

ITT Inc.

# What's Next for Industrials?

William Blair  
Virtual Conference

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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. These forward-looking statements are not historical facts, but rather are based on current expectations, estimates, assumptions and projections about our business, future financial results and 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,” “estimate,” “expect,” “project,” “intend,” “plan,” “believe,” “target,” “future,” “may,” “will,” “could,” “should,” “potential,” “continue,” “guidance” and other similar expressions 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 or implied in, or reasonably inferred from, such forward-looking statements.

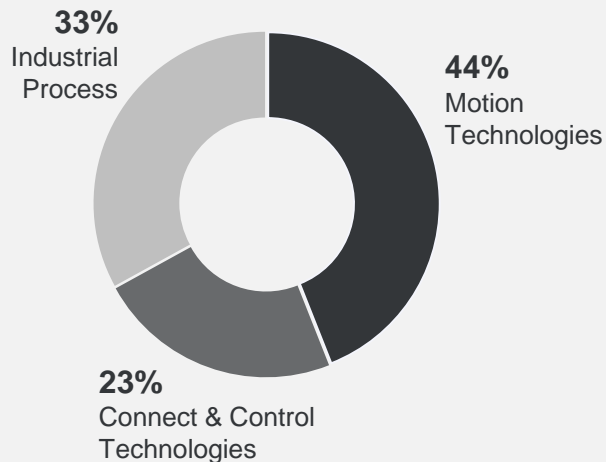
Where in any forward-looking statement we express an expectation or belief as to future results or events, such expectation or belief is based on current plans and expectations of our management, expressed in good faith and believed to have a reasonable basis. However, there can be no assurance that 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 to update any forward-looking statements, whether as a result of new information, future events or otherwise.

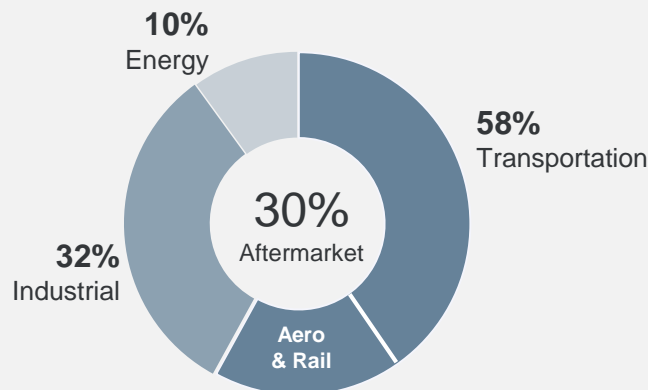
## Global Manufacturer of Highly-Engineered Components for Harsh Environments

**\$2.85B** Revenue

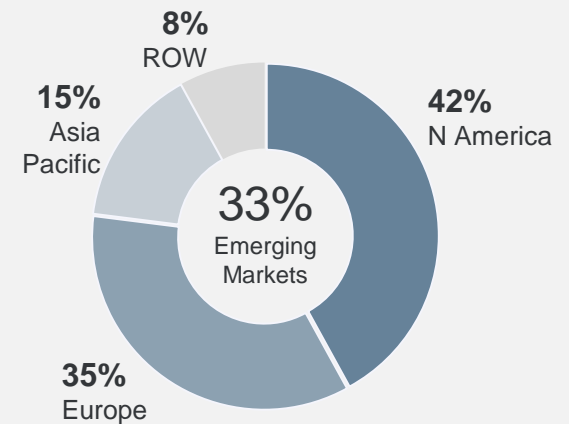
### Diversified Segments



### Critical Markets



### Geographical Reach



### Capabilities

**10,000+**  
Employees in  
35 Countries

**1,000**  
Engineers

**30+**  
Leading Global  
Brands

**1,000+**  
Active U.S. Patents



### Performance

**+270 bps**  
EBIT Margin Expansion Since 2017

**9.4%**  
Free Cash Flow Margin



### Shareholder Return

**272% TSR<sup>[1]</sup> Since Spin**  
(Nov 2011)

**+150 bps vs S&P 400**

**+90 bps vs S&P 500**

All Figures as of December 31, 2019, Unless Otherwise Noted  
[1] Total Shareholder Return. Assumes Dividends are Reinvested in the Stock

# Value Creating Segments



## Motion Technologies



**70%**  
Friction



**30%**  
Non-Friction



**63%** Europe      **19%** Asia  
**16%** N America    **2%** ROW

- ❑ Long-Standing Market Leadership
- ❑ Highly Differentiated Player
- ❑ Unparalleled Customer Focus
- ❑ Superior Manufacturing & Technology Integration
- ❑ Leading Profitability & Working Capital

## Industrial Process



**43%**  
General Industrial



**31%**  
Chemical



**26%**  
Oil & Gas

**67%** Americas      **11%** Asia  
**12%** MEA            **10%** Europe

- ❑ Operational Execution Focus
- ❑ Premier NA Distribution Network & Superior Brands
- ❑ Project Management Excellence
- ❑ Portfolio & Technology Step-Up
- ❑ ~40% Aftermarket; Large Installed Base

## Connect & Control Technologies



**62%**  
Aero & Defense



**32%**  
General Industrial



**6%**  
Oil & Gas

**65%** N America      **13%** Asia  
**19%** Europe            **3%** ROW

- ❑ Highly Engineered, Customized Products for Harsh Environments
- ❑ Leadership in Niche Markets
- ❑ New Product Incubator
- ❑ Highly Differentiated Composite Technologies
- ❑ Operational Excellence Aspiration







## Digitization



SmartPad®



i-Alert®



Sentinel™



Digital Automatic Coupler

## Sustainability



Copper-Free



E-Pad



Material Science



Pump Efficiency

## Adjacencies



Composites



Rotorcraft



Hygienics



Rail



## Environmental

### 2019 Metrics vs PY<sup>[1]</sup>



**7%** Less Greenhouse Gases Generated



**8%** Less Energy Used



**4%** Less Water Consumed

- Green Capex Budget to Drive Energy Efficient Initiatives
- Efficiency & Sustainability Focused Product Innovation
- **~65%** of Sites ISO 9001 Certified; ISO 14000 *Aspiration*



## Social

### Safety

- Safety as Our #1 Value
- Strong Executive Oversight Drives Accountability & Progress
- **(-40%)** Incidents vs PY<sup>[2]</sup>
- **~50%** of Sites with Zero Incidents in Last 12 Months<sup>[2]</sup>

### Quality

- **75** Sites Certified to Global Industrial Quality Standards<sup>[3]</sup>

### Workforce Diversity

- **30%** Female and **25%** Minority Employees of Our **~10,000** Global Workforce



## Governance

### Board & Leadership

- Robust Independent Board Leadership
- **10 of 11** Independent Directors
- **3 of 11** Directors are Female
- **3 of 11** Directors are Racially / Ethnically Diverse
- **9** New Directors Since 2013
- **~5 Years** Average Tenure
- Regular Board and Governance Refreshment Process

[1] Comparable Sites

[2] YTD as of June 30, 2020

[3] ISO / AS 9001, IATF 16949, TS 22163, NADCAP

**Q & A**