Other	Less: Acquisitions	**Organic**
Quarter-to-Date:				
Diversified Industrial:				
North America	19.6 %	0.1 %	10.1 %	9.4 %
EMEA	15.4 %	(1.2)%	12.6 %	4.0 %
Asia Pacific	33.4 %	1.6 %	8.4 %	23.4 %
Latin America	1.9 %	3.2 %	-	(1.3)%
Total International	22.0 %	0.2 %	10.2 %	11.6 %
Total Diversified Industrial	**20.6 %**	**0.2 %**	**10.1 %**	**10.3 %**
Aerospace Systems	**13.8 %**	**(0.1)%**	**-**	**13.9 %**
Total[1]	**17.9 %**	**(0.5)%**	**6.9 %**	**11.5 %**

[1] Total reported net sales include Corporate, which is not presented separately. Corporate net sales reflect a reduction of $27 million related to customer tariff returns, which are excluded from organic growth and reflected in the Currency & Other column. The Other component of that column consists entirely of customer tariff returns and represents approximately 0.5% of net sales for the quarter and year-to-date period.

Adjusted Amounts Reconciliation
Q1 Consolidated Statement of Income

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

	Quarter-to-Date FY 2027								
	As Reported September 30, 2026	% of Sales	Amortization of Acquired Intangibles	Business Realignment Charges	Costs to Achieve	Acquisition-Related Expenses[1]	Tariff Refunds, Net	Adjusted September 30, 2026	% of Sales
Net sales	$ 5,992	100.0 %	$ -	$ -	$ -	$ -	(27)	**$ 6,019**	**100.0 %**
Cost of sales	3,731	62.3 %	30	7	-	23	6	**3,677**	**61.1 %**
Selling, general and admin. expenses	1,065	17.8 %	159	10	23	55	-	**818**	**13.6 %**
Interest expense	146	2.4 %	-	-	-	-	-	**146**	**2.4 %**
Other expense (income), net	(87)	(1.5)%	-	-	-	-	-	**(87)**	**(1.4)%**
Income before income taxes	1,137	19.0 %	(189)	(17)	(23)	(78)	(21)	**1,465**	**24.3 %**
Income taxes	253	4.2 %	43	4	5	17	5	**327**	**5.4 %**
Net income	$ 884	14.8 %	$ (146)	$ (13)	$ (18)	$ (61)	$ (16)	**$ 1,138**	**18.9 %**
Diluted earnings per share	$ 6.92		$ (1.14)	$ (0.10)	$ (0.14)	$ (0.47)	$ (0.13)	**$ 8.90**	

	Quarter-to-Date FY 2026								
	As Reported September 30, 2025	% of Sales	Amortization of Acquired Intangibles	Business Realignment Charges	Costs to Achieve	Acquisition-Related Expenses[1]	Insurance-Related Charges (Recoveries)	Adjusted September 30, 2025	% of Sales
Net sales	$ 5,084	100.0 %	$ -	$ -	$ -	$ -	$ -	**$ 5,084**	**100.0 %**
Cost of sales	3,177	62.5 %	22	9	-	1	-	**3,145**	**61.9 %**
Selling, general and admin. expenses	873	17.2 %	118	6	6	13	-	**730**	**14.4 %**
Interest expense	101	2.0 %	-	-	-	-	-	**101**	**2.0 %**
Other expense (income), net	(107)	(2.1)%	-	-	-	-	(20)	**(87)**	**(1.7)%**
Income before income taxes	1,040	20.5 %	(140)	(15)	(6)	(14)	20	**1,195**	**23.5 %**
Income taxes	232	4.6 %	33	4	1	3	(5)	**268**	**5.3 %**
Net income	$ 808	15.9 %	$ (107)	$ (11)	$ (5)	$ (11)	$ 15	**$ 927**	**18.2 %**
Diluted earnings per share	$ 6.29		$ (0.83)	$ (0.09)	$ (0.04)	$ (0.09)	$ 0.12	**$ 7.22**	

[1]Acquisition-related expenses include transaction costs and charges related to the fair value step up of acquired inventory.

Adjusted Amounts Reconciliation
Q1 Segment Operating Income

Parker Hannifin Corporation
Segment Operating Income - Adjusted
Quarter-to-Date
(Dollars in millions)
(Unaudited)

	Quarter-to-Date FY 2027								
	As Reported September 30, 2026	% of Sales	Amortization of Acquired Intangibles	Business Realignment Charges	Costs to Achieve	Acquisition-Related Expenses	Tariff Refunds, Net	Adjusted September 30, 2026	% of Sales
Diversified Industrial:									
North America businesses[1]	$ 562	23.0%	$ 75	$ 3	$ 21	$ 13	$ -	**$ 674**	**27.6%**
International businesses[1]	410	24.0%	38	14	1	10	-	**473**	**27.7%**
Total Diversified Industrial[1]	972	23.4%	113	17	22	23	-	**1,147**	**27.6%**
Aerospace Systems[1]	497	26.6%	76	-	1	-	-	**574**	**30.7%**
Total segment operating income	1,469	24.4%	(189)	(17)	(23)	(23)	-	**1,721**	**28.6%**
Corporate administration	58	1.0%	-	-	-	-	-	**58**	**1.0%**
Income before interest and other	1,411	23.5%	(189)	(17)	(23)	(23)	-	**1,663**	**27.6%**
Interest expense	146	2.4%	-	-	-	-	-	**146**	**2.4%**
Other, net	128	2.1%	-	-	-	55	21	**52**	**0.9%**
Income before income taxes	$ 1,137	19.0%	$ (189)	$ (17)	$ (23)	$ (78)	$ (21)	**$ 1,465**	**24.3%**

	Quarter-to-Date FY 2026								
	As Reported September 30, 2025	% of Sales	Amortization of Acquired Intangibles	Business Realignment Charges	Costs to Achieve	Acquisition-Related Expenses	Insurance-Related Charges (Recoveries)	Adjusted September 30, 2025	% of Sales
Diversified Industrial:									
North America businesses[1]	$ 507	24.8%	$ 42	$ 1	$ 1	$ 1	$ -	**$ 552**	**27.0%**
International businesses[1]	314	22.4%	22	13	1	-	-	**350**	**25.0%**
Total Diversified Industrial[1]	821	23.8%	64	14	2	1	-	**902**	**26.2%**
Aerospace Systems[1]	411	25.0%	76	1	4	-	-	**492**	**30.0%**
Total segment operating income	1,232	24.2%	(140)	(15)	(6)	(1)	-	**1,394**	**27.4%**
Corporate administration	49	1.0%	-	-	-	-	-	**49**	**1.0%**
Income before interest and other	1,183	23.3%	(140)	(15)	(6)	(1)	-	**1,345**	**26.5%**
Interest expense	101	2.0%	-	-	-	-	-	**101**	**2.0%**
Other, net	42	0.8%	-	-	-	13	(20)	**49**	**1.0%**
Income before income taxes	$ 1,040	20.5%	$ (140)	$ (15)	$ (6)	$ (14)	$ 20	**$ 1,195**	**23.5%**

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

Reconciliation of EBITDA to Adjusted EBITDA

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

	Three Months Ended September 30,			
	2026	**% of Sales**	**2025**	**% of Sales**
Net sales	$ 5,992	100.0%	$ 5,084	100.0%
Net income	$ 884	14.8%	$ 808	15.9%
Income taxes	253	4.2%	232	4.6%
Depreciation	97	1.6%	92	1.8%
Amortization	189	3.2%	140	2.8%
Interest expense	146	2.4%	101	2.0%
EBITDA	1,569	26.2%	1,373	27.0%
Adjustments:				
Business realignment charges	17	0.3%	15	0.3%
Costs to achieve	23	0.4%	6	0.1%
Acquisition-related expenses	78	1.3%	14	0.3%
Tariff refunds, net	21	0.4%	-	0.0%
Insurance-related charges (recoveries)	-	0.0%	(20)	-0.4%
EBITDA - Adjusted	$ 1,708	28.5%	$ 1,388	27.3%
EBITDA margin	26.2 %		27.0 %	
EBITDA margin - Adjusted	28.5 %		27.3 %	

Reconciliation of Net Debt to Adjusted EBITDA TTM

(Dollars in millions) (Unaudited)	Three Months Ended September 30, 2026
Notes payable and current portion of long-term debt	$ 4,744
Long-term debt	12,734
Deferred debt issuance costs	81
Gross debt	17,559
Cash and cash equivalents	$ 711
Marketable securities and other investments	5
Cash	716
Net debt (Gross debt less total cash)	$ 16,843

(Dollars in millions) (Unaudited)	Twelve Months Ended September 30, 2026
Net income	$ 3,725
Income taxes	935
Depreciation	358
Amortization	633
Interest expense	446
EBITDA	6,097
Adjustments:	
Business realignment charges	74
Costs to achieve	37
Acquisition-related expenses	105
Tariff refunds, net	(63)
Insurance-related charges (recoveries)	(3)
Other	28
EBITDA - Adjusted	$ 6,275
Net Debt / adjusted EBITDA TTM	**2.7**

Reconciliation of Operating Cash Flow Margin and Free Cash Flow Margin

(Unaudited)

(Dollars in millions)

	Three Months Ended September 30,	
	2026	**2025**
Net Sales	**$ 5,992**	**$ 5,084**
Cash Flow from Operations	$ 752	$ 782
Capital Expenditures	(109)	(89)
Free Cash Flow	**$ 643**	**$ 693**
Cash Flow from Operations Margin	**12.6%**	**15.4%**
Free Cash Flow Margin	**10.7%**	**13.6%**

Supplemental Sales Information

Global Technology Platforms

(Unaudited)
(Dollars in millions)

Net Sales	Three Months Ended September 30, 2026	2025
Diversified Industrial:		
Motion Systems	$ 926	$ 824
Flow and Process Control	1,335	1,158
Filtration and Engineered Materials	1,891	1,461
Aerospace Systems	1,867	1,641
Corporate	(27)	--
Total	**$ 5,992**	**$ 5,084**

Reconciliation of FY27 Q2 Guidance

RECONCILIATION OF FORECASTED SALES GROWTH TO ORGANIC SALES GROWTH

(Unaudited)

(Amounts in percentages)

	Fiscal Year 2027 Q2			
	Forecasted Net Sales	Currency	Acquisitions	Adjusted Forecasted Net Sales
Parker	~19.5%	--	~(9.5%)	~10%

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

(Unaudited)

	Fiscal Year 2027 Q2
Forecasted earnings per diluted share	**~$7.23**
Adjustments:	
Amortization of acquired intangibles	1.77
Business realignment charges	0.20
Costs to achieve	0.09
Tax effect of adjustments[1]	(0.47)
Adjusted forecasted earnings per diluted share	**~$8.82**

RECONCILIATION OF FORECASTED OPERATING MARGIN TO ADJUSTED OPERATING MARGIN

(Unaudited)

(Amounts in percentages)

	Fiscal Year 2027 Q2				
	Forecasted Segment Operating Margin	Acquisition-Related Intangible Asset Amortization Expense	Business Realignment Charges	Costs to Achieve	Adjusted Forecasted Segment Operating Margin*
Parker	**~23.4%**	**~3.6%**	**~0.4%**	**~0.2%**	**~27.6%**

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 case 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 Current FY27 Guidance

RECONCILIATION OF FORECASTED SALES GROWTH TO ORGANIC SALES GROWTH

(Unaudited)

(Amounts in percentages)

	Fiscal Year 2027			
	Forecasted Net Sales	Currency & Other	Acquisitions	Adjusted Forecasted Net Sales
Diversified Industrial				
North America Businesses	20% to 23%	--	~(13.5%)	6.5% to 9.5%
International Businesses	20% to 23%	~0.5%	~(12.5%)	8% to 11%
Aerospace Systems	8.5% to 11.5%	--	--	8.5% to 11.5%
Parker	16.0% to 19.0%	~0.5%	~(9.0%)	7.5% to 10.5%

RECONCILIATION OF FORECASTED CASH FLOW FROM OPERATIONS TO FREE CASH FLOW

(Unaudited)

(Dollars in millions)	Fiscal Year 2027
Cash flow from operations	**$4,125 to $4,625**
Less: Capital Expenditures	~(625)
Free cash flow	**$3,500 to $4,000**

RECONCILIATION OF FORECASTED OPERATING MARGIN TO ADJUSTED OPERATING MARGIN

(Unaudited)

(Amounts in percentages)

	Fiscal Year 2027					
	Forecasted Segment Operating Margin	Acquisition-Related Intangible Asset Amortization Expense	Business Realignment Charges	Costs to Achieve	Acquisition Related Expenses	Adjusted Forecasted Segment Operating Margin*
Diversified Industrial						
North America Businesses	22.2% to 22.6%	~3.6%	~0.2%	~0.5%	~0.1%	26.6% to 27.0%
International Businesses	22.7% to 23.1%	~2.8%	~1.0%	~0.0%	~0.1%	26.6% to 27.0%
Aerospace Systems	26.4% to 26.8%	~3.9%	~0.0%	~0.0%	~0.0%	30.2% to 30.6%
Parker	**23.6% to 24.0%**	**~3.4%**	**~0.4%**	**~0.2%**	**~0.1%**	**27.7% to 28.1%**

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

(Unaudited)

	Fiscal Year 2027
Forecasted earnings per diluted share	**$29.65 to $30.45**
Adjustments:	
Amortization of acquired intangibles	6.77
Business realignment charges	0.74
Costs to achieve	0.47
Acquisition related expenses	0.63
Tariff refunds, net	0.16
Tax effect of adjustments[1]	(1.97)
Adjusted forecasted earnings per diluted share	**$36.45 to $37.25**

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 case 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 Previous FY27 Guidance (from Aug 6, 2026)

RECONCILIATION OF FORECASTED SALES GROWTH TO ORGANIC SALES GROWTH

(Unaudited)

(Amounts in percentages)

	Fiscal Year 2027			
	Forecasted Net Sales	**Currency**	**Acquisitions**	**Adjusted Forecasted Net Sales**
Diversified Industrial				
North America Businesses	5.5% to 8.5%	--	~(0.5%)	5% to 8%
International Businesses	3.5% to 6.5%	~1%	~(0.5%)	4% to 7%
Aerospace Systems	7% to 10%	--	--	7% to 10%
Parker	5.5% to 8.5%	~0.5%	~(0.5%)	5.5% to 8.5%

RECONCILIATION OF FORECASTED CASH FLOW FROM OPERATIONS TO FREE CASH FLOW

(Unaudited)

(Dollars in millions)	**Fiscal Year 2027**
Cash flow from operations	**$3,974 to $4,474**
Less: Capital Expenditures	~(574)
Free cash flow	**$3,400 to $3,900**

RECONCILIATION OF FORECASTED OPERATING MARGIN TO ADJUSTED OPERATING MARGIN

(Unaudited)

(Amounts in percentages)

	Fiscal Year 2027				
	Forecasted Segment Operating Margin	**Business Realignment Charges**	**Costs to Achieve**	**Acquisition-Related Intangible Asset Amortization Expense**	**Adjusted Forecasted Segment Operating Margin***
Diversified Industrial					
North America Businesses	23.9% to 24.3%	~0.3%	~0.2%	~2.1%	26.5% to 26.9%
International Businesses	23.5% to 23.9%	~1.0%	~0.1%	~1.5%	26.0% to 26.4%
Aerospace Systems	26.1% to 26.5%	~0.0%	~0.0%	~3.9%	30.0% to 30.4%
Parker	**24.5% to 24.9%**	**~0.4%**	**~0.1%**	**~2.5%**	**27.5% to 27.9%**

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

(Unaudited)

	Fiscal Year 2027
Forecasted earnings per diluted share	**$30.00 to $31.00**
Adjustments:	
Business realignment charges	0.74
Amortization of acquired intangibles	4.54
Costs to achieve	0.19
Tax effect of adjustments[1]	(1.22)
Adjusted forecasted earnings per diluted share	**$34.25 to $35.25**

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 case the tax effect of such item is estimated by applying such specific tax rate or tax treatment.

Note: FY27 initial guidance on Aug 6, 2026, did not include Filtration Group Corporation.
* Totals may not foot due to rounding