# 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): April 18, 2005

## PARKER-HANNIFIN CORPORATION

(Exact Name of Registrant as Specified in Charter)

## Ohio <br> (State or Other Jurisdiction <br> of Incorporation)

## 1-4982

(Commission
File Number)

34-0451060
(IRS Employer Identification No.)

6035 Parkland Blvd.
Cleveland, Ohio
44124-4141
(Address of Principal Executive Offices)
Registrant's telephone number, including area code: (216) 896-3000

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions:
$\square \quad$ Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)
$\square \quad$ Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)
$\square \quad$ Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b)
$\square \quad$ Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

## Results of Operations and Financial Condition

## Item 7.01 Regulation FD Disclosure

The following information is furnished pursuant to Item 2.02, "Results of Operations and Financial Condition" and Item 7.01, "Regulation FD Disclosure"
On April 18, 2005, Parker-Hannifin Corporation issued a press release and presented a Webcast announcing earnings for the quarter ended March 31, 2005. 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.

## Item 9.01 Financial Statements and Exhibits

(c) Exhibits:
99.1 Press release issued by Parker-Hannifin Corporation, dated April 18, 2005.
99.2 Webcast presentation by Parker-Hannifin Corporation, dated April 18, 2005.

## 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: $\frac{\text { /s/ Timothy K. Pistell }}{\text { Tie }}$ Timothy K. Pistell
Vice President Finance and Administration and Chief Financial Officer

## For Release: Immediately

Contact:

## Media -

| Jennifer Eaton - Corp. Communications <br> jeaton@parker.com | 216/896-2895 |
| :--- | :--- | After hours: 216/407-6165

Financial Analysts -
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## Stock Symbol: PH - NYSE

## PARKER HANNIFIN ANNOUNCES RECORD THIRD QUARTER SALES; EARNINGS FROM CONTINUING OPERATIONS OF \$1.18 PER SHARE

Cleveland, Ohio: April 18, 2005 - Parker Hannifin Corporation (NYSE: PH) today reported fiscal third-quarter income from continuing operations of $\$ 142.2$ million, or $\$ 1.18$ per diluted share on sales of $\$ 2.14$ billion for the period ended March 31, 2005, compared to income from continuing operations of $\$ 105.7$ million, or 88 cents per diluted share on sales of $\$ 1.88$ billion in the same period last year. In the current quarter, the company recorded a charge from discontinued operations of $\$ 2.8$ million, or three cents per diluted share. The charge reflects the ongoing accounting for the sale of the company's Wynn Oil specialty chemicals business in December 2004.

As previously announced, in the quarter the company recorded six cents per diluted share related to realignment costs, divestiture activities, and tax-related professional fees; and a tax benefit of 10 cents per diluted share.
"We are pleased to report record third quarter sales up 14 percent and strong earnings per share from continuing operations up 34 percent year-over-year. We continue to generate strong cash flow from operations at $\$ 517$ million for the first nine months of fiscal 2005, up four percent from the same period last year," said Parker Chairman and CEO Don Washkewicz. "Our third quarter performance is primarily the result of our employees' ongoing execution of our Win Strategy, including the recent acquisition of Sporlan and Acadia, which should continue to help Parker reduce future revenue volatility."

## Third Quarter Segment Results

In the North American Industrial segment, operating income improved 36 percent to $\$ 120.1$ million on sales of $\$ 925.0$ million. The segment benefited from strong demand in the oil and gas, mining, construction, and heavy-duty truck markets.

International Industrial units increased operating income 47 percent to $\$ 63.1$ million on sales of $\$ 623.3$ million. The improvements in this segment were largely the result of implementing the company's Win Strategy initiatives.

In the company's Climate \& Industrial Controls segment, third-quarter operating income increased 24 percent to $\$ 26.5$ million on sales of $\$ 226.8$ million. Despite a softening in the automotive market, the business is benefiting from the successful integration of the Sporlan acquisition and the expected seasonal ramp up in the air conditioning and refrigeration markets.

Aerospace reported an increase in operating income of six percent to $\$ 44.0$ million on sales of $\$ 337.3$ million, reflecting increased commercial OEM business.
In the "Other" segment, comprised of Astron metal buildings, operating income was $\$ 2.4$ million on sales of $\$ 29.2$ million.
Year-to-Date Results
For the first nine months of fiscal 2005, the company's income from continuing operations increased 81 percent to $\$ 386.6$ million, or $\$ 3.21$ per diluted share on sales of $\$ 6.0$ billion. Income from continuing operations for the first nine months of last year was $\$ 213.6$ million, or $\$ 1.80$ cents per diluted share on sales of $\$ 5.03$ billion. Income from discontinued operations for the first nine months of fiscal 2005 was $\$ 56.7$ million, or 47 cents per diluted share, which includes profit from operations and the gain on the divestiture of the Wynn Oil specialty chemicals business.

Cash Flow and Inventories
For the first nine months, cash flow from operations was $\$ 516.7$ million, or 8.6 percent of sales. For the same period last year, cash flow from operations was $\$ 495.0$ million, or 9.8 percent of sales.

During the quarter, inventories were reduced by $\$ 48$ million, which includes the effects of currency and acquisitions, and the company's ongoing lean manufacturing efforts.
Outlook
The company raised fiscal 2005 full-year earnings estimates to be between $\$ 4.72$ and $\$ 4.92$ per diluted share, which includes 47 cents per diluted share from discontinued operations.
"We are on target to achieve record sales and earnings in fiscal 2005," added Washkewicz. "While we have a few markets experiencing some softness, we are very encouraged by the continued strength in our industrial and aerospace markets.
"Our Win Strategy is a multi-faceted approach for capturing and focusing the creativity of our entire global
organization. We are especially pleased with our success in expanding our business into high growth regions, as evidenced by our most recent announcement of entering into a joint venture with Tianjin Tejing Hydraulics Company to produce hydraulic systems in China."

NOTICE OF CONFERENCE CALL: Parker Hannifin's conference call and slide presentation to discuss its fiscal third-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.

With annual sales approaching $\$ 8$ 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 46 countries around the world. Parker has increased its annual dividends paid to shareholders for 48 consecutive years, among the top five longest-running dividend-increase records in the S\&P 500 index. 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:

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; the company's ability to manage costs related to employee retirement and health care benefits and insurance; and global economic factors, including currency exchange rates, difficulties entering new markets and general economic conditions such as inflation and interest rates. The company makes these statements as of the date of this disclosure, and undertakes no obligation to update them.

## PARKER HANNIFIN CORPORATION - MARCH 31, 2005

## CONSOLIDATED STATEMENT OF INCOME

| (Unaudited) <br> (Dollars in thousands except per share amounts) | Three Months Ended March 31, |  |  |  | Nine months ended March 31, |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2005 |  | 2004 |  | 2005 |  | 2004 |  |
| Net sales | \$ | 2,141,708 | \$ | 1,879,057 | \$ | 6,004,563 | \$ | 5,034,502 |
| Cost of sales |  | 1,712,884 |  | 1,526,297 |  | 4,769,640 |  | 4,122,981 |
| Gross profit |  | 428,824 |  | 352,760 |  | 1,234,923 |  | 911,521 |
| Selling, general and administrative expenses |  | 218,207 |  | 195,452 |  | 636,187 |  | 553,893 |
| Other income (deductions): |  |  |  |  |  |  |  |  |
| Interest expense |  | $(17,116)$ |  | $(17,229)$ |  | $(50,620)$ |  | $(56,247)$ |
| Interest and other (expense), net |  | $(1,872)$ |  | (792) |  | $(11,101)$ |  | $(3,188)$ |
|  |  | - |  | - |  |  |  |  |
|  |  | $(18,988)$ |  | $(18,021)$ |  | $(61,721)$ |  | $(59,435)$ |
| Income from continuing operations before income taxes |  | 191,629 |  | 139,287 |  | 537,015 |  | 298,193 |
| Income taxes |  | 49,454 |  | 33,547 |  | 150,454 |  | 84,572 |
| Income from continuing operations |  | 142,175 |  | 105,740 |  | 386,561 |  | 213,621 |
| Discontinued operations |  | $(2,805)$ |  | 2,108 |  | 56,719 |  | 6,689 |
| Net income | \$ | 139,370 | \$ | 107,848 | \$ | 443,280 | \$ | 220,310 |
| Earnings (loss) per share: |  |  |  |  |  |  |  |  |
| Basic earnings per share from continuing operations | \$ | 1.19 | \$ | . 89 | \$ | 3.25 | \$ | 1.82 |
| Discontinued operations |  | (.02) |  | . 02 |  | . 48 |  | . 05 |
|  |  |  |  | - |  | - |  |  |
| Basic earnings per share | \$ | 1.17 | \$ | . 91 | \$ | 3.73 | \$ | 1.87 |
| Diluted earnings per share from continuing operations | \$ | 1.18 | \$ | . 88 | \$ | 3.21 | \$ | 1.80 |
| Discontinued operations |  | (.03) |  | . 02 |  | . 47 |  | . 05 |
| Diluted earnings per share | \$ | 1.15 | \$ | . 90 | \$ | 3.68 | \$ | 1.85 |
| Average shares outstanding during period - Basic |  | 9,173,986 |  | 8,242,311 |  | 8,787,238 |  | 7,545,386 |
| Average shares outstanding during period - Diluted |  | 0,769,762 |  | 9,637,727 |  | 20,534,917 |  | 8,803,626 |
| Cash dividends per common share | \$ | . 20 | \$ | . 19 | \$ | . 58 | \$ | . 57 |

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

## BUSINESS SEGMENT INFORMATION BY INDUSTRY

| (Unaudited)(Dollars in thousands) | Three Months Ended March 31, |  |  |  | Nine months ended March 31, |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2005 |  | 2004 |  | 2005 |  | 2004 |  |
| Net sales |  |  |  |  |  |  |  |  |
| Industrial: |  |  |  |  |  |  |  |  |
| North America | \$ | 924,975 | \$ | 815,239 |  | \$ 2,576,556 |  | 2,168,428 |
| International |  | 623,343 |  | 541,634 |  | 1,755,537 |  | 1,404,903 |
| Aerospace |  | 337,314 |  | 314,651 |  | 995,409 |  | 889,074 |
| Climate \& Industrial Controls |  | 226,831 |  | 181,172 |  | 568,807 |  | 481,820 |
| Other |  | 29,245 |  | 26,361 |  | 108,254 |  | 90,277 |
|  |  |  |  |  |  |  |  |  |
| Total | \$ | 2,141,708 | \$ | 1,879,057 |  | 6,004,563 |  | 5,034,502 |
|  |  |  |  |  |  |  |  |  |
| Segment operating income |  |  |  |  |  |  |  |  |
| Industrial: |  |  |  |  |  |  |  |  |
| North America | \$ | 120,133 | \$ | 88,605 |  | S 339,804 | \$ | 180,487 |
| International |  | 63,079 |  | 42,857 |  | 191,167 |  | 103,808 |
| Aerospace |  | 43,945 |  | 41,638 |  | 144,779 |  | 113,960 |
| Climate \& Industrial Controls |  | 26,513 |  | 21,432 |  | 51,241 |  | 49,405 |
| Other |  | 2,379 |  | (409) |  | 13,896 |  | 2,749 |
|  |  |  |  |  |  |  |  |  |
| Total segment operating income | \$ | 256,049 | \$ | 194,123 | \$ | 740,887 | \$ | 450,409 |
| Corporate general and administrative expenses |  | 23,447 |  | 25,435 |  | 79,418 |  | 73,441 |
| Income from continuing operations before interest expense and other |  | 232,602 |  | 168,688 |  | 661,469 |  | 376,968 |
| Interest expense |  | 17,116 |  | 17,229 |  | 50,620 |  | 56,247 |
| Other expense |  | 23,857 |  | 12,172 |  | 73,834 |  | 22,528 |
| Income from continuing operations before income taxes | \$ | 191,629 | \$ | 139,287 | \$ | S 537,015 | \$ | 298,193 |
|  |  |  |  |  |  |  |  |  |

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

## CONSOLIDATED BALANCE SHEET

| (Unaudited) <br> (Dollars in thousands) | March 31, |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  | 2005 |  | 2004 |  |
| Assets |  |  |  |  |
| Current assets: |  |  |  |  |
| Cash and cash equivalents | \$ | 104,284 | \$ | 169,956 |
| Accounts receivable, net |  | 1,283,675 |  | 1,163,145 |
| Inventories |  | 1,072,248 |  | 970,880 |
| Prepaid expenses |  | 42,466 |  | 36,952 |
| Deferred income taxes |  | 108,384 |  | 107,000 |
|  |  |  |  |  |
| Total current assets |  | 2,611,057 |  | 2,447,933 |
| Plant and equipment, net |  | 1,620,928 |  | 1,622,954 |
| Goodwill |  | 1,481,185 |  | 1,218,130 |
| Intangible assets, net |  | 199,349 |  | 58,458 |
| Other assets |  | 842,906 |  | 808,966 |
| Net assets of discontinued operations |  |  |  | 53,921 |
| Total assets | \$ | 6,755,425 | \$ | 6,210,362 |
|  |  | - |  |  |
| Liabilities and shareholders' equity |  |  |  |  |
| Current liabilities: |  |  |  |  |
| Notes payable | \$ | 18,098 | \$ | 165,448 |
| Accounts payable |  | 533,674 |  | 493,454 |
| Accrued liabilities |  | 567,932 |  | 515,526 |
| Accrued domestic and foreign taxes |  | 123,518 |  | 137,528 |
| Total current liabilities |  | 1,243,222 |  | 1,311,956 |
| Long-term debt |  | 966,814 |  | 968,326 |
| Pensions and other postretirement benefits |  | 825,045 |  | 955,201 |
| Deferred income taxes |  | 75,911 |  | 21,579 |
| Other liabilities |  | 183,382 |  | 162,636 |
| Shareholders' equity |  | 3,461,051 |  | 2,790,664 |
| Total liabilities and shareholders' equity | \$ | 6,755,425 | \$ | 6,210,362 |

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

## CONSOLIDATED STATEMENT OF CASH FLOWS

| (Unaudited) <br> (Dollars in thousands) | Nine months ended March 31, |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  | 2005 |  | 2004 |  |
| Cash flows from operating activities: |  |  |  |  |
| Net income |  | 443,280 | \$ | 220,310 |
| Net (income) from discontinued operations |  | $(56,719)$ |  | $(6,689)$ |
| Depreciation and amortization |  | 197,284 |  | 188,876 |
| Net change in receivables, inventories, and trade payables |  | $(63,218)$ |  | 23,760 |
| Net change in other assets and liabilities |  | $(2,024)$ |  | 98,856 |
| Other, net |  | $(1,942)$ |  | $(30,114)$ |
|  |  |  |  |  |
| Net cash provided by operating activities |  | 516,661 |  | 494,999 |
|  |  |  |  |  |
| Cash flows from investing activities: |  |  |  |  |
| Acquisitions (net of cash of \$4,653 in 2005 and \$63,054 in 2004) |  | $(530,901)$ |  | $(201,101)$ |
| Capital expenditures |  | $(112,978)$ |  | $(101,715)$ |
| Proceeds from sale of business |  | 120,000 |  | - |
| Other, net |  | 27,476 |  | 27,134 |
|  |  |  |  |  |
| Net cash (used in) investing activities |  | $(496,403)$ |  | $(275,682)$ |
|  |  | - |  | - |
| Cash flows from financing activities: |  |  |  |  |
| Net proceeds from common share activity |  | 5,946 |  | 42,443 |
| Net proceeds (payments of) debt |  | $(21,175)$ |  | $(277,865)$ |
| Dividends |  | $(68,880)$ |  | $(66,845)$ |
| Net cash (used in) financing activities |  | $(84,109)$ |  | $(302,267)$ |
|  |  |  |  |  |
| Net cash (used in) provided by discontinued operations |  | $(19,004)$ |  | 8,735 |
|  |  | - |  |  |
| Effect of exchange rate changes on cash |  | 3,292 |  | $(1,679)$ |
|  |  | - |  |  |
| Net (decrease) in cash and cash equivalents |  | $(79,563)$ |  | $(75,894)$ |
| Cash and cash equivalents at beginning of period |  | 183,847 |  | 245,850 |
| Cash and cash equivalents at end of period |  | 104,284 | \$ | 169,956 |

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

# Parker Hannifin Corporation 

## Quarterly Earnings Release 3rd Quarter FY 2005

April 18, 2005

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 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; the company's ability to manage cost related to employee retirement and healthcare benefits and insurance; and global economic factors, including currency exchange rates, difficulties entering new markets and general economic conditions such as inflation and 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*- 3rd Quarter and YTD as of March 31, 2005


* Earnings Per Sharc From Continuing Operations

Possible.

## Financial Highlights

Sales - 3rd Quarter and YTD through March 31
Sales
\% change
Sales from acquisitions \& divestitures
Sales without acquisitions \& divestitures
\% change
Currency effects
Sales without acquisitions, divestitures \& currency
\% change

| 3rd Quarter |  | YTD |  |
| :---: | :---: | :---: | :---: |
| FY05 | FYO4 | FYO5 | FYO4 |
| $\begin{array}{r} \$ 2,142 \\ 14 \% \end{array}$ | \$1,879 | $\begin{array}{r} \$ 6,005 \\ 19 \% \end{array}$ | \$5,035 |
| \$135 | \$8 | \$301 | \$29 |
| \$2,007 | \$1,871 | \$5,704 | \$5,006 |
| 7\% |  | 14\% |  |
| \$39 |  | \$141 |  |
| \$1,968 | \$1,871 | \$5,563 | \$5,006 |
| 5\% |  | 11\% |  |

## Significant Influences on Sales

- Continued Industrial End Market Strength
- Aerospace
$\star$ Commercial
*Defense
- Globalization Trends

Possible.

## Parker New Order Rates



## Parker New Order Rates

Industrial R.O.W.


## Parker New Order Rates

## Climate \& Industrial Controls



Current month vs. prior year
Possible:

## Parker New Order Rates



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

## Influences on Earnings

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


## Segment Reporting

## Industrial North America

|  | FY2005 |  | FY2004 |  |
| :---: | :---: | :---: | :---: | :---: |
|  | 3rd Qtr | YTD | 3rd Qtr | YTD |
| Sales |  |  |  |  |
| As reported | \$925 | \$2,577 | \$815 | \$2,168 |
| \% change | 13\% | 19\% |  |  |
| Acquisitions \& Divestitures | \$57 | \$109 | \$6 | \$16 |
| without Acquisitions \& Divestitures | \$868 | \$2,468 | \$809 | \$2,152 |
| \% change | 7\% | 15\% |  |  |
| Currency effects | \$3 | \$8 |  |  |
| without Acquisitions, Divestitures, \& Currency | \$865 | \$2,460 | \$809 | \$2,152 |
| \% change | 7\% | 14\% |  |  |
| Operating Margin |  |  |  |  |
| As reported | \$120 | \$340 | \$89 | \$180 |
| \% of sales | 13\% | 13\% | 11\% | 8\% |

Possible.

## Segment Reporting

## Industrial Rest of World

|  | FY 2005 |  | FY 2004 |  |
| :---: | :---: | :---: | :---: | :---: |
|  | 3rd Qtr | YTD | 3rd Qtr | YTD |
| Sales |  |  |  |  |
| As reported | \$623 | \$1,756 | \$542 | \$1,405 |
| \% change | 15\% | 25\% |  |  |
| Acquisitions \& Divestitures | \$32 | \$115 |  |  |
| without Acquisitions \& Divestitures | \$591 | \$1,641 | \$542 | \$1.405 |
| \% change | 9\% | 17\% |  |  |
| Currency effects | \$29 | \$110 |  |  |
| without Acquisitions, Divestitures, \& Currency | \$562 | \$1,531 | \$542 | \$1,405 |
| \% change | 4\% | 9\% |  |  |
| Operating Margin |  |  |  |  |
| As reported | \$63 | \$191 | \$43 | \$104 |
| \% of sales | 10\% | 11\% | 8\% | 7\% |

Possible.

## Segment Reporting <br> Aerospace

|  | FY 2005 |  | FY 2004 |  |
| :---: | :---: | :---: | :---: | :---: |
|  | 3rd Qtr | YTD | 3rd Qtr | YTD |
| Sales |  |  |  |  |
| As reported \% change | $\$ 337$ $7 \%$ | $\begin{gathered} \$ 995 \\ 12 \% \end{gathered}$ | \$315 | \$889 |
| Acquisitions \& Divestitures |  |  |  |  |
| without Acquisitions \& Divestitures | \$337 | \$995 | \$315 | \$889 |
| \% change | 7\% | 12\% |  |  |
| Currency effects | \$1 | \$4 |  |  |
| without Acquisitions, Currency, \& Divestitures | \$336 | \$991 | \$315 | \$889 |
| \% change | 7\% | 12\% |  |  |
| Operating Margin |  |  |  |  |
| As reported | \$44 | \$145 | \$42 | \$114 |
| \% of sales | 13\% | 15\% | 13\% | 13\% |

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

|  | FY 2005 |  | FY 2004 |  |
| :---: | :---: | :---: | :---: | :---: |
|  | 3rd Qtr | YTD | 3rd Qtr | YTD |
| Sales |  |  |  |  |
| As reported | \$227 | \$569 | \$181 | \$482 |
| \% change | 25\% | 18\% |  |  |
| Acquisitions \& Divestitures | \$46 | \$77 |  |  |
| without Acquisitions \& Divestitures | \$181 | \$492 | \$181 | \$482 |
| \% change |  | 2\% |  |  |
| Currency effects | \$4 | \$10 |  |  |
| without Acquisitions, Divestitures, \& Currency | \$177 | \$482 | \$181 | \$482 |
| \% change | -2\% |  |  |  |
| Operating Margin |  |  |  |  |
| As reported | \$27 | \$51 | \$21 | \$49 |
| \% of sales | 12\% | 9\% | 12\% | 10\% |

Possible.

## Segment Reporting Other

|  | FY 2005 |  | FY 2004 |  |
| :---: | :---: | :---: | :---: | :---: |
|  | 3rd Qtr | YTD | 3rd Qtr | YTD |
| Sales |  |  |  |  |
| As reported | \$29 | \$108 | \$26 | \$90 |
| \% change | 11\% | 20\% |  |  |
| Acquisitions \& Divestitures |  |  | \$2 | \$14 |
| without Acquisitions \& Divestitures | \$29 | \$108 | \$24 | \$76 |
| \% change | 21\% | 42\% |  |  |
| Currency effects | \$2 | \$9 |  |  |
| without Acquisitions, Divestitures \& Currency | \$27 | \$99 | \$24 | \$76 |
| \% change | 12\% | 30\% |  |  |
| Operating Margin |  |  |  |  |
| As reported | \$2 | \$14 | - | \$3 |
| \% of sales | 8\% | 13\% | - | 3\% |

## Balance Sheet Summary

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


## Financial Leverage

Debt to Debt Equity


## Strong Cash Flow

FY05 YTD $\$ 517$


Possible.

FY 2005 Earnings Outlook Assumptions Segment Sales \& Operating Income

| FY 2005 Sales change vs. FY 2004 |  |  |  |  |
| :--- | ---: | :--- | :--- | :---: |
| NA Industrial | $15.8 \%$ | - | $16.5 \%$ |  |
| Industrial ROW | $20.0 \%$ | - | $21.3 \%$ |  |
| Aerospace | $10.0 \%$ | - | $11.9 \%$ |  |
| CIC | $18.5 \%$ | - | $19.6 \%$ |  |
| Other | $9.0 \%$ | - | $10.9 \%$ |  |
| FY 2005 Change in Operating Margin percentage vs. | Basis points |  |  |  |
| FY 2004 | 330 | - | 360 |  |
| NA Industrial | 250 | - | 270 |  |
| Industrial ROW | 120 | - | 170 |  |
| Aerospace | -10 | - | -70 |  |
| CIC | 520 | - | 550 |  |
| Other |  |  |  |  |

# FY 2005 Earnings Outlook Assumptions below Operating Margin 

> Corporate Admin. $-2 \%$ to $-4 \%$ vs. FY 2004<br>$>$ Interest Expense $-7 \%$ to $-9 \% \quad$ vs. FY 2004<br>> Other Exp. (Income)* $+230 \%$ to $+250 \%$ vs. FY 2004<br>> Tax Rate 29.0\%

*Other: FY04 - included non-recurring income from sale of business units
FY05 - included non-recurring expense for pension curtailment and real estate investment write off

## Earnings Outlook

Fiscal Year 2005 EPS Range
\$4.72-\$4.92
(Includes $\$ 0.47$ from Discontinued Operations)

## Forecast Risks

- Increased Costs
- Ability to Match Prices Increases to Cost Increases
- Customer Accumulation vs. Liquidation of Inventories
- Plant Utilization and Capital Spending Plans
- Airline Industry Financial Health \& Defense Budget
- Interest Rates


## Questions \& Answers...



## Appendix

## Income Statements <br> \& <br> Quarterly Segment Data

## Income Statement - $3^{\text {rd }}$ Quarter

$\qquad$
$\qquad$

|  | \% of Sales |  |  | \% of Sales |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | $\$ 2,141.7$ | $100.0 \%$ |  | $\$ 1,879.1$ | $100.0 \%$ |
| Net sales | $1,712.9$ | $80.0 \%$ |  | $1,526.3$ | $81.2 \%$ |
| Cost of sales | 428.8 | $20.0 \%$ |  | 352.8 | $18.8 \%$ |
| Gross profit | 218.2 | $11.4 \%$ |  | 195.5 | $10.4 \%$ |
| S, G \& A | $(17.1)$ | $-0.8 \%$ |  | $(17.2)$ | $-0.9 \%$ |
| Interest expense | $(1.9)$ | $-0.1 \%$ |  | $(0.8)$ | $0.0 \%$ |
| Interest \& other income | $(19.0)$ | $-0.9 \%$ |  | $(18.0$ | $-1.0 \%$ |
|  | 191.6 | $8.9 \%$ |  | 139.3 | $7.4 \%$ |
| Income fromCont'g Operations b/f taxes | 49.5 | $2.3 \%$ |  | 33.5 | $1.8 \%$ |
| Income taxes | $\$ 142.2$ | $6.6 \%$ |  | $\$ 105.7$ | $5.6 \%$ |
| Income fromCont'g Operations | $\$ 2.8)$ | $-0.1 \%$ |  | $\$ 2.1$ | $0.1 \%$ |
| $\quad$ Discontinued Operations | $\$ 139.4$ | $6.5 \%$ |  | $\$ 107.8$ | $5.7 \%$ |

## Income Statement - 3rd Quarter YTD

|  | FY2005 |  | FY2004 |  |
| :---: | :---: | :---: | :---: | :---: |
|  | \% of Sales |  | \% of Sales |  |
| Net sales | \$6,004.6 | 100.0\% | \$5,034.5 | 100.0\% |
| Cost of sales | 4,769.6 | 79.4\% | 4,123.0 | 81.9\% |
| Gross profit | 1,234.9 | 20.6\% | 911.5 | 18.1\% |
| S, G \& A | 636.2 | 10.6\% | 553.9 | 11.0\% |
| Interest expense | (50.6) | -0.8\% | (56.2) | -1.1\% |
| Interest \& other income | (11.1) | -0.2\% | (3.2) | -0.1\% |
|  | (61.7) | -1.0\% | (59.4) | -1.2\% |
| Income from Cont'g Operations b/f taxes | 537.0 | 8.9\% | 298.2 | 5.9\% |
| Income taxes | 150.5 | 2.5\% | 84.6 | 1.7\% |
| Income from Cont'g Operations | \$386.6 | 6.4\% | \$213.6 | 4.2\% |
| Discontinued Operations | \$56.7 | 0.9\% | \$6.7 | 0.1\% |
| Net Income | \$443.3 | 7.4\% | \$220.3 | 4.4\% |

## Restated Income Statement

CONSOLIDATED STATEAENT OF NCCME-Restate d
Restated to present divestture of a business unit as dis continued operations

|  | Fiscal 2004 |  |  |  |  |  | Fiscal 2005 |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| (Dcllars in thousands, except per share amourts) | $980 / 2003$ | 1231/2003 | 331/2004 | 5130R0094 |  | Total |  | $9930 / 2004$ |  | 1231/2004 |  | 3/31/2005 |
| thet sales | \$ 1,562.105 | \$1,593,340 | \$1,879.057 | \$1,964.259 | \$ | 6,998,761 |  | \$1,919,968 | \$ | 1,942,887 | \$ | 2,141,708 |
| Cost of salas | 1.282.882 | 1313.802 | 1.526.297 | 1.549313 |  | 5.872.294 |  | 1.510.399 |  | 1.546 .257 |  | 1.712.884 |
| Grose proft | 279.223 | 279.538 | 352,760 | 414.946 |  | 1,326.467 |  | 400,560 |  | 306.530 |  | 428,824 |
| Seling. general and |  |  |  |  |  |  |  |  |  |  |  |  |
| Interest expense | 21,751 | 17.267 | 17,229 | 16.972 |  | 73,219 |  | 15,216 |  | 17.288 |  | 17,110 |
| coter (income) expense, net | 1.836 | 760 | 792 | (6.600) |  | (3,412) |  | 10,847 |  | (1,618) |  | 1,872 |
| incore from continuing ocerations |  |  |  |  |  |  |  |  |  |  |  |  |
| incorre taxes | 26.532 | 24,493 | 33,547 | 59.381 |  | 143,953 |  | 54,839 |  | 46, 161 |  | 49,454 |
| ncome from continuing ccerations | 54,387 | 53,49 | 105.740 | 122551 |  | 338,172 |  | 130,533 |  | 113.853 |  | 142,175 |
| incorre from discontinusd operations | 2,304 | 2.277 | 2,100 | 2922 |  | 9,611 |  | 2.250 |  | 57.274 |  | (2,005) |
| Net income | § 56,691 | § 55,771 | \$ 107,848 | § 125.473 | § | 345,783 |  | \% 132,783 | \$ | 171,127 | \$ | 133.370 |
| Basic earnngs per share: |  |  |  |  |  |  |  |  |  |  |  |  |
| Income from cortinuing cperacions | \$ 0.46 | 9 0.46 | \$ 089 | \$ 104 | \$ | 288 | \$ | ¢ 1.10 | \$ | 096 | \$ | 119 |
| hncone from discorvinued cperaxions | 0.62 | 0.01 | 0.02 | 0.02 |  | 0.08 |  | 0.02 |  | 0.48 |  | (002) |
| Nat income per share | \$ 0.48 | \$ 0.47 | \$ 091 | \$ 1.06 | S | 296 |  | ¢ 1.12 | \$ | 1.44 | \$ | 117 |
| Dited earnings per share: |  |  |  |  |  |  |  |  |  |  |  |  |
| Income from continuing cperations | \$ 0.46 | ¢ 0.45 | \$ 088 | \$ 1.02 | s | 282 |  | \% 1.09 | \$ | 0.94 | \$ | 1.18 |
| incone from discortinued cperaxions | 0.62 | 0.02 | 0.02 | 0.03 |  | 0.09 |  | 0.02 |  | 0.47 |  | (003) |
| Nat income per share | \$ 0.48 | \$ 0.47 | \$ 090 | \$ 1.05 | \$ | 2.91 |  | 31.11 | \$ | 1.41 | \$ | 115 |

Note: Besic and diuted earnngs per share amounts are comoued indepencently for tach of the quanters
presented, therefore, the sum of the quarterly besic end diuted eernngs per shere amourts may not equel the total compcted for the year.

## Restated Quarterly Segment Data

BUGIESS SEGMET INFORMATIONBY INDUSTRY - Restated
Industrial \& Aerospace restated for reclass of business unt
Other restated for the divestiture of business unit

| (Dolers in mousends) | Fis cal 2004 |  |  |  |  |  |  |  |  |  |  | Fiecal 2005 |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | $9 / 50 / 2003$ |  | 12331/2003 |  | 31312004 |  | 6/30/2004 |  |  | Total |  | 9830/2004 |  | 2/31/2004 | 3/31/2006 |  |
| Net sales |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| ndustria: |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| North Amence | \$ | 687.777 | ¢ | 685,412 | \$ | 815,238 | \$ | \$48.382 | \$ |  | 3,015,820 | \$ | 832,338 | \$ | 810,243 | 5 | 924,975 |
| Irternational |  | 421,824 |  | 441,445 |  | 541,634 |  | 564.824 |  |  | 1,989,727 |  | 548,973 |  | 583,221 |  | 623,343 |
| Aerospece |  | 284,631 |  | 289,792 |  | 314.651 |  | 326.846 |  |  | 1215,920 |  | 331.134 |  | 326,961 |  | 337,314 |
| Climate 8 industrial Controls |  | 155.950 |  | 144,698 |  | 181,172 |  | 139337 |  |  | 671,157 |  | 165.470 |  | 176,506 |  | 226.831 |
| caner |  | 31,923 |  | 31,903 |  | 26,361 |  | 34.860 |  |  | 125,137 |  | 42,053 |  | 36,956 |  | 20.245 |
| Total |  | 1.562.105 |  | 1593.340 |  | 1.879.C57 |  | \$1.934 259 | $\$$ |  | 6998.761 |  | 1919.988 |  | . 942.887 |  | 2.141.708 |
| Segment operating income |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Industrial: |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| North Americs | \$ | 43,045 | ¢ | 48,83? | \$ | 88,605 |  | 110.286 | \$ |  | 290,783 | ¢ | 112,809 | \$ | 90.862 | 5 | 120,133 |
| Irternational |  | 31,332 |  | 29.619 |  | 42,857 |  | 55.833 |  |  | 150.841 |  | 63.473 |  | 61,815 |  | 83.079 |
| Aerospese |  | 37.485 |  | 34,837 |  | 41,638 |  | 43.985 |  |  | 157.946 |  | 51,294 |  | 48.540 |  | 43,945 |
| Cirrete 8 Industrial Controls |  | 17.514 |  | 10.459 |  | 21.432 |  | 22384 |  |  | 71.769 |  | 15.817 |  | 8.911 |  | 26.513 |
| Other |  | 2.175 |  | 893 |  | (408) |  | 5389 |  |  | 8, 138 |  | 0.773 |  | 4.744 |  | 2,379 |
| Total segnent eperating inceme |  | 131,551 |  | 124,735 |  | 194,123 |  | 237.888 |  |  | 689,277 |  | 260,966 |  | 224.872 |  | 258,049 |
| Corpcrate peneral and admisistraove expenses |  | 22.919 |  | 25,087 |  | 25.435 |  | 32.840 |  |  | 108,281 |  | 25,355 |  | 30.816 |  | 23.447 |
| income from continuing operations before |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| interest expense and other |  | 108.632 |  | 99,648 |  | 168.688 |  | 205028 |  |  | 581,996 |  | 234.811 |  | 194,056 |  | 232.602 |
| interest expensa |  | 21.751 |  | 17,267 |  | 17,228 |  | 16.972 |  |  | 73,219 |  | 16,216 |  | 17.288 |  | 17,116 |
| Other |  | 5.962 |  | 4,394 |  | 12,172 |  | 6.123 |  |  | 28.651 |  | 33,223 |  | 16.754 |  | 23.857 |
| income from continuing operations |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| before income taxes | 3 | 80,919 | 1 | 77.897 | 8 | 139.287 | $\$$ | 3 181.883 |  | 3 | 480,126 |  | 185,372 | 8 | 160,014 | 8 | 191,629 |

