CRANE

PROCESS FLOW TECHNOLOGIES

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PROCESS FLOW TECHNOLOGIES

Results & Guidance

Driving Growth

Summary



STRONG AND IMPROVING GROWTH & MARGIN PROFILE

Repositioned business with ~2/3 in higher growth markets

Consistent share gains through commercial excellence

Accelerating product innovation with accretive margins

Outstanding operational execution through deployment of the Crane Business System

Target Across-the-Cycle Metrics

3%-5% Core Growth

+100bps Margin per Year

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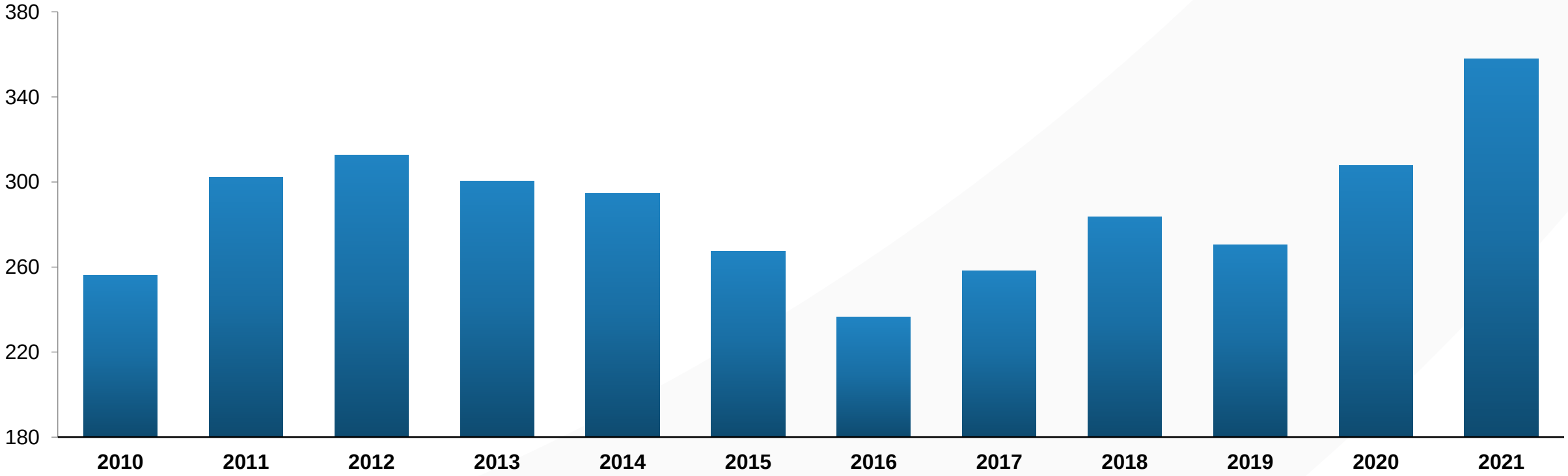
STRONG UNDERLINING DEMAND AND RECORD BACKLOG

Process Flow Technologies Backlog ($ millions, FX-neutral)



Backlog up 35% from 2019; Supply chain stable, but still constraining production

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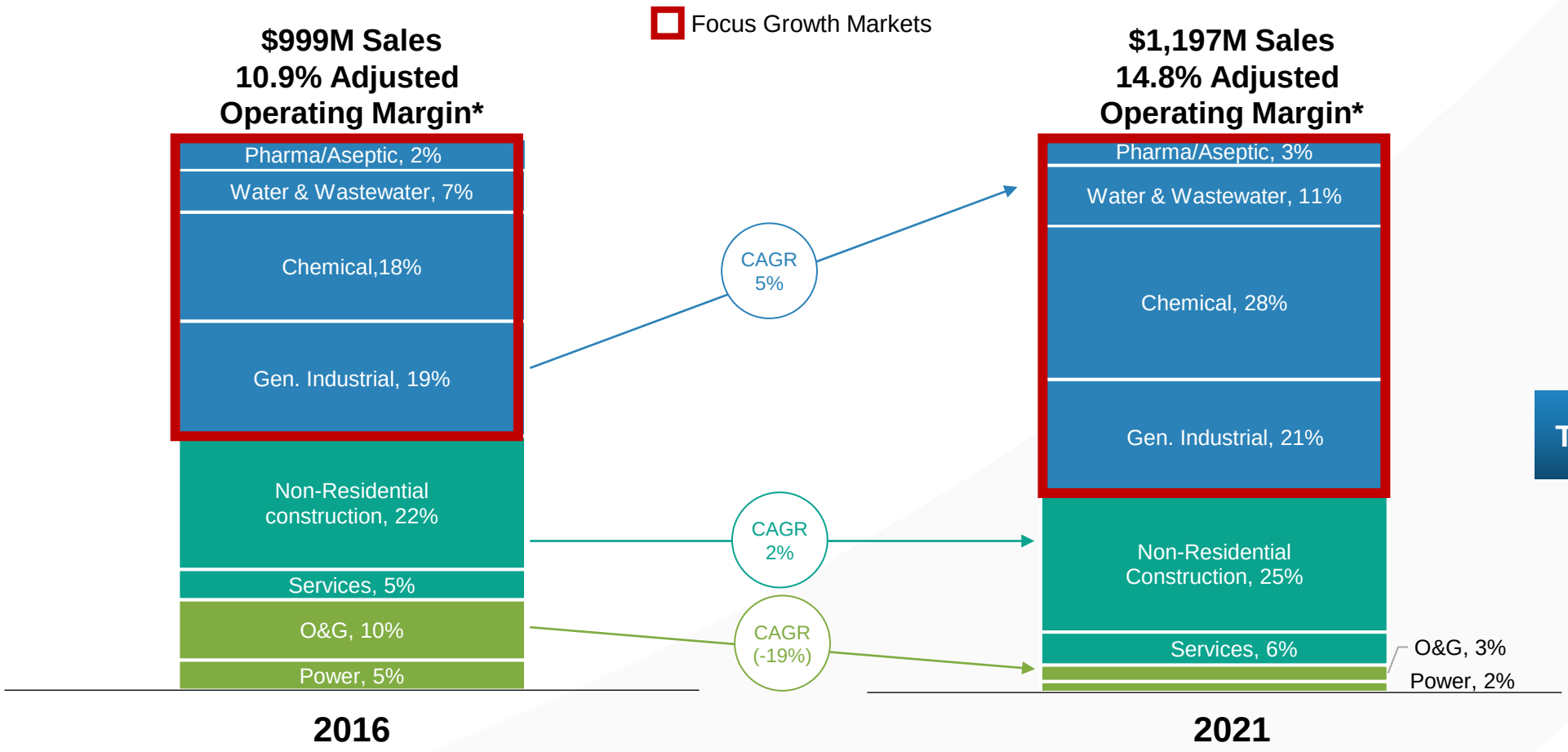
STRATEGICALLY REPOSITIONING PORTFOLIO



3%-5% Core Growth CAGR

Target Across-the-Cycle

Intentional portfolio shift significantly increasing underlying core growth potential

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

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PROCESS FLOW TECHNOLOGIES

Chemical

Sustainability & Electronics

Products supporting sustainable future and clean energy



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Wastewater

Circular Economy

Reusing wastewater to support Circular economy



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Wastewater

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Reusing wastewater to support Circular economy



Pharma / Aseptic

Quality of Life

Growth in biologics, cell culture improving quality of life



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Wastewater

Circular Economy

Reusing wastewater to support Circular economy



Pharma / Aseptic

Quality of Life

Growth in biologics, cell culture improving quality of life



Industrial

Energy Efficiency and Maintenance

Increasing energy efficiency and lowing maintenance costs



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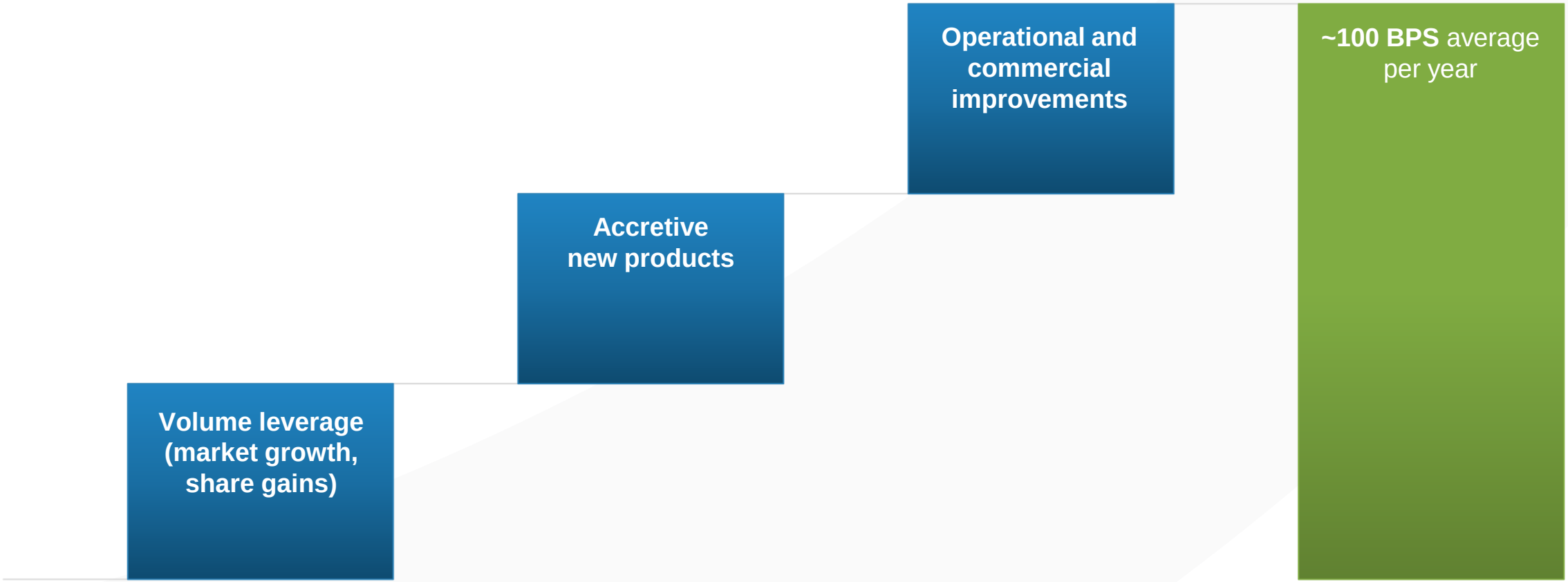
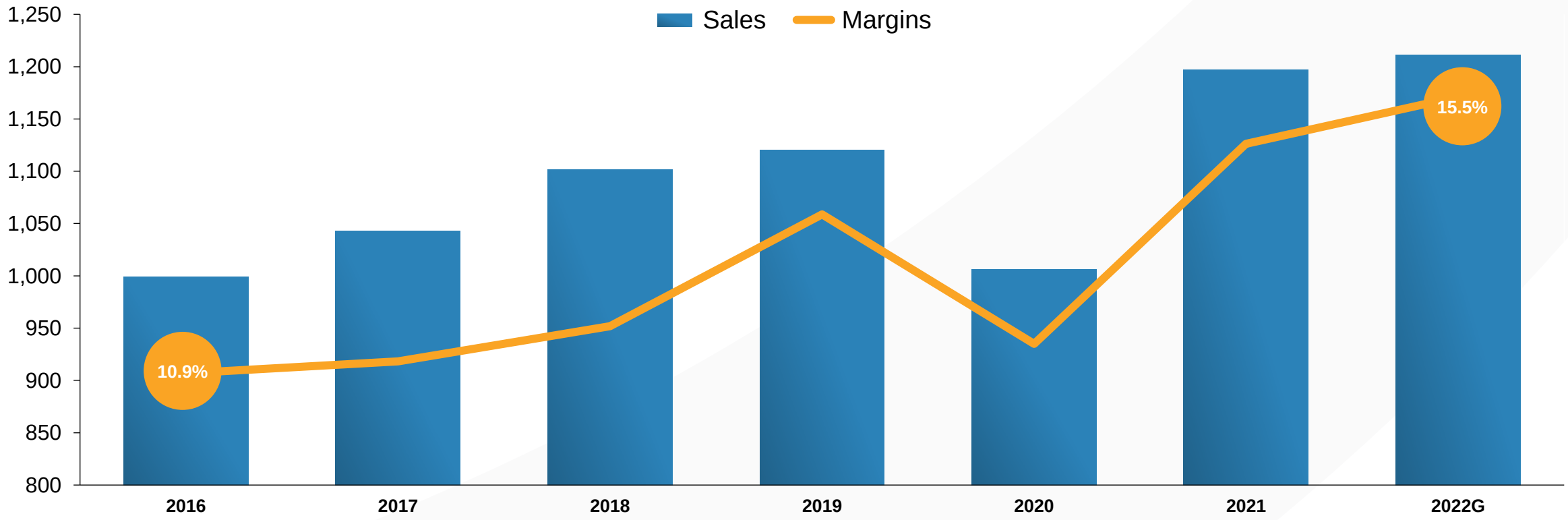
EXPECT ~100 BPS ANNUAL MARGIN IMPROVEMENT



CONFIDENCE IN PATH TO HIGH-TEEN MARGINS

Process Flow Technologies Sales ($ millions) and Adjusted Operating Margin (%)*



Focused on 100 BPS average annual margin improvement

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

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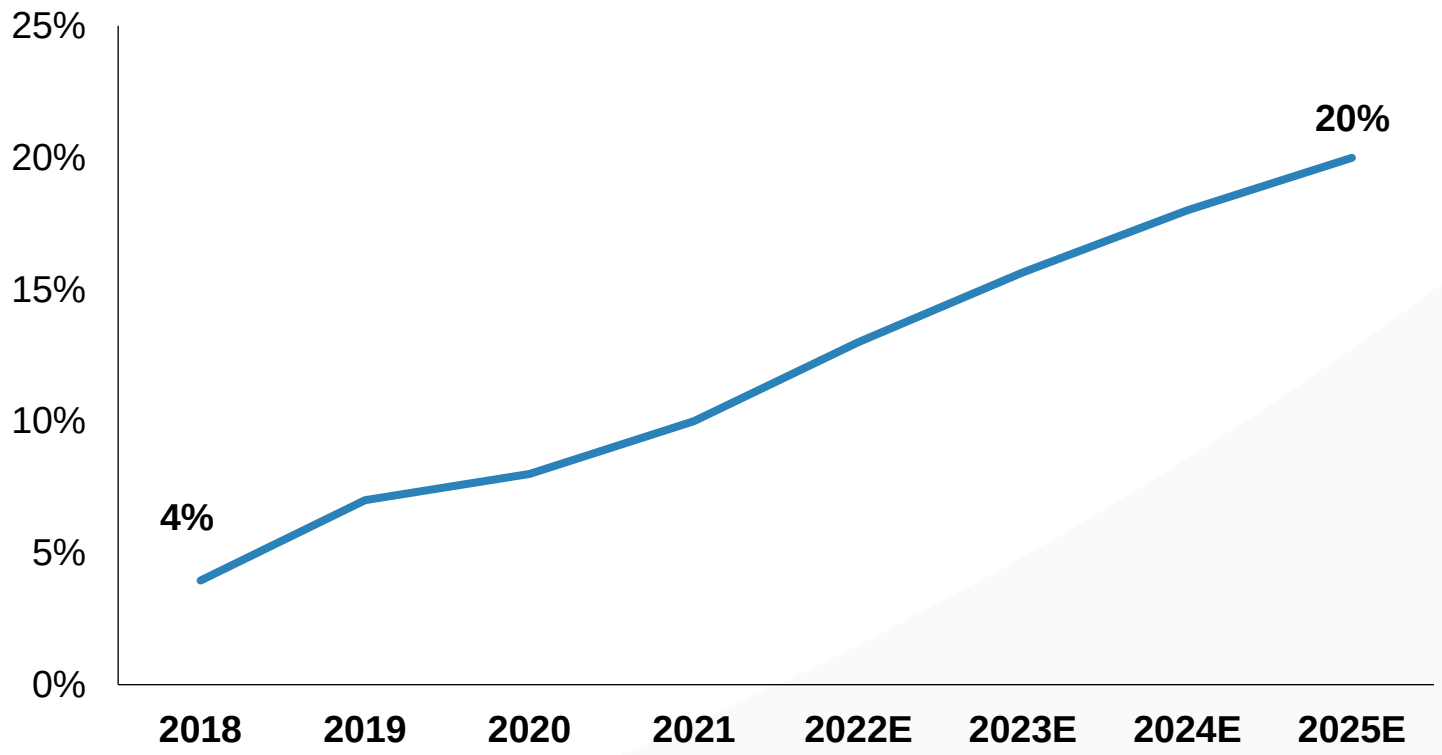
WE ARE WINNING IN OUR FOCUSED MARKETS BY ACCELERATING THE RATE OF INNOVATION…

New Product Sales – Vitality*



- Chemical
- Wastewater
- Pharma/Aseptic
- Industrial

Solving our customer's toughest problems

* Vitality defined as the percentage of sales generated from new products introduced within the last three years; shown for Process Flow Technologies' Process Solutions business.

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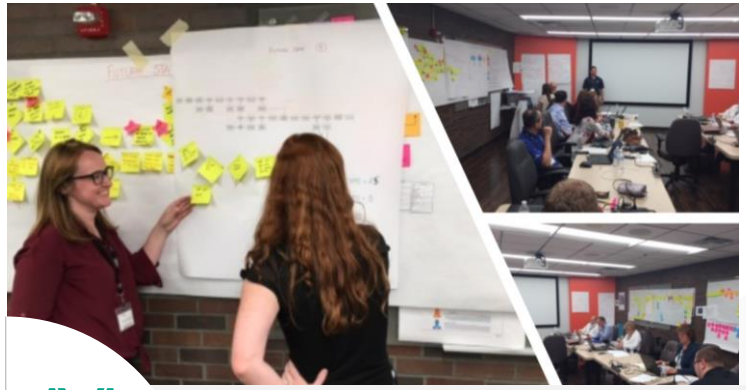
…WHILE DRIVING COMMERCIAL AND OPERATIONAL EXCELLENCE





700+ Breakthrough Kaizen Events

改善 KAIZEN

Commercial Excellence Focus

1,300+ Expert Facilitators

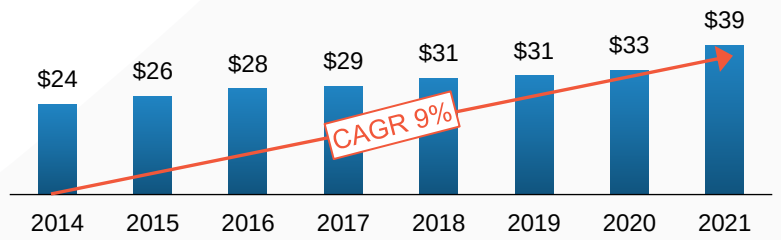
Operational Excellence Focus



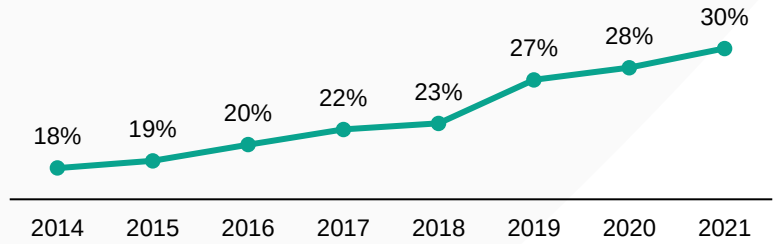


Case Study Example

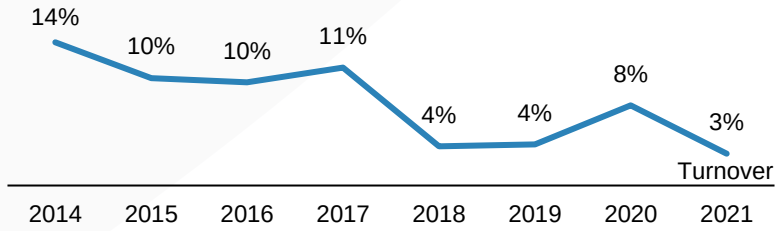
CBS is Customer Centric Drives… Growth



CBS Drives… Margin Expansion OP%



CBS Drives…Talent Development & Retention



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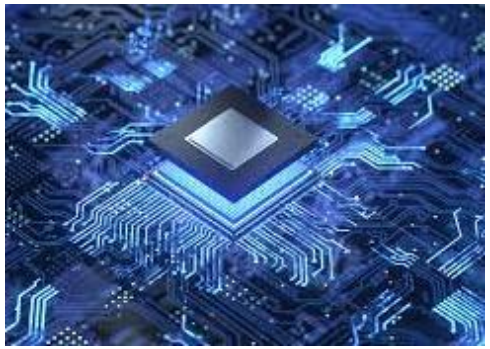
WINNING IN THE GROWING CHEMICAL SEGMENT…



Clean Energy & Sustainable Products

- Chemistry supporting clean energy
- 28%+ global energy consumption by 2040
- Fuel cell market 20% CAGR through 2025



Electronics

- 2022 semiconductor industry 10% growth
- Artificial Intelligence (AI), Internet of Things (IoT)



Electro mobility

- 25% growth for battery materials until 2030
- Light weight, long-lasting, high-performance materials

CRANE

…BY SOLVING AGGRESSIVE MEDIA CHALLENGES



Clean Energy & Sustainable Products

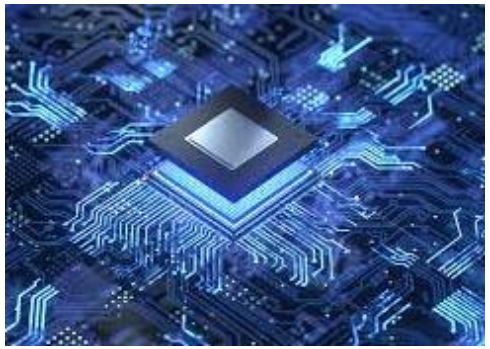
- Chemistry supporting clean energy
- 28%+ global energy consumption by 2040
- Fuel cell market 20% CAGR through 2025



TUFSEAT

Severe Service Metal Seated Ball Valve

50% Longer Life



Electronics

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L-TORQ XOMOX®

Next Generation Sleeved Plug Valve

50% Lower Torque



Electro mobility

- 25% growth for battery materials until 2030
- Light weight, long-lasting, high-performance materials



FK Triex

FK-Triex® Triple Offset Valve

50% Lower Costs

CRANE

GROWING ABOVE MARKET RATES IN WASTEWATER …



Aging Infrastructure

- Most wastewater treatment plants (WWTP) 50+ years old and close to end of designed lifespan
- $55 billion for the modernization of water infrastructure in BIL*



Tightening Regulations

- Disposal costs increasing >5% annually
- Stricter disposal regulations due to increasing contaminants in wastewater



Circular Economy

- $11 billion WWTP capital investment needed to support 61% reuse growth by 2025
- $1 billion for wastewater reuse projects in BIL*

* U.S. Bipartisan Infrastructure Law

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…WITH BETTER SOLIDS HANDLING SOLUTIONS



Aging Infrastructure

- Most wastewater treatment plants (WWTP) 50+ years old and close to end of designed lifespan
- $55 billion for the modernization of water infrastructure in BIL*



SITHE

Chopper Pump

Eliminates Clogging



Tightening Regulations

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envie³

Air-Filled Motor with Non-Clog Pump

Increased Energy Efficiency



Circular Economy

- $11 billion WWTP capital investment needed to support 61% reuse growth by 2025
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RAZOR BY BARNES

Grinder Pump

Superior Solids Handling

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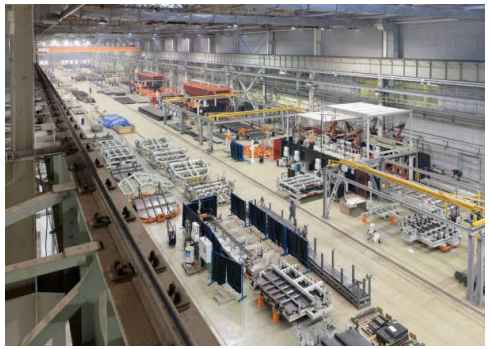
* U.S. Bipartisan Infrastructure Law

GAINING SHARE IN INDUSTRIAL…



Increasing Energy Efficiency

- Increasing focus on reducing carbon footprint
- Growing importance of ESG



Reducing OpEx

- Reducing unplanned downtime which costs an estimated ~$50 billion each year
- Reducing installation and maintenance costs



Product Reliability

- Increasing need for extended product lifetime
- Need for reliable solutions with minimal maintenance

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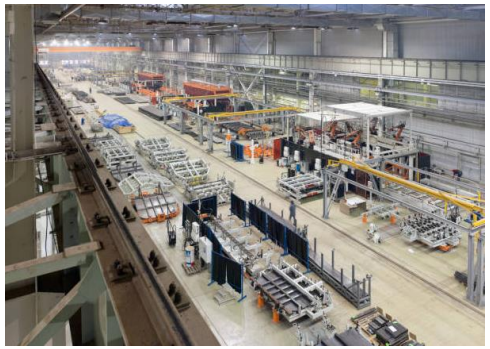
…DELIVERING EFFICIENCY, MAINTENANCE AND RELIABILITY



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WESTLOCK CONTROLS

Smart Positioner

best-in-class low air (energy) consumption



Reducing OpEx

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Barksdale® CONTROL PRODUCTS

Pressure Transducer

Reduced Maintenance Costs



Product Reliability

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WESTLOCK CONTROLS

Transmitter

Extended Lifetime

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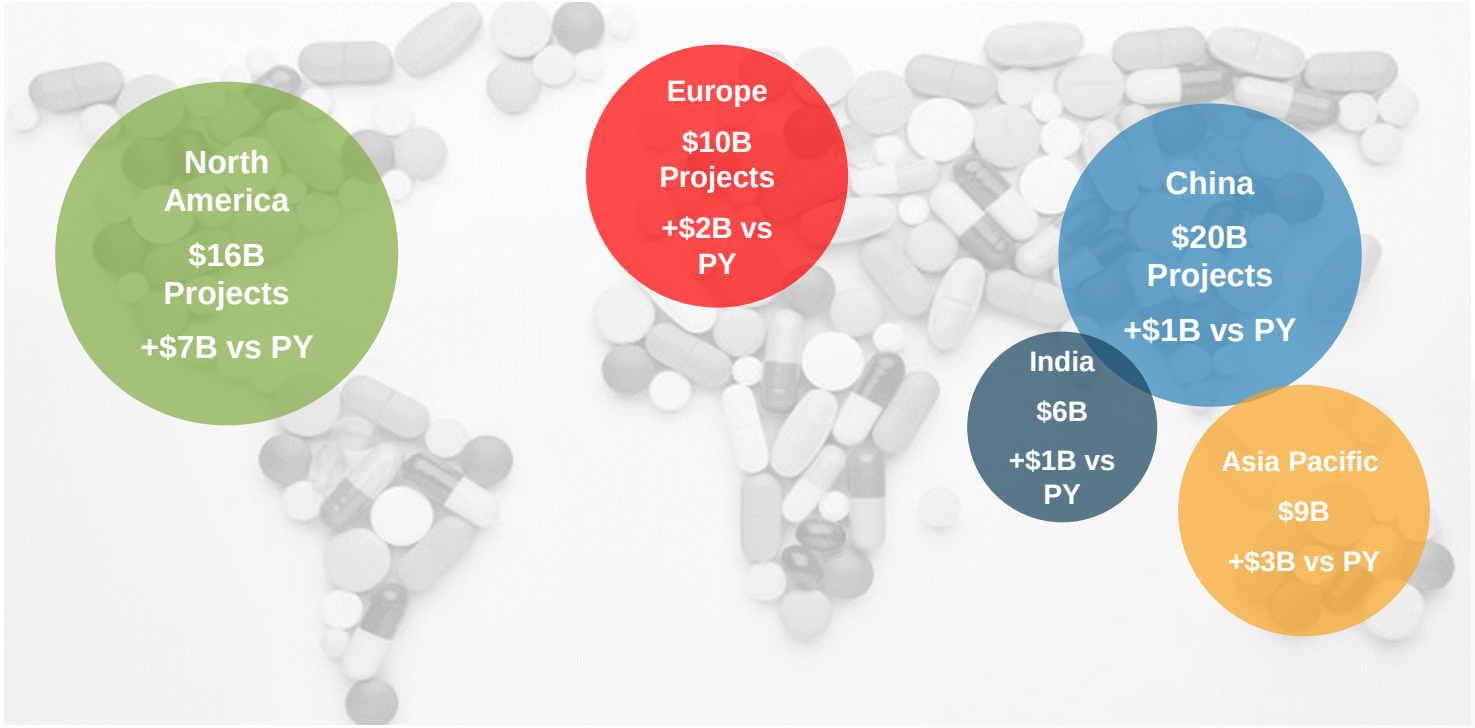
WINNING IN GROWING PHARMA / ASEPTIC MARKET…



- Growing number of rare and specialty diseases driving innovation
- Aging population with improving access to healthcare
- Growth in biologics, cell culture, personalized medicine

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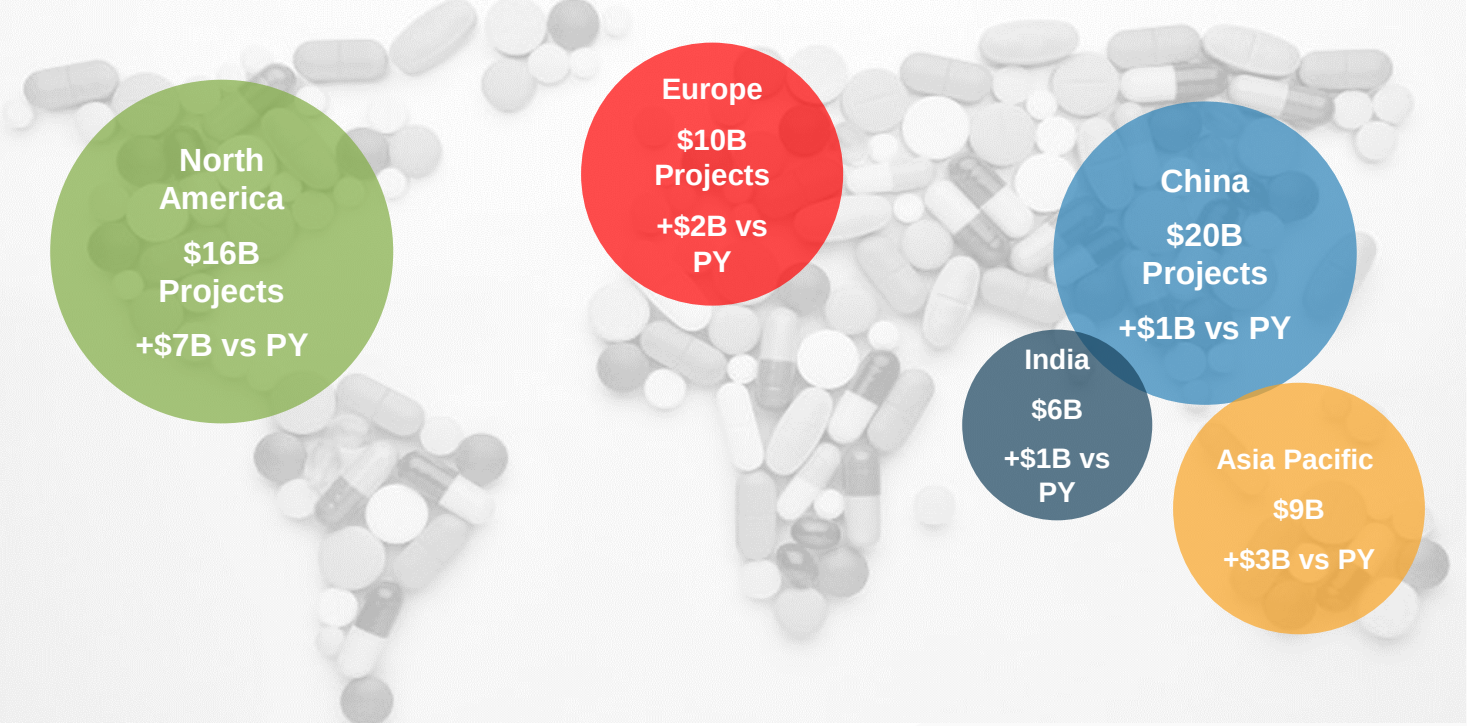
…THROUGH PRODUCT INNOVATION



- Growing number of rare and specialty diseases driving innovation
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Saunders® the science inside

Diaphragm Valve

90% installation cost savings



Hencsis by Saunders®

Diaphragms

3x Longer Life



Saunders® the science inside

Hygienic Ball Valve

50% reduction in maintenance costs

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POSITIONED FOR GROWTH IN THE HYDROGEN SPACE…

Hydrogen Economy



- 5 key uses of hydrogen: Power, Transportation, HVAC, Industrial, Feedstock
- Declining H_2 production cost will increase adoption potential
- 90 countries committed to Net Zero Targets; 30 Countries have released H_2 roadmaps

Increasing Investments



- 350+ projects globally, $500B+ investment through 2030
- $150B mature projects; announced production capacity increased 60% to 11M tons

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…BY SOLVING RELIABILITY CHALLENGES



Hydrogen Economy

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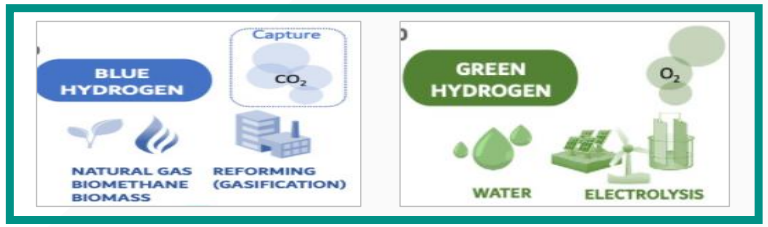
Production



Transmission & Distribution

Conversion of H_2 gas to…	Distributed via
Liquid Hydrogen	
Compressed Gas Hydrogen	
Ammonia Hydrogen	

Valve Portfolio



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STRONG FOCUS ON INORGANIC GROWTH OPPORTUNITIES

Chemical
Valves in corrosive, toxic media

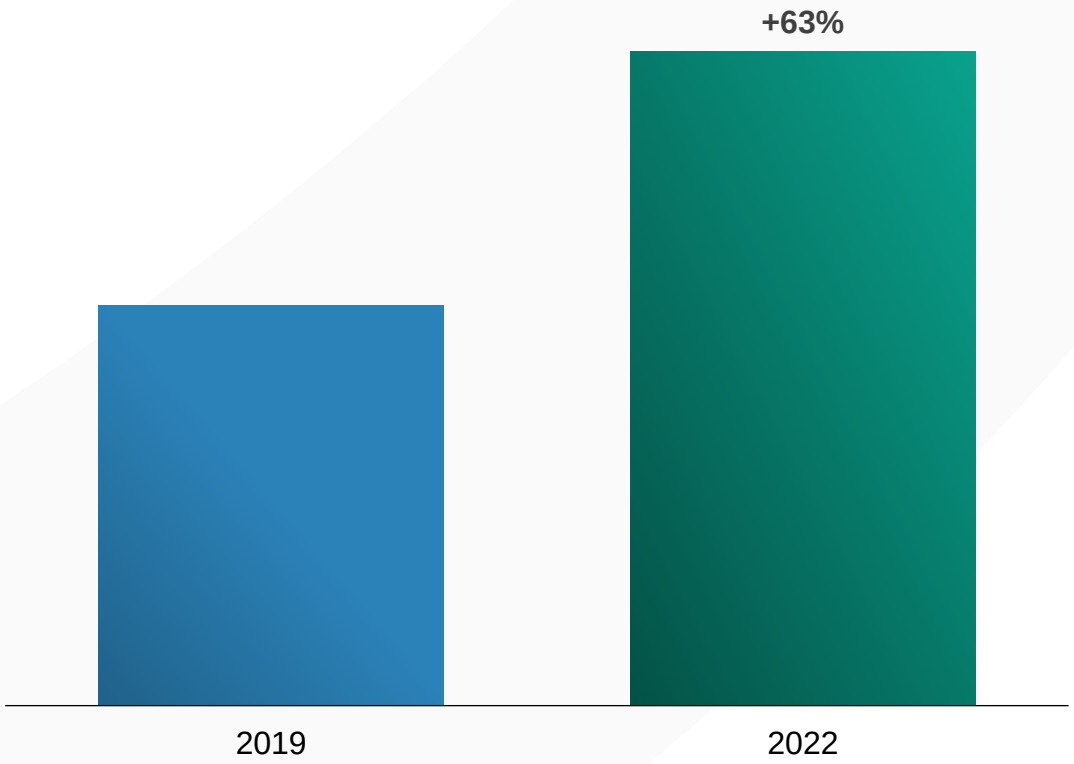
Pharma / Aseptic
Components in hygienic applications, Single Use

Wastewater Treatment
Solids handling, sludge management

Industrial Automation
Level, flow, pressure sensors

Cryogenics / LH2 Applications
Components used in LH2 process

Number of Targets in Funnel



Proven track record of successful acquisitions

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SUMMARY

Accelerating growth profile

- Repositioned portfolio
- New product development and commercial excellence

Strong operating leverage

Expect ~100 BPS average annual margin improvement

Substantial opportunities for M&A




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