2025 Capital Markets Day

May 15, 2025

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 webcast 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,” “intend,” “may,” “plan,” “potential,” “project,” “should,” “target,” “will,” “would,” 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 webcast 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. All metrics presented herein reflect the retrospective application of a change in our inventory accounting method from last-in, first-out (LIFO) to first-in, first-out (FIFO), effective January 1, 2025. For further details regarding this change in accounting principle, refer to ITT’s Quarterly Report on Form 10-Q for the first quarter of 2025.

2025 Capital Markets Day

Agenda

1:00pm **Welcome and Introduction**
Mark Macaluso, VP, Investor Relations and Global Communications

1:05pm **2025 Capital Markets Day**
Luca Savi, Chief Executive Officer and President

1:35pm **Differentiation through Execution**
Hamdy Salem, Global Vice President, Goulds Pumps
Art Dunn, General Manager, Global Connectors
Davide Barbon, President, Motion Technologies and ITT Asia Pacific

2:05pm Q&A session #1

2:25pm **Differentiation through Innovation**
Luca Martinotto, General Manager Friction Technologies
Dan Kernan, General Manager, VIDAR
Michael Guhde, President, Connect & Control Technologies

2:55pm Q&A session #2

3:15pm Break | Technology Demonstrations

3:35pm **Differentiation through M&A**
Bartek Makowiecki, Chief Strategy Officer and President, Industrial Process
Søren Kringelholt, Chief Executive Officer, Svanehøj
Michael DiPoto, President, kSARIA
Kasturi Rangan, Group Vice President, IP Specialty Products

4:10pm **Value Creation**
Emmanuel Caprais, Chief Financial Officer

4:35pm Q&A session #3

4:55pm **Closing Remarks**
Luca Savi, Chief Executive Officer and President

5:00pm Technology Demonstrations and Social Hour

What You Will Hear Today

01 Differentiation Through Execution and Innovation

02 Compounding organic value creation with M&A

03 2030 Long-term targets and capital deployment framework

04 Long-term value creation through differentiation and scalable growth

2025 Capital Markets Day

Luca Savi
Chief Executive Officer
and President

What You Will Hear

01 ITT

02 Value Creation Journey

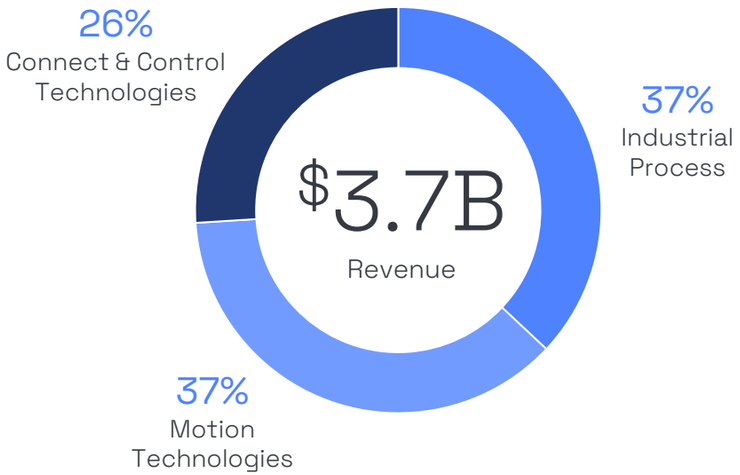
03 Enterprise Strategy and Portfolio Evolution

04 The Next Chapter and… Value Creation

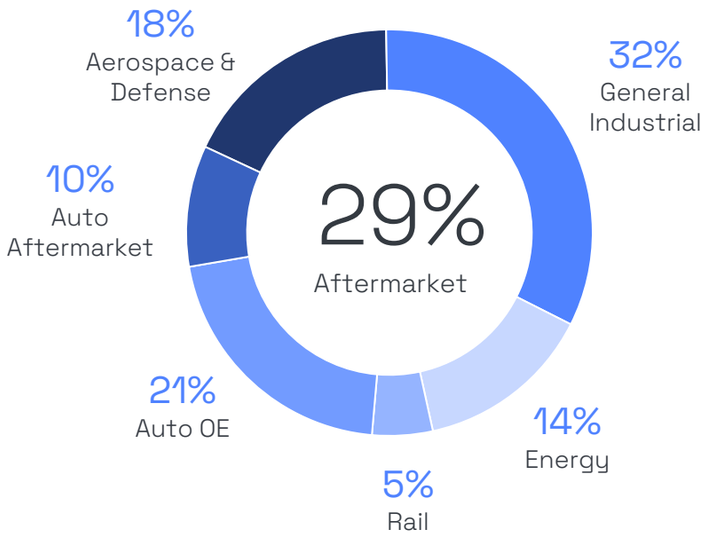
05 2030 Long-Term Targets

Leading Manufacturer of Critical Components for Harsh Environment Applications

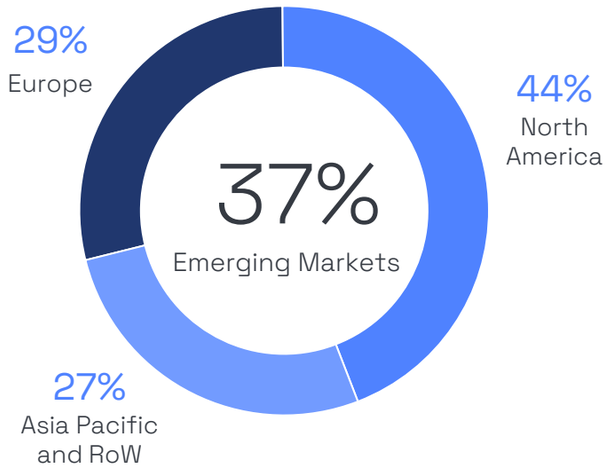
Businesses



End Markets



Geography



3-year Performance

9% Organic Revenue CAGR

13% Adjusted EPS CAGR

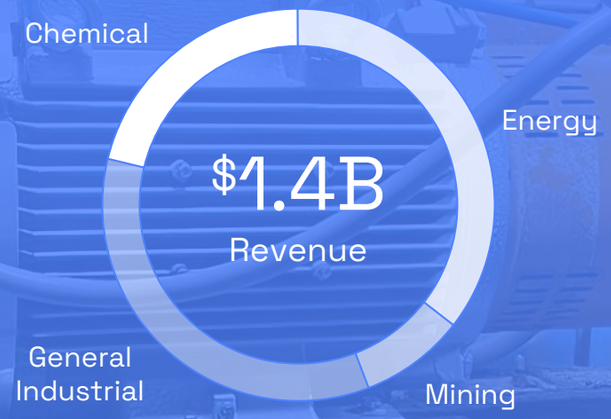
15% Average ROIC

+45% Total Shareholder Return[1]
+1,600 bps vs S&P 500

All results unaudited. Businesses, end markets and geography charts represent pro forma revenue and composition of pro forma revenue for 2024 to include recent acquisitions and divestitures.
Emerging Markets includes Eastern Europe, Africa, Middle East, Latin America (including Mexico), Asia Pacific (excl. Japan, Australia, New Zealand), China and India.
1. TSR for the period 12/31/2021 to 12/31/2024. Assumes dividends reinvested.

Leading Manufacturer of Critical Components for Harsh Environment Applications

Industrial Process

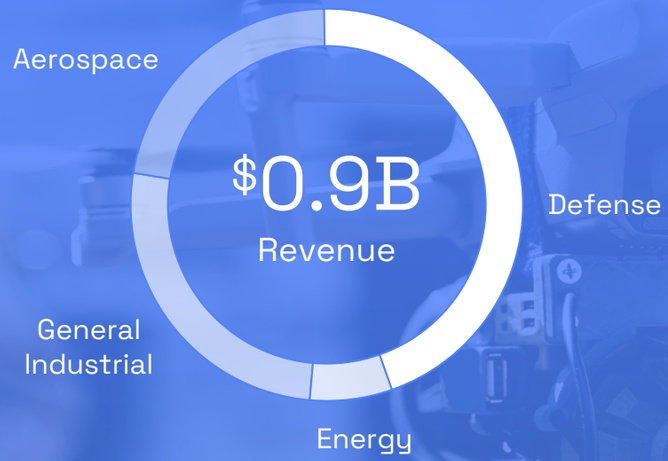


>1.6M
Global Pump Installations

Motion Technologies

>30%
Friction OE Market Share

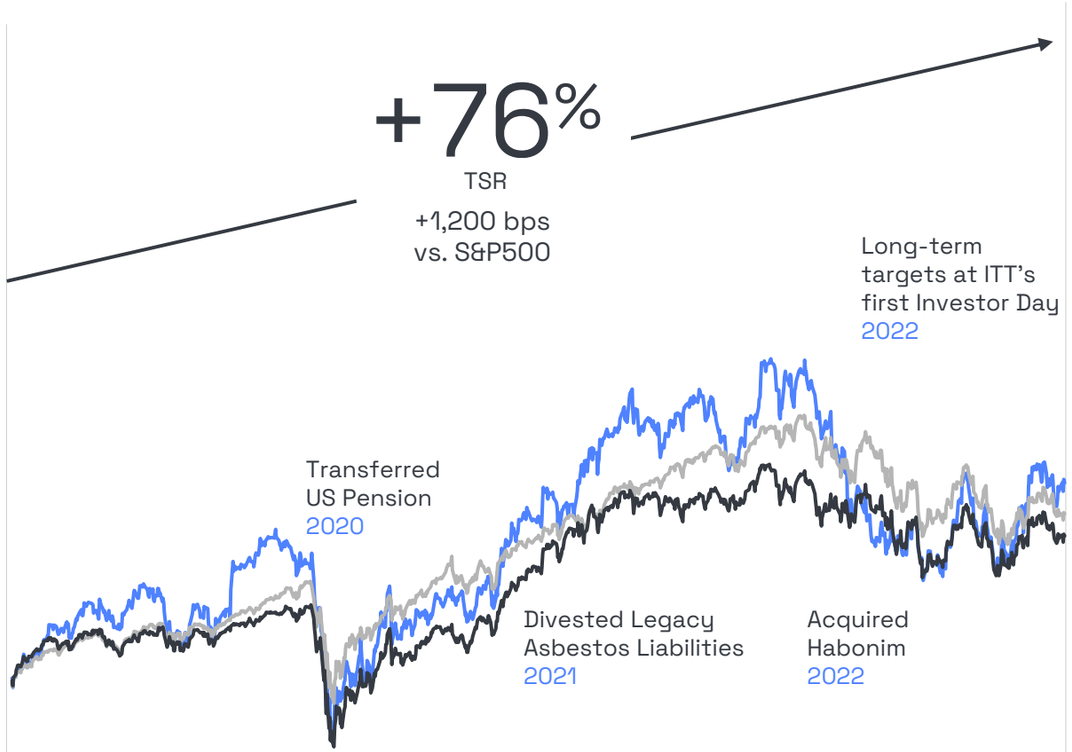
Connect & Control Technologies



Content on Coveted
Defense Platforms

All results unaudited. Represents pro forma revenue and composition of pro forma revenue for 2024 to include recent acquisitions and exclude recent divestitures.

The ITT Journey



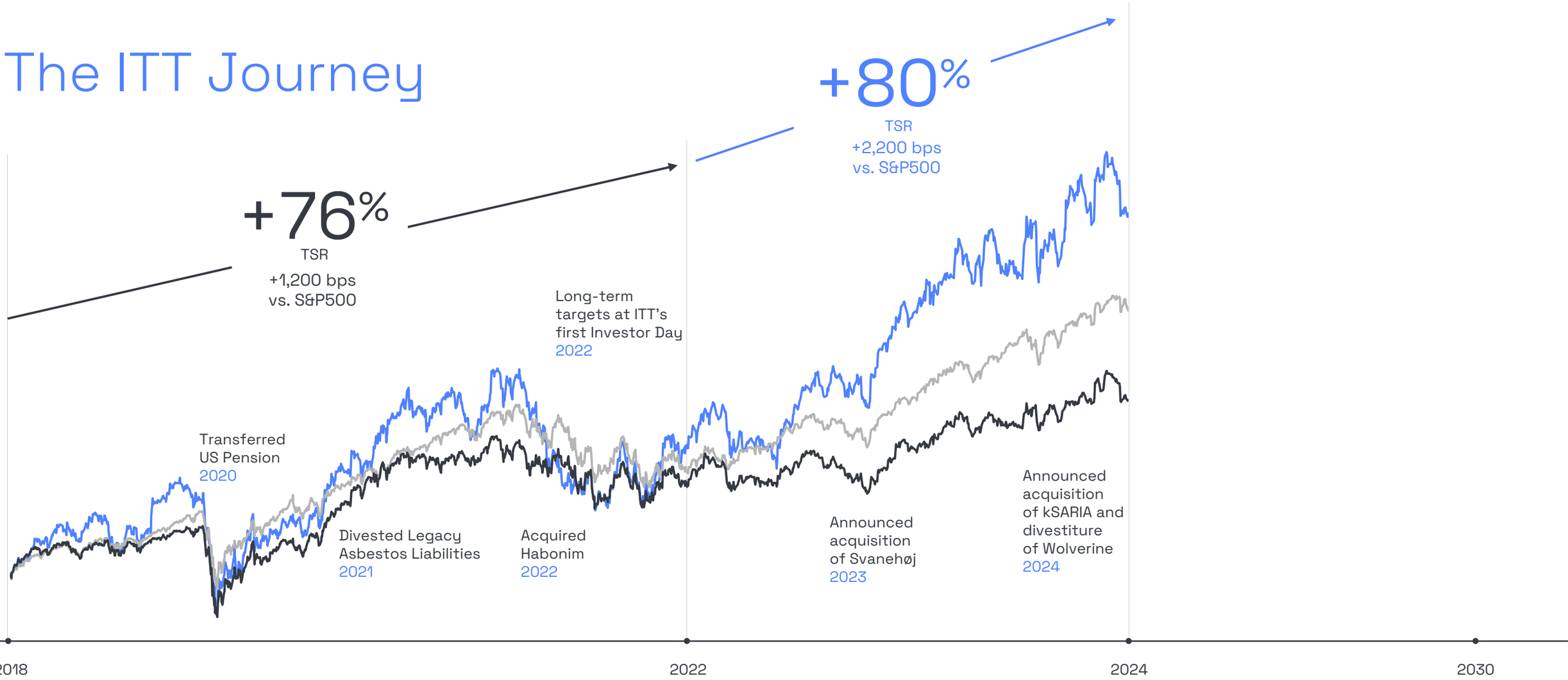
2018 2022 2024 2030

Building the Foundation

TSR for the period 12/31/2018 to 12/31/2024.

ITT S&P 500 index S&P MidCap 400

The ITT Journey



TSR for the period 12/31/2018 to 12/31/2024.

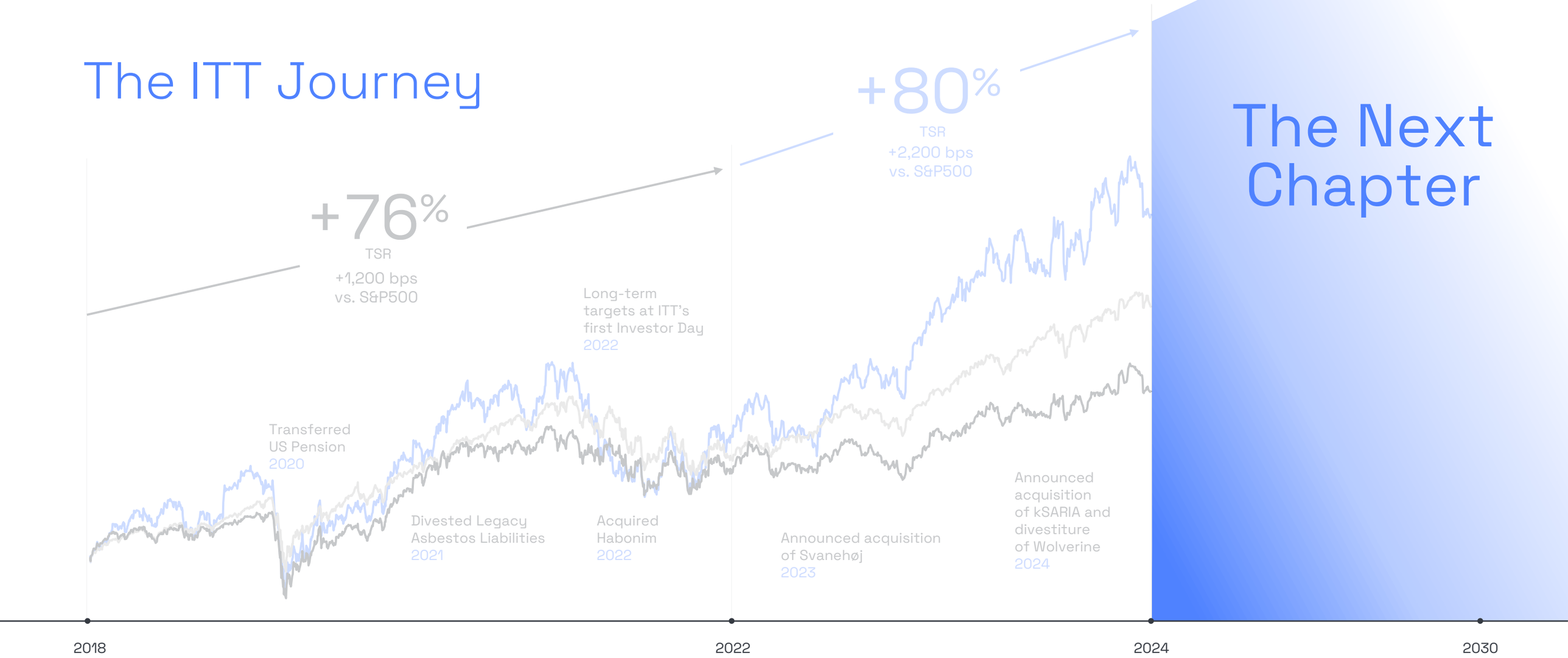
Surpassed Long-Term Targets

	Sales Growth	Adjusted Operating Margin	Adjusted EPS Growth	Free Cash Flow Margin
Committed	5-7% CAGR	~18.5% [1]	10%+ CAGR	11-13%
Delivered	9% Organic CAGR	18.7% Excluding M&A (2024)	13% CAGR	12% (2024)

Two Years Ahead of Plan

Long term targets introduced at 2022 Investor Day, delivered over time period FY 2021 to FY 2024, excluding the impact of M&A on margin.
1. Reflects transition in company's 2026 target segment operating margin (previously 20%) to adjusted operating margin made in Q4 2023.

The ITT Journey



The Next Chapter

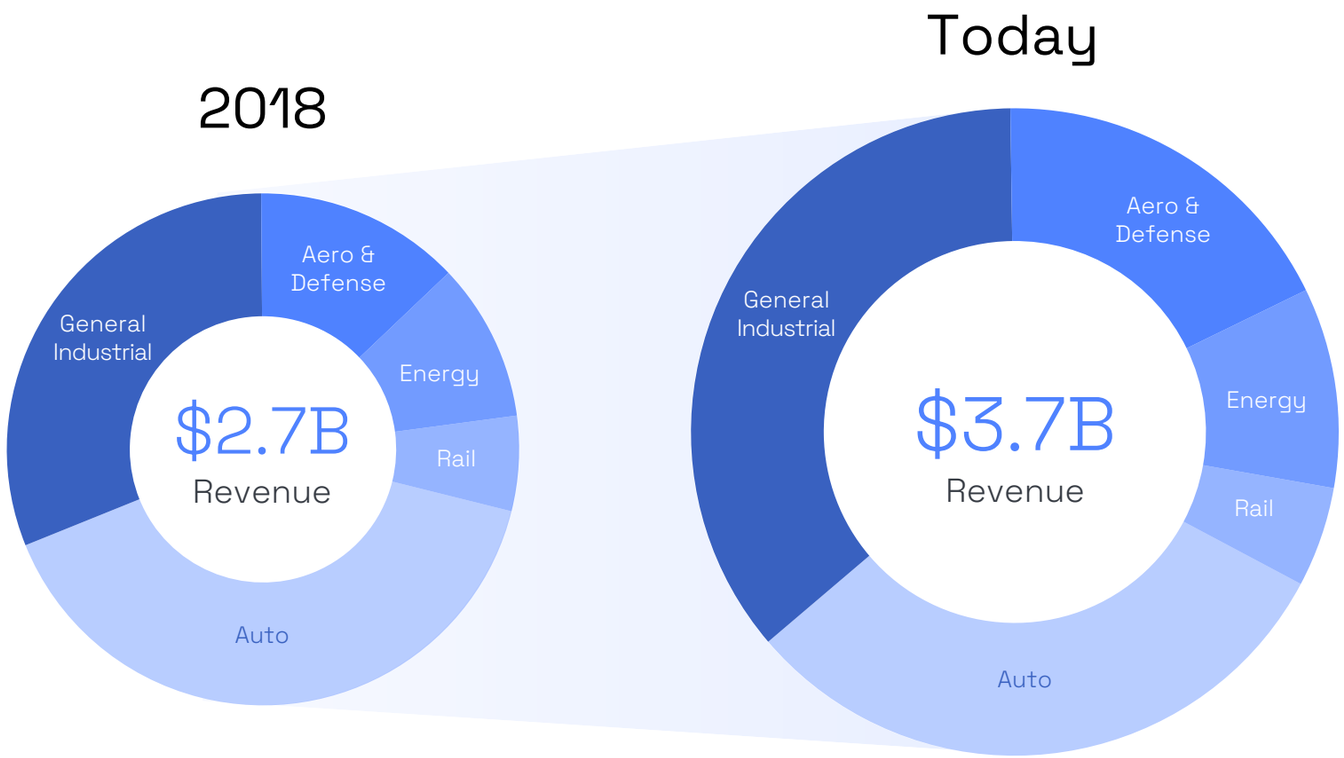
Building the Foundation	Organic Value Creation whilst Building M&A Muscle	Compounding Growth

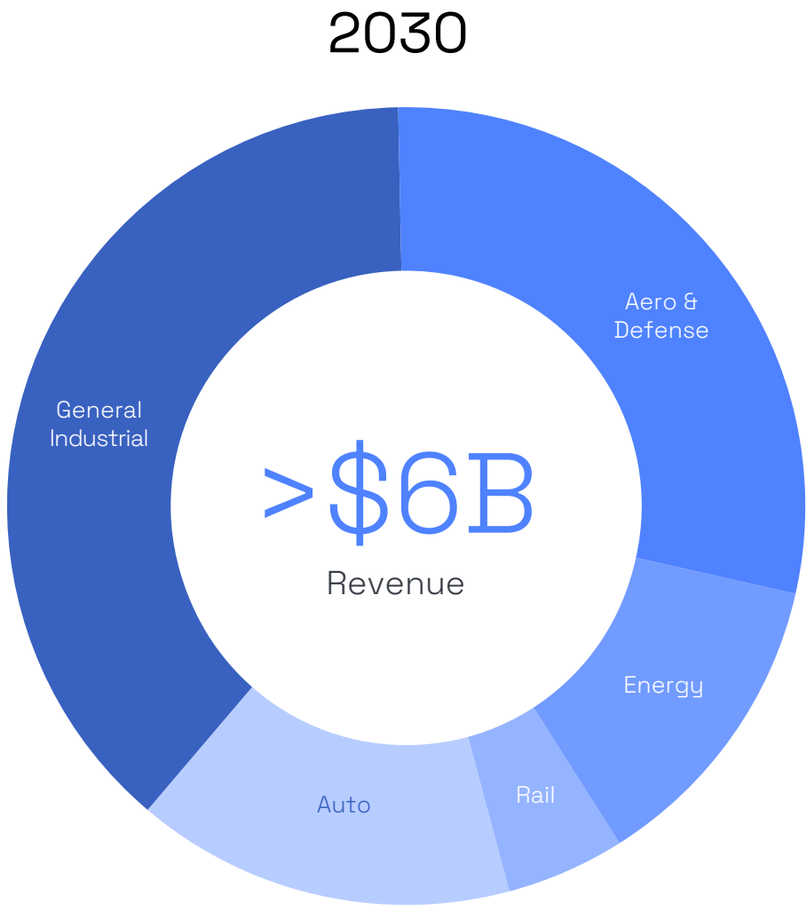
TSR for the period 12/31/2018 to 12/31/2024.

ITT · S&P 500 index · S&P MidCap 400

Enterprise Strategy and Portfolio Evolution

Enterprise Strategy and Portfolio Reshape





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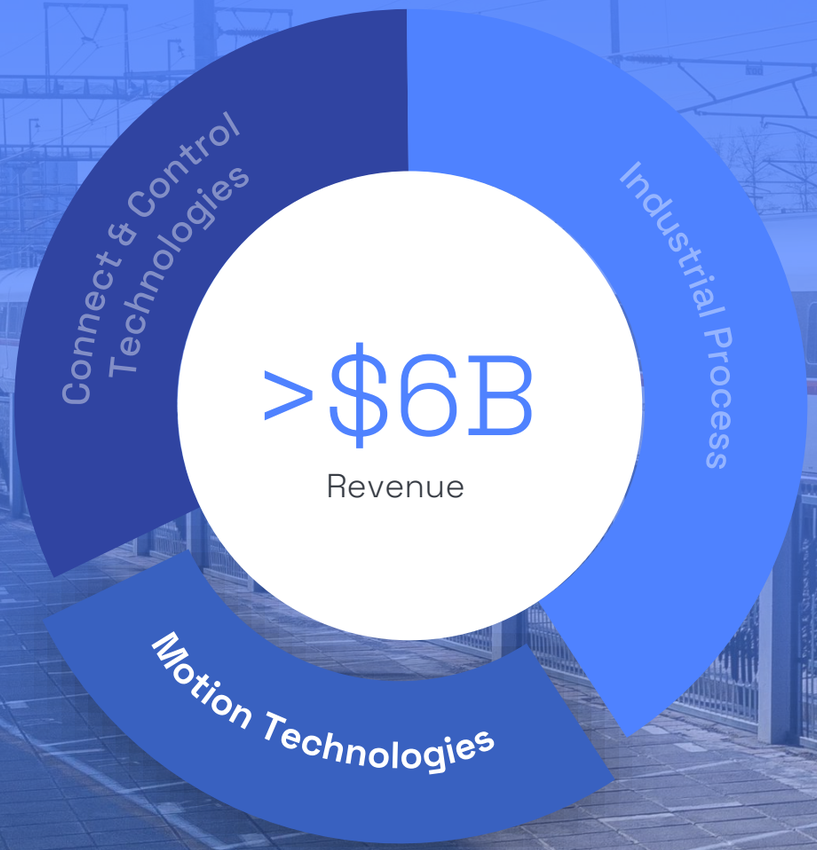
2030 Portfolio



Motion Technologies

- Vehicle production expected to reach previous record in 2030
- Global electrification continues driven by consumer demand and energy transition
- Increased investments in rail modernization and high-speed infrastructure

2030 Portfolio

Connect & Control Technologies

- Increasing global defense spend
- Defense modernization in U.S. driving higher, more complex technological requirements focused on data, speed and size for connectors
- Increase in passenger miles flown driving recovery in aerospace

2030 Portfolio

Industrial Process

- Manufacturing reshoring and efficiency drives capital investments
- Energy growth investments in Middle East and Asia, including green projects
- Svanehøj strong multi-year growth driven by energy transition

The Next Chapter

01

Organic growth and margin expansion

02

Compounding with M&A

Long-Term Organic Growth Drivers

Outperformance

Growing End Markets

- Growing funnel of energy transition
- Transition to future fuels
- Increased global defense spend and modernization
- Continued Aerospace recovery
- Rail infrastructure and high-speed investments

Market-Leading Positions

- Friction best-in-class quality and on-time delivery
- >1.6M pump installations providing recurring aftermarket revenue
- Connectors customization and development speed
- KONI leading positions on high-speed rail platforms

Differentiation through Execution

- Safety, Quality, Delivery, Cost (SQDC) framework
- Pump project excellence; 98% Saudi on-time performance
- Rapid connector prototype development (in days)

Differentiation through Innovation

- VIDAR, revolutionary industrial motor adds $6B addressable market
- Friction material science leadership driving out-performance
- Higher technological require-ments in Connectors for data, speed, and miniaturization
- Automated rail coupling; large European addressable TAM

Long-Term Margin Expansion

2024 Operating Margin by Manufacturing Site

>150 bps

with higher performing sites continuous improvement

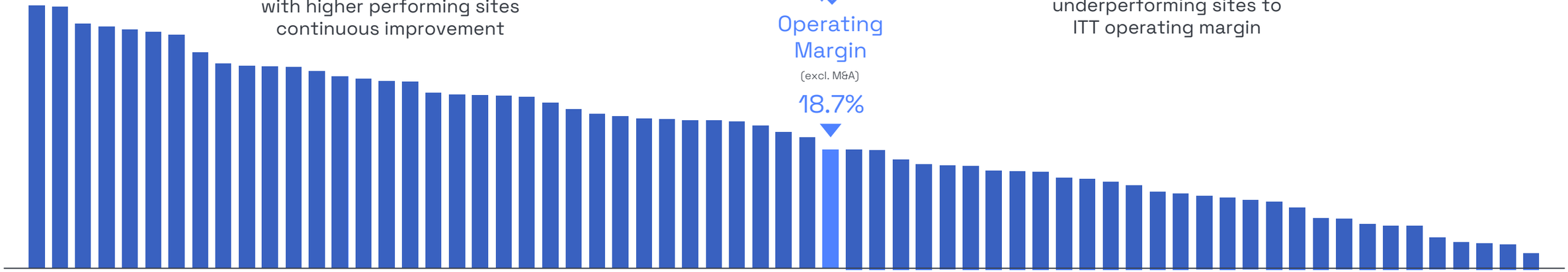
and Further Opportunities Remain

Operating Margin (excl. M&A) 18.7%

~400 bps

underperforming sites to ITT operating margin

Opportunity



Lean, Automation, Technology and Machine Learning

Unprecedented Granularity

Entrepreneurial Culture

Building the M&A Machine

Building the Team

- Recruited Bartek in 2021, extensive M&A and strategy experience
- Built and strengthened segment strategy teams organically
- Began ITT ventures program; enhanced focus on VIDAR

Building the Strategy

- Building scale in each segment
- Focus M&A growth on attractive, high growth flow and connectors
- Shift portfolio towards flow and connectors and reduce automotive exposure

Building the Muscle

- Strong returns with Habonim, despite conflict impacts
- Early signs from Svanehøj and kSARIA are encouraging
- Early results confirm deal rationale

Compounding with M&A

Capital Deployment

- Expect to deploy $500M to $700M annually to acquisition

Clear Criteria

- Expand portfolio toward higher growth, higher margin flow and connector assets
- Targeted acquisitions aligned with long-term macro trends
- Strategic fit and market attractiveness
- Leadership in highly engineered, critical components
- Strong company and management team

Acquisition Targets

Growth Profile

HSD to LDD growth

Gross Margin

30% - 40%

ROIC

>10% between year 3 and 5

Target Leverage Range

up to 2.5x

Organic Growth

&

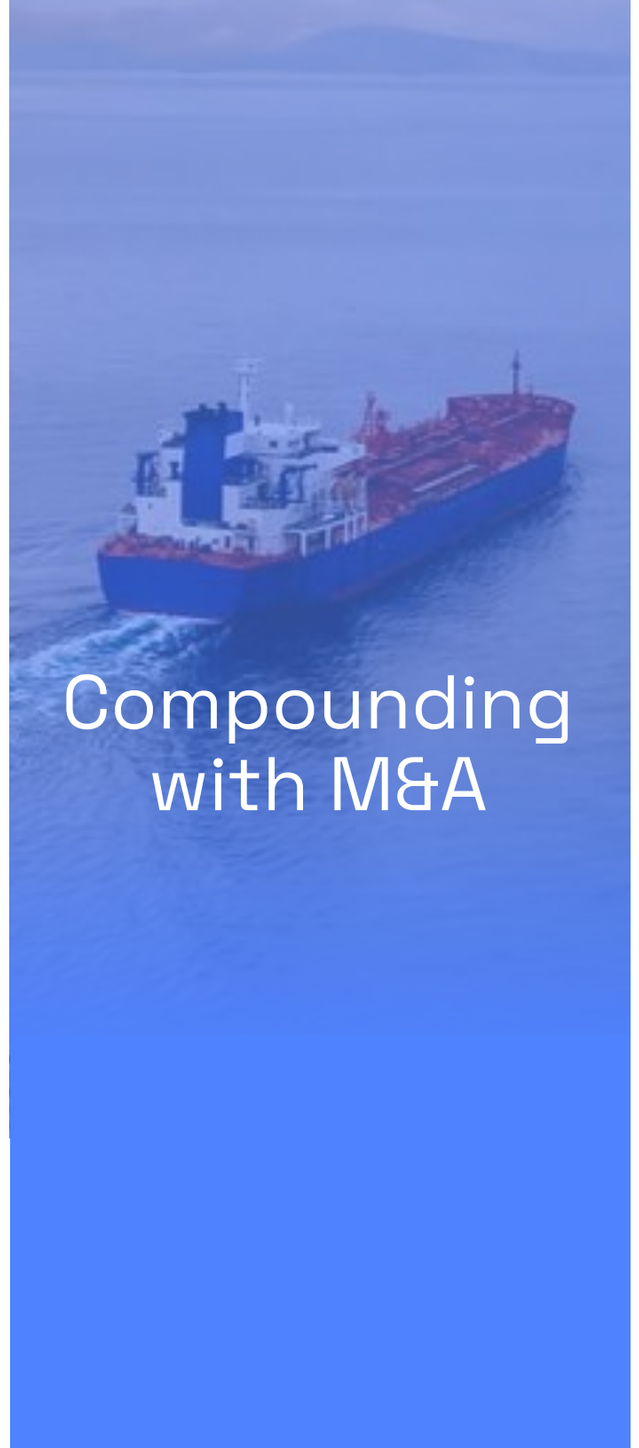
Margin Expansion

Compounding with M&A

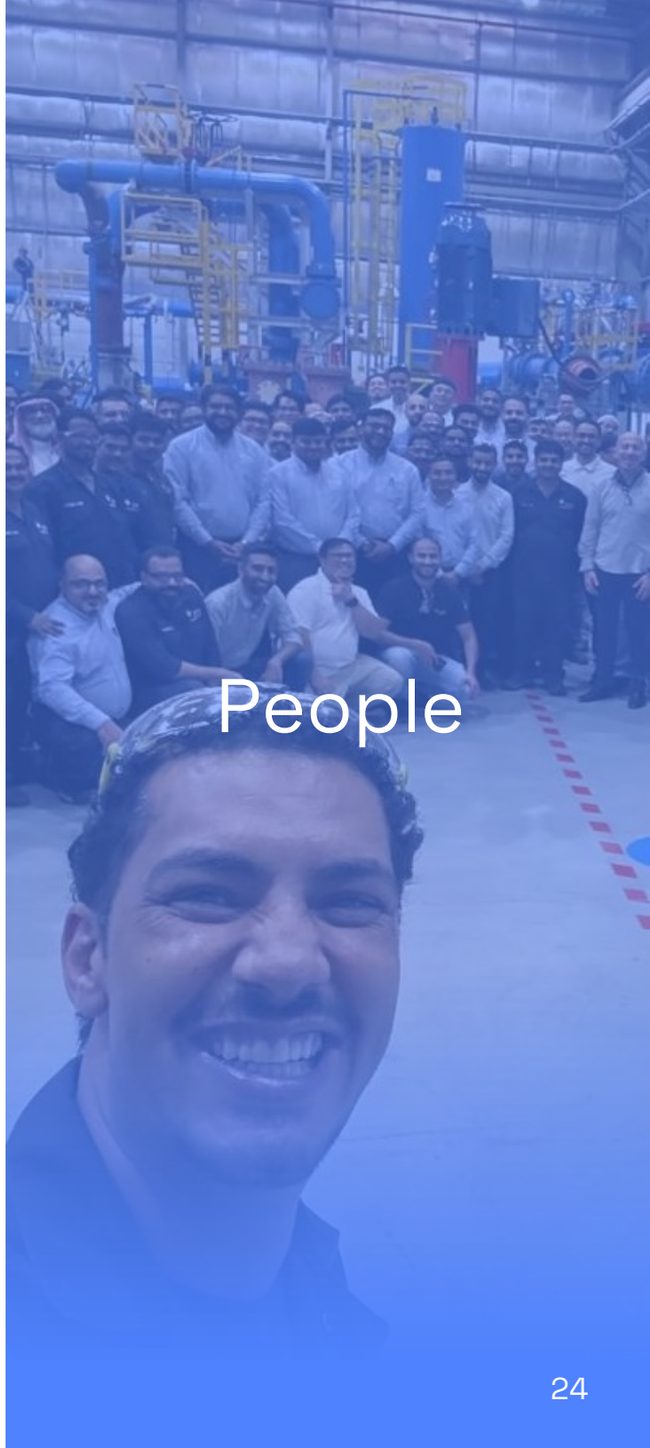
Organic Growth

&

Margin Expansion



Compounding with M&A



People

High Performance Leadership Team & High Performance Board of Directors

Recently Added

Independent Chair

Leadership Team

Luca Savi
CEO and President

Emmanuel Caprais
SVP, CFO

Lori Marino
SVP, Chief Legal Officer

Emrana Sheikh
SVP, CHRO

Davide Barbon
SVP, President,
MT and ITT Asia Pacific

Michael Guhde
SVP, President,
Connect & Control Technologies

Bartek Makowiecki
SVP, Chief Strategy Officer, and President, IP

Nicola Maricelli
VP, Global Supply Chain

Board Of Directors

Timothy Powers
Former Chairman, President and CEO, Hubbell, Inc.

Kevin Berryman
Former CFO and President, Jacobs Solutions, Inc.

Maggie Chu
SVP and CHRO, Littelfuse, Inc.

Douglas DelGrosso
Former CEO, Adient plc

Nazzic Keene
Former CEO, SAIC

Rebecca McDonald
Former CEO, Laurus Energy, Inc.

Sharon Szafranski
EVP, Welding Segment, ITW

Christoper O'Shea
CEO, Centrica plc

Donald DeFosset
Former Chairman, President and CEO, Walter Industries

Combining Diverse Perspectives and Deep Expertise with Unprecedented Granularity and Execution

Pro forma Board of Directors immediately following ITT Annual Shareholder Meeting on May 21, 2025.

High Performance Leaders

Speaking Today

Hamdy Salem
VP and General Manager,
Goulds Pumps

Art Dunn
VP and General Manager,
Global Connectors

Luca Martinotto
General Manager,
Friction Technologies

Dan Kernan
VP and General Manager,
VIDAR

Søren Kringelholt
Chief Executive Officer,
Svanehøj

Michael DiPoto
President,
kSARIA

Kasturi Rangan
Group VP and General Manager,
Specialty Products

Diverse perspectives, deep expertise driving flawless execution

~80 years of combined experience at ITT

2030 Targets

Base Business

Revenue Growth	Adjusted Operating Margin	Adjusted EPS	Free Cash Flow Margin
>5% CAGR	~23% Adjusted EBITDA Margin >25%	>$11	14-15%

Compounding with M&A

Revenue Growth	Adjusted EPS
~10% CAGR	>$12

Organic Growth

&

Margin Expansion

Compounding with M&A

Organic Growth

&

Margin Expansion

Compounding with M&A

Differentiation Through

Execution **Innovation** **M&A**

Differentiation through Execution

IP | Saudi Growth and Execution	**Hamdy Salem** Global VP, Goulds Pumps
CCT | Connectors R&D	**Art Dunn** General Manager, Global Connectors
MT | The Friction Playbook	**Davide Barbon** President, Motion Technologies and ITT Asia Pacific

What Execution Means at ITT

01

Putting the **customer at the center** of everything we do

02

Relentless and **tireless granularity focus**

03

Continuous improvement over and over

04

One size does **NOT** fit all

05

Entrepreneurial mindset and **agility**

06

Developing **Higher Performing Culture**

Industrial Process Saudi

Differentiation through **Execution**

Topic

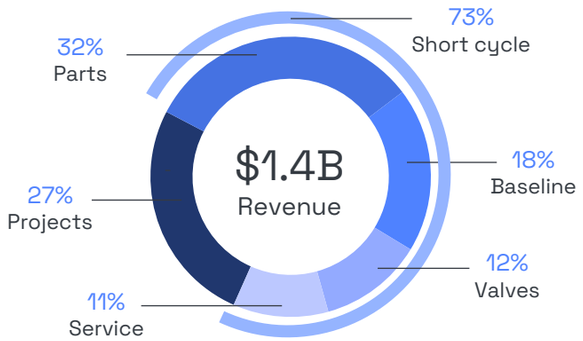
Flawless pump project execution and continuous improvement culture

Hamdy Salem
Global Vice President,
Goulds Pumps

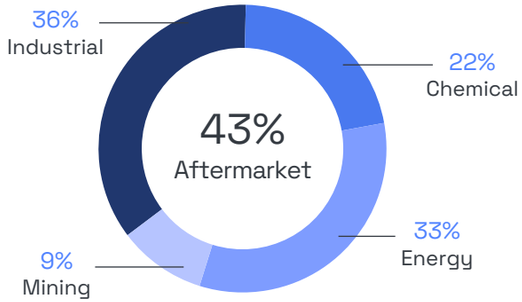
Industrial Process Overview

A Global Leader in Centrifugal and Twin-Screw Pumps and Engineered Valves for **Chemical, Energy, Mining and Industrial**

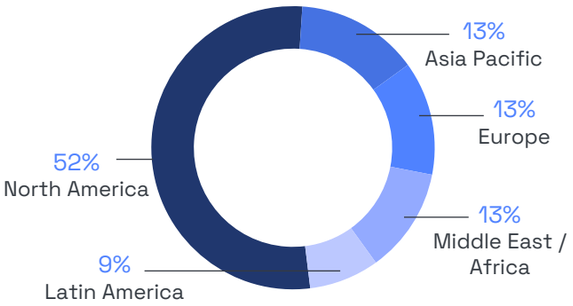
Revenue by Segment



Revenue by End Market



Revenue by Geography



Long-Term Value Creation

+16%
Order Growth CAGR
2021 – 2024

2x
Increase in Backlog
2021 – 2024

21%
Adjusted operating margin

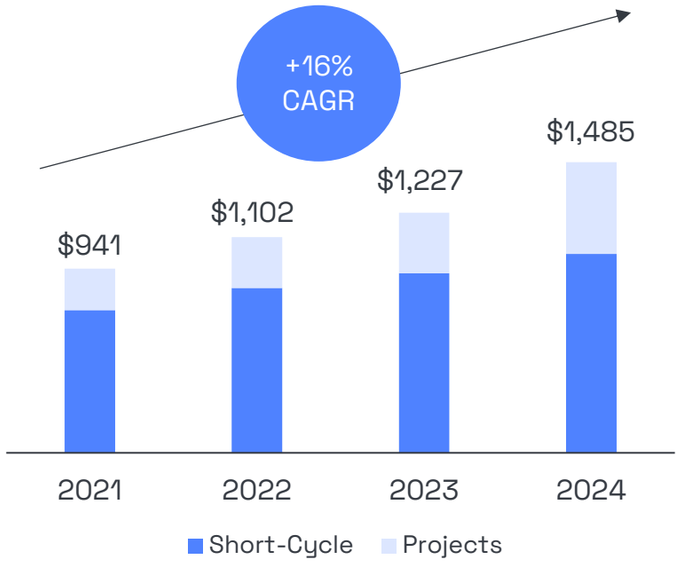
- Focus on the fundamentals through SQDC
- Flawless project execution and best in class service
- Leader in ANSI centrifugal pump business in North America
- Large installed base (>1.6M global pump installations)
- Unique multiphase pump technology

All figures for the year ended Dec. 31, 2024 unless otherwise stated. All results are unaudited.
ANSI: American National Standards Institute
SQDC: Safety, Quality, Delivery, Cost

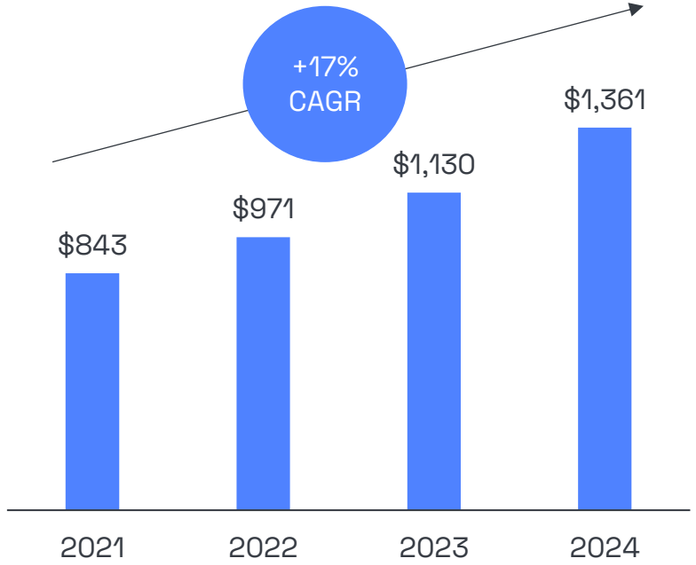
Industrial Process Financial Performance

- Unwavering dedication and commitment to customers from start to finish
- Cost control via scope management and change management
- Superior execution and project management
- Consistently delivering quality products on time and within budget

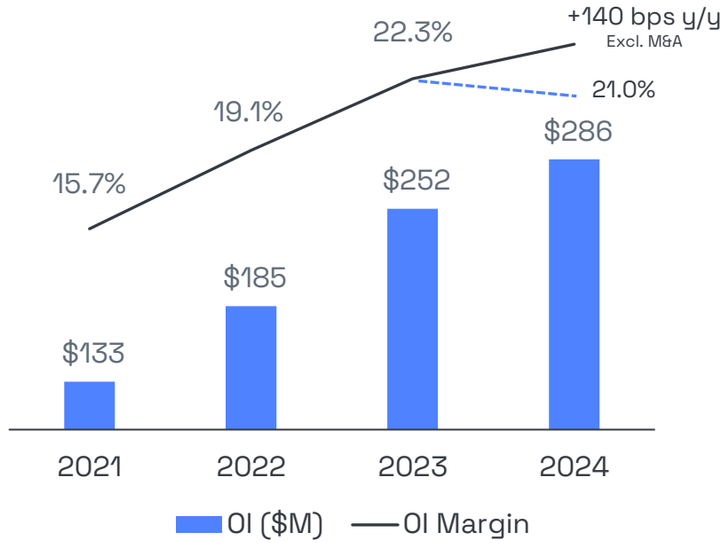
Orders ($M)



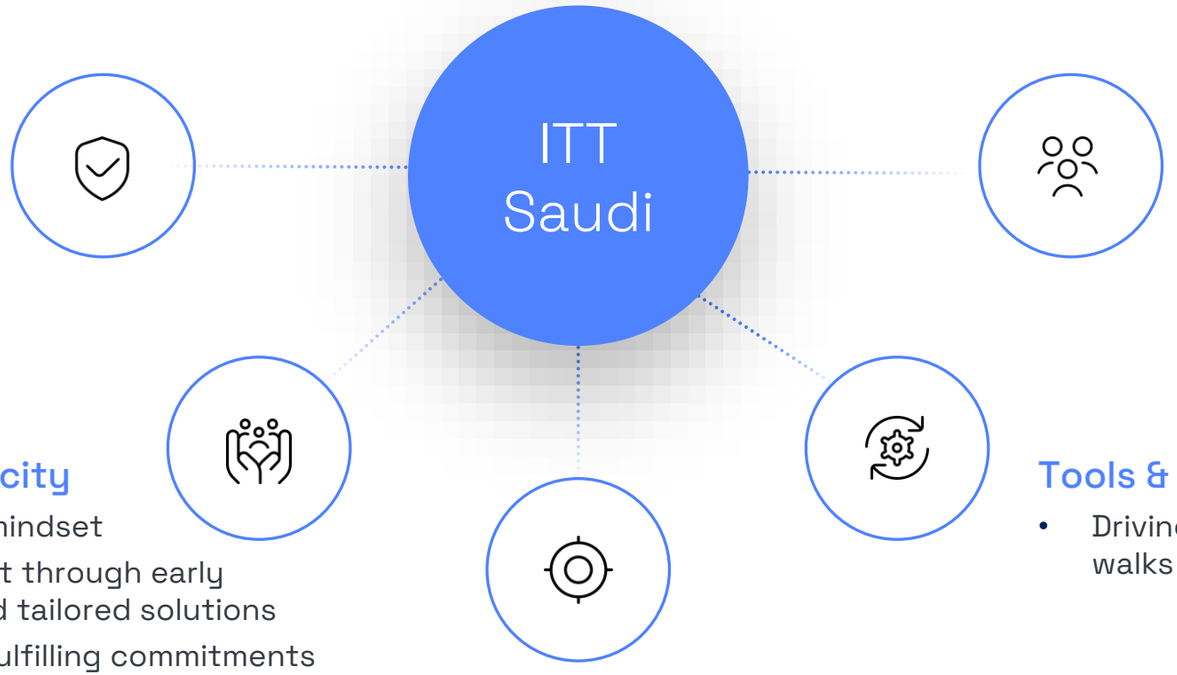
Revenue ($M)



Adjusted Operating Income and Margin ($M)



Best-in-Class Execution



Safety, Quality, Delivery, Cost

- Safety-first, employee-driven
- Unmatched QA/QC, built into every step
- Pride in ITT-branded projects

People

- Talented team, driven by hunger and meritocracy
- Empowered, solutions-oriented
- Continuous training and development

Customer Centricity

- Customer-first mindset
- Engineering trust through early engagement and tailored solutions
- Results driven, fulfilling commitments

Tools & Processes

- Driving efficiency through LEAN, GEMBA walks and project management tools

Localization

- Able to better control costs and materials
- Reinforces Saudi's goal of more in-Kingdom activities
- Regional reputation as premium supplier

QA/QC: Quality Assurance and Quality Control; LEAN: Manufacturing system to eliminate waste, maximize productivity; GEMBA: Concept in lean manufacturing to identify and eliminate waste

ITT Saudi Performance

Safety

650+

Days Without A Safety Incident
Through May 2025

Quality

0.08%

COPQ / Revenue 2024
20% improvement since 2019

Delivery

96%

On-time Delivery
Since 2019

Growth

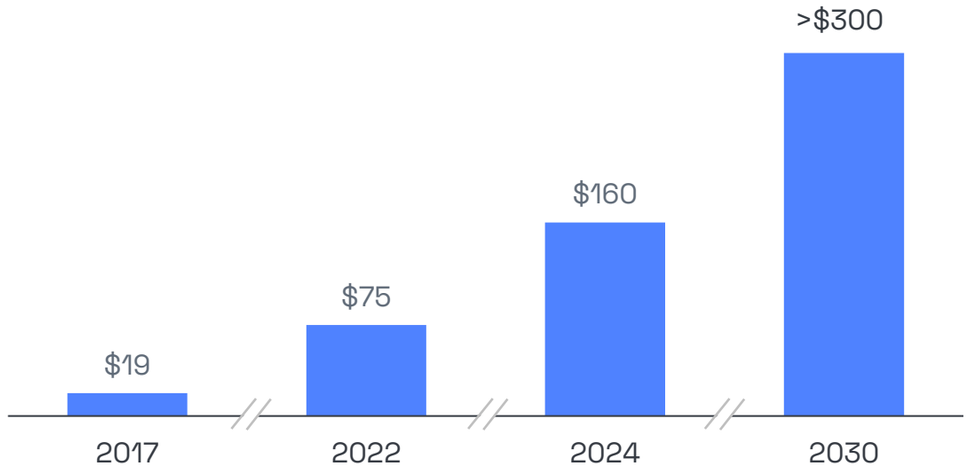
91%

Order Win Rate
2024

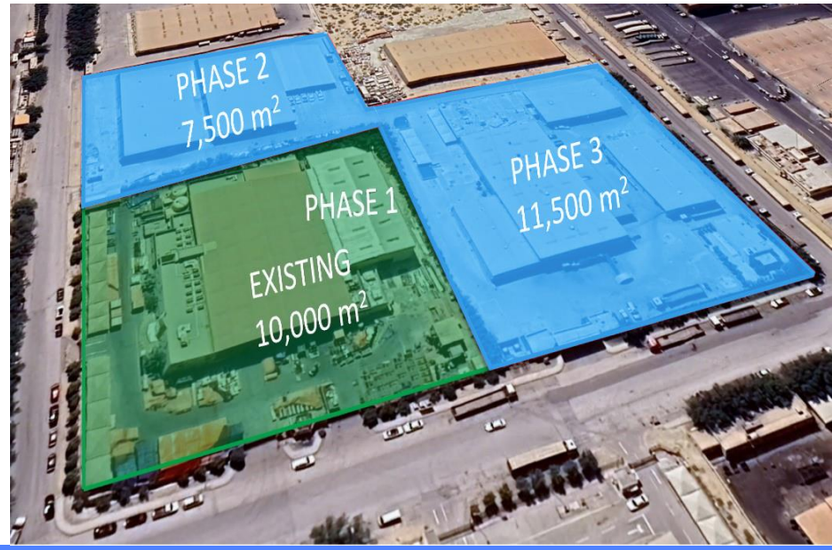
COPQ: Cost of poor quality

Investing in the Future

Orders ($M)



Shop Floor Expansion



2023
Phase 1 Complete
New testing facility

2025
Phase 2
New product expansion

2027
Phase 3
Further localization

Achieving outstanding profitable growth through execution and a customer-centric approach and the investment continues

Connectors R&D

Differentiation through **Execution**

Topic

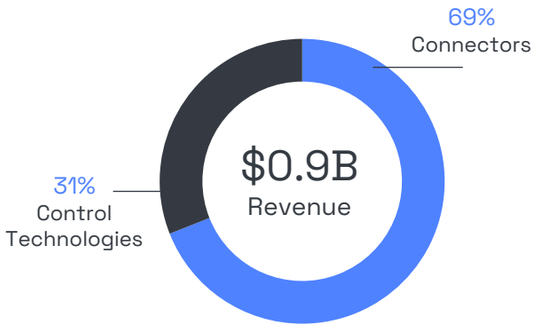
Customization and rapid prototyping of mission critical connectors

Art Dunn
General Manager,
Global Connectors

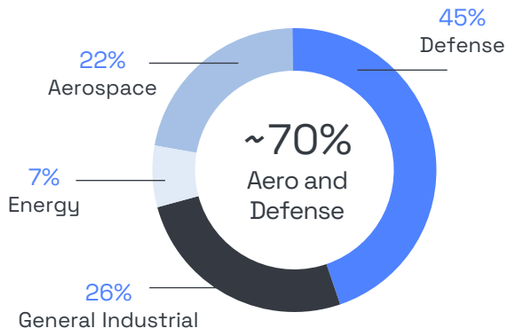
Connect & Control Technologies Overview

Leader in Critical Applications for **Aerospace, Defense and Industrial Markets**

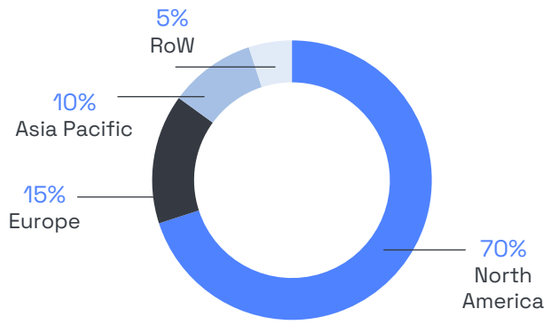
Revenue by Segment



Revenue by End Market



Revenue by Geography



Long-Term Value Creation

>$4B

Addressable A&D Connector Market

+9%

Organic Orders Growth CAGR

2021 – 2024

+11%

Organic Revenue Growth CAGR

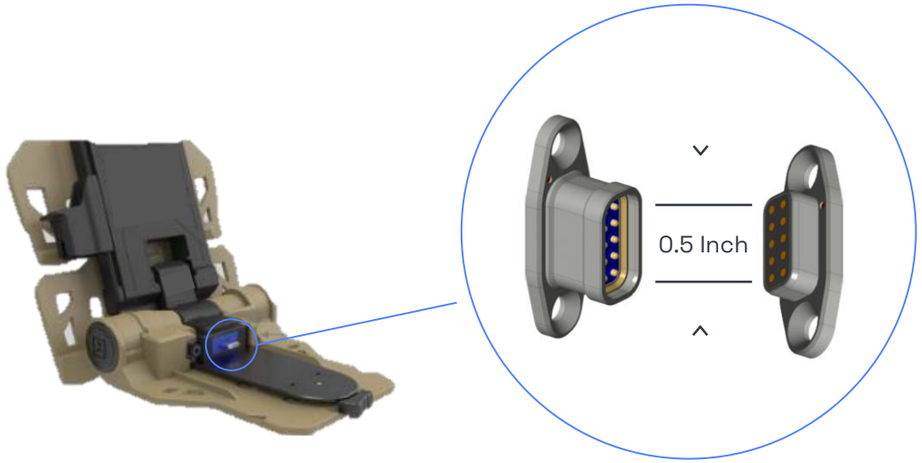
2021 – 2024

- High performance products and tailored solutions for critical aero, defense and industrial applications
- Strong brands in attractive, growing end markets
- Effective late-stage customization and responsiveness
- R&D investments and innovation driving growth

Represents composition of pro forma revenue for 2024 to include recent kSARIA acquisition. All results unaudited.
A&D: Aerospace & Defense

Tactical Communication Hub

A complete soldier worn interconnect solution



USB-C Pogo-Pad Connector

Execution with Agility and Speed

01

US Army tactical comms hub failed due to interconnect issue in harsh conditions.

02

Issue resolved with ITT's custom solution in **48 hours**

03

Delivered proprietary ruggedized break-away miniature connector

04

Rapid approval resulted in **$10M annual revenue** over program life

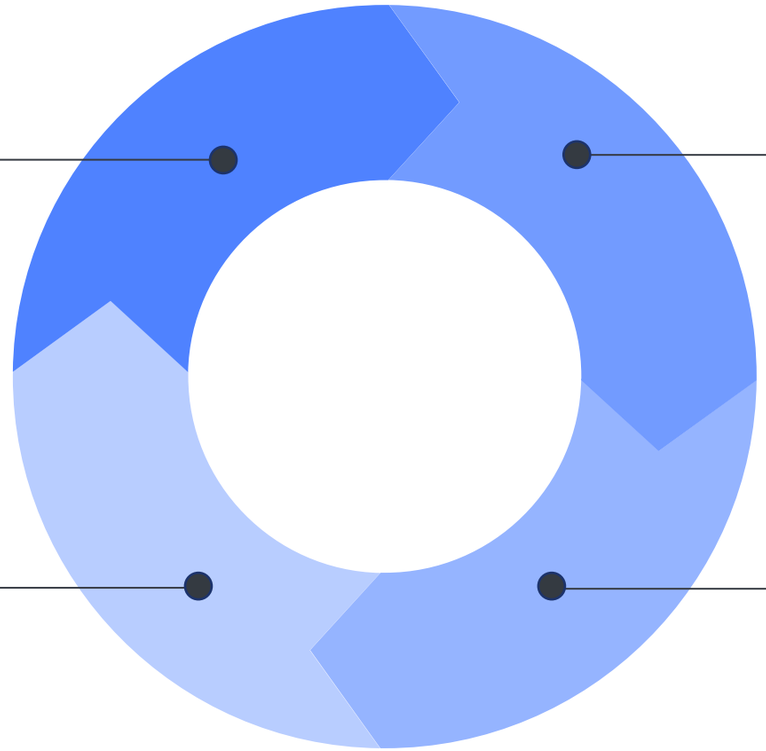
Delivering a combination of MKJ, HDX and Nemesis connectors for a complete soldier worn interconnect solution

Connectors Rapid Engineering Cycle

New Product Introduction

ITT **consolidates and commercializes its intellectual property** and delivers **new product launches** with broad market appeal

- 53 New Projects in last 2 years



Customer Engagement

Early engagement and product launches draws customers into partnership with ITT

- 34% growth in **new product orders in 2025**

New Technology Development

ITT develops new technologies to address application-specific challenges with speed

- **State of the art laboratory** co-located with development team enables **agility** and **speed**

Customization

Customers **challenge ITT to resolve** their difficult interconnect engineering challenges

- **Industry leading response times**
- **Concept to Prototype** in **2 weeks**

Differentiation through **Execution**

Topic

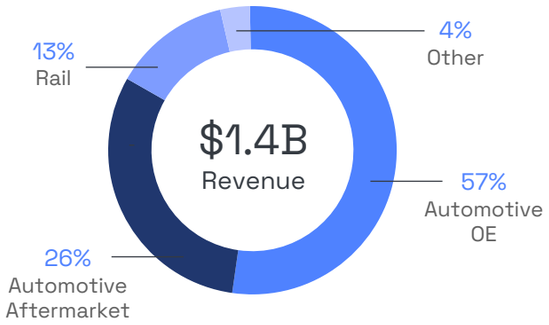
Excellence in product and process drives sustained outperformance

Davide Barbon
President, Motion Technologies and ITT Asia Pacific

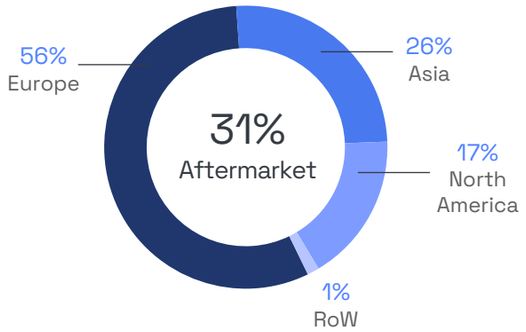
Motion Technologies Overview

Global Leader in Brake Pads and Shock Absorbers for **Transportation**

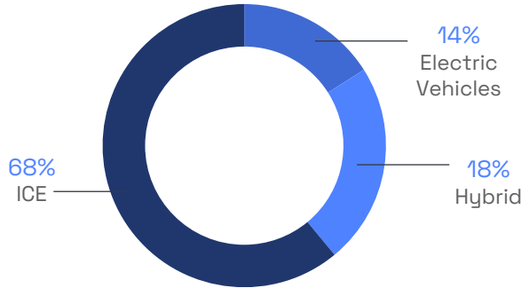
Revenue by End Market



Revenue by Geography



Friction OEM Sales by Powertrain



Long-Term Value Creation

~4,500 bps
Friction OE Outperformance
cumulative since 2017

+6%
Organic Revenue
CAGR
2021 - 2024

>30%
Friction OE Global Market Share

>20%
Adj. Operating Margin
2025E

- Unmatched quality and on-time delivery
- Highly automated world-class production process
- Flawless industrialization through R&D and manufacturing
- Cost advantage through concentrated footprint
- Leadership in R&D and material science

OE: Original Equipment; Represents composition of pro forma revenue for 2024 to exclude recent Wolverine divestiture. All results unaudited.

Premier Customer Experience

100% Flawless Launches
~99% OE On-time Delivery

Cost Advantage

In Region for Region
Concentrated Manufacturing Footprint

Speed

From Development to Flawless Launches: The Fastest

Material Science Leadership

Patents And Trade Secrets

High Performing Culture

Service Leadership
Entrepreneurial Mindset
Humility + Hunger

Superior Manufacturing & Automation

ONE Technology, ONE Process, ONE System

Unprecedented Continuous Improvement

30% YoY Improvement In Quality Defects (PPB)

R&D (Product + Process)

Integrated and One Industrialization Process

Friction Technologies

OE: Original Equipment; PPB: (Defective) Parts Per Billion

Operational Excellence: Journey Continues

Quality - PPB

2017	2024	2025 Target
1,936	398	200

From defective PPM (industry standard) to defective PPB
~80% reduction in 7 years

Flawless Product Launches

2017	2024	2025 Target
907	1,133	+1,200

Increased products portfolio with increased market complexity
100% flawless product launches

Prototypes Leadtime

2017	2024	2025 Target
10.9 days	3 days	55 hours

Lead time down by ~70%

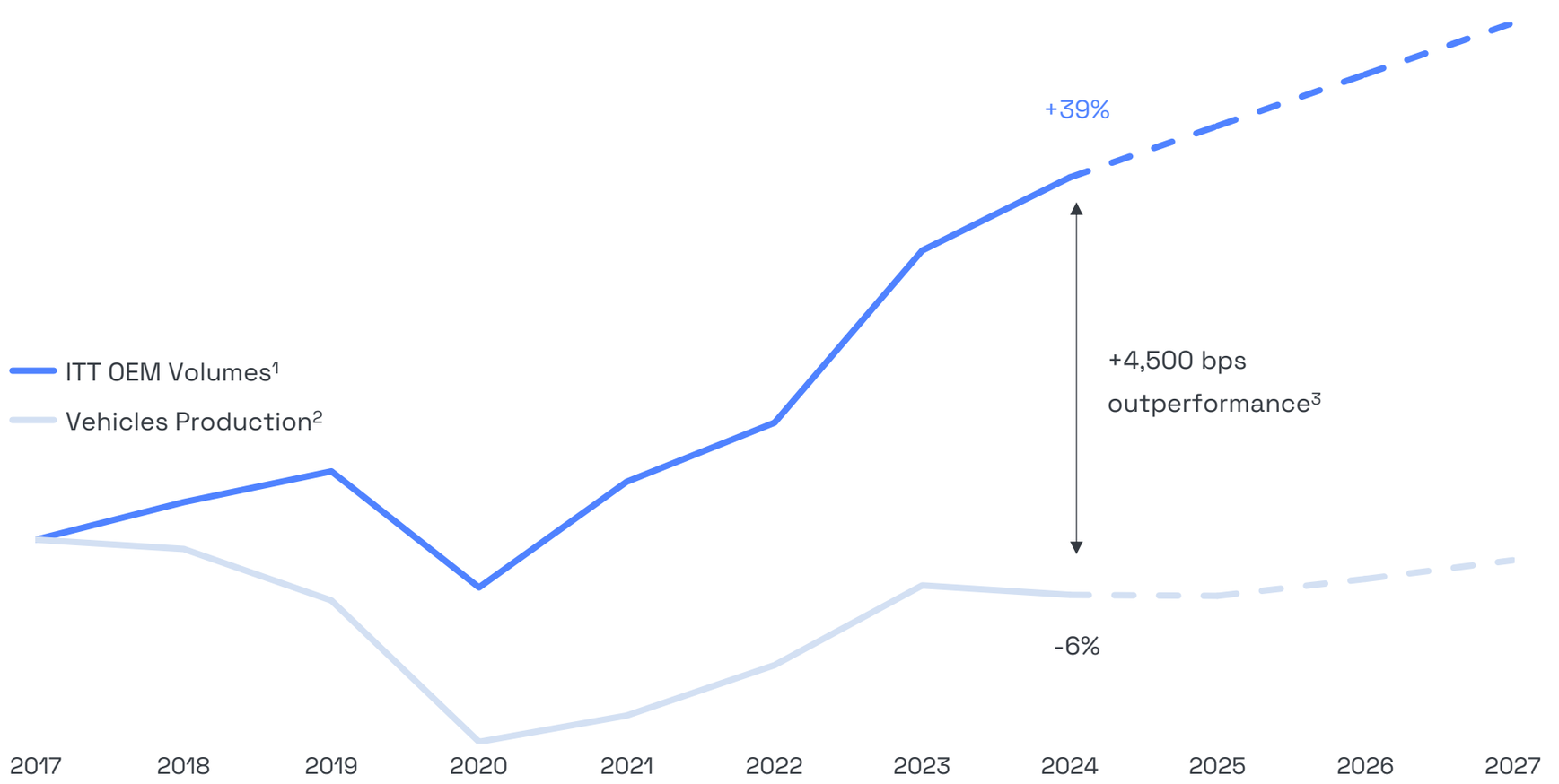
Robots vs Direct Blue Collars

2017	2024	2025 Target
0.6	0.7	0.8

Acceleration in automation with Termoli High Performance as a pilot for next-gen manufacturing

PPB: (Defective) Parts Per Billion; PPM: (Defective) Parts Per Million

Friction Outperformance



OE: Original Equipment; 1. Represents Friction OE volumes; 2. Source: S&P Global Light Production estimates; 3. Growth rates represent cumulative growth since 2017

Differentiation through Execution Takeaways

01

Putting the **customer at the center** of everything we do

02

Relentless and **tireless granularity focus**

03

Continuous improvement over and over

04

One size does **NOT** fit all

05

Entrepreneurial mindset and **agility**

06

Developing **Higher Performing Culture**

2025 Capital Markets Day

Differentiation through **Innovation**

Differentiation through Innovation

High Performance & Geo-Pad	**Luca Martinotto** General Manager, Friction Technologies
VIDAR	**Dan Kernan** General Manager, VIDAR
Defense Connectors	**Michael Guhde** Senior Vice President & President CCT

What Innovation Means at ITT

01

Proactively turning customer challenges into share gains

02

Product and process together

03

Innovation engine driving game-changing technologies

04

Critical components for safety, efficiency and connectivity

Friction Technologies

Differentiation through **Innovation**

Topic 01

Process Innovation:
High Performance

Topic 02

Material science:
Game Changing Geo-Pad

Luca Martinotto
General Manager,
Friction Technologies

Process Innovation
High Performance Segment

Process Innovation

Unique one-piece flow for low volume / high mix production

Manufacturing robot operating at our High Performance facility in Italy

AGVs operating at our High Performance facility in Italy

Enabling Technologies

- AGV based plant logistics
- Quick changeover setups
- Production auto-scheduling
- Human-free quality control
- Big data manufacturing
- Forklift-free plant

Enhanced plant efficiency

Higher machine utilization and lower CapEx

Improved safety and quality

Unprecedented level of automation

AGV: Automated Guided Vehicles

High Performance

Total Addressable Market

- 12M Brake Pads
- Low volume / high mix production
- Growing and profitable market segment
- Recognized ITT product and service

Execution

- 15 months from first stone laid to first pad produced
- Production began Q1 2025
- Continued flawless OEM launches

2023	2025	2030
0%	~5%	~30%
Market share	Market share	Target market share

Friction Technologies

Differentiation through **Innovation**

Topic

Material science:
Game Changing Geo-Pad

Breakthrough in Material Science: Geo-Pad

Material Science

- Friction set to introduce first ever inorganic green binders
- Geopolymers at the core of the formulation
- Geo-Pad will provide superior performance and reduce environmental impact

Geo-Pad vs. “status quo”

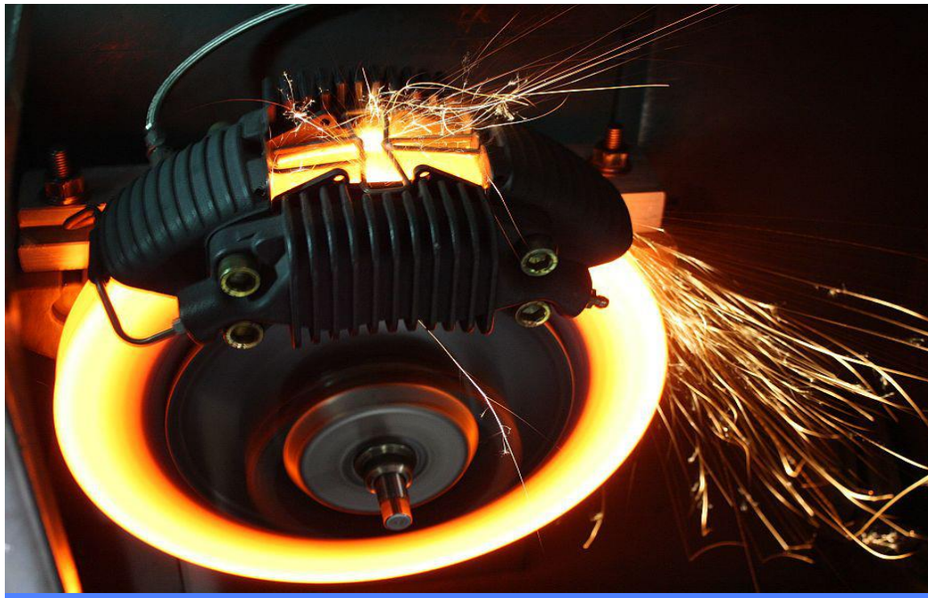
- Unique product performances
  - ~50% of proprietary component
  - ~30% less raw materials
- No ovens in production
- Streamlined process and supply base
- Supports green transition & CO_2 cuts

Breakthrough in Material Science: Geo-Pad

Launch Strategy

- China aftermarket pilot project in the field for 2 years
- First 2 OEMs approached in Europe
- First pilot with OE applications by end of 2025

ITT Execution



- Completed full product validation and assessment
- Installed initial manufacturing line
- Full patent coverage

Product and Process Together… for Cutting-Edge Innovation

VIDAR

Differentiation through **Innovation**

Topic

Game changing motor for industrial applications

Dan Kernan
General Manager,
VIDAR

Industrial Flow Control

Current State

$30B to **$60B** in Wasted Energy

$300B

Annual electricity spend on industrial pumps and fans

+10M

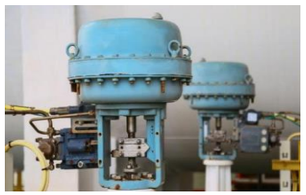
Industrial pumps and fans installed globally

A Game Changer

85%

Operate with fixed speed motors

- 100+ year-old technology
- Mechanical controls restrict the flow
- 30-70% wasted energy
- Reduces equipment lifespan

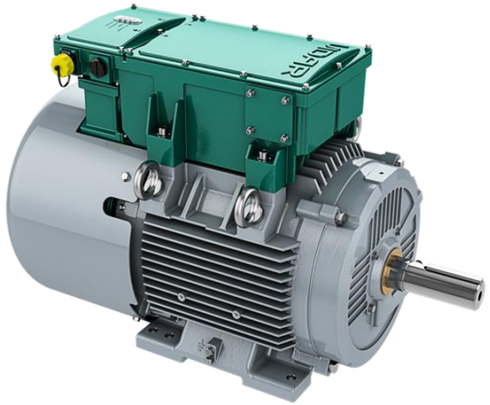
OR

15%

Operate with external variable speed drives

- Varies speed to control flow
- 30-70% reduction in energy
- Large and costly
- Requires space and clean room


VS.



VIDAR

- New industrial motor with embedded variable speed
- 30-70% reduction in energy
- 30-50% reduction in total installed cost vs VSD
- One-to-one replacement of existing motors
- Designed for harsh environments, no clean room

VSD: Variable Speed Drive

Clear Value Proposition

"After one year of the motor being in service, we have had vast improvement in process control as well as energy savings that has **nearly paid off the entire cost of the motor** … we are all firm believers in this new product. We've already purchased another."

Andrew Temple
Lead Electric Engineer,
Grain Processing Corporation

GPC

Grain Processing Corporation
Cedar Rapids, IA

Example Annual Returns (based on case study)

52%	~$20,000	1-2 year	159 tons	23 dB
Energy savings	Financial savings	Payback period	CO_2e reduction	Noise reduction

Based on 8,000 hr annualized run-time $0.079 / kWhr based EIA 2024 Industrial USA Energy Costs 0.709 tons CO2e per MWhr based on EPS Greenhouse Gas Equivalencies Calculator.

Where VIDAR plays

All Key Markets and Applications

Chemical

Pulp & Paper

General Industry

Food & Beverage

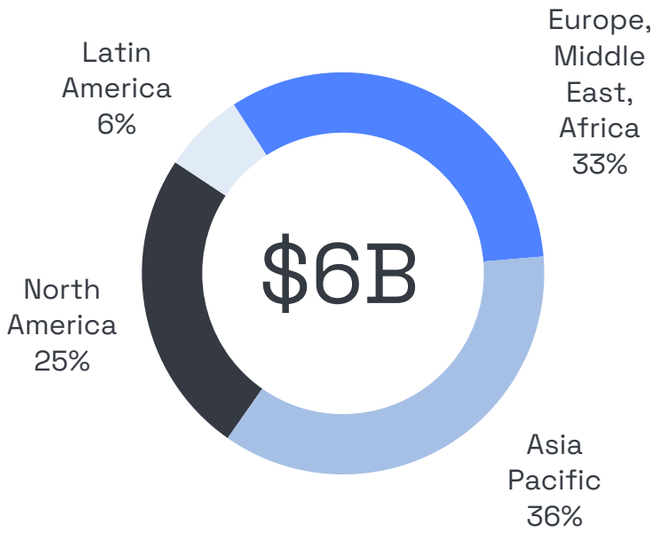
Municipal Water

Oil & Gas

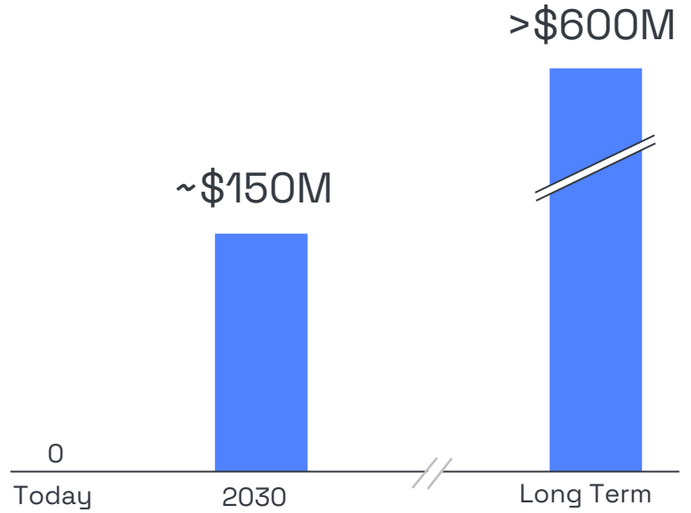
VIDAR Opportunity

- Game Changing Technology
- Only industrial motor with embedded variable speed drive
- New Growth Vector for ITT

Addressable Market



Projected Revenues [$M]



July 2025

First sales

~$150M

Expected business by 2030

>10%

Long term target market share
Accretive gross margins

Defense Connectors

Differentiation through **Innovation**

Topic

Agility, customization and speed meet strict customer needs

Michael Guhde
Senior Vice President
& President CCT

The Connectors Opportunity

Speed

Military radar and small form factor for **soldier worn** that require 10+ Gbps

Power

Aircraft electrification, eVTOL, and battery systems rely on rapid transmission **up to 1500 volt** at 400 amp

Density

For space-constrained applications, ITT delivers **50% smaller and lighter solutions** than legacy systems

Temperature

For space and propulsion system / engine applications ITT achieves **up to 600°C**

eVTOL: Electric Vehicle Take-off and Landing

European Defense Prime

European Defense Prime looking to reduce a communication device to 1/3 the size of the original design

ITT was first to engage with the customer, presented concept within one week and prototype within 6 months, outpacing competition

Successfully delivered innovative solution that met the customer's needs – C5 Warrior

Customization Combined with Rapid Prototyping

Size and weight constraint

Reducing the size and weight of the communication device by 1/3

High density connectivity

Handling a high number of connections within a limited footprint 6 to 31 pins

Rugged and reliable

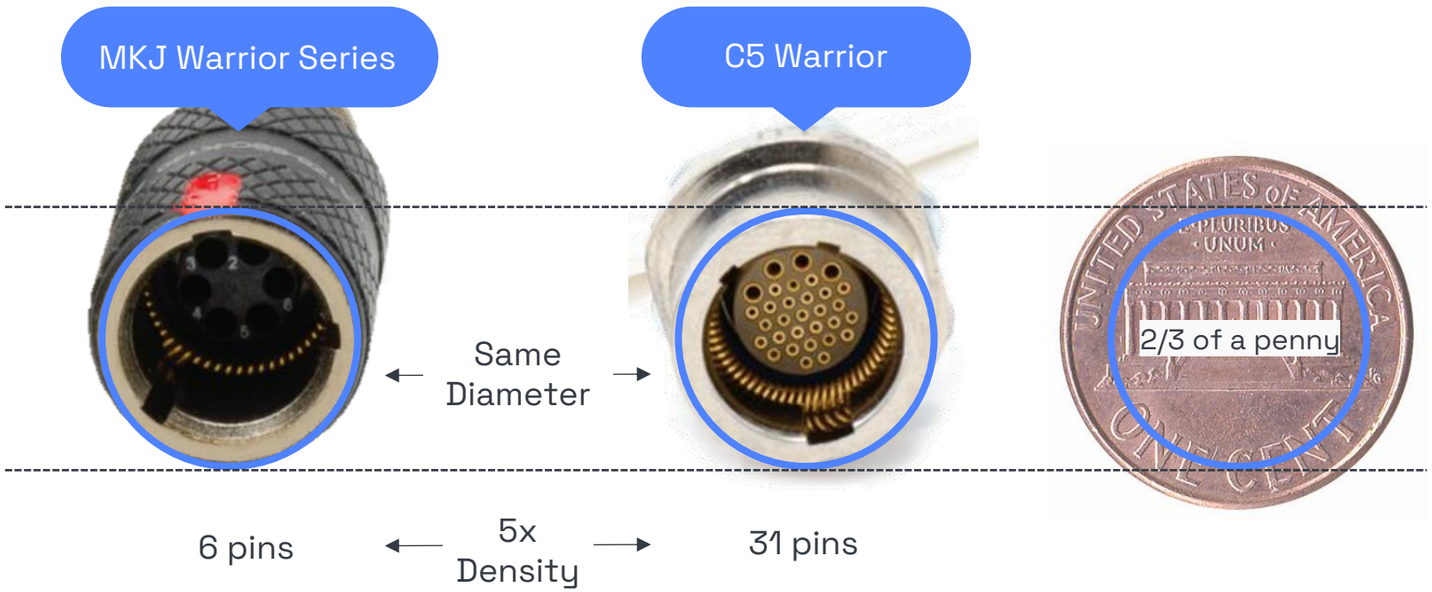
Harsh environment high-speed data transmission (10 Gbps) and power delivery (100 Watts)

Small Form Technology

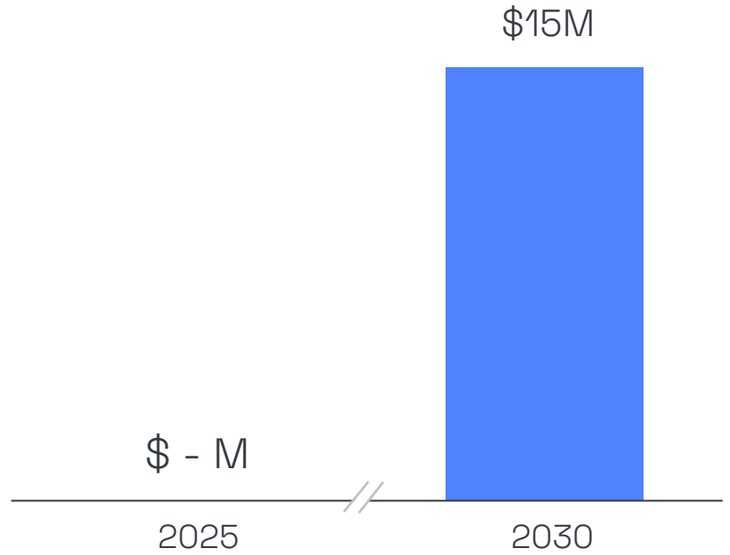
Small Form Factor Solution, delivering 3-6 times higher density

11 months from custom solution to new product introduction, in comparison to typical product development timeline of 2 years

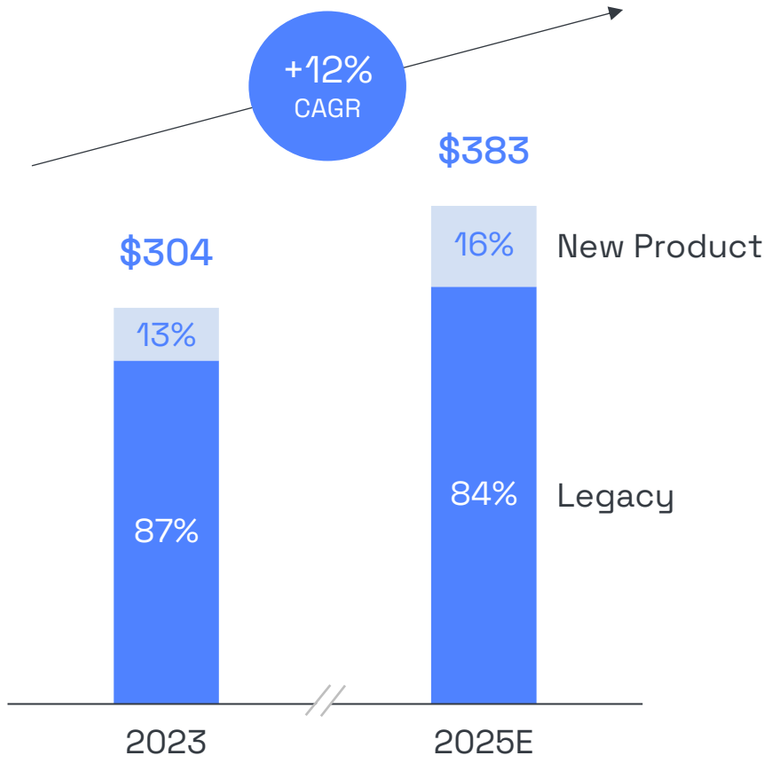
Innovation and Speed



C5 Warrior Revenue Forecast



New Product Growth

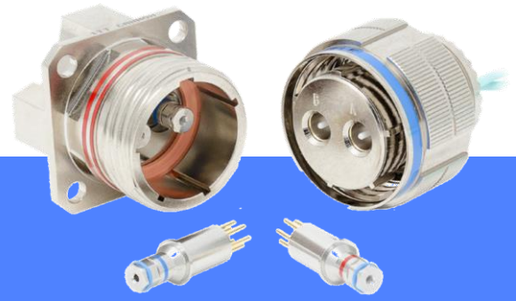


Orders ($M) and % Contribution to Growth

Innovation as Growth Engine

Total North America new product orders growing at 25% CAGR 2023-2025E

Platform innovations delivering a growing proportion of ITT's connector orders



Cu-Light series: Copper to Fiber Conversion

Hi-speed connector enables seamless transition from fiber optic to electrical within the connector

Breakthrough design replaces bulky, power-hungry solutions with improved thermal performance

Enhanced EMI protection, lighter weight, smaller footprint and greater field serviceability

EMI: Electromagnetic Interference

Differentiation through Innovation
Takeaways

01

Proactively turning customer challenges into share gains

02

Product and process together

03

Innovation engine driving game-changing technologies

04

Critical components for safety, efficiency and connectivity

Differentiation through **M&A**

Topic

M&A Framework

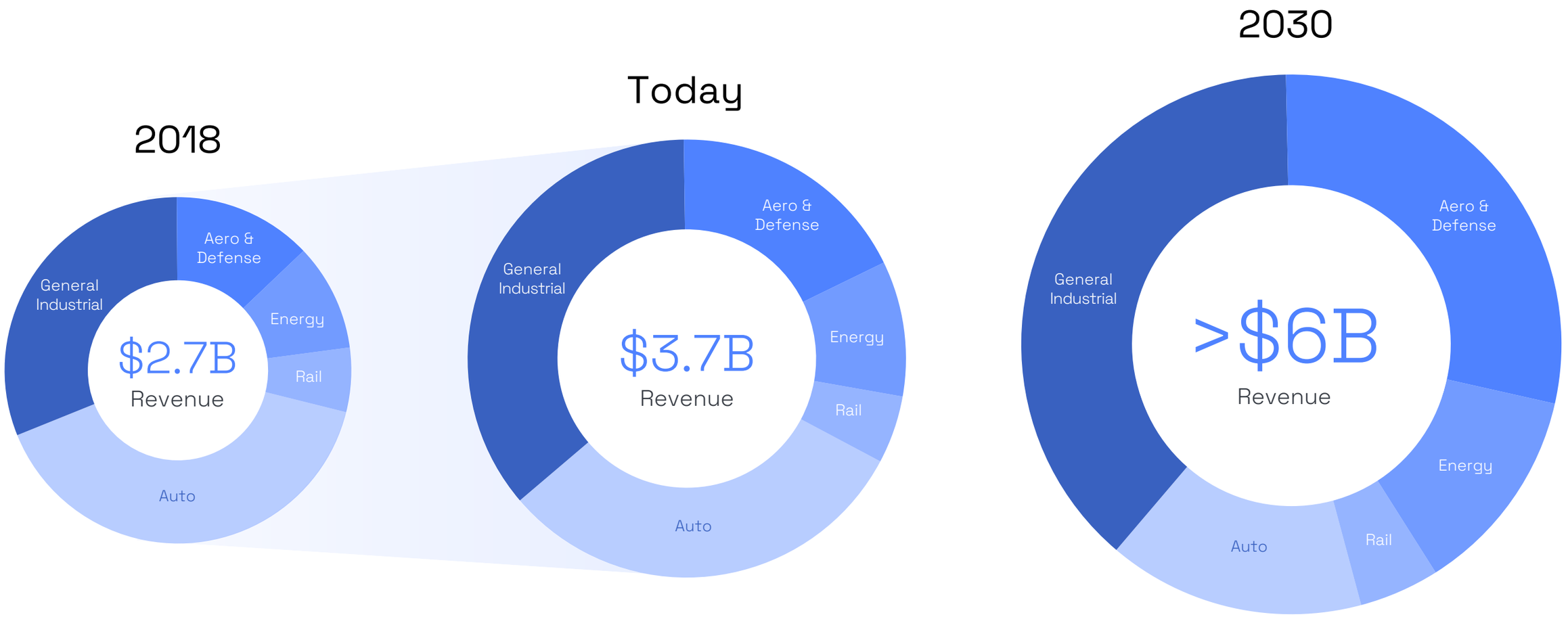
Bartek Makowiecki
Senior Vice President,
Chief Strategy Officer
and President,
Industrial Process

Differentiation through **M&A**

ITT's M&A Framework	**Bartek Makowiecki** Senior Vice President, Chief Strategy Officer and President, IP
Svanehøj Case Study	**Søren Kringelholt** Chief Executive Officer, Svanehøj
kSARIA Case Study	**Michael DiPoto** President, kSARIA
Habonim Case Study	**Kasturi Rangan** Group Vice President, Specialty Products

Portfolio Shift

Future ITT portfolio and markets



All results unaudited. Today represents composition of pro forma revenue for 2024 to include recent acquisitions and exclude recent divestitures.

ITT's M&A Framework

Rigor in Selection and Execution

Strategic Criteria

Strategic Fit
Alignment with ITTs portfolio and BU level strategy

Attractive End Markets
Exposure to strong secular trends with attractive industry dynamics (e.g. energy transition, defense, commercial aero)

Leading Brands
#1 or #2 market leadership position supported by longstanding recognized brands

Strong Management Teams
Experienced, driven executive teams who embody operational rigor and sense of entrepreneurship

Financial Criteria

Revenue
HSD to LDD growth profile over next 5 years

Gross Margin
30% - 40%

Returns
ROIC >10% by year 3 - 5
IRR ~15%

Value Creation
Strong margin expansion potential, including potential synergies with legacy ITT business

Rigor in Selection

Strategic Fit

Where to Play

- Aerospace
- Defense

How to win

- Core Connectors
- High Temp
- High Speed
- Components
- High Power
- Cable Assembly

KSARIA

Strong Fit

Rigor in Selection

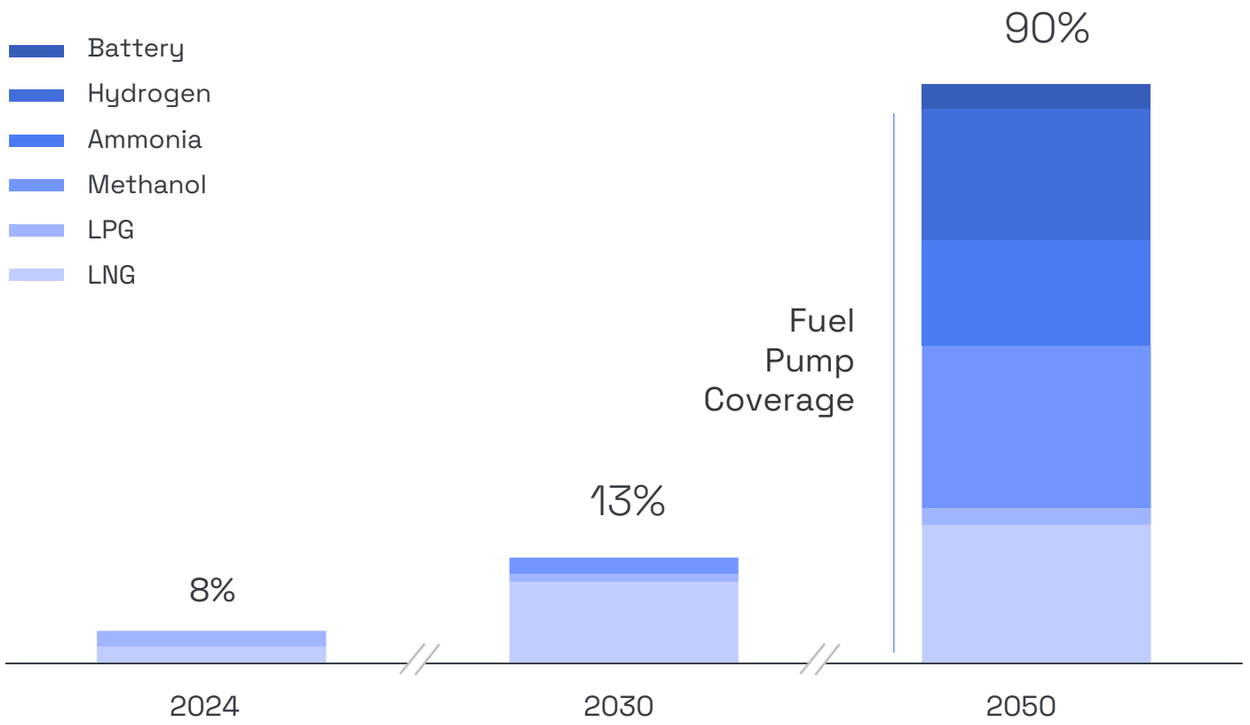
Attractive End Market

Long term mega trends

- Energy transition
- Fleet conversion
- Future fuels (LNG, ammonia, hydrogen)

SVANEHØJ

Increasing Green Fuel Penetration in Marine Fleet



Rigor in Selection

Market Leading Brands

LPG / ammonia cargo pumps

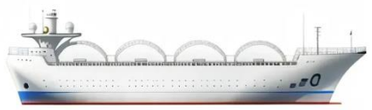
#1

LPG fuel pumps

#1

LNG cargo pumps

#2



LNG LP fuel pumps

#2

SVANEHØJ

- Leading position in alternative fuels
- High quality product, strong delivery track record and established relationships with gas contractors
- Differentiated product portfolio to meet growing demand
- Strong management team

Rigor in Execution

In the deal

- Early and frequent senior management and Board engagement
- Proactive relationship cultivation with potential targets and advisors
- Ability to move with speed
- Credibility: keeping our promises
- Providing a good home for the acquired business and team

Rigor in Execution

In Integration

Fuel the Base Business

- Leverage strong management team
- Accelerate business momentum
- Retain 100% of customers and key employees

Drive Value Through Integration

- Execute integration playbook
- Provide dedicated resources
- Align the integration approach with the value creation hypothesis and complete critical integration items quickly

Systematic Approach

Rigor in Execution

HABONIM
Industrial Valves & Actuators

Discipline, Financial Performance and Value Creation

Price Discipline

~11X

Acquisition Multiple (2021)

Financial Performance

+6%

Sales CAGR

26%

EBITDA Margin

Returns

11%

ROIC (2024)

SVANEHØJ

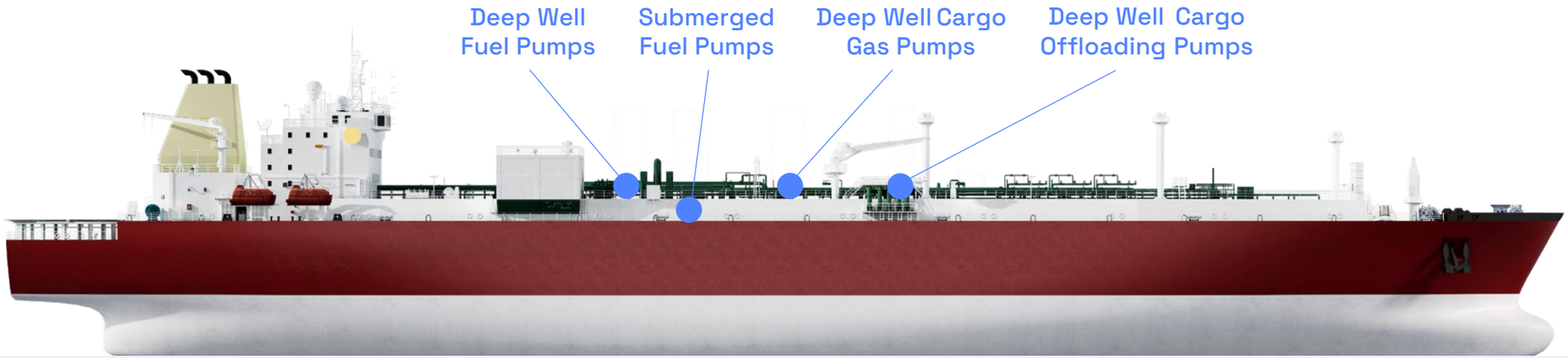
Differentiation through **M&A**

Topic

Core competencies in attractive cryogenic marine pump market

Søren Kringelholt
Chief Executive Officer, Svanehøj

Svanehøj | Leading Cryogenic Offering

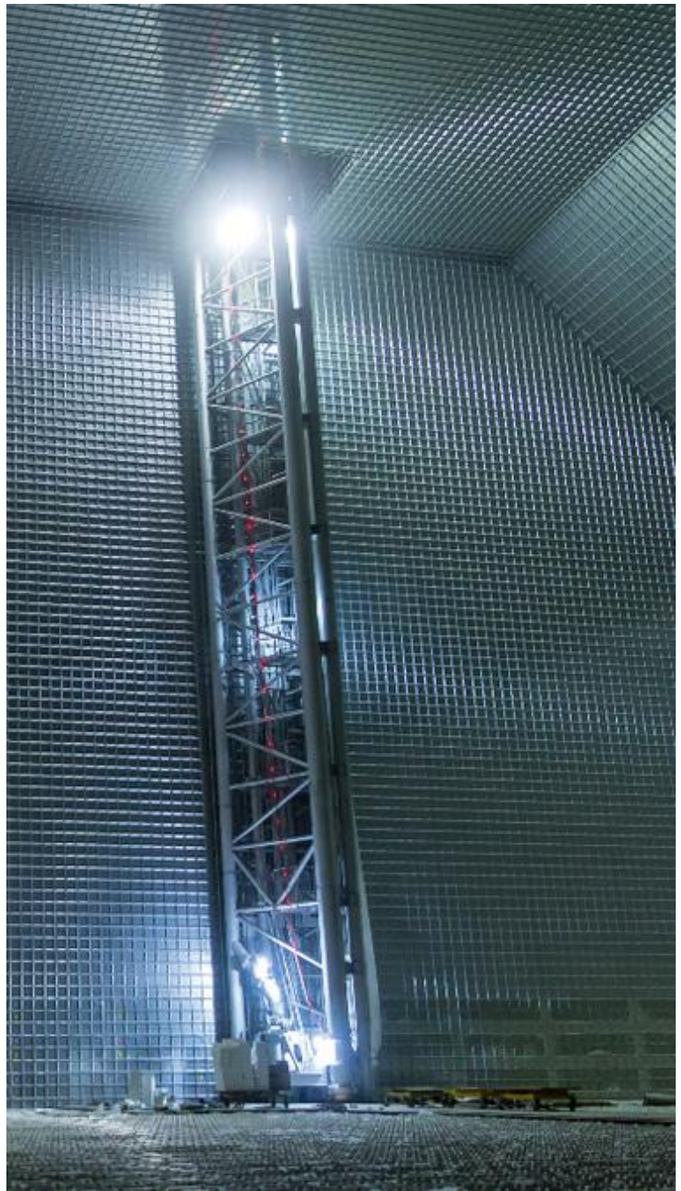


Land Cargo Pumps
(Ammonia & LNG Pumps)

Large Installed Base Complemented with Robust Aftermarket and Service Capabilities

Mission-Critical Solutions Trusted to Deliver

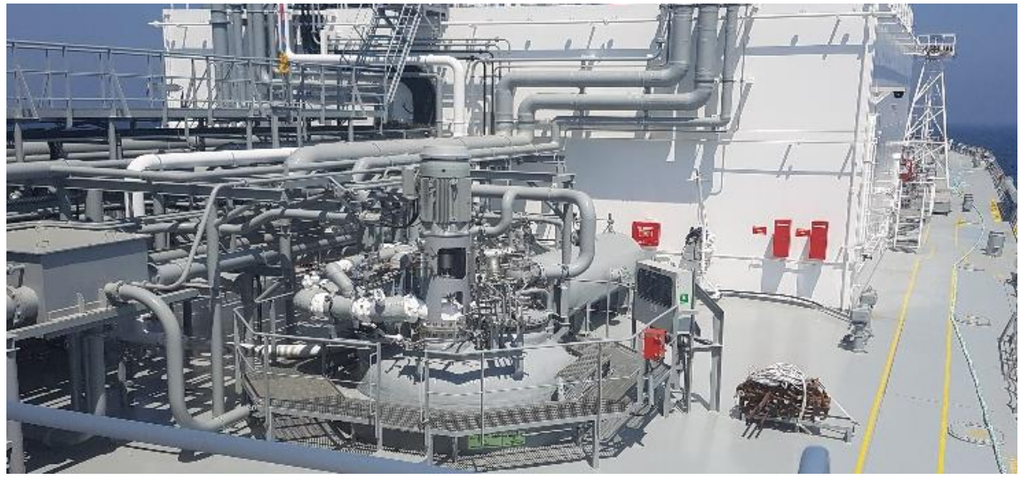
- Handles all types of liquefied gas at all temperatures – including CO_2
- More than 1,000 fuel pumps currently in operation
- More than 14,500 large cargo gas pumps delivered
- Market leader in Ammonia, LNG, LPG and CO_2



Core Competencies in Advanced Cryogenic Technology

Handling Liquid Gas

- Market leading provider in LNG / LPG cargo and fuel pump solutions
- Proven expertise to handle ammonia, CO_2, and other cryogenic liquefied gasses
- Critical partner in the energy transition



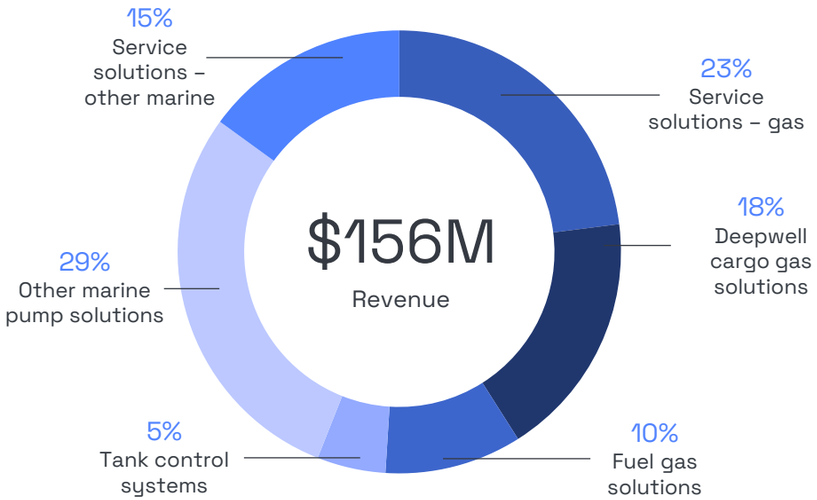
High Quality Solutions

- Highly reliable, customized pump solutions
- Proven track record of liquefied gas pumps
- State of the art R&D and innovation capabilities

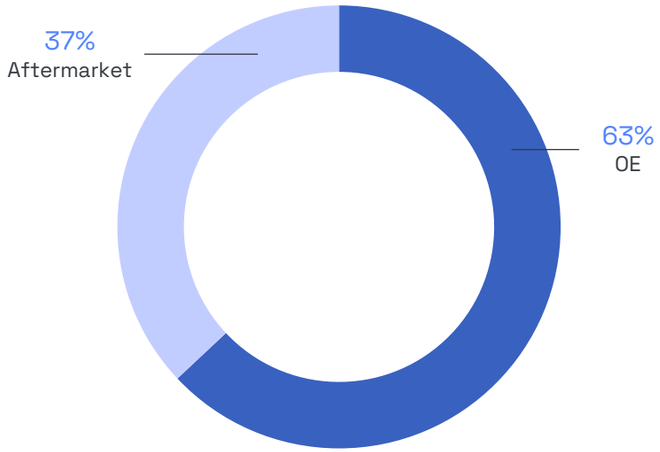
Svanehøj

Leading manufacturer of future-proof marine gas pumps

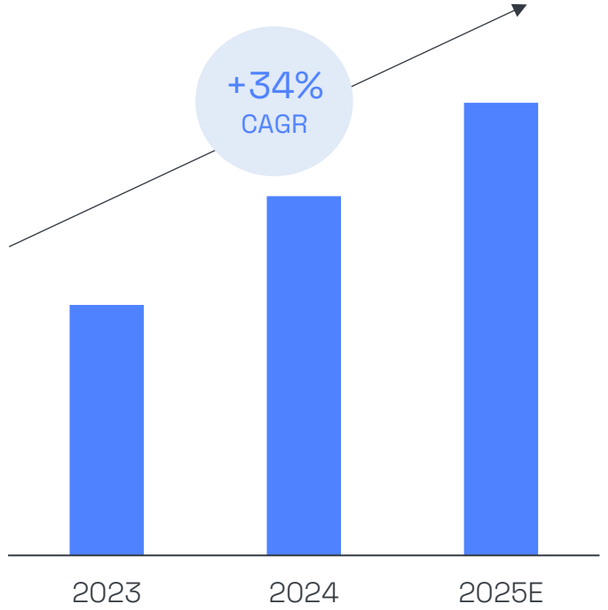
Revenue by Product



Revenue by Channel



Backlog Growth



Key Project wins

Northern Lights

Carbon capture and storage in Norway

Expanding to 5M tons annually

GREEN SAND

Danish North Sea storage project

Aims to store 8M tons of captured CO_2

Höegh Autoliners

Multi fuel vessel for vehicles

Represented composition of 2024 revenue. All results unaudited.

SVANEHØJ

- Book-to-bill of 1.3 (2024) and 2.0 in Q1 2025 … strong momentum continues
- Secured all cargo pump contracts for the vessels that will transport the CO_2 on northern lights carbon capture and storage system
- Secured contract to supply fuel pumps for the world's first ammonia-powered commercial vessels
- Höegh Autoliners' Aurora class car carriers equipped with advanced multi-fuel system, designed to support the company's ambitious goal of net zero emissions by 2040

Strong Future Growth

SVANEHØJ

ITT: A Perfect Fit

Perfect Cultural Fit

Shared engineering focus – developing highly critical engineered components

Access to ITT's global expertise

Strong investment in R&D

Shared Roadmap to Profitable Growth

Enhancing the existing strategic growth plan

Accelerate plan

Platform for growth with M&A

Strengthening the Svanehøj Identity

Focus on value creation and only must have integration

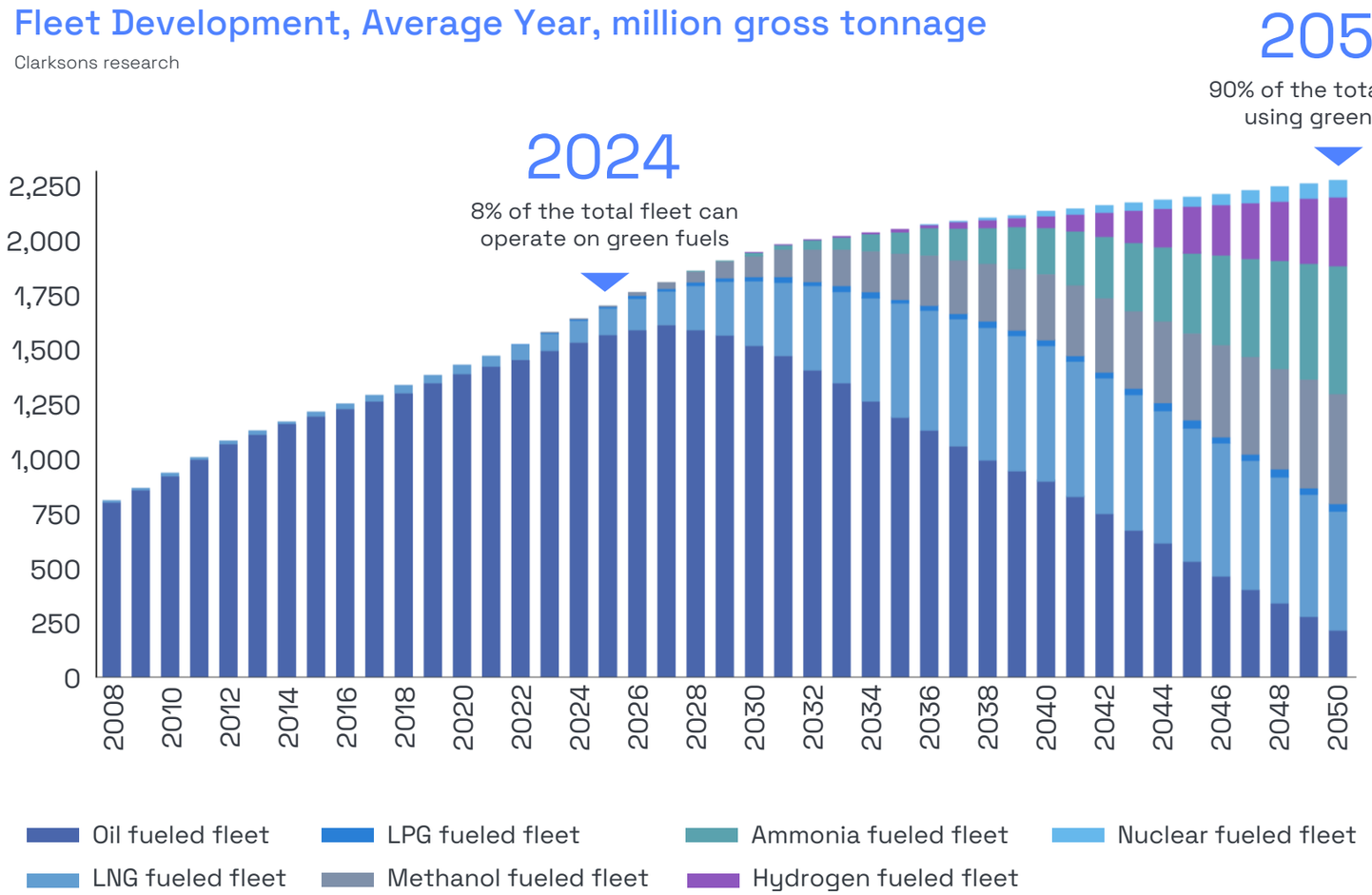
Strengthening our DNA within a strong, supportive community

Decentralized and local approach – decisions are made at the core of the market and customer needs

Energy Transition Driving Growth

Fleet Development, Average Year, million gross tonnage

Clarksons research



LNG is the transition fuel to net-zero fuels

- LNG fuel systems can be used with bio or E-LNG without technical changes
- LNG infrastructure exists, with 1,000 LNG fueled vessels existing and growing fast

Ammonia is expected to be the no.1 net-zero fuel in marine

- Burning ammonia emits zero CO_2, and is relatively easy to handle as a fuel, compared to alternatives
- Fossil infrastructure exists and can be converted/expanded to green ammonia

Differentiation through **M&A**

Topic

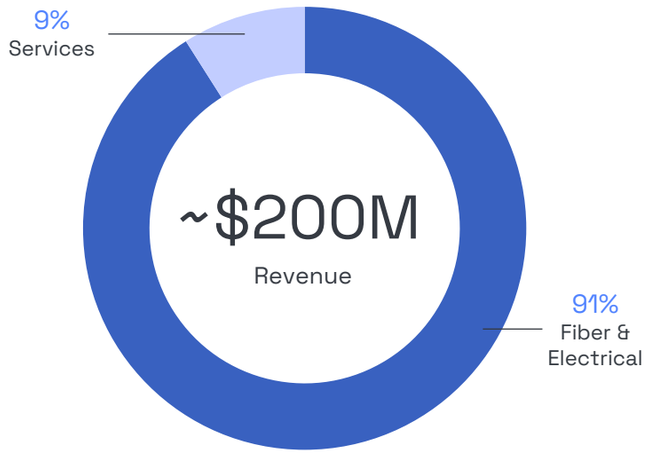
Leading mission-critical, highly-engineered interconnect solutions in defense

Michael DiPoto
President, kSARIA

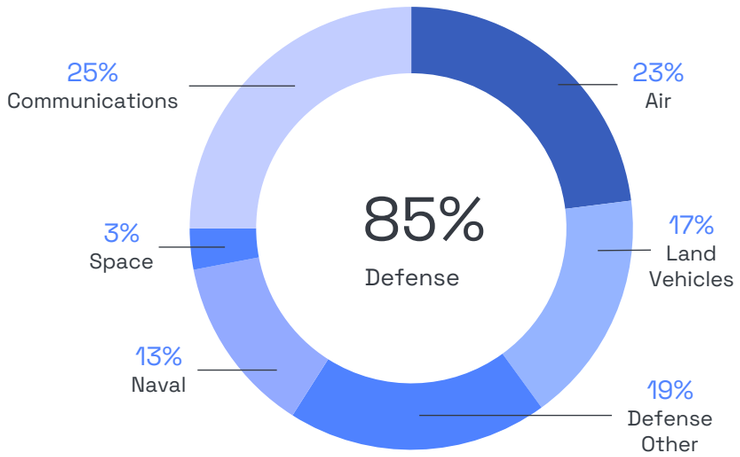
kSARIA Overview

A leading provider of harsh environment interconnect solutions for aerospace and defense

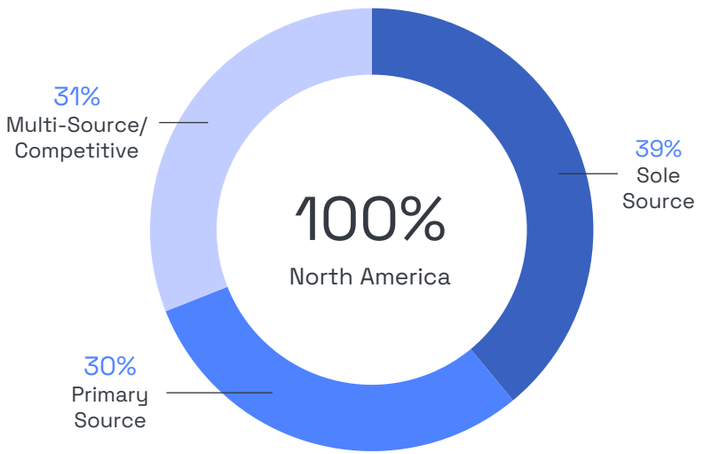
Revenue by Products



Revenue by End Market



Revenue by Source Status



Key Customers

L3HARRIS™ RTX BAE SYSTEMS BOEING GENERAL DYNAMICS LOCKHEED MARTIN

Represented composition of 2024 revenue. All results unaudited.

KSARIA

Strategic Fit in a Growth Market

Strong complement to ITT **interconnect solutions** for Aerospace and Defense market

Highly engineered products that address growing North American defense market

Customer Intimacy

Long standing relationship with **blue chip defense primes** and commercial aerospace leaders

Serving **200+ marquee** Aerospace and Defense programs

Strong Source Status on Key Programs

~70% of revenue from **sole or primary source** programs

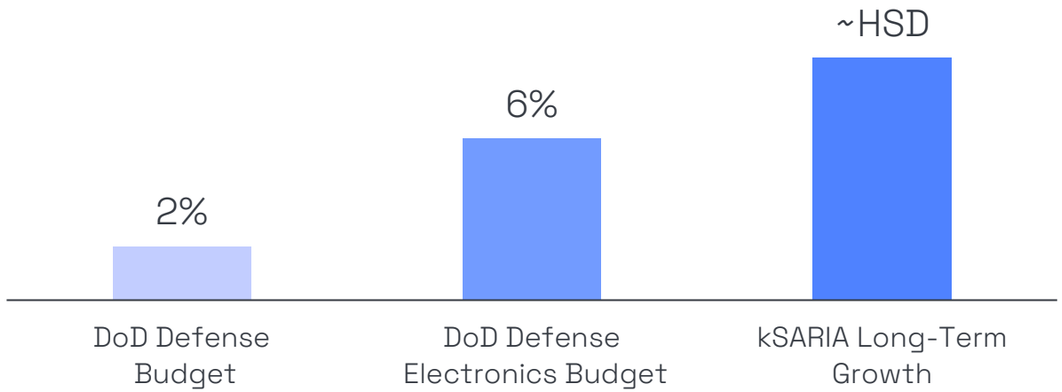
Five year visibility to revenue growth

Strong Favorable Growth

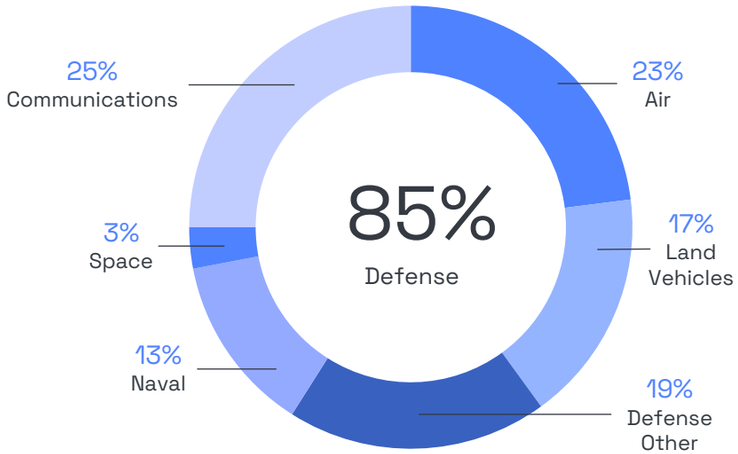
Why kSARIA

Aligned to highly coveted defense modernization programs

Digital Modernization Driving Outsized Growth[1]



Revenue by End Market



Macro Megatrends

- Higher data density and bandwidth requirements
- Centralized computer systems require increased load in condensed spaces
- Harsh environment, highly reliable battlefield electronics

Key Platforms

Defense budget growth over the period 2023 to 2026E
1. North American defense electronics market inclusive of EO / IR, tactical communications, EW and radar systems

How We Came to Join ITT

Early and proactive engagement by ITT

Started as customer/ supplier relationship

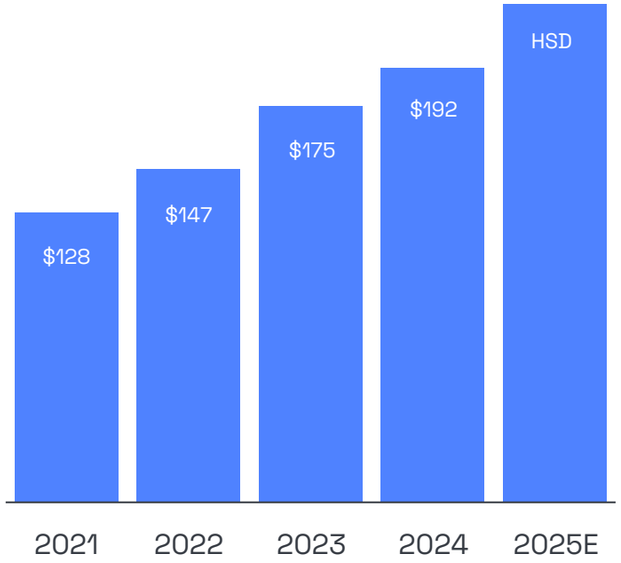
ITT Leadership commitment

“CEO and CFO’s visit prior to process kick-off left strong impression of ITT’s commitment which went a long way with the kSARIA leadership team”

Mutual Win-Win

Strong complementary capabilities with expanded value chain to win incremental platform and drive share gain in aerospace and defense

Proven Operational Stability while advancing integration ($M)



14%

organic growth CAGR 2021 to 2024

HABONIM
An ITT Company

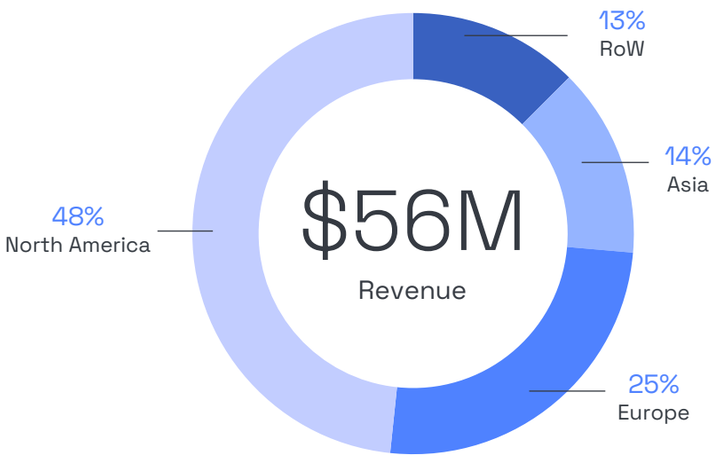
Differentiation through **M&A**

Kasturi Rangan
Group Vice President,
Specialty Products

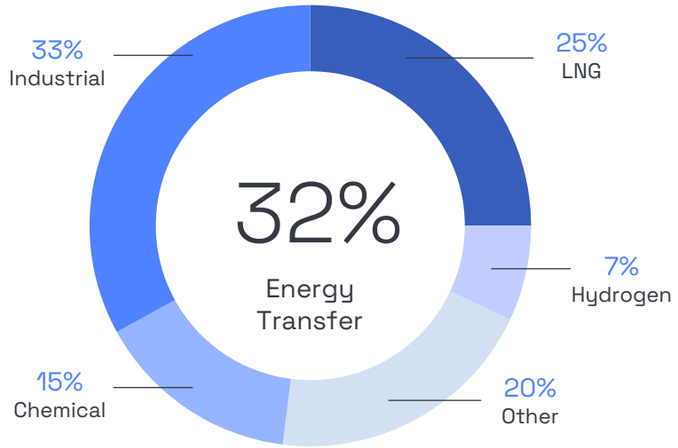
Habonim Overview

Specialty Valve Solutions for Harsh Environments

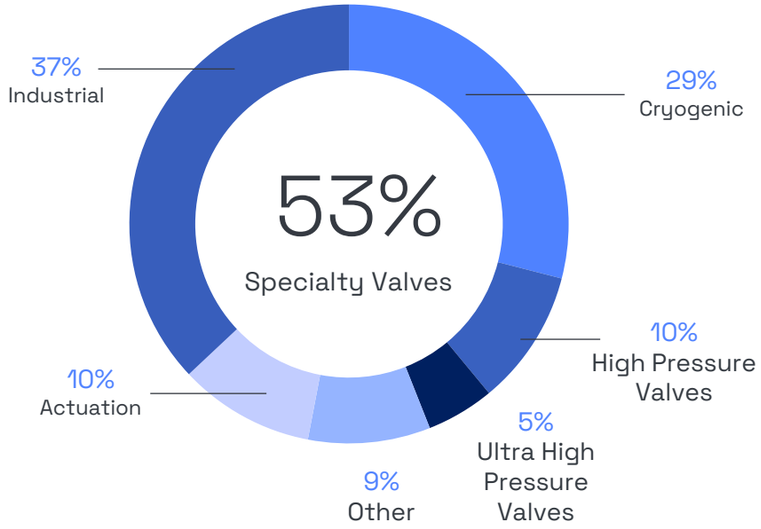
Revenue by Geography



Revenue by End Market



Revenue by Application



Represented composition of 2024 revenue. All results unaudited.

Strategic Fit

Exposure to Growing Markets

- LNG & Hydrogen
- Global geographic exposure

Specialty Valves

- Highly Engineered for Cryogenic and High pressure applications
- Market reputation of finding the right solution for the customer

Innovative Products and Scalable Platform

- Product differentiation with Total HermetiX™
- Product standardization

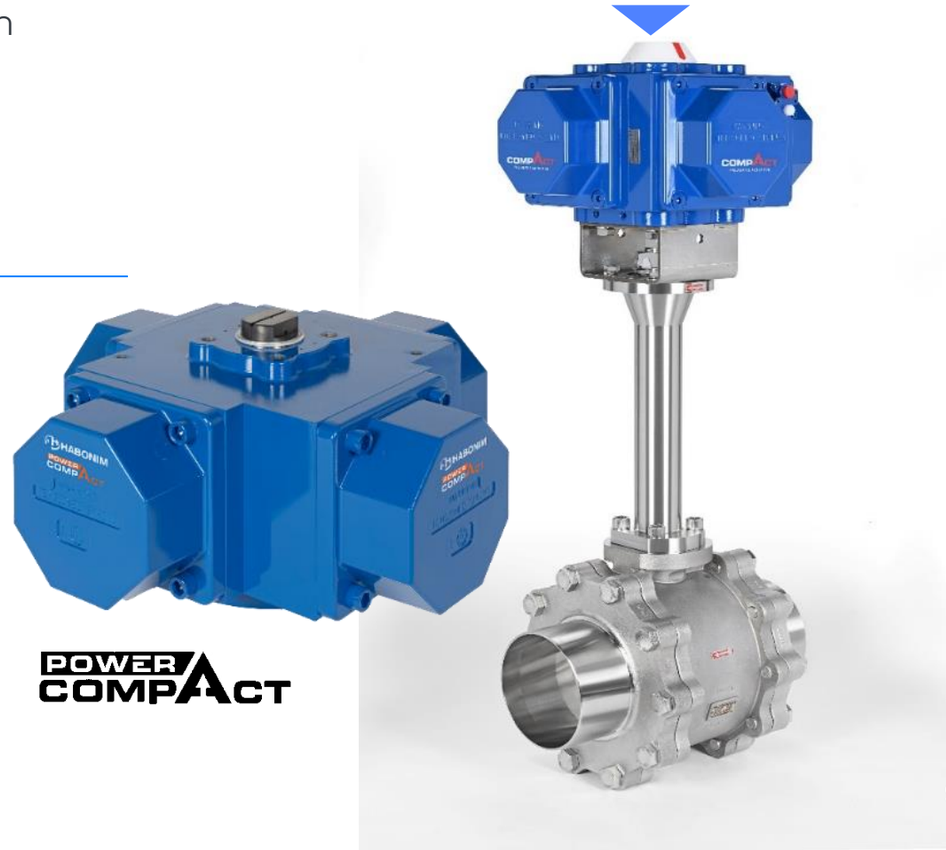
Team

- High performing
- Deep engineering expertise
- Entrepreneurial mindset

TOTAL HERMETIX™

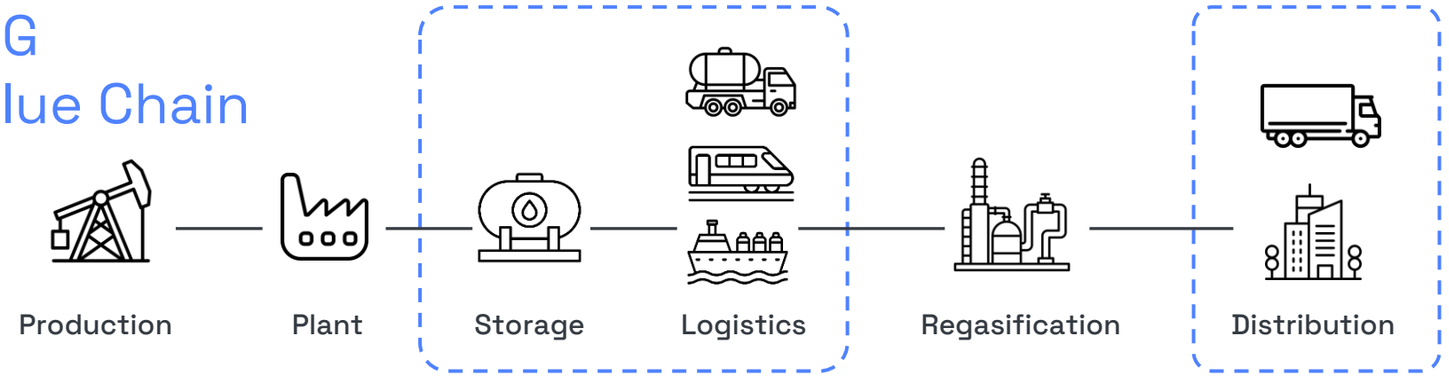
POWER COMPACT

Bi-Directional Cryogenic Floating Ball Valve



Attractive Markets

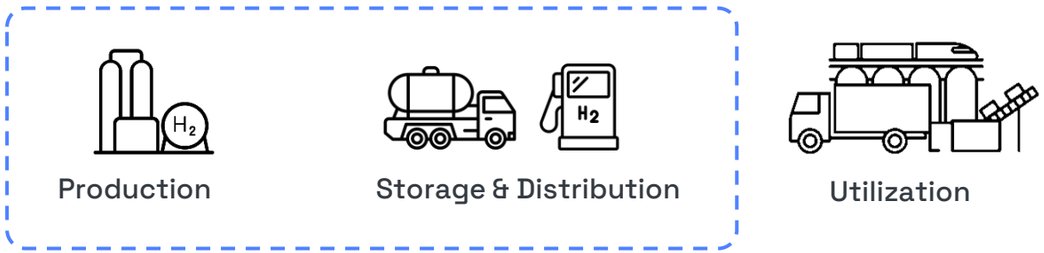
LNG Value Chain



"Small" LNG

- Storage, Transportation, Re-fueling, Marine applications
- Operating conditions: Cryogenic; High Pressure, Safety devices

Hydrogen Value Chain



Ultra High Pressure and Liquefied H_2

- Transportation, Refueling and Electrolysis
- Operating conditions: Cryogenic; Ultra High Pressure

Value Creation

What we Have Done

Focused product development for LNG and Hydrogen Applications

- Expanded product offerings to cover larger scope of applications
- Expanded product certifications to create differentiation and separation from competitors
- Expanded testing capabilities

2022-2024

+70%

Sales Growth LNG

+244%

Sales Growth Hydrogen

32%

LNG and H_2 of total revenue

Compounding Growth through M&A … the Second Pillar of Value Creation for ITT

kSARIA

SVANEHØJ

EPS

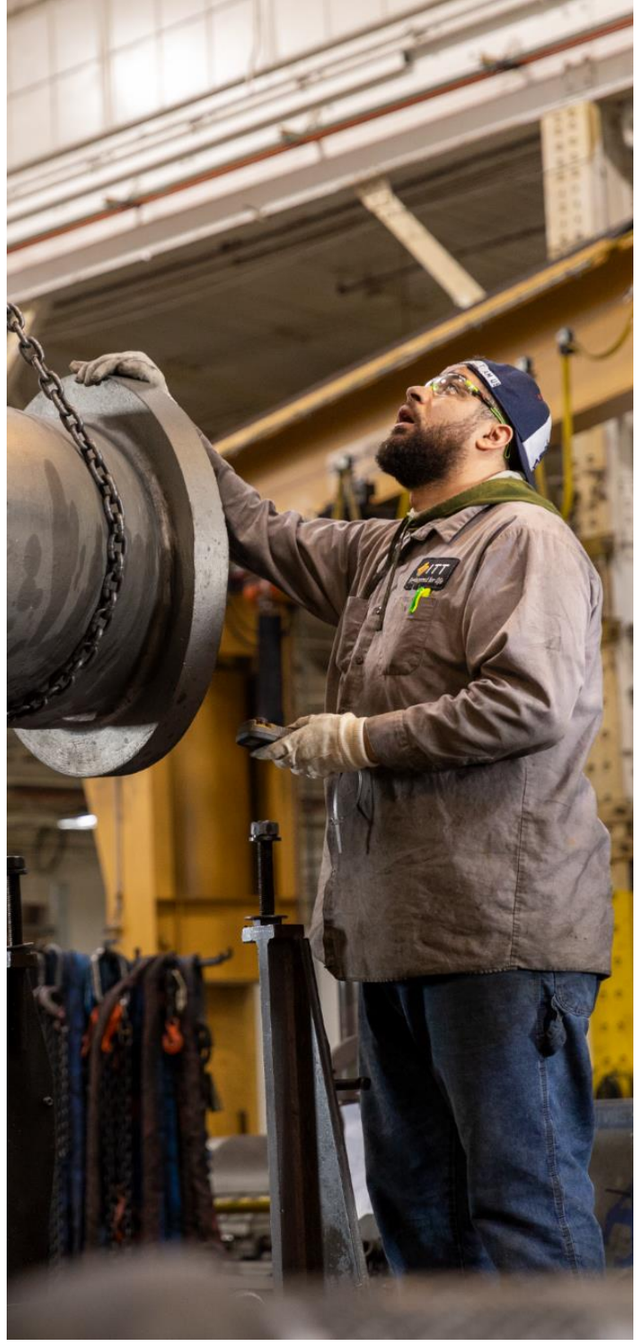
Micro-Mode

HABONIM
An ITT Company

- 5 acquisitions completed since 2021
- >$1B of capital deployed
- Portfolio shift under way
- All acquisitions growing well (2025E growth: >10% kSARIA, >20% Svanehøj, ~HSD Habonim, >10% Micro-Mode)
- Rigorous and repeatable M&A framework in place
- Robust and growing pipeline of new opportunities, many proprietary

Value Creation

Emmanuel Caprais
Chief Financial Officer



01 Proven track record of organic value creation

02 Delivered long-term targets ahead of plan

03 Compounding organic growth and earnings with M&A

04 Shifting portfolio to high growth, high margin businesses

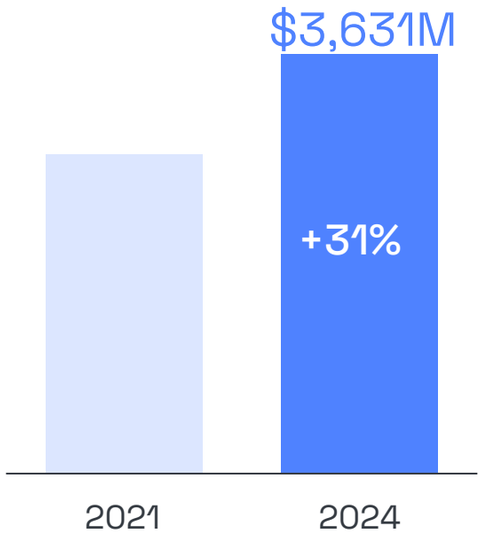
05 2030 targets highlight ITT's differentiation

A look back at ITT's performance

Historical Performance

Outstanding value creation delivered since 2021

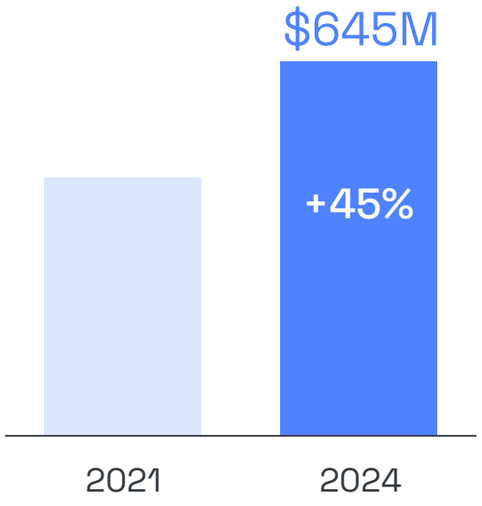
Revenue



+9%

Organic CAGR

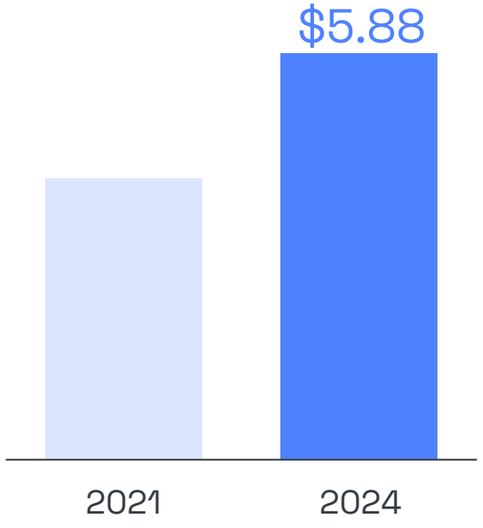
Adjusted Operating Income and Margin



+170 bps

Margin Expansion

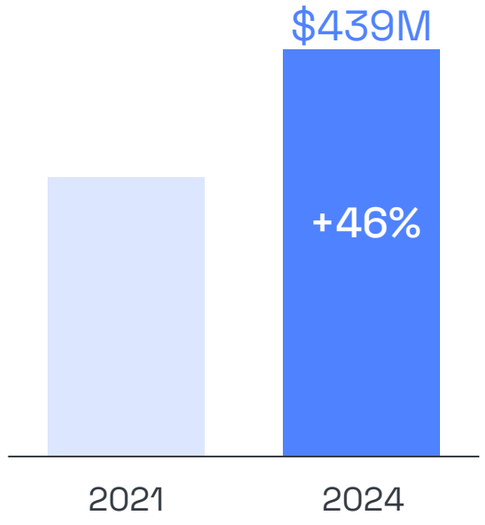
Adjusted EPS



+44%

Growth

Adjusted Free Cash Flow [1]



12%

Margin

1. 2021 free cash flow adjusted for $398M asbestos divestiture payment.

Surpassed Long-Term Targets

	Sales Growth	Adjusted Operating Margin	Adjusted EPS Growth	Free Cash Flow Margin
Committed	5-7% CAGR	~18.5% [1]	10%+ CAGR	11-13%
Delivered	9% Organic CAGR	18.7% Excluding M&A (2024)	13% CAGR	12% (2024)

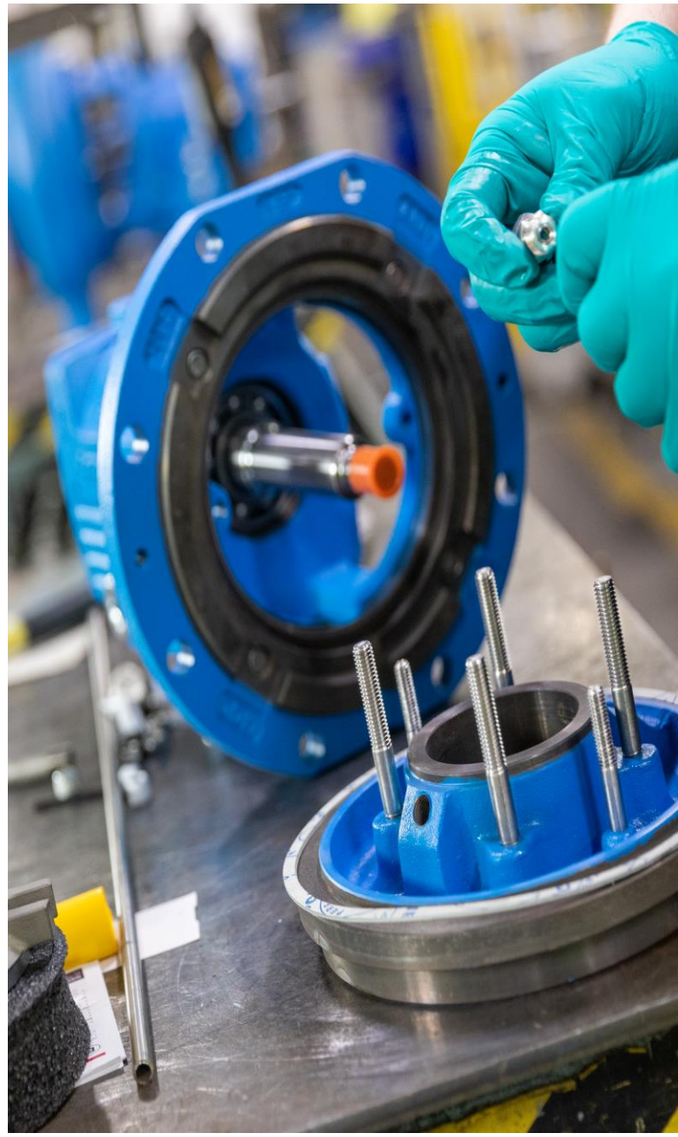
Two Years Ahead of Plan

Long term targets introduced at 2022 Investor Day, delivered over time period FY 2021 to FY 2024, excluding the impact of M&A on margin
1. Reflects transition in company's 2026 target segment operating margin (previously 20%) to adjusted operating margin made in Q4 2023.

Delivered our Revenue Growth

Organic growth CAGR

	Previous targets	2024
ITT	5-7%	9%
Motion Technologies	6-7%	6%
Industrial Process	5-7%	12%
Connect & Control Technologies	9-11%	11%



Long term targets introduced at 2022 Investor Day, delivered over time period FY 2021 to FY 2024.

Delivered ITT's Margin Target

Each business on track to deliver by 2026

ITT	Previous targets	2024	2025E
	~18.5% [1]	18.7% [2]	~20%
Motion Technologies	20%	18.6%	20%
Industrial Process	20%	23.7%	24%
Connect & Control Technologies	22%	19.0%	21%

1. Reflects transition in company's 2026 target segment operating margin (previously 20%) to adjusted operating margin made in Q4 2023.
2. Adjusted operating margin and each segment margin excludes the impact of M&A on margin.

2030 Financial Targets

Growth Drivers by End Market

Expect to outperform in most markets

General Industrial

- Pump aftermarket share gains driven by large installed base and improving service
- Better distribution coverage and management
- Differentiated project management to support infrastructure investments

Aerospace & Defense

- Boeing recovers to pre-pandemic production levels
- US defense replenishment and European defense budget ramps
- Aftermarket and OE price capture

Energy

- Liquefied gases power fuel transition
- Ammonia, hydrogen fuel emergence in addition to conventional energy growth
- Decarbonization pump project growth primarily outside of the US

Automotive

- Continued outperformance vs. market
- 88M vehicle production today to 95M by 2030
- Continued China market expansion, EV penetration

Rail

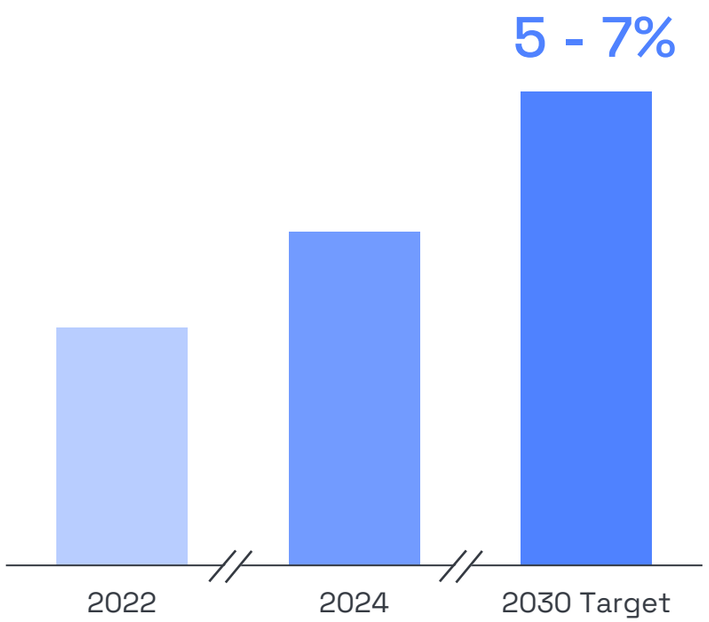
- Worldwide public transportation infrastructure investments
- Continued high speed rail growth and share gains

Represents composition of revenue for 2024; graphs are pro forma for the portfolio changes in 2024 from M&A. All results unaudited.

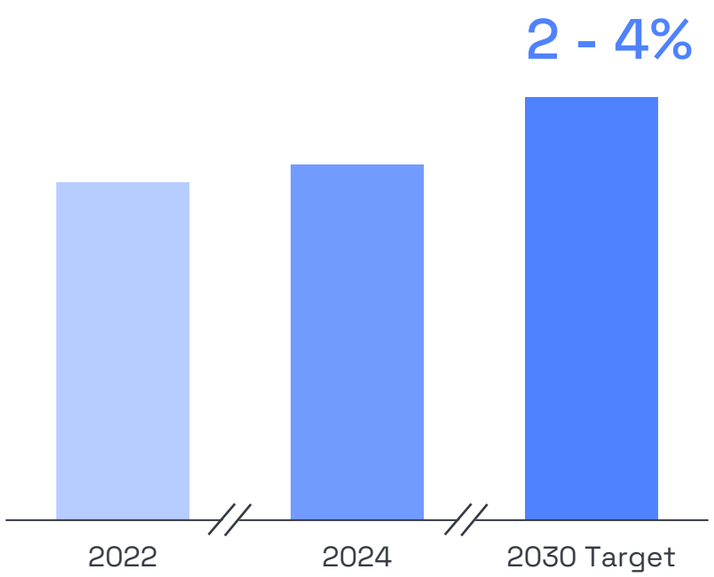
Driving to >5% Organic Revenue Growth for ITT

Outperforming the Market

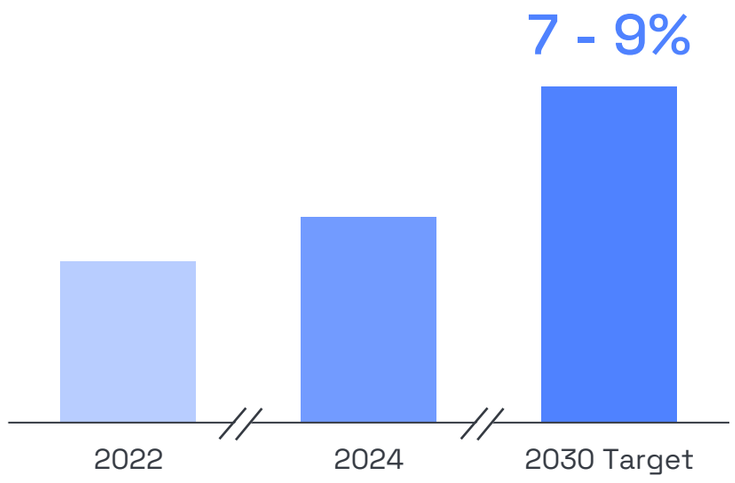
Industrial Process



Motion Technologies



Connect & Control Technologies

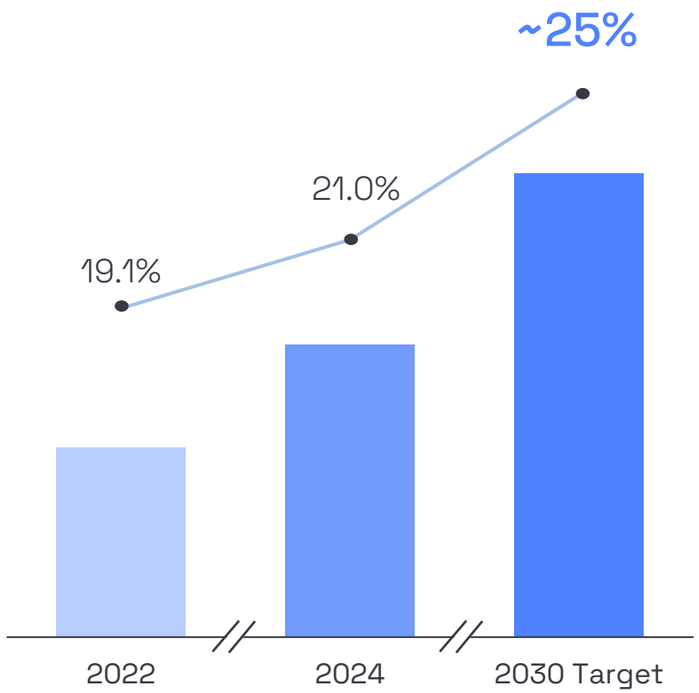


2030 Targets from FY 2024, organic long-term targets exclude the impact of future M&A and VIDAR upside potential.

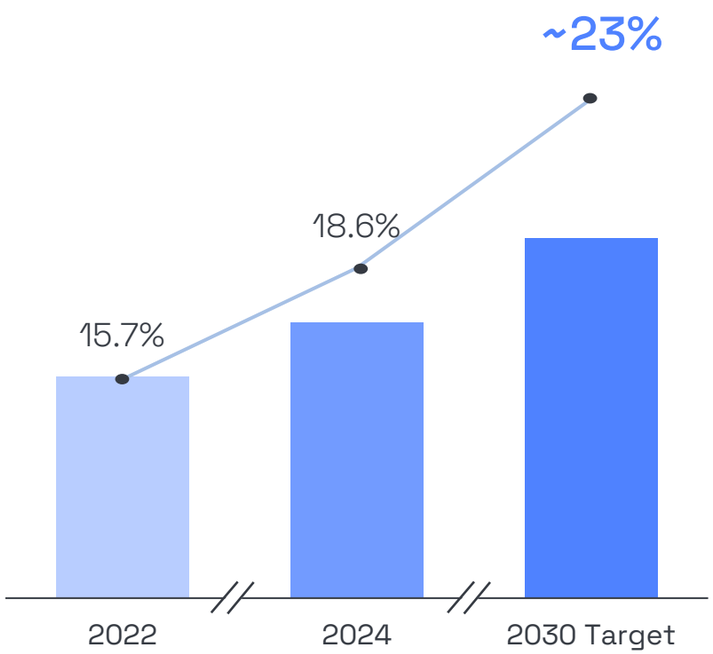
Driving Adjusted Operating Margin to ~23%

Targets by business

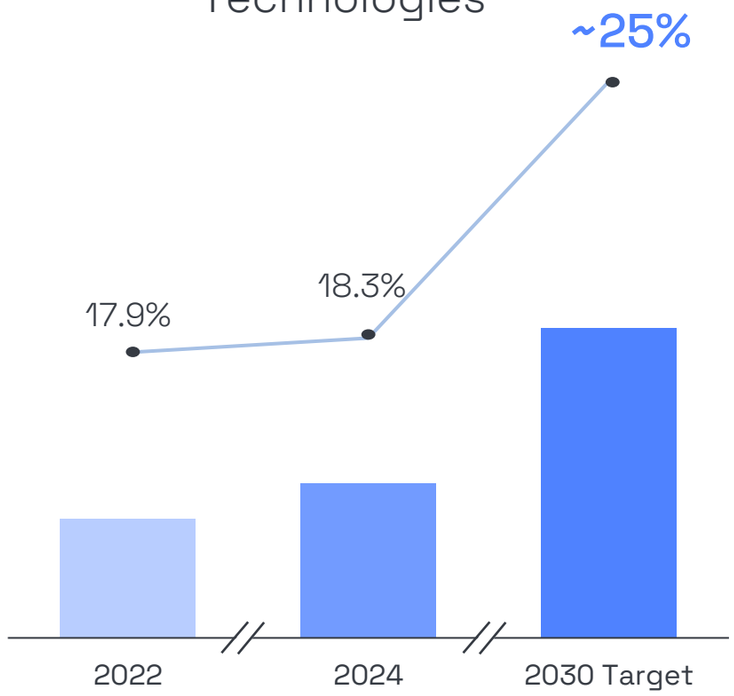
Industrial Process



Motion Technologies



Connect & Control Technologies



2030 Targets from FY 2024, organic long-term targets exclude the impact of future M&A and VIDAR upside potential. Bars represent adjusted operating income.

Compounding with M&A

Capital Deployment

- $2.5 - $3.0B capacity through 2030
- $500M-$700M per year
- Expect additional capital is returned to shareholders

Acquisition Characteristics

- High growth, high margin flow and connectors businesses
- Close to core businesses that specialize in mission-critical components
- Market and technology leaders
- Strong management teams

Performance

- HSD to LDD Revenue growth profile over next 5 years
- 30-40% gross margin
- Operational rigor
- Differentiated SQDC metrics

Expected Returns

- Strong margin profile and expansion potential
- ROIC > 10% after 3 to 5 years
- IRR ~15%
- Expected cost and commercial synergies

M&A Contribution

+400 – 500 bps
revenue growth

+$0.75 - $1.00
of EPS

All results unaudited.

Compounding Revenue Growth Through M&A

>5%

Annual Average Organic Growth Target

+400 – 500 bps

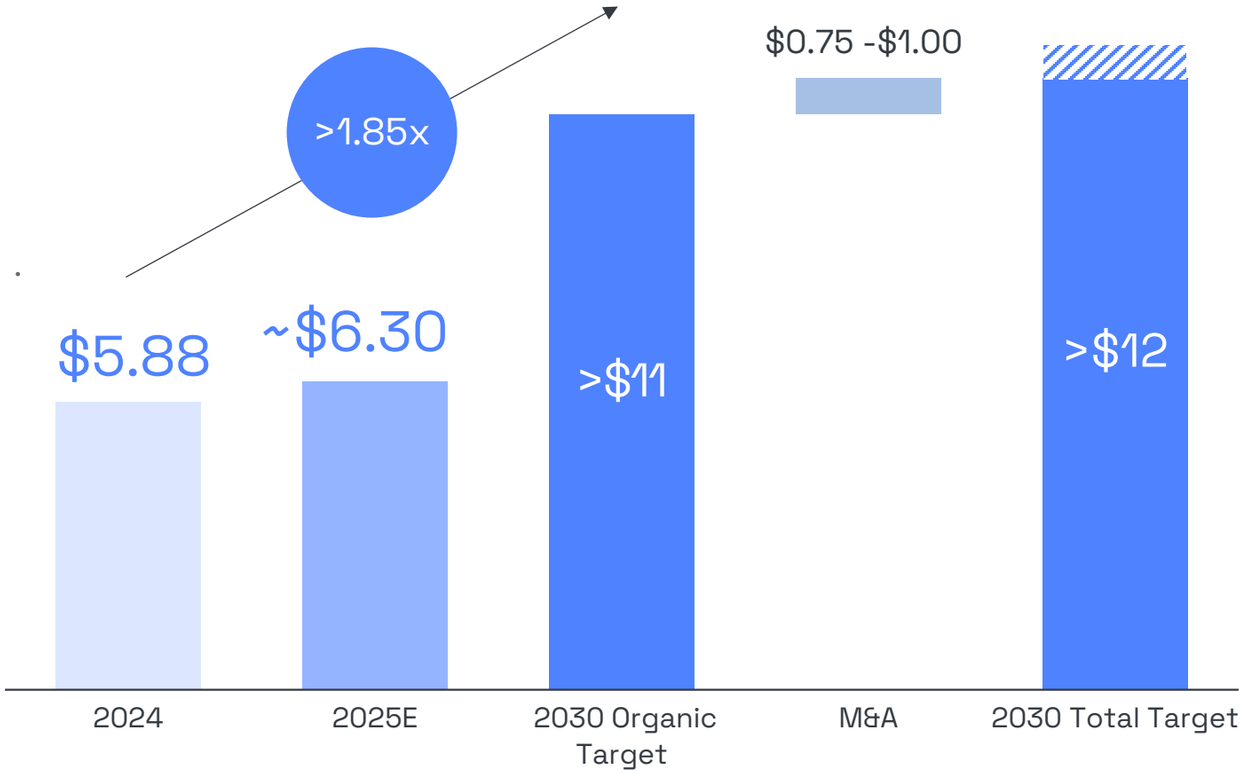
M&A Contribution

~10%

Total Annual Average Growth Target

FY 2024 to 2030 organic long term target CAGRs shown excluding the impact of M&A.

>$11 EPS by 2030 Compounded by M&A

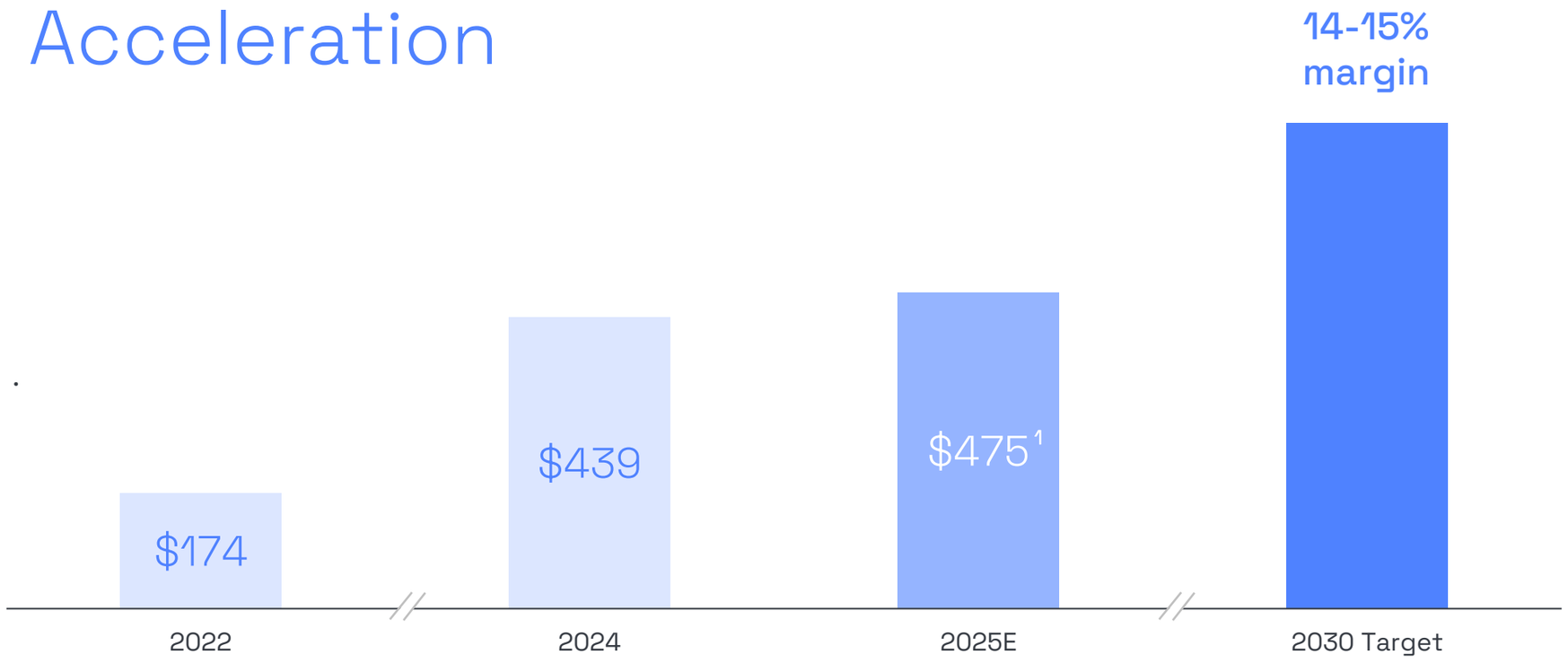


Acquisition-related intangible asset amortization

What we expect

- Acquisitions have high-teens EBITDA margins, improving 50-100 bps per year
- Acquisitions funded with cash on hand and debt; excess cash used to pay down >$500M in debt
- 3.5% reduction in share count
- Effective tax rate of 21.5%

Free Cash Flow Acceleration



Operational excellence drives high-quality earnings growth and optimized working capital

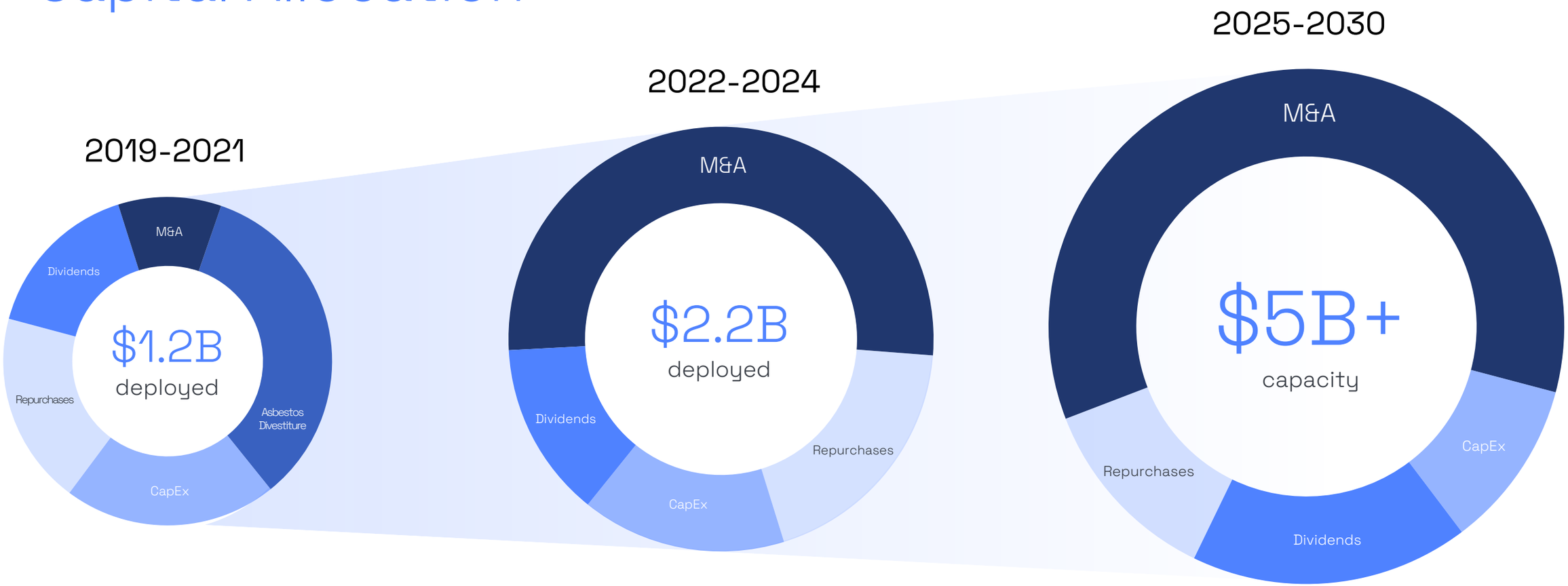
SQDC framework supports outgrowth and high incrementals...

... and lower inventory turns and improved AR collections

Capital Expenditures to support growth and generate productivity

Free Cash Flow in $ Millions.
1. Midpoint of 2025 guidance.

Capital Allocation



Organic Investments

Average 7% of revenue

M&A

Expect to deploy $600M to flow and connectors annually

Dividends

Maintaining a 1% yield

Share Repurchases

Complement M&A for efficient capital deployment

2030 Targets

Base Business

Revenue Growth
>5%
CAGR

Adjusted Operating Margin
~23%

Adjusted EBITDA Margin
>25%

Adjusted EPS
>$11

Free Cash Flow Margin
14-15%

Compounding with M&A

Revenue Growth
~10%
CAGR

Adjusted EPS
>$12

Key Takeaways

Now

Surpassed ITT's long-term targets two years ahead of plan

Continued organic value creation runway

Paved the way for compounding with M&A

The Next Chapter

Shifting portfolio to high growth, high margin businesses

Execution and innovation power earnings growth

Compounding value creation through M&A

Accelerating cash flow performance

2025 Capital Markets Day

Appendix

ITT Leadership Team and Speaker Biographies

Luca Savi
Chief Executive Officer
and President

Since 2011

Luca Savi previously served as ITT's president and chief operating officer. He joined ITT in 2011 as president of the company's Motion Technologies segment. Previously Luca held several key leadership roles in Italy, China and the United States for Comau, a subsidiary of the Fiat Group. He also formerly held senior roles at Honeywell International. He began his career as an engineer with Royal Dutch Shell and Ferruzzi-Montedison Group. He also serves on the board of directors of MSA Safety Inc.

Luca has a degree in chemical engineering from the Politechnic of Milan in Italy and an M.B.A. from London Business School.

Emmanuel Caprais
Senior Vice President
and Chief Financial Officer

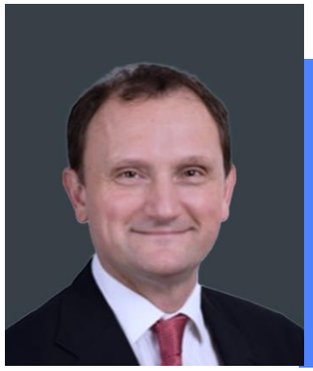
Since 2012

Emmanuel Caprais previously served as vice president of Finance and group chief financial officer, in charge of business unit finance teams, Financial Planning & Analysis and Investor Relations for the company.

Emmanuel joined ITT in 2012, at which time he served as segment chief financial officer for ITT's Motion Technologies and later Industrial Process businesses. Prior to joining ITT, Emmanuel held leadership roles in finance at Marelli and earlier held positions of increasing responsibility in finance at Valeo.

Emmanuel holds a graduate degree in business from École Supérieure de Commerce de Pau in France and an MBA from Columbia Business School.

ITT Leadership Team and Speaker Biographies



Davide Barbon

Senior Vice President and President,
Motion Technologies and ITT Asia Pacific

Since 2010

Davide Barbon is ITT's senior vice president and president of Motion Technologies and Asia Pacific. He previously served as general manager of the KONI and Axtone companies within ITT's Motion Technologies business.

Davide joined ITT Motion Technologies in 2010, initially serving in the Brazil, Russia, India and China (BRIC) business, and then led its China business for five years. Prior to joining ITT, he spent 14 years with JLG Industries, where he held a number of roles of increasing responsibility across United States, Europe and Latin America.

Davide holds a Bachelor of Arts in Marketing and an M.B.A., both from Ball State University in Indiana.

Michael Guhde

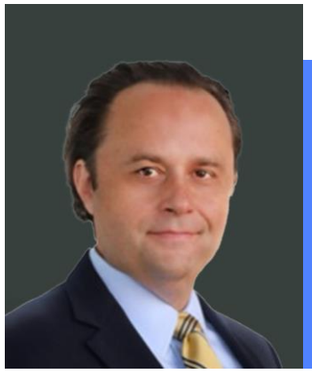
Senior Vice President and President,
Connect & Control Technologies

Since 2024

Michael Guhde is ITT's Senior Vice President and President, Connect & Control Technologies. Prior to joining ITT in 2024, Michael led a large, global business servicing the automotive industry through the development and manufacture of highly engineered components at Illinois Tool Works (NYSE: ITW). He also spent more than 20 years at Parker Hannifin Corporation (NYSE: PH), where he served as general manager of its industrial cylinder and hydraulic cartridge divisions, among other roles of increasing responsibility.

Michael holds a Bachelor of Science in Mechanical Engineering from Ohio University in Athens, Ohio.

ITT Leadership Team and Speaker Biographies



Bartek Makowiecki

Senior Vice President, Chief Strategy Officer and President, Industrial Process

Since 2021

Bartek has been with ITT since 2021 when he joined as Senior Vice President, Chief Strategy Officer. His role was expanded to include President, Industrial Process last September.

Before joining ITT in 2021, Bartek worked at Ingredion where he held the position of Global Head of Strategy, M&A and Venturing. Prior to Ingredion, Bartek held roles of increasing responsibility in global strategy and M&A, including international assignments in Europe and Asia, at Owens Corning Corporation and Parker-Hannifin Corporation.

Bartek holds an MBA from the Chinese University of Hong Kong and a Bachelor of Arts in international business and finance from Regents University in the U.K.

Lori Marino

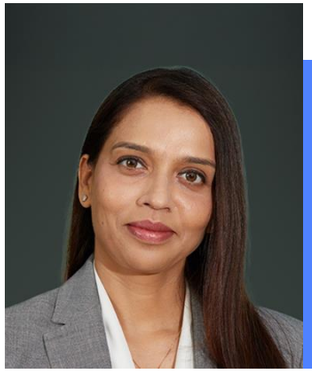
Senior Vice President, Chief Legal Officer, Secretary & Chief Compliance Officer

Since 2023

Lori Marino rejoined ITT in 2023 after formerly holding senior leadership positions, including deputy general counsel and secretary, with the company. Most recently, she served as general counsel, secretary and chief human resources officer at New Senior Investment Group Inc. Prior to her positions at New Senior Investment Group and ITT, Lori held positions of increasing responsibility at Medco Health Solutions Inc. and at Avaya Inc.

Lori earned her Bachelor of Science degree in Applied Economics & Business Management from Cornell University and her Juris Doctor from the University of Pennsylvania Law School.

ITT Leadership Team and Speaker Biographies



Emrana Sheikh
Senior Vice President and Chief Human Resources Officer

Since 2025

Emrana Sheikh brings to ITT more than two decades of global human resources experience, including in the industrial and manufacturing sectors. Prior to joining ITT, had HR leadership roles at Johnson & Johnson (J&J) before becoming the Chief Talent & Diversity Officer for its spin-off company Kenvue. Prior to J&J, Emrana was the Global CHRO for Asian Paints, one of the world's top 10 paint companies. Before that, she held various Global HR leadership roles at Mahindra & Mahindra and FedEx.

Emrana holds a Bachelor of Science with major in Physics and Master's degree in Human Resource Management from the University of Mumbai, India. She has completed her post graduate diploma in Management from University of Leicester, UK.

Nicola Maricelli
Vice President, Global Supply Chain

Since 2020

Nicola Maricelli is Vice President of Global Supply Chain at ITT. He joined in 2020 as VP of Sourcing and Purchasing for Industrial Process and expanded his role to include Motion Technologies in 2022.

Before ITT, Nicola was Global Director at Halliburton, leading supply chain roles across the U.S., Europe, Russia, Asia Pacific, and the Caspian. He began his career in manufacturing at Tenaris, working in Latin America, Africa, and the U.S.

With nearly 20 years of international experience, Nicola holds a Master's in Finance from the University of Cristóbal Colón and a Bachelor's in Economics from the University of Applied Sciences, with a minor from the University of Norwich.

ITT Leadership Team and Speaker Biographies

Hamdy Salem
Global Vice President,
Goulds Pumps

Since 2007

Since joining ITT in 2007, Hamdy Salem has held leadership roles across project management, operations, sales and general management in Egypt, Saudi Arabia, the U.S. and South Korea. In 2025, he was promoted to Global Vice President, Goulds Pumps.

In 2017, he led the lean transformation of ITT's Saudi operations, delivering a 270% margin improvement within one year. He later assumed regional P&L responsibility across EMEAI and, in 2025, took on global leadership of Goulds Pumps Sales and Operations.

He holds a B.Sc. in Civil Engineering from Ain Shams University in Cairo.

Art Dunn
Vice President and General Manager
Connectors

Since 2009

Art Dunn joined ITT in 2009 as Vice President, Global Operations & Supply Chain, to reengineer operations for the Cannon division across nine facilities. In 2021, he was appointed as Global Connector General Manager.

Prior to ITT, Art held the position of CEO at ACT Electronics, after spending almost five years at Amphenol as Director of Global Operations. Art has spent his professional career in the electronics business, earlier serving as General Manager at Solectron and holding senior roles at Motorola.

Art holds a Bachelor's Degree in Biology from the University of Massachusetts, Amherst.

ITT Leadership Team and Speaker Biographies

Luca Martinotto
Vice President and General Manager
Friction Technologies

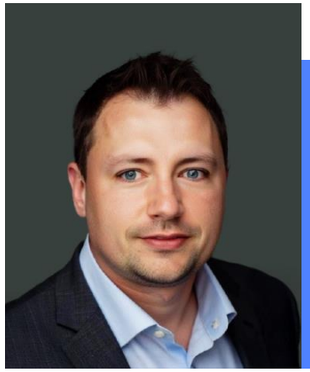
Since 2008

Luca Martinotto has been ITT Friction Technologies' General Manager since July 2021. He is responsible for managing all of Friction's operations in Italy, based at the Innovation Center in Barge, Italy.

He previously served as Executive Director, R&D for Friction from 2015-2021 and initially joined the company in 2008 as Product Development Director.

Prior to joining ITT, he spent 13 years in the R&D labs of Pirelli, a leading tire and wire & cable manufacturing company.

Luca holds a Master's Degree in Industrial Chemistry from Milan University in Italy.



Dan Kernan
Vice President and General Manager,
VIDAR

Since 2001

Dan Kernan is the Vice President & General Manager at VIDAR, leading the commercialization of next-generation industrial technologies. As of January 2022, Dan was appointed to this role, bringing over 20 years of experience at ITT. He previously served as Executive Director of Product Management and Strategy for Industrial Process.

Dan joined ITT in 2001 and has driven innovation in motor and pump control systems, earning over a dozen patents. He led the development of the VIDAR variable-speed motor, a breakthrough in energy-efficient industrial solutions.

Dan holds a Bachelor of Science in mechanical engineering from the University of Rochester.

ITT Leadership Team and Speaker Biographies

Søren Kringelholt
Chief Executive Officer,
Svanehøj

Joined ITT in 2024

As of March 2019, Søren Kringelholt Nielsen was appointed Chief Executive Officer, Svanehøj.

Before joining Svanehøj, Søren held the position of Chief Executive Officer, at Hydratech Industries. Prior to Hydratech Industries, Søren worked at Siemens Wind Power in multiple senior management roles including VP for Global Manufacturing.

Søren has a master's degree in mechanical engineering from Aalborg University in Denmark.

Michael DiPoto
President,
kSARIA

Joined ITT in 2024

As of October 2024, Mike DiPoto joined ITT through the acquisition of kSARIA, where he previously served as Chief Operating Officer and Chief Financial Officer.

Before joining kSARIA in 2007, Mike worked at Data Translation, Inc. as CFO, and held senior finance roles at NuMega Technologies, RVSI, Acuity Imaging and Automatix.

Mike holds a Master of Business Administration from Southern New Hampshire University and a Bachelor of Science in Information Systems from the University of Massachusetts-Lowell.

ITT Leadership Team and Speaker Biographies

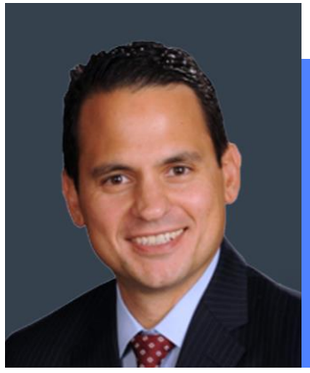
Kasturi Rangan
Group Vice President,
Specialty Products

Since 2021

Kasturi Rangan leads ITT's Specialty Valves business, including Habonim, Engineered Valves, C'Treat, Bornemann, and RPG. Over four years, he's driven strong organic and M&A growth and successfully turned around the Amory operation.

Before joining ITT in 2021, Kasturi held leadership roles at Johnson Controls, including Global Head of Strategy for Building Technologies and VP/GM of Air Systems for APAC & EMEA. He previously spent a decade at Booz & Company as a partner in the engineered products practice.

Kasturi holds a bachelor's in Mechanical Engineering from BITS Pilani, a master's in Industrial Engineering from SUNY Binghamton, and a PhD in Finance from the University of Florida.



Mark Macaluso
Vice President,
IR and Global Communications

Since 2021

Mark Macaluso leads ITT's investors relations and global communication functions. Previously, he spent 13 years at Honeywell in roles including VP of FP&A, VP of Investor Relations, and Director of M&A. He also worked in PWC's Transaction Services group in New York, advising private equity and corporate clients.

Under his leadership, the IR team at HON was named Best In Industrials by Institutional Investor in their 2018 and 2019 All-America Executive Team rankings and also ranked Mark #1 on their list of best Investor Relations Officers, and Best In Industrials in 2017 by Global IR Magazine.

Mark earned a bachelor's degree in accounting from the Carroll School of Management at Boston College.

M&A Assumptions

From 2025 to 2030

$600M

Deployed annually toward flow and connector companies.

2

Acquisitions annually with similar end markets and financial profiles as 2024 deals.

HSD%

Expected annual revenue growth.

18%

EBITDA margin in Year 1, with ~100 bps of margin expansion annually.

~$95M

In annual interest expense from acquisition funding, at 5% rate.

2.5x

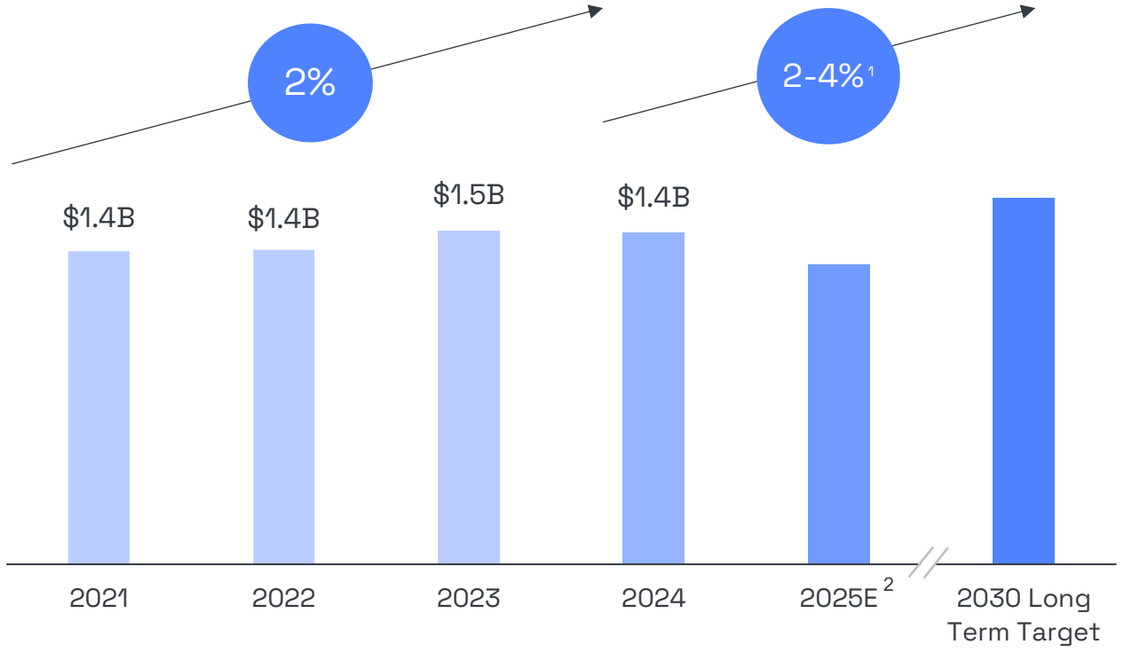
Max debt-to-EBITDA leverage, with debt paid down via acquisition and legacy business cash flows.

$0.75-1.00

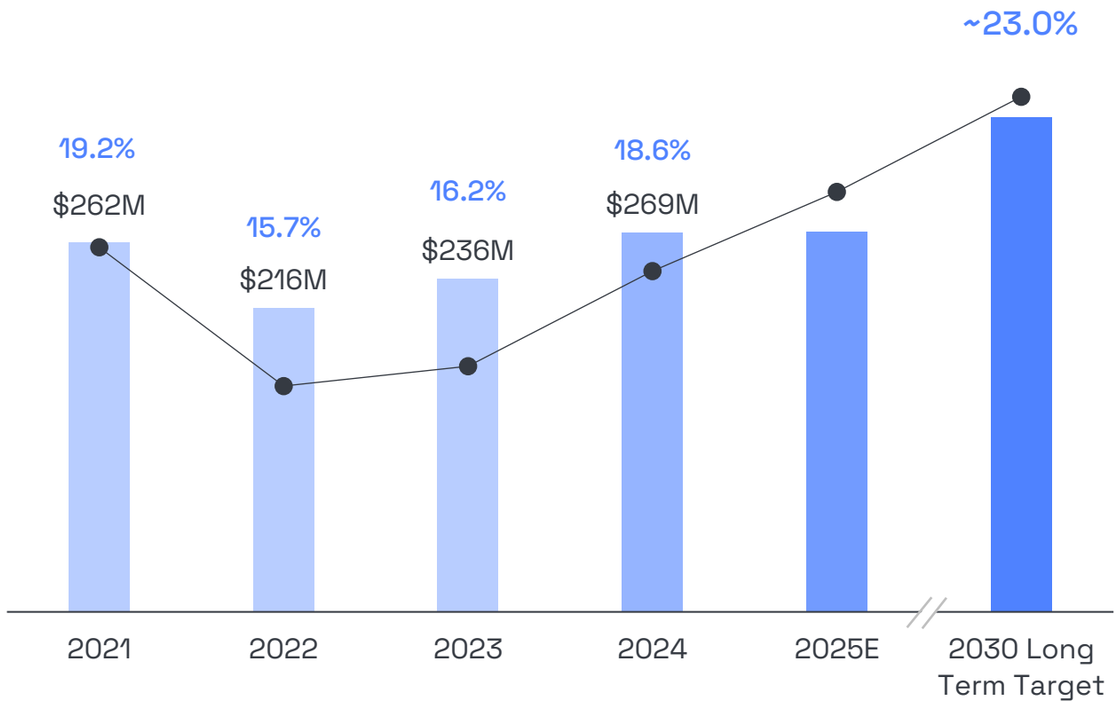
In incremental EPS expected by 2030, assuming a weighted average of ~77 million shares.

Motion Technologies Financial Results and Targets

Revenue



Adjusted Operating Income and Margin



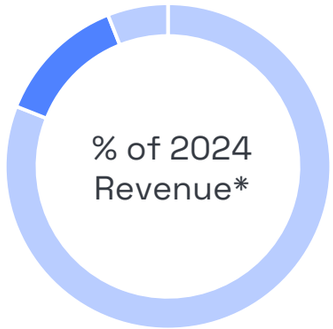
1. Represents 2024-2030 Long Term Targets Organic Growth CAGR.
2. Decline in Revenue expected for MT in 2025 due to the divestiture of Wolverine.

Motion Technologies Products and Applications

Friction

Applications

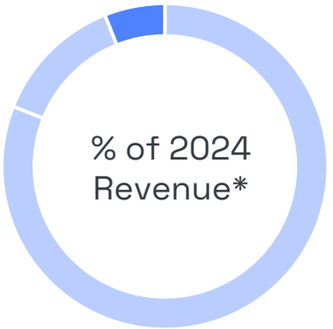
- Original Equipment (OE)
- OE Service (OES)
- Independent Aftermarket (AM), primarily EU



KONI

Applications

- Shock absorbers for car, rail, and defense applications
- Safety critical components



Axtone

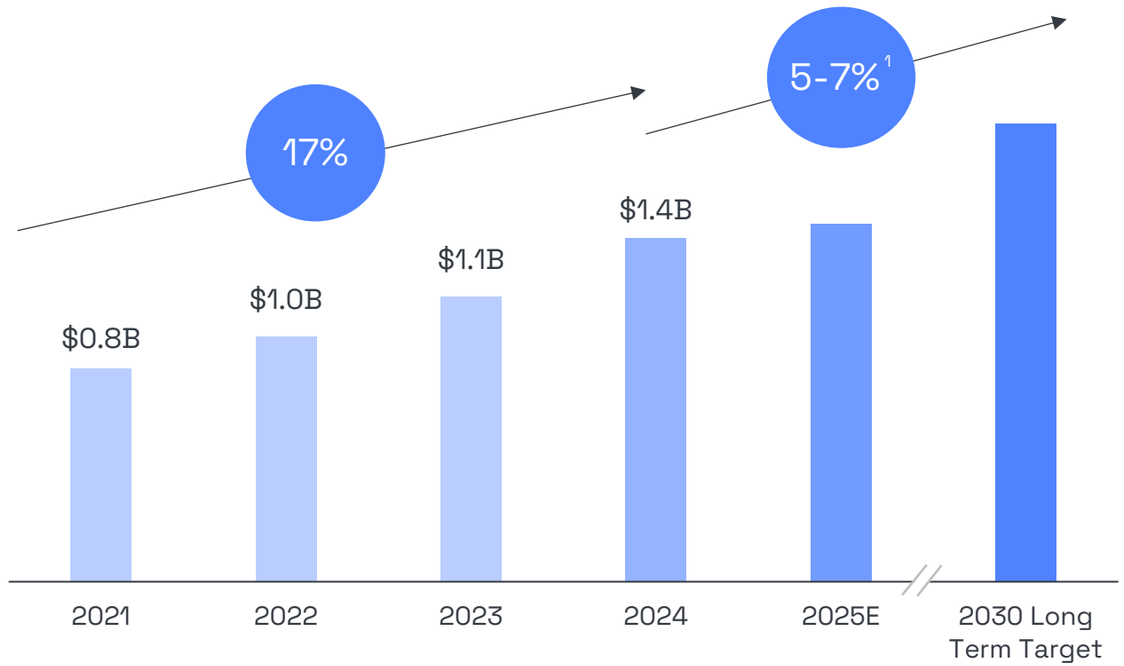
Applications

- Crash buffers, draw gears, and springs
- Safety and energy absorption components for passenger and freight trains

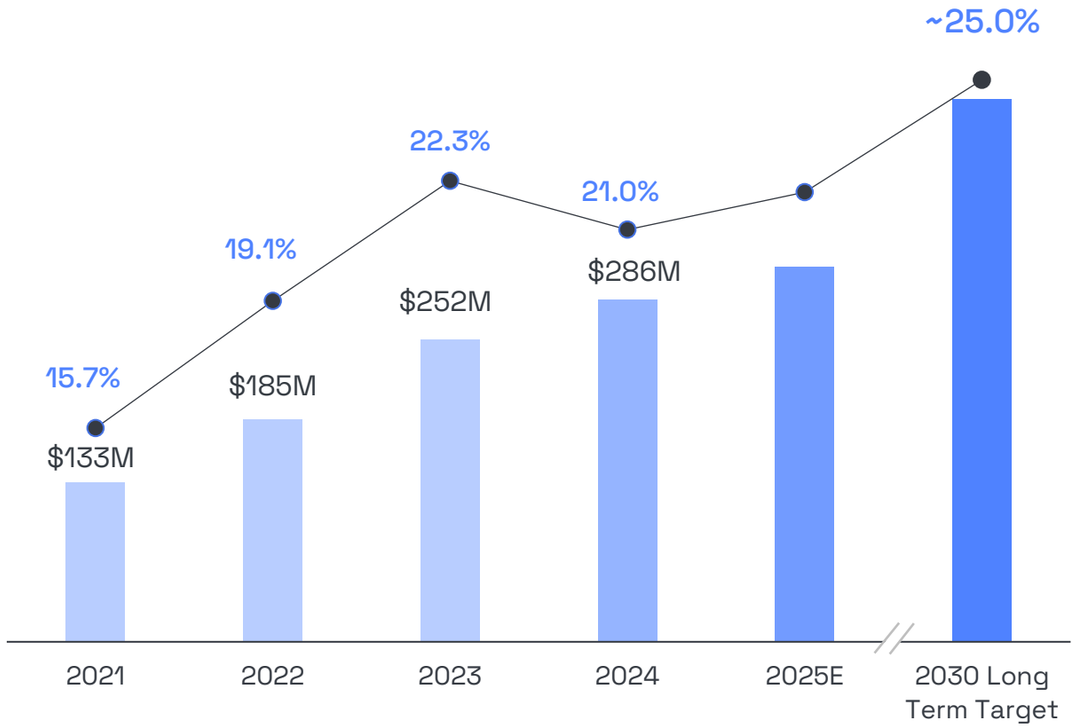
* Represents composition of revenue for 2024; graphs are pro forma for the portfolio changes in 2024 from M&A. All results unaudited.

Industrial Process Financial Results and Targets

Revenue



Adjusted Operating Income and Margin



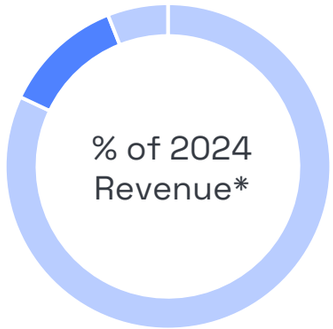
1. Represents 2024-2030 Long Term Targets Organic Growth CAGR.

Industrial Process Products and Applications

Centrifugal Pumps

Applications

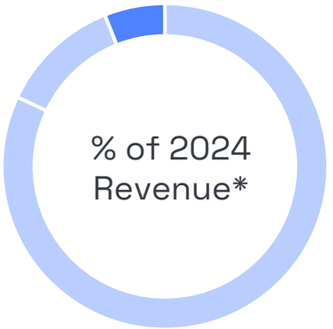
- High pressure or temperature and corrosive mediums
- Abrasive solids mixed with liquid
- Environmentally friendly solutions



Valves

Applications

- Severe chemical and industrial environments
- Cryogenic and high-pressure gases



Twin Screw Pumps

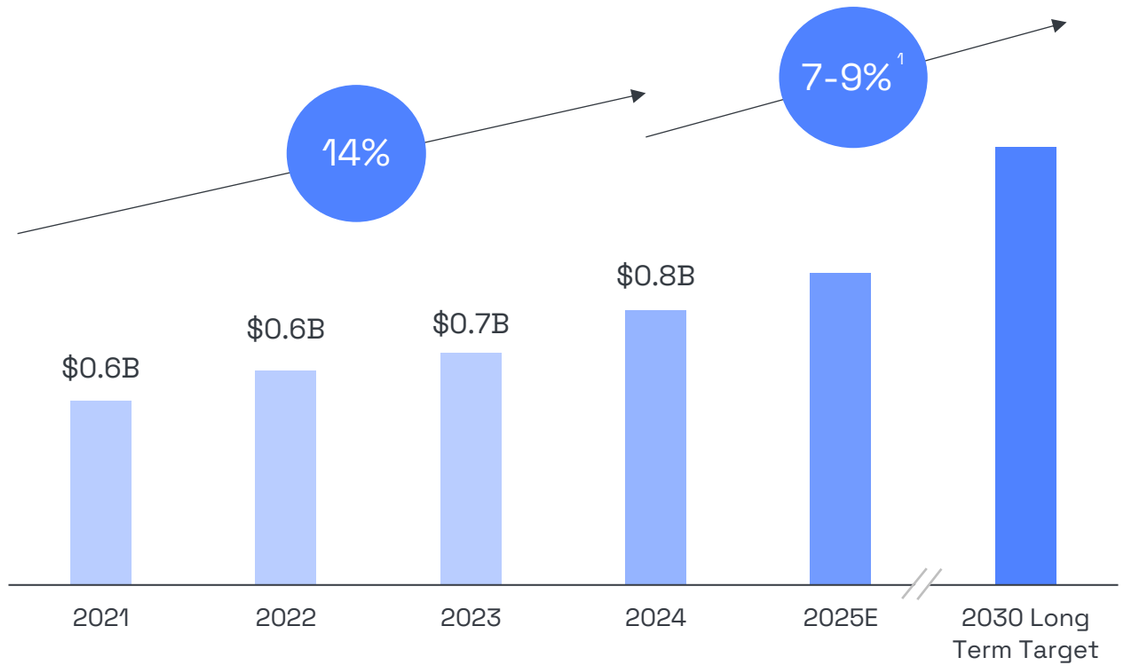
Applications

- Highly viscous fluids
- Multiphase (Gas/Oil/Water) technology enables no flaring
- Shear sensitive Food & Beverage

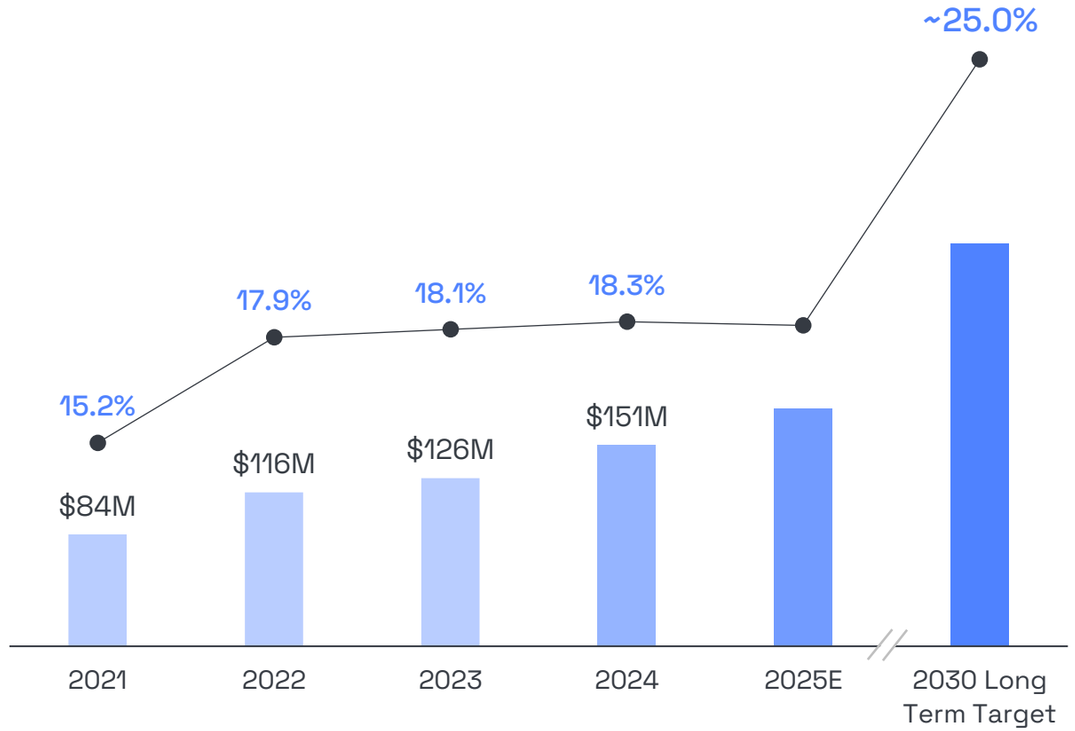
* Represents composition of revenue for 2024; graphs are pro forma for the portfolio changes in 2024 from M&A. All results unaudited.

Connect & Control Technologies Financial Results and Targets

Revenue



Adjusted Operating Income and Margin



1. Represents 2024-2030 Long Term Targets Organic Growth CAGR.

Connect & Control Technologies Products and Applications

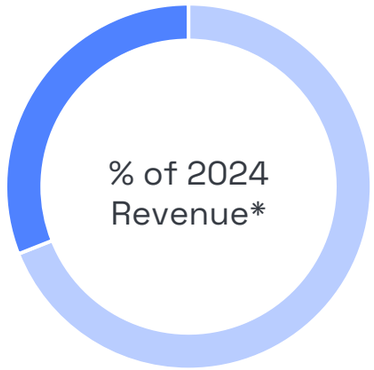
Connectors

Applications

High-performance signal, data and power for:

- Commercial Aerospace
- Defense on land, sea and air
- Transportation
- Industrial automation

Control Technologies



Applications

- Aero flow control and actuation systems, interior components
- Commercial and defense rotorcraft energy absorbing systems
- Aero engine composites
- Warehouse automation and anti-seismic solutions

* Represents composition of revenue for 2024; graphs are pro forma for the portfolio changes in 2024 from M&A. All results unaudited.

Glossary of Key Terms and Acronyms

A&D	Aerospace and Defense	**IP**	Industrial Process	**PPM**	(Defective) Parts per Million
AGV	Automated Guided Vehicles	**ISO**	International Organization for Standardization	**QA/QC**	Quality Assurance and Quality Control
ANSI	American National Standards Institute	**LEAN**	Manufacturing system to eliminate waste, maximize productivity	**RoW**	Rest of World
APAC	Asia Pacific Region	**LNG**	Liquified Natural Gas	**SQDC**	Safety, Quality, Delivery and Cost
CCT	Connect & Control Technologies	**LNG LP**	Liquified Natural Gas Low Pressure	**TSR**	Total Shareholder Return
COPQ	Cost of Poor Quality	**LPG**	Liquified Petroleum Gas	**VA/VE**	Value Analysis/Value Engineering
DW	Deep Well	**MT**	Motion Technologies	**VFD**	Variable Frequency Drive
EMI	Electromagnetic Interference	**OE**	Original Equipment	**VSD**	Variable Speed Drive
eVTOL	Electric Vehicle Take-off and Landing	**OEM**	Original Equipment Manufacturer		
GEMBA	Concept in lean manufacturing to identify and eliminate waste	**OES**	Original Equipment Service		
HP	High Performance; vehicles designed for superior speed, agility and driving experience	**PPB**	(Defective) Parts per Billion		

Key Performance Indicators and 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, acquisitions, and divestitures that may or may not qualify as discontinued operations. Current year activity from acquisitions is excluded for twelve months following the closing date of acquisition. The period-over-period change resulting from foreign currency fluctuations is estimated using a fixed exchange rate for both the current and prior periods. Prior year revenue and orders are adjusted to exclude activity during the comparable period for twelve months post-closing date for divestitures that do not qualify as discontinued operations. We believe that reporting organic revenue and organic orders provide 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, certain acquisition- and divestiture-related impacts, certain asset impairment charges, certain gain on sale of long-lived assets, unusual or infrequent operating items and, for 2021, asbestos-related impacts. 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 Operating Margin Excluding M&A is defined as operating margin adjusted to exclude special items and the results of acquisitions and divestitures completed during the year. We believe these financial measures are useful to investors and other users of our financial statements in evaluating operating profitability and comparability to previously announced long-term financial targets.

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, certain acquisition- and divestiture-related impacts, certain asset impairment charges, certain gain on sale of long-lived assets, income tax settlements or adjustments, unusual or infrequent items, and for 2021, asbestos-related impacts. 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 and the tax deductibility under local tax rules. **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 (FCF) is defined as net cash provided by operating activities less capital expenditures. **FCF Margin** is defined as FCF divided by revenue. We believe that FCF and FCF margin provide useful information to investors as the metrics provide insight into the primary cash flow metrics 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

	Full Year 2024				
	MT	IP	CCT	Elim	Total
2024 Revenue	**$ 1,447.8**	**$ 1,361.0**	**$ 825.1**	**$ (3.2)**	**$ 3,630.7**
Less: Acquisitions	-	212.0	88.9	-	300.9
Less: FX	(102.8)	(38.3)	(16.8)	-	(158.0)
2024 Organic revenue	$ 1,550.6	$ 1,187.3	$ 753.0	$ (3.2)	$ 3,487.8
2021 Revenue	**$ 1,368.6**	**$ 843.2**	**$ 554.7**	**$ (1.5)**	**$ 2,765.0**
Less: Divestitures	72.0	-	10.5	-	82.5
2021 Organic revenue	$ 1,296.6	$ 843.2	$ 544.2	$ (1.5)	$ 2,682.5
Organic Revenue Growth - $	$ 254.0	$ 344.1	$ 208.8		$ 805.3
Organic Revenue Growth - %	19.6%	40.8%	38.4%		30.0%
Organic Cumulative Annual Growth Rate	6.1%	12.1%	11.4%		9.1%
Reported Revenue Growth - $	$ 79.2	$ 517.8	$ 270.4		$ 865.7
Reported Revenue Growth - %	5.8%	61.4%	48.7%		31.3%
Reported Cumulative Annual Growth Rate	1.9%	17.3%	14.2%		9.5%

Reconciliation of Orders to Organic Orders

	Full Year 2024				
	MT	IP	CCT	Elim	Total
2024 Orders	**$ 1,471.6**	**$ 1,484.6**	**$ 833.0**	**$ (3.5)**	**$ 3,785.7**
Less: Acquisitions	-	262.6	79.5	-	342.1
Less: FX	(103.7)	(37.7)	(18.9)	-	(160.3)
2024 Organic orders	1,575.3	1,259.7	772.4	(3.5)	3,603.9
2021 Orders	**1,377.7**	**940.8**	**605.7**	**(1.8)**	**2,922.4**
Less: Divestitures	72.0	-	13.7	-	85.7
2021 Organic orders	$ 1,305.7	$ 940.8	$ 592.0	$ (1.8)	$ 2,836.7
Organic Orders Growth - $	$ 269.6	$ 318.9	$ 180.4		$ 767.2
Organic Orders Growth - %	20.6%	33.9%	30.5%		27.0%
Organic Cumulative Annual Growth Rate	6.5%	10.2%	9.3%		8.3%
Reported Orders Growth - $	$ 93.9	$ 543.8	$ 227.3		$ 863.3
Reported Orders Growth - %	6.8%	57.8%	37.5%		29.5%
Reported Cumulative Annual Growth Rate	2.2%	16.4%	11.2%		9.0%

Note: Immaterial differences due to rounding.

ITT Inc. Non-GAAP Reconciliation Statements

(In millions; all amounts unaudited)

Reconciliation of Revenue to Organic Revenue

	Full Year 2024				
	MT	IP	CCT	Elim	Total
2024 Revenue	**$ 1,447.8**	**$ 1,361.0**	**$ 825.1**	**$ (3.2)**	**$ 3,630.7**
Less: Acquisitions	-	156.2	73.9	-	230.1
Less: FX	(9.7)	(13.0)	(2.0)	-	(24.7)
2024 Organic revenue	$ 1,457.5	$ 1,217.8	$ 753.2	$ (3.2)	$ 3,425.3
2023 Revenue	**$ 1,457.8**	**$ 1,129.6**	**$ 699.4**	**$ (3.8)**	**$ 3,283.0**
Less: Divestitures	68.7	-	10.2	0.1	79.0
2023 Organic revenue	$ 1,389.1	$ 1,129.6	$ 689.2	$ (3.9)	$ 3,204.0
Organic Revenue Growth - %	4.9%	7.8%	9.3%		6.9%
Reported Revenue Growth - %	(0.7%)	20.5%	18.0%		10.6%

	Full Year 2023				
	MT	IP	CCT	Elim	Total
2023 Revenue	**$ 1,457.8**	**$ 1,129.6**	**$ 699.4**	**$ (3.8)**	**$ 3,283.0**
Less: Acquisitions	-	14.8	15.5	-	30.3
Less: FX	17.0	4.9	1.4	-	23.3
2023 Organic revenue	1,440.8	1,109.9	682.5	(3.8)	3,229.4
2022 Revenue	**1,374.0**	**971.0**	**645.6**	**(2.9)**	**2,987.7**
Organic Revenue Growth - %	4.9%	14.3%	5.7%		8.1%
Reported Revenue Growth - %	6.1%	16.3%	8.3%		9.9%

	Full Year 2022				
	MT	IP	CCT	Elim	Total
2022 Revenue	**$ 1,374.0**	**$ 971.0**	**$ 645.6**	**$ (2.9)**	**$ 2,987.7**
Less: Acquisitions	-	44.9	-	-	44.9
Less: FX	(114.4)	(26.6)	(18.3)	-	(159.3)
2022 Organic revenue	1,488.4	952.7	663.9	(2.9)	3,102.1
2021 Revenue	**1,368.6**	**843.2**	**554.7**	**(1.5)**	**2,765.0**
Organic Revenue Growth - %	8.8%	13.0%	19.7%		12.2%
Reported Revenue Growth - %	0.4%	15.2%	16.4%		8.1%

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

	Full Year 2024					Full Year 2023				
	MT	IP	CCT	Corporate	ITT	MT	IP	CCT	Corporate	ITT
Reported Operating Income	**$ 314.6**	**$ 278.4**	**$ 146.1**	**$ (61.1)**	**$ 678.0**	**$ 230.8**	**$ 245.9**	**$ 107.5**	**$ (53.6)**	**$ 530.6**
(Gain) loss on sale of businesses	(47.8)	-	-	-	(47.8)	-	-	15.3	-	15.3
Restructuring costs	2.7	3.0	2.4	-	8.1	4.0	4.6	1.3	-	9.9
Acquisition and divestiture related costs	-	4.2	2.8	-	7.0	-	-	2.4	-	2.4
Other special items	(0.6)	-	-	-	(0.6)	1.4	1.2	(0.1)	(3.7)	(1.2)
Adjusted Operating Income	**$ 268.9**	**$ 285.6**	**$ 151.3**	**$ (61.1)**	**$ 644.7**	**$ 236.2**	**$ 251.7**	**$ 126.4**	**$ (57.3)**	**$ 557.0**
Reported Operating Margin	**21.7%**	**20.5%**	**17.7%**		**18.7%**	**15.8%**	**21.8%**	**15.4%**		**16.2%**
Impact of special item adjustments	-310 bps	50 bps	60 bps		-90 bps	40 bps	50 bps	270 bps		80 bps
Adjusted Operating Margin	**18.6%**	**21.0%**	**18.3%**		**17.8%**	**16.2%**	**22.3%**	**18.1%**		**17.0%**
Less: Impact of acquisitions and divestitures	0 bps	-270 bps	-70 bps		-90 bps					
Adjusted Operating Margin Excluding M&A	**18.6%**	**23.7%**	**19.0%**		**18.7%**					

	Full Year 2022					Full Year 2021				
	MT	IP	CCT	Corporate	ITT	MT	IP	CCT	Corporate	ITT
Reported Operating Income	**$ 208.5**	**$ 190.3**	**$ 115.8**	**$ (43.9)**	**$ 470.7**	**$ 258.2**	**$ 128.8**	**$ 81.7**	**$ 37.6**	**$ 506.3**
(Gain) on sale of long-lived assets	-	(15.5)	-	-	(15.5)	-	-	-	-	-
Asbestos-related benefits, net	-	-	-	-	-	-	-	-	(74.4)	(74.4)
Restructuring costs	2.7	1.3	-	(0.2)	3.8	3.9	3.1	2.4	0.2	9.6
Impacts related to Russia-Ukraine war	3.1	4.8	-	-	7.9	-	-	-	-	-
Acquisition and divestiture related costs	-	3.2	-	0.5	3.7	-	-	-	-	-
Asset impairment charges	-	-	-	1.7	1.7	-	-	-	-	-
Other special items	1.3	1.2	-	1.7	4.2	-	0.6	-	2.5	3.1
Adjusted Operating Income	**$ 215.6**	**$ 185.3**	**$ 115.8**	**$ (40.2)**	**$ 476.5**	**$ 262.1**	**$ 132.5**	**$ 84.1**	**$ (34.1)**	**$ 444.6**
Reported Operating Margin	**15.2%**	**19.6%**	**17.9%**		**15.8%**	**18.9%**	**15.3%**	**14.7%**		**18.3%**
Impact of special item adjustments	50 bps	-50 bps	0 bps		10 bps	30 bps	40 bps	50 bps		-220 bps
Adjusted Operating Margin	**15.7%**	**19.1%**	**17.9%**		**15.9%**	**19.2%**	**15.7%**	**15.2%**		**16.1%**

Note: Immaterial differences due to rounding.

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

For the year ended December 31, 2024	Income from Continuing Operations	Diluted Earnings per Share
Reported	**$ 520.0**	**$ 6.32**
Special Items Expense / (Income):		
Gain on sale of business	(47.8)	(0.58)
Restructuring costs	8.1	0.09
Acquisition and divestiture related costs	7.0	0.08
Other pre-tax special items	(0.6)	(0.01)
Net tax benefit of pre-tax special items	(3.3)	(0.04)
Other tax-related special items	0.5	0.02
Adjusted	**$ 483.9**	**$ 5.88**

Note: Amounts may not calculate due to rounding.
Per share amounts are based on diluted weighted average common shares outstanding.

ITT Inc. Non-GAAP Reconciliation Statements

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

Reconciliation of GAAP vs Adjusted EPS Guidance - Full Year 2025

	2025 Full-Year Guidance	
	Low	High
EPS from Continuing Operations - GAAP	$ 6.05	$ 6.45
Estimated restructuring	0.05	0.05
Other special items	0.01	0.01
Other tax on special Items	(0.01)	(0.01)
EPS from Continuing Operations - Adjusted	**$ 6.10**	**$ 6.50**

Note: The Company has provided forward-looking non-GAAP financial measures for organic revenue growth and adjusted operating margin. It is not possible, without unreasonable efforts, to estimate the impacts of foreign currency fluctuations, acquisitions, divestitures and certain other special items that may occur in 2025 as these items are inherently uncertain and difficult to predict. As a result, the Company is unable to quantify certain amounts that would be included in a reconciliation of organic revenue growth and adjusted operating margin to the most directly comparable GAAP financial measures without unreasonable efforts and accordingly has not provided reconciliations for these forward looking non-GAAP financial measures.

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

				FY 2025 Guidance		
	FY 2022	FY 2023	FY 2024	Low	High	
Net Cash - Operating Activities	**$ 277.7**	**$ 538.0**	**$ 562.6**	**$ 575.0**	**$ 625.0**	
Less: Capital expenditures	103.9	107.6	123.9	125.0	125.0	
Free Cash Flow	**$ 173.8**	**$ 430.4**	**$ 438.7**	**$ 450.0**	**$ 500.0**	
Revenue	$ 2,987.7	$ 3,283.0	$ 3,630.7	$ 3,720.0	$ 3,720.0	[a]
Operating Cash Flow Margin	9.3%	16.4%	15.5%	15.5%	16.8%	
Free Cash Flow Margin	5.8%	13.1%	12.1%	12.1%	13.4%	

[a] Revenue included in the full year 2025 free cash flow margin guidance represents the expected revenue growth mid-point.