

ITT Inc.

# Investor Presentation



ITT

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.

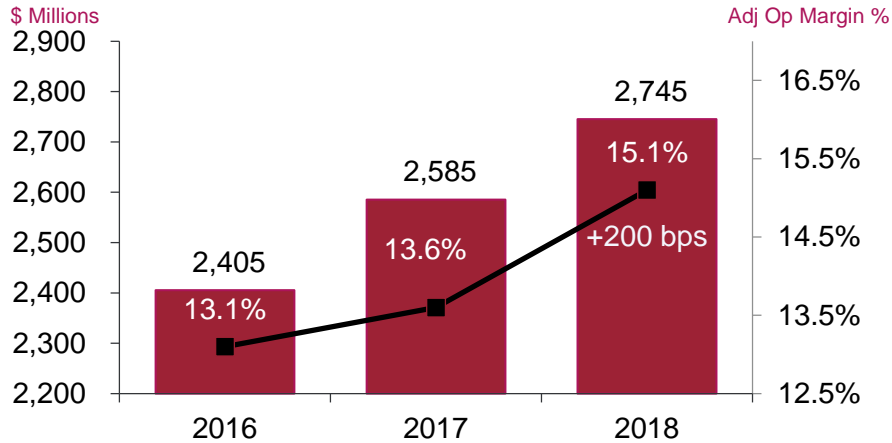
Where in any forward-looking statement we express an expectation or belief as to future results or events, such expectation or belief is based on current plans and expectations of our management, expressed in good faith and believed to have a reasonable basis. However, there can be no assurance that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

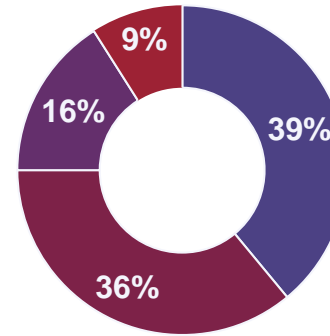
# Global Diversified Industrial Leader



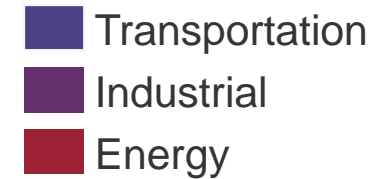
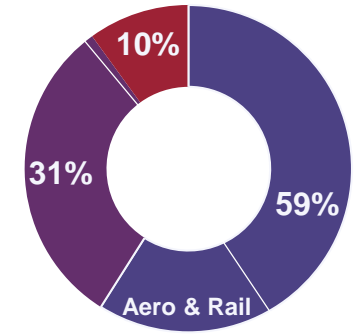
## Revenue & Adj Margins



## Geography



## Market



**\$2.75B**

Annual Sales

**\$367M**

Adjusted  
Operating  
Income

**101%**

3-Yr Average  
Adjusted FCF  
Conversion

**10,000**  
Employees in  
35 Countries

**1,000**  
Engineers

**30+**  
Leading Global  
Brands

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



CUSTOMER  
CENTRICITY



OPERATIONAL  
EXCELLENCE



EFFICIENT  
CAPITAL  
DEPLOYMENT

Execution + Accountability + Speed

High Performance Culture

## Capital Deployment Philosophy

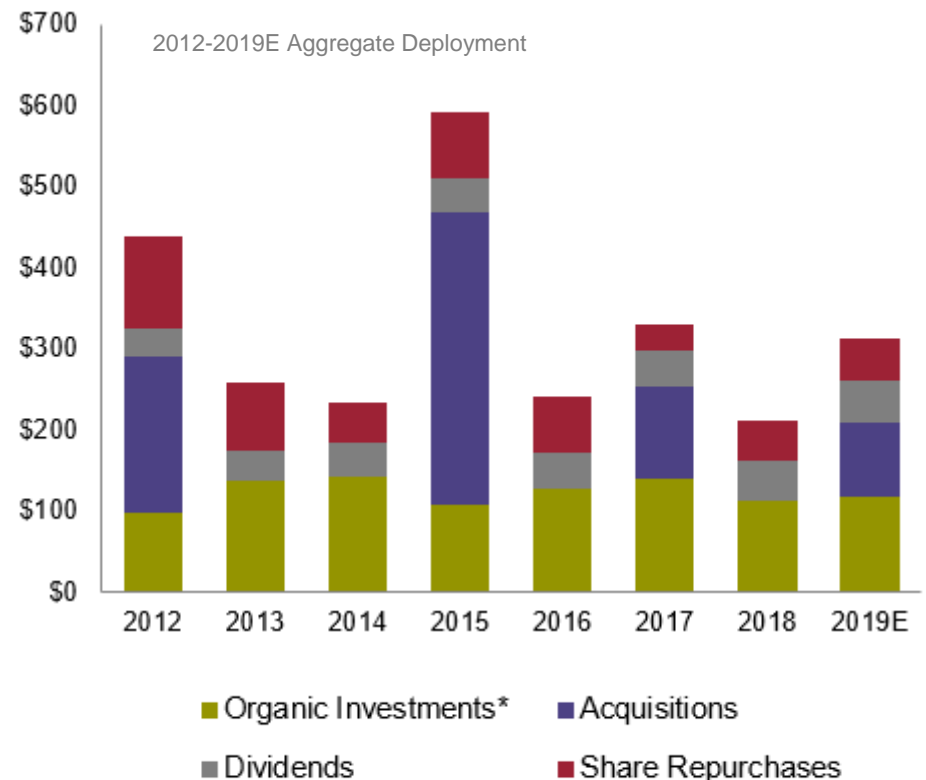
- **Maintain Investment Grade Balance Sheet**
- **Fund Organic Investments**
  - Capital Expenditures That Drive ROIC Expansion
  - Geographic Expansions in China & North America
  - Investments In Auto for Awarded Platforms
  - Connected Technologies i-Alert & SmartPad
  - New Market Expansions into EV & Rotorcraft
- **Targeted Acquisitions** 
  - Financial Metrics Delivered
  - Close-to-Core & Selected Adjacencies
  - All VCs Ready for Inorganic Growth
  - Intensified Cultivation of Targets
- **Growth Dividend**

## Balanced Deployment Track Record

**~\$800M**  
in acquisitions

**~\$900M**  
in repurchases and  
dividends

**~\$1,000M**  
in organic  
investments

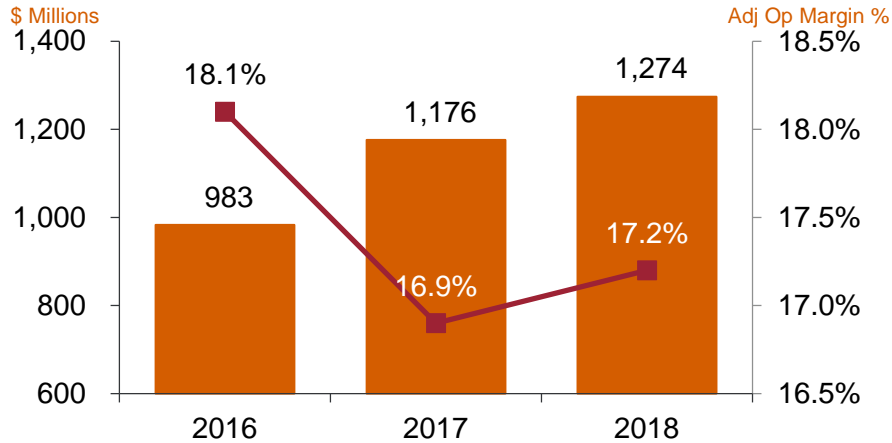


■ Organic Investments\*   ■ Acquisitions  
■ Dividends   ■ Share Repurchases

\*Includes Both Capital Expenditures & Strategic Investments



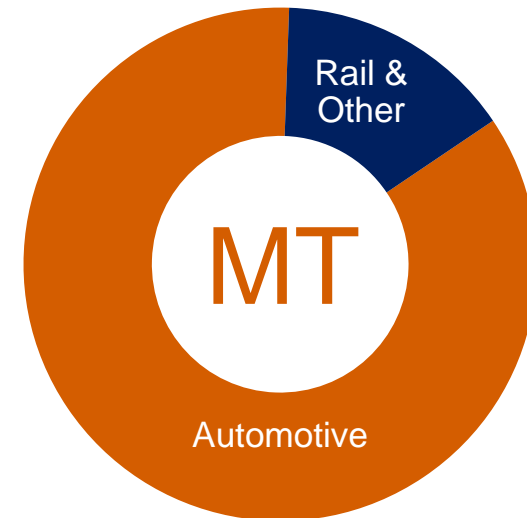
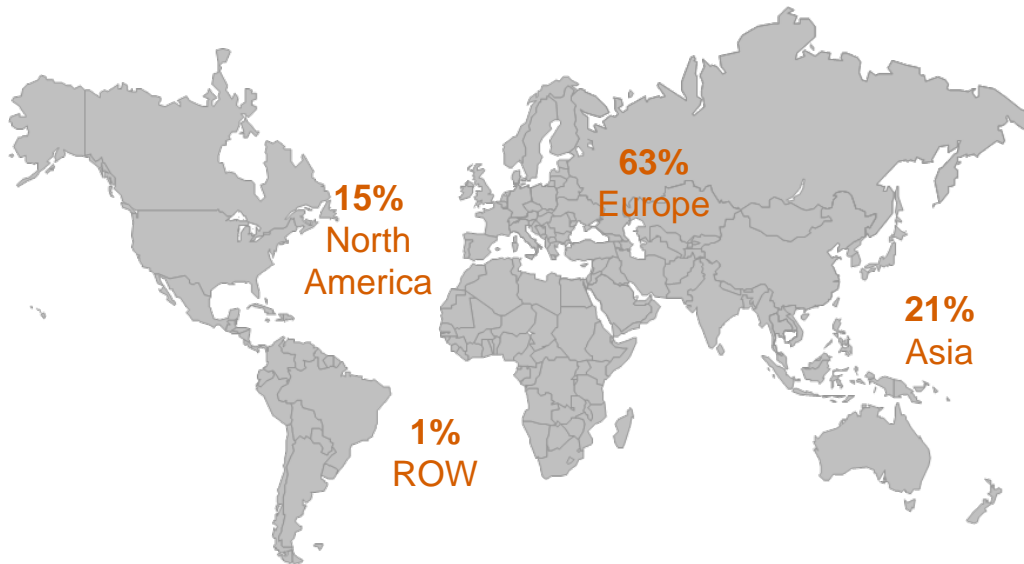
## Revenue & Adj Margins



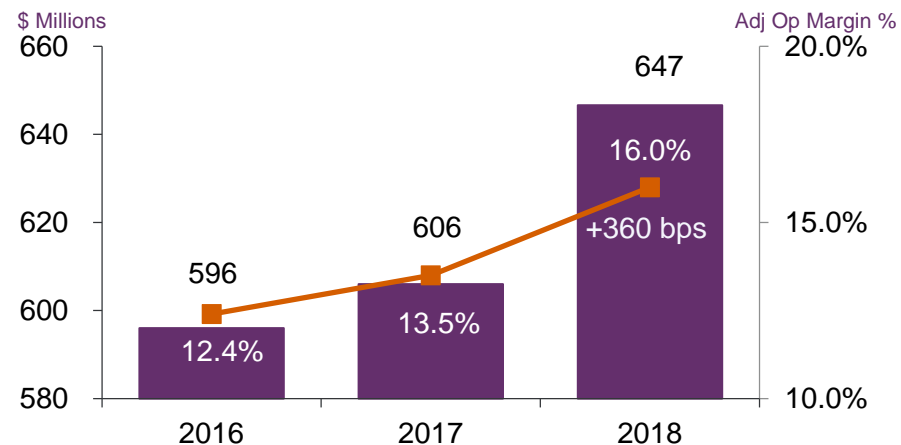
## Long-Term Growth Drivers

- ▣ Growing Global Transportation Powerhouse
  - Outgrow Global Markets on Share Gains
- ▣ L-T Platform Visibility & ~35% Aftermarket Provide Solid Annual Revenue Foundation
- ▣ World-Class Manufacturing & R&D
  - Including Ground-Breaking Material Science, Electric Vehicle Friction, and Rail Technologies

## 2018 Revenue Breakdown



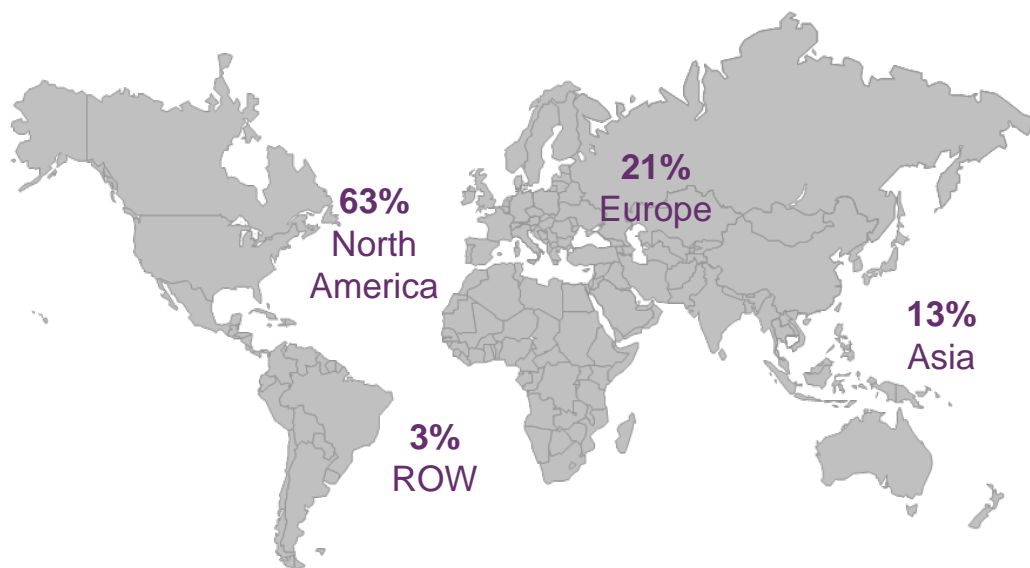
## Revenue & Adj Margins



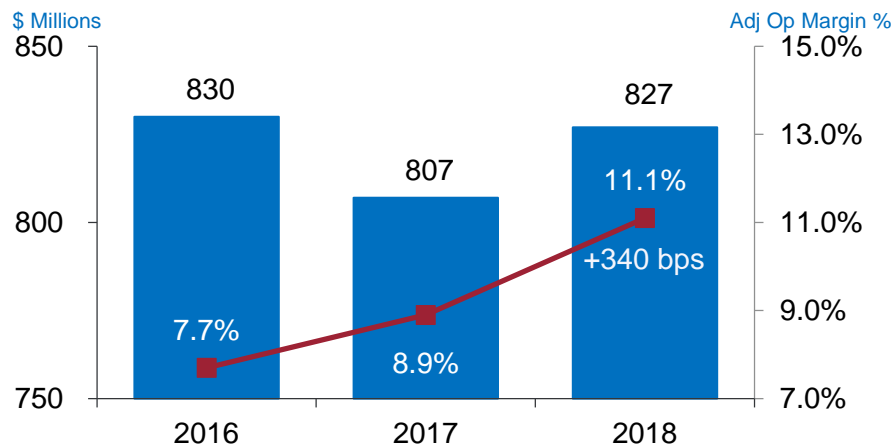
## Long-Term Growth Drivers

- ~60% Aerospace & Defense
  - Expand Rotorcraft, Composite, & Aftermarket Portfolio
  - Leverage Scale at Manufacturing Centers of Excellence
- ~40% Gen Industrial, Transportation, Medical, O&G
  - Enhanced Product Offerings, Including Medical, Electric Vehicle and O&G Connectors
- Driving Significant Margin Expansion in 2019

## 2018 Revenue Breakdown



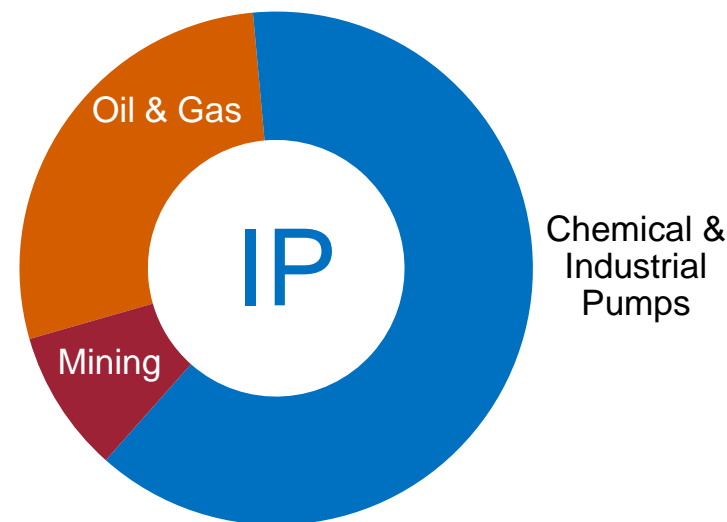
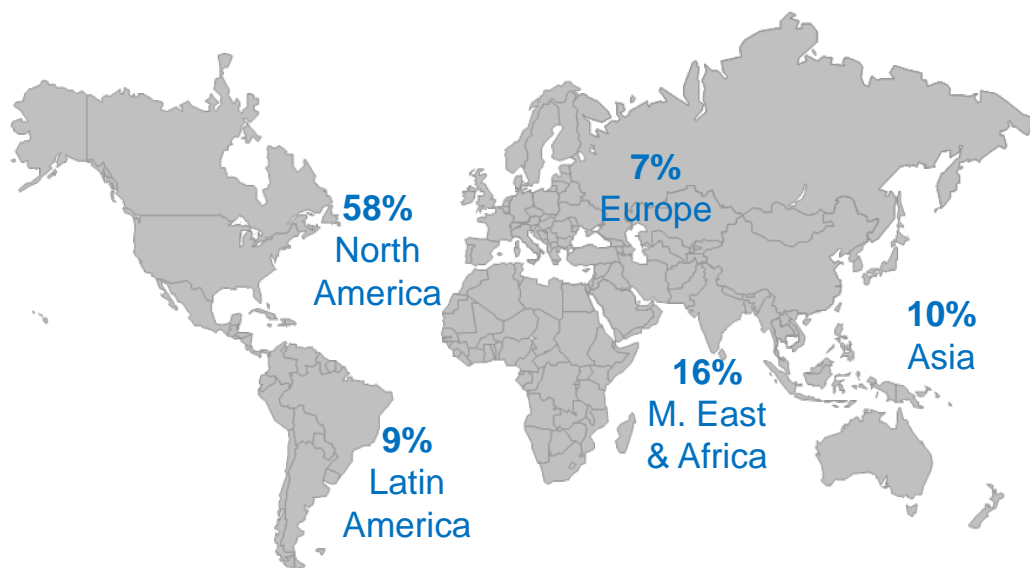
## Revenue & Adj Margins



## Long-Term Growth Drivers

- ❑ Strong Goulds Pumps Brand & Reputation in NA with Significant Opportunities to Expand Globally
- ❑ Leader in North American Chemical & GI Markets
- ❑ Leader in Industrial Health Monitoring Technology
- ❑ >40% Aftermarket Revenues
- ❑ Driving Global Execution
  - Targeting Triple-Digit Margin Expansion in 2019

## 2018 Revenue Breakdown





## Ultra-Fast EV Charging Capabilities



- ITT connector technology enables high-power & ultra-fast charging capabilities
- This technology allows charging for a 400km range in 15 min and renders e-mobility a reality
- Total EV growth in 2018 +68%

## Advanced Industrial Monitoring Equipment



- ITT IoT technology enables near real-time health monitoring of industrial rotating equipment
- This technology allows predictive maintenance and provides increased productivity and safety
- 40K units installed

Advancing Innovation in Growth Markets

## Eliminates Need for Gas Flaring

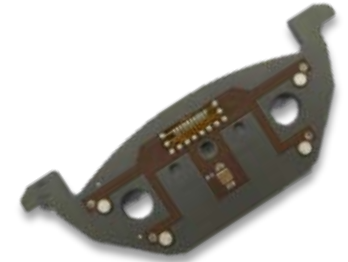


 Bornemann



- ITT twin-screw boosting pump technology enables the elimination of gas flaring
- Increases production, extends well life, and simplifies footprint
- Lowers capital & maintenance costs by as much as 60%
- \$77M of orders in 2018

## Improved Safety & Fuel Efficiency



- ITT SmartPad and Rotor coating programs aim to improve braking safety and reduce dust
- Residual drag reduction drives fuel efficiency
- Real-time performance data

Advancing Innovation in Growth Markets



**AXTONE**



**MOTION TECHNOLOGIES**



**i-ALERT<sup>®</sup>**

**INDUSTRIAL PROCESS**

**Aerospace  
Controls**

**cannon**

**ENIDINE**

**biw** connector systems

**CONNECT & CONTROL  
TECHNOLOGIES**

- Rheinutte Pumpen Acquisition Announced in February 2019 and Closed in April 2019



ITT Inc.

# Supplemental Data



ITT

\$ millions (except EPS)	2019	vs 2018
Total Orders	<b>\$739</b>	(-3%)
Total Revenue	<b>\$696</b>	+1%
Adj Segment Operating Income	<b>\$112</b>	+9%
Adj Operating Income	<b>\$105</b>	+14%
Adjusted EPS	<b>\$0.91</b>	+18%

## +1% Organic Orders

(+3% Ex PY Russia Rail Order)

- ▲ +26% Oil & Gas: Upstream and Downstream Pump Projects
- ▲ +1% Transportation: +62% KONI Rail, +13% Aero & Defense, Partially Offset by Auto
  - +4% Ex PY Russia Rail Order
- ▼ (-3%) Industrial: Strength in IP Industrial Pumps & Valves, Offset by CCT Industrial

## +5% Organic Revenue

- ▲ +11% Oil & Gas: Pump Projects on Double-Digit Growth in NA & EU
- ▲ +10% Industrial: +16% Chemical & Industrial Pumps and +22% Mining
- ▲ +2% Transportation: +15% Aero & Defense; +13% in Rail, Partially Offset by Auto

## +9% Adj Segment OI

- ▲ +13% Adj Segment OI, ex (-\$4M) FX
- ▲ Manufacturing & Supply Chain Productivity
- ▼ Higher Commodity & Tariff Costs
- ▼ (-\$4M) FX Impact
  - Strategic Investments, MT Proactively Funded by Government Incentives

## +18% Adj EPS

- ▲ Segment OI Growth
- ▲ Reduced Corporate Costs
- ▲ Favorable Interest & Environmental
- ▲ Tax Rate Favorability

## Financial Highlights

- **\$696M** Total Revenue **+1%**; Organic **+5%**
- **16.2%** Adj Seg OI Margin **+120 bps**; **15.1%** Adj OI Margin **+170 bps**
- **\$0.91** Adj EPS **+18%**
- **\$25M** Adj Free Cash Flow **+154%**

## Operational Excellence

- **Record** Adj Seg OI & Margin, Adj OI & Margin, & Adj EPS
- **7th** Consecutive Quarter of Solid Year-Over-Year Segment OI Margin Expansion
- **Exceptional Execution** at KONI, MT Mexico & CCT Connectors

## Customer Centricity

- **+14%** Backlog ex FX, Led by IP **+19%** & CCT **+19%**
- **+47%** Project Revenue Strength at IP on Share Gains Across End-Markets
- **Over 500 bps** MT Friction OEM Outperformance vs Global Market
- **+135%** Friction Pad Awards vs PY
  - Includes Major N. America Market Share Win on SUV Platform (Front & Rear Axle)

## Effective Capital Deployment

- **Rheinhütte Pumpen** Acquisition Accelerates Global Expansion at IP
- **i-Alert** Data Analytics Investment to Augment **Machine Health Monitoring Strategy**
- CCT New **Make vs Buy Strategy**



# Q1 2019 ITT Adjusted Segment Performance



	Motion Technologies	Industrial Process	Connect & Control Technologies	Total Segments
Q1 2019 Total Revenue vs PY	(-7.9%)	13.6%	4.5%	0.9%
FX	6.6%	2.0%	1.5%	4.1%
Acquisition/Disposition	0.0%	0.0%	0.0%	0.0%
Q1 2019 Organic Revenue vs PY	<b>(-1.3%)</b>	<b>15.6%</b>	<b>6.0%</b>	<b>5.0%</b>
Q1 2018 Adjusted Operating Margin	18.4%	9.0%	14.8%	15.0%
Volume, Mix, Productivity & Other	1.1%	1.1%	1.9%	1.1%
Growth Investments	0.3%	(-0.2%)	(-0.1%)	0.1%
Acquisition/Disposition	0.0%	0.0%	0.0%	0.0%
FX	(-0.3%)	0.8%	0.2%	0.0%
Q1 2019 Adjusted Operating Margin	<b>19.5%</b>	<b>10.7%</b>	<b>16.8%</b>	<b>16.2%</b>

# Key Performance Indicators & Non-GAAP Measures

Management reviews a variety of key performance indicators including revenue, segment operating income and margins, earnings per share, order growth, adjusted free cash flow, and backlog, some of which are non-GAAP. 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. 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 as revenue and orders, excluding the impacts of foreign currency fluctuations, acquisitions and divestitures. Divestitures include sales of portions of our business that did not meet the criteria for presentation as a discontinued operation. The period-over-period change resulting from foreign currency fluctuations is estimated using a fixed exchange rate for both the current and prior periods. Management believes that reporting organic revenue and organic orders provides useful information to investors by helping identify underlying trends in our business and facilitating easier comparisons of our revenue performance with prior and future periods and to our peers.

**Adjusted Operating Income, Adjusted Segment Operating Income, Adjusted Operating Margin, and Adjusted Segment Operating Margin** are defined as total operating income and segment operating income, adjusted to exclude special items that include, but are not limited to, asbestos-related costs, restructuring costs, realignment costs, certain acquisitions-related expenses, and unusual or infrequent operating items. Special items represent significant charges or credits that impact the current results, which management views as unrelated to the Company's ongoing operations and performance. Adjusted operating margin and adjusted segment operating margin are defined as adjusted operating income or adjusted segment operating income divided by total revenue. We believe that adjusted operating income and segment operating income 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, Adjusted EPS and Adjusted EPS Guidance** are defined as income from continuing operations attributable to ITT Inc. and income from continuing operations attributable to ITT Inc. per diluted share, adjusted to exclude special items that include, but are not limited to, asbestos-related costs, restructuring costs, realignment costs, certain acquisition-related expenses, income tax settlements or adjustments, and unusual and infrequent non-operating items. Special items represent significant 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. We believe that adjusted income from continuing operations is 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 Free Cash Flow** is defined as net cash provided by operating activities less capital expenditures, adjusted for cash payments for restructuring costs, realignment actions, net asbestos cash flows and other significant items that impact current results which management views as unrelated to the Company's ongoing operations and performance. Due to other financial obligations and commitments, including asbestos, the entire free cash flow may not be available for discretionary purposes. We believe that adjusted free cash flow provides useful information to investors as it provides insight into the cash flow metric used by management to monitor and evaluate cash flows generated by our operations.

**Working Capital** is defined as the sum of net receivables, net inventory and current contract assets less accounts payable and current contract liabilities. We believe that working capital provides useful information to investors as it also provides insight into the cash flow metric used by management to monitor and evaluate cash flows generated by our operations.

**ITT Inc. Non-GAAP Reconciliation**  
**Reported vs. Organic Revenue / Order Growth**  
**First Quarter 2019 & 2018**  
(In Millions)

	(As Reported - GAAP)				(As Adjusted - Organic)					
	(A)	(B)	(C)		(D)	(E)	(F) = A-D-E	(G) = C-D-E	(H) = G / B	
	3M 2019	3M 2018	Change 2019 vs. 2018	% Change 2019 vs. 2018	Acquisition / Divestitures 3M 2019	FX Impact 3M 2019	Revenue / Orders 3M 2019	Change Adj. 2019 vs. 2018	% Change Adj. 2019 vs. 2018	
<b>Revenue</b>										
<b>ITT Inc.</b>	<b>\$ 695.5</b>	<b>\$ 689.3</b>	<b>\$ 6.2</b>	<b>0.9%</b>	-	<b>\$ (28.6)</b>	<b>\$ 724.1</b>	<b>\$ 34.8</b>	<b>5.0%</b>	
Motion Technologies	315.2	342.2	(27.0)	(7.9%)	-	(22.5)	337.7	(4.5)	(1.3%)	
Industrial Process	215.7	189.8	25.9	13.6%	-	(3.8)	219.5	29.7	15.6%	
Connect & Control Technologies	165.0	157.9	7.1	4.5%	-	(2.4)	167.4	9.5	6.0%	
<b>Orders</b>										
<b>ITT Inc.</b>	<b>\$ 738.9</b>	<b>\$ 761.2</b>	<b>\$ (22.3)</b>	<b>(2.9%)</b>	-	<b>\$ (33.0)</b>	<b>\$ 771.9</b>	<b>\$ 10.7</b>	<b>1.4%</b>	
Motion Technologies	331.5	369.9	(38.4)	(10.4%)	-	(25.5)	357.0	(12.9)	(3.5%)	
Industrial Process	219.0	210.1	8.9	4.2%	-	(4.7)	223.7	13.6	6.5%	
Connect & Control Technologies	189.1	181.8	7.3	4.0%	-	(2.8)	191.9	10.1	5.6%	

Note: Excludes intercompany eliminations  
Immaterial differences due to rounding

**ITT Inc. Non-GAAP Reconciliation**  
**Reported vs Adjusted Segment Operating Income & Operating Margin**  
**First Quarter 2019 & 2018**  
(In Millions)

	3M 2019	3M 2019	3M 2019	3M 2018	3M 2018	3M 2018	% Change	% Change
	As Reported	Special Items	As Adjusted	As Reported	Special Items	As Adjusted	As Reported 2019 vs. 2018	As Adjusted 2019 vs. 2018
<b>Revenue:</b>								
Motion Technologies	\$ 315.2		\$ 315.2	\$ 342.2		\$ 342.2	(7.9%)	(7.9%)
Industrial Process	215.7		215.7	189.8		189.8	13.6%	13.6%
Connect & Control Technologies	165.0		165.0	157.9		157.9	4.5%	4.5%
Intersegment eliminations	(0.4)		(0.4)	(0.6)		(0.6)		
Total Revenue	<u>\$ 695.5</u>		<u>\$ 695.5</u>	<u>\$ 689.3</u>		<u>\$ 689.3</u>	<u>0.9%</u>	<u>0.9%</u>
<b>Operating Margin:</b>								
Motion Technologies	19.3%	20 BP	19.5%	18.1%	30 BP	18.4%	120 BP	110 BP
Industrial Process	10.3%	40 BP	10.7%	8.9%	10 BP	9.0%	140 BP	170 BP
Connect & Control Technologies	16.6%	20 BP	16.8%	14.6%	20 BP	14.8%	200 BP	200 BP
Total Operating Segments	<u>15.9%</u>	<u>30 BP</u>	<u>16.2%</u>	<u>14.8%</u>	<u>20 BP</u>	<u>15.0%</u>	<u>110 BP</u>	<u>120 BP</u>
<b>Income (loss):</b>								
Motion Technologies	\$ 60.9	0.7	\$ 61.6	\$ 61.9	1.0	\$ 62.9	(1.6%)	(2.1%)
Industrial Process	22.2	0.8	23.0	16.9	0.1	17.0	31.4%	35.3%
Connect & Control Technologies	27.4	0.4	27.8	23.0	0.4	23.4	19.1%	18.8%
Total Segment Operating Income	<u>\$ 110.5</u>	<u>\$ 1.9</u>	<u>\$ 112.4</u>	<u>\$ 101.8</u>	<u>1.5</u>	<u>\$ 103.3</u>	<u>8.5%</u>	<u>8.8%</u>

Note: Immaterial differences due to rounding.

Special items include, but are not limited to, restructuring and realignment costs, certain asset impairment charges, acquisition-related expenses, and other unusual or infrequent operating items including certain legal matters.

**ITT Inc. Non-GAAP Reconciliation**  
**Reported vs. Adjusted Income from Continuing Operations & Adjusted EPS**  
**First Quarter 2019 & 2018**

(In Millions, except per share amounts)

	Q1 2019 As Reported	Non-GAAP Adjustments	Q1 2019 As Adjusted	Q1 2018 As Reported	Non-GAAP Adjustments	Q1 2018 As Adjusted	2019 vs. 2018 As Adjusted	Percent Change 2019 vs. 2018 As Adjusted
Segment Operating Income	\$ 110.5	\$ 1.9 #A	\$ 112.4	\$ 101.8	\$ 1.5 #A	\$ 103.3		
Corporate (Expense)	(19.9)	12.3 #B	(7.6)	8.8	(19.9) #B	(11.1)		
Operating Income	90.6	14.2	104.8	110.6	(18.4)	92.2		
Interest Income (Expense)	1.1	-	1.1	(0.7)	-	(0.7)		
Other Income (Expense)	(0.6)	-	(0.6)	(1.1)	-	(1.1)		
Income from Continuing Operations before Tax	91.1	14.2	105.3	108.8	(18.4)	90.4		
Income Tax (Expense)	(19.7)	(4.5) #C	(24.2)	(7.6)	(13.9) #C	(21.5)		
Income from Continuing Operations	71.4	9.7	81.1	101.2	(32.3)	68.9		
Less: Non Controlling Interest	0.1	-	0.1	0.1	-	0.1		
Income from Continuing Operations - ITT Inc.	\$ 71.3	\$ 9.7	\$ 81.0	\$ 101.1	\$ (32.3)	\$ 68.8		
EPS from Continuing Operations	\$ 0.80	\$ 0.11	\$ 0.91	\$ 1.14	\$ (0.37)	\$ 0.77	0.14	18.2%

Note: Amounts may not calculate due to rounding.

#A - 2019 includes restructuring and realignment (\$1.6M) and a legal accrual (\$0.3M).

#A - 2018 includes restructuring costs (\$0.9M) and acquisition related costs (\$0.6M).

#B - 2019 includes asbestos related expense (\$12.6M) and other income primarily from the sale of excess property (\$0.3M).

#B - 2018 includes asbestos related benefit (\$19.7M) and certain income associated primarily with the sale of excess property (\$0.2M).

Note: (\$19.7M) net asbestos related benefit includes a favorable settlement agreement (\$32.1M) offset by asbestos related expense to maintain 10 year accrual (\$12.4M).

#C - 2019 includes various tax-related special items including tax benefit for valuation allowance change (\$1.9M), tax benefit for tax law changes (\$0.9M), tax expense on future distribution of foreign earnings (\$2.8M), and the tax impact of other operating special items.

#C - 2018 includes various tax-related special items including tax benefit for valuation allowance change (\$22.1M), tax expense for tax law changes (\$0.5M), tax expense on future distribution of foreign earnings (\$3.7M), and the tax impact of other operating special items.

**ITT Inc. Non-GAAP Reconciliation**  
**Net Cash - Operating Activities vs. Adjusted Free Cash Flow Conversion**  
**First Quarter 2019 & 2018**  
(In Millions)

	3M 2019	3M 2018
<b>Net Cash - Operating Activities</b>	<b>\$ 42.1</b>	<b>\$ 42.4</b>
Capital expenditures	29.2	28.7
<b>Free Cash Flow</b>	<b>12.9</b>	<b>13.7</b>
Insurance settlement agreement	-	(19.0)
Asbestos cash payments, net	9.9	12.8
Restructuring cash payments	1.8	2.4
Acquisition / Realignment-related cash payments	-	(0.2)
<b>Adjusted Free Cash Flow</b>	<b>24.6</b>	<b>9.7</b>
<b>Income from Continuing Operations - ITT Inc.</b>	<b>71.3</b>	<b>101.1</b>
Special Items, net of tax	9.7	(32.3)
<b>Income from Continuing Operations - ITT Inc., Excluding Special Items</b>	<b>\$ 81.0</b>	<b>\$ 68.8</b>
<b>Adjusted Free Cash Flow Conversion</b>	<b>30.4%</b>	<b>14.1%</b>



## ITT Inc. Non-GAAP Reconciliation GAAP vs. Adjusted EPS Guidance Full Year 2019

	2019 Full-Year Guidance	
	Low	High
<b>EPS from Continuing Operations - GAAP</b>	<b>\$ 2.78</b>	<b>\$ 3.06</b>
Estimated Asbestos Related Costs, Net of Tax	0.47	0.39
	<b>\$ 3.25</b>	<b>\$ 3.45</b>
Estimated Restructuring, Realignment and Other Costs, Net of Tax	0.26	0.22
Other Special Tax Items	(0.01)	(0.01)
<b>EPS from Continuing Operations - Adjusted</b>	<b>\$ 3.50</b>	<b>\$ 3.66</b>