

A new way forward



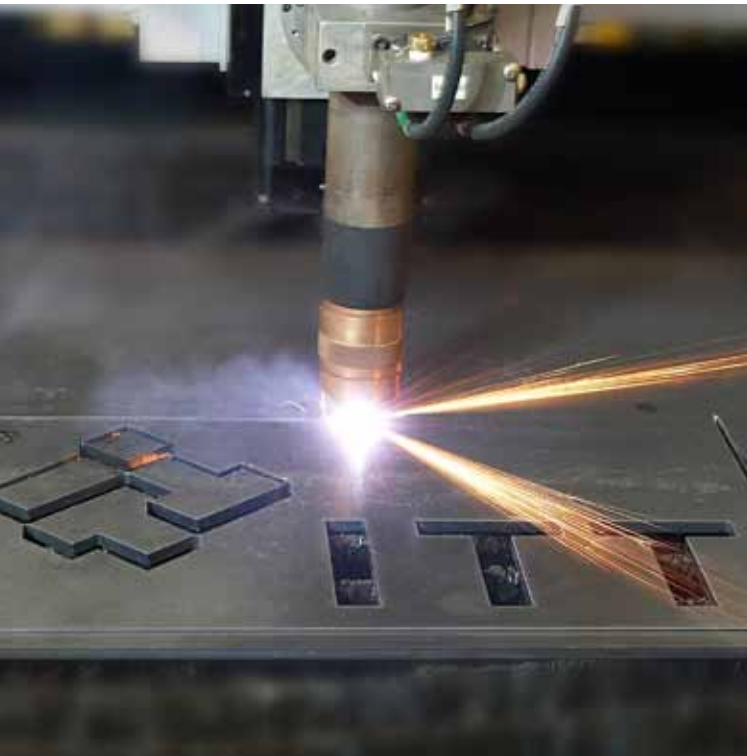
ITT

ENGINEERED FOR LIFE

A man wearing safety glasses and a green shirt is looking through a microscope. In the background, a laptop displays a 3D model of a mechanical part. A white 3D printed part is visible in the foreground, with a red laser line projected onto it. The scene is set in a laboratory or workshop environment.

Excellence in engineering

Providing reliable,
durable solutions



ITT stands uniquely suited to meet the demands of customers in attractive niche markets, with a particular focus on quality and operational excellence and the vision and values required to unite a differentiated, global portfolio.

- We are specialists in the engineering and manufacture of mission-critical components that keep key industries moving.
- We provide highly customized solutions to our customers' most complex challenges, based on combining deep technical expertise with the ability to understand and anticipate customer needs.
- We strive to provide lasting solutions to the most difficult technical challenges faced by our customers.
- We build both solutions and relationships that last. Our customers have confidence in the reliability and durability of both our products and our business practices.

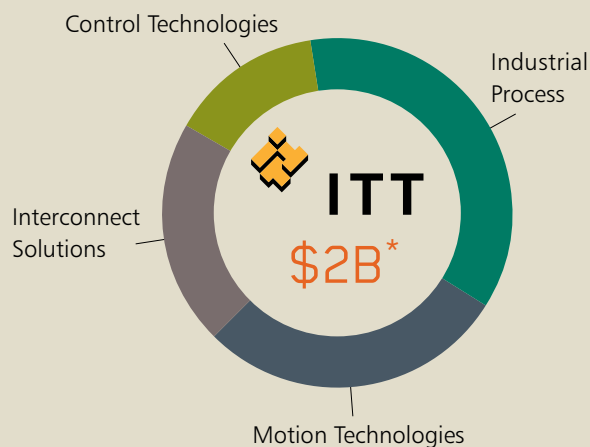
Welcome to the "new ITT."



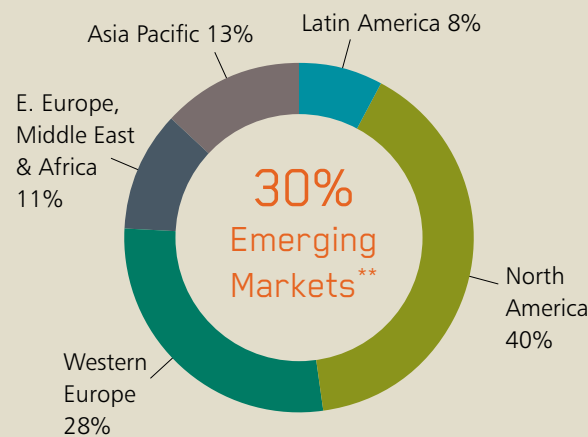
ITT is a high-technology engineering and manufacturing company with approximately 8,000 employees. Our global portfolio of brands and businesses is aligned with enduring, global growth drivers. ITT employees bring extraordinary focus to meeting the needs of the people who buy and use our products and services in all the markets we serve.

Balanced and Diversified

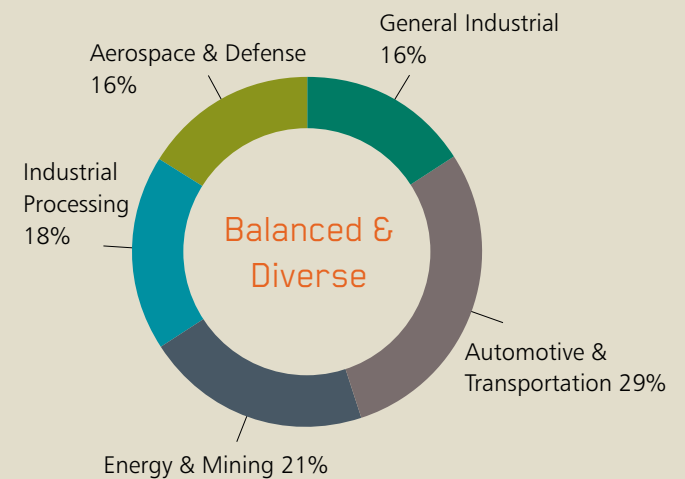
Business Mix

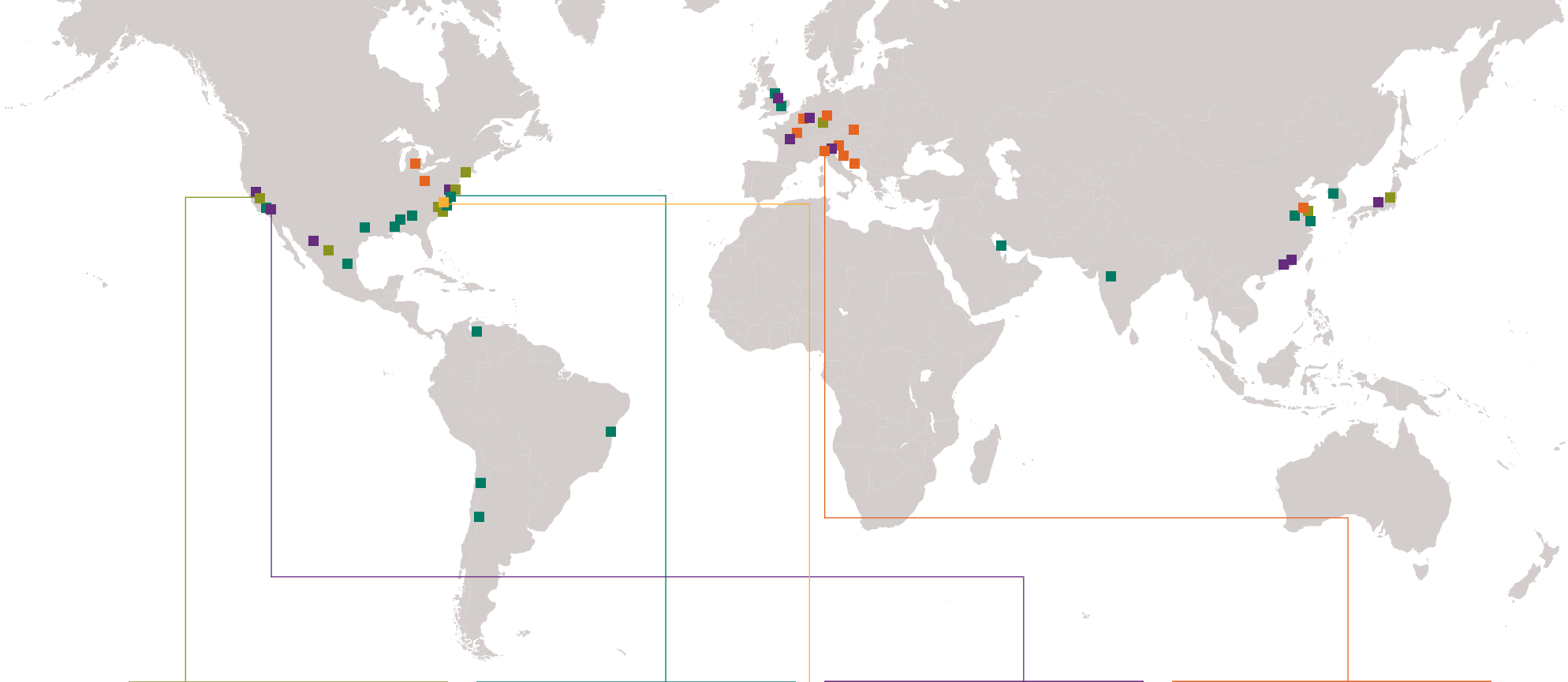


Geography



End Markets





Control Technologies

Valencia, CA
1,200 employees

Aerospace fuel, hydraulic and other fluid valves, actuators, switches, pumps; aircraft seat controllers / actuators, seat locks, stowage bin dampers, interior vibration and acoustic isolators; defense weapon shock management systems; missile control dampers and vibration isolators; plasma shape-cutting products, servo motors, drives; alternative fuel products; industrial shock absorbers, heavy equipment isolators, temp / pressure switches, regulators and actuators.

- Orchard Park, NY
- Westminister, SC
- Ladson, SC
- Billerica, MA
- Bad König, Germany
- Wuxi, China
- Zama, Japan

Industrial Process

Seneca Falls, NY
1,850 employees

Pumps, valves, monitoring and control systems, water treatment and aftermarket services for the chemical, oil and gas, mining, pulp and paper, power and biopharmaceutical markets.

- Amory, MS
- Antofagasta, Chile
- Axminster, U.K.
- Cheong-Won, Korea
- City of Industry, CA
- Cullman, AL
- Damman, Saudi Arabia
- Kirkham, U.K.
- Lancaster, PA
- Puerto Ordaz, Venezuela
- Santiago, Chile
- São Paulo, Brazil
- Shanghai, China
- Tizayuca, Mexico
- Vadodara, India
- Zachary, LA

Global Service Capabilities

Interconnect Solutions

Santa Ana, CA
2,700 employees

Connectors and interconnects for the military, aerospace, industrial, medical and transportation markets.

- Basingstoke, U.K.
- Hong Kong, China
- Lainate, Italy
- Nogales, Mexico
- Santa Rosa, CA
- Serris, France
- Shenzhen, China
- Watertown, CT
- Weinstadt, Germany
- Zama, Japan

ITT World Headquarters

White Plains, NY

Motion Technologies

Lainate, Italy
2,000 employees

Shock absorbers, brake pads and friction materials for the automotive and rail markets.

- Barge, Italy
- Frankfurt, Germany
- Hebron, KY
- Lainate, Italy
- Novi, MI
- Ostrava, Czech Republic
- Oud-Beijerland, Netherlands
- Paris, France
- Termoli, Italy
- Vauda Canavese, Italy
- Wuxi, China

History of ITT

Nearly a century of value-creating transformation.



An Historic Call

The story of ITT begins with an historic call — for its founders to develop phones.

The original International Telephone & Telegraph was created in 1920 by two brothers named Sosthenes and Hernand Behn who set out to build the first worldwide system of interconnected telephone lines. This was a case of a business catching up with its aspirational name as the company had a small beginning as the Puerto Rico Telephone Company, but grew quickly through strategic acquisitions and the purchase of telephony patents. The result was the creation of a major international provider of telephone switching equipment and telecommunication services.

The Conglomerate Years

The next chapter for ITT can best be described as the conglomerate years. From 1960 to 1977, ITT acquired more than 350 companies — at one time securing deals at the rate of one acquisition per week. The portfolio included well-known businesses such as Sheraton Hotels, Avis Rent A Car, Hartford Insurance and Continental Baking, the maker of Wonder Bread. Under Harold Geneen's management, ITT grew from a medium-sized business with \$760 million in sales to a global corporation with \$17 billion in sales.

Following the conglomerate years, ITT embarked on a continuous course of restructuring through strategic divestitures and acquisitions to organize the company into more manageable segments. It culminated in 1995 when ITT split into three separate, independent companies: ITT Corporation, which was focused on the hotel and gaming businesses; ITT Hartford, which became a stand-alone insurance operation; and ITT Industries, which started as a collection of manufacturing companies.

Building a Strong Management System

One decade later, ITT Corporation had been acquired, ITT Hartford had changed its name, and ITT Industries continued its transformation. Since 1995, ITT Industries — which changed its name back to ITT Corporation in 2006 — has dedicated itself to creating more livable environments, enabling communications and providing protection and safety.

In recent years, the company has played an important role in vital markets including water and fluids management, global defense and security, and motion and flow control. Today's ITT is focused on engineering and operational excellence, strong values and leadership, product innovation and superior customer satisfaction in each of the markets it serves.

The Next Chapter

Throughout each chapter in its history, ITT has been known for transformative strategies that create value for shareowners. In 2011, a new chapter began. In January 2011, ITT Corporation announced plans to separate into three independent publicly traded companies by the end of the year.

Under the plan, ITT Corporation — which will continue to trade on the New York Stock Exchange as a highly engineered industrial products company that supplies solutions in the aerospace, transportation, industrial and energy markets — will execute tax-free spinoffs of its water-related businesses and its defense business to shareowners.

With this transformation, ITT will be well-positioned to create significant value for shareowners as a stand-alone company. The new company will be nicely capitalized, with global capabilities, an outstanding operating track record and world-class people who are dedicated to delivering premier customer service, innovation and value — well into the future.





Aerospace / Defense

ITT provides lightweight and reliable products that aerospace engineers demand and passengers and flight crews deserve.

Aerospace Controls

Aerospace Controls produces valves for fuel, hydraulic, water and environmental control systems, including low-weight composite valves and fast-response solenoid valves. Pump products cover fuel and potable water applications. We serve commercial and military aerospace and space programs.

Energy Absorption

ITT offers the widest selection of motion control, energy absorption and vibration isolation products in the world. From protecting cabin interiors from noise and vibration, to providing advanced seat-recline systems, ITT is continually striving to improve the safety and comfort of passengers and crews.

Interconnect Solutions

With its wide range of reliable interconnect solutions for a broad array of applications, ITT is synonymous with the high standards of quality required for the mission-critical aerospace / defense industries.

Seat Controls

ITT's aircraft seat actuation control positioning system offers international, business and first-class passengers a very fluid seat motion. Its numerous seat position control axes move simultaneously, so that all reach their end of motion at the exact same time, regardless of the starting position.

1



Aerospace Controls manufactures a range of high-performance electro-mechanical switches for aerospace and defense applications, including absolute, differential, flow, gauge, limit, temperature and vacuum switches.

2

Cannon and **VEAM** have been serving the aerospace / defense market for nearly a century, providing connector solutions for thousands of customers and applications. Leadership products include fiber optics and spring pin / pad interconnects and chip-on-flex filter connectors.



3



Electro-mechanical linear and rotary actuators from **Aerospace Controls** see service in a wide range of unique and mission-critical applications. IIT's patented fuel line actuator uses light instead of electricity to control the actuator's motion. Along with other innovations, this actuator eliminates the possibility of ignition.

4

Enidine supplies interior isolators and stowage bin products for commercial aircraft manufacturers that meet aggressive specifications and lower total cost of ownership.



5



The aircraft seat actuation control positioning system from **Enivate** provides aircraft passengers on commercial, business and military aircraft with durable and efficient seating positioning controls.

6

Aerospace Controls produces valves for aerospace and defense including low-weight composite valves, fast-response solenoid valves and potable water valves. Pump products cover fuel and potable water applications.





Automotive

ITT is a global leader in designing and producing safety, performance and control solutions for the transportation market including full a range of automobiles, buses, trucks and trailers.

Energy Absorption

ITT develops, manufactures and sells high-quality and performance hydraulic shock absorbers and systems for street and race cars, buses, trucks and trailers.

Friction Technologies

ITT produces and supplies brake pads and friction technologies for all categories of cars and commercial vehicles, both light and heavy, to major transportation manufacturers around the world.

Interconnect Solutions

ITT manufactures the broadest portfolio of interconnect products across the automotive and transportation markets, including connectors, interconnects, cable assemblies, input/output (I/O) card kits, LAN components and highly engineered custom solutions.

Natural Gas Regulators

ITT manufactures natural gas regulators for cars and trucks — an essential component for safe, reliable and durable natural gas fuel systems.

1



The **KONI** name is synonymous with automobile shock absorbers, offering the world's widest range of OEM and aftermarket automobile products, as well as for Formula 1 racing vehicles. KONI dampers are used on trucks, buses, military and construction vehicles the world over.

2

Friction Materials produces a range of automotive brake pads and disk clutches, specifically geared toward each single demand of various international markets to satisfy precise technical needs of global manufacturers of automobiles and trucks — light, heavy and severe duty.



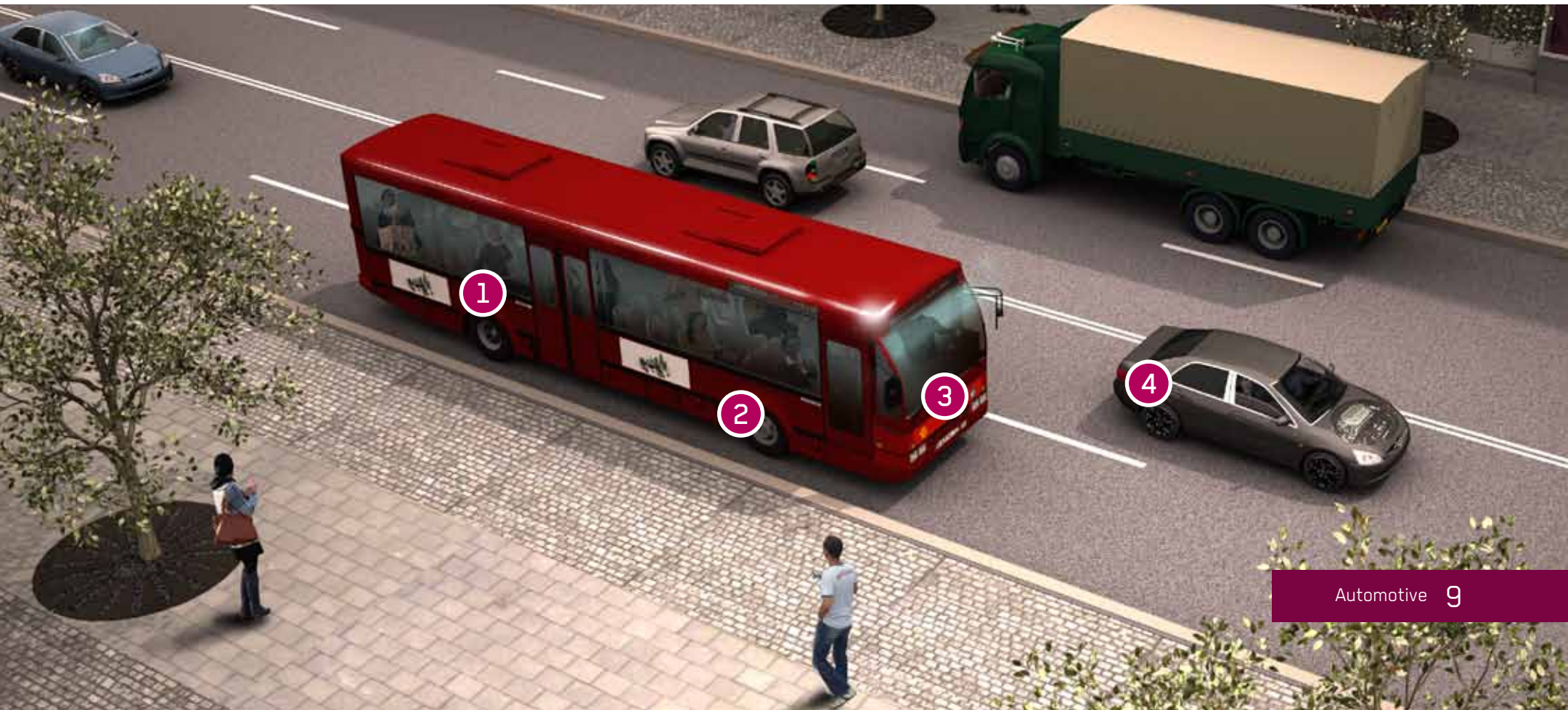
3



Cannon and **VEAM** offer a broad range of electrical / optical interconnect solutions for the automotive markets, including cars, electrical vehicles, buses, trucks, and construction and off-road vehicles, supporting vehicle electro-mechanical, electrical, computer and entertainment systems.

4

Conoflow supplies bus, truck and auto manufacturers with compressed natural gas regulators that are used in systems to convert vehicles to operate either exclusively on compressed natural gas or on a dual-fuel combination with gas or diesel.





Rail

ITT offers products and technologies to meet a wide range of safety and performance standards for high-speed, freight and passenger rail applications.

Energy Absorption / Suspension / Vibration Isolation

As the industry leader in motion control solutions in energy absorption, suspension and vibration isolation for the rail market, ITT offers the most comprehensive line of products for passenger rail, locomotive, freight car, track, and signal and communication applications. Offerings include hydraulic shock absorbers, yaw dampers, friction snubbers, air springs, custom elastomers, chevron springs, conical springs, layer springs, visco-elastic and hydraulic buffers, wire rope isolators and rate controls.

Interconnect Solutions

For the rail and mass transit applications, ITT designs and manufactures interconnect solutions, including connectors, interconnects, cable assemblies, I/O card kits, and smart card systems.

Seat Controls

ITT's seat actuation control positioning system offers rail passengers a very fluid seat motion. Its numerous seat position control axes move simultaneously, so that all reach their end of motion at the exact same time, regardless of the starting position.

1



With the newest innovations in energy absorption technology, **Koni** and **Enidine** offer a range of products for rolling stock links, including buffers, couplers, dampers and bogie tilting systems, while **Cannon** and **VEAM** provide optical, signal, firewall and power connectors.

2

For pantograph systems that provide contact for train power, **Koni** and **Enidine** provide dampers and springs to control the pantograph in working position and actuators for raising and lowering the pantograph. **Cannon** and **VEAM** connectors transfer power to relevant systems within the train.



3



The bogie system is a vital platform for modern rail vehicles, playing an important role in comfort, stability and safety. **Koni**, **Enidine** and **Neo-Dyn** provide various products, resulting in an integrated bogie system with optimal effectiveness and efficiency.

4

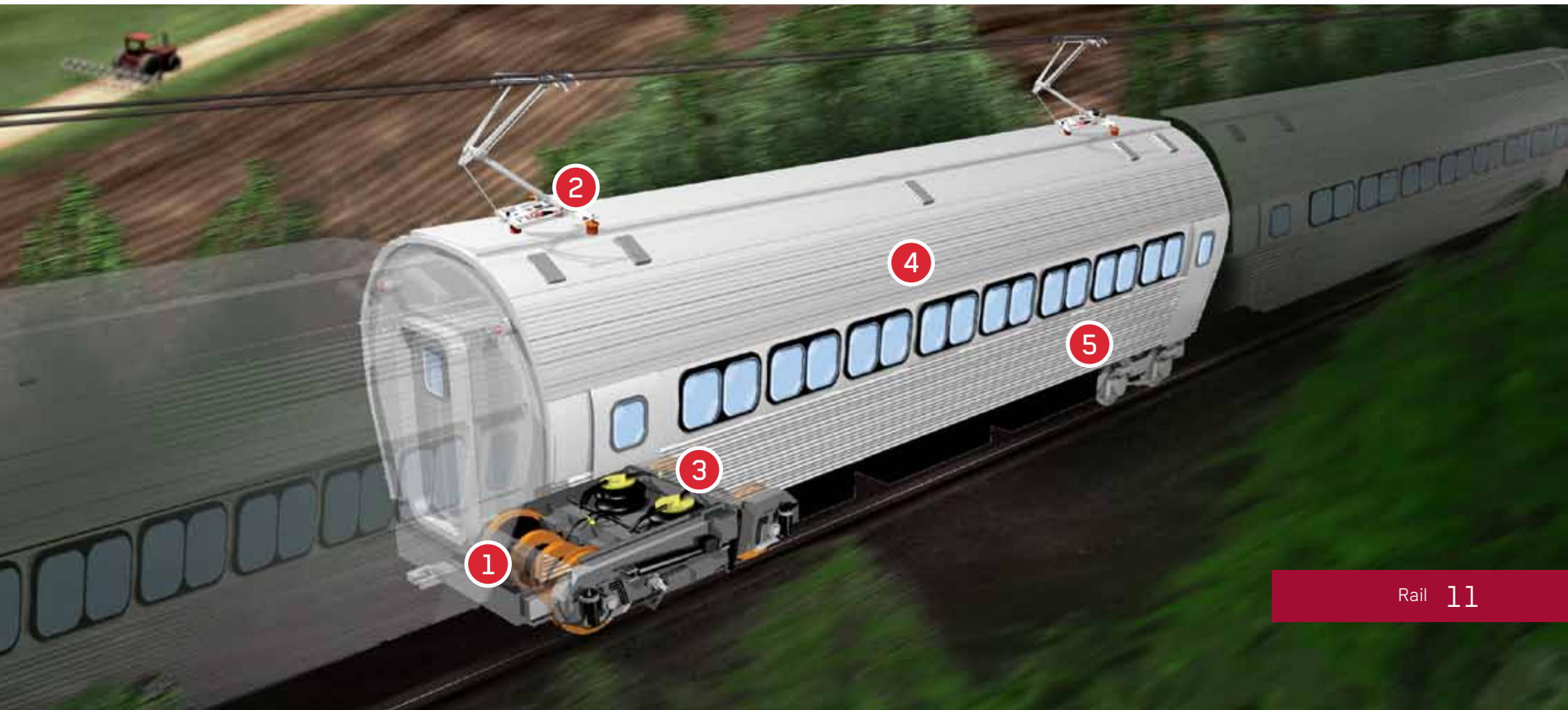
ITT offers the broadest selection of electrical / optical interconnect solutions for rail vehicles. **Cannon** and **VEAM** supply connectors targeting engine diagnostics, brake controls, environmental conditioning, passenger display systems, networking and lighting control applications, and complete harnessing solutions and junction boxes.



5



For the interior of a passenger train, ITT's portfolio offers passengers a safe and comfortable way of traveling. **Enidine** offers vibration isolation products. **Enivate** produces leading seat actuation systems, and **Cannon** and **VEAM** provide connectors for environmental conditioning and passenger display systems.





Industrial

Whether handling corrosive chemicals, fragile biotechnology compounds or complex manufacturing processes, ITT offers durable, reliable and innovative industrial solutions with high value and low life-cycle cost to customers around the globe.

Pumps

ITT manufactures a full range of cutting-edge API/ANSI/ISO pumps for industrial applications. ITT is a dominant global pump manufacturer brand with over a million installed process pumps in service.

Valves

ITT is a leading global supplier of industrial valves serving industrial markets, including chemical process, power generation, nuclear, mining, oil sands, pulp and paper, water treatment, pollution control, and general industry.

Interconnect Solutions

ITT manufactures the broadest portfolio of interconnect products for a broad array of industrial markets, including aerospace, instrumentation, medical, energy, transportation, telecom / handsets, computer and automotive.

Switches

ITT provides standard industrial pressure switches, vacuum switches, differential switches, temperature switches, sanitary switches, switch accessories and custom switches for industrial, chemical process and energy markets.

Motion Controls

ITT offers a broad line of industrial control and automation solutions such as brushless servo motors, servo motors, linear actuators, servo amplifiers, motion controllers, web tension control and load cells.

Industrial Automation

ITT is a market-leading manufacturer of space-efficient custom automation solutions such as hydraulic cylinders, air cylinders and linear actuators, along with standard pneumatic automation components.

Regulators / Transducers

ITT designs and manufactures natural gas vehicle (NGV), low-pressure and high-pressure regulators, along with filter and specialty regulators. ITT positioners, transducers, actuators and diaphragm seals come in a wide variety of materials and configurations to meet a broad range of industries.

Energy Absorption / Suspension / Vibration Isolation

ITT is a premier supplier of engineered solutions for noise attenuation, mechanical shock and vibration solutions for industrial applications including the oil and gas, aviation, defense, rail, and automotive markets. ITT also provides systems for hydraulic / pneumatic actuation and motion control applications for a wide range of industries.

Plasma Cutting

ITT is a provider of a wide array of conventional and high-current density plasma cutters, oxy-fuel cutting systems, water-jet cutting machines and torch height control systems for a wide range of industrial applications

1



Kaliburn provides a complete line of shape-cutting motion control solutions for oxy-fuel, plasma, laser and water-jet cutting machines that dramatically improve hole cutting and profile edge cutting.

2

The **Dia-Flo** diaphragm valve is dependable, cost effective and versatile and is installed across the world in virtually every type of process plant. ITT's diaphragm valves are engineered for tough work environments.



3



Goulds Pumps offers the first industrial pump line featuring standard continuous condition monitoring on all ANSI models, continuously measuring vibration and temperature and automatically indicating when pre-set levels have been exceeded so changes can be made before failure occurs.

4

PRO Services provides an array of services focused on reducing equipment total cost of ownership (TCO) and increasing plant output, including predictive monitoring, contract maintenance, field service, engineered upgrades, inventory management and overhauls for pumps and other rotating equipment.



5



With nearly 450 standard products to choose from and unlimited custom possibilities, **Enidine** has the widest selection of industrial shock absorber and rate control products in the industry, with products that decelerate velocity as much as 300 inches per second and absorb energy between one and eight million inch pounds per cycle.





Oil & Gas

ITT's offerings for oil and gas include:

- Full range of API/ANSI/ISO pumps
- Industrial valves
- Advanced monitoring and control systems
- Reverse osmosis watermakers
- Pressure sets and UV systems
- Switches and regulators
- Control valves and actuators
- Regulators and transducers
- Energy absorption and vibration isolation
- Harsh environment interconnect solutions
- Integrated maintenance / life cycle / service / refurbishing solutions

For more than 160 years, ITT has been a global leader in supplying the oil and gas industry with durable and reliable products and services engineered to withstand the harshest operational environments.

Offshore

Successful exploration and production depends on safe, reliable equipment. ITT offers extensive, innovative products and services that meet the demanding requirements of offshore platforms, exploration, floating production, storage and off-loading facilities — and optimize the life cycle of customer equipment.

Synfuels

Recognized as a premier supplier of products and services for the oil and gas industry, ITT provides the sophisticated, rugged and reliable products necessary to extract and process synthetic fuels.

Pipelines and Terminals

Transporting refined crude over short or long distances demands absolute care. ITT has dependable, efficient products that are crucial to managing pipelines and transport requirements.

Refining

Refining requires precise chemistry and technology for turning crude oil into usable fuel. ITT offers a wide range of safe, reliable products and services to support specific refinery requirements.

1



Goulds Pumps offers robust pump products for use in extreme pressure and temperature environments for all areas of oil and gas production, transport and refining. Goulds Pumps is a proven leader in centrifugal API pumps, including:

- Overhung pumps
- Single-and two-stage between-bearing pumps
- Multi-stage between-bearing axial split
- Barrel multi-stage pumps
- Vertical, double casing pumps
- Specialty pumps

2

C'treat manufactures and supports high-quality reverse osmosis watermakers and packaged water systems for the offshore oil and gas industry. With hundreds of systems installed around the world, C'treat is a leading provider of fresh water for offshore applications.



3



Enidine is the leader in energy absorption and vibration isolation products for the oil and gas industries. Enidine provides engineered solutions for pumps, generators, compressors, electrical control panel equipment, living quarters, seismic wave / wind action Isolation and pipe restraint applications.

4

PumpSmart® controls and **ProSmart®** monitoring systems keep processes reliably on-line by automatically adjusting pump output to meet system needs, detecting and correcting problems before they disrupt the process.



5



ITT Engineered Valves provides industrial valve solutions for handling and controlling process fluids in abrasive, corrosive and critical containment applications.

6

BIW and **Cannon** provide durable electrical connectors designed to safely deliver and connect electrical power to critical equipment in environmentally harsh areas of oil and gas operations.



Creating Value for Customers

ITT produces and designs mission-critical solutions for customers

We build durable and reliable technologies that perform flawlessly – whether the operating environment is on a different planet or in the middle of a critical process application.

Our engineers and product experts handle the tough jobs

ITT people provide vital support on some of the most sophisticated and demanding assignments. From laboratories to the field, we are an integral part of our customers' businesses, working side-by-side with them – not as providers, but as partners.



Valves play a key role in water project

When the Jordan Valley Water Conservancy District in Utah decided to clean its water aqueducts, a new series of large-scale valves were needed to reliably hold back the water during manual inspections. Assisting in this task were 72-inch knife-gate valves from **ITT Engineered Valves**.



Pumps recover energy for industrial gas supplier

In an air separation process at a major manufacturer of industrial gases, engineers from **ITT Goulds Pumps** designed a system to install a process pump, run it backwards as a turbine and recover wasted energy — helping to improve efficiencies and the bottom line.



ITT becomes the biggest supplier of providing a smooth ride for Indian Railways

Passengers on India's trains are experiencing a smoother, quieter ride thanks to ITT. The company's energy absorption business is providing more than 3,000 **KONI** dampers and absorbers to four major Indian rail companies, making it the largest supplier of those components for the fast-growing Indian rail market.



Breakthrough fuel line actuator improves safety by using light instead of electricity

As aircraft manufacturers were directed to review their fuel systems to eliminate all possible sources of ignition, ITT engineers began exploring alternative technologies to replace electric switches in its actuators. The ITT engineering team perfected a design for an optoelectronic actuator system that is now installed on passenger aircraft.



Assisting refinery with pump upgrades to meet environmental compliance

With a long history of assisting the oil and gas industry with retrofits and upgrades, **ITT's PRO Services** organization was called in by a major refinery to modify 13 process pumps to prevent them from leaking volatile organic compounds — meeting a one-week turn-around schedule.



Supporting mission-critical services on planetary rover

When NASA was designing the Mars Rover, they turned to **ITT Cannon** to provide interconnect solutions with the highest degree of reliability and performance to support critical services on the Rover as it explored the surface of Mars.



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