Ingersoll Rand

Q4 and Full Year 2021 Earnings Presentation

February 24, 2022

Forward-Looking Statements

This presentation by Ingersoll Rand Inc. (the “Company” or “Ingersoll Rand”) contains “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995, including statements related the Company‘s expectations regarding the performance of its business, its financial results, its liquidity and capital resources and other non-historical statements. These forward-looking statements generally are identified by the words “believe,” “project,” “expect,” “anticipate,” “estimate,” “forecast,” “outlook,” “target,” “endeavor,” “seek,” “predict,” “intend,” “strategy,” “plan,” “may,” “could,” “should,” “will,” “would,” “will be,” “on track to” “will continue,” “will likely result,” “guidance” or the negative thereof or variations thereon or similar terminology generally intended to identify forward-looking statements. All statements other than historical facts are forward-looking statements.

These forward-looking statements are based on Ingersoll Rand’s current expectations and are subject to risks and uncertainties, which may cause actual results to differ materially from these current expectations. Should one or more of these risks or uncertainties materialize, or should underlying assumptions prove incorrect, actual results may vary materially from those indicated or anticipated by such forward-looking statements. The inclusion of such statements should not be regarded as a representation that such plans, estimates or expectations will be achieved. Important factors that could cause actual results to differ materially from such plans, estimates or expectations include, among others, (1) the impact on the Company’s business, suppliers and customers and global economic conditions of the COVID-19 pandemic; (2) unexpected costs, charges or expenses resulting from the completed and proposed business combinations; (3) uncertainty of the expected financial performance of the Company; (4) failure to realize the anticipated benefits of the completed and proposed business combinations; (5) the ability of the Company to implement its business strategy; (6) difficulties and delays in achieving revenue and cost synergies; (7) inability of the Company to retain and hire key personnel; (8) evolving legal, regulatory and tax regimes; (9) changes in general economic and/or industry specific conditions; (10) actions by third parties, including government agencies; (11) adverse impact on our operations and financial performance due to natural disaster, catastrophe, pandemic or other events outside of our control; and (12) other risk factors detailed in Ingersoll Rand’s most recent Annual Report on Form 10-K filed with the Securities and Exchange Commission (the “SEC”), as such factors may be updated from time to time in its periodic filings with the SEC, which are available on the SEC’s website at http://www.sec.gov. The foregoing list of important factors is not exclusive.

Any forward-looking statements speak only as of the date of this presentation. Ingersoll Rand undertakes no obligation to update any forward-looking statements, whether as a result of new information or developments, future events or otherwise, except as required by law. Readers are cautioned not to place undue reliance on any of these forward-looking statements.

Non-GAAP Financial Measures

Included in this presentation are certain non-GAAP financial measures designed to supplement, and not substitute, the financial information provided in accordance with generally accepted accounting principles (“GAAP”) in the United States of America because management believes such measures are useful to investors. The reconciliation of those measures to the most comparable GAAP measures for historical periods is set forth in the appendix to this presentation. Reconciliations of non-GAAP measures related to full-year 2022 guidance have not been provided due to the unreasonable efforts it would take to provide such reconciliations due to the high variability, complexity and uncertainty with respect to forecasting and quantifying certain amounts that are necessary for such reconciliations, including net income (loss) and adjustments that could be made for acquisitions-related expenses, restructuring and other business transformation costs, gains or losses on foreign currency exchange and the timing and magnitude of other amounts in the reconciliation of historic numbers. For the same reasons, we are unable to address the probable significance of the unavailable information, which could have a potentially unpredictable, and potentially significant, impact on our future GAAP financial results.

A Premier Industrial Company with Iconic Brands and Market-Leading Positions

1 **Solidified Compounding Growth Story**
Accelerated transformation through portfolio optimization and M&A-focused capital allocation strategy

2 **Continued Strong Operational Performance in Q4**
Executed well amidst ongoing challenging supply chain and inflationary environment

3 **Positioned for Continued Momentum in 2022**
Strength of backlog coupled with execution excellence through IRX driving sustained outperformance

Pivoted to Growth and Optimized Portfolio in 2021; Focused on Compounding Earnings

2021 Key Accomplishments

Deploy Talent

- ✓ Announced continuation of equity award grants for new employees, furthering commitment to broad-based employee ownership (previously issued stock grants of $100M in 2017 and $150M in 2020 are now worth over $500M in total)[1]
- ✓ Improved employee engagement scores YoY; 17% increase over 3 years
- ✓ IR ranks in the top quartile of manufacturing organizations on employee engagement

Expand Margins

- ✓ Improved total company Adj. EBITDA margin[2] 160 bps YoY
- ✓ Improved total company Adj. EBITDA margin[2] 370 bps from 2019
- ✓ Through end of 2021, achieved $215 million in realized synergies out of $300 million synergy commitment from IR merger

Operate Sustainably

- ✓ Recognized as top 15% company among industry category by S&P Global; honored with S&P Global's Industry Mover award for strongest YoY improvement within industry
- ✓ Received 2nd sustainability upgrade from MSCI (improvement from BB to A rating in 18 months)
- ✓ Winner of Best Compliance and Ethics Program by Corporate Secretary

Accelerate Growth

- ✓ Demand Generation: increased marketing qualified leads 3x from 2018
- ✓ Industrial Internet of Things (IIoT): IIoT enabled assets up 250% YoY in 2021
- ✓ Product and Services Innovation: 95% increase in new product innovation YoY

Allocate Capital Effectively

- ✓ Acquired 6.3% of annualized growth through deployment of >$1.0B to M&A in 2021
- ✓ Divested SVT and HPS segments, yielding ~$2.0B in gross proceeds
- ✓ Repurchased $731M in shares, announced board authorization for new $750M share repurchase program and initiated quarterly dividend

[1] As of IR closing price on February 18, 2022.
[2] Non-GAAP measure (definitions and/or reconciliations in appendix).

We are Positioned to Accelerate our Strategy in 2022

We believe our proven economic engine will deliver compounding annual results

Megatrends	Organic Growth Enablers	Inorganic Growth Enablers	Margin Growth Enablers	High Performance Execution Process	Premier Growth Compounder
Digitization Sustainability & Efficiency Quality of Life	Demand Generation Industrial Internet of Things (IIoT) Product / Service Innovation	Product & Service M&A Enabling Technology Investments	Quality of Earnings (Price/AMT) i2V	INGERSOLL RAND IRX EXECUTION EXCELLENCE Our Competitive Differentiator	Double-digit Earnings Growth High Teens FCF Margin
	Target: MSD	Target: MSD	Target: ~100 bps/year		
2021 Results	**12%** Organic Growth	**4% / 6%** Inorganic (in-year) / Annualized Growth	**160 bps** Margin Expansion	**~275** IDMs[1] / week	**63% / 16%** Adj. EPS Growth[2] / Adj. FCF Margin[2]

[1] IDM defined as Impact Daily Management.
[2] Non-GAAP measure (definitions and/or reconciliations in appendix).

Material Improvement in Adj. EBITDA Margin[1] Profile…with More Room to Go

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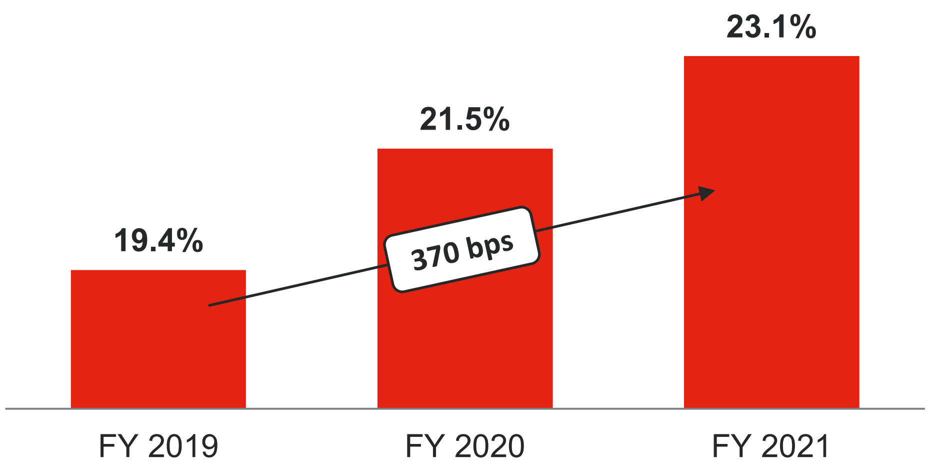
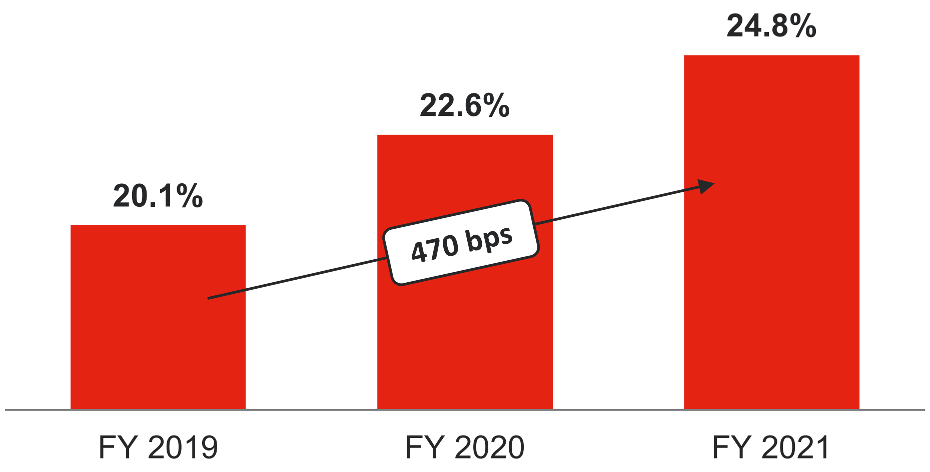
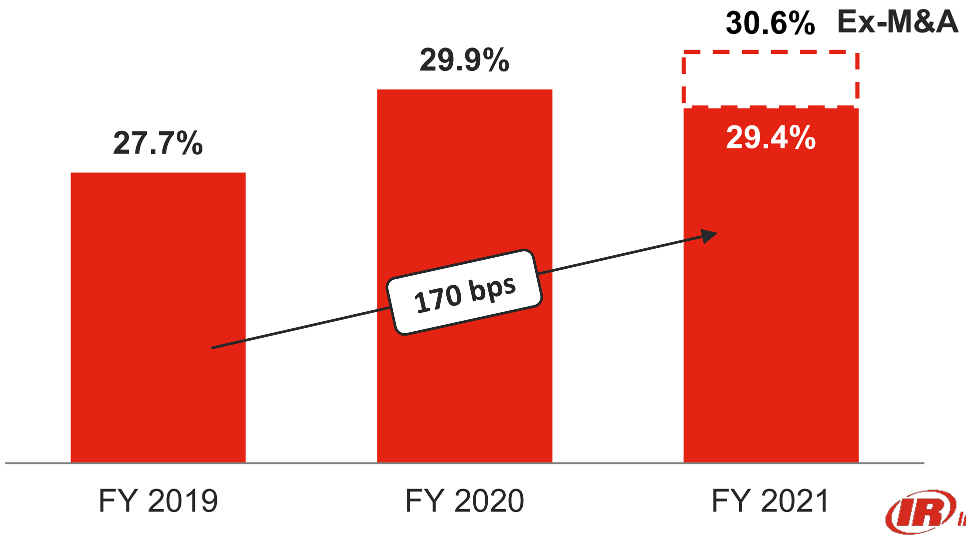


Industrial Technologies and Services (ITS)



Precision and Science Technologies (PST)



Commentary

- ✓ Tremendous margin performance since IR merger closed despite COVID-19, supply chain and inflation challenges
- ✓ Synergy target increased to $300M and synergy capture accelerated while lowering the costs to achieve synergies and stand-up of the new company by ~40%
- ✓ Remained price / cost positive every quarter of 2021 and expecting the same throughout 2022

[1] Non-GAAP measure (definitions and/or reconciliations in appendix).

Ingersoll Rand is a Top ESG Performer

Make Life Better **through environmental stewardship for our employees, customers, communities and planet**

Operate Sustainably

S&P Global

61 Industries
7,554 Companies Assessed
716 Companies Selected

TOP
15%
Of Machinery & Electrical Equipment Sector

March 2021

"Ingersoll Rand will be recognized as a top-quartile ESG industrial company as defined by targeted rating agencies"

Vicente Reynal
Chairman and CEO, Ingersoll Rand

S&P Global MSCI SUSTAINALYTICS CDP

Sustainability Yearbook
Member 2022

S&P Global

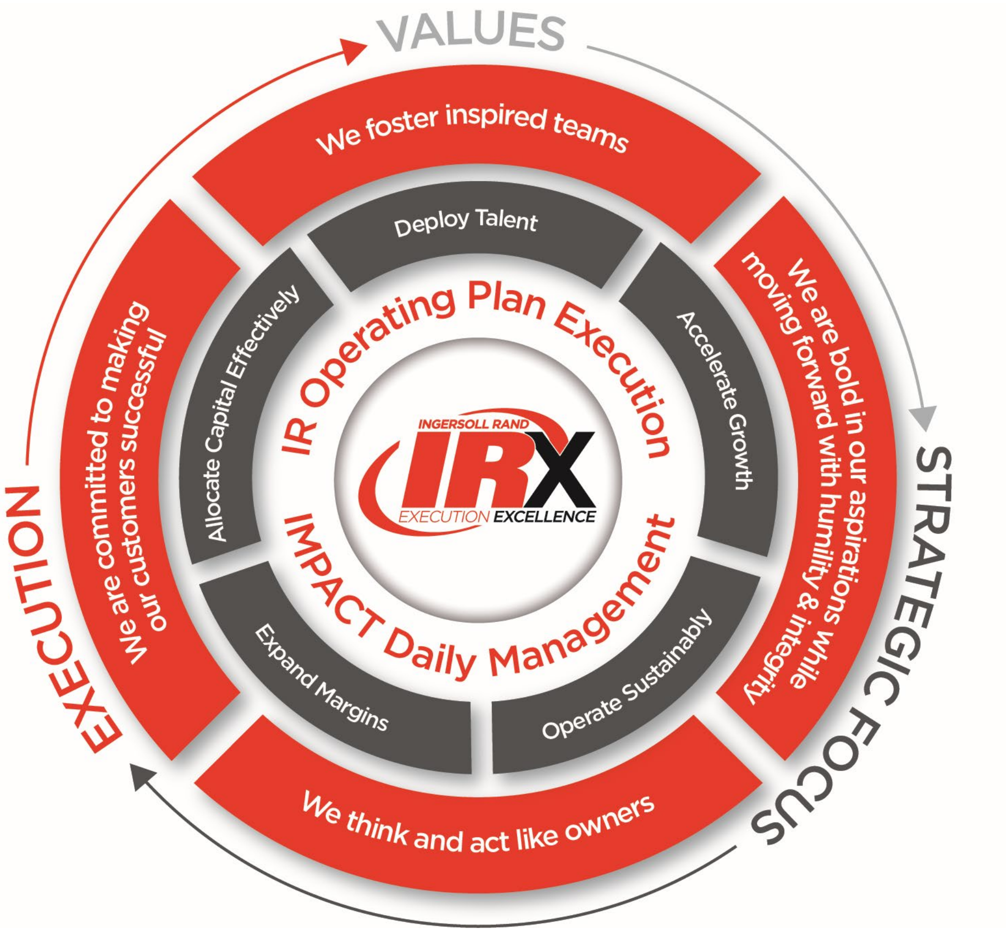
A distinction awarded to companies in top 10-15% of their industry

Sustainability Award
Industry Mover 2022

S&P Global

A distinction awarded to a single company in top 15% of its industry that achieved strongest YoY improvement

IRX is our Competitive Differentiator – Q4 2021 Highlights[1]



Cost Synergy Capture[2]	• Executed $215M in realized cost synergies since IR merger close • **On track to deliver $300M commitment**
Orders and Revenue	**Strong momentum** • *Orders:* Up 24% YoY; strong organic growth across both segments (ITS +19% & PST +14%) • *Revenue:* Up 16% YoY; strong organic growth across both segments (ITS +11% & PST +15%)
Adj. EBITDA[3]	**$342M with margin of 24.1%** • Up $45M YoY, an increase of +15% • Sequential margin improvement from Q3 of 40 bps

Adj. Free Cash Flow[3]	**$225M**
	• Excludes:
	  • +$3M cash taxes from recent divestitures
	  • ($4M) synergy and stand-up related outflows

Liquidity	**$3.2B** • $2.1B cash on hand at end of Q4 2021; up $0.4B YoY
Net Leverage	**1.1x** • Improved 0.9x YoY[4]

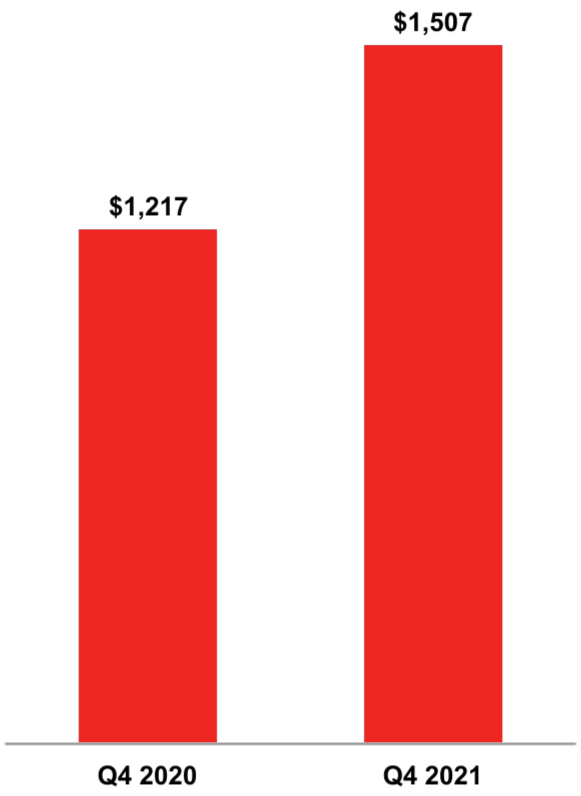
[1] All figures as shown and associated comparisons based on continuing operations. [2] We expect to be able to realize anticipated cost synergies of ~$300M by the end of year 3 after closing the IR merger with Ingersoll-Rand plc. We expect to incur ~$280M of expense in connection with both achieving these cost synergies and stand-up of the new company. [3] Non-GAAP measure (definitions and/or reconciliations in appendix).
[4] Q4 2020 Net Debt Leverage ratio of 2.0x based on As Reported Net Debt and LTM Supplemental Adjusted EBITDA.

Q4 2021 Financial Performance vs. Q4 2020 Financial Information

($M, excl. EPS)

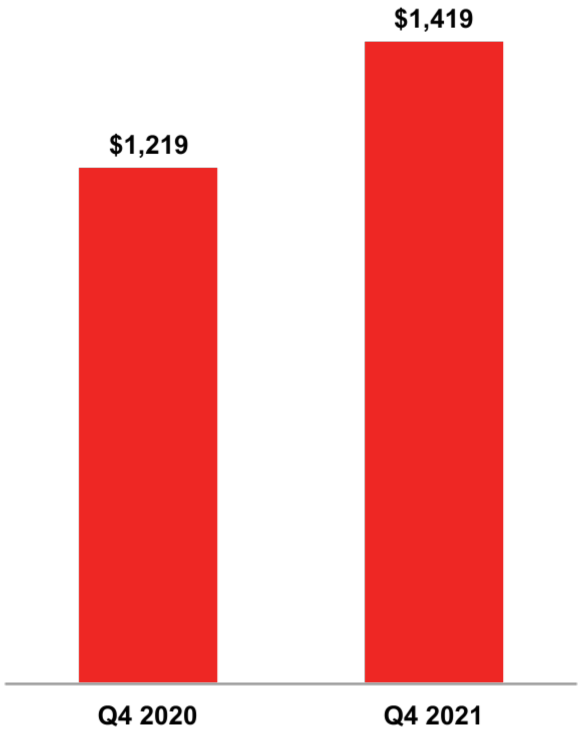
Orders

Up 24%; Up 25% ex-FX



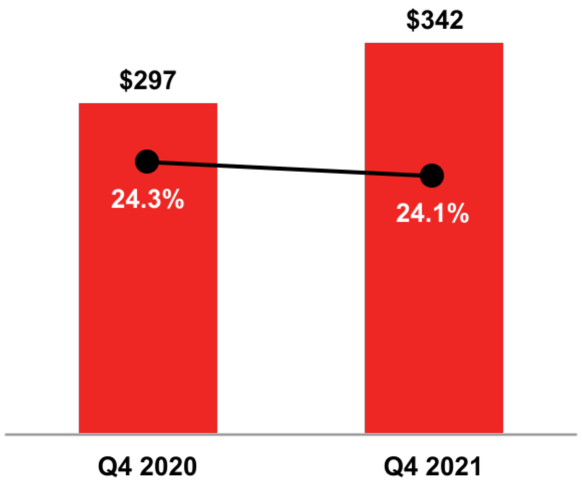
Revenue

Up 16%; Up 18% ex-FX



Adj. EBITDA & Margin[1]

Adj. EBITDA Up 15%

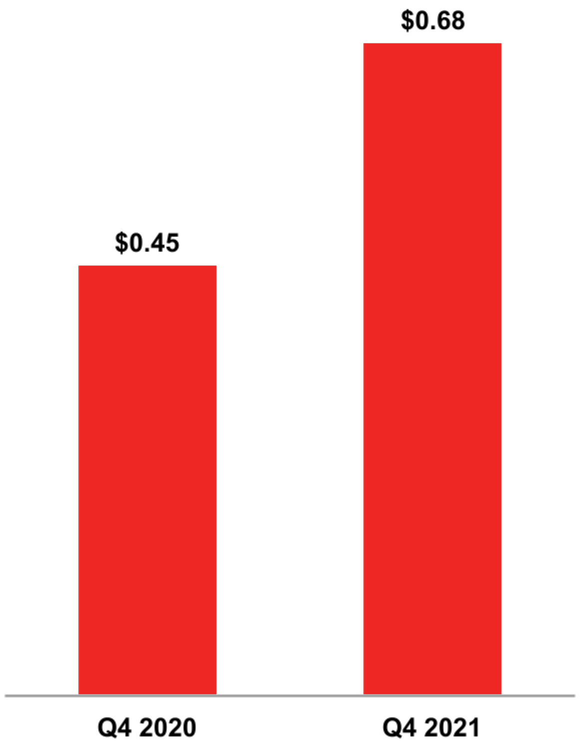


Change in Adj. EBITDA Margin	
ITS	(40) bps
PST	(400) bps
Total IR	**(20) bps**

- PST Adj. EBITDA margin down 120 bps ex-M&A[3]

Adj. Diluted EPS[2]

Up $0.23; Up 51%

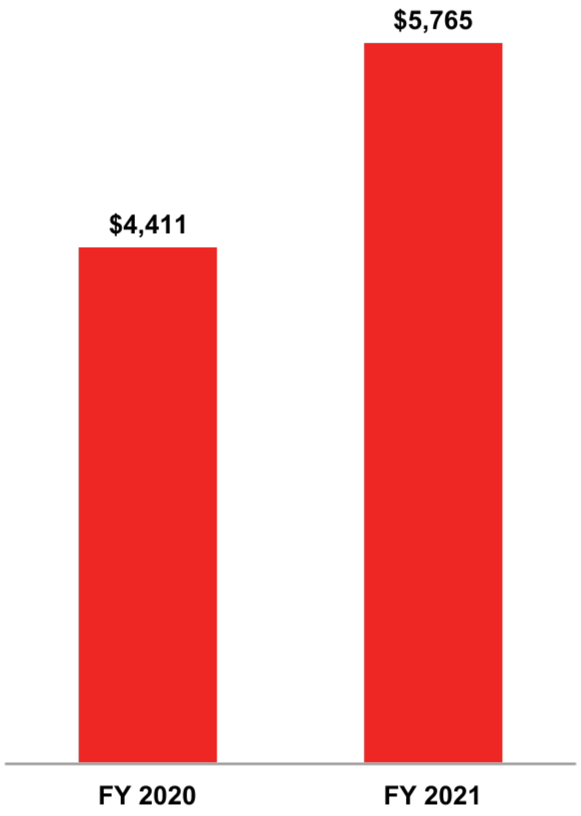


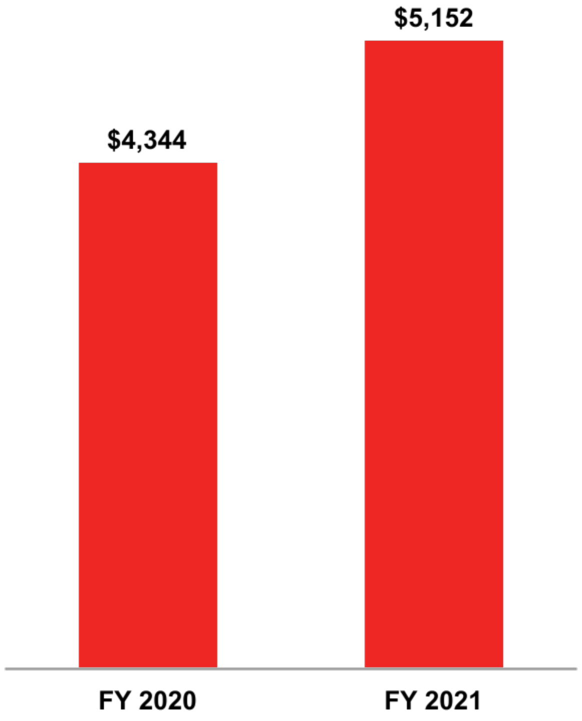
[1] Non-GAAP measure (definitions and/or reconciliations in appendix).
[2] Adjusted Diluted EPS defined as (Adjusted Net Income) / (Diluted Average Shares Outstanding).
[3] Includes all acquisitions in PST during 2021.

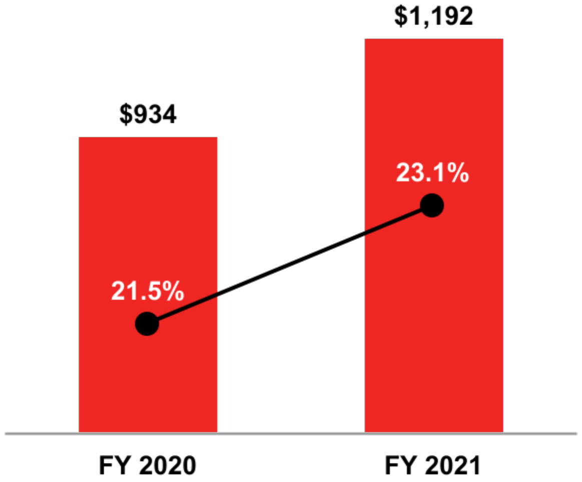
FY 2021 Financial Performance vs. FY 2020 Supplemental Financial Information[1]

($M, excl. EPS)

Orders	Revenue	Adj. EBITDA & Margin[2]	Adj. Diluted EPS[3]
Up 31%; Up 28% ex-FX	Up 19%; Up 16% ex-FX	Adj. EBITDA Up 28%	Up $0.81; Up 63%



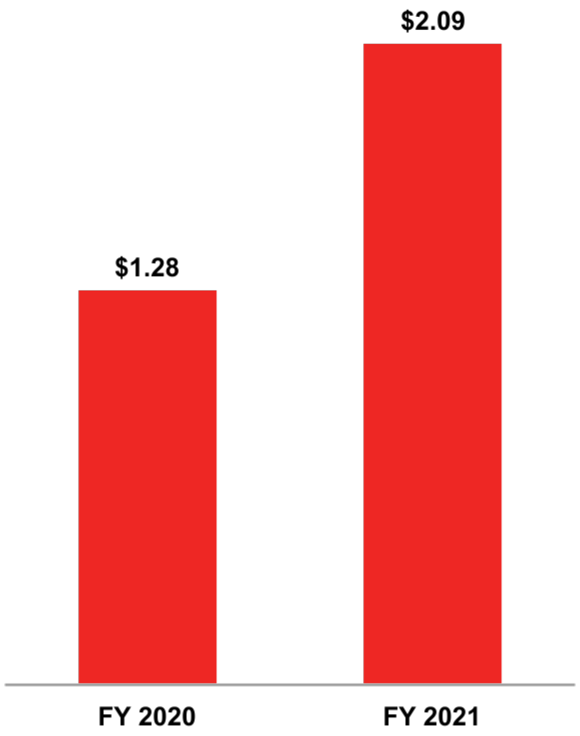




Change in Adj. EBITDA Margin

ITS	220 bps
PST	(50) bps
Total IR	**160 bps**

- FY 2021 incremental margin of 38% for ITS and 27% for PST (36% ex-M&A)[4]
- PST Adj. EBITDA margin up 70 bps ex-M&A[4]



[1] FY 2020 Orders, Revenue, Adjusted EBITDA and Adjusted Diluted EPS amounts represent Supplemental Adjusted Orders, Supplemental Adjusted Revenue, Supplemental Adjusted EBITDA, and Supplemental Further Adjusted Diluted EPS, respectively. See Supplemental Financial Information in the appendix of this presentation. [2] Non-GAAP measure (definitions and/or reconciliations in appendix). [3] Adjusted Diluted EPS defined as (Adjusted Net Income / Average Shares Outstanding). [4] Includes all PST M&A completed in 2021.

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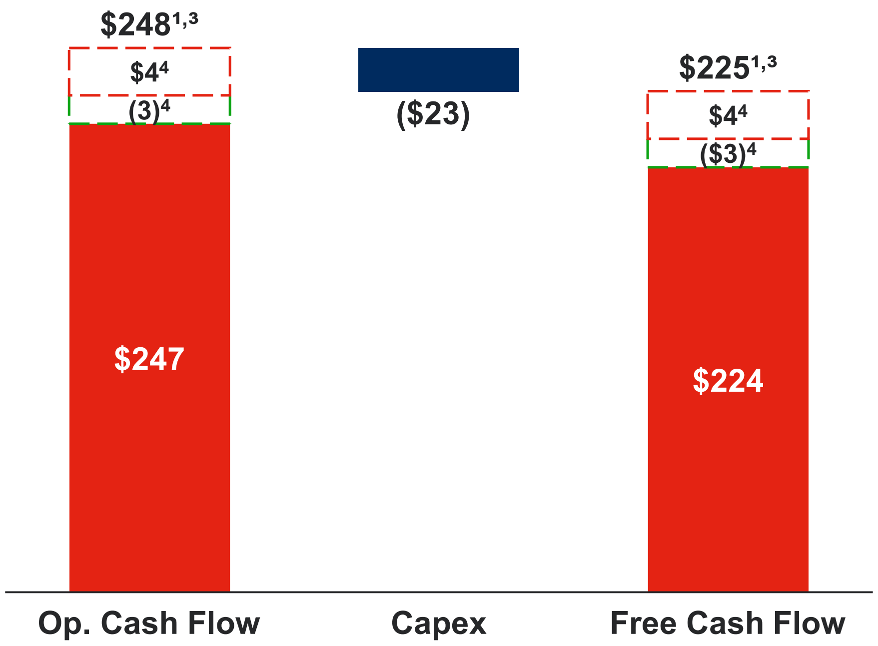
Q4 2021 Financial Performance

($M, excl. Leverage)

Free Cash Flow[1]

Cash Flows from Operations less Capex

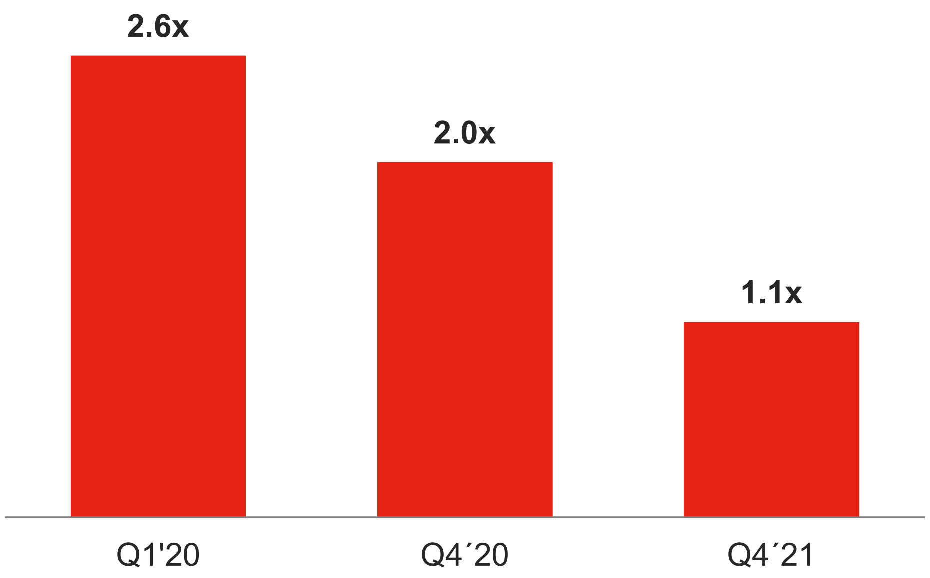


Q4'21 Adj. Op. Cash Flow[1] of $248M and Adj. Free Cash Flow[1] of $225M exclude:

- **($4M)** synergy delivery and stand-up related
- **+$3M** cash taxes from recent divestitures

Leverage[2]

(Net Debt / LTM Adjusted EBITDA)



Leverage Improved 0.9x YoY

Liquidity & Leverage

- ✓ Total available liquidity of $3.2B including:
  - Cash and Cash Equivalents: $2.1B
  - Available Revolving Credit Facility Balance: $1.1B
- ✓ Liquidity increased $0.1B versus prior quarter, including cash outflows of:
  - $165M deployed to M&A
  - $8M through dividend issuance
- ✓ M&A funnel remains in excess of 5x from close of IR merger

[1] Non-GAAP measure (definitions and/or reconciliations in appendix). [2] Q1 2020 and Q4 2020 Net Debt Leverage ratios based on As Reported Net Debt and LTM Supplemental Adjusted EBITDA profile for the respective time periods. [3] Represents Adjusted Operating Cash Flow and Adjusted Free Cash Flow, respectively. [4] Represents transaction-related cash flows in Q4 2021.

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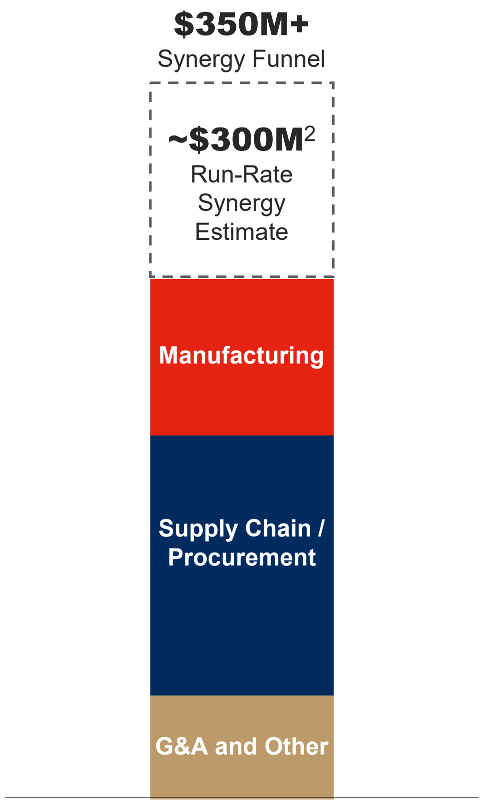
Strong Execution on Synergy Delivery[1] and Price / Cost

Synergy Delivery Update



Estimated Total One-Time Costs to Achieve Synergies and Stand-up New Company of ~$280M[3]

Commentary

- ✓ Changes since Q2 2021 update:
  - ✓ Reduced costs to achieve synergies and stand-up new company from ~$450M to ~$280M
- ✓ Reiterating commitment to $300M in synergies
  - ✓ Delivered ~40% savings in 2020 (~$115M)
  - ✓ Delivered ~33% savings in 2021 (~$100M)
  - ✓ Expecting ~$50M in savings in 2022 and ~$35M in savings in 2023
- ✓ Cost synergy funnel remains in excess of $350M

Price / Cost (Direct Material + Logistics)

Commentary

2021

- ✓ Remained price / cost positive each quarter in 2021
- ✓ Q4 incremental margin of 23% despite persistent inflation and impact of M&A
- ✓ Sequential margin improvement of 40 bps from Q3 to Q4 2021

2022

- ✓ Expecting to remain price / cost positive each quarter in 2022
- ✓ ~35% incremental margin expected in 2022

[1] Amounts set forth herein impacted by material spend are based on 2019 direct material spend. [2] We expect to be able to realize anticipated cost synergies of ~$300M by the end of year 3 after closing. We expect to incur ~$280M of expense in connection with both achieving these cost synergies and the stand-up of the new company. [3] Excludes transaction costs.

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Industrial Technologies and Services Q4 2021 Highlights

Q4 2021 vs. Q4 2020 ($M)

	Current Year	Prior Year	YoY Δ	Ex-FX YoY Δ
Revenue	$1,129.0	$1,012.0	11.6%	12.7%
Adj. EBITDA	$290.7	$264.4	9.9%	—
Adj. EBITDA Margin	25.7%	26.1%	(40) bps	—

Highlights

- Book to bill of 1.06x; sequential margin expansion of 20 bps and 23% incremental margin in Q4
- Q4 2019 – Q4 2021 revenue and Adj. EBITDA growth of 6% and 23%, respectively, with 360 bps of margin improvement

Product[1]	Annualized Segment Mix	Orders (YoY)	Revenue (YoY)
Compressors	~65%	↑ Low 20s	↑ Mid Teens
Industrial Vacuum & Blowers	~20%	↑ ~20%	↑ Low Double Digits
Power Tools & Lifting	~10%	↑ ~20%	↑ Low Double Digits
Other	~5%	↑ ~40%	↓ Mid Teens

Regional Split for Compressors	Orders (YoY)	Revenue (YoY)	Order Commentary
Americas	↑ High 20s	↑ Mid Teens	• N. America: ↑ Mid 20s • L. America: ↑ High 20s
EMEIA	↑ Low Teens	↑ Mid Single Digits	• Mainland EU: ↑ High Teens • ME & India: ↓ Low Single Digits
APAC	↑ ~20%	↑ High Teens	• China: ↑ Low 20s • Rest of APAC: ↑ High Teens

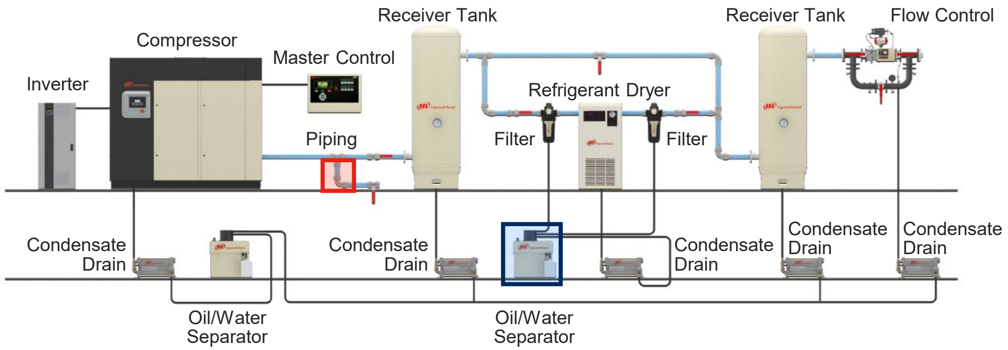
Q4 2021 vs. Q4 2020 Revenue/Orders Bridge

	Organic	FX	M&A	YoY Δ
Orders Growth	19.2%	(1.2)%	2.5%	20.5%
Revenue Growth	10.6%	(1.1)%	2.1%	11.6%

Sustainable Innovation in Action

Jorc

- Acquired in 2022 and based in The Netherlands; approximately €13M in annual revenue
- Manufactures condensate drains, oil/water separators and air saving products
  - Complementary technologies adjacent to the compressor ecosystem
  - Improves performance and energy efficiency to contribute to customers' sustainability efforts




Air Saver


Oil/Water Separator

[1] Compressors include oil lubricated, oil free, reciprocating and centrifugal offerings; Industrial Vacuum & Blowers include all blower / vacuum offerings and Nash / Garo products; Other includes Emco Wheaton Fuel Systems and Loading Arms as well as OEM, portable and other offerings.

Precision and Science Technologies Q4 2021 Highlights

Q4 2021 vs. Q4 2020 ($M)

	Current Year	Prior Year	YoY Δ	Ex-FX YoY Δ
Revenue	**$289.8**	**$206.5**	**40.3%**	**41.8%**
Adj. EBITDA	**$77.6**	**$63.5**	**22.2%**	**—**
Adj. EBITDA Margin	**26.8%**	**30.8%**	**(400) bps**	**—**

Q4 2021 vs. Q4 2020 Revenue/Orders Bridge

	Organic	FX	M&A	YoY Δ
Orders Growth	**14.3%**	**(1.5)%**	**26.1%**	**38.9%**
Revenue Growth	**15.0%**	**(1.5)%**	**26.8%**	**40.3%**

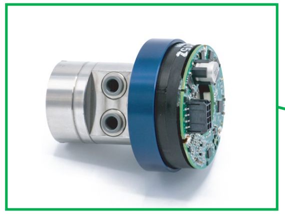
Highlights

- Book to bill of 1.06x; incremental margin of 17% (21% ex-M&A)
- Orders up 40% ex-FX
  - Continued strong double-digit growth in Medical, YZ, Dosatron, and Specialty businesses due to exposure to niche end markets such as lab/life-sciences, water and animal health
  - Continued strong momentum on funnel for hydrogen fueling applications
- Revenue up 42% ex-FX
  - Continued strength in Medical, Specialty and Dosatron businesses
- Adjusted EBITDA margin performance of 26.8%, down 400 bps, driven primarily by impact of M&A[1] (down 120 bps ex-M&A); Adjusted EBITDA margin of 29.6% ex-M&A

Sustainable Innovation in Action

Tuthill Pumps

- Acquired in 2021 and located in US; approximately $25M in annual revenue
- Gear and piston pumping solutions for sustainable, high-growth end markets including medical and lab, food & beverage, water and wastewater treatment
- Magnetic coupled pumps (D Series) utilized in laboratories and hospitals for hematology testing and other chemistry analyzers
- Complementary to existing MP Pump / Oberdorfer product lines



D Series Pump

Hematology Analyzer

[1] Includes all acquisitions in PST during 2021.

2022 Guidance

	Guidance Estimates for Full Year Ingersoll Rand		
	Revenue Growth[1]	Adjusted EBITDA[2]	*Phasing Revenue Growth*
Total	⬆ **11-13%**	**$1,375M - $1,415M**	⬆ ***H1: 12-14%*** ***H2: 9-11%***
Organic (Before FX & M&A):	⬆ 7-9%	-	
Industrial Technologies & Services	⬆ 7-9%	-	
Precision & Science Technologies	⬆ 8-10%	-	
FX Impact[3]	⬇ (~1%)	-	⬇ *H1: (1-2%)* *H2: (0-1%)*
M&A	~$225M	-	
Corporate Expense	-	(~$135M) Even per quarter	

Commentary

- ~35% incremental margin expected in 2022
- Positive margin expansion expected sequentially from Q1 2022 – Q4 2022
- Adj. EBITDA phasing consistent with prior year
- FCF Conversion to Adj. Net Income: ≥ 100%
- Adj. Tax Rate: Low 20s
- Capex: ~2% of Revenue

Q1 2022 Assumptions

- Expecting double digit YoY revenue growth driven by robust backlog; consistent with prior years, normal seasonality drives lightest quarter of year in Q1
- Organic growth of HSD in ITS and LDD in PST
- Q1 YoY margin expansion expected to be flat to slightly positive but challenged given tough comparable (+460 bps in Q1 2021), supply chain constraints and inflationary pressures

Continuing Strong Growth and Margin Expansion in 2022

[1] All revenue outlook commentary expressed in percentages and based on growth as compared to 2021.
[2] Non-GAAP measure (definitions and/or reconciliations in appendix).
[3] Based on Dec 2021 FX rates.

Key Takeaways – Investing with Ingersoll Rand

1. Strong performance in Q4 with momentum into Q1; **2022 is poised to be a strong year**

2. Continuing to **differentiate Ingersoll Rand as an investment:**
   - Investing for growth
   - Increasing the quality of the portfolio
   - Becoming more sustainable

3. **IRX is our backbone** and continues to enable outperformance in every facet of the company

4. Executing on strategic opportunities supported by **ample liquidity** and **strong balance sheet**

5. **Disciplined and comprehensive capital allocation strategy** to compound earnings and deliver continued outperformance for stockholders

Appendix

Reconciliation of Net Income (Loss) to Adjusted Net Income

(Unaudited; in millions)	For the Three Month Period Ended December 31,		For the Twelve Month Period Ended December 31,	
	2021	2020	2021	2020
Net Income (Loss)	$ 293.7	$ 151.1	$ 565.0	$ (32.4)
Less: Income from Discontinued Operations	47.9	15.4	121.0	26.0
Less: Income Tax Benefit (Provision) from Discontinued Operations	81.8	29.3	(79.4)	(1.6)
Income (Loss) from Continuing Operations	164.0	106.4	523.4	(56.8)
Plus:				
Provision (benefit) for income taxes	(47.6)	(12.9)	(21.8)	11.4
Amortization of acquisition related intangible assets	83.9	92.0	315.9	327.0
Impairment of intangible assets	—	—	—	19.9
Restructuring and related business transformation costs	6.3	8.4	18.8	88.0
Acquisition related expenses and non-cash charges	26.0	22.6	65.2	181.5
Stock-based compensation	23.0	20.2	95.9	47.0
Foreign currency transaction losses (gains), net	1.6	5.9	(12.0)	18.6
Loss on equity method investments	8.5	—	11.4	—
Loss on extinguishment of debt	—	—	9.0	2.0
Adjustments to LIFO inventories	33.2	4.2	33.2	39.8
Gain on settlement of post-acquisition contingencies	—	—	(30.1)	—
Other adjustments	(3.0)	1.8	(6.8)	5.2
Minus:				
Income tax provision, as adjusted	15.9	58.7	120.7	163.6
Adjusted Net Income	$ 280.0	$ 189.9	$ 881.4	$ 520.0

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Reconciliation of Diluted Net Income (Loss) Per Share to Adjusted Diluted Net Income Per Share from Continuing Operations

(Unaudited; in millions, except per share amounts)	For the Three Month Period Ended December 31,		For the Twelve Month Period Ended December 31,	
	2021	2020	2021	2020
Diluted Net Income (Loss) Per Share (As Reported)[1]	$ 0.71	$ 0.36	$ 1.34	$ (0.09)
Less: Diluted Net Income (Loss) Per Share from Discontinued Operations (As Reported)[1]	0.31	0.11	0.10	0.06
Diluted Net Income (Loss) Per Share from Continuing Operations (As Reported)[1]	0.40	0.25	1.24	(0.15)
Plus:				
Effect of Adjusted diluted shares	—	—	—	—
Provision (benefit) for income taxes	(0.11)	(0.03)	(0.05)	0.03
Amortization of acquisition related intangible assets	0.20	0.22	0.75	0.84
Impairment of intangible assets	—	—	—	0.05
Restructuring and related business transformation costs	0.02	0.02	0.05	0.23
Acquisition related expenses and non-cash charges	0.06	0.05	0.15	0.47
Stock-based compensation	0.06	0.05	0.23	0.12
Foreign currency transaction losses (gains), net	—	0.01	(0.03)	0.05
Loss on equity method investments	0.02	—	0.03	—
Loss on extinguishment of debt	—	—	0.02	0.01
Adjustments to LIFO inventories	0.08	0.01	0.08	0.10
Gain on settlement of post-acquisition contingencies	—	—	(0.07)	—
Other adjustments	(0.01)	0.01	(0.02)	0.01
Minus:				
Income tax provision, as adjusted	0.04	0.14	0.29	0.42
Adjusted Diluted Net Income Per Share from Continuing Operations[2]	$ 0.68	$ 0.45	$ 2.09	$ 1.34
Average shares outstanding:				
Basic, as reported	407.8	418.4	414.8	382.8
Diluted, as reported[3]	413.4	424.5	421.2	382.8
Adjusted diluted[2]	413.4	424.5	421.2	387.2

[1] Basic and diluted earnings (loss) per share (as reported) are calculated by dividing net income (loss) attributable to Ingersoll Rand Inc. by the basic and diluted average shares outstanding for the respective periods.

[2] Adjusted diluted share count and adjusted diluted earnings per share include incremental dilutive shares, using the treasury stock method, which are added to average shares outstanding.

[3] Due to net losses in certain periods shown, basic and diluted average shares outstanding are the same in those periods.

Reconciliation of Net Income (Loss) to Adjusted Earnings per Share

(Unaudited; in millions, except per share amounts)	For the Three Month Period Ended December 31, 2021	For the Three Month Period Ended December 31, 2020	For the Twelve Month Period Ended December 31, 2021	For the Twelve Month Period Ended December 31, 2020
Net Income (Loss)	$ 293.7	$ 151.1	$ 565.0	$ (32.4)
Less: Income (Loss) from Discontinued Operations	47.9	15.4	121.0	26.0
Less: Income Tax Benefit (Provision) from Discontinued Operations	81.8	29.3	(79.4)	(1.6)
Income (Loss) from Continuing Operations	164.0	106.4	523.4	(56.8)
Plus:				
Provision for income taxes	(47.6)	(12.9)	(21.8)	11.4
Amortization of acquisition related intangible assets	83.9	92.0	315.9	327.0
Impairment of intangible assets	—	—	—	19.9
Restructuring and related business transformation costs	6.3	8.4	18.8	88.0
Acquisition related expenses and non-cash charges	26.0	22.6	65.2	181.5
Stock-based compensation	23.0	20.2	95.9	47.0
Foreign currency transaction losses (gains), net	1.6	5.9	(12.0)	18.6
Loss on equity method investments	8.5	—	11.4	—
Loss on extinguishment of debt	—	—	9.0	2.0
Adjustments to LIFO inventories	33.2	4.2	33.2	39.8
Gain on settlement of post-acquisition contingencies	—	—	(30.1)	—
Other adjustments	(3.0)	1.8	(6.8)	5.2
Minus:				
Income tax provision, as adjusted	15.9	58.7	120.7	163.6
Adjusted Net Income	$ 280.0	$ 189.9	$ 881.4	$ 520.0
Adjusted Basic Earnings Per Share[1]	$ 0.69	$ 0.45	$ 2.12	$ 1.36
Adjusted Diluted Earnings Per Share[2]	$ 0.68	$ 0.45	$ 2.09	$ 1.34
Average shares outstanding:				
Basic, as reported	407.8	418.4	414.8	382.8
Diluted, as reported[3]	413.4	424.5	421.2	382.8
Adjusted diluted[2]	413.4	424.5	421.2	387.2

[1] Adjusted basic and diluted (loss) earnings per share are calculated by dividing adjusted net income by the basic and diluted average shares outstanding for the respective periods.

[2] Adjusted diluted share count and adjusted diluted earnings per share include incremental dilutive shares, using the treasury stock method, which are added to average shares outstanding.

[3] Due to net losses in certain periods shown, basic and diluted average shares outstanding are the same in those periods.

Reconciliation of Net Income (Loss) to Adjusted EBITDA and Adjusted Income from Continuing Operations, Net of Tax and Cash Flows from Operating Activities to Free Cash Flow

(Unaudited; in millions)	For the Three Month Period Ended December 31, 2021	For the Three Month Period Ended December 31, 2020	For the Twelve Month Period Ended December 31, 2021	For the Twelve Month Period Ended December 31, 2020
Net Income (Loss)	$ 293.7	$ 151.1	$ 565.0	$ (32.4)
Less: Income from discontinued operations	47.9	15.4	121.0	26.0
Less: Income tax benefit (provision) from discontinued operations	81.8	29.3	(79.4)	(1.6)
Income (loss) from continuing operations, net of tax	164.0	106.4	523.4	(56.8)
Plus:				
Interest expense	19.4	24.4	87.7	111.1
Provision for income taxes	(47.6)	(12.9)	(21.8)	11.4
Depreciation expense	22.6	20.7	85.1	75.3
Amortization expense	88.1	95.0	332.9	335.1
Impairment of intangible assets	—	—	—	19.9
Restructuring and related business transformation costs	6.3	8.4	18.8	88.0
Acquisition related expenses and non-cash charges	26.0	22.6	65.2	181.5
Stock-based compensation	23.0	20.2	95.9	47.0
Foreign currency transaction losses (gains), net	1.6	5.9	(12.0)	18.6
Loss on equity method investments	8.5	—	11.4	—
Loss on extinguishment of debt	—	—	9.0	2.0
Adjustments to LIFO inventories	33.2	4.2	33.2	39.8
Gain on settlement of post-acquisition contingencies	—	—	(30.1)	—
Other adjustments	(3.0)	1.8	(6.8)	5.2
Adjusted EBITDA	$ 342.1	$ 296.7	$ 1,191.9	$ 878.1
Minus:				
Interest expense	19.4	24.4	87.7	111.1
Income tax provision, as adjusted	15.9	58.7	120.7	163.6
Depreciation expense	22.6	20.7	85.1	75.3
Amortization of non-acquisition related intangible assets	4.2	3.0	17.0	8.1
Adjusted Income from Continuing Operations, Net of Tax	$ 280.0	$ 189.9	$ 881.4	$ 520.0
Free Cash Flow from Continuing Operations:				
Cash flows from operating activities from continuing operations	246.9	315.3	627.8	653.5
Minus:				
Capital expenditures	22.9	12.9	64.1	42.0
Free Cash Flow	$ 224.0	$ 302.4	$ 563.7	$ 611.5

Reconciliation of Cash Flow from Operating Activities to Adjusted Cash Flow from Operating Activities and Adjusted FCF

(Unaudited; in millions)	**For the Three Month Period Ended December 31,**		**For the Twelve Month Period Ended December 31,**	
	2021	**2020**	**2021**	**2020**
Cash Flow from Operating Activities from Continuing Operations	$ 246.9	$ 315.3	$ 627.8	$ 653.5
Plus:				
Synergy delivery and stand-up related costs	3.9	25.5	31.3	153.4
Cash taxes related to SVT and HPS divestitures	(2.6)	—	253.7	—
Settlement of post-acquisition contingencies	—	—	(49.5)	—
Adjusted Cash Flow from Operating Activities	**248.2**	**340.8**	**863.3**	**806.9**
Minus:				
Capital expenditures	22.9	12.9	64.1	42.0
Adjusted Free Cash Flow	**$ 225.3**	**$ 327.9**	**$ 799.2**	**$ 764.9**

Reconciliation of Segment Adjusted EBITDA to Net Income (Loss)

(Unaudited; in millions)	For the Three Month Period Ended December 31,		For the Twelve Month Period Ended December 31,	
	2021	2020	2021	2020
Segment Adjusted EBITDA				
Industrial Technologies and Services	$ 290.7	$ 264.4	$ 1,033.7	$ 759.8
Precision and Science Technologies	77.6	63.5	291.4	220.2
Total Segment Adjusted EBITDA	$ 368.3	$ 327.9	$ 1,325.1	$ 980.0
Less items to reconcile Segment Adjusted EBITDA to Income (Loss) from Continuing Operations Before Income Taxes:				
Corporate expenses not allocated to segments	$ 26.2	$ 31.2	$ 133.2	$ 101.9
Interest expense	19.4	24.4	87.7	111.1
Depreciation and amortization expense	110.7	115.7	418.0	410.4
Impairment of intangible assets	—	—	—	19.9
Restructuring and related business transformation costs	6.3	8.4	18.8	88.0
Acquisition related expenses and non-cash charges	26.0	22.6	65.2	181.5
Stock-based compensation	23.0	20.2	95.9	47.0
Loss on extinguishment of debt	—	—	9.0	2.0
Foreign currency transaction losses (gains), net	1.6	5.9	(12.0)	18.6
Adjustments to LIFO inventories	33.2	4.2	33.2	39.8
Gain on settlement of post-acquisition contingencies	—	—	(30.1)	—
Other adjustments	(3.0)	1.8	(6.8)	5.2
Income (Loss) from Continuing Operations Before Income Taxes	124.9	93.5	513.0	(45.4)
Provision (benefit) for income taxes	(47.6)	(12.9)	(21.8)	11.4
Loss on equity method investments	(8.5)	—	(11.4)	—
Income (Loss) from Continuing Operations	164.0	106.4	523.4	(56.8)
Loss from discontinued operations, net of tax	129.7	44.7	41.6	24.4
Net Income (Loss)	$ 293.7	$ 151.1	$ 565.0	$ (32.4)

Ingersoll Rand

Combined Financial Information by Segment

		For the Three Months Ended December 31, 2021		For the Twelve Months Ended December 31, 2021
Ingersoll Rand				
Orders	$	1,507.0	$	5,764.5
Revenue		1,418.8		5,152.4
Adjusted EBITDA (non-GAAP)		342.1		1,191.9
Adjusted EBITDA Margin (non-GAAP)		24.1%		23.1%
Adjusted Net Income (non-GAAP)		280.0		881.4
Adjusted Diluted EPS (non-GAAP)	$	0.68	$	2.09
Industrial Technologies & Services				
Orders	$	1,201.1	$	4,678.8
Revenue		1,129.0		4,161.0
Adjusted EBITDA (non-GAAP)		290.7		1,033.7
Adjusted EBITDA Margin (non-GAAP)		25.7%		24.8%
Precision & Science Technologies				
Orders	$	305.9	$	1,085.7
Revenue		289.8		991.4
Adjusted EBITDA (non-GAAP)		77.6		291.4
Adjusted EBITDA Margin (non-GAAP)		26.8%		29.4%

Orders and Revenue Growth by Segment[1]

(Unaudited)	For the Three Month Period Ended December 31, 2021	
	Orders	Revenue
Ingersoll Rand		
Organic growth	18.3%	11.3%
Impact of foreign currency	(1.2%)	(1.2%)
Impact of acquisitions	6.7%	6.3%
Total adjusted orders and revenue growth	23.8%	16.4%
Industrial Technologies & Services		
Organic growth	19.2%	10.6%
Impact of foreign currency	(1.2%)	(1.1%)
Impact of acquisitions	2.5%	2.1%
Total adjusted orders and revenue growth	20.5%	11.6%
Precision & Science Technologies		
Organic growth	14.3%	15.0%
Impact of foreign currency	(1.5%)	(1.5%)
Impact of acquisitions	26.1%	26.8%
Total adjusted orders and revenue growth	38.9%	40.3%

(1) Organic growth/(decline), impact of foreign currency, and impact of acquisitions are non-GAAP measures. References to "impact of acquisitions" refer to GAAP sales from acquired businesses recorded prior to the first anniversary of the acquisition. The portion of GAAP revenue attributable to currency translation is calculated as the difference between (a) the period-to-period change in revenue (excluding acquisition sales) and (b) the period-to-period change in revenue (excluding acquisition sales) after applying prior year foreign exchange rates to the current year period.

Unaudited Supplemental Adjusted Combined Financial Information

Ingersoll Rand is providing the below unaudited supplemental historical financial information of the Company on a non-GAAP adjusted basis for the fiscal year ended December 31, 2020 as if the Transaction was completed on January 1, 2018, to assist investors in assessing Ingersoll Rand's historical performance on a basis that includes the combined results of operations of both Gardner Denver Holdings, Inc. and Ingersoll-Rand plc's Industrial segment. Ingersoll Rand management believes this unaudited supplemental historical financial information helps investors understand the long-term profitability trends of its newly combined business giving effect to the Transaction and facilitates comparisons of our profitability to prior and future periods and to our peers. The supplemental historical financial information herein may not be comparable to similarly titled measures reported by other companies. The High Pressure Solutions business met the criteria for assets held for sale during the first quarter of 2021 and therefore is presented as a discontinued operation and comparable prior periods are recast to reflect this change and its results have been excluded from the tables listed below.

- **Tables 1**: In Table 1, the Company presents its unaudited combined Supplemental Adjusted Orders, Supplemental Adjusted Revenues, Supplemental Adjusted EBITDA, and Supplemental Adjusted EBITDA Margin at both the consolidated Company level and segment levels for the fiscal year ended December 31, 2020 on a basis that reflects the Transaction happening on January 1, 2018 and Ingersoll Rand's new segment structure post-Transaction. Additionally, the tables present unaudited Supplemental Further Adjusted Net Income and unaudited Supplemental Further Adjusted Diluted EPS at the consolidated Company level.
- **Table 2**: In Table 2, the Company presents unaudited supplemental adjusted combined revenue growth/(decline), orders growth/(decline), and their components (including the non-GAAP measures of organic revenue growth/(decline), impact of foreign currency, and impact of acquisitions) on a basis that reflects the Transaction happening on January 1, 2018 and Ingersoll Rand's new segment structure post-Transaction.
- **Table 3**: In Table 3, the Company presents a reconciliation of GAAP Revenue to Supplemental Adjusted Revenue by Segment and for the Company and Adjusted EBITDA to Supplemental Segment Adjusted EBITDA.
- **Table 4**: In Table 4, the Company presents a reconciliation of GAAP Net (Loss) Income to Adjusted EBITDA and Supplemental Adjusted EBITDA and Supplemental Further Adjusted Net Income.
- **Table 5**: In Table 5, the Company presents a reconciliation of GAAP Diluted EPS to Supplemental Further Adjusted Diluted EPS.

Table 1: Unaudited Supplemental Adjusted Combined Financial Information by Segment

(Unaudited; dollars in millions, per share amounts in whole dollars)		For the Twelve Months Ended December 31, 2020
Ingersoll Rand		
Supplemental Adjusted Orders	$	4,410.5
Supplemental Adjusted Revenue (non-GAAP)		4,344.4
Supplemental Adjusted EBITDA (non-GAAP)		933.9
Supplemental Adjusted EBITDA Margin (non-GAAP)		21.5%
Supplemental Further Adjusted Net Income (non-GAAP)		542.5
Supplemental Further Adjusted Diluted EPS (non-GAAP)	$	1.28
Industrial Technologies & Services		
Supplemental Adjusted Orders	$	3,576.2
Supplemental Adjusted Revenue (non-GAAP)		3,540.0
Supplemental Adjusted EBITDA (non-GAAP)		800.1
Supplemental Adjusted EBITDA Margin (non-GAAP)		22.6%
Precision & Science Technologies		
Supplemental Adjusted Orders	$	834.3
Supplemental Adjusted Revenue (non-GAAP)		804.4
Supplemental Adjusted EBITDA (non-GAAP)		240.6
Supplemental Adjusted EBITDA Margin (non-GAAP)		29.9%

Table 2: Unaudited Supplemental Adjusted Combined Revenue and Order Growth by Segment[1]

(Unaudited)	For the Twelve Month Period Ended December 31, 2021	
	Orders	**Revenue**
Ingersoll Rand		
Organic growth	23.6%	12.3%
Impact of foreign currency	3.0%	2.6%
Impact of acquisitions	4.1%	3.7%
Total orders and revenue growth	30.7%	18.6%
Industrial Technologies & Services		
Organic growth	25.1%	12.6%
Impact of foreign currency	3.0%	2.7%
Impact of acquisitions	2.7%	2.2%
Total orders and revenue growth	30.8%	17.5%
Precision & Science Technologies		
Organic growth	17.5%	10.9%
Impact of foreign currency	2.6%	2.3%
Impact of acquisitions	10.0%	10.0%
Total orders and revenue growth	30.1%	23.2%

(1) Organic growth/(decline), impact of foreign currency, and impact of acquisitions are non-GAAP measures. References to "impact of acquisitions" refer to GAAP sales from acquired businesses recorded prior to the first anniversary of the acquisition. The portion of GAAP revenue attributable to currency translation is calculated as the difference between (a) the period-to-period change in revenue (excluding acquisition sales) and (b) the period-to-period change in revenue (excluding acquisition sales) after applying prior year foreign exchange rates to the current year period.

Table 3: Reconciliation of GAAP Revenue to Supplemental Adjusted Revenue by Segment and for the Company and Segment Adjusted EBITDA to Supplemental Segment Adjusted EBITDA

(Unaudited; in millions)	For the Twelve Month Period Ended December 31, 2020		
	GAAP Revenue	Adjustments (1)	Supplemental Adjusted Revenue
Segment			
Industrial Technologies & Services	$ 3,248.2	$ 291.8	$ 3,540.0
Precision & Science Technologies	725.0	79.4	804.4
Total Company	$ 3,973.2	$ 371.2	$ 4,344.4
	Adjusted EBITDA	Adjustments (1)	Supplemental Adjusted EBITDA
Segment			
Industrial Technologies & Services	$ 759.8	$ 40.3	$ 800.1
Precision & Science Technologies	220.2	20.4	240.6
Total Segments	$ 980.0	$ 60.7	$ 1,040.7

1. For the year ended December 31, 2020, the "Adjustments" column represents the impact of two months (January and February 2020) of standalone legacy Ingersoll Rand Industrial Segment activity. As it relates to adjustments to Segment Adjusted EBITDA, these amounts are impacted by the newly merged Company's corporate costs, a portion of which is allocated to the business segments.

Table 4: Reconciliation of GAAP Net Loss to Adjusted EBITDA and Supplemental Adjusted EBITDA and Supplemental Further Adjusted Net Income

(Unaudited; in millions)	**Twelve Months Ended December 31, 2020**
Net Loss (GAAP)	$ (32.4)
Less: Income from discontinued operations	26.0
Less: Income tax benefit (provision) from discontinued operations	(1.6)
Loss from continuing operations, net of tax	(56.8)
Plus (1):	
Interest expense	111.1
Provision for income taxes	11.4
Depreciation expense	75.3
Amortization expense	335.1
Impairment of intangible assets	19.9
Restructuring and related business transformation costs	88.0
Acquisition related expenses and non-cash charges	181.5
Stock-based compensation	47.0
Foreign currency transaction losses, net	18.6
Loss on extinguishment of debt	2.0
Adjustments to LIFO inventories	39.8
Other adjustments	5.2
Adjusted EBITDA (1)	878.1
Additional Segment Adjusted EBITDA Adjustments (2):	
Industrial Technologies & Services	$ 40.3
Precision & Science Technologies	20.4
Incremental corporate expenses not allocated to segments	(4.9)
Supplemental Adjusted EBITDA	933.9
Minus:	
Adjusted interest expense	119.2
Adjusted income tax provision, as adjusted	177.0
Adjusted depreciation expense	83.8
Adjusted amortization of non-acquisition related intangible assets	11.4
Supplemental Further Adjusted Net Income	$ 542.5

1. These amounts have not been adjusted to reflect the pro forma impact of a full year of the recently combined Ingersoll Rand.
2. These “Additional Segment Adjusted EBITDA Adjustments” represent the impact of two months (January and February of 2020) of standalone legacy Ingersoll Rand Industrial Segment activity in the twelve month period ended December 31, 2020. The incremental corporate expenses not allocated to segments represent additional corporate expenses incurred by the Company to operate the recently combined Ingersoll Rand.

Table 5: Reconciliation of GAAP Diluted EPS to Supplemental Further Adjusted Diluted EPS

(Shares in millions, per share amounts in whole dollars)	For the Year Ended December 31, 2020
Diluted Loss Per Share (GAAP)	$ (0.09)
Diluted Earnings Per Share from Discontinued Operations (GAAP)	0.06
Diluted Loss Per Share from Continuing Operations (GAAP)	(0.15)
Plus:	
Effect of transaction (1)	0.01
Legacy Ingersoll Rand Industrial Segment's earnings (2)	0.13
Interest expense	0.26
Provision for income taxes	0.03
Depreciation expense	0.18
Amortization expense	0.79
Impairment of intangible assets	0.05
Restructuring and related business transformation costs	0.21
Acquisition related expenses and non-cash charges	0.43
Stock-based compensation	0.11
Foreign currency transaction losses, net	0.04
Adjustments to LIFO inventories	0.09
Other adjustments	0.03
Minus:	
Adjusted interest expense	0.28
Adjusted income tax provision, as adjusted	0.42
Adjusted depreciation expense	0.20
Adjusted amortization of non-acquisition related intangible assets	0.03
Supplemental Further Adjusted Diluted Earnings Per Share	$ 1.28
Supplemental Adjusted Diluted Shares Outstanding	422.5

1. This amount represents the impact of adjusting the GAAP weighted average shares outstanding for the period by the additional shares outstanding as if the acquisition of the Ingersoll Rand Industrial Segment was in effect for the entirety of the year ended December 31, 2020.
2. The “Legacy Ingersoll Rand Industrial Segment's earnings” represent the impact of two months (January and February 2020) of standalone legacy Ingersoll Rand Industrial Segment activity in the year ended December 31, 2020. This line is inclusive of incremental corporate expenses not allocated to segments which represent additional corporate expenses incurred by the Company to operate the newly combined Ingersoll Rand.