

CRANE

ANNUAL INVESTOR DAY

May 14, 2024



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; Our ability to successfully identify, value and integrate acquisitions and to realize synergies and opportunities for growth and innovation; 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 and its subsidiaries file 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.

AGENDA

TIME	TOPIC	PRESENTER
8:30-8:35	WELCOME AND INTRODUCTIONS	Jason Feldman
8:35-9:05	STRATEGIC OVERVIEW	Max Mitchell
9:05-9:20	FINANCIAL OVERVIEW	Rich Maue
9:20-9:35	POST-SEPARATION UPDATE	Jason Feldman
9:35-9:50	Break	
9:50-10:20	PROCESS FLOW TECHNOLOGIES	Alex Alcala
10:20-10:35	Q&A: PROCESS FLOW TECHNOLOGIES	
10:35-11:05	AEROSPACE & ELECTRONICS	John Higgs
11:05-11:20	Q&A: AEROSPACE & ELECTRONICS	
11:20-11:30	CONCLUSION AND GENERAL Q&A	Max Mitchell

CRANE

STRATEGIC OVERVIEW

Max Mitchell

Chairman, President and Chief Executive Officer
Crane Company



Today's Key Messages and Themes

- Off to a great start post-separation
 - Executing on all commitments
 - Outperforming relative to guidance and expectations
- We are driving accelerating growth across the portfolio
 - Confident in 4%-6% long-term average core sales growth
- Execution and operating leverage will drive core profit growth 2x core sales growth
- Substantial upside from capital deployment

Continued Focus on Long-Term Sustainable Value Creation For All Stakeholders

Exciting Value Creation Opportunity

~\$2.3B
in sales

~40%
aftermarket sales from strategic
growth platforms

4-6%
long-term core
sales growth

35%-40%
operating leverage*

~22.5%
pre-corporate Adjusted EBITDA
margin** (2024G)

Substantial
M&A opportunity

Expect Double-Digit Core EPS Growth With Upside From Capital Deployment

* Operating leverage defined as the year-over-year change in adjusted operating profit divided by the year-over-year change in sales.

** Please see Non-GAAP Explanation for details.

OUR JOURNEY

A REMINDER



**“New” Crane –
Who We Are**



How We Operate



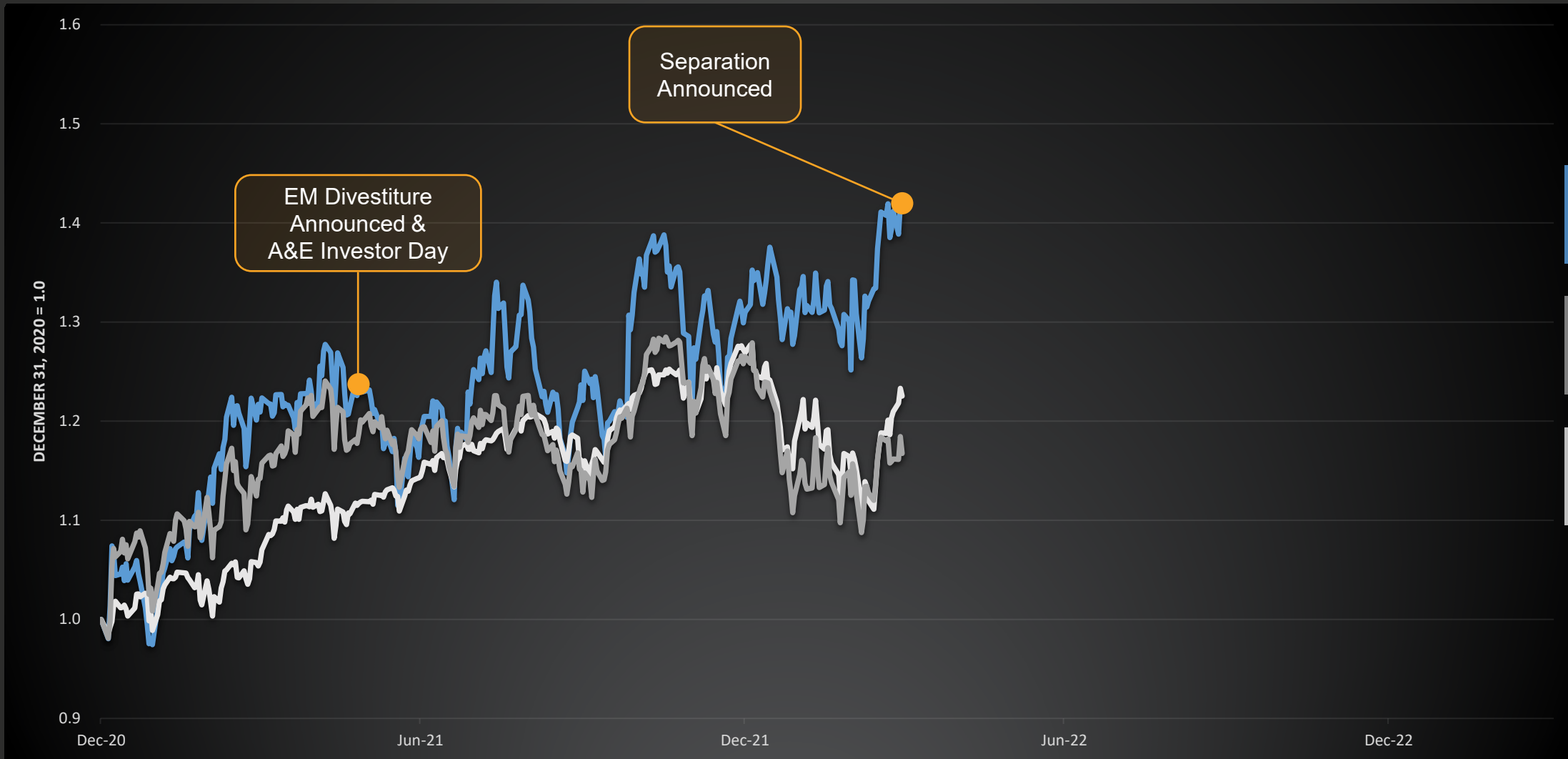
**Substantial Value
Creation Potential**

Our Journey: Pre-Separation



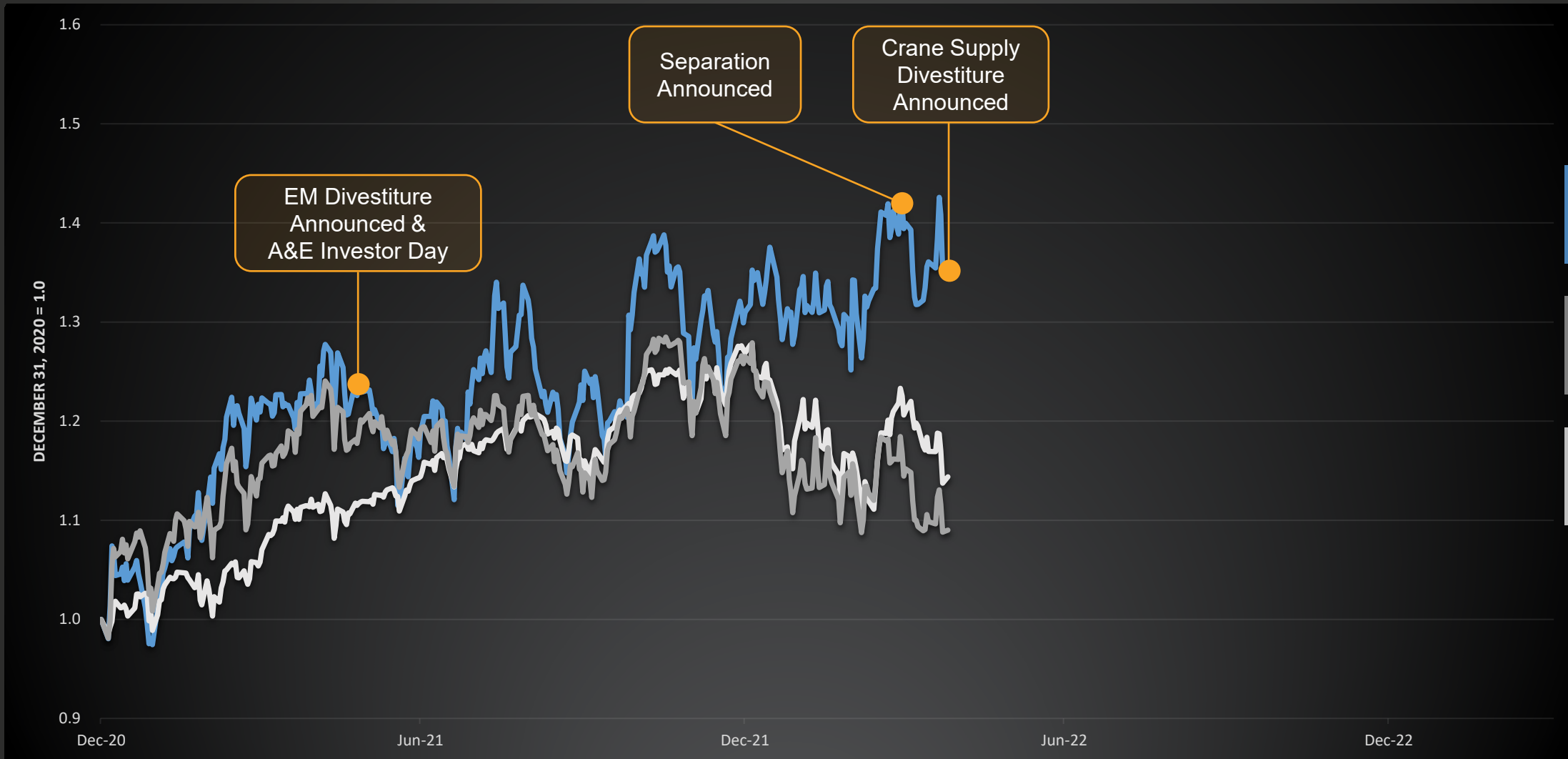
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Our Journey: Pre-Separation



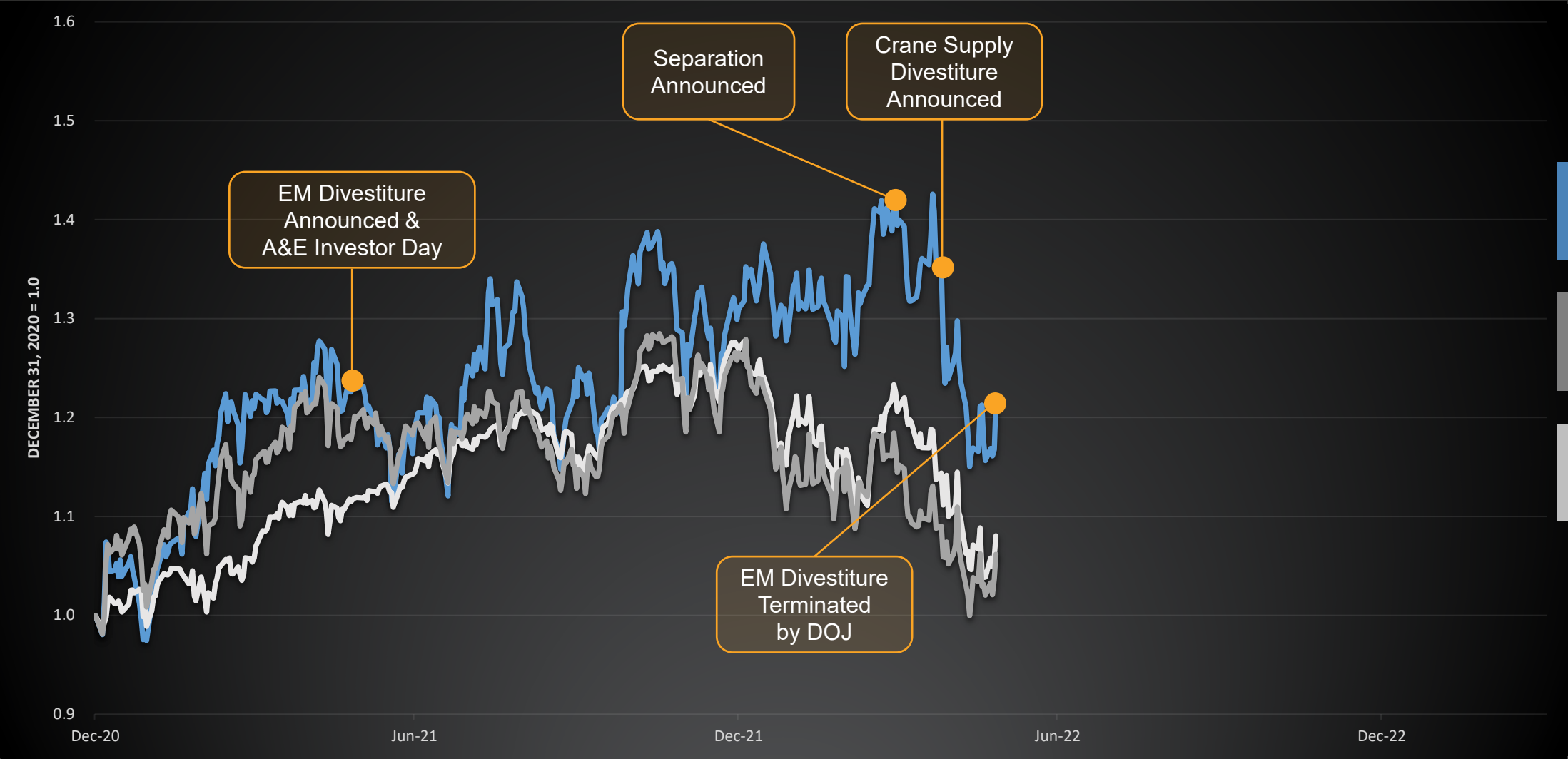
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Our Journey: Pre-Separation

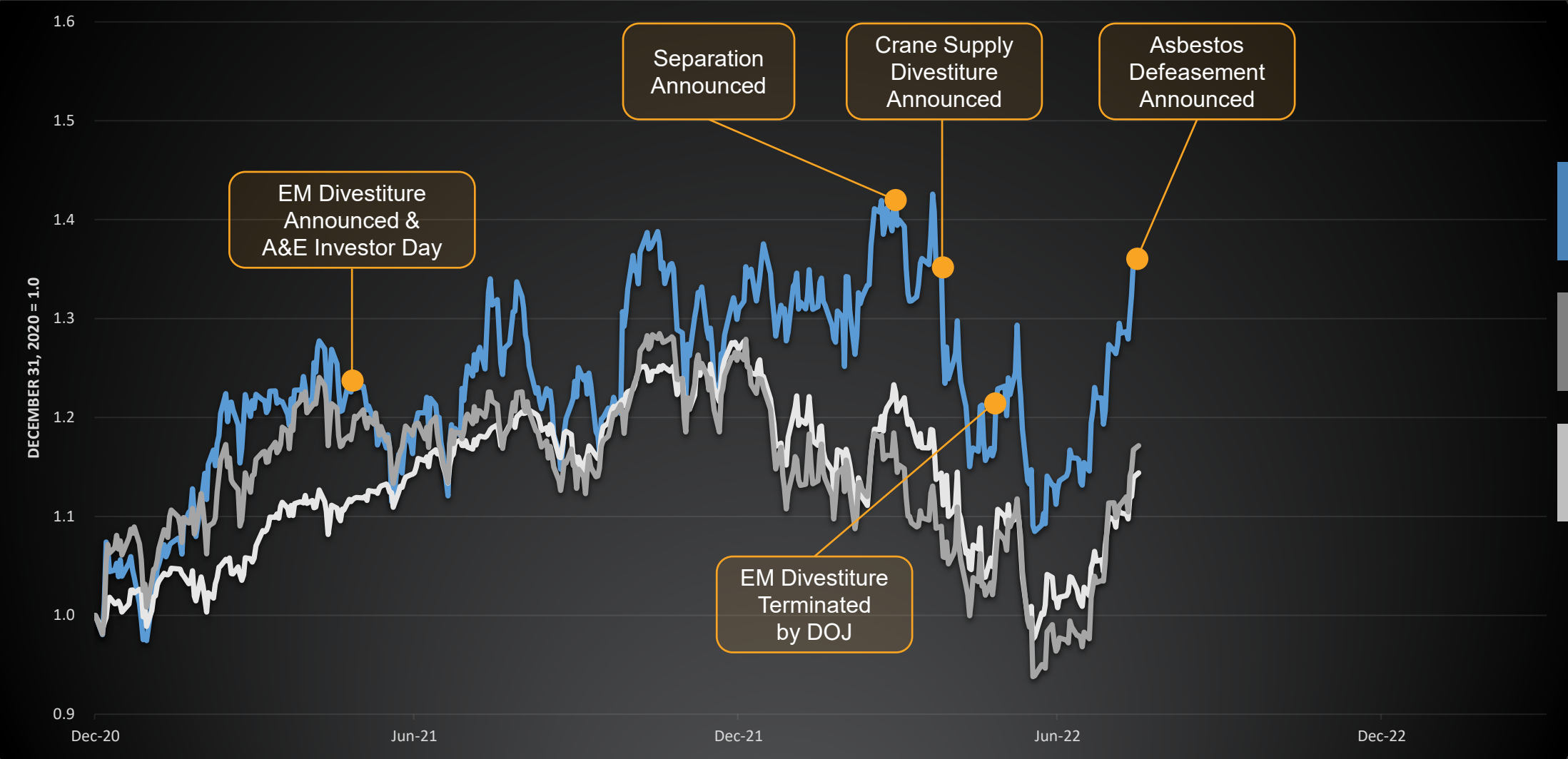


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Our Journey: Pre-Separation



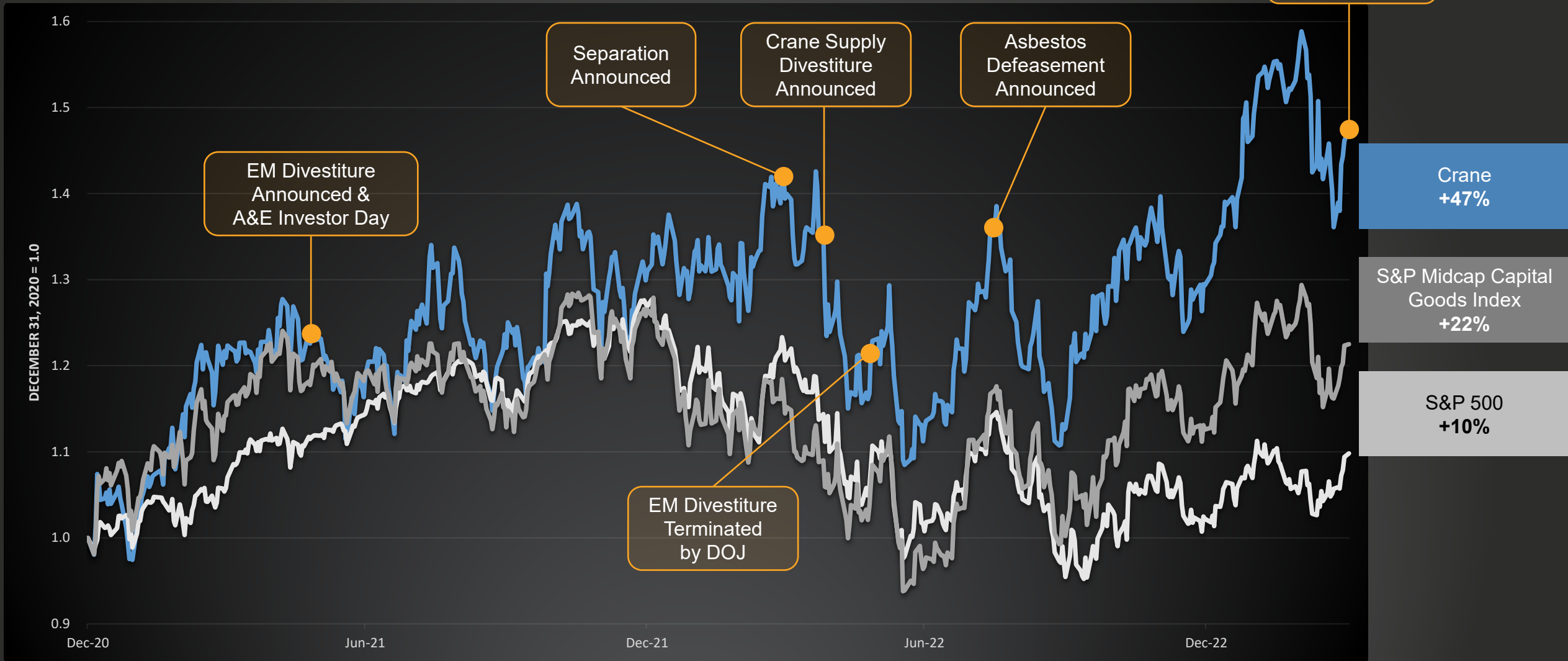
Our Journey: Pre-Separation



Crane	+36%
S&P Midcap Capital Goods Index	+17%
S&P 500	+14%



Our Journey: Pre-Separation



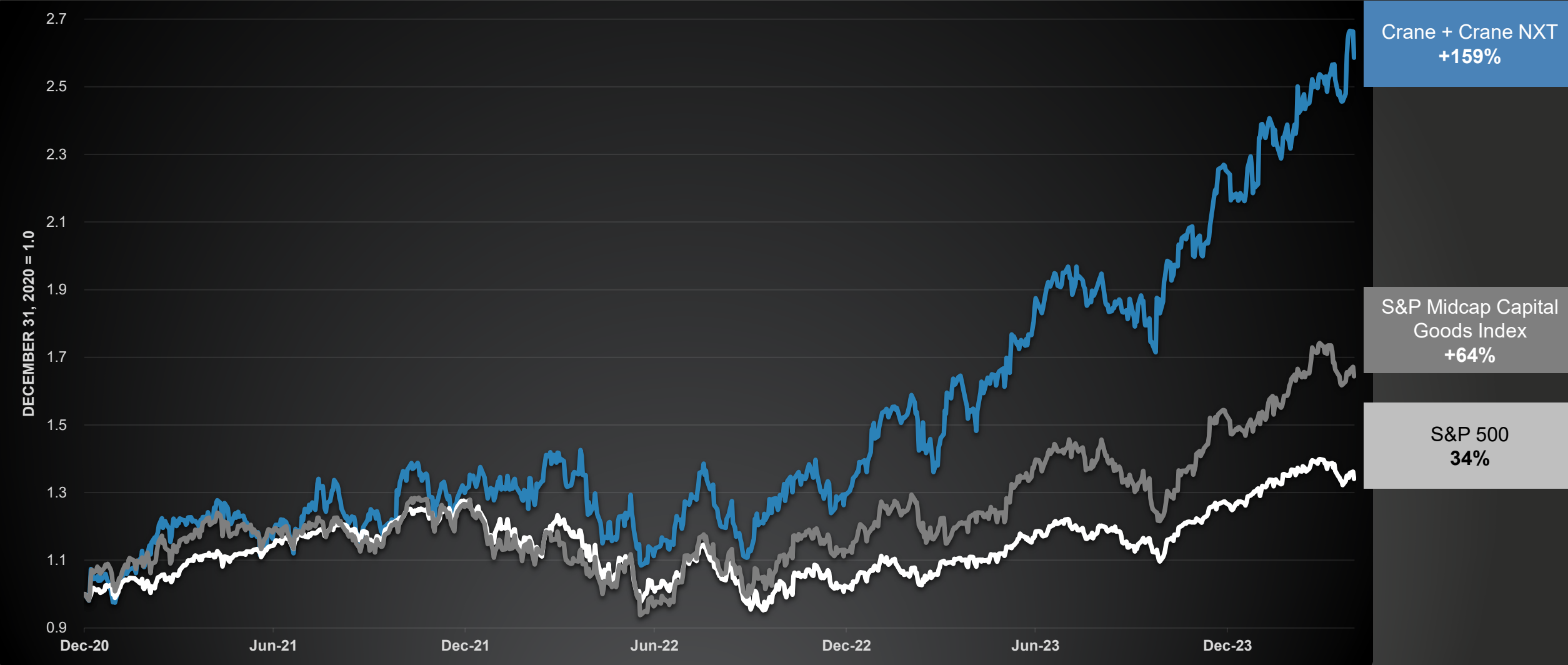
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What We Told You Last March:

- Deeper operational focus, accountability and flexibility to meet customer requirements
- Increased operating and financial flexibility to pursue growth opportunities
- Tailored capital allocation strategies
- Will attract a shareholder base aligned with each business' distinct value proposition
- Enhanced ability to pursue accretive M&A opportunities with independent equity currencies for each business

Separation will create two pure-play companies, each better positioned to deliver long-term growth and sustainable value creation for all stakeholders

CR + CXT from 12/31/2020 through 4/30/2024



CRANE

Results Post-separation

2023 KEY METRICS:

- Core growth +7%
- Adj. Operating Profit +28% (~4x core sales growth)
- Adj. Operating Margin +320 bps

2024 GUIDANCE:

- Core growth +4%-6%
- Adjusted Operating Profit +19% (>3x core sales growth)
- Adjusted Operating Profit Margin +140 bps

3 Deals Post-Separation



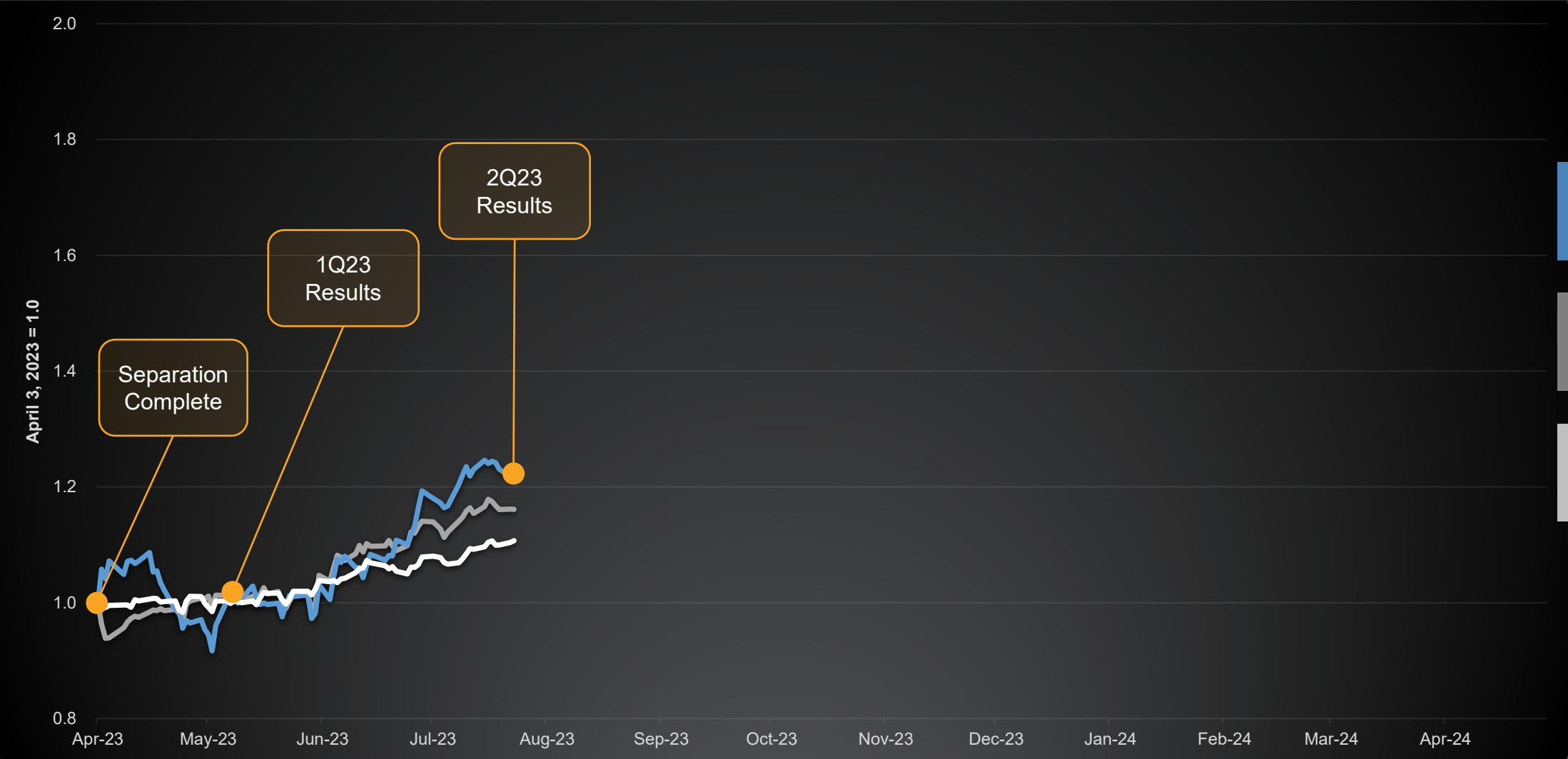
Executing on All Commitments Made
Pre-Separation

Post-Separation Crane Company



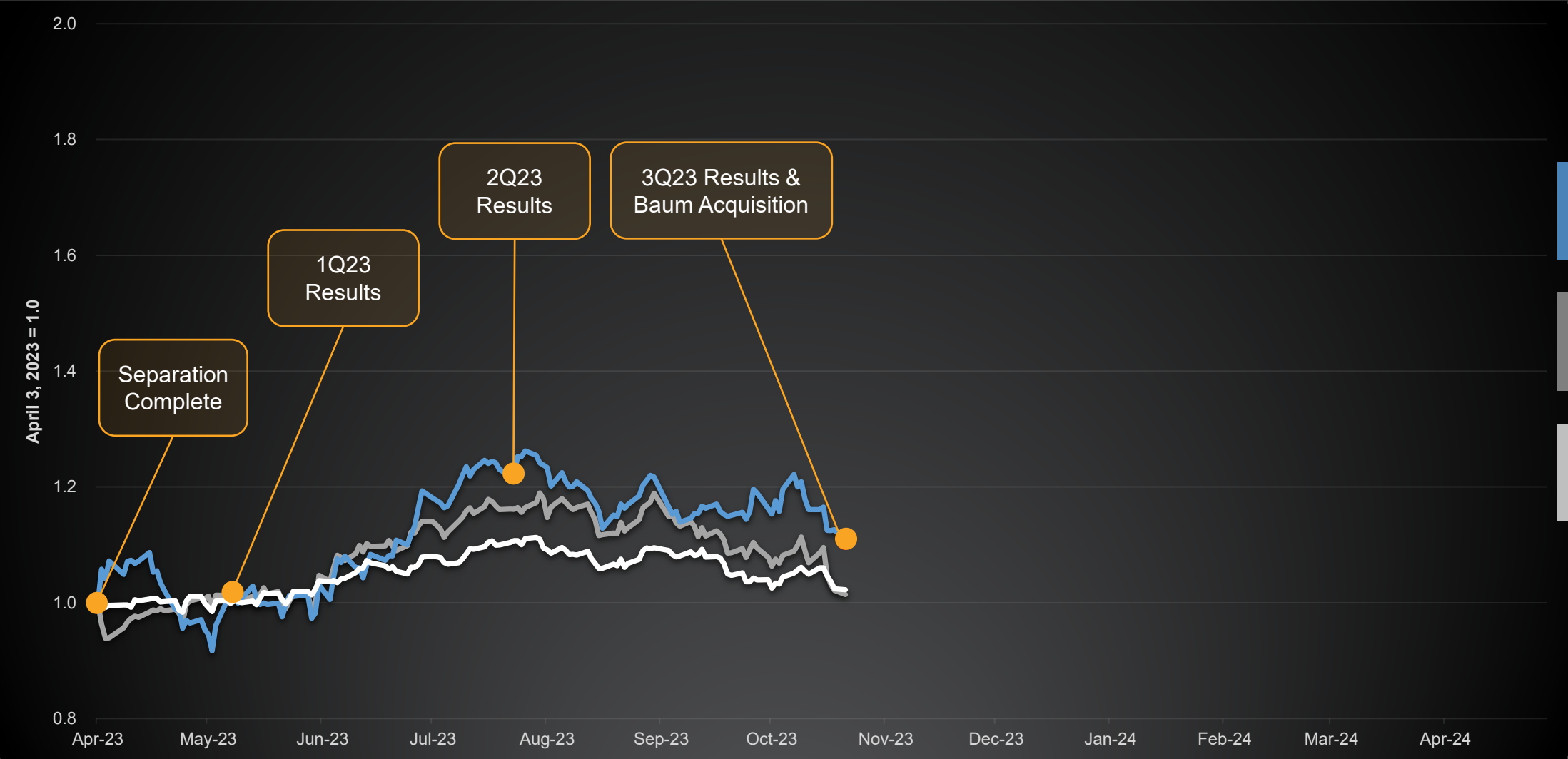
CRANE

Post-Separation Crane Company



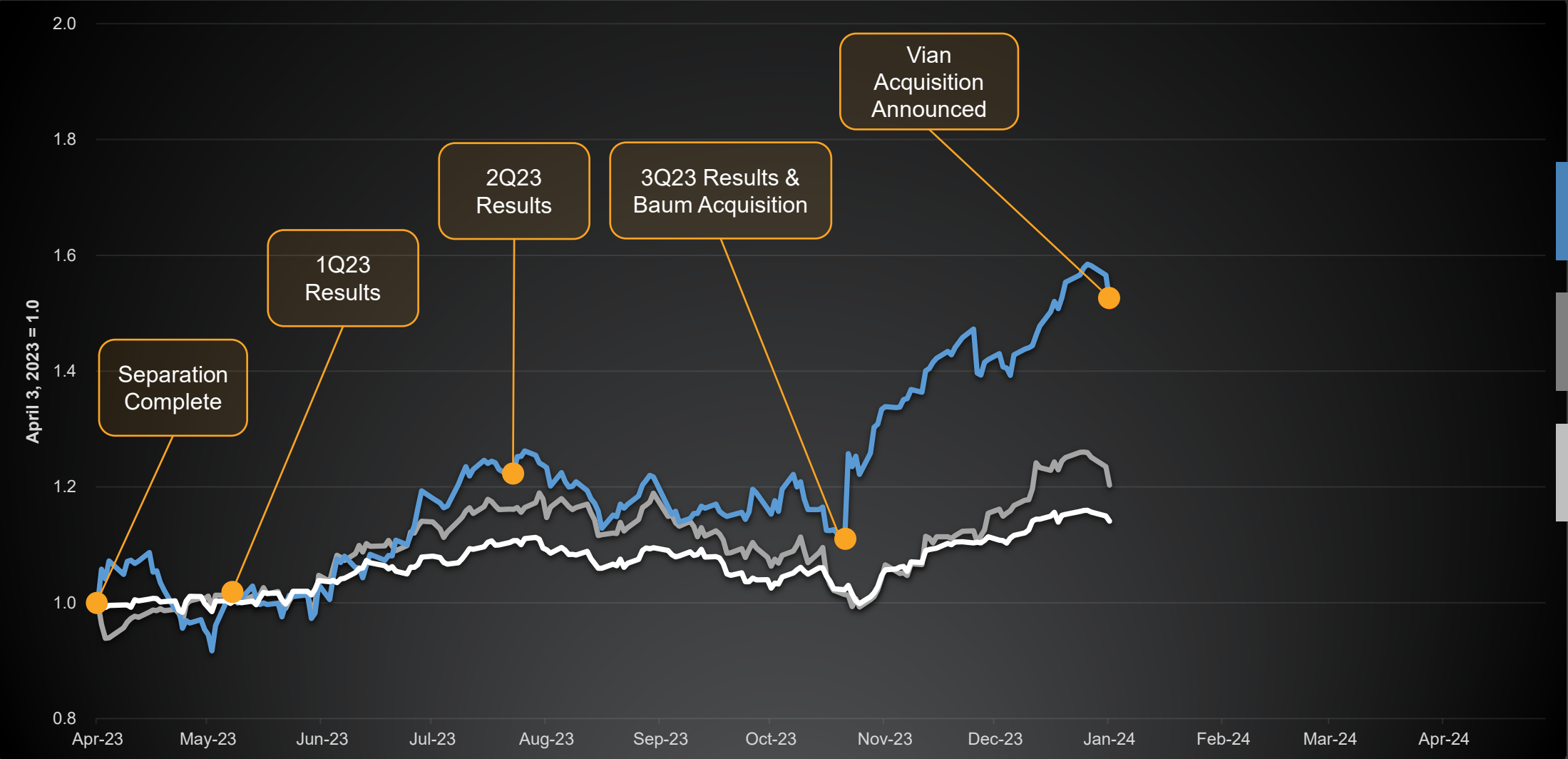
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Post-Separation Crane Company



CRANE

Post-Separation Crane Company



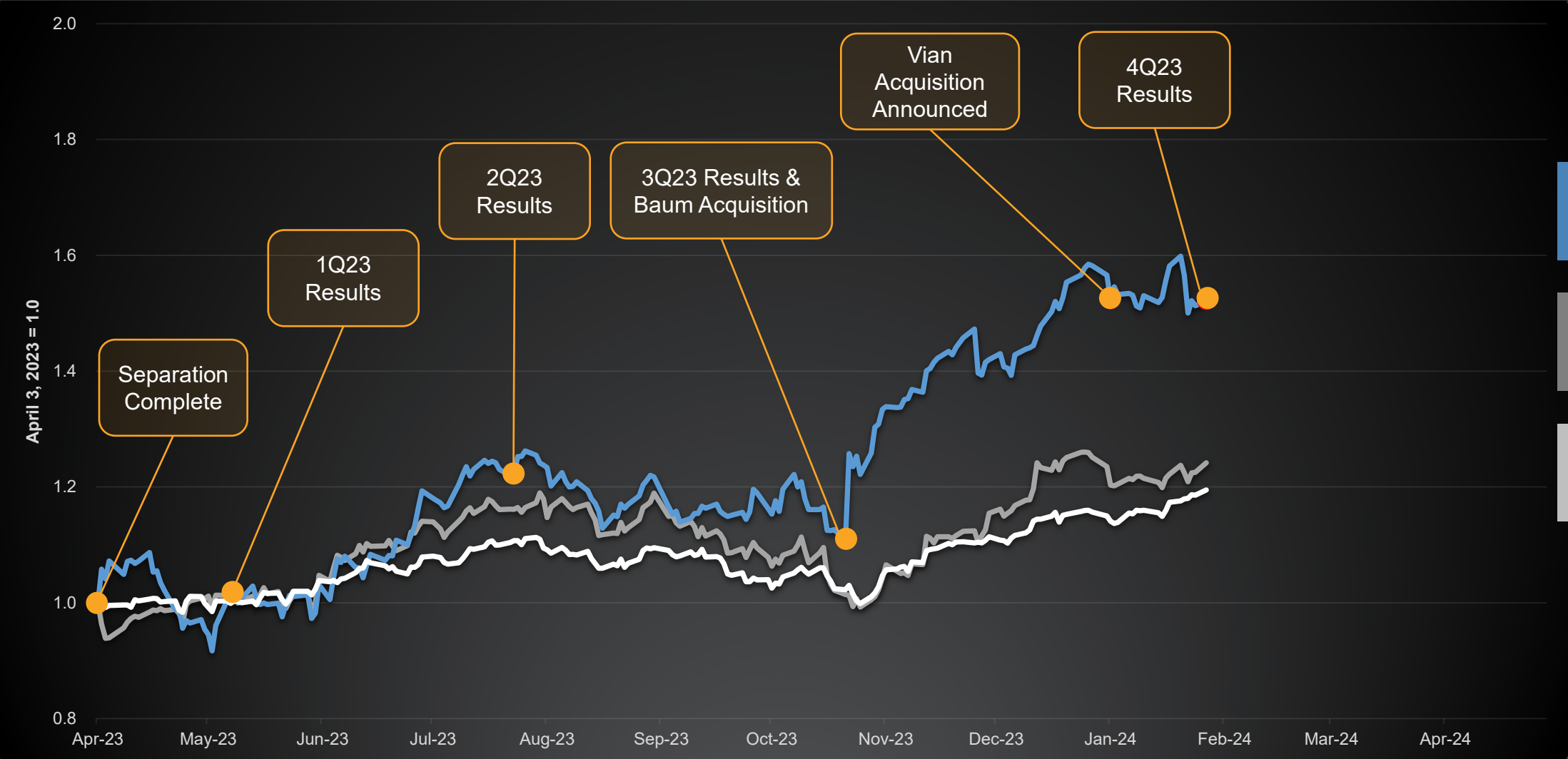
Crane
+52%

S&P Midcap Capital
Goods Index
+20%

S&P 500
+14%

CRANE

Post-Separation Crane Company



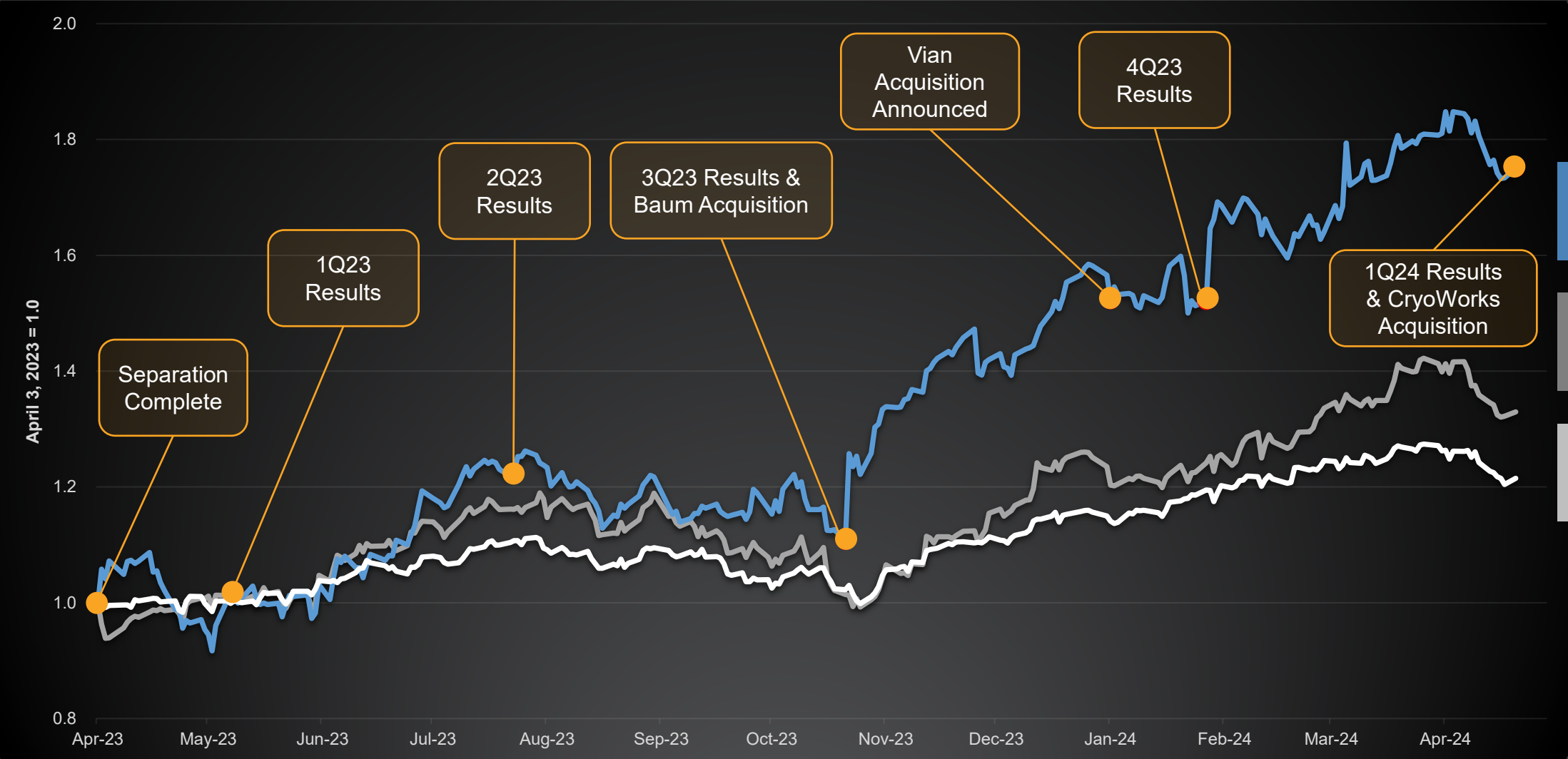
Crane
+52%

S&P Midcap Capital
Goods Index
+24%

S&P 500
+19%

CRANE

Post-Separation Crane Company



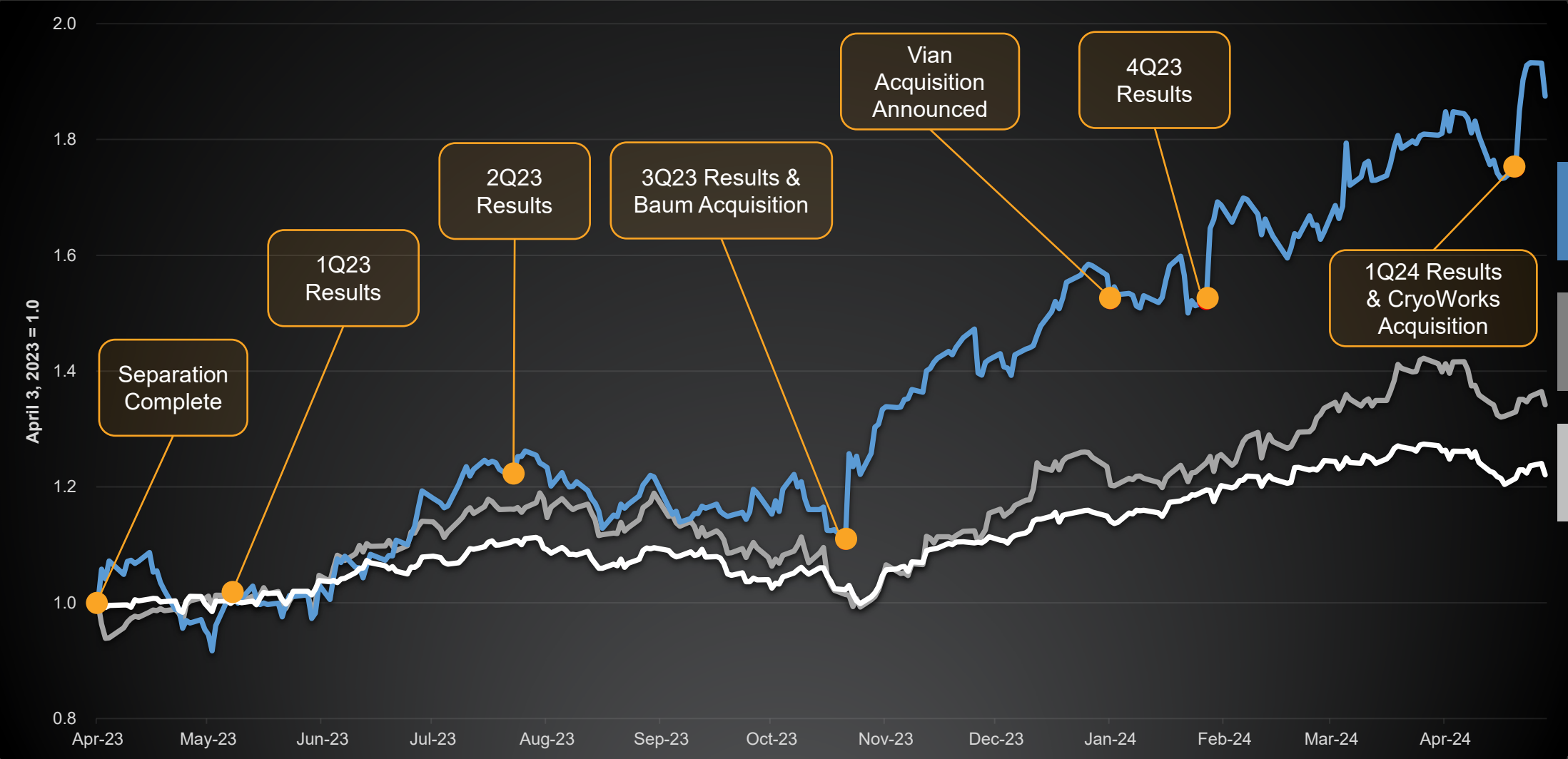
Crane
+75%

S&P Midcap Capital
Goods Index
+33%

S&P 500
+21%

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Post-Separation Crane Company through 4/30/2024



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OUR JOURNEY

A REMINDER



**“New” Crane –
Who We Are**



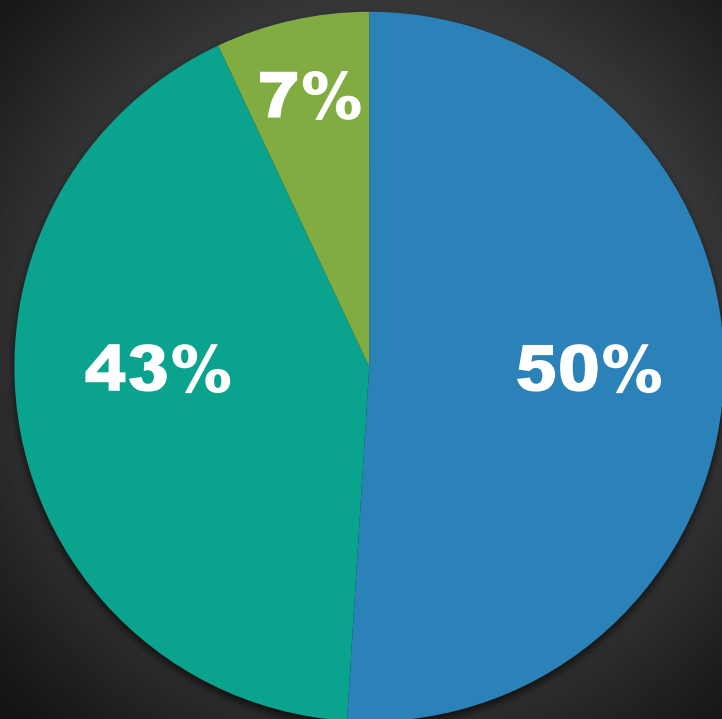
How We Operate



Substantial Value
Creation Potential

Crane Company Highlights

2024G Adjusted Operating Profit*



■ Process Flow Technologies ■ Aerospace & Electronics ■ Engineered Materials

- Highly-engineered, technology-differentiated products and solutions for large (~\$25 billion) and attractive markets
- Respected brands and leadership positions
- Mission-critical, high cost of failure applications with ~40% of revenue from aftermarket sales
- Consistent high levels of investment in R&D and new product development

Strong Long-Term Core Sales Growth Outlook

AEROSPACE & ELECTRONICS

7%-9% Long-Term Core Sales Growth

- Cyclical recovery of commercial A&E markets
- Content already won on large defense programs ramping over next few years
- Sole-sourced content on all major aerospace platforms
- Strong alignment with secular trends, most notably electrification

PROCESS FLOW TECHNOLOGIES

3%-5% Long-Term Core Sales Growth

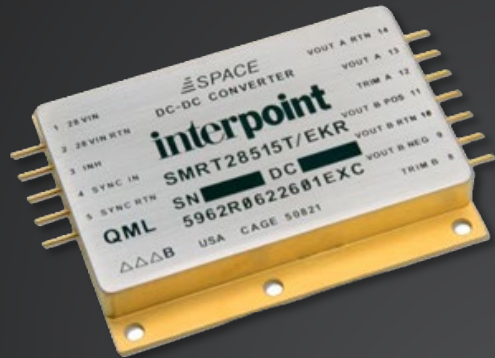
- Accelerating NPD with new product vitality at record levels
- Secular trends supporting continued growth in Chemical, Pharma, Wastewater and Industrial Automation markets
- Shifting portfolio with ~60% in high-growth end markets

Poised For Accelerating Growth Given Consistent, Substantial Investment In New Products, Technology and Breakthrough Innovation

Accelerating New Product Development



Breakthrough Innovation



Organically Building New Businesses



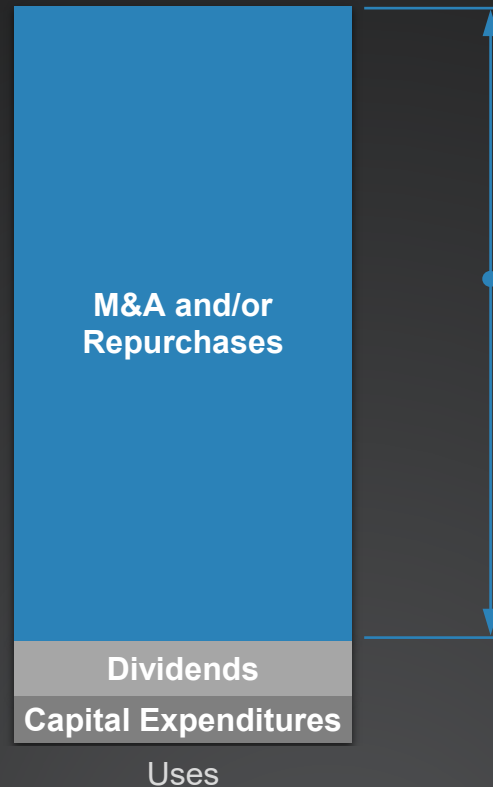
Accelerating Commercial Excellence

- Strategic Pricing
- Channel Partner Management
- Key Account Management
- Product Management
- Front-End Automation
- Contract Management



Capital Deployment Potential

~\$4 Billion Available from 2024-2028



~\$4 Billion

Available for M&A and/or repurchases while retaining strong, target credit metrics

Substantial additional value creation potential from flexible balance sheet

Agenda

OUR JOURNEY

A REMINDER



“New” Crane –
Who We Are



How We Operate



Substantial Value
Creation Potential

Building on a Strong Foundation



Crane Business System



Ethical Culture



Philanthropy, Sustainability
and Equality

Ethics at the Core of Our Culture



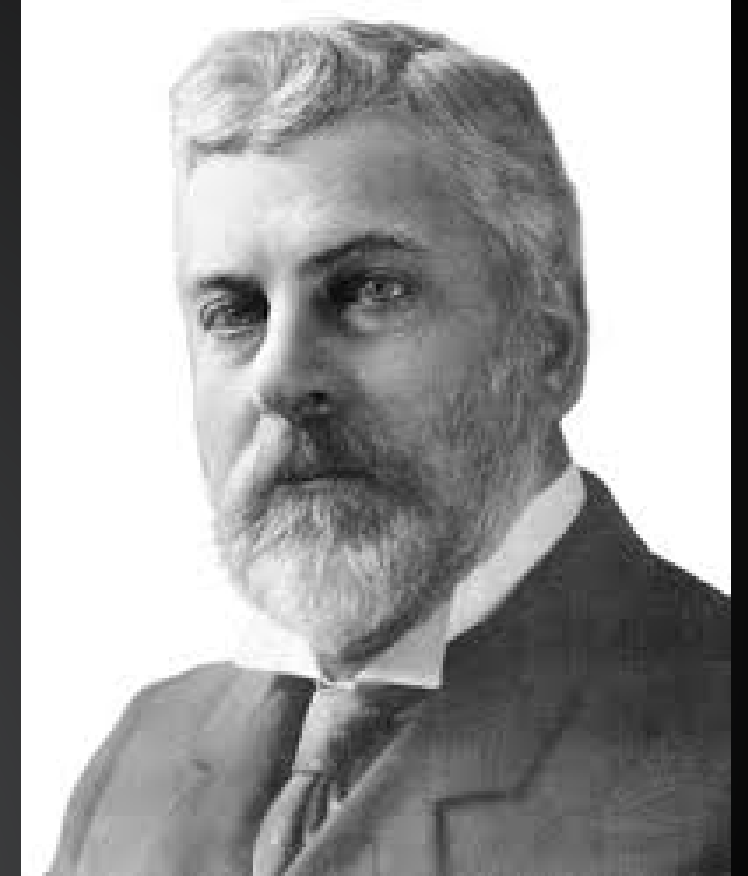
I am resolved to conduct my business in the strictest honesty and fairness; to avoid all deception and trickery; to deal fairly with both customers and competitors; to be liberal and just toward employees; and to put my whole mind upon the business.



Resolution Made by

Richard Teller Crane

Founder of Crane Co., on July 4, 1855



Management Cadence and Disciplined Execution

Rigorous, data-driven management cadence

Continuous improvement focused

Highest integrity and commitment to quality

Empowered, customer-focused BU General Managers



Extreme accountability in all aspects of our business

Agenda

OUR JOURNEY

A REMINDER



“New” Crane –
Who We Are



How We Operate



**Substantial Value
Creation Potential**

Substantial Growth Opportunities

Fragmented end markets
with robust M&A pipeline

Strong balance sheet to support
organic and inorganic strategic
growth objectives, while providing
a dividend in-line with peers

~\$1 Billion of M&A Capacity
available today, growing to
~\$4 Billion through 2028



History of Successful Acquisitions

PRE-SEPARATION

w.ta.[®]

HOKE[®]

GYROLOK[®]

GO REGULATOR


MERRIMAC

WESTLOCK
CONTROLS

 **DOPAK**[®]
Sampling Systems

POST-SEPARATION

 **VIAN**
Enterprises 

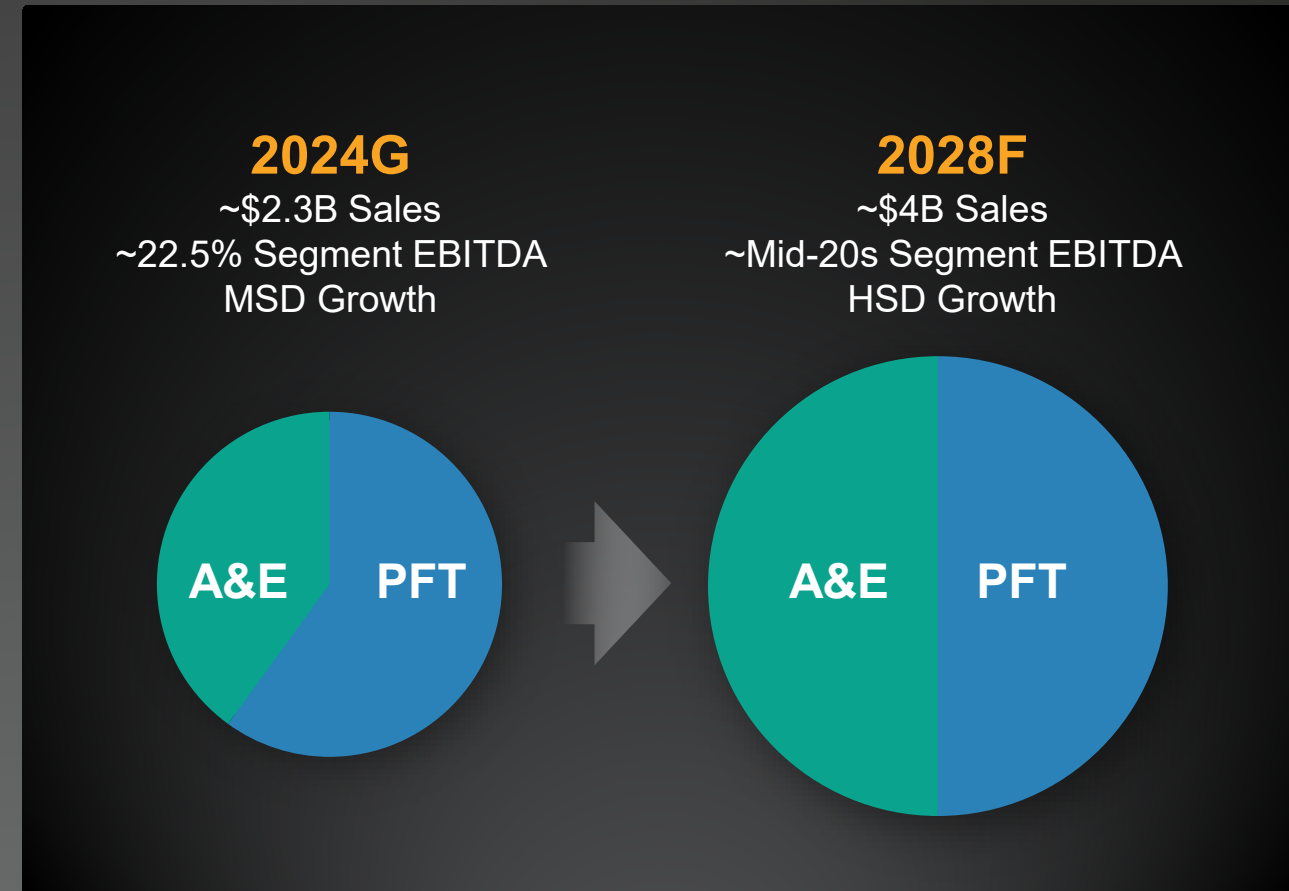
 **BAUM**

CRYOWORKS^{INC}
PIPING • DESIGN • INSTALL • REPAIR • TANKS
www.cryoworks.net

Management Has a Long Track Record of Successful M&A

Long-term Vision for Strategic Growth Platforms

- Focus on high-return acquisitions that create value for shareholders and improve the strength of our strategic growth platforms
 - ~\$4 Billion of capital available through 2028
- Scale and business strength create optionality for future strategic portfolio decisions
- Disciplined approach with strict strategic and financial criteria
 - Have historically repurchased shares when M&A not actionable and/or attractive



Exciting Value Creation Opportunity

~\$2.3B
in sales

~40%
aftermarket sales from strategic
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4-6%
long-term core
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margin** (2024G)

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Expect Double-Digit Core EPS Growth With Upside From Capital Deployment

* Operating leverage defined as the year-over-year change in adjusted operating profit divided by the year-over-year change in sales.

** Please see Non-GAAP Explanation for details.

CRANE

FINANCIAL OVERVIEW

Rich Maue

Executive Vice President and Chief Financial Officer
Crane Company



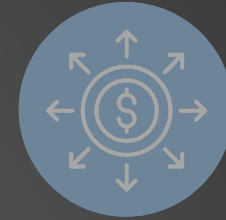
Agenda



2023 Performance
Highlights



2024 Outlook



Capital Allocation
Strategy

2023 Another Outstanding Year

\$ Millions except per-share amounts	GAAP			Adjusted*		
	FY 2023	FY 2022	Change	FY 2023	FY 2022	Change
Sales	\$2,086	\$2,035	+3%	\$2,086	\$2,035	+3%
Operating Profit	\$284	\$38	FAV	\$330	\$257	+28%
Operating Margin	13.6%	1.9%	FAV	15.8%	12.6%	+320 bps
Earnings per Share (Continuing Operations)	\$3.54	\$3.00	+18%	\$4.29	NM	NM
Adjusted EBITDA	NA	NA	NA	\$366	NM	NM

ADDITIONAL DETAILS

	FY 2023
Core Growth	+6.9%
Baum Acquisition	+0.8%
Crane Supply Divestiture	(5.2%)
FX Translation	—
Total Sales Change	+2.5%

	FY 2023
Diluted EPS: GAAP (cont. ops.)	\$3.54
Special Items, net	\$0.75
Diluted EPS: Adjusted (cont. ops.)	\$4.29

CBS Drives Consistent, Differentiated Execution

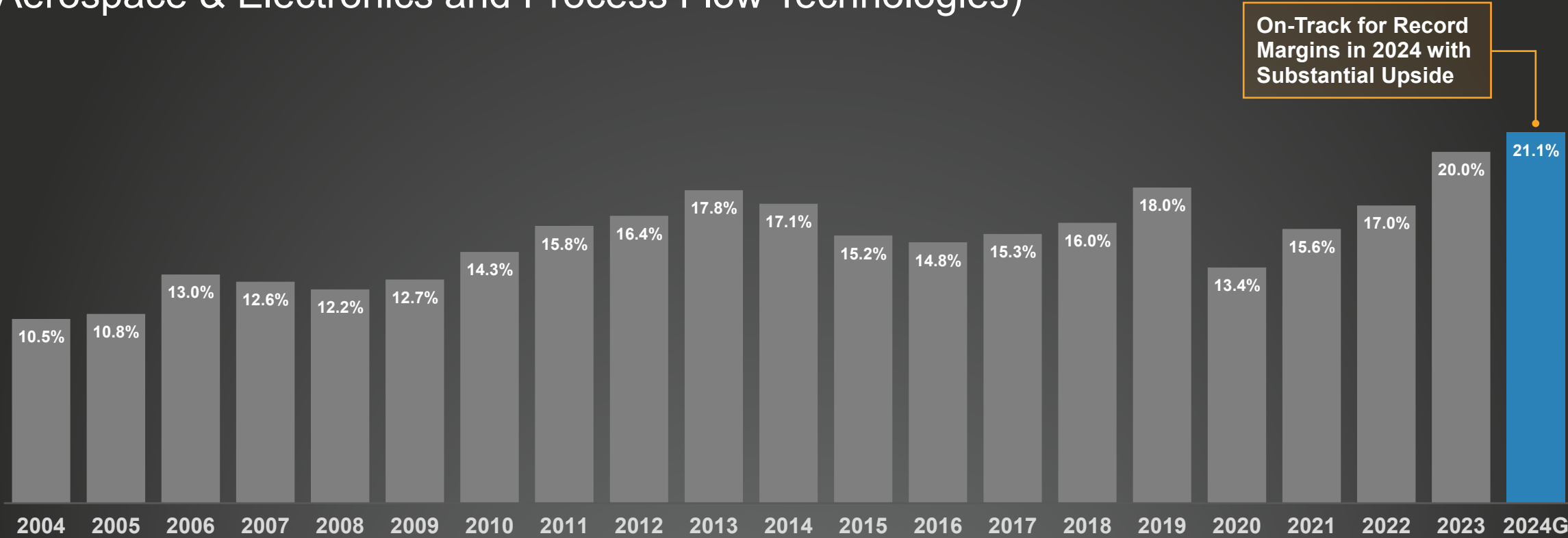
ACHIEVED RECORD RESULTS DESPITE:

- Persistent supply chain disruptions
- Ongoing inflation
- Continued labor market challenges



History of Strong Operational Execution

Adjusted Segment Operating Margin for Strategic Growth Platforms* (Aerospace & Electronics and Process Flow Technologies)



35% to 40% Operating Leverage Drives Substantial Upside to Margins**

* Excludes Special Items. Please see non-GAAP Financial Measures tables for details.

** Operating leverage defined as the year-over-year change in adjusted operating profit divided by the year-over-year change in sales.

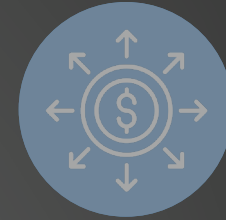
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2023 Performance
Highlights



2024 Outlook



Capital Allocation
Strategy

And a Great Start to 2024

	Adjusted*		
\$ Millions except per-share amounts	FY 2023	1/29/24 Guidance	4/22/24 Guidance
Sales	\$2,086	\$2,250	\$2,292
Operating Profit	\$330	\$376	\$395
Operating Margin	15.8%	16.7%	17.2%
Earnings per Share	\$4.29	\$4.70	\$4.90
Adjusted EBITDA	\$366	\$423	\$445

Variance to 2023	
1/29/24 Guidance	4/22/24 Guidance
+8%	+10%
+14%	+20%
+90 bps	+140 bps
+10%	+14%
+16%	+22%

ADDITIONAL DETAILS

FY 2024 Guidance	FY 2024
Core Growth	+5%
Acquisitions	+5%
FX Translation	—
Total Sales Change	+10%

Adjusted EPS guidance of \$4.75-\$5.05

- 14% EPS growth following very strong 2023 results

Adjusted free cash flow guidance of \$250-\$275 million and +90% Conversion

Two Extremely Well Positioned Growth Platforms

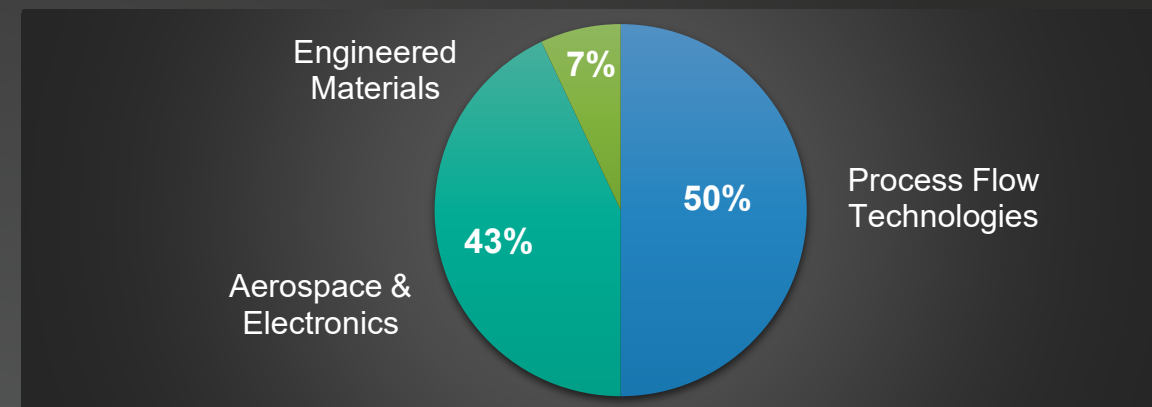
CRANE AT-A-GLANCE

(\$ millions)	2024G
Sales	\$2,292
Adjusted EBITDA*	\$445
% of Sales	19.4%
Adjusted Operating Profit*	\$395
% of Sales	17.2%
Depreciation & Amortization	\$50

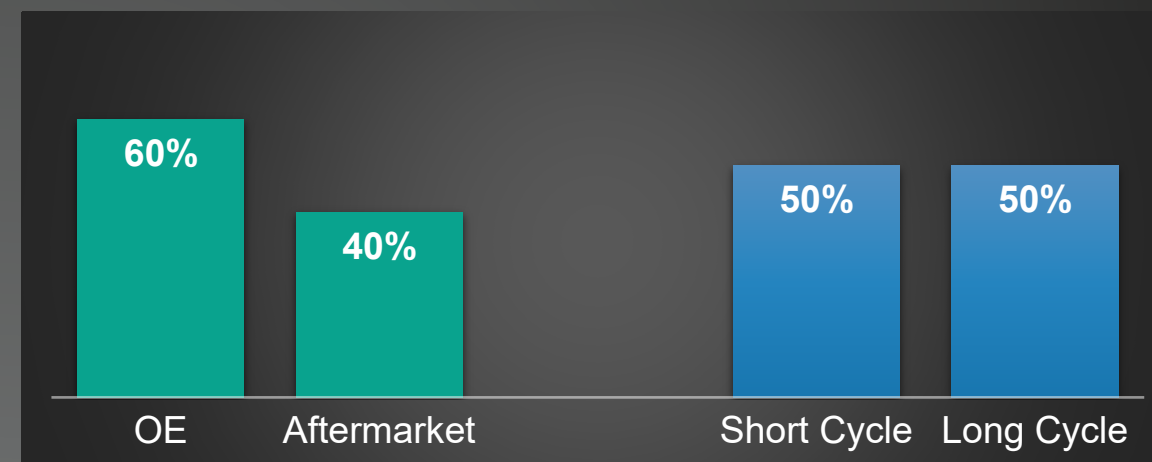
ADDITIONAL FINANCIAL DETAILS

- 2024 corporate expense ~\$75 million or ~3.3% of sales
- Expected annual capex 2.0%-2.5% of sales (~\$50m)

2024G ADJUSTED OPERATING PROFIT*



STRATEGIC GROWTH PLATFORM BUSINESS MIX



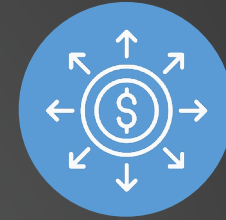
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2023 Performance
Highlights



2024 Outlook



Capital Allocation
Strategy

Disciplined Capital Allocation Strategy

Maintain Strong Credit Metrics and Flexible Balance Sheet While Funding:

Internal Investments to Drive Organic Growth

- Capital expenditures
- Research & development
- Sales & marketing

Acquisitions to Enhance Growth

- Pursuing bolt-on transactions and adjacencies across both strategic growth platforms

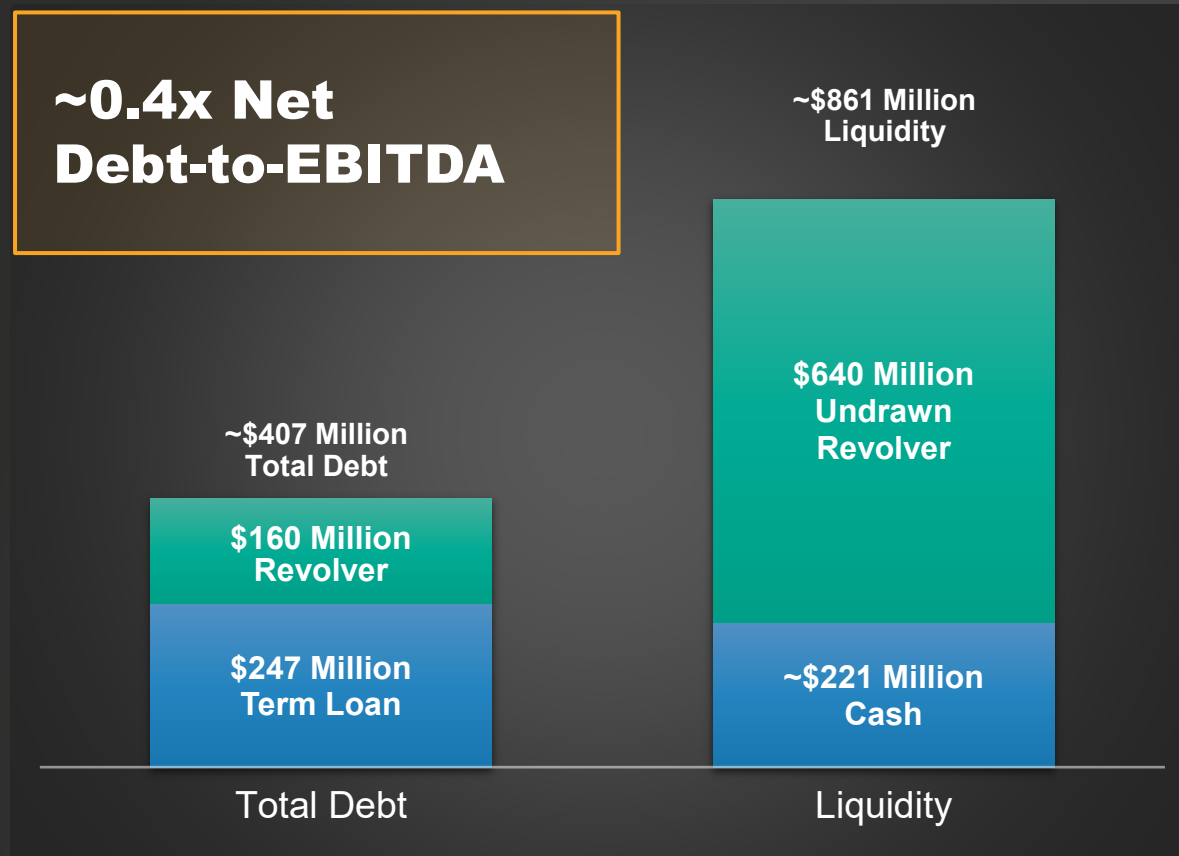
Competitive Returns to Shareholders

- Target dividend payout of ~20%
 - Current dividend of \$0.82/sh. annually (\$0.205/sh. quarterly)
- Opportunistic repurchases

Target Long-term Net-debt-to-EBITDA of ~2x-3x

Crane Company Capital Structure Today

AS OF April 30, 2024



ADDITIONAL DETAILS

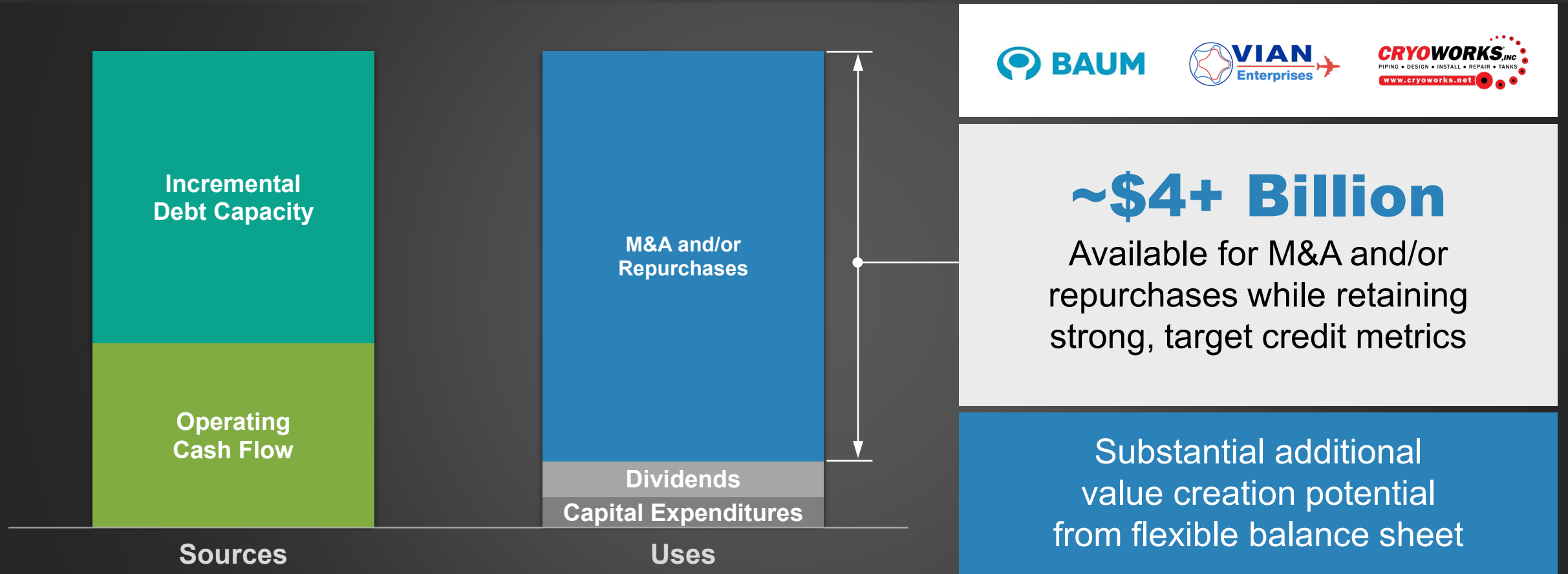
- Subsequent to quarter-end, drew ~\$50 million on revolving credit facility to fund CryoWorks acquisition
- 2024 Guidance adjusted EBITDA of ~\$445 million implies net Debt-to-EBITDA of ~0.4x as of April 30, 2024
- Interest rate on Term Loan and Revolver variable rate (~7% in current market conditions)
- 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



Well Positioned for M&A

Target Areas for M&A

AEROSPACE & ELECTRONICS

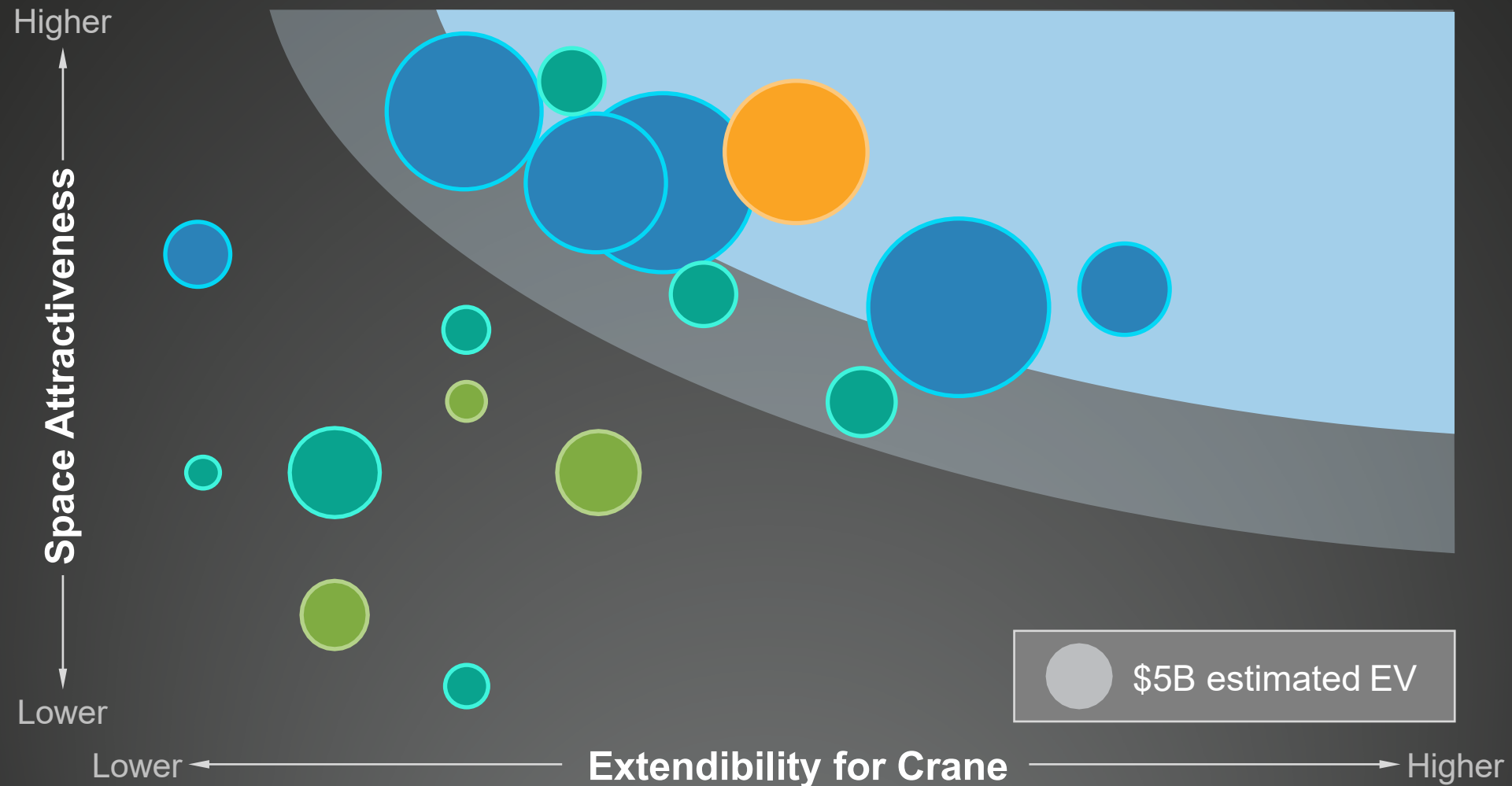
- Power Conversion
- Condition and Position Sensing
- Pressure and Flow Measurement
- Flow Management
- Liquid Cooling and Thermal Management

PROCESS FLOW TECHNOLOGIES

- Chemical Solutions
- Pharmaceuticals and Aseptic
- Wastewater treatment
- Industrial Automation
- Cryogenics and Liquid Hydrogen

Robust Pipeline of Bolt-ons, Adjacencies and Larger Potential Transactions

Data-Driven and Analytical Approach to M&A Identification by Segment



M&A Criteria

All Acquisitions Must Meet Both Strategic and Financial Criteria

STRATEGIC CRITERIA

- Attractiveness
- Extendibility
- Alignment with capabilities / “right to win”

FINANCIAL CRITERIA

- 10% ROIC by year 5

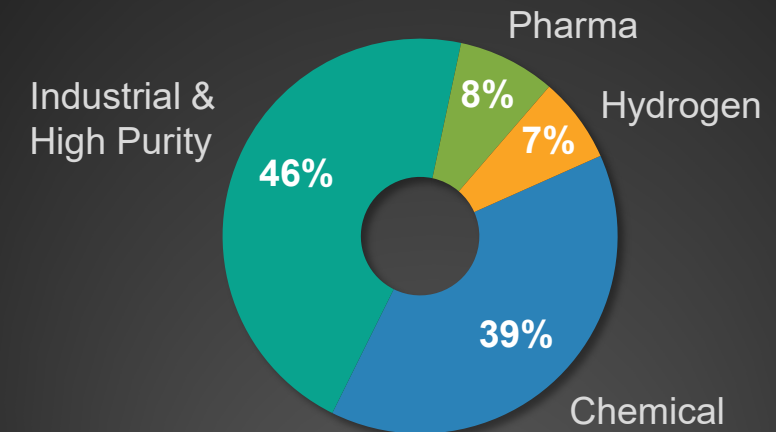
**Strict Strategic and
Financial Discipline**

Acquisition of Baum Lined Piping GmbH

- Purchase price: EUR 86.5M on a cash-free and debt-free basis
- 2023 forecast: Sales ~EUR 55M (up 10% YoY) / Adj. EBITDA ~EUR 9M*
- Year 3 (2026) forecast: ROIC >10.5% / ~\$0.15 Cash EPS accretion*
- Principle Locations: Germany, United States, China
- Strong strategic rationale:
 - Complementary to our Resistoflex business by expanding presence in Europe, broadening product portfolio, and increasing installed base
 - Expands addressable markets in Chemical, Hydrogen, High Purity and General Industrial markets



BY END MARKET (2024E)

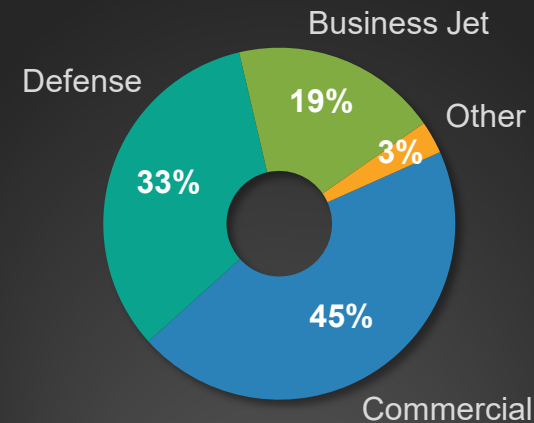


Acquisition of Vian Enterprises, Inc.

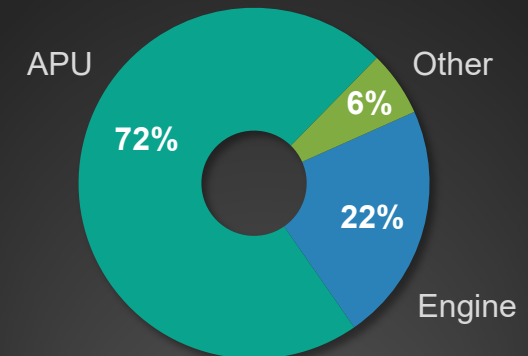
- Purchase price: \$103M on a cash-free and debt-free basis
- August 2023 trailing-12 month (estimate): Sales ~\$34M / Adj. EBITDA ~\$8M*
- Year 5 (2028) forecast: ROIC >10% / ~\$0.20 Cash EPS accretion*
- Principle Location: Auburn, CA
- Strong strategic rationale:
 - Complementary to our Aerospace & Electronics' Fluid Management solution
 - Significantly expands portfolio of lubrication pump and lubrication system components technology for aircraft engines and APUs
 - Strong presence on high-volume platforms including 737 MAX, A320neo and F-35



BY END MARKET (2022E)

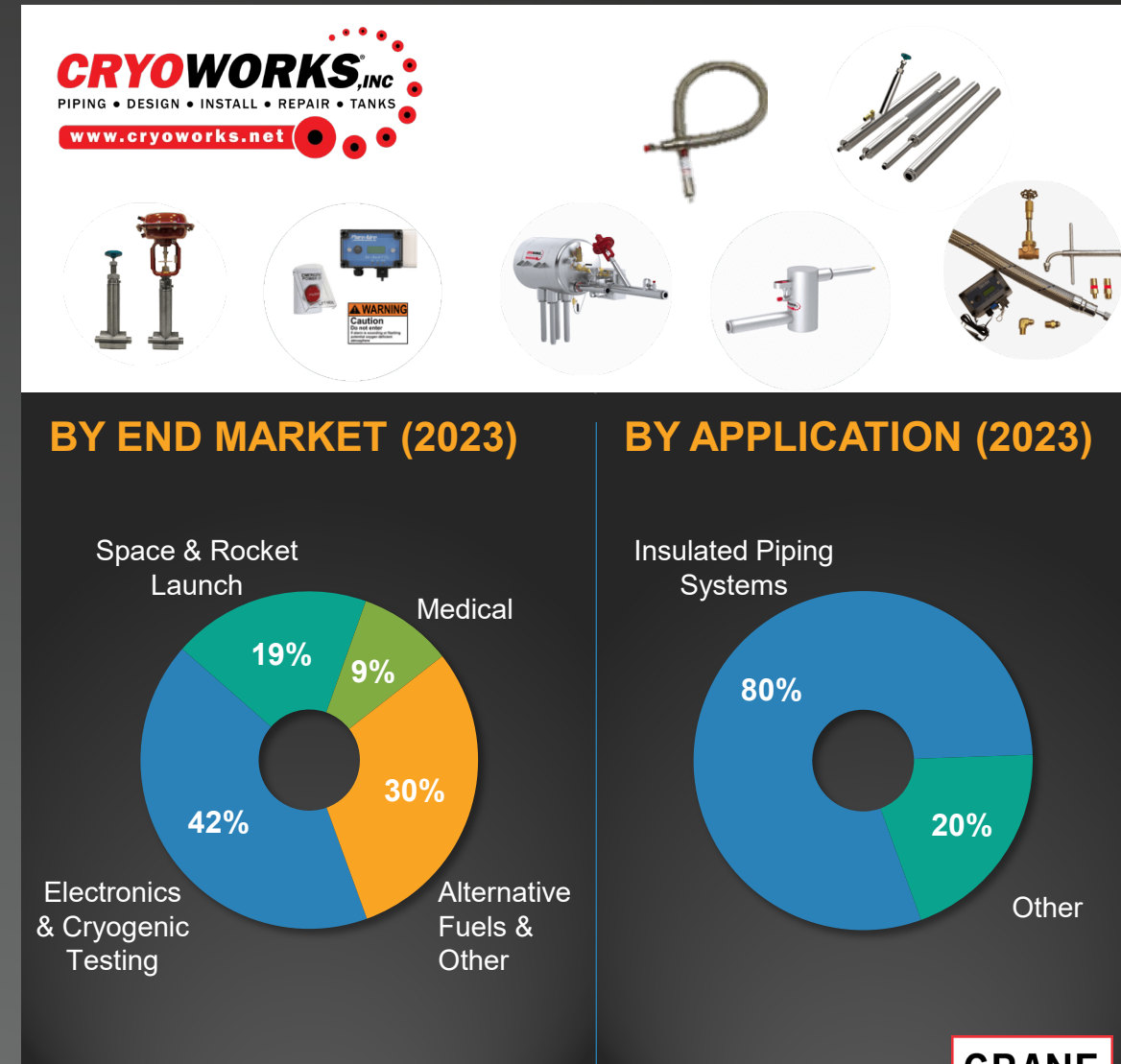


BY APPLICATION (2022E)



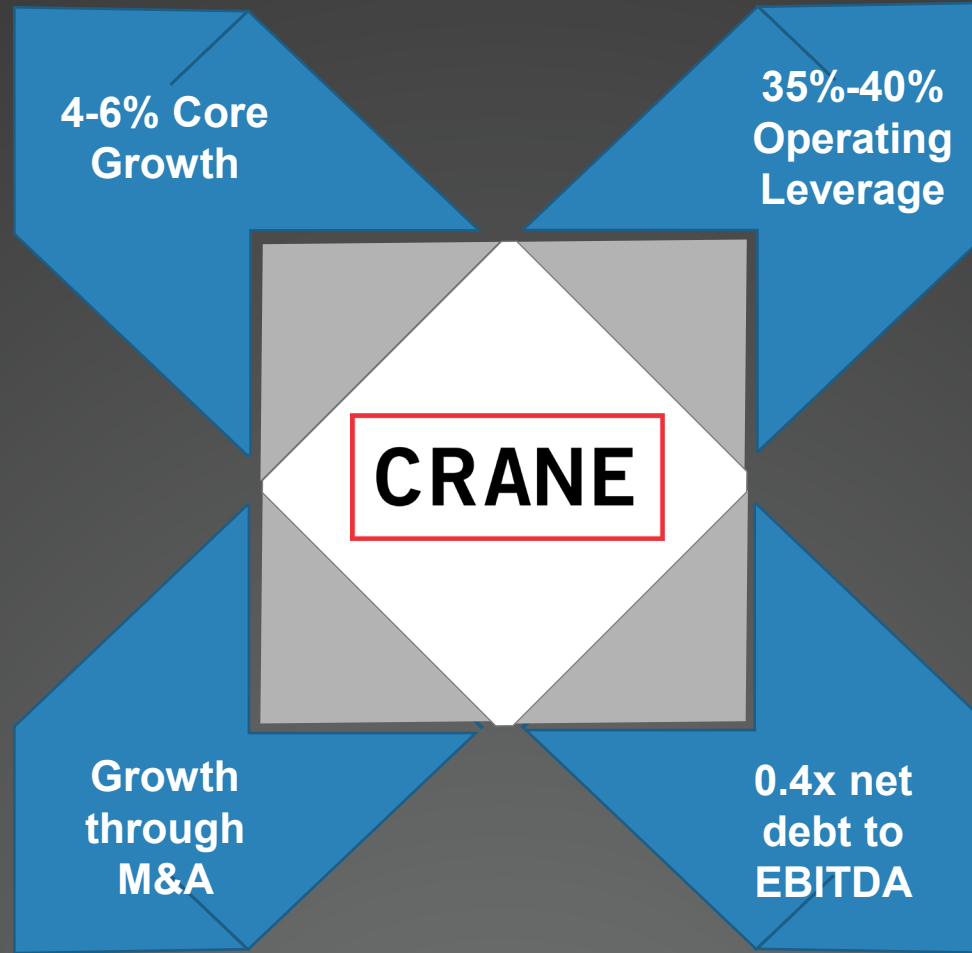
Acquisition of Cryoworks

- Purchase price: \$61M before tax step-up benefit
- Full-Year 2023 (estimate): Sales ~\$28M / Adjusted EBITDA ~\$5M*
- Year 5 (2028) forecast: ROIC >10% / ~\$0.10 Cash EPS accretion*
- Principle Location: Jurupa Valley, CA
- Strong strategic rationale:
 - Expands Process Flow Technologies' portfolio and capabilities in cryogenics, hydrogen, and related applications
 - Strong position in vacuum insulated pipe systems in North America
 - High-growth markets including Aerospace & Defense, Space and Rocket Fueling, Medical and Alternative Fuels



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

CRANE

POST-SEPARATION UPDATE

Jason Feldman

Senior Vice President, Investor Relations, Treasury & Tax
Crane Company



What We Told You Last Year:

WHAT IS DIFFERENT TODAY

- Simplification post-separation
- Asbestos liability fully resolved
- Strongest balance sheet in 20+ years
- Streamlined portfolio with sales primarily from higher-growth markets
- 10+ years into “Technology Readiness” approach at Aerospace & Electronics driving new wins
- 10+ years of progress improving capabilities for new product development at Process Flow Technologies

WHAT WILL STAY THE SAME

- Rigorous cadence and discipline of CBS
- Strong and unique high-performance culture
- Continued commitment to ethics as a foundational principal
- Disciplined and shareholder friendly approach to capital deployment

Strong Foundation Unchanged, But Better Positioned For Growth Than Ever Before

A Year Later, Most Went According To Plan

PROGRESS AS EXPECTED

- Early success with M&A
- Accelerating core growth
- Continued structural shift to higher growth markets
- Ongoing innovation and investment
- Further margin expansion

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With a Few Positive Surprises...

POSITIVE SURPRISES VS. EXPECTATIONS

- Degree of acceleration in A&E core growth
- Magnitude of PFT margin improvement in 2023
- Speed of success with commercial excellence and strategic pricing
- Investor reception and interest

With a Few Positive Surprises...And Opportunities Ahead

POSITIVE SURPRISES VS. EXPECTATIONS

- Degree of acceleration in A&E core growth
- Magnitude of PFT margin improvement in 2023
- Speed of success with commercial excellence and strategic pricing
- Investor reception and interest

WHERE WE STILL HAVE THE BIGGEST OPPORTUNITIES

- Commercial excellence and strategic pricing
- Continued investment and innovation
- Capital deployment

Very Few Surprises, And a Lot of Opportunities Remaining

Exciting Value Creation Opportunity

~\$2.3B
in sales

~40%
aftermarket sales from strategic
growth platforms

4-6%
long-term core
sales growth

35%-40%
operating leverage*

~22.5%
pre-corporate Adjusted EBITDA
margin** (2024G)

Substantial
M&A opportunity

Expect Double-Digit Core EPS Growth With Upside From Capital Deployment

* Operating leverage defined as the year-over-year change in adjusted operating profit divided by the year-over-year change in sales.

** Please see Non-GAAP Explanation for details.

CRANE

**PROCESS FLOW
TECHNOLOGIES**

Alex Alcala

Executive Vice President



What You Will Hear Today

1. We are accelerating core growth by shifting our underlying market exposure resulting in structurally higher organic growth rates
2. Record Performance today and we will continue to drive substantial margin expansion
 - Operating leverage on higher volumes
 - New products and growth markets at accretive margins
3. Building momentum through inorganic growth to further strengthen our portfolio

Excellent execution leading to sustainable, long-term profitable growth

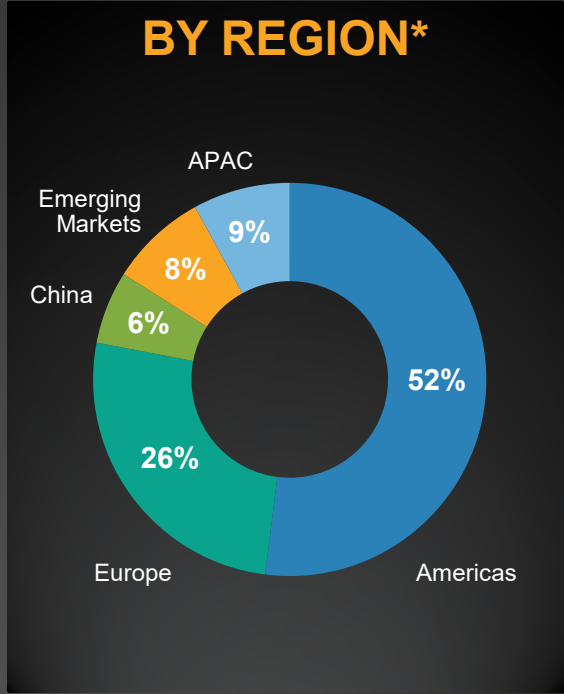
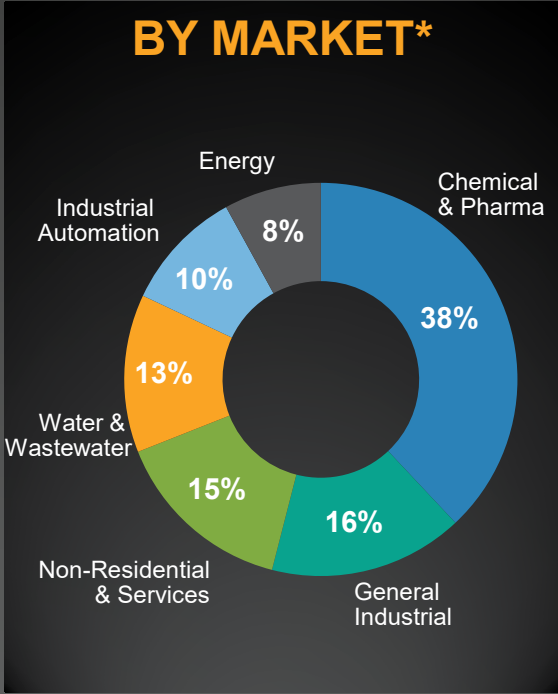
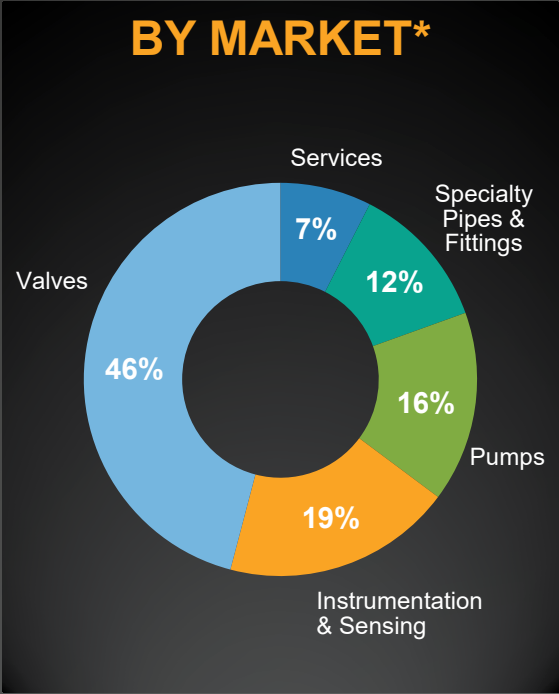
A Provider of Highly Engineered Process Flow Equipment for Mission Critical Applications

Process Flow Technologies
~\$1.15B Sales
~20.4% OP**
(2024G)

Total Addressable Market
~\$18B

Aftermarket
50%

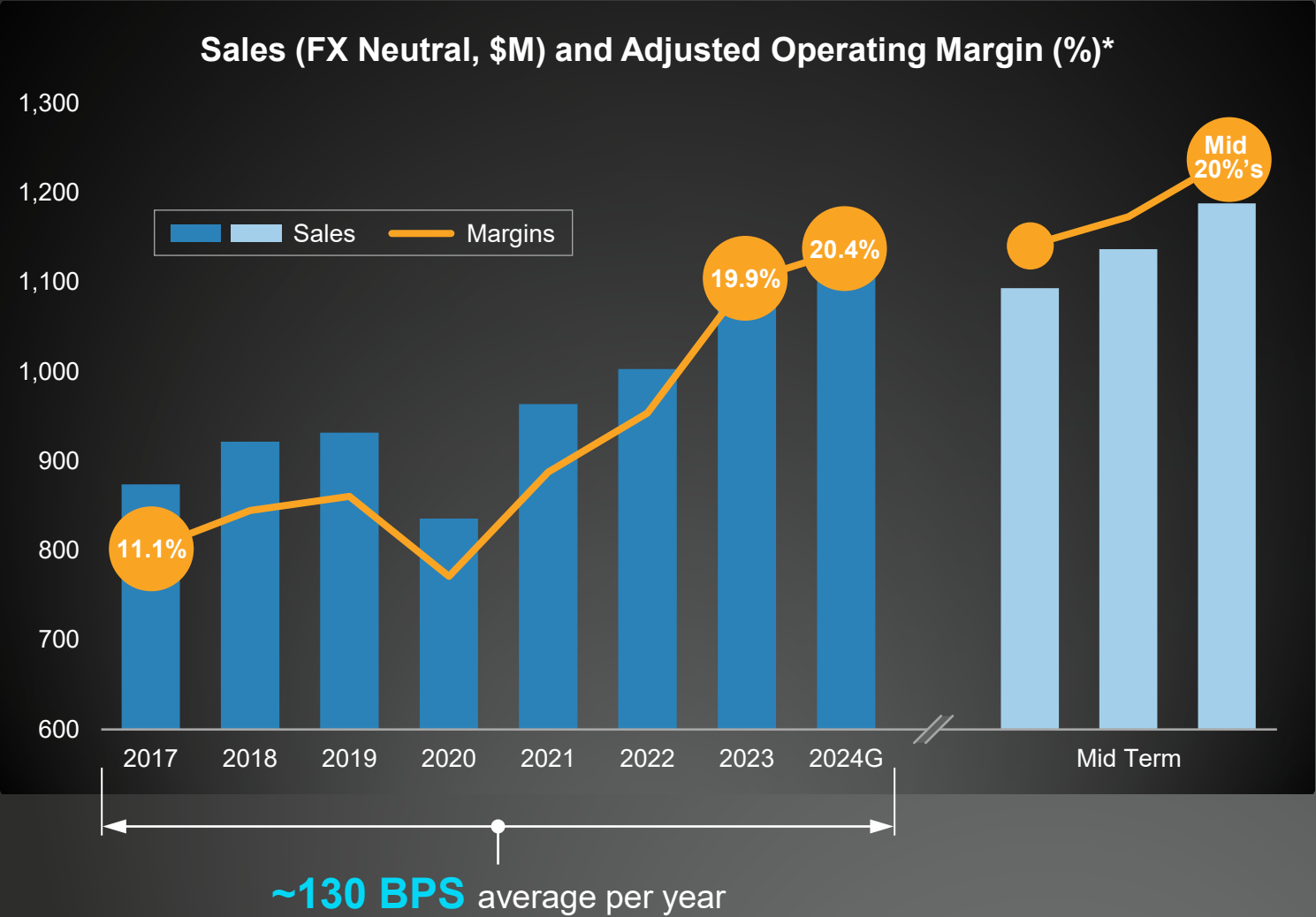
27 Regional
Manufacturing Sites



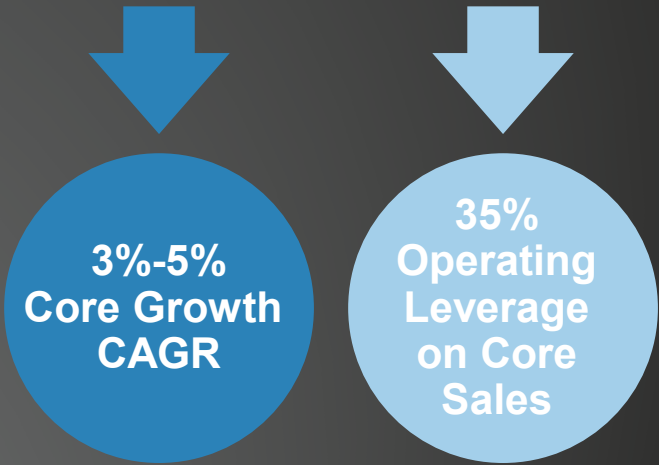
KEY BRANDS

* Sales breakdown based on 2023A.
** Excludes Special Items. Please see non-GAAP Financial Measures tables for details.
Totals may not sum due to rounding.

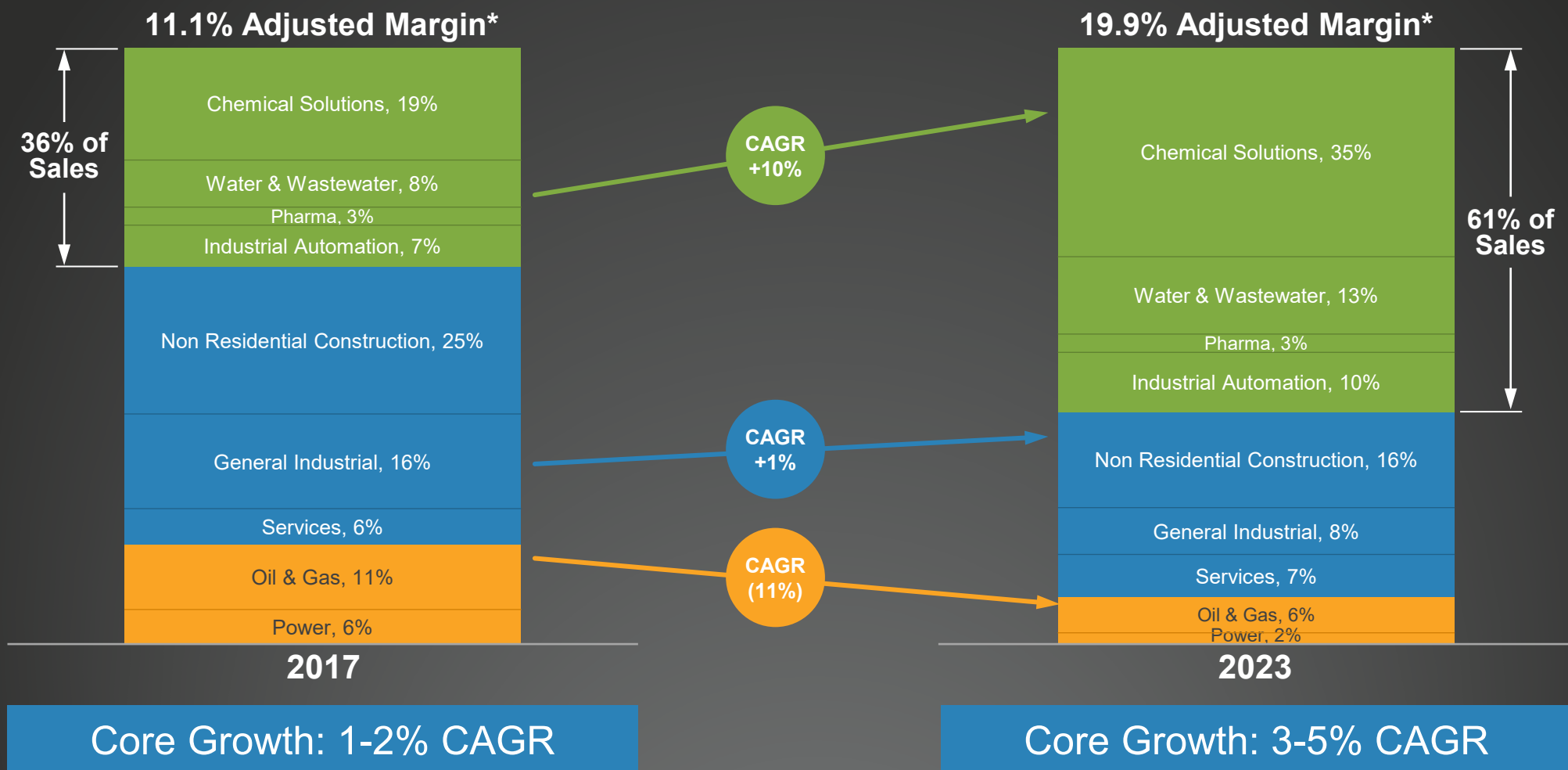
Successful Strategy Driving Growth and Margin Expansion



- 1. Structural change to the portfolio has improved the underlying Growth Rates
- 2. Margins are structurally higher as portfolio has shifted
- 3. Commercial and Operational Excellence enabling above market growth and margin expansion



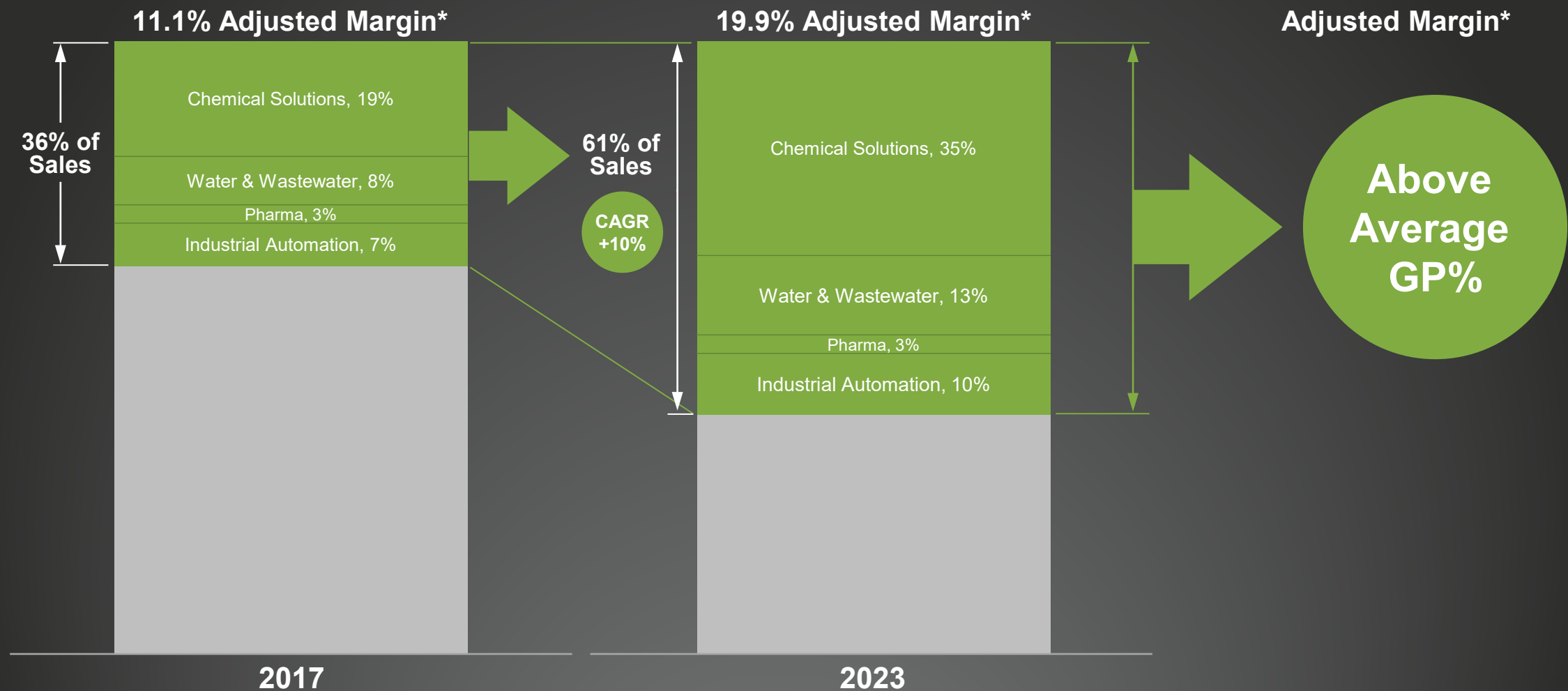
A Transformed Portfolio with Structurally Higher Growth Rates



* Excludes Special Items. Please see non-GAAP Financial Measures tables for details.

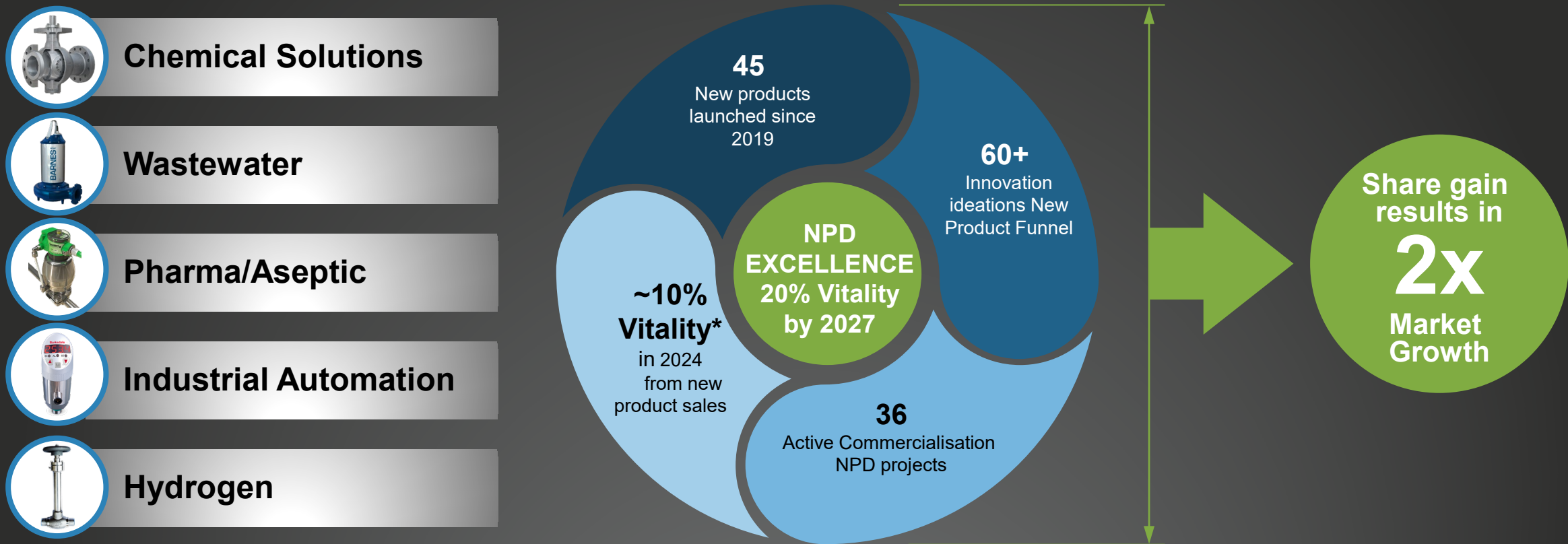
Totals may not sum due to rounding.

Our changing Portfolio Mix contributes to Margin Expansion



* Excludes Special Items. Please see non-GAAP Financial Measures tables for details.

A Transformation Driven by New Product Innovation...



Driving Market Outgrowth with New Products that are Accretive to Margins

...And by Driving Commercial and Operational Excellence through the Crane Business System

COMMERCIAL EXCELLENCE



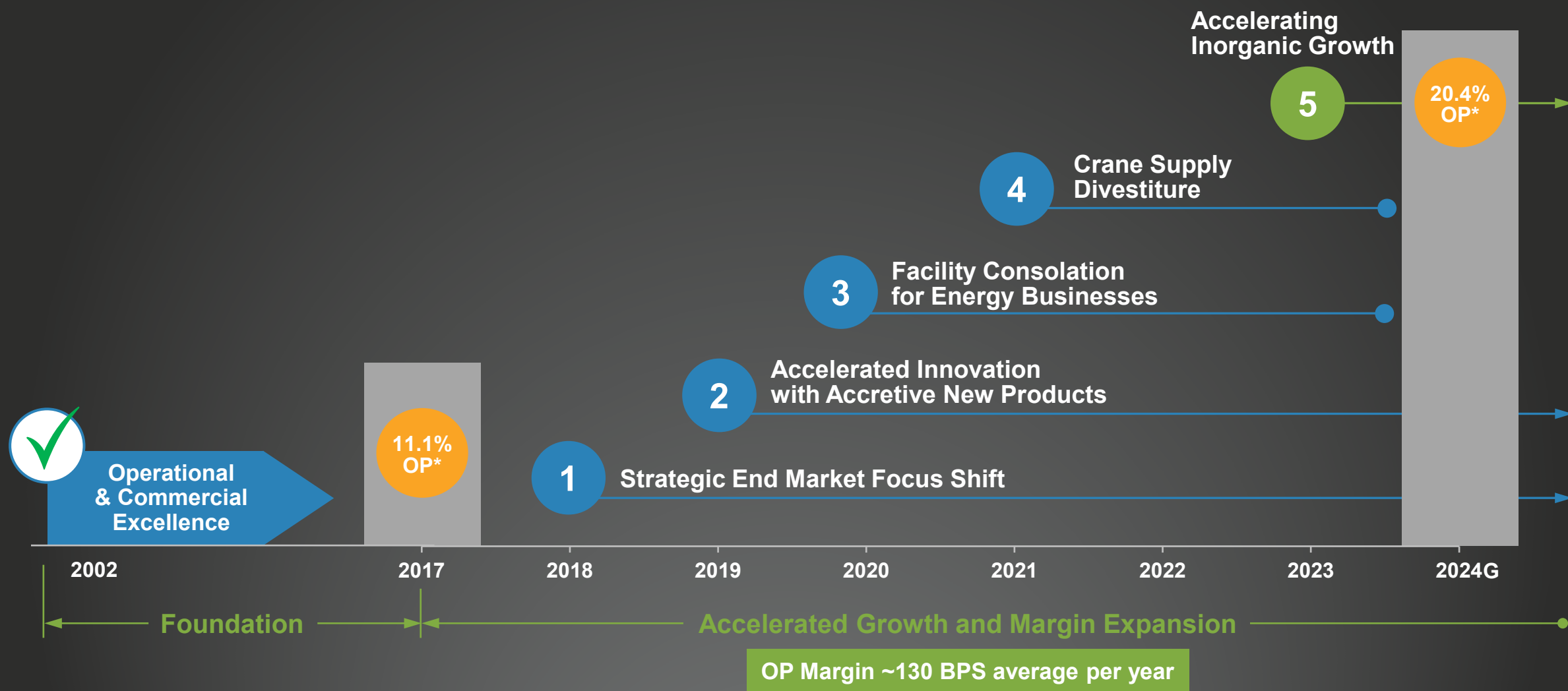
Driving Growth and Margin Expansion

OPERATIONAL EXCELLENCE



The Customer is the Focus of Everything We Do

A Journey of Growth and Margin Expansion



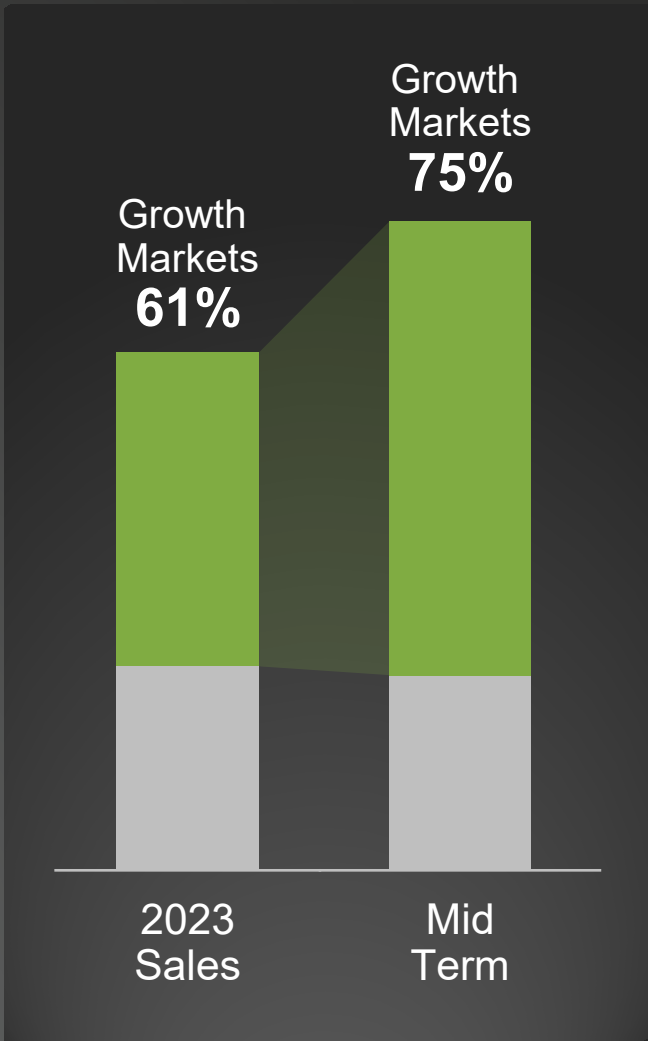
Portfolio Aligned with Strong Megatrends



Focused on 5 Solutions to Drive Growth

Solution	TAM	Market Growth Rate	Crane Projected Growth Rate
1 Hydrogen & Cryogenics Leading Cryogenic Valve & Pipe Portfolio	\$900M	~15%	Entering Space
2 Chemical Solutions Leading Valve Portfolio	\$1,800M	~3%	2x
3 Water & Wastewater Most Effective Solid Handling Pump Portfolio	\$1,400M	~4%	2.5x
4 Pharma/Aseptic Leading Automated Valve Solutions	\$500M	~4%	1.5x
5 Industrial Automation Leading Portfolio Delivering High Efficiency	\$1,000M	~4%	2x

Total PFT Including All Markets: Target 3–5% Core



Positioned for Growth in the New **Hydrogen** Economy

**SOLUTIONS FOR HIGH PRESSURE
AND CRYOGENIC APPLICATIONS**

**-253°C
Liquid
Hydrogen
Cryo Temp**

**15,000 PSI
Gas High
Pressure
Storage**



CRANE
CRYOFL_{H2}
Keeping Cryogenics Cool

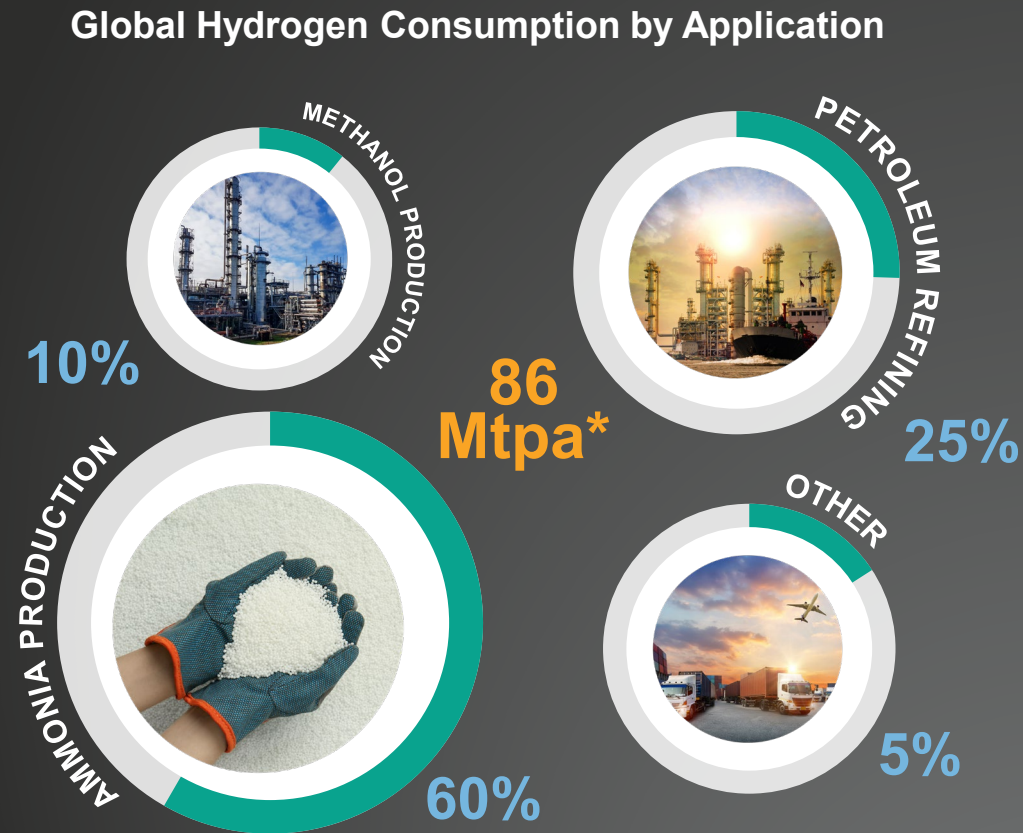
BH₂T
REFUEL



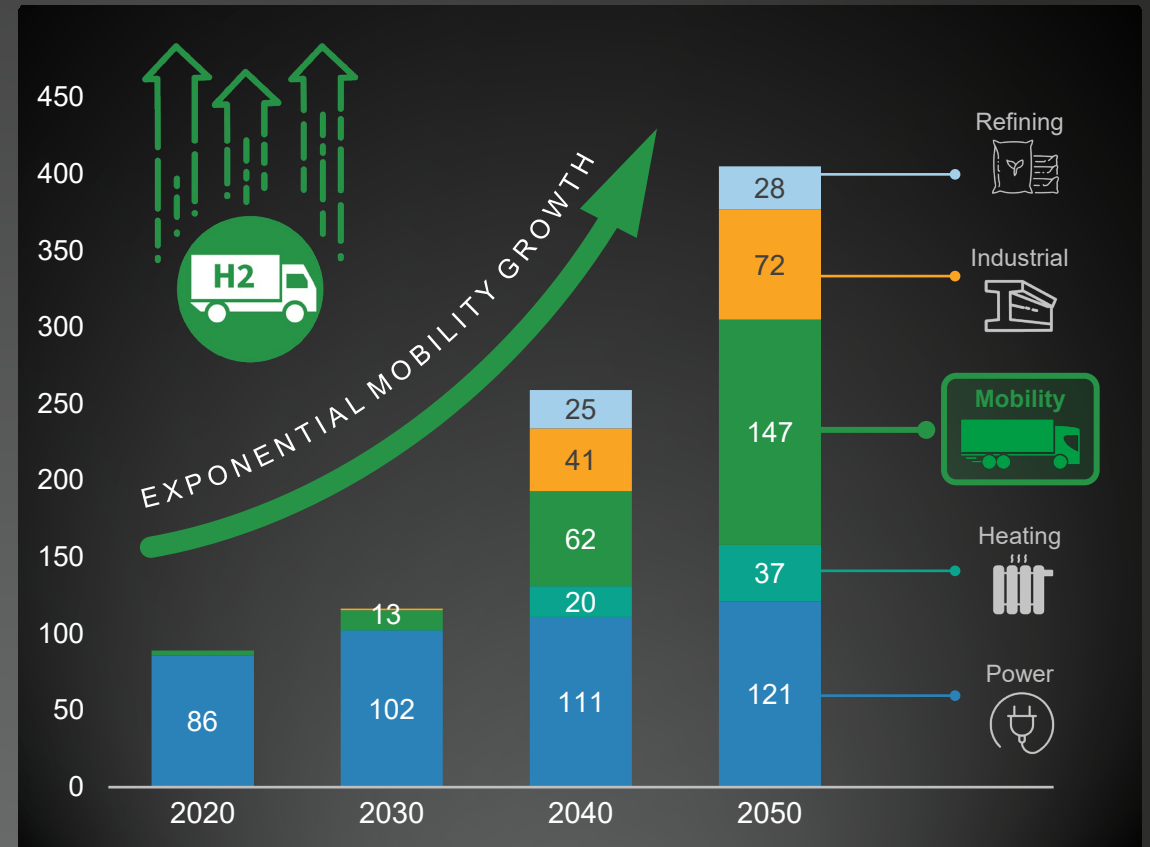
NEW PRODUCT LINE

Demand for Hydrogen is Starting to Increase as New Applications Emerge

90% OF DEMAND TODAY IS IN TRADITIONAL CARBON SECTORS...



MOBILITY SECTOR WILL ADD 13 MTPA BY 2030... AND IS EXPECTED TO CONTINUE TO GROW

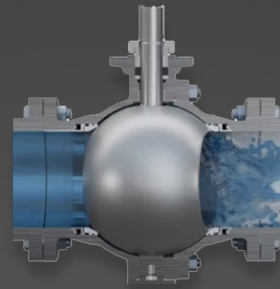


Leading **Chemical Solutions** in a Changing Industry



Pharma

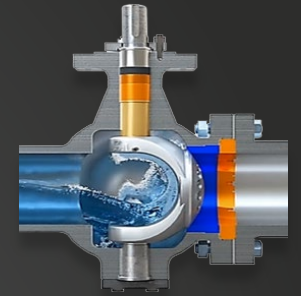
**WE WIN BY SOLVING VALVE RELIABILITY
AND LIFE CHALLENGES**



TUFSEAT
50% Longer Life



L-TORQ
XCMOX
50% Lower Torque



FK TriEX
50% Lower Costs



Sustainability



**Mobility
Science**



ROTOmax
RESISTOFLEX®
2X Extended Life



FKX9000
50% Reduced
Maintenance

Winning with the Most Effective Solid Handling Pumps in **Wastewater**

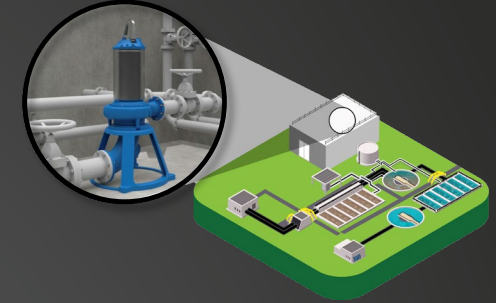
CUSTOMER ISSUE: Clogging Pumps



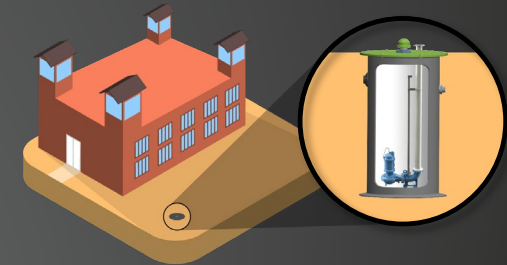
PRODUCT INNOVATION: Eliminates Clogging



NEW MARKET: Wastewater Treatment Plant

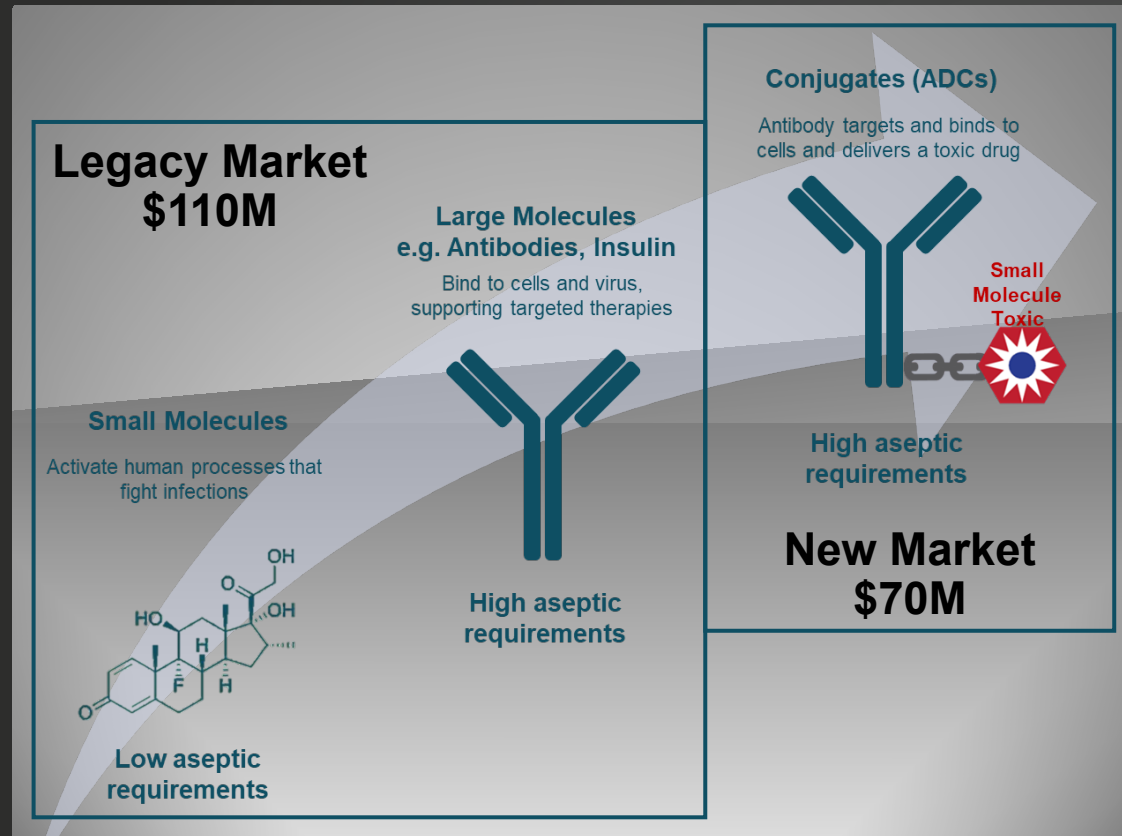


LEGACY MARKET: Wastewater Collection System



Solidifying Our Strength in **Pharma** by Expanding into New Markets

CUSTOMER NEED: RELIABLE ASEPTIC SOLUTIONS FOR WIDER TEMPERATURES



WE WIN BY SOLVING LEAKAGE AND RELIABILITY PROBLEMS IN PROCESS MEDIA AND STEAM STERILIZED APPLICATIONS



PV & EX DIAPHRAGM

ER DIAPHRAGMS

Henosis

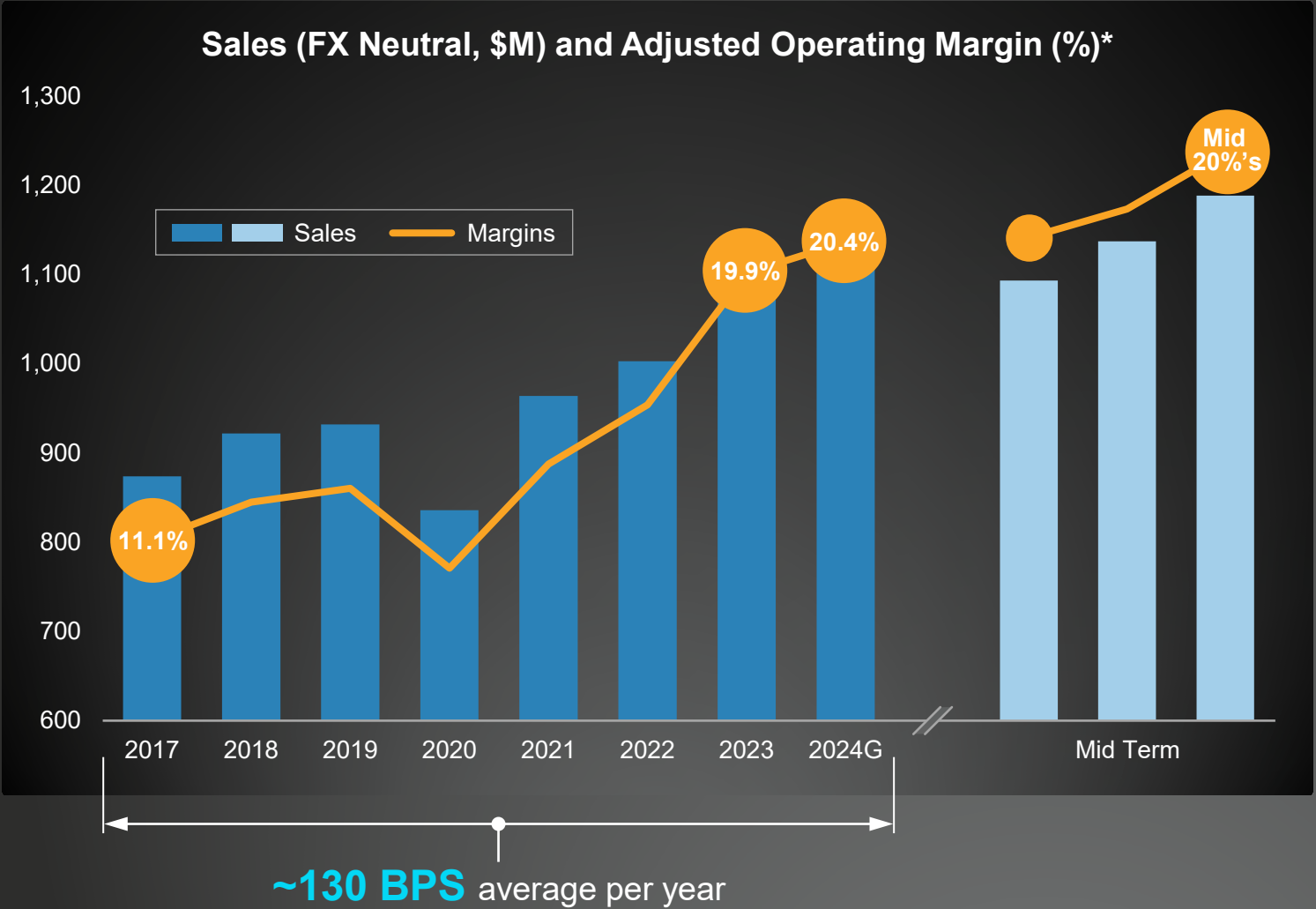


BALL VALVE



SMART SENSOR

Strategy will Continue to Drive Growth and Expand Margin



3%-5%
Core Growth
CAGR

35%
Operating
Leverage
on Core
Sales

Inorganic Growth will Further Strengthen Our Portfolio and Growth Projections



Chemical
Valves in corrosive, toxic media



Pharma / Aseptic
Components in hygienic applications, Single Use



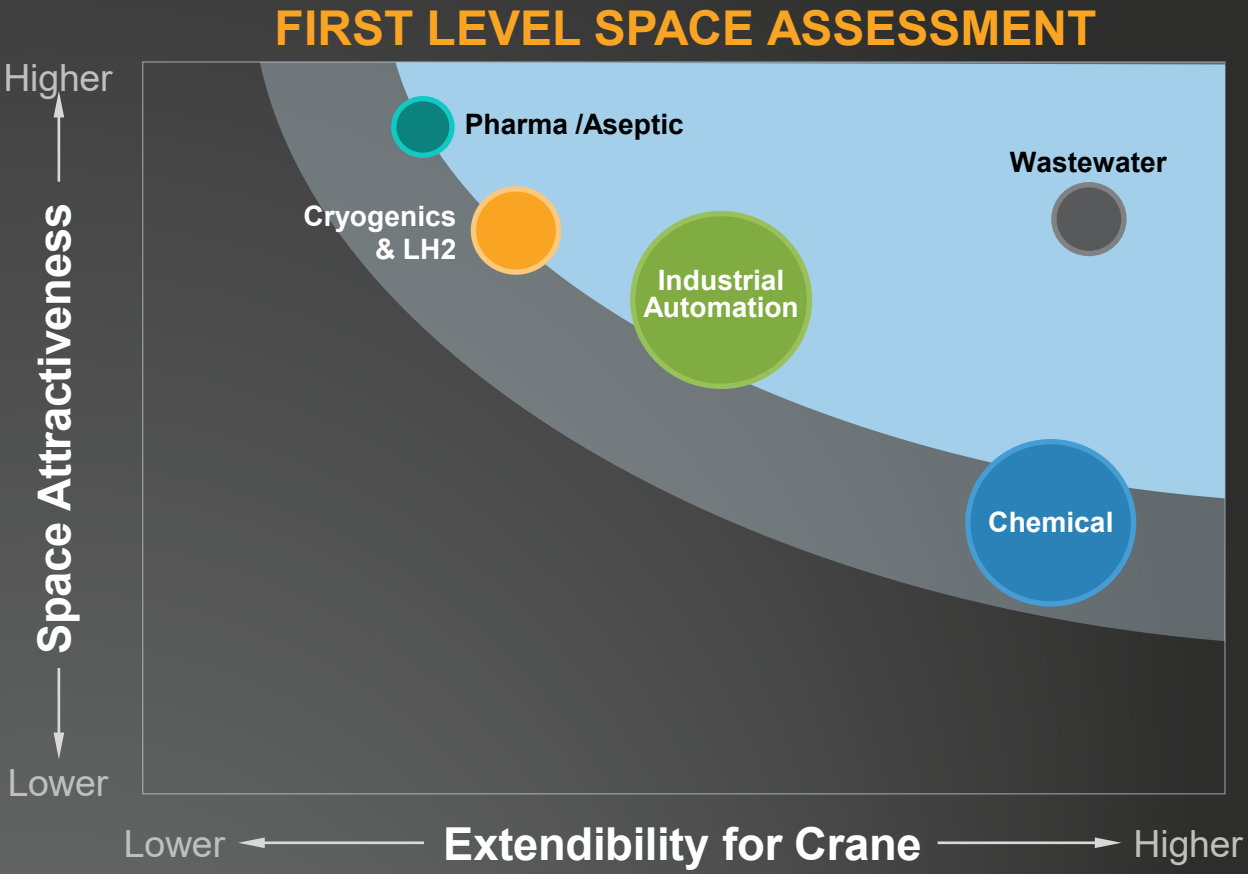
Wastewater Treatment
Solids handling, sludge management



Industrial Automation
Level, flow, pressure sensors



Cryogenics / LH2 Applications
Components used in LH2 process



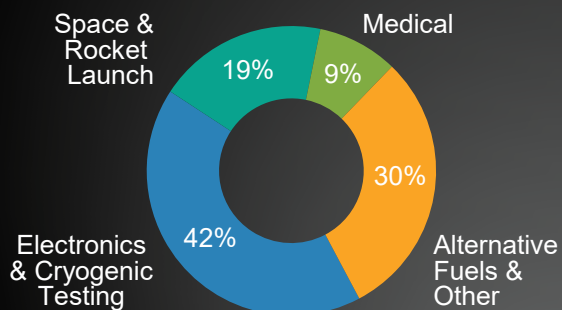
Strong and Disciplined Focus on Inorganic Growth Opportunities

Strengthening the Portfolio through Acquisitions



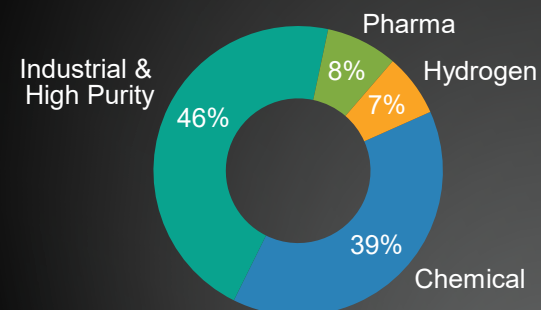
- **Acquired:** May 2024, purchase price \$61M before tax step-up benefit
- **Full-Year 2023E:** Sales ~\$28M / Adjusted EBITDA ~\$5M*
- **Year 5 (2028) forecast:** ROIC >10% / ~\$0.10 Cash EPS accretion*
- **Principle Location:** Jurupa Valley, CA
- **Strong strategic rationale:**
 - Strong position in vacuum insulated pipe systems in North America
 - High-growth markets including Electronics and Cryogenic Testing, Space and Rocket Fueling, Medical and Alternative Fuels. Positions us for growth in the Hydrogen Economy

BY END MARKET



- **Acquired:** Oct 2023, purchase price EUR 86.5M on a cash-free and debt-free basis
- **Full-Year 2023E:** Sales ~EUR 55M / Adj. EBITDA ~EUR 9M*
- **Year 3 (2026) forecast:** ROIC >10.5% / ~\$0.15 Cash EPS accretion*
- **Principle Locations:** Germany, United States, China
- **Strong strategic rationale:**
 - Complementary to our Resistoflex business by expanding presence in Europe, broadening product portfolio, and increasing installed base
 - Expands addressable markets in Chemical, Hydrogen, High Purity and General Industrial markets

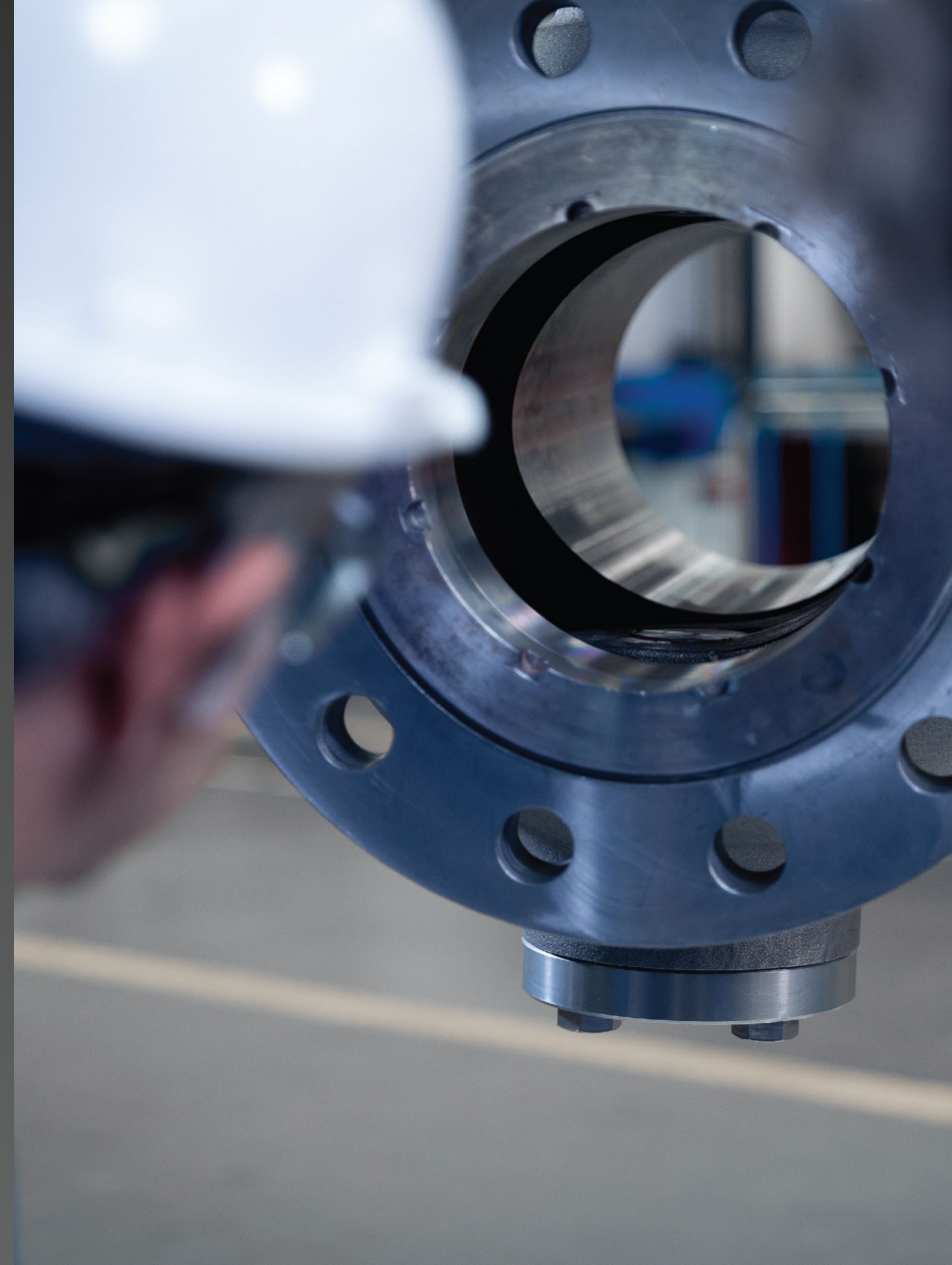
BY END MARKET (2024E)



Summary

Four Key Takeaways

1. Portfolio has structurally changed
 - Stronger underlining growth rates
 - Profitability has shifted +20%
2. Continue to deliver market outgrowth performance led by new products and commercial and operational excellence
3. Expect to continue to drive 3-5% Growth at 35% operating leverage
4. Strong focus on accelerating inorganic growth



CRANE

AEROSPACE & ELECTRONICS

John J. Higgs

President
Crane Aerospace & Electronics



What You Will Hear Today

1. Positioned for long-term, sustainable, above-market growth
2. Technology leader with differentiated, proprietary products with excellent – and improving – competitive differentiation
3. 7%-9% sales CAGR over the next decade
 - Low double-digit over the next few years given aftermarket tailwind and significant new platform wins ramping up mid-decade
4. Confident that sales will leverage at 35%-40% with substantial upside to margins

We Are Generating Sustainable, Long-Term Profitable Growth

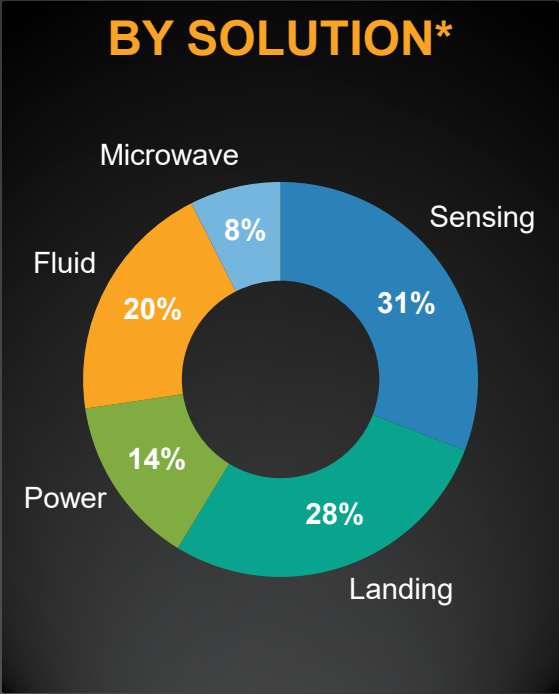
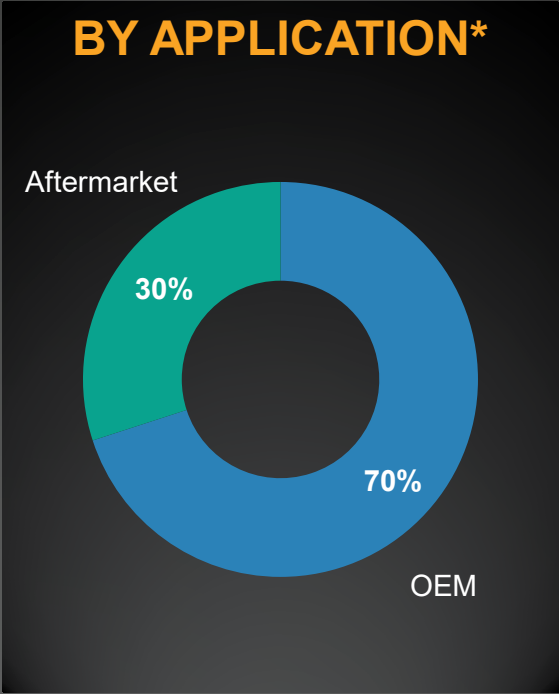
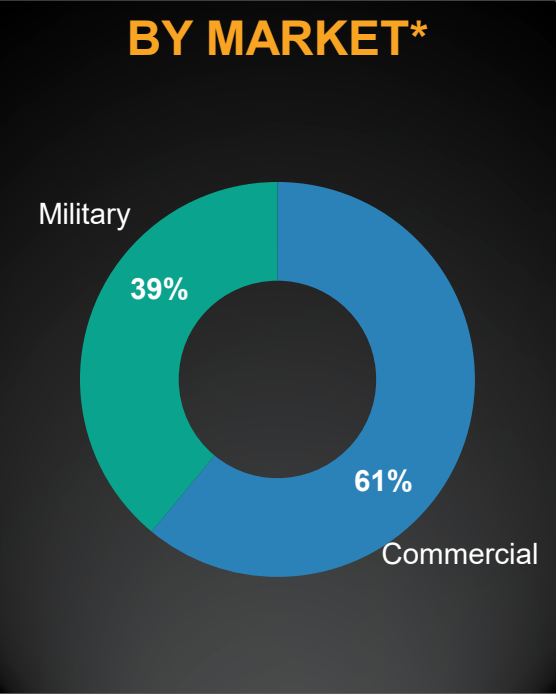
A Provider of Highly Engineered Solutions for Mission Critical Aerospace, Defense & Space Applications

Aerospace & Electronics
~\$920M Sales
~22% OP**
(2024G)

Total Served Market
~\$7.3B

Proprietary, Differentiated
Technology

9 Global
Manufacturing Sites



KEY BRANDS

* Sales breakdown based on 2023A.
** Excludes Special Items. Please see non-GAAP Financial Measures tables for details.
Totals may not sum due to rounding.

Serving Attractive, Growing End Markets...

MARKET		MARKET SIZE	10-YR. MARKET GROWTH RATE
Commercial Aerospace		\$980B	3%-5%
Defense		\$720B	2%-3%
Space		\$400B	4%-8%

\$2T
Market

~4%
Annual
Growth
Rate

Aerospace, Defense and Space is a \$2T Market With ~4% Annual Growth Rate

With Unique and Proprietary Capabilities

ELECTRICAL POWER MANAGEMENT

Ruggedized, highly efficient power conversion products from 5 Watts to 1 Megawatt



SENSING & CONTROL

High accuracy wired and wireless sensing components and control systems for proximity, pressure, and fluid flow



FLUID MANAGEMENT

Pumps and fluid management systems for oil, fuel, coolant and water



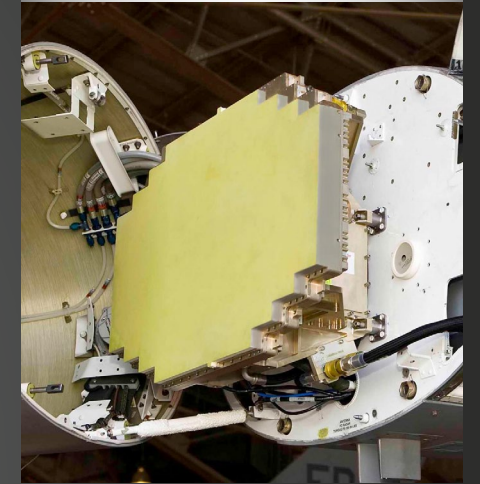
BRAKE CONTROL

Fast response brake control for high efficiency anti-skid performance and extended brake life



SIGNAL PROCESSING

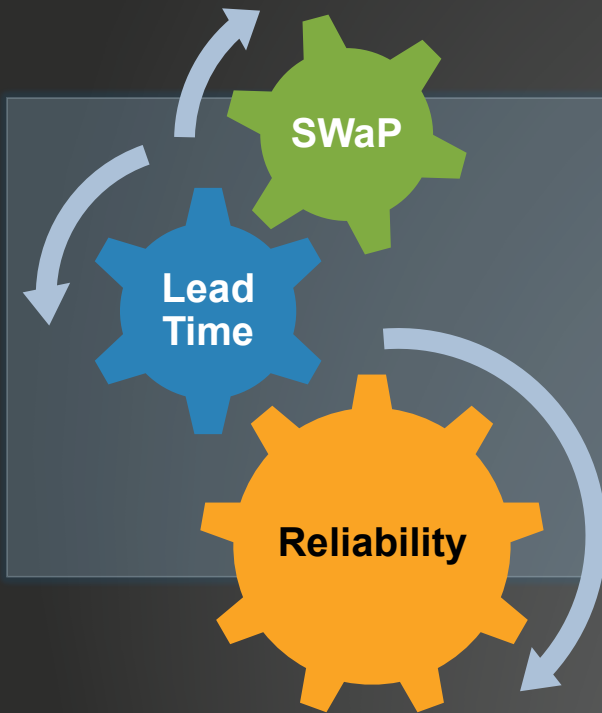
Complex, high density, PCBs and integrated microwave assemblies (IMA)



Aligned to Customer Needs and Leveraged Through Standard System Architectures Approach

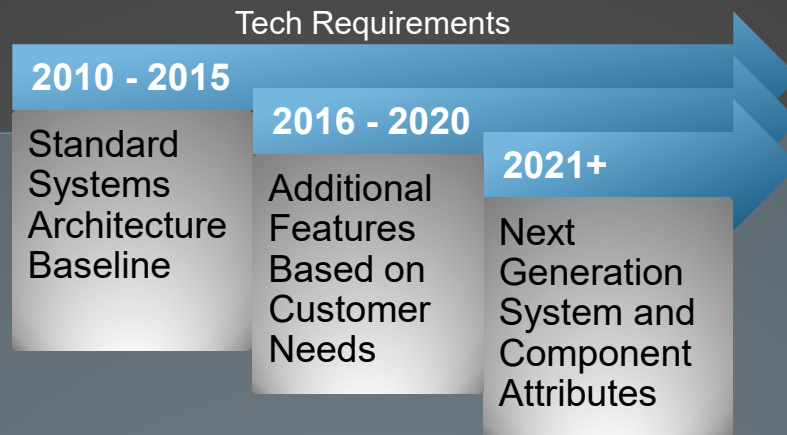
1.

VOICE OF THE CUSTOMER
(VoC)



2.

DRIVING TECHNOLOGY
DEVELOPMENT



Tech Roadmaps

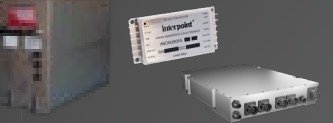
			2020 - 2033															
Market	Platform/Program	New Technology 10 Yr Program Review (N6)	Technology Required / Pacing Technology	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	
Commercial	Program 1	E112M	A, C															
	Program 2	S10M	C															
	Program 3	S10M	D															
	Program 4	S10M	E, F, G															
	Program 5	S10M	C															
	Program 6	S10M	C, F				E	E	E									
	Program 7	S10M	A, C, D, E, F, G															
	Program 8	S10M	A, C, D, E, F, G															
	Program 9	S10M	A, B, E, F															
Defense	Program 1	S10M	A, B, E, F															
	Program 2	S10M	B															
	Program 3	S10M	D, F, G															
Strategic Initiatives	A: TECH 1.1																	
	B: TECH1 (2)																	
	C: TECH1 (2.1)																	
	D: TECH1 (2.2)																	
	E: TECH1 (2.3)																	
	F: TECH1 (2.1)																	
	G: TECH1 (2.1)																	
	H: TECH1 (2.1)																	
	I: TECH1 (2.1)																	

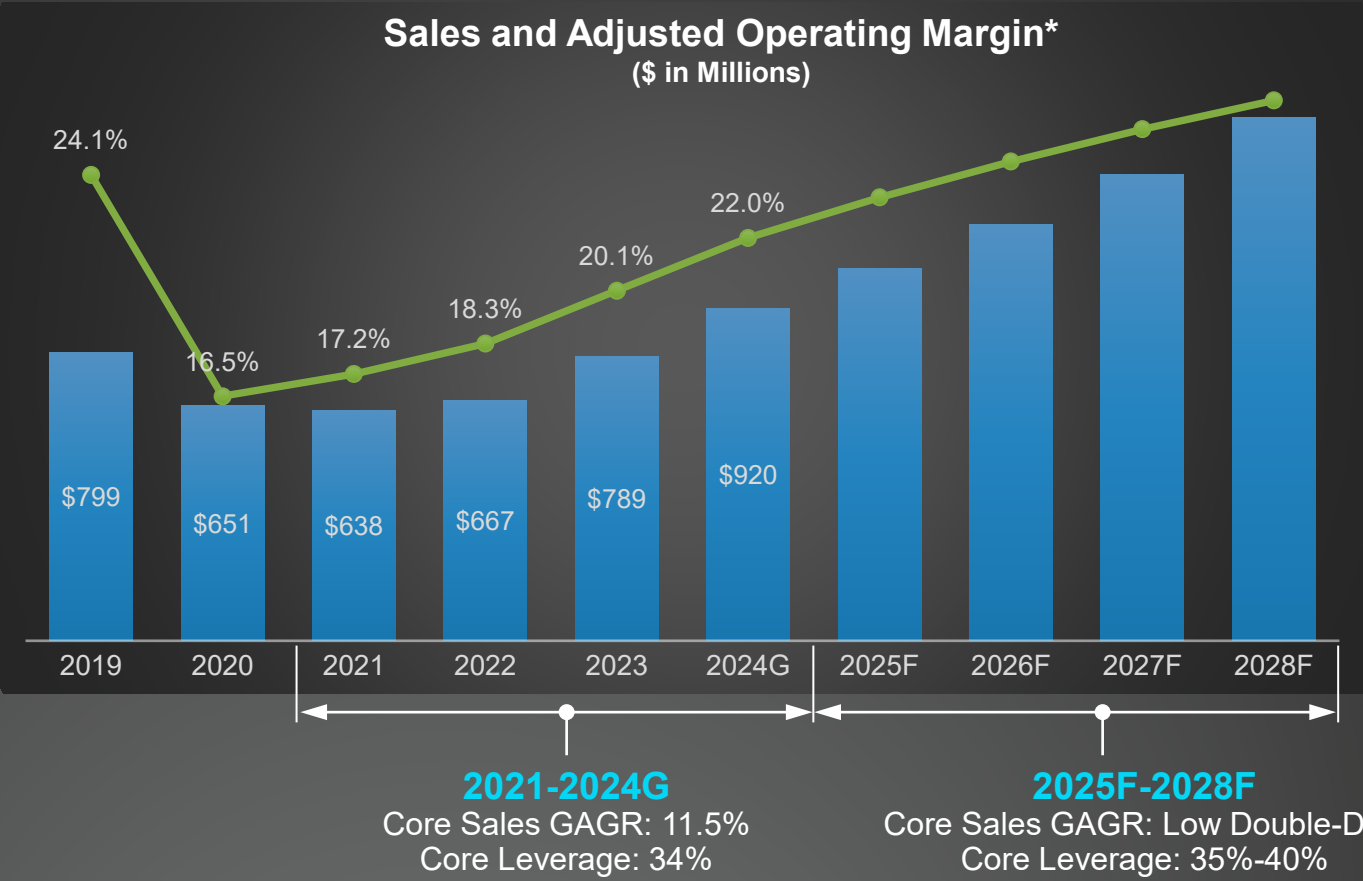
3.

LEADING TO INNOVATIVE,
FLEXIBLE, AND SCALABLE
SOLUTIONS



Core Businesses Continue Delivering Exceptional Results

Solution	Product(s)
Sensing & Power	
Landing	
Fluid	
Power	
Microwave	



Long-Term
Core Sales +7-9%
Core Leverage
35%-40%

5 Niche, Highly Engineering Solutions, Positioned for Long Term Growth

Well-Positioned on Key Commercial Platforms



**Boeing
737MAX**



**Boeing
787**



**Airbus
A320NEO**



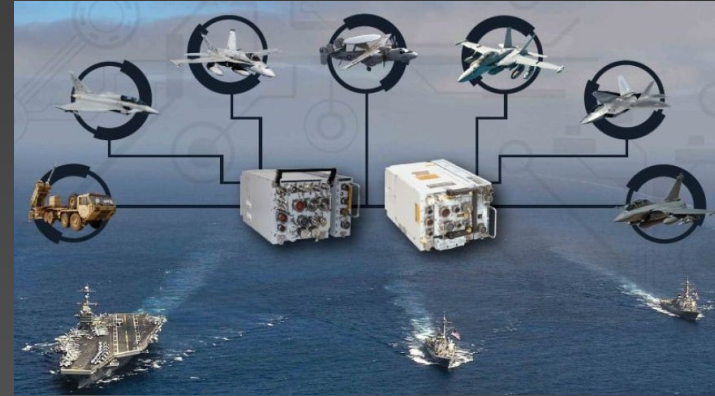
**Comac
C919**

Strong Positions on High Volume Production Platforms

As Well as in Defense and Space



**Lockheed
Martin F-35**



MIDS



**Space
Development
Agency
Transport Layer**



**PAC3, SMII,
Patriot**

Strong Positions on Strategic Defense and Space Programs

A Large Installed Base Generating High Aftermarket Revenues



Installed Base Provides Robust Aftermarket Revenues

With Several “Franchise” Programs Reaching Production...

AESA RADAR SYSTEMS



1,200+ units • \$800M+

F-16 MODERNIZATION & UPGRADE



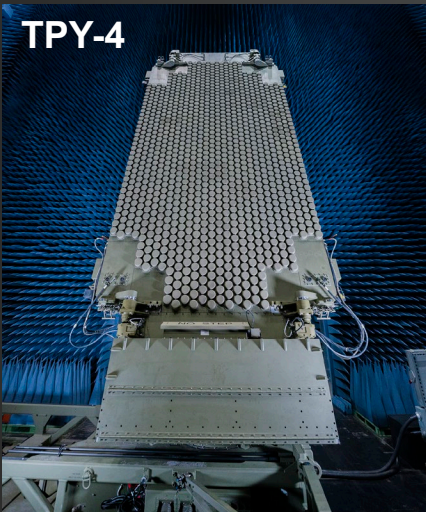
500 aircraft • \$120M+

...Such as Power Conversion for AESA Radar...

LTAMDS



TPY-4

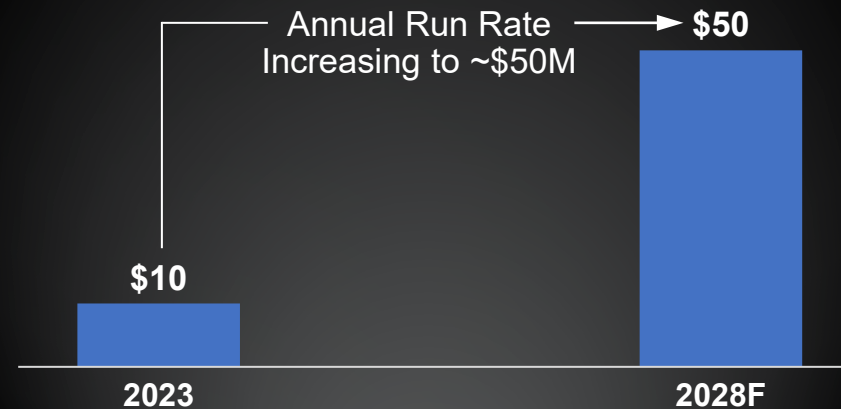


Sentinel



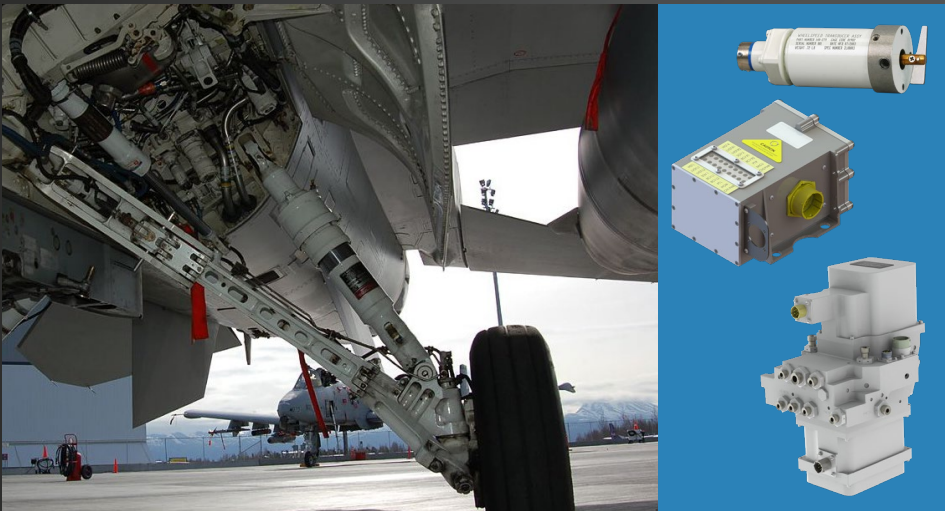
- Low Voltage
- High Power
- Modular, scalable designs
- System level content

AESA Radar Programs (\$M)

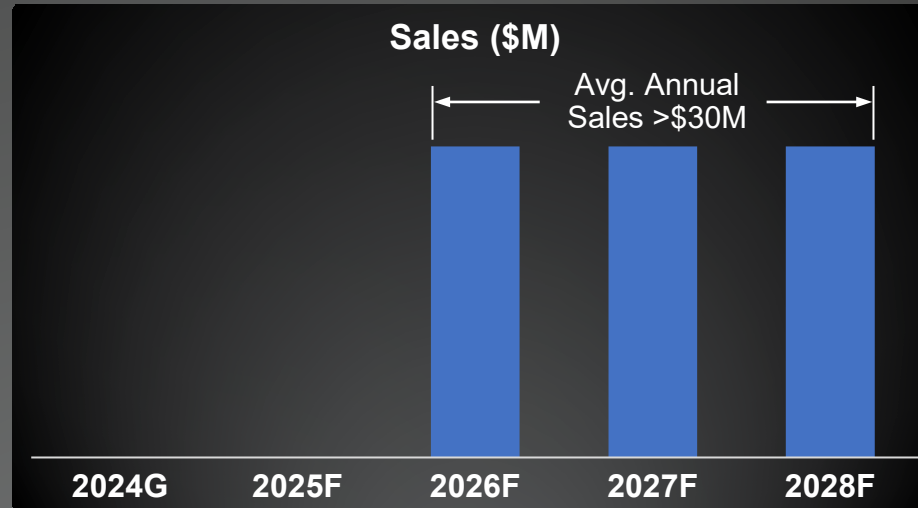


Long-Term
Expect sustained at
>\$50M with additional
Potential growth
Opportunities

...And Modernization / Upgrade for the F-16 Brake Control



- Antiskid valves
- Brake control unit
- Modular, scalable designs
- Wheel speed sensing



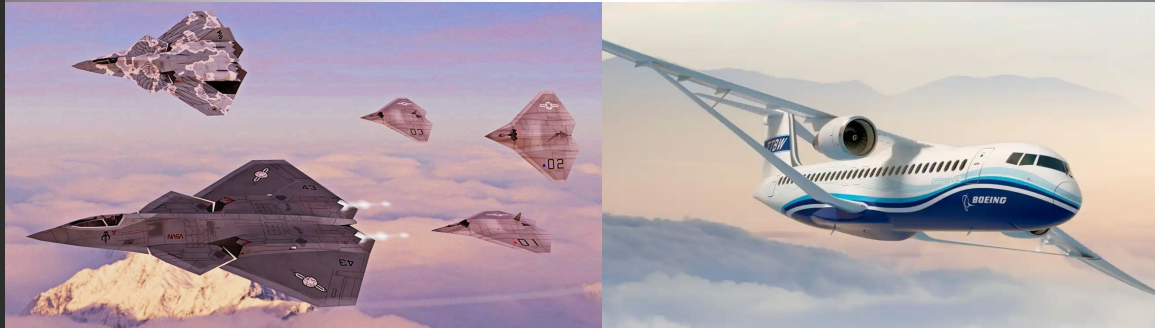
Program continues at reduced rate for several years after 2028

Pursuing additional M&U Opportunities

Moving Forward We Have Two Primary Strategies

POSITION TO WIN NEXT GENERATION PLATFORMS

Protect and incrementally grow our core business by securing content on next generation technology demonstrators and new platforms which maintain our core market position and establish us as the incumbent for future production.



MAXIMIZE CONTENT IN EMERGING MARKETS

Maximize content in emerging market segments and adjacencies that are attractive to CAE including Vehicle Electrification, Carbon Neutral Aviation, and Space 2.0.



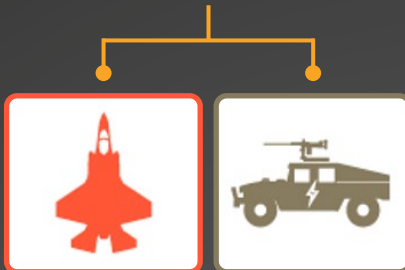
Delivering Solid Financial Performance and Positioned For Long-Term Growth

Strategies Aligned to Key Market Trends

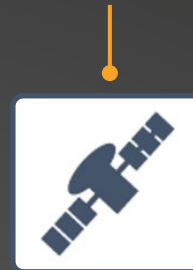
NEXT GENERATION COMMERCIAL AIRCRAFT



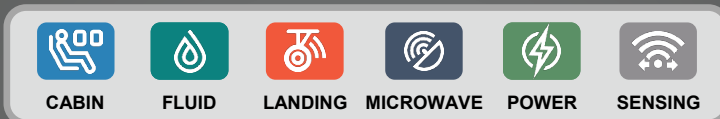
ADVANCING MILITARY CAPABILITIES



COMMERCIALIZATION OF SPACE



ADVANCED AIR MOBILITY



With Mature Technology Meeting Customer Needs

- Highly Reliable
- Proven Systems
- Off-the-shelf
- Mature Technology

PUMPS & FFTS



BRAKE CONTROL



POWER
CONVERSION



SENSING & CONTROL



INTEGRATED MICROWAVE
ASSEMBLIES



CABIN



FLUID



LANDING



MICROWAVE



POWER



SENSING

CRANE

Solutions for NGAD and U.S. Army Vehicle Electrification

Next Generation Air Dominance (NGAD)



- Brake Control Systems



- Power Conversion



- Oil & Fuel Pumps



- Fuel Flow Transmitters

- Liquid Cooling

- Advanced Sensing

LOP \$300M+

More Electric U.S. Military Ground Vehicles



- High Power DC-DC Conversion

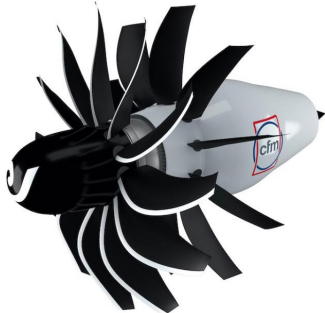


- Bi-Directional Power Conversion

- Liquid Cooling

LOP \$800M+

Next Generation Propulsion and Power Generation



- Oil & Fuel Pumps
- Fuel Flow Transmitters
- SOS Pressure Transducers
- Advanced Sensing



LOP \$500M+

Power Conversion and Integrated Microwave Assemblies for Defense and Space



LEO Satellites



PAC-3

- Modular Power DC-DC



- Filters

- COTS thru Radiation Hardened



- Integrated Microwave Assemblies

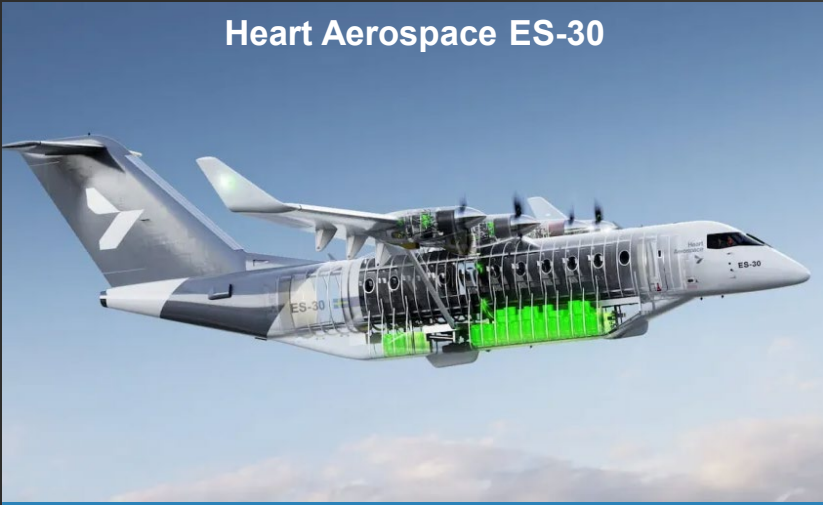
- Complex PWBs (Multi-Mix)

Space
LOP \$500M+

Missiles
LOP \$250M+

And Integrated Solutions for Carbon Neutral Aviation

Heart Aerospace ES-30



Jaunt Air Mobility eVTOL



- Brake Control Systems



- Power Conversion



- Oil & Fuel Pumps



- Fuel Flow Transmitters



- Liquid Cooling



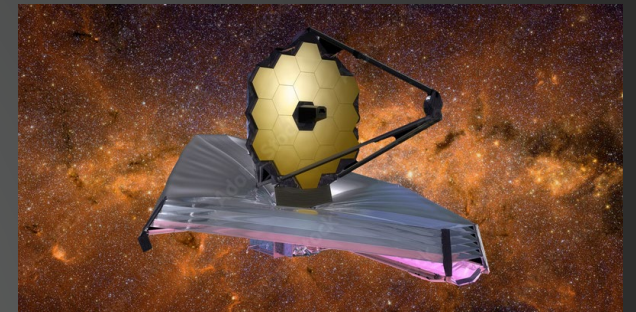
- Advanced Sensing

Fixed Wing
LOP \$500M+

eVTOL
LOP \$400M+

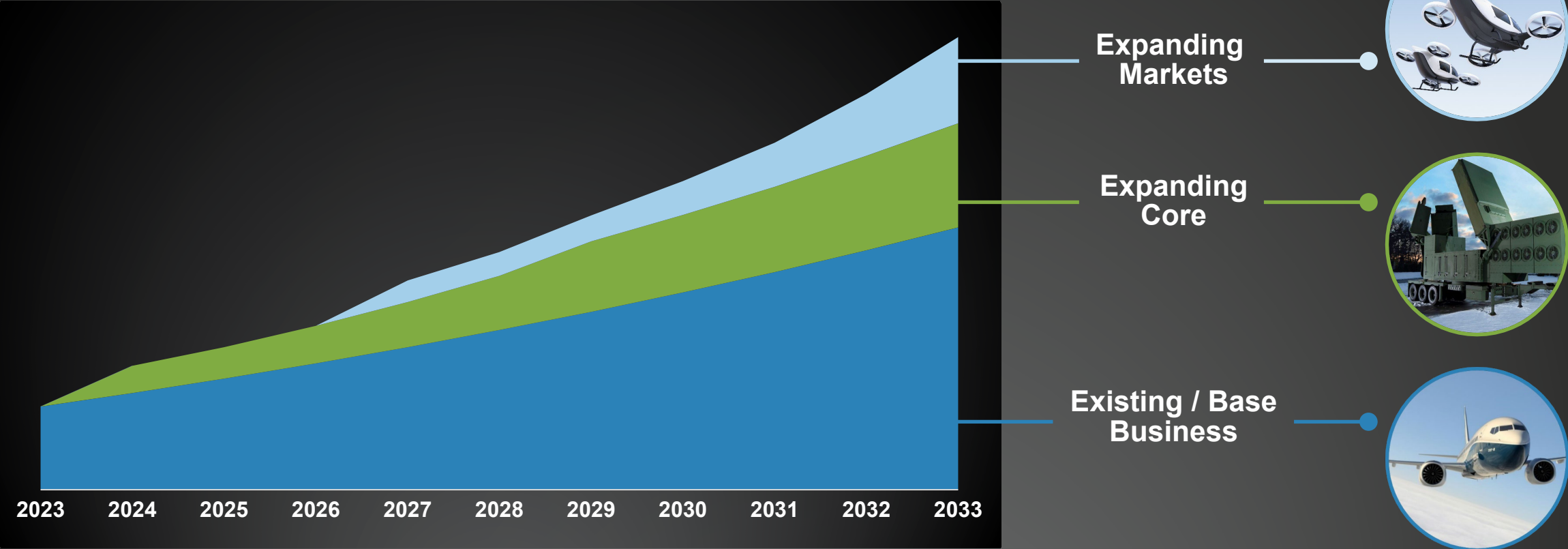
We Are Presently Working on Technology Readiness for the Next Decade

1. Develop **power conversion, distribution and control** to support next generation platform electrification
2. Develop **advanced sensing and long-range wireless systems** for connected aircraft systems
3. Create **scalable power conversion** for Space & Defense applications
4. Develop **electric brake actuation control** for next generation commercial applications
5. Develop range of **high-power converters** for military ground combat & tactical vehicles
6. Develop **thermal management systems** for next generation aircraft, military ground combat & tactical vehicles, and other applications



High-confidence in Long Term Sustainable Growth

10 year sales growth by driver



Growth From Base Business, Expanding Our Core and Entering New Markets

M&A Will Further Strengthen Our Portfolio



Power
Conversion, Distribution, and Control



Sensing
Condition, Position, Pressure and Flow



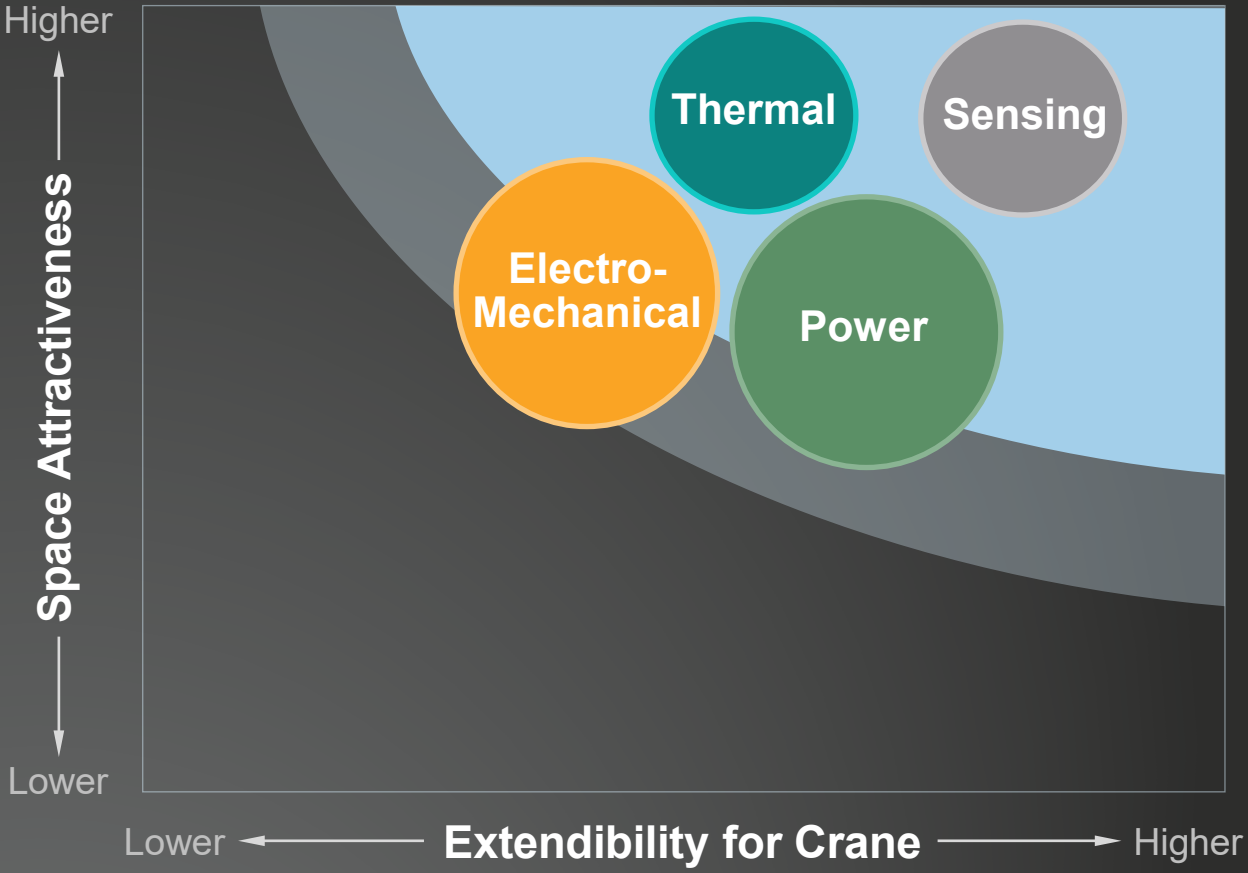
Thermal Management
Liquid, Vapor, Components and Systems



Electro-Mechanical
Single and Multi-Function Valves, Actuation



Opportunistic
Near Adjacent Bolt-Ons



Disciplined Focus on Inorganic Opportunities Aligned to Our Core Strategies

Disciplined Cadence and Execution

Crane Business System

- Rigorous, data-driven management cadence
- Continuous improvement focused
- Highest integrity/commitment to quality
- Empowered, customer-focused BU GMs



Extreme Accountability in All Aspects of Our Business

Investment in Continuous Improvement Leveraging **Crane Business System** to Drive Efficiencies

\$330K Sales
per Associate

16%
ANNUAL
INCREASE

Over **100**
Kaizen Events in 2023

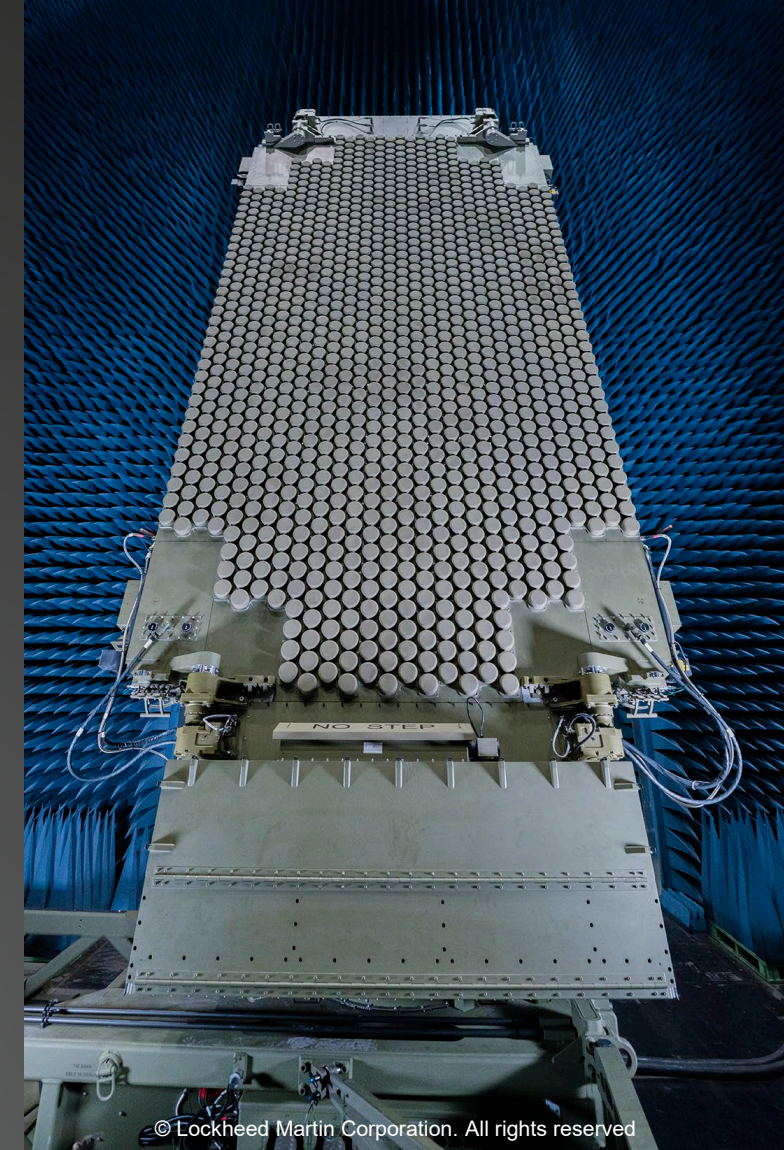


36 New Kaizen
Tool Champions

20% ANNUAL
INCREASE

Summary

- Outstanding and differentiated technology in attractive, growing markets
- Program wins and new pursuits support confidence in 7% to 9% long-term sales growth CAGR and 10% to 12% over the next 3 years
- Well positioned for new technology insertion opportunities and other growth opportunities
- Substantial margin upside as volumes continue to grow
- Making the necessary investments people, tools, and facilities to support the growth of tomorrow



A Clear Path to Sustainable, Long-Term Profitable Growth

CRANE

Conclusion and Q&A

Max Mitchell

Chairman, President and Chief Executive Officer
Crane Company



Exciting Value Creation Opportunity

~\$2.3B
in sales

~40%
aftermarket sales from strategic
growth platforms

4-6%
long-term core
sales growth

35%-40%
operating leverage*

~22.5%
pre-corporate Adjusted EBITDA
margin** (2024G)

Substantial
M&A opportunity

Expect Double-Digit Core EPS Growth With Upside From Capital Deployment

* Operating leverage defined as the year-over-year change in adjusted operating profit divided by the year-over-year change in sales.

114 ** Please see Non-GAAP Explanation for details.

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Non-GAAP and Supplemental Information

May 14, 2024



Crane Company Operational Guidance

(\$ millions)	GAAP	Adjusted	Original (1/29/24)	Revised (4/22/24)	2024G vs. 2023A Adjusted			
Sales	2023A	2023A*	2024G	2024G	Change	FX	M&A	Core
Aerospace & Electronics	789	789	904	920	16.6%	—	4.5%	12%
Process Flow Technologies	1,073	1,073	1,122	1,148	7.0%	—	6.0%	1%
Engineered Materials	224	224	224	224	0%	—	—	0%
Total Segment	2,086	2,086	2,250	2,292	10%	—	~5%	+4%-6%

Operating Profit					Leverage**		
					Change	Total	Core
Aerospace & Electronics	159	159	194	202	27%	33%	37%
Process Flow Technologies	209	214	224	234	10%	27%	70%
Engineered Materials	33	33	33	33	0%	NM	NM
Total Segment	401	406	451	470	16%	31%	41%

Operating Margin	Change				
Aerospace & Electronics	20.1%	20.1%	21.5%	22.0%	190 bps
Process Flow Technologies	19.4%	19.9%	20.0%	20.4%	50 bps
Engineered Materials	14.9%	14.8%	14.8%	14.8%	Flat
Total Segment	19.2%	19.4%	20.1%	20.5%	110 bps

ADDITIONAL DETAILS

Aerospace & Electronics

- Recovery continues and core business positioned to outgrow market
- Supply chain improving gradually

Process Flow Technologies

- Orders and backlog better than expected, but with continued weakness in European Chemical
- Strong price / cost discipline and share gains continue

- Expect strong operating leverage in 2024 and beyond
- Well positioned to ramp 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.

** "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 EPS Guidance

(\$ millions, except per-share amounts)	GAAP	Adjusted*	Original (1/29/24)	Revised (4/22/24)
Guidance	2023A	2023A	2024G	2024G
Segment Operating Profit	401	406	451	470
Corporate	(117)	(76)	(75)	(75)
Operating Profit	284	330	376	395
Operating Profit Margin	13.6%	15.8%	16.7%	17.2%
Interest and Other	(17)	(10)	(20)	(23)
Pretax Income	267	320	356	372
Tax Rate	23.6%	22.7%	23.5%	23.5%
Tax	(63)	(73)	(84)	(87)
Net Income	204	247	273	284
Diluted Shares	57.5	57.5	58	58
Adjusted EPS	\$3.54	\$4.29	\$4.70	\$4.90

Adjusted EBITDA	2023A	2024G	2024G
Net Income	247	273	284
Tax	74	84	87
Interest and Other	6	20	23
Depreciation and Amortization	39	47	50
Adjusted EBITDA	366	423	445
Adjusted EBITDA Margin	17.6%	18.8%	19.4%

ADDITIONAL DETAILS

Adjusted EPS guidance of \$4.75-\$5.05

- 14% EPS growth following very strong 2023 results

Adjusted free cash flow guidance (Operating Cash Flow less Capital Expenditures) of \$250-\$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 ~\$75 million
- Net non-operating expense (including net interest expense) of ~\$23 million
- Tax rate ~23.5%
- Diluted shares of ~58 million

Expect 2024 EPS of ~\$4.75-\$5.05 with >90% Free Cash Flow Conversion

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 Net Income, Adjusted EPS, Adjusted Net Sales, Free Cash Flow, Adjusted Free Cash Flow, Total Leverage, and Core Leverage 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 Crane Company, including Adjusted Net Income, Adjusted EPS, Adjusted Operating Profit, Adjusted Operating margin, Adjusted EBITDA, Adjusted EBITDA Margin, Total Leverage, and Core Leverage 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 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 and acquisition related expenses; repositioning related (gains) charges; and, the impact of pension non-service costs.. “Adjusted EPS” is calculated as Adjusted Net Income divided by diluted shares.
- “Adjusted Operating Profit” is calculated as is calculated as operating profit before Special Items which include transaction and acquisition related expenses, and repositioning related (charges) gains. “Adjusted Operating Margin” is calculated as Adjusted Operating Profit divided by sales.
- “Adjusted EBITDA” is calculated as net income before interest, tax, depreciation and amortization expenses, and before Special Items which include transaction and acquisition related expenses; repositioning related charges; and, non-service cost elements of pension expense. “Adjusted EBITDA Margin” is calculated as Adjusted EBITDA divided by sales.
- “Pre-Corporate Adjusted EBITDA” is calculated as net income before interest, tax, depreciation and amortization expenses, corporate expense, and before Special Items which include transaction and acquisition related expenses; repositioning related charges; and, non-service cost elements of pension expense. “Pre-Corporate Adjusted EBITDA Margin” is calculated as Pre-Corporate Adjusted EBITDA divided by sales.

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. Additionally, these non-GAAP financial measures exclude income and expense items that impacted Net Income and Earnings per Diluted Share such as the impact of 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 expense, 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

Historical Segment Margin Information

(in \$ Millions)	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024G
Process Flow Technologies																					
Net Sales	924	1,031	1,093	1,235	1,259	1,110	1,093	1,230	1,289	1,289	1,264	1,091	999	1,043	1,102	1,117	1,006	1,197	1,109	1,073	1,148
Operating Profit	58	84	117	168	168	126	127	156	160	193	172	116	109	102	119	132	98	183	168	209	234
Transaction related costs	-	-	-	-	-	-	-	-	-	-	-	-	-	3	-	1	6	0	4	1	0
Repositioning related (gains) charges, net	-	-	-	(19)	7	5	3	-	13	-	15	10	-	10	10	19	11	(6)	7	4	0
Operating Profit before Special Items	58	84	117	149	175	131	130	156	173	193	187	126	109	115	129	152	115	177	179	214	234
Operating Margin before Special Items	6.3%	8.1%	10.7%	12.1%	13.9%	11.8%	11.9%	12.7%	13.4%	15.0%	14.8%	11.6%	10.9%	11.1%	11.7%	13.6%	11.4%	14.8%	16.2%	19.9%	20.4%
Aerospace & Electronics																					
Net Sales	497	537	566	629	639	590	577	678	701	694	696	691	746	691	744	799	651	638	667	789	920
Claim Settlement	-	-	-	-	-	(19)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Sales before Special Items	497	537	566	629	639	571	577	678	701	694	696	691	746	691	744	799	651	638	667	789	920
Operating Profit	91	85	99	86	54	96	109	146	156	160	138	145	150	160	164	189	101	110	120	159	202
Claim Settlement	-	-	-	-	-	(16)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Repositioning related (gains) charges, net	-	-	-	-	2	3	-	-	-	-	8	-	-	(10)	1	4	7	-	2	-	-
Other	-	-	-	-	-	-	-	-	(3)	-	1	-	-	-	-	-	-	-	-	-	-
Operating Profit before Special Items	91	85	99	86	56	83	109	146	153	160	147	145	150	151	165	193	107	110	122	159	202
Operating Margin before Special Items	18.3%	15.8%	17.5%	13.7%	8.8%	14.5%	18.9%	21.5%	21.8%	23.1%	21.1%	21.0%	20.1%	21.8%	22.2%	24.1%	16.5%	17.2%	18.3%	20.1%	22.0%
Aerospace & Electronics and Process Flow Technologies Combined Margins																					
Net Sales before Special items																					
Process Flow Technologies	924	1,031	1,093	1,235	1,259	1,110	1,093	1,230	1,289	1,289	1,264	1,091	999	1,043	1,102	1,117	1,006	1,197	1,109	1,073	1,148
Aerospace & Electronics	497	537	566	629	639	571	577	678	701	694	696	691	746	691	744	799	651	638	667	789	920
Total Net Sales before Special items	1,421	1,568	1,659	1,864	1,898	1,681	1,670	1,908	1,990	1,983	1,960	1,782	1,745	1,734	1,845	1,916	1,657	1,835	1,777	1,862	2,068
Operating Profit before Special Items																					
Process Flow Technologies	58	84	117	149	175	131	130	156	173	193	187	126	109	115	129	152	115	177	179	214	234
Aerospace & Electronics	91	85	99	86	56	83	109	146	153	160	147	145	150	151	165	193	107	110	122	159	202
Total Operating Profit before Special Items	149	169	216	235	231	214	239	301	325	353	334	272	259	266	295	344	222	287	301	373	436
Combined Operating Margin before Special Items	10.5%	10.8%	13.0%	12.6%	12.2%	12.7%	14.3%	15.8%	16.4%	17.8%	17.1%	15.2%	14.8%	15.3%	16.0%	18.0%	13.4%	15.6%	17.0%	20.0%	21.1%

Non-GAAP Financial Measures

	Twelve Months Ended December 31,			
	2023		2022	% Change
	\$	Per Share	\$	(on \$)
Net sales (GAAP)	\$ 2,086.4		\$ 2,035.0	3%
Adjusted Operating Profit and Adjusted Operating Profit Margin				
Operating profit (GAAP)	\$ 283.8		37.9	NM
<i>Operating profit margin (GAAP)</i>	<i>14%</i>		<i>2%</i>	
Special items impacting operating profit:				
Loss on divestiture of asbestos-related assets and liabilities	--		162.4	
Transaction related expenses	42.8		48.3	
Repositioning related charges, net	3.5		8.7	
Adjusted operating profit (Non-GAAP)	\$ 330.1		257.3	28%
<i>Adjusted operating profit margin (Non-GAAP)</i>	<i>15.8%</i>		<i>12.6%</i>	
Adjusted Net Income and Adjusted Net Income per Share				
Net income from continuing operations attributable to common shareholders (GAAP)	\$ 203.8	\$ 3.54		
Transaction related expenses, net	39.6	0.69		
Repositioning related charges, net	3.5	0.06		
Impact of pension non-service costs	4.4	0.08		
Interest expense on 364-Day Credit Agreement related to asbestos transaction	5.9	0.10		
Tax effect of the Non-GAAP adjustments	(10.7)	(0.18)		
Adjusted net income (Non-GAAP)	\$ 246.5	\$ 4.29		

Non-GAAP Financial Measures

	Twelve Months Ended December 31, 2023	
	\$	
Adjusted EBITDA and Adjusted EBITDA Margin		
Net income from continuing operations attributable to common shareholders (GAAP)	\$	203.8
Net income margin (GAAP)		9.8%
Adjustments to net income:		
Interest expense, net		17.6
Income tax expense		63.2
Depreciation		33.0
Amortization		6.3
Miscellaneous income, net		(0.8)
Repositioning related charges, net		3.5
Transaction related expenses, net		39.6
Adjusted EBITDA (Non-GAAP)	\$	366.2
Adjusted EBITDA Margin (Non-GAAP)		17.6%

CRANE