Ingersoll Rand

Q3 2022 Earnings Presentation

November 3, 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, including business disruptions caused by government restrictions; (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, geopolitical tensions or other events outside of our control; (12) the timing, manner and volume of repurchases of common stock pursuant to our share repurchase program; and (13) 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.

Premier Industrial Company with Iconic Brands and Market-Leading Positions

1 Updated Strategic Imperative – Lead Sustainably

Industry-leading products offer intrinsic, sustainable benefits to our customers, complementing our innovative employee ownership model

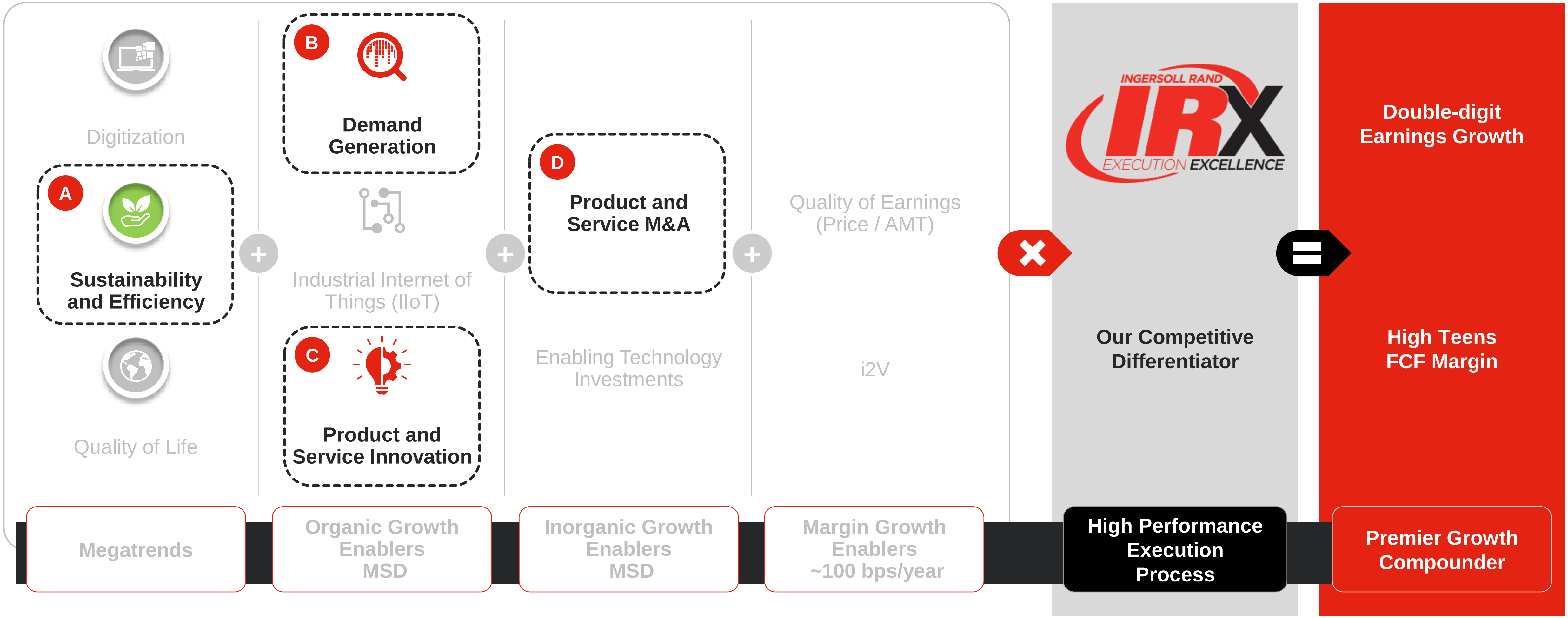
2 Strong Q3 Performance Despite FX Headwinds

Raising 2022 guidance for organic revenue growth and adjusted EBITDA with continued strong backlog, solid growth and orders momentum and a robust balance sheet

3 Organic and Inorganic Growth

Strong M&A funnel yielding high-value strategic bolt-ons in addition to continued low double digit organic growth in 2022

We Continue to Execute our Compounder Model; We Will Highlight Four Elements Today



A

Aligning to Megatrends: Sustainability as a Growth Enabler

Deploy Talent | **Accelerate Growth** | **Lead Sustainably** | **Expand Margins** | **Allocate Capital Effectively**

Grow Sustainably

A Offer intrinsically sustainable products and services:

- Efficiency
- Circularity
- Safety

B Support customers in high-growth, sustainable markets, including:

- Food
- Life science
- Water
- Clean energy

Operate Sustainably

What we do to improve our own operations, processes, and people:

- GHG emissions
- Water
- Waste
- Safety

- **Estimated >$1.3B U.S. cost savings; likely >5X globally** and 9M MT CO_2e reduction opportunity for compressed air systems in the U.S. alone[2]
- **>50B gallons of water** saving potential with full adoption of Runtech technology; equivalent to >3x bottled water consumption in the U.S.[3]

S&P Global Corporate Sustainability Assessment

- Top 1% globally in our industry[1]
- ESG score of 81 (+9 points vs 2021)

S&P Global

E-Max Turnkey Heat Recovery Unit for Water-Cooled Oil-Free Compressors

- **Recovers 92% – 94% of wasted energy** from compression process
- Average payback <1 year; improves as electricity prices rise

Runtech RunEco Paper Machine Vacuum Blower Systems

- Eliminates requirement for water in pulp and paper drying process
- **Saves >7.5B gallons of water/year** through current installed base

Wujiang, China Manufacturing Site

- Engineering teams avoid retesting by holding review meetings to improve first pass yield (FPY), **reducing energy use by ~70%**

Sheboygan, Wisconsin Manufacturing Site

- Equipment efficiency improvements can reduce water consumption by ~25% and a closed-loop system can **reduce remaining water demand by as much as 90%**

[1] As of October 21st, 2022. [2] Numbers are estimates based on management assumptions and data from epa.gov. [3] Source: Statista

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B C

Organic Growth: Commercial Excellence Accelerating Growth

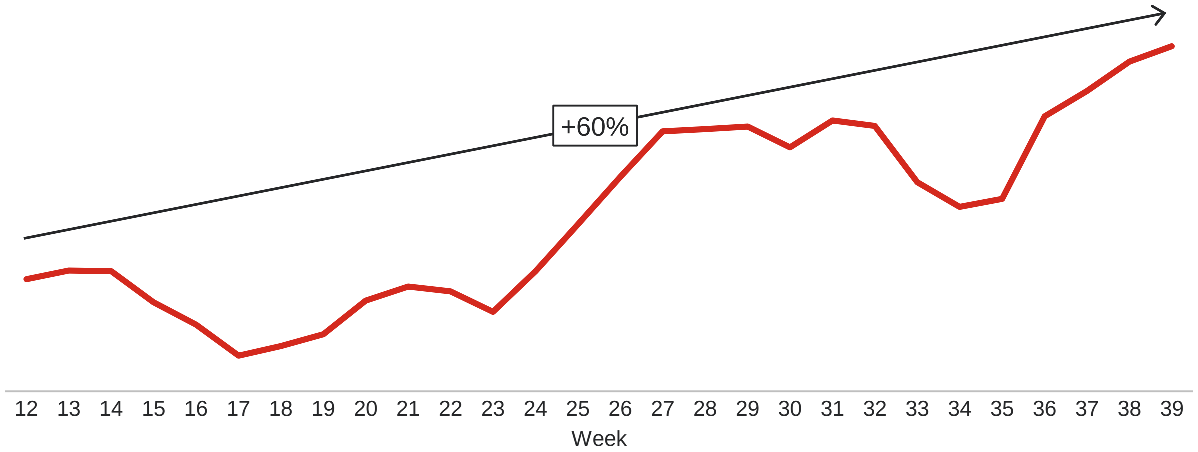
Challenge – Demand Generation in Europe
Leads generated for air compressors in European markets were trending down for several weeks in Q1 2022 at the start of the Russia/Ukraine war

Actions
The Demand Generation team leveraged IRX to counterbalance the negative trend with tactics including:

- ✓ A new multi-touch/channel campaign in high-growth, sustainable markets
- ✓ Innovative methods to capture customers (chatbot, mobile phone ads, click-to-call geo-positional links)
- ✓ Vertical-specific webinars and engagement campaigns
- ✓ Continuously revised all targeted Searched Engine Campaigns based on trend data

Result
>50% growth in marketing qualified lead (MQL) inflow

MQLs 3 Week Rolling Average[1]



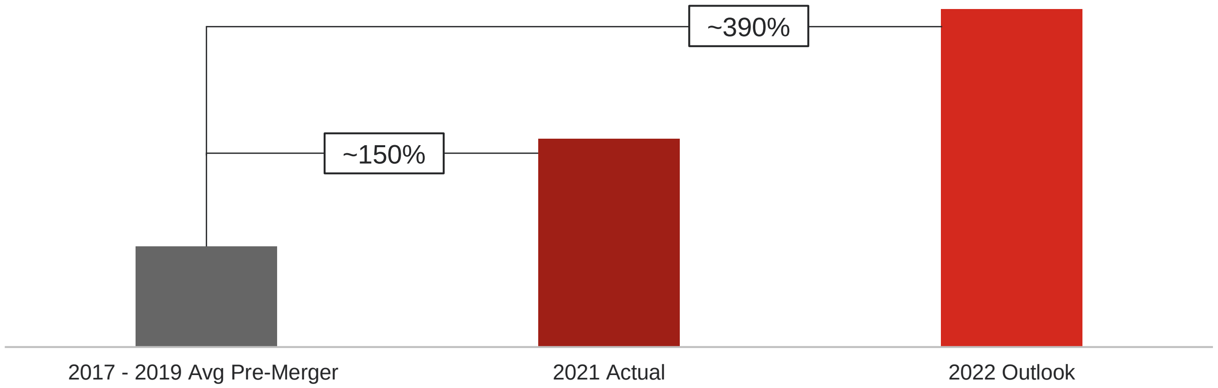
Challenge – Product Execution in China
Gardner Denver had a good compressor portfolio for the China market, but did not have the right operational footprint, local sales structure and channel

Actions
The China Ingersoll Rand team revitalized the Gardner Denver brand and enhanced its brand awareness and value through:

- ✓ Refreshed product line, integrating best practices of both IR and GD
- ✓ Focus on sustainability, with 5-10% efficiency improvement through new products
- ✓ Improved cost structure of compressor portfolio through utilization of i2V
- ✓ Increased focus on fast-growing small to medium-size customers; expanded the GD channel > 200% separate from legacy IR customers

Result
Triple digit growth in unit volume and revenue

Unit Volume Order Growth[2]



[1] 3 week rolling average of 2022 Compressor MQL's in Europe; [2] Gardner Denver compressor unit volume order growth in China.

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Inorganic Growth: Expanding our Core Portfolio while Accelerating Close Adjacencies

	Airmax GROUPE	PEDRO GIL	EVEREST PRESSURE & VACUUM SYSTEMS
Description	Leading full-service provider of air compressors and compressed air system services in France	Leading Spanish manufacturer of blower and vacuum equipment and systems	Leading Indian manufacturer of blower and vacuum systems
Annual Revenue	~$20M[1]	~$15M	~$15M
Headquarters	Bourges, France	Barcelona, Spain	New Delhi, India
Close	November 1	November 1	Q4 2022 (Anticipated)
Segment	ITS	ITS	ITS
Rationale	Leading IR distributor with 9 sites across France Leverage strong end user relationships and technician network to convert competitive products and support aftermarket growth	Strengthens IR's position in core blower and vacuum categories Increases exposure to high-growth, sustainable markets including water & wastewater	Broadens IR's pressure and vacuum offering in attractive Indian market Increases exposure to high-growth, sustainable markets including water & wastewater

[1] Revenue includes incremental external sales only.

D

Inorganic Growth: Expanding our Portfolio to Increase Value Across Ecosystems

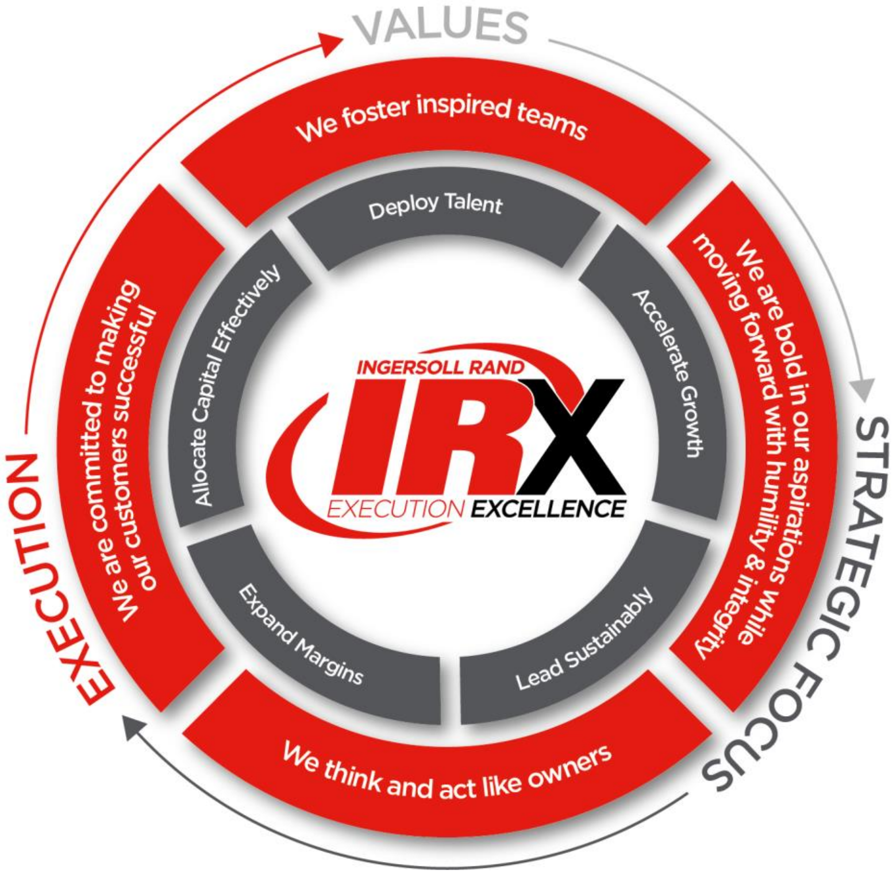
	SPX Flow Air Treatment Portfolio	DOSATRON	WESTWOOD TECHNICAL
	Hankison, Jemaco, Deltech, Pneumatic Products, Delair 	Water Powered Dosing Technology. Serving North and Central America 	
Description	Leading manufacturer of desiccant and refrigerated dryers, filtration systems and purifiers for dehydration in compressed air	U.S. leader in water-powered flow solutions and IIoT for hydroponics and agriculture markets	Highly experienced IIoT, controls and instrumentation specialist
Annual Revenue	~$180M[1]	~$20M[1]	Not disclosed
Headquarters	Ocala, Florida, U.S.	Clearwater, Florida, U.S.	Holmfirth, United Kingdom
Close	Late Q4 2022 / Early Q1 2023	October 1	September 1
Segment	ITS	PST	PST
Rationale	Highly complementary products; dryers have a strong attachment rate (up to 75%) on sales of new air compressors with ***meaningful synergy opportunities*** Strong recurring aftermarket revenue stream (nearly 50% of total revenue)	Increases IR's capabilities in high-growth, sustainable markets including hydroponics, animal health, food safety and sanitation, and water treatment Differentiated digital controls and Industrial Internet of Things (IIoT) solutions for hydroponics	Enhances IR's IIoT platform to include innovative Low Power Wide Area Networking ("LoRaWAN") technology Complements YZ Systems product line

Acquisition Funnel Update

>5x	Weighted funnel size vs Q3 2020
8	Additional transactions at LOI stage
~90%	Deals internally sourced
400 – 500 bps	Expected to exceed annualized inorganic growth target

[1] Revenue includes incremental external sales only.

IRX is our Competitive Differentiator – Q3 Highlights[1]



Cost Synergy Capture[2]	• On track to deliver $300M commitment (including $50M to be realized in 2022) • Revisiting funnel actions and ready to pivot if market activity slows down
Orders and Revenue	**Strong momentum** • Orders: Up 10% YoY; Up 14% YoY Organic: ITS +16% & PST +3% • Revenue: Up 14% YoY; Up 18% YoY Organic: ITS +19% & PST +15% • Book to Bill ratio of 1.09; YoY backlog growth of 40%+
Adj. EBITDA[3]	**$376M with margin of 24.8%** • Up $62M YoY, an increase of 20%, and +12% vs prior quarter • 110 bps improvement YoY and 160 bps improvement sequentially vs prior quarter • Incremental margin of 33%
Free Cash Flow[3]	**$253M** • Operating Cash Flow: $274M • Capex: ($22M) • Solid cash generation despite $69M in inventory headwinds to support backlog
Liquidity	**$2.6B** • $1.5B cash on hand at end of Q3; up $0.2B vs prior quarter
Net Leverage[4]	**1.0x** • Improved 0.1x vs prior quarter

[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 merger with Ingersoll-Rand plc's Industrials business segment ("IR Merger"). 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] Non-GAAP measure, calculated as Net Debt to LTM Adjusted EBITDA.

Q3 2022 Financial Performance vs Q3 2021 Financial Information

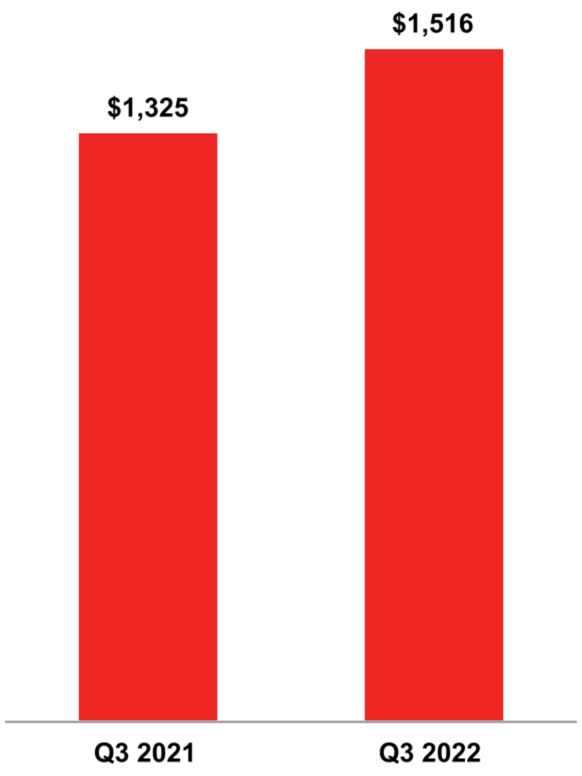
($M, excl. EPS)

Orders

Up 10%; Up 18% ex-FX

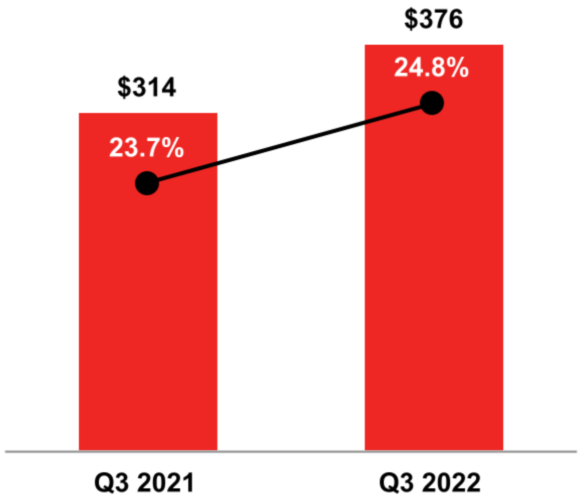
Revenue

Up 14%; Up 22% ex-FX



Adj. EBITDA & Margin[1]

Up 20%

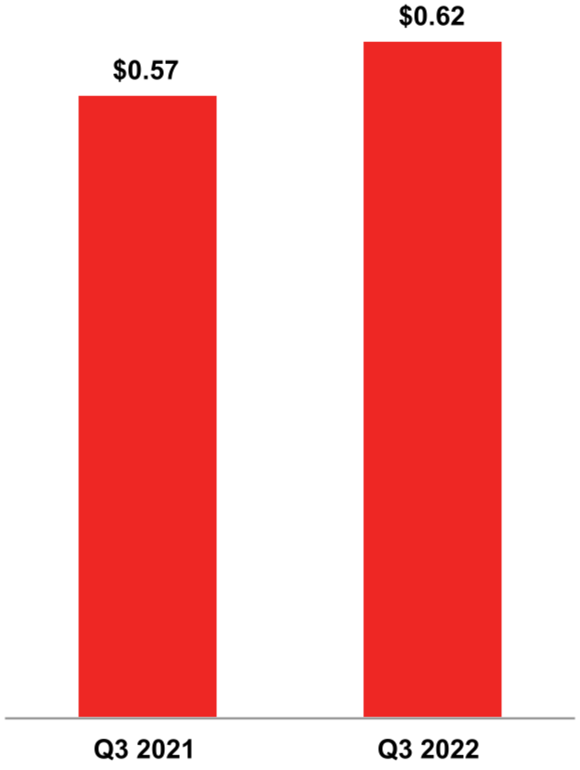


Adj. EBITDA Margin Expansion	
ITS	70 bps
PST	(60) bps
Total IR	**110 bps**

- Adj. EBITDA[1] includes $24M of FX headwinds as compared to prior year
- PST Adj. EBITDA margin up 60 bps ex-M&A[3]

Adj. Diluted EPS[1,2]

Up $0.05



- Adj. Diluted EPS[1,2] growth of 9% includes $0.05 of FX headwinds as compared to prior year

[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 PST acquisitions during LTM as of Q3 2022.

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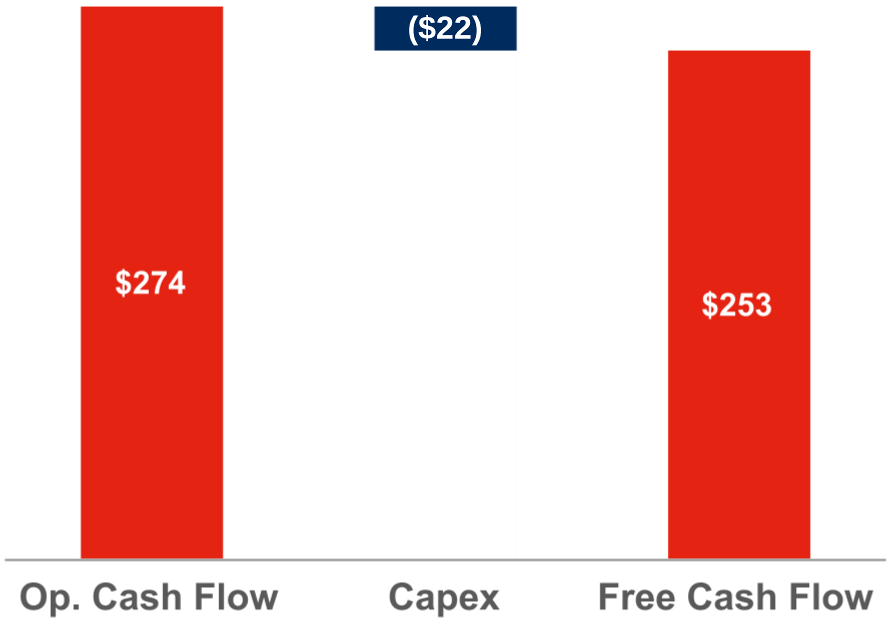
Q3 2022 Financial Performance

($M, excl. Leverage)

Free Cash Flow[1]

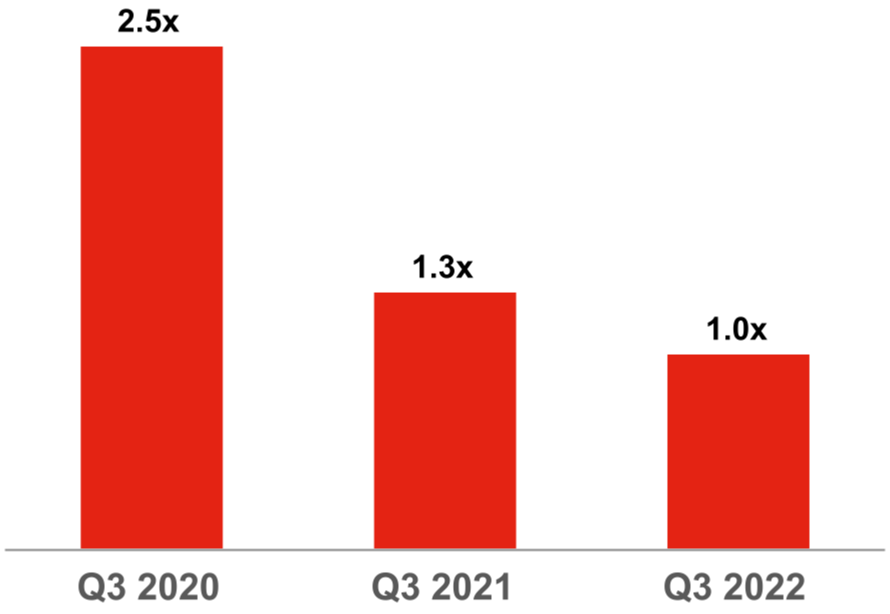
Cash Flows from Operations less Capex



Q3'22 Op. Cash Flow[1] and Free Cash Flow[1] include $4M of synergy delivery and stand-up related outflows

Leverage[2]

Net Debt / LTM Adjusted EBITDA



Leverage improved 0.3x YoY

Liquidity & Leverage

- $253M of FCF[1] generation despite inventory headwind of $69M
- Total available liquidity of $2.6B including:
  - Cash and Cash Equivalents: $1.5B
  - Available Revolving Credit Facility Balance: $1.1B
- Liquidity improvement of 0.1x vs prior quarter
- Repurchased ~0.1M shares for ~ $4M

[1] Non-GAAP measure (definitions and/or reconciliations in appendix). [2] Q3'20 Net Debt Leverage ratio based on As Reported Net Debt and Supplemental Adjusted EBITDA profile for the respective time period.

Industrial Technologies and Services Q3 2022 Highlights

Q3 2022 vs Q3 2021 ($M)

	Current Year	Prior Year	YoY Δ	Ex-FX YoY Δ
Revenue	$1,199.6	$1,070.7	12.0%	19.3%
Adj. EBITDA	$314.0	$272.9	15.1%	—
Adj. EBITDA Margin	26.2%	25.5%	70 bps	—

Q3 2022 vs Q3 2021 Revenue/Orders Bridge

	Organic	FX	M&A	YoY Δ
Orders Growth	16.2%	(6.8)%	0.7%	10.1%
Revenue Growth	18.6%	(7.3)%	0.7%	12.0%

Highlights

- Book to bill of 1.13x
- Adjusted EBITDA margin up 70 bps fueled by use of IRX; incremental margin of 32%

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

Regional Split for Compressors	Orders (YoY Ex-FX)	Revenue (YoY Ex-FX)	Order Commentary (YoY Ex-FX)
Americas	↑ Low 30s	↑ High 20s	◦ N. America: ↑ High 20s ◦ L. America: ↑ Mid 30s
EMEIA	↑ Mid Single Digits	↑ Mid 20s	◦ Mainland EU: ↑ Low Single Digits ◦ ME & India: ↑ High Double Digits
APAC	↑ High Single Digits	↑ High Single Digits	◦ China: ↑ Low Single Digits ◦ Rest of APAC: ↑ Low 30s

A Site Reimagined for Sustainable Growth

Buffalo NY Centrifugal Compressor Manufacturing Relaunch

- Addresses customer needs of lead time reduction and localized manufacturing
- Expands global capacity and capability for air and gas centrifugal products & services

+500%
Americas large centrifugal YoY orders growth

>$40M
Orders booked since May '22 launch

Diverse Markets
Supports multiple high growth sustainable end markets

[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.

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Precision and Science Technologies Q3 2022 Highlights

Q3 2022 vs Q3 2021 ($M)

	Current Year	Prior Year	YoY ∆	Ex-FX YoY ∆
Revenue	**$316.1**	**$254.3**	**24.3%**	**33.1%**
Adj. EBITDA	**$92.0**	**$75.5**	**21.9%**	**—**
Adj. EBITDA Margin	**29.1%**	**29.7%**	**(60) bps**	**—**

Q3 2022 vs Q3 2021 Revenue/Orders Bridge

	Organic	FX	M&A	YoY ∆
Orders Growth	**2.8%**	**(8.4)%**	**18.0%**	**12.4%**
Revenue Growth	**15.4%**	**(8.8)%**	**17.7%**	**24.3%**

Highlights

- Book to bill of 0.95x; incremental margin of 27%
- Organic orders up 3% and revenue up 15%
- Adjusted EBITDA margin performance down 60 bps YoY but up 230 bps sequentially vs Q2 2022

YoY Adjusted EBITDA Margin	**(60 bps)**
Impact of M&A	(120 bps)
PY COVID related revenue	(60 bps)
Others (Primarily driven by organic volume & price/cost improvements)	+120 bps

YoY Organic Orders Comp

2.8%	Organic Orders
5.1%	PY one-time COVID orders
7.9%	**Normalized Organic Orders**

Sustainable Innovation in Action

Air Dimensions

- Market leader in diaphragm vacuum pumps serving mission critical environmental applications in sustainable end markets
- Focus on continuous emission monitoring systems (CEMS); analytic instruments used by industrial customers to measure pollutant emission rate
- Since the Q4 2021 acquisition, the team has installed and leveraged IRX to:
  - ✓ Improve Adj. EBITDA margin from mid 50s to low 60s
  - ✓ Achieve revenue growth of **Low Double Digits** YTD vs a Mid Single Digit 3-year CAGR pre-acquisition
  - ✓ Accelerate investments in new product development and launch a higher pressure offering securing orders from four major OEMs and system integrators

2022 Revised Guidance

Ingersoll Rand	Prior (as of 8/4/22)		Updated (as of 11/3/22)	
	Revenue Growth[1]	Adjusted EBITDA[2]	Revenue Growth[1]	Adjusted EBITDA[2]
Total	**11-13%**	**$1,395M - $1,425M (17% - 20% YoY growth)**	**11-13%**	**$1,400M - $1,425M (17% - 20% YoY growth)**
Total IR Organic (Before FX and M&A):	11-13%	-	12-14%	-
Industrial Technologies & Services (Organic)	11-13%	-	12-14%	-
Precision & Science Technologies (Organic)	9-11%	-	10-12%	-
FX Impact[3]	(~5%)	(~$60M YoY Adj. EBITDA Headwind)	(~6%)	(~$80M YoY Adj. EBITDA Headwind)
M&A[4]	~$225M	-	~$225M	-
Corporate	-	(~$135M)	-	(~$135M)

FY 2022 Assumptions

- Increased midpoint of Adj. EBITDA range vs prior guidance despite ~$20M of FX headwinds
- ~25% Adj. EBITDA YoY growth at the mid-point excluding FX
- Mid 30s incremental margin expected in 2022
- FCF Conversion to Adj. Net Income: ~90%
  - Mid-teens FCF margin[5]
- Adj. Tax Rate: Low 20s
- Capex: ~2% of Revenue

Q4 2022 Commentary

- Continued price/cost improvement as pricing moves through backlog
- Guidance includes the following M&A deals announced in H2 2022: Hanye, Holtec, Hydro Prokav, Westwood, Pedro Gil, Dosatron and Airmax

[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 September 2022 FX rates. Does not include impact of FX on M&A.
[4] Includes the impact of FX on acquisitions.
[5] Free cash flow margin defined as Free Cash Flow / Revenue.

Key Takeaways – Investing with Ingersoll Rand

1. Strong Q3 performance and **raising** FY 2022 organic revenue growth and adjusted EBITDA guidance; **remaining agile** and **continuing to deliver** while adjusting to dynamic market conditions

2. Continuing to **differentiate Ingersoll Rand as an investment:**
   - Impactful innovation targeted at high-growth sustainable markets
   - Sustainability as a growth enabler and an operational imperative
   - Focused on both organic and inorganic growth while driving improved profitability

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**

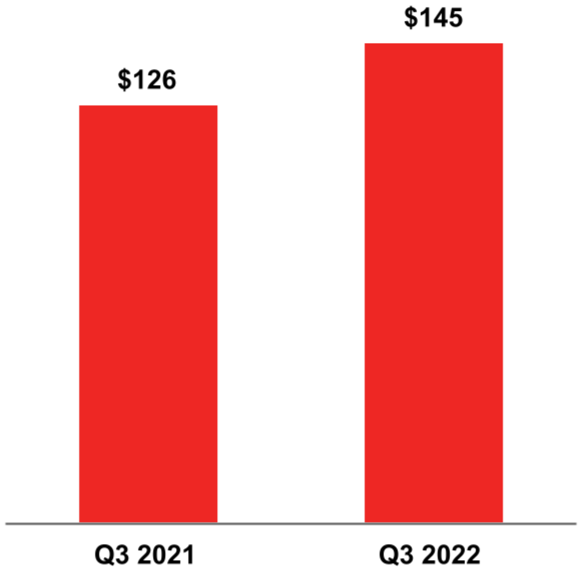
5. **Disciplined, comprehensive, and reaffirmed capital allocation strategy** to compound earnings and deliver continued value creation for shareholders

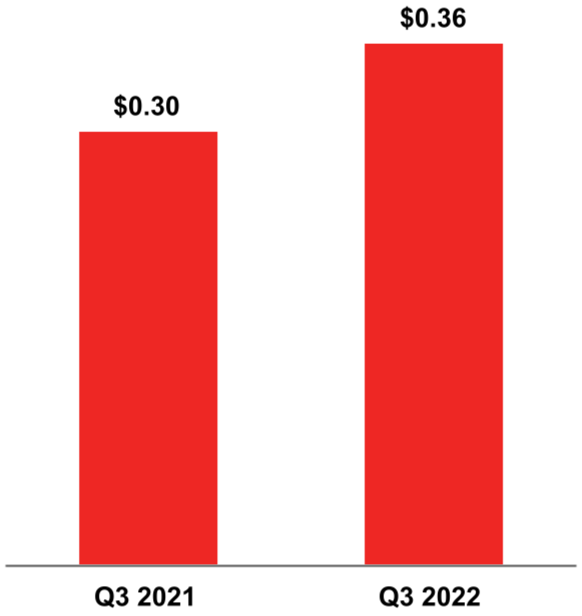
Appendix

Q3 2022 Financial Performance – As Reported

($M, excl. EPS)

Net Income[1]	EPS[2]
Up 15%	Up $0.06





[1] Net Income as reported defined as Net Income (Loss) Attributable to Ingersoll Rand Inc. [2] Diluted EPS defined as (Net Income (Loss) Attributable to Ingersoll Rand Inc.) / (Diluted Average Shares Outstanding).

Adjusted Financial Information

(Unaudited; in millions)	**For the Three Month Period Ended September 30,**		**For the Nine Month Period Ended September 30,**	
	2022	**2021**	**2022**	**2021**
Revenues	$ 1,515.7	$ 1,325.0	$ 4,292.6	$ 3,733.6
Adjusted EBITDA	$ 376.1	$ 313.7	$ 1,014.6	$ 849.8
Adjusted EBITDA Margin	24.8 %	23.7 %	23.6 %	22.8 %

Reconciliation of Net Income to Adjusted Net Income

(Unaudited; in millions)	For the Three Month Period Ended September 30,		For the Nine Month Period Ended September 30,	
	2022	**2021**	**2022**	**2021**
Net Income	$ 146.0	$ 126.8	$ 389.8	$ 271.3
Less: Income (loss) from discontinued operations	0.6	(7.6)	0.8	73.1
Less: Income tax benefit (provision) from discontinued operations	(0.1)	3.4	(0.2)	(161.2)
Income from Continuing Operations	145.5	131.0	389.2	359.4
Plus:				
Provision for income taxes	30.3	2.7	104.6	25.8
Amortization of acquisition related intangible assets	84.8	76.1	248.2	232.0
Restructuring and related business transformation costs	7.2	3.1	30.9	12.5
Acquisition and other transaction related expenses and non-cash charges	12.1	14.4	27.0	39.2
Stock-based compensation	27.1	29.8	69.3	72.9
Foreign currency transaction losses (gains), net	(6.7)	1.1	(12.3)	(13.6)
Loss (income) on equity method investments	(2.6)	2.2	2.5	2.9
Loss on extinguishment of debt	—	9.0	1.1	9.0
Adjustments to LIFO inventories	33.0	—	33.0	—
Gain on settlement of post-acquisition contingencies	(6.2)	—	(6.2)	(30.1)
Other adjustments	(4.4)	(3.6)	(18.7)	(3.8)
Minus:				
Income tax provision, as adjusted	70.0	27.2	194.8	104.8
Interest income on cash and cash equivalents	(3.0)	—	(3.0)	—
Adjusted Net Income	$ 253.1	$ 238.6	$ 676.8	$ 601.4

Reconciliation of Diluted Net Income 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 September 30, 2022	2021	For the Nine Month Period Ended September 30, 2022	2021
Diluted Net Income Per Share (As Reported)[1]	$ 0.36	$ 0.30	$ 0.94	$ 0.64
Less: Diluted Net Loss Per Share from Discontinued Operations (As Reported)[1]	—	(0.01)	—	(0.21)
Diluted Net Income Per Share from Continuing Operations (As Reported)[1]	0.35	0.31	0.94	0.84
Plus:				
Provision for income taxes	0.07	0.01	0.25	0.06
Amortization of acquisition related intangible assets	0.21	0.18	0.60	0.55
Restructuring and related business transformation costs	0.02	0.01	0.08	0.03
Acquisition and other transaction related expenses and non-cash charges	0.03	0.03	0.07	0.09
Stock-based compensation	0.07	0.07	0.17	0.17
Foreign currency transaction losses (gains), net	(0.01)	—	(0.03)	(0.03)
Loss (income) on equity method investments	(0.01)	0.01	0.01	0.01
Loss on extinguishment of debt	—	0.02	—	0.02
Adjustments to LIFO inventories	0.08	—	0.08	—
Gain on settlement of post-acquisition contingencies	(0.02)	—	(0.02)	(0.07)
Other adjustments	(0.01)	(0.01)	(0.05)	(0.01)
Minus:				
Income tax provision, as adjusted	0.17	0.06	0.47	0.24
Interest income on cash and cash equivalents	(0.01)	—	(0.01)	—
Adjusted Diluted Net Income Per Share from Continuing Operations[2]	$ 0.62	$ 0.57	$ 1.64	$ 1.42
Average shares outstanding:				
Basic, as reported	404.0	412.3	405.4	417.1
Diluted, as reported	408.5	418.5	410.3	423.7
Adjusted diluted[2]	408.5	418.5	410.3	423.7

[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.

Reconciliation of Net Income to Adjusted Earnings per Share

(Unaudited; in millions, except per share amounts)	For the Three Month Period Ended September 30,		For the Nine Month Period Ended September 30,	
	2022	2021	2022	2021
Net Income	$ 146.0	$ 126.8	$ 389.8	$ 271.3
Less: Income (loss) from discontinued operations	0.6	(7.6)	0.8	73.1
Less: Income tax benefit (provision) from discontinued operations	(0.1)	3.4	(0.2)	(161.2)
Income from Continuing Operations	145.5	131.0	389.2	359.4
Plus:				
Provision for income taxes	30.3	2.7	104.6	25.8
Amortization of acquisition related intangible assets	84.8	76.1	248.2	232.0
Restructuring and related business transformation costs	7.2	3.1	30.9	12.5
Acquisition and other transaction related expenses and non-cash charges	12.1	14.4	27.0	39.2
Stock-based compensation	27.1	29.8	69.3	72.9
Foreign currency transaction losses (gains), net	(6.7)	1.1	(12.3)	(13.6)
Loss (income) on equity method investments	(2.6)	2.2	2.5	2.9
Loss on extinguishment of debt	—	9.0	1.1	9.0
Adjustments to LIFO inventories	33.0	—	33.0	—
Gain on settlement of post-acquisition contingencies	(6.2)	—	(6.2)	(30.1)
Other adjustments	(4.4)	(3.6)	(18.7)	(3.8)
Minus:				
Income tax provision, as adjusted	70.0	27.2	194.8	104.8
Interest income on cash and cash equivalents	(3.0)	—	(3.0)	—
Adjusted Net Income	$ 253.1	$ 238.6	$ 676.8	$ 601.4
Adjusted Basic Earnings Per Share[1]	$ 0.63	$ 0.58	$ 1.67	$ 1.44
Adjusted Diluted Earnings Per Share[2]	$ 0.62	$ 0.57	$ 1.64	$ 1.42
Average shares outstanding:				
Basic, as reported	404.0	412.3	405.4	417.1
Diluted, as reported	408.5	418.5	410.3	423.7
Adjusted diluted[2]	408.5	418.5	410.3	423.7

[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.

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

(Unaudited; in millions)	For the Three Month Period Ended September 30,		For the Nine Month Period Ended September 30,	
	2022	2021	2022	2021
Net Income	$ 146.0	$ 126.8	$ 389.8	$ 271.3
Less: Income (loss) from discontinued operations	0.6	(7.6)	0.8	73.1
Less: Income tax benefit (provision) from discontinued operations	(0.1)	3.4	(0.2)	(161.2)
Income from Continuing Operations, Net of Tax	145.5	131.0	389.2	359.4
Plus:				
Interest expense	26.6	22.5	68.8	68.3
Provision for income taxes	30.3	2.7	104.6	25.8
Depreciation expense	20.4	21.2	61.8	62.5
Amortization expense	93.8	80.3	263.6	244.8
Restructuring and related business transformation costs	7.2	3.1	30.9	12.5
Acquisition and other transaction related expenses and non-cash charges	12.1	14.4	27.0	39.2
Stock-based compensation	27.1	29.8	69.3	72.9
Foreign currency transaction losses (gains), net	(6.7)	1.1	(12.3)	(13.6)
Loss (income) on equity method investments	(2.6)	2.2	2.5	2.9
Loss on extinguishment of debt	—	9.0	1.1	9.0
Adjustments to LIFO inventories	33.0	—	33.0	—
Gain on settlement of post-acquisition contingencies	(6.2)	—	(6.2)	(30.1)
Other adjustments	(4.4)	(3.6)	(18.7)	(3.8)
Adjusted EBITDA	$ 376.1	$ 313.7	$ 1,014.6	$ 849.8
Minus:				
Interest expense	26.6	22.5	68.8	68.3
Income tax provision, as adjusted	70.0	27.2	194.8	104.8
Depreciation expense	20.4	21.2	61.8	62.5
Amortization of non-acquisition related intangible assets	9.0	4.2	15.4	12.8
Interest income on cash and cash equivalents	$ (3.0)	$ —	$ (3.0)	$ —
Adjusted Income from Continuing Operations, Net of Tax	$ 253.1	$ 238.6	$ 676.8	$ 601.4
Free Cash Flow from Continuing Operations:				
Cash flows from operating activities from continuing operations	274.4	146.1	510.6	380.9
Minus:				
Capital expenditures	21.8	15.3	61.1	41.2
Free Cash Flow from Continuing Operations	$ 252.6	$ 130.8	$ 449.5	$ 339.7

Ingersoll Rand

Orders & Revenue by Segment and Reconciliation of Segment Adjusted EBITDA to Net Income

(Unaudited; in millions)	For the Three Month Period Ended September 30, 2022	For the Three Month Period Ended September 30, 2021	For the Nine Month Period Ended September 30, 2022	For the Nine Month Period Ended September 30, 2021
Orders				
Industrial Technologies and Services	$ 1,355.2	$ 1,231.3	$ 3,928.6	$ 3,477.7
Precision and Science Technologies	299.3	266.3	954.6	779.7
Total Orders	$ 1,654.5	$ 1,497.6	$ 4,883.2	$ 4,257.4
Revenue				
Industrial Technologies and Services	$ 1,199.6	$ 1,070.7	$ 3,389.7	$ 3,032.0
Precision and Science Technologies	316.1	254.3	902.9	701.6
Total Revenue	$ 1,515.7	$ 1,325.0	$ 4,292.6	$ 3,733.6
Segment Adjusted EBITDA				
Industrial Technologies and Services	$ 314.0	$ 272.9	$ 853.4	$ 743.0
Precision and Science Technologies	92.0	75.5	254.8	213.8
Total Segment Adjusted EBITDA	$ 406.0	$ 348.4	$ 1,108.2	$ 956.8
Less items to reconcile Segment Adjusted EBITDA to Income from Continuing Operations Before Income Taxes:				
Corporate expenses not allocated to segments	$ 29.9	$ 34.7	$ 93.6	$ 107.0
Interest expense	26.6	22.5	68.8	68.3
Depreciation and amortization expense	114.2	101.5	325.4	307.3
Restructuring and related business transformation costs	7.2	3.1	30.9	12.5
Acquisition and other transaction related expenses and non-cash charges	12.1	14.4	27.0	39.2
Stock-based compensation	27.1	29.8	69.3	72.9
Foreign currency transaction losses (gains), net	(6.7)	1.1	(12.3)	(13.6)
Loss on extinguishment of debt	—	9.0	1.1	9.0
Adjustments to LIFO inventories	33.0	—	33.0	—
Gain on settlement of post-acquisition contingencies	(6.2)	—	(6.2)	(30.1)
Other adjustments	(4.4)	(3.6)	(18.7)	(3.8)
Income from Continuing Operations Before Income Taxes	173.2	135.9	496.3	388.1
Provision for income taxes	30.3	2.7	104.6	25.8
Income (loss) on equity method investments	2.6	(2.2)	(2.5)	(2.9)
Income from Continuing Operations	145.5	131.0	389.2	359.4
Income (loss) from discontinued operations, net of tax	0.5	(4.2)	0.6	(88.1)
Net Income	$ 146.0	$ 126.8	$ 389.8	$ 271.3

Ingersoll Rand

Orders and Revenue Growth by Segment[1]

(Unaudited)	For the Three Month Period Ended September 30, 2022	
	Orders	**Revenue**
Ingersoll Rand		
Organic growth	13.8%	17.9%
Impact of foreign currency	(7.1%)	(7.5%)
Impact of acquisitions	3.8%	4.0%
Total orders and revenue growth	10.5%	14.4%
Industrial Technologies & Services		
Organic growth	16.2%	18.6%
Impact of foreign currency	(6.8%)	(7.3%)
Impact of acquisitions	0.7%	0.7%
Total orders and revenue growth	10.1%	12.0%
Precision & Science Technologies		
Organic growth	2.8%	15.4%
Impact of foreign currency	(8.4%)	(8.8%)
Impact of acquisitions	18.0%	17.7%
Total orders and revenue growth	12.4%	24.3%

[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.