ITT

Q2 2025 Earnings

July 31, 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.

Q2 | Strong Start to the Next Chapter

$1B+ orders for 2nd consecutive quarter driven by share gains

- 22% IP organic growth with strength in pump projects (+62%)
- 9% CCT organic growth powered by defense and aero awards
- Strong orders growth from Svanehøj and kSARIA acquisitions contributing to ~$2B backlog

Profitable growth fueling continued margin expansion

- 21.8% IP (+100 bps) driven by volume, productivity and price
- 20.2% MT (+140 bps) with productivity overcoming (-100 bps) FX impact
- CCT (+270 bps) excluding acquisition dilution mainly due to pricing actions

Strong cash generation and effective capital deployment

- $214M free cash flow YTD, +30% vs PY and +79% sequential improvement
- Repurchased $500M of ITT shares YTD, lowered share count by 3%
- High-quality M&A targets in flow and connectors progressing through the funnel

Raising FY adjusted EPS midpoint by 15¢ to $6.45 (+10% vs. PY)

- Expect +13% adjusted EPS growth excluding loss of earnings from 2024 Wolverine divestiture
- Strong 1H compounded by acquisitions and effective capital deployment
- Driving to $0.5 billion of full year free cash flow

Q2’25

Organic orders growth	+13%
Total growth	+16%
Organic revenue growth	+4%
Total growth	+7%
Adjusted operating margin	18.4%
Margin expansion	+30 bps
Adjusted EPS growth	+10%
Free Cash Flow Margin	14%

All results unaudited. Comparisons to Q2 2024 unless otherwise noted. For non-GAAP reconciliations, refer to appendix.

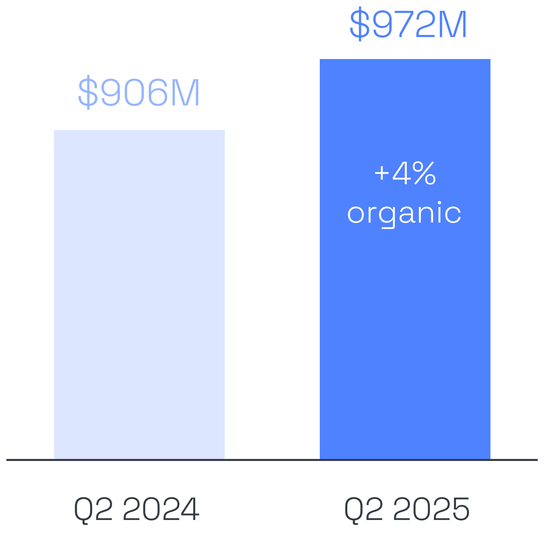
2030 Targets

	Revenue Growth[1]	Adjusted Operating Margin / Adjusted EBITDA Margin	Adjusted EPS	Free Cash Flow Margin
Base Business	>5% CAGR	~23% / >25%	>$11	14-15%
Compounding with M&A	~10% CAGR		>$12	

1. Represents expected average annual growth.

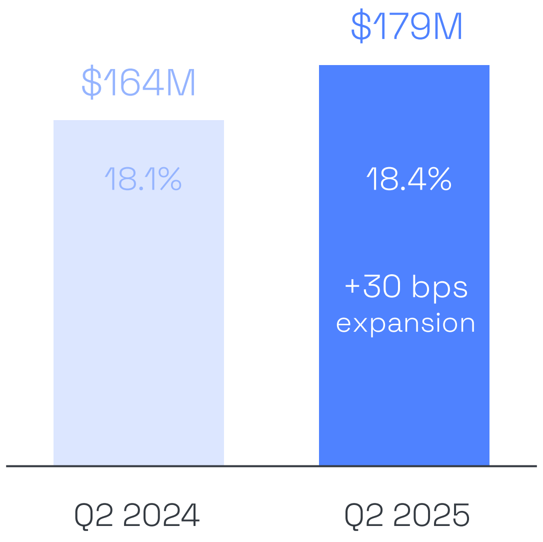
Q2 Summary Results

Revenue[1]



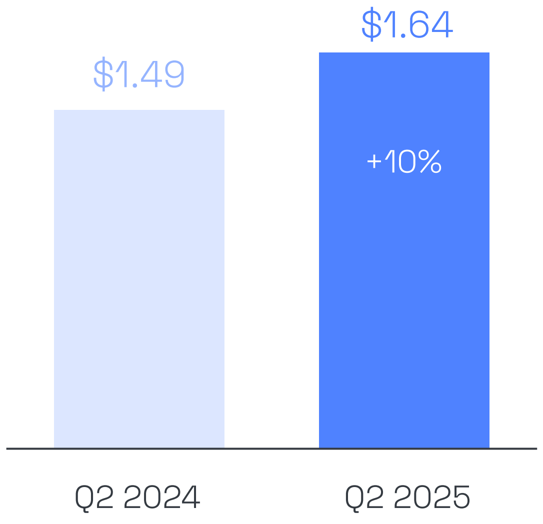
- \+ IP pump projects (+26%)
- \+ CCT aerospace & defense (+8%)
- \+ MT Friction OE outperformance (+520 bps); rail growth (+10%)
- \+ 7% total growth - acquisitions (+600 bps), Wolverine divestiture (-470 bps), FX (+180 bps)

Adjusted Operating Income and Margin



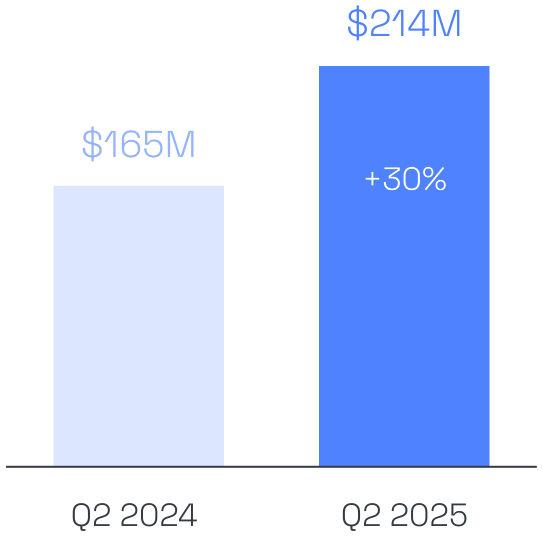
- • 110 bps margin expansion excluding kSARIA dilution
- \+ Higher volume, pricing actions
- \+ Shop floor and sourcing productivity
- \+ Ramping contribution from Svanehøj and kSARIA
- \- Unfavorable FX transaction impact (-20 bps)

Adjusted EPS



- • +16% excluding Wolverine divestiture
- \+ Operational performance
- \+ Svanehøj and kSARIA step up
- \+ Lower share count
- \- Higher interest expense, tax rate

Free Cash Flow (YTD)

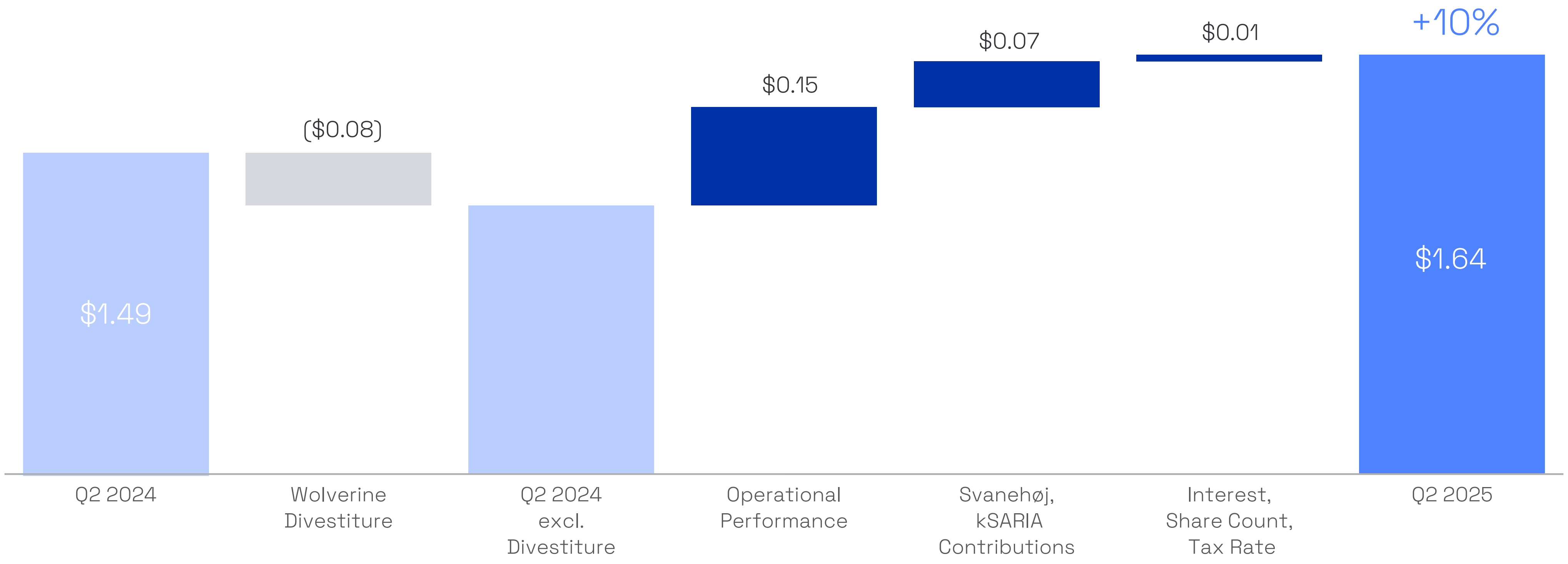


- \+ 14% Q2 free cash flow margin
- \+ Strong AR collections and customer advances
- • Funding CapEx investments in innovation and productivity

1. All growth percentages organic unless otherwise noted.

All results unaudited. Comparisons to Q2 2024 unless otherwise noted. For non-GAAP reconciliations, refer to appendix.

Q2 Adjusted EPS Bridge



- 16% adjusted EPS growth excluding Wolverine divestiture
- Profitable growth driven by operational performance (+150 bps margin)
- Acquisition accretion despite temporary amortization
- Lower share count, net of interest expense and tax rate

All results unaudited. Comparisons to Q2 2024 unless otherwise noted. For non-GAAP reconciliations, refer to appendix.

Raising 2025 Revenue and Adjusted EPS Guidance

	Prior	Updated
Revenue growth	**+2% to +4%** +3% to +5% organic	**+5% to +7%** +3% to +5% organic
Adjusted operating margin[1]	**18.1% to 19.0%** +30 bps to +120 bps	**18.1% to 18.7%** +30 bps to +90 bps
Adjusted EPS	**$6.10 to $6.50** +4% to +11% growth	**$6.35 to $6.55** +8% to +11% growth
Free cash flow	**$450M to $500M** 12% to 13% margin	**$450M to $500M** 12% to 13% margin

Commentary

- **Raising midpoint of adjusted EPS guidance by 15c; expect 10% growth of adjusted EPS at midpoint or 13% excluding 2024 Wolverine divestiture**
- Orders and backlog growth coupled with less volatile environment improving 2H visibility
- Friction OE outperformance continues
- >100 bps margin expansion excluding M&A: expect MT at 20% and sequential margin expansion at IP and CCT
- Ramping contribution from Svanehøj and kSARIA acquisitions
- Higher income and improving working capital driving free cash flow to ~$0.5 billion

1. Reflects previously reported change in accounting method for determining the cost for certain inventories from last-in, first-out (LIFO) to first-in, first-out (FIFO), effective Jan. 1, 2025.
Comparisons to 2024 unless otherwise noted. For non-GAAP reconciliations, refer to appendix.

Q2 | Strong Start Toward Long-Term Commitments

Delivered organic growth and margin expansion

Acquisitions contribution ramping and performing ahead of expectations

Accelerating cash generation; M&A targets progressing through the funnel

Raised full year adjusted EPS guidance to $6.45 at midpoint

Continuing to differentiate through Execution, Innovation and M&A

Supplemental Data

Q2 | Segment Summary Results

	Motion Technologies	Industrial Process	Connect & Control Technologies
Organic Revenue Growth	+3%	+5%	+4%
Adjusted Segment Operating Income	$74M	$78M	$45M
Adjusted Segment Operating Margin	20.2%	21.8%	17.9%

Motion Technologies

- Friction OE outperformance led by China (+1,800 bps)
- Rail (+10%) led by KONI
- +140 bps margin expansion vs PY; 40 bps sequentially vs Q1
- (-100) bps negative FX impact on operating margin

Industrial Process

- Organic orders growth (+22%) driven by pump projects (+62%), short-cycle (+5%)
- 1.2x book-to-bill; 2.0x at Svanehøj
- Organic revenue growth driven by Svanehøj (>40%) and pump projects (+10%)
- +100 bps margin expansion vs PY

Connect & Control Technologies

- Organic order growth (+9%) driven by defense (+25%) and aerospace (+12%)
- +36% total orders growth
- Organic revenue growth driven by aerospace (+10%) and defense (+7%)
- Excluding (-370) bps of dilution from kSARIA, margin +270 bps vs PY

All results unaudited. Comparisons to Q2 2024 unless otherwise noted. For non-GAAP reconciliations, refer to appendix.

Adjusted Operating Margin Detail

	Q2	
2024 adjusted operating margin	18.1%	
Operational leverage	+20 bps	+150 bps
Productivity actions, net	+150 bps	
Strategic investments	(-20 bps)	
FX	(-30 bps)	
M&A, net	(-90 bps)	
2025 adjusted operating margin	18.4%	
Reconciliation to reported margin (special items)	(-40 bps)	
2025 operating margin	18.0%	

Reflects previously reported change in accounting method for determining the cost for certain inventories from last-in, first-out (LIFO) to first-in, first-out (FIFO), effective Jan. 1, 2025.
All results unaudited. Comparisons to 2024 unless otherwise noted. For non-GAAP reconciliations, refer to appendix.

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

	Second Quarter 2025				
	MT	IP	CCT	Elim	Total
2025 Revenue	**$ 365.7**	**$ 355.9**	**$ 251.9**	**$ (1.1)**	**$ 972.4**
Less: Acquisitions	-	4.5	49.7	-	54.2
Less: Foreign currency translation	13.0	2.6	1.8	-	17.4
2025 Organic revenue	$ 352.7	$ 348.8	$ 200.4	$ (1.1)	$ 900.8
2024 Revenue	$ 384.5	$ 330.7	$ 191.8	$ (1.1)	$ 905.9
Less: Divestitures	42.2	-	-	-	42.2
2024 Organic revenue	$ 342.3	$ 330.7	$ 191.8	$ (1.1)	$ 863.7
Organic Revenue Growth - $	$ 10.4	$ 18.1	$ 8.6		$ 37.1
Organic Revenue Growth - %	3.0%	5.5%	4.5%		4.3%
Reported Revenue Growth - $	$ (18.8)	$ 25.2	$ 60.1		$ 66.5
Reported Revenue Growth - %	(4.9%)	7.6%	31.3%		7.3%

Reconciliation of Orders to Organic Orders

	Second Quarter 2025				
	MT	IP	CCT	Elim	Total
2025 Orders	**$ 374.8**	**$ 439.0**	**$ 261.6**	**$ (1.2)**	**$ 1,074.2**
Less: Acquisitions	-	2.4	50.2	-	52.6
Less: Foreign currency translation	13.4	7.9	1.9	-	23.2
2025 Organic orders	361.4	428.7	209.5	(1.2)	998.4
2024 Orders	386.6	350.8	192.4	(0.5)	929.3
Less: Divestitures	42.2	-	-	-	42.2
2024 Organic orders	$ 344.4	$ 350.8	$ 192.4	$ (0.5)	$ 887.1
Organic Orders Growth - $	$ 17.0	$ 77.9	$ 17.1		$ 111.3
Organic Orders Growth - %	4.9%	22.2%	8.9%		12.5%
Reported Orders Growth - $	$ (11.8)	$ 88.2	$ 69.2		$ 144.9
Reported Orders Growth - %	(3.1%)	25.1%	36.0%		15.6%

Note: Immaterial differences due to rounding.

ITT Inc. Non-GAAP Reconciliation Statements

(In millions; all amounts unaudited)

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

	Second Quarter 2025					Second Quarter 2024 [a]				
	MT	IP	CCT	Corporate	ITT	MT	IP	CCT	Corporate	ITT
Reported Operating Income	**$ 71.2**	**$ 76.6**	**$ 44.9**	**$ (17.6)**	**$ 175.1**	**$ 71.2**	**$ 66.5**	**$ 35.4**	**$ (13.4)**	**$ 159.7**
Restructuring costs	2.1	1.3	(0.2)	-	3.2	1.6	1.6	0.7	-	3.9
Acquisition-related costs	-	-	0.4	-	0.4	-	0.7	-	-	0.7
Other special items	0.5	(0.4)	-	0.2	0.3	(0.4)	-	-	-	(0.4)
Adjusted Operating Income	**$ 73.8**	**$ 77.5**	**$ 45.1**	**$ (17.4)**	**$ 179.0**	**$ 72.4**	**$ 68.8**	**$ 36.1**	**$ (13.4)**	**$ 163.9**
Change in Operating Income	0.0%	15.2%	26.8%	31.3%	9.6%					
Change in Adjusted Operating Income	1.9%	12.6%	24.9%	29.9%	9.2%					
Reported Operating Margin	**19.5%**	**21.5%**	**17.8%**		**18.0%**	**18.5%**	**20.1%**	**18.5%**		**17.6%**
Impact of special item adjustments	70 bps	30 bps	10 bps		40 bps	30 bps	70 bps	30 bps		50 bps
Adjusted Operating Margin	**20.2%**	**21.8%**	**17.9%**		**18.4%**	**18.8%**	**20.8%**	**18.8%**		**18.1%**
Change in Operating Margin	100 bps	140 bps	-70 bps		40 bps					
Change in Adjusted Operating Margin	140 bps	100 bps	-90 bps		30 bps					

[a] The second quarter 2024 includes a change in accounting principle adjustment increasing the previously reported and adjusted operating income for IP and ITT by $0.7M 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		
	Q2 2025	Q2 2024 [a]	% Change	Q2 2025	Q2 2024	% Change
Reported	**$ 121.0**	**$ 119.7**	**1.1%**	**$ 1.52**	**$ 1.45**	**4.8%**
Special Items Expense / (Income):						
Restructuring costs	3.2	3.9		0.04	0.04	
Acquisition-related costs	0.4	0.7		0.01	0.01	
Other pre-tax special items	0.3	(0.4)		0.01	-	
Net tax benefit of pre-tax special items	(1.2)	(0.9)		(0.02)	(0.01)	
Other tax-related special items [b][c]	6.6	-		0.08	-	
Adjusted	**$ 130.3**	**$ 123.0**	**5.9%**	**$ 1.64**	**$ 1.49**	**10.1%**

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

[a] The second quarter 2024 includes a change in accounting principle adjustment increasing the previously reported and adjusted income from continuing operations by $0.5M. Refer to the ITT Quarterly Report on Form 10-Q for additional information pertaining to the change in accounting principle.

[b] Q2 2025 includes tax expense of distributions of non-U.S. income ($4.3M), tax expense on undistributed foreign earnings ($0.9M), and other tax expense special items ($1.4M).

[c] Q2 2024 includes a tax benefit to record a net operating loss deferred tax asset related to a prior year acquisition ($2.0M), tax expense on distributions of non-U.S. income ($1.0M), and other tax-related special items ($1.0M).

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	$ 5.95	$ 6.15
Estimated restructuring	0.25	0.25
Other special items	0.03	0.03
Net tax benefit on pre-tax special items	(0.06)	(0.06)
Other tax-related special items	0.18	0.18
EPS from Continuing Operations - Adjusted	**$ 6.35**	**$ 6.55**

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		Six Months Ended		FY 2025 Guidance		
	6/28/2025	6/29/2024	6/28/2025	6/29/2024	Low	High	
Net Cash - Operating Activities	**$ 153.7**	$ 157.7	**$ 267.1**	$ 215.5	**$ 575.0**	**$ 625.0**	
Less: Capital expenditures	16.4	23.2	53.2	50.9	$ 125.0	$ 125.0	
Free Cash Flow	**$ 137.3**	$ 134.5	**$ 213.9**	$ 164.6	**$ 450.0**	**$ 500.0**	
Revenue	$ 972.4	$ 905.9	$ 1,885.4	$ 1,816.5	$ 3,850.0	$ 3,850.0	[a]
Operating Cash Flow Margin	**15.8%**	17.4%	**14.2%**	11.9%	**15%**	**16%**	
Free Cash Flow Margin	**14.1%**	14.8%	**11.3%**	9.1%	**12%**	**13%**	

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