CRANE

Q3 2025 EARNINGS RELEASE CALL

OCTOBER 28, 2025

FORWARD LOOKING STATEMENTS – DISCLAIMER

CRANE

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 (including the impact of U.S. tariff policy and retaliatory tariffs on 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 unable 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 and Process Flow Technologies; the ability and willingness of Crane Company and Crane NXT, Co. to meet and/or perform their obligations under any contractual arrangements that were 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, 2024 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.

THIRD QUARTER RESULTS

CRANE

$ Millions	GAAP			Adjusted*		
except per-share amounts	Q3 2025	Q3 2024	Change	Q3 2025	Q3 2024	Change
SALES	$589.2	$548.3	+7.5%	$589.2	$548.3	+7.5%
OPERATING PROFIT	$118.4	$99.0	+19.6%	$122.1	$102.8	+18.8%
OPERATING MARGIN	20.1%	18.1%	+200 bps	20.7%	18.7%	+200 bps
EARNINGS PER SHARE (Continuing Operations)	$1.56	$1.25	+24.8%	$1.64	$1.29	+27.1%
ADJUSTED EBITDA	NA	NA	NA	$133.9	$113.7	+17.8%

Additional Details

	Q3 2025
CORE GROWTH**	+5.6%
ACQUISITIONS	+0.9%
FX TRANSLATION	+1.0%
TOTAL SALES CHANGE	+7.5%

	Q3 2025
DILUTED EPS: GAAP	$1.56
SPECIAL ITEMS, NET	$0.08
DILUTED EPS: ADJUSTED	$1.64

*Excludes Special Items. Please see Non-GAAP explanation for details.

** References to changes in “core growth”, “core sales” or “core sales growth” in this report include the change in sales excluding the impact of foreign currency translation and acquisitions and divestitures from closing up to the first anniversary, of such acquisitions or divestitures.

AEROSPACE & ELECTRONICS

CRANE

$ Millions	GAAP			Adjusted*		
except per-share amounts	Q3 2025	Q3 2024	Change	Q3 2025	Q3 2024	Change
SALES	**$270.2**	**$239.1**	**+13.0%**	**$270.2**	**$239.1**	**+13.0%**
OPERATING PROFIT	**$67.7**	**$54.9**	**+23.3%**	**$67.7**	**$56.3**	**+20.2%**
OPERATING MARGIN	**25.1%**	**23.0%**	**+210 bps**	**25.1%**	**23.5%**	**+160 bps**
BACKLOG	**$1,054.1**	**$833.3**	**+26.5%**	**$1,054.1**	**$833.3**	**+26.5%**

Additional Details

	Q3 2025
CORE GROWTH**	**+12.8%**
FX TRANSLATION	**+0.2%**
TOTAL SALES CHANGE	**+13.0%**

	Q3 2025
OE SALES	**+10%**
AFTERMARKET SALES	**+20%**
OE/AFTERMARKET MIX	**65% /35%**

*Excludes Special Items. Please see Non-GAAP explanation for details.

** References to changes in “core growth”, “core sales” or “core sales growth” in this report include the change in sales excluding the impact of foreign currency translation and acquisitions and divestitures from closing up to the first anniversary, of such acquisitions or divestitures.

PROCESS FLOW TECHNOLOGIES

CRANE

$ Millions	GAAP			Adjusted*		
except per-share amounts	Q3 2025	Q3 2024	Change	Q3 2025	Q3 2024	Change
SALES	**$319.0**	**$309.2**	**+3.2%**	**$319.0**	**$309.2**	**+3.2%**
OPERATING PROFIT	**$70.8**	**$65.5**	**+8.1%**	**$71.5**	**$67.3**	**+6.2%**
OPERATING MARGIN	**22.2%**	**21.2%**	**+100 bps**	**22.4%**	**21.8%**	**+60 bps**
BACKLOG	**$383.0**	**$392.0**	**-2.3%**	**$383.0**	**$392.0**	**-2.3%**

Additional Details

	Q3 2025
CORE GROWTH**	**--%**
ACQUISITIONS	**+1.6%**
FX TRANSLATION	**+1.6%**
TOTAL SALES CHANGE	**+3.2%**

- On a year-over-year basis, core FX-neutral backlog decreased 5% and core FX-neutral orders decreased 1%.
- On a sequential quarter-over-quarter basis, core FX-neutral backlog decreased 5% and core FX-neutral orders decreased 8%.

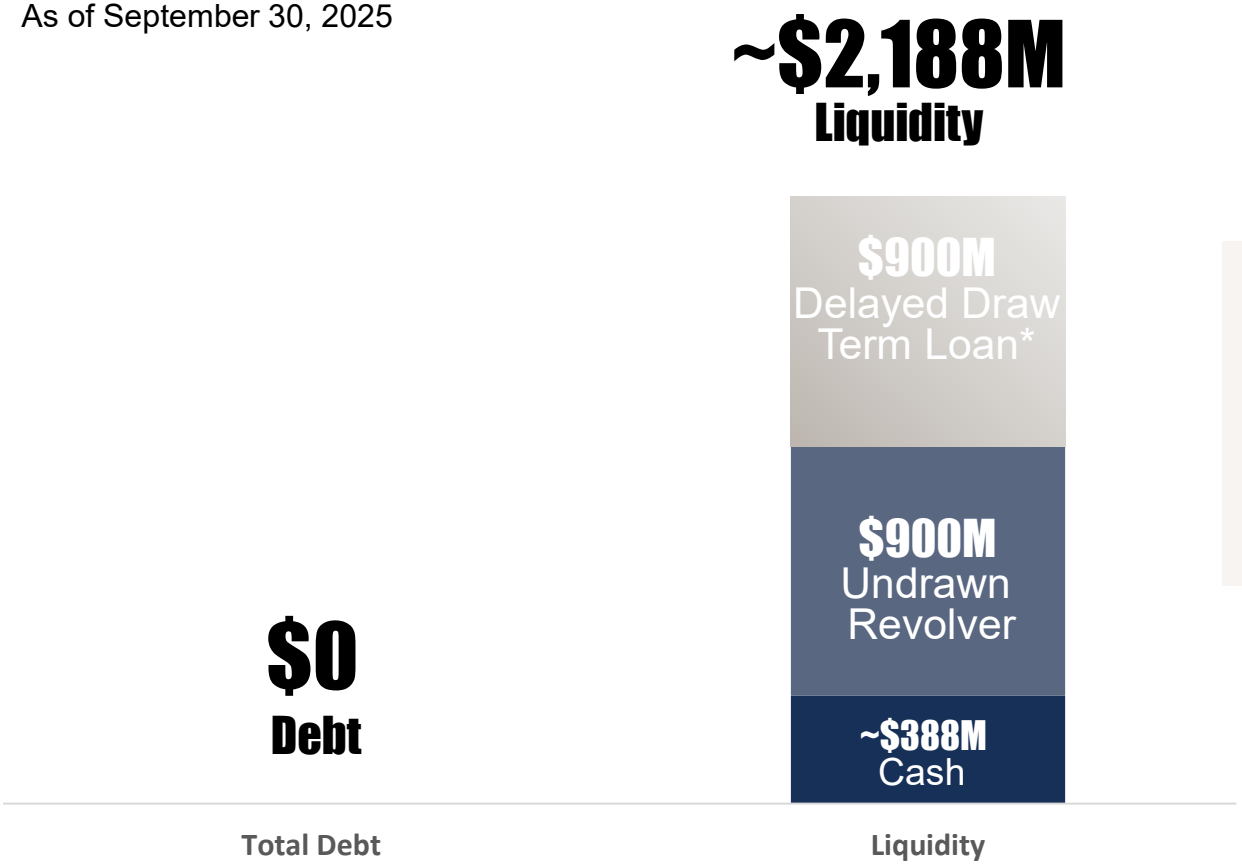
*Excludes Special Items. Please see Non-GAAP explanation for details.

** References to changes in “core growth”, “core sales” or “core sales growth” in this report include the change in sales excluding the impact of foreign currency translation and acquisitions and divestitures from closing up to the first anniversary, of such acquisitions or divestitures.

CAPITAL OPTIONALITY TODAY

CRANE

As of September 30, 2025



Additional Details

- Post the acquisition of PSI, we anticipate net leverage of ~1x

EXPECTED M&A CAPACITY: $1.5+ BILLION AFTER PSI TRANSACTION

*Only authorized to be drawn for acquisition of Precision Sensors & Instrumentation ("PSI")

ON TRACK FOR STRONG PERFORMANCE IN 2025

CRANE

$ millions except EPS	FY 2025 CURRENT GUIDANCE	FY 2025 PRIOR GUIDANCE
Revenue	**$2,285 - $2,300**	**$2,250 - $2,290**
Adjusted Segment Operating Profit*	**$515-$530**	**$505-$520**
Adjusted Segment Operating Margin*	**22.5%+**	**22.5%+**
Adjusted EPS*	**$5.75-$5.95**	**$5.50-$5.80**
Free Cash Flow Conversion	**90-100%**	**90-100%**

Additional Guidance Details

Corporate cost	**$85**	**$80**
Net non-operating income	**~$7**	**~$4**
Tax Rate	**23.0%**	**23.5%**
Diluted Shares	**~59 million**	**~59 million**

Key Highlights for 2025 Revenue

Core sales growth in the range of 4-6%**

FX Tailwind ~+1% benefit

M&A Contribution ~+1-2%

- CryoWorks
- Technifab

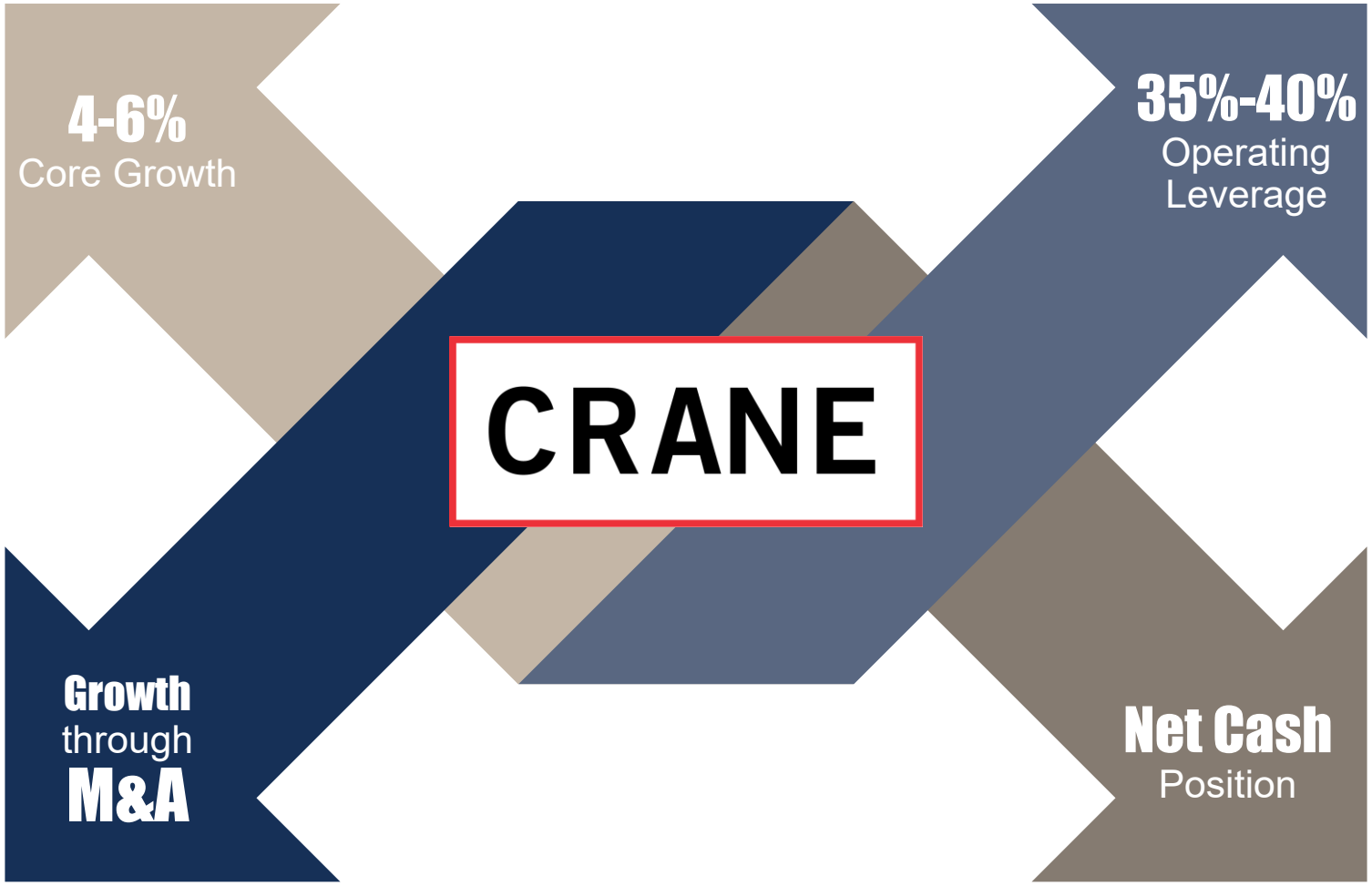
*Excludes Special Items. Please see Non-GAAP explanation for details.

** References to changes in “core growth”, “core sales” or “core sales growth” in this report include the change in sales excluding the impact of foreign currency translation and acquisitions and divestitures from closing up to the first anniversary, of such acquisitions or divestitures.

OUR THESIS - BUILDING MOMENTUM

CRANE

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



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

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

Strong balance sheet supporting our capital deployment strategies

Non-GAAP Information and Appendix

October 28, 2025

CRANE

NON-GAAP EXPLANATION (1/2)

CRANE

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 EBITDA, 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 Crane Company, including Adjusted EPS, Adjusted operating profit, and Adjusted segment operating 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 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, repositioning related (gains), and pension non-service costs.

"Adjusted EPS" is calculated as Adjusted Net Income divided by 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 transaction related expenses.

"Adjusted Operating Margin" is calculated as Adjusted Operating Profit divided by sales.

"Adjusted Segment Operating Margin" is calculated as Adjusted Segment Operating Profit divided by Segment sales.

"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)

CRANE

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 ("Special Items"). 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 ("Special Items"). 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 acquisitions, the separation transaction, and insurance proceeds related to damaged property, plant and equipment caused by natural disasters. 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

CRANE

Non-GAAP Financial Measures

(unaudited, in millions, except per share data)

	Three Months Ended September 30,				
	2025		2024		% Change
	$	Per Share	$	Per Share	(on $)
Net sales (GAAP)	$ 589.2		$ 548.3		7.5 %
Adjusted Operating Profit and Adjusted Operating Profit Margin					
Operating profit (GAAP)	$ 118.4		$ 99.0		19.6 %
Operating profit margin (GAAP)	*20.1 %*		*18.1 %*		
Special items impacting operating profit:					
Transaction related expenses	3.7		3.6		
Repositioning related charges, net	—		0.2		
Adjusted operating profit (Non-GAAP)	$ 122.1		$ 102.8		18.8 %
Adjusted operating profit margin (Non-GAAP)	*20.7 %*		*18.7 %*		
Adjusted Net Income and Adjusted Net Income per Share					
Net income from continuing operations attributable to common shareholders (GAAP)	$ 91.4	$ 1.56	$ 72.8	$ 1.25	25.5 %
Transaction related expenses	3.7	0.06	3.7	0.06	
Repositioning related charges, net	—	—	0.2	—	
Impact of pension non-service costs	1.4	0.03	—	—	
Tax effect of the Non-GAAP adjustments	(0.6)	(0.01)	(1.1)	(0.02)	
Adjusted net income (Non-GAAP)	$ 95.9	$ 1.64	$ 75.6	$ 1.29	26.9 %
Adjusted EBITDA and Adjusted EBITDA Margin					
Net income from continuing operations attributable to common shareholders (GAAP)	$ 91.4		$ 72.8		25.5 %
Net income margin (GAAP)	*15.5 %*		*13.3 %*		
Adjustments to net income:					
Interest (income) expense, net	(1.2)		5.8		
Income tax expense	29.0		21.2		
Depreciation	8.8		8.2		
Amortization	3.4		4.6		
Miscellaneous income, net	(0.8)		(0.8)		
Repositioning related charges, net	—		0.2		
Transaction related expenses	3.3		1.7		
Adjusted EBITDA (Non-GAAP)	$ 133.9		$ 113.7		17.8 %
Adjusted EBITDA Margin (Non-GAAP)	*22.7 %*		*20.7 %*		

Totals may not sum due to rounding

NON-GAAP FINANCIAL MEASURES

CRANE

Non-GAAP Financial Measures by Segment

(unaudited, in millions)

Three Months Ended September 30, 2025	Aerospace & Electronics	Process Flow Technologies	Corporate	Total Company
Net sales	$ 270.2	$ 319.0	$ —	$ 589.2
Operating profit (GAAP)	$ 67.7	$ 70.8	$ (20.1)	$ 118.4
Operating profit margin (GAAP)	*25.1 %*	*22.2 %*		*20.1 %*
Special items impacting operating profit:				
Transaction related expenses	—	0.7	3.0	3.7
Adjusted operating profit (Non-GAAP)	$ 67.7	$ 71.5	$ (17.1)	$ 122.1
Adjusted operating profit margin (Non-GAAP)	*25.1 %*	*22.4 %*		*20.7 %*
Three Months Ended September 30, 2024				
Net sales	$ 239.1	$ 309.2	$ —	$ 548.3
Operating profit (GAAP)	$ 54.9	$ 65.5	$ (21.4)	$ 99.0
Operating profit margin (GAAP)	*23.0 %*	*21.2 %*		*18.1 %*
Special items impacting operating profit:				
Transaction related expenses	1.4	1.6	0.6	3.6
Repositioning related charges, net	—	0.2	—	0.2
Adjusted operating profit (Non-GAAP)	$ 56.3	$ 67.3	$ (20.8)	$ 102.8
Adjusted operating profit margin (Non-GAAP)	*23.5 %*	*21.8 %*		*18.7 %*

Totals may not sum due to rounding

NON-GAAP FINANCIAL MEASURES

CRANE

Adjusted Free Cash Flow

(unaudited, in millions)

Cash Flow Items	Three Months Ended September 30, 2025	Three Months Ended September 30, 2024	Nine Months Ended September 30, 2025	Nine Months Ended September 30, 2024
Cash provided by operating activities from continuing operations	$ 130.2	$ 75.4	$ 189.0	$ 55.8
Less: Capital expenditures	(13.4)	(8.1)	(43.7)	(22.8)
Free cash flow	$ 116.8	$ 67.3	$ 145.3	$ 33.0
Adjustments:				
Transaction-related expenses	2.1	2.4	8.7	7.5
Adjusted free cash flow from continuing operations	$ 118.9	$ 69.7	$ 154.0	$ 40.5
Free cash flow from Engineered Materials	—	5.4	—	5.3
Adjusted free cash flow	$ 118.9	$ 75.1	$ 154.0	$ 45.8

CRANE®

INNOVATING
FOR TOMORROW

170 Years