

CRANE

CRANE Q2 2024

Earnings Release Call



Forward-Looking Statements – Disclaimer

This presentation contains forward-looking statements within the meaning of the federal securities laws. Forward-looking statements include all statements that are not historical statements of fact and those regarding our intent, belief, or expectations, including, but not limited to: benefits and synergies of the separation transaction; strategic and competitive advantages of Crane; future financing plans and opportunities; and business strategies, prospects and projected operating and financial results. We caution investors not to place undue reliance on any such forward-looking statements.

These statements are based on management's current expectations and beliefs and are subject to a number of risks and uncertainties that could lead to actual results differing materially from those projected, forecasted or expected. Although we believe that the assumptions underlying the forward-looking statements are reasonable, we can give no assurance that our expectations will be attained.

Risks and uncertainties that could cause actual results to differ materially from our expectations include, but are not limited to: changes in global economic conditions (including inflationary pressures) and geopolitical risks, including macroeconomic fluctuations that may harm our business, results of operation and stock price; information systems and technology networks failures and breaches in data security, theft of personally identifiable and other information, non-compliance with our contractual or other legal obligations regarding such information; our ability to source components and raw materials from suppliers, including disruptions and delays in our supply chain; demand for our products, which is variable and subject to factors beyond our control; governmental regulations and failure to comply with those regulations; fluctuations in the prices of our components and raw materials; loss of personnel or being able to hire and retain additional personnel needed to sustain and grow our business as planned; risks from environmental liabilities, costs, litigation and violations that could adversely affect our financial condition, results of operations, cash flows and reputation; risks associated with conducting a substantial portion of our business outside the U.S.; being unable to identify or complete acquisitions, or to successfully integrate the businesses we acquire, or complete dispositions; adverse impacts from intangible asset impairment charges; potential product liability or warranty claims; being unable to successfully develop and introduce new products, which would limit our ability to grow and maintain our competitive position and adversely affect our financial condition, results of operations and cash flow; significant competition in our markets; additional tax expenses or exposures that could affect our financial condition, results of operations and cash flows; inadequate or ineffective internal controls; specific risks relating to our reportable segments, including Aerospace & Electronics, Process Flow Technologies and Engineered Materials; the ability and willingness of Crane Company and Crane NXT, Co. to meet and/or perform their obligations under any contractual arrangements that are entered into among the parties in connection with the separation transaction and any of their obligations to indemnify, defend and hold the other party harmless from and against various claims, litigation and liabilities; and the ability to achieve some or all the benefits that we expect to achieve from the separation transaction.

Readers should carefully review Crane's financial statements and the notes thereto, as well as the section entitled "Risk Factors" in Item 1A of Crane's Annual Report on Form 10-K for the year ended December 31, 2023 and the other documents Crane files from time to time with the SEC. These filings identify and address other important risks and uncertainties that could cause actual events and results to differ materially from those contained in the forward-looking statements. Crane assumes no (and disclaims any) obligation to revise or update any forward-looking statements.

We make no representations or warranties as to the accuracy of any projections, statements or information contained in this presentation. It is understood and agreed that any such projections, targets, statements and information are not to be viewed as facts and are subject to significant business, financial, economic, operating, competitive and other risks, uncertainties and contingencies many of which are beyond our control, that no assurance can be given that any particular financial projections ranges, or targets will be realized, that actual results may differ from projected results and that such differences may be material. While all financial projections, estimates and targets are necessarily speculative, we believe that the preparation of prospective financial information involves increasingly higher levels of uncertainty the further out the projection, estimate or target extends from the date of preparation. The assumptions and estimates underlying the projected, expected or target results are inherently uncertain and are subject to a wide variety of significant business, economic and competitive risks and uncertainties that could cause actual results to differ materially from those contained in the financial projections, estimates and targets. The inclusion of financial projections, estimates and targets in this presentation should not be regarded as an indication that we or our representatives, considered or consider the financial projections, estimates and targets to be a reliable prediction of future events.

Highlights from Second Quarter 2024 Results

\$ Millions except per-share amounts	GAAP			Adjusted*		
	Q2 2024	Q2 2023	Change	Q2 2024	Q2 2023	Change
Sales	\$581	\$510	+14%	\$581	\$510	+14%
Operating Profit	\$97	\$63	+53%	\$103	\$84	+22%
Operating Margin	16.6%	12.4%	+420 bps	17.7%	16.5%	+120 bps
Earnings per Share	\$1.23	\$0.75	+64%	\$1.30	\$1.10	18%
Adjusted EBITDA	NA	NA	NA	\$113	\$94	20%

ADDITIONAL DETAILS

	Q2 2024
Core Growth	+8.6%
Acquisitions	+5.7%
FX Translation	(0.2)%
Total Sales Change	+14.1%

	Q2 2024
Diluted EPS: GAAP (cont. ops.)	\$1.23
Special Items, net	\$0.07
Diluted EPS: Adjusted (cont. ops.)	\$1.30

Aerospace & Electronics

\$ Millions	GAAP			Adjusted*		
	Q2 2024	Q2 2023	Change	Q2 2024	Q2 2023	Change
Sales	\$231	\$189	+22%	\$231	\$189	+22%
Operating Profit	\$53	\$38	+38%	\$55	\$38	+43%
Operating Margin	22.8%	20.2%	+260 bps	23.8%	20.2%	+360 bps
Backlog	\$815	\$675	+21%	\$815	\$675	+21%

ADDITIONAL DETAILS

	Q2 2024
Core Growth	+16.4%
Acquisitions	+5.6%
FX Translation	—
Total Sales Change	+22.0%

	Q2 2024
OE Sales	+17%
Aftermarket Sales	+33%
OE/Aftermarket Mix	67% / 33%

Process Flow Technologies

\$ Millions	GAAP			Adjusted*		
	Q2 2024	Q2 2023	Change	Q2 2024	Q2 2023	Change
Sales	\$298	\$263	+13%	\$298	\$263	+13%
Operating Profit	\$60	\$51	+18%	\$61	\$53	+16%
Operating Margin	20.0%	19.2%	+80 bps	20.5%	20.0%	+50 bps
Backlog	\$400	\$353	+13%	\$400	\$353	13%

ADDITIONAL DETAILS

	Q2 2024
Core Growth	+6.6%
Acquisitions	+6.9%
FX Translation	(0.4)%
Total Sales Change	+13.1%

- On a year-over-year basis, core FX-neutral backlog increased +9% and core FX-neutral orders increased +10%
- On a sequential quarter-over-quarter basis, core FX-neutral backlog decreased 1% and core FX-neutral orders decreased 4%

Engineered Materials

\$ Millions	GAAP			Adjusted*		
	Q2 2024	Q2 2023	Change	Q2 2024	Q2 2023	Change
Sales	\$53	\$57	(8)%	\$53	\$57	(8)%
Operating Profit	\$7	\$10	(26)%	\$7	\$10	(23)%
Operating Margin	13.9%	17.1%	(320 bps)	13.9%	16.6%	(270 bps)

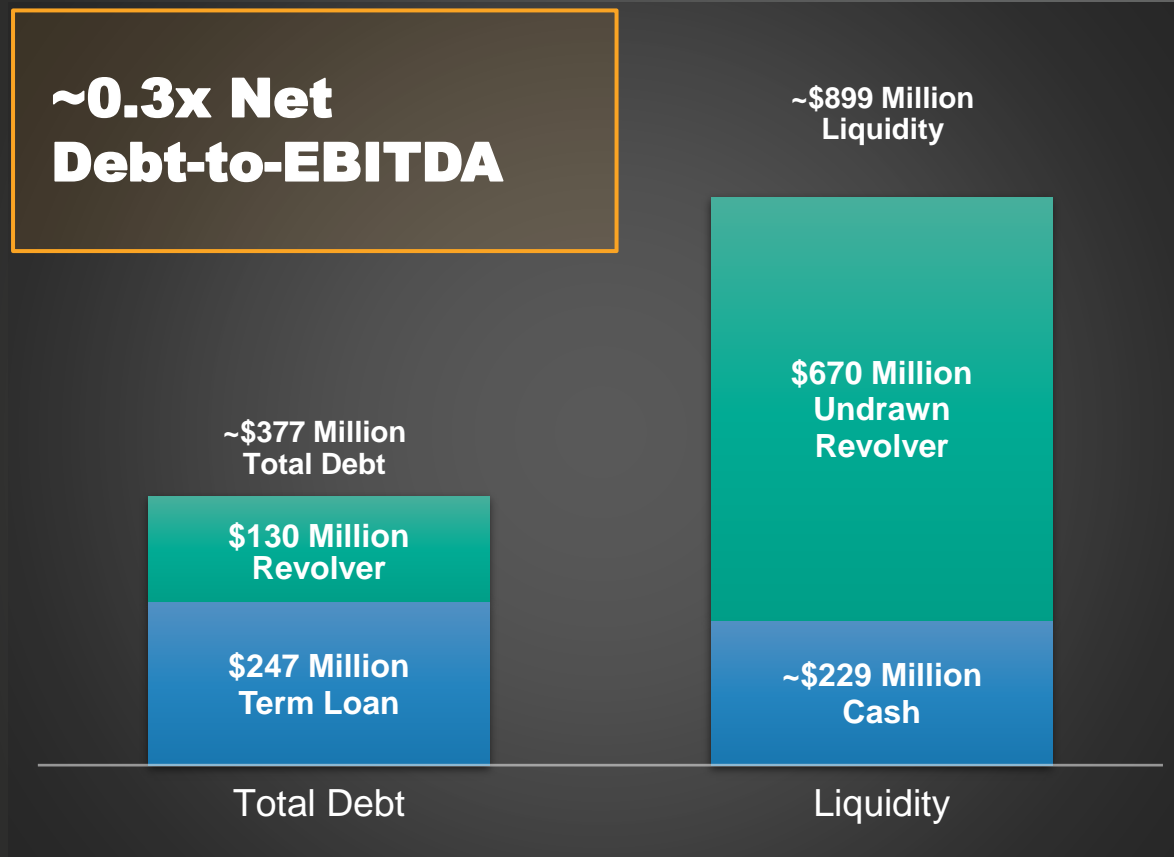
ADDITIONAL DETAILS

	Q2 2024
Core Growth	(8)%
FX Translation	—
Total Sales Change	(8)%

	Q2 2024
Recreational Vehicle Sales	(3)%
Building Products Sales	(6)%
Transportation	(24)%

Crane Company Capital Structure

AS OF June 30, 2024



ADDITIONAL DETAILS

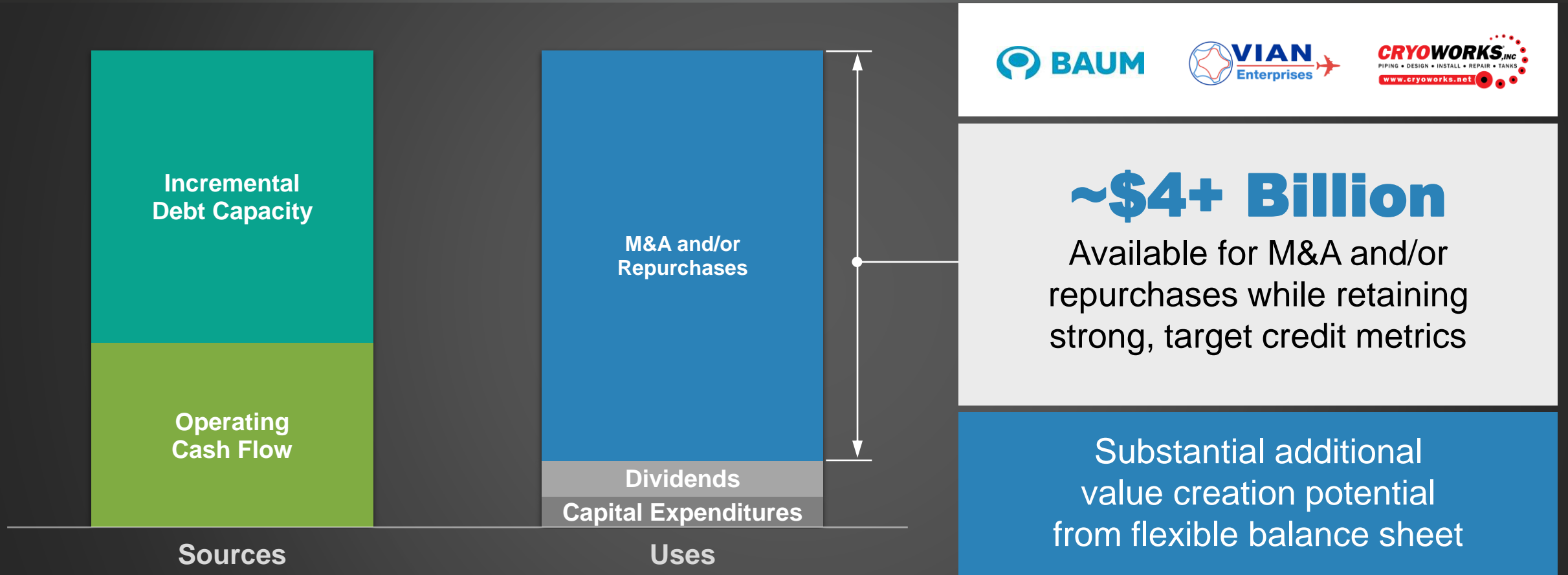
- 2024 Guidance adjusted EBITDA of ~\$450 million implies net Debt-to-EBITDA of ~0.3x as of June 30, 2024
- Interest rate on Term Loan and Revolver variable rate (~7% in current market conditions)
- Term Loan and Revolver provide flexibility for early repayment from strong underlying free cash flow

Expected M&A Capacity: \$1+ Billion Today / ~\$4 Billion Through 2028

Capital Deployment Potential

~\$4+ Billion Available from 2024-2028

POST-SEPARATION ACQUISITIONS TO DATE



Crane Company Revised Operational Guidance

\$ Millions	GAAP	Adjusted	Prior (3/31/24)	Revised (6/30/24)	2024G vs. 2023A Adjusted				
					2023A	2023A*	2024G	2024G	Change
Sales									
Aerospace & Electronics	\$789	\$789	\$920	\$920	16.5%	–	4.5%	12%	
Process Flow Technologies	\$1,073	\$1,073	\$1,148	\$1,180	10%	–	6.0%	4%	
Engineered Materials	\$224	\$224	\$224	\$224	0%	–	–	0%	
Total Segment	\$2,086	\$2,086	\$2,292	\$2,324	11%	–	~5%	+5%-7%	
Operating Profit						Leverage**			
					Change	Total	Core		
Aerospace & Electronics	\$159	\$159	\$202	\$204	28%	35%	39%		
Process Flow Technologies	\$209	\$214	\$234	\$243	14%	28%	38%		
Engineered Materials	\$33	\$33	\$33	\$33	0%	NM	NM		
Total Segment	\$401	\$406	\$470	\$480	18%	31%	39%		
Operating Margin					Change				
Aerospace & Electronics	20.1%	20.1%	22.0%	22.2%	210 bps				
Process Flow Technologies	19.4%	19.9%	20.4%	20.6%	70 bps				
Engineered Materials	14.9%	14.8%	14.8%	14.8%	Flat				
Total Segment	19.2%	19.4%	20.5%	20.7%	130 bps				

ADDITIONAL DETAILS

- **Aerospace & Electronics**
 - Recovery continues and core business positioned to outgrow market
 - Diversified portfolio executing on new wins
- **Process Flow Technologies**
 - Orders and backlog better than expected, with weakness in European Chemical stabilizing
 - Strong price / cost discipline and share gains continue
- Expect strong operating leverage in 2024 and beyond
- Well positioned to ramp up output if macroeconomic conditions and supply chain permit

Strong Operating Leverage with Operating Profit Growing ~3x Core Sales Growth

• *Excludes Special Items. Please see non-GAAP Explanation for details.
 • **Total Leverage* defined as the change in Adjusted Operating Profit divided by the change in Sales. "Core Leverage" defined as the change in Adjusted Operating Profit divided by the change in core sales. Core sales is defined as the change in sales excluding the impact of foreign currency translation, acquisitions, and divestitures.

Crane Company Revised EPS Guidance

\$ Millions, except per-share amounts	GAAP	Adjusted	Prior (3/31/24)	Revised (6/30/24)
Guidance	2023A	2023A*	2024G	2024G
Segment Operating Profit	\$401	\$406	\$470	\$480
Corporate	(\$117)	(\$76)	(\$75)	(\$80)
Operating Profit	\$284	\$330	\$395	\$400
Operating Profit Margin	13.6%	15.8%	17.2%	17.2%
Interest and Other	(\$17)	(\$10)	(\$23)	(\$20)
Pretax Income	\$267	\$320	\$372	\$380
Tax Rate	23.6%	22.7%	23.5%	23.0%
Tax	(\$63)	(\$73)	(\$87)	(\$88)
Net Income	\$204	\$247	\$284	\$293
Diluted Shares	57.5	57.5	58	58
Adjusted EPS	\$3.54	\$4.29	\$4.90	\$5.05
Adjusted EBITDA		2023A	2024G	2024G
Net Income		\$247	\$284	\$293
Tax		\$74	\$87	\$88
Interest and Other		\$6	\$23	\$20
Depreciation and Amortization		\$39	\$50	\$50
Adjusted EBITDA		\$366	\$445	\$450
Adjusted EBITDA Amortization %		17.6%	19.4%	19.4%

ADDITIONAL DETAILS

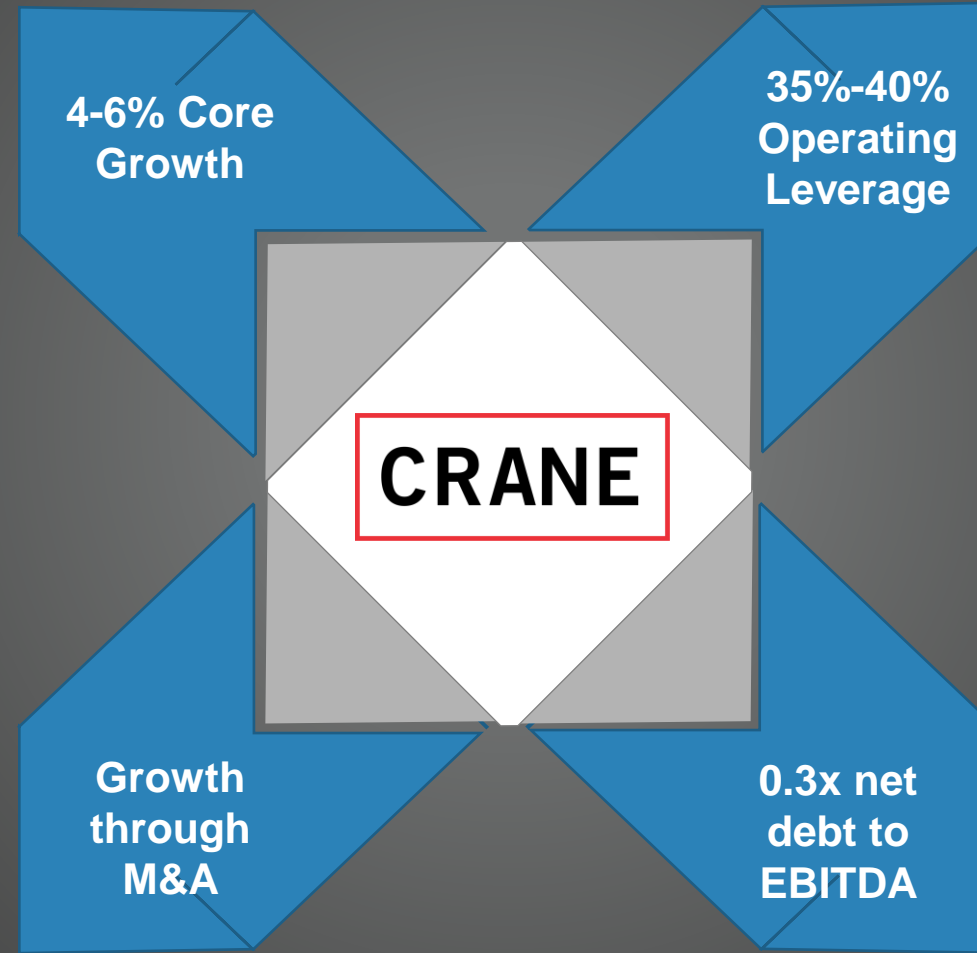
- Adjusted EPS guidance of \$4.95-\$5.15
 - 18% EPS growth following very strong 2023 results
- Adjusted free cash flow guidance (Operating Cash Flow less Capital Expenditures) of \$255-\$275 million
 - Capital Expenditure ~\$50 million
 - Reflects >90% free cash flow conversion (Free Cash Flow / Adjusted Net Income) at midpoints of EPS and free cash flow guidance ranges
- Additional guidance items for 2024:
 - Corporate cost of ~\$80 million
 - Net non-operating expense (including net interest expense) of ~\$20 million
 - Tax rate ~23.0%
 - Diluted shares of ~58 million

Expect 2024 EPS of ~\$4.95-\$5.15 with >90% Free Cash Flow Conversion

Momentum Continues

- Solid organic growth profile, led by technology innovation and new product development

- Disciplined approach to acquisitions; require 10% ROIC by year 5



- Continued margin expansion, led by superior products, strong pricing, and operational excellence

- Strong balance sheet supporting our capital deployment strategies

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Non-GAAP Information and Appendix

July 29, 2024



Non-GAAP Explanation (1/2)

Crane Company reports its financial results in accordance with U.S. generally accepted accounting principles (“GAAP”). This presentation includes certain non-GAAP financial measures, including adjusted operating profit, adjusted operating margin, adjusted EPS, Free Cash Flow and Adjusted Free Cash Flow, that are not prepared in accordance with GAAP. These non-GAAP measures are an addition, and not a substitute for or superior to, measures of financial performance prepared in accordance with GAAP and should not be considered as an alternative to operating income, net income or any other performance measures derived in accordance with GAAP. We believe that these non-GAAP measures of financial results (including on a forward-looking or projected basis) provide useful supplemental information to investors about Crane Company. Our management uses certain forward looking non-GAAP measures to evaluate projected financial and operating results. However, there are a number of limitations related to the use of these non-GAAP measures and their nearest GAAP equivalents. For example, other companies may calculate non-GAAP measures differently or may use other measures to calculate their financial performance, and therefore our non-GAAP measures may not be directly comparable to similarly titled measures of other companies.

Reconciliations of certain forward-looking and projected non-GAAP measures for post-separation Crane Company, including Adjusted EPS, and Adjusted segment margin to the closest corresponding GAAP measure are not available without unreasonable efforts due to the high variability, complexity and low visibility with respect to the charges excluded from these non-GAAP measures, which could have a potentially significant impact on our future GAAP results. For post-separation Crane Company, these forward looking and projected non-GAAP measures are calculated as follows:

“Adjusted Net Income” is calculated as Net Income adjusted for Special Items which include transaction related expenses such as tax charges, professional fees, and incremental costs related to the separation; interest expense on the 364-day term loan related to the 2022 asbestos transaction; pension non-service costs; and, repositioning related (gains) charges.

“Adjusted EPS” is calculated as Adjusted Net Income divided by post-separation diluted shares.

“Adjusted Operating Profit” is calculated as Operating Profit before Special Items which include repositioning related (gains) charges and transaction related expenses such as tax charges, professional fees, and incremental costs related to the separation.

“Adjusted Operating Margin” is calculated as Adjusted Operating Profit divided by sales.

“Adjusted EBITDA” is calculated as earnings before interest, miscellaneous income, net, tax, depreciation and amortization expenses, before Special Items which include transaction related expenses such as tax charges, professional fees and incremental corporate costs related to the proposed separation and other potential corporate transactions.

“Adjusted EBITDA margin” is calculated as Adjusted EBITDA divided by sales.

“Total Leverage” is calculated as the change in sales divided by the change in Adjusted Operating Profit.

“Core Leverage” is calculated as the change in core sales divided by the change in Adjusted Operating Profit. The change in core sales is defined as the change in sales after excluding the impacts from foreign exchange, acquisitions, and divestitures.

“ROIC,” or “Return on Invested Capital” is calculated as Net Operating Profit After Tax (tax-effected operating profit before intangible amortization) divided by Invested Capital (acquisition purchase price plus transaction and integration related costs).

“Cash EPS Accretion” is calculated as tax-effected operating profit before intangible amortization divided by diluted shares.

“Free Cash Flow” is calculated as operating cash flow less capital expenditures. “Free Cash Flow Conversion” is calculated as free cash flow divided by adjusted net income.

Non-GAAP Explanation (2/2)

We believe that each of the following non-GAAP measures provides useful information to investors regarding the Company's financial conditions and operations:

"Adjusted Operating Profit" and "Adjusted Operating Margin" add back to Operating Profit items which are outside of our core performance, some of which may or may not be non-recurring, and which we believe may complicate the interpretation of the Company's underlying earnings and operational performance. These items include income and expense such as transaction related expenses and repositioning related (gains) charges. These items are not incurred in all periods, the size of these items is difficult to predict, and none of these items are indicative of the operations of the underlying businesses. We believe that non-GAAP financial measures that exclude these items provide investors with an alternative metric that can assist in predicting future earnings and profitability that are complementary to GAAP metrics.

"Adjusted Net Income" and "Adjusted EPS" exclude items which are outside of our core performance, some of which may or may not be non-recurring, and which we believe may complicate the presentation of the Company's underlying earnings and operational performance. These measures include income and expense items that impacted Operating Profit such as transaction related expenses and repositioning related (gains) charges, as well as items not impacted Operating Profit such as pension non-service costs. These items are not incurred in all periods, the size of these items is difficult to predict, and none of these items are indicative of the operations of the underlying businesses. We believe that non-GAAP financial measures that exclude these items provide investors with an alternative metric that can assist in predicting future earnings and profitability that are complementary to GAAP metrics.

"Adjusted EBITDA" adds back to net income: net interest expense, income tax expense, depreciation and amortization, miscellaneous income, net, and Special Items including transaction related expenses. "Adjusted EBITDA Margin" is calculated as adjusted EBITDA divided by net sales. We believe that adjusted EBITDA and adjusted EBITDA margin provide investors with an alternative metric that may be a meaningful indicator of our performance and provides useful information to investors regarding our financial conditions and results of operations that is complementary to GAAP metrics.

"Free Cash Flow" and "Adjusted Free Cash Flow" provide supplemental information to assist management and investors in analyzing the Company's ability to generate liquidity from its operating activities. The measure of free cash flow does not take into consideration certain other non-discretionary cash requirements such as, for example, mandatory principal payments on the Company's long-term debt. Free Cash Flow is calculated as cash provided by operating activities less capital spending. Adjusted Free Cash Flow is calculated as Free Cash Flow adjusted for certain cash items which we believe may complicate the interpretation of the Company's underlying free cash flow performance such as certain transaction related cash flow items related to the separation transaction. These items are not incurred in all periods, the size of these items is difficult to predict, and none of these items are indicative of the operations of the underlying businesses. We believe that non-GAAP financial measures that exclude these items provide investors with an alternative metric that can assist in predicting future cash flows that are complementary to GAAP metrics.

Non-GAAP Financial Measures

Non-GAAP Financial Measures

(unaudited, in millions, except per share data)

	Three Months Ended June 30,				% Change (on \$)
	2024		2023		
	\$	Per Share	\$	Per Share	
Net sales (GAAP)	\$ 581.2		\$ 509.6		14.1 %
Adjusted Operating Profit and Adjusted Operating Profit Margin					
Operating profit (GAAP)	\$ 96.6		\$ 63.1		53.1 %
Operating profit margin (GAAP)	16.6 %		12.4 %		
Special items impacting operating profit:					
Transaction related expenses ^{(a)(b)}	5.9		19.2		
Repositioning related charges, net	0.1		1.7		
Adjusted operating profit (Non-GAAP)	\$ 102.6		\$ 84.0		22.1 %
Adjusted operating profit margin (Non-GAAP)	17.7 %		16.5 %		
Adjusted Net Income and Adjusted Net Income per Share					
Net income from continuing operations attributable to common shareholders (GAAP)	\$ 71.6	\$ 1.23	\$ 43.3	0.75	65.4 %
Transaction related expenses ^{(a)(b)}	5.3	0.09	19.2	0.33	
Repositioning related charges, net	0.1	—	1.7	0.03	
Impact of pension non-service costs	(0.3)	—	1.5	0.03	
Tax effect of the Non-GAAP adjustments	(1.2)	(0.02)	(2.3)	(0.04)	
Adjusted net income (Non-GAAP)	\$ 75.5	\$ 1.30	\$ 63.4	\$ 1.10	19.1 %
Adjusted EBITDA and Adjusted EBITDA Margin					
Net income (GAAP)	\$ 71.6		\$ 43.3		65.4 %
Net income margin (GAAP)	12.3 %		8.5 %		
Adjustments to net income:					
Interest expense, net	6.1		4.5		
Income tax expense	20.0		14.0		
Depreciation	9.5		8.0		
Amortization	4.3		1.8		
Miscellaneous (income) expense, net	(1.1)		1.3		
Repositioning related charges, net	0.1		1.7		
Transaction related expenses ^{(a)(b)}	2.5		19.2		
Adjusted EBITDA (Non-GAAP)	\$ 113.0		\$ 93.8		20.5 %
Adjusted EBITDA Margin (Non-GAAP)	19.4 %		18.4 %		

^(a) 2024 transaction-related expenses primarily associated with the Vian and CyroWorks acquisitions.

^(b) 2023 transaction-related expenses primarily associated with the separation.

Totals may not sum due to rounding

Non-GAAP Financial Measures

Non-GAAP Financial Measures by Segment

(unaudited, in millions)

Three Months Ended June 30, 2024	Aerospace & Electronics	Process Flow Technologies	Engineered Materials	Corporate	Total Company
Net sales	\$ 230.9	\$ 297.7	\$ 52.6	\$ —	\$ 581.2
Operating profit (GAAP)	\$ 52.7	\$ 59.5	\$ 7.3	\$ (22.9)	\$ 96.6
<i>Operating profit margin (GAAP)</i>	<i>22.8 %</i>	<i>20.0 %</i>	<i>13.9 %</i>		<i>16.6 %</i>
Special items impacting operating profit:					
Transaction related expenses ^(a)	2.2	1.3	—	2.4	5.9
Repositioning related charges, net	—	0.1	—	—	0.1
Adjusted operating profit (Non-GAAP)	\$ 54.9	\$ 60.9	\$ 7.3	\$ (20.5)	\$ 102.6
<i>Adjusted operating profit margin (Non-GAAP)</i>	<i>23.8 %</i>	<i>20.5 %</i>	<i>13.9 %</i>		<i>17.7 %</i>
Three Months Ended June 30, 2023					
Net sales	\$ 189.2	\$ 263.2	\$ 57.2	\$ —	\$ 509.6
Operating profit (GAAP)	\$ 38.3	\$ 50.6	\$ 9.8	\$ (35.6)	\$ 63.1
<i>Operating profit margin (GAAP)</i>	<i>20.2 %</i>	<i>19.2 %</i>	<i>17.1 %</i>		<i>12.4 %</i>
Special items impacting operating profit:					
Transaction related expenses ^(b)	—	—	—	19.2	19.2
Repositioning related charges, net	—	2.0	(0.3)	—	1.7
Adjusted operating profit (Non-GAAP)	\$ 38.3	\$ 52.6	\$ 9.5	\$ (16.4)	\$ 84.0
<i>Adjusted operating profit margin (Non-GAAP)</i>	<i>20.2 %</i>	<i>20.0 %</i>	<i>16.6 %</i>		<i>16.5 %</i>

^(a) 2024 transaction-related expenses are primarily associated with the Vian and CyroWorks acquisitions.

^(b) 2023 transaction-related expenses are primarily associated with the separation.

Totals may not sum due to rounding

Non-GAAP Financial Measures

Adjusted Free Cash Flow

(unaudited, in millions)

Cash Flow Items	Three Months Ended June 30,		Six Months Ended June 30,	
	2024	2023	2024	2023
Cash provided by (used for) operating activities from continuing operations	\$ 62.0	\$ 52.4	\$ (17.9)	\$ (53.0)
Less: Capital expenditures	(7.4)	(11.6)	(16.5)	(20.5)
Free cash flow	\$ 54.6	\$ 40.8	\$ (34.4)	\$ (73.5)
Adjustments:				
Transaction-related expenses	\$ 2.4	\$ 19.2	\$ 5.1	\$ 32.2
Adjusted free cash flow	\$ 57.0	\$ 60.0	\$ (29.3)	\$ (41.3)

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