PARKER HANNIFIN CORPORATION

Fiscal 2026 Fourth Quarter & Full Year Earnings Presentation

August 6, 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 acquisitions of Filtration Group Corporation ("Filtration Group") and CIRCOR International Inc.'s Commercial and Defense Aerospace business ("CIRCOR Aerospace") and the integration of 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, 2025 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 metrics included in our 3-year target for FY29 and our 5-year targets for fiscal year 2031 could not be reconciled without unreasonable effort and applicable reconciliations are not included in this presentation.

Please visit investors.parker.com for more information.

Parker

Record FY26 Performance Powered by The Win Strategy

- Record safety performance
- Record sales of $21.5B, +6.6% organic growth[1]
- Record adjusted segment operating margin[1] of 27.3%
- Record adjusted earnings per share[1] of $32.31
- Record CFOA of $4.4B
- Surpassed FY29 adjusted segment margin target

FY26 Highlights	
9% Reduction in Recordable Incident Rate	**$21.5B** Sales +8.3% Reported +6.6% Organic[1]
27.3% Adjusted Segment Operating Margin[1] +120 bps	**27.7%** Adjusted EBITDA Margin[1] +130 bps
18% Adjusted EPS Growth[1]	**$4.4B** CFOA 16% Growth

1. Includes certain non-GAAP adjustments and financial measures. See Appendix for additional details and reconciliations
Note: FY26 As Reported: Segment Operating Margin of 24.5%, EBITDA Margin of 27.4%, Net Income of $3.6B, EPS of $28.48.

Strategic Capital Deployment to Further Compound Growth

CURTIS

Completed September 2025

Enhances electrification capabilities with complementary technologies

Filtration Group®

Announced November 2025

Expands offering and aftermarket with proprietary filtration technologies

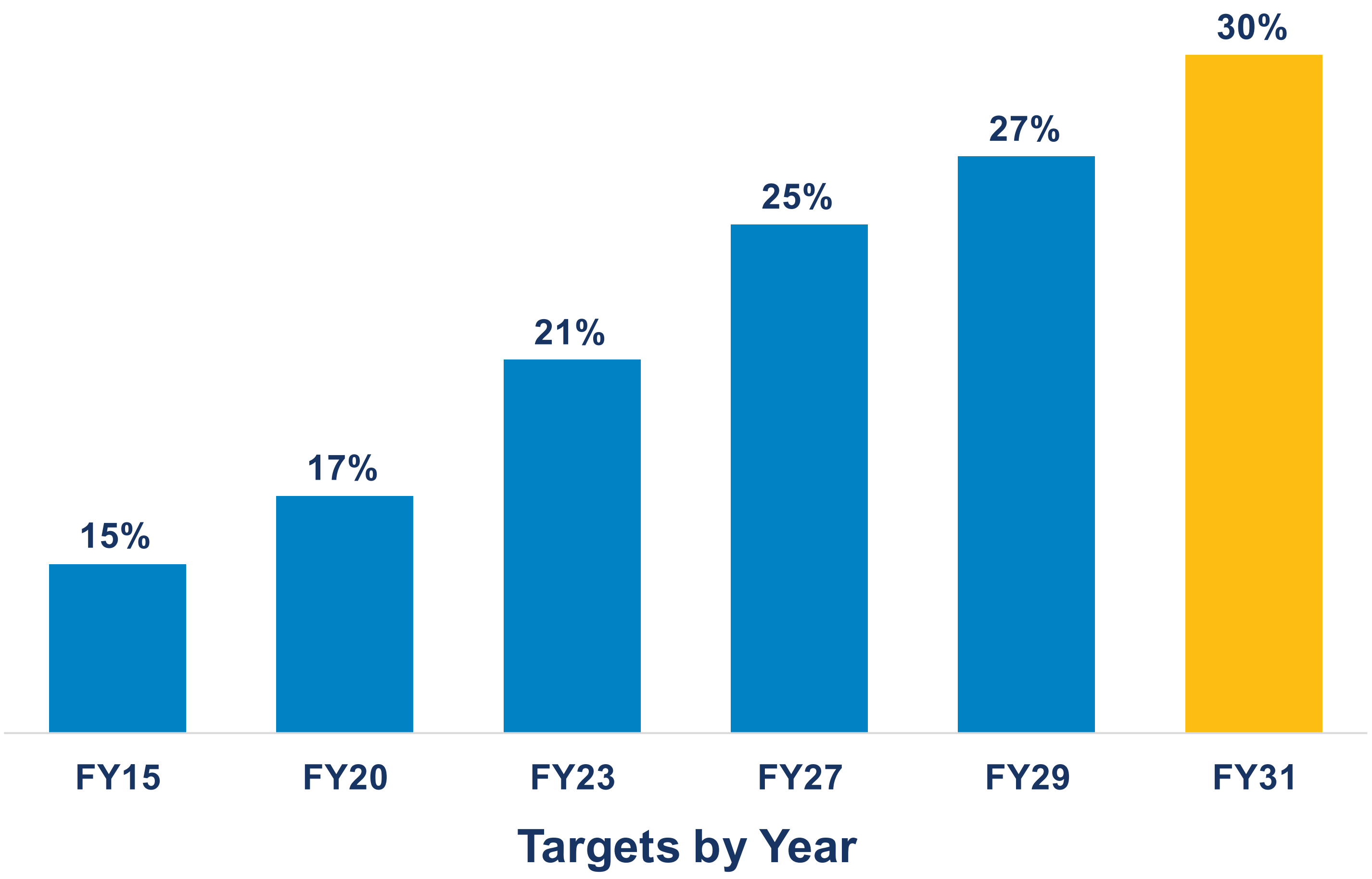
CIRCOR AEROSPACE

Announced May 2026

Adds complementary flight critical aerospace and defense capabilities

Raising Adjusted Segment Operating Margin Target to 30%

Extending Our Track Record of Achieving and Raising Targets



+300 bps

From previous target

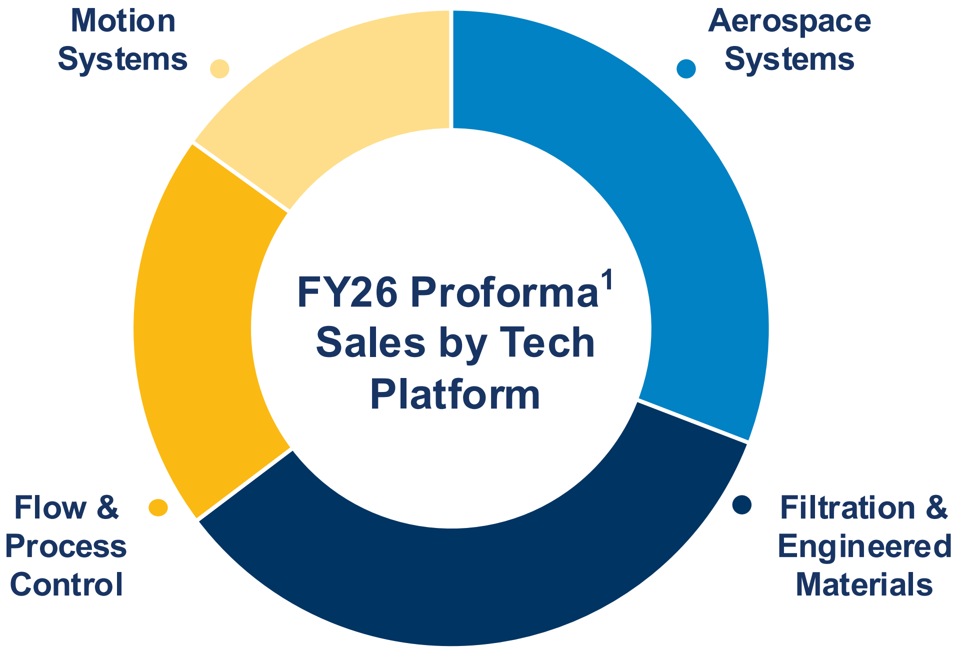
FY31 Targets:

- 4 to 6% organic growth
- 30% adjusted segment operating margin
- 17% free cash flow margin
- 10%+ adjusted EPS growth

Note: Segment Operating Margin % represent historical targets for FY15, FY20, FY23, FY27, and FY29. FY31 Segment Operating Margin % represents updated target. 15% and 17% are as reported. 21%, 25%, 27%, and 30% are adjusted. Adjusted numbers include certain non-GAAP adjustments and financial measures

Order Rates

All Businesses Moving to Rolling 12-Month Comparisons Beginning in FY27



Profoundly Different Portfolio

- Higher concentration of Aerospace & Defense
- Longer cycle and more resilient end markets
- Shaped by strategic positioning
- Transformed by accretive acquisitions

1. Includes Parker Hannifin FY26 sales by tech platform and Filtration Group Corporation CY25E and CIRCOR Aerospace CY26E sales disclosed at time of announcement.

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Rolling 12 Provides Stronger Correlation to Near-Term Organic Growth

SUMMARY OF FISCAL 2026 4TH QUARTER HIGHLIGHTS

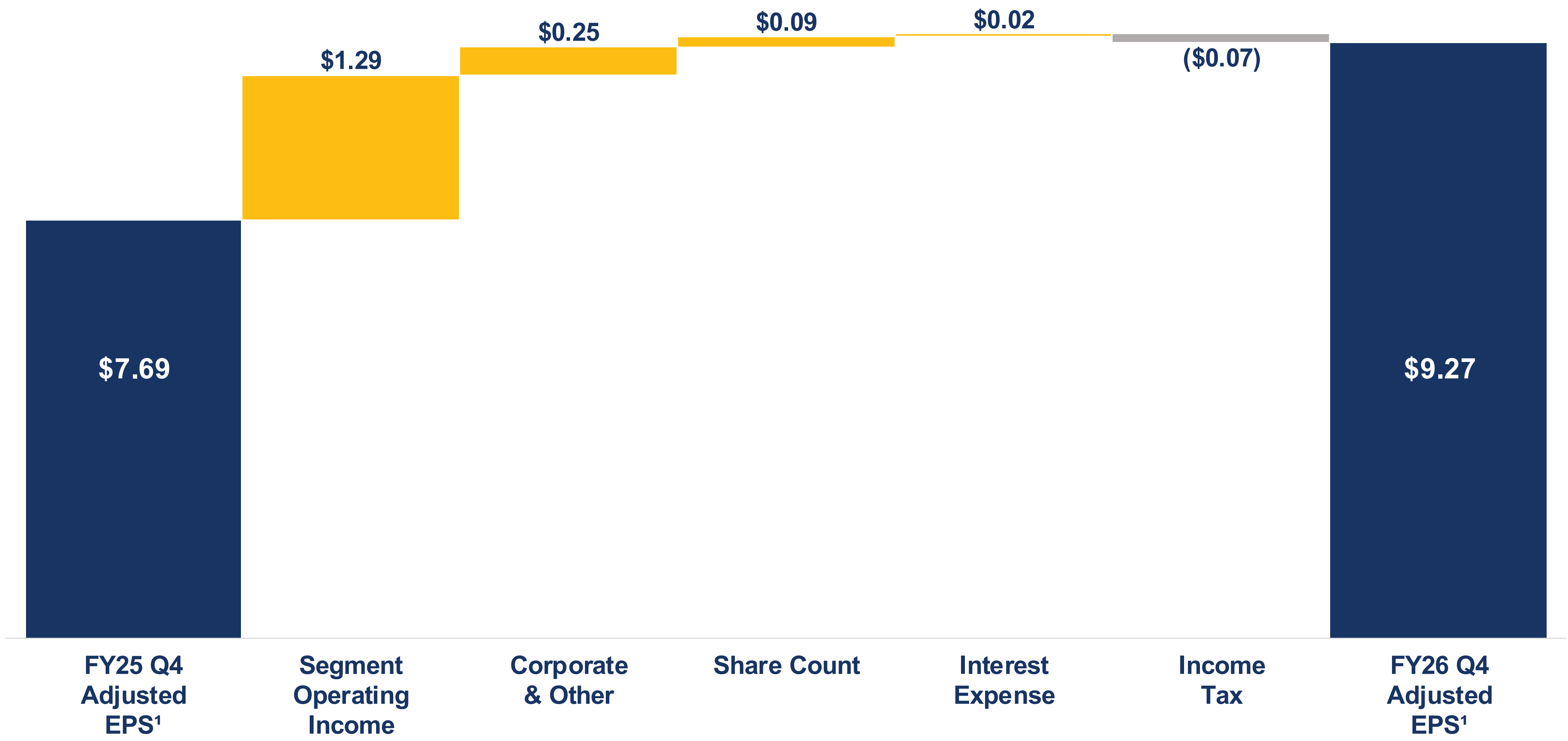
FY26 Q4 Financial Summary

21% Adjusted EPS Growth

$ Millions, except per share amounts	FY26 Q4 As Reported	FY26 Q4 Adjusted[1]	FY25 Q4 Adjusted[1]	YoY Change Adjusted[1]
Sales	$5,755	**$5,755**	$5,243	**+10%**
Segment Operating Margin	26.5%	**28.0%**	26.9%	**+110 bps**
EBITDA Margin	29.1%	**28.6%**	26.8%	**+180 bps**
Net Income	$1,091	**$1,186**	$992	**+20%**
EPS	$8.54	**$9.27**	$7.69	**+21%**

1. Sales figures As Reported. Includes certain non-GAAP adjustments and financial measures. See Appendix for additional details and reconciliations.
Note: FY25 Q4 As Reported: Segment Operating Margin of 23.9%, EBITDA Margin of 26.7%, Net Income of $923M, EPS of $7.15.

FY26 Q4 Adjusted Earnings per Share Bridge



1. FY25 Q4 As Reported EPS of $7.15. FY26 Q4 As Reported EPS of $8.54. Includes certain non-GAAP adjustments and financial measures. See Appendix for additional details and reconciliations.

FY26 Q4 Segment Performance

		Sales As Reported $ Organic %[1]	Segment Operating Margin As Reported	Segment Operating Margin Adjusted[1]	Existing Order Rates[2]	Rolling 12 Order Rates[3]	Commentary
Diversified Industrial	**North America Businesses**	$2,221M **+4.9% Organic**	27.3%	27.4% **+70 bps YoY**	+16% *Rolling 3*	+9%	• Organic sales growth of 5% as recovery broadens • Record adjusted segment operating margin • Sales improvement across all market verticals
Diversified Industrial	**International Businesses**	$1,634M **+6.5% Organic**	24.2%	26.8% **+210 bps YoY**	+24% *Rolling 3*	+10%	• Record sales led by APAC • Record adjusted segment operating margin • Organic growth: 16% APAC, 1% EMEA, (3%) LA
	Aerospace Systems	$1,900M **+13.3% Organic**	27.5%	29.8% **+80 bps YoY**	+18% *Rolling 12*	+18%	• Record sales: DD growth in all market segments • Record adjusted segment operating margin • Backlog increased to record $8.5B
	Parker	$5,755M **+8.0% Organic**	26.5%	28.0% **+110 bps YoY**	+19% *Blended*	+12%	• Record sales with 8% organic growth • Record adjusted segment operating margin • Backlog increased to a record $12.8B

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. Diversified Industrial orders are rolling 3-month average computations and Aerospace Systems are rolling 12-month average computations.
3. 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 rolling 12-month average computations.

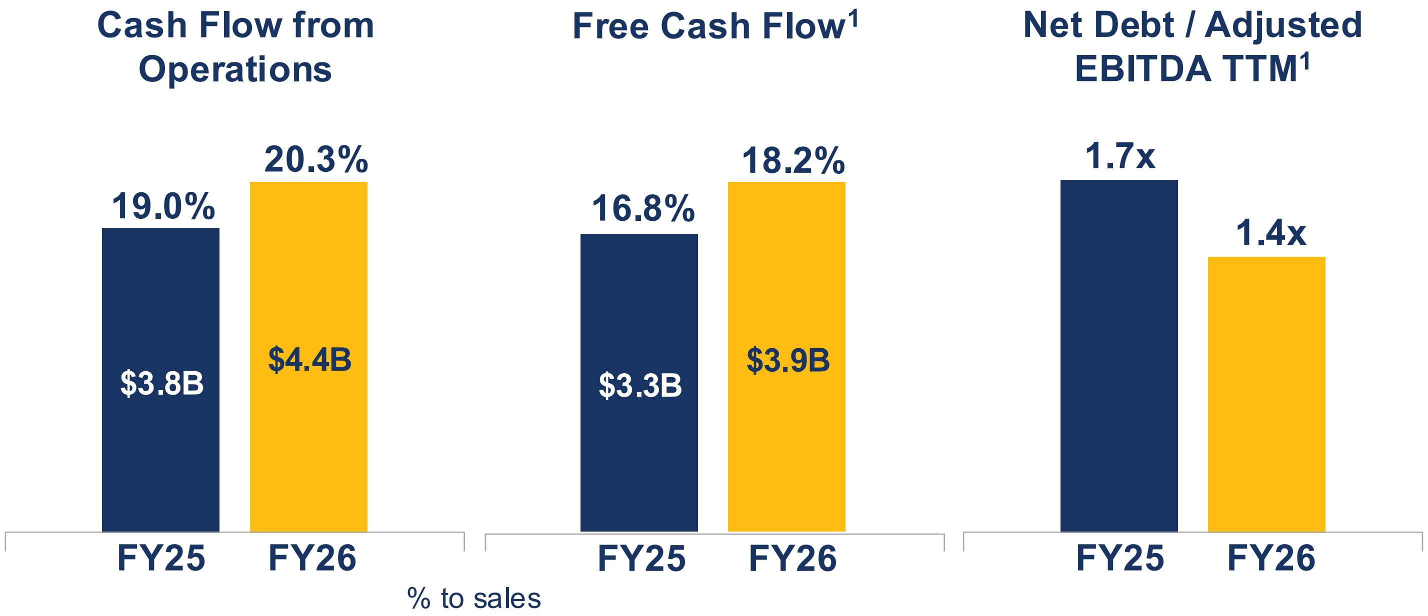
Record FY26 Cash Flow Performance

Cash Flow Highlights

$4.4B CFOA +16% Growth	**20.3%** Cash Flow from Operations Margin
$3.9B Free Cash Flow[1] +17% Growth	**18.2%** Free Cash Flow Margin[1]
$1B Share Repurchases[2]	**107%** Free Cash Flow Conversion[1]

FY26 Capital Deployment Actions:

- $1.0B Share Repurchases
- $0.9B Dividends Paid
- $0.5B Capital Expenditures
- $1.0B Acquisition of Curtis Instruments
- $11.8B Announced Filtration Group & CIRCOR Aerospace Acquisitions



1. Includes certain non-GAAP adjustments and financial measures. See Appendix for additional details and reconciliations.
2. Includes discretionary and 10b5-1 share repurchases.

FY27 INITIAL GUIDANCE

FY27 Market Vertical Growth Guidance

Key Market Verticals	% of Sales[1]	Commentary	Current FY27 Guidance
Aerospace & Defense	~37%	• Robust Commercial OEM, sustained Aftermarket growth • Global defense spending driving stronger growth	+HSD
In-Plant & Industrial	~20%	• Customer demand improving, expect gradual acceleration on broadening recovery • Capital investment spending continues	+MSD
Transportation	~14%	• Strong HD truck orders, customers increasing build rates • Automotive demand challenged by interest rates and affordability	+MSD
Off-Highway	~13%	• Gradual acceleration in Construction driven by infrastructure spend • Softness continues in Ag on dynamic economic conditions	+MSD
Energy	~7%	• Strong Power Gen growth on rising global demand for electricity • Oil & Gas growth expected flat	+MSD
HVAC/R	~4%	• Commercial HVAC growth driven by infrastructure spending • Improvement in Residential HVAC with inventories normalizing	+MSD

1. % of sales as of FY26

FY27 Organic Growth Forecast of 7% at the Midpoint

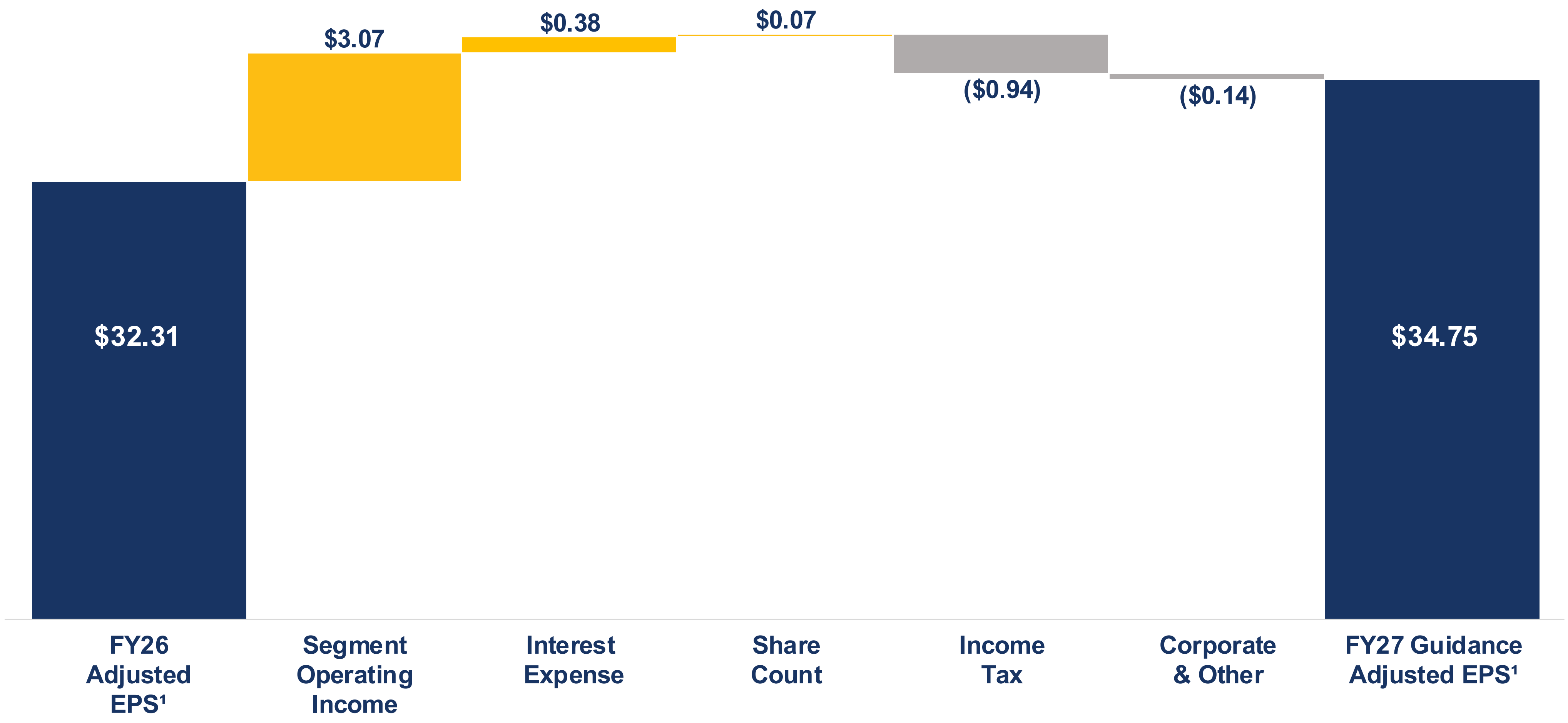
Initiating FY27 Guidance

EPS Midpoint: $30.50 As Reported, $34.75 Adjusted

Guidance Metric	FY27 Full Year	Full Year Assumptions	FY27 Q1 Midpoint
Reported Sales Growth	**5.5% - 8.5%**	• Currency unfavorable ~0.5% • Previously completed acquisitions ~0.5% • Split: 1H: 48% | 2H: 52%	**~9%**
Organic Sales Growth[1]	**5.5% - 8.5%**	• 5% to 8% Industrial North America organic growth • 4% to 7% Industrial International organic growth • 7% to 10% Aerospace organic growth	**~8%**
Adj. Operating Margin[1]	**27.5% - 27.9%**	• 40 bps margin expansion • 30% to 35% incremental margin	**~27.7%**
Adj. EPS [1]	**$34.25 - $35.25**	• Tax rate: ~22.5% • Split: 1H: 47% | 2H: 53%	**~$8.07**
Free Cash Flow[1]	**$3.4B - $3.9B**	• CapEx: ~2.5% of sales • ~100% FCF Conversion	**- -**

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

FY27 Guidance Adjusted Earnings per Share Bridge



1. FY26 As Reported EPS of $28.48. FY27 Projected As Reported EPS midpoint of $30.50. Includes certain non-GAAP adjustments and financial measures. See Appendix for additional details and reconciliations.

What Drives Parker

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









PH LISTED NYSE

UPCOMING EVENT CALENDAR

FY27 Q1 Earnings Release	November 5, 2026
FY27 Q2 Earnings Release	February 4, 2027

Appendix

- FY27 Guidance Details
- Historical Order Rate Comparison
- Reconciliation of Organic Growth
- Adjusted Amounts Reconciliation – Consolidated Statement of Income
- Adjusted Amounts Reconciliation – Segment Operating Income
- Reconciliation of EBITDA to Adjusted EBITDA
- Reconciliation of Net Debt to Adjusted EBITDA
- Reconciliation of Operating Cash Flow Margin and Free Cash Flow Margin and Conversion
- Supplemental Sales Information
- Reconciliation of FY27 Q1 Guidance
- Reconciliation of FY27 Guidance

FY27 Guidance Details

Sales Growth vs. Prior Year	As Reported	Organic[1]
Diversified Industrial Segment		
North America Businesses	5.5% - 8.5%	5% - 8%
International Businesses	3.5% - 6.5%	4% - 7%
Aerospace Systems Segment	7% - 10%	7% - 10%
Parker	**5.5% - 8.5%**	**5.5% - 8.5%**

Segment Operating Margins	As Reported	Adjusted[1]
Diversified Industrial Segment		
North America Businesses	23.9% - 24.3%	26.5% - 26.9%
International Businesses	23.5% - 23.9%	26.0% - 26.4%
Aerospace Systems Segment	26.1% - 26.5%	30.0% - 30.4%
Parker	**24.5% - 24.9%**	**27.5% - 27.9%**

Earnings Per Share	As Reported	Adjusted[1]
EPS	**\$30.00 - \$31.00**	**\$34.25 - \$35.25**

Additional Items	As Reported
Corporate G&A	**~\$200M**
Interest Expense	**~\$340M**
Other (Income) Expense	**~\$100M**
Tax Rate	**~22.5%**
Diluted Shares Outstanding	**~127.8M**

Detail of Pre-Tax Adjustments to:	Segment Margins	Below Segment
Acquired Intangible Asset Amortization	**~\$580M**	—
Business Realignment	**~\$95M**	—
Integration Costs to Achieve	**~\$25M**	—

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

Historical Order Rate Comparison

Order Rates as Previously Disclosed[1]	FY25				FY26			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Diversified North America *Rolling 3*	(3%)	3%	3%	2%	3%	7%	7%	16%
Diversified International *Rolling 3*	1%	4%	11%	0%	6%	6%	6%	24%
Aerospace *Rolling 12*	7%	9%	14%	12%	15%	14%	14%	18%
Parker *Blended*	1%	5%	9%	5%	8%	9%	9%	19%

1. Diversified Industrial order rates are on 3-month average computations; Aerospace order rates are on a rolling 12-month average

Updated Rolling 12-Month Order Rates[2]	FY25				FY26			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Diversified North America	(5%)	(3%)	0%	2%	3%	4%	5%	9%
Diversified International	(5%)	(3%)	3%	3%	4%	5%	4%	10%
Aerospace	7%	9%	14%	12%	15%	14%	14%	18%
Parker	(2%)	1%	5%	5%	7%	8%	8%	12%

2. All order rate comparisons are on a rolling 12-month average

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Reconciliation of Q4 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	7.0 %	0.3 %	0.0 %	1.8 %	**4.9 %**
International businesses					
EMEA	3.0 %	0.6 %	0.0 %	1.8 %	**0.6 %**
Asia Pacific	19.6 %	(0.2)%	0.0 %	3.9 %	**15.9 %**
Latin America	3.0 %	5.6 %	0.0 %	0.0 %	**(2.6)%**
International businesses	9.5 %	0.5 %	0.0 %	2.5 %	**6.5 %**
Total Diversified Industrial	8.1 %	0.4 %	0.0 %	2.1 %	**5.6 %**
Aerospace Systems	13.4 %	0.1 %	0.0 %	0.0 %	**13.3 %**
Total Parker Hannifin	9.8 %	0.3 %	0.0 %	1.5 %	**8.0 %**

Reconciliation of Full Year Organic Growth

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

	Year-to-Date				
	As reported	Currency	Divestitures	Acquisitions	**Organic**
Diversified Industrial:					
North America businesses	3.2 %	0.4 %	(1.8)%	1.5 %	**3.1 %**
International businesses					
EMEA	7.0 %	5.4 %	0.0 %	1.5 %	**0.1 %**
Asia Pacific	13.6 %	0.4 %	0.0 %	3.0 %	**10.2 %**
Latin America	0.7 %	4.0 %	0.0 %	0.0 %	**(3.3)%**
International businesses	9.3 %	3.4 %	0.0 %	2.0 %	**3.9 %**
Total Diversified Industrial	5.7 %	1.7 %	(1.1)%	1.7 %	**3.4 %**
Aerospace Systems	14.2 %	0.8 %	0.0 %	0.0 %	**13.4 %**
Total Parker Hannifin	8.3 %	1.2 %	(0.7)%	1.2 %	**6.6 %**

Adjusted Amounts Reconciliation
Q4 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 2026

	As Reported June 30, 2026	% of Sales	Amortization of Acquired Intangibles	Business Realignment Charges	Costs to Achieve	Acquisition-Related Expenses	Insurance-Related Charges (Recoveries)	Tariff Refunds	Other[1]	Adjusted June 30, 2026	% of Sales
Net sales	$ 5,755	100.0 %	$ -	$ -	$ -	$ -	$ -	$ -	$ -	**$ 5,755**	**100.0 %**
Cost of sales	3,508	61.0 %	27	9	-	-	-	(84)	-	**3,556**	**61.8 %**
Selling, general and admin. expenses	874	15.2 %	121	10	7	7	-	-	-	**729**	**12.7 %**
Interest expense	95	1.7 %	-	-	-	-	-	-	-	**95**	**1.7 %**
Other expense (income), net	(62)	(1.1)%	-	-	-	-	(3)	-	28	**(87)**	**(1.5)%**
Income before income taxes	1,340	23.3 %	(148)	(19)	(7)	(7)	3	84	(28)	**1,462**	**25.4 %**
Income taxes	248	4.3 %	33	4	2	1	-	(19)	6	**275**	**4.8 %**
Net income	1,092	19.0 %	(115)	(15)	(5)	(6)	3	65	(22)	**1,187**	**20.6 %**
Less: Noncontrolling interests	1	0.0 %	-	-	-	-	-	-	-	**1**	**0.0 %**
Net income - common shareholders	$ 1,091	19.0 %	$ (115)	$ (15)	$ (5)	$ (6)	$ 3	$ 65	$ (22)	**$ 1,186**	**20.6 %**
Diluted earnings per share	$ 8.54		$ (0.90)	$ (0.11)	$ (0.04)	$ (0.04)	$ 0.02	$ 0.51	$ (0.17)	**$ 9.27**	

Quarter-to-Date FY 2025

	As Reported June 30, 2025	% of Sales	Amortization of Acquired Intangibles	Business Realignment Charges	Costs to Achieve	Gain on Divestitures		Discrete Tax Benefit	Other[1]	Adjusted June 30, 2025	% of Sales
Net sales	$ 5,243	100.0 %	$ -	$ -	$ -	$ -	$ -	$ -	$ -	**$ 5,243**	**100.0 %**
Cost of sales	3,285	62.7 %	22	10	-	-	-	-	-	**3,253**	**62.0 %**
Selling, general and admin. expenses	839	16.0 %	117	4	3	-	-	-	-	**715**	**13.6 %**
Interest expense	99	1.9 %	-	-	-	-	-	-	-	**99**	**1.9 %**
Other expense (income), net	(51)	(1.0)%	-	2	-	(2)	-	-	(14)	**(37)**	**(0.7)%**
Income before income taxes	1,071	20.4 %	(139)	(16)	(3)	2	-	-	14	**1,213**	**23.1 %**
Income taxes	148	2.8 %	31	4	1	6	-	35	(4)	**221**	**4.2 %**
Net income	923	17.6 %	(108)	(12)	(2)	8	-	35	10	**992**	**18.9 %**
Less: Noncontrolling interests	-	0.0 %	-	-	-	-	-	-	-	**-**	**0.0 %**
Net income - common shareholders	$ 923	17.6 %	$ (108)	$ (12)	$ (2)	$ 8	$ -	$ 35	$ 10	**$ 992**	**18.9 %**
Diluted earnings per share	$ 7.15		$ (0.84)	$ (0.09)	$ (0.02)	$ 0.06	$ -	$ 0.27	$ 0.08	**$ 7.69**	

[1]Other includes impairment charges and a pension buyout charge for $22 million and $6 million, respectively, in fiscal 2026. Prior year consists of gains on sales of buildings.

Adjusted Amounts Reconciliation
Full Year Consolidated Statement of Income

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

Year-to-Date FY 2026	As Reported June 30, 2026	% of Sales	Amortization of Acquired Intangibles	Business Realignment Charges	Costs to Achieve	Acquisition-Related Expenses	Insurance-Related Charges (Recoveries)	Tariff Refunds	Other[1]	Adjusted June 30, 2026	% of Sales
Net sales	$ 21,499	100.0 %	$ -	$ -	$ -	$ -	$ -	$ -	$ -	**$ 21,499**	**100.0 %**
Cost of sales	13,397	62.3 %	104	43	1	11	-	(84)	-	**13,322**	**62.0 %**
Selling, general and admin. expenses	3,468	16.1 %	480	29	19	30	-	-	-	**2,910**	**13.5 %**
Interest expense	401	1.9 %	-	-	-	-	-	-	-	**401**	**1.9 %**
Other expense (income), net	(330)	(1.5)%	-	-	-	-	(23)	-	28	**(335)**	**(1.6)%**
Income before income taxes	4,563	21.2 %	(584)	(72)	(20)	(41)	23	84	(28)	**5,201**	**24.2 %**
Income taxes	914	4.3 %	134	17	5	9	(5)	(19)	6	**1,061**	**4.9 %**
Net income	3,649	17.0 %	(450)	(55)	(15)	(32)	18	65	(22)	**4,140**	**19.3 %**
Less: Noncontrolling interests	1	0.0 %	-	-	-	-	-	-	-	**1**	**0.0 %**
Net income - common shareholders	$ 3,648	17.0 %	$ (450)	$ (55)	$ (15)	$ (32)	$ 18	$ 65	$ (22)	**$ 4,139**	**19.3 %**
Diluted earnings per share	$ 28.48		$ (3.51)	$ (0.44)	$ (0.12)	$ (0.24)	$ 0.14	$ 0.51	$ (0.17)	**$ 32.31**	

Year-to-Date FY 2025	As Reported June 30, 2025	% of Sales	Amortization of Acquired Intangibles	Business Realignment Charges	Costs to Achieve	Gain on Divestitures	Insurance-Related Charges (Recoveries)	Discrete Tax Benefits	Other[1]	Adjusted June 30, 2025	% of Sales
Net sales	$ 19,850	100.0 %	$ -	$ -	$ -	$ -	$ -	$ -	$ -	**$ 19,850**	**100.0 %**
Cost of sales	12,535	63.1 %	88	31	-	-	-	-	-	**12,416**	**62.5 %**
Selling, general and admin. Expenses	3,255	16.4 %	465	23	22	-	-	-	-	**2,745**	**13.8 %**
Interest expense	409	2.1 %	-	-	-	-	-	-	-	**409**	**2.1 %**
Other expense (income), net	(456)	(2.3)%	-	2	-	(252)	8	-	(24)	**(190)**	**(1.0)%**
Income before income taxes	4,107	20.7 %	(553)	(56)	(22)	252	(8)	-	24	**4,470**	**22.5 %**
Income taxes	575	2.9 %	127	13	5	(21)	2	215	(6)	**910**	**4.6 %**
Net income	3,532	17.8 %	(426)	(43)	(17)	231	(6)	215	18	**3,560**	**17.9 %**
Less: Noncontrolling interests	1	0.0 %	-	-	-	-	-	-	-	**1**	**0.0 %**
Net income - common shareholders	$ 3,531	17.8 %	$ (426)	$ (43)	$ (17)	$ 231	$ (6)	$ 215	$ 18	**$ 3,559**	**17.9 %**
Diluted earnings per share	$ 27.12		$ (3.27)	$ (0.32)	$ (0.13)	$ 1.77	$ (0.05)	$ 1.65	$ 0.14	**$ 27.33**	

[1]Other includes impairment charges and a pension buyout charge for $22 million and $6 million, respectively, in fiscal 2026. Prior year consists of gains on sales of buildings.

Adjusted Amounts Reconciliation
Q4 Segment Operating Income

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

	Quarter-to-Date FY 2026										
	As Reported June 30, 2026	**% of Sales**	**Amortization of Acquired Intangibles**	**Business Realignment Charges**	**Costs to Achieve**	**Acquisition-Related Expenses**	**Insurance-Related Charges (Recoveries)**	**Tariff Refunds**	**Other**	**Adjusted June 30, 2026**	**% of Sales[2]**
Diversified Industrial:											
North America businesses[1]	$ 606	27.3%	$ 49	$ 2	$ 5	$ -	$ -	$ (53)	$ -	**$ 609**	**27.4%**
International businesses[1]	396	24.2%	23	18	1	-	-	-	-	**438**	**26.8%**
Total Diversified Industrial[1]	1,002	26.0%	72	20	6	-	-	(53)	-	**1,047**	**27.2%**
Aerospace Systems[1]	522	27.5%	76	(1)	1	-	-	(31)	-	**567**	**29.8%**
Total segment operating income	1,524	26.5%	(148)	(19)	(7)	-	-	84	-	**1,614**	**28.0%**
Corporate administration	50	0.9%	-	-	-	-	-	-	-	**50**	**0.9%**
Income before interest and other	1,474	25.6%	(148)	(19)	(7)	-	-	84	-	**1,564**	**27.2%**
Interest expense	95	1.7%	-	-	-	-	-	-	-	**95**	**1.7%**
Other expense (income), net	39	0.7%	-	-	-	7	(3)	-	28	**7**	**0.1%**
Income before income taxes	$ 1,340	23.3%	$ (148)	$ (19)	$ (7)	$ (7)	$ 3	$ 84	$ (28)	**$ 1,462**	**25.4%**

	Quarter-to-Date FY 2025										
	As Reported June 30, 2025	**% of Sales**	**Amortization of Acquired Intangibles**	**Business Realignment Charges**	**Costs to Achieve**	**Gain on Divestitures**			**Other**	**Adjusted June 30, 2025**	**% of Sales[2]**
Diversified Industrial:											
North America businesses[1]	$ 513	24.7%	$ 41	$ 2	$ (1)	$ -	$ -	$ -	$ -	**$ 555**	**26.7%**
International businesses[1]	334	22.4%	23	12	-	-	-	-	-	**369**	**24.7%**
Total Diversified Industrial[1]	847	23.7%	64	14	(1)	-	-	-	-	**924**	**25.9%**
Aerospace Systems[1]	407	24.3%	75	-	4	-	-	-	-	**486**	**29.0%**
Total segment operating income	1,254	23.9%	(139)	(14)	(3)	-	-	-	-	**1,410**	**26.9%**
Corporate administration	65	1.2%	-	-	-	-	-	-	-	**65**	**1.2%**
Income before interest and other	1,189	22.7%	(139)	(14)	(3)	-	-	-	-	**1,345**	**25.7%**
Interest expense	99	1.9%	-	-	-	-	-	-	-	**99**	**1.9%**
Other expense (income), net	19	0.4%	-	2	-	(2)	-	-	(14)	**33**	**0.6%**
Income before income taxes	$ 1,071	20.4%	$ (139)	$ (16)	$ (3)	$ 2	$ -	$ -	$ 14	**$ 1,213**	**23.1%**

[1]Segment operating income as a percent of sales is calculated on segment sales.
[2]Adjusted amounts as a percent of sales are calculated on as reported sales.

Adjusted Amounts Reconciliation
Full Year Segment Operating Income

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

	Year-to-Date FY 2026									
	As Reported June 30, 2026	% of Sales	Amortization of Acquired Intangibles	Business Realignment Charges	Costs to Achieve	Acquisition-Related Expenses	Insurance-Related Charges (Recoveries)	Tariff Refunds	Other	Adjusted June 30, 2026	% of Sales[2]
Diversified Industrial:											
North America businesses[1]	$ 2,041	24.3%	$ 188	$ 9	$ 15	$ 6	$ -	$ (53)	$ -	**$ 2,206**	**26.3%**
International businesses[1]	1,399	23.1%	92	62	2	5	-	-	-	**1,560**	**25.8%**
Total Diversified Industrial[1]	3,440	23.8%	280	71	17	11	-	(53)	-	**3,766**	**26.1%**
Aerospace Systems[1]	1,833	26.0%	304	1	3	-	-	(31)	-	**2,110**	**29.9%**
Total segment operating income	5,273	24.5%	(584)	(72)	(20)	(11)	-	84	-	**5,876**	**27.3%**
Corporate administration	205	1.0%	-	-	-	-	-	-	-	**205**	**1.0%**
Income before interest and other	5,068	23.6%	(584)	(72)	(20)	(11)	-	84	-	**5,671**	**26.4%**
Interest expense	401	1.9%	-	-	-	-	-	-	-	**401**	**1.9%**
Other expense (income), net	104	0.5%	-	-	-	30	(23)	-	28	**69**	**0.3%**
Income before income taxes	$ 4,563	21.2%	$ (584)	$ (72)	$ (20)	$ (41)	$ 23	$ 84	$ (28)	**$ 5,201**	**24.2%**

	Year-to-Date FY 2025									
	As Reported June 30, 2025	% of Sales	Amortization of Acquired Intangibles	Business Realignment Charges	Costs to Achieve	Gain on Divestitures	Insurance-Related Charges (Recoveries)		Other	Adjusted June 30, 2025	% of Sales[2]
Diversified Industrial:											
North America businesses[1]	$ 1,891	23.2%	$ 165	$ 15	$ 2	$ -	$ -	$ -	$ -	**$ 2,073**	**25.5%**
International businesses[1]	1,229	22.2%	88	38	1	-	-	-	-	**1,356**	**24.5%**
Total Diversified Industrial[1]	3,120	22.8%	253	53	3	-	-	-	-	**3,429**	**25.1%**
Aerospace Systems[1]	1,441	23.3%	300	-	19	-	-	-	-	**1,760**	**28.5%**
Total segment operating income	4,561	23.0%	(553)	(53)	(22)	-	-	-	-	**5,189**	**26.1%**
Corporate administration	214	1.1%	-	1	-	-	-	-	-	**213**	**1.1%**
Income before interest and other	4,347	21.9%	(553)	(54)	(22)	-	-	-	-	**4,976**	**25.1%**
Interest expense	409	2.1%	-	-	-	-	-	-	-	**409**	**2.1%**
Other expense (income), net	(169)	-0.9%	-	2	-	(252)	8	-	(24)	**97**	**0.5%**
Income before income taxes	$ 4,107	20.7%	$ (553)	$ (56)	$ (22)	$ 252	$ (8)	$ -	$ 24	**$ 4,470**	**22.5%**

[1]Segment operating income as a percent of sales is calculated on segment sales.
[2]Adjusted 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 June 30,			
	2026	**% of Sales**	**2025**	**% of Sales**
Net sales	$ 5,755	100.0%	$ 5,243	100.0%
Net income	$ 1,092	19.0%	$ 923	17.6%
Income taxes	248	4.3%	148	2.8%
Depreciation	89	1.5%	91	1.7%
Amortization	148	2.6%	139	2.7%
Interest expense	95	1.7%	99	1.9%
EBITDA	1,672	29.1%	1,400	26.7%
Adjustments:				
Business realignment charges	19	0.3%	16	0.3%
Costs to achieve	7	0.1%	3	0.1%
Gain on divestitures	-	0.0%	(2)	0.0%
Acquisition-related expenses	7	0.1%	-	0.0%
Insurance-related charges (recoveries)	(3)	-0.1%	-	0.0%
Tariff refunds	(84)	-1.5%	-	0.0%
Other	28	0.5%	(14)	-0.3%
EBITDA - Adjusted	$ 1,646	28.6%	$ 1,403	26.8%
EBITDA margin	29.1 %		26.7 %	
EBITDA margin - Adjusted	28.6 %		26.8 %	

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

	Twelve Months Ended June 30,			
	2026	**% of Sales**	**2025**	**% of Sales**
Net sales	$ 21,499	100.0%	$ 19,850	100.0%
Net income	$ 3,649	17.0%	$ 3,532	17.8%
Income taxes	914	4.3%	575	2.9%
Depreciation	353	1.6%	354	1.8%
Amortization	584	2.7%	553	2.8%
Interest expense	401	1.9%	409	2.1%
EBITDA	5,901	27.4%	5,423	27.3%
Adjustments:				
Business realignment charges	72	0.3%	56	0.3%
Costs to achieve	20	0.1%	22	0.1%
Gain on divestitures	-	0.0%	(252)	-1.3%
Acquisition-related expenses	41	0.2%	-	0.0%
Insurance-related charges (recoveries)	(23)	-0.1%	8	0.0%
Tariff refunds	(84)	-0.4%	-	0.0%
Other	28	0.1%	(24)	-0.1%
EBITDA - Adjusted	$ 5,955	27.7%	$ 5,233	26.4%
EBITDA margin	27.4 %		27.3 %	
EBITDA margin - Adjusted	27.7 %		26.4 %	

Reconciliation of Net Debt to Adjusted EBITDA

(Dollars in millions) (Unaudited)	Twelve Months Ended June 30, 2026	Twelve Months Ended June 30, 2025
Notes payable and long-term debt payable within one year	$ 1,754	$ 1,791
Long-term debt	6,766	7,494
Deferred debt issuance costs	45	54
Gross debt	8,565	9,339
Cash and cash equivalents	$ 501	$ 467
Marketable securities and other investments	4	4
Cash	505	471
Net debt (Gross debt less total cash)	$ 8,060	$ 8,868
Net sales	$ 21,499	$ 19,850
Net income	$ 3,649	$ 3,532
Income taxes	914	575
Depreciation	353	354
Amortization	584	553
Interest expense	401	409
EBITDA	5,901	5,423
Adjustments:		
Business realignment charges	72	56
Costs to achieve	20	22
Gain on divestitures	-	(252)
Acquisition-related expenses	41	-
Insurance-related charges (recoveries)	(23)	8
Tariff refunds	(84)	-
Other	28	(24)
EBITDA - Adjusted	$ 5,955	$ 5,233
Net Debt / adjusted EBITDA TTM	**1.4**	**1.7**

Parker

Reconciliation of Operating Cash Flow Margin, Free Cash Flow Margin and Conversion

(Unaudited)

(Dollars in millions)	Twelve Months Ended June 30,			
	2026		2025	
Net Sales	**$**	**21,499**	**$**	**19,850**
Net Income	**$**	**3,649**	**$**	**3,532**
Cash Flow from Operations	$	4,364	$	3,776
Capital Expenditures		(459)		(435)
Free Cash Flow	**$**	**3,905**	**$**	**3,341**
Cash Flow from Operations Margin		**20.3%**		**19.0%**
Free Cash Flow Margin		**18.2%**		**16.8%**
Free Cash Flow Conversion (Free Cash Flow / Net Income)		**107%**		**95%**

Supplemental Sales Information

Global Technology Platforms

(Unaudited) (Dollars in millions)	Three Months Ended June 30,		Twelve Months Ended June 30,	
Net Sales	**2026**	**2025**	**2026**	**2025**
Diversified Industrial:				
Motion Systems	$ 944	860	$ 3,580	$ 3,341
Flow and Process Control	1,318	1,192	4,810	4,518
Filtration and Engineered Materials	1,593	1,515	6,048	5,806
Aerospace Systems	1,900	1,676	7,061	6,185
Total	**$ 5,755**	**$ 5,243**	**$ 21,499**	**$ 19,850**

Reconciliation of FY27 Q1 Guidance

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

(Unaudited)

	Fiscal Year 2027 Q1
Forecasted earnings per diluted share	**~$7.10**
Adjustments:	
Business realignment charges	0.12
Amortization of acquired intangibles	1.10
Costs to achieve	0.05
Tax effect of adjustments[1]	(0.30)
Adjusted forecasted earnings per diluted share	**~$8.07**

RECONCILIATION OF FORECASTED SALES GROWTH TO ORGANIC SALES GROWTH

(Unaudited)

(Amounts in percentages)

	Fiscal Year 2027 Q1			
	Forecasted Net Sales	**Currency**	**Acquisitions**	**Adjusted Forecasted Net Sales**
Parker	~9%	--	~(1%)	~8%

RECONCILIATION OF FORECASTED OPERATING MARGIN TO ADJUSTED OPERATING MARGIN

(Unaudited)

(Amounts in percentages)

	Fiscal Year 2027 Q1				
	Forecasted Segment Operating Margin	**Business Realignment Charges**	**Costs to Achieve**	**Acquisition-Related Intangible Asset Amortization Expense**	**Adjusted Forecasted Segment Operating Margin***
Parker	**~24.8%**	**~0.3%**	**~0.1%**	**~2.5%**	**~27.7%**

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 FY27 Guidance

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 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**

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%**

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