



ITT

D.A. Davidson
Diversified Industrials
Conference

September 19, 2024



SAFE HARBOR AND NON-GAAP DISCLOSURES



Safe Harbor

This presentation contains “forward-looking statements” intended to qualify for the safe harbor from liability established by the Private Securities Litigation Reform Act of 1995. In addition, the accompanying conference call may include, and officers and representatives of ITT may from time to time make and discuss, projections, goals, assumptions, and statements that may constitute “forward-looking statements”. These forward-looking statements are not historical facts, but rather represent only a belief regarding future events based on current expectations, estimates, assumptions and projections about our business, future financial results, the industry in which we operate, and other legal, regulatory and economic developments. These forward-looking statements include, but are not limited to, future strategic plans and other statements that describe the company’s business strategy, outlook, objectives, plans, intentions or goals, and any discussion of future events and future operating or financial performance.

We use words such as “anticipate,” “believe,” “continue,” “could,” “estimate,” “expect,” “future,” “guidance,” “project,” “intend,” “may,” “plan,” “potential,” “project,” “should,” “target,” “will,” and other similar expressions to identify such forward-looking statements. Forward-looking statements are uncertain, and, by their nature, many are inherently unpredictable and outside of ITT’s control, and involve known and unknown risks, uncertainties and other important factors that could cause actual results to differ materially from those expressed or implied in, or reasonably inferred from, such forward-looking statements.

Where in any forward-looking statement we express an expectation or belief as to future results or events, such expectation or belief is based on current plans and expectations of our management, expressed in good faith and believed to have a reasonable basis. However, we cannot provide any assurance that the expectation or belief will occur or that anticipated results will be achieved or accomplished. More information on factors that could cause actual results or events to differ materially from those anticipated is included in the Risk Factors section of the Company’s Annual Report on Form 10-K, Quarterly Reports on Form 10-Q and other documents filed from time to time with the Securities and Exchange Commission.

The forward-looking statements included in this presentation speak only as of the date hereof. We undertake no obligation (and expressly disclaim any obligation) to update any forward-looking statements, whether written or oral, as a result of new information, future events or otherwise.

Non-GAAP Disclosures

This presentation and the discussion on the accompanying conference call contain certain financial measures that are not prepared under U.S. Generally Accepted Accounting Principles (GAAP). These non-GAAP financial measures supplement our GAAP disclosures and are not meant to be considered in isolation or as a substitute for the most directly comparable measures that are prepared in accordance with GAAP. These measures may not be comparable to similarly titled measures disclosed by other companies. For a reconciliation of these non-GAAP financial measures to the most directly comparable measures disclosed under GAAP, refer to the supplemental data to this presentation or investors.itt.com.

ITT AT A GLANCE



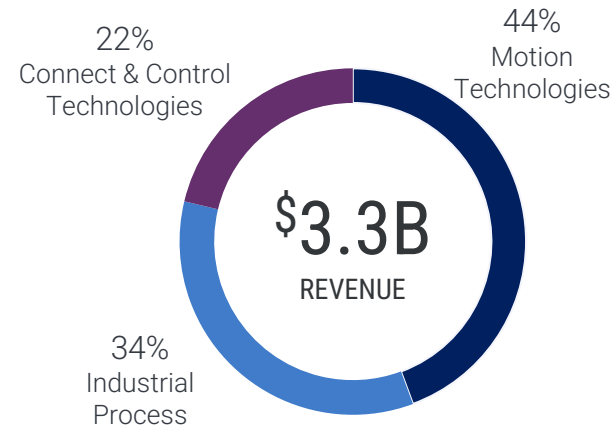
Leading manufacturer of critical components for harsh environment applications

Outperforming in attractive end markets

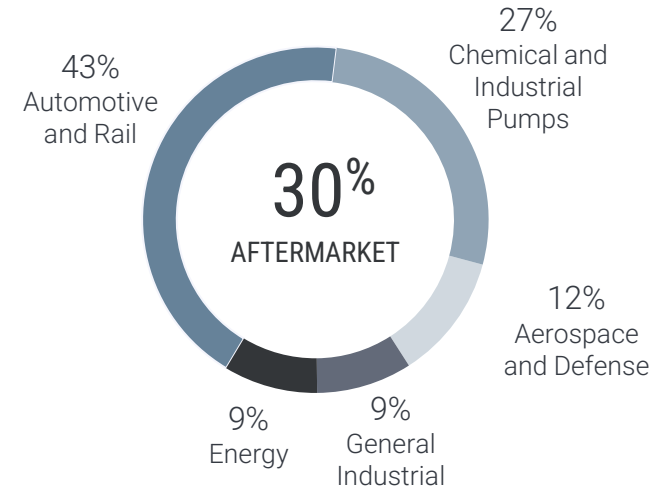
Differentiation through operational excellence and innovation

Value creation through growth and margin expansion

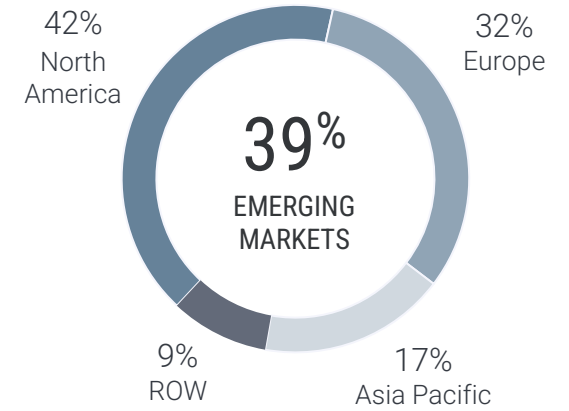
BUSINESSES



END MARKETS



GEOGRAPHY



Represents composition of revenue for 2023

THREE YEAR VALUE CREATION

All figures December 31, 2020 to December 31, 2023 except where otherwise noted.

+18%

Adjusted EPS CAGR

10%

Free Cash Flow Margin^[1]

\$2.0B+

Capital Deployed

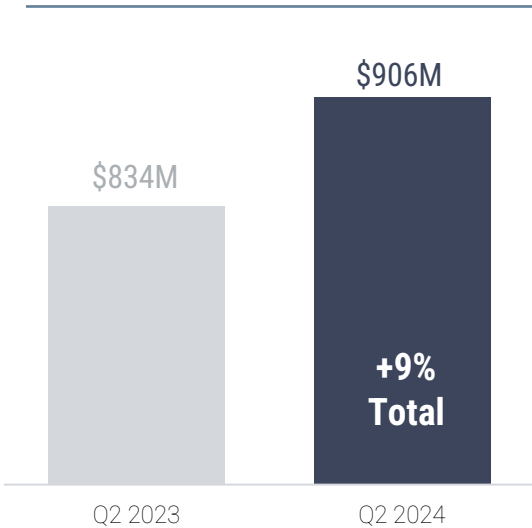
+88%

Total Shareholder Return
(dividends reinvested at the spot rate, until August 31, 2024)

STRONG Q2 RESULTS

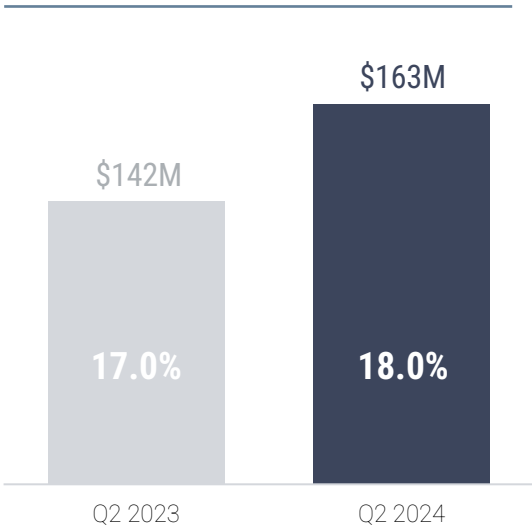


REVENUE



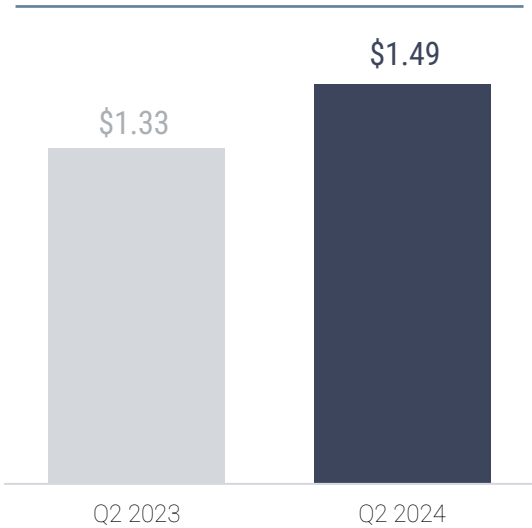
+6%
Organic revenue growth

ADJUSTED OPERATING INCOME AND MARGIN



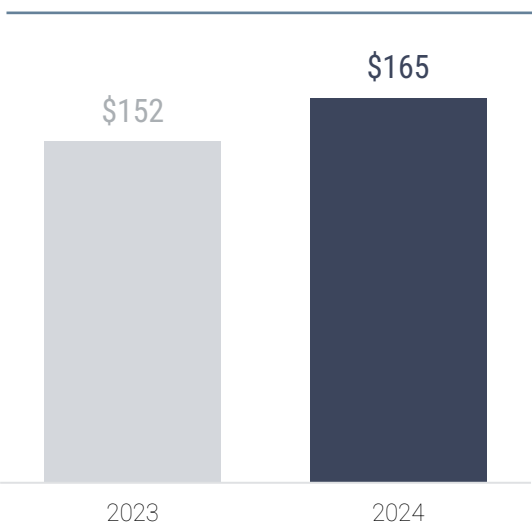
+100 bps
Adjusted operating margin expansion

ADJUSTED EPS



+12%
Adjusted EPS growth

YTD FREE CASH FLOW



+9%
Free cash flow growth



Shown: Svanehøj deepwell gas pumps during the assembly process.

All results unaudited. Comparisons to Q2 2023 unless otherwise noted. For non-GAAP reconciliations, refer to appendix.

ACQUISITION OF kSARIA

MISSION CRITICAL AEROSPACE AND DEFENSE CABLE HARNESSES

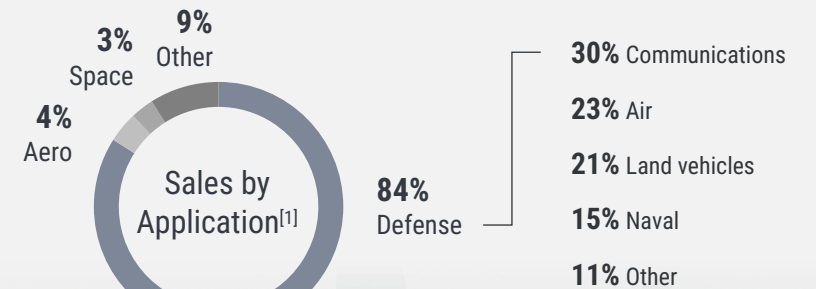
- | Leading developer and manufacturer of mission critical, highly engineered fiber optic and electrical interconnect solutions for defense and aerospace markets
- | Proprietary manufacturing process, quick response, and best-in-class quality products addressing current and future defense modernization needs
- | Sole source positions and long-standing relationships with blue chip customer base of defense prime contractors; highly complementary customer and product offering
- | High-single-digit multi-year growth outlook aligned to growth in North American defense market and shift to high bandwidth and secure data transmission
- | Purchase price multiple ~13x estimated 2024 EBITDA



| \$175M 2023 revenue

| ~70% sole or primary source positions^[1]

| ~\$464M purchase price^[2]



^[1] Represents composition of sales for 2023.
^[2] Represents cash paid at closing, net of closing adjustments.
All results unaudited.

Q3 2024 OUTLOOK



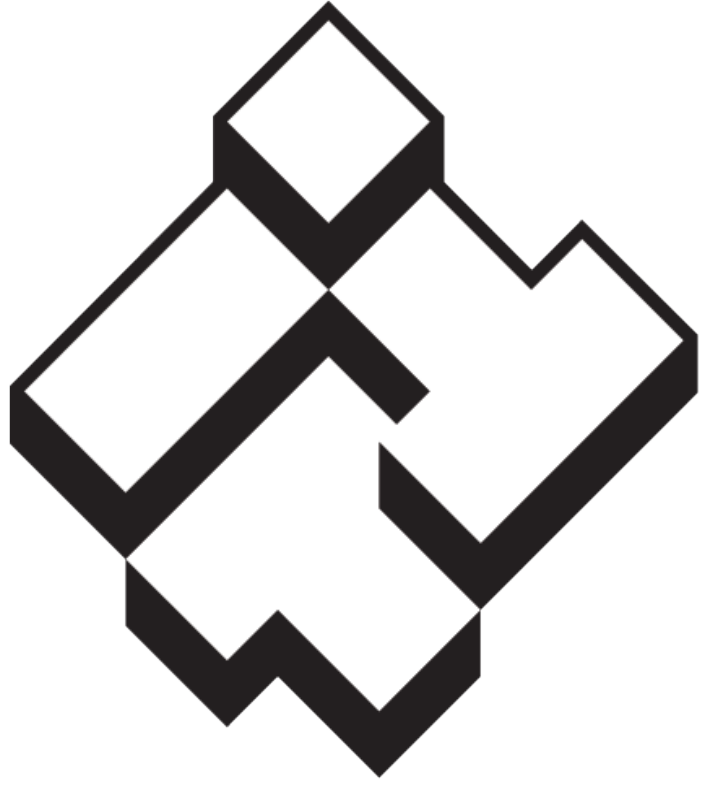
| Orders strength driven by pump projects and short cycle flow and connectors demand

| MSD organic revenue growth driven by all segments

| Operating margin inline with Q2 with continued sequential expansion at MT

| LSD adjusted EPS growth, including dilution from Wolverine divestiture and M&A costs

| M&A funnel remains active



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KEY PERFORMANCE INDICATORS & NON-GAAP MEASURES



Management reviews a variety of key performance indicators including revenue, operating income and margin, earnings per share, order growth, and backlog. In addition, we consider certain measures to be useful to management and investors when evaluating our operating performance for the periods presented. These measures provide a tool for evaluating our ongoing operations and management of assets from period to period. This information can assist investors in assessing our financial performance and measures our ability to generate capital for deployment among competing strategic alternatives and initiatives, including, but not limited to, acquisitions, dividends, and share repurchases. Some of these metrics, however, are not measures of financial performance under accounting principles generally accepted in the United States of America (GAAP) and should not be considered a substitute for measures determined in accordance with GAAP. We consider the following non-GAAP measures, which may not be comparable to similarly titled measures reported by other companies, to be key performance indicators for purposes of our reconciliation tables.

Organic Revenues and **Organic Orders** are defined, respectively, as revenue and orders, excluding the impacts of foreign currency fluctuations and acquisitions. The period-over-period change resulting from foreign currency fluctuations is estimated using a fixed exchange rate for both the current and prior periods. We believe that reporting organic revenue and organic orders provides useful information to investors by helping identify underlying trends in our business and facilitating comparisons of our revenue performance with prior and future periods and to our peers.

Adjusted Operating Income is defined as operating income adjusted to exclude special items that include, but are not limited to, restructuring, divestiture-related costs, certain asset impairment charges, certain acquisition-related impacts, and unusual or infrequent operating items. Special items represent charges or credits that impact current results, which management views as unrelated to the Company's ongoing operations and performance. **Adjusted Operating Margin** is defined as adjusted operating income divided by revenue. We believe these financial measures are useful to investors and other users of our financial statements in evaluating ongoing operating profitability, as well as in evaluating operating performance in relation to our competitors.

Adjusted Income from Continuing Operations is defined as income from continuing operations attributable to ITT Inc. adjusted to exclude special items that include, but are not limited to, restructuring, divestiture-related costs, certain asset impairment charges, certain acquisition-related impacts, income tax settlements or adjustments, and unusual or infrequent items. Special items represent charges or credits, on an after-tax basis, that impact current results, which management views as unrelated to the Company's ongoing operations and performance. The after-tax basis of each special item is determined using the jurisdictional tax rate of where the expense or benefit occurred. **Adjusted income from continuing operations per diluted share (adjusted EPS)** is defined as adjusted income from continuing operations divided by diluted weighted average common shares outstanding. We believe that adjusted income from continuing operations and adjusted EPS are useful to investors and other users of our financial statements in evaluating ongoing operating profitability, as well as in evaluating operating performance in relation to our competitors.

Free Cash Flow is defined as net cash provided by operating activities less capital expenditures. **Free Cash Flow Margin** is defined as free cash flow divided by revenue. We believe that free cash flow and free cash flow margin provides useful information to investors as it provides insight into a primary cash flow metric used by management to monitor and evaluate cash flows generated by our operations.

ITT Inc. Non-GAAP Reconciliation Statements

(In millions; all amounts unaudited)



Reconciliation of Revenue to Organic Revenue

	Second Quarter 2024				
	MT	IP	CCT	Elim	Total
Revenue	\$ 384.5	\$ 330.7	\$ 191.8	\$ (1.1)	\$ 905.9
Less: Acquisitions	-	33.4	1.6	-	35.0
Less: FX	(7.6)	(3.9)	(1.2)	0.1	(12.6)
CY Organic Revenue	392.1	301.2	191.4	(1.2)	883.5
Less: PY Revenue	368.8	293.6	172.2	(0.7)	833.9
Organic Revenue Growth - \$	\$ 23.3	\$ 7.6	\$ 19.2	\$ (0.5)	\$ 49.6
Organic Revenue Growth - %	6.3%	2.6%	11.1%		6.0%
Reported Revenue Growth - \$	\$ 15.7	\$ 37.1	\$ 19.6		\$ 72.0
Reported Revenue Growth - %	4.3%	12.6%	11.4%		8.6%

Reconciliation of Orders to Organic Orders

	Second Quarter 2024				
	MT	IP	CCT	Elim	Total
Orders	\$ 386.6	\$ 350.8	\$ 192.4	\$ (0.5)	\$ 929.3
Less: Acquisitions	-	47.1	1.0	-	48.1
Less: FX	(7.2)	(2.2)	(1.1)	-	(10.5)
CY Organic Orders	393.8	305.9	192.5	(0.5)	891.7
Less: PY Orders	376.7	343.0	198.5	(0.7)	917.5
Organic Orders Growth - \$	\$ 17.1	\$ (37.1)	\$ (6.0)	\$ 0.2	\$ (25.8)
Organic Orders Growth - %	4.5%	(10.8%)	(3.0%)		(2.8%)
Reported Orders Growth - \$	\$ 9.9	\$ 7.8	\$ (6.1)		\$ 11.8
Reported Orders Growth - %	2.6%	2.3%	(3.1%)		1.3%

Note: Immaterial differences due to rounding.



ITT Inc. Non-GAAP Reconciliation Statements

(In millions; all amounts unaudited)

Reconciliations of Operating Income/Margin to Adjusted Operating Income/Margin

	Second Quarter 2024					Second Quarter 2023				
	MT	IP	CCT	Corporate	ITT	MT	IP	CCT	Corporate	ITT
Reported Operating Income	\$ 71.2	\$ 65.8	\$ 35.4	\$ (13.4)	\$ 159.0	\$ 57.7	\$ 66.4	\$ 28.4	\$ (10.5)	\$ 142.0
Restructuring costs	1.6	1.6	0.7	-	3.9	0.1	0.4	0.1	-	0.6
Acquisition-related costs	-	0.7	-	-	0.7	-	-	1.8	-	1.8
Impacts related to Russia-Ukraine war	(0.4)	-	-	-	(0.4)	1.1	0.3	-	-	1.4
Other [a]	-	-	-	-	-	-	-	(0.1)	(3.7)	(3.8)
Adjusted Operating Income	\$ 72.4	\$ 68.1	\$ 36.1	\$ (13.4)	\$ 163.2	\$ 58.9	\$ 67.1	\$ 30.2	\$ (14.2)	\$ 142.0
Change in Operating Income	23.4%	(0.9%)	24.6%	27.6%	12.0%					
Change in Adjusted Operating Income	22.9%	1.5%	19.5%	(5.6%)	14.9%					
Reported Operating Margin	18.5%	19.9%	18.5%		17.6%	15.6%	22.6%	16.5%		17.0%
Impact of special item adjustments	30 bps	70 bps	30 bps		40 bps	40 bps	30 bps	100 bps		0 bps
Adjusted Operating Margin	18.8%	20.6%	18.8%		18.0%	16.0%	22.9%	17.5%		17.0%
Change in Operating Margin	290 bps	-270 bps	200 bps		60 bps					
Change in Adjusted Operating Margin	280 bps	-230 bps	130 bps		100 bps					

Note: Immaterial differences due to rounding.

[a] 2023 includes income from a recovery of costs associated with the 2020 lease termination of a legacy site.



ITT Inc. Non-GAAP Reconciliation Statements

(In millions, except earnings per share; all amounts unaudited)

Reconciliation of Reported vs. Adjusted Income from Continuing Operating and Diluted EPS

	Income from Continuing Operations			Diluted Earnings per Share		
	Q2 2024	Q2 2023	% Change	Q2 2024	Q2 2023	% Change
Reported	\$ 119.2	\$ 108.2	10.2%	\$ 1.45	\$ 1.31	10.7%
Special Items Expense / (Income):						
Restructuring costs	3.9	0.6		0.04	0.01	
Impacts related to Russia-Ukraine war	(0.4)	1.4		-	0.02	
Acquisition-related costs [a]	0.7	1.8		0.01	0.02	
Other [b]	-	(3.8)		-	(0.05)	
Tax impact of special items [c]	(0.9)	(0.4)		(0.01)	(0.00)	
Other tax special items [d]	-	2.0		-	0.02	
Adjusted	\$ 122.5	\$ 109.8	11.6%	\$ 1.49	\$ 1.33	12.0%

Note: Amounts may not calculate due to rounding.

Per share amounts are based on diluted weighted average common shares outstanding.

[a] Acquisition-related costs for 2024 and 2023 are associated with the Svanehøj and Micro-Mode acquisitions, respectively.

[b] 2023 primarily includes income from a recovery of costs associated with the 2020 lease termination of a legacy site (\$3.7M).

[c] The tax impact of each adjustment is determined using the jurisdictional tax rate of where the expense or benefit occurred.

[d] 2024 includes a tax benefit to record a net operating loss deferred tax asset related to a prior year acquisition (\$2.0M), tax expense on distributions of non-U.S. income (\$1.0M), and other tax-related special items (\$1.0M).

2023 includes tax expense on distributions of non-U.S. income (\$1.2M), and other tax-related special items (\$0.8M).

ITT Inc. Non-GAAP Reconciliation Statements

(In millions, except earnings per share; all amounts unaudited)



Reconciliation of Reported vs. Adjusted Income from Continuing Operating and Diluted EPS

	Income from Continuing Operations		Diluted Earnings per Share	
	FY 2023	FY 2020	FY 2023	FY 2020
	Reported	\$ 411.4	\$ 68.5	\$ 4.97
Special Items Expense / (Income):				
Loss on sale of business	15.3	-	0.19	-
Restructuring costs	9.9	43.0	0.12	0.49
Impacts related to Russia-Ukraine war	2.5	-	0.03	-
Acquisition and divestiture-related costs (benefit)	2.4	-	0.03	-
Asset impairment charges	-	16.3	-	0.19
Asbestos-related cost, net	-	66.3	-	0.76
Pension Termination	-	141.6	-	1.62
Other [a]	(2.3)	3.6	(0.04)	0.04
Tax impact of special items [b]	(6.2)	(1.3)	(0.07)	(0.01)
Other tax special items [c]	(2.0)	(58.8)	(0.02)	(0.67)
Adjusted	\$ 431.0	\$ 279.2	\$ 5.21	\$ 3.20

Note: Amounts may not calculate due to rounding

Per share amounts are based on diluted weighted average common shares outstanding.

[a] FY 2023 primarily includes income of \$3.7M from a recovery of costs associated with the 2020 lease termination of a legacy site, partially offset by interest expense of \$1.4M related to a tax audit settlement in Italy.

FY 2020 primarily includes HQ Trademark amortization.

[b] The tax impact of each adjustment is determined using the jurisdictional tax rate of where the expense or benefit occurred.

[c] FY 2023 tax-related special items include expense (benefits) from valuation allowance reversals of \$(16.0M), settlements of \$14.4M primarily related to a tax audit in Italy, the tax impact on distributions of \$7.5M, an amendment of our federal tax return of \$(4.9M), and other tax special items of \$(3.0M).

FY 2020 tax-related special items include expense (benefit) a change in deferred tax asset valuation allowance of \$(6.2M), a change in uncertain tax positions of \$(4.4M), a tax on a foreign dividend \$(1.9M), return to accrual adjustment \$(1.1M) tax on future distribution of foreign earnings of \$6.3M, tax on pension termination \$5.1M, and other tax special items of \$0.9M.



ITT Inc. Non-GAAP Reconciliation Statements

(In millions; all amounts unaudited)

Reconciliation of Cash from Operating Activities to Adjusted Free Cash Flow

	<u>FY 2023</u>	<u>FY 2022</u>	<u>FY 2021</u>	<u>3-Year Total</u>
Net Cash - Operating Activities	\$ 538.0	\$ 277.7	\$ (8.4)	\$ 807.3
Less: Capital expenditures	107.6	103.9	88.4	299.9
Free Cash Flow	\$ 430.4	\$ 173.8	\$ (96.8)	\$ 507.4
Asbestos divestiture payment	-	-	398.0	398.0
Adjusted Free Cash Flow	\$ 430.4	\$ 173.8	\$ 301.2	\$ 905.4
Revenue	\$ 3,283.0	\$ 2,987.7	\$ 2,765.0	\$ 9,035.7
Adjusted Free Cash Flow Margin	13%	6%	11%	10%

Note: Immaterial differences due to rounding.



ITT Inc. Non-GAAP Reconciliation Statements

(In millions, except earnings per share; all amounts unaudited)

Reconciliation of Cash from Operating Activities to Free Cash Flow

	<u>3M 2024</u>	<u>3M 2023</u>	<u>6M 2024</u>	<u>6M 2023</u>
Net Cash - Operating Activities	\$ 157.7	\$ 139.7	\$ 215.5	\$ 197.8
Less: Capital expenditures	23.2	17.6	50.9	46.3
Free Cash Flow	\$ 134.5	\$ 122.1	\$ 164.6	\$ 151.5
Revenue	\$ 905.9	\$ 833.9	\$ 1,816.5	\$ 1,631.8
Free Cash Flow Margin	14.8%	14.6%	9.1%	9.3%