# SECURITIES AND EXCHANGE COMMISSION 

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\text { Washington, D. C. } 20549
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FORM 10-K

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[X] ANNUAL REPORT PURSUANT TO SECTION 13 or 15(d) OF THE SECURITIES
    EXCHANGE ACT OF }193
For the fiscal year ended June 30, 1997
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OR
[ ] TRANSITION REPORT PURSUANT TO SECTION 13 OR $15(d)$ OF THE
SECURITIES EXCHANGE ACT OF 1934
For the transition period from
$\qquad$ to $\qquad$
Commission File No. 1-4982

PARKER-HANNIFIN CORPORATION
(Exact name of registrant as specified in its charter)

Ohio
(State of Incorporation)

34-0451060
(I.R.S. Employer

Identification No.)
44124-4141
(Zip Code)
(216) 896-3000

| 6035 Parkland Boulevard, Cleveland, Ohio <br> (Address of Principal Executive Offices) | $44124-4141$ <br> (Zip Code) |
| :--- | ---: |
| Registrant's telephone number, including area code | (216) 896-3000 |

Securities registered pursuant to Section $12(b)$ of the Act:

Title of Each Class

Common Shares, $\$ .50$ par value

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                                    Name of Each Exchange on
                                    which Registered
                                    New York Stock Exchange
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Securities registered pursuant to Section $12(\mathrm{~g})$ of the Act: None

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    Indicate by check mark whether the registrant (1) has filed all
reports required to be filed by Section 13 or 15(d) of the Securities Exchange
Act of 1934, as amended, during the preceding 12 months, and (2) has been
subject to such filing requirements for the past 90 days.
    Yes X . No .
    Indicate by check mark if disclosure of delinquent filers
pursuant to Item 405 of Regulation S-K is not contained herein, and will
not be contained, to the best of registrant's knowledge, in definitive
proxy or information statements incorporated by reference in Part III of
this Form 10-K or any amendment to this Form 10-K [X].
The aggregate market value of the voting stock held by non-
affiliates of the Registrant as of September 10, 1997, excluding, for
purposes of this computation, only stock holdings of the Registrant's
Directors and Officers. $4,675,975,460.
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The number of Common Shares outstanding on September 10, 1997 was 111, 633, 754 .

Portions of the following documents are incorporated by reference:
(1) Annual Report to Shareholders of the Company for the fiscal year ended June 30, 1997. Incorporated by reference into Parts I, II and IV hereof.
(2) Definitive Proxy Statement for the Company's 1997 Annual Meeting of Shareholders. Incorporated by reference into Part III hereof.

## FORM 10-K

Fiscal Year Ended June 30, 1997

## PART I

ITEM 1. Business. Parker-Hannifin Corporation is a leading worldwide full-line manufacturer of motion control products, including fluid power systems, electromechanical controls and related components. Fluid power involves the transfer and control of power through the medium of liquid, gas or air, in hydraulic, pneumatic and vacuum applications. Fluid power systems move and position materials, control machines, vehicles and equipment and improve industrial efficiency and productivity. Components of a simple fluid power system include a pump which generates pressure, valves which control the fluid's flow, an actuator which translates the pressure in the fluid into mechanical energy, a filter to remove contaminants and numerous hoses, couplings, fittings and seals. Electromechanical control involves the use of electronic components and systems to control motion and precisely locate or vary speed in automation applications. In addition to motion control products, the Company also is a leading worldwide producer of fluid purification, fluid flow, process instrumentation, air conditioning, refrigeration, and electromagnetic shielding and thermal management products.

The Company was incorporated in Ohio in 1938. Its principal executive offices are located at 6035 Parkland Boulevard, Mayfield Heights, Ohio 44124-4141, telephone (216) 896-3000. As used in this Report, unless the context otherwise requires, the term "Company" or "Parker" refers to Parker-Hannifin Corporation and its subsidiaries.

The Company's manufacturing, service, distribution and administrative facilities are located in 35 states, Puerto Rico and worldwide in 37 foreign countries. Its motion control technology is used in the products of its two business Segments: Industrial and Aerospace. The products are sold as original and replacement equipment through product and distribution centers worldwide. The Company markets its products through its direct-sales employees and more than 7,500 independent distributors. Parker products are supplied to over 350,000 customers in virtually every significant manufacturing, transportation and processing industry. For the fiscal year ended June 30, 1997, net sales were $\$ 4,091,081,000$; Industrial Segment products accounted for $79 \%$ of net sales and Aerospace Segment products for $21 \%$.

## Markets

Motion control systems are used throughout industry in applications which include moving of materials, controlling machines, vehicles and equipment and positioning materials during the manufacturing process. Motion control systems contribute to the efficient use of energy and improve industrial productivity.

The more than 350,000 customers which purchase the Company's parts are found throughout virtually every significant manufacturing, transportation and processing industry. No customer accounted for more than $3 \%$ of the Company's total net sales for the fiscal year.

- 3 -

The major markets for products of the Fluid Connectors, Hydraulics, Automation, Seal and Filtration Groups of the Industrial Segment are agricultural machinery, automotive, construction equipment, electronic equipment, fabricated metals, food production, industrial machinery, lumber and paper, machine tools, marine, medical equipment, mining, mobile equipment, chemicals, robotics, semi-conductor equipment, textiles, transportation and every other major production and processing industry. Products manufactured by the Industrial Segment's Climate and Industrial Controls Group are utilized principally in automotive and mobile air conditioning systems, industrial refrigeration systems and home and commercial air conditioning equipment. The major markets for products manufactured by the Instrumentation Group of the Industrial Segment are power generation, oil and gas exploration, petrochemical and chemical processing, pulp and paper, semi-conductor manufacturing, medical and analytical applications. Sales of Industrial Segment products are made to original equipment manufacturers and their replacement markets.

Aerospace Segment sales are made primarily to the commercial, military and general aviation markets and are made to original equipment manufacturers and to end users for maintenance, repair and overhaul.

Principal Products, Methods of Distribution and Competitive Conditions

Industrial Segment. The product lines of the Company's Industrial
Segment cover most of the components of motion control systems. The Fluid

Connectors Group manufactures connectors, including tube fittings and hose fittings, valves, hoses and couplers which control, transmit and contain fluid. The Hydraulics Group produces hydraulic components and systems for builders and users of industrial and mobile machinery and equipment, such as cylinders, accumulators, rotary actuators, valves, motors and pumps, hydrostatic steering units, power units, electrohydraulic systems and metering pumps. The Automation Group supplies pneumatic and electromechanical components and systems, including pneumatic valves, air preparation units, indexers, stepper and servo drives, multi-axis positioning tables, electric and pneumatic cylinders, structural extrusions, vacuum products and pneumatic logic. The Climate and Industrial Controls Group manufactures components for use in industrial, residential and automotive air conditioning and refrigeration systems and other automotive applications, including pressure regulators, solenoid valves, expansion valves, filter-dryers, gerotors and hose assemblies. The Seal Group manufactures sealing devices, including o-rings and oseals, gaskets and packings which insure leak proof connections and electromagnetic interference shielding and thermal management products. The Filtration Group manufactures filters to remove contaminants from fuel, air, oil, water and other fluids and gases in industrial, process, mobile, marine and environmental applications. The Instrumentation Group manufactures high quality critical flow components for process instrumentation, ultra-high-purity, medical and analytical applications, including instrumentation and ultra-high-purity fittings, ball, plug and needle valves, packless ultra-high-purity valves, Teflon fittings, valves and spray guns, miniature solenoid valves and multi-solenoid manifolds.

Industrial Segment products include both standard items which are produced in large quantities and custom units which are engineered and produced to original equipment manufacturers' specifications for application to a particular end product.

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Both standard and custom products are also used in the replacement of original motion control system components. Industrial Segment products are marketed primarily through field sales employees and more than 7,500 independent distributors.

Aerospace Segment. The principal products of the Company's Aerospace Segment are hydraulic, fuel and pneumatic systems and components that are used on most commercial and military airframe and engine programs in production in the Western world today.

The Aerospace Segment offers complete hydraulic systems, as well as components that include hydraulic and electrohydraulic systems used for precise control of aircraft rudders, elevators, ailerons and other aerodynamic control surfaces and utility hydraulic components such as reservoirs, accumulators, selector valves, electrohydraulic servovalves, thrust-reverser actuators, engine-driven pumps, nosewheel steering systems, electromechanical actuators, engine controls and electronic controllers. The Aerospace Segment also designs and manufactures aircraft wheels and brakes for the general aviation and military markets.

The Aerospace fuel product line includes complete fuel systems as well as components such as fuel transfer and pressurization controls, inflight refueling systems, fuel pumps and valves, fuel measurement and management systems and center of gravity controls, engine fuel injection atomization nozzles and augmentor controls, and electronic monitoring computers.

Pneumatic components include bleed air control systems, pressure regulators, low-pressure pneumatic controls, heat transfer systems, engine start systems, engine bleed control and anti-ice systems, and electronic control and monitoring computers.

Aerospace Segment products are marketed by the Company's regional sales organization and are sold directly to manufacturers and end users.

Competition. All aspects of the Company's business are highly competitive. No single manufacturer competes with respect to all products manufactured and sold by the Company and the degree of competition varies with different products. In the Industrial Segment, the Company competes on the basis of product quality and innovation, customer service, its manufacturing and distribution capability, and price. The Company believes that, in most of its major product markets, it is one of the principal suppliers of motion control systems and components.

In the Aerospace Segment, the Company has developed partnerships with key customers based on Parker's advanced technological capability, superior performance in quality, delivery, and service, and price competitiveness, which has enabled Parker to obtain significant original equipment business on new aircraft programs for its fluid control systems and components and, thereby, to obtain the follow-on repair and replacement business for these programs. The Company believes that it is one of the primary suppliers in the aerospace marketplace.

Research and Product Development
The Company continually researches the feasibility of new products through its development laboratories and testing facilities in many of its worldwide manufacturing locations. Its research and product development staff includes chemists, mechanical, electronic and electrical engineers and physicists.

Research and development costs relating to the development of new products or services and the improvement of existing products or services amounted to $\$ 103,155,000$ in fiscal 1997, $\$ 91,706,000$ in fiscal 1996 and $\$ 74,129,000$ in fiscal 1995. Reimbursements of customer-sponsored research included in the total cost for each of the respective years were $\$ 35,986,000, \$ 33,018,000$ and $\$ 21,202,000$.

Patents, Trademarks, Licenses

The Company owns a number of patents, trademarks and licenses related to its products and has exclusive and non-exclusive rights under patents owned by others. In addition, patent applications on certain products are now pending, although there can be no assurance that patents will be issued. The Company is not dependent to any material extent on any single patent or group of patents.

Backlog and Seasonal Nature of Business
The Company's backlog at June 30,1997 was approximately $\$ 1,486,981,000$ and at June 30,1996 was approximately $\$ 1,330,970,000$. Approximately $79 \%$ of the Company's backlog at June 30,1997 is scheduled for delivery in the succeeding twelve months. The Company's business generally is not seasonal in nature.

Environmental Regulation
The Company is subject to federal, state and local laws and regulations designed to protect the environment and to regulate the discharge of materials into the environment. Among other environmental laws, the Company is subject to the federal "Superfund" law, under which the Company has been designated as a "potentially responsible party" and may be liable for clean up costs associated with various waste sites, some of which are on the U.S. Environmental Protection Agency Superfund priority list. The Company believes that its policies, practices and procedures are properly designed to prevent unreasonable risk of environmental damage and the consequent financial liability to the Company. Compliance with environmental laws and regulations requires continuing management effort and expenditures by the Company. Compliance with environmental laws and regulations has not had in the past, and, the Company believes, will not have in the future, material effects on the capital expenditures, earnings, or competitive position of the Company. The information set forth in Footnote 14 to the Financial Statements contained on page 45 of the Company's Annual Report to Shareholders for the fiscal year ended June 30, 1997 ("Annual Report"), as specifically excerpted on pages 13-34 and 13-35 of Exhibit 13 hereto, is incorporated herein by reference.

Energy Matters and Sources and Availability of Raw Materials
The Company's primary energy source for each of its business segments is electric power. While the Company cannot predict future costs of such electric power, the primary source for production of the required electric power will be coal from substantial, proven coal reserves available to electric utilities. The Company is subject to governmental regulations in regard to energy supplies both in the United States and elsewhere. To date the Company has not experienced any significant disruptions of its operations due to energy curtailments.

Steel, brass, aluminum and elastomeric materials are the principal raw materials used by the Company. These materials are available from numerous sources in quantities sufficient to meet the requirements of the Company.

Employees
The Company employed approximately 34,927 persons as of June 30 , 1997, of whom approximately 11,790 were employed by foreign subsidiaries.

Business Segment Information
The net sales, income from operations before corporate general and administrative expenses and identifiable assets by business segment and by geographic area for the past three fiscal years, as set forth on page 37 of the Annual Report and specifically excerpted on pages 13-15 to 13-17
of Exhibit 13 hereto, is incorporated herein by reference.
Item 1A. Executive Officers of the Company
The Company's Executive Officers are as follows:

| Name | Position | Officer <br> Since (1) | Age |
| :---: | :---: | :---: | :---: |
| Duane E. Collins | President, Chief Executive Officer and Director | 1983 | 61 |
| Dennis W. Sullivan | Executive Vice President, Member of Office of the President and Director | 1978 | 58 |
| Lawrence M. Zeno | Vice President, Member of Office of the President and Acting President, Hydraulics | 1993 | 55 |
| Paul L. Carson | Vice President - Information Services | 1993 | 61 |
| Daniel T. Garey | Vice President - Human Resources | 1995 | 54 |
| Stephen L. Hayes | Vice President and President, Aerospace $-7-$ | 1993 | 56 |
| Michael J. Hiemstra | Vice President - Finance and Administration and Chief Financial Officer | 1987 | 50 |
| Lawrence J. Hopcraft | Vice President and President, Climate and Industrial Controls | 1990 | 54 |
| Nickolas W. Vande Steeg | Vice President and President, Seal | 1995 | 54 |
| Joseph D. Whiteman | Vice President, General Counsel and Secretary | 1977 | 64 |
| William D. Wilkerson | Vice President - Technical Director | 1987 | 61 |
| Donald A. Zito | Vice President | 1988 | 57 |
| Harold C. Gueritey, Jr. | Controller | 1980 | 58 |
| Timothy K. Pistell | Treasurer | 1993 | 50 |

(1) Officers of Parker-Hannifin serve for a term of office from the date of election to the next organizational meeting of the Board of Directors and until their respective successors are elected, except in the case of death, resignation or removal. Messrs. Hiemstra, Hopcraft, Whiteman, Wilkerson and Gueritey have served in the executive capacities indicated above during the past five years.

Mr. Collins was elected as President and Chief Executive Officer of the Company effective July, 1993. He was elected as Vice Chairman of the Board in July, 1992 and Executive Vice President in July, 1988. He was President of the International Sector from January, 1987 until June, 1992.

Mr. Sullivan was elected as Executive Vice President in 1981 and a Member of the Office of the President in April, 1996.

Mr. Zeno was elected a Vice President in October, 1993 and a Member of the Office of the President in July, 1997. He has also been the Acting President of the Hydraulics Group since July, 1997. He was President of the Motion and Control Group (formerly the Fluidpower Group) from January, 1994 to June, 1997 and was Vice President-Operations of the Motion and Control Group from July, 1988 to December, 1993.

Mr. Carson was elected a Vice President in October, 1993. He was Vice President of Management Information Systems from July 1, 1983 to October, 1993.

Mr. Garey was elected Vice President effective in January, 1995. He was Group Vice President Human Resources of the Motion and Control Group (formerly the Fluidpower Group) from July, 1982 to December, 1994. - 8 -

Mr. Hayes was elected as Vice President and named President of the Aerospace Group in April, 1993. He was a Group Vice President of the

Aerospace Group from February, 1985 to April, 1993.
Mr. Vande Steeg was elected as Vice President effective in
September, 1995. He has been President of the Seal Group since May, 1986.
Mr. Pistell was elected as Treasurer of the Company in July, 1993.
He was Director of Business Planning from January, 1993 to July, 1993; and Vice President-Finance \Controller of the International Sector from October, 1988 to December, 1992.

Mr. Zito was elected as a Vice President in July, 1988. He served as President of the Fluid Connectors Group from January, 1987 to June, 1997. He has announced his retirement from the Company effective September 30, 1997.

ITEM 2. Properties. The following table sets forth the
principal plants and other materially important properties of the Company and its subsidiaries. The leased properties are indicated with an asterisk. A "(1)" indicates that the property is occupied by the Company's Industrial Segment and a "(2)" indicates properties occupied by the Aerospace Segment.

UNITED STATES


|  |  | Fairfield*(1) |
| :---: | :---: | :---: |
| New York |  | Clyde (2) |
|  |  | Lyons (1) |
|  |  | Smithtown (2) |
| North Carolina |  | Forest City (1) |
|  |  | Hillsborough (1) |
|  |  | Mooresville(1) |
|  |  | Sanford (1) |
|  |  | Wake Forest*(1) |
| Ohio |  | Akron (1) |
|  |  | Andover (2) |
|  |  | Avon (2) |
|  |  | Brookville(1) |
|  |  | Columbus (1) |
|  |  | Cuyahoga Falls*(1) |
|  |  | Eaton(1) |
|  |  | Elyria(1) (2) |
|  |  | Forest (2) |
|  |  | Green Camp (1) |
|  | - 10 - |  |
| State |  | City |
|  |  | Kent (1) |
|  |  | Lewisburg(1) |
|  |  | Mayfield Heights(1)(2) |
|  |  | Mentor*(2) |
|  |  | Metamora (1) |
|  |  | Ravenna (1) |
|  |  | St. Marys(1) |
|  |  | Wadsworth(1) |
|  |  | Wickliffe(1) |
| Oklahoma |  | Henryetta*(1) |
| Oregon |  | Eugene (1) |
| Pennsylvania |  | Canton(1) |
|  |  | Harrison City (1) |
|  |  | Reading (1) |
| South Carolina |  | Beaufort (2) |
|  |  | Inman (1) |
|  |  | Spartanburg(1) |
| Tennessee |  | Greenfield(1) |
|  |  | Greenville(1) |
|  |  | Memphis*(1) |
| Texas |  | Cleburne (1) |
|  |  | Ft. Worth(1) |
|  |  | Mansfield(1) |
| Utah |  | Ogden (2) |
|  |  | Salt Lake City (1) |
| Washington |  | Seattle*(1) |
| Wisconsin |  | Grantsburg (1) |
|  |  | Mauston(1) |
| Territory |  | City |
| Puerto Rico |  | Ponce* (2) |
|  | FOREIGN COUNTRIES |  |
| Country |  | City |
| Argentina |  | Buenos Aires (1) |
| Australia |  | Castle Hill(1) |
|  |  | Wodonga (1) |
| Austria |  | Wiener Neustadt(1) |
| Belgium |  | Brussels*(1) |
| Brazil |  | Jacarei (1) |
|  |  | Sao Paulo(1) |
| Canada |  | Grimsby (1) |
|  |  | Owen Sound (1) |
| Czech Republic |  | Chomutov* (1) |
|  |  | Prague* (1) |
|  |  | Sadska*(1) |

- 11 -

FOREIGN COUNTRIES
Country
Denmark
City
Espergarde (1)
Ishoj(1)
Barnstaple(1)
Cannock(1)
Derby (1)
Hemel Hempstead(1)


The Company believes that its properties have been adequately maintained, are in good condition generally and are suitable and adequate for its business as presently conducted. The extent of utilization of the Company's properties varies among its plants and from time to time. Additional capacity acquired through business combinations, offset by restructuring efforts in prior years, has adjusted the Company's capacity to proper levels for anticipated needs. The Company's material
manufacturing facilities remain capable of handling additional volume

ITEM 3. Legal Proceedings. None.

ITEM 4. Submission of Matters to a Vote of Security Holders. Not applicable.

PART II
ITEM 5. Market for the Registrant's Common Equity and Related Stockholder Matters. As of August 29 , 1997, the approximate number of shareholders of record of the Company was 4,340 and the approximate number of beneficial owners was 43,014. The

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Company's common shares are traded on the New York Stock Exchange ("NYSE"). Set forth below is a quarterly summary of the high and low sales prices on the NYSE for the Company's common shares and dividends declared for the two most recent fiscal years (adjusted to reflect the 3-shares-for-2 stock split paid on September 5, 1997):

| Fiscal | Year |  | 1st |  | 2 nd |  | 3 rd |  | 4 th | Full Year |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 1997 | High | \$ | 29-3/8 | \$ | 28-1/4 | \$ | 30-7/8 | \$ | 41 | \$ | 41 |
|  | Low |  | 22-1/4 |  | 24-1/8 |  | 24-7/8 |  | 27 |  | 22-1/4 |
|  | Dividends |  | . 120 |  | . 120 |  | . 133 |  | . 133 |  | . 506 |
| 1996 | High | \$ | 27-5/8 | \$ | 25-5/8 | \$ | 26-1/2 | \$ | 29-3/8 |  | $\$ 29-3 / 8$$20-5 / 8$.480 |
|  | Low |  | 23-5/8 |  | 20-5/8 |  | 21-1/4 |  | 24-5/8 |  |  |
|  | Dividends |  | . 120 |  | . 120 |  | . 120 |  | . 120 |  |  |

ITEM 6. Selected Financial Data. The information set forth on pages 46 and 47 of the Annual Report, as specifically excerpted on page 13-38 of Exhibit 13 hereto, is incorporated herein by reference.

ITEM 7. Management's Discussion and Analysis of Financial Condition and Results of Operations. The information set forth on pages 30, 32, 34, and 36 of the Annual Report, as specifically excerpted on pages 13-1 to 13-8 of Exhibit 13 hereto, is incorporated herein by reference.

ITEM 7A. Quantitative and Qualitative Disclosures About Market Risk. Not applicable.

ITEM 8. Financial Statements and Supplementary Data. The information set forth on pages 29, 31, 33, 35 and 37 to 45 of the Annual Report, as specifically excerpted on pages 13-9 to 13-37 of Exhibit 13 hereto, is incorporated herein by reference.

ITEM 9. Changes in and Disagreements with Accountants on Accounting and Financial Disclosure. Not applicable.

## PART III

ITEM 10. Directors and Executive Officers of the Registrant. Information required as to the Directors of the Company is contained on pages 1 to 3 of the Company's definitive Proxy Statement dated September 22, 1997 (the "Proxy Statement") under the caption "Election of Directors." The foregoing information is incorporated herein by reference. Information as to the executive officers of the Company is included in Part I hereof.

ITEM 11. Executive Compensation. The information set forth under the caption "Compensation of Directors" on page 4 of the Proxy Statement and under the caption "Executive Compensation" on pages 8 to 11 of the Proxy Statement is incorporated herein by reference.

- 14 -

ITEM 12. Security Ownership of Certain Beneficial Owners and Management. The information set forth under the caption ""Change in Control" Severance Agreements with Officers" on pages 11 and 12 of the Proxy Statement and under the caption "Principal Shareholders of the Corporation" on page 16 of the Proxy Statement is incorporated herein by reference.

ITEM 13. Certain Relationships and Related Transactions. Not applicable.

## PART IV

ITEM 14. Exhibits, Financial Statement Schedules and Reports on Form 8-K.
a. The following are filed as part of this report:

1. Financial Statements and Schedules

The financial statements and schedule listed in
the accompanying Index to Consolidated Financial
Statements and Schedules are filed or incorporated by reference as part of this Report.
2. Exhibits

The exhibits listed in the accompanying Exhibit Index and required by Item 601 of Regulation S-K (numbered in accordance with Item 601 of Regulation $S-K$ ) are filed or incorporated by reference as part of this Report.
b. The Registrant did not file a Current Report on Form 8-K in the quarter ending June 30, 1997.

## SIGNATURES

Pursuant to the requirements of Section 13 or $15(\mathrm{~d})$ of the Securities Exchange Act of 1934, the registrant has duly caused this Report to be signed on its behalf by the undersigned, thereunto duly authorized.

PARKER-HANNIFIN CORPORATION

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Michael J. Hiemstra
Michael J. Hiemstra
Vice President - Finance and
Administration and
Chief Financial Officer
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September 29, 1997

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Pursuant to the requirements of the Securities Exchange Act of 1934, this Report on Form $10-\mathrm{K}$ has been signed below by the following persons in the capacities and on the date indicated.

Signature and Title
PATRICK S. PARKER, Chairman of the Board of Directors;
DUANE E. COLLINS, President, Chief Executive Officer and
Director; HAROLD C. GUERITEY, JR., Controller and Principal Accounting Officer; JOHN G. BREEN, Director; PAUL C. ELY, JR., Director; ALLEN H. FORD, Director;
FRANK A. LePAGE, Director; PETER W. LIKINS, Director;
HECTOR R. ORTINO, Director; ALLAN L. RAYFIELD, Director;
PAUL G. SCHLOEMER, Director; WOLFGANG R. SCHMITT,
Director; DEBRA L. STARNES, Director; STEPHANIE A.
STREETER, Director; DENNIS W. SULLIVAN, Director; and MICHAEL A. TRESCHOW, Director.

Date: September 29, 1997

Michael J. Hiemstra
Michael J. Hiemstra, Vice President - Finance and
Administration, Principal Financial Officer and
Attorney-in-Fact

- 16 -

PARKER-HANNIFIN CORPORATION
INDEX TO CONSOLIDATED FINANCIAL STATEMENTS AND SCHEDULES

| Form 10-K | Excerpt from Annual |
| :---: | :---: |
| Report as set forth |  |
| Annual Report | in Exhibit 13 |
| (Page) | (Page) |

Data incorporated by reference from the
Annual Report as specifically excerpted
in Exhibit 13 hereto:
Report of Independent Accountants
Consolidated Statement of Income for the
years ended June 30, 1997, 1996 and 1995

CONSENT AND REPORT OF INDEPENDENT ACCOUNTANTS

To the Shareholders and Board of Directors
Parker Hannifin Corporation
Our report on the consolidated financial statements of Parker Hannifin
Corporation has been incorporated by reference from page 29 of the 1997 Annual
Report to Shareholders of Parker Hannifin Corporation, as specifically
excerpted on page 13-37 of Exhibit 13 to this Form 10-K. In connection with our audits of such financial statements, we have also audited the related financial statement schedule listed in the index on page $\mathrm{F}-1$ of this Form $10-\mathrm{K}$.

In our opinion, the financial statement schedule referred to above, when considered in relation to the basic financial statements taken as a whole, presents fairly, in all material respects, the information required to be included therein.

We consent to the incorporation by reference in the registration statement of Parker Hannifin Corporation on Form S-3 (File No. 333-2761) and Forms S-8 (File Nos. 33-53193, 33-43938 and 2-66732) of our report dated July 31, 1997 on our audits of the consolidated financial statements and financial statement schedule of Parker Hannifin Corporation as of June 30, 1997 and 1996, and for the years ended June 30, 1997, 1996, and 1995, which report is included in Exhibit 13 of this Form 10-K.

Coopers \& Lybrand L.L.P.

PARKER-HANNIFIN CORPORATION
SCHEDULE II - VALUATION AND QUALIFYING ACCOUNTS FOR THE YEARS ENDED JUNE 30, 1995, 1996 and 1997 (Dollars in Thousands)

| Column A | Column B | Column C | Column D | Column E |
| :---: | :---: | :---: | :---: | :---: |
|  |  | Additions |  |  |
|  | Balance at | Charged to | Other | Balance |
|  | Beginning | Costs and | (Deductions)/ | At End |
| Description | Of Period | Expenses | Additions (A) | Of Period |


(A) Net balance of deductions due to uncollectible accounts charged off and additions due to acquisitions or recoveries.

F-3
Exhibit Index
Exhibit No. Description of Exhibit
(3) Articles of Incorporation and By-Laws
(3) (a) Amended Articles of Incorporation(A).
(3) (b) Code of Regulations, as amended(B).
(4) Instruments Defining Rights of Security Holders:
(4) (a) Rights Agreement, dated January 31, 1997, between the Registrant and Wachovia National Bank, as successor to Key Bank National Association(C).

The Registrant is a party to other instruments, copies of which will be furnished to the Commission upon request, defining the rights of holders of its long-term debt identified in Note 7 of the Notes to Consolidated Financial Statements appearing on page 41 of the Annual Report as specifically excerpted on pages 13-24 and 13-25 of Exhibit 13 hereto, which Note is incorporated herein by reference.
(10) Material Contracts:
(10) (a) Form of Change in Control Severance Agreement entered into by the Registrant and certain executive officers, dated as of August 15, 1996(D).*
(10) (b) Parker-Hannifin Corporation Change in Control Severance Plan, as amended as of August 15, 1996(E).*
(10) (c) Form of Indemnification Agreement entered into by the Registrant and its directors and certain executive officers (F).
(10) (d) Parker-Hannifin Corporation Supplemental Executive Retirement Benefits Program (August 15, 1996 Restatement)(G).*
(10) (e) Parker-Hannifin Corporation 1987 Employees Stock Option Plan, as amended as of August 15, 1996(H).*
(10)(f) Parker-Hannifin Corporation 1990 Employees Stock Option Plan, as amended as of October 28, 1993 and August 15, 1996(I).*

| (10) (g) | Parker-Hannifin Corporation 1993 Stock Incentive Program, as amended as of August 15, 1996 (J).* |
| :---: | :---: |
| Exhibit No. | Description of Exhibit |
| (10) (h) | Parker-Hannifin Corporation 1997 Target Incentive Bonus Plan Description (K).* |
| (10) (i) | Parker-Hannifin Corporation 1998 Target Incentive Bonus Plan Description.* |
| (10) (j) | Parker-Hannifin Corporation 1995-96-97 Long Term Incentive Plan Description, as amended as of August 17, 1995 and August 15, 1996 (L).* |
| (10) (k) | Parker-Hannifin Corporation 1996-97-98 Long Term Incentive Plan Description, as amended as of August 15, 1996 (M).* |
| (10) (1) | Parker-Hannifin Corporation 1997-98-99 Long Term Incentive Plan Description(N).* |
| (10) (m) | Parker-Hannifin Corporation 1998-99-00 Long Term Incentive Plan Description.* |
| (10) (n) | Parker-Hannifin Corporation Savings Restoration Plan, as amended as of August 17, 1995 and August 15, $1996(0) . *$ |
| (10) (0) | Parker-Hannifin Corporation Pension Restoration Plan, as amended as of August 17, 1995 and August 15, 1996(P).* |
| (10) (p) | Parker-Hannifin Corporation Executive Deferral Plan, as amended as of August 17, 1995 and August 15, 1996(Q).* |
| (10) (q) | Parker-Hannifin Corporation Volume Incentive Plan(R).* |
| (10) (r) | Parker-Hannifin Corporation Non-Employee Directors' Stock Plan, as amended as of August 17, 1995 and August 15, 1996 (S).* |
| (10) (s) | Parker-Hannifin Corporation Non-Employee Directors Stock Option Plan(T).* |
| (10) (t) | Parker-Hannifin Corporation Deferred Compensation Plan for Directors, as amended as of August 15, 1996(U).* |
| (11) | Computation of Common Shares Outstanding and Earnings Per Share. |
| (13) | Excerpts from Annual Report to Shareholders for the fiscal year ended June 30, 1997 which are incorporated herein by reference thereto. |
| (21) | List of subsidiaries of the Registrant. |
| (24) | Consents of Experts (contained in Consent and Report of Independent Accountants appearing on Page $\mathrm{F}-2$ of this Form 10-K). |
| Exhibit No. | Description of Exhibit |
| (25) | Power of Attorney |
| (27) | Financial Data Schedule |

*Management contracts or compensatory plans or arrangements.
(A) Incorporated by reference to Exhibit 3(a) to the Registrant's Report on Form 10-K for the fiscal year ended June 30, 1996.
(B) Incorporated by reference to Exhibits to the Registrant's Registration Statement on Form S-8 (No. 33-53193) filed with the Commission on April 20, 1994.
(C) Incorporated by reference to Exhibit 4.1 to the Registrant's Report on Form 8-K filed with the Commission on February 4, 1997.
(D)

Incorporated by reference to Exhibit $10(a)$ to the Registrant's Report on Form 10-K for the fiscal year ended June 30, 1996.
(E) Incorporated by reference to Exhibit $10(b)$ to the Registrant's

Report on Form 10-K for the fiscal year ended June 30, 1996.
(F)
(G)
(H)
(J)
(K)
(L)
(M)
(N)
(0)
(R)
(S)
Incorporated by reference to Exhibit $10(f)$ to the Registrant's
Report on Form 10-K for the fiscal year ended June 30, 1994.
Incorporated by reference to Exhibit $10(e)$ to the Registrant's
Report on Form 10-K for the fiscal year ended June 30, 1996
Incorporated by reference to Exhibit 10(f) to the Registrant's
Report on Form 10-K for the fiscal year ended June 30, 1996.
Incorporated by reference to Exhibit $10(\mathrm{~g})$ to the Registrant's
Report on Form 10-K for the fiscal year ended June 30, 1996.
Incorporated by reference to Exhibit $10(h)$ to the Registrant's
Report on Form 10-K for the fiscal year ended June 30, 1996.
Incorporated by reference to Exhibit $10(j)$ to the Registrant's
Report on Form 10-K for the fiscal year ended June 30, 1995.
Incorporated by reference to Exhibit $10(1)$ to the Registrant's
Report on Form 10-K for the fiscal year ended June 30, 1996.
Incorporated by reference to Exhibit $10(\mathrm{~m})$ to the Registrant's
Report on Form 10-K for the fiscal year ended June 30, 1996.
) Incorporated by reference to Exhibit $10(\mathrm{n})$ to the Registrant's
Report on Form 10-K for the fiscal year ended June 30, 1996.
Incorporated by reference to Exhibit $10(0)$ to the Registrant's
Report on Form 10-K for the fiscal year ended June 30, 1996.
Incorporated by reference to Exhibit $10(p)$ to the Registrant's
Report on Form 10-K for the fiscal year ended June 30, 1996.
Incorporated by reference to Exhibit $10(q)$ to the Registrant's
Report on Form 10-K for the fiscal year ended June 30, 1996.
Incorporated by reference to Exhibit $10(r)$ to the Registrant's
Report on Form 10-K for the fiscal year ended June 30, 1996.
Incorporated by reference to Exhibit $10(s)$ to the Registrant's
Report on Form 10-K for the fiscal year ended June 30, 1996.
Incorporated by reference to Exhibit $10(t)$ to the Registrant's
Report on Form 10-K for the fiscal year ended June 30, 1996.
Incorporated by reference to Exhibit $10(u)$ to the Registrant's
Report on Form 10-K for the fiscal year ended June 30, 1996.
Shareholders may request a copy of any of the exhibits to this Annual Report
on Form 10-K by writing to the Secretary, Parker-Hannifin Corporation,
6035 Parkland Boulevard, Cleveland, Ohio 44124-4141.

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            Exhibit (10)(i)* to Report
                                    on Form 10-K for Fiscal
                                    Year Ended June 30, 1997
                                    by Parker-Hannifin Corporation
Parker-Hannifin Corporation 1998 Target Incentive
                                    Bonus Plan Description
```

*Numbered in accordance with Item 601 of Regulation S-K.
PARKER-HANNIFIN CORPORATION 1998 TARGET INCENTIVE BONUS PLAN
A. Payments earned under the Bonus Plan depend upon the Company's performance against a pre-tax return on average assets (ROAA) schedule which is based upon the Fiscal Year 1998 operating plan.
B. The payout under the Plan ranges from $15 \%$ to $150 \%$ of each participant's target award, with $100 \%$ payout set at achievement of fiscal year 1998 planned ROAA.
C. Any payout pursuant to the Plan that will result in the exceedance of the $\$ 1$ million cap on the tax deductibility of executive compensation will be deferred until such time in the earliest subsequent fiscal year that such cap will not be exceeded.
D. Participants: All of the executive officers of the Company, plus Group Presidents who are not executive officers.
E. Fiscal year 1998 Planned ROAA: 16.0\%

## ROAA Payout Schedule

-----------------------
\(\left.$$
\begin{array}{cc}\text { FY98 } \\
\text { ROAA }\end{array}
$$ \quad \begin{array}{c}Percentage of Target <br>

Award Paid*\end{array}\right]\)| $<---6 \%$ | 0 |
| :---: | :---: |
| $3.6 \%$ | $30 \%$ |
| $5.5 \%$ | $40 \%$ |
| $7.4 \%$ | $50 \%$ |
| $9.2 \%$ | $60 \%$ |
| $11.0 \%$ | $70 \%$ |
| $11.4 \%$ | $72 \%$ |
| $12.7 \%$ | $80 \%$ |
| $14.3 \%$ | $90 \%$ |
| $16.0 \%$ | $100 \%$ |
| $16.8 \%$ | $113 \%$ |
| $17.7 \%$ | $125 \%$ |
| $18.5 \%$ | $138 \%$ |
| $19.3 \%$ | $150 \%$ |

* Fiscal year 1998 ROAA less than $11.4 \%$ will reduce the amount paid by $50 \%$.
F. ROAA will not include the impact of:

1. Environmental costs in excess of planned amounts
2. Acquisitions/divestitures
3. Currency gains or losses
```
        Parker-Hannifin Corporation 1998-99-00 Long Term
                Incentive Plan Description
*Numbered in accordance with Item 601 of Regulation S-K.
PARKER-HANNIFIN CORPORATION
                    1998-99-00
LONG TERM INCENTIVE PLAN
```

The purpose of the Plan is to provide a long-term incentive portion of bonus compensation. The Plan's focus is on return on equity. It balances a competitive base salary pay structure, an annual cash bonus compensation based on a return on average assets, and a stock option plan with ten-year exercise rights. The return on equity objective is a key financial goal and comprehends return on sales at the net income level and asset utilization.

The participants in this Plan are limited to Corporate Officers and Group Presidents. They clearly can affect broadly the overall financial performance of the company.

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The key elements of Parker-Hannifin's Plan are as follows:
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Participation
Those key executives having a critical impact on the long term performance of the Company selected by the Chief Executive Officer and approved by the Compensation and Management Development Committee of the Board.

Performance Period
Three-year average Return on Equity with the grant to cover FY 98, 99 and 00.

Size of Awards
Commensurate with bonus compensation and stock option level of participants as determined by the CEO with approval of the Compensation and Management Development Committee.

Form of Awards
Awards will be expressed as a certain number of shares of Parker stock calculated by dividing the dollar equivalent of the award by the
June 30, 1997 Parker stock price.
Performance Objective
The Return on Equity objective is $14 \%$.
Value Range
Actual value of the payments under the Plan will be within a range of $25 \%$ to $200 \%$ of target value based on performance against the objective.

Performance Range
For performance below a threshold of $8 \%$ ROE objective, no payment will be made. For performance between $8 \%$ and $20 \%$ ROE, payments will be earned between $25 \%$ and $200 \%$ of the target value on a proportional basis above and below the target value. The Plan is capped at $200 \%$.

Payment
Payments earned under the Plan will be paid at the end of the three-year performance period. Payment will be made in restricted stock of the

$$
\text { - } 1 \text { - }
$$

Corporation unless the participant is retired at the time of payment or has previously elected a cash payment to be deferred under the Corporation's Executive Deferral Plan. The value of the cash payment in lieu of restricted shares is determined based upon the share price of Parker-Hannifin's Common Shares on June 30, 2000. The restricted shares would be subject to a vesting schedule and such other terms and conditions determined by the Compensation Committee at the time of issuance. Any payout pursuant to this plan that will result in the exceedance of the $\$ 1$ million cap on the tax deductibility of executive compensation will be deferred until such time in the earliest subsequent fiscal year that such cap will not be exceeded.

Termination of Employment
If a participant dies, retires (with consent of the Compensation and Management Development Committee if earlier than age 65) or is disabled during the performance period, he/she will receive a pro rata portion of the award payable upon completion of the performance period. A participant who resigns

Performance Schedule
The Plan performance schedule, based on the three-year simple average of annual report return on average equity, is as follows:

Return on Equity

|  | <8.0\% | 8.0\% | 10.0\% | 12.0\% | 14.0\% | 16.0\% | 18.0\% | 20.0\% |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Payout \% | 0 | 25 | 50 | 75 | 100 | 133 | 167 | 200 |

Change in Control
In the event of a "Change in Control" of the Corporation (as defined below), the payout under the Plan will be accelerated to fifteen (15) days after the Change in Control. The amount of the payout will be in cash and will be the greater of the target award or the amount the payout would have been had ROE during the Performance Period to the end of the fiscal quarter immediately preceding the date of the Change in Control continued throughout the Performance Period. The cash amount of such payout will be based upon the closing New York Stock Exchange stock price of the Corporation's Common Shares on the first day of the Performance Period or the date of the Change in Control, whichever is greater. If the Participant will reach age 65 prior to the end of the Performance Period, the payout in the event of a Change in Control will be reduced on a pro rata basis.
"Change in Control" means the occurrence of one of the following events:
(i) any "person" (as such term is defined in Section 3(a) (9) of the Securities Exchange Act of 1934 (the "Exchange Act") and as used in Sections $13(d)(3)$ and $14(d)(2)$ of the Exchange Act) is or becomes a "beneficial owner" (as defined in Rule $13 d-3$ under the Exchange Act), directly or indirectly, of securities of Parker-Hannifin Corporation (the "Company") representing 20\% or

## - 2 -

more of the combined voting power of the Company's then outstanding securities eligible to vote for the election of the Board of Directors of the Company (the "Board") (the "Company's Voting Securities"); provided, however, that the event described in this paragraph shall not be deemed to be a Change in Control by virtue of any of the following situations: (A) an acquisition by the Company or any corporation or entity in which the Company has a direct or indirect ownership interest of $50 \%$ or more of the total combined voting power of the then outstanding securities of such corporation or other entity (a "Subsidiary"); (B) an acquisition by any employee benefit plan sponsored or maintained by the Company or any Subsidiary; (C) an acquisition by any underwriter temporarily holding securities pursuant to an offering of such securities; (D) a Non-Control Transaction (as defined in paragraph (iii)); (E) as pertains to a Plan participant (the "Executive"), any acquisition by the Executive or any group of persons (within the meaning of Sections 13 (d) (3) and $14(d)(2)$ of the Exchange Act) including the Executive (or any entity in which the Executive or a group of persons including the Executive, directly or indirectly, holds a majority of the voting power of such entity's outstanding voting interests); or (F) the acquisition of Company Voting Securities from the Company, if a majority of the Board approves a resolution providing expressly that the acquisition pursuant to this clause (F) does not constitute a Change in Control under this paragraph (i);
(ii) individuals who, at the beginning of any period of twenty-four (24) consecutive months, constitute the Board (the "Incumbent Board") cease for any reason to constitute at least a majority thereof; provided, that (A) any person becoming a director subsequent to the beginning of such twenty-four (24) month period, whose election, or nomination for election, by the Company's shareholders was approved by a vote of at least two-thirds of the directors comprising the Incumbent Board who are then on the Board (either by a specific vote or by approval of the proxy statement of the Company in which such person is named as a nominee for director, without objection to such nomination) shall be, for purposes of this paragraph (ii), considered as though such person were a member of the Incumbent Board; provided, however, that no individual initially elected or nominated as a director of the Company as a result of an actual or threatened election contest with respect to directors or any other actual or threatened solicitation of proxies or consents by or on behalf of any person other than the Board shall be deemed to be a member of the Incumbent Board;
(iii) the consummation of a merger, consolidation, share exchange or similar form of corporate reorganization of the Company or any Subsidiary that requires the approval of the Company's stockholders, whether for such transaction or the issuance of securities in connection with the transaction or otherwise (a "Business Combination"), unless (A) immediately following such Business Combination: (1) more than $50 \%$ of the total voting power of the corporation resulting from such Business Combination (the "Surviving Corporation") or, if applicable, the ultimate parent corporation which directly or indirectly has beneficial ownership of $100 \%$ of the voting
securities eligible to elect directors of the Surviving Corporation (the "Parent Corporation"), is represented by Company Voting Securities that were outstanding immediately prior to the Business Combination (or, if applicable, shares into which such Company Voting Securities were converted pursuant to

- 3 -
such Business Combination), and such voting power among the holders thereof is in substantially the same proportion as the voting power of such Company Voting Securities among the holders thereof immediately prior to the Business Combination, (2) no person (other than any employee benefit plan sponsored or maintained by the Surviving Corporation or the Parent Corporation) is or becomes the beneficial owner, directly or indirectly, of $20 \%$ or more of the total voting power of the outstanding voting securities eligible to elect directors of the Parent Corporation (or, if there is no Parent Corporation, the Surviving Corporation), and (3) at least a majority of the members of the board of directors of the Parent Corporation (or, if there is no Parent Corporation, the Surviving Corporation), following the Business Combination, were members of the Incumbent Board at the time of the Board's approval of the execution of the initial agreement providing for such Business Combination (a "Non-Control Transaction") or (B) the Business Combination is effected by means of the acquisition of Company Voting Securities from the Company, and a majority of the Board approves a resolution providing expressly that such Business Combination does not constitute a Change in Control under this paragraph (iii); or
(iv) the stockholders of the Company approve a plan of complete liquidation or dissolution of the Company or the sale or other disposition of all or substantially all of the assets of the Company and its Subsidiaries.

Notwithstanding the foregoing, a Change in Control shall not be deemed to occur solely because any person acquires beneficial ownership of more than $20 \%$ of the Company Voting Securities as a result of the acquisition of Company Voting Securities by the Company which, by reducing the number of company Voting securities outstanding, increases the percentage of shares beneficially owned by such person; provided, that if a Change in Control would occur as a result of such an acquisition by the company (if not for the operation of this sentence), and after the Company's acquisition such person becomes the beneficial owner of additional Company Voting Securities that increases the percentage of outstanding Company Voting Securities beneficially owned by such person, a Change in Control shall then occur.

Notwithstanding anything in this Plan to the contrary, if the Executive's employment is terminated prior to a Change in Control, and the Executive reasonably demonstrates that such termination was at the request of a third party who has indicated an intention or taken steps reasonably calculated to effect a Change in Control, (a "Third Party"), then for all purposes of this Plan, the date immediately prior to the date of such termination of employment shall be deemed to be the date of a Change in Control for such Executive.
Exhibit (11)* to Report
on Form 10-K for Fiscal
Year Ended June 30 , 1997

# Exhibit (13)* to Report <br> on Form 10-K for Fiscal <br> Year Ended June 30, 1997 <br> by Parker-Hannifin Corporation 

Excerpts from Annual Report to Shareholders for the fiscal year ended June 30, 1997.

*Numbered in accordance with Item 601 of Regulation S-K DISCUSSION OF STATEMENT OF INCOME

THE CONSOLIDATED STATEMENT OF INCOME summarizes Parker's operating performance over the last three years.

NET SALES of $\$ 4.09$ billion for fiscal 1997 were 14.1 percent higher than $\$ 3.59$ billion in 1996. Acquisitions accounted for more than half of this increase. Order demand was strong for the North American Industrial operations, especially within the factory automation, machine tool, and agricultural and construction equipment markets. There was also increasing demand for sealing products, and light-truck and automotive products. The International Industrial operations' results were relatively flat with Europe experiencing a soft economy for most of the year. Volume increases were partially offset by currency rate changes. Fourth-quarter order demand began to show signs of recovery in Europe. The Aerospace operations achieved the majority of the sales growth as demand was strong within the OEM commercial and general aviation industries and the maintenance, repair and overhaul business.

Acquisitions contributed nearly 60 percent of the 1996 increase of 11.6 percent over 1995. During 1996 the North American Industrial operations experienced strong growth in the semiconductor and telecommunications markets, but this was partially offset by a slowdown in the heavy-duty truck market. International Industrial operations experienced a soft economy in Europe during 1996 following stronger performance in 1995. Aerospace operations experienced strong growth during 1996 as gains were made in both original equipment and maintenance, repair and overhaul markets.

The Company is anticipating strong growth for the next year as Industrial markets are expected to continue to grow within North America. If the European economy continues to strengthen, the Company expects significant growth within the European operations. In addition, the Company expects to improve through continuing growth in Latin America and Asia Pacific, and with the completion of potential acquisitions. Strong demand within the Aerospace commercial markets and a presumed stabilized military marketplace provide a positive outlook for the Aerospace business as well.

NET INCOME of $\$ 274.0$ million for 1997 was 14.3 percent higher than 1996. Net income of $\$ 239.7$ million for 1996 was 9.8 percent higher than income of $\$ 218.2$ million in 1995. Net income as a percentage of sales was 6.7 percent in 1997 and 1996, compared to 6.8 percent in 1995.

GROSS PROFIT MARGIN was 22.9 percent in 1997 compared to 23.1 percent in 1996 and 23.8 percent in 1995. Higher volume resulted in improved capacity utilization and higher margins for most of the North American Industrial and Aerospace operations. Offsetting this improvement, newly acquired operations within Industrial International and Aerospace continued to contribute lower margins, although improving throughout the year. In addition, weak demand throughout Europe resulted in lower capacity utilization and reduced gross profit for the International operations.

The margin decline in 1996 resulted from acquisitions contributing lower margins and the Company incurring one-time integration costs. In addition, as the mix of products and volume levels changed, certain business units within the Industrial operations adjusted inventory levels and production schedules to meet new levels of demand. Despite lower margins contributed by an acquisition, Aerospace operations improved margins in 1996 due to a better product mix and higher volume, which allowed better absorption of fixed costs.

Page 13-1
SELLING, GENERAL AND ADMINISTRATIVE EXPENSES as a percent of sales decreased to 11.6 percent, from 11.9 percent in 1996 , and 12.0 percent in 1995. As volume increased in 1997 and 1996, these expenses remained relatively even, except for additional expense from acquisitions. Also, additional selling expenses were incurred as new sales offices were opened and marketing efforts were increased within International markets during 1997 and 1996.

INTEREST EXPENSE increased by $\$ 10.0$ million in 1997 and $\$ 5.7$ million in 1996. During the second half of 1996 additional debt was incurred to finance several acquisitions.

INTEREST AND OTHER INCOME, NET decreased to $\$ 5.6$ million in 1997 from $\$ 8.5$ million in 1996 primarily due to income received in 1996 from several minor Corporate investments, which did not repeat in 1997. The income in 1996 from these investments, along with additional interest income, caused the increase from $\$ 2.3$ million in 1995.

GAIN (LOSS) ON DISPOSAL OF ASSETS was a $\$ 3.0$ million gain in 1997 as compared to a $\$ 2.0$ million loss in 1996 and $\$ 4.5$ million loss in 1995. The 1997 gain includes $\$ 17.1$ million income from the sale of real estate in

California. This income was substantially offset by $\$ 13.3$ million accrued for exit costs and charges for impaired assets related to the relocation of the corporate headquarters. The decrease in the loss for 1996 is due to fewer costs for facility relocations and a gain on the sale of a division.

INCOME TAXES decreased to an effective rate of 35.5 percent in 1997 as compared to 36.0 percent in 1996 and 37.4 percent in 1995 . The reduction in the rate for 1997 is the result of an increased tax benefit based on the export of product manufactured in the U.S. The reduction in the rate for 1996 was the result of foreign tax credit benefits and a reduction in the effective state tax rate.

YEAR 2000 CONSIDERATIONS - The Company is taking actions to assure that its computer systems are capable of processing periods for the year 2000 and beyond. The costs associated with this are not expected to significantly affect the results of the Company.

## DISCUSSION OF BALANCE SHEET

THE CONSOLIDATED BALANCE SHEET shows the Company's financial position at year end, compared with the previous year end. This statement provides information to assist in assessing factors such as the Company's liquidity and financial resources.

The effect of currency rate changes during the year caused a $\$ 48.1$ million decrease in the Foreign currency translation adjustments equity account. These rate changes also caused significant decreases in accounts receivable, inventories, goodwill and plant and equipment, as well as significant decreases in accounts payable and the various accrual accounts.

Working capital and the current ratio improved in 1997 as follows:

| Working Capital (millions) | 1997 | 1996 |
| :--- | ---: | ---: |
| Current Assets | $\$ 1,500$ | $\$ 1,402$ |
| Current Liabilities | 716 | 767 |
| Working Capital | 784 | 635 |
| Current Ratio | 2.1 | 1.8 |
| $=============================================$ |  |  |

Page 13-2
ACCOUNTS RECEIVABLE are primarily due from customers for sales of product ( $\$ 554.5$ million at June 30 , 1997 , compared to $\$ 490.9$ million at June 30 , 1996). The current year increase in accounts receivable is primarily due to the increased volume, especially in the last months of the fiscal year. Days sales outstanding for the Company decreased slightly from 1996.

INVENTORIES were $\$ 727.8$ million at June 30, 1997, compared to $\$ 707.2$ million a year ago. This increase in inventories, due to acquisitions and volume increases, was mostly within work in process. Months supply of inventory on hand at June 30,1997 decreased to 3.4 months from 3.9 months at June 30, 1996.

PLANT AND EQUIPMENT, net of accumulated depreciation, increased $\$ 29.0$ million in 1997 as a result of acquisitions and capital expenditures which exceeded annual depreciation.

INVESTMENTS AND OTHER ASSETS increased $\$ 25.8$ million in 1997 primarily as a result of an increase in the cash surrender value of corporate-owned life insurance contracts and a net receivable resulting from two currency hedges. EXCESS COST OF INVESTMENTS OVER NET ASSETS ACQUIRED decreased $\$ 34.9$ million in 1997 as a result of currency rate fluctuations and amortization, partially offset by increases from acquisitions. The additional excess cost of investments in 1997 is being amortized over 15 years.

ACCOUNTS PAYABLE, TRADE increased $\$ 30.0$ million in 1997 due to increased volume near the end of the fourth quarter. The majority of the increase was within the Industrial North American operations.

ACCRUED PAYROLLS AND OTHER COMPENSATION increased \$16.3 million in 1997 primarily as a result of incentive plans based on sales and earnings.

NOTES PAYABLE and LONG-TERM DEBT decreased a total of $\$ 111.0$ million in 1997 primarily due to the reduction of commercial paper notes. See the Cash Flows From Financing Activities section on page 13-5 for further discussion.

The Company's goal is to maintain no less than an "A" rating on senior debt to ensure availability and reasonable cost of external funds. To meet this objective, the Company has established the financial goal of maintaining a ratio of debt to debt-equity of 30 to 33 percent.

| Debt to Debt-Equity Ratio (millions) | 1997 | 1996 |  |
| :--- | ---: | ---: | ---: |
| Debt | \$ | 503 | $\$$ |
| Debt \& Equity | 2,050 | 1,998 |  |
| Ratio | $24.5 \%$ | $30.7 \%$ |  |

In fiscal 1998 no additional borrowings are anticipated for the stock repurchase program, capital investments, or working capital purposes, but may be utilized for acquisitions.

PENSIONS AND OTHER POSTRETIREMENT BENEFITS remained level at $\$ 252.7$ million in 1997. These costs are explained further in Note 8 to the Consolidated Financial Statements.

OTHER LIABILITIES increased $\$ 5.8$ million in 1997 due to increases within unfunded deferred compensation plans.

THE CONSOLIDATED STATEMENT OF CASH FLOWS reflects cash inflows and outflows from the Company's operating, investing and financing activities.

Cash and cash equivalents increased $\$ 5.0$ million in 1997 after remaining level in 1996 and decreasing $\$ 17.8$ million in 1995. The major components of these changes in cash flows are as follows:

CASH FLOWS FROM OPERATING ACTIVITIES -- The Company's largest source of cash continues to be net cash provided by operating activities. Net cash provided by operating activities in 1997 was $\$ 392.3$ million compared to $\$ 338.0$ million in 1996. This increase of $\$ 54.3$ million is principally the result of an increase of $\$ 34.4$ million in Net income and the noncash expenses of Depreciation and Amortization increasing $\$ 28.5$ million. Accounts receivable used cash of $\$ 76.1$ million in 1997 as a result of increased volume, compared to providing cash of $\$ 8.7$ million in 1996 . Inventories also used cash of $\$ 27.0$ million in 1997, an increase of $\$ 12.0$ million compared to the cash used in 1996. Partially offsetting these uses of cash, Accounts payable, trade provided cash of $\$ 31.7$ million in 1997 compared to using cash of $\$ 15.5$ million in 1996. Current year increases in Other accrued liabilities also provided cash of $\$ 16.0$ million in 1997 compared to using cash of $\$ 31.8$ million in 1996.

The net cash provided by operating activities in 1996 increased $\$ 97.8$ million compared to 1995. This increase is partially the result of an increase of $\$ 21.4$ million in Net income, in addition to the noncash expenses of Depreciation and Amortization increasing $\$ 21.4$ million. Accounts receivable provided cash of $\$ 8.7$ million in 1996 compared to using $\$ 53.1$ million cash in 1995. Inventories increased in 1996 as a result of increased volume, using cash of $\$ 15.0$ million, much less than the use of $\$ 85.8$ million cash for inventory increases in 1995. Accounts payable, trade used cash of \$15.5 million in 1996 as compared to providing cash of $\$ 29.7$ million in 1995. Other accrued liabilities used additional cash of $\$ 25.8$ million in 1996 versus 1995.

Cash paid for income taxes was $\$ 145,663$ in 1997, $\$ 135,380$ in 1996 and $\$ 123,590$ in 1995.

CASH FLOWS FROM INVESTING ACTIVITIES -- Net cash used in investing activities was $\$ 366.0$ million lower in 1997 than 1996. The most significant use of cash in 1997 was Capital expenditures, which at $\$ 189.2$ million was $\$ 12.5$ million less than the previous year. Over the past three years the Company has invested $\$ 542.9$ million in Capital expenditures, which demonstrates the Company's commitment to efficient manufacturing technology. The most significant reduction in the use of cash was for investing in Acquisitions which was reduced $\$ 334.2$ million in 1997. Cash used for Acquisitions was $\$ 31.5$ million in 1997; $\$ 365.6$ million in 1996 and $\$ 126.7$ million in 1995. The use of cash for Acquisitions shown in the statement represents the net assets of the acquired companies at their respective acquisition dates and consists of the following:

|  | Page 13-4 |  |  |  |
| :--- | ---: | ---: | ---: | ---: |
| (In thousands) | 1997 | 1996 | 1995 |  |
| Assets acquired: |  |  |  |  |
| Accounts receivable | 4,549 | $\$ 70,916$ | $\$ 31,160$ |  |
| Inventories | 13,410 | 77,582 | 30,528 |  |
| Prepaid expenses | 247 | 1,459 | 774 |  |
| Deferred income taxes | 1,576 | 18,942 | 149 |  |
| Plant \& equipment | 15,283 | 124,222 | 57,613 |  |
| Other assets | 10,475 | 247,388 | 53,679 |  |
|  |  |  |  |  |
|  | 45,540 | 540,509 | 173,903 |  |
|  |  |  |  |  |
| Liabilities assumed: | 2,050 | 13,256 | 4,180 |  |
| Notes payable | 2,418 | 26,880 | 11,680 |  |
| Accounts payable | 471 | 10,377 | 3,823 |  |
| Accrued payrolls | 941 | 11,620 | 5,641 |  |
| Accrued taxes | 4,582 | 47,820 | 8,053 |  |
| Other accrued liabilities | 2,454 | 8,235 | 10,772 |  |
| Long-term debt |  |  |  |  |
| Pensions and other | 1,163 | 49,798 | 1,243 |  |
| postretirement benefits |  | 6,900 | 1,798 |  |
| Other liabilities |  |  |  |  |

CASH FLOWS FROM FINANCING ACTIVITIES -- In 1997 the Company decreased its outstanding borrowings by a net total of $\$ 121.3$ million. The Company paid off all commercial paper and selected notes payable within the International operations as of June 30, 1997. In 1996 the Company increased its outstanding borrowings by a net total of $\$ 273.2$ million primarily to fund acquisitions. During 1996 the Company registered $\$ 400,000$ of debt securities for future issuance. In May 1996, $\$ 100,000$ of 15 -year debentures were issued. In June 1996, an additional $\$ 95,000$ of medium-term notes were issued. The remaining increase in borrowings was primarily through the utilization of commercial
paper notes. During 1995 outstanding borrowings increased $\$ 43.3$ million.
Common share activity resulted from the repurchase of stock and the exercise of stock options. Dividends have been paid for 188 consecutive quarters, including a yearly increase in dividends for the last 41 fiscal years. The current annual dividend rate, after a 3 -shares-for-2 common stock split paid on September 5, 1997, is $\$ .60$ per share.

Cash paid for interest, net of capitalized interest, was $\$ 46,812$ in 1997, $\$ 35,554$ in 1996 and $\$ 29,573$ in 1995. Noncash financing activities included the reduction in principal of the ESOP debt guarantee, which amounted to $\$ 13,468$ in 1996 and $\$ 12,229$ in 1995.

In summary, based upon the Company's past performance and current expectations, management believes that the cash flows generated from future operating activities, combined with the Company's worldwide financial capabilities, will provide adequate funds to support planned growth and continued improvements in Parker's manufacturing facilities and equipment.

Page 13-5
DISCUSSION OF BUSINESS SEGMENT INFORMATION

THE BUSINESS SEGMENT INFORMATION presents sales, operating income and assets by the principal industries and geographic areas in which Parker's various businesses operate.

INDUSTRIAL SEGMENT

|  | 1997 | 1996 | 1995 |
| :--- | :--- | :--- | :--- |
| Operating income as a |  |  |  |
| percent of sales | $12.5 \%$ | $12.4 \%$ | $13.6 \%$ |
| Return on average assets | $18.7 \%$ | $18.3 \%$ | $22.3 \%$ |

Sales for the Industrial segment increased 8.9 percent in 1997 and 10.1 percent in 1996. Sales for the North American operations increased to \$2.2 billion in 1997, 9.1 percent over 1996, following 1996's increase of 7.4 percent over 1995. Nearly one-fifth of the 1997 increase and one-half of the 1996 increase were due to acquisitions. The growth in 1997 was spread among numerous markets. The 1996 growth was due to new products as well as expanding markets, offset by reduced demand within the heavy-duty truck market which had reached record-level volume in 1995.

Recent order entry indicates strong growth for the North American operations for 1998 as a result of gains in market share as well as market growth. In addition, the Company expects to increase sales through acquisitions.

International Industrial sales increased to a record \$1.1 billion, 8.5 percent over 1996. Without the significant impact of changes in currency rates, volume for 1997 increased nearly 15 percent. Net of the impact from currencies, acquisitions accounted for a majority of the 1997 increase. Demand in Europe was relatively weak for the majority of 1997 with some improvement occurring in the fourth quarter. Latin America made an impressive recovery during the year with strength returning in Brazilian markets. Asia Pacific also contributed to the growth in 1997.

International sales for 1996 increased 15.9 percent over 1995, threefourths due to acquisitions. Without the effect of currencies, sales for 1996 would have increased approximately 15.7 percent. During 1996 sales growth in Europe moderated after a strong recovery and peak performance in 1995. Latin American operations suffered through a weakened economy throughout most of 1996.

Backlog for the Industrial Segment was $\$ 510.8$ million at June 30, 1997, compared to $\$ 464.6$ million at the end of the prior period. Although acquisitions contributed to this increase, the primary growth is due to the increased volume within the North American operations. The 1996 increase over backlog of $\$ 441.2$ million at June 30 , 1995 was due to acquisitions.

Operating income for the segment increased 9.7 percent in 1997 after remaining flat from 1995 to 1996. North American operations increased 11.4 percent with Income from operations as a percent of sales improving to 15.3 percent from 15.0 percent in 1996. Higher capacity utilization resulting from increased volume within the North American operations improved operating margins. Raw material prices remained relatively stable during 1997 and

## Page 13-6

customer pricing was very competitive.
International Income from operations increased 2.7 percent from 1996 while Income as a percent of sales decreased to 6.9 percent from 7.3 percent. Soft markets in Europe caused lower production levels and lower absorption of fixed costs.

In 1996 and much of 1997 acquisitions contributed lower margins primarily within International, but also within North America, because of the integration costs incurred without the benefit of synergies yet to be realized. A changing product mix in 1996 also had a negative effect on manufacturing costs and overhead absorption in certain business units, as inventory levels were re-aligned.

Assets for the Industrial segment increased only slightly in 1997 after an increase of 15.2 percent in 1996 primarily due to acquisitions. In 1997 currency fluctuations offset increases from acquisitions and increases in
accounts receivable and inventories due to additional volume. During 1996 accounts receivable and inventories within North America increased as a result of increased volume, while these assets, before the effect of acquisitions, declined within International. In both years net plant and equipment increased due to capital expenditures exceeding depreciation.

AEROSPACE SEGMENT

|  | 1997 | 1996 | 1995 |
| :--- | :--- | :--- | :--- |
| Operating income as a |  |  |  |
| percent of sales | $12.7 \%$ | $13.7 \%$ | $11.8 \%$ |
| Return on average assets | $17.7 \%$ | $19.2 \%$ | $19.7 \%$ |

Sales increased 38.8 percent in 1997 and 19.2 percent in 1996 . In both years over one-half of the increase was due to the Abex NWL acquisition. Aerospace markets experienced strong growth during 1997 following the slight recovery in 1996 and the relatively flat volume for several years preceding 1996. Gains were primarily within the commercial-transport original equipment market as the military market remained relatively flat during 1997 as in several years prior. Market penetration in the maintenance, repair and overhaul markets helped make significant gains in volume as well.

Backlog at June 30,1997 was $\$ 976.2$ million compared to $\$ 866.3$ million in 1996, reflecting the strong growth of the commercial aircraft market. The Abex acquisition contributed to the significant increase in backlog in 1996 from a balance of $\$ 584.5$ million at the end of 1995.

Operating income increased 28.3 percent in 1997 and 38.3 percent in 1996 , but declined as a percent of sales in 1997. The decline in margins from the prior year is primarily the result of lower margins contributed by the Abex operations which are still in the integration phase. In addition, the segment incurred an increase in long-term contract reserves related to several new contracts.

An improvement in margins in 1996 was the result of a very favorable product mix, with contributions from aftermarket sales, initial spare-parts provisioning for new commercial aircraft and original equipment military sales.

Assets increased 8.0 percent in 1997. Increases in customer receivables and Page 13-7
inventories were partially offset by a decrease in net goodwill. Assets more than doubled in 1996, primarily due to the Abex NWL acquisition. In addition, increased volume caused increases in customer receivables and inventories in 1996.

CORPORATE ASSETS increased 33.2 percent in 1997 as a result of the construction of a new corporate headquarters, a net receivable resulting from two currency hedges and an increase in short-term investments.

Page 13-8
CONSOLIDATED STATEMENT OF INCOME
(Dollars in thousands, except per share amounts)

<TABLE>
<CAPTION>
\begin{tabular}{|c|c|c|c|}
\hline For the years ended June 30 & 1997 & 1996 & 1995 \\
\hline <S> & <C> & <C> & <C> \\
\hline NET SALES & \$ 4,091,081 & \$ 3,586,448 & \$ 3,214,370 \\
\hline Cost of sales & 3,152,988 & 2,756,343 & 2,448,264 \\
\hline Gross profit & 938,093 & 830,105 & 766,106 \\
\hline Selling, general and administrative expenses & 475,180 & 425,449 & 384,581 \\
\hline INCOME FROM OPERATIONS & 462,913 & 404,656 & 381,525 \\
\hline \multicolumn{4}{|l|}{Other income (deductions):} \\
\hline Interest expense & \((46,659)\) & \((36,667)\) & \((30,922)\) \\
\hline Interest and other income, net & 5,623 & 8,537 & 2,335 \\
\hline \multirow[t]{2}{*}{Gain (loss) on disposal of assets} & 2,990 & \((2,047)\) & \((4,531)\) \\
\hline & \((38,046)\) & \((30,177)\) & \((33,118)\) \\
\hline Income before income taxes & 424,867 & 374,479 & 348,407 \\
\hline Income taxes (Note 3) & 150,828 & 134,812 & 130,169 \\
\hline NET INCOME & \$ 274,039 & \$ 239,667 & \$ 218,238 \\
\hline \multirow[t]{2}{*}{EARNINGS PER SHARE (Note 4)
</TABLE>} & \$ 2.46 & \$ 2.15 & \$ 1.97 \\
\hline \& \& \& <br>
\hline
\end{tabular}

The accompanying notes are an integral part of the financial statements.
(Dollars in thousands, except per share amounts)

<TABLE>
<CAPTION>
\begin{tabular}{|c|c|c|c|c|c|c|c|c|c|}
\hline 1997 (a) & & 1st & & 2nd & & 3 rd & & 4 th & Total \\
\hline <S> & \multicolumn{2}{|l|}{<C>} & \multicolumn{2}{|l|}{<C>} & \multicolumn{2}{|l|}{<C>} & \multicolumn{2}{|l|}{<C>} & <C> \\
\hline Net sales & \$ & 959,328 & \$ & 969,587 & \$ & 1,047,100 & \$ & 1,115,066 & \$ 4,091,081 \\
\hline Gross profit & & 204,830 & & 208,264 & & 246,522 & & 278,477 & 938,093 \\
\hline Net income & & 51,105 & & 52,564 & & 77,964 & & 92,406 & 274,039 \\
\hline Earnings per share (b) & & . 46 & & . 47 & & . 70 & & . 83 & 2.46 \\
\hline 1996 (a) & & 1st & & 2 nd & & 3 rd & & 4 th & Total \\
\hline Net sales & \$ & 839,054 & \$ & 824,376 & \$ & 931,356 & \$ & 991,662 & \$ 3,586,448 \\
\hline Gross profit & & 193,445 & & 182,895 & & 223,429 & & 230,336 & 830,105 \\
\hline Net income & & 57,375 & & 48,396 & & 69,128 & & 64,768 & 239,667 \\
\hline Earnings per share (b) & & . 52 & & . 43 & & . 62 & & . 58 & 2.15 \\
\hline
\end{tabular}
(a) Quarterly Information is unaudited.
(b) Earnings per share have been adjusted for the 3-shares-for-2 common stock split paid September 5, 1997.
</FN>
</TABLE>
CONSOLIDATED BALANCE SHEET
(Dollars in thousands)

| June 30, | 1997 | 1996 |
| :--- | :--- | :--- |

ASSETS
CURRENT ASSETS

Cash and cash equivalents
Accounts receivable, less allowance
for doubtful accounts
(1997-\$5,904; 1996-\$6,445)
Inventories (Notes 1 and 5):
Finished products
Work in process
Raw materials
Prepaid expenses
Deferred income taxes (Notes 1 and 3)

TOTAL CURRENT ASSETS
Plant and equipment (Note 1):
Land and land improvements
Buildings and building equipment
Machinery and equipment
Construction in progress

Less accumulated depreciation

Investments and other assets (Note 1)
Excess cost of investments over
net assets acquired (Note 1)
Deferred income taxes (Notes 1 and 3)
TOTAL ASSETS
\$
68,997


| 601,724 | 538,645 |
| ---: | ---: |
| 317,494 | 332,213 |
| 304,743 | 269,934 |
| 105,610 | 105,078 |
| 727,847 | 707,225 |
| 17,366 | 16,031 |
| 83,627 | 76,270 |
| $1,499,561$ | $1,402,124$ |

Page 13-10

June 30
\$ 63,953

538,645

332,213
269,934

707,225
16,031
76,270
1,402,124

101,290
494,374
1,373,150
79,479
2,048,293
1,056,516
991,777
148,363
320,152
24,708
$\overline{\$ 2,998,946} \overline{\$ 2,887,124}$
$======================$

## Page 13-11

LIABILITIES AND SHAREHOLDERS' EQUITY
CURRENT LIABILITIES
Notes payable, including long-term debt
payable within one year (Notes 6 and 7)
Accounts payable, trade
Accrued payrolls and other compensation \$

Accrued domestic and foreign taxes
Other accrued liabilities
TOTAL CURRENT LIABILITIES
69,738

266,848
144,481
51,374
183,570
716,011

432,885
\$ 173,789
236,871
128,136
49,718
178,368
766,882
Long-term debt (Note 7)
-
439,797
Pensions and other postretirement
benefits (Notes 1 and 8)
252,709
253,616

| Deferred income taxes (Notes 1 and 3) | 26,007 | 24,683 |
| :--- | :--- | ---: | ---: |
| Other liabilities | 24,033 | 18,188 |
| TOTAL LIABILITIES | $-1,451,645$ | $1,503,166$ |


| SHAREHOLDERS' EQUITY (Note 9) |  |  |
| :---: | :---: | :---: |
| Serial preferred stock, $\$ .50$ par value, authorized 3,000,000 shares; none issued |  |  |
| Common stock, $\$ .50$ par value, authorized 300,000,000 shares; issued |  |  |
|  |  |  |
| 111,809,085 shares in 1997 and <br> $111,437,875$ shares in 1996 at par value | 55,905 | 55,719 |
| Additional capital | 150,702 | 146,686 |
| Retained earnings | 1,378,297 | 1,160,828 |
| Foreign currency translation adjustments | $(27,345)$ | 20,725 |
|  | 1,557,559 | 1,383,958 |
| Common stock in treasury at cost; 282,915 shares in 1997 | $(10,258)$ |  |
| TOTAL SHAREHOLDERS' EQUITY | 1,547,301 | 1,383,958 |
| TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY | \$ 2,998,946 | \$ 2,887,124 |

The accompanying notes are an integral part of the financial statements.


## Page 13-13

CASH FLOWS FROM INVESTING ACTIVITIES
Acquisitions (excluding cash of $\$ 1,394$ in 1997, $\$ 20,479$ in 1996 and $\$ 5,961$ in 1995)

| $(31,461)$ | $(365,623)$ | $(126,713)$ |
| :---: | :---: | :---: |
| $(189,201)$ | $(201,693)$ | $(151,963)$ |
| 11,307 | 9,387 | 13,045 |
| 14,624 | $(2,812)$ | 1,409 |
| (194,731) | $(560,741)$ | (264,222) |
| $(10,184)$ | 4,967 | 11,528 |
| $(100,655)$ | 81,194 | 62,021 |
| 9,390 | 201,724 | 20,764 |
| $(30,059)$ | $(9,696)$ | $(39,438)$ |
| $(56,570)$ | $(53,325)$ | $(49,961)$ |
| $(188,078)$ | 224,864 | 4,914 |
| $(4,457)$ | $(1,981)$ | 1,413 |
| 5,044 | 123 | $(17,760)$ |
| 63,953 | 63,830 | 81,590 |

Cash and cash equivalents at end of year $\quad \overline{\$ 68,997} \quad \overline{\$ 63,953} \quad \overline{\$ 63,830}$
</TABLE>
The accompanying notes are an integral part of the financial statements.

Page 13-14
BUSINESS SEGMENT INFORMATION - BY INDUSTRY
(Dollars in thousands)
<TABLE>
<CAPTION>


DEPRECIATION:
Industrial
Aerospace

| \$ | 119,948 | \$ | 106,553 | \$ | 92,234 |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | 19,517 |  | 17,267 |  | 15,661 |
|  | 6,788 |  | 2,724 |  | 2,632 |
| \$ | 146,253 | \$ | 126,544 | \$ | 110,527 |

<FN>
(a) Fiscal 1996 results have been restated to correct the classification of certain deferred taxes.
(b) Corporate assets are principally cash and cash equivalents, domestic deferred income taxes, investments, headquarters facilities, idle facilities held for sale and the major portion of the Company's domestic data processing equipment.
(c) Includes value of net plant and equipment at the date of acquisition of acquired companies accounted for by the purchase method (1997-\$15,283; 1996 - \$124,222; 1995 - \$57,613).
(d) Fiscal 1997 includes $\$ 21,837$ for real estate acquired in a tax-free exchange of property.

BUSINESS SEGMENT INFORMATION - BY GEOGRAPHIC AREA
(Dollars in thousands)

<TABLE>
<CAPTION>
\begin{tabular}{|c|c|c|c|c|c|c|}
\hline & & 1997 & & 1996 & & 1995 \\
\hline <S> & \multicolumn{2}{|l|}{\multirow[t]{2}{*}{<C>}} & \multicolumn{2}{|l|}{\multirow[t]{2}{*}{<C>}} & \multicolumn{2}{|l|}{\multirow[t]{2}{*}{<C>}} \\
\hline NET SALES, including interarea sales: & & & & & & \\
\hline North America & \$ & 3,062,947 & \$ & 2,669,201 & \$ & 2,423,283 \\
\hline Europe & & 1,055,401 & & 918,493 & & 728,642 \\
\hline All Other & & 190,584 & & 155,963 & & 156,455 \\
\hline Interarea & & \((217,851)\) & & \((157,209)\) & & \((94,010)\) \\
\hline & & 4,091,081 & \$ & 3,586,448 & & 3,214,370 \\
\hline
\end{tabular}

INCOME FROM OPERATIONS before
corporate general and administrative expenses:
\begin{tabular}{|c|c|c|c|c|c|c|}
\hline North America & \$ & 429,432 & \$ & 381,154 & \$ & 341,204 \\
\hline Europe & & 70,926 & & 63,083 & & 66,368 \\
\hline All Other & & 13,137 & & 9,266 & & 19,798 \\
\hline & & 513,495 & & 453,503 & & 427,370 \\
\hline Corporate general and administrative expenses & & 50,582 & & 48,847 & & 45,845 \\
\hline Income from operations & \$ & 462,913 & \$ & 404,656 & \$ & 381,525 \\
\hline IDENTIFIABLE ASSETS: & & & & & & \\
\hline North America (a) & \$ & 1,808,154 & \$ & 1,678,680 & \$ & 1,346,601 \\
\hline Europe & & 859,774 & & 933,201 & & 704,061 \\
\hline All Other & & 143,586 & & 134,490 & & 109,727 \\
\hline & \$ & 2,811,514 & \$ & 2,746,371 & \$ & 2,160,389 \\
\hline Corporate assets (a) (b) & & 187,432 & & 140,753 & & 141,820 \\
\hline & \$ & 2,998,946 & \$ & 2,887,124 & \$ & 2,302,209 \\
\hline
\end{tabular}
<FN>
(a) Fiscal 1996 results have been restated to correct the classification of certain deferred taxes.
(b) Corporate assets are principally cash and cash equivalents, domestic deferred income taxes, investments, headquarters facilities, idle facilities held for sale and the major portion of the Company's domestic data processing equipment.
</FN>
</TABLE>

## Page 13-17

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
(Dollars in thousands, except per share amounts)

## 1. SIGNIFICANT ACCOUNTING POLICIES

The significant accounting policies followed in the preparation of the accompanying consolidated financial statements are summarized below.

NATURE OF OPERATIONS - The Company is a leading worldwide producer of motion control products, including fluid power systems, electromechanical controls and related components.

The Company operates in two principal business segments: Industrial and Aerospace. The Industrial Segment produces motion-control and fluid power system components for builders and users of various types of manufacturing, packaging, processing, transportation, agricultural, construction, and military machinery, vehicles and equipment. Industrial Segment products are marketed primarily through field sales employees and more than 7,500 independent distributors. The North American Industrial business represents the largest portion of the Company's manufacturing plants and distribution networks and primarily services North America. The International Industrial operations bring Parker products and services to countries throughout Europe, Asia Pacific and Latin America.

The Aerospace Segment produces hydraulic, pneumatic and fuel systems and components which are utilized on virtually every domestic commercial, military and general aviation aircraft. Its components also perform a vital
role in naval vessels, land-based weapons systems, satellites and space vehicles. This Segment serves original equipment and maintenance, repair and overhaul customers worldwide. Its products are marketed by field sales employees and are sold directly to the manufacturer and to the end user.

There are no individual customers to whom sales are 3 percent or more of the Company's consolidated sales. Due to the diverse group of customers throughout the world the Company does not consider itself exposed to any concentration of credit risks.

The Company manufactures and markets its products throughout the world. Although certain risks and uncertainties exist, the diversity and breadth of the Company's products and geographic operations mitigate significantly the risk that adverse changes in any event would materially affect the Company's operating results.

USE OF ESTIMATES - The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the amounts reported in the financial statements and accompanying notes. Actual results could differ from those estimates.

BASIS OF CONSOLIDATION - The consolidated financial statements include the accounts of all domestic and foreign subsidiaries. All material intercompany transactions and profits have been eliminated in the consolidated financial statements. Within the Business Segment Information, intersegment and interarea sales are recorded at fair market value.

## Page 13-18

CASH - Cash equivalents consist of short-term highly liquid investments, with a three-month or less maturity, carried at cost plus accrued interest, which are readily convertible into cash.

INVENTORIES - Inventories are stated at the lower of cost or market. The majority of domestic inventories are valued by the last-in, first-out method and the balance of the Company's inventories are valued by the first-in, first-out method.

LONG-TERM CONTRACTS - The Company enters into long-term contracts for the production of aerospace products. For financial statement purposes, sales are recorded as deliveries are made (units of delivery method of percentage-ofcompletion). Unbilled costs on these contracts are included in inventory. Progress payments are netted against the inventory balances. Provisions for estimated losses on uncompleted contracts are made in the period in which such losses are determined.

PLANT, EQUIPMENT AND DEPRECIATION - Plant and equipment are recorded at cost and are depreciated principally using the straight-line method for financial reporting purposes. Depreciation rates are based on estimated useful lives of the assets. Improvements which extend the useful life of property are capitalized, and maintenance and repairs are expensed. When property is retired or otherwise disposed of, the cost and accumulated depreciation are removed from the appropriate accounts and any gain or loss is included in current income.

INVESTMENTS AND OTHER ASSETS - Investments in joint-venture companies in which ownership is $50 \%$ or less are stated at cost plus the Company's equity in undistributed earnings. These investments and the related earnings are not material to the consolidated financial statements.

EXCESS COST OF INVESTMENTS - The excess cost of investments over net assets acquired is being amortized, on a straight-line basis, primarily over 15 years and not exceeding 40 years. Unamortized cost in excess of associated expected operating cash flows is considered to be impaired and is written down to fair value.

INCOME TAXES - Income taxes are provided based upon income for financial reporting purposes. Deferred income taxes arise from temporary differences in the recognition of income and expense for tax purposes. Tax credits and similar tax incentives are applied to reduce the provision for income taxes in the year in which the credits arise.

STOCK SPLIT - On July 10, 1997 the Company's Board of Directors authorized a 3 -shares-for-2 split of the Company's common shares, payable on September 5, 1997 to shareholders of record August 21, 1997. Shareholders' equity has been restated to give retroactive recognition to the stock split for all periods presented by reclassifying from Additional capital to Common shares the par value of the additional shares arising from the split. In addition, all references in the financial statements to number of shares, per share amounts, stock option data, and market prices of the Company's common stock have been restated.

Page 13-19
FOREIGN CURRENCY TRANSLATION - Assets and liabilities of most foreign subsidiaries are translated at current exchange rates, and income and expenses are translated using weighted average exchange rates. The effects of these translation adjustments, as well as gains and losses from certain
intercompany transactions, are reported in a separate component of Shareholders' equity. Such adjustments will affect Net income only upon sale or liquidation of the underlying foreign investments, which is not contemplated at this time. Exchange gains and losses from transactions in a currency other than the local currency of the entity involved, and translation adjustments in countries with highly inflationary economies, are included in income.

FINANCIAL INSTRUMENTS - The Company's financial instruments consist primarily of investments in cash, cash equivalents and long-term investments as well as obligations under notes payable and long-term debt. The carrying values for Cash and cash equivalents, Investments and other assets and Notes payable approximate fair value.

The Company enters into forward exchange contracts (forward contracts) and cross-currency swap agreements to reduce its exposure to fluctuations in related foreign currencies. These contracts are with major financial institutions and the risk of loss is considered remote. The Company does not hold or issue derivative financial instruments for trading purposes.

Gains or losses on forward contracts which hedge dividends from consolidated subsidiaries are accrued in Shareholders' equity. Gains or losses on forward contracts which hedge specific transactions are recognized in Net income, offsetting the underlying foreign currency gains or losses.

Cross-currency swap agreements are recorded in Long-term debt as dollardenominated receivables with offsetting foreign-currency payables. If the receivables more than offset the payables, the net difference is reclassified to an asset. Gains or losses are accrued monthly as an adjustment to Net income, offsetting the underlying foreign currency gains or losses. The differential between interest to be received and interest to be paid is accrued monthly as an adjustment to Interest expense.

In addition, the Company's foreign locations, in the ordinary course of business, enter into financial guarantees, through financial institutions, which enable customers to be reimbursed in the event of nonperformance by the Company.

The total value of open contracts and any risk to the Company as a result of the above mentioned arrangements is not material.

## 2. ACQUISITIONS

On June 4, 1997 the Company acquired the remaining 50 percent of SAES-Parker UHP Components Corp., a manufacturer of valves for ultra-pure gas used in semiconductor manufacturing. On February 3, 1997 the Company purchased Hydroflex S.A. de C.V., a leading Mexican manufacturer of hydraulic hose, fittings and adapters located in Toluca, Mexico. On September 5, 1996 the Company purchased the assets of the industrial hydraulic product line of Hydraulik-Ring AG, of Nurtingen, Germany. Total purchase price for these businesses was approximately $\$ 29.3$ million cash. Combined annual sales for these operations, for their most recent fiscal year prior to acquisition,

## Page 13-20

were approximately $\$ 52$ million.
Effective April 15, 1996 the Company acquired the aerospace assets of the Abex NWL Division of Pneumo Abex Corporation, a major international producer of aerospace hydraulic and electromechanical actuation equipment, engine thrust-reverser actuators, hydraulic pumps, and electrohydraulic servovalves headquartered in Kalamazoo, Michigan, for approximately $\$ 201$ million cash. On February 29, 1996 the Company acquired VOAC Hydraulics AB, a worldwide leader in manufacturing mobile hydraulic equipment located in Boras, Sweden for approximately $\$ 163$ million cash. Sales by these operations for their most recent fiscal year prior to acquisition approximated $\$ 366$ million.

In June 1996 the Company acquired the remaining 60 percent of Schrader Bellows Parker, S.A. de C.V., a Mexico City-based manufacturer of pneumatic and hydraulic products. On August 4, 1995 the Company purchased inventory and machinery from Teledyne Fluid Systems consisting of the Republic Valve product line, the Sprague double-diaphragm pump line and the Sprague airborne accumulator product line. On July 31, 1995 the Company purchased the assets of General Valve Corp. of Fairfield, New Jersey, a leading producer of miniature solenoid valves for high-technology applications. Total purchase price for these businesses was approximately $\$ 9.2$ million cash and 152,000 shares of common stock valued at $\$ 6.1$ million. Sales by these operations for their most recent fiscal year prior to acquisition approximated $\$ 24.8$ million.

Effective March 30, 1995 the Company acquired the assets of Figgie International's Power Systems Division, a manufacturer of hydraulic bladder accumulators and pneumatic cylinders headquartered in Rockford, Illinois. On March 3, 1995 the Company purchased the stock of Byron Valve and Machine Company, Inc. of Siloam Springs, Arkansas, a producer of distributors and flow raters. As of December 31, 1994 the Company purchased the Polyflex Schwarz Group of companies located in Germany, France and Texas, a manufacturer of reinforced high-pressure hoses, fittings and assemblies. The Company also purchased Hauser Elektronik GmbH, a producer of automation components and systems, based in Offenburg, Germany on December 31, 1994. Effective December 21, 1994 the Company sold its 49 percent interest in its Mexican joint venture, Conductores de Fluidos Parker and purchased its inventory and accounts receivable to form a new wholly-owned subsidiary,

Parker Fluid Connectors de Mexico. On October 31, 1994 the Company acquired Symetrics, Inc., a Newbury Park, California manufacturer of aerospace quickdisconnect valved couplings. On September 30, 1994 the Company acquired Chomerics, Inc., a leading producer of electromagnetic interference-shielding materials, with plants in Massachusetts, New Hampshire and the United Kingdom. On August 1, 1994 the Company acquired the Automation Division of Atlas Copco AB, a Swedish manufacturer of pneumatic components. Total purchase price for these businesses was approximately $\$ 119.3$ million cash and 108,680 shares of common stock valued at $\$ 5.1$ million. Combined annual sales for these operations, for their most recent fiscal year prior to acquisition, were approximately $\$ 200$ million.

These acquisitions were accounted for by the purchase method, and results are included as of the respective dates of acquisition.

Page 13-21

## 3. INCOME TAXES

Income taxes include the following:
199719961995

| Federal | \$ | 113,819 | \$ | 95,127 | \$ | 90,956 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Foreign |  | 27,411 |  | 29,635 |  | 23,350 |
| State and local |  | 13,587 |  | 14,897 |  | 14,631 |
| Deferred |  | $(3,989)$ |  | $(4,847)$ |  | 1,232 |
|  | \$ | 150,828 | \$ | 134,812 | \$ | 130,169 |

A reconciliation of the Company's effective income tax rate to the statutory Federal rate follows:

|  |  |  | 1996 |  |
| :--- | :---: | :---: | :---: | :---: |
| Statutory Federal income tax rate | $35.0 \%$ | $35.0 \%$ | $35.0 \%$ |  |
| State and local income taxes | 2.0 | 2.3 | 2.6 |  |
| FSC income not taxed | $(1.8)$ | $(1.1)$ | $(1.3)$ |  |
| Foreign tax rate difference | .3 | .7 | 1.0 |  |
| Recognized loss carryforwards | $(.6)$ | $(1.1)$ | $(1.8)$ |  |
| Other | .6 | .2 | 1.9 |  |
| Effective income tax rate |  | $35.5 \%$ | $36.0 \%$ | $37.4 \%$ |
| $===========================================================$ |  |  |  |  |

Deferred income taxes are provided for the temporary differences between the financial reporting basis and the tax basis of assets and liabilities. The differences comprising the net deferred taxes shown on the Consolidated Balance Sheet at June 30 were as follows:

|  | 1997 |  | 1996 |  |
| :---: | :---: | :---: | :---: | :---: |
| Postretirement benefits | \$ | 51,257 | \$ | 50,485 |
| Other liabilities and reserves |  | 61,061 |  | 50,445 |
| Long-term contracts |  | 16,349 |  | 14,870 |
| Operating loss carryforwards |  | 23,286 |  | 32,227 |
| Foreign tax credit carryforwards |  | 1,405 |  |  |
| Valuation allowance |  | $(1,768)$ |  | $(2,770)$ |
| Depreciation |  | $(63,963)$ |  | $(55,890)$ |
| Acquisitions |  | $(20,956)$ |  | $(23,549)$ |
| Inventory |  | 11,620 |  | 13,834 |
| Net deferred tax asset (liability) | \$ | 78,291 | \$ | 79,652 |
| Change in net deferred tax asset (liability) : |  |  |  |  |
| Provision for deferred tax | \$ | 3,989 | \$ | 4,847 |
| Translation adjustment |  | $(2,932)$ |  | $(2,918)$ |
| Acquisitions |  | $(2,418)$ |  | 14,179 |
| Total change in net deferred tax |  | $(1,361)$ |  | 16,108 |

At June 30, 1997, foreign subsidiaries had benefits for operating loss

> Page 13-22
carryforwards of $\$ 23,286$ for tax and $\$ 25,554$ for financial reporting, most of which can be carried forward indefinitely. Use of operating loss carryforwards and currency adjustments reduced the valuation allowance.

Non-current deferred income tax assets include an $\$ 18,707$ tax benefit for the net operating loss carryforwards of the Company's German operations. The Company has not provided a valuation allowance that would be required under Statement of Financial Accounting Standards (SFAS) No. 109 if it is more likely that these benefits would not be realized. Although future events cannot be predicted with certainty, management continues to believe these benefits will be realized because: the tax loss carryforward period is unlimited; there are several tax planning strategies that can be used to reduce the carryforward; 26 percent of the losses were due to non-recurring restructuring charges with the remainder primarily the result of the recession in Europe; and the Company's German operations are returning to profitability.

Provision has not been made for additional U.S. or foreign taxes on undistributed earnings of certain international operations as those earnings will continue to be reinvested. It is not practicable to estimate the additional taxes, including applicable foreign withholding taxes, that might be payable on the eventual remittance of such earnings.

## 4. EARNINGS PER SHARE

Earnings per share are computed using the weighted average number of shares of common stock outstanding during the year, adjusted for shares issued in acquisitions accounted for as poolings of interests and stock splits. Fully diluted earnings per share are not presented because such dilution is not material.

## 5. INVENTORIES

Inventories valued on the last-in, first-out cost method are approximately $36 \%$ in 1997 and $37 \%$ in 1996 of total inventories. The current cost of these inventories exceeds their valuation determined on the LIFO basis by $\$ 140,364$ in 1997 and $\$ 142,049$ in 1996. Progress payments of $\$ 20,728$ in 1997 and $\$ 22,810$ in 1996 are netted against inventories.

## 6. FINANCING ARRANGEMENTS

The Company has committed lines of credit totaling $\$ 450,000$ through several multi-currency unsecured revolving credit agreements with a group of banks, of which $\$ 419,555$ was available at June 30,1997 . Agreements totaling $\$ 50,000$ expire December, 1997 and the remainder expire October, 2001. The interest on borrowings is based upon the terms of each specific borrowing and is subject to market conditions. The agreements also require facility fees of up to $8 / 100$ ths of one percent of the commitment per annum. Covenants in some of the agreements include a limitation on the Company's ratio of secured debt to net tangible assets.

The Company has other lines of credit, primarily short-term, aggregating

## Page 13-23

$\$ 98,703$, from various foreign banks, of which $\$ 69,923$ was available at June 30, 1997. Most of these agreements are renewed annually.

During June 1996, the Company announced a Medium-Term Note Program and registered $\$ 300,000$ of medium-term notes of which $\$ 95,000$ were issued and outstanding at June 30, 1997 and 1996.

The Company is authorized to sell up to $\$ 400,000$ of short-term commercial paper notes, rated A-1 by Standard \& Poor's, P-1 by Moody's and D-1 by Duff \& Phelps. There were no commercial paper notes outstanding at June 30, 1997. At June 30, 1996 there were $\$ 98,400$ of commercial paper notes outstanding which were supported by the available domestic lines of credit.

Commercial paper, along with short-term borrowings from foreign banks, primarily make up the balance of Notes payable. The balance and weighted average interest rate of the Notes payable at June 30, 1997 and 1996 were $\$ 58,945$ and $5.7 \%$ and $\$ 165,597$ and $6.2 \%$, respectively.
7. DEBT

| June 30, | 1997 | 1996 |
| :---: | :---: | :---: |
| Domestic: |  |  |
| Debentures and notes |  |  |
| 10.375\%, due 1999-2018 \$ | \$ 100,000 | \$ 100,000 |
| 9.75\%, due 2002-2021 | 100,000 | 100,000 |
| 7.3\%, due 2011 | 100,000 | 100,000 |
| 9.6\%, due 1998 | 1,714 | 4,571 |
| Medium-term notes |  |  |
| 7.33\% to 7.39\%, due 2007-2010 | 95,000 | 95,000 |
| Variable rate demand bonds |  |  |
| 4.2\% to 4.25\%, due 2010-2025 | 20,035 | 15,535 |
| Industrial revenue bonds |  |  |
| 3.3\% to 5.3625\%, due 2002-2015 |  | 4,370 |
| Foreign: |  |  |
| Bank loans, including revolving credit |  |  |
| Other long-term debt, including capitalized leases | s 1,225 | 2,020 |
| Total long-term debt | 443,678 | 447,989 |
| Less long-term debt payable within one year | 10,793 | 8,192 |
| Long-term debt, net | \$ 432,885 | \$ 439,797 |

Principal amounts of long-term debt payable in the five years ending June 30, 1998 through 2002 are $\$ 10,793, \$ 10,524, \$ 10,216, \$ 7,743$, and $\$ 11,017$, respectively. The carrying value of the Company's Long-term debt (excluding
leases and cross-currency swaps) was $\$ 443,673$ and $\$ 453,661$ at June 30, 1997 and 1996, respectively, and was estimated to have a fair value of $\$ 454,689$ and $\$ 462,725$, at June 30,1997 and 1996 , respectively. The estimated fair value of the Long-term debt was estimated using discounted cash flow analyses based on the Company's current incremental borrowing rate for similar types of borrowing arrangements.

Page 13-24
LEASE COMMITMENTS - Future minimum rental commitments as of June 30, 1997, under noncancelable operating leases, which expire at various dates, are as follows: 1998-\$27,505; 1999-\$19,325; 2000-\$12,796; 2001-\$6,954; 2002\$5,900 and after 2002-\$27,343.

Rental expense in 1997, 1996 and 1995 was $\$ 33,305, \$ 29,899$, and $\$ 26,374$, respectively.

## 8. RETIREMENT BENEFITS

PENSIONS -- The Company has noncontributory defined benefit pension plans covering eligible employees, including certain employees in foreign countries. Plans for most salaried employees provide pay-related benefits based on years of service. Plans for hourly employees generally provide benefits based on flat-dollar amounts and years of service. The Company also has contractual arrangements with certain key employees which provide for supplemental retirement benefits. In general, the Company's policy is to fund these plans based on legal requirements, tax considerations, local practices and investment opportunities. The Company also sponsors defined contribution plans and participates in government-sponsored programs in certain foreign countries.

Pension costs for all plans were $\$ 22,773$, $\$ 22,514$ and $\$ 17,246$ for 1997 , 1996 and 1995, respectively. Pension costs for all defined benefit plans accounted for using SFAS No. 87, Employers' Accounting for Pensions, are as follows:
199719961995

| Service cost-benefits earned during the period | \$ | 23,715 | \$ | 20,731 | \$ | 18,801 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Interest cost on projected benefit obligation |  | 52,726 |  | 44,384 |  | 37,929 |
| Actual return on assets |  | $(89,614)$ |  | $(74,926)$ |  | $(77,321)$ |
| Net amortization and deferral |  | 33,703 |  | 30,111 |  | 35,665 |
| Net periodic pension costs | \$ | 20,530 | \$ | 20,300 | \$ | 15,074 |

For domestic plans, the weighted average discount rates and the rates of increase in future compensation levels used in determining the actuarial present value of the projected benefit obligations were $8 \%$ and $5 \%$, respectively, at June 30, 1997 and 1996. The expected long-term rate of return on assets was 9\% at June 30,1997 and 1996. For the principal foreign plans located in the United Kingdom and Germany, the weighted average discount rates used were $8 \%$ and $7 \%$, respectively, at June 30, 1997 and 1996 and the rates of increase in future compensation used were $6 \%$ and $4.5 \%$, respectively, at June 30, 1997 and 1996. The rates of return on assets used in the United Kingdom and Germany were $8.5 \%$ and $7 \%$, respectively, at June 30, 1997 and 1996.

The following tables set forth the funded status of all the plans accounted for under SFAS No. 87 and the amounts recognized in the Company's consolidated balance sheet:

| Page 13-25 <br> Assets Exc |  | $\begin{gathered} \text { Accumul } \\ 1997 \end{gathered}$ |  | $\begin{array}{r} \text { Benefits } \\ 1996 \end{array}$ |
| :---: | :---: | :---: | :---: | :---: |
| Actuarial present value of benefit obligations: Vested benefit obligation |  | $(493,681)$ | \$ | $(445,798)$ |
| Accumulated benefit obligation |  | $(510,385)$ | \$ | $(458,720)$ |
| Projected benefit obligation Plan assets at fair value |  | $\begin{gathered} (593,241) \\ 749,386 \end{gathered}$ | \$ | $\begin{gathered} (529,564) \\ 654,495 \end{gathered}$ |
| ```Projected benefit obligation less than plan assets Unrecognized net (gain) or loss Unrecognized prior service cost Unrecognized net (asset) obligation``` |  | $\begin{gathered} 156,145 \\ (61,122) \\ 15,198 \\ (16,848) \end{gathered}$ |  | $\begin{gathered} 124,931 \\ (34,822) \\ 13,361 \\ (20,164) \end{gathered}$ |
| Prepaid pension cost (pension liability) recognized | \$ | 93,373 | \$ | 83,306 |


| Actuarial present value of benefit obliga <br> Vested benefit obligation | \$ | $(79,521)$ | \$ | $(95,054)$ |
| :---: | :---: | :---: | :---: | :---: |
| Accumulated benefit obligation | \$ | $(95,707)$ | \$ | $(108,165)$ |
| Projected benefit obligation | \$ | $(121,458)$ | \$ | (127,001) |
| Plan assets at fair value |  | 18,301 |  | 22,436 |
| Projected benefit obligation in excess of plan assets |  | $(103,157)$ |  | $(104,565)$ |
| Unrecognized net (gain) or loss |  | 6,000 |  | 3,643 |
| Unrecognized prior service cost |  | 4,714 |  | 5,540 |
| Unrecognized net (asset) obligation |  | 1,794 |  | 2,247 |
| Prepaid pension cost (pension liability) recognized | \$ | $(90,649)$ | \$ | $(93,135)$ |

The majority of the underfunded plans relate to foreign and supplemental executive plans.

The plans' assets consist primarily of listed common stocks, corporate and government bonds, and real estate investments. At June 30, 1997 and 1996, the plans' assets included Company stock with market values of $\$ 21,502$ and $\$ 15,014$, respectively.

EMPLOYEE SAVINGS PLAN -- The Company sponsors an employee stock ownership plan (ESOP) as part of its existing savings and investment $401(\mathrm{k})$ plan, which is available to eligible domestic employees. Parker-Hannifin Common Stock is used to match contributions made by employees to the savings plan up to a maximum of 5 percent of an employee's annual compensation. A breakdown of shares held by the ESOP is as follows:

|  | Page 13-26 <br> 19971996 |  | 1995 |
| :---: | :---: | :---: | :---: |
| Allocated shares | 7,460,378 | 6,934,194 | 6,235,074 |
| Committed to be released |  | 60,231 | 66,548 |
| Unreleased shares |  |  | 843,267 |
| Total shares held by the ESOP | 7,460,378 | 6,994,425 | 7,144,889 |

Through June 30, 1996 the ESOP was leveraged and the loan was unconditionally guaranteed by the Company. Company contributions to the ESOP, recorded as compensation and interest expense, were $\$ 21,235$ in 1997, $\$ 18,626$ in 1996 and $\$ 17,106$ in 1995. The interest expense portion (interest on ESOP debt) was $\$ 856$ in 1996 and $\$ 1,910$ in 1995 . Dividends earned by the unallocated shares and interest income within the ESOP were used to service the ESOP debt. These were $\$ 218$ in 1996 and $\$ 793$ in 1995. ESOP shares are considered outstanding for purposes of earnings per share computations.

In addition to shares within the ESOP, as of June 30, 1997 employees have elected to invest in $2,456,367$ shares of Common Stock within the Company Stock Fund of the Parker Retirement Savings Plan.

OTHER POSTRETIREMENT BENEFITS--The Company provides postretirement medical and life insurance benefits to certain retirees and eligible dependents. Most plans are contributory, with retiree contributions adjusted annually. The plans are unfunded and pay stated percentages of covered medically necessary expenses incurred by retirees, after subtracting payments by Medicare or other providers and after stated deductibles have been met. For most plans, the Company has established cost maximums to more effectively control future medical costs. The Company has reserved the right to change or eliminate these benefit plans. Postretirement benefit costs included the following components:

|  | 1997 |  | 1996 |  | 1995 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Service cost-benefits attributed to service during the period | \$ | 3,296 | \$ | 3,515 | \$ | 3,598 |
| Interest cost on accumulated postretirement benefit obligations |  | 11,316 |  | 11,126 |  | 9,638 |
| Net amortization and deferral |  | (830) |  | (708) |  | 72 |
| Net periodic postretirement benefit costs | \$ | 13,782 | \$ | 13,933 | \$ | 13,308 |

Page 13-27
The following table reconciles the plans' combined funded status to amounts recognized in the Company's consolidated balance sheet:

| Accumulated postretirement benefit obligation: |  |  |  |
| :--- | :--- | ---: | ---: |
| Retirees | $\$$ | $(78,114)$ | $\$$ |
| Fully eligible active plan participants | $(31,019)$ | $(34,919)$ |  |
| Other active plan participants | $(40,741)$ | $(42,517)$ |  |
| Unrecognized (gain) loss | $(15,918)$ | 2,721 |  |
| Unrecognized prior service cost | 131 | 144 |  |

For measurement purposes, a $10.5 \%$ annual rate of increase in the per capita cost of covered benefits (i.e., health care cost trend rate) was assumed for 1998. The rate was assumed to decrease gradually to 6\% by 2007 and remain at that level thereafter. The health care cost trend rate assumption has a significant effect on the amounts reported. To illustrate, increasing the assumed health care cost trend rates by 1 percentage point in each year would increase the accumulated postretirement benefit obligation as of June 30,1997 by $\$ 8,161$, and the aggregate of the service and interest cost components of net periodic postretirement benefit cost for the year then ended by $\$ 772$. The weighted average discount rate used in determining the accumulated postretirement benefit obligation was 8\% at June 30, 1997 and 1996.

OTHER -- In 1995 the Company established nonqualified deferred compensation programs which permit officers, directors and certain management employees to annually elect to defer a portion of their compensation, on a pre-tax basis, until their retirement. The retirement benefit to be provided is based on the amount of compensation deferred, Company match, and earnings on the deferrals. Deferred compensation expense was $\$ 4,862, \$ 4,129$ and $\$ 2,530$ in 1997, 1996 and 1995, respectively.

The Company has invested in corporate-owned life insurance policies to assist in funding these programs. The cash surrender values of these policies are in an irrevocable rabbi trust and are recorded as assets of the Company.

> Page 13-28
9. SHAREHOLDERS' EQUITY

| COMMON SHARES |  | 1997 |  | 1996 |  | 1995 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Balance July 1 | \$ | 55,719 | \$ | 55,502 | \$ | 55,431 |
| Shares issued under stock option |  |  |  |  |  |  |
| plans (1997-432,096; 1996 - |  |  |  |  |  |  |
| 513,836; 1995-424,320) less |  |  |  |  |  |  |
| shares of stock-for-stock <br> exchange (1997 - 153,770; |  |  |  |  |  |  |
| 1996-136,686; 1995-285,834) |  | 139 |  | 189 |  | 69 |
| Shares issued for restricted stock |  | 47 |  | 28 |  |  |
| Shares issued for prior-year pooled acquisition |  |  |  |  |  | 2 |

Balance June 30 \$ $\quad$ 55,905 $\quad \$ \quad 55,719 \quad \$ \quad 55,502$
$============================================================================$

ADDITIONAL CAPITAL

| Balance July 1 | \$ | 146,686 | $\$$ | 139,953 |
| :--- | :---: | ---: | ---: | ---: |
| Shares issued under stock option |  |  |  |  |
| plans, less shares of stock-for- <br> stock exchange | 1,684 | 5,481 | 1,867 |  |
| Shares issued for purchase acquisition |  | $(176)$ | 2,641 |  |
| Shares issued as restricted stock | 2,332 | 1,428 | 287 |  |
| Shares issued for prior-year pooled |  |  | 14 |  |

Balance June 30
$=========================================================================$

RETAINED EARNINGS

| Balance July 1 | \$ | 1,160,828 | \$ | 974,486 | \$ | 806,240 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Net income |  | 274,039 |  | 239,667 |  | 218,238 |
| Cash dividends paid on common shares, net of tax benefit of ESOP shares (1997 - \$. 51 per share; 1996 - \$. 48 per share; 1995 - $\$ .45$ per share) |  | $(56,570)$ |  | $(53,325)$ |  | $(49,961)$ |
| Cash payments for fractional shares in connection with 3-for-2 stock split |  |  |  |  |  | (31) |
| Balance June 30 | \$ | 1,378,297 | \$ | 1,160,828 | \$ | 974,486 |

Page 13-29
DEFERRED COMPENSATION RELATED TO ESOP DEBT
\(\left.$$
\begin{array}{lllllll}\hline \begin{array}{l}\text { Balance July 1 } \\
\text { Reduction of ESOP debt }\end{array}
$$ \& \$ \& -- \& \$ \& (13,468) \& \$(25,697) <br>

12,229\end{array}\right]\)|  |  |  |  |  |  |
| :--- | :--- | :--- | :--- | :--- | :--- |
| Balance June 30 |  | -- |  | 13,468 |  |

| ```Balance July 1 Translation adjustments (Note 12)``` | \$ | $\begin{gathered} 20,725 \\ (48,070) \end{gathered}$ | \$ | $\begin{gathered} 35,041 \\ (14,316) \end{gathered}$ | \$ | $\begin{array}{r} 2,538 \\ 32,503 \end{array}$ |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Balance June 30 | \$ | $(27,345)$ | \$ | 20,725 | \$ | 35,041 |

COMMON STOCK IN TREASURY

| Balance July 1 | \$ | -- | \$ | $(6,703)$ | \$ | $\begin{aligned} & (7,305) \\ & (1,364) \end{aligned}$ |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Shares purchased at cost |  | $(18,690)$ |  |  |  |  |
| Shares issued under stock option plans $(1997-223,184 ; 1995-345,351)$ |  | 6,676 |  |  |  | 5,890 |
| Shares issued for purchase acquisition |  |  |  | 6,176 |  | 2,440 |
| Shares issued as restricted stock |  | 1,756 |  | 527 |  | 339 |
| Balance June 30 | \$ | $(10,258)$ | \$ | -- | \$ | -- |

ESOP LOAN GUARANTEE - During 1989, Parker established a leveraged Employee Stock Ownership Plan. A trust established under the plan borrowed $\$ 70,000$, which was unconditionally guaranteed by the Company. This loan was paid off on June 30, 1996. At June 30, 1995 the unpaid balance of the loan was recorded as Long-term debt and an equivalent amount, representing deferred compensation, was a deduction to Shareholders' equity.

## 10. STOCK INCENTIVE PLANS

EMPLOYEES' STOCK OPTIONS -- The Company's stock option and stock incentive plans provide for the granting of incentive stock options and/or nonqualified options to officers and key employees to purchase shares of common stock at a price not less than 100 percent of the fair market value of the stock on the dates options are granted. Outstanding options generally are exercisable one year after the date of grant and expire no more than ten years after grant.

The Company derives a tax deduction measured by the excess of the market value over the option price at the date nonqualified options are exercised. The related tax benefit is credited to additional capital. The Company makes no charges against capital with respect to options granted.

As permitted by SFAS No. 123, Accounting for Stock-Based Compensation, the Company continues to account for its stock option and stock incentive

Page 13-30
plans in accordance with Accounting Principles Board Opinion No. 25, Accounting for Stock Issued to Employees, and makes no charges against capital with respect to options granted. SFAS No. 123 does however require the disclosure of pro forma information regarding Net Income and Earnings per share determined as if the Company had accounted for its stock options under the fair value method. For purposes of this pro forma disclosure the estimated fair value of the options is amortized to expense over the options' vesting period.

19971996


Because the SFAS No. 123 method of accounting has not been applied to options granted prior to 1996, the above pro forma effect may not be representative of that to be expected in future years.

The fair value for all options granted in 1997 and 1996 were estimated at the date of grant using a Black-Scholes option pricing model with the following weighted-average assumptions:

|  | Jan/97 | Aug/96 | Aug/95 |
| :---: | :---: | :---: | :---: |
| Risk-free interest rate | 6.3\% | 6.4\% | 6.4\% |
| Expected life of option | 5 yrs | 5 yrs | 5 yrs |
| Expected dividend yield of stock | 2.6\% | 2.6\% | 3.0\% |
| Expected volatility of stock | 26.5\% | 26.2\% | 25.2\% |

A summary of the status and changes of shares subject to options and the related average price per share follows:

| Outstanding June 30, 1995 | 3,727,039 | \$ | 14.70 |
| :---: | :---: | :---: | :---: |
| Granted | 382,725 |  | 26.08 |
| Exercised | $(513,836)$ |  | 13.35 |
| Canceled | $(17,436)$ |  |  |
| Outstanding June 30, 1996 | 3,578,492 | \$ | 16.09 |
| Granted | 1,351,500 |  | 27.37 |
| Exercised | $(655,280)$ |  | 14.48 |
| Canceled | $(50,625)$ |  |  |
| Outstanding June 30, 1997 | 4,224,087 | \$ | 19.82 |

Page 13-31
Options exercisable and shares available for future grant on June 30:

|  | 1997 | 1996 | 1995 |
| :---: | :---: | :---: | :---: |
| Options exercisable | 2,905,887 | 3,195,767 | 2,712,965 |
| Weighted-average option price per share of options exercisable | \$ 16.41 | \$ 14.90 | \$ 12.75 |
| Weighted-average fair value of options granted during the year | \$ 7.30 | \$ 6.44 | ---- |
| Shares available for grant | 3,304,627 | 3,295,347 | 3,284,490 |

The range of exercise prices and the remaining contractual life of options as of June 30, 1997 were:

| Range of exercise prices | \$11-\$15 | \$17-\$21 | \$24-\$29 |
| :---: | :---: | :---: | :---: |
| Options outstanding: |  |  |  |
| Outstanding as of June 30, 1997 | 1,649,900 | 886,763 | 1,687,424 |
| Weighted-average remaining contractual life | 4.2 yrs | 7.4 yrs | 9.2 yrs |
| Weighted-average exercise price | \$ 12.50 | \$ 19.66 | \$ 27.07 |
| Options exercisable: |  |  |  |
| Outstanding as of June 30, 1997 | 1,649,900 | 886,763 | 369,224 |
| Weighted-average remaining contractual life | 4.2 yrs | 7.4 yrs | 8.1 yrs |
| Weighted-average exercise price | \$ 12.50 | \$ 19.66 | \$ 26.08 |

RESTRICTED STOCK -- Restricted stock was issued, under the Company's 1993 Stock Incentive Program, to certain key employees under the Company's 1994-95-96 and 1993-94-95 Long Term Incentive Plans (LTIP). Value of the payments was set at the market value of the Company's common stock on the date of issuance. Shares were earned and awarded, and an estimated value was accrued, based upon attainment of criteria specified in the LTIP over the cumulative years of the 3-year Plans. Plan participants are entitled to cash dividends and to vote their respective shares, but the shares are restricted as to transferability for three years following issuance.

| Restricted Shares for LTIP Plan | 1997 | 1996 | 1995 |
| :--- | ---: | ---: | ---: |
|  |  |  |  |
| Number of shares issued | 152,916 | 73,361 | 29,166 |
| Per share value on date of issuance | $\$ 25.36$ | $\$ 26.05$ | $\$ 18.33$ |
| Total value | $\$ 3,878$ | $\$ 1,911$ | $\$$ |
| $=============================================================================$ | 534 |  |  |

Under the Company's 1995-96-97 LTIP, a payout of 34,962 shares of restricted stock, from the Company's 1993 Stock Incentive Program, will be issued to certain key employees. The balance of the 1995-96-97 LTIP payout will be made as deferred cash compensation, as individually elected by the participants. The total payout, valued at $\$ 10,729$, which has been accrued over the three years of the plan, will be made in 1998.

Page 13-32
In addition, non-employee members of the Board of Directors have been given the opportunity to receive all or a portion of their fees in the form of restricted stock. These shares vest ratably, on an annual basis, over the term of office of the director. In 1997, 1996 and 1995, 9,923, 3,243 and 4,487 shares were issued, respectively, in lieu of directors' fees.

NON-EMPLOYEE DIRECTORS' STOCK OPTIONS -- In August, 1996, the Company adopted a stock option plan for non-employee directors to purchase shares of common stock at a price not less than 100 percent of the fair market value of the stock on the dates options are granted. All outstanding options are exercisable one year after the date of grant and expire no more than ten years after grant. As of June 30, 1997, none of the 14,250 options granted and outstanding were exercisable.

At June 30, 1997, the Company had 7,961,062 common shares reserved for issuance in connection with all of the stock incentive plans.

## 11. SHAREHOLDERS' PROTECTION RIGHTS AGREEMENT

The Board of Directors of the Company declared a dividend of one Right for each share of Common Stock outstanding on February 17, 1997 in relation to the Company's Shareholder Protection Rights Agreement. As of June 30, 1997, $111,526,170$ shares of Common Stock were reserved for issuance under this Agreement. Under certain conditions involving acquisition of or an offer for 15 percent or more of the Company's Common Stock, all holders of Rights, except an acquiring entity, would be entitled to purchase, at an exercise price of $\$ 100$, a value of $\$ 200$ of Common Stock of the Company or an acquiring entity, or at the option of the Board, to exchange each Right for one share of Common Stock. The Rights remain in existence until February 17, 2007, unless earlier redeemed (at one cent per Right), exercised or exchanged under the terms of the agreement. In the event of an unfriendly business combination attempt, the Rights will cause substantial dilution to the person attempting the merger. The Rights should not interfere with any merger or other business combination that is in the best interest of the Company and its shareholders since the Rights may be redeemed.

## 12. FOREIGN OPERATIONS

The Company's major foreign operations are located in Germany, the United Kingdom, France, Sweden, Italy and Brazil. Their business activities are conducted principally in their local currency. Net transaction and translation adjustments reduced Net income in 1997 by $\$ 1,267$, increased Net income in 1996 by $\$ 873$, and reduced Net income in 1995 by $\$ 195$. Such amounts are net of the tax benefits from monetary corrections for inflation and exclude the effect on Cost of sales resulting from valuing inventories at acquisition cost since sales price increases in each year more than offset this effect.

Net sales, Income before income taxes and Net income include the following amounts from foreign operations:


Net assets of foreign operations at June 30, 1997 and 1996 amounted to \$734,820 and $\$ 746,356$, respectively.

Accumulated undistributed earnings of foreign operations reinvested in their operations amounted to $\$ 121,871, \$ 103,059$, and $\$ 100,550$, at June 30, 1997, 1996 and 1995, respectively.

## 13. RESEARCH AND DEVELOPMENT

Research and development costs amounted to $\$ 103,155$ in 1997, $\$ 91,706$ in 1996, and $\$ 74,129$ in 1995. Customer reimbursements included in the total cost for each of the respective years were $\$ 35,986, \$ 33,018$ and $\$ 21,202$. Costs include those costs related to independent research and development as well as customer reimbursed and unreimbursed development programs.

## 14. CONTINGENCIES

The Company is involved in various litigation arising in the normal course of business, including proceedings based on product liability claims, workers' compensation claims and alleged violations of various environmental laws. The Company is self-insured in the U.S. for health care, workers' compensation, general liability and product liability up to predetermined amounts, above which third party insurance applies. The Company purchases third party product liability insurance for products manufactured by its international operations and for products that are used in aerospace applications.
Management regularly reviews the probable outcome of these proceedings, the expenses expected to be incurred, the availability and limits of the insurance coverage, and the established accruals for uninsured liabilities. While the outcome of pending proceedings cannot be predicted with certainty, management believes that any liabilities that may result from these proceedings are not reasonably likely to have a material effect on the Company's liquidity, financial condition or results of operations.

ENVIRONMENTAL - The Company is currently involved in environmental remediation at 21 manufacturing facilities presently or formerly operated by the Company and has been named as a "potentially responsible party", along with other companies, at 10 off-site waste disposal facilities.

As of June 30, 1997, the Company has a reserve of $\$ 9,635$ for environmental matters which are probable and reasonably estimable. This reserve is recorded based upon the best estimate of net costs to be incurred in light of the progress made in determining the magnitude of remediation costs, the timing and extent of remedial actions required by governmental authorities, the amount of the Company's liability in proportion to other responsible parties

Page 13-34
and any recoveries receivable. This reserve is net of $\$ 626$ for discounting, at a $7.5 \%$ annual rate, a portion of the costs at 7 locations for established treatment procedures required over periods ranging from 5 to 18 years. The Company also has an account receivable of $\$ 490$ for anticipated insurance recoveries.

The Company's estimated total liability for the above mentioned sites ranges from a minimum of $\$ 8,932$ to a maximum of $\$ 24,837$. The actual costs to be incurred by the Company will be dependent on final delineation of contamination, final determination of remedial action required, negotiations with federal and state agencies with respect to cleanup levels, changes in regulatory requirements, innovations in investigatory and remedial technology, effectiveness of remedial technologies employed, the ultimate ability to pay of the other responsible parties, and any insurance recoveries.

Page 13-35
REPORT OF MANAGEMENT

The Company's management is responsible for the integrity and accuracy of the financial information contained in this annual report. Management believes that the financial statements have been prepared in conformity with generally accepted accounting principles appropriate in the circumstances and that the other information in this annual report is consistent with those statements. In preparing the financial statements, management makes informed judgments and estimates where necessary to reflect the expected effects of events and transactions that have not been completed.

Management is also responsible for maintaining an internal control system designed to provide reasonable assurance at reasonable cost that assets are safeguarded against loss or unauthorized use and that financial records are adequate and can be relied upon to produce financial statements in accordance with generally accepted accounting principles. The system is supported by written policies and guidelines, by careful selection and training of financial management personnel and by an internal audit staff which coordinates its activities with the Company's independent accountants. To foster a strong ethical climate, the Parker Hannifin Code of Ethics is publicized throughout the Company. This addresses, among other things, compliance with all laws and accuracy and integrity of books and records. The Company maintains a systematic program to assess compliance.

Coopers \& Lybrand, L.L.P., independent accountants, are retained to conduct an audit of Parker Hannifin's consolidated financial statements in accordance with generally accepted auditing standards and to provide an independent assessment that helps ensure fair presentation of the Company's consolidated financial position, results of operations and cash flows.

The Audit Committee of the Board of Directors is composed entirely of outside directors. The Committee meets periodically with management, internal auditors and the independent accountants to discuss internal accounting controls and the quality of financial reporting. Financial management, as well as the internal auditors and the independent accountants, have full and free access to the Audit Committee.

Duane E. Collins
Duane E. Collins
President and
Chief Executive Officer

Michael J. Hiemstra
Michael J. Hiemstra
Vice President -
Finance and Administration
and Chief Financial Officer

Page 13-36
REPORT OF INDEPENDENT ACCOUNTANTS
To the Shareholders and Board of Directors
Parker Hannifin Corporation

We have audited the accompanying consolidated balance sheet of Parker Hannifin Corporation and its subsidiaries at June 30, 1997 and 1996, and the related consolidated statements of income and cash flows for each of the three years in the period ended June 30, 1997. These financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence
supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the consolidated financial position of Parker Hannifin Corporation and its subsidiaries at June 30, 1997 and 1996, and the consolidated results of their operations and their cash flows for each of the three years in the period ended June 30, 1997 in conformity with generally accepted accounting principles.

Coopers \& Lybrand L.L.P.
Cleveland, Ohio
July 31, 1997

Page 13-37
FIVE-YEAR FINANCIAL SUMMARY

<TABLE>
<CAPTION>
(Dollars in thousands, except per share amounts)

1993
\begin{tabular}{|c|c|c|c|c|c|c|c|c|c|}
\hline <S> & \multicolumn{2}{|l|}{<C>} & \multicolumn{2}{|l|}{<C>} & \multicolumn{2}{|l|}{<C>} & \multicolumn{2}{|l|}{<C>} & <C> \\
\hline Net sales & \$ & 4,091,081 & \$ & 3,586,448 & \$ & 3,214,370 & \$ & 2,576,337 & \$ \\
\hline \multicolumn{10}{|l|}{2,489,323} \\
\hline Cost of sales & & 3,152,988 & & 2,756,343 & & 2,448,264 & & 2,053,376 & \\
\hline \multicolumn{10}{|l|}{2,004,955} \\
\hline Selling, general and administrative expenses 310,765 & & 475,180 & & 425,449 & & 384,581 & & 302,668 & \\
\hline \multicolumn{10}{|l|}{} \\
\hline Impairment of long-term assets & & & & & & & & 35,483 & \\
\hline Interest expense 47,056 & & 46,659 & & 36,667 & & 30,922 & & 37,832 & \\
\hline Interest and other income, net \((5,457)\) & & \((5,623)\) & & \((8,537)\) & & \((2,335)\) & & \((3,879)\) & \\
\hline (Gain) loss on disposal of assets & & \((2,990)\) & & 2,047 & & 4,531 & & 19,635 & \\
\hline \multicolumn{10}{|l|}{1,059} \\
\hline Income taxes & & 150,828 & & 134,812 & & 130,169 & & 60,274 & \\
\hline \multicolumn{10}{|l|}{43,010} \\
\hline Income before extraordinary item 65,056 & & 274,039 & & 239,667 & & 218,238 & & 52,175 & \\
\hline Net income & & 274,039 & & 239,667 & & 218,238 & & 47,652 & \\
\hline \multicolumn{10}{|l|}{65,056} \\
\hline Earnings per share - continuing operations .60 & & 2.46 & & 2.15 & & 1.97 & & . 48 & \\
\hline Earnings per share before extraordinary item . 60 & & 2.46 & & 2.15 & & 1.97 & & . 48 & \\
\hline Earnings per share
\[
.60
\] & \$ & 2.46 & \$ & 2.15 & \$ & 1.97 & \$ & . 43 & \$ \\
\hline \multicolumn{10}{|l|}{\[
109,064
\]} \\
\hline Cash dividends per share . 427 & \$ & . 506 & \$ & . 480 & \$ & . 453 & \$ & . 436 & \$ \\
\hline \multicolumn{9}{|l|}{\[
46,121
\]} & \$ \\
\hline Net income as a percent of net sales 2.6\% & & 6.7\% & & 6.7\% & & 6.8\% & & 1.8\% & \\
\hline Return on average assets 3.3\% & & 9.3\% & & 9.2\% & & 10.3\% & & 2.5\% & \\
\hline Return on average equity 7.0\% & & 18.7\% & & 18.6\% & & 20.2\% & & 5.0\% & \\
\hline Book value per share 8.53 & \$ & 13.87 & \$ & 12.42 & \$ & 10.73 & \$ & 8.78 & \$ \\
\hline Current assets & & 1,499,561 & & 1,402,124 & & 1,246,382 & & 1,031,308 & \\
\hline 1,056,443 & & & & & & & & & \\
\hline Current liabilities 468,254 & & 716,011 & & 766,882 & & 652,621 & & 504,444 & \\
\hline Working capital & \$ & 783,550 & \$ & 635,242 & \$ & 593,761 & \$ & 526,864 & \$ \\
\hline 588,189 & & & & & & & & & \\
\hline Ratio of current assets to current liabilities 2.3 & & 2.1 & & 1.8 & & 1.9 & & 2.0 & \\
\hline
\end{tabular}

Plant and equipment, net
736,056
Total assets
1,963,590
Long-term debt
378,476
Shareholders' equity
932,900
Debt to debt-equity percent
33.3\%
\$ 1,020,743
\$
991,777 \$
\$ 815,771
\(\$\)
717,300
1,925,744
\(2,887,124\)
2,302,209
439,797
237,157
257,259
\$ 1,383,958
\$ 1,191,514
\(21.9 \%\)
\(22.7 \%\)


Shares and per share amounts have been adjusted for the 3 -shares-for- 2 common stock split paid September 5, 1997.
<FN>
(a) Includes an extraordinary item for the early retirement of debt.
</FN>
</TABLE>
> Exhibit $(21)^{*}$ to Report
> on Form $10-K$ for Fiscal
> Year Ended June 30 , 1997
> by Parker-Hannifin Corporation

The Company has the following subsidiaries:
Domestic Subsidiaries

| estic Subsidiaries |  |  |
| :---: | :---: | :---: |
| Name | Incorporated | Percentage <br> Owned (1) |
| iPower Distribution Group Inc. | Ohio | 100 |
| Parker AIP Corp. | Delaware | 100 |
| Parker de Puerto Rico, Inc. | Delaware | 100 |
| Parker Finance Corp. | Delaware | 100 (2) |
| Parker-Hannifin Asia Pacific Co., Ltd. | Delaware | 100 (3) |
| Parker-Hannifin International Corp. | Delaware | 100 |
| Parker Intangibles Inc. | Delaware | 100 |
| Parker Properties Inc. | Delaware | 100 |
| Parker Services Inc. | Delaware | 100 |
| Travel 17325 Inc. | Delaware | 100 |
| Foreign Subsidiaries |  |  |
| Abex Japan Ltd. | Japan | 100(4) |
| Acadia International Insurance Limited | Ireland | 100 |
| Alenco (Holdings) Limited | United Kingdom | 100 (3) |
| Brownsville Rubber Co., S.A. de C.V. | Mexico | 100 |
| Ermeto Productie Maatschappij B.V. | Netherlands | 100 (5) |
| N. V. Parker-Hannifin S.A. | Belgium | 100 (6) |
| $\mathrm{P}-\mathrm{H}$ do Brasil Comercial Ltda. | Brazil | 100 (3) |
| PH Finance Limited | United Kingdom | 100 (7) |
| Parker Automotive de Mexico S.A. de C.V. | Mexico | 100 |
| Parker Enzed (N.Z.) Limited | New Zealand | 100 (3) |
| Parker Enzed (Australia) Pty. Ltd. | Australia | 100 (8) |
| Parker Enzed Equipment (Australia) Pty. Ltd. | Australia | 100 (8) |
| Parker Enzed Technologies Pty. Ltd. | Australia | 100 (8) |
| Parker Ermeto GmbH | Austria | 100 (9) |
| Parker Fluid Connectors de Mexico S.A. de C.V. | Mexico | 100 (10) |
| Parker Lucifer S.A. | Switzerland | 100 |
| Parker Seal de Baja S.A. de C.V. | Mexico | 100 |
| Parker Seals S.p.A. | Italy | 100 (11) |
| Parker Sistemas de Automatizacion S.A. de C.V. | Mexico | 100 |
| Parker Zenith S.A. de C.V. | Mexico | 100 (10) |
| Parker Hannifin (Africa) Pty. Ltd. | South Africa | 100 |
| Parker Hannifin Argentina SAIC | Argentina | 100 |
| Parker Hannifin A/S | Norway | 100 (12) |
| Parker Hannifin (Australia) Pty. Ltd. | Australia | 100 (3) |
| Parker Hannifin B.V. | Netherlands | 100 (17) |
| Parker Hannifin (Canada) Inc. | Canada | 100 (3) |
| Parker Hannifin Danmark A/S | Denmark | 100 |
| Parker Hannifin de Venezuela, C.A. | Venezuela | 100 (3) |
| Parker Hannifin (Espana) SA | Spain | 100 (3) |
| Parker Hannifin Finance B.V. | Netherlands | 100(6) |
| Parker Hannifin Foreign Sales Corp. | Guam | 100 (3) |
| Parker Hannifin GmbH | Germany | 100 (3) |
| Parker Hannifin Hong Kong Limited | Hong Kong | 100 (13) |
| Parker Hannifin Industria e Comercio Ltda. | Brazil | 100 (14) |
| Parker Hannifin Japan Ltd. | Japan | 100 |
| Parker Hannifin Korea Ltd. | Korea | 100 (3) |
| Parker Hannifin Motion \& Control (Shanghai) Co. Ltd. | China | 100 |
| Parker Hannifin Naarden B.V. | Netherlands | 100 (6) |
| Parker Hannifin AG | Switzerland | 100 (9) |
| Parker Hannifin (N.Z.) Ltd. | New Zealand | 100 |
| Parker Hannifin Oy | Finland | 100 |
| Parker Hannifin plc | United Kingdom | 100 (12) |
| Parker Hannifin S.A. | France | 100 |
| Parker Hannifin S.p.A. | Italy | 100 |
| Parker Hannifin Sp. z.o.o. | Poland | 100 |
| Parker Hannifin s.r.o. | Czech Republic | 100 (3) |
| Parker-Hannifin Singapore Pte. Ltd. | Singapore | 100 |
| Parker Hannifin Sweden AB | Sweden | 100 |
| Parker Hannifin Taiwan Ltd. | Taiwan | 100 |
| Parker Hannifin Thailand Co., Ltd. | Thailand | 100 |
| Parker Hannifin Thailand (1997) Co., Ltd. | Thailand | 100 (15) |
| Parker Hannifin Verwaltungs GmbH | Germany | 100 (9) |
| Hydroflex S.A. de C.V. | Mexico | 100 (10) |
| Schrader Bellows Parker de Mexico S.A. de C.V. | Mexico | 100 (10) |
| VOAC Hydraulics S.A. | Spain | 100 (16) |

Excludes directors' qualifying shares
Owned $100 \%$ by Parker de Puerto Rico, Inc.
Owned $100 \%$ by Parker-Hannifin International Corp.
Owned 100\% by Parker Hannifin Japan Ltd.
Owned 100\% by Parker-Hannifin Naarden B.V.
Owned 100\% by Parker Hannifin B.V.
Owned 100\% by Parker Hannifin plc
Owned $100 \%$ by Parker-Hannifin (Australia) Pty. Ltd.
Owned 100\% by Parker Hannifin GmbH
Owned $100 \%$ by Parker Sistemas de Automatizacion S.A. de C.V.
Owned 100\% by Parker-Hannifin S.P.A.
Owned $100 \%$ by Alenco (Holdings) Limited
Owned 99.99\% by Parker-Hannifin Corporation and . $01 \%$ by ParkerHannifin International Corp.
Owned $37.5 \%$ by $P-H$ do Brasil Comercial Ltda. and $62.5 \%$ by ParkerHannifin International Corp.
Owned 51\% by Parker Hannifin Thailand Co., Ltd. and 49\% by ParkerHannifin Corporation
Owned $100 \%$ by Parker Hannifin (Espana) S.A.
Owned $77.52 \%$ by Parker Hannifin International Corp. and $22.48 \%$ by Parker AIP Corp.

All of the foregoing subsidiaries are included in the Company's consolidated financial statements. In addition to the foregoing, the Company owns three inactive or name holding companies.
*Numbered in accordance with Item 601 of Regulation $S-K$.

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                        Exhibit (25)* to Report
                    on Form 10-K for Fiscal
                    Year Ended June 30, 1997
by Parker-Hannifin Corporation
```

Power of Attorney

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            *Numbered in accordance with Item 601 of Regulation S-K.
Securities and Exchange Commission
Washington, D.C. }2054
```

                    Re: Parker-Hannifin Corporation
    Commission File No. 1-4982
Annual Report on Form $10-\mathrm{K}$
Authorized Representatives

Gentlemen:

Parker-Hannifin Corporation (the "Company") is the issuer of Securities registered under Section $12(\mathrm{~b})$ of the Securities Exchange Act of 1934 (the "Act"). Each of the persons signing his name below confirms, as of the date appearing opposite his signature, that each of the following "Authorized Representatives" is authorized on his behalf to sign and to submit to the Securities and Exchange Commission Annual Reports on Form $10-\mathrm{K}$ and amendments thereto as required by the Act:

Authorized Representatives
Duane E. Collins
Michael J. Hiemstra
Dennis W. Sullivan
Joseph D. Whiteman
Each person so signing also confirms the authority of each of the Authorized Representatives named above to do and perform, on his behalf, any and all acts and things requisite or necessary to assure compliance by the signing person with the Form $10-\mathrm{K}$ filing requirements. The authority confirmed herein shall remain in effect as to each person signing his name below until such time as the Commission shall receive from such person a written communication terminating or modifying the authority.


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<TABLE> <S> <C>
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<ARTICLE> 5
<LEGEND
THIS SCHEDULE CONTAINS SUMMARY FINANCIAL INFORMATION EXTRACTED FROM
PARKER-HANNIFIN CORPORATION'S REPORT ON FORM IO-K FOR ITS FISCAL YEAR
ENDED JUNE 30, 1997 AND IS QUALIFIED IN ITS ENTIRETY BY REFERENCE TO
SUCH FINANCIAL STATEMENTS.

<MULTIPLIER> 1, 000

