



ITT

# Investor Day 2022

---

June 16, 2022

Innovation Center

# 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. 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 and 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,” “estimate,” “expect,” “project,” “intend,” “plan,” “believe,” “target,” “future,” “may,” “will,” “could,” “should,” “potential,” “continue” 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, there can be no assurance that the expectation or belief will occur or that anticipated results will be achieved or accomplished. More information on factors that could cause actual results or events to differ materially from those anticipated is included in the Risk Factors section of the Company’s Annual Report on Form 10-K, Quarterly Reports on Form 10-Q and other documents filed from time to time with the Securities and Exchange Commission.

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

## Non-GAAP Disclosures

This presentation and the discussion on the accompanying conference call contain certain financial measures that are not prepared under U.S. 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](http://investors.itt.com).

## Non-GAAP Financial Measures

The Company has provided forward-looking non-GAAP financial measures for adjusted segment operating margin, adjusted earnings per share and free cash flow margin. It is not possible, without unreasonable efforts, to estimate the impacts of foreign currency fluctuations, acquisitions and certain other special items that may occur in the future 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 adjusted segment operating margin, adjusted earnings per share and free cash flow margin to the most directly comparable GAAP financial measures without unreasonable efforts and has not provided reconciliations for these forward looking non-GAAP financial measures.

# TODAY'S PROGRAM



- | Welcome and Introduction – Mark Macaluso, Vice President, Investor Relations
- | Executive Overview – Luca Savi, Chief Executive Officer and President
- | Motion Technologies – Carlo Ghirardo, Senior Vice President and President  
Luca Martinotto, General Manager, Friction Technologies
- | Industrial Process – David Steblein, Senior Vice President and President
- | Connect & Control Technologies – Ryan Flynn, Senior Vice President and President
- | Financial and ESG Overview – Emmanuel Caprais, Senior Vice President and Chief Financial Officer
- | Q&A with ITT Leadership Team

# ITT LEADERSHIP TEAM



**Luca Savi**  
Chief Executive Officer  
and President



**Davide Barbon**  
Senior Vice President and  
President, Asia Pacific



**Emmanuel Caprais**  
Senior Vice President and  
Chief Financial Officer



**Ryan Flynn**  
Senior Vice President and  
President, Connect & Control  
Technologies



**Carlo Ghirardo**  
Senior Vice President and  
President, Motion Technologies



**Mary Beth Gustafsson**  
Senior Vice President and  
General Counsel



**Maurine Lembesis**  
Senior Vice President and  
Chief Human Resources Officer



**Bartek Makowiecki**  
Senior Vice President,  
Strategy and Business Development



**David Steblein**  
Senior Vice President and  
President, Industrial Process



**Luca Martinotto**  
General Manager,  
Friction Technologies



ITT

# Executive Overview

---

Luca Savi  
Chief Executive Officer and President



# AGENDA

- | Overview and Performance
- | Sustaining Differentiation
- | Growth and Value

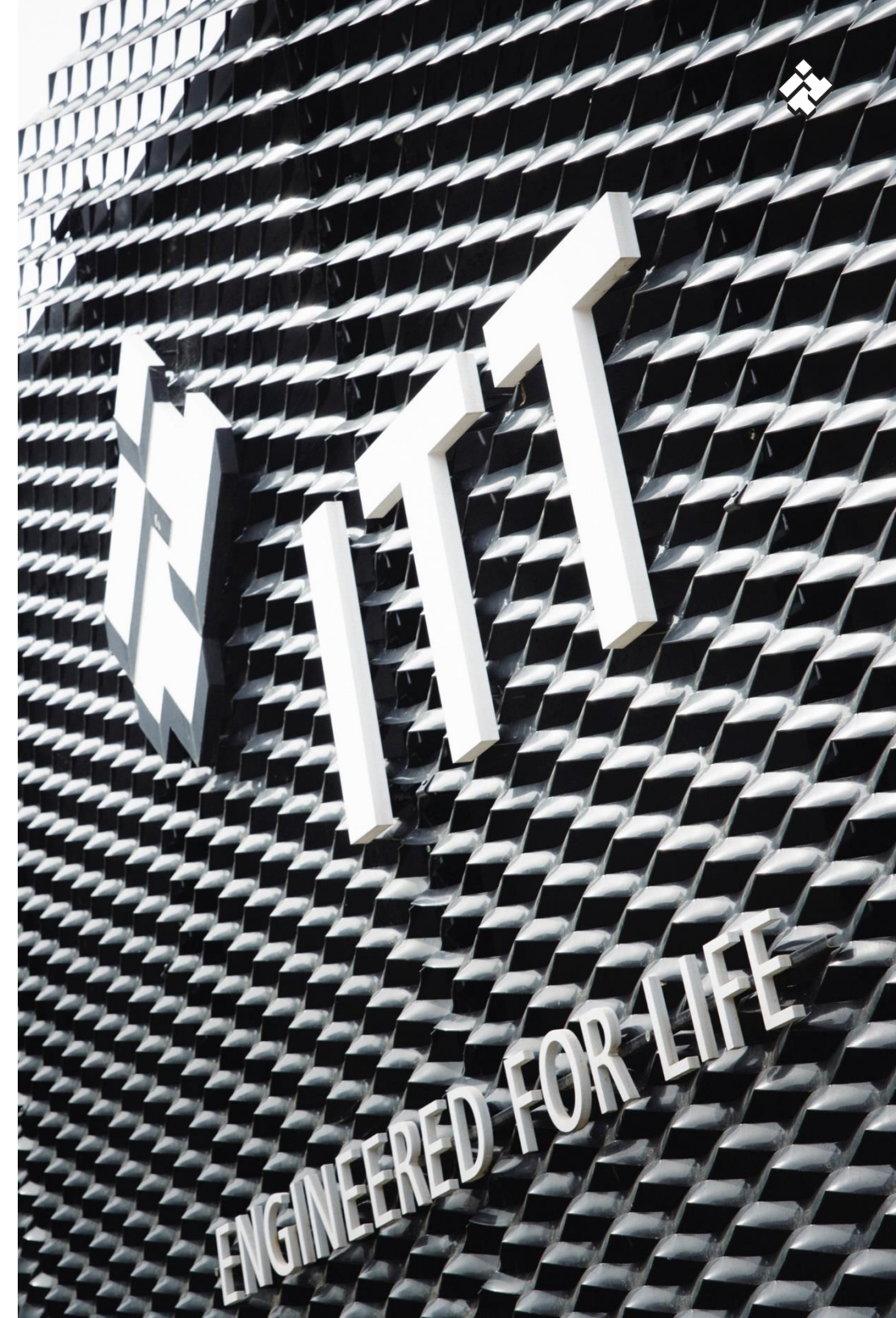


## WHY ITT

- | Market-leading positions in growing end markets
- | Sustaining differentiation: execution, innovation, and culture
- | Capital deployment capacity, sound strategy, and execution
- | Environmental, Social & Governance (ESG) entrenched in strategy
- | Long-term growth and value creation

# AGENDA

- I Overview and Performance
- I Sustaining Differentiation
- I Growth and Value



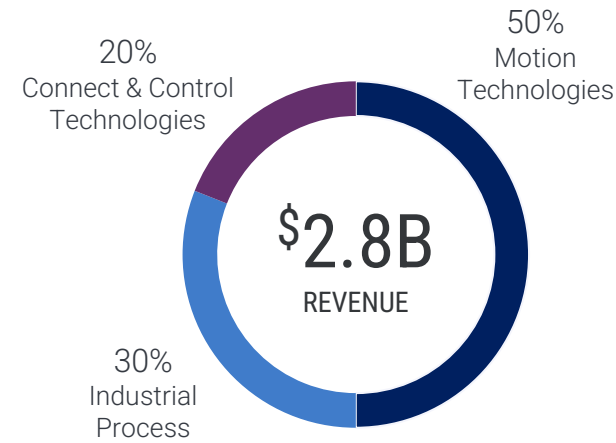


# ITT AT A GLANCE

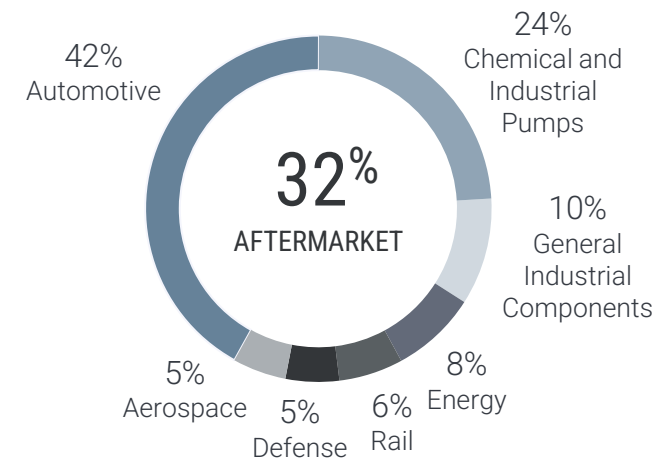
Diversified, leading manufacturer of highly engineered, critical components and customized technology solutions

- | 50 MANUFACTURING LOCATIONS
- | 1,250+ ENGINEERS
- | 1,500+ ACTIVE U.S. PATENTS

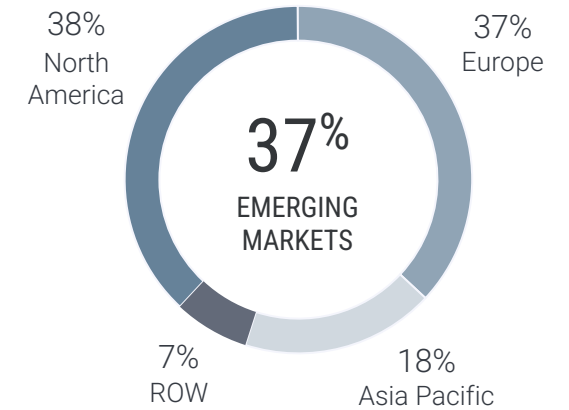
## BUSINESSES



## END MARKETS



## GEOGRAPHY



Represents composition of revenue for 2021

## Q1 2022 PERFORMANCE

All figures versus Q1 2021

**+14%**  
Organic order growth

**+7%**  
Organic revenue growth

**14.6%**  
Adj. operating margin

**\$235M+**  
Capital deployed



Products that Touch Everyday Life





Products that Touch Everyday Life





Products that Touch Everyday Life





Products that Touch Everyday Life

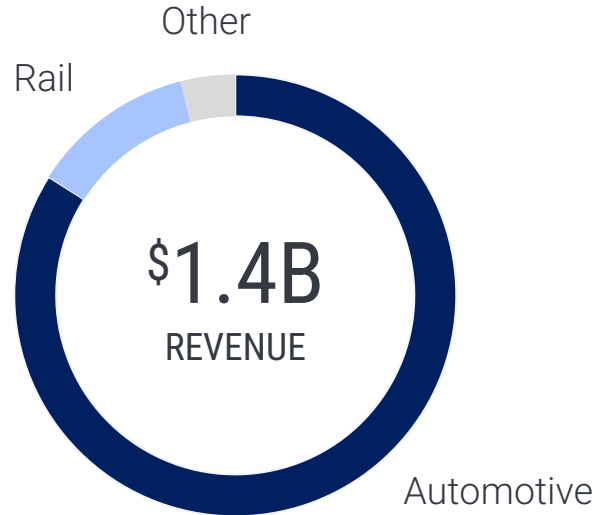


# OUR BUSINESSES

POSITIONED IN GROWING END MARKETS



## MOTION TECHNOLOGIES



**\$1.4B**  
REVENUE

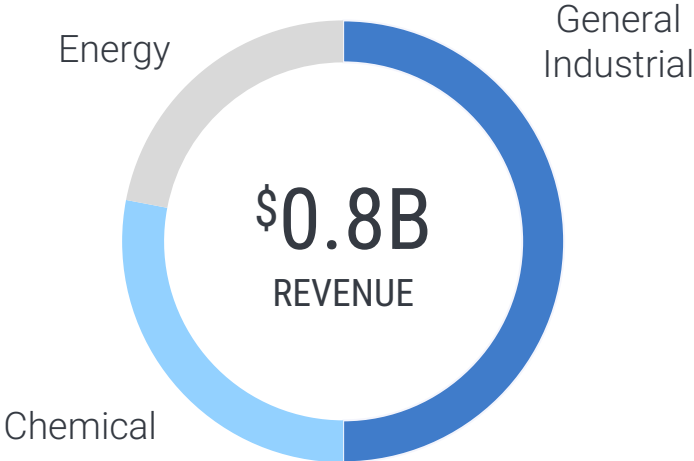
67%

33%

OEM

Aftermarket

## INDUSTRIAL PROCESS



**\$0.8B**  
REVENUE

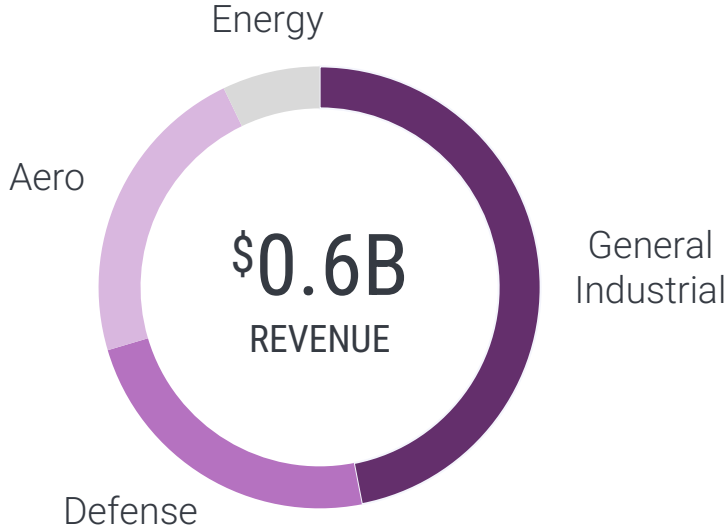
55%

45%

OEM

Aftermarket

## CONNECT & CONTROL TECHNOLOGIES



**\$0.6B**  
REVENUE

94%

6%

OEM

Aftermarket

# LEADING BRANDS



MOTION  
TECHNOLOGIES

---

**GALT.**

**KONI**

**AXTONE**



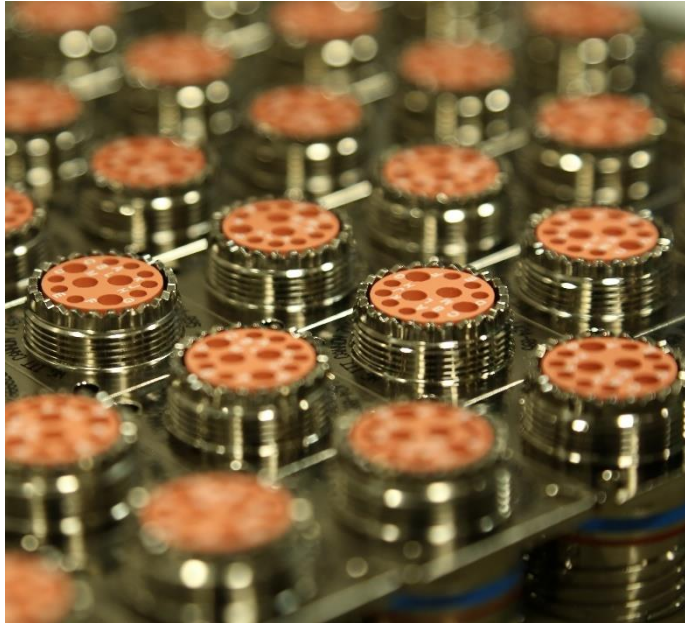
INDUSTRIAL  
PROCESS

---

**GOULDS  
PUMPS**

**B Bornemann**

**HABONIM**  
An ITT Company



CONNECT & CONTROL  
TECHNOLOGIES

---

**cannon**

**ENIDINE**

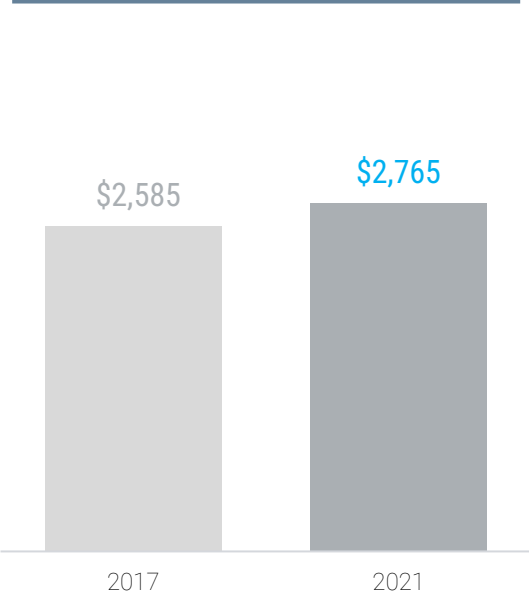
**veam**

# HISTORICAL PERFORMANCE

## RESILIENT OPERATING MODEL

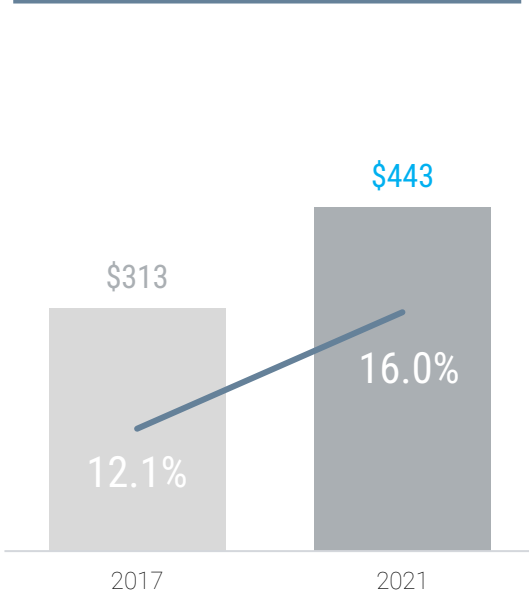


### REVENUE



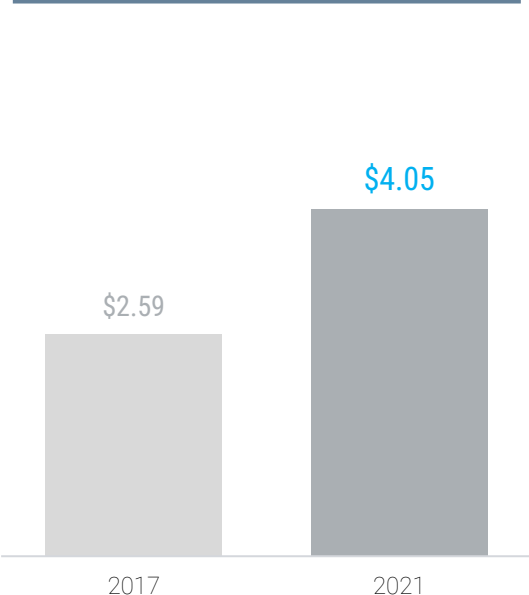
**+7%**  
sales growth

### ADJUSTED OPERATING INCOME AND MARGIN



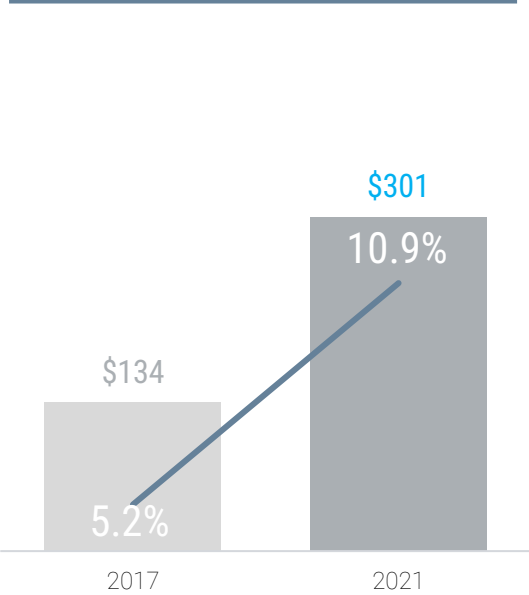
**+390 bps**  
adjusted operating margin expansion

### ADJUSTED EPS



**+56%**  
adjusted EPS growth

### FREE CASH FLOW<sup>[1]</sup>



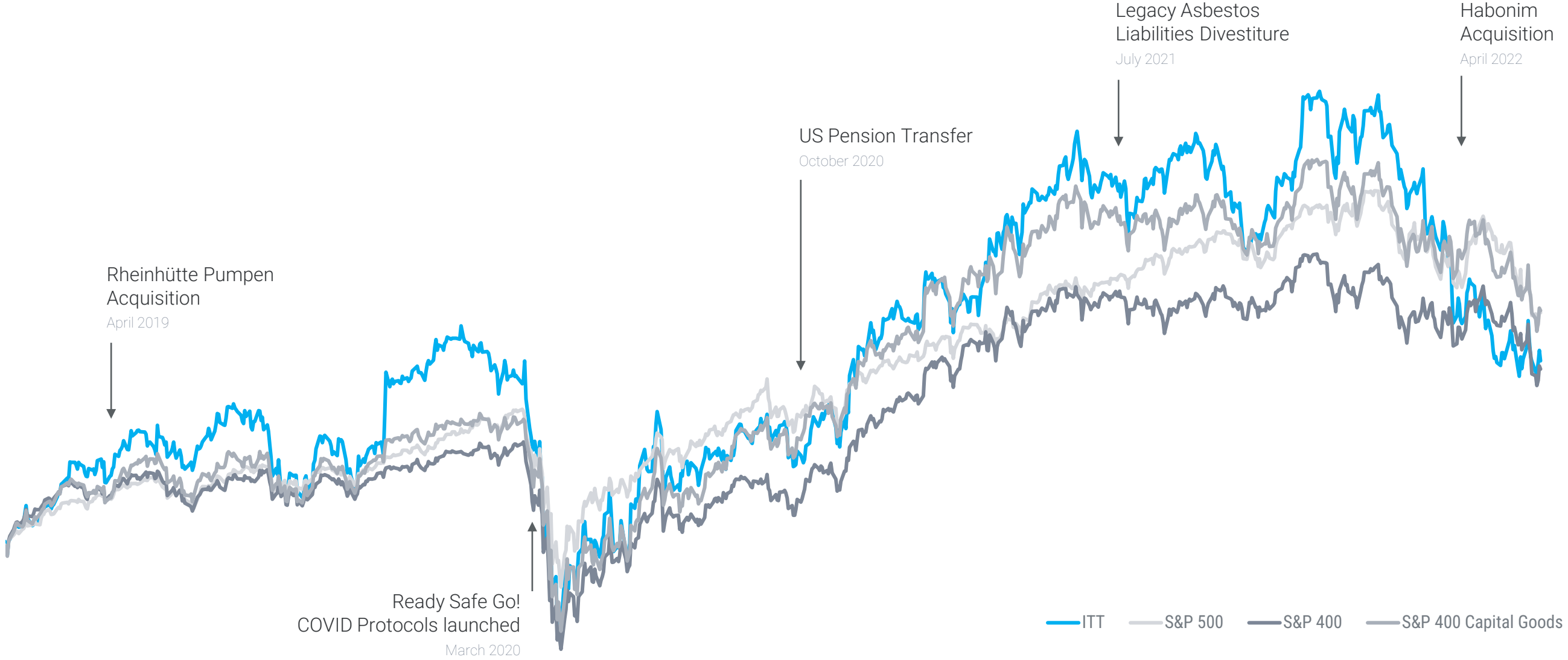
**~11%**  
free cash flow margin<sup>[1]</sup>

All results are unaudited, except revenue. Amount in millions, except EPS. For non-GAAP reconciliations, refer to appendix.  
[1] Excludes Q2 '21 \$398M Asbestos transaction payment.

# KEY MILESTONES



~58% TOTAL SHAREHOLDER RETURN SINCE JAN 1, 2019



January-19

January-20

January-21

May-22

# AGENDA

- | Overview and Performance
- | Sustaining Differentiation
- | Growth and Value



# SUSTAINING DIFFERENTIATION

PART OF ITT'S DNA

E I C



E | Execution

I | Innovation

C | Culture

# EXECUTION | CUSTOMER CENTRICITY

| Customer success at the center of everything we do

Best-in-class ANSI pump on-time delivery performance

| Relentless focus on quality

Friction defective parts 1 PPM in 2021

| Flawless customer experience

Over 99% on-time delivery performance in Friction OE

| In region, for region



“

...the suspension in the Tonale uses Frequency Selective Damping (FSD) technology – developed in collaboration with KONI, a historic technology partner of Alfa Romeo – to improve performance by ensuring perfect road holding and simultaneously improving comfort in all driving conditions.

”

Stellantis, February 8, 2022



# EXECUTION | CUSTOMER CENTRICITY



## FRICITION CONQUER AWARD – GM T1XX



### Why it Matters

- Over 1M vehicles produced annually (largest platform in North America)<sup>[1]</sup>
- Spans work trucks to luxury SUVs

### The ITT Difference

- Rapid, industrialized prototype development
- Best-in-class quality and on-time performance

### The Result

- Front AND rear axle award
- Follow-on award with other platforms

## INDUSTRIAL PROCESS PROJECT – DANGOTE REFINERY



### Why it Matters

- Africa’s largest oil refinery (Nigeria)
- 650,000 barrels/day expected production capacity<sup>[2]</sup>

### The ITT Difference

- Partnered with customer to develop highly-engineered solution
- Project management excellence

### The Result

- 230+ API pumps
- Custom process engineering

<sup>[1]</sup>Source: IHS Light Vehicle Production Estimates  
<sup>[2]</sup> Source: "Dangote Petroleum Refinery," accessed June 8, 2022, <https://dangote.com/our-business/oil-and-gas/>.  
API: American Petroleum Institute

# EXECUTION | HOW WE OPERATE



**E** | Start on the Shop Floor

- Lean focus
- Unprecedented granularity

**E** | Continuous Improvement

- Executing MT model
- Entrepreneurial mindset

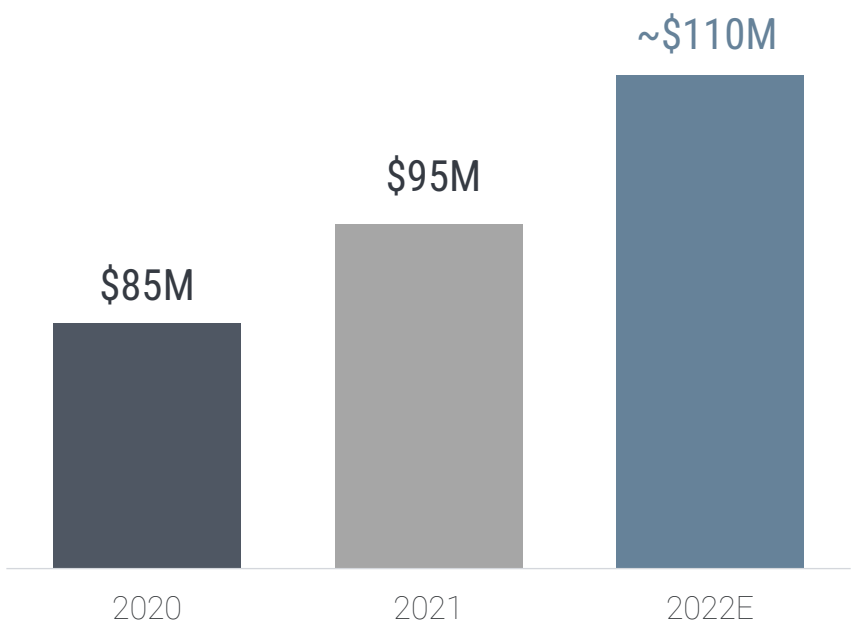
**E** | Leverage Technology

- Automation
- e-Manufacturing

# INNOVATION | FUNDING FUTURE GROWTH

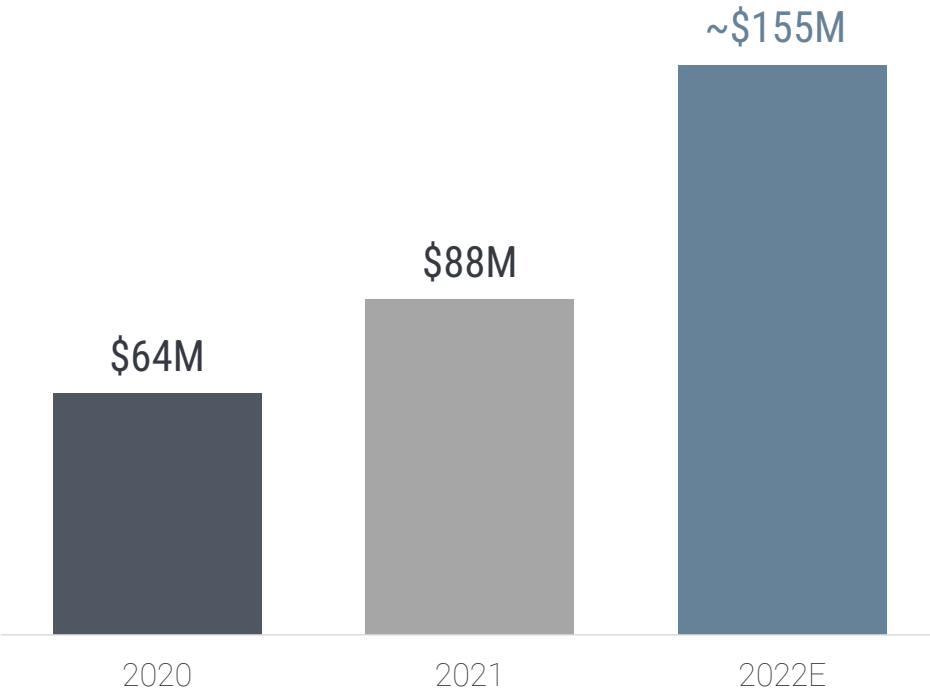


## RESEARCH & DEVELOPMENT



- ~3.4% of sales the last three years
- Funding disruptive technologies (Embedded Motor Drive, Smart Pad)
- Pump and connector portfolio VA/VE

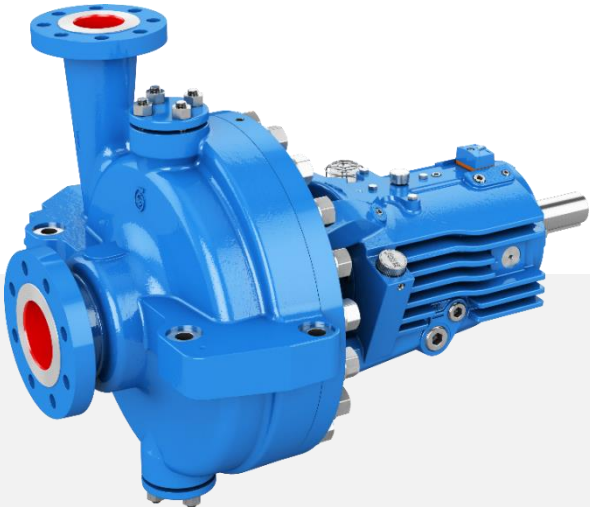
## CAPITAL EXPENDITURES



- Investments supporting EV share gains
- Adding Friction capacity for new wins
- Sustainability investments



## NOW



Value Analysis / Value Engineering

Copper-free brake pads

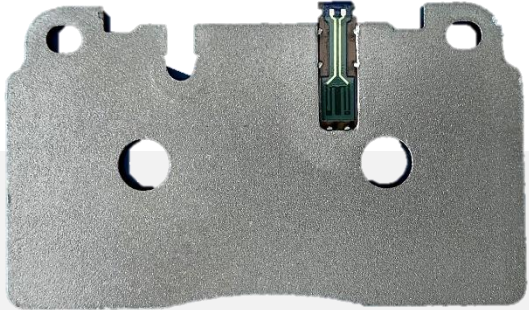
## NEW



Future Attack Reconnaissance Aircraft

Electrified Vehicles

## NEXT

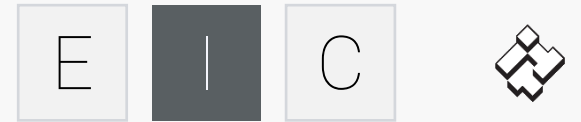


Smart Pad

Embedded Motor Drive

# INNOVATION | ITT VENTURES

## DRIVING STRATEGIC AND COMMERCIAL VALUE



### RECENT VENTURE INVESTMENTS

---

- | Launched in 2021 – three investments to date
- | Invest in early-stage, high-growth emerging, or disruptive technologies aligned to ITT businesses
- | Invest in companies that could scale faster with access to our customers, channels, manufacturing capabilities and global presence
- | Invest in wide variety of sectors, including those aligned with our businesses



| Rugged optical components and subsystems for Aerospace and Defense



| Innovative hard coating technology for brake rotors



| Additive manufacturing for aerospace and high-performance racing

# CULTURE | THE GLUE



- | Diverse talent and teams
- | Journey of continuous improvement
- | Unprecedented granularity and accountability
- | Speed and simplicity
- | Service leadership

# SUSTAINABILITY

## BUILDING A MORE SUSTAINABLE FUTURE



### ENVIRONMENTAL

- 11%** | Less greenhouse gases (GHG) generated vs 2019
- 13%** | Less waste sent to landfills vs 2019
- 2X** | Recycled materials vs 2019
- 30%** | Energy from sustainable sources for FY 2021

### SOCIAL

- Injury frequency rate declined **(-1%)**; injury severity rate **(-13%)**
- 75** global industrial quality standards and certifications at our sites
- 29%** of **~9,900-** person global workforce are female  
**27%** are people of color<sup>[1]</sup>

### GOVERNANCE

- Robust, independent board leadership:  
**8 of 9** independent directors  
Non-executive chair
- Board diversity:  
**33%** women  
**11%** racial/ethnic diversity  
**22%** citizenship diversity
- Regular board refreshment:  
**5** new independent directors since 2015  
**~6 years** average tenure

# AGENDA

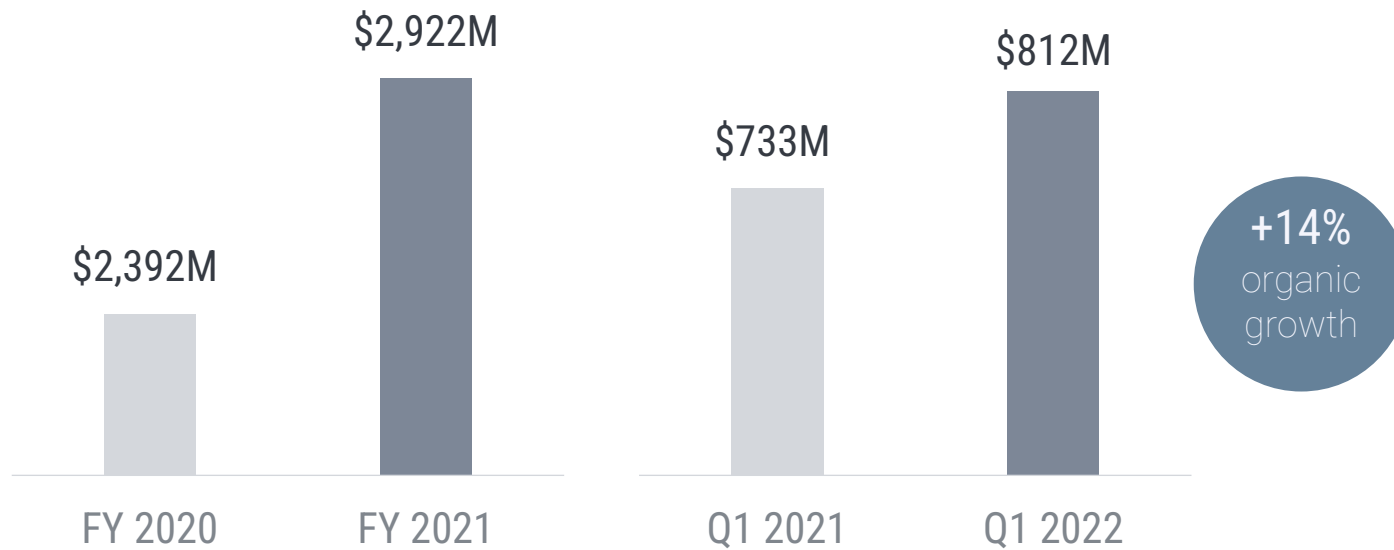
- | Overview and Performance
- | Sustaining Differentiation
- | Growth and Value



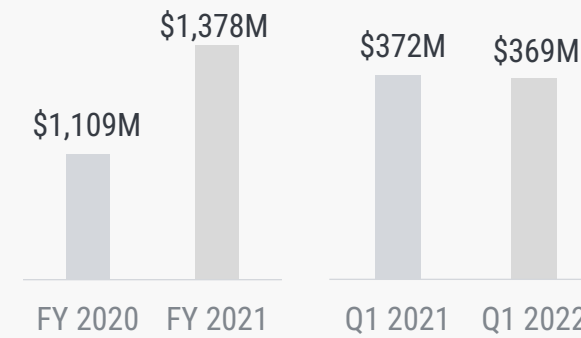
# GROWTH | ORDERS

## BROAD-BASED ORDERS MOMENTUM

### ITT

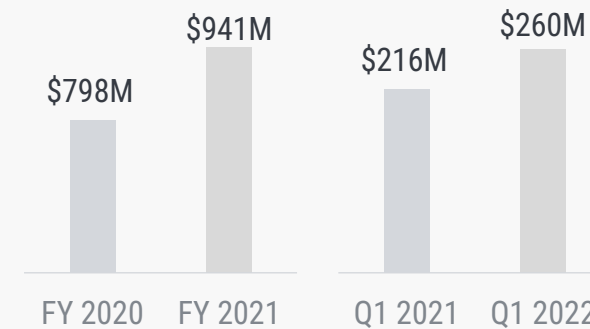


### MOTION TECHNOLOGIES



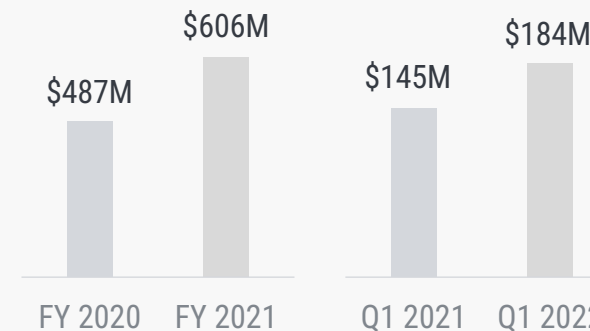
+3% organic growth

### INDUSTRIAL PROCESS



+23% organic growth

### CONNECT & CONTROL TECHNOLOGIES



+28% organic growth



# GROWTH | LONG-TERM DRIVERS

## OUTPERFORMANCE NOW AND OVER THE LONG TERM



### MOTION TECHNOLOGIES

Continued leading supplier for automotive OEMs

OE outperformance in all key regions

Electrification a springboard for further share gains

Differentiated technologies in energy absorption (e.g., rail)

### INDUSTRIAL PROCESS

Strong pump installed base; recurring aftermarket

Distribution – leading North American network

Product portfolio VA/VE

Innovation through i-ALERT, EMD

### CONNECT & CONTROL TECHNOLOGIES

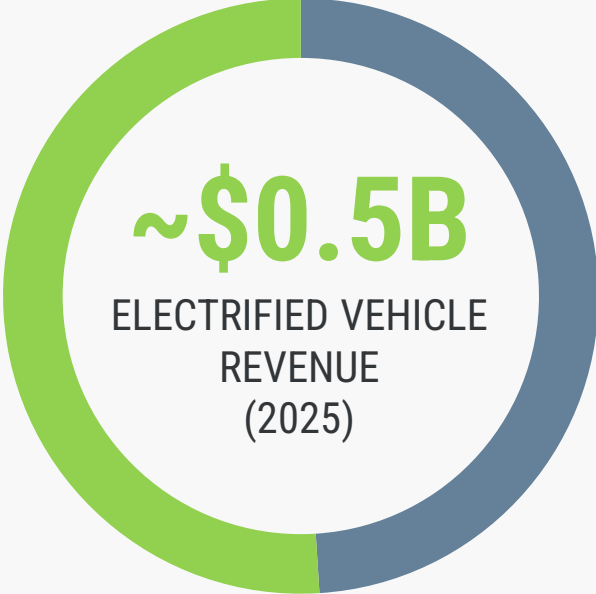
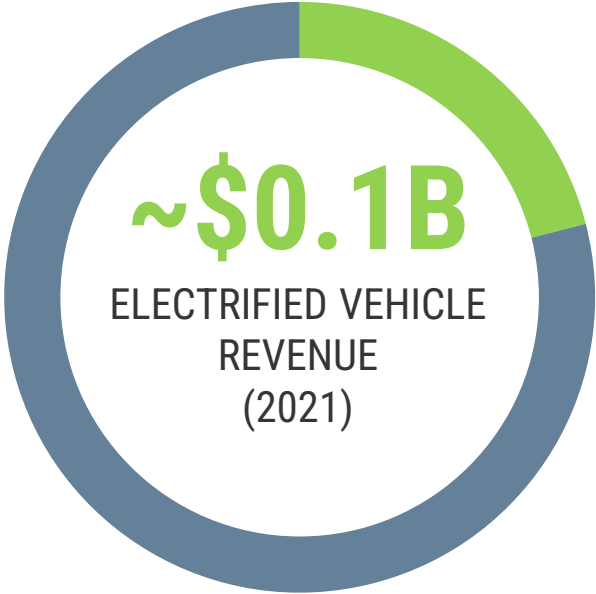
Global connectors distribution network

Well-positioned for Aerospace recovery: fuel, interiors, environmental controls

Strong defense market position and portfolio

Electric vehicle charging infrastructure

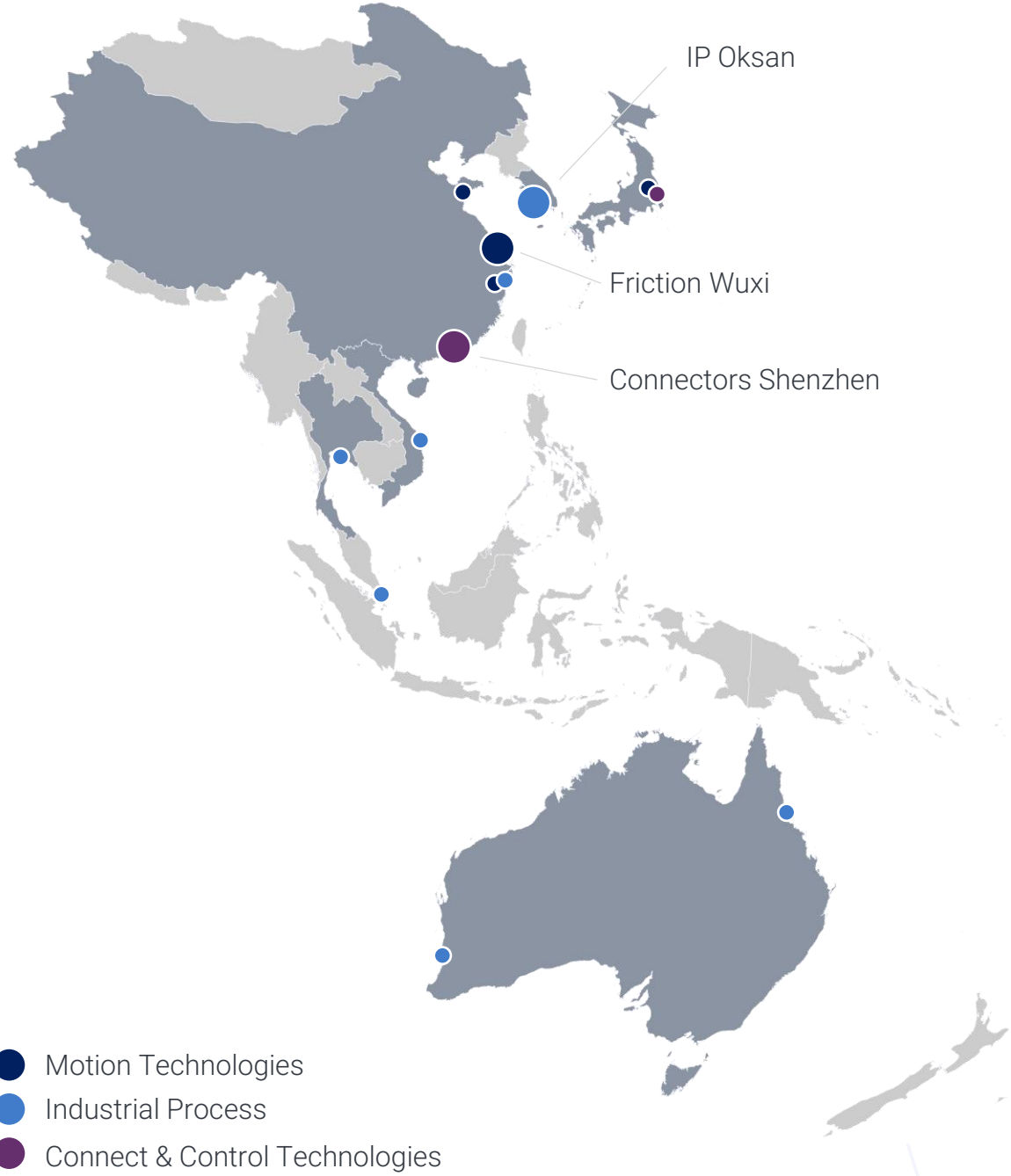
# GROWTH | ELECTRIFICATION



- 28% global OEM share
- 29% global OEM electrified vehicle share
- Electrified vehicle award win rate considerably higher than current share in production
- **~15M electrified vehicles** produced in 2021 (~20% of total production)

- 33% global OEM share
- 37% global OEM electrified vehicle share
- 51% of OEM revenue from electrified vehicles
- **~45M electrified vehicles** expected production in 2025 (~46% of total production)

# GROWTH | ASIA PACIFIC REGION FOCUS

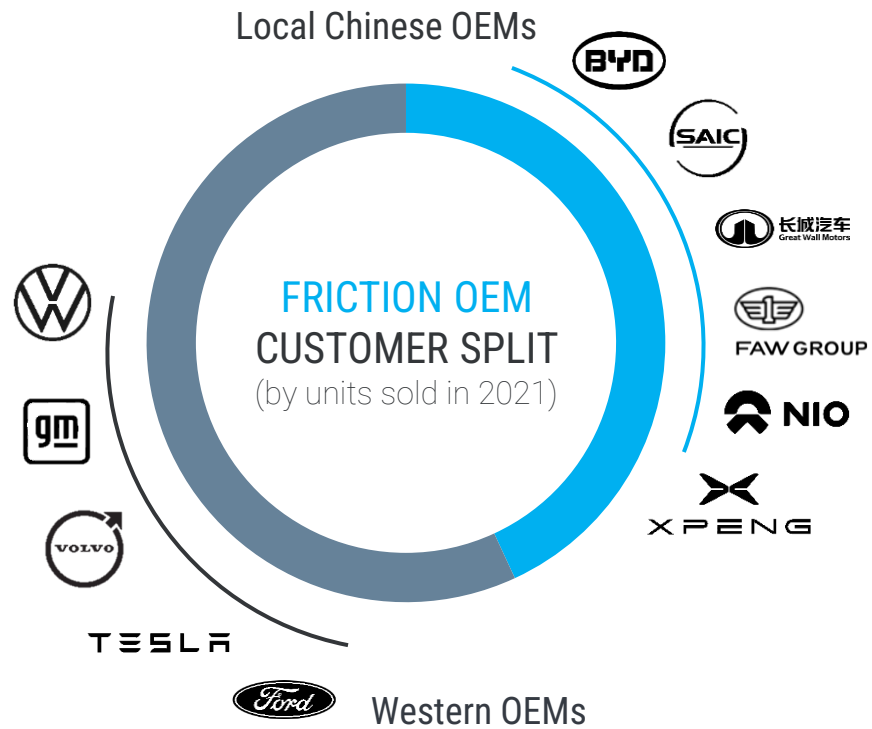


- | ITT platform for growth
- | ~1,300 employees, three manufacturing hubs, two R&D centers (Wuxi and Shenzhen)
- | Localization to serve our customers faster and better
- | Leadership in Friction; differentiation in EVs
- | Innovation in Asia Pacific for Asia Pacific

# ASIA PACIFIC | STRATEGIC MARKET POSITIONS



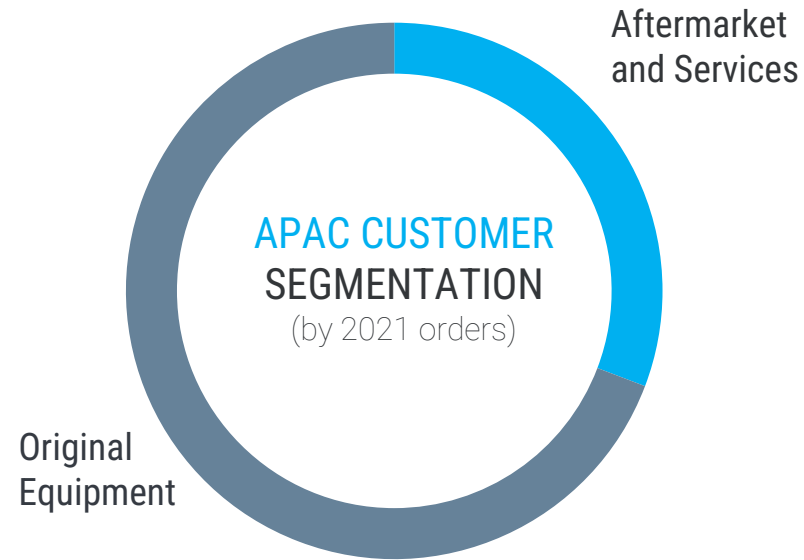
## MOTION TECHNOLOGIES



High Speed Rail



## INDUSTRIAL PROCESS



Representative EPC Customers



## CONNECT & CONTROL TECHNOLOGIES



Heavy Vehicle Off-Road



Medical



# GROWTH | CAPITAL DEPLOYMENT

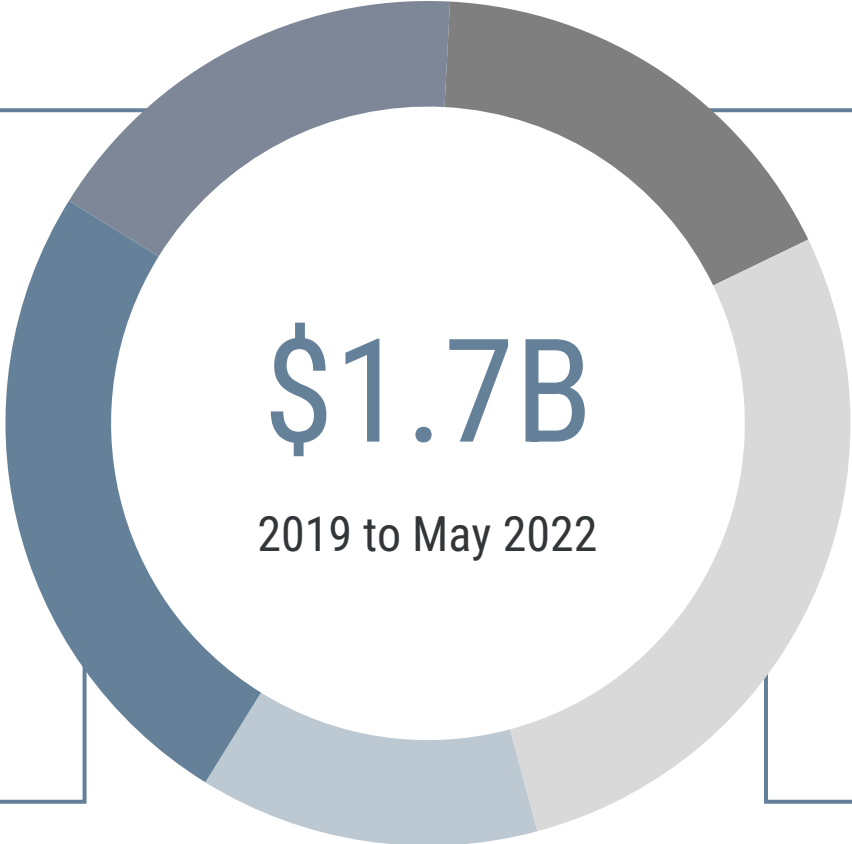


## ~17% M&A

- ~\$280M on acquisitions, including:
  - CRP Technology (Ventures)
  - Habonim
  - Matrix Composites
  - Rheinhütte Pumpen

## ~17% Capital Expenditures

- ~3% of revenue annually
- ~\$10M annual green capex budget



\$1.7B

2019 to May 2022

## ~24% Sale of Subsidiary Holding Legacy Asbestos Liabilities

- \$398M cash contributed at closing

## ~29% Share Repurchases

- ~\$490M of share repurchases
- ~6% reduction in share count

## ~13% Dividends

- 18% CAGR dividend per share

# GROWTH | INORGANIC



## WE ARE BUILDING:

- | A highly differentiated valve platform
- | Expertise in harsh environment ball valves and actuation technologies for LNG distribution and biotech verticals
- | Strong position for growth in green hydrogen through ultra-high pressure and cryogenic offerings
- | Profitable growth and margin expansion and further opportunity



Hydrogen refueling station



Cryogenic service

# GROWTH | LONG-TERM TARGETS



SALES  
GROWTH

---

5-7%

CAGR

ADJUSTED SEGMENT  
OPERATING MARGIN

---

~20%

ADJUSTED EPS  
GROWTH

---

10%+

CAGR

FREE CASH  
FLOW MARGIN

---

~11-13%



# Motion Technologies

---

Carlo Ghirardo

Senior Vice President and President, Motion Technologies

Luca Martinotto

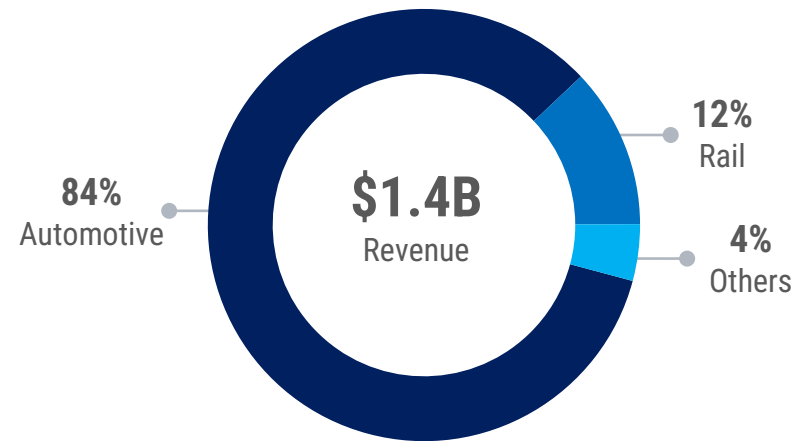
General Manager, Friction Technologies

# MOTION TECHNOLOGIES AT A GLANCE

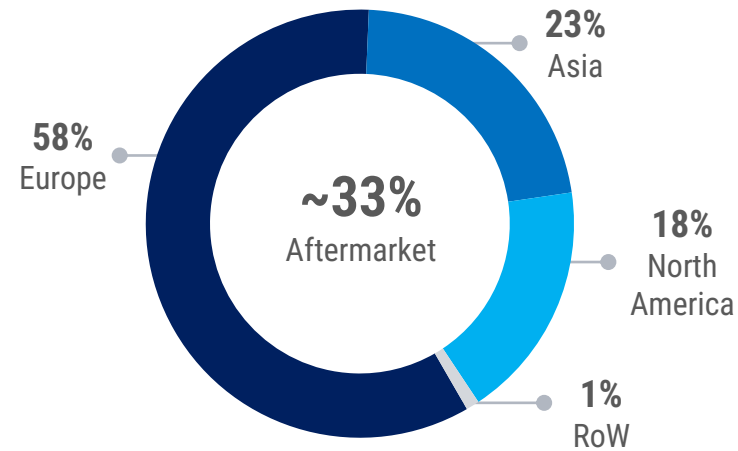


GLOBAL LEADER IN BRAKE PADS, SHOCK ABSORBERS, AND SEALING SOLUTIONS FOR THE AUTOMOTIVE AND RAIL MARKETS

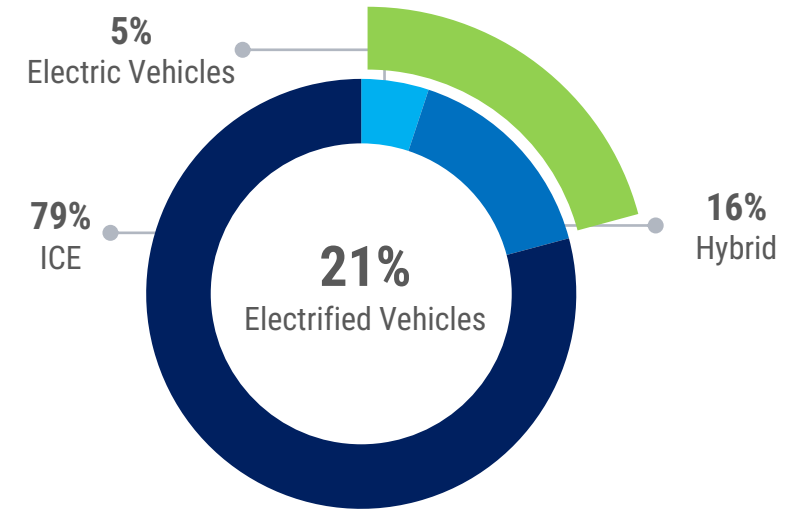
REVENUE BY END MARKET



GEOGRAPHIC BREAKDOWN



FRICTION SALES BY SEGMENT



Represents composition of revenue for 2021

20

Manufacturing Locations

~570

Engineers

>750

Robots

LEADING BRANDS

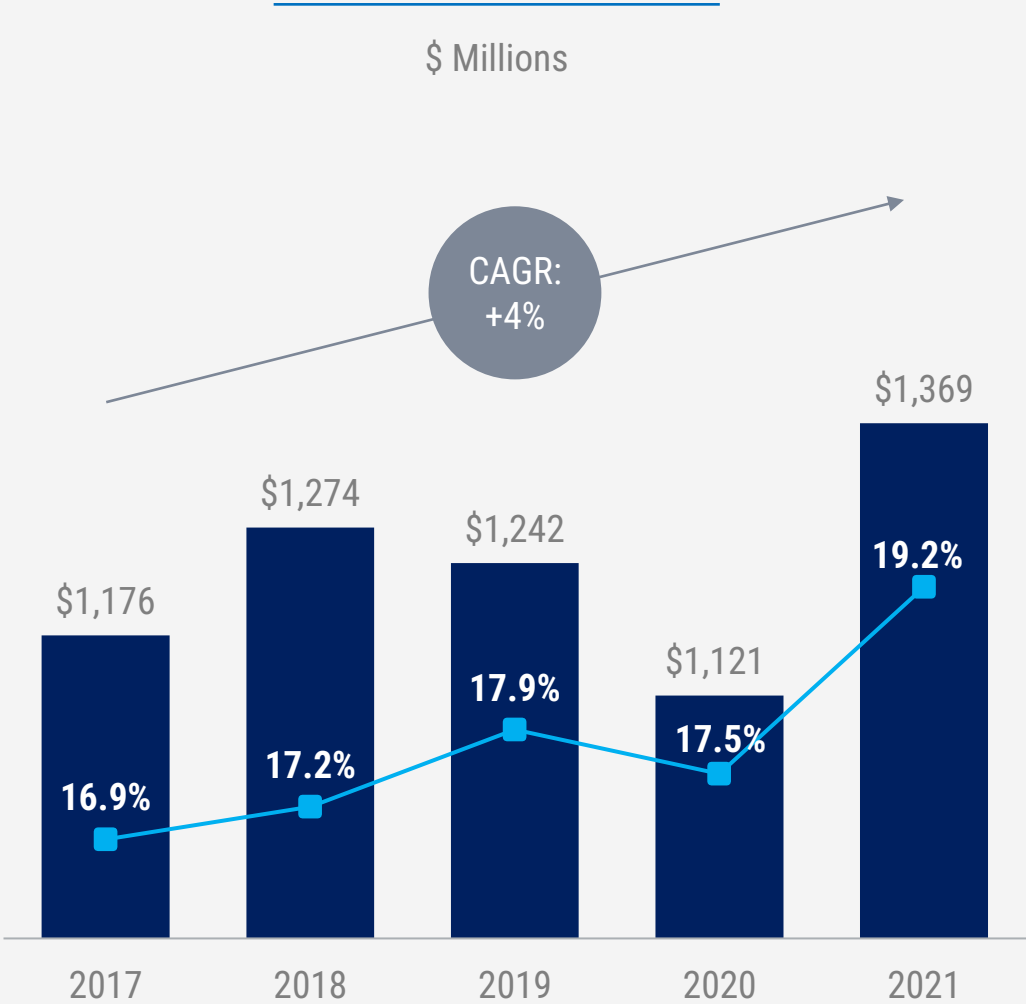


# OVERVIEW | MOTION TECHNOLOGIES



- **Friction** – leading global OE brake pads supplier
  - Outperforming global vehicle production by ~800 bps<sup>[1]</sup> annually on average
  - Content on most leading EV OEMs
  - 33 EV platform awards in 2021 – over 70 in last three years
- **Wolverine Advanced Materials** – premium brake shims, sealings, and high-performing materials
- **KONI** – high performance shock absorbers for auto, rail, and defense
- **Axtone** – safety and energy absorption components for passenger and freight trains

## REVENUE AND ADJUSTED OPERATING MARGIN



[1] Friction OE volume growth vs. global auto production on average since 2017 based on IHS Global Light Vehicle Estimates. All results unaudited.

# PRODUCTS AND APPLICATIONS

## BEST-IN-CLASS QUALITY AND ON-TIME SERVICE



% of 2021 Revenue

Applications

Sustaining Differentiation

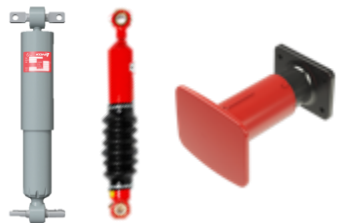
### Friction



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

- Excellence in material science
- Concentrated footprint, close to customers
- Standardized, automated world-class production process
- Integrated R&D and manufacturing

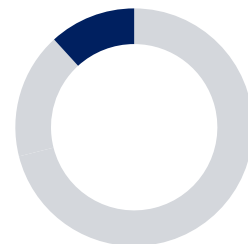
### KONI / Axtone



- Shock absorbers for car, rail, and defense applications
- Crash buffers, draw gears, and springs
- Safety critical components

- Superior product performance
- Global engineering and innovation capabilities
- KONI brand recognition

### Wolverine Advanced Materials




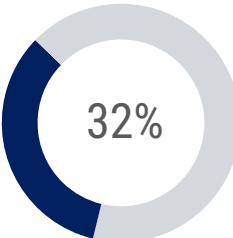


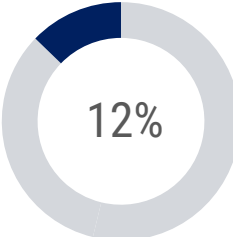

- Brake shims for automotive (OE, OES, AM)
- Sealing
- Gaskets

- Excellence in material science
- Noise, Vibration, Harshness (NVH) specialist
- Simulation and testing capabilities

# END MARKETS AND ITT OUTLOOK

## FAVORABLE LONG-TERM TRENDS



End Markets	% of 2021 Revenue	Demand Trends	Long-term ITT Growth	Trends
 Automotive OEM	 <p>52%</p>		DD+	<ul style="list-style-type: none"> <li>Inventory levels at historic lows in NA and Europe</li> <li>Semiconductor chip shortage, inflation, supply chain disruptions limit pace of rebound</li> <li>Mid-term return to growth expected across all regions</li> </ul>
 Automotive Aftermarket	 <p>32%</p>		LSD	<ul style="list-style-type: none"> <li>Strong rebound exiting pandemic; mid-term projections positive</li> <li>Leading market shift towards new requirements: quality lines and green products</li> <li>Performance products under KONI brand recognized by car enthusiasts</li> </ul>
 Rail & Defense	 <p>12%</p>		MSD	<ul style="list-style-type: none"> <li>Macro economic trends supporting road-to-rail shift globally</li> <li>Passenger segment recovering thanks to investment in green mobility</li> <li>Increased investment in defense</li> </ul>



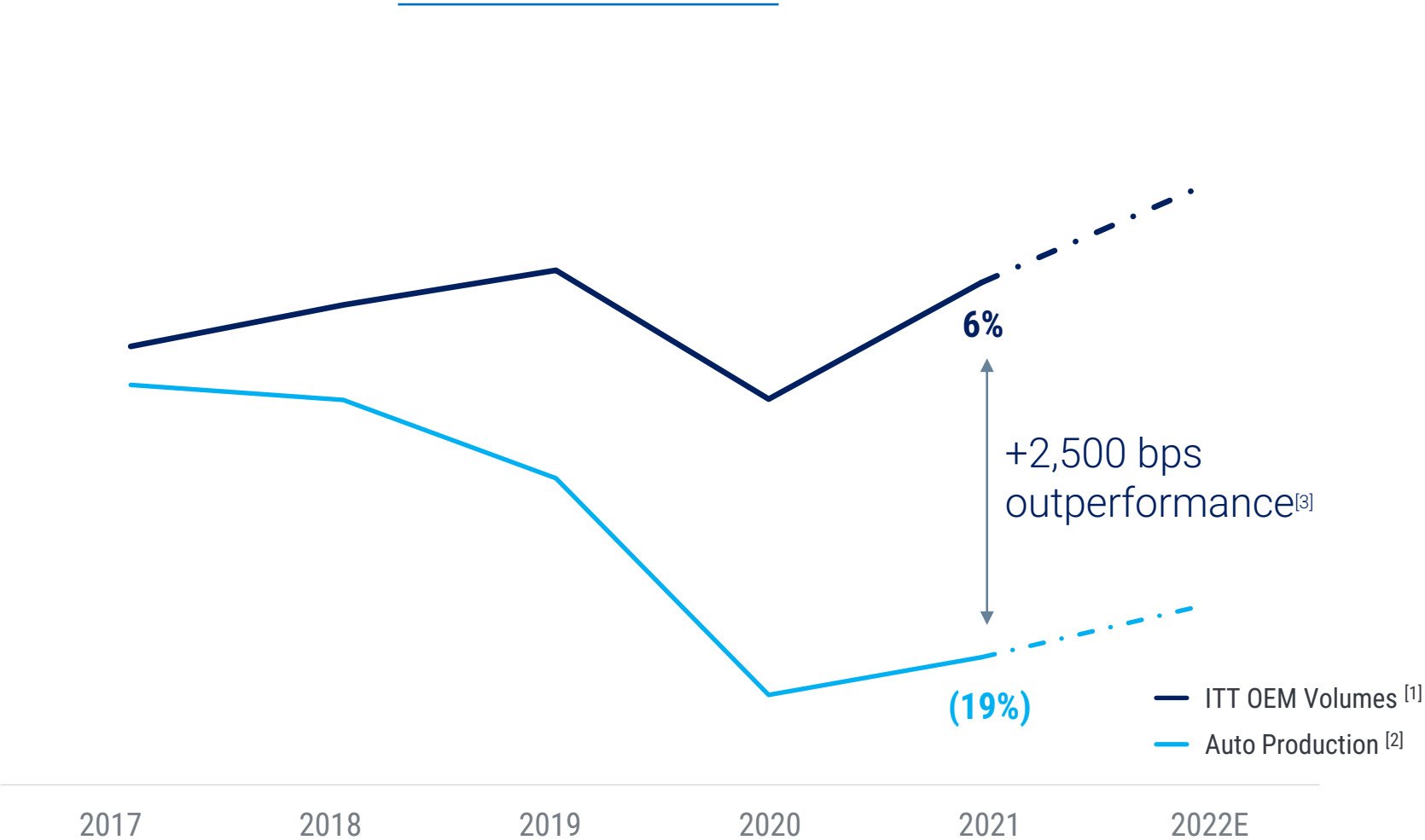
MOTION TECHNOLOGIES  
AUTOMOTIVE



# FRICION TECHNOLOGIES | SUSTAINING DIFFERENTIATION



## PRODUCTION VOLUMES



## HOW WE DIFFERENTIATE

### Customer Centricity

- Quality: 1PPM defective parts delivered in 2021
- OEM on-time delivery: over 99% in 2021
- Customer intimacy

### Operation Excellence

- Plant automation
- ONE production system
- Continuous improvement

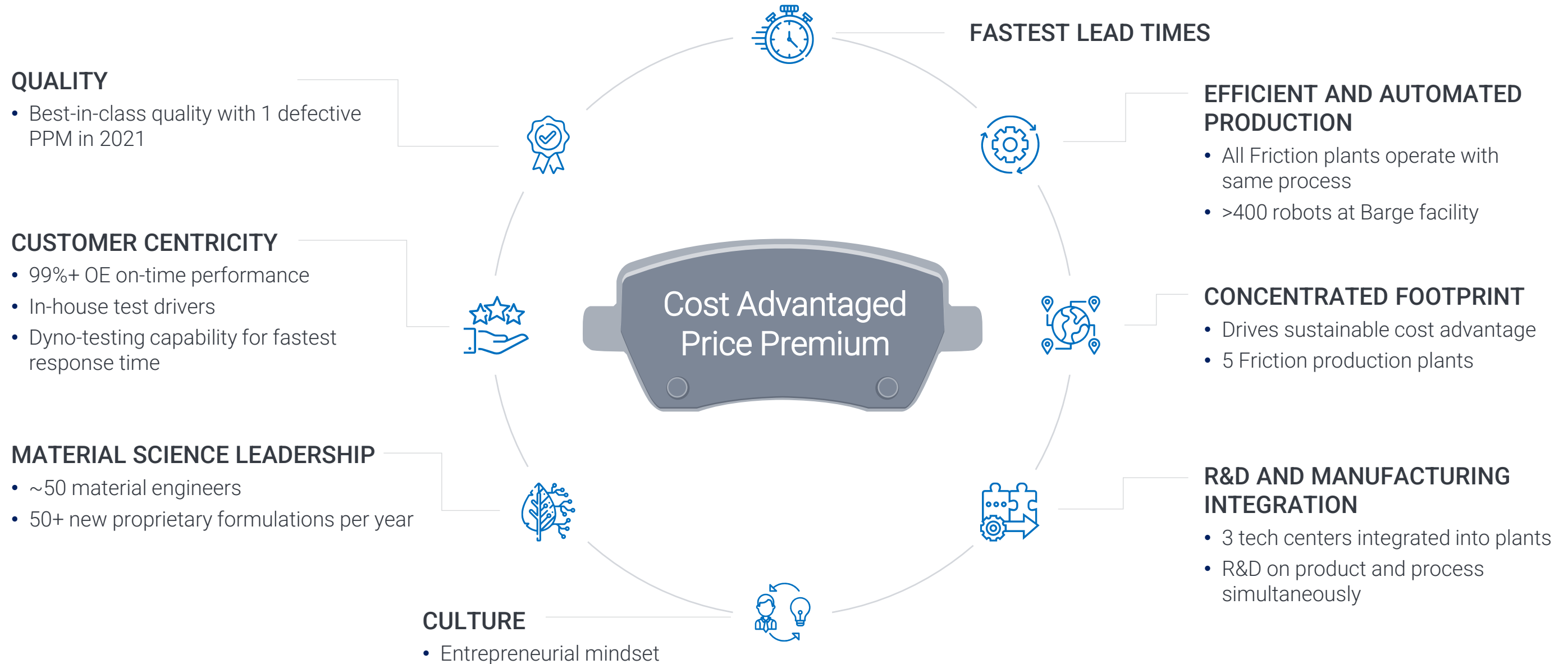
### Innovation

- Leadership in Cu-Free applications
- Leading in the EV transition
- Leading in the next wave (digitization, autonomous)

[1] Represents Friction OEM volumes  
 [2] Source: IHS Global Light Vehicle Production Estimates  
 [3] Growth rates represent cumulative growth since 2017

# FRICITION TECHNOLOGIES | WHY WE WIN

## COMPETITIVENESS, CUSTOMER FOCUS, INNOVATION

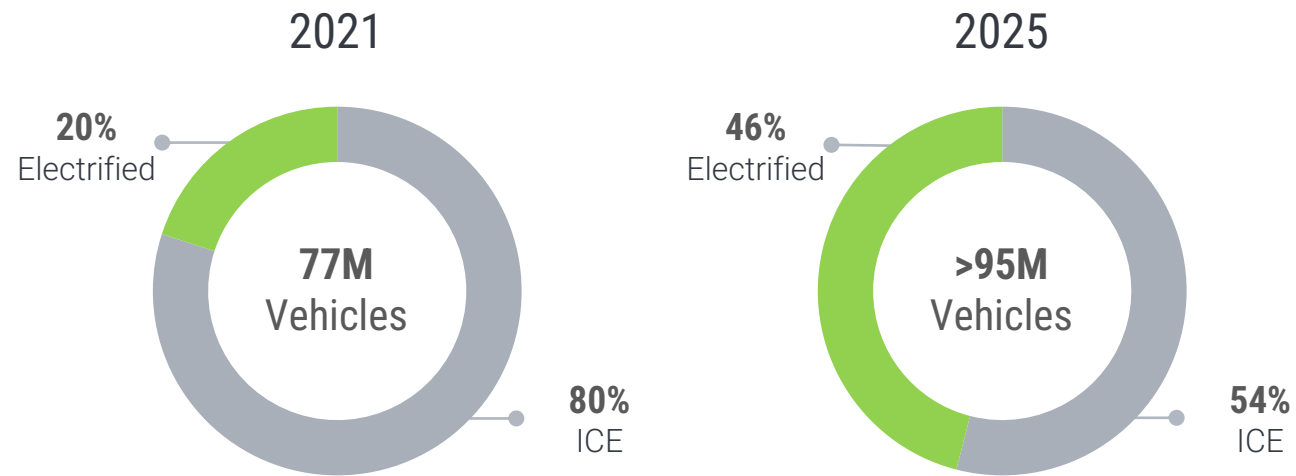


# FRICION TECHNOLOGIES | LEADING THE EV TRANSITION

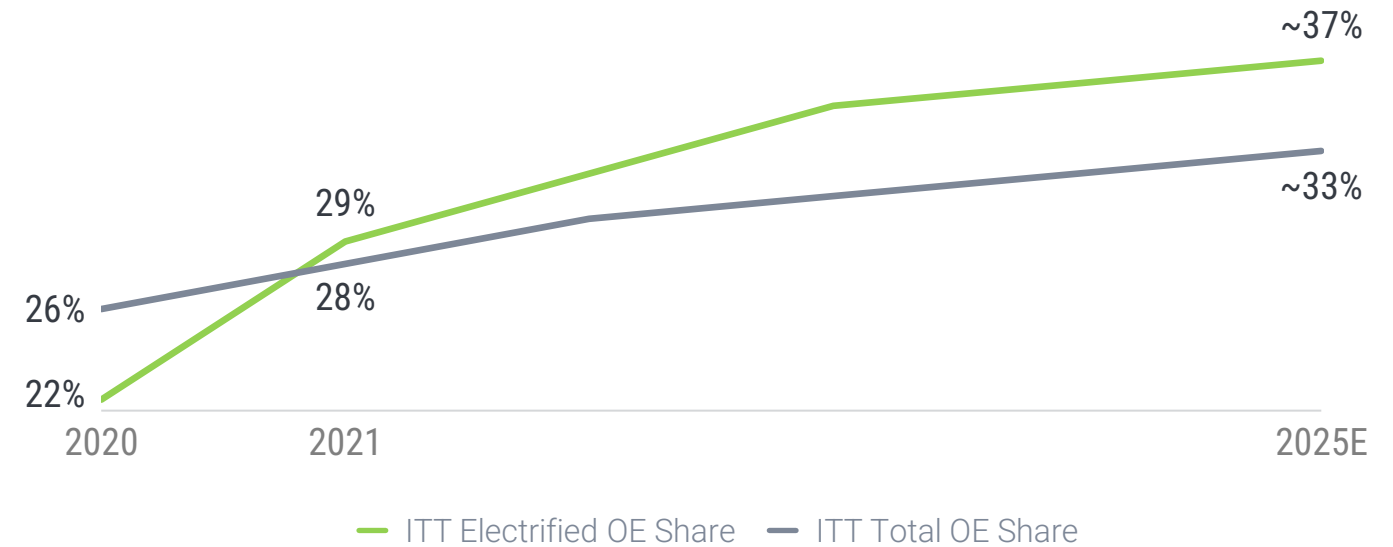
## TARGETING APPROX. 40% EV SHARE



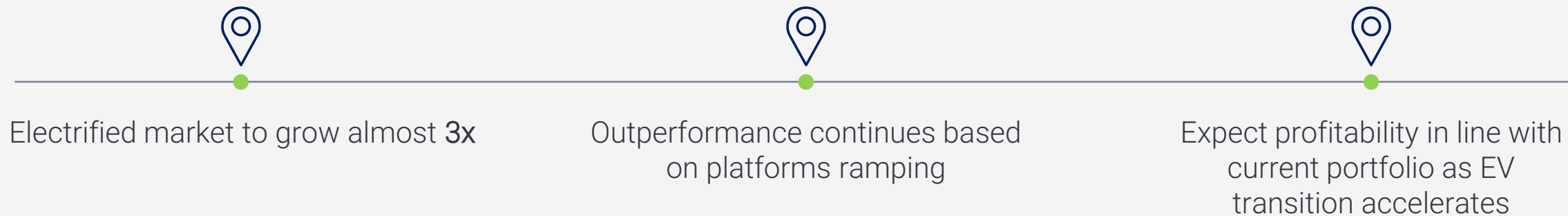
LV PRODUCTION BY PROPULSION<sup>[1]</sup>



ESTIMATED ITT ELECTRIFIED SHARE



### EV TRANSITION ROADMAP



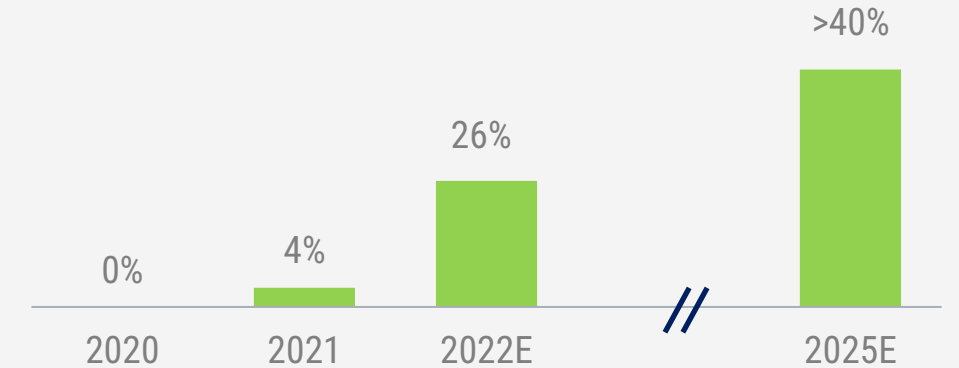
# FRICION TECHNOLOGIES | VALUE CREATION

## CUSTOMER CENTRICITY EXEMPLIFIED | THE TESLA STORY



- First Breakthrough award in 2020 (Model S and X in North America)
- Agility to adapt to new players with a “start-up” mindset requiring speed of execution, flexibility, and outstanding level of service
- Leveraged Friction Technologies portfolio and capability to serve high-performing Track Pack (Model S/X and 3)
- Platform awards due to ability to meet quick turnarounds and to deliver consistent and top quality
- Awarded volumes expected to grow from 315k pads in 2021 to 4.9M pads in 2025
- Continue together to partner on future awards

SHARE OF TESLA PRODUCTION



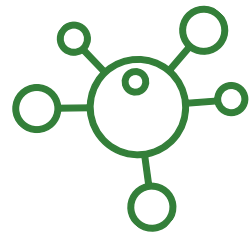
# FRICION TECHNOLOGIES | STAYING AHEAD

## INDUSTRY LEADERSHIP FOR GREEN AND SAFE BRAKE PADS



### GREEN JOURNEY

Past

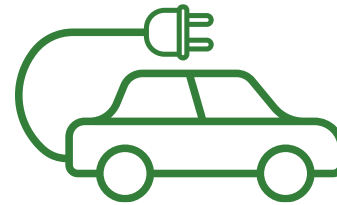


Success Case Study: Copper-free Material Portfolio Built

- ✓ First movers with deep material science and product development approach

Outcome:  
Doubled NA market share

Present



Electric Vehicle Material Portfolio Built

- ✓ Proactive approach with frontrunners to define new standards and performance differentiators

Outcome:  
ITT outperforming win rate and enhanced market share on EVs

Future



New Green and Sustainable Portfolio

- ✓ Eco and recycled materials
- ✓ New materials
- ✓ Reduced carbon footprint
- ✓ Fine dust reduction

Expected Outcome:  
First to market with next generation green products



# FRICION TECHNOLOGIES | LEAD IN INNOVATION

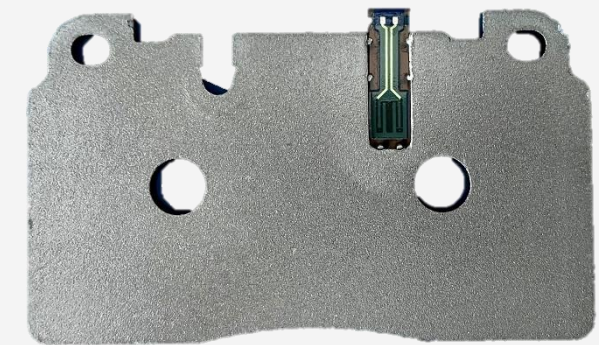
## INTELLIGENT BRAKE PAD FOR INTELLIGENT CARS



### SMART PAD

---

- First “sensorized” and connected brake pad able to work in real operating conditions
- Seamlessly integrates sensing system within brake pad
- Sensors and proprietary algorithms that measure performance and safety-related brake characteristics in real time; more than 15 patents and patent applications
- Improving car safety, performance and environmental impact by enabling braking distance reduction, intensive brake usage detection, brake faults detection, real-time estimate of usable residual life, and by reducing residual drag resistance
- Aligned to today’s EV requirements and future autonomous vehicle trends



“Sensorized” backplate for Smart Pad

### MACRO TREND



Digitization



Autonomous  
Vehicles



MOTION TECHNOLOGIES  
RAILWAY AND DEFENSE

---



# RAIL AND DEFENSE | WHO WE ARE

## SAFETY, PERFORMANCE, AND COMFORT

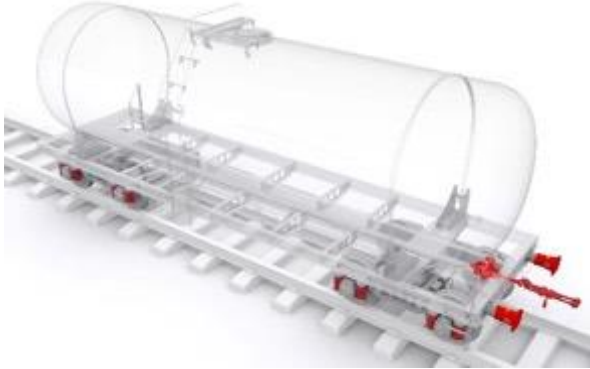


### RAIL PRODUCTS

PASSENGER



FREIGHT



COUPLING



SUSPENSION



ENERGY ABSORPTION



### DEFENSE PRODUCTS



Hydraulic Shock



Coil spring & Damper



HYDRO-PNEUMATIC SUSPENSION



Monotube



Twin Tube



Compact Tube



Air Spring

# RAIL | WHY WE LIKE IT AND WHY WE WIN

## OUTPERFORMING IN AN ATTRACTIVE MARKET

### MARKET TRENDS

---

- Global investment in green mobility
- Urbanization demanding further investments in transportation infrastructure
- Continued transportation shift from road to rail

### WHY WE WIN

---

- Best-in-class manufacturing facilities with automotive level performance
- Broad portfolio of applications, driven by continuous investment and innovation
- Historically outperformed market by >200bps<sup>[1]</sup>
- Global footprint covering Europe, U.S., China, and India
- >50% sales from aftermarket

<sup>[1]</sup> Estimated based on internal analysis of key competitors



# DEFENSE | MARKET TRENDS AND WHY WE WIN

## ADVANCED TECHNOLOGY TO SERVE GROWING DEMAND

### MARKET TRENDS

---

- Increasing demand due to geopolitical instability
- Technologically advanced platform development
- Demanding requirements on comfort and mobility
- Expecting high single-digit growth in addressable market

### WHY WE WIN

---

- Premium portfolio of applications for harsh environments
- Meeting customers' demand of higher comfort and better handling
- Established relationship with major defense contractors
- Large scale, plant automation drives cost competitiveness
- On-going development of advanced hydropneumatic suspension technologies

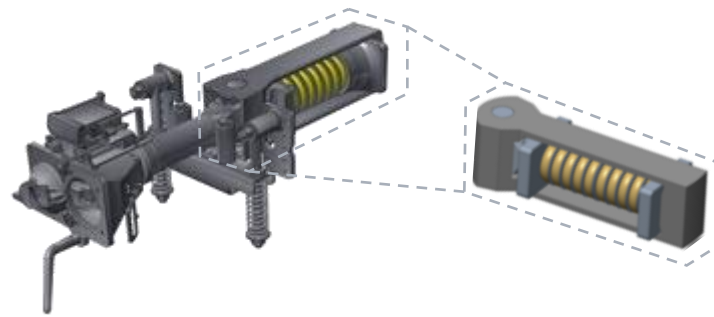


# INNOVATION IN ACTION | RAIL & DEFENSE

## DIFFERENTIATED AND APPLIED R&D



### DIGITAL AUTOMATIC COUPLER (DAC) INCREASE EFFICIENCY IN EU RAIL FREIGHT



Digital Automatic Coupler

Draft Gear

#### MACRO TREND



Sustainability



Modal shift

- Addresses inefficient manual coupling for EU freight
- >400k wagons to be retrofit starting in 2027<sup>[1]</sup>
- \$5B estimated market in the transition period: >\$200M / year thereafter<sup>[1]</sup>
- Established leadership in draft gears positions Axtone to play major role in DAC revolution

### KONI HYDRORIDE® IMPROVED RIDE AND HANDLING FOR DEFENSE MARKET



#### MACRO TREND



Increased Security Demand

- Ideal application for defense vehicles with higher mobility requirements (high speed / rough terrains)
- Compressed nitrogen gas spring with hydraulic damper unit
- Compact design at 50% weight of shock absorber plus coil spring
- Ensures smoother ride and higher comfort, combined with resistance to the toughest conditions
- Growing demand as countries expand defense budgets (\$75 - \$100M estimated serviceable addressable market)<sup>[2]</sup>

# KEY TAKEAWAYS



| Long runway for growth driven by share gains and strong end markets demand

| R&D investments and operational performance fueling outperformance

| Leaders in sustainability and electrification driving portfolio expansion

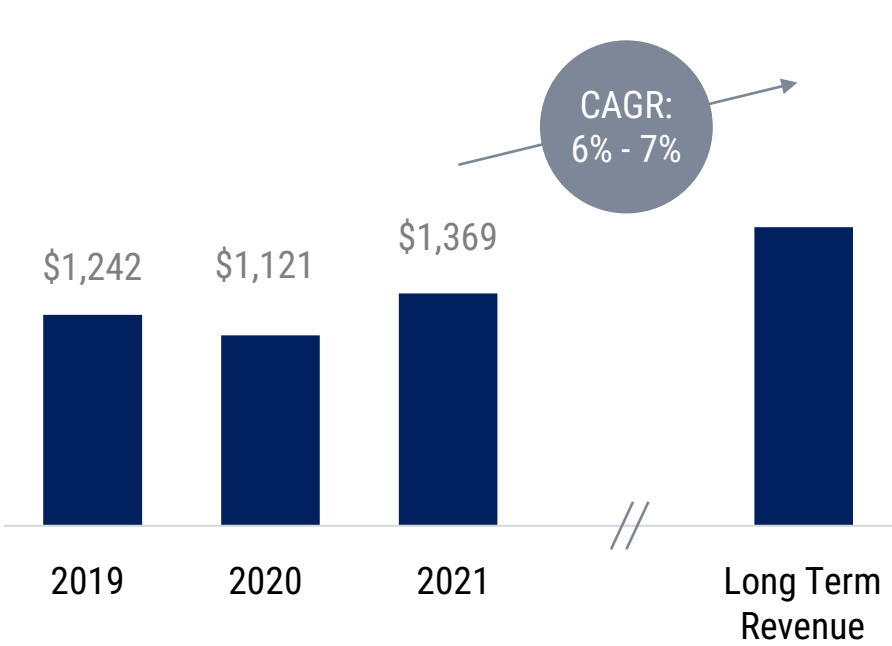
| Attractive growth and margin potential: ~20% long-term margins

# LONG-TERM FINANCIAL TARGETS



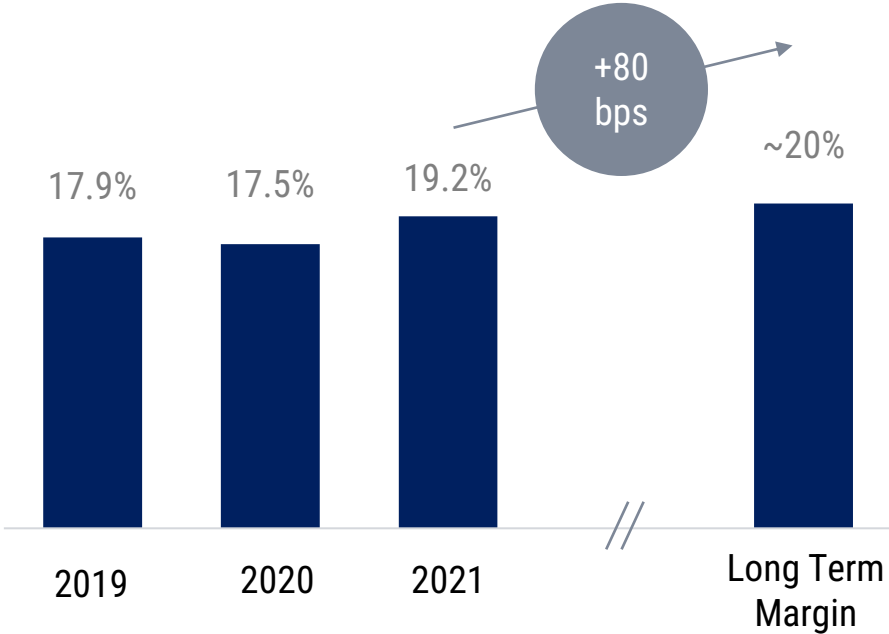
## REVENUE

All figures in \$Millions



- Sustained OEM outperformance
- Accelerating EV penetration and defending leadership on core ICE platforms
- Rail and Defense, platforms for growth
- Potential M&A additive to outlook

## ADJUSTED SEGMENT MARGIN



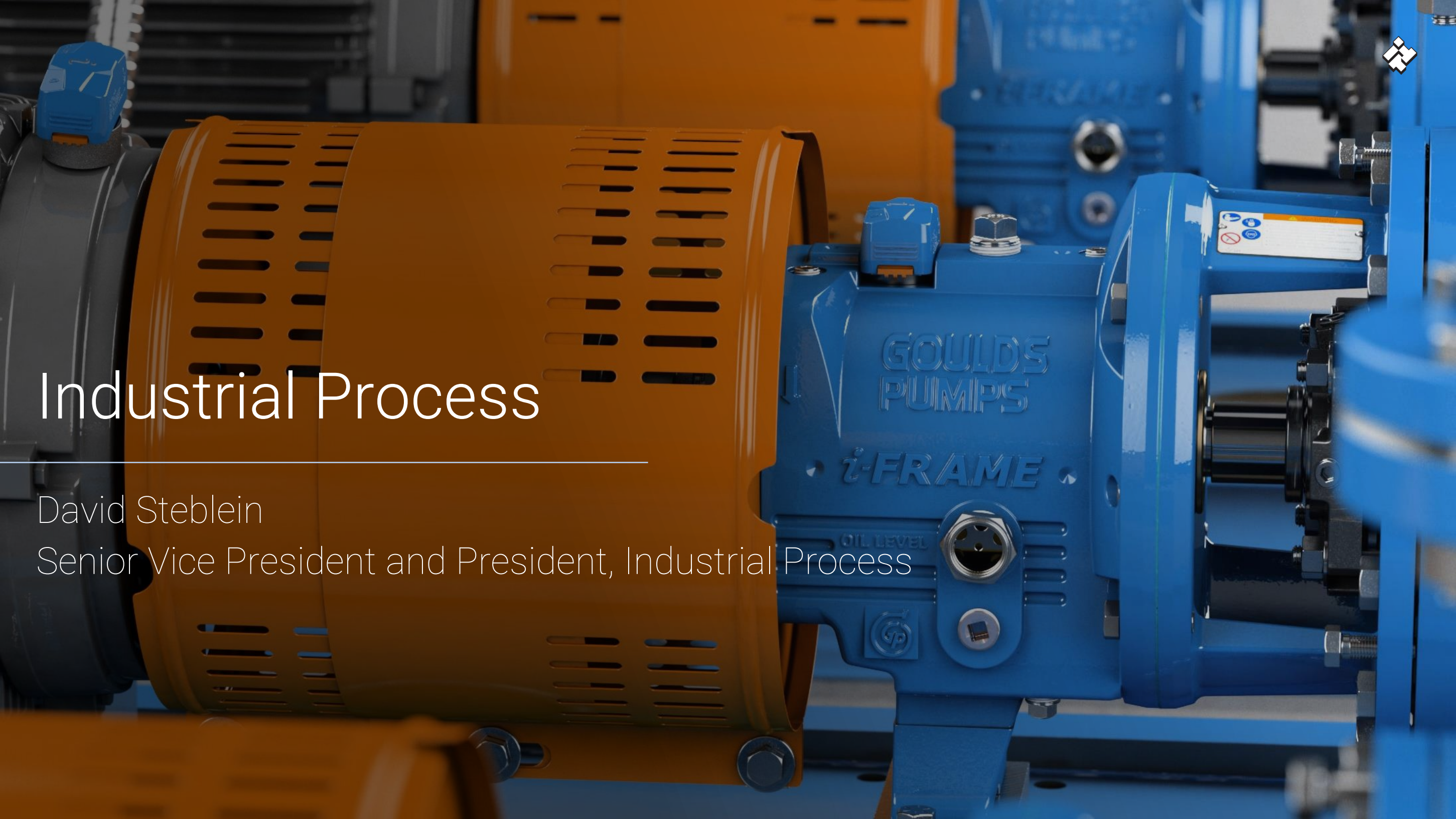
- Volume benefits from share gains and new product innovation
- Automotive pricing recovery
- Productivity gains through automation, sourcing and design to cost
- Footprint rationalization



# Industrial Process

---

David Steblein  
Senior Vice President and President, Industrial Process



# INDUSTRIAL PROCESS AT A GLANCE

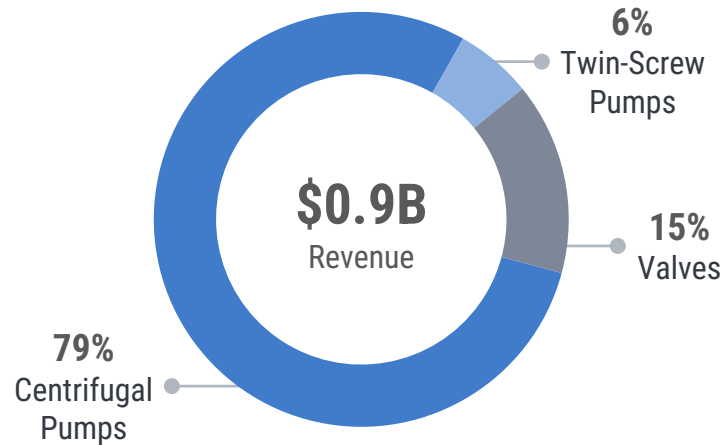


GLOBAL LEADER IN CENTRIFUGAL AND TWIN-SCREW PUMPS FOR CHEMICAL, ENERGY, MINING AND INDUSTRIAL MARKETS

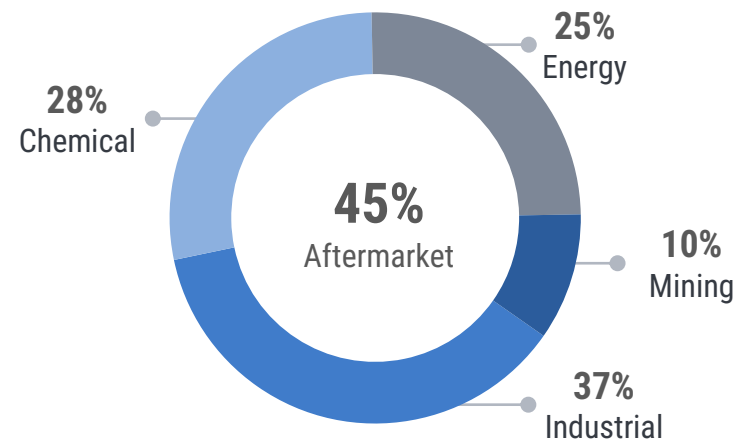
Pumps: the heart of industrial activity

Specialty valve supplier for niche, severe service applications

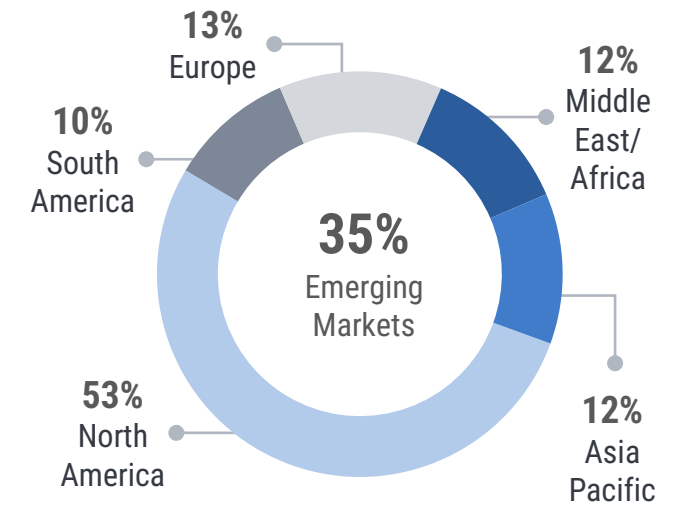
REVENUE BY SEGMENT



REVENUE BY END MARKET



GEOGRAPHIC BREAKDOWN



Represents composition of revenue for 2021 pro forma for acquisition of Habonim (+\$44M in 2021)

17

Manufacturing Locations

~380

Engineers

~1.5M

Pump Installations

LEADING BRANDS



# OVERVIEW

## PREMIUM, HIGHLY PROFITABLE FLOW LEADER

**Industrial Process (IP)** is a premium designer and manufacturer of high-quality pumps and valves for the industrial markets

### Leading Market Positions in North America

- Leader in ANSI centrifugal process pumps <sup>[1]</sup>
- Customer centric and unique distribution network
- Differentiated biopharm diaphragm valves; large installed base

### Value creation

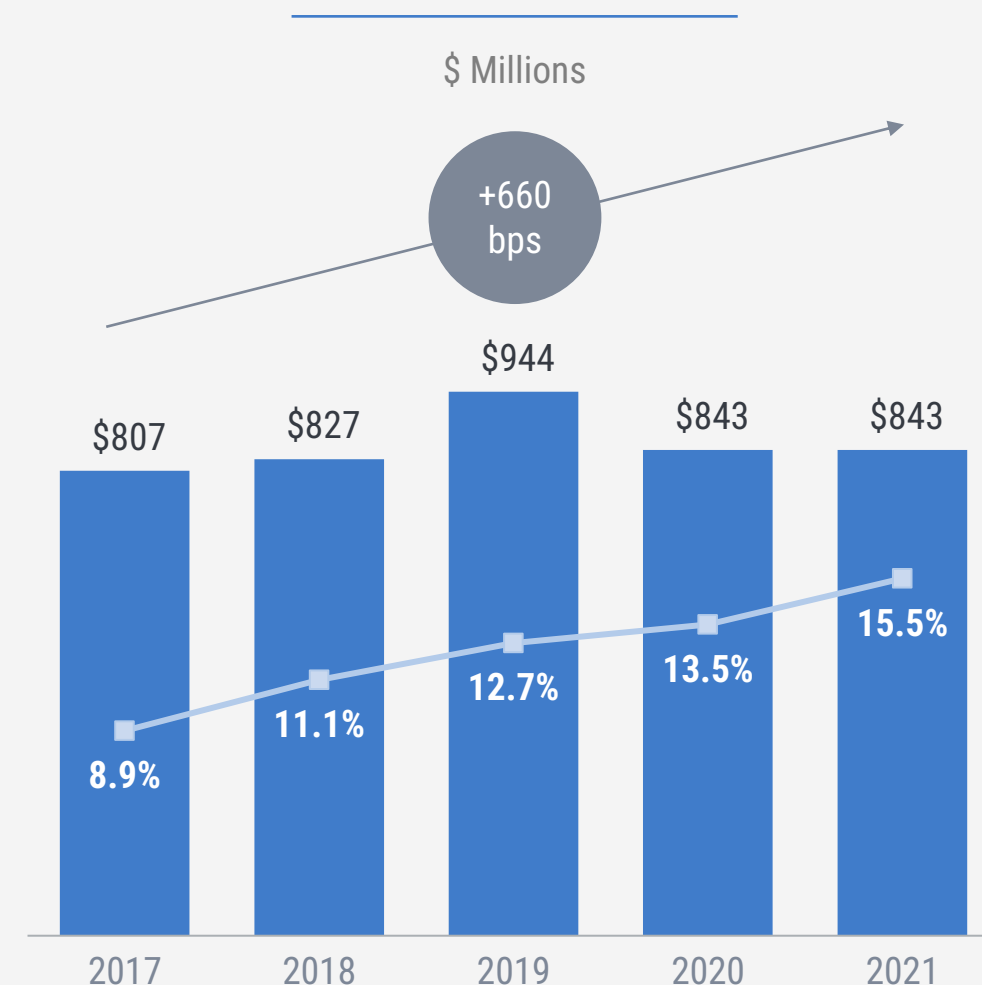
- Continuous improvement mindset
- Design to cost and value engineering
- Flawless project execution

### Accelerating growth platform

- 20%+ of pump portfolio upgraded through efficiency and design-to-cost initiative
- Developing energy transition market growth opportunities



## REVENUE AND ADJUSTED OPERATING MARGINS



# PRODUCTS AND APPLICATIONS

## ENGINEERED SOLUTIONS FOR CRITICAL APPLICATIONS



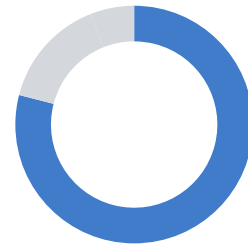
% of 2021 Revenue

Applications

Sustaining Differentiation



Centrifugal Pumps

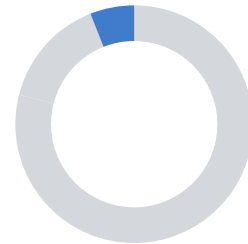


- High pressure or temperature and corrosive mediums
- Abrasive solids mixed with liquid
- Environmentally friendly solutions

- **Goulds Pumps** brand recognition
- Flawless execution
- Leading North America distribution



Twin Screw Pumps

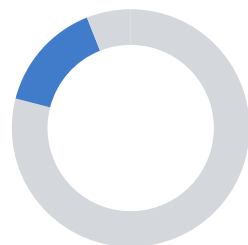


- Highly viscous fluids
- Multiphase (Gas/Oil/Water) technology enables no flaring
- Shear sensitive Food & Beverage

- **Bornemann**, a global leader in multiphase pumping
- Unique solutions to maximize Oil & Gas well life
- Best-in-class hygienic pump that lowers TCO



Valves




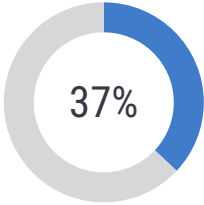


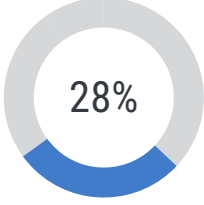


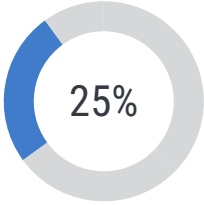


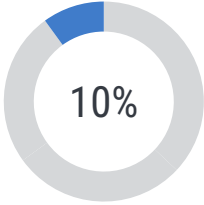

- Vaccine and drug production
- Severe chemical and industrial environments
- Cryogenic and high-pressure gases

- Proprietary **EnviZion** technology
- **Habonim** zero fugitive emission ball valves
- Portfolio for energy transition applications

# KEY END MARKET AND ITT OUTLOOK

## MARKETS WITH SOLID GROWTH FUNDAMENTALS



End Markets	% of 2021 Revenue	Demand Trends	Long-Term ITT Growth	
 General Industrial	 <p>37%</p>		LSD	<ul style="list-style-type: none"> <li>• Manufacturing reshoring driving capex investments</li> <li>• Global battery and semiconductor manufacturing build out</li> </ul>
 Chemical	 <p>28%</p>		MSD	<ul style="list-style-type: none"> <li>• BioPharm and Pharma market growth</li> <li>• Power-to-X creating new green fuel opportunities</li> </ul>
 Energy	 <p>25%</p>		MSD	<ul style="list-style-type: none"> <li>• Natural gas for transition to net zero future (LNG)</li> <li>• Balanced between energy transition and independence in medium term</li> </ul>
 Mining	 <p>10%</p>		HSD	<ul style="list-style-type: none"> <li>• Increasing demand for lithium, nickel, cobalt and copper</li> <li>• Supply / demand imbalance to drive capacity investments</li> </ul>

# BLUE CHIP CUSTOMERS



## Industrial



## Chemical



## Energy



## Mining



# VALUE DRIVERS



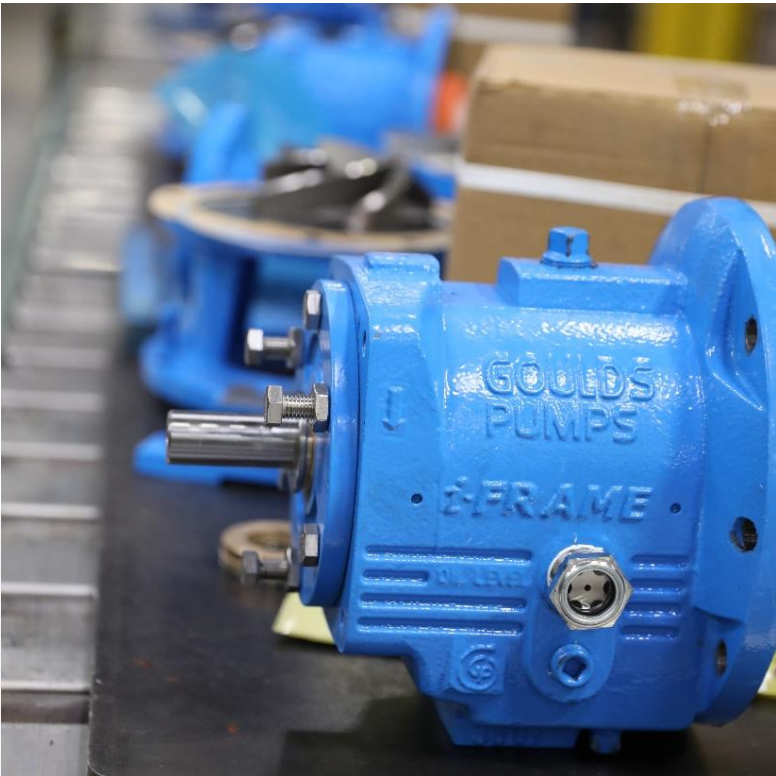
CUSTOMER CENTRICITY

---



OPERATIONAL EXCELLENCE

---



INNOVATION

---



# CUSTOMER CENTRICITY DRIVING VALUE CREATION

## SOLUTIONS ACROSS EQUIPMENT LIFE CYCLE



### DELIVERING HIGH PERFORMANCE

Original Equipment Pumps



- Air Products to produce 340 million gallons of sustainable aviation fuel per year

**Energy Transition  
Project Award with Strategic Customer**

### MAXIMIZING UPTIME

Remote Monitoring and Service



- 600 i-ALERTs remotely monitoring 300 critical assets on oil and gas pipeline

**5,000 miles  
of Assets Monitored**

### EXTENDING ASSET LIFE

Multiphase Pumps



- New innovative enclosed mobile multiphase pump system to reactivate production at existing oil field

**Increasing Customer Productivity**

# OPERATIONAL EXCELLENCE JOURNEY

## CONTINUOUS IMPROVEMENT MINDSET



### LEAN TRANSFORMATION IN SENECA FALLS

---



- ANSI one-piece flow production process
- Focused and agile shop floor organization
- 50% throughput time and 20% lead time reductions

### PROJECT MANAGEMENT EXCELLENCE

---



- Flawless execution through engineering, production, and final delivery
- Standardized process and metrics across the organization
- Rigor and discipline in project management

# INNOVATION IN ACTION

## TECHNOLOGY MAXIMIZING CUSTOMER UP-TIME



### i-ALERT

---

- Wireless condition monitoring platform with real-time machine health diagnostics
- New generation i-ALERT3 sensor offers market leading vibration accuracy
- Enables predictive maintenance to increase MTBF and avoid catastrophic machine breakdowns
- Pull-through aftermarket sales for repairs, parts, and upgrades

**Monitoring 3,500 Sensors on ~2,400 Assets, and Expanding**



Digitization

# INNOVATION IN ACTION

## HELPING CUSTOMERS ACHIEVE SUSTAINABILITY GOALS



### EMBEDDED MOTOR DRIVE

---

- Smart, integrated variable speed motor for harsh industrial environments
- Direct replacement for single speed industrial motors, including in-field retrofits
- Increases energy efficiency and extends asset life of industrial flow machines
- Cost effective and compact product, a competitive alternative to costly traditional VFD installations

**Expected 50%+ Energy and Emissions Reduction**



Green

# KEY TAKEAWAYS



| Globally recognized, high-quality products and brands

| Differentiate with customer intimacy and flawless execution

| Elevating investments in innovation

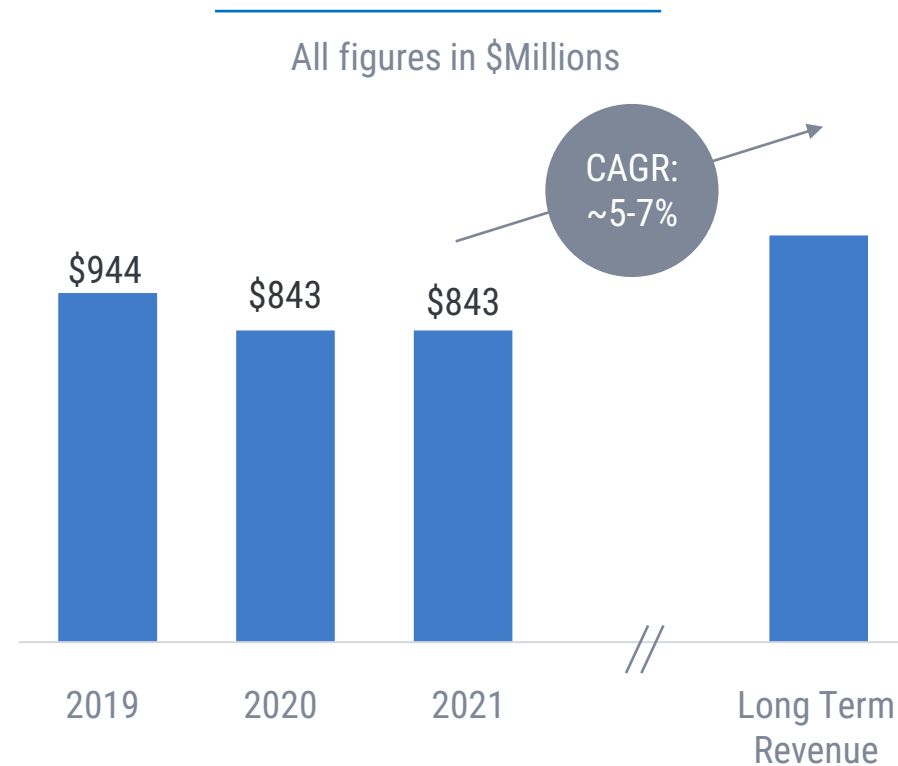
| Targeting emerging green energy segments

| Platform for profitable growth

# LONG-TERM FINANCIAL TARGETS

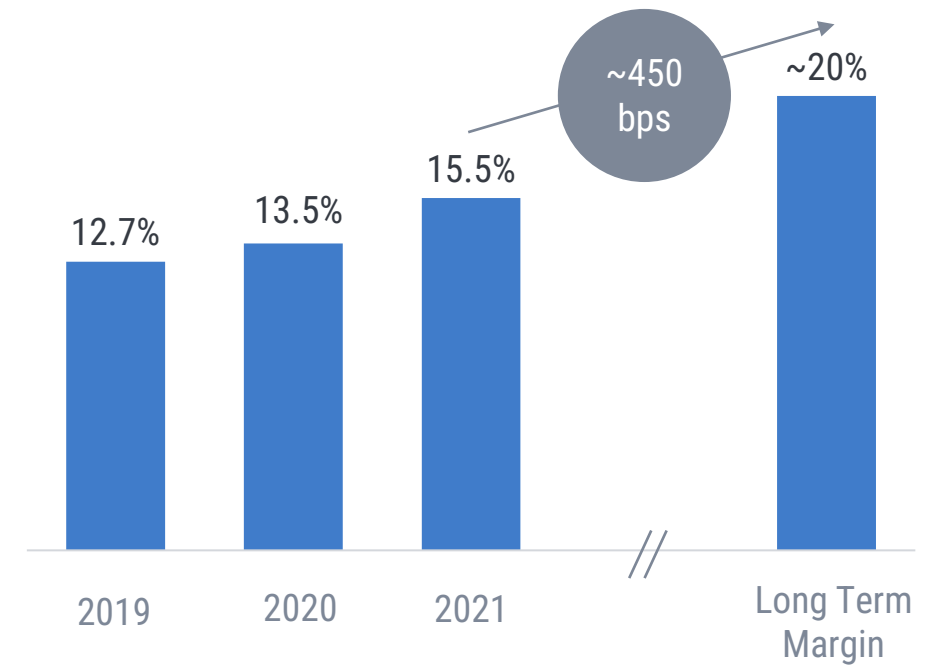


## REVENUE



- Long cycle backlog supports medium-term revenue growth
- Growth driven by share gains
  - Innovative products
  - Product portfolio upgrades
  - Service offering expansion
- Leader in quality and delivery
- Strategic pricing realization

## ADJUSTED SEGMENT MARGIN EXPANSION



- Continue to deploy MT playbook
  - Shop floor and front-end productivity
  - One-piece flow production process
- Sourcing productivity via low-cost supply base, new regional sources, design to cost
- Volume and active price management offsetting inflation

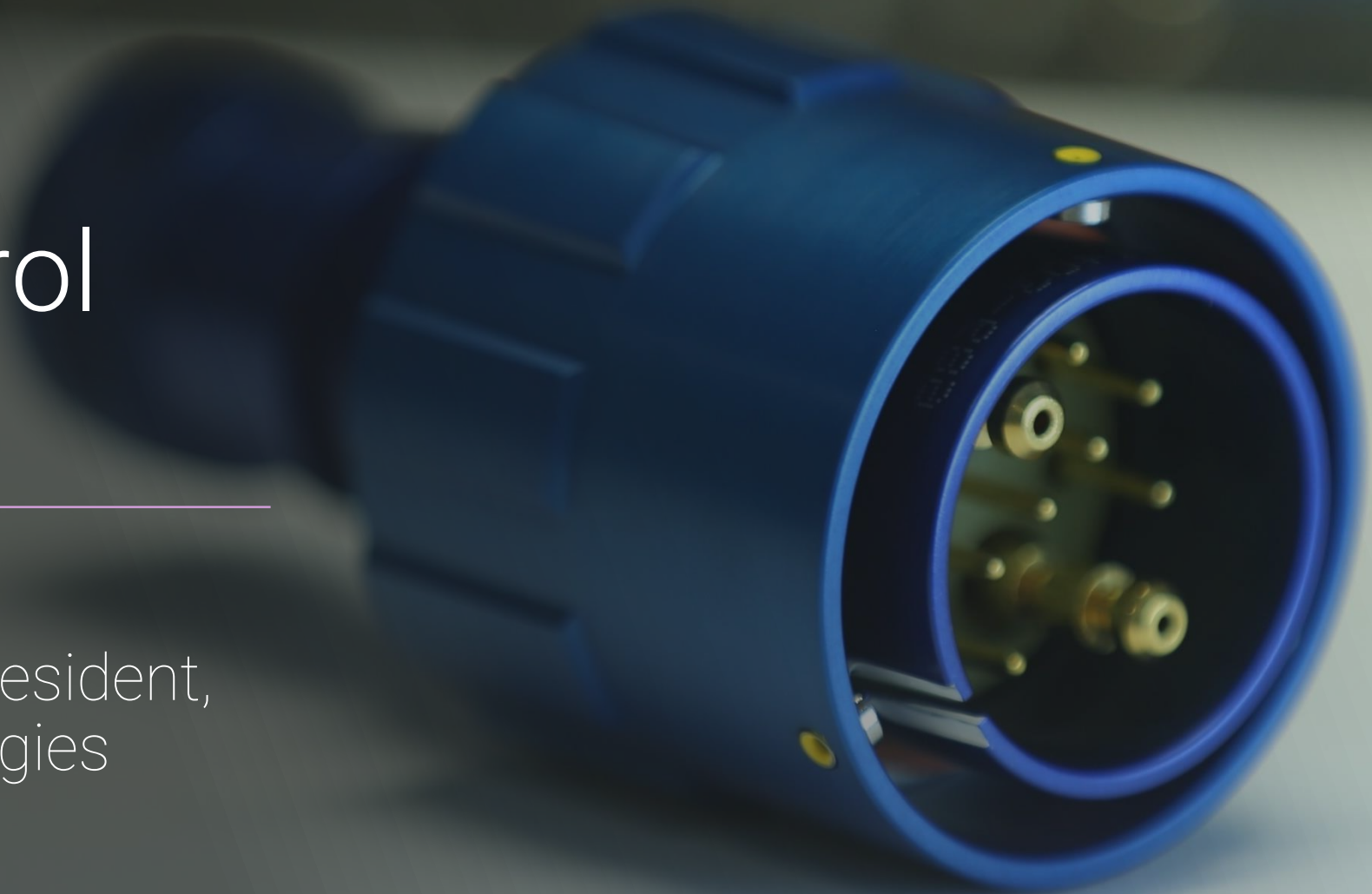


# Connect & Control Technologies

---

Ryan Flynn

Senior Vice President and President,  
Connect & Control Technologies

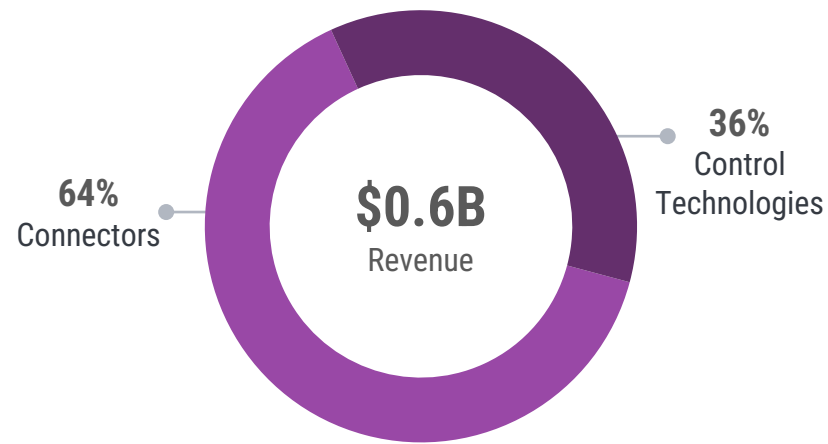


# CONNECT & CONTROL TECHNOLOGIES AT A GLANCE

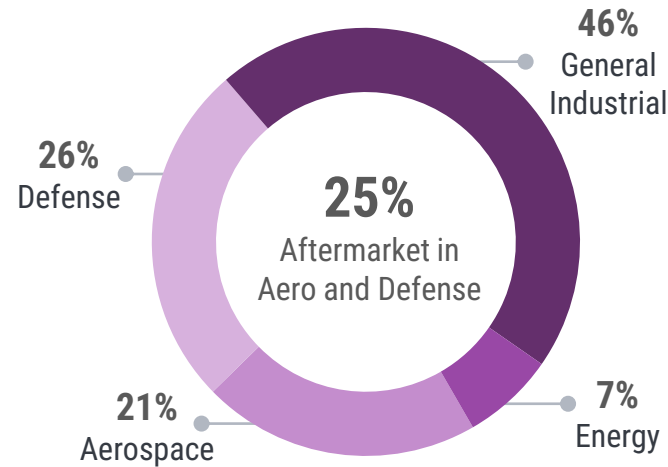


NICHE PLAYER IN HARSH ENVIRONMENT CONNECTORS AND CONTROL COMPONENTS IN CRITICAL APPLICATIONS FOR AEROSPACE, DEFENSE AND INDUSTRIAL MARKETS

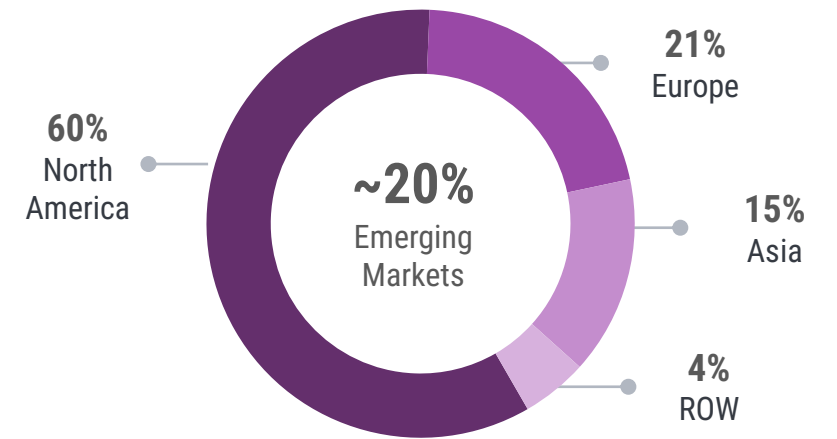
REVENUE BY SEGMENT



REVENUE BY END MARKET



GEOGRAPHIC BREAKDOWN



Represents composition of revenue for 2021

**13** Manufacturing Locations  
North America | Europe | APAC

**~325** Engineers

**500+** Patents

LEADING BRANDS



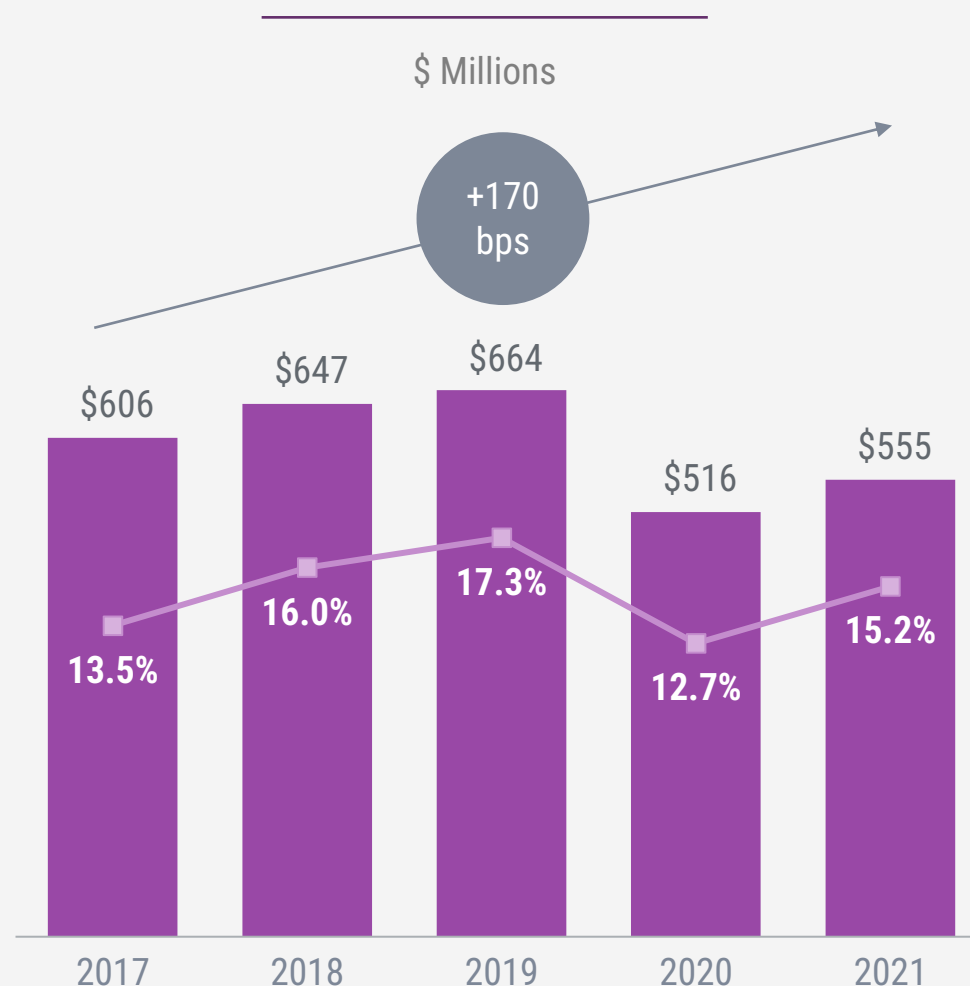
# OVERVIEW

## RETURN TO PRE-PANDEMIC REVENUE IN 2022 AMIDST AERO RECOVERY

- **Highly engineered, technology-differentiated products for \$20B+ markets**
  - Leadership position in mission-critical components
  - Transformed culture to relentlessly serve our customers
  - Leveraging strong brands and extensive channels
- **Growth momentum supported by favorable secular trends**
  - Commercial Aero rebound
  - Global defense spend increase
  - Electrification and industrial digitalization
- **Scaled up R&D investments to enhance core offering**
  - Expanding core offerings and product portfolio
  - Solving customers' needs with tailored solutions
  - Accelerating innovation to differentiate our offerings and gain share
- **Driving actions to expand margins**
  - Relentless focus on improving productivity
  - Capturing growth with new products and strengthened customer partnerships
  - Pricing and focused cost initiatives mitigating inflation



### REVENUE AND ADJUSTED OPERATING MARGINS



# PRODUCTS AND APPLICATIONS

## PERFORMANCE AND RELIABILITY



% of 2021 Revenue

Applications

Sustaining Differentiation



Connectors



- High-performance signal, data and power for:
  - Commercial Aerospace
  - Defense on land, sea and air
  - Transportation and e-Mobility
  - Industrial automation

- Strong brands with leadership positions and technical expertise in core sectors
- Steadfast product performance in the harshest connector environments
- Effective late-stage customization and responsiveness



Control Technologies



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

- Enduring pedigree and core capabilities to solve technically challenging applications
- High performance products and tailored solutions for critical Aero applications
- Ideation and innovation producing patented and proprietary solutions

# KEY END MARKETS AND ITT OUTLOOK



## STRONG END MARKET GROWTH

End Markets	% of 2021 Revenue	Demand Trends	Long-Term ITT Growth	Trends
 General Industrial	 46%		LDD	<ul style="list-style-type: none"> <li>Sustained growth in electric charging infrastructure</li> <li>Expansion of factory and warehouse automation</li> <li>Next-generation IoT applications and sensor-driven analytics</li> </ul>
 Defense	 26%		HSD	<ul style="list-style-type: none"> <li>Global Defense spending</li> <li>U.S. Defense budget continuous growth</li> <li>Soldier modernization driving connectivity upgrades</li> </ul>
 Commercial Aerospace	 21%		HDD	<ul style="list-style-type: none"> <li>Production back to pre-pandemic levels by 2024</li> <li>Aftermarket continuously recovering</li> <li>Strong narrow body recovery</li> </ul>

# CCT GROWTH DRIVERS

## STRONG POSITION IN GROWTH MARKETS



### Commercial Aerospace Rebound

- Increase in OEM build rates
- Recovering traffic driving aftermarket growth

### Defense Build-up and Modernization

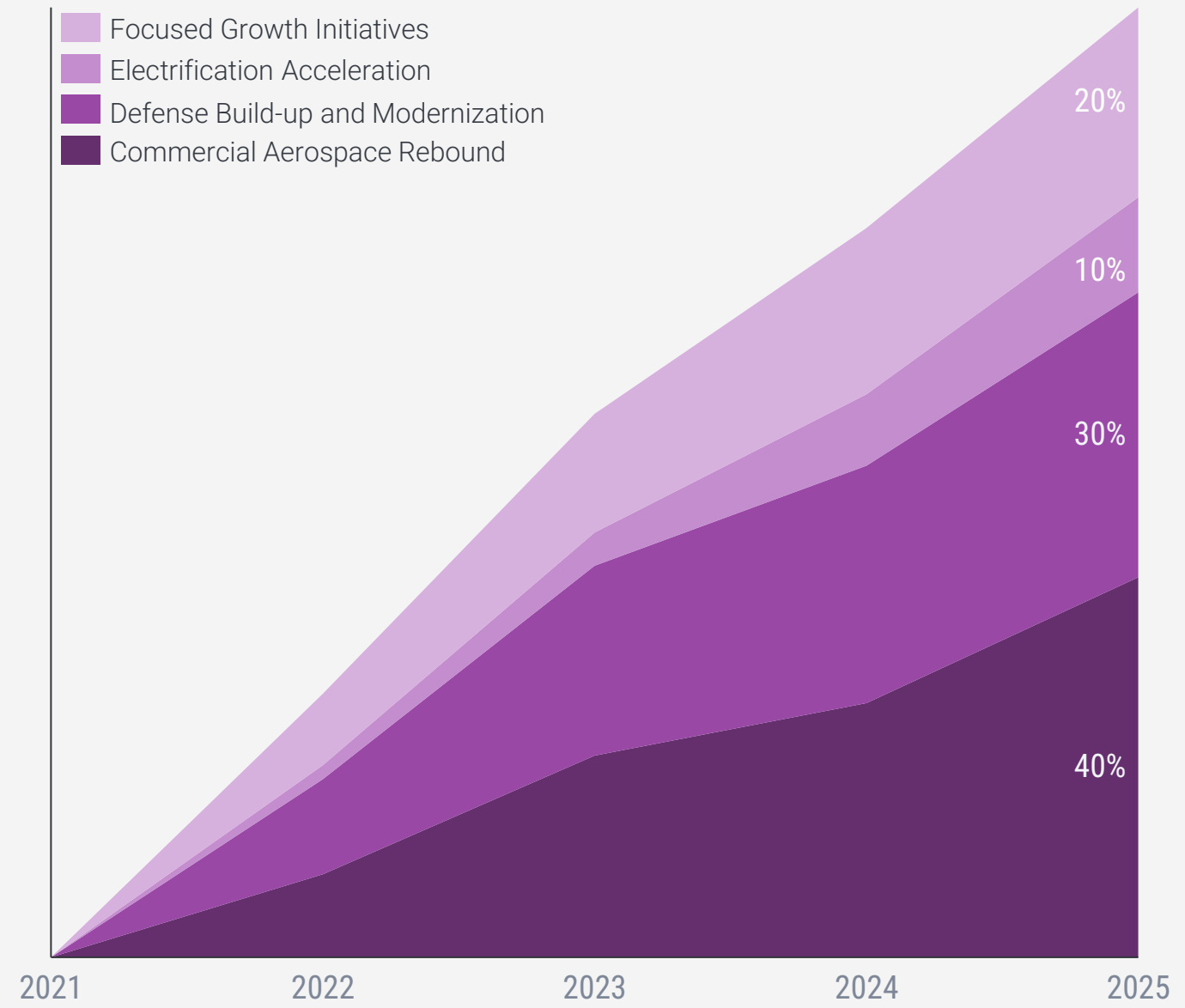
- Investment in new defense platforms
- Electronic systems upgrades on current platforms

### Electrification Acceleration

- EV adoption requires charging infrastructure expansion
- Connectors for heavy duty vehicles and energy storage solutions

### Focused Growth Initiatives











- Rotorcraft organic growth
- Warehousing automation solutions



# COMMERCIAL AEROSPACE CONTENT

## CONTENT ON GROWING PLATFORMS



	OEM Platforms	Control Technologies	Connectors	Production Growth 2021 – 2025 CAGR <sup>[1][2]</sup>	Recovery Cycle
Narrow Body	Boeing 737 Max 			+50%	
	Airbus A220 			+15%	
	Airbus A320-A321 Neo 			+10%	
Wide Body	Boeing 787 			+10%	
	Boeing 777 			+15%	

○ ◐ ◑ ◒ ◓ Represents relative value of shipset content within Control Technologies' and Connectors' portfolios, respectively

<sup>[1]</sup> Production volumes per Forecast International  
<sup>[2]</sup> Forecast international, Boeing and Airbus Commercial Market Outlook

# DEFENSE MODERNIZATION TECHNOLOGY ADVANCEMENT



## SOLDIER AND SMART DEFENSE SYSTEMS



- \$1.5B total addressable market<sup>[1]</sup>
- Smaller form factor, higher power, faster data speed
- Less weight, higher precision connectors
- Critical applications

## AIRCRAFT FIBER OPTIC NETWORKS



- \$1.0B total addressable market<sup>[2]</sup>
- Accelerated fiber optics adoption for high-speed data
- Qualified on F-15, F-16, F-18, F-22; F-35 by 2023

## ENGINE ADVANCED COMPOSITES



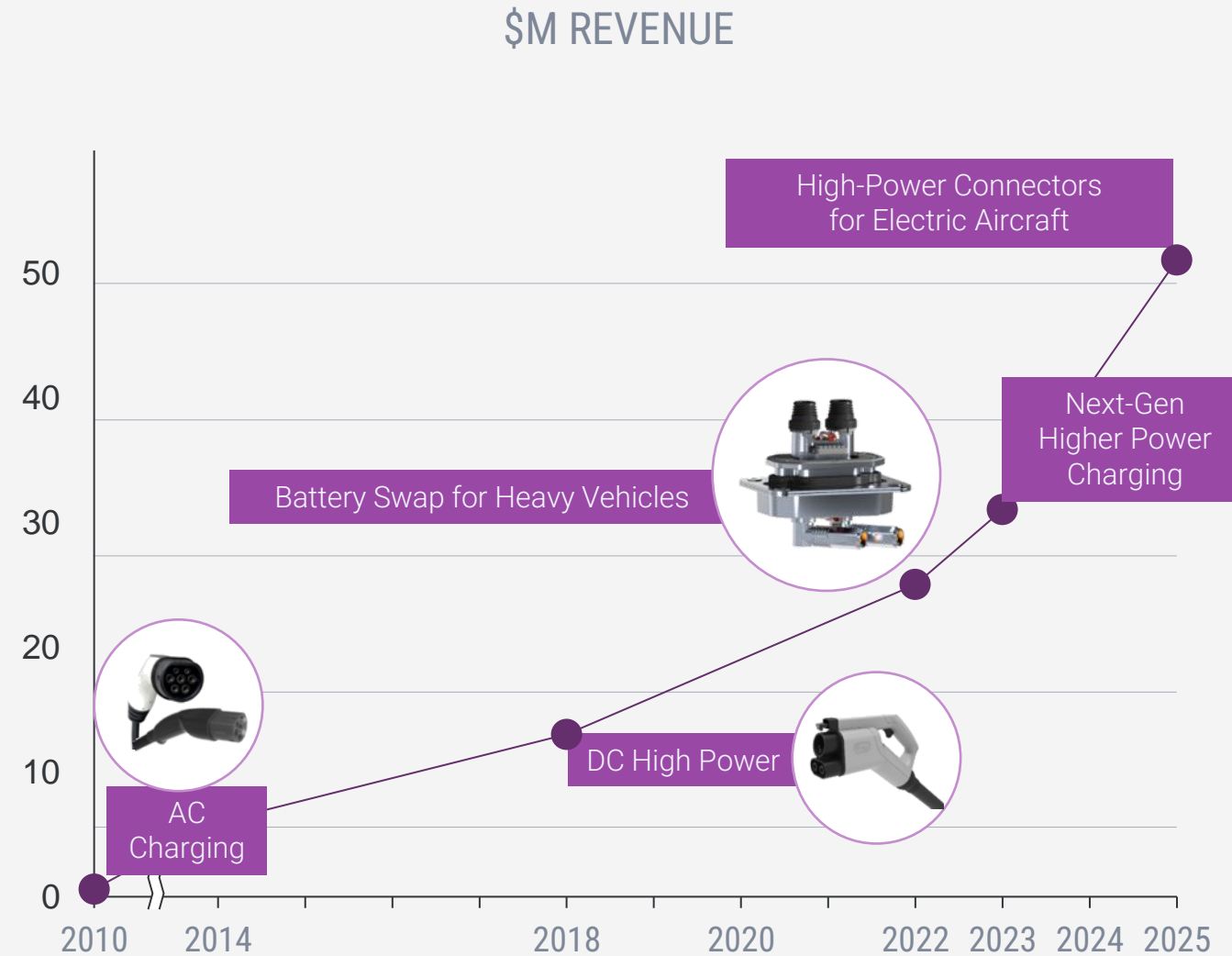
- \$1.0B total addressable market<sup>[3]</sup>
- High-temperature, high-precision composites
- Proprietary Resin Transfer Molding process
- Qualified on F-22; awarded F-35 engine component development

# ELECTRIFICATION ACCELERATION

## ACCELERATING PORTFOLIO DEVELOPMENT



- **EV charging connectors since 2010**
  - Early to market with broadest alternating current (AC) portfolio catering to all regional standards
- **Anticipating high-end market requirements**
  - Liquid-cooled high power charging technology launched in 2018
- **Expanding customized applications**
  - Interconnects for rugged conditions in heavy and off-road vehicles
  - Charging solutions for high-power requirements beyond light-duty vehicles
  - High-reliability connectors for future electric air mobility
- **Expect revenue growth CAGR of ~20%+ (2021-2025)**



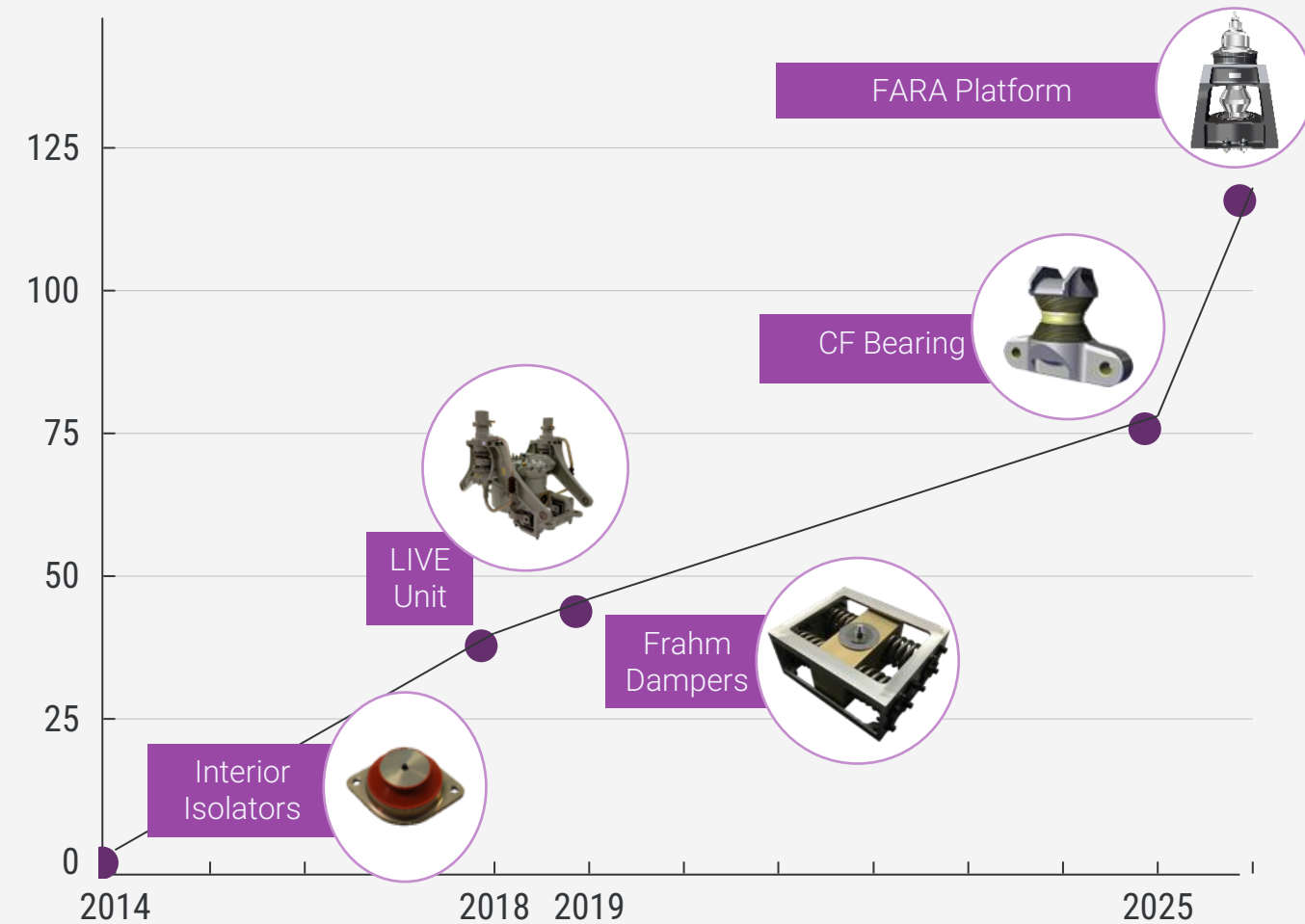
# EXPANDING ROTORCRAFT OFFERING

## ORGANIC DEVELOPMENT FROM ZERO



- **Proven performance in existing applications**
  - 10+ years of interior isolators
  - Expansion into new interior components
- **Success led to Bell-sponsored market entry**
  - Awarded Bell 505 and 525 platforms
  - Awarded content on Bell's FARA program
- **Investing in next level capabilities for current and future opportunities**
  - Further expanded flight critical components [Frahm dampers]
  - Developing solutions to further increase differentiated content

\$K ROTORCRAFT SHIPSET CONTENT



# KEY TAKEAWAYS



Growth business in large attractive markets with favorable secular trends

Respected brands with a well-positioned product portfolio

Capturing growth with differentiated, value-adding offering in core markets

Investing in innovation

Driving margin expansion while investing for growth

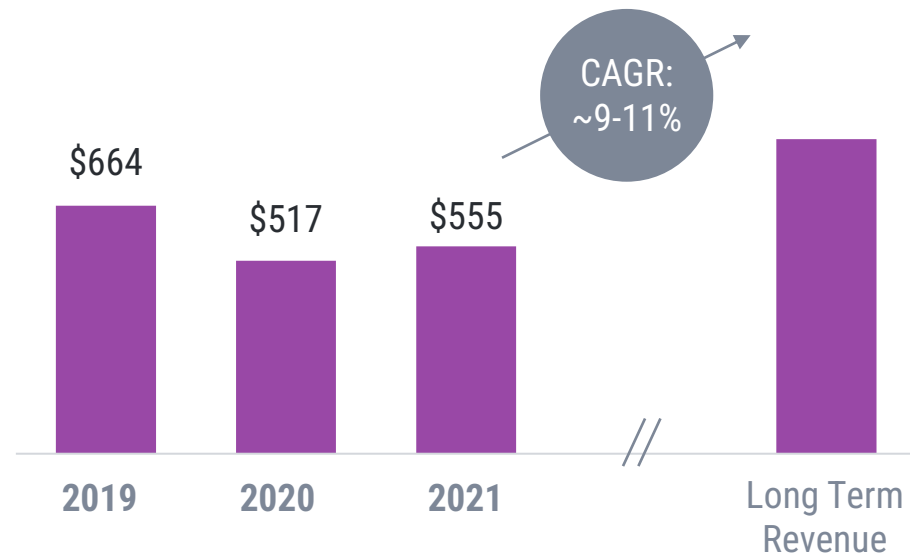
# LONG-TERM FINANCIAL TARGETS

## ACCELERATING PROFITABLE GROWTH

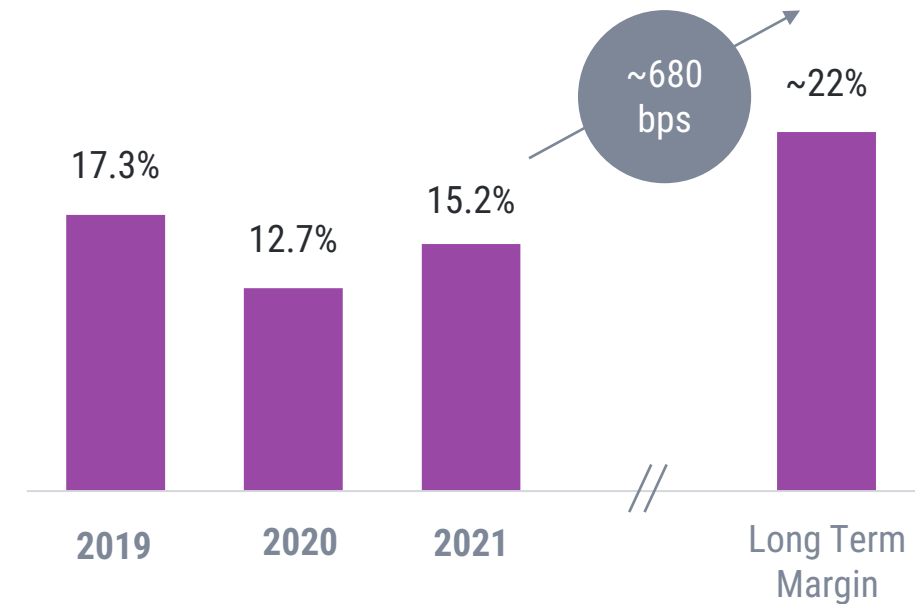


### REVENUE

All figures in \$Millions



### ADJUSTED SEGMENT MARGIN



- Commercial Aerospace recovery
- Defense spending driving both Connectors and Control Technologies demand
- Quality and on-time delivery step up
- Connectors accelerating portfolio development to capture share

- Continue to deploy MT playbook
  - Lean and automation driving shop floor productivity
  - Sustaining R&D, product portfolio enhancement
- Volume growth driving profitability
- Connector price capture



ITT

# Financial and ESG Overview

---

Emmanuel Caprais  
SVP and Chief Financial Officer



# AGENDA

- | Financial Overview
- | ESG: Sustainability



# KEY MESSAGES



- | Strong end markets, continued outperformance
- | Supply chain and inflation challenges expected to persist
- | Segment margin step up
- | Organic investment driving attractive returns
- | M&A momentum, robust capital capacity

# POSITIVE DEMAND ENVIRONMENT



## 42% Automotive

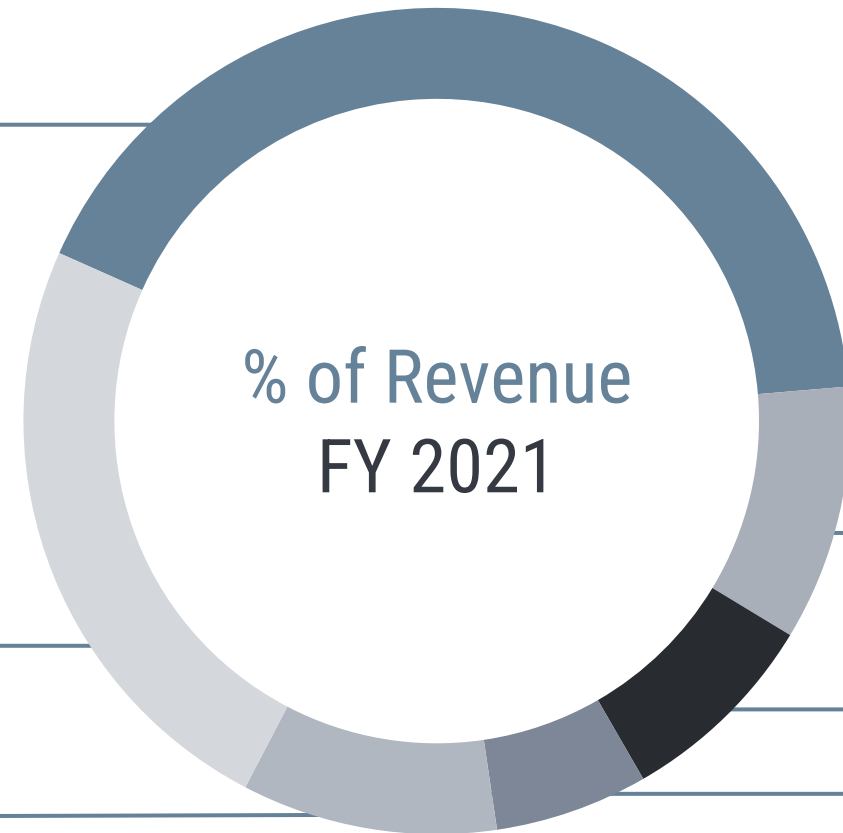
- Inventory levels at historic lows in EU and North America
- Higher raw material and energy prices
- China lockdowns, Ukraine conflict

## 24% Chemical & Industrial Pumps

- Strong project demand
- Parts demand driven by higher capacity utilization
- Labor and supply chain shortage continue to limit industrial production

## 10% General Industrial Components

- Strong North America (distribution)
- Factory and warehouse automation
- EV infrastructure buildout



## 10% Aerospace & Defense

- Commercial aerospace recovery accelerating
- Solid commercial aftermarket growth
- Defense (Connectors) growing 20%+

## 8% Energy

- Robust project backlog at attractive margins
- Suspension of Russia operations

## 6% Rail

- Strong freight demand in Europe
- Orders decline driven by lower passenger demand (primarily in Europe)
- Suspension of Russia operations

# 2022 UPDATE | WHAT WE ARE SEEING



## UPDATE

---

| Strong orders growth and top-line performance

| Margin significantly impacted by cost inflation, partially offset by additional pricing actions and productivity

- Pricing realization to improve in 2H at all our businesses
- Commodity prices remain at elevated levels

| Impact of prolonged lockdowns in China due to COVID-19

| Additional \$60m+ share repurchases to date in Q2

| Free cash flow impacted by higher working capital requirements

## HOW WE ARE ADDRESSING SUPPLY CHAIN CHALLENGES

---

| Driving price realization to offset impact of raw materials inflation

| Working capital investments (inventory) to support customer delivery amidst strong demand environment

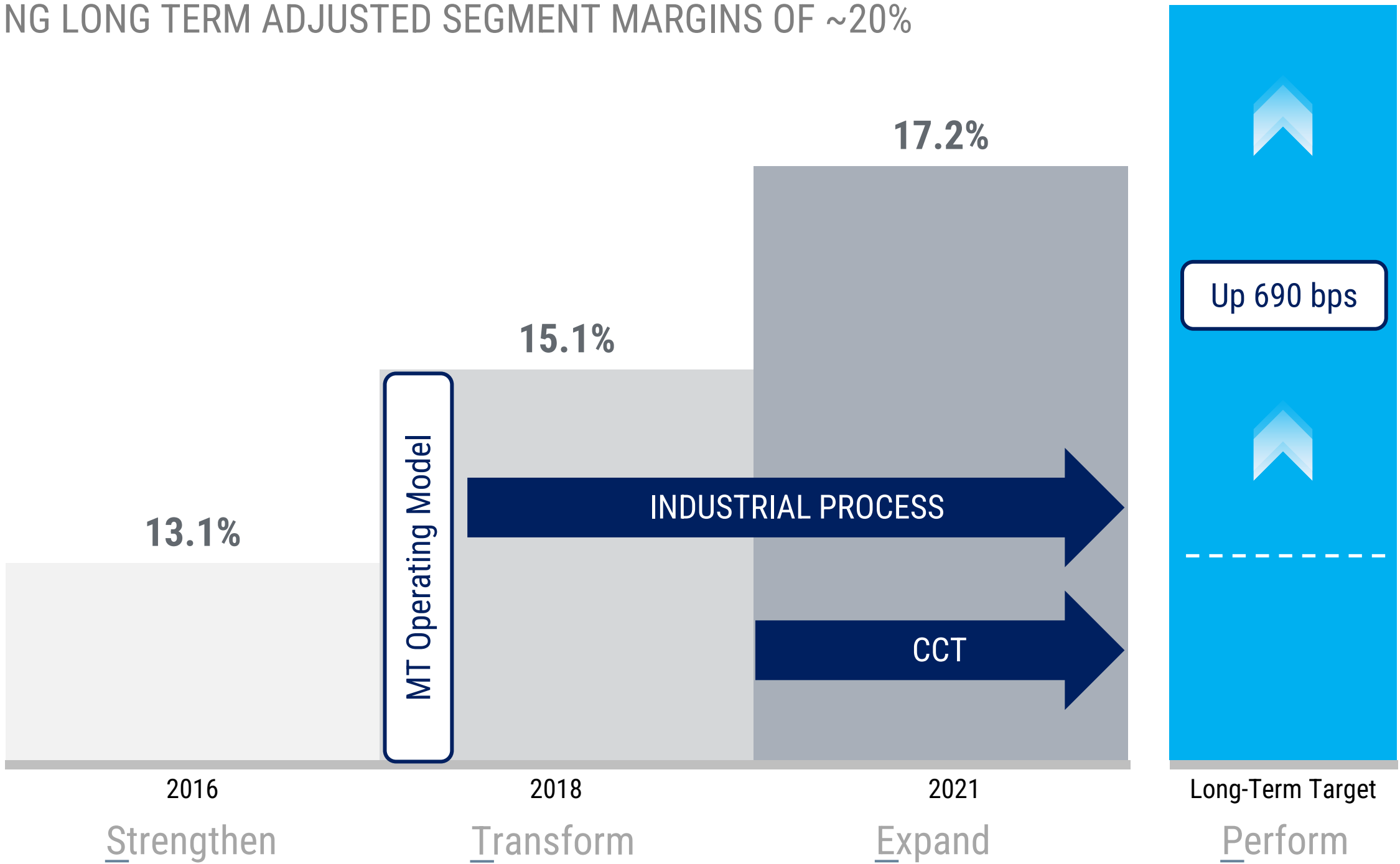
| Accelerate velocity within our plants to get quality products out to our customers faster

| Securing source of supply through on-site monitoring of our suppliers to ensure on-time delivery

| Rigorous cadence across our plants to monitor progress

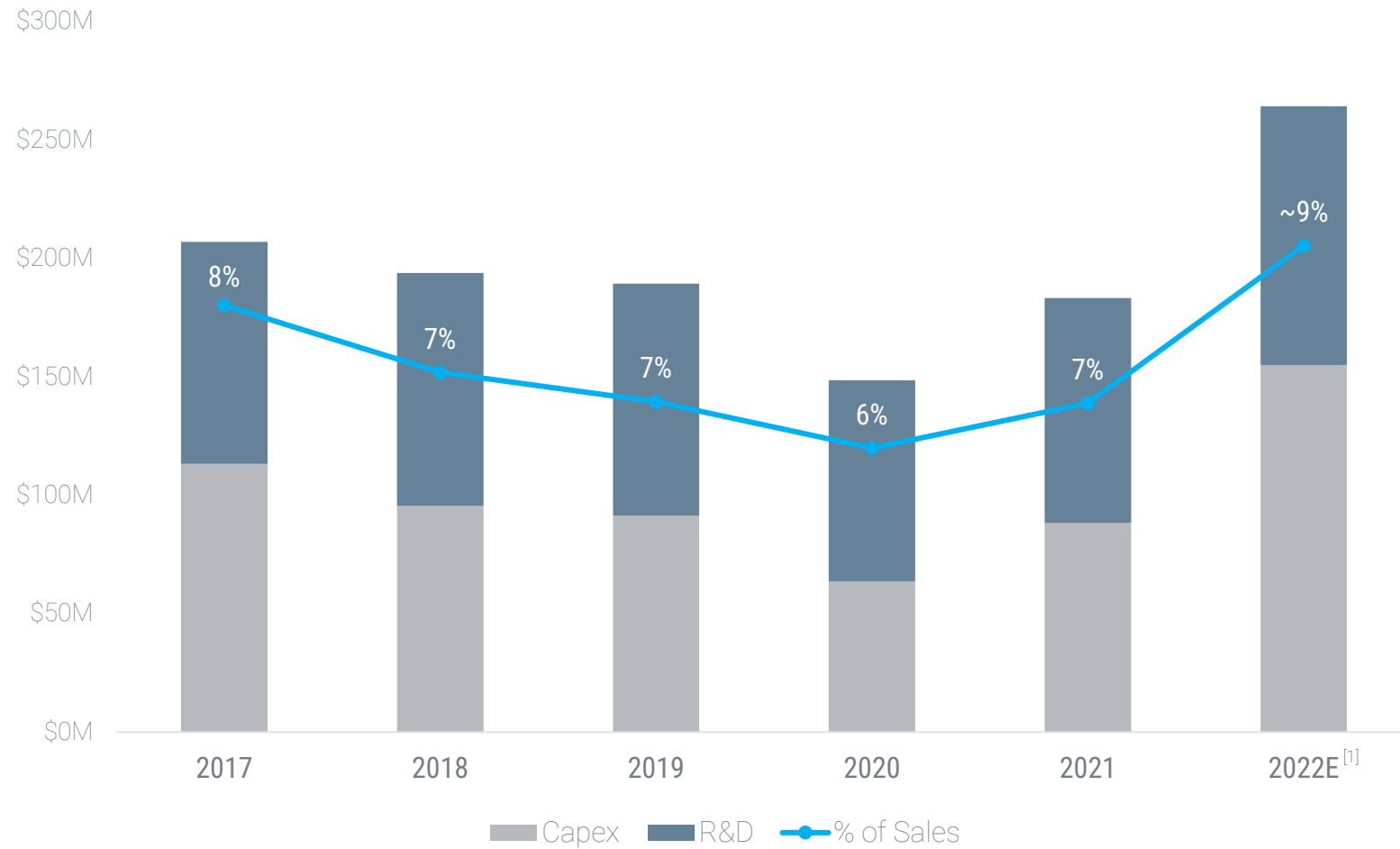
# SEGMENT MARGIN STEP UP

TARGETING LONG TERM ADJUSTED SEGMENT MARGINS OF ~20%



# ORGANIC GROWTH INVESTMENTS

## CAPITAL EXPENDITURES AND R&D AS A PERCENT OF SALES



Funding innovation and technology to drive long-term outperformance

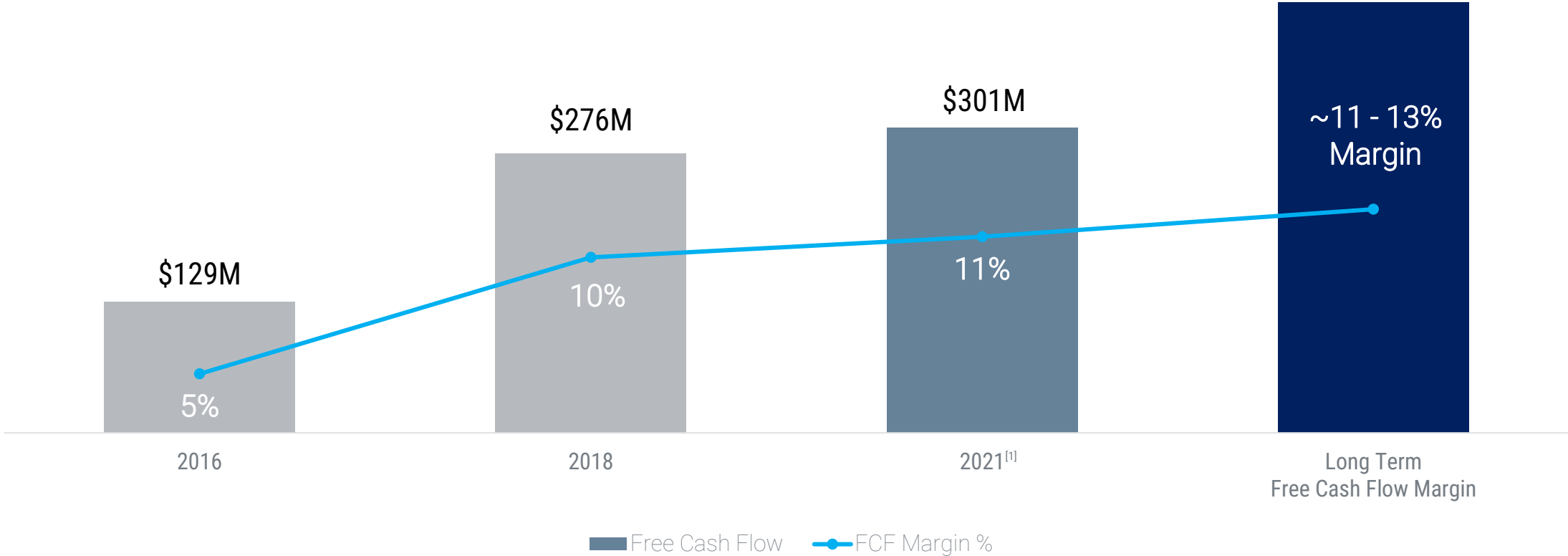
Friction capacity expansion and electrified vehicle R&D

Shopfloor automation and productivity

Value Analysis / Value Engineering and product portfolio refresh

Green capex investments

# FREE CASH FLOW PERFORMANCE



## Growth and value creation drivers

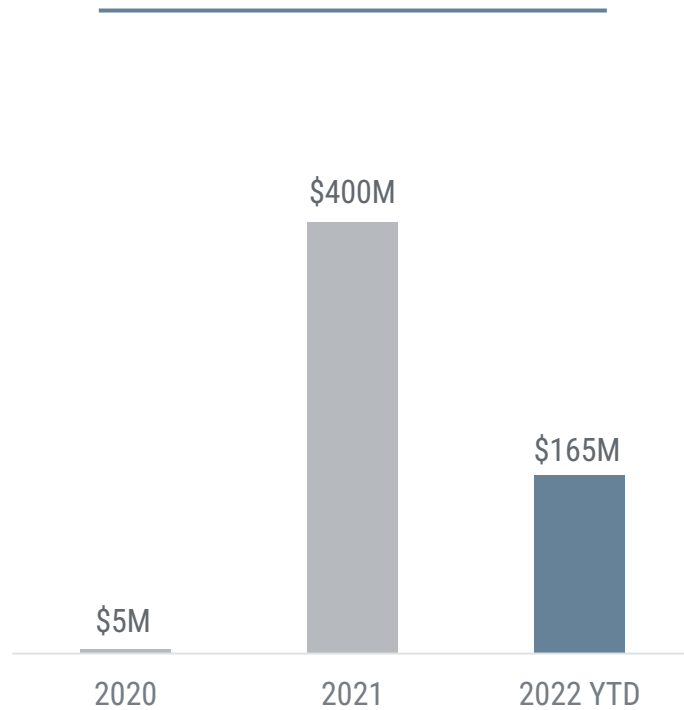
- | Top-line growth and margin expansion
- | Driving working capital performance
- | Investing for growth
- | Green CapEx

# CAPITAL DEPLOYMENT EXECUTION



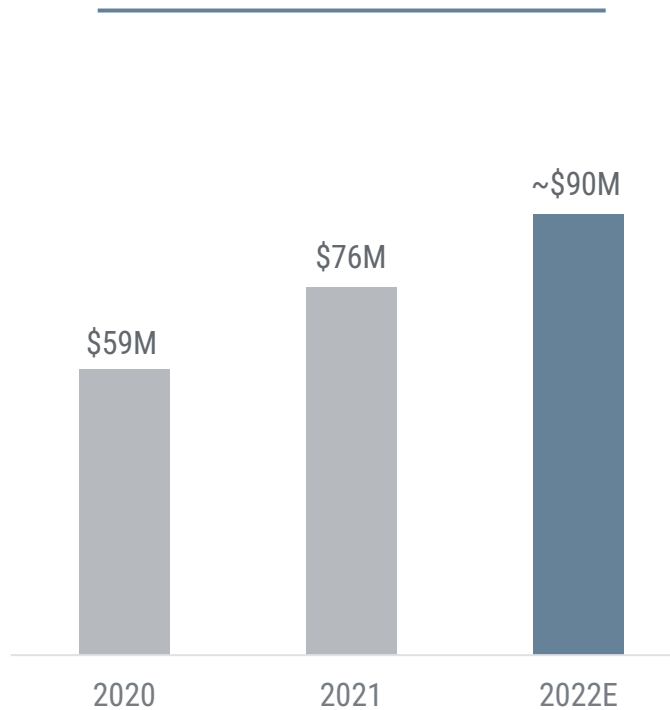
## ACCELERATED CAPITAL DEPLOYMENT

### M&A



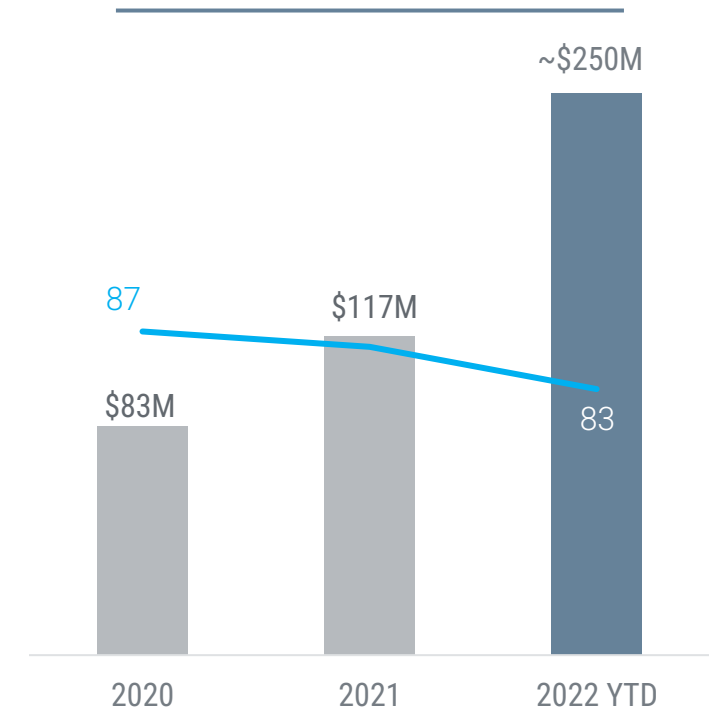
- Strategic asbestos divestiture in 2021
- Building highly differentiated valves platform (Habonim)
- Maturing, active pipeline

### DIVIDENDS



- 80% total increase in dividend per share since 2019
- Targeting ~1% yield

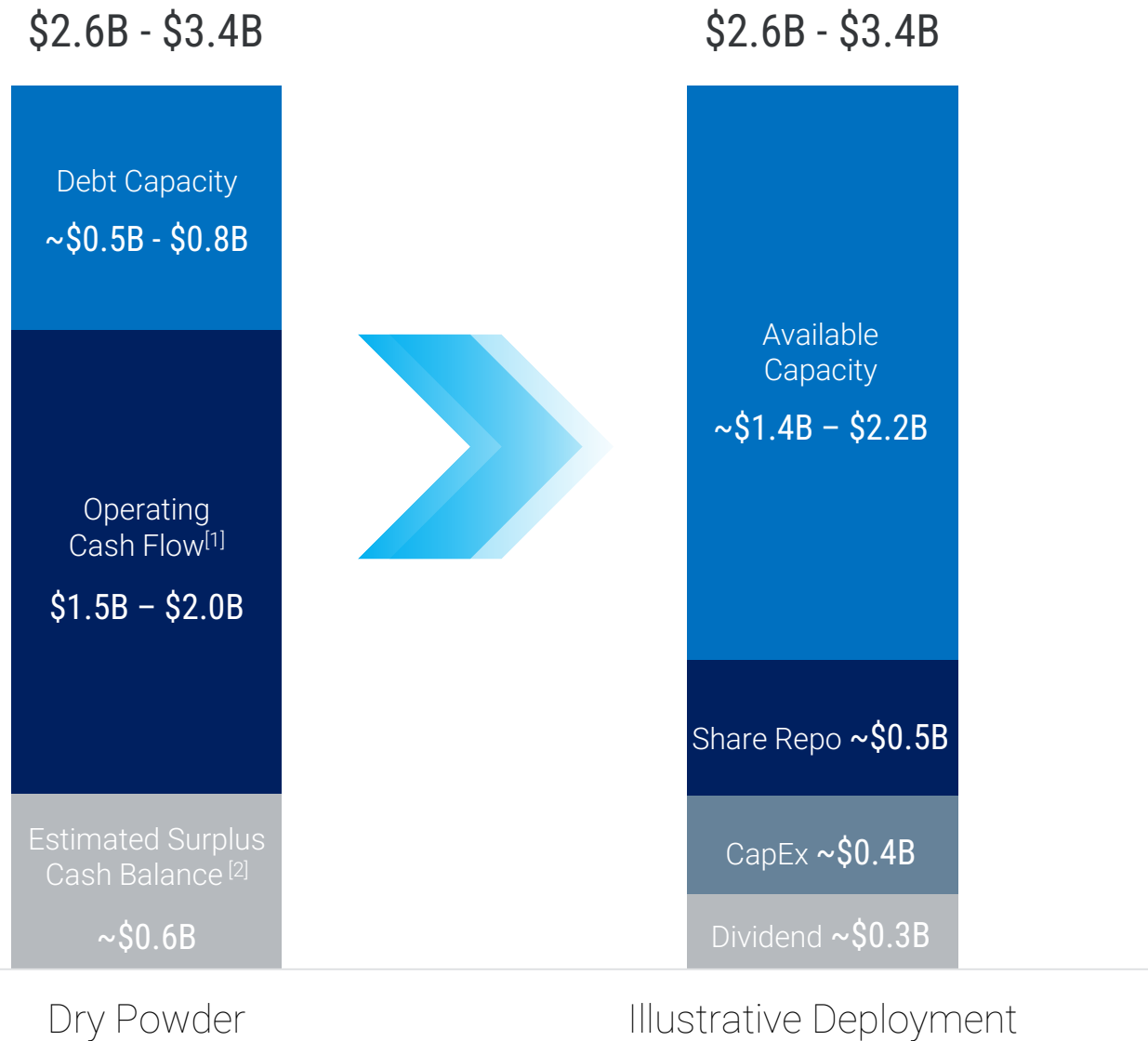
### SHARE REPURCHASES (\$) and SHARE COUNT (M)



- Repurchased ~\$450M in ITT shares from 2020 to 2022
- Share count down ~6% vs 2019 year-ending share count

# ILLUSTRATIVE THREE-YEAR CASH AVAILABILITY

## STRONG BALANCE SHEET WITH SIGNIFICANT FIREPOWER



Substantial available capacity to deploy

Priorities are organic investments and M&A

Ability to continue generating strong returns through share repurchases

Dividend growth aligned with earnings growth

[1] Estimated operating cash flow less corporate expenses for 2023 to 2025

[2] Estimated cash balance based on Q1 2022

# M&A FRAMEWORK

## ROBUST PIPELINE OF OPPORTUNITIES



### STRATEGIC ALIGNMENT

- Close to core – differentiated technologies:
  - Pumps and valves
  - Energy absorption (e.g., rail)
  - Niche connectors
- New geographies
- Harsh environment applications, natural replacement cycle
- Sustained above-market growth



### CLEAR SYNERGY POTENTIAL

- Scale-related margin improvements
- Benefits through operational excellence
- Product range extension, complementary technologies, commercial synergies
- Enhancing competitive advantages



### EXPECTED RETURNS

- Double-digit ROIC by year 5
- Capable of delivering accretive EBITDA margins
- EPS accretive after one year

# LONG-TERM GROWTH AND VALUE TARGETS



REVENUE  
GROWTH

---

~5-7%

CAGR

ADJUSTED SEGMENT  
OPERATING MARGIN

---

~20%

ADJUSTED EPS  
GROWTH

---

10%+

CAGR

FREE CASH  
FLOW MARGIN

---

~11-13%

# AGENDA

| Financial Overview

| ESG: Sustainability

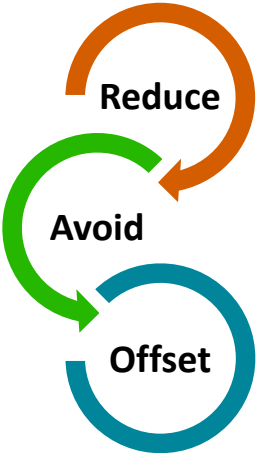


# SUSTAINABILITY | OUR PRIORITIES



## Environmental

- Evaluating a credible path to net-neutral carbon through Reduce, Avoid, Offset framework
- Investing in technologies to reduce CO2 emissions, waste-water, and industrial run-off
- Developing innovative products that help customers save and achieve sustainability goals



## Social

- Safety of our people is our #1 priority and central to our operating model
- Enhanced human capital management framework
- Ambitious 5-year goals to advance DEI

## Governance

- Maintain industry-leading governance practices, including:
  - Annual election of Directors
  - Majority vote standard
  - Proxy access
  - Shareholder right to call special meeting
- Board diversity
- Robust, independent Board leadership
- Regular Board refreshment and education

# ENVIRONMENTAL | GREEN CAPEX

## REDUCE, AVOID, OFFSET



### Renewable Energy



Solar project investments:

- R&D Innovation Center in Barge, IT  
*(expected to support ~30% of site's energy)*
- Friction plant in Barge, IT  
*(expected to support ~8% of site's energy)*
- Connector Plant in Nogales, MX  
*(expected to support ~8% of site's energy)*

### High Efficiency Projects



- Energy waste reduction in Termoli, IT  
*(expected to reduce emissions by ~9%)*
- Electricity co-generation project in Barge, IT  
*(expected ~8% efficiency improvement)*
- Water use reduction in Orchard Park, NY  
*(expected to save 7.5M gallons of water per year)*

# ENVIRONMENTAL | INNOVATIONS

## HELPING CUSTOMERS ACHIEVE THEIR ESG GOALS



EMD



Variable speed motor dramatically reduces energy use and GHG emissions for a fraction of the cost of similar solutions

Copper-free, EV Brake Pads and Smart Pad



Leading the Cu-free brake pad transition with ~60% of 2021 production

Smart Pad: reduces braking distance and GHG emissions

EV Connector



Cannon connectors supporting EV infrastructure expansion: A/C, D/C, and high power

# SOCIAL | OUR SAFETY JOURNEY

## TONE AT THE TOP EMPHASIZES SAFETY PERFORMANCE OBLIGATION

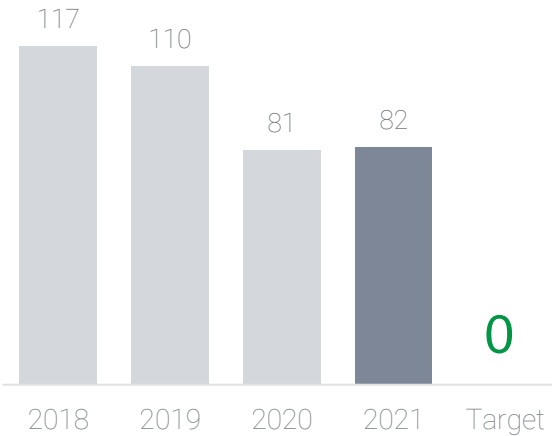
| Every business review begins with Safety

| Relentless focus, unprecedented granularity

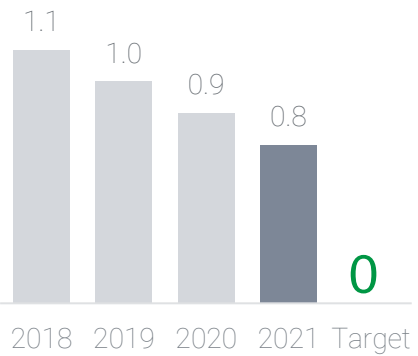
| Daily shopfloor reviews

| Grounded, long-term safety initiatives across plants

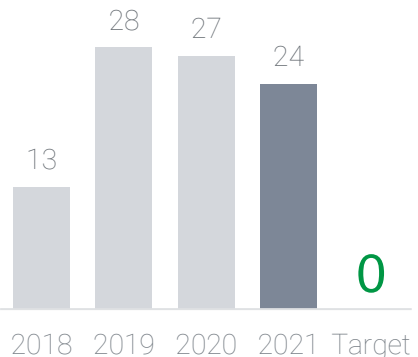
| Recognition of top performers



Number of Injuries



Injury Frequency Rate



Injury Severity Rate

# GOVERNANCE | BEST-IN-CLASS PRACTICES



## Corporate Governance

---

- Commitment to regular board refreshment
  - 6 years average tenure
- Robust, independent board leadership
  - 8 of 9 directors are independent
  - Non-executive chairman
- Board Diversity
  - 3 of 9 directors are female
  - 1 of 9 is racially/ethnically diverse
  - 2 of 9 have citizenship diversity
- Board Commitment to self-evaluation

## Shareholder Engagement

---

- Annual Fall outreach; in 2021:
  - Contacted ~76% of shares outstanding
  - Met with ~40% of shares outstanding
- ISS Quality Score for Governance is 1; top 10% of ITT peer group
- Consistently strong support at annual meeting (Say-on-Pay above 98% in 2022)

# TAKEAWAYS



- | Continue to execute despite challenging environment
- | Investing in the future
- | Strong cash generation to fund high-return investments
- | Robust capital capacity; M&A momentum
- | Driving value and growth



ITT

# Conclusion

---

Luca Savi  
Chief Executive Officer and President



## WHY ITT

- | Market-leading positions in growing end markets
- | Sustaining differentiation: execution, innovation, and culture
- | Capital deployment capacity, sound strategy, and execution
- | Environmental, Social & Governance (ESG) entrenched in strategy
- | Long-term growth and value creation



IT T



## APPENDIX

- | ITT Leadership Team and Speaker Biographies
- | Glossary of Key Terms and Acronyms
- | Key Performance Indicators and Non-GAAP Measures

# ITT LEADERSHIP TEAM AND SPEAKER BIOGRAPHIES



**Luca Savi**  
Chief Executive Officer  
and President

Luca Savi is Chief Executive Officer and President at ITT Inc.

Luca previously served as ITT's President and Chief Operating Officer. He joined ITT in 2011 as President of the company's Motion Technologies business. 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.

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



**Davide Barbon**  
Senior Vice President and  
President, Asia Pacific

Davide Barbon is ITT's senior vice president and president of 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 had 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.

# ITT LEADERSHIP TEAM AND SPEAKER BIOGRAPHIES



**Emmanuel Caprais**

Senior Vice President and  
Chief Financial Officer

Emmanuel Caprais is Senior Vice President and Chief Financial Officer of ITT Inc. He 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.



**Ryan Flynn**

Senior Vice President and  
President, Connect & Control Technologies

Ryan Flynn is ITT's Senior Vice President and President of Connect and Control Technologies. He previously served as Senior Vice President and President of Asia Pacific, where he led all businesses for the company in the region.

Ryan joined ITT in 2016 as general manager of the Motion Technologies business in China. Prior to joining ITT, he was Executive Vice President and Head of Business Area Equipment for Konecranes.

Ryan earned his Bachelor of Commerce degree from the University of South Africa and his M.B.A. from Victoria University of Wellington, New Zealand.

# ITT LEADERSHIP TEAM AND SPEAKER BIOGRAPHIES



**Carlo Ghirardo**

Senior Vice President and  
President, Motion Technologies

Carlo Ghirardo is Senior Vice President and President of ITT's Motion Technologies business.

Before joining ITT in 2018, he worked at Eaton where he served as President of the Vehicle Group's EMEA (Europe, Middle East and Africa) region and as Vice President and General Manager of the Engine Air Management Product Group as well as the Valvetrain Division.

Carlo earned his Master's Degree in Mechanical Engineering from Politecnico di Torino and his M.B.A. from ESCP Europe.



**Mary Beth Gustafsson**

Senior Vice President and  
General Counsel

Mary Beth Gustafsson is senior vice president and general counsel at ITT.

She joined ITT in 2014 having previously served as general counsel and secretary and chief compliance officer for First Solar. She formerly held senior legal leadership positions at Trane Inc. (formerly American Standard Companies Inc.), including general counsel and secretary, as well as at Honeywell International Inc.

Mary Beth earned her Bachelor of Arts degree in English literature from Boston University and her Juris Doctor from the University of Michigan.

# ITT LEADERSHIP TEAM AND SPEAKER BIOGRAPHIES



**Maurine Lembesis**

Senior Vice President and  
Chief Human Resources Officer

Maurine Lembesis is senior vice president and chief human resources officer at ITT.

She joined ITT in 2013 and most recently served as vice president of human resources for the company's global functions. She was formerly an executive director of human resources at Avon Products Inc., and has held additional HR roles at the Capital Group Companies, Pfizer Inc. and GE Capital.

Maurine earned her Bachelor of Arts degree in psychology from Vassar College and her Master of Science degree in clinical social work from Columbia University.



**Bartek Makowiecki**

Senior Vice President,  
Strategy and Business Development

Bartek is senior vice president of strategy and business development.

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, at Owens Corning Corporation and Parker-Hannifin Corporation.

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

# ITT LEADERSHIP TEAM AND SPEAKER BIOGRAPHIES



**David Steblein**

Senior Vice President and  
President, Industrial Process

Dave Steblein is Senior Vice President and President of the Industrial Process (IP) business at ITT.

He most recently served as Vice President and General Manager Americas for Industrial Process after rejoining ITT in May 2007. He formerly held general manager, sales, and marketing leadership positions at SPX Corporation and Emerson Electric, and earlier in his career held various roles of increasing responsibility in IP Goulds Pumps.

Dave holds a bachelor's degree in Civil Engineering from the Rochester Institute of Technology in Rochester, New York.



**Luca Martinotto**

General Manager,  
Friction Technologies

Luca Martinotto is General Manager of ITT Motion Technologies' Friction business.

He joined ITT in 2008 as a Product Development Director before becoming Executive Director of R&D in 2015. After completing military service, Luca began his career at Pirelli, where he spent 12 years working across various project management roles.

Luca holds a degree in Chemical Engineering from the University of Milan.

# GLOSSARY OF KEY TERMS AND ACRONYMS



AM	Aftermarket	GHG	Greenhouse gas	MT	Motion Technologies
ANSI	American National Standards Institute	HSD	High single digit	NVH	Noise, vibration, harshness
APAC	Asia Pacific region	ICE	Internal combustion engine	OE	Original equipment
CCT	Connect & Control Technologies	IoT	Internet of Things	OEM	Original equipment manufacturer
Cu-free	Copper free	IP	Industrial Process	OES	Original equipment service
DAC	Digital automatic coupling	LDD	Low double digits	PPM	Parts per million
DD	Double digit	LNG	Liquified natural gas	TCO	Total cost of ownership
EV	Electric vehicle	LSD	Low single digit	VA/VE	Value Analysis/Value Engineering
EMD	Embedded Motor Drive	MSD	Mid single digit	VFD	Variable Frequency Drive

# KEY PERFORMANCE INDICATORS AND NON-GAAP MEASURES



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

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

**Adjusted Operating Income** and **Adjusted Segment Operating Income** are defined, respectively, as total operating income and segment operating income, adjusted to exclude special items that include, but are not limited to, restructuring, realignment, severance, certain asset impairment charges, certain acquisition-related impacts, unusual or infrequent operating items and, for 2021 and prior, 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** and **Adjusted Segment Operating Margin** are defined as adjusted operating income or adjusted segment operating income divided by revenue.

**Adjusted Income from Continuing Operations** and **Adjusted EPS** are defined, respectively, as income from continuing operations attributable to ITT Inc. and income from continuing operations attributable to ITT Inc. per diluted share, adjusted to exclude special items that include, but are not limited to, restructuring, realignment, severance, certain asset impairment charges, certain acquisition-related impacts, income tax settlements or adjustments, unusual or infrequent items, and, for 2021 and prior, 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. We believe that adjusted income from continuing operations is useful to investors and other users of our financial statements in evaluating ongoing operating profitability, as well as in evaluating operating performance in relation to our competitors.

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

**Adjusted Free Cash Flow** and **Adjusted Free Cash Flow Margin** are defined as free cash flow (net cash provided by operating activities less capital expenditures), adjusted for the divestiture of legacy asbestos assets and liabilities in 2021 and the ratio of adjusted free cash flow to revenue. We believe that adjusted free cash flow and the adjusted free cash flow margin provides useful information to investors as it provides insight into a primary cash flow metric used by management to monitor and evaluate cash flows generated by our operations.



## ITT Inc. Non-GAAP Reconciliation

### Reported vs. Adjusted Segment Operating Income and Segment Operating Margin

#### Full Year 2016 to 2018

(In Millions, except per share amounts)  
(all amounts unaudited)

	12M 2016 As Reported	Non-GAAP Adjustments	12M 2016 As Adjusted	12M 2017 As Reported	Non-GAAP Adjustments	12M 2017 As Adjusted	12M 2018 As Reported	Non-GAAP Adjustments	12M 2018 As Adjusted
<b>Revenue:</b>									
Motion Technologies	\$ 983.4		\$ 983.4	\$ 1,176.0		\$ 1,176.0	\$ 1,274.1		\$ 1,274.1
Industrial Process	830.1		830.1	807.2		807.2	827.1		827.1
Connect & Control Technologies	596.3		596.3	605.6		605.6	646.6		646.6
Intersegment Eliminations	(4.4)		(4.4)	(3.5)		(3.5)	(2.7)		(2.7)
Total Revenue	<u>\$ 2,405.4</u>		<u>\$ 2,405.4</u>	<u>\$ 2,585.3</u>		<u>\$ 2,585.3</u>	<u>\$ 2,745.1</u>		<u>\$ 2,745.1</u>
<b>Operating Margin:</b>									
Motion Technologies	17.4%	70 BP	18.1%	16.2%	70 BP	16.9%	17.5%	(30) BP	17.2%
Industrial Process	4.8%	290 BP	7.7%	8.2%	70 BP	8.9%	11.1%	- BP	11.1%
Connect & Control Technologies	11.1%	130 BP	12.4%	11.3%	220 BP	13.5%	14.9%	110 BP	16.0%
Total Operating Segments	<u>11.5%</u>	<u>160 BP</u>	<u>13.1%</u>	<u>12.5%</u>	<u>110 BP</u>	<u>13.6%</u>	<u>15.0%</u>	<u>10 BP</u>	<u>15.1%</u>
<b>Operating Income:</b>									
Motion Technologies	\$ 171.3	\$ 6.7	\$ 178.0	\$ 190.2	\$ 8.7	\$ 198.9	\$ 223.4	\$ (4.3)	\$ 219.1
Industrial Process	39.6	24.6	64.2	65.8	5.9	71.7	91.4	0.1	91.5
Connect & Control Technologies	66.3	7.5	73.8	68.4	13.1	81.5	96.5	7.1	103.6
Total Operating Segments	<u>\$ 277.2</u>	<u>\$ 38.8</u>	<u>\$ 316.0</u>	<u>\$ 324.4</u>	<u>\$ 27.7</u>	<u>\$ 352.1</u>	<u>\$ 411.3</u>	<u>\$ 2.9</u>	<u>\$ 414.2</u>

Note: Amounts may not calculate due to rounding

Special items include, but are not limited to, restructuring and realignment costs, certain asset impairment charges, acquisition-related expenses, and other unusual or infrequent items including certain legal matters



## ITT Inc. Non-GAAP Reconciliation

### Reported vs. Adjusted Segment Operating Income and Segment Operating Margin

#### Full Year 2019 to 2021

(In Millions, except per share amounts)  
(all amounts unaudited)

	12M2019 As Reported	Non-GAAP Adjustments	12M2019 As Adjusted	12M2020 As Reported	Non-GAAP Adjustments	12M2020 As Adjusted	12M2021 As Reported	Non-GAAP Adjustments	12M2021 As Adjusted
<b>Revenue:</b>									
Motion Technologies	\$ 1,241.8		\$ 1,241.8	\$ 1,121.1		\$ 1,121.1	\$ 1,368.6		\$ 1,368.6
Industrial Process	943.8		943.8	843.0		843.0	843.2		843.2
Connect & Control Technologies	663.9		663.9	516.5		516.5	554.7		554.7
Intersegment Eliminations	(3.1)		(3.1)	(2.8)		(2.8)	(1.5)		(1.5)
Total Revenue	<u>\$ 2,846.4</u>		<u>\$ 2,846.4</u>	<u>2,477.8</u>		<u>2,477.8</u>	<u>2,765.0</u>		<u>2,765.0</u>
<b>Operating Margin:</b>									
Motion Technologies	17.4%	50 BP	17.9%	16.4%	110 BP	17.5%	18.9%	30 BP	19.2%
Industrial Process	11.1%	160 BP	12.7%	9.2%	430 BP	13.5%	15.0%	50 BP	15.5%
Connect & Control Technologies	16.8%	50 BP	17.3%	11.0%	170 BP	12.7%	14.7%	50 BP	15.2%
Total Operating Segments	<u>15.2%</u>	<u>80 BP</u>	<u>16.0%</u>	<u>12.9%</u>	<u>230 BP</u>	<u>15.2%</u>	<u>16.9%</u>	<u>30 BP</u>	<u>17.2%</u>
<b>Operating Income:</b>									
Motion Technologies	\$ 216.1	\$ 6.2	\$ 222.3	\$ 184.0	\$ 12.7	\$ 196.7	\$ 258.2	\$ 3.9	\$ 262.1
Industrial Process	104.7	14.7	119.4	77.6	36.4	114.0	126.8	3.7	130.5
Connect & Control Technologies	111.5	3.5	115.0	57.0	8.7	65.7	81.7	2.4	84.1
Total Operating Segments	<u>\$ 432.3</u>	<u>\$ 24.4</u>	<u>\$ 456.7</u>	<u>318.6</u>	<u>57.8</u>	<u>376.4</u>	<u>466.7</u>	<u>10.0</u>	<u>476.7</u>

Note: Amounts may not calculate due to rounding

Special items include, but are not limited to, restructuring and realignment costs, certain asset impairment charges, acquisition-related expenses, and other unusual or infrequent items including certain legal matters.

# ITT Inc. Non-GAAP Reconciliation

## Reported vs. Adjusted Income from Continuing Operations & Adjusted EPS

### Full Year 2017 to 2019

(In Millions, except per share amounts)  
(all amounts unaudited)



	12M 2017 As Reported	Non-GAAP Adjustments	12M 2017 As Adjusted	12M 2018 As Reported	Non-GAAP Adjustments	12M 2018 As Adjusted	12M 2019 As Reported	Non-GAAP Adjustments	12M 2019 As Adjusted
Revenue	\$ 2,585.3		\$ 2,585.3	\$ 2,745.1		\$ 2,745.1	\$ 2,846.4		\$ 2,846.4
Segment operating income (A)	324.4	27.7	352.1	411.3	2.9	414.2	432.3	24.4	456.7
Corporate (expense) income (B)	(5.1)	(34.1)	(39.2)	(14.0)	(32.9)	(46.9)	(20.9)	(14.9)	(35.8)
Operating income (loss)	319.3	(6.4)	312.9	397.3	(30.0)	367.3	411.4	9.5	420.9
<i>Operating margin</i>	12.4%		12.1%	14.5%		13.4%	14.5%		14.8%
Interest income (expense), net (C)	0.3	(2.5)	(2.2)	(0.4)	0.7	0.3	4.1	-	4.1
Other income (expense), net (C)	(10.2)	3.6	(6.6)	(5.9)	1.7	(4.2)	(1.1)	-	(1.1)
Income from continuing operations before tax	309.4	(5.3)	304.1	391.0	(27.6)	363.4	414.4	9.5	423.9
Income tax (expense) benefit (D)	(194.6)	120.7	(73.9)	(57.7)	(17.9)	(75.6)	(89.9)	4.4	(85.5)
Income from continuing operations	114.8	115.4	230.2	333.3	(45.5)	287.8	324.5	13.9	338.4
Less: Income attributable to noncontrolling interests	(0.2)	-	(0.2)	0.9	-	0.9	1.1	-	1.1
Income from continuing operations - ITT Inc.	\$ 115.0	\$ 115.4	\$ 230.4	\$ 332.4	\$ (45.5)	\$ 286.9	\$ 323.4	\$ 13.9	\$ 337.3
EPS from continuing operations	\$ 1.29	\$ 1.30	\$ 2.59	\$ 3.75	\$ (0.52)	\$ 3.23	\$ 3.65	\$ 0.16	\$ 3.81

#### 2017 Adjustments include

- (A) - restructuring and realignment costs (\$18.5M), legal accrual (\$5.0M), net acquisition related costs (\$4.1M), and other costs (\$0.1M).
- (B) - environmental insurance recovery (\$20.2M), net asbestos related income (\$19.9M), offset by costs (\$6.0M) primarily related to the sale of excess property.
- (C) - interest income (\$2.5M) related to a change in uncertain tax position and adjusted other income (\$3.6M) includes net pension curtailment and other costs related to Industrial Process.
- (D) - the net tax expense of special items #A through #C (\$4.6M), various tax-related special items, including provisional U.S. transition tax expense resulting from U.S. tax law change (\$57.9M), tax expense from the U.S. tax rate reduction on deferred tax assets (\$86.0M), offset by a tax benefit (\$14.7M) on the remeasurement of U.S. tax on undistributed foreign earnings and other tax related special items.

#### 2018 Adjustments include

- (A) - restructuring costs (\$4.5M), legal accrual (\$5.0M), offset by (\$6.2M) related to the settlement of a patent infringement case, and acquisition related income (\$0.4M).
- (B) - income from the sale of excess property (\$38.5M), income from a legacy environmental settlement (\$0.4M), offset by net asbestos related expense (\$4.9M) and restructuring and realignment costs (\$1.1M).
- (C) - interest expense (\$0.7M) related to a change in uncertain tax position and prior year tax audit refund, other income (\$1.7M) includes net pension settlement costs.
- (D) - the net tax expense of special items #A through #C (\$10.5M), tax benefit for valuation allowance change (\$23.7M), and other tax related special items.

#### 2019 Adjustments include

- (A) - restructuring and realignment costs (\$13.1M), acquisition related costs (\$8.7M), legal accrual (\$1.6M) and other costs (\$1.0M).
- (B) - net asbestos related benefit (\$20.2M), offset by restructuring, realignment and other costs (\$5.3M).
- (D) - the net tax benefit of special items #A through #C (\$0.7M), tax expense on future distribution of foreign earnings (\$7.3M) tax expense for valuation allowance change (\$4.7M), and other tax related special

# ITT Inc. Non-GAAP Reconciliation

## Reported vs. Adjusted Income from Continuing Operations & Adjusted EPS

### Full Year 2020 to 2021

(In Millions, except per share amounts)  
(all amounts unaudited)



	12M 2020 As Reported	Non-GAAP Adjustments	12M 2020 As Adjusted	12M 2021 As Reported	Non-GAAP Adjustments	12M 2021 As Adjusted
Revenue	\$ 2,477.8		\$ 2,477.8	\$ 2,765.0		\$ 2,765.0
Segment operating income (A)	318.6	57.8	376.4	466.7	10.0	476.7
Corporate (expense) income (B)	(92.1)	71.4	(20.7)	37.6	(71.7)	(34.1)
Operating income (loss)	<u>226.5</u>	<u>129.2</u>	<u>355.7</u>	<u>504.3</u>	<u>(61.7)</u>	<u>442.6</u>
<i>Operating margin</i>	<i>9.1%</i>		<i>14.4%</i>	<i>18.2%</i>		<i>16.0%</i>
Interest income (expense), net (C)	0.7	-	0.7	1.1	-	1.1
Other income (expense), net (C)	(142.0)	141.6	(0.4)	3.7	(3.4)	0.3
Income from continuing operations before tax	<u>85.2</u>	<u>270.8</u>	<u>356.0</u>	<u>509.1</u>	<u>(65.1)</u>	<u>444.0</u>
Income tax (expense) benefit (D)	(15.3)	(60.1)	(75.4)	(189.6)	100.8	(88.8)
Income from continuing operations	<u>69.9</u>	<u>210.7</u>	<u>280.6</u>	<u>319.5</u>	<u>35.7</u>	<u>355.2</u>
Less: Income attributable to noncontrolling interests	1.4	-	1.4	4.7	-	4.7
Income from continuing operations - ITT Inc.	<u>\$ 68.5</u>	<u>\$ 210.7</u>	<u>\$ 279.2</u>	<u>\$ 314.8</u>	<u>\$ 35.7</u>	<u>\$ 350.5</u>
EPS from continuing operations	<u>\$ 0.78</u>	<u>\$ 2.42</u>	<u>\$ 3.20</u>	<u>\$ 3.64</u>	<u>\$ 0.41</u>	<u>\$ 4.05</u>

#### 2020 Adjustments include

- (A) - restructuring costs (\$40.7M), impairment charges (\$16.3M) and acquisition related costs (\$0.8M).
- (B) - net asbestos related expense (\$66.3M), restructuring costs (\$2.3M) and other costs (\$2.8M).
- (C) - pension termination-related settlement charges
- (D) - the net tax benefit of special items #A through #C (\$58.8M), tax benefit for valuation allowance impacts (\$6.2M), tax expense on undistributed foreign earnings (\$6.3M) and other tax related special items.

#### 2021 Adjustments include

- (A) - restructuring costs (\$9.4M) and other costs (\$0.6M).
- (B) - a pre-tax gain on divestiture of asbestos related assets and liabilities (\$88.8M), offset by asbestos related expense (\$14.4M), and other costs (\$2.7M).
- (C) - income related to finalization of pension termination funding.
- (D) - the net tax benefit of special items #A through #C (\$5.6M), tax expense on the deferred tax asset write-off resulting from the asbestos sale (\$116.9M) and other tax related special items.



**ITT Inc. Non-GAAP Reconciliation**  
**Adjusted Free Cash Flow and Adjusted Free Cash Flow Margin**  
**Full Year 2016 to 2021**

(In Millions)  
(all amounts unaudited)

	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY 2021</u>
Net Cash - Operating Activities	\$ 240.7	\$ 247.2	\$ 371.8	\$ 357.7	\$ 435.9	\$ (8.4)
Capital expenditures	111.4	113.3	95.5	91.4	63.7	88.4
<b>Free Cash Flow</b>	<b><u>129.3</u></b>	<b><u>133.9</u></b>	<b><u>276.3</u></b>	<b><u>266.3</u></b>	<b><u>372.2</u></b>	<b><u>(96.8)</u></b>
Asbestos divestiture payment	-	-	-	-	-	398.0
<b>Adjusted Free Cash Flow</b>	<b><u>129.3</u></b>	<b><u>133.9</u></b>	<b><u>276.3</u></b>	<b><u>266.3</u></b>	<b><u>372.2</u></b>	<b><u>301.2</u></b>
Revenue	<u>\$ 2,405.4</u>	<u>\$ 2,585.3</u>	<u>\$ 2,745.1</u>	<u>\$ 2,846.4</u>	<u>\$ 2,477.8</u>	<u>\$ 2,765.0</u>
<b>Adjusted Free Cash Flow Margin</b>	<b>5.4%</b>	<b>5.2%</b>	<b>10.1%</b>	<b>9.4%</b>	<b>15.0%</b>	<b>10.9%</b>



**ITT Inc. Non-GAAP Reconciliation  
Reported vs. Organic Revenue / Orders  
First Quarter 2022 & 2021**

(In Millions)  
(all amounts unaudited)

	(As Reported - GAAP)				(As Adjusted - Organic)				
	(A) Q1 2022	(B) Q1 2021	(C) \$ Change 2022 vs. 2021	% Change 2022 vs. 2021	(D) Acquisitions Q1 2022	(E) FX Impact Q1 2022	(F) = A-D-E Revenue / Orders Q1 2022	(G) =C-D-E \$ Change Adj. 2022 vs. 2021	(H) = G / B % Change Adj. 2022 vs. 2021
<b>Revenue</b>									
<b>ITT Inc.</b>	<b>\$ 726.2</b>	<b>\$ 698.4</b>	<b>\$ 27.8</b>	<b>4.0%</b>	<b>\$ -</b>	<b>\$ (19.9)</b>	<b>\$ 746.1</b>	<b>\$ 47.7</b>	<b>6.8%</b>
Motion Technologies	370.1	369.1	1.0	0.3%	-	(13.9)	<b>384.0</b>	14.9	4.0%
Industrial Process	202.2	202.3	(0.1)	0.0%	-	(3.9)	<b>206.1</b>	3.8	1.9%
Connect & Control Technologies	154.6	127.3	27.3	21.4%	-	(2.2)	<b>156.8</b>	29.5	23.2%
<b>Orders</b>									
<b>ITT Inc.</b>	<b>\$ 812.1</b>	<b>\$ 732.9</b>	<b>\$ 79.2</b>	<b>10.8%</b>	<b>\$ -</b>	<b>\$ (21.3)</b>	<b>\$ 833.4</b>	<b>\$ 100.5</b>	<b>13.7%</b>
Motion Technologies	369.2	372.3	(3.1)	(0.8%)	-	(14.1)	<b>383.3</b>	11.0	3.0%
Industrial Process	260.1	215.5	44.6	20.7%	-	(4.5)	<b>264.6</b>	49.1	22.8%
Connect & Control Technologies	183.8	145.4	38.4	26.4%	-	(2.7)	<b>186.5</b>	41.1	28.3%

Note: Excludes intercompany eliminations  
Immaterial differences due to rounding



## ITT Inc. Non-GAAP Reconciliation

### Reported vs Adjusted Segment Operating Income & Segment Operating Margin

#### First Quarter 2022 & 2021

(In Millions)  
(all amounts unaudited)

	Q1 2022 As Reported	Q1 2022 Special Items	Q1 2022 As Adjusted	Q1 2021 As Reported	Q1 2021 Special Items	Q1 2021 As Adjusted	% Change As Reported 2022 vs. 2021	% Change As Adjusted 2022 vs. 2021
<b>Revenue:</b>								
Motion Technologies	\$ 370.1		\$ 370.1	\$ 369.1		\$ 369.1	0.3%	0.3%
Industrial Process	202.2		202.2	202.3		202.3	0.0%	0.0%
Connect & Control Technologies	154.6		154.6	127.3		127.3	21.4%	21.4%
Intersegment eliminations	(0.7)		(0.7)	(0.3)		(0.3)		
Total Revenue	<u>\$ 726.2</u>		<u>\$ 726.2</u>	<u>\$ 698.4</u>		<u>\$ 698.4</u>	<u>4.0%</u>	<u>4.0%</u>
<b>Operating Margin:</b>								
Motion Technologies	16.1%	140 BP	17.5%	20.6%	- BP	20.6%	(450) BP	(310) BP
Industrial Process	10.1%	270 BP	12.8%	15.3%	50 BP	15.8%	(520) BP	(300) BP
Connect & Control Technologies	16.6%	10 BP	16.7%	9.3%	190 BP	11.2%	730 BP	550 BP
Total Operating Segments	<u>14.6%</u>	<u>140 BP</u>	<u>16.0%</u>	<u>17.0%</u>	<u>50 BP</u>	<u>17.5%</u>	<u>(240) BP</u>	<u>(150) BP</u>
<b>Operating Income:</b>								
Motion Technologies	\$ 59.7	\$ 5.1	\$ 64.8	\$ 76.0	\$ -	\$ 76.0	(21.4%)	(14.7%)
Industrial Process	20.4	5.4	25.8	31.0	0.9	31.9	(34.2%)	(19.1%)
Connect & Control Technologies	25.7	0.1	25.8	11.8	2.4	14.2	117.8%	81.7%
Total Segment Operating Income	<u>\$ 105.8</u>	<u>\$ 10.6</u>	<u>\$ 116.4</u>	<u>\$ 118.8</u>	<u>\$ 3.3</u>	<u>\$ 122.1</u>	<u>(10.9%)</u>	<u>(4.7%)</u>

Note: Immaterial differences due to rounding.

Special items include, but are not limited to, restructuring, severance costs, acquisition-related expenses, and other unusual or infrequent items.