

CRANE

AEROSPACE & ELECTRONICS

John J. Higgs

President



WHAT YOU WILL HEAR TODAY

1. Confident in 7%-9% sales CAGR over the next decade
 - Well positioned on all key platforms for post-COVID commercial recovery
 - Significant new platform wins ramping mid-decade
2. Clear path back to mid-20s margins
 - Operating leverage on higher volumes
3. Technology roadmap positions A&E for long-term growth
 - Capabilities and R&D aligned with all key future growth trends

We are generating sustainable, long-term profitable growth

A PROVIDER OF HIGHLY ENGINEERED SOLUTIONS FOR MISSION CRITICAL AEROSPACE, DEFENSE & SPACE APPLICATIONS

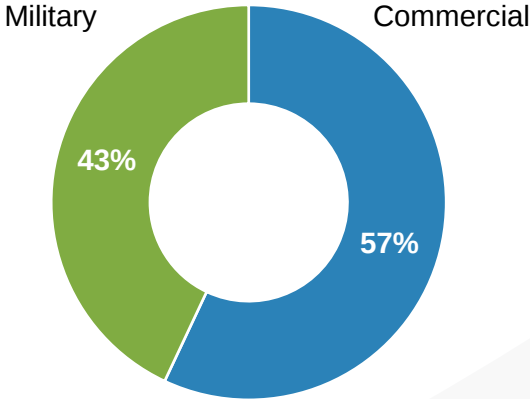
Aerospace & Electronics
~ \$735M Sales, ~20% OP
(2023G)

Total Served Market
~\$7B

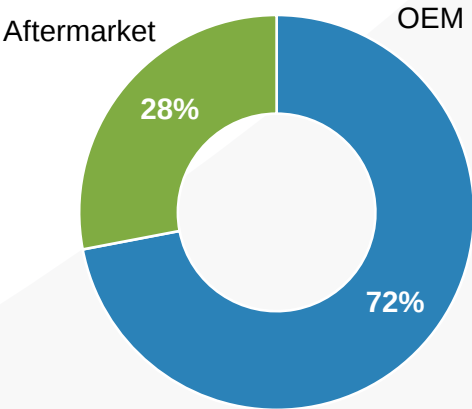
Proprietary, Differentiated
Technology

Manufacturing Sites:
8 global

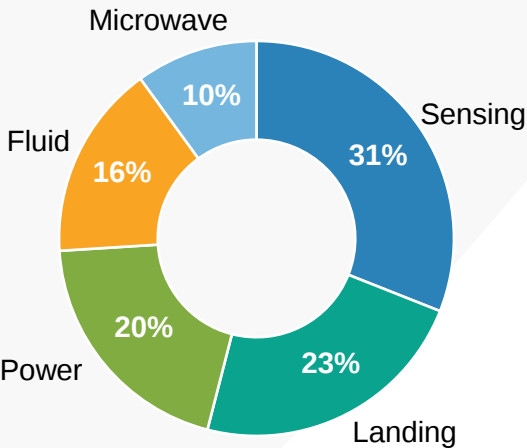
By Market*



By Application*



By Solution*



Key Brands

HYDRO-AIRE



SIGNAL
TECHNOLOGY CORPORATION



MERRIMAC

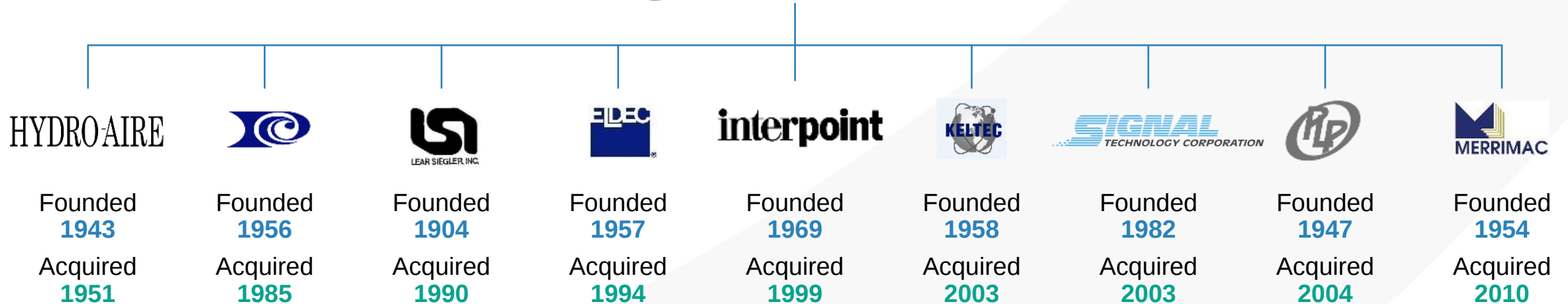


interpoint



CRANE

PORTFOLIO CREATED BY ACQUISITIONS OF LEADING BRANDS



Industry Leading Businesses with Common End Markets and Trends

Niche Market Segments

High Barriers To Entry

Limited Competition

Unique Technology

CRANE

UNIQUE AND PROPRIETARY CAPABILITIES...

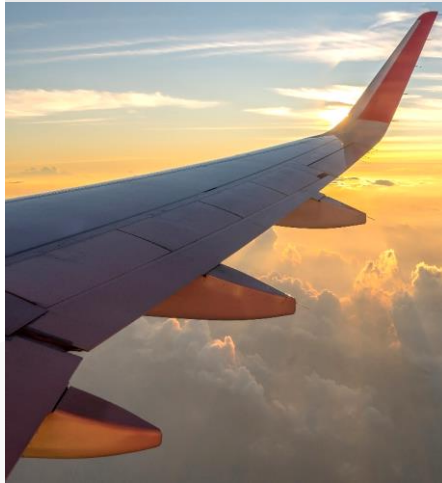
Electrical Power Management

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



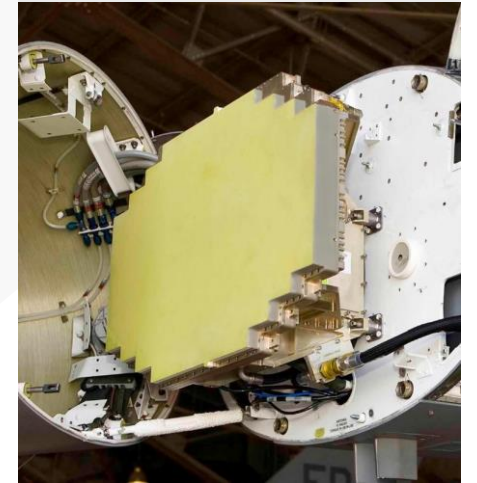
Brake Control

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)



...AND HIGHLY DIFFERENTIATED TECHNOLOGIES

Vane Type Pumps



Wireless Sensors



High Density
Magnetic Packaging



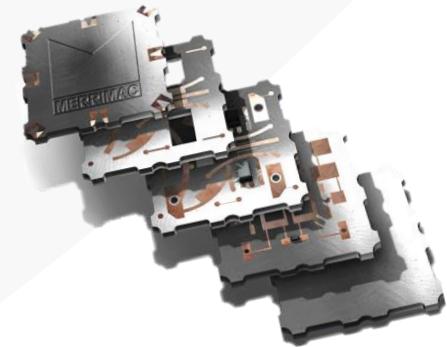
Anti-Skids Algorithms
and Simulation Capability



Bi-Directional
Power Conversion



Multilayer Integrated Circuits



SERVING ATTRACTIVE, GROWING END MARKETS...

Market		Market Size	10-Yr. Market Growth Rate
	Commercial Aerospace	\$950B	3% - 5%
	Defense	\$700B	2% - 3%
	Space	\$375B	4% - 8%

\$2T
Market

~4%
Annual
Growth
Rate

Aerospace, defense and space is a \$2T market with ~4% annual growth rate

...AND “BLUE CHIP” CUSTOMERS

Leading OEMs



AIRBUS



Airlines and Defense Partners



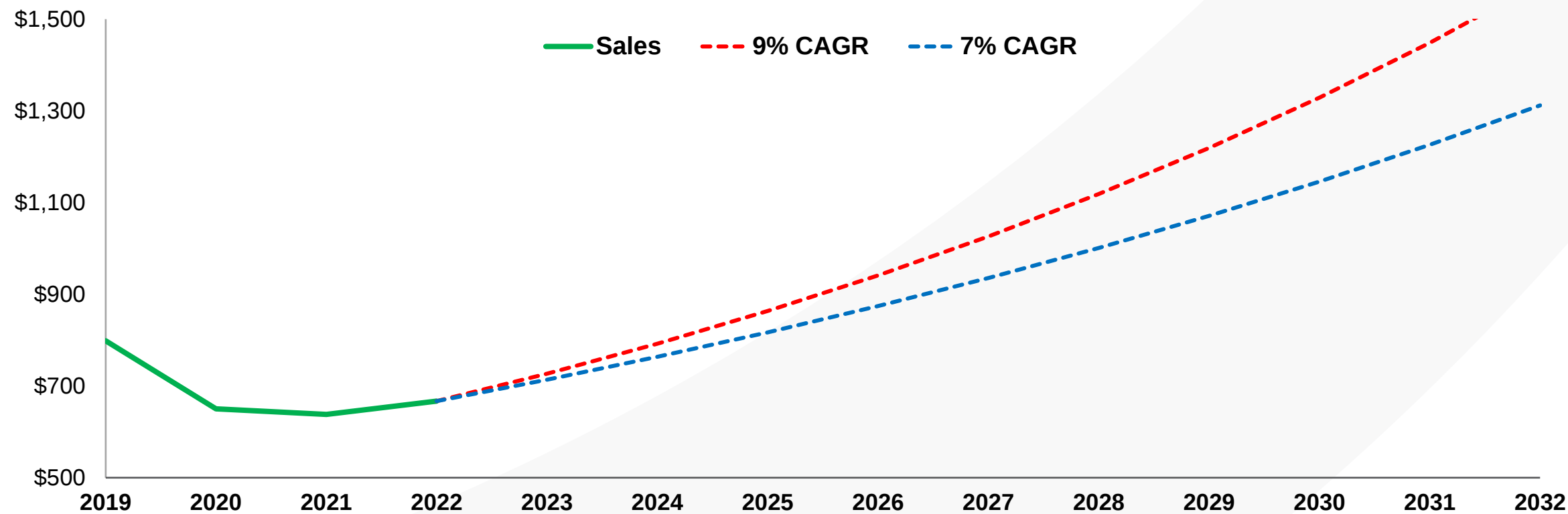
Emerging Customers



Diverse mix of customers across the breadth of aerospace & defense markets

HIGH VISIBILITY TO LONG-TERM GROWTH

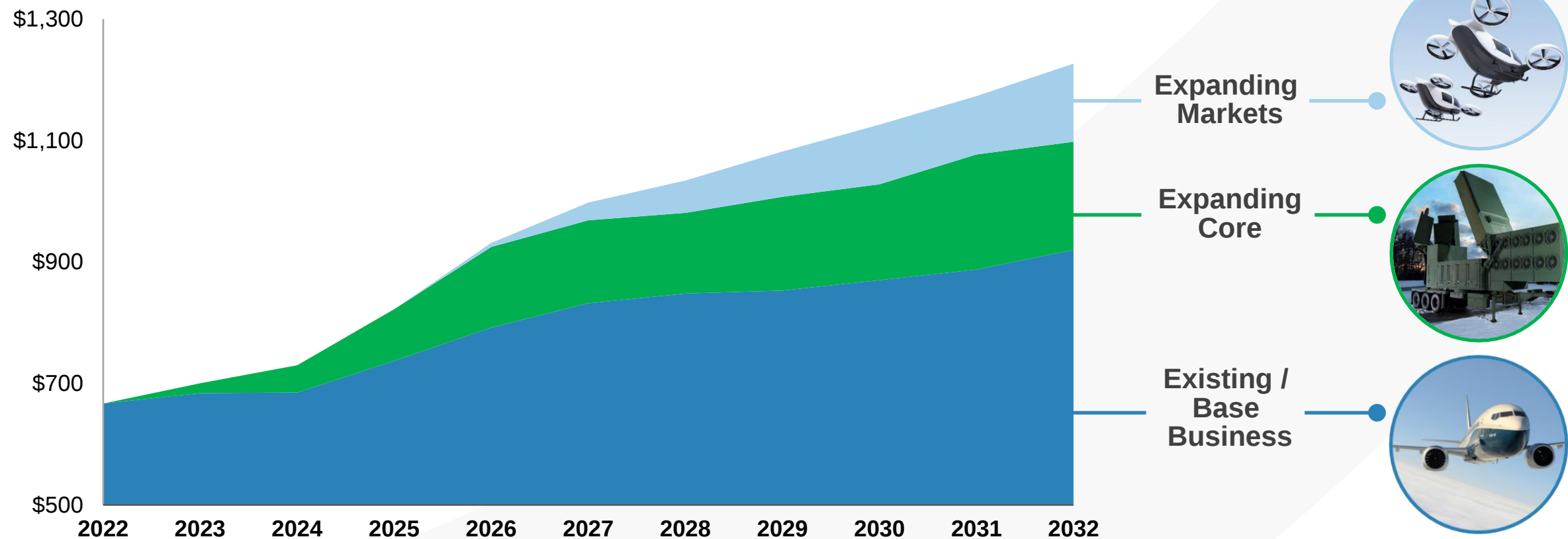
CRANE A&E Growth (2019-2032)



Delivering consistent 7% – 9% growth

MULTIPLE HIGH-CONFIDENCE GROWTH DRIVERS

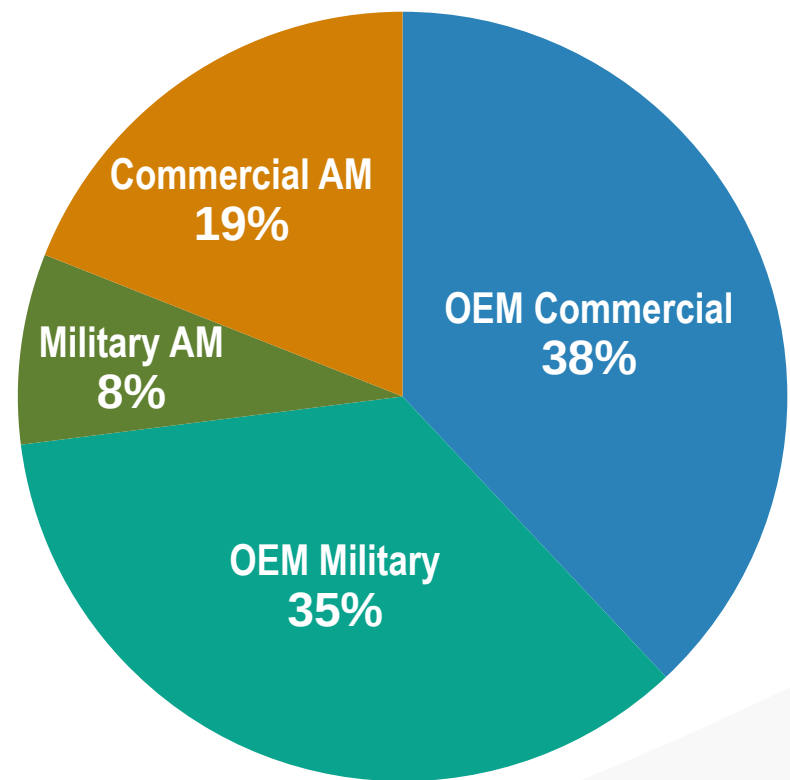
10 Year Market Growth



Growth from base business, expanding our core and entering new markets

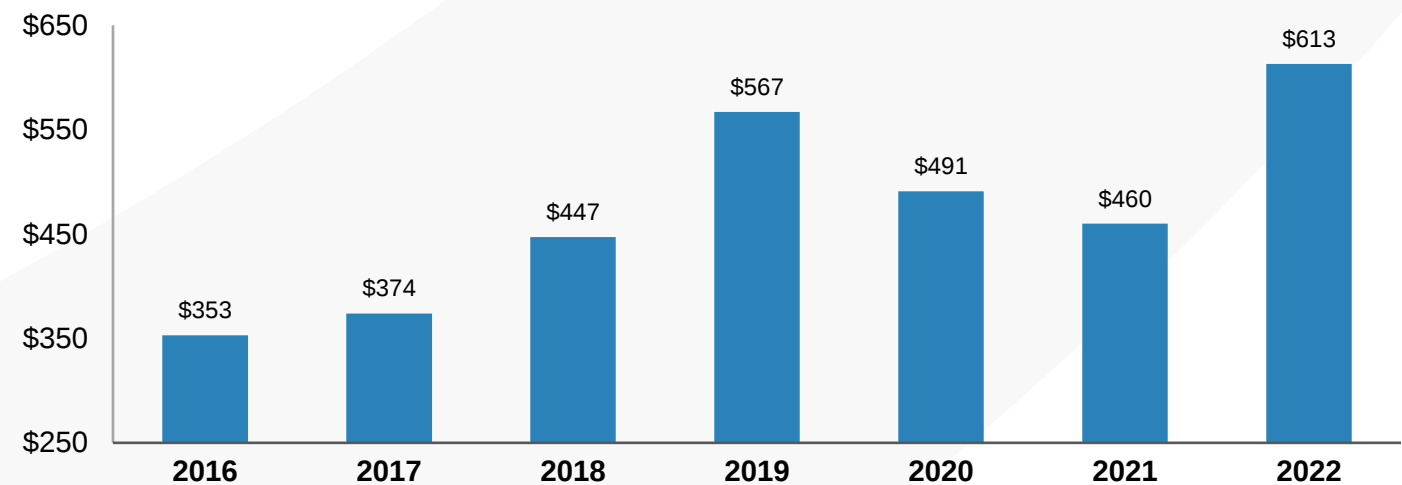
STRONG NEAR-TERM OUTLOOK

2022 Sales



Segment Sales Growth	2019	2020	2021	2022	2023G
OEM	7%	(16%)	(3%)	3%	10%
Aftermarket	10%	(26%)	2%	10%	9%

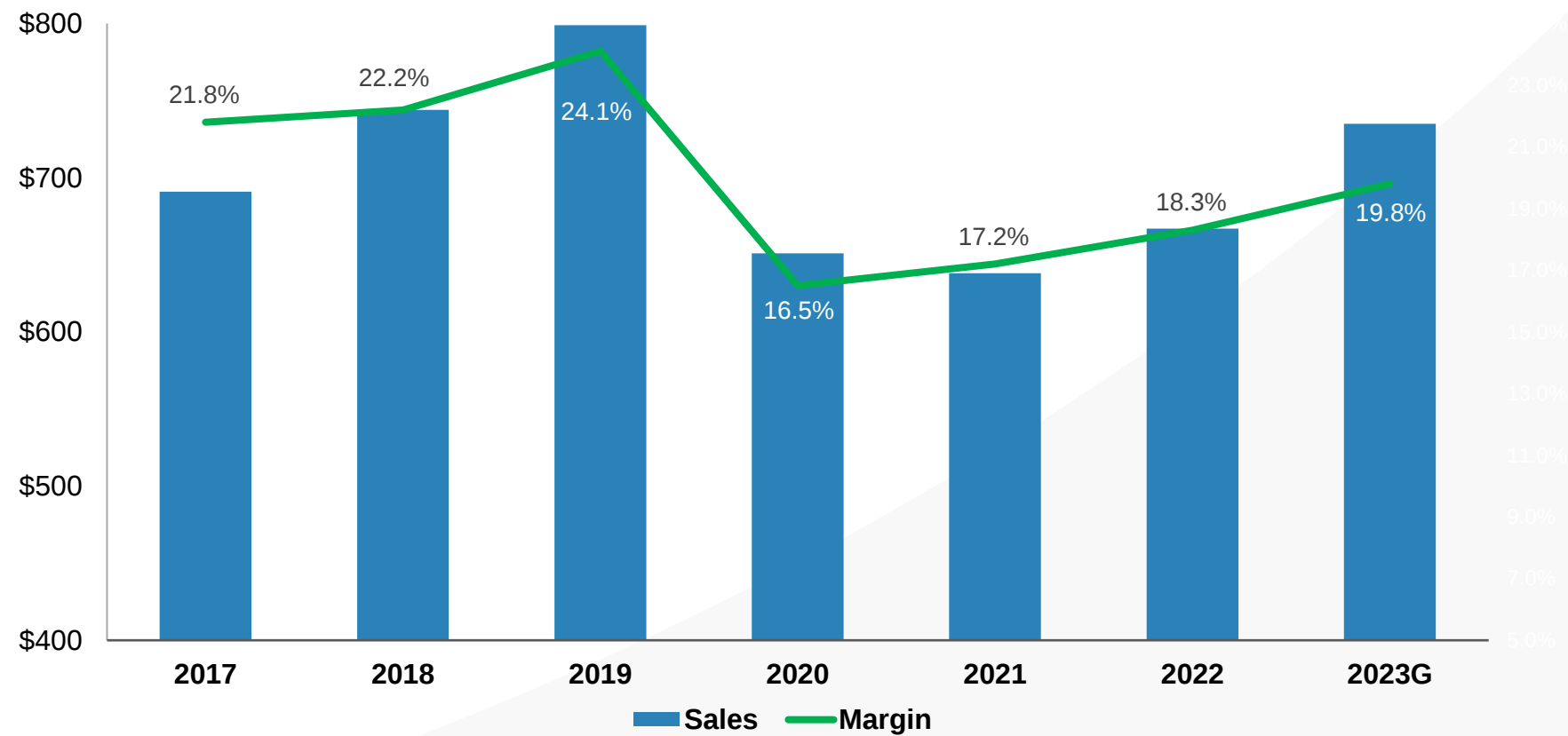
Record Backlog (\$M)



Strong backlog & market recovery driving growth

SUBSTANTIAL MARGIN POTENTIAL AS VOLUMES IMPROVE

Historical Sales (\$M) and Adjusted Margin (%)*



7% - 9%
Core Growth
CAGR at
~35% - 40%
leverage

Mid-20s OP
in the Mid Term

Expect 35%-40% operating leverage on incremental volume

POSITIONED ON ALL KEY COMMERCIAL AEROSPACE PLATFORMS



Boeing
737MAX



Boeing
787



Airbus
A320NEO



Comac
C919

Strong positions on high volume production platforms

WELL POSITIONED IN DEFENSE AND SPACE



**Lockheed
Martin F-35**



**Lower Tier Air
and Missile
Defense
Sensor
(LTAMDS)**



**Space
Development
Agency
Transport
Layer**



**TPY-4
Multi-Mission
Radar**

Strong positions on strategic defense and space programs

ATTRACTIVE LONG-TERM MARKET OUTLOOK

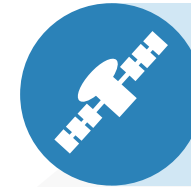
Long-term Market Fundamentals Are Strong



COMMERCIAL



DEFENSE

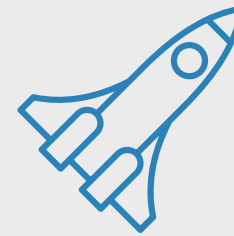


SPACE



41k AIRCRAFT

New Commercial
deliveries 2022–2041



\$162B

2023 DoD Research,
Development, Test & Evaluation



3.8% CAGR

Traffic Growth (RPK)
2022–2041



4.8% CAGR

Component Maintenance,
Repair & Overhaul 2022 – 2032

TRANSITION TO TECHNOLOGY READINESS STRATEGY

Broad Product Offering and Market Expansion

Technology Development

Program Specific Development



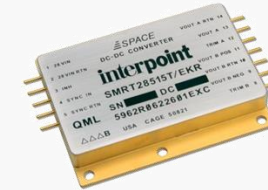
High Voltage
Motor Controls



High Accuracy
Proximity Sensing



DC/DC
Conversion



Liquid Cooling Systems



Bi-Directional Power
Conversion



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PRODUCT STRATEGY ALIGNED WITH KEY MARKET TRENDS...

EXPANDING THE CORE

Position to Win Next Generation Platforms



**Next Generation
Commercial
Aircraft**



**Decarbonization
of Commercial
Aerospace**

MARKET EXPANSION

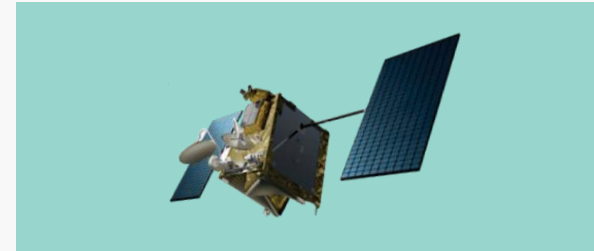
Maximize Content in Emerging Markets



**Vehicle
Electrification**



**Advancing Military
Capabilities**



**Commercial Space
(Space 2.0)**

Growth comes from both core and market expansion

...AND ALIGNED WITH KEY GROWTH PLATFORMS



Next Generation
Air Dominance



Hybrid and Electric
Propulsion

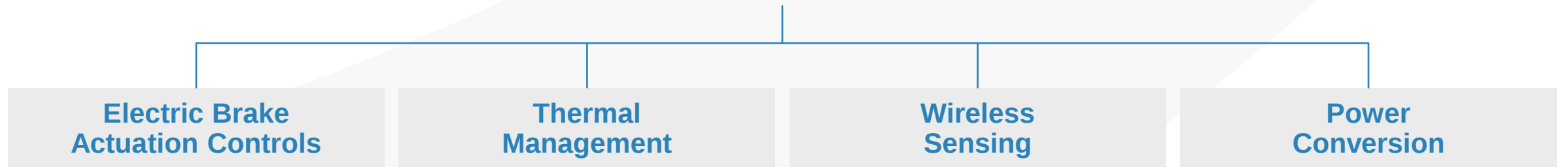


Optionally Manned
Fighting Vehicles

COMMON REQUIRMENTS

- Innovative SWaP
- Speed & Agility
- Reliability, Certification Heritage

CRANE A&E Core Growth Areas



POWER CONVERSION WINS FOR EVOLVING DEFENSE NEEDS



AESA Radars

- Northrop Grumman
- Lockheed Martin
- Raytheon



OMFV Hybrid Electric Combat Vehicles

- American Rheinmetall
- BAE
- Blank Point
- General Dynamics
- Oshkosh



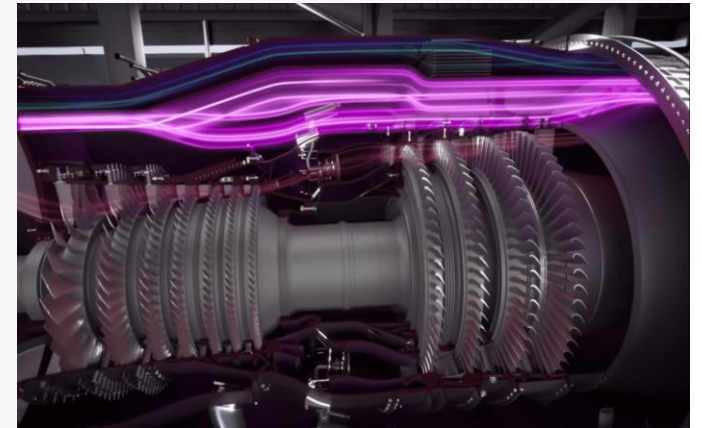
WINNING PRODUCTS ON NEXT GENERATION PROPULSION



Rolls-Royce



GE Aviation



CAPTURING ADDITIONAL SENSING CONTENT

Tire Pressure Indication System



Rapidly Configurable Switch



Wireless Connectivity



SYSTEMS FOR THE NEXT GENERATION MILITARY AIRCRAFT



Sixth Generation Fighter Concepts



Bell V280 FLRAA

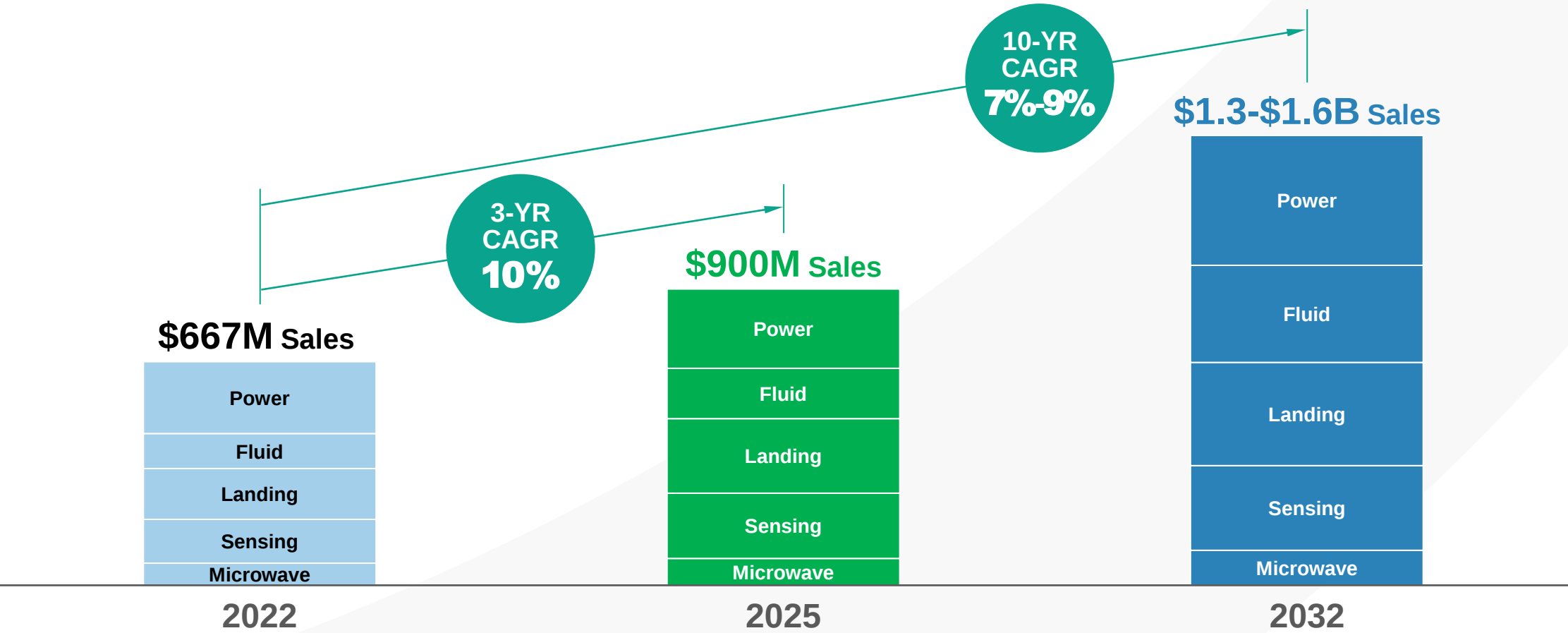


FARA Competition



B-21 Raider

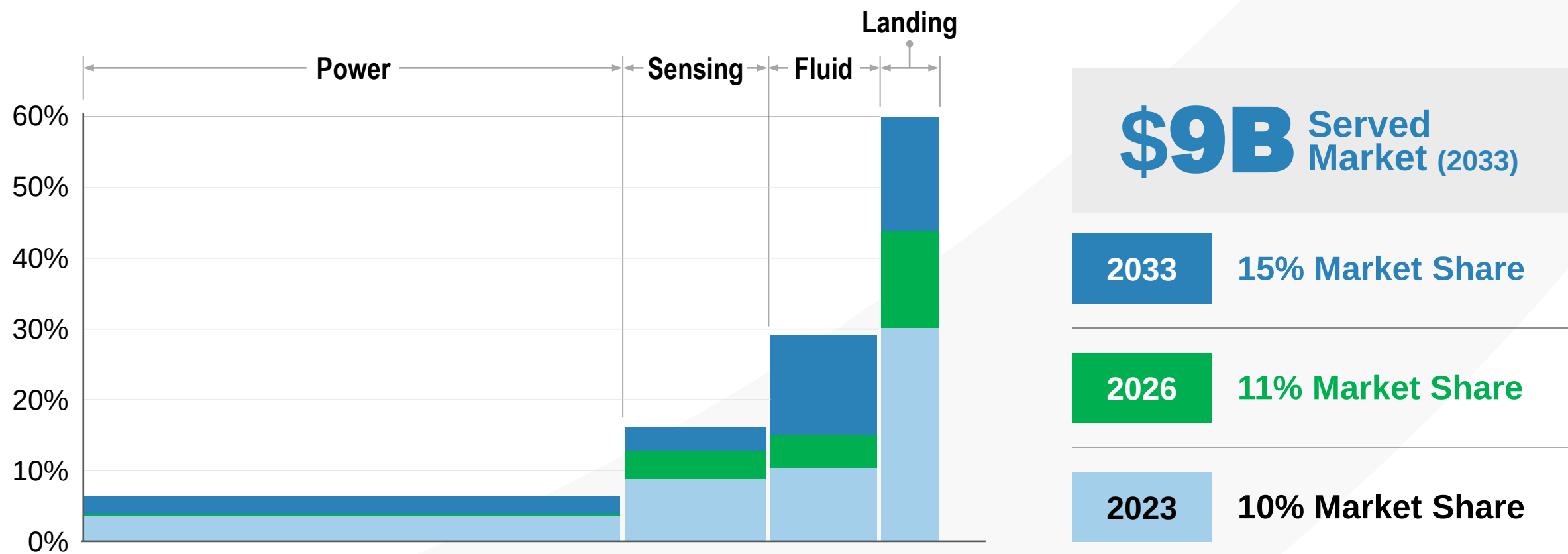
RESULTS IN CORE SOLUTION GROWTH THROUGH 2032...



Technology leadership drives higher than market growth rates

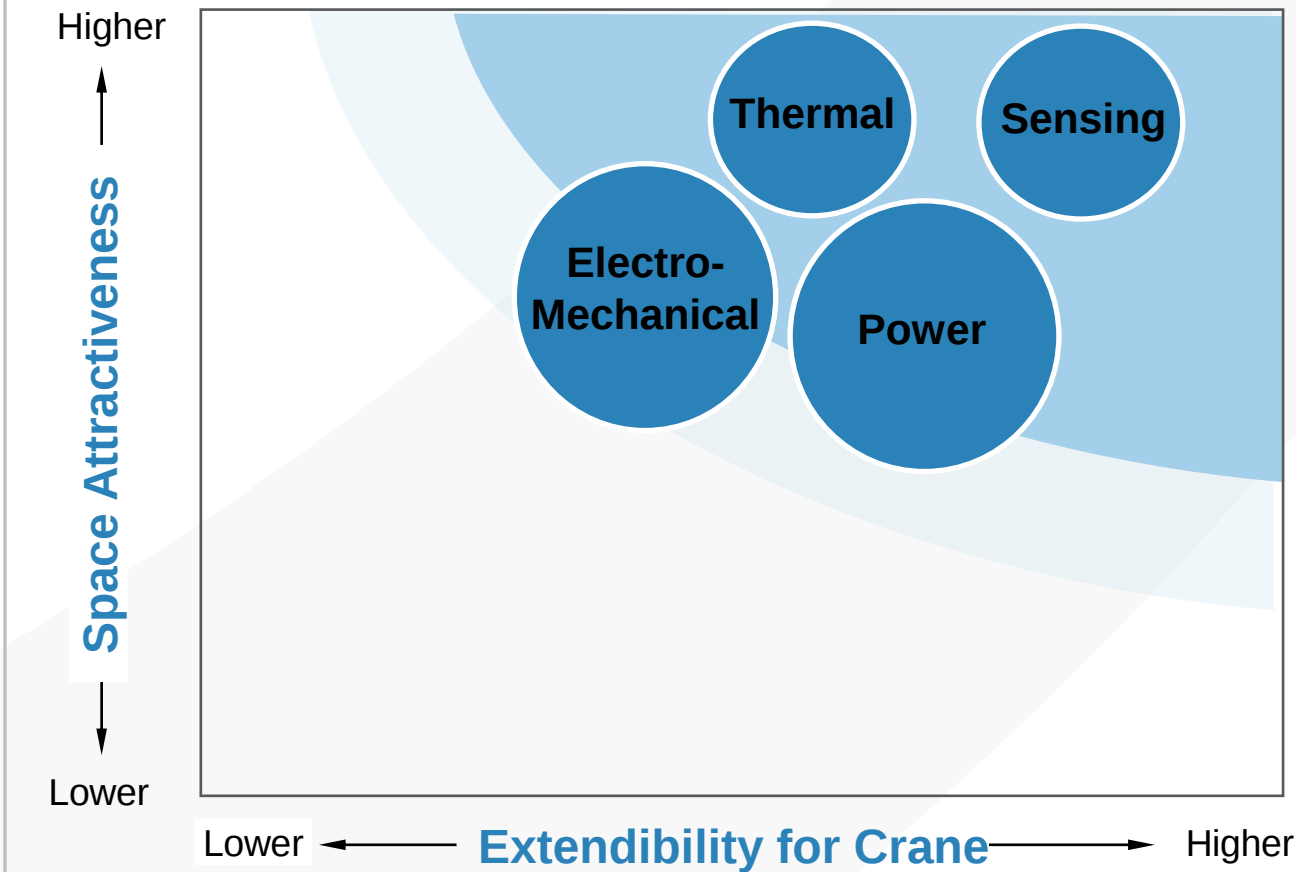
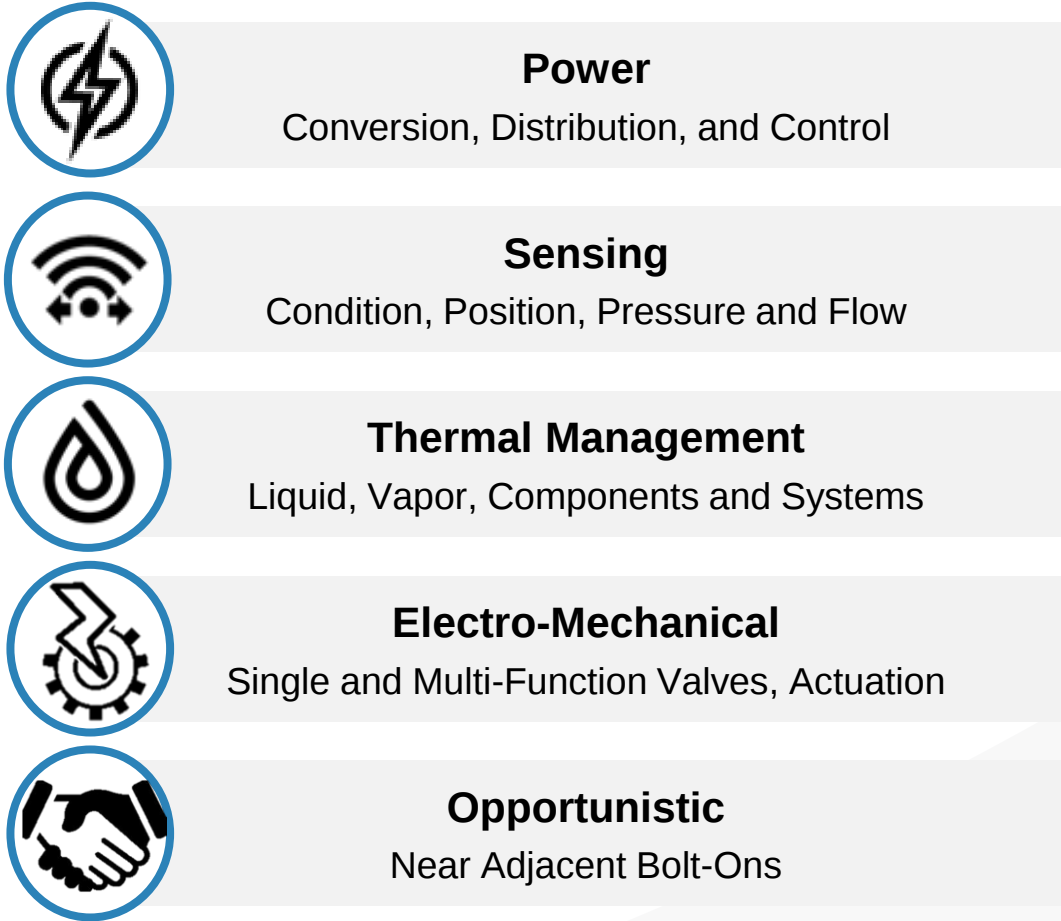
...AND SIGNIFICANT MARKET SHARE GAIN

A&E Core Products



Core solutions will gain share in key market segments

M&A TO FURTHER STRENGTHEN OUR PORTFOLIO



Disciplined focus on inorganic opportunities aligned to our core strategies

AND A VISION FOR EXTENSION TO RELATED MARKETS



Industrial Automation



Medical

A vision for extension to related markets

DISCIPLINED CADENCE & 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

INVESTING IN CONTINUOUS IMPROVEMENT

Leveraging Crane Business System to Drive Efficiencies

\$283K Sales
per Associate

5% ANNUAL
INCREASE

122 Kaizens in 2022

10% ANNUAL
INCREASE



34 New Kaizen
Tool Champions

17% ANNUAL
INCREASE

WELL POSITIONED FOR PROFITABLE LONG-TERM GROWTH

- Outstanding and differentiated technology in attractive, growing markets
- Program wins and new pursuits support confidence in 7% to 9% long-term sales growth CAGR
- Well positioned for new technology insertion opportunities and other growth opportunities
- Substantial margin upside as volumes continue to grow



A light blue curved line starts from the bottom left, curves upwards and to the right, passing behind the red box, and then curves downwards and to the right, ending at the top right.

CRANE