## UNITED STATES

SECURITIES AND EXCHANGE COMMISSION
WASHINGTON, D.C. 20549

## FORM 8-K

## CURRENT REPORT

PURSUANT TO SECTION 13 OR 15(d) OF THE
SECURITIES EXCHANGE ACT OF 1934
Date of report (Date of earliest event reported): January 20, 2004

## PARKER-HANNIFIN CORPORATION

(Exact Name of Registrant as Specified in Charter)
Ohio
(State or Other
Jurisdiction of Incorporation)

6035 Parkland Blvd.

## 1-4982 <br> (Commission <br> File Number)

34-0451060 (IRS Employer Identification No.)

44124-4141

Registrant's telephone number, including area code: (216) 896-3000

## Item 9. Regulation FD Disclosure

## Item 12. Disclosure of Results of Operations and Financial Condition

The following information is furnished pursuant to Item 9, "Regulation FD Disclosure" and Item 12, "Disclosure of Results of Operations and Financial Condition".
On January 20, 2004, Parker-Hannifin Corporation issued a press release and presented a Webcast announcing earnings for the quarter ended December 31, 2003. A copy of the press release is filed as Exhibit 99.1 to this report. A copy of the Webcast presentation is filed as Exhibit 99.2 to this report.

## EXHIBIT INDEX

99.1 Press release issued by Parker-Hannifin Corporation, dated January 20, 2004.

## SIGNATURE

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned, hereunto duly authorized.

## PARKER-HANNIFIN CORPORATION

By: /s/ Timothy K. Pistell

Timothy K. Pistell
Vice President Finance and Administration and Chief Financial Officer

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Stock Symbol: PH - NYSE

## PARKER'S FISCAL Q2 NET INCOME UP 49 PERCENT; CASH FLOW REMAINS STRONG

Cleveland, Ohio: January 20, 2004 - Parker Hannifin Corporation (NYSE: PH) today reported a 49-percent increase in fiscal second-quarter net income to $\$ 55.8$ million, or 47 cents per diluted share, on sales of $\$ 1.62$ billion for the period ended December 31, 2003. For the same period last year, the company reported quarterly net income of $\$ 37.6$ million, or 32 cents per diluted share on sales of $\$ 1.52$ billion.
"This quarter's results come from improved volume, combined with solid operating performance as we see the benefits from our strategic financial performance initiatives," said Parker CEO Don Washkewicz. "All of the company's operating segments recorded year-over-year margin improvement except Aerospace, which still achieved a doubledigit operating margin."

Leading the gain was the North American Industrial segment, which improved operating margin to 7.5 percent on a five percent increase in sales. The company noted improved strength in construction, heavy-duty truck and semiconductor markets. International Industrial units increased sales 18.1 percent (attributed mostly to currency rate changes) and operating margin was 6.7 percent.

In the company's Climate \& Industrial Controls segment (previously included in the "Other" segment), second-quarter sales were relatively flat while operating margin increased to 7.2 percent.

In Aerospace, sales were 1.2 percent lower and operating margin was 11.3 percent.
In the "Other" segment, comprised of Wynn Specialty Chemicals and Astron metal buildings, sales were 11.4 percent higher than the prior year second quarter (mostly the result of currency rate changes) and operating margin improved to 7.0 percent.

## Year-to-Date Results

For the first six months of fiscal 2004, the company recorded net income of $\$ 112.5$ million, or 95 cents per diluted share on sales of $\$ 3.21$ billion. Net income is up 14.1 percent over last year's $\$ 98.5$ million, or 84 cents per diluted share on sales of $\$ 3.10$ billion.

The company again noted strong cash flow from operations of $\$ 378.2$ million, or 12 percent of sales, and will continue to look for growth opportunities, as evidenced by its recent tender offer for shares of Denison International plc, which is expected to close in the third fiscal quarter.
"Acquisitions are still an important part of our accelerated growth plan," said Washkewicz. "We're very excited about Denison's solid, profitable performance in Europe and significant presence in Asia, especially in China. We look forward to adding the Denison product line to Parker's and expanding our total systems capabilities."

Outlook
For the second half of fiscal-year 2004, the company said it expects sales in the Industrial and Other segments to increase modestly, with continued profitability improvements. Sales and margins are expected to be down slightly in the Climate \& Industrial Controls segment. In Aerospace, the company said sales should stabilize, but it did not expect near-term margins to improve without a corresponding improvement in aftermarket volume.
"While we are pleased to see some improvement in this quarter's operating performance and in recent order trends, we remain hopeful market conditions will continue to improve," said Washkewicz. "Our balance sheet is getting healthier and we're staying focused on our Win Strategy to drive growth, profitability and cash flow."

NOTICE OF CONFERENCE CALL: Parker Hannifin's conference call and slide presentation to discuss its fiscal second-quarter results is available to all interested parties via live webcast today at 10:00 a.m. ET, on the company's investor information web site, www.phstock.com. To access the call, click on the "Live Webcast" link. From this link, users also may complete a pre-call system test and register for e-mail notification of future events and information available from Parker. The call will be archived on the site for two weeks.

With annual sales exceeding $\$ 6$ billion, Parker Hannifin is the world's leading diversified manufacturer of motion and control technologies and systems, providing precisionengineered solutions for a wide variety of commercial, mobile, industrial and aerospace markets. The company employs more than 46,000 people in 44 countries around the world. For more information, visit the company's web site at www.parker.com, or its investor information site atwww.phstock.com

Forward-looking statements contained in this and other written and oral reports are made based on known events and circumstances at the time of release, and as such, are subject in the future to unforeseen uncertainties and risks. All statements regarding future performance, earnings projections, events or developments are forward-looking statements. It is possible that the future performance and earnings projections of the company and individual segments may differ materially from current expectations, depending on economic conditions within both its industrial and aerospace markets, and the company's ability to achieve anticipated benefits associated with announced realignment activities, strategic initiatives to improve operating margins, and growth initiatives. A change in economic conditions in individual markets may have a particularly volatile effect on segment results. Among the other factors which may affect future performance are: changes in business relationships with and purchases by or from major customers or suppliers, including delays or cancellations in shipments; uncertainties surrounding timing, successful completion or integration of acquisitions; threats associated with and efforts to combat terrorism; competitive market conditions and resulting effects on sales and pricing; increases in raw-material costs that cannot be recovered in product pricing; and global economic factors, including currency exchange rates, difficulties entering new markets and general economic conditions such as interest rates. The company makes these statements as of the date of this disclosure, and undertakes no obligation to update them.
\# \# \#

## PARKER HANNIFIN CORPORATION—DECEMBER 31, 2003

## CONSOLIDATED STATEMENT OF INCOME



## BUSINESS SEGMENT INFORMATION BY INDUSTRY

| (Unaudited) <br> (Dollars in thousands) | Three Months Ended December 31, |  |  |  | Six Months Ended December 31, |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2003 |  | 2002 |  | 2003 |  | 2002 |  |
| Net sales |  |  |  |  |  |  |  |  |
| Industrial: |  |  |  |  |  |  |  |  |
| North America | \$ | 703,071 | \$ | 669,905 | \$ | 1,388,412 | \$ | 1,397,482 |
| International |  | 441,605 |  | 373,921 |  | 863,663 |  | 739,580 |
| Aerospace |  | 271,973 |  | 275,400 |  | 538,806 |  | 552,721 |
| Climate \& Industrial Controls |  | 144,697 |  | 144,403 |  | 300,647 |  | 309,141 |
| Other |  | 59,675 |  | 53,572 |  | 116,411 |  | 104,181 |
|  |  |  |  |  |  |  |  |  |
| Total | \$ | 1,621,021 | \$ | 1,517,201 | \$ | 3,207,939 | \$ | 3,103,105 |
|  |  |  |  |  |  |  |  |  |
| Segment operating income |  |  |  |  |  |  |  |  |
| Industrial: |  |  |  |  |  |  |  |  |
| North America | \$ | 52,869 | \$ | 27,423 | \$ | 99,476 | \$ | 78,468 |
| International |  | 29,602 |  | 22,321 |  | 60,901 |  | 48,967 |
| Aerospace |  | 30,823 |  | 42,651 |  | 64,778 |  | 85,184 |
| Climate \& Industrial Controls |  | 10,459 |  | 9,965 |  | 27,973 |  | 24,977 |
| Other |  | 4,162 |  | 2,480 |  | 9,896 |  | 6,312 |
|  |  |  |  |  |  |  |  |  |
| Total segment operating income | \$ | 127,915 | \$ | 104,840 | \$ | 263,024 | \$ | 243,908 |
| Corporate general and administrative expenses |  | 25,164 |  | 19,395 |  | 48,126 |  | 39,493 |
| Income from operations before interest expense and other |  | 102,751 |  | 85,445 |  | 214,898 |  | 204,415 |
| Interest expense |  | 17,342 |  | 19,356 |  | 39,122 |  | 39,050 |
| Other expense |  | 4,038 |  | 8,043 |  | 9,792 |  | 15,628 |
| Income before income taxes | \$ | 81,371 | \$ | 58,046 | \$ | 165,984 | \$ | 149,737 |

Note: Certain prior period amounts have been reclassified to conform to the current year presentation.

## CONSOLIDATED BALANCE SHEET



# Parker Hannifin Corporation 

> Quarterly Earnings Release $2^{\text {nd }}$ Quarter FY 2004

January 20, 2004

Possible.

## Forward Looking Statements

## Forward-Looking Statements:

Forward-looking statements contained in this and other written and oral reports are made based on known events and circumstances at the time of release, and as such, are subject in the future to unforeseen uncertainties and risks. All statements regarding future performance, earnings projections, events or developments are forward-looking statements. It is possible that the future performance and earnings projections of the company and individual segments may differ materially from current expectations, depending on economic conditions within both its industrial and aerospace markets, and the company's ability to achieve anticipated benefits associated with announced realignment activities, strategic initiatives to improve operating margins, and growth initiatives. A change in economic conditions in individual markets may have a particularly volatile effect on segment results. Among the other factors which may affect future performance are: changes in business relationships with and purchases by or from major customers or suppliers, including delays or cancellations in shipments; uncertainties surrounding timing, successful completion or integration of acquisitions; threats associated with and efforts to combat terrorism; competitive market conditions and resulting effects on sales and pricing; increases in raw-material costs that cannot be recovered in product pricing; and global economic factors, including currency exchange rates, difficulties entering new markets and general economic conditions such as interest rates. The company makes these statements as of the date of this disclosure, and undertakes no obligation to update them.

## Today's Agenda

> EPS
> Acquisition/Divestiture Update
> Financial Results
Fiscal Year 2004 Outlook
Questions \& Answers

## Non-GAAP Financial Measure

This presentation reconciles sales amounts reported in accordance with U.S. GAAP to sales amounts adjusted to remove the effects of acquisitions and divestitures made within the prior four quarters as well as the effects of currency exchange rates on sales. The effects of acquisitions and divestitures and currency exchange rates are removed to allow investors and the company to meaningfully evaluate changes in sales on a comparable basis from period to period.

## EPS - $2^{\text {nd }}$ Quarter



Note: FY04 2Q EPS was reduced by $\$ 0.02$ for business realignment charges. FY03 2Q EPS was reduced by $\$ 0.03$ for business realignment charges and $\$ 0.02$ for an equity investment

## adjustment.

Possible:

## EPS - YTD as of December 31, 2003



Note: FY04 EPS was reduced by $\$ 0.06$ for business realignment charges. FY03 EPS was reduced by $\$ 0.04$ for business realignment charges and $\$ 0.02$ for an equity investment
adjustment.

## Acquisitions/Divestitures

| Name | Date | Sales | Description |
| :---: | :---: | :---: | :---: |
| Denison International | Pending | \$180M | ic pumps \& motors |

## Sales - $2^{\text {nd }}$ Quarter

|  | FY 2004 | FY 2003 |
| :---: | :---: | :---: |
| Sales | \$1,621.0 | \$1,517.2 |
| \% change | 6.8\% |  |
| Sales from acquisitions \& divestitures | \$8.4 | \$6.0 |
| Sales without acquisitions \& divestitures | \$1,612.6 | \$1,511.2 |
| \% change | 6.7\% |  |
| Currency effects | \$79.0 |  |
| Sales without acquisitions, divestitures \& currency | \$1,533.6 | \$1,511.2 |
| \% change | 1.5\% |  |

## Income Statement - $2^{\text {nd }}$ Quarter

|  | FY 2004 |  |  | FY 2003 |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | \% of Sales |  | Business <br> Realignment |  | of Sales | Business Realignment \& Equity Adj. |
| Net sales | \$1,621.0 | 100.0\% |  | \$1,517.2 | 100.0\% |  |
| Cost of sales | 1,331.6 | 82.1\% | \$3.5 | 1,258.8 | 83.0\% | \$4.7 |
| Gross profit | 289.4 | 17.9\% | (3.5) | 258.4 | 17.0\% | (4.7) |
| S, G \& A | 190.1 | 11.7\% | 0.1 | 177.1 | 11.7\% | 2.6 |
| Other income (deductions) |  |  |  |  |  |  |
| Interest expense | (17.3) | -1.1\% | 0.0 | (19.4) | -1.3\% | 0.0 |
| Interest \& other income | (0.6) | 0.0\% | 0.0 | (3.8) | -0.3\% | 0.0 |
|  | (17.9) | -1.1\% | 0.0 | (23.2) | -1.5\% | 0.0 |
| Income before taxes | 81.4 | 5.0\% | (3.6) | 58.1 | 3.8\% | (7.3) |
| Income taxes | 25.6 | 1.6\% | (1.2) | 20.5 | 1.4\% | (1.7) |
| Net income | \$55.8 | 3.4\% | (\$2.4) | \$37.6 | 2.5\% | (\$5.6) |

* Business realignment primarily includes severance costs and costs related to the consolidation of manufacturing product lines.


## Sales - YTD

|  | FY 2004 | FY 2003 |
| :---: | :---: | :---: |
| Sales | \$3,207.9 | \$3,103.1 |
| \% change | 3.4\% |  |
| Sales from acquisitions \& divestitures | \$13.4 | \$10.6 |
| Sales without acquisitions \& divestitures | \$3,194.5 | \$3,092.5 |
| \% change | 3.3\% |  |
| Currency effects | \$136.4 |  |
| Sales without acquisitions, divestitures \& currency | \$3,058.1 | \$3,092.5 |
| \% change | -1.1\% |  |

## Income Statement - YTD

|  | FY 2004 |  |  | FY 2003 |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | \% of Sales |  | Business <br> Realignment | \% of Sales |  | Business Realignment \& Equity Adj. |
| Net sales | \$3,207.9 | 100.0\% |  | \$3,103.1 | 100.0\% |  |
| Cost of sales | 2,630.4 | 82.0\% | \$10.4 | 2,558.7 | 82.5\% | \$6.2 |
| Gross profit | 577.5 | 18.0\% | (10.4) | 544.4 | 17.5\% | (6.2) |
| S, G \& A | 370.3 | 11.5\% | 0.2 | 353.4 | 11.4\% | 3.5 |
| Other income (deductions) |  |  |  |  |  |  |
| Interest expense | (39.1) | -1.2\% | 0.0 | (39.1) | -1.3\% | 0.0 |
| Interest \& other income | (2.1) | -0.1\% | (0.2) | (2.2) | -0.1\% | 0.0 |
|  | (41.2) | -1.3\% | (0.2) | (41.3) | -1.3\% | 0.0 |
| Income before taxes | 166.0 | 5.2\% | (10.8) | 149.7 | 4.8\% | (9.7) |
| Income taxes | 53.5 | 1.7\% | (3.6) | 51.2 | 1.6\% | (2.4) |
| Net income | \$112.5 | 3.5\% | (\$7.2) | \$98.5 | 3.2\% | (\$7.3) |

* Business realignment primarily includes severance costs and costs related to the consolidation of manufacturing product lines.


## Industrial North America

|  | FY 2004 |  | FY 2003 |  |
| :---: | :---: | :---: | :---: | :---: |
|  | 2nd Qtr | YTD | 2nd Qtr | YTD |
| Sales |  |  |  |  |
| As reported | \$703.1 | \$1,388.4 | \$669.9 | \$1,397.5 |
| \% change | 5.0\% | -0.7\% |  |  |
| Acquisitions | \$5.3 | \$9.9 | \$0.0 | \$0.0 |
| without Acquisitions | \$697.8 | \$1,378.5 | \$669.9 | \$1,397.5 |
| \% change | 4.2\% | -1.4\% |  |  |
| Currency effects | \$4.7 | \$7.8 | \$0.0 | \$0.0 |
| without Acquisitions \& Currency | \$693.1 | \$1,370.7 | \$669.9 | \$1,397.5 |
| \% change | 3.5\% | -1.9\% |  |  |
| Operating Margin |  |  |  |  |
| As reported | \$52.9 | \$99.5 | \$27.4 | \$78.5 |
| \% of sales | 7.5\% | 7.2\% | 4.1\% | 5.6\% |
| Business realignment | \$2.6 | \$6.3 | \$2.1 | \$2.9 |

## Industrial Rest of World

|  | FY 2004 |  | FY 2003 |  |
| :---: | :---: | :---: | :---: | :---: |
|  | 2nd Qtr | YTD | 2nd Qtr | YTD |
| Sales |  |  |  |  |
| As reported | \$441.6 | \$863.7 | \$373.9 | \$739.6 |
| \% change | 18.1\% | 16.8\% |  |  |
| Acquisitions | \$3.1 | \$3.6 | \$0.0 | \$0.0 |
| without Acquisitions | \$438.5 | \$860.1 | \$373.9 | \$739.6 |
| \% change | 17.3\% | 16.3\% |  |  |
| Currency effects | \$60.7 | \$105.1 | \$0.0 | \$0.0 |
| without Acquisitions \& Currency | \$377.8 | \$755.0 | \$373.9 | \$739.6 |
| \% change | 1.0\% | 2.1\% |  |  |
| Operating margin |  |  |  |  |
| As reported | \$29.6 | \$60.9 | \$22.3 | \$48.9 |
| \% of sales | 6.7\% | 7.1\% | 6.0\% | 6.6\% |
| Business realignment | \$0.2 | \$3.3 | \$2.2 | \$3.0 |

## Aerospace

|  | FY 2004 |  | FY 2003 |  |
| :---: | :---: | :---: | :---: | :---: |
|  | 2nd Qtr | YTD | 2nd Qtr | YTD |
| Sales |  |  |  |  |
| As reported | \$271.9 | \$538.8 | \$275.4 | \$552.7 |
| \% change | -1.3\% | -2.5\% |  |  |
| Acquisitions/Divestitures | \$0.0 | \$0.0 | \$6.0 | \$10.6 |
| without Acquisitions/Divestitures | \$271.9 | \$538.8 | \$269.4 | \$542.1 |
| \% change | 0.9\% | -0.6\% |  |  |
| Currency effects | \$1.8 | \$3.3 | \$0.0 | \$0.0 |
| without Acquisitions \& Currency | \$270.1 | \$535.5 | \$269.4 | \$542.1 |
| \% change | 0.3\% | -1.2\% |  |  |
| Operating margin |  |  |  |  |
| As reported | \$30.8 | \$64.8 | \$42.7 | \$85.2 |
| \% of sales | 11.3\% | 12.0\% | 15.5\% | 15.4\% |
| Business realignment | \$0.0 | \$0.1 | \$0.5 | \$0.9 |
| Divestiture |  |  | (\$1.0) | (\$0.8) |

## Climate \& Industrial Controls

| Sales | 2nd Qtr | YTD | 2nd Qtr | YTD |
| :---: | :---: | :---: | :---: | :---: |
|  | \$144.7 | \$300.7 | \$144.4 | \$309.1 |
| As reported |  |  |  |  |
| \% change | 0.2\% | -2.7\% |  |  |
| Acquisitions | \$0.0 | \$0.0 | \$0.0 | \$0.0 |
| without Acquisitions | \$144.7 | \$300.7 | \$144.4 | \$309.1 |
| \% change | 0.2\% | -2.7\% |  |  |
| Currency effects | \$3.9 | \$6.6 | \$0.0 | \$0.0 |
| without Acquisitions \& Currency | \$140.8 | \$294.1 | \$144.4 | \$309.1 |
| \% change | -2.5\% | -4.9\% |  |  |
| Operating margin | \$10.4 | \$28.0 | \$10.0 | \$25.0 |
| As reported |  |  |  |  |
| \% of sales | 7.2\% | 9.3\% | 6.9\% | 8.1\% |
| Business realignment | \$0.3 | \$0.4 | \$0.3 | \$0.3 |

## Other

|  | FY 2004 |  | FY 2003 |  |
| :---: | :---: | :---: | :---: | :---: |
|  | 2nd Qtr | YTD | 2nd Qtr | YTD |
| Sales |  |  |  |  |
| As reported | \$59.7 | \$116.4 | \$53.6 | \$104.2 |
| \% change | 11.4\% | 11.7\% |  |  |
| Acquisitions | \$0.0 | \$0.0 | \$0.0 | \$0.0 |
| without Acquisitions | \$59.7 | \$116.4 | \$53.6 | \$104.2 |
| \% change | 11.4\% | 11.7\% |  |  |
| Currency effects | \$7.7 | \$13.6 | \$0.0 | \$0.0 |
| without Acquisitions \& Currency | \$52.0 | \$102.8 | \$53.6 | \$104.2 |
| \% change | -3.0\% | -1.3\% |  |  |
| Operating margin |  |  |  |  |
| As reported | \$4.2 | \$9.9 | \$2.5 | \$6.3 |
| \% of sales | 7.0\% | 8.5\% | 4.7\% | 6.0\% |
| Business realignment | \$0.4 | \$0.4 | \$0.0 | \$0.0 |

## Balance Sheet

## Assets

| as of December 31 | 2003 |  | 2002 |  | Change |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Assets |  |  |  |  |  |  |
| Current Assets: |  |  |  |  |  |  |
| Cash and cash equivalents | \$ | 138.0 | \$ | 35.3 | \$ | 102.7 |
| Accounts receivable, net |  | 926.4 |  | 898.9 |  | 27.5 |
| Inventories |  | 999.8 |  | 1,058.6 |  | (58.8) |
| Prepaid exepenses |  | 39.6 |  | 41.3 |  | (1.7) |
| Deferred income taxes |  | 103.1 |  | 87.5 |  | 15.6 |
| Total current assets | \$ | 2,206.9 | \$ | 2,121.6 | \$ | 85.3 |
| Plant \& equipment, net |  | 1,632.8 |  | 1,674.8 |  | (42.0) |
| Goodwill |  | 1,140.1 |  | 1,079.8 |  | 60.3 |
| Intangible assets, net |  | 60.6 |  | 54.5 |  | 6.1 |
| Other assets |  | 759.1 |  | 660.5 |  | 98.6 |
| Total assets | \$ | 5,799.5 | \$ | 5,591.2 | \$ | 208.3 |

Possible.

## Balance Sheet

## Liabilities \& Shareholders' Equity

| as of December 31 | 2003 |  | 2002 |  | Change |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Liabilities and shareholders' equity |  |  |  |  |  |  |
| Current liabilities: |  |  |  |  |  |  |
| Notes payable | \$ | 36.1 | \$ | 580.8 | \$ | (544.7) |
| Accounts payable |  | 444.1 |  | 371.8 |  | 72.3 |
| Accrued liabilities |  | 447.7 |  | 409.1 |  | 38.6 |
| Accrued domestic and foreign taxes |  | 88.0 |  | 55.0 |  | 33.0 |
| Total current liabilities | \$ | 1,015.9 | \$ | 1,416.7 | \$ | (400.8) |
| Long-term debt |  | 975.2 |  | 773.7 |  | 201.5 |
| Pension and other postretirement benefits |  | 937.7 |  | 510.2 |  | 427.5 |
| Deferred income taxes |  | 15.2 |  | 90.6 |  | (75.4) |
| Other liabilities |  | 151.2 |  | 128.9 |  | 22.3 |
| Shareholders' equity |  | 2,704.3 |  | 2,671.1 |  | 33.2 |
| Total liabilities and shareholders' equity | \$ | 5,799.5 | \$ | 5,591.2 | \$ | 208.3 |

## Statement of Cash Flows

| for the six months ended December 31 | 2003 |  | 2002 |  |
| :---: | :---: | :---: | :---: | :---: |
| Net income | \$ | 112.5 | \$ | 98.5 |
| Depreciation \& amortization |  | 127.7 |  | 129.8 |
| Net change in receivables, inventory \& payables |  | 135.3 |  | 52.6 |
| Net change in other assets \& liabilities |  | 6.6 |  | (31.9) |
| Other, net |  | (3.9) |  | 11.5 |
| Net cash provided by operating activities | \$ | 378.2 | \$ | 260.5 |
| Acquisitions | $\checkmark$ | (6.9) | \$ | (2.0) |
| Capital expenditures |  | (70.7) |  | (79.1) |
| Other |  | 11.0 |  | 10.4 |
| Net cash (used in) investing activities | \$ | (66.6) | \$ | (70.7) |
| Common share activity | \$ | 32.6 | \$ | 2.2 |
| (Payments of) debt, net |  | (409.0) |  | (162.6) |
| Dividends |  | (44.4) |  | (41.7) |
| Net cash (used in) financing activities | \$ | (420.8) | \$ | (202.1) |
| Effect of exchange rate changes on cash |  | 1.5 |  | 1.3 |
| Net (decrease) in cash and cash equivalents | \$ | (107.7) | \$ | (11.0) |

## Financial Leverage

Debt to Debt Equity


Possible.

## Parker New Order Rates



## Parker New Order Rates

Industrial R.O.W.


Current month vs. prior year
Possible.

## Parker New Order Rates

## Aerospace



## Parker New Order Rates

Climate \& Industrial Controls


Current month vs. prior year
Possible:

FY 2004 Outlook Business Segment

- Sales Growth versus FY 2003

| > Industrial North America | $1.0 \%$ | to | $4.0 \%$ |
| :--- | :---: | :---: | :---: |
| - Industrial ROW | $13.0 \%$ | to | $16.0 \%$ |
| - Aerospace | $-5.0 \%$ | to | $-2.0 \%$ |
| - Climate \& Industrial Controls | $-5.0 \%$ | to | $-2.0 \%$ |
| - Other | $4.0 \%$ | to | $7.0 \%$ |

## FY 2004 Outlook

Business Segment

- Operating Income change versus FY 2003

| - Industrial North America | $37.0 \%$ | to $47.0 \%$ |
| :--- | ---: | ---: |
| - Industrial ROW | $35.0 \%$ | to $45.0 \%$ |
| - Aerospace | $-25.0 \%$ | to $-15.0 \%$ |
| - Climate \& Industrial Controls | $0.0 \%$ | to $10.0 \%$ |
| - Other | $65.0 \%$ | to $75.0 \%$ |

FY 2004 Outlook
Business Segment
> Corporate Admin. + 15\% to 20\% vs. FY 2003
> Interest Expense + or - 5\% vs. FY 2003
> Other Expense (Income) same as FY 2003
> Tax Rate
32.0\%

Possible.

## Questions \& Answers...



