



UBS Global Industrials and Transportation Conference 2025

December 2, 2025

Shown: VIDAR, ITT's revolutionary compact motor with embedded variable speed intelligence that lowers energy usage and CO2 emissions, reduces costs and increases lifespan for industrial equipment



Safe Harbor and Non-GAAP Disclosures

Safe Harbor

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

We use words such as “anticipate,” “believe,” “continue,” “could,” “estimate,” “expect,” “future,” “guidance,” “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.

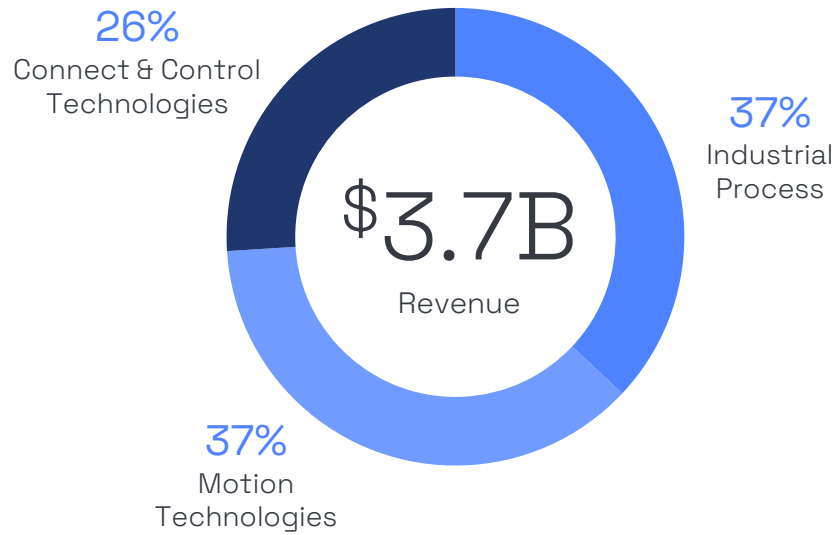
Non-GAAP Disclosures

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

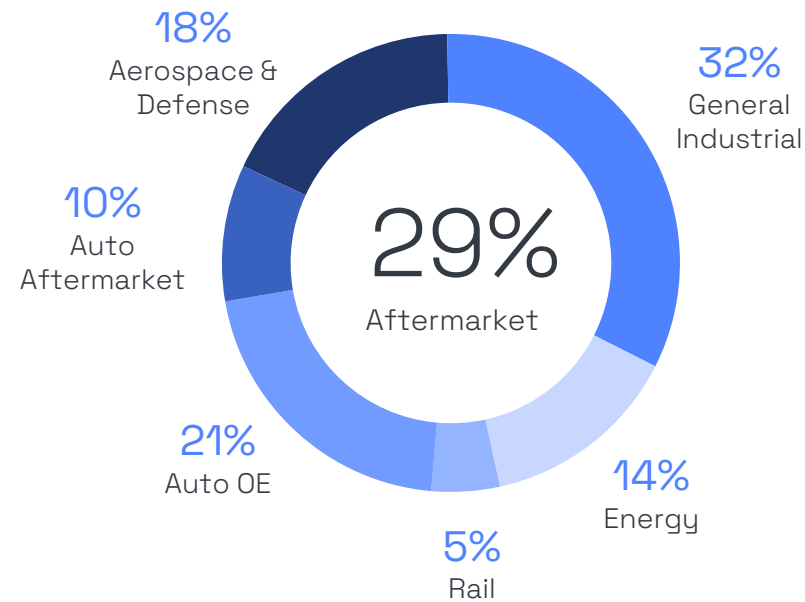


ITT | A Leading Engineering and Manufacturing Company of Critical Components for Harsh Environment Applications

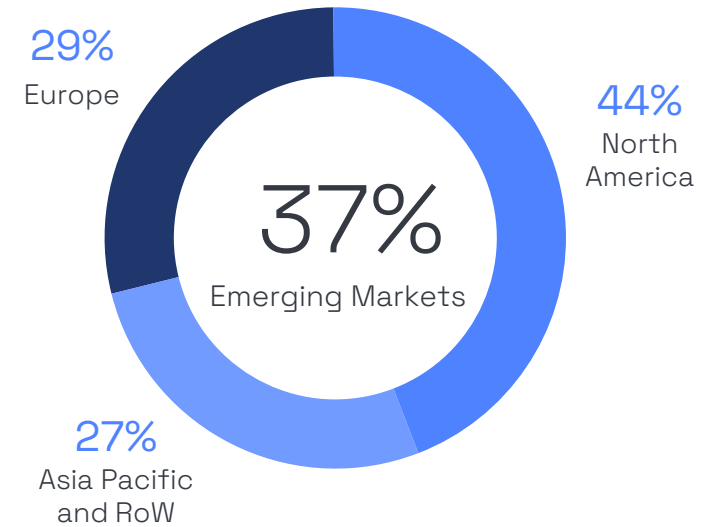
Businesses



End Markets



Geography



3-year Performance

9% Organic Revenue
CAGR

13% Adjusted EPS
CAGR

15% Average
ROIC

+45% Total Shareholder Return¹
+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



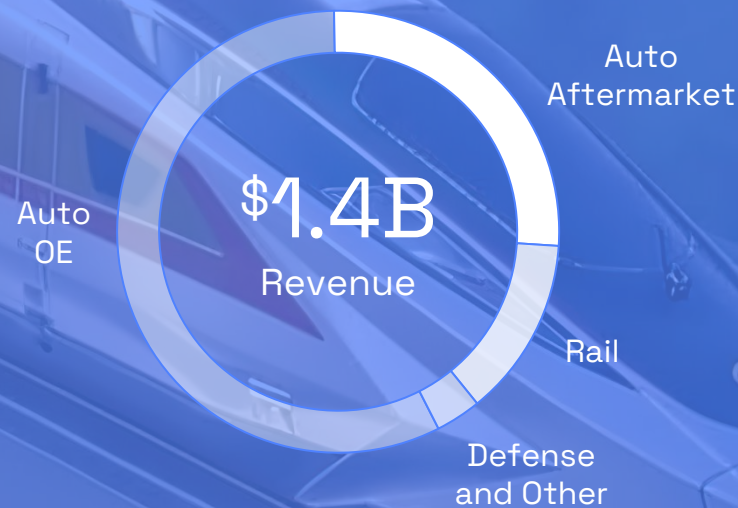
Leading Portfolio of Differentiated Critical Components

Industrial Process



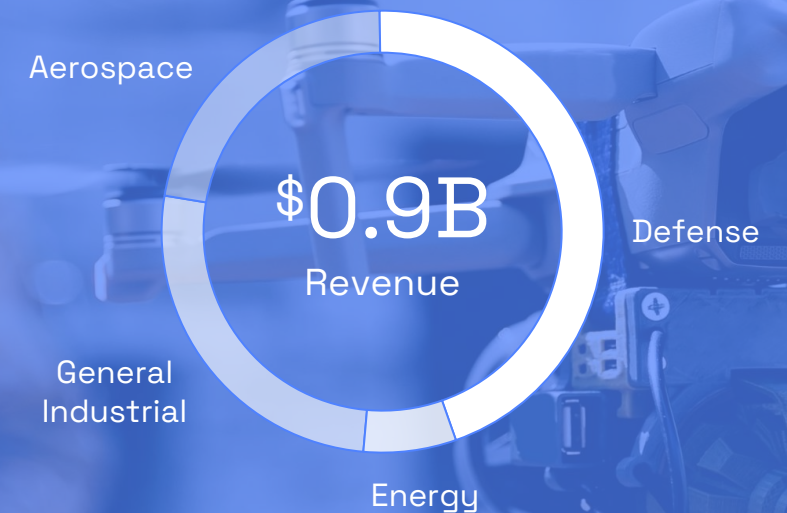
>1.6M
Global Pump Installations

Motion Technologies



>30%
Friction OE Market Share

Connect & Control Technologies



Content on Coveted
Defense Platforms



Q3 | The Next Chapter Continues

+6% organic growth to \$999M of revenue

Operating income growth ~2x organic revenue growth

Strong cash generation; driving to \$0.5B full year free cash flow

Raised FY adjusted EPS range to \$6.62 - \$6.68

Q3'25

Total revenue growth	+13%
Organic growth	+6%

Adjusted operating margin	18.5%
Operating income growth	+14%

Adjusted EPS growth	+21%
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Free Cash Flow	+77%
Free Cash Flow Margin	15.4%



ITT

GALT.
BRAKE SMART, BRAKE SAFE

KONIT

NOVITEK
Fine Blanking

 **Engineered Valves**

SVANEHOJ

 **GOULDS PUMPS**

cannon

biw connector systems

AXTONE



 **Bornemann**

 **HABONIM**
An ITT Company

veam

ENIDINE

Aerospace Controls

KSARIA



Key Performance Indicators & Non-GAAP Measures

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

Organic Revenue 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 asset impairment charges, certain acquisition- and divestiture-related impacts, and unusual or infrequent operating items. Special items represent charges or credits that impact current results, which management views as unrelated to the Company's ongoing operations and performance. **Adjusted Operating Margin** is defined as adjusted operating income divided by revenue. We believe these financial measures are useful to investors and other users of our financial statements in evaluating ongoing operating profitability, as well as in evaluating operating performance in relation to our competitors.

Adjusted Income from Continuing Operations is defined as income from continuing operations attributable to ITT Inc. adjusted to exclude special items that include, but are not limited to, restructuring, certain asset impairment charges, certain acquisition- and divestiture-related impacts, income tax settlements or adjustments, and unusual or infrequent items. Special items represent charges or credits, on an after-tax basis, that impact current results, which management views as unrelated to the Company's ongoing operations and performance. The after-tax basis of each special item is determined using the jurisdictional tax rate of where the expense or benefit occurred 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 is defined as net cash provided by operating activities less capital expenditures net of capital-related government incentives. **Free Cash Flow Margin** is defined as free cash flow divided by revenue. We believe that free cash flow and free cash flow margin provide useful information to investors as it provides insight into a primary cash flow metric used by management to monitor and evaluate cash flows generated by our operations.



ITT Inc. Non-GAAP Reconciliation Statements

(In millions; all amounts unaudited)

Reconciliation of Revenue to Organic Revenue

	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

	Third Quarter 2025				
	MT	IP	CCT	Elim	Total
2025 Revenue	\$ 355.6	\$ 383.9	\$ 259.2	\$ 0.4	\$ 999.1
Less: Acquisitions	-	5.6	37.6	-	43.2
Less: Foreign currency translation	15.8	6.7	1.8	-	24.3
2025 Organic revenue	\$ 339.8	\$ 371.6	\$ 219.8	\$ 0.4	\$ 931.6
2024 Revenue	\$ 344.9	\$ 333.8	\$ 207.2	\$ (0.7)	\$ 885.2
Less: Divestitures	7.4	-	-	0.1	7.5
2024 Organic revenue	\$ 337.5	\$ 333.8	\$ 207.2	\$ (0.8)	\$ 877.7
Organic Revenue Growth - \$	\$ 2.3	\$ 37.8	\$ 12.6		\$ 53.9
Organic Revenue Growth - %	0.7%	11.3%	6.1%		6.1%
Reported Revenue Growth - \$	\$ 10.7	\$ 50.1	\$ 52.0		\$ 113.9
Reported Revenue Growth - %	3.1%	15.0%	25.1%		12.9%

Reconciliation of Orders to Organic Orders

	Third Quarter 2025				
	MT	IP	CCT	Elim	Total
2025 Orders	\$ 353.7	\$ 375.3	\$ 260.8	\$ 1.2	\$ 991.0
Less: Acquisitions	-	2.6	41.9	(0.1)	44.4
Less: Foreign currency translation	15.3	5.4	2.1	0.2	23.0
2025 Organic orders	338.4	\$ 367.3	216.8	1.1	923.6
2024 Orders	353.3	407.8	205.5	(1.2)	965.4
Less: Divestitures	7.4	-	-	-	7.4
2024 Organic orders	\$ 345.9	\$ 407.8	\$ 205.5	\$ (1.2)	\$ 958.0
Organic Orders Growth - \$	\$ (7.5)	\$ (40.5)	\$ 11.3		\$ (34.4)
Organic Orders Growth - %	(2.2%)	(9.9%)	5.5%		(3.6%)
Reported Orders Growth - \$	\$ 0.4	\$ (32.5)	\$ 55.3		\$ 25.6
Reported Orders Growth - %	0.1%	(8.0%)	26.9%		2.7%

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

	Third Quarter 2025					Third Quarter 2024 [a]				
	MT	IP	CCT	Corporate	ITT	MT	IP	CCT	Corporate	ITT
Reported Operating Income	\$ 69.8	\$ 82.1	\$ 46.2	\$ (18.3)	\$ 179.8	\$ 110.0	\$ 70.5	\$ 38.1	\$ (10.0)	\$ 208.6
Gain on sale of business	-	-	-	-	-	(47.8)	-	-	-	(47.8)
Restructuring costs	1.9	0.9	1.0	-	3.8	0.2	0.4	0.2	-	0.8
Acquisition-related costs	-	0.3	0.3	-	0.6	-	(0.4)	1.2	-	0.8
Other special items	0.2	0.4	-	(0.1)	0.5	(0.1)	-	-	-	(0.1)
Adjusted Operating Income	\$ 71.9	\$ 83.7	\$ 47.5	\$ (18.4)	\$ 184.7	\$ 62.3	\$ 70.5	\$ 39.5	\$ (10.0)	\$ 162.3
Change in Operating Income	(36.5%)	16.5%	21.3%	83.0%	(13.8%)					
Change in Adjusted Operating Income	15.4%	18.7%	20.3%	84.0%	13.8%					
Reported Operating Margin	19.6%	21.4%	17.8%		18.0%	31.9%	21.1%	18.4%		23.6%
Impact of special item adjustments	60 bps	40 bps	50 bps		50 bps	-1380 bps	0 bps	70 bps		-530 bps
Adjusted Operating Margin	20.2%	21.8%	18.3%		18.5%	18.1%	21.1%	19.1%		18.3%
Change in Operating Margin	-1230 bps	30 bps	-60 bps		-560 bps					
Change in Adjusted Operating Margin	210 bps	70 bps	-80 bps		20 bps					

[a] The third quarter 2024 includes a change in accounting principle adjustment increasing the previously reported and adjusted operating income for IP and ITT by \$0.7 and adjusted operating margin for IP by 20 basis points. Refer to the ITT Quarterly Form 10-Q for additional information pertaining to the change in accounting principle.

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

	Income from Continuing Operations			Diluted Earnings per Share		
	Q3 2025	Q3 2024 [a]	% Change	Q3 2025	Q3 2024 [a]	% Change
Reported	\$ 127.0	\$ 161.8	(21.5%)	\$ 1.62	\$ 1.97	(17.8%)
Special Items Expense / (Income):						
Gain on sale of business	-	(47.8)		-	(0.58)	
Restructuring costs	3.8	0.8		0.05	0.01	
Acquisition-related costs	0.6	0.8		0.01	0.01	
Other pre-tax special items	0.5	(0.1)		-	-	
Net tax benefit of pre-tax special items	(1.3)	(0.7)		(0.02)	(0.01)	
Other tax-related special items [b][c]	9.1	5.6		0.12	0.07	
Adjusted	\$ 139.7	\$ 120.4	16.0%	\$ 1.78	\$ 1.47	21.1%

Note: Amounts may not calculate due to rounding.

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

- [a] The third quarter 2024 includes a change in accounting principle adjustment increasing the previously reported and adjusted income from continuing operations by \$0.5 and adjusted diluted EPS by \$0.01. Refer to the ITT Quarterly Report on Form 10-Q for additional information pertaining to the change in accounting principle.
- [b] The third quarter 2025 includes tax expense on distributions of non-U.S. income (\$5.9), tax expense on return to accrual adjustment of (\$3.5), and other tax benefit special items of (\$0.3).
- [c] The third quarter 2024 includes a tax benefit to record a net operating loss deferred tax asset related to a prior year acquisition (\$2.0), tax expense on distributions of non-U.S. income (\$5.6), and other tax-related special items (\$2.0).



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	\$ 6.16	\$ 6.22
Estimated restructuring	0.23	0.23
Other special items	0.05	0.05
Net tax benefit on pre-tax special items	(0.06)	(0.06)
Other tax-related special items	0.24	0.24
EPS from Continuing Operations - Adjusted	\$ 6.62	\$ 6.68

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

	Three Months Ended		Nine Months Ended		FY 2025 Guidance
	9/27/2025	9/28/2024	9/27/2025	9/28/2024	
Net Cash - Operating Activities	\$ 173.9	\$ 123.9	\$ 441.0	\$ 339.4	\$ 617
Capital expenditures	27.7	36.6	80.9	87.5	125
Proceeds from government incentives	(7.9)	-	(7.9)	-	(8)
Free Cash Flow	\$ 154.1	\$ 87.3	\$ 368.0	\$ 251.9	\$ 500
Revenue	\$ 999.1	\$ 885.2	\$ 2,884.5	\$ 2,701.7	\$ 3,870 [a]
Operating Cash Flow Margin	17.4%	14.0%	15.3%	12.6%	16%
Free Cash Flow Margin	15.4%	9.9%	12.8%	9.3%	13%

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