# 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 28, 2005

## PARKER-HANNIFIN CORPORATION

(Exact Name of Registrant as Specified in Charter)

## Ohio

(State or Other Jurisdiction of Incorporation)

34-0451060 (IRS Employer Identification No.)

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

## 1-4982

(Commission File Number)
$\qquad$

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))

## 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 July 28, 2005, Parker-Hannifin Corporation issued a press release and presented a Webcast announcing earnings for the quarter ended June 30, 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 July 28, 2005.
99.2 Webcast presentation by Parker-Hannifin Corporation, dated July 28, 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: /s/ Timothy K. Pistell
Timothy K. Pistell
Executive Vice President - Finance and
Administration and Chief Financial Officer
Date: July 28, 2005

| For Release: | Immediately |  |
| :--- | :--- | ---: |
| Contact: | Media- <br> Jennifer Eaton - Corp. Communications <br> jeaton@parker.com | $216 / 896-2895$ |
|  | Financial Analysts - <br> Pamela Huggins, VP \& Treasurer <br> phuggins@parker.com | $216 / 896-2240$ |

## Stock Symbol: PH - NYSE

## PARKER HANNIFIN REPORTS RECORD YEAR-END SALES, EARNINGS, AND CASH FLOW FROM OPERATIONS; ANNOUNCES Q4 EPS UP 31 PERCENT TO \$1.34

Cleveland, Ohio: July 28, 2005 - Parker Hannifin Corporation (NYSE: PH) today reported new records in sales, earnings and cash flow from operations for fiscal-year 2005. Sales topped $\$ 8$ billion for the first time in the company's 87 -year history; diluted earnings per share for the year were also at an all-time high; and cash flow from operations reached a record $\$ 871.8$ million, or 10.6 percent of sales, surpassing last year's record of $\$ 649.5$ million, or 9.3 percent of sales.

For the full year, Parker posted a 63-percent increase in income from continuing operations, at $\$ 548.0$ million, or a 61-percent increase in earnings per diluted share of $\$ 4.55$. Revenues reached a record $\$ 8.22$ billion, up 17 percent. Last year, the company earned $\$ 336.2$ million from continuing operations, or $\$ 2.82$ per diluted share, on sales of $\$ 7.0$ billion. Income from discontinued operations for 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.

Fourth-quarter income from continuing operations increased 32 percent to $\$ 161.4$ million, or a 31-percent increase in earnings per diluted share of $\$ 1.34$ on sales of $\$ 2.21$ billion for the period ended June 30, 2005, compared to income from continuing operations of $\$ 122.6$ million, or $\$ 1.02$ cents per diluted share on sales of $\$ 1.96$ billion in the same period last year.
"We have just completed an exceptional year, driving significant shareholder value as evidenced by our Return on Invested Capital (ROIC), which should rank us among the upper tier of our peer group. We demonstrated that Parker can achieve significant growth, and produce the cash to invest in yet another year of strong results in fiscal 2006," said Chairman and CEO Don Washkewicz. "Parker employees made an incredible effort to execute our Win Strategy, and we have a solid foundation in place to build the future of our company. This will be seen as another great period in Parker's rich history of profitable growth."

## Segment Results

In the North American Industrial segment, fourth-quarter operating income improved 16 percent to $\$ 128.4$ million on sales of $\$ 940.1$ million. For the full year, North American Industrial operating income was up 61 percent to $\$ 468.2$ million on sales of $\$ 3.52$ billion.

The International Industrial segment fourth-quarter operating income increased 36 percent to $\$ 76.0$ million on sales of $\$ 642.9$ million. For the full year, International Industrial operating income was up 67 percent to $\$ 267.2$ million on sales of $\$ 2.40$ billion.

In the company's Climate \& Industrial Controls segment, fourth-quarter operating income increased six percent to $\$ 23.6$ million on sales of $\$ 225.5$ million. For the full year, the Climate \& Industrial Controls segment recorded operating income up four percent to $\$ 74.8$ million on sales of $\$ 794.3$ million.

Aerospace reported a fourth-quarter increase in operating income of 24 percent to $\$ 54.4$ million on sales of $\$ 364.0$ million. For the full year, Aerospace reported operating income up 26 percent to $\$ 199.2$ million on sales of $\$ 1.36$ billion.

In the "Other" segment, comprised of Astron metal buildings, fourth-quarter operating income was $\$ 4.6$ million on sales of $\$ 38.0$ million. Full year operating income was up 127 percent to $\$ 18.5$ million on sales of $\$ 146.3$ million.

## Outlook

In fiscal year 2006, Parker for the first time will be expensing equity based compensation as required by FAS 123R. Without the impact of this accounting change, the fiscalyear 2006 earnings from continuing operations are projected to range from $\$ 5.00$ to $\$ 5.40$ per diluted share. With the impact of the accounting change, the company projects earnings from continuing operations for fiscal-year 2006 to range from $\$ 4.80$ to $\$ 5.25$ per diluted share, including an expense of approximately 15 to 20 cents per diluted share related to FAS 123R. Removal of the FAS 123R accounting change allows investors and the company to meaningfully evaluate future projected performance on a comparable basis with prior periods which were not impacted by the accounting change.
"Nearly all of our major end markets are performing very well and we are particularly pleased with the strong demand we're seeing in Aerospace. The performance of our traditional markets, plus the potential of our new growth platforms, lead us to project another year of solid sales and earnings in fiscal 2006," added Washkewicz.
"Going forward, we will continue to drive our Win Strategy goals of premier customer service and financial performance; with an even greater emphasis on profitable growth.
"Our focus for fiscal 2006 is on growth through innovation. We have the financial capacity to expand our business through strategic acquisitions and we plan to increase our investment in new product development, all in an effort to best serve our customers."

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 http://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 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 exceeding $\$ 8$ 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 50,000 people in 46 countries around the world. Parker has increased its annual dividends paid to shareholders for 49 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 atwww.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 and innovation 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 - JUNE 30, 2005

## CONSOLIDATED STATEMENT OF INCOME

| (Dollars in thousands except per share amounts) | Three Months Ended June 30, |  |  |  | Year ended June 30, |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2005 |  | 2004 |  | 2005 |  | 2004 |  |
| Net sales | \$ | 2,210,532 | \$ | 1,964,259 | \$ | 8,215,095 | \$ | 6,998,761 |
| Cost of sales |  | 1,738,471 |  | 1,549,313 |  | 6,508,111 |  | 5,672,294 |
| Gross profit |  | 472,061 |  | 414,946 |  | 1,706,984 |  | 1,326,467 |
| Selling, general and administrative expenses |  | 235,926 |  | 222,642 |  | 872,113 |  | 776,535 |
| Other income (deductions): |  |  |  |  |  |  |  |  |
| Interest expense |  | $(16,410)$ |  | $(16,972)$ |  | $(67,030)$ |  | $(73,219)$ |
| Other (expense) income, net |  | (267) |  | 6,601 |  | $(11,368)$ |  | 3,413 |
|  |  | - |  | - |  | - |  |  |
|  |  | $(16,677)$ |  | $(10,371)$ |  | $(78,398)$ |  | $(69,806)$ |
|  |  |  |  |  |  |  |  |  |
| Income from continuing operations before income taxes |  | 219,458 |  | 181,933 |  | 756,473 |  | 480,126 |
| Income taxes |  | 58,046 |  | 59,381 |  | 208,500 |  | 143,953 |
| Income from continuing operations |  | 161,412 |  | 122,552 |  | 547,973 |  | 336,173 |
| Discontinued operations |  |  |  | 2,921 |  | 56,719 |  | 9,610 |
| Net income | \$ | 161,412 | \$ | 125,473 | \$ | 604,692 | \$ | 345,783 |
| Earnings per share: |  |  |  |  |  |  |  |  |
| Basic earnings per share from continuing operations | \$ | 1.36 | \$ | 1.04 | \$ | 4.61 | \$ | 2.86 |
| Discontinued operations |  |  |  | . 02 |  | . 48 |  | . 08 |
| Basic earnings per share | \$ | 1.36 | \$ | 1.06 | \$ | 5.09 | \$ | 2.94 |
|  |  |  |  |  |  |  |  |  |
| Diluted earnings per share from continuing operations | \$ | 1.34 | \$ | 1.02 | \$ | 4.55 | \$ | 2.82 |
| Discontinued operations |  |  |  | . 03 |  | . 47 |  | . 09 |
| Diluted earnings per share | \$ | 1.34 | \$ | 1.05 | \$ | 5.02 | \$ | 2.91 |
| Average shares outstanding during period - Basic |  | 8,816,542 |  | 8,194,932 |  | 18,794,564 |  | 7,707,772 |
| Average shares outstanding during period-Diluted |  | 0,191,274 |  | 9,614,996 |  | 20,449,006 |  | 9,006,468 |
| Cash dividends per common share | \$ | . 20 | \$ | . 19 | \$ | . 78 | \$ | . 76 |

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

## BUSINESS SEGMENT INFORMATION BY INDUSTRY

| (Dollars in thousands) | Three Months Ended June 30, |  |  |  | Year ended June 30, |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2005 |  | 2004 |  | 2005 |  | 2004 |  |
| Net sales |  |  |  |  |  |  |  |  |
| Industrial: |  |  |  |  |  |  |  |  |
| North America | \$ | 940,071 | \$ | 848,392 | \$ | 3,516,627 | \$ | 3,016,820 |
| International |  | 642,902 |  | 564,824 |  | 2,398,439 |  | 1,969,727 |
| Aerospace |  | 364,022 |  | 326,846 |  | 1,359,431 |  | 1,215,920 |
| Climate \& Industrial Controls |  | 225,501 |  | 189,337 |  | 794,308 |  | 671,157 |
| Other |  | 38,036 |  | 34,860 |  | 146,290 |  | 125,137 |
|  |  |  |  |  |  |  |  |  |
| Total | \$ | 2,210,532 | \$ | 1,964,259 | \$ | 8,215,095 | \$ | 6,998,761 |
|  |  |  |  |  |  |  |  |  |
| Segment operating income |  |  |  |  |  |  |  |  |
| Industrial: |  |  |  |  |  |  |  |  |
| North America | \$ | 128,409 | \$ | 110,296 | \$ | 468,213 | \$ | 290,783 |
| International |  | 76,040 |  | 55,833 |  | 267,207 |  | 159,641 |
| Aerospace |  | 54,408 |  | 43,986 |  | 199,187 |  | 157,946 |
| Climate \& Industrial Controls |  | 23,602 |  | 22,364 |  | 74,843 |  | 71,769 |
| Other |  | 4,556 |  | 5,389 |  | 18,452 |  | 8,138 |
|  |  |  |  |  |  |  |  |  |
| Total segment operating income | \$ | 287,015 | \$ | 237,868 | \$ | 1,027,902 | \$ | 688,277 |
| Corporate general and administrative expenses |  | 32,414 |  | 32,840 |  | 111,832 |  | 106,281 |
| Income from continuing operations before interest expense and other |  | 254,601 |  | 205,028 |  | 916,070 |  | 581,996 |
| Interest expense |  | 16,410 |  | 16,972 |  | 67,030 |  | 73,219 |
| Other expense |  | 18,733 |  | 6,123 |  | 92,567 |  | 28,651 |
| Income from continuing operations before income taxes | \$ | 219,458 | \$ | 181,933 | \$ | 756,473 | \$ | 480,126 |

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

## CONSOLIDATED BALANCE SHEET

| (Dollars in thousands) June 30, | 2005 | 2004 |
| :---: | :---: | :---: |
| Assets |  |  |
| Current assets: |  |  |
| Cash and cash equivalents | \$ 336,080 | \$ 183,847 |
| Accounts receivable, net | 1,241,029 | 1,174,601 |
| Inventories | 1,030,962 | 976,258 |
| Prepaid expenses | 49,956 | 43,907 |
| Deferred income taxes | 127,845 | 112,828 |
|  |  |  |
| Total current assets | 2,785,872 | 2,491,441 |
| Plant and equipment, net | 1,591,917 | 1,585,989 |
| Goodwill | 1,443,811 | 1,177,532 |
| Intangible assets, net | 239,891 | 102,085 |
| Other assets | 837,470 | 826,262 |
| Net assets of discontinued operations |  | 51,924 |
| Total assets | \$ 6,898,961 | \$ 6,235,233 |
|  | - | $\underline{\square}$ |
| Liabilities and shareholders' equity |  |  |
| Current liabilities: |  |  |
| Notes payable | \$ 31,962 | \$ 35,198 |
| Accounts payable | 584,253 | 525,113 |
| Accrued liabilities | 613,881 | 555,303 |
| Accrued domestic and foreign taxes | 105,831 | 123,030 |
| Total current liabilities | 1,335,927 | 1,238,644 |
| Long-term debt | 938,424 | 953,796 |
| Pensions and other postretirement benefits | 1,058,814 | 813,635 |
| Deferred income taxes | 35,911 | 79,028 |
| Other liabilities | 189,738 | 167,676 |
| Shareholders' equity | 3,340,147 | 2,982,454 |
| Total liabilities and shareholders' equity | \$ 6,898,961 | \$ 6,235,233 |

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

## CONSOLIDATED STATEMENT OF CASH FLOWS

| (Dollars in thousands) | Year ended June 30, |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  | 2005 |  | 2004 |  |
| Cash flows from operating activities: |  |  |  |  |
| Net income | \$ | 604,692 | \$ | 345,783 |
| Net (income) from discontinued operations |  | $(56,719)$ |  | $(9,610)$ |
| Depreciation and amortization |  | 264,699 |  | 251,753 |
| Net change in receivables, inventories, and trade payables |  | 36,028 |  | 14,246 |
| Net change in other assets and liabilities |  | 5,965 |  | 53,810 |
| Other, net |  | 17,150 |  | $(6,498)$ |
|  |  |  |  |  |
| Net cash provided by operating activities |  | 871,815 |  | 649,484 |
|  |  |  |  |  |
| Cash flows from investing activities: |  |  |  |  |
| Acquisitions (net of cash of \$21,720 in 2005 and \$63,691 in 2004) |  | $(558,569)$ |  | (200,314) |
| Capital expenditures |  | $(156,567)$ |  | $(140,138)$ |
| Proceeds from sale of business |  | 120,000 |  | 33,213 |
| Other, net |  | 30,576 |  | 36,978 |
|  |  |  |  |  |
| Net cash (used in) investing activities |  | $(564,560)$ |  | $(270,261)$ |
|  |  | - |  |  |
| Cash flows from financing activities: |  |  |  |  |
| Net (payments for) proceeds from common share activity |  | $(23,724)$ |  | 56,223 |
| Net (payments of) debt |  | $(21,202)$ |  | $(415,428)$ |
| Dividends |  | $(92,612)$ |  | $(89,286)$ |
| Net cash (used in) financing activities |  | $(137,538)$ |  | $(448,491)$ |
|  |  |  |  |  |
| Net cash (used in) provided by discontinued operations |  | $(19,004)$ |  | 12,969 |
|  |  |  |  |  |
| Effect of exchange rate changes on cash |  | 1,520 |  | $(5,704)$ |
|  |  |  |  |  |
| Net increase (decrease) in cash and cash equivalents |  | 152,233 |  | $(62,003)$ |
| Cash and cash equivalents at beginning of period |  | 183,847 |  | 245,850 |
| Cash and cash equivalents at end of period | \$ | 336,080 | \$ | 183,847 |

# Parker Hannifin Corporation 

# Quarterly Earnings Release 4th Quarter FY 2005 

July 28, 2005

## Forward-Looking Statements


#### Abstract

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 and innovation 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 rawmaterial 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.


## 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, 2005

## Financial Highlights

Sales - 4th Quarter and YTD through June 30, 2005

|  | 4th Quarter |  | YTD |  |
| :---: | :---: | :---: | :---: | :---: |
|  | FY05 | FYO4 | FY05 | FYO4 |
| Sales | \$2,211 | \$1,964 | \$8,215 | \$6,999 |
| \% change | 13\% |  | 17\% |  |
| Sales from acquisitions \& divestitures | \$103 | \$5 | \$404 | \$34 |
| Sales without acquisitions \& divestitures | \$2,108 | \$1,959 | \$7.811 | \$6,965 |
| \% change | 8\% |  | 12\% |  |
| Currency effects | \$35 |  | \$175 |  |
| Sales without acquisitions, divestitures \& currency | \$2,073 | \$1,959 | \$7,636 | \$6,965 |
| \% change | 6\% |  | 10\% |  |

## Influences on Sales

- Continued Industrial End Market Strength
- Aerospace *Commercial OEM
- Globalization Trends

Possible:

## Parker New Order Rates



## Parker New Order Rates

Industrial R.O.W.


Current month vs. prior year
Possible.

## Parker New Order Rates

## Climate \& Industrial Controls



## Parker New Order Rates



## 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 |  |
| :---: | :---: | :---: | :---: | :---: |
|  | 4th Qtr | YTD | 4th Otr | YTD |
| Sales |  |  |  |  |
| As reported | \$940 | \$3,517 | \$848 | \$3,017 |
| \% change | 11\% | 17\% |  |  |
| Acquisitions \& Divestitures | \$47 | \$157 | \$5 | \$21 |
| without Acquisitions \& Divestitures | \$893 | \$3,360 | \$843 | \$2.996 |
| \% change | 6\% | 12\% |  |  |
| Currency effects | \$5 | \$13 |  |  |
| without Acquisitions, Divestitures, \& Currency | \$888 | \$3,347 | \$843 | \$2,996 |
| \% change | 5\% | 12\% |  |  |
| Operating Margin |  |  |  |  |
| As reported | \$128 | \$468 | \$110 | \$291 |
| \% of sales | 14\% | 13\% | 13\% | 10\% |

## Segment Reporting

Industrial Rest of World

|  | FY 2005 |  | FY 2004 |  |
| :---: | :---: | :---: | :---: | :---: |
|  | 4th Qir | YTD | 4th Otr | YTD |
| Sales |  |  |  |  |
| As reported | \$643 | \$2,398 | \$565 | \$1,970 |
| \% change | 14\% | 22\% |  |  |
| Acquisitions \& Divestitures | \$12 | \$127 |  |  |
| without Acquisitions \& Divestitures | \$631 | \$2,271 | \$565 | \$1,970 |
| \% change | 12\% | 15\% |  |  |
| Currency effects | \$25 | \$134 |  |  |
| without Acquisitions, Divestitures, \& Currency | \$606 | \$2,137 | \$565 | \$1,970 |
| \% change | 7\% | 8\% |  |  |
| Operating Margin |  |  |  |  |
| As reported | \$76 | \$267 | \$56 | \$160 |
| \% of sales | 12\% | 11\% | 10\% | 8\% |

## Segment Reporting

## Aerospace

|  | FY 2005 |  | FY 2004 |  |
| :---: | :---: | :---: | :---: | :---: |
|  | 4th Otr | YTD | 4th Otr | YTD |
| Sales |  |  |  |  |
| As reported \% change | $\begin{gathered} \$ 364 \\ 11 \% \end{gathered}$ | $\begin{array}{r} \$ 1,359 \\ 12 \% \end{array}$ | \$327 | \$1,216 |
| Acquisitions \& Divestitures |  |  |  |  |
| without Acquisitions \& Divestitures | \$364 | \$1,359 | \$327 | \$1,216 |
| \% change | 11\% | 12\% |  |  |
| Currency effects | S0 | \$5 |  |  |
| without Acquisitions, Currency, \& Divestitures | \$364 | \$1,354 | \$327 | \$1,216 |
| \% change | 11\% | 11\% |  |  |
| Operating Margin |  |  |  |  |
| As reported | \$54 | \$199 | \$44 | \$158 |
| \% of sales | 15\% | 15\% | 13\% | 13\% |

## Segment Reporting Climate \& Industrial Controls

|  | FY 2005 |  | FY 2004 |  |
| :---: | :---: | :---: | :---: | :---: |
|  | 4th Qtr | YTD | 4th Qtr | YTD |
| Sales |  |  |  |  |
| As reported | S226 | \$794 | \$189 | S671 |
| \% change | 19\% | 18\% |  |  |
| Acquisitions \& Divestitures | \$44 | \$121 |  |  |
| without Acquisitions \& Divestitures | \$182 | \$674 | \$189 | S671 |
| \% change | -4\% | 0\% |  |  |
| Currency effects | \$3 | \$13 |  |  |
| without Acquisitions, Divestitures, \& Currency | \$179 | \$661 | \$189 | S671 |
| \% change | -6\% | -2\% |  |  |
| Operating Margin |  |  |  |  |
| As reported | \$24 | \$75 | \$22 | \$72 |
| \% of sales | 10\% | 9\% | 12\% | 11\% |

Possible.

## Segment Reporting

Other

|  | FY 2005 |  | FY 2004 |  |
| :---: | :---: | :---: | :---: | :---: |
|  | 4th Qtr | YTD | 4th Qtr | YTD |
| Sales |  |  |  |  |
| As reported | \$38 | \$146 | \$35 | \$125 |
| \% change | 9\% | 17\% |  |  |
| Acquisitions \& Divestitures |  |  |  | \$14 |
| without Acquisitions \& Divestitures | \$38 | \$146 | \$35 | \$111 |
| \% change | 9\% | 32\% |  |  |
| Currency effects | \$2 | \$11 |  |  |
| without Acquisitions, Divestitures \& Currency | \$36 | \$135 | \$35 | S111 |
| \% change | 4\% | 21\% |  |  |
| Operating Margin |  |  |  |  |
| As reported | \$5 | \$18 | \$5 | \$8 |
| \% of sales | 12\% | 13\% | 15\% | 6\% |

## Balance Sheet Summary

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


## Financial Leverage

Debt to Debt Equity


Possible.

Strong Cash Flow Cash From Operations


FY 2006 Earnings Outlook Assumptions Segment Sales \& Operating Income

| FY 2006 Sales Change versus FY 2005 |  |  |  |
| :--- | :---: | :---: | :---: |
| NA Industrial | $6.5 \%$ | - | $7.2 \%$ |
| Industrial ROW | $9.4 \%$ | - | $10.4 \%$ |
| Aerospace | $6.0 \%$ | - | $7.8 \%$ |
| CIC | $11.4 \%$ | - | $13.0 \%$ |


| FY 2006 Operating Margin Percentages |  |  |  |
| :--- | :--- | :--- | :--- |
|  | * |  |  |
| NA Industrial | $13.5 \%$ | - | $14.1 \%$ |
| Industrial ROW | $11.8 \%$ | - | $12.4 \%$ |
| Aerospace | $14.3 \%$ | - | $14.7 \%$ |
| CIC | $10.6 \%$ | - | $11.7 \%$ |

*Adoption of FAS I23R by the Company will result in additional expense of approximatcly $\$ .15-\$ .20$ per diluted share in FY2006. Although this expense will be borne in part by the operating segments beginning in the lst Quarter of FY2006, the forecasted operating margins do not include such impact because the company has not yet determined the manner in which this expense will be allocated. The margin ontlook assumptions as presented are meaningful to
investors and the company to the extent they permit an evaluation of future performance on a comparable basis with
prior periods which were not impacted by the accounting change.

## FY 2006 Earnings Outlook assumptions below Operating Margin

> Corporate Admin* $\quad+11 \%$ to $+12.5 \%$ vs. FY 2005<br>> Interest Expense -14\% to -16\% vs. FY 2005<br>> Other Exp. (Income)** -28\% to -30\% vs. FY 2005

> Tax Rate 30.0\%
*Adoption of FAS 123R by the Company will result in additional expense of approximately $\$ .15-\$ .20$ per diluted share in FY2006. The forecasted margin does not include such impact because the company has not yet determined the manner in which this expense will be allocated. The margin assumption as presented is meaningfill to investors and the company to the extent it permits an evaluation of future performance on a comparable basis with prior periods which were not
impacted by the accounting change.

## Earnings Outlook

Without FAS 123R Impact:
Fiscal Year 2006 EPS Range
\$5.00-\$5.40

With FAS 123R Impact:
Fiscal Year 2006 EPS Range
\$4.80-\$5.25
Note: Forecast Does Not Include Any Acquisitions or Divestitures That May Occur During Fiscal Year 2006.

## Questions \& Answers...



## Appendix

$$
\begin{gathered}
\text { Income Statements } \\
\text { \& } \\
\text { Quarterly Segment Data }
\end{gathered}
$$

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

FY 2005

|  | $\%$ of Sales |  |
| :--- | ---: | ---: |
| Net sales | $\$ 2,210.5$ | $100.0 \%$ |
| Cost of sales | $1,738.5$ | $78.6 \%$ |
| Gross profit | 472.1 | $21.4 \%$ |
| S, G \& A | 235.9 | $1.4 \%$ |
| Interest expense | $(16.4)$ | $-0.7 \%$ |
| Interest \& other income | $(0.3)$ | $0.0 \%$ |
|  | $\mathbf{( 1 6 . 7 )}$ | $-0.8 \%$ |
| Income from Cont'g Operations b/f taxes | 219.5 | $9.9 \%$ |
| Income taxes | 58.0 | $2.6 \%$ |
| Income from Cont'g Operations | $\$ 161.4$ | $7.3 \%$ |
| $\quad$ Discontinued Operations |  |  |
| Net Income | $\$ 161.4$ | $7.3 \%$ |

FY 2004

| $\%$ of Sales |  |
| ---: | ---: |
| $\$ 1,964.3$ | $100.0 \%$ |
| 1.549 .3 | $78.9 \%$ |
| 414.9 | $21.1 \%$ |
| 222.6 | $11.3 \%$ |
| $(17.0)$ | $-0.9 \%$ |
| 6.6 | $0.3 \%$ |
| $(10.4)$ | $-0.5 \%$ |
| 181.9 | $9.3 \%$ |
| 59.4 | $3.0 \%$ |
| $\$ 122.6$ | $6.2 \%$ |
| $\$ 2.9$ | $0.1 \%$ |
| $\$ 125.5$ | $6.4 \%$ |

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

FY 2005

|  | $\%$ of Sales |  |
| :--- | ---: | ---: |
| Net sales | $\$ 8,215.1$ | $100.0 \%$ |
| Cost of sales | $6,508.1$ | $79.2 \%$ |
| Gross profit | $1,707.0$ | $20.8 \%$ |
| $\mathrm{~S}, \mathrm{G} \& \mathrm{~A}$ | 872.1 | $10.6 \%$ |
| Interest expense | $\mathbf{6 7 . 0}$ | $-0.8 \%$ |
| Interest \& other income | $(11.4)$ | $-0.1 \%$ |
|  | $(78.4)$ | $-1.0 \%$ |
| Income from Cont'g Operations b/f taxes | 756.5 | $9.2 \%$ |
| Income taxes | 208.5 | $2.5 \%$ |
| Income fromCont'g Operations | $\$ 548.0$ | $6.7 \%$ |
| $\quad$ Discontinued Operations | $\$ 56.7$ | $0.7 \%$ |
| Net Income | $\$ 604.7$ | $7.4 \%$ |

FY 2004

| $\%$ of Sales |  |
| ---: | ---: |
| $\$ 6,998.8$ | $100.0 \%$ |
| $5,672.3$ | $81.0 \%$ |
| $1,326.5$ | $19.0 \%$ |
| 776.5 | $11.1 \%$ |
| $(73.2)$ | $-1.0 \%$ |
| 3.4 | $0.0 \%$ |
| $(69.8)$ | $-1.0 \%$ |
| 480.1 | $6.9 \%$ |
| 144.0 | $2.1 \%$ |
| $\$ 336.2$ | $4.8 \%$ |
| $\$ 9.6$ | $0.1 \%$ |
| $\$ 345.8$ | $4.9 \%$ |

## Restated Income Statement

CORBOUDATEDSTATBMER OP NCCME-Anstated
besested to preseme divestioure of a business urit as dsconeimued opermioni

we asies

| \$ 1,682, 106 | 81,693240 | \$18790067 | \$1,982,269 | 36,986,781 | \$1,940,068 | \$ | 1,912,887 | \$2,141,708 | \$2210,682 | \$8,26005 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 1,238, 238 | 1.313800 | 1 1,20299 | 1,549,313 | 5072,234 | 1,510.369 |  | 1,540367 | 1,712,364 | 1738,471 | 0.508, 111 |
| 2 2n. 223 | 279538 | 552760 | 414,905 | 1,328,457 | 400.589 |  | 308,530 | 428,824 | 472,061 | 1,706984 |
| 174917 | *3524 | 195452 | 22.002 | 776.535 | 197.134 |  | 220845 | 218.207 | 236590 | 872.113 |
| 21,751 | 17,207 | 17220 | 10,972 | 13.219 | 18,215 |  | 1728 | 17,16 | 16,410 | 65100 |
| 1,0\% | 800 | 792 | (8,601) | (3, 118$)$ | 10.367 |  | (1,815) | 1,372 | 267 | 11.363 |
| 20.919 | 77.087 | ${ }^{130297}$ | 131,363 | 450,125 | 105.372 |  | 160,014 | 131,620 | 219,45 | 756473 |
| 2 x 582 | 24.438 | 3354.7 | 59,381 | 143.859 | 58.859 |  | 46, 161 | 43, 454 | 54.048 | 208500 |
| 51387 | 63,494 | 106,740 | 122,562 | 306,178 | 100,58\% |  | 113,863 | 142,176 | 161,412 | 547.973 |
| 2.304 | 2277 | 2.100 | 2.929 | 9.610 | 2250 |  | 57274 | [2.905) |  | 50719 |
| 5 5 5, 691 | \% 55.771 | \& 107848 | 5 125,473 | \% 345,733 | \$ 132.783 | 9 | 171,127 | S 130,370 | \% 161,412 | 5604602 |

806 c earinge per share
Netincomeper chas
Dutsd carnge per anse
homelioncorruiv cyeston
Netincomeper share

Nite: Bosc and dived earings per share srourts se conouted independerty for each of the custers
 computsofor the year

## Restated Quarterly Segment Data

| (Dilas ntmukank) |  | 9080003 |  | 120112003 |  | scal 2004 <br> 3/31/2004 |  | W302004 |  | Total |  | 9300004 |  | 12910004 |  | $\begin{aligned} & 3 \mathrm{cal} 2006 \\ & 3 / 91 / 2005 \end{aligned}$ |  | 630n005 |  | Tetal |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Nitsales |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| indstral |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| North Amenco | \$ | 987.777 | I | 685.412 | 8 | 815.293 | 5 | 848390 |  | 3.016,820 | \$ | 832,338 | S | 810.243 | 5 | 204, 313 | 5 | 940,071 |  | 3.516.627 |
| rternabxal |  | 421.824 |  | 41,445 |  | 541,034 |  | 504.824 |  | 1.852727 |  | 548,973 |  | 583.221 |  | 623,343 |  | 642,902 |  | 2.398439 |
| Acrospoce |  | 28.631 |  | 289,752 |  | 314.851 |  | 326848 |  | 1215.920 |  | 331,134 |  | 326081 |  | 337.314 |  | 384.022 |  | 1.259431 |
| Cimete S indsrral Conicls |  | 155.950 |  | 144,658 |  | 181,172 |  | 189.337 |  | 871,157 |  | 1e5,470 |  | 176.508 |  | 228,631 |  | 225,501 |  | 794.308 |
| Oner |  | 31.923 |  | 31.968 |  | 26.581 |  | 34.850 |  | 125.137 |  | 42.053 |  | 38.955 |  | 29.245 |  | 38.036 |  | 146280 |
| Tetal |  | 1562105 |  | 1.503 .340 |  | 1.872 .057 |  | 1864250 |  | 6803781 |  | 1.919.86\% |  | 1.842887 |  | 2.141.700 |  | 2210.532 |  | 8215006 |
| Segment operating income |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| ind.stral |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| North Amenco | 5 | 43045 | \$ | 48,337 | 8 | 80.605 | \$ | 110298 | 5 | 200,783 | ร | 110,809 | s | 90,862 | 5 | 120,133 | ร | 128,409 |  | 468.213 |
| remmaional |  | 31.332 |  | 29,519 |  | 42,857 |  | 55833 |  | 159.041 |  | 00.473 |  | 61.615 |  | 63,479 |  | re.c40 |  | 267.307 |
| Acrospace |  | 37.85 |  | 34.827 |  | 41,638 |  | 43.958 |  | 157,946 |  | 51.294 |  | 49.540 |  | 43,945 |  | 54,408 |  | 190.187 |
| Cinste S indesral Contecls |  | 17.514 |  | 10,459 |  | 21,432 |  | 22384 |  | 71,769 |  | 15,817 |  | 8.911 |  | 28,513 |  | 23,602 |  | 74843 |
| Oher |  | 2175 |  | 963 |  | (400) |  | 5390 |  | Q.138 |  | 6.773 |  | 4.744 |  | 2.379 |  | 4.556 |  | 18.452 |
| Tetal segment operating income |  | 131.551 |  | 124,735 |  | 194,123 |  | 237868 |  | 683.277 |  | 250,105 |  | 224.672 |  | 258,049 |  | 297.015 |  | 1.027.902 |
| Carsorate generdi and admisistative expenses |  | 22919 |  | 25,097 |  | 25.435 |  | 32040 |  | 105,201 |  | 25.255 |  | 30618 |  | 23,447 |  | 32.414 |  | 111.832 |
| Income from continuing operstions before |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| interest expense and ether |  | 108632 |  | 99.948 |  | 100.68 |  | 205028 |  | 581.966 |  | 2348181 |  | 134.056 |  | 232.602 |  | 254.601 |  | 816.070 |
| rtrest expense |  | 21,751 |  | 17,267 |  | 17,229 |  | 16.972 |  | 73,219 |  | 16,216 |  | 17.288 |  | 17,116 |  | 16,410 |  | 67.030 |
| ater |  | 5902 |  | 4396 |  | 12,172 |  | 6.123 |  | 23,051 |  | 33,223 |  | t6754 |  | 23,067 |  | 10.733 |  | 92507 |
| Income from centinuing operationt |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| before income taxes | $s$ | 80918 | $t$ | 77.987 | 3 | 139.287 | $s$ | 181933 |  | 488,126 | 3 | 185,372 |  | 100014 | $\$$ | 191,009 | 9 | 219.458 |  | 750.473 |

