# UNITED STATES <br> SECURITIES AND EXCHANGE COMMISSION <br> 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): July 29, 2004

## PARKER-HANNIFIN CORPORATION

(Exact Name of Registrant as Specified in Charter)

Ohio<br>State or Other Jurisdiction of Incorporation)

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

34-0451060 (IRS Employer Identification No.)

6035 Parkland Blvd.
Cleveland, Ohio
(Address of Principal Executive Offices)

44124-4141
(Zip Code)

## 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 July 29, 2004, Parker-Hannifin Corporation issued a press release and presented a Webcast announcing earnings for the quarter ended June 30, 2004. 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 July 29, 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

Date: July 29, 2004

For Release:
Immediately
Contact:
Media -
Lorrie Paul Crum, VP - Corp. Communications 216/896-2750 After hours: 330/666-4196
lcrum@parker.com
Financial Analysts -
Pamela Huggins, VP \& Treasurer 216/896-2240
phuggins@parker.com
Stock Symbol: PH - NYSE

## PARKER EARNINGS ACCELERATE WITH RECORD SALES AND CASH FROM OPERATIONS

- FOURTH-QUARTER INCOME UP 156 PERCENT ON 20-PERCENT REVENUE INCREASE
- SALES TOP \$7 BILLION AS UPBEAT OUTLOOK SIGNALS RECORD EARNINGS IN FY 2005

Cleveland, Ohio: July 29, 2004 - Parker Hannifin Corporation (NYSE: PH) today marked new records in sales and cash flow for fiscal-year 2004, as sales topped $\$ 7$ billion for the first time in the company's 86 -year history, and cash from operations reached a record $\$ 662.4$ million, surpassing last year's result of $\$ 557.5$ million. This year's record cash from operations was achieved even with the company's discretionary contribution to its retirement and benefits plans of approximately $\$ 146$ million, compared with $\$ 108$ million contributed last year.

For the full year, Parker posted a 76 -percent increase in net income, at $\$ 345.8$ million, or $\$ 2.91$ per diluted share. Revenues reached a record $\$ 7.11$ billion, up 11 percent, including a 5.6-percent increase in organic volume. Last year, the company earned $\$ 196.3$ million, or $\$ 1.68$ per diluted share, on sales of $\$ 6.41$ billion. The current year's results include a five-cent divestiture gain and a reduction of nine cents per diluted share in realignment costs, compared with a four-cent divestiture gain and a reduction of 16 cents per diluted share in realignment costs last year.

Fourth-quarter net income for the period ended June 30, 2004 was up 156 percent, at $\$ 125.5$ million, or $\$ 1.05$ per diluted share, on sales of $\$ 1.99$ billion, compared with last year's quarterly income of $\$ 49.1$ million, or 42 cents per diluted share, on sales of $\$ 1.66$ billion. Included in the current quarter's earnings is a five-cent divestiture gain and a two-cent reduction from realignment costs, while last year's earnings reflected a four-cent divestiture gain and a reduction of six cents per share in realignment costs. Revenue growth in the current quarter includes a 15-percent increase in organic volume, a two-percent increase from currency translation and three-percent growth from acquisitions not reflected in the prior-year comparison.
"With the broad based recovery of all our industrial markets, and aerospace at the beginning of a rebound, our growth engine is firing on all cylinders," said Parker CEO Don Washkewicz. "The recovery didn't really start
to pick up until January, so we've only had the wind at our backs for half a year. Yet our margins are up dramatically, inventories remain lean and cash flow has never been stronger. We are executing our Win Strategy, and as long as this recovery is sustained, we see a lot more growth potential in our business.
"Our message to Parker employees is to keep up the great work. Our goal is to maintain the gains we worked so hard to achieve, and extend them - by executing our strategic initiatives, staying lean and focused - and shifting growth into high gear. Today, we're winning more competitive bids on our systems and portfolio strength, global expansion, and innovation exceeding our customers' expectations."

## Operating Results

Sales and operating income were up in all of the company's segments, with an overall 109-percent increase in operating income for the fourth quarter, and up 45 percent for the full year.

The North American Industrial units led the improvement, with operating income up 230 percent in the fourth quarter, and 98 percent for the year. Quarterly operating income was $\$ 114.3$ million on sales of $\$ 867.4$ million, for a return on sales of 13.2 percent, compared with a 4.8 -percent margin last year. For the year, North American Industrial operating income was $\$ 306.9$ million on revenues of $\$ 3.09$ billion, for an operating margin of 9.9 percent, up from 5.5 percent last year.

The International Industrial businesses posted fourth-quarter operating income of $\$ 55.9$ million, up 138 percent, on sales of $\$ 565.1$ million, yielding a 9.9-percent return on sales for the quarter, compared with 5.5 percent last year. The most significant margin improvements were made in Europe, despite additional realignment costs this year. In all of 2004, the international businesses recorded operating income of $\$ 159.6$ million, on sales of $\$ 1.97$ billion, for an 8.1-percent operating margin, compared with 6.1 percent the prior year.

Parker Aerospace sales grew 11 percent during the quarter, to $\$ 307.6$ million, with $\$ 40$ million in operating income, improving its operating margin to 13.0 percent, compared with 12.3 percent a year ago. Full-year sales were up 2.8 percent to $\$ 1.14$ billion, while operating income was $\$ 141.8$ million, for a 12.4 percent return on sales in 2004 , versus 14.2 percent last year.

In the Climate \& Industrial Controls business, fourth-quarter operating income was $\$ 22.4$ million, on sales of $\$ 189.3$ million, an 11.8 percent return on sales, compared with 10.5 percent a year ago. The business generated full-year operating income of $\$ 71.8$ million on sales of $\$ 671.2$ million, a 10.7-percent return on sales, compared with 9.5 percent last year.

In the Other segment, comprised of the Wynn Specialty Chemical and Astron units, quarterly operating income was $\$ 9.5$ million on $\$ 63.5$ million in sales, for an operating margin of 15.0 percent, compared with 8.0
percent last year. Annual operating income was $\$ 22.1$ million on $\$ 233$ million in sales, an operating margin of 9.5 percent, compared with 5.5 percent a year ago.

## Outlook

Parker cited a positive outlook for fiscal-year 2005, noting an expectation for continued expansion in its diverse markets, with some possible tempering in heavy-duty trucks and semiconductors.
"As our markets continue to recover, we feel we have positioned Parker to gain a greater share of business in core and emerging markets where we have an unrivaled breadth of products and bring added engineering value, especially in aerospace, mobile, refrigeration, life sciences and clean-energy markets such as wind power and fuel cells," said Washkewicz.

The company projected earnings for fiscal-year 2005 to mark a new record, ranging from $\$ 3.30$ to $\$ 3.70$ per diluted share. In the first quarter, earnings are expected to range between 70 and 80 cents per diluted share, reflecting the company's typical pattern of earnings momentum, with more of the year's earnings occurring in the second half.

In addition to the information provided herein, Parker advises shareholders to note order trends, for which the company makes a disclosure several business days after the conclusion of each month. This information is available on the company's investor information web site, at www.phstock.com.

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

With annual sales of more than $\$ 7$ 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 48,000 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 at www.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 projections. 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 - JUNE 30, 2004

 CONSOLIDATED STATEMENT OF INCOME| (Dollars in thousands except per share amounts) | Three Months Ended June 30, |  |  |  | Year Ended June 30, |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2004 |  | 2003 |  | 2004 |  | 2003 |  |
| Net sales | \$ | 1,992,927 | \$ | 1,660,661 | \$ | 7,106,907 | \$ | 6,410,610 |
| Cost of sales |  | 1,567,483 |  | 1,382,628 |  | 5,742,053 |  | 5,309,775 |
| Gross profit |  | 425,444 |  | 278,033 |  | 1,364,854 |  | 1,100,835 |
| Selling, general and administrative expenses |  | 229,479 |  | 185,290 |  | 801,237 |  | 721,065 |
| Other income (deductions): |  |  |  |  |  |  |  |  |
| Interest expense |  | $(17,012)$ |  | $(22,162)$ |  | $(73,396)$ |  | $(81,561)$ |
| Interest and other (expense), net |  | 6,656 |  | 3,108 |  | 3,847 |  | (827) |
|  |  | (10,356) |  | - 19,05 |  | (69,54) |  |  |
|  |  | $(10,356)$ |  | $(19,054)$ |  | $(69,549)$ |  | $(82,388)$ |
| Income before income taxes |  | 185,609 |  | 73,689 |  | 494,068 |  | 297,382 |
| Income taxes |  | 60,136 |  | 24,607 |  | 148,285 |  | 101,110 |
| Net income | \$ | 125,473 | \$ | 49,082 | \$ | 345,783 | \$ | 196,272 |
| Earnings per share: |  |  |  |  |  |  |  |  |
| Basic earnings per share | \$ | 1.06 | \$ | .42 | \$ | 2.94 | \$ | 1.69 |
| Diluted earnings per share | \$ | 1.05 | \$ | . 42 | \$ | 2.91 | \$ | 1.68 |
| Average shares outstanding during period - Basic |  | 8,194,932 |  | 6,509,222 |  | 7,707,772 |  | 6,381,880 |
| Average shares outstanding during period - Diluted |  | 9,614,996 |  | 6,961,265 |  | 9,006,468 |  | 6,894,506 |
| Cash dividends per common share | \$ | . 19 | \$ | . 19 | \$ | . 76 | \$ | . 74 |

## BUSINESS SEGMENT INFORMATION BY INDUSTRY

| (Dollars in thousands) | Three Months Ended June 30, |  |  |  | Year Ended June 30, |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2004 |  | 2003 |  | 2004 |  | 2003 |  |
| Net sales |  |  |  |  |  |  |  |  |
| Industrial: |  |  |  |  |  |  |  |  |
| North America | \$ | 867,399 | \$ | 716,086 | \$ | 3,091,947 | \$ | 2,840,628 |
| International |  | 565,065 |  | 428,429 |  | 1,970,398 |  | 1,584,443 |
| Aerospace |  | 307,598 |  | 276,825 |  | 1,140,122 |  | 1,109,566 |
| Climate \& Industrial Controls |  | 189,337 |  | 181,356 |  | 671,157 |  | 665,629 |
| Other |  | 63,528 |  | 57,965 |  | 233,283 |  | 210,344 |
|  |  |  |  |  |  |  |  |  |
| Total | \$ | 1,992,927 | \$ | 1,660,661 | \$ | 7,106,907 | \$ | 6,410,610 |
|  |  | - |  | - |  | - |  | - |
| Segment operating income |  |  |  |  |  |  |  |  |
| Industrial: |  |  |  |  |  |  |  |  |
| North America | \$ | 114,273 | \$ | 34,624 | \$ | 306,903 | \$ | 155,258 |
| International |  | 55,859 |  | 23,482 |  | 159,629 |  | 96,301 |
| Aerospace |  | 39,983 |  | 33,971 |  | 141,838 |  | 157,295 |
| Climate \& Industrial Controls |  | 22,364 |  | 19,055 |  | 71,769 |  | 63,441 |
| Other |  | 9,537 |  | 4,642 |  | 22,141 |  | 11,584 |
|  |  |  |  |  |  |  |  |  |
| Total segment operating income | \$ | 242,016 | \$ | 115,774 | \$ | 702,280 | \$ | 483,879 |
| Corporate general and administrative expenses |  | 32,886 |  | 17,992 |  | 106,501 |  | 80,147 |
| Income from operations before interest expense and other |  | 209,130 |  | 97,782 |  | 595,779 |  | 403,732 |
| Interest expense |  | 17,012 |  | 22,162 |  | 73,396 |  | 81,561 |
| Other expense |  | 6,509 |  | 1,931 |  | 28,315 |  | 24,789 |
| Income before income taxes | \$ | 185,609 | \$ | 73,689 | \$ | 494,068 | \$ | 297,382 |

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

## CONSOLIDATED BALANCE SHEET

| (Dollars in thousands) | June 30, |  |
| :---: | :---: | :---: |
|  | 2004 | 2003 |
|  |  |  |
| Assets |  |  |
| Current assets: |  |  |
| Cash and cash equivalents | \$ 183,847 | \$ 245,850 |
| Accounts receivable, net | 1,201,343 | 1,002,060 |
| Inventories | 991,378 | 997,167 |
| Prepaid expenses | 45,814 | 51,949 |
| Deferred income taxes | 114,551 | 99,781 |
|  | - |  |
| Total current assets | 2,536,933 | 2,396,807 |
| Plant and equipment, net | 1,591,853 | 1,657,425 |
| Goodwill | 1,198,411 | 1,108,610 |
| Intangible assets, net | 102,097 | 59,444 |
| Other assets | 827,610 | 763,347 |
|  | - | - |
| Total assets | \$ 6,256,904 | \$ 5,985,633 |
|  |  |  |
| Liabilities and shareholders' equity |  |  |
| Current liabilities: |  |  |
| Notes payable | \$ 35,198 | \$ 424,235 |
| Accounts payable | 534,561 | 437,103 |
| Accrued liabilities | 565,436 | 497,295 |
| Accrued domestic and foreign taxes | 124,546 | 65,094 |
| Total current liabilities | 1,259,741 | 1,423,727 |
| Long-term debt | 953,804 | 966,332 |
| Pensions and other postretirement benefits | 813,635 | 920,420 |
| Deferred income taxes | 79,028 | 20,780 |
| Other liabilities | 168,242 | 133,463 |
| Shareholders' equity | 2,982,454 | 2,520,911 |
| Total liabilities and shareholders' equity | \$ 6,256,904 | \$ 5,985,633 |

## CONSOLIDATED STATEMENT OF CASH FLOWS

| (Dollars in thousands) | Year Ended June 30, |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  | 2004 |  | 2003 |  |
| Cash flows from operating activities: |  |  |  |  |
| Net income | \$ | 345,783 | \$ | 196,272 |
| Depreciation and amortization |  | 252,785 |  | 259,178 |
| Net change in receivables, inventories, and trade payables |  | 15,201 |  | 140,625 |
| Net change in other assets and liabilities |  | 55,457 |  | $(66,397)$ |
| Other, net |  | $(6,828)$ |  | 27,811 |
| Net cash provided by operating activities |  | 662,398 |  | 557,489 |
|  |  |  |  |  |
| Cash flows from investing activities: |  |  |  |  |
| Acquisitions (less cash acquired of \$63,691 in 2004 and \$196 in 2003) |  | $(200,314)$ |  | $(16,648)$ |
| Capital expenditures |  | $(141,546)$ |  | $(158,260)$ |
| Other, net |  | 71,388 |  | 37,723 |
| Net cash (used in) investing activities |  | $(270,472)$ |  | $(137,185)$ |
| Cash flows from financing activities: |  |  |  |  |
| Net proceeds from common share activity |  | 56,223 |  | 9,386 |
| Net (payments of) debt |  | $(415,428)$ |  | $(145,764)$ |
| Dividends |  | $(89,286)$ |  | $(85,833)$ |
| Net cash (used in) financing activities |  | $(448,491)$ |  | $(222,211)$ |
| Effect of exchange rate changes on cash |  | $(5,438)$ |  | 1,373 |
| Net (decrease) increase in cash and cash equivalents |  | $(62,003)$ |  | 199,466 |
| Cash and cash equivalents at beginning of period |  | 245,850 |  | 46,384 |
| Cash and cash equivalents at end of period | \$ | 183,847 | \$ | 245,850 |

# Parker Hannifin Corporation 

# Quarterly Earnings Release 4th Quarter FY 2004 

July 29, 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.

## 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.

## Discussion Agenda

- Financial Highlights
> Influences on Sales \& Earnings
WIN Strategy
- Balance Sheet \& Cash Flow Trends

Outlook
Questions \& Answers

## Financial Highlights

EPS - 4th Quarter and YTD as of June 30, 2004


Note: FY04 4Q EPS was reduced by $\$ 0.02$ for business realignment charges and benefited $\$ 0.05$ from the divestiture of a business. FY03 4Q EPS was reduced by $\$ 0.06$ for business realignment charges and benefited $\$ 0.04$ from the divestiture of a business. FY04 YTD EPS was reduced by $\$ 0.09$ for business realignment charges and benefited $\$ 0.05$ from the divestiture of a business. FY03 YTD EPS was reduced by $\$ 0.14$ for business realignment charges, $\$ 0.02$ for an equity investment adjustment, and benefited $\$ 0.04$ from the divestiture of a business.

## Financial Highlights Sales - 4th Quarter and YTD through June 30

## Sales <br> \% change

Sales from acquisitions \& divestitures Sales without acquisitions \& divestitures \% change

Currency effects
Sales without acquisitions, divestitures \& currency \% change

| 4th Quarter |  | YTD |  |
| :---: | :---: | :---: | :---: |
| FY 04 | FYO3 | FY 04 | FY03 |
| \$1,992.7 | \$1,660.7 | \$7,106.9 | \$6,410.6 |
| 20.0\% |  | 10.9\% |  |
| \$59.8 | \$8.4 | \$112.0 | \$27.5 |
| \$1,932.9 | \$1,652.3 | \$6,994.9 | \$6,383.1 |
| 17.0\% |  | 9.6\% |  |
| \$37.4 |  | \$255.2 |  |
| \$1,895.5 | \$1,652.3 | \$6,739.7 | \$6,383.1 |
| 14.7\% |  | 5.6\% |  |

Possible.

## Significant Influences on Sales

- Industrial end market strength
- Aerospace
$\star$ Commercial
*Defense
- Globalization Trends

Possible.

## Parker New Order Rates



Current month vs. prior year
Possible.

## Parker New Order Rates

Industrial R.O.W.


Current month vs. prior year
Possible.

## Parker New Order Rates

## Climate \& Industrial Controls



Current month vs. prior year

## Parker New Order Rates



Average last 12 months orders to previous $\mathbf{1 2}$ months orders
Possible.

## Influences on Earnings

- Increased Volume
- Restructuring/Move to Low Cost Countries
- Win Strategy
- Sales Mix - Aerospace


## Segment Reporting

## Industrial North America

|  | FY 2004 |  | FY 2003 |  |
| :---: | :---: | :---: | :---: | :---: |
|  | 4th Qtr | YTD | 4th Qtr | YTD |
| Sales |  |  |  |  |
| As reported | \$867.4 | \$3,091.9 | \$716.1 | \$2,840.6 |
| \% change | 21.1\% | 8.8\% |  |  |
| Acquisitions | \$17.3 | \$41.6 | \$0.0 | \$0.0 |
| without Acquisitions | \$850.1 | \$3,050.3 | \$716.1 | \$2,840.6 |
| \% change | 18.7\% | 7.4\% |  |  |
| Currency effects | (\$0.3) | \$11.8 | \$0.0 | \$0.0 |
| without Acquisitions \& Currency | \$850.4 | \$3,038.5 | \$716.1 | \$2,840.6 |
| \% change | 18.8\% | 7.0\% |  |  |
| Operating Margin |  |  |  |  |
| As reported | \$114.3 | \$306.9 | \$34.6 | \$155.3 |
| \% of sales | 13.2\% | 9.9\% | 4.8\% | 5.5\% |
| Business realignment | \$1.8 | \$9.1 | \$3.1 | \$8.3 |

## Segment Reporting

Industrial Rest of World

|  | FY 2004 |  | FY 2003 |  |
| :---: | :---: | :---: | :---: | :---: |
|  | 4th Qtr | YTD | 4th Qtr | YTD |
| Sales |  |  |  |  |
| As reported | \$565.1 | \$1,970.4 | \$428.4 | \$1,584.4 |
| \% change | 31.9\% | 24.4\% |  |  |
| Acquisitions | \$42.6 | \$70.4 | \$0.0 | \$0.0 |
| without Acquisitions | \$522.5 | \$1,900.0 | \$428.4 | \$1,584.4 |
| \% change | 22.0\% | 19.9\% |  |  |
| Currency effects | \$31.5 | \$202.8 | \$0.0 | \$0.0 |
| without Acquisitions \& Currency | \$491.0 | \$1,697.2 | \$428.4 | \$1,584.4 |
| \% change | 14.6\% | 7.1\% |  |  |
| Operating Margin |  |  |  |  |
| As reported | \$55.9 | \$159.6 | \$23.5 | \$96.3 |
| \% of sales | 9.9\% | 8.1\% | 5.5\% | 6.1\% |
| Business realignment | \$0.8 | \$4.5 | \$1.8 | \$7.9 |

## Segment Reporting <br> Aerospace

|  | FY 2004 |  | FY 2003 |  |
| :---: | :---: | :---: | :---: | :---: |
|  | 4th Qtr | YTD | 4th Qtr | YTD |
| Sales |  |  |  |  |
| As reported | \$307.6 | \$1,140.1 | \$276.8 | \$1,109.6 |
| \% change | 11.1\% | 2.7\% |  |  |
| Acquisitions/Divestitures | \$0.0 | \$0.0 | \$2.5 | \$17.9 |
| without Acquisitions/Divestitures | \$307.6 | \$1,140.1 | \$274.3 | \$1,091.7 |
| \% change | 12.1\% | 4.4\% |  |  |
| Currency effects | \$2.3 | \$7.1 | \$0.0 | \$0.0 |
| without Acquisitions \& Currency | \$305.3 | \$1,133.0 | \$274.3 | \$1,091.7 |
| \% change | 11.3\% | 3.8\% |  |  |
| Operating Margin |  |  |  |  |
| As reported | \$40.0 | \$141.8 | \$34.0 | \$157.3 |
| \% of sales | 13.0\% | 12.4\% | 12.3\% | 14.2\% |
| Business realignment | \$0.0 | \$0.1 | \$1.4 | \$2.5 |

## Segment Reporting <br> Climate \& Industrial Controls

|  | FY 2004 |  | FY 2003 |  |
| :---: | :---: | :---: | :---: | :---: |
|  | 4th Qtr | YTD | 4th Qtr | YTD |
| Sales |  |  |  |  |
| As reported | \$189.3 | \$671.2 | \$181.4 | \$665.6 |
| \% change | 4.4\% | 0.8\% |  |  |
| Acquisitions/Divestitures | \$0.0 | \$0.0 | \$0.0 | \$0.0 |
| without Acquisitions/Divestitures | \$189.3 | \$671.2 | \$181.4 | \$665.6 |
| \% change | 4.4\% | 0.8\% |  |  |
| Currency effects | \$0.9 | \$11.3 | \$0.0 | \$0.0 |
| without Acquisitions \& Currency | \$188.4 | \$659.9 | \$181.4 | \$665.6 |
| \% change | 3.9\% | -0.9\% |  |  |
| Operating Margin |  |  |  |  |
| As reported | \$22.4 | \$71.8 | \$19.1 | \$63.4 |
| \% of sales | 11.8\% | 10.7\% | 10.5\% | 9.5\% |
| Business realignment | \$0.0 | \$0.4 | \$0.3 | \$1.2 |

## Segment Reporting

## Other

|  | FY2004 |  | FY 2003 |  |
| :---: | :---: | :---: | :---: | :---: |
|  | 4th Qtr | YTD | 4th Qtr | YTD |
| Sales |  |  |  |  |
| As reported | \$63.5 | \$233.3 | \$58.0 | \$210.3 |
| \% change | 9.6\% | 10.9\% |  |  |
| Acquisitions | \$0.0 | \$0.0 | \$5.9 | \$9.6 |
| without Acquisitions | \$63.5 | \$233.3 | \$52.1 | \$200.7 |
| \% change | 21.9\% | 16.2\% |  |  |
| Currency effects | \$2.9 | \$22.1 | \$0.0 | \$0.0 |
| without Acquisitions \& Currency | \$60.6 | \$211.2 | \$52.1 | \$200.7 |
| \% change | 16.3\% | 5.2\% |  |  |
| Operating Margin |  |  |  |  |
| As reported | \$9.5 | \$22.1 | \$4.6 | \$11.6 |
| \% of sales | 15.0\% | 9.5\% | 7.9\% | 5.5\% |
| Business realignment | \$0.4 | \$1.0 | \$0.0 | \$1.3 |

## Balance Sheet Summary

- Cash
- Working Capital
* Inventory
* Accounts Receivable
- PP \& E
- Shareholders Equity


## Financial Leverage

Debt to Debt Equity


## Strong Cash Flow



Possible.

## FY 2005 Earnings Outlook

Business Segment Adjustment

- Revenue
*Reclassify $\$ 76$ million from Industrial to Aerospace
- Segment Operating Income Margins
$\star$ Industrial North America decreases from 9.9\% to $9.6 \%$
*Aerospace increases from $12.4 \%$ to $13.0 \%$

FY 2005 Earnings Outlook Assumptions Segment Sales \& Operating Income

| FY 2005 Sales change vs. FY 2004 |  |  |  |
| :--- | :---: | :---: | :---: |
| NA Industrial | $6.0 \%$ | - | $8.0 \%$ |
| Industrial ROW | $8.0 \%$ | - | $10.0 \%$ |
| Aerospace | $3.0 \%$ | - | $5.0 \%$ |
| CIC | $-1.0 \%$ | - | $1.0 \%$ |
| Other | $-1.0 \%$ | - | $1.0 \%$ |


| FY 2005 Operating Margin percentage change vs. FY 2004 | Basis points |  |  |
| :--- | :---: | :---: | :---: |
| NA Industrial | 120 | - | 220 |
| Industrial ROW | 70 | - | 160 |
| Aerospace | 30 | - | 120 |
| CIC | -40 | - | 50 |
| Other | 0 | - | 100 |

Possible.

# FY 2005 Earnings Outlook Assumptions below Operating Margin 

$>$ Corporate Admin. $-1 \%$ to $-3 \%$
vs. FY 2004
> Interest Expense
$-8 \%$ to $-10 \%$
vs. FY 2004
> Other Exp. (Income) $+75 \%$ to $+100 \%$ vs. FY 2004
> Tax Rate
31.0\%

Possible.

## Earnings Outlook

Fiscal Year $20051^{\text {st }}$ Quarter EPS Range \$0.70-\$0.80

Fiscal Year 2005 EPS Range \$3.30-\$3.70

## Forecast Risks

- Downside:
*Raw material price increases
*. Interest Rates
- Upside:
*Aerospace recovery
*Semiconductor
* Heavy Duty Truck Stability


## Questions \& Answers...



## Appendix

FY 2004 Income Statements

## Income Statement - 4th $^{\text {th }}$ Quarter

|  | FY 2004 |  |  | FY 2003 |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | \% of Sales |  | Business Realignment | \% of Sales |  | Business Realignment \& Equity Adj. |
| Net sales | S1,992.9 | 100.0\% |  | \$1,660.7 | 100.0\% |  |
| Cost of sales | 1,567.5 | 78.7\% | \$2.9 | 1,382.6 | 83.3\% | \$6.5 |
| Gross profit | 425.4 | 21.3\% | (2.9) | 278.1 | 16.7\% | (6.5) |
| S, G \& A | 228.4 | 11.4\% | 0.1 | 185.3 | 11.2\% |  |
| Goodwill impairment loss | 1.0 | 0.1\% |  |  |  |  |
| Other income (deductions) |  |  |  |  |  |  |
| Interest expense | (17.0) | -0.9\% | 0.0 | (22.2) | -1.3\% | 0.0 |
| Interest \& other income | 6.6 | 0.3\% | 0.0 | 3.1 | 0.2\% | (3.5) |
|  | (10.4) | -0.5\% | 0.0 | (19.1) | -1.2\% | (3.5) |
| Income before taxes | 185.6 | 9.3\% | (3.0) | 73.7 | 4.4\% | (10.0) |
| Income taxes | 60.1 | 3.0\% | (1.0) | 24.6 | 1.5\% | (3.5) |
| Net income | \$125.5 | 6.3\% | (\$2.0) | \$49.1 | 3.0\% | (\$6.5) |

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

Possible.

## Income Statement - YTD

|  | FY 2004 |  |  | FY 2003 |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | \% of Sales |  | Business Realignment | \% of Sales |  | Business Realignment \& Equity Adj. |
| Net sales | S7,106.9 | 100.0\% |  | \$6,410.6 | 100.0\% |  |
| Cost of sales | 5,742.1 | 80.8\% | \$14.8 | 5,309.8 | 82.8\% | S20.1 |
| Gross profit | 1,364.8 | 19.2\% | (14.8) | 1,100.8 | 17.2\% | (20.1) |
| S, G \& A | 800.2 | 11.3\% | 0.3 | 721.1 | 11.2\% | 3.6 |
| Goodwill impairment loss | 1.0 | 0.0\% |  |  |  |  |
| Other income (deductions) |  |  |  |  |  |  |
| Interest expense | (73.4) | -1.0\% | 0.0 | (81.6) | -1.3\% | 0.0 |
| Interest \& other income | 3.8 | 0.1\% | 0.0 | (0.8) | 0.0\% | (3.5) |
|  | (69.6) | -1.0\% | 0.0 | (82.4) | -1.3\% | (35) |
| Income before taxes | 494.0 | 7.0\% | (15.1) | 297.3 | 4.6\% | (27.2) |
| Income taxes | 148.3 | 2.1\% | (5.0) | 101.1 | 1.6\% | (8.3) |
| Net income | \$345.7 | 4.9\% | (\$10.1) | \$196.2 | 3.1\% | (S18.9) |

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

Possible.

