



ITT

Barclays 43rd Annual Industrial Select Conference

February 17, 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 conference call 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 closing of the acquisition of SPX FLOW, Inc. (“SPX FLOW”) and the payment of the purchase price, the related debt financing, and the impact of the acquisition on ITT, expected cost synergies of the acquisition, 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.

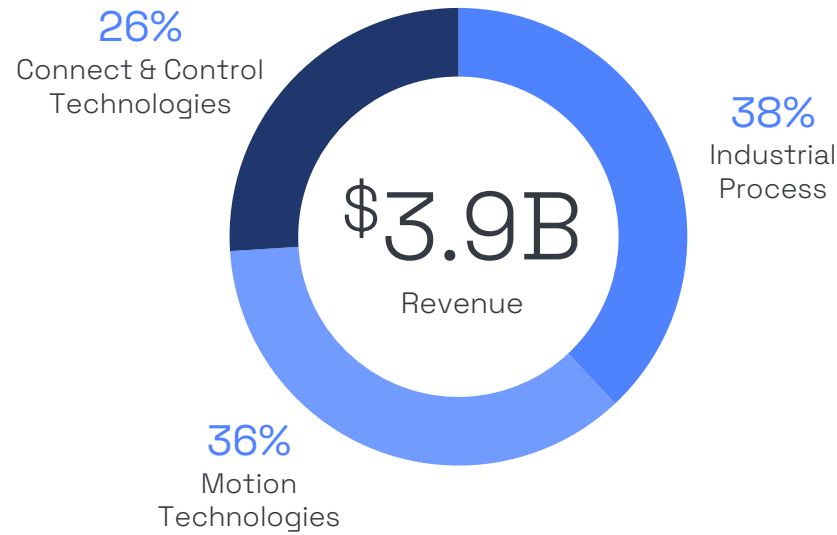
Non-GAAP Disclosures

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.

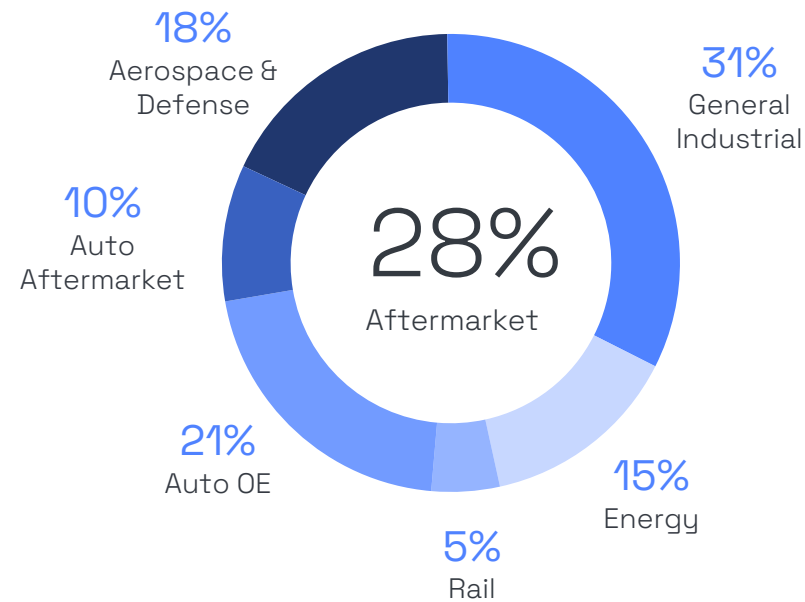


ITT is a Leading Manufacturer of Critical Components for Harsh Environment Applications

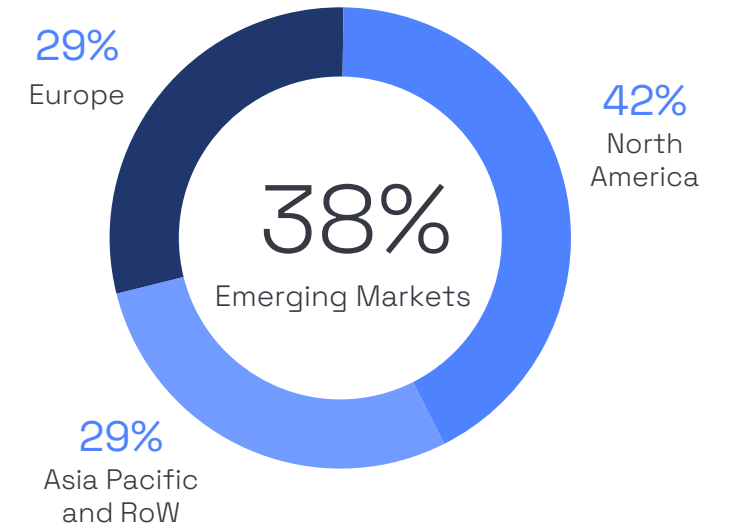
Businesses



End Markets



Geography



3-year Performance

7% Organic Revenue CAGR **15%** Adjusted EPS CAGR **14%** FCF Margin FY 2025 **+121%** Total Shareholder Return¹ +3,500 bps vs S&P 500

All results unaudited. Businesses, end markets and geography charts represent revenue and composition of revenue for 2025. 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 12/31/2022 to 12/31/2025. 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



The Next Chapter



01

Organic growth and
margin expansion

02

Compounding
with M&A



SPX FLOW | Strategic Addition to ITT

- ✓ \$1.3 billion¹ highly profitable flow platform
- ✓ Strengthens ITT's leadership in core markets; establishes leading position in close adjacencies and enlarges TAM
- ✓ Adds core and adjacent flow technologies with market-leading brands
- ✓ 43% aftermarket revenue doubles Industrial Process (IP) segment aftermarket sales
- ✓ \$80 million expected run-rate of cost synergies² and opportunity for incremental revenue growth
- ✓ Expected to be immediately accretive to ITT's gross margin and adj. EBITDA margin³; Double-digit adj. EPS^{3,4} accretion in first FY post-close



...and accelerates portfolio reshaping

1. For SPX FLOW trailing twelve months (TTM) revenue ended Sep. 27, 2025

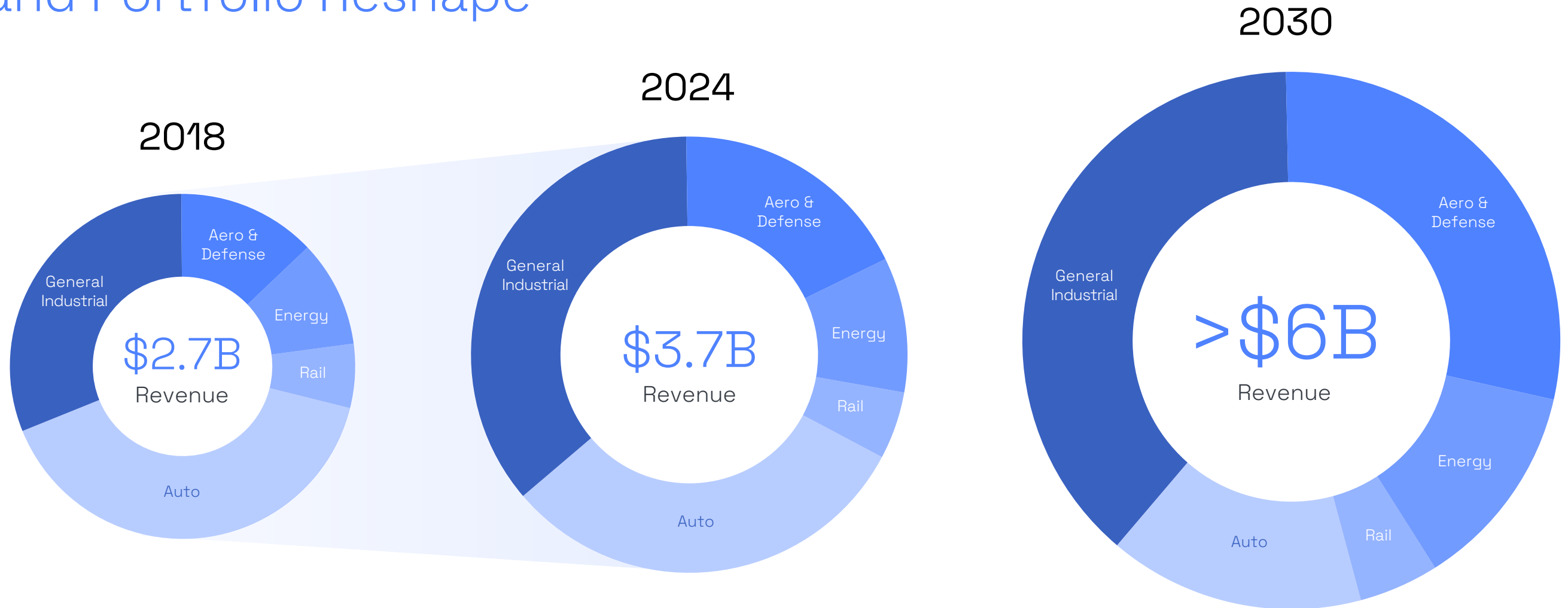
2. Expected by end of year 3

3. Includes certain non-GAAP adjustments and financial measures; see Appendix for additional details and reconciliations

4. Excluding non-cash amortization of intangible assets



Enterprise Strategy and Portfolio Reshape



All results unaudited. 2024 represents composition of pro forma revenue to include recent acquisitions and exclude recent divestitures.



2030 Targets

Base
Business

Revenue
Growth

>5%

CAGR

Adjusted
Operating Margin

~23%

Adjusted EBITDA Margin

>25%

Adjusted
EPS

>\$11

Free Cash
Flow Margin

14-15%

Compounding
with M&A

Revenue
Growth

~10%

CAGR

Adjusted
EPS

>\$12



ITT

GALT.
SEASIDE ENERGY SERVICES

KONIT

NOVITEK
FINE BLENDING

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				
	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					Full Year December 2024 [a]				
	MT	IP	CCT	Corporate	ITT	MT	IP	CCT	Corporate	ITT
Reported Operating Income	\$ 275.9	\$ 315.1	\$ 178.2	\$ (84.7)	\$ 684.5	\$ 314.6	\$ 278.4	\$ 146.1	\$ (61.0)	\$ 678.1
Restructuring costs	9.4	8.2	3.7	-	21.3	2.7	3.0	2.4	-	8.1
Acquisition-related costs	-	0.8	0.9	9.5	11.2	-	4.2	2.8	-	7.0
Gain on sale of Wolverine business	-	-	-	-	-	(47.8)	-	-	-	(47.8)
Other special items	(0.1)	0.9	(1.0)	0.3	0.1	(0.6)	-	-	-	(0.6)
Adjusted Operating Income	\$ 285.2	\$ 325.0	\$ 181.8	\$ (74.9)	\$ 717.1	\$ 268.9	\$ 285.6	\$ 151.3	\$ (61.0)	\$ 644.8
Change in Operating Income	(12.3%)	13.2%	22.0%	38.9%	0.9%					
Change in Adjusted Operating Income	6.1%	13.8%	20.2%	22.8%	11.2%					
Reported Operating Margin	19.3%	21.1%	17.5%		17.4%	21.7%	20.5%	17.7%		18.7%
Impact of special item adjustments	70 bps	60 bps	40 bps		80 bps	-310 bps	50 bps	60 bps		-90 bps
Adjusted Operating Margin	20.0%	21.7%	17.9%		18.2%	18.6%	21.0%	18.3%		17.8%
Change in Operating Margin	-240 bps	60 bps	-20 bps		-130 bps					
Change in Adjusted Operating Margin	140 bps	70 bps	-40 bps		40 bps					

Note: Immaterial differences due to rounding.

[a] The full year 2024 includes a change in accounting principle adjustment increasing the previously reported and adjusted operating income for IP and ITT by \$2.1M and adjusted operating margin for IP and ITT by 20 basis points and 10 basis points, respectively. Refer to the ITT Annual Report on Form 10-K for additional information pertaining to the change in accounting principle.



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		
	YTD 2025	YTD 2022[a]	3-Year CAGR %	YTD 2025	YTD 2022[a]	3-Year CAGR %
Reported	\$ 488.1	\$ 370.3	9.6%	\$ 6.11	\$ 4.42	11.4%
Special Items Expense / (Income):						
Restructuring costs	21.3	3.8		0.27	0.05	
Acquisition-related costs [b]	13.3	3.7		0.17	0.04	
Other pre-tax special items	2.1	(1.7)		0.02	(0.02)	
Net tax benefit of pre-tax special items	(8.0)	(0.3)		(0.10)	-	
Other tax-related special items [c][d]	20.1	(2.3)		0.25	(0.03)	
Adjusted	\$ 536.9	\$ 373.5	12.9%	\$ 6.72	\$ 4.46	14.6%

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] 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.

[c] 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.

[d] 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

	YTD 2025	YTD 2024
Net Cash - Operating Activities	\$ 668.8	\$ 562.6
Capital expenditures	121.3	123.9
Proceeds from government incentives	(7.9)	-
Free Cash Flow	\$ 555.4	\$ 438.7
Revenue	\$ 3,938.5	\$ 3,630.7
Operating Cash Flow Margin	17.0%	15.5%
Free Cash Flow Margin	14.1%	12.1%