



ITT

Bank of America Global Industrials Conference 2025

March 18, 2025



SAFE HARBOR AND NON-GAAP DISCLOSURES



Safe Harbor

This presentation contains “forward-looking statements” intended to qualify for the safe harbor from liability established by the Private Securities Litigation Reform Act of 1995. In addition, the accompanying 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.

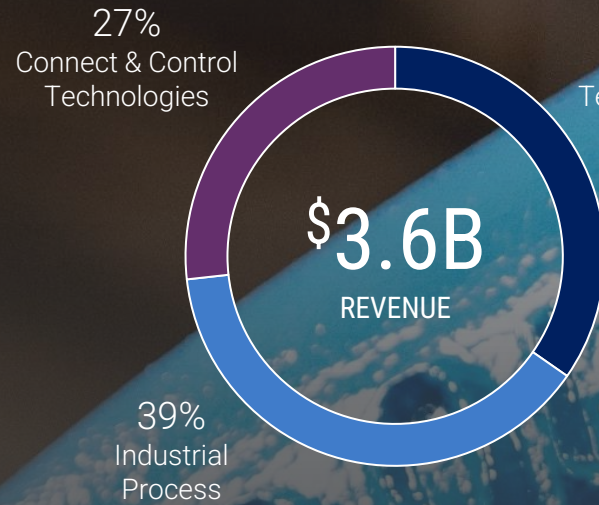
Non-GAAP Disclosures

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.

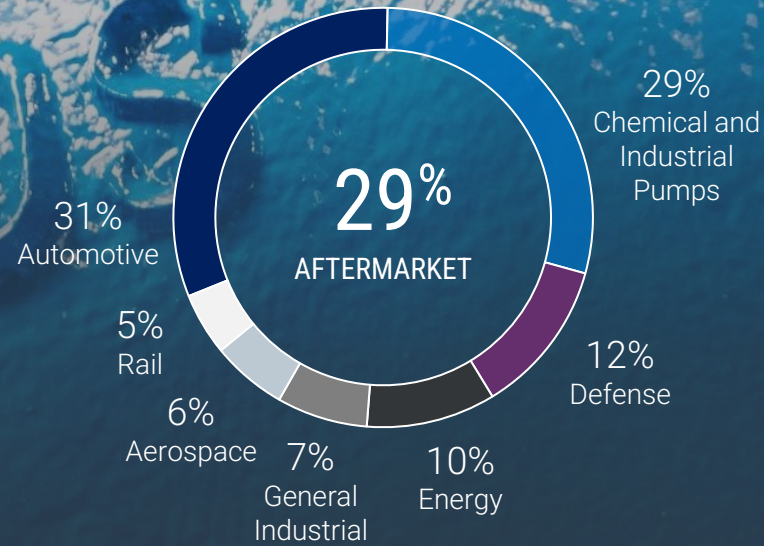
ITT AT A GLANCE



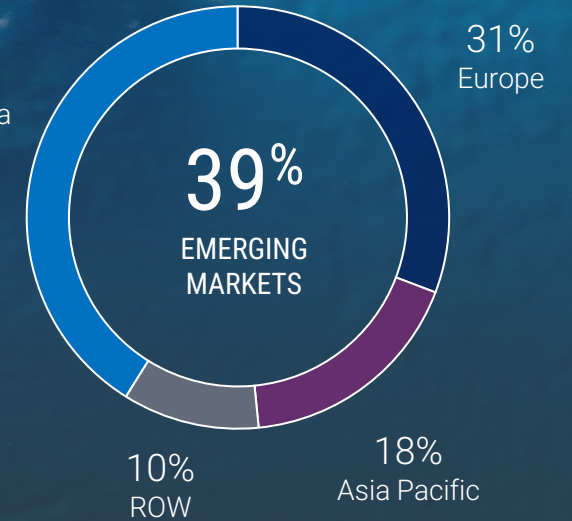
BUSINESSES



END MARKETS



GEOGRAPHY



Represents composition of pro forma revenue for 2024 to include recent acquisitions and divestitures

Leading manufacturer of critical components for harsh environment applications

Outperforming in attractive end markets

Differentiation through operational excellence and innovation

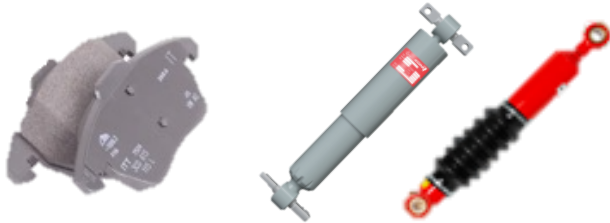
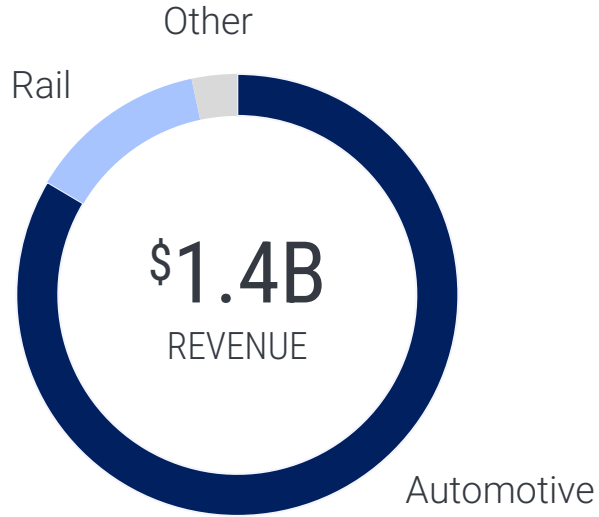
Value creation through growth and margin expansion

ITT BUSINESSES

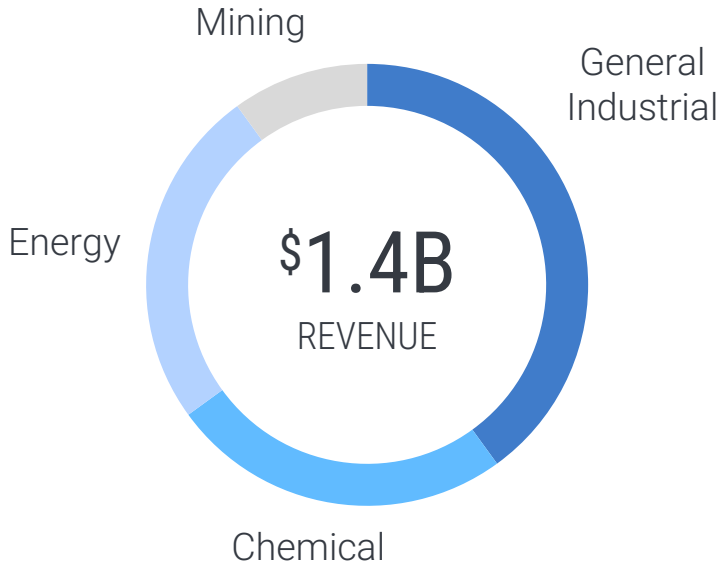


LEADING PORTFOLIO OF DIFFERENTIATED CRITICAL COMPONENTS AND SOLUTIONS

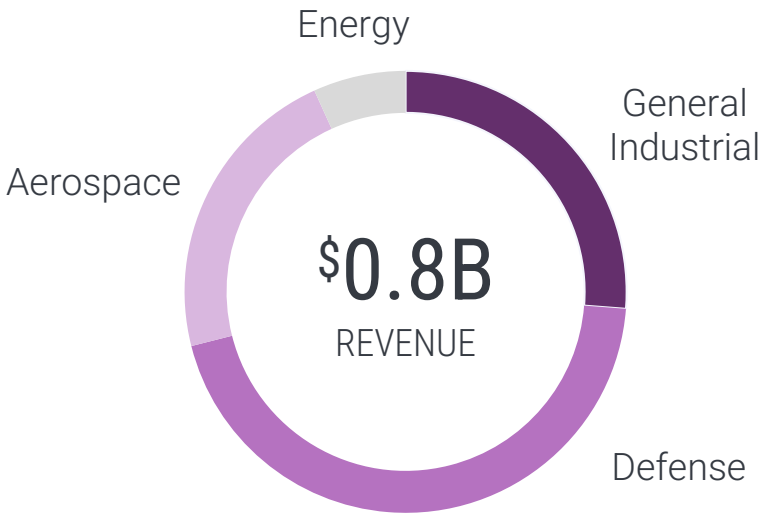
MOTION TECHNOLOGIES



INDUSTRIAL PROCESS



CONNECT & CONTROL TECHNOLOGIES



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

2024 | GROWTH, EXECUTION, TRANSFORMATION



| +11% TOTAL REVENUE GROWTH; +7% ORGANIC

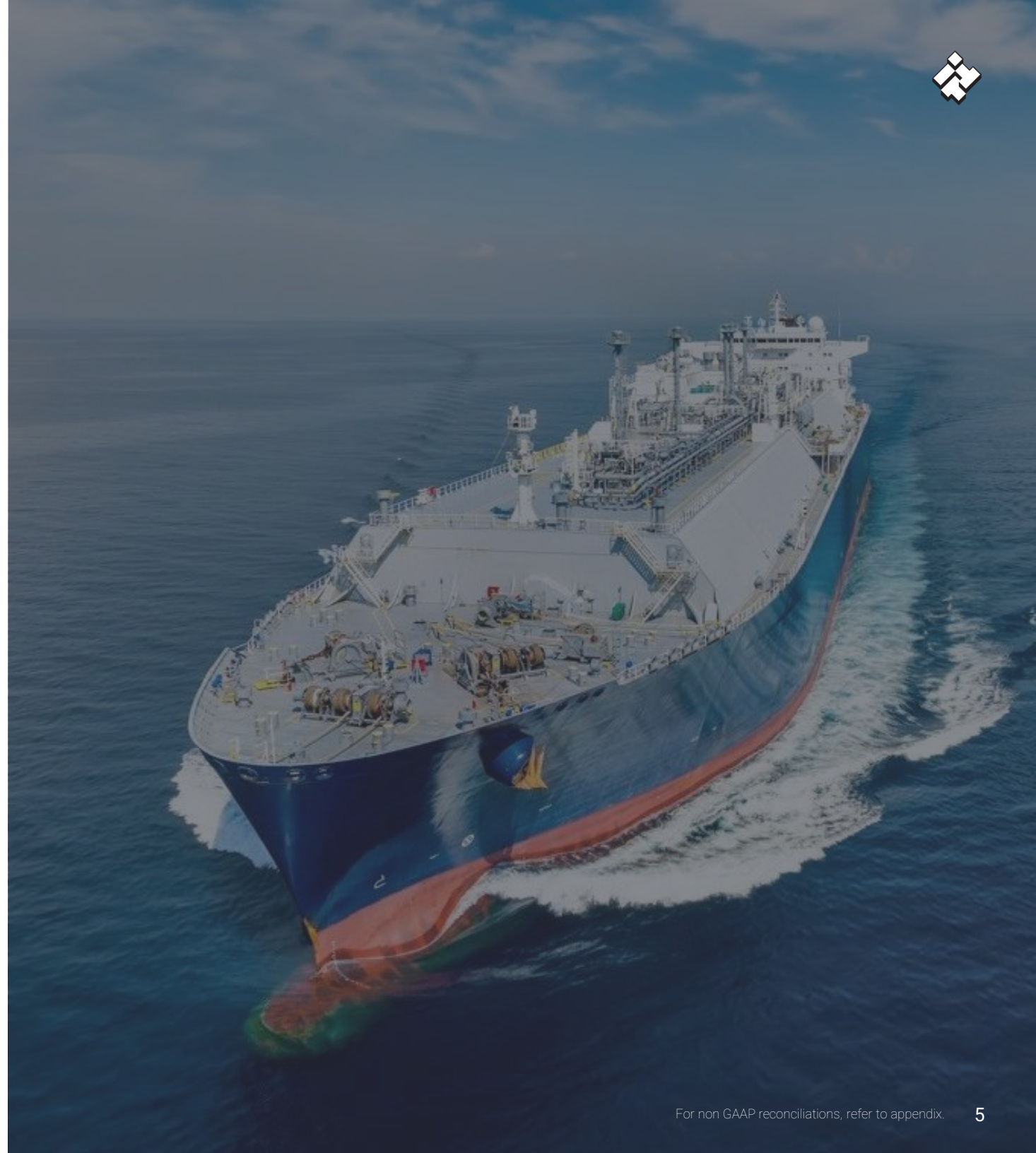
- +9% CCT on connectors share gains and defense strength
- +8% IP delivering robust pump project backlog
- +5% MT driven by Friction OE outperformance

| FY MARGIN ECLIPSED LONG-TERM TARGET

- 17.7% operating margin expanded 80 bps vs prior year
- +230 bps from volume, productivity and price / cost accretion
- 16% OI growth, more than double organic revenue growth

| PORTFOLIO SHIFT THROUGH ACCELERATED CAPITAL DEPLOYMENT

- \$865M deployed to high-growth flow and connector acquisitions
- Reduced automotive exposure through strategic divestiture
- Compounding above-market organic growth with M&A contribution



2025 | COMPOUNDING GROWTH



| Value creation through organic growth and margin expansion continues

| Sustaining differentiation through outstanding execution and innovation

| Compounding organic value creation with acquisition contributions

| Actionable M&A pipeline

Q1 2025 OUTLOOK



- | Orders up led by pumps and connectors, partially offset by lower Boeing activity
- | Sales tracking with share gains (pump projects, auto) offsetting lower industrial activity
- | Margin expansion continues; expect Motion Technologies above 20%
- | EPS in line with expectations, overcoming loss of income from Wolverine and higher interest
- | Strong cash generation funding growth investments and acceleration of buybacks



GOULDS

ITT

GALT.
BRAKE SMART, BRAKE SAFE

KONI

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 Revenues and **Organic Orders** are defined, respectively, as revenue and orders, excluding the impacts of foreign currency fluctuations, acquisitions, and divestitures that may or may not qualify as discontinued operations. Current year activity from acquisitions is excluded for twelve months following the closing date of acquisition. The period-over-period change resulting from foreign currency fluctuations is estimated using a fixed exchange rate for both the current and prior periods. Prior year revenue and orders are adjusted to exclude activity during the comparable period for twelve months post-closing date for divestitures that do not qualify as discontinued operations. We believe that reporting organic revenue and organic orders provide useful information to investors by helping identify underlying trends in our business and facilitating comparisons of our revenue performance with prior and future periods and to our peers.

Adjusted Operating Income is defined as operating income adjusted to exclude special items that include, but are not limited to, restructuring, certain 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. **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	-	156.2	73.9	-	230.1
Less: FX	(9.7)	(13.0)	(2.0)	-	(24.7)
2024 Organic revenue	\$ 1,457.5	\$ 1,217.8	\$ 753.2	\$ (3.2)	\$ 3,425.3
2023 Revenue	\$ 1,457.8	\$ 1,129.6	\$ 699.4	\$ (3.8)	\$ 3,283.0
Less: Divestitures	68.7	-	10.2	0.1	79.0
2023 Organic revenue	\$ 1,389.1	\$ 1,129.6	\$ 689.2	\$ (3.9)	\$ 3,204.0
Organic Revenue Growth - \$	\$ 68.4	\$ 88.2	\$ 64.0		\$ 221.3
Organic Revenue Growth - %	4.9%	7.8%	9.3%		6.9%
Reported Revenue Growth - \$	\$ (10.0)	\$ 231.4	\$ 125.7		\$ 347.7
Reported Revenue Growth - %	(0.7%)	20.5%	18.0%		10.6%

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	-	206.0	61.8	-	267.8
Less: FX	(8.6)	(7.6)	(2.1)	-	(18.3)
2024 Organic orders	1,480.2	1,286.2	773.3	(3.5)	3,536.2
2023 Orders	1,487.5	1,227.0	738.3	(3.3)	3,449.5
Less: Divestitures	68.7	-	7.3	-	76.0
2023 Organic orders	\$ 1,418.8	\$ 1,227.0	\$ 731.0	\$ (3.3)	\$ 3,373.5
Organic Orders Growth - \$	\$ 61.4	\$ 59.2	\$ 42.3		\$ 162.7
Organic Orders Growth - %	4.3%	4.8%	5.8%		4.8%
Reported Orders Growth - \$	\$ (15.9)	\$ 257.6	\$ 94.7		\$ 336.2
Reported Orders Growth - %	(1.1%)	21.0%	12.8%		9.7%

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

	Full Year 2024					Full Year 2023				
	MT	IP	CCT	Corporate	ITT	MT	IP	CCT	Corporate	ITT
Reported Operating Income	\$ 314.6	\$ 276.3	\$ 146.1	\$ (61.0)	\$ 676.0	\$ 230.8	\$ 243.6	\$ 107.5	\$ (53.7)	\$ 528.2
(Gain) loss on sale of businesses	(47.8)	-	-	-	(47.8)	-	-	15.3	-	15.3
Restructuring costs	2.7	3.0	2.4	-	8.1	4.0	4.6	1.3	-	9.9
Impacts related to Russia-Ukraine war	(0.6)	-	-	-	(0.6)	1.3	1.2	-	-	2.5
Acquisition and divestiture related costs	-	4.2	2.8	-	7.0	-	-	2.4	-	2.4
Other special items [a]	-	-	-	-	-	0.1	-	(0.1)	(3.7)	(3.7)
Adjusted Operating Income	\$ 268.9	\$ 283.5	\$ 151.3	\$ (61.0)	\$ 642.7	\$ 236.2	\$ 249.4	\$ 126.4	\$ (57.4)	\$ 554.6
Change in Operating Income	36.3%	13.4%	35.9%	13.6%	28.0%					
Change in Adjusted Operating Income	13.8%	13.7%	19.7%	6.3%	15.9%					
Reported Operating Margin	21.7%	20.3%	17.7%		18.6%	15.8%	21.6%	15.4%		16.1%
Impact of special item adjustments	-310 bps	50 bps	60 bps		-90 bps	40 bps	50 bps	270 bps		80 bps
Adjusted Operating Margin	18.6%	20.8%	18.3%		17.7%	16.2%	22.1%	18.1%		16.9%
Change in Operating Margin	590 bps	-130 bps	230 bps		250 bps					
Change in Adjusted Operating Margin	240 bps	-130 bps	20 bps		80 bps					

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

Note: Immaterial differences due to rounding.