PARKER HANNIFIN CORPORATION

Bank of America Global Industrials Conference

Jenny Parmentier | Chairman & Chief Executive Officer | March 18th, 2026

Parker

Forward-Looking Statements and Non-GAAP Financial Measures

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. Often but not always, these statements may be identified from the use of forward-looking terminology such as “anticipates,” “believes,” “may,” “should,” “could,” “expects,” “targets,” “is likely,” “will,” or the negative of these terms and similar expressions, and may also include statements regarding future performance, orders, earnings projections, events or developments. Parker cautions readers not to place undue reliance on these statements. It is possible that the future performance may differ materially from expectations, including those based on past performance.

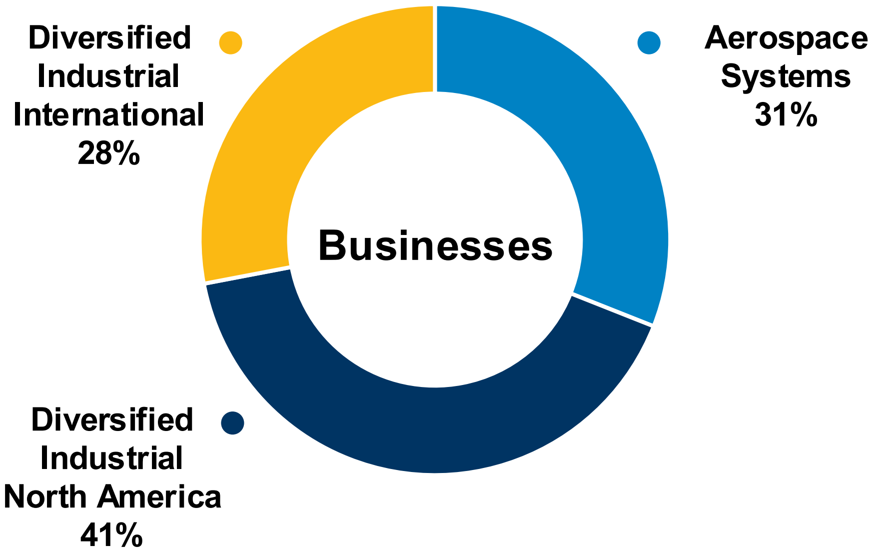
Among other factors that may affect future performance are: changes in business relationships with and orders by or from major customers, suppliers or distributors, including delays or cancellations in shipments; disputes regarding contract terms, changes in contract costs and revenue estimates for new development programs; changes in product mix; ability to identify acceptable strategic acquisition targets; uncertainties surrounding timing, successful completion or integration of acquisitions and similar transactions, including the pending acquisition of Filtration Group Corporation and the integration of Curtis Instruments, Inc; ability to successfully divest businesses planned for divestiture and realize the anticipated benefits of such divestitures; the determination and ability to successfully undertake business realignment activities and the expected costs, including cost savings, thereof; ability to implement successfully business and operating initiatives, including the timing, price and execution of share repurchases and other capital initiatives; availability, cost increases of or other limitations on our access to raw materials, component products and/or commodities if associated costs cannot be recovered in product pricing; ability to manage costs related to insurance and employee retirement and health care benefits; legal and regulatory developments and other government actions, including related to environmental protection, and associated compliance costs; supply chain and labor disruptions, including as a result of tariffs and labor shortages; threats associated with international conflicts and cybersecurity risks and risks associated with protecting our intellectual property; uncertainties surrounding the ultimate resolution of outstanding legal proceedings, including the outcome of any appeals; effects on market conditions, including sales and pricing, resulting from global reactions to U.S. trade policies; manufacturing activity, air travel trends, currency exchange rates, difficulties entering new markets and economic conditions such as inflation, deflation, interest rates and credit availability; inability to obtain, or meet conditions imposed for, required governmental and regulatory approvals; changes in the tax laws in the United States and foreign jurisdictions and judicial or regulatory interpretations thereof; and large scale disasters, such as floods, earthquakes, hurricanes, industrial accidents and pandemics. Readers should also consider forward-looking statements in light of risk factors discussed in Parker’s Annual Report on Form 10-K for the fiscal year ended June 30, 2025 and other periodic filings made with the SEC.

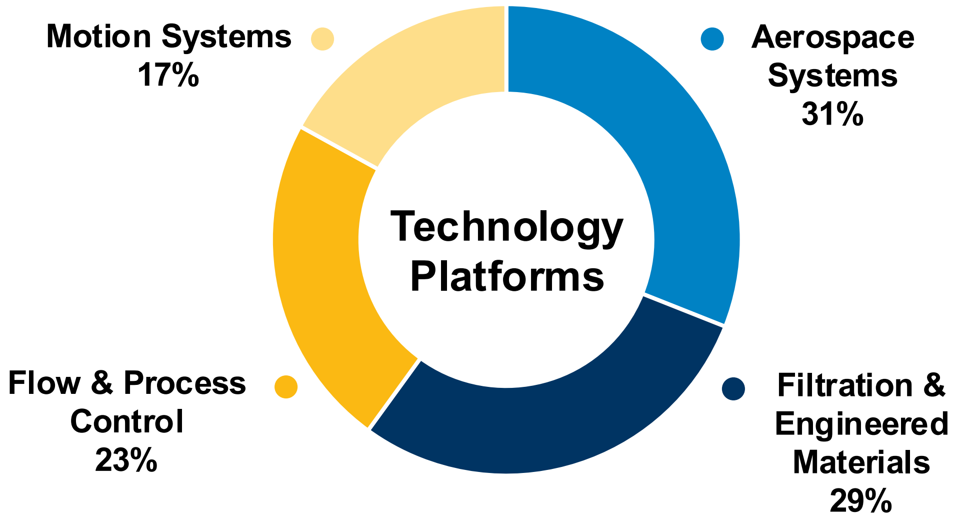
This presentation contains references to non-GAAP financial information including adjusted net income, organic sales growth, adjusted earnings per share, adjusted segment operating margin for Parker and by segment, EBITDA, EBITDA margin, adjusted EBITDA, adjusted EBITDA margin, free cash flow, and free cash flow margin. As used in this presentation, EBITDA is defined as earnings before interest, taxes, depreciation and amortization. Adjusted EBITDA is defined as EBITDA before business realignment, integration costs to achieve, acquisition related expenses, and other one-time items. Free cash flow is defined as cash flow from operations less capital expenditures. Although the above listed measures are not measures of performance calculated in accordance with GAAP, we believe that they are useful to an investor in evaluating the company performance for the periods presented. Detailed reconciliations of these non-GAAP financial measures to the comparable GAAP financial measures have been included in the appendix to this presentation.

Please visit investors.parker.com for more information.

Parker Hannifin at-a-Glance

Engineering Customer Success in Motion & Control Industry for over 100 years



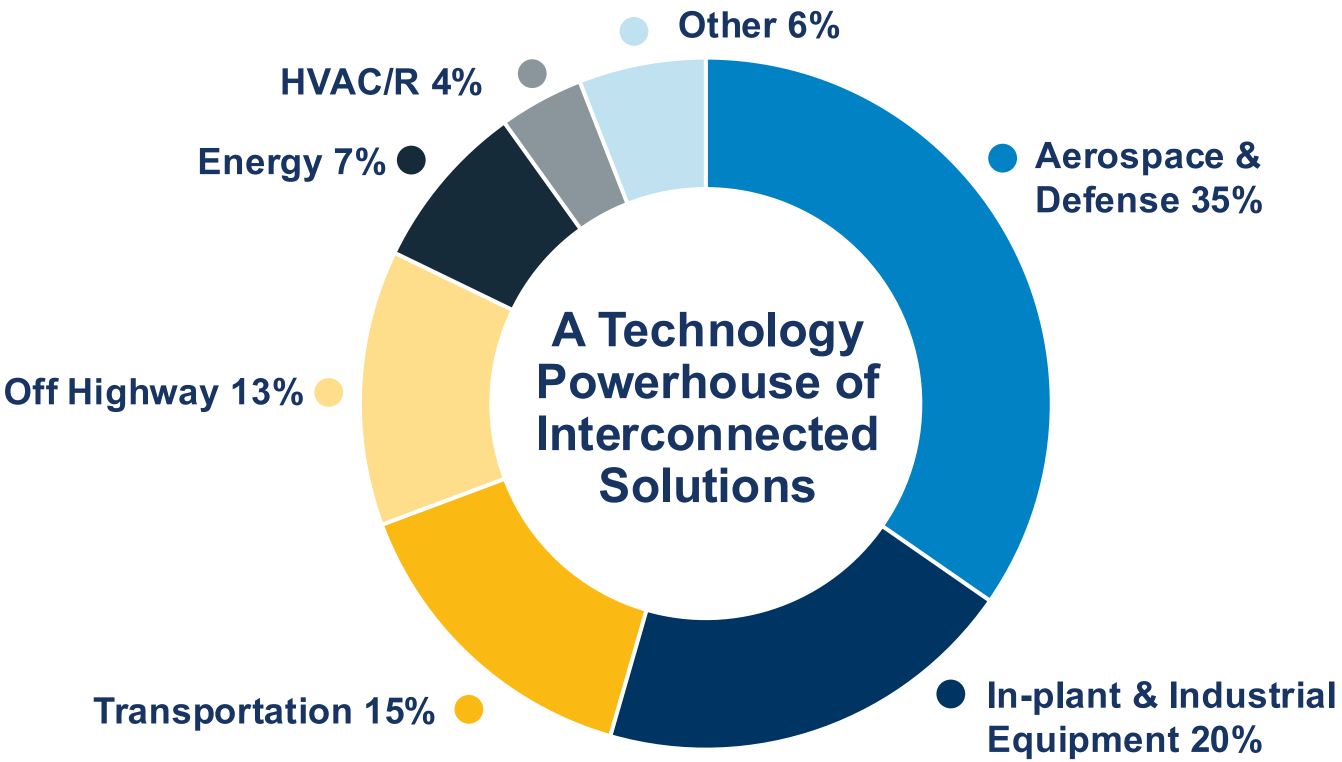


- The Win Strategy™
- A technology powerhouse of Interconnected solutions
- Global distribution network
- Decentralized operating structure

#1 Position in Motion & Control Industry

Focused Portfolio Creating Distinct Value for Customers Across Market Verticals

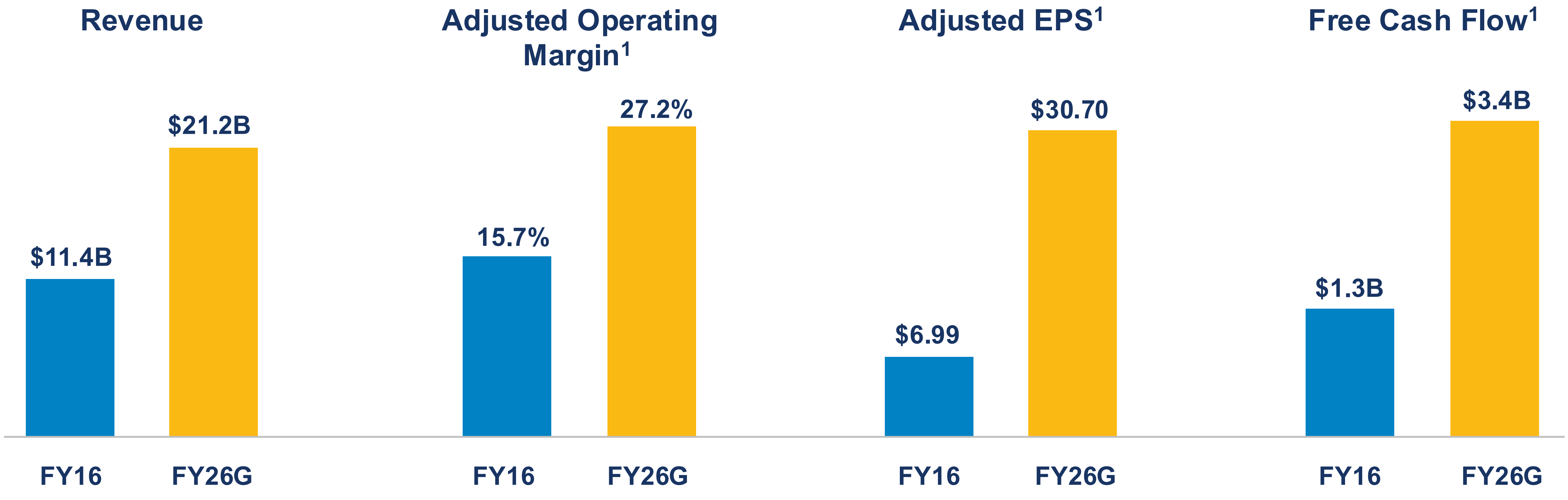
~$21B FY26G Sales



- Interconnected technologies and solutions across market verticals
- 2/3's of our sales come from customers who buy 4 or more technologies
- Growth focused on faster growing, longer cycle markets and secular trends

Note: Sales by market as of FY25. Aerospace & Defense market includes sales reported both in the Aerospace Systems segment and Diversified Industrial segment.

People, Strategy & Portfolio Drive Top Quartile Performance



+6%
Revenue CAGR

+1,150 bps
Adjusted Operating Margin[1] Expansion

+16%
Adjusted EPS[1] CAGR

+10%
Free Cash Flow[1] CAGR

1. Adjusted numbers include certain non-GAAP adjustments and financial measures. See Appendix for additional details and reconciliations.

Note: FY16 As reported: Operating Margin of 13.9%, EPS of $5.89, Cash Flow from Operations: $1.2B. FY26G As reported: Operating Margin of 23.9%, EPS of $26.56, Cash Flow from Operations: $3.9B.

Note: FY26 guidance numbers are as of January 29th, 2026, and do not include Filtration Group Corporation

The Win Strategy Coupled with Disciplined Capital Allocation

CLARCOR

LORD

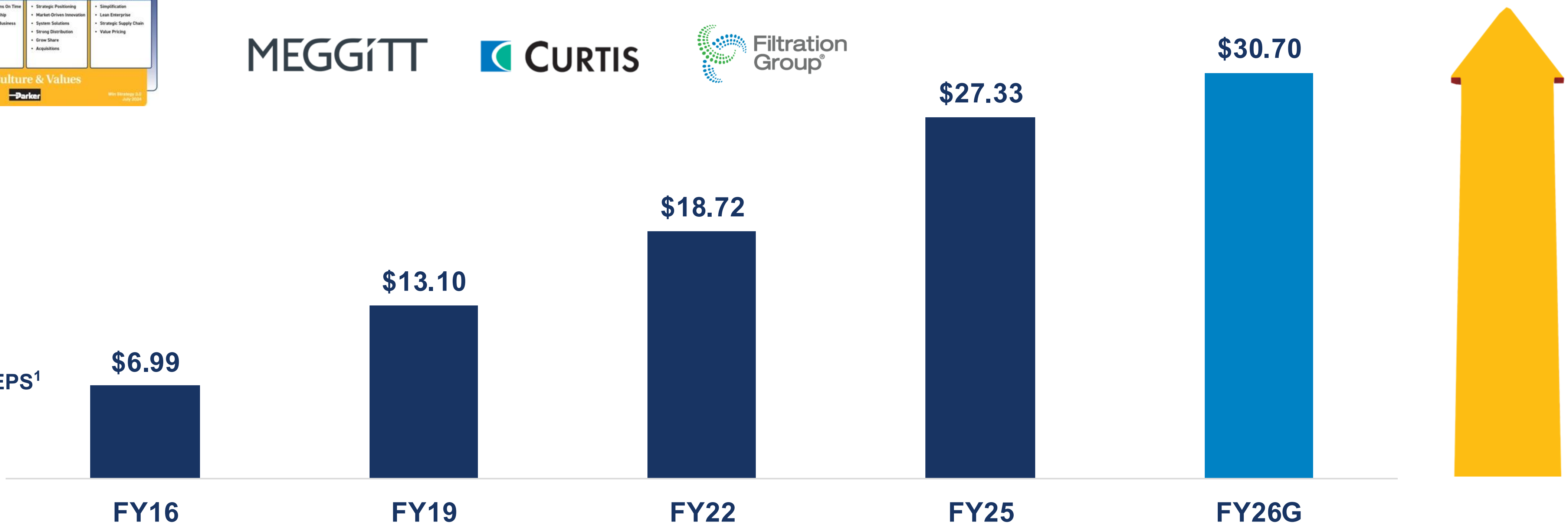
EXOTIC METALS FORMING

MEGGITT

CURTIS

Filtration Group®

Adjusted EPS[1]



As Reported EPS	$5.89	$11.57	$10.09	$27.12	$26.56

1. Adjusted numbers include certain non-GAAP adjustments and financial measures. See Appendix for additional details and reconciliations.

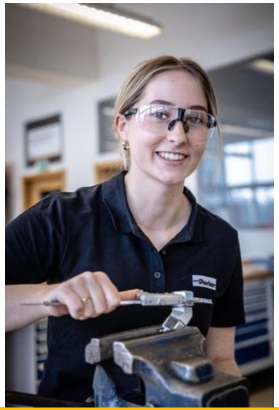
Parker

Compounds EPS Growth Over Time

What Drives Parker

- Safety, Engagement, Ownership
- Living up to Our Purpose
- Top Quartile Performance
- Great Generators & Deployers of Cash









ENGINEERING YOUR SUCCESS.

APPENDIX

Reconciliation of FY26 Guidance

RECONCILIATION OF FORECASTED SALES GROWTH TO ORGANIC SALES GROWTH

(Unaudited)

(Amounts in percentages)

	Fiscal Year 2026				
	Forecasted Net Sales	**Currency**	**Acquisitions**	**Divestitures**	**Adjusted Forecasted Net Sales**
Diversified Industrial					
North America Businesses	1.5% to 3.5%	~(0.5%)	~(1.5%)	~2.0%	1.5% to 3.5%
International Businesses	6.0% to 8.0%	~(3.0%)	~(2.0%)	--	1.0% to 3.0%
Aerospace Systems	10.5% to 12.5%	~(0.5%)	--	--	10.0% to 12.0%
Parker	5.5% to 7.5%	~(1.5%)	~(1.0%)	~1.0%	4.0% to 6.0%

RECONCILIATION OF FORECASTED CASH FLOW FROM OPERATIONS TO FREE CASH FLOW

(Unaudited)

(Dollars in millions)	**Fiscal Year 2026**
Cash flow from operations	**$3,725 to $4,125**
Less: Capital Expenditures	~(525)
Free cash flow	**$3,200 to $3,600**

RECONCILIATION OF FORECASTED EARNINGS PER DILUTED SHARE TO ADJUSTED FORECASTED EARNINGS PER DILUTED SHARE

(Unaudited)

	Fiscal Year 2026
Forecasted earnings per diluted share	**$26.26 to $26.86**
Adjustments:	
Business realignment charges	0.55
Amortization of acquired intangibles	4.57
Acquisition related expenses	0.25
Costs to achieve	0.12
Gain on insurance recoveries	(0.16)
Tax effect of adjustments[1]	(1.19)
Adjusted forecasted earnings per diluted share	**$30.40 to $31.00**

RECONCILIATION OF FORECASTED OPERATING MARGIN TO ADJUSTED OPERATING MARGIN

(Unaudited)

(Amounts in percentages)

	Fiscal Year 2026					
	Forecasted Segment Operating Margin	**Business Realignment Charges**	**Costs to Achieve**	**Acquisition-Related Intangible Asset Amortization Expense**	**Acquisition Related Expenses**	**Adjusted Forecasted Segment Operating Margin***
Diversified Industrial						
North America Businesses	23.5% to 23.9%	~0.1%	~0.1%	~2.3%	~0.1%	26.1% to 26.5%
International Businesses	22.5% to 22.9%	~1.0%	~0.0%	~1.5%	~0.1%	25.2% to 25.6%
Aerospace Systems	25.0% to 25.4%	~0.0%	~0.1%	~4.4%	~0.0%	29.5% to 29.9%
Parker	**23.7% to 24.1%**	**~0.3%**	**~0.1%**	**~2.8%**	**~0.1%**	**27.0% to 27.4%**

1. This line reflects the aggregate tax effect of all non-tax adjustments reflected in the preceding line items of the table. We estimate the tax effect of each adjustment item by applying our overall effective tax rate for continuing operations to the pre-tax amount, unless the nature of the item and/or the tax jurisdiction in which the item has been recorded requires application of a specific tax rate or tax treatment, in which cast the tax effect of such item is estimated by applying such specific tax rate or tax treatment.

Parker

* Totals may not foot due to rounding

Adjusted Amounts Reconciliation FY16
Segment Operating Margin and Free Cash Flow

RECONCILIATION OF OPERATING MARGIN TO ADJUSTED OPERATING MARGIN (Amounts in percentages) (Unaudited)	**12 Months Ended 6/30/16**
Total segment operating margin	**13.9%**
Adjustments:	
Acquisition-related intangible asset amortization	0.9%
Business realignment charges	0.9%
Adjusted total segment operating margin	**15.7%**

RECONCILIATION OF FREE CASH FLOW (Dollars in Millions) (Unaudited)	**12 Months Ended 6/30/16**
Cash provided by Operating Activities – As Reported	**$1,211**
Capital expenditures	(149)
Free cash flow	1,061
Discretionary pension contribution	200
Free cash flow – adjusted for discretionary pension	**$1,261**

Reconciliation of Earnings Per Diluted Share to Adjusted Earnings Per Diluted Share FY16 – FY25

(Amounts in dollars) (Unaudited)	12 Months Ended 6/30/16	12 Months Ended 6/30/19	12 Months Ended 6/30/22	12 Months Ended 6/30/25
Earnings per diluted share	**$5.89**	**$11.57**	**$10.09**	**$27.12**
Adjustments:				
Acquisition-related intangible asset amortization expense	0.74	1.51	2.41	4.25
Business realignment charges	0.80	0.12	0.11	0.43
Acquisition related expenses and costs to achieve	--	0.23	0.78	0.17
Tax expense related to U.S. tax reform		0.11	--	--
Loss on deal-contingent forward contracts	--	--	7.79	--
Russia liquidation	--	--	0.15	--
Gain on sale of buildings	--	--	--	(0.18)
Gain on divestitures	--	--	--	(1.94)
Saegertown incident	--	--	--	0.06
Tax effect of adjustments[1]	(0.44)	(0.44)	(2.61)	(0.93)
Discrete tax benefits	--	--	--	(1.65)
Adjusted earnings per diluted share	**$6.99**	**$13.10**	**$18.72**	**$27.33**

1.This line item reflects the aggregate tax effect of all non-tax adjustments reflected in the preceding line items of the table. We estimate the tax effect of each adjustments item by applying our overall effective tax rate for continuing operations to the pre-tax amount, unless the nature of the item and/or the tax jurisdiction in which the item has been recorded requires application of specific tax rate or tax treatment, in which case the tax effect of such item is estimated by applying such specific tax rate or tax treatment.