

ITT

Baird 2026 Global Industrial Conference

November 10, 2026

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 presentation may include, and officers and representatives of ITT may from time to time make and discuss, projections, goals, assumptions, and statements that constitute “forward-looking statements”. These forward-looking statements are not historical facts, but rather represent 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, statements regarding the impact of the acquisition of SPX FLOW, Inc. on ITT, including expected cost synergies and margin or earnings accretion, 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.

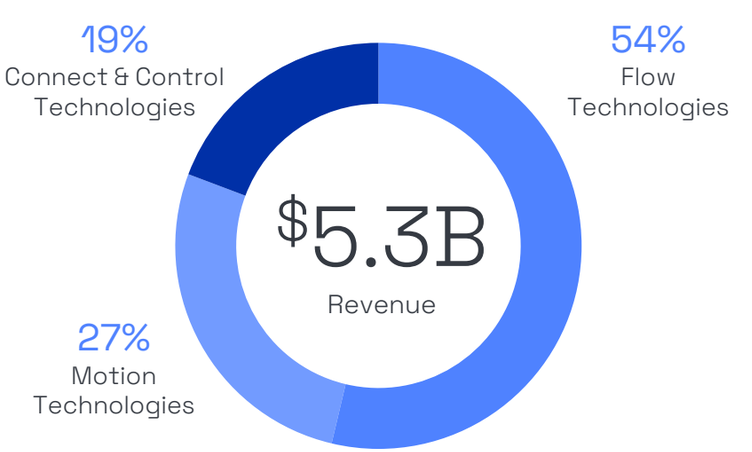
The forward-looking statements included in this presentation speak only as of the date hereof. We undertake no obligation (and expressly disclaim any obligation) to update any forward-looking statements, whether written or oral, as a result of new information, future events or otherwise.

Non-GAAP Disclosures

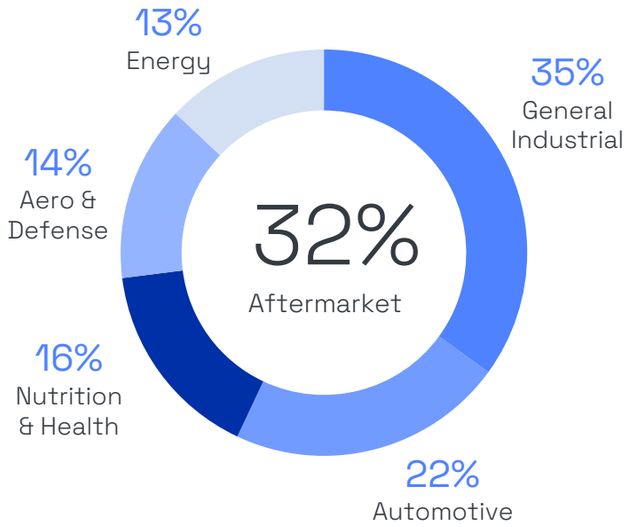
This presentation and the discussion on the accompanying presentation contain certain financial measures that are not prepared under U.S. generally accepted accounting principles (GAAP). These non-GAAP financial measures supplement our GAAP disclosures and are not meant to be considered in isolation 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 is a Leading Manufacturer of Critical Components for Harsh Environment Applications

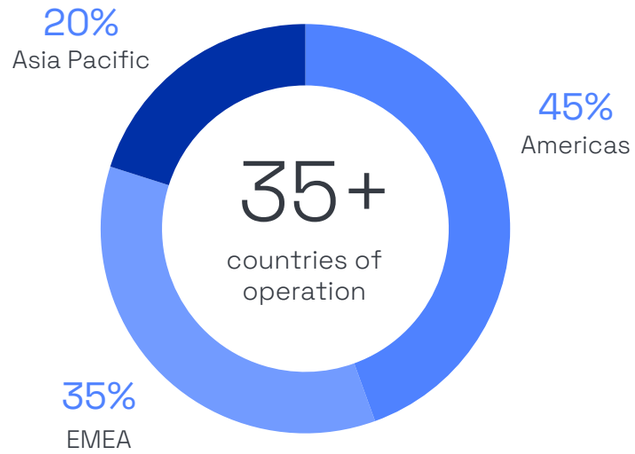
Businesses



End Markets



Geography



3-year Performance

7% Organic Revenue CAGR

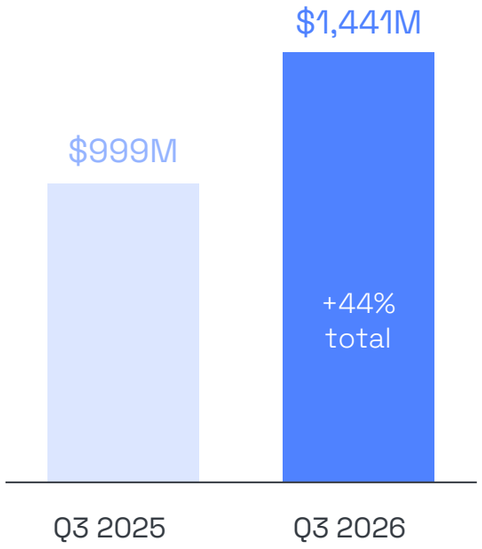
16% Adjusted EPS CAGR

14% FCF Margin FY 2025

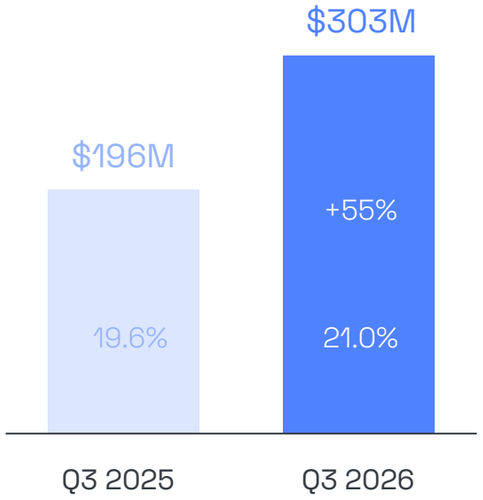
All results unaudited. Businesses, end markets and geography charts represent pro forma revenue and composition of pro forma revenue for 2025 including the SPX FLOW acquisition.

Q3 Summary Results

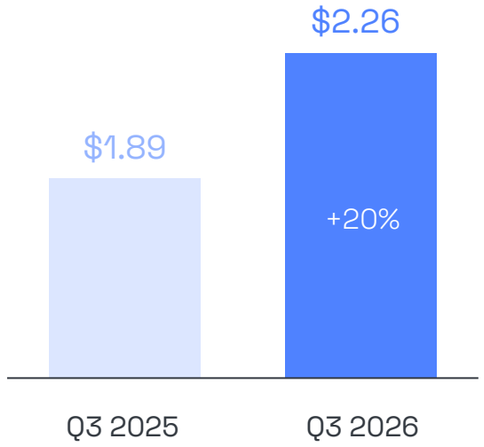
Revenue



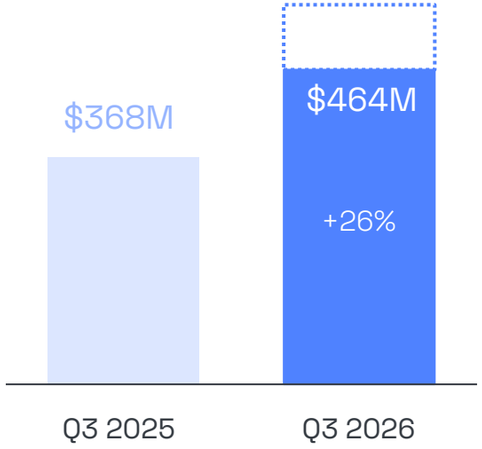
Adjusted Operating Income and Margin[1]



Adjusted EPS[1]



YTD Free Cash Flow[2]



2026 Guidance

Revenue growth	**+41% to +43%**	+7% to +9% organic
Adjusted operating margin[1]	**20.2% to 21.0%**	+80 bps to +160 bps
Adjusted EPS[1]	**$8.54 to $8.62**	+19% to +20% growth
Free cash flow	**$600M to $620M**	~11% margin

All results unaudited. Comparisons to Q3 2025 unless otherwise noted. For non-GAAP reconciliations, refer to appendix

1. Revised adjusted operating income and adjusted income from continuing operations definitions exclude acquisition-related intangible amortization
2. Dotted line represents $71M impact from one-time acquisition-related expenses

Key Takeaways | Same Message. Stronger Results.

Differentiation fueling orders growth

Market share gains continue feeding our platforms for growth

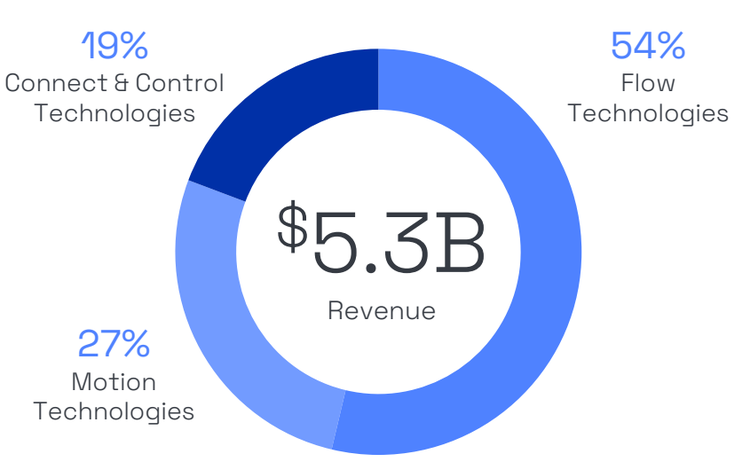
Relentless execution driving margin expansion and accelerating earnings

Acquisitions turbo-charging ITT's value creation

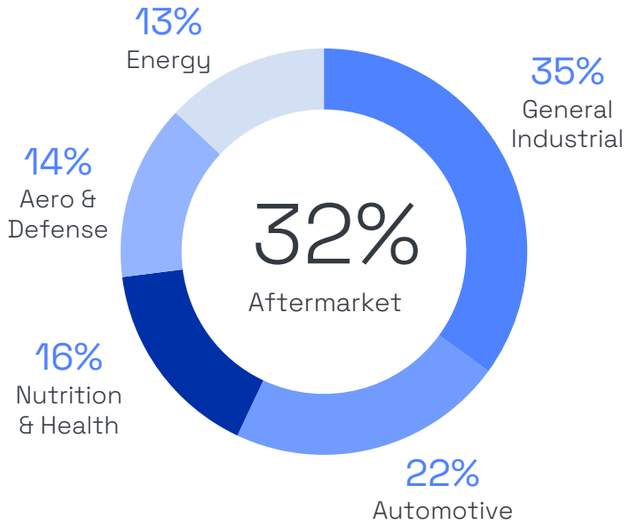
Building momentum for a robust 2027

ITT is a Leading Manufacturer of Critical Components for Harsh Environment Applications

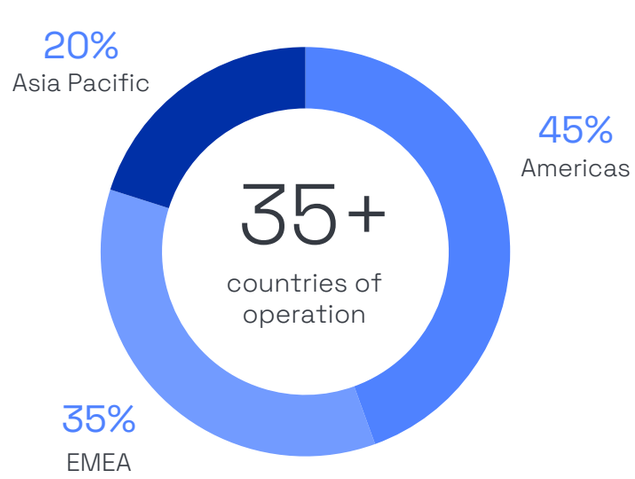
Businesses



End Markets



Geography



3-year Performance

7% Organic Revenue CAGR

16% Adjusted EPS CAGR

14% FCF Margin FY 2025

All results unaudited. Businesses, end markets and geography charts represent pro forma revenue and composition of pro forma revenue for 2025 including the SPX FLOW acquisition.

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, intangible amortization, 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, intangible amortization, 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

	MT	IP	CCT	Elim	Total ITT
2025 Revenue	**$ 1,428.2**	**$ 1,496.2**	**$ 1,017.0**	**$ (2.9)**	**$ 3,938.5**
Less: Acquisitions	-	244.1	233.6	-	477.7
Less: Foreign currency translation	58.5	5.2	5.1	-	68.8
2025 Organic revenue	$ 1,369.7	$ 1,246.9	$ 778.3	$ (2.9)	$ 3,392.0
2022 Revenue	$ 1,374.0	$ 971.0	$ 645.6	$ (2.9)	$ 2,987.7
Less: Divestitures	171.1	-	9.3	(0.1)	180.3
2022 Organic revenue	$ 1,202.9	$ 971.0	$ 636.3	$ (2.8)	$ 2,807.4
3-Year CAGR Organic Revenue Growth - %	4.4%	8.7%	6.9%		6.5%
3-Year CAGR Reported Revenue Growth - %	1.3%	15.5%	16.4%		9.6%

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

	Full Year December 2025				
	FT	MT	CCT	Corporate	ITT
Reported Operating Income	**$ 315.1**	**$ 275.9**	**$ 178.2**	**$ (84.7)**	**$ 684.5**
Intangible amortization [a]	18.9	1.0	27.5	(0.1)	47.3
Restructuring costs	8.2	9.4	3.7	-	21.3
Acquisition-related costs	0.8	-	0.9	9.5	11.2
Other special items	0.9	(0.1)	(1.0)	0.3	0.1
Adjusted Operating Income	**$ 343.9**	**$ 286.2**	**$ 209.3**	**$ (75.0)**	**$ 764.4**
Reported Operating Margin	**21.1%**	**19.3%**	**17.5%**		**17.4%**
Impact of special item adjustments	190 bps	70 bps	310 bps		200 bps
Adjusted Operating Margin	**23.0%**	**20.0%**	**20.6%**		**19.4%**

Note: Immaterial differences due to rounding.

[a] Starting in the first quarter of 2026, we have updated our definition of adjusted operating income and margin to exclude intangible amortization expense. Accordingly, we have updated the previously reported prior year adjusted result to reflect the new definition.

ITT Inc. Non-GAAP Reconciliation Statements

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

Reconciliation of Reported vs. Adjusted Income from Continuing Operations and Diluted EPS

	Income from Continuing Operations			Diluted Earnings per Share		
	FY 2025	FY 2022[a]	3-Year CAGR %	FY 2025	FY 2022[a]	3-Year CAGR %
Reported	**$ 488.1**	**$ 370.3**	**9.6%**	**$ 6.11**	**$ 4.42**	**11.4%**
Special Items Expense / (Income):						
Intangible amortization [b]	47.3	20.8		0.59	0.25	
Restructuring costs	21.3	3.8		0.27	0.05	
Acquisition-related costs [c]	13.3	3.7		0.17	0.04	
Other pre-tax special items	2.1	(2.1)		0.02	(0.02)	
Net tax benefit of pre-tax special items	(18.1)	(4.3)		(0.22)	(0.05)	
Other tax-related special items [d][e]	20.1	(2.3)		0.25	(0.03)	
Adjusted	**$ 574.1**	**$ 389.9**	**13.8%**	**$ 7.19**	**$ 4.66**	**15.6%**

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

[a] The full year 2022 includes a change in accounting principle adjustment increasing the previously reported and adjusted income from continuing operations by $2.0 and adjusted diluted EPS by $0.02. Refer to the ITT Annual Report on Form 10-K for additional information pertaining to the change in accounting principle.

[b] Starting in the first quarter of 2026, we have updated our definition of adjusted operating income and margin to exclude intangible amortization expense. Accordingly, we have updated the previously reported prior year adjusted result to reflect the new definition.

[c] Acquisition-related costs for 2025 primarily relate to fees incurred to effectuate the agreement to acquire SPX FLOW, including $2.1 of interest-related costs.

[d] The full year 2025 includes tax expense on distributions of non-U.S. income of $12.6, tax expense on undistributed foreign earnings of $4.9, tax expense from tax rate change impacts of $1.8, and other tax expense special items of $0.8.

[e] The full year 2022 tax-related special items include a benefit related to a change in deferred tax asset valuation allowance of $(1.2), a benefit related to a change in uncertain tax positions of $(0.7), a tax benefit on future distribution of foreign earnings of $(0.3), and other of $(0.1).

ITT Inc. Non-GAAP Reconciliation Statements

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

Reconciliation of Cash from Operating Activities to Free Cash Flow

		FY 2025
Net Cash - Operating Activities	**$**	**668.8**
Capital expenditures		121.3
Proceeds from government incentives		(7.9)
Free Cash Flow	**$**	**555.4**
Revenue	$	3,938.5
Operating Cash Flow Margin		**17.0%**
Free Cash Flow Margin		**14.1%**

ITT Inc. Non-GAAP Reconciliation Statements

(In millions; all amounts unaudited)

Reconciliation of Revenue to Organic Revenue

	Third Quarter 2026				
	FT	MT	CCT	Elim	Total
2026 Revenue	**$ 764.3**	**$ 363.7**	**$ 313.9**	**$ (1.3)**	**$ 1,440.6**
Less: Acquisitions	357.3	-	7.7	-	365.0
Less: Foreign currency translation	0.1	1.7	(1.1)	-	0.7
2026 Organic revenue	$ 406.9	$ 362.0	$ 307.3	$ (1.3)	$ 1,074.9
2025 Revenue	383.9	355.6	259.2	0.4	999.1
Organic Revenue Growth - $	$ 23.0	$ 6.4	$ 48.1		$ 75.8
Organic Revenue Growth - %	6.0%	1.8%	18.6%		7.6%
Reported Revenue Growth - $	$ 380.4	$ 8.1	$ 54.7		$ 441.5
Reported Revenue Growth - %	99.1%	2.3%	21.1%		44.2%

Reconciliation of Orders to Organic Orders

	Third Quarter 2026				
	FT	MT	CCT	Elim	Total
2026 Orders	**$ 779.4**	**$ 374.7**	**$ 409.7**	**$ (1.2)**	**$ 1,562.6**
Less: Acquisitions	362.0	-	6.4	-	368.4
Less: Foreign currency translation	-	1.7	(1.6)	-	0.1
2026 Organic orders	$ 417.4	373.0	404.9	(1.2)	1,194.1
2025 Orders	375.3	353.7	260.8	1.2	991.0
Organic Orders Growth - $	$ 42.1	$ 19.3	$ 144.1		$ 203.1
Organic Orders Growth - %	11.2%	5.5%	55.3%		20.5%
Reported Orders Growth - $	$ 404.1	$ 21.0	$ 148.9		$ 571.6
Reported Orders Growth - %	107.7%	5.9%	57.1%		57.7%

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 2026					Third Quarter 2025				
	FT	MT	CCT	Corporate	ITT	FT	MT	CCT	Corporate	ITT
Reported Operating Income	**$ 104.7**	**$ 75.0**	**$ 64.3**	**$ (17.2)**	**$ 226.8**	**$ 82.1**	**$ 69.8**	**$ 46.2**	**$ (18.3)**	**$ 179.8**
Intangible amortization [a]	57.8	0.2	3.2	-	61.2	3.8	0.2	7.0	0.1	11.1
Restructuring costs	8.5	1.4	-	0.9	10.8	0.9	1.9	1.0	-	3.8
Acquisition-related costs	0.7	-	1.6	2.2	4.5	0.3	-	0.3	-	0.6
Other special items	(0.1)	(0.2)	-	0.1	(0.2)	0.4	0.2	-	(0.1)	0.5
Adjusted Operating Income	**$ 171.6**	**$ 76.4**	**$ 69.1**	**$ (14.0)**	**$ 303.1**	**$ 87.5**	**$ 72.1**	**$ 54.5**	**$ (18.3)**	**$ 195.8**
Change in Operating Income	27.5%	7.4%	39.2%	(6.0%)	26.1%					
Change in Adjusted Operating Income	96.1%	6.0%	26.8%	(23.5%)	54.8%					
Reported Operating Margin	**13.7%**	**20.6%**	**20.5%**		**15.7%**	**21.4%**	**19.6%**	**17.8%**		**18.0%**
Impact of special item adjustments	870 bps	40 bps	150 bps		530 bps	140 bps	70 bps	320 bps		160 bps
Adjusted Operating Margin	**22.4%**	**21.0%**	**22.0%**		**21.0%**	**22.8%**	**20.3%**	**21.0%**		**19.6%**
Change in Operating Margin	-770 bps	100 bps	270 bps		-230 bps					
Change in Adjusted Operating Margin	-40 bps	70 bps	100 bps		140 bps					

Note: Immaterial differences due to rounding.

[a] Starting in the first quarter of 2026, we have updated our definition of adjusted operating income and margin to exclude intangible amortization expense. Accordingly, we have updated the previously reported prior year adjusted result to reflect the new definition.

ITT Inc. Non-GAAP Reconciliation Statements

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

Reconciliation of Reported vs. Adjusted Income from Continuing Operations and Diluted EPS

	Income from Continuing Operations			Diluted Earnings per Share		
	Q3 2026	Q3 2025	% Change	Q3 2026	Q3 2025	% Change
Reported	**$ 123.6**	**$ 127.0**	**(2.7%)**	**$ 1.38**	**$ 1.62**	**(14.8%)**
Special Items Expense / (Income):						
Intangible amortization [a]	61.2	11.1		0.68	0.14	
Restructuring costs	10.8	3.8		0.12	0.05	
Acquisition-related costs	4.5	0.6		0.05	0.01	
Other pre-tax special items	(2.3)	0.4		(0.03)	-	
Net tax benefit of pre-tax special items	(5.8)	(3.5)		(0.07)	(0.05)	
Other tax-related special items [b]	11.3	9.1		0.13	0.12	
Adjusted	**$ 203.3**	**$ 148.5**	**36.9%**	**$ 2.26**	**$ 1.89**	**19.6%**

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

[a] Starting in the first quarter of 2026, we have updated our definition of adjusted income from continuing operations and adjusted EPS to exclude intangible amortization expense. Accordingly, we have updated the previously reported prior year adjusted result to reflect the new definition.

[b] Other tax-related special items for Q3 2026 include tax expense on distributions of non-U.S. income ($12.3), tax expense related to undistributed foreign earnings ($8.3), and tax benefit from acquisition-related accounting ($9.6), and other tax expense special items ($0.3). Other tax-related special items for Q3 2025 include 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($0.3).

ITT Inc. Non-GAAP Reconciliation Statements

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

Reconciliation of GAAP vs Adjusted EPS Guidance - Full Year 2026

	2026 Guidance	
	Low	High
EPS from Continuing Operations - GAAP	$ 4.65	$ 4.73
Intangible Amortization	2.37	2.37
Estimated acquisition-related costs	1.42	1.42
Estimated restructuring costs	0.48	0.48
Other pre-tax special items	(0.03)	(0.03)
Tax benefit on pre-tax special items	(1.02)	(1.02)
Other tax-related special items	0.67	0.67
EPS from Continuing Operations - Adjusted	**$ 8.54**	**$ 8.62**

Note: The Company has provided forward-looking non-GAAP financial measures for organic revenue growth, adjusted operating margin, and adjusted effective tax rate. 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 2026 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, adjusted operating margin, and adjusted effective tax rate 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		2026 Guidance		
	10/3/2026	9/27/2025	10/3/2026	9/27/2025	Low	High	
Net Cash - Operating Activities	**$ 312.5**	$ 174.0	**$ 543.6**	$ 441.0	**$ 745**	**$ 765**	
Less: Capital expenditures	29.0	27.7	84.2	80.9	150	150	
Proceeds from government incentives	(4.9)	(7.9)	(4.9)	(7.9)	(5)	(5)	
Free Cash Flow	**$ 288.4**	$ 154.2	**$ 464.3**	$ 368.0	**$ 600**	**$ 620**	
Revenue	$ 1,440.6	$ 999.1	$ 4,125.6	$ 2,884.5	$ 5,585	$ 5,585	[a]
Operating Cash Flow Margin	**21.7%**	17.4%	**13.2%**	15.3%	**13%**	**14%**	
Free Cash Flow Margin	**20.0%**	15.4%	**11.3%**	12.8%	**11%**	**11%**	

[a] Revenue included in the full year 2026 free cash flow margin guidance represents the expected revenue growth mid-point.