



ITT

Engineered for life

**Bank of America
Merrill Lynch
2009 Global Industries Conference**

Steve Loranger
Chairman, President & CEO
December 8, 2009



Safe Harbor

Safe Harbor Statement under the Private Securities Litigation Reform Act of 1995 (“the Act”): Certain material presented herein includes forward-looking statements intended to qualify for the safe harbor from liability established by the Private Securities Litigation Reform Act of 1995. These forward-looking statements include statements that describe the Company's business strategy, outlook, objectives, plans, intentions or goals, and any discussion of future operating or financial performance. Whenever used, words such as "anticipate," "estimate," "expect," "project," "intend," "plan," "believe," "target" and other terms of similar meaning are intended to identify such forward-looking statements. Forward-looking statements are uncertain and to some extent unpredictable, and involve known and unknown risks, uncertainties and other important factors that could cause actual results to differ materially from those expressed in, or implied from, such forward-looking statements. Factors that could cause results to differ materially from those anticipated include:

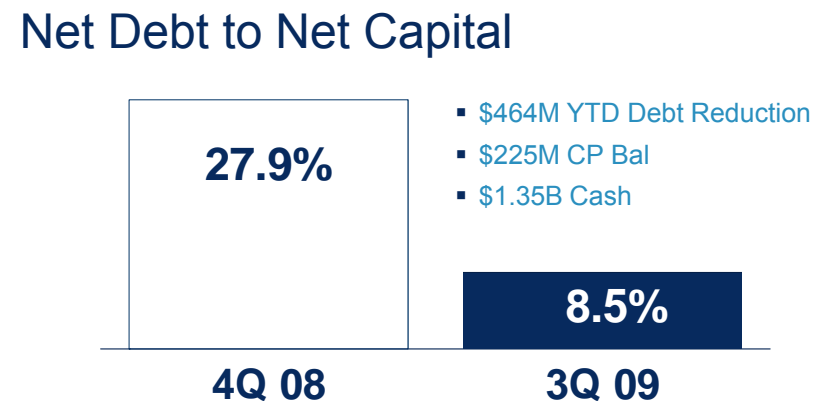
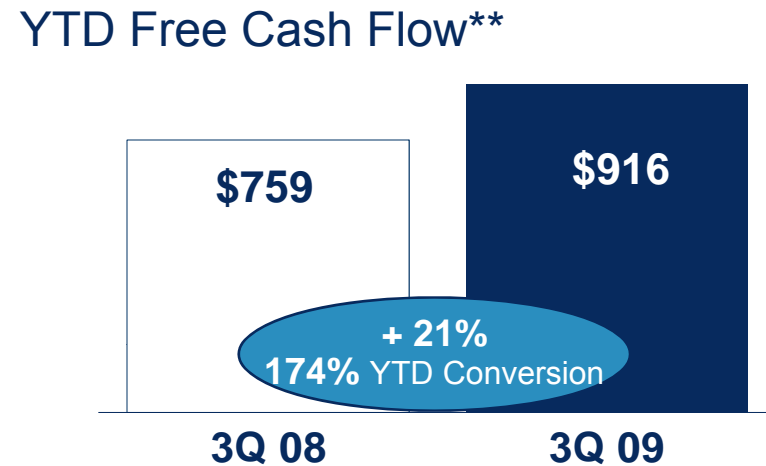
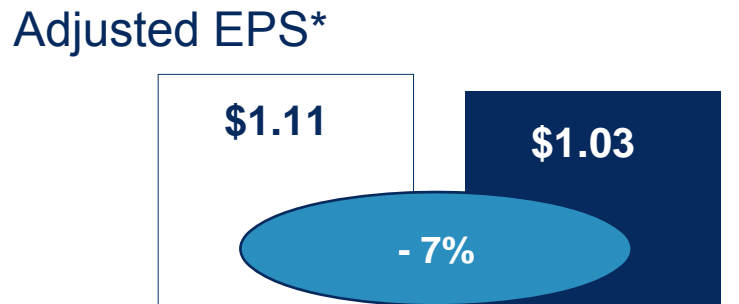
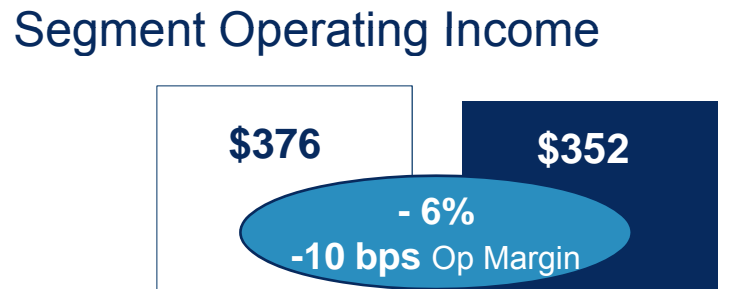
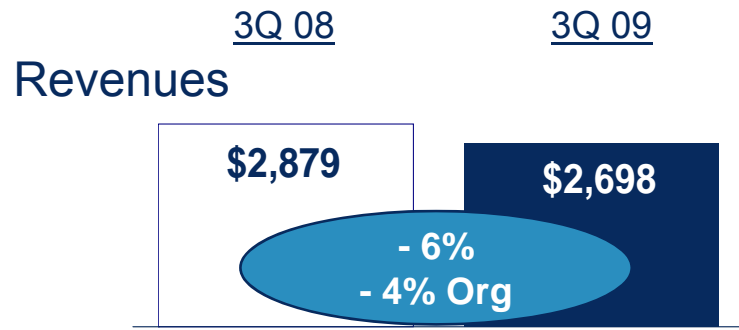
- Economic, political and social conditions in the countries in which we conduct our businesses;
- Changes in government defense budgets;
- Decline in consumer spending;
- Sales and revenues mix and pricing levels;
- Availability of adequate labor, commodities, supplies and raw materials;
- Interest and foreign currency exchange rate fluctuations;
- Competition and industry capacity and production rates;
- Ability of third parties, including our commercial partners, counterparties, financial institutions and insurers, to comply with their commitments to us;
- Our ability to borrow or refinance our existing indebtedness and availability of liquidity sufficient to meet our needs;
- Acquisitions or divestitures;
- Personal injury claims;
- Uncertainties with respect to our estimation of asbestos liability exposure and related insurance recoveries;
- Our ability to effect restructuring and cost reduction programs and realize savings from such actions;
- Government regulations and compliance therewith;
- Changes in technology;
- Intellectual property matters;
- Governmental investigations;
- Potential future employee benefit plan contributions and other employment and pension matters;
- Contingencies related to actual or alleged environmental contamination, claims and concerns;
- Changes in generally accepted accounting principles;
- Other factors set forth in our Annual Report on Form 10-K for the fiscal year ended December 31, 2008 and our other filings with the Securities and Exchange Commission.

The Company undertakes no obligation to update any forward-looking statements, whether as a result of new information, future events or otherwise.



Q3 ITT Results

Performing in Difficult Conditions



*Adjusted EPS from Continuing Operations excludes special items.

**Free Cash Flow = Cash from operations less capital expenditures. YTD Conversion excludes non-cash special items.

For non-GAAP reconciliations, refer to appendix and www.itt.com/ir.



ITT Corporation - Portfolio

FLUID TECHNOLOGY



World's largest supplier of pumps and systems to transport and control water and other fluids



MOTION & FLOW CONTROL



Manufacturer of highly-engineered critical components for aerospace, marine, industrial & transportation mkts



DEFENSE

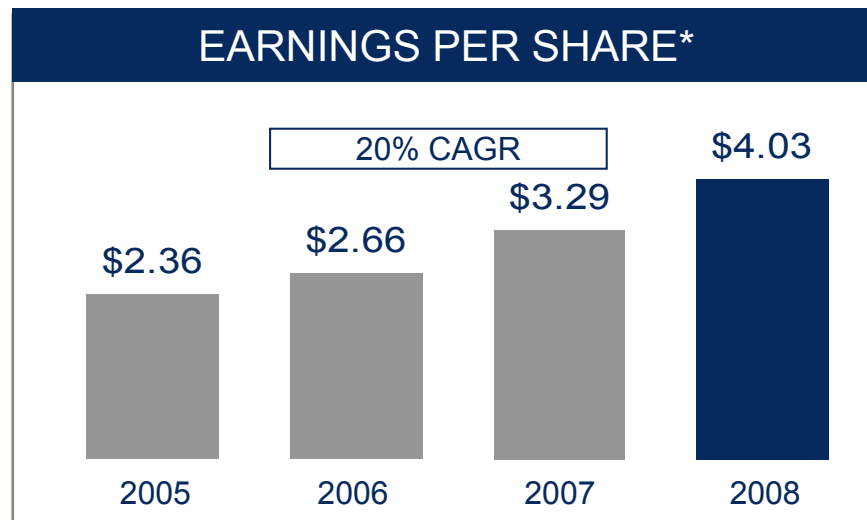
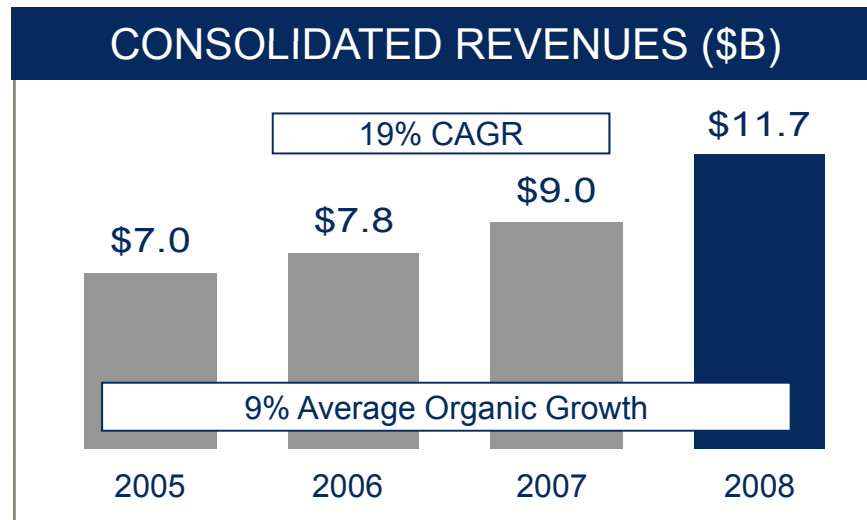
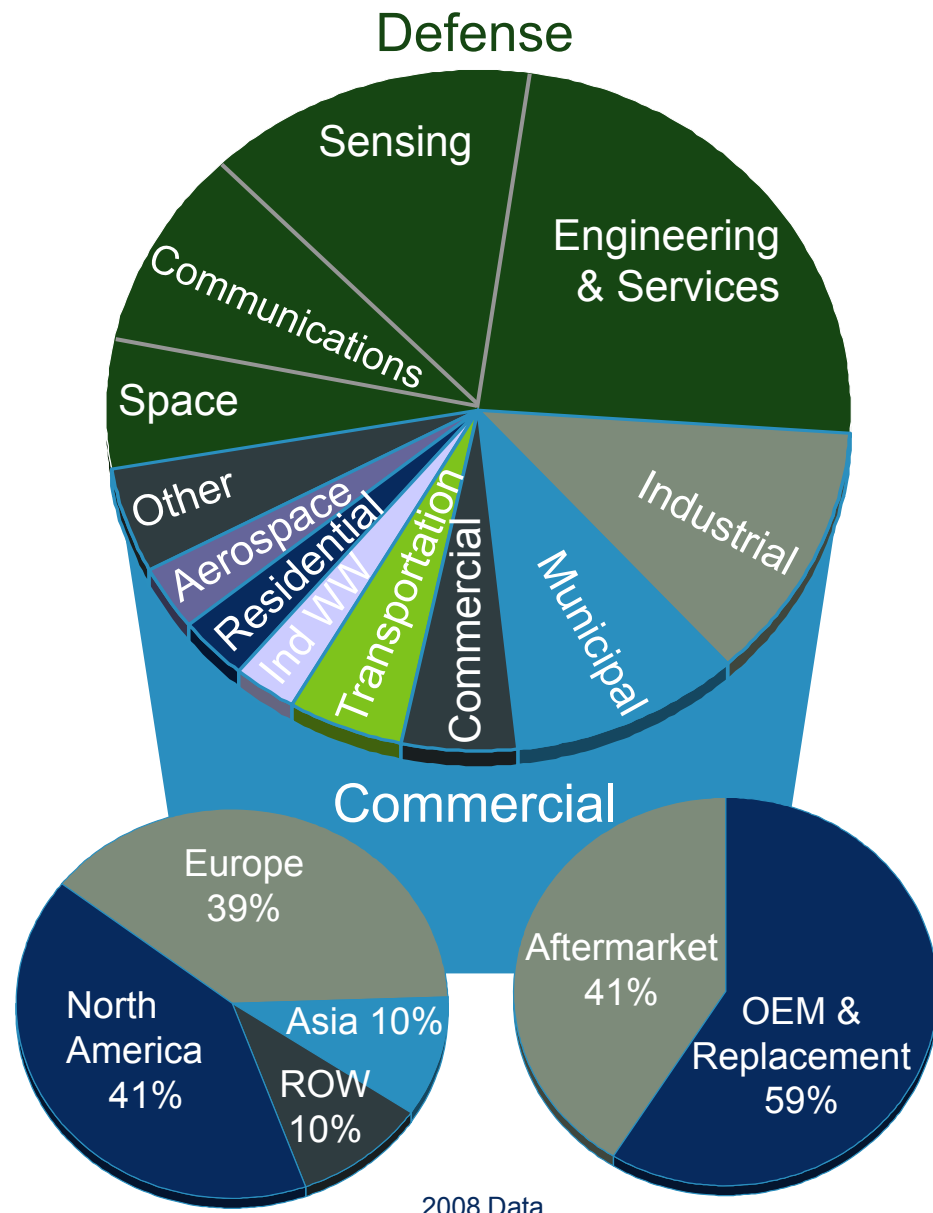


Supplier of military defense systems and advanced technical and operational services



Population - Environment - Infrastructure - Security

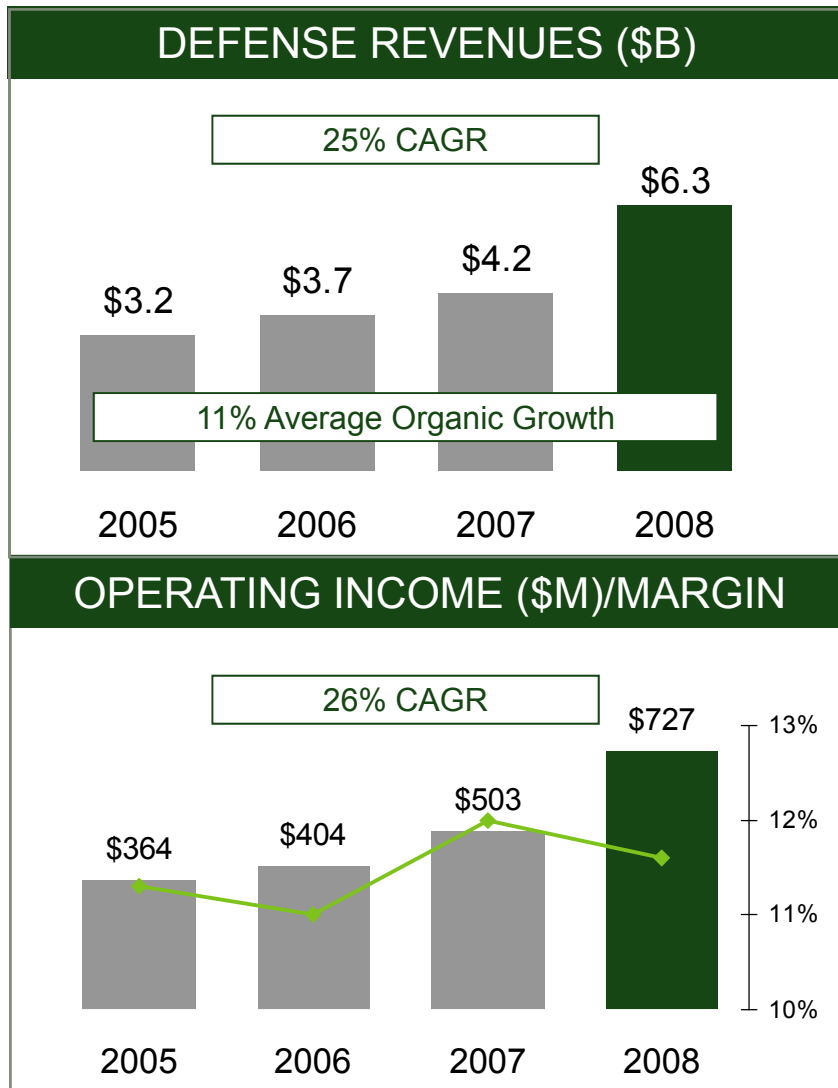
Uniquely Diversified for Premier Performance



*EPS from Continuing Operations, excluding net impact of special items.
2009 Guidance Mid-points utilized in charts above.
For non-GAAP reconciliations refer to www.itt.com/ir



Defense Electronics & Services



Market Strengths

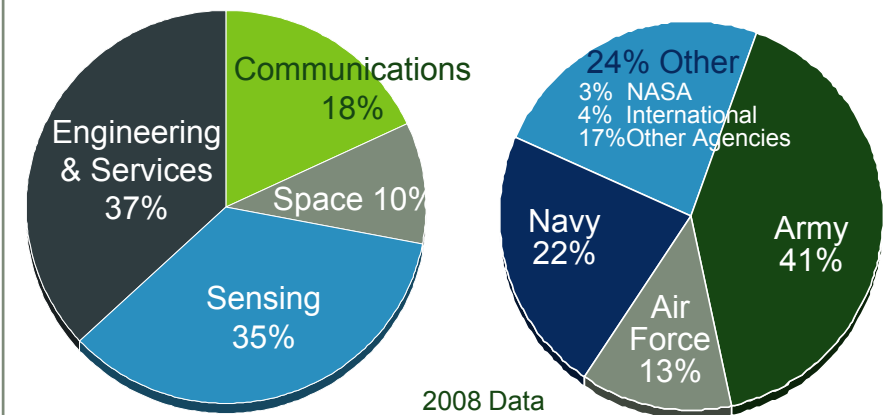
- Top 10 Contractor
- Large Installed Base
- Next Generation Development
- Aligned with Future Customer Needs
- High Win Rate
- Expanding Non-DOD Customer Base

Operating Performance

- Strong Cash Flow & ROIC
- Six Sigma & Lean Initiatives



CAPABILITIES & CUSTOMERS



Core Defense Platforms

SINGARS



Installed Base

- 500K+ US Base
- 58K Ordered May '09
- In 130 Vehicle Types

Upgrade

- Radio Based Combat ID
- ~ 360K Unit Modernization

Expand

- JTRS GD & ITT SideHat
 - 250K+ Unit Potential
 - JTRS SRW
- Rifleman Radio Opportunity

International



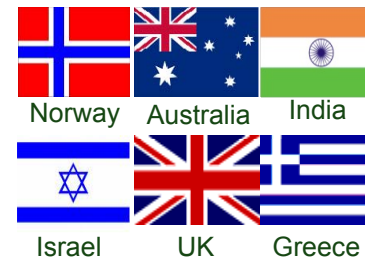
Saudi Arabia Iraq

Egypt

Night Vision



- 1 Million Goggle Base
- Sole Source Positions
- 2 YR US Backlog
- Enhanced Night Vision
- Super ENVG
- Digital ENVG Development
- Homeland Security
- Law Enforcement
- Power Solutions
- Aviation



Norway Australia India

Israel UK Greece

CREW Jammers



- 25K Unit ID/IQ Contracts
- 21K Ordered
- Backlog Forecasted into '10
- Spiral Upgrade
- MRAP & Other Vehicles
- Special Customer Jammers
- All 4 Branches of Armed Services
- Won CREW 3.3 Development

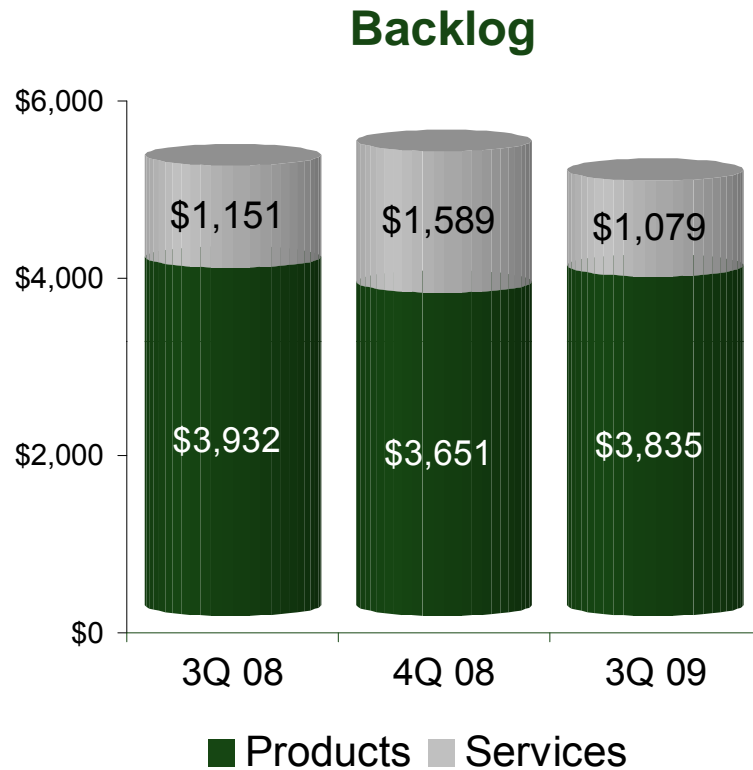


Australia NATO



Defense Backlog & Key 2009 Wins

Key 2009 Wins



GROW THE CORE

- \$363M SINCGARS Radios
- \$317M CREW 2.1 Jammers
- \$266M Night Vision, Includes \$43M ENVG
- \$138M Intelligence & Info Warfare equipment
- ⊙ GPS III
- LOGCAP – Afghanistan North

INTERNATIONAL GROWTH

- ⊙ \$490M Foreign Military Sales ID/IQ
- ⊙ Japanese Weather Satellite
- ⊙ \$100M Turkish F-16 Countermeasures
- ⊙ \$45M Sweden - Coastal Radar
- ⊙ \$24M NV – UK & Canada
- ⊙ Australia - CREW

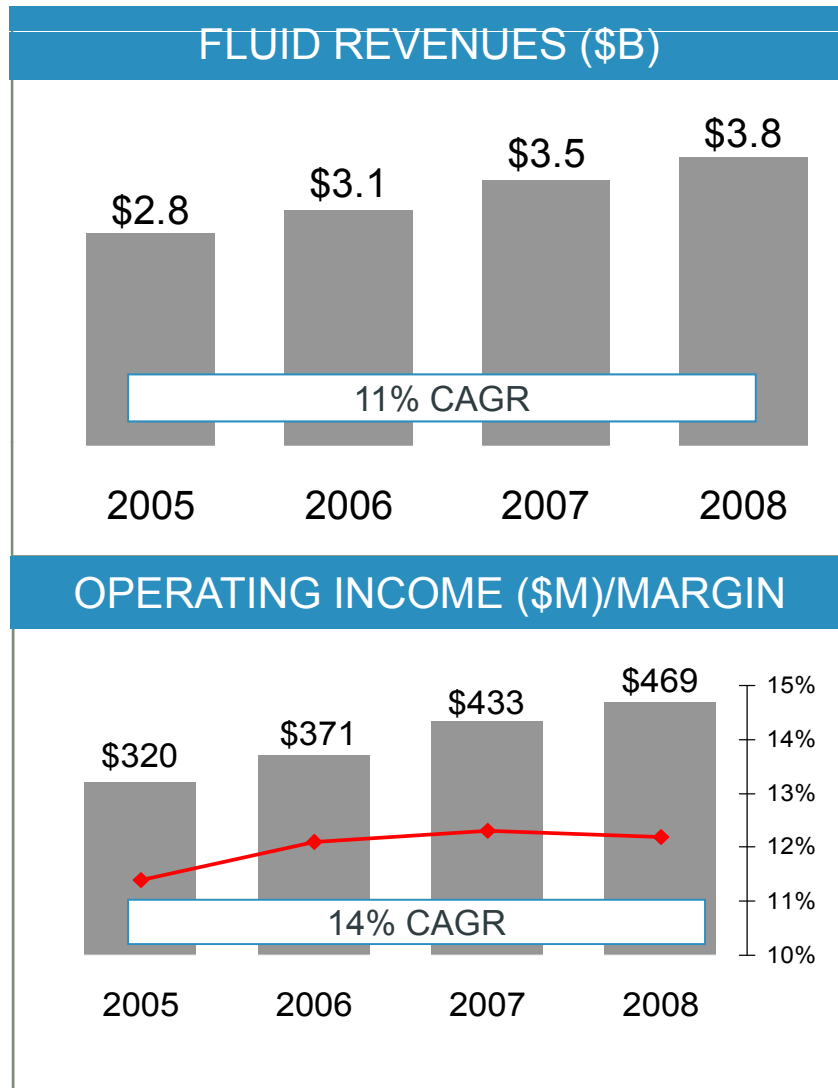
CROSS – VALUE PURSUITS

- ⊙ FAA ADS-B Execution
- ⊙ \$1.3B NASA Space Communications
- CREW 3.3 Development Award

⊙ *Indicates Non-DoD Win*

Delivering Our Strategy

Fluid Technology



Market Strength

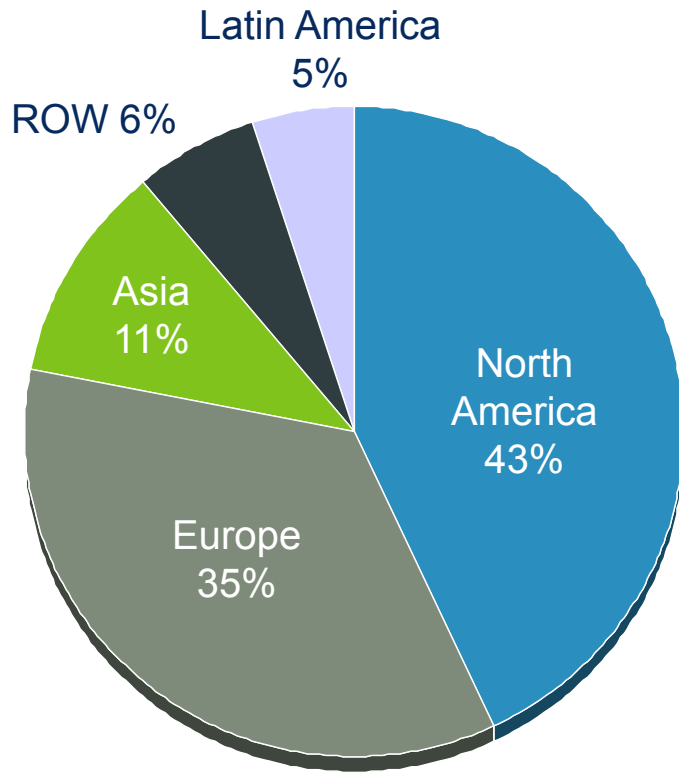
- 8% Avg Annual Organic Rev Growth
- ~43% Aftermarket
- Premium Brands
- Large Installed Base
- Strong Direct Distribution
- Innovation & Adjacencies

Operating Performance

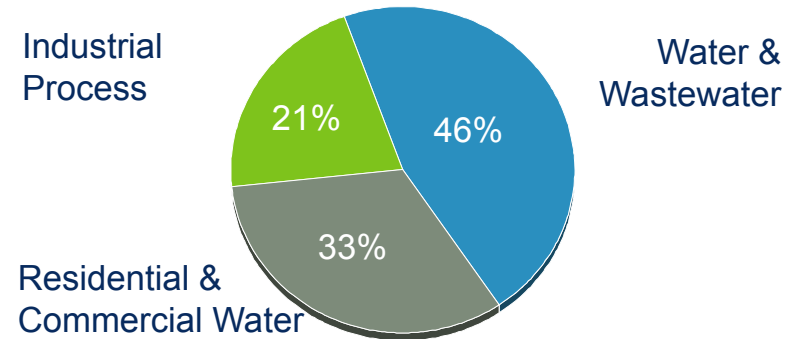
- Productivity Enhancements
- Global Strategic Sourcing
- Global Manufacturing Transitions
- ~\$92M in Restructuring & Realignment 08 through 09E

Fluid Technology Diversification

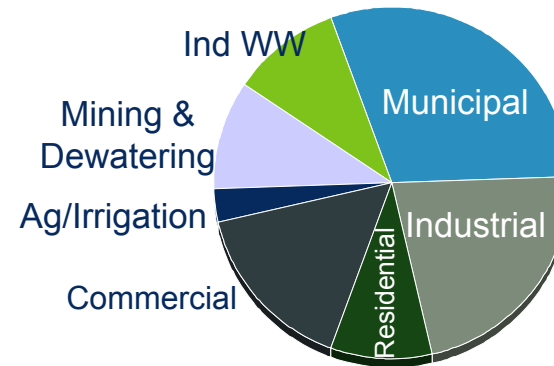
GEOGRAPHIES



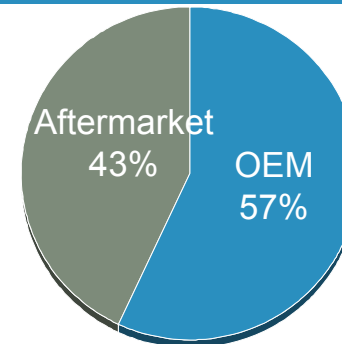
VALUE CENTERS



MARKETS



AFTERMARKET / OEM



#1 Global



#1 in N. America



#1 Global



#2 in N. America



#2 Global

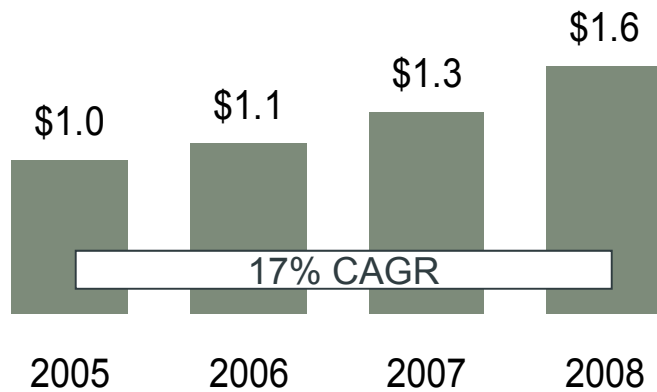


2008 Data

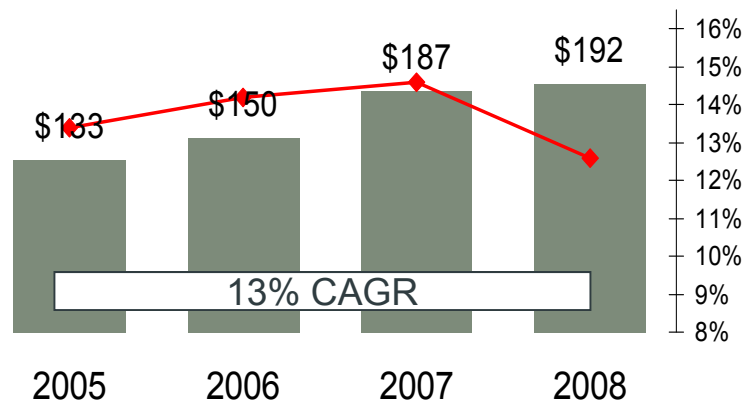
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Motion & Flow Control

MOTION & FLOW REVENUES (\$B)



OPERATING INCOME (\$M)/MARGIN



Market Strength

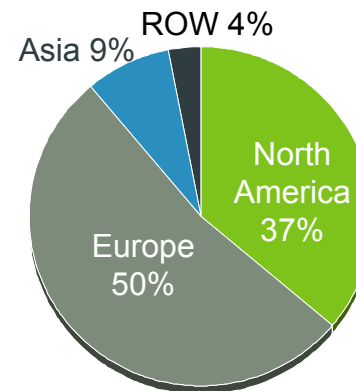
- 6% Avg Annual Organic Rev Growth
- ~35% Aftermarket
- Niche End Markets
- Diverse Customer Base

Operating Performance

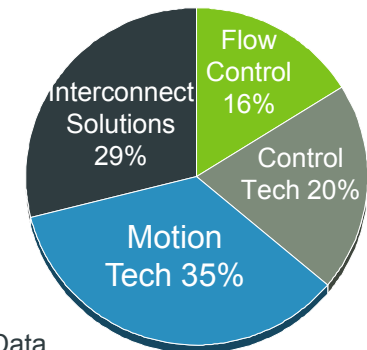
- Low Cost Manufacturing Transitions
- Productivity Improvements
- \$80M in Restructuring & Realignment 08 through 09E



GEOGRAPHIES & MARKETS

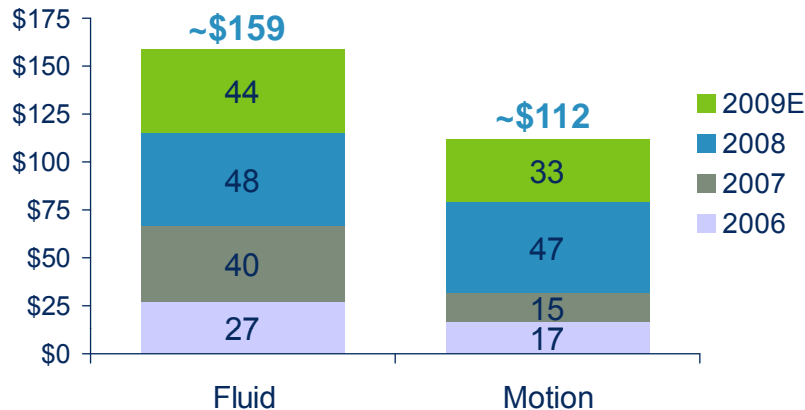


2008 Data



Commercial Operational Excellence Actions

Restructuring & Realignment Exp



LCR Spending



(1) LCR = Low Cost Region

(2) % of commercial business direct material purchases

Operational Excellence Initiatives

- +\$271M in Restructuring & Realignment
- 5 Shared LCR Manufacturing Facilities:
 - Vadodora, India
 - Wuxi and Nanjing, China
 - Nogales and Chihuahua, Mexico
- 2 New Eastern European Facilities
 - Poland & Czech Republic
- Commercial Strategic Leadership
- Lean Six Sigma
- Leveraging Global Strategic Supply Chain
- Key Market Strategic Investments:
 - Emerging market expansion
 - China & India operational infrastructure
 - Treatment moved into WWW
 - Disposed non-strategic operations

ITT Management System

Create value with the right values

The ITT Management System is the glue that binds our diverse businesses and peoples together

- **Way we think:** our vision and values are our compass and guide our behaviors and actions
- **Way we operate:** our proven integrated strategic processes drive continuous improvement in everything we do for our customers, our people and our work



Core, Common & Consistent... Non-Negotiable Way to Run the Business