

# Q4 and full-year 2024 earnings presentation



Making Life Better



# Forward-looking statements

This presentation contains “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995, including statements related to expectations of Ingersoll Rand Inc. (the “Company” or “Ingersoll Rand”) 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) adverse impact on our operations and financial performance due to geopolitical tensions, natural disaster, catastrophe, global pandemics, cyber events, or other events outside of our control; (2) unexpected costs, charges or expenses resulting from completed and proposed business combinations; (3) uncertainty of the expected financial performance of the Company; (4) failure to realize the anticipated benefits of 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; and (11) 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 2025 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.

We are a  
**Premier growth  
compounder with  
iconic brands and  
market-leading  
positions**

1

**Economic Growth Engine is the key to our financial durability**

Delivered double-digit Adj. EPS<sup>1</sup> growth and strong free cash flow margin<sup>1</sup> in 2024 in a dynamic global market environment

2

**Continued runway for inorganic growth in 2025**

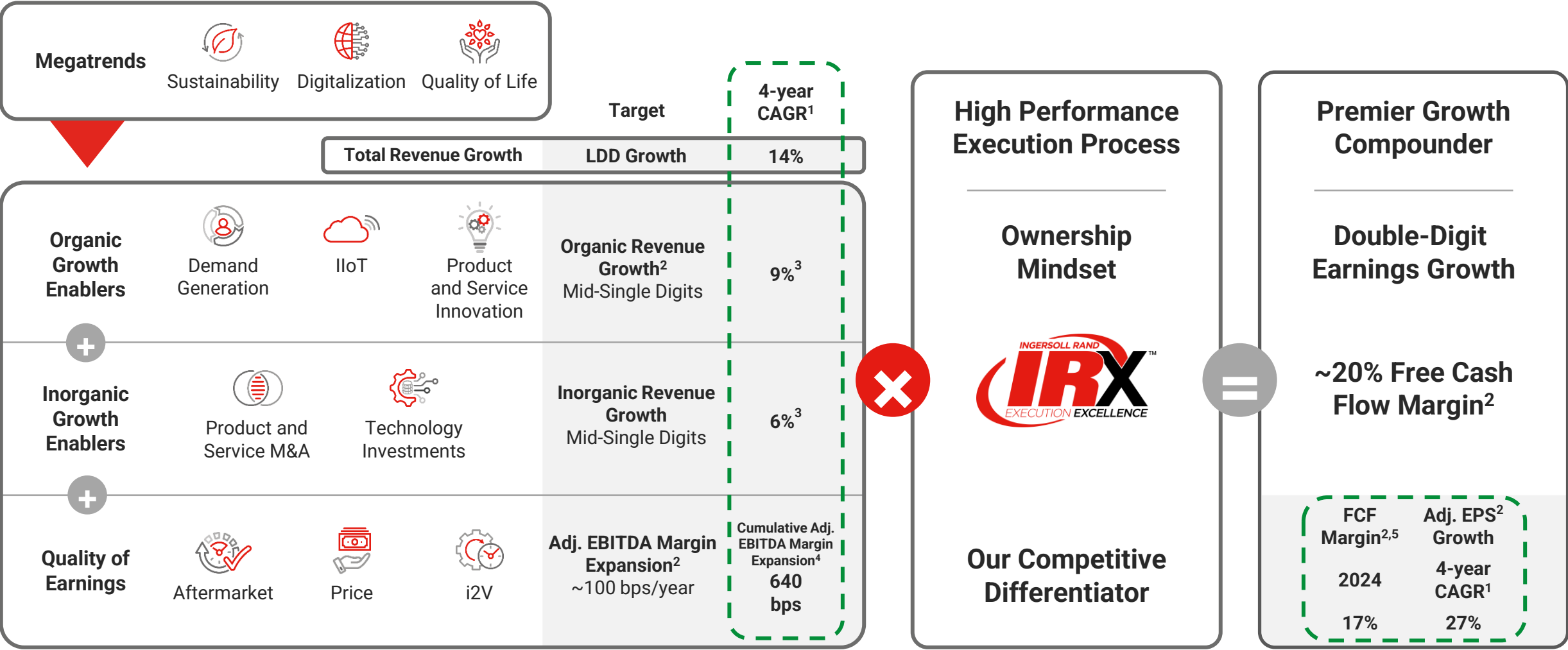
Robust M&A funnel with 200+ active targets

3

**Execution through our Competitive Differentiator, IRX**

Strong operational execution expected to continue in 2025

# Continuing to differentiate Ingersoll Rand as an investment



# We are a leader in sustainability<sup>1</sup>

Recognized for our sustainability performance while Making Life Better for our people

S&P Global

Ingersoll Rand Inc.  
Machinery and Electrical Equipment

Top 1%

Corporate Sustainability Assessment (CSA) 2024 Score

81/100

**S&P Dow Jones Indices**

**#1** Ingersoll Rand ranked as the top performer in the IEQ Machinery and Electrical Equipment industry<sup>2</sup>

**Top 1% CSA Score 81 ESG Score**

Climate

CDP

A List 2024

**Named to CDP “A List”**

One of 362 companies currently on the A List; also named a CDP Supplier Leader<sup>3</sup>

ESG

2024

INDUSTRY TOP RATED

**Low-risk rating from Sustainalytics**

✓ Top 0.5% performance in industry

ESG

2024

REGIONAL TOP RATED

✓ Top 8% in North America

✓ Top 5.5% globally<sup>4</sup>

FORTUNE

SECTOR LEADERS

INDUSTRIALS 2024

**Fortune Sector Leader 2024**

Named to inaugural list of top companies in industry based on annual revenue

TIME

WORLD'S BEST COMPANIES

SUSTAINABLE GROWTH

2025

**TIME’s World’s Best Companies – Sustainable Growth**

Inaugural list

100

Best Corporate Citizens

2024

**100 Best Corporate Citizens**

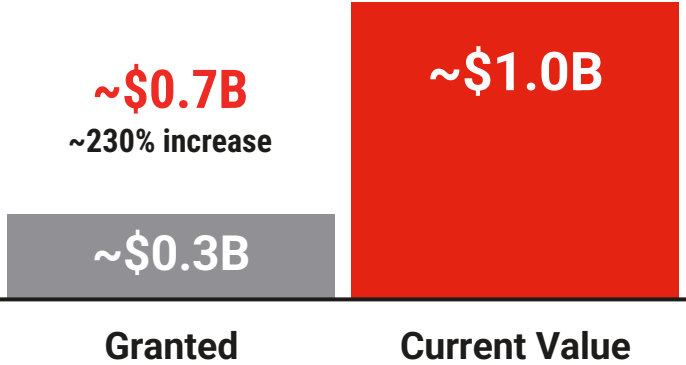
2<sup>nd</sup> consecutive year; #2 in industry and #5 overall

THE AMERICAS' FASTEST GROWING COMPANIES 2024

**Financial Times - Americas’ Fastest Growing Companies of 2024**

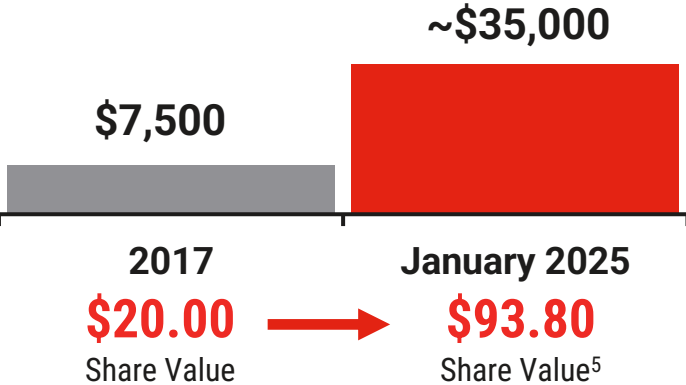
List is based on revenue growth between 2019 and 2022

**Value of All Employee Equity Grants<sup>5,6</sup>**



**Employee Stock Growth Example**

Based on employee base salary of \$75,000 and 10% grant



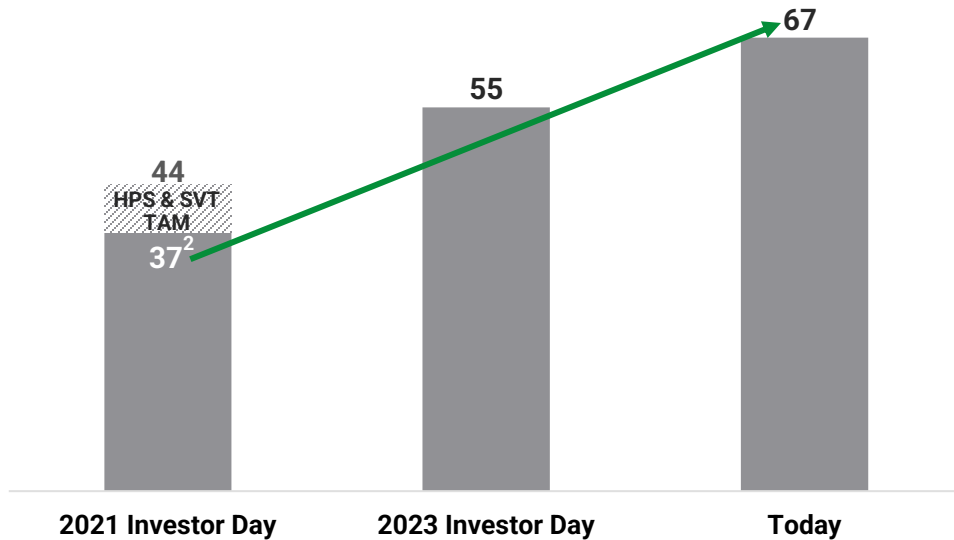
# We expect strong growth through M&A in the near term

Remaining disciplined in our approach to M&A; creating shareholder value while increasing our position in attractive end markets

## Significantly expanded our TAM

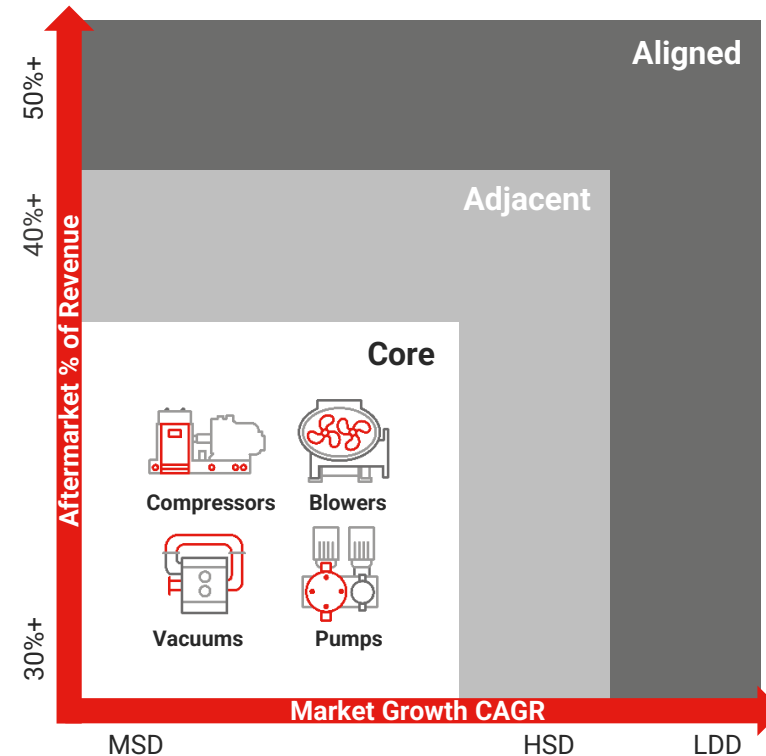
- Nealy doubled our TAM through both new product innovation and M&A since our 2021 Investor Day<sup>1</sup>

### Ingersoll Rand Total Addressable Market<sup>1</sup> (\$B)



## Long-term M&A strategy remains unchanged

- Continued focus on M&A in high-growth, sustainable end markets concentrated on core technologies and close adjacencies which are expected to be accretive from a growth perspective



# Inorganic growth continues to outperform our long-term targets

## 2024 year in review

**~\$3B**

Invested in inorganic growth

**18**

Acquisitions

**~\$625M**

Annualized revenue acquired<sup>2</sup>

**<14x pre-synergy Adj. EBITDA  
purchase multiple<sup>3</sup>**

**<10x** excluding the acquisition of ILC Dover<sup>3</sup>

## Acquisition update

**7**

Additional transactions at LOI stage<sup>1</sup>

**200+**

Companies currently in the funnel

**~90%**

Deals internally sourced

**400–500bps**

Expected annualized inorganic  
revenue to be acquired in 2025

# We continue to execute our M&A strategy; acquiring market leading products and technologies

Recently closed M&A transactions

## SSI Aeration



**Description:** A leading global manufacturer in the design and manufacturing of wastewater treatment plant equipment

**Annual Revenue:** ~\$30M

**Purchase Multiple:** ~10x 2024 Adj. EBITDA

**Headquarters:** Poughkeepsie, NY

**Close:** February 3, 2025

**Segment:** IT&S

**Rationale:** Extends Ingersoll Rand's capabilities in wastewater treatment, providing a more comprehensive wastewater treatment solution to our customers

## Excelsior Blower Systems



**Description:** A key provider and packager of blower technology

**Annual Revenue:** ~\$10M

**Purchase Multiple:** ~9x 2024 Adj. EBITDA

**Headquarters:** Blandon, PA

**Close:** February 3, 2025

**Segment:** IT&S

**Rationale:** Adds blower service and packaging capabilities to Ingersoll Rand while also expanding channel coverage

## Toshniwal Industries Pvt. Ltd.



**Description:** A leading manufacturer of vacuum pumps and systems used in various end markets including Life Sciences and Food and Beverage

**Annual Revenue:** ~\$7M

**Purchase Multiple:** ~10x 2024 Adj. EBITDA

**Headquarters:** Ajmer, India

**Close:** December 2, 2024

**Segment:** IT&S

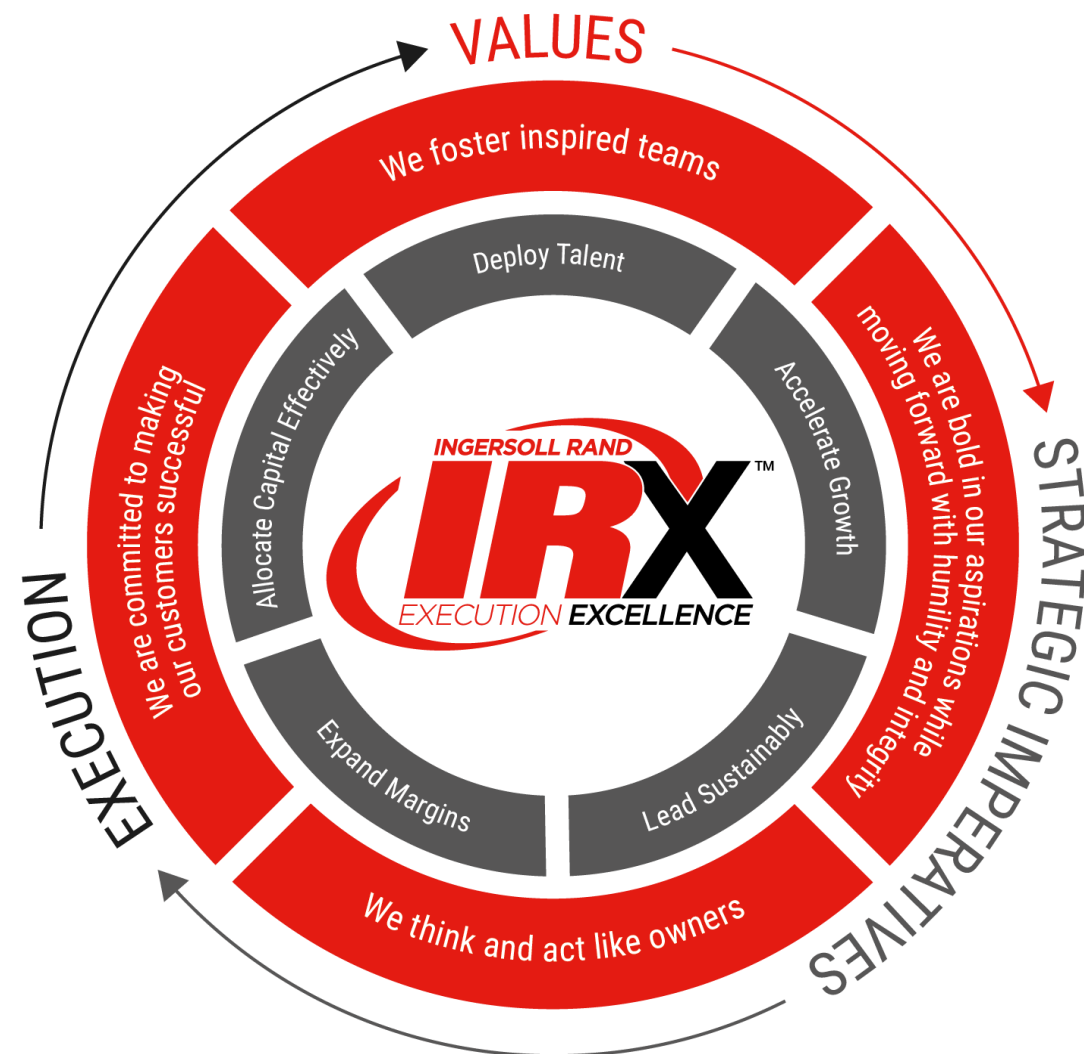
**Rationale:** Expands Ingersoll Rand's capabilities in vacuum technology, complementing our existing portfolio and strengthening our market share in India



# Q4 earnings highlights

IRX is our competitive differentiator

<b>Orders and Revenue</b>	<b>Sequential growth of both orders and revenue</b> <ul style="list-style-type: none"> <li>Orders and revenue both increased LSD sequentially from Q3 to Q4</li> <li>Aftermarket revenue growth of HSD</li> <li>Full year organic orders and revenue in underpenetrated markets<sup>1</sup> grew HSD and MSD respectively</li> </ul>
<b>Adj. EBITDA<sup>2</sup></b>	<b>\$532M with Margin of 28.0%</b> <ul style="list-style-type: none"> <li>Up \$31M YoY, an increase of 6%</li> <li>50 bps improvement YoY</li> </ul>
<b>Adj. EPS<sup>2</sup></b>	<b>Adjusted EPS of \$0.84</b> <ul style="list-style-type: none"> <li>FY Adj. EPS of \$3.29 up 11% YoY</li> </ul>
<b>Free Cash Flow (FCF)<sup>2</sup></b>	<b>\$491M</b> <ul style="list-style-type: none"> <li>Free Cash Flow Margin of 26%</li> </ul>
<b>Liquidity</b>	<b>\$4.1B</b> <ul style="list-style-type: none"> <li>\$1.5B cash on hand at end of Q4</li> </ul>
<b>Net Leverage<sup>3</sup></b>	<b>1.6x</b> <ul style="list-style-type: none"> <li>Improvement of 0.1x sequentially from Q3'24</li> </ul>

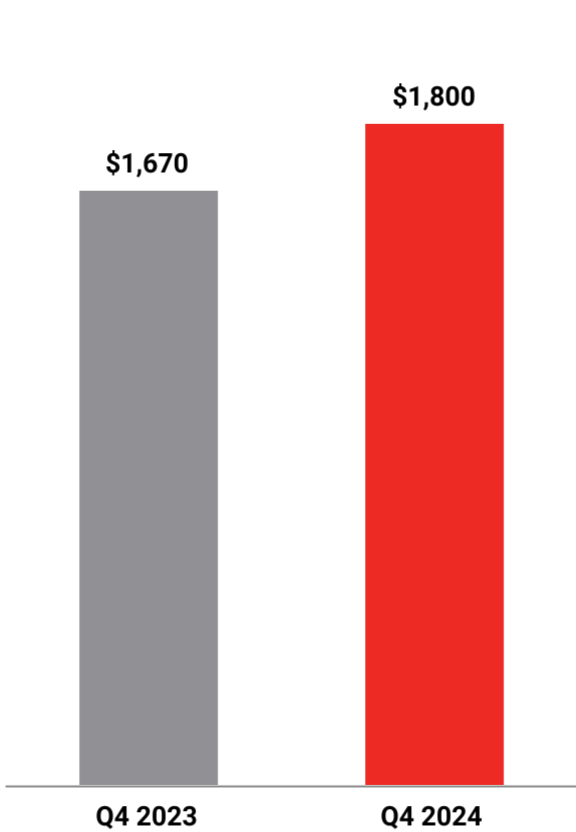


# Q4 2024 vs. Q4 2023 financial performance

(\$M, excl. EPS)

## Orders

Up 8%



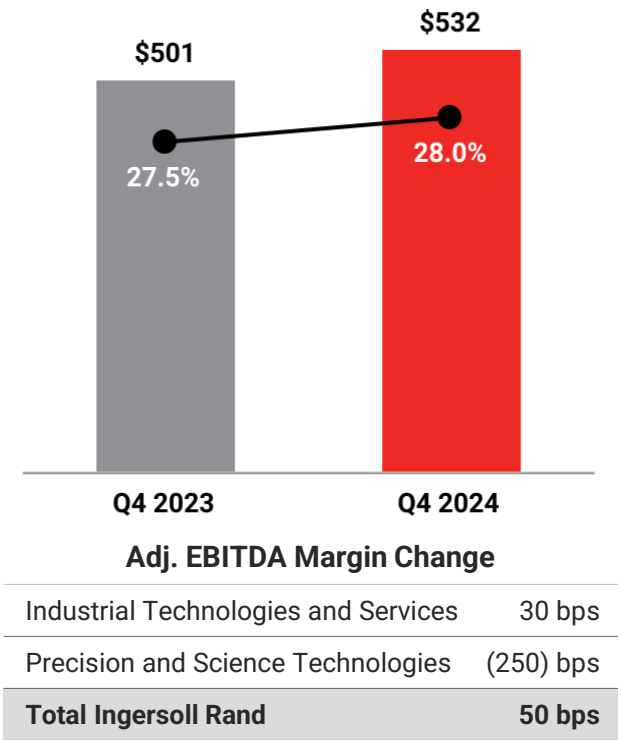
## Revenue

Up 4%



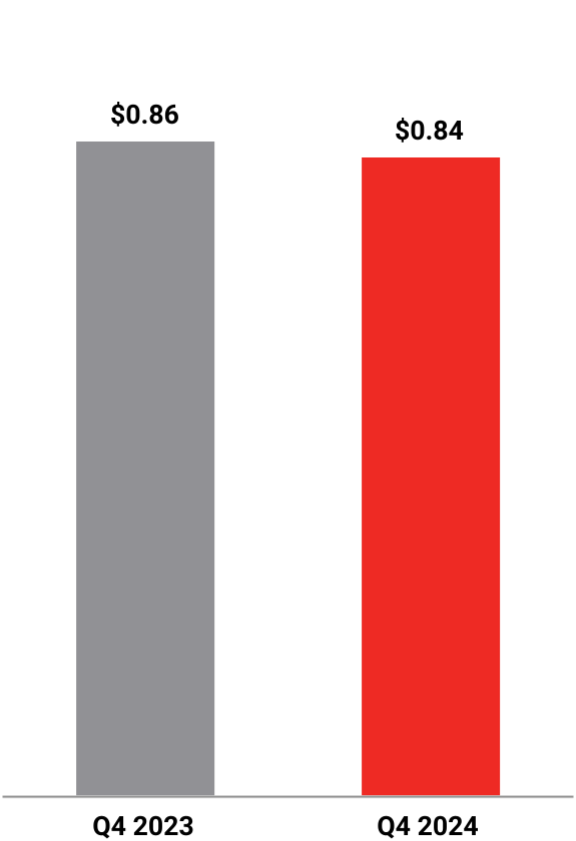
## Adj. EBITDA & Margin<sup>1</sup>

Up 6%



## Adj. Diluted EPS<sup>1,2</sup>

Down (2%)



# FY 2024 vs. FY 2023 financial performance

(\$M, excl. EPS)

## Orders

Up 4%



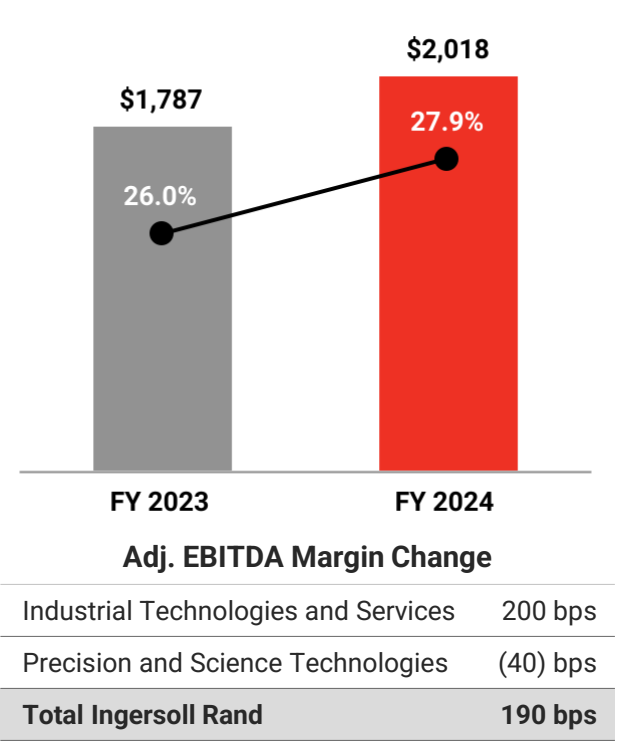
## Revenue

Up 5%



## Adj. EBITDA & Margin<sup>1</sup>

Up 13%



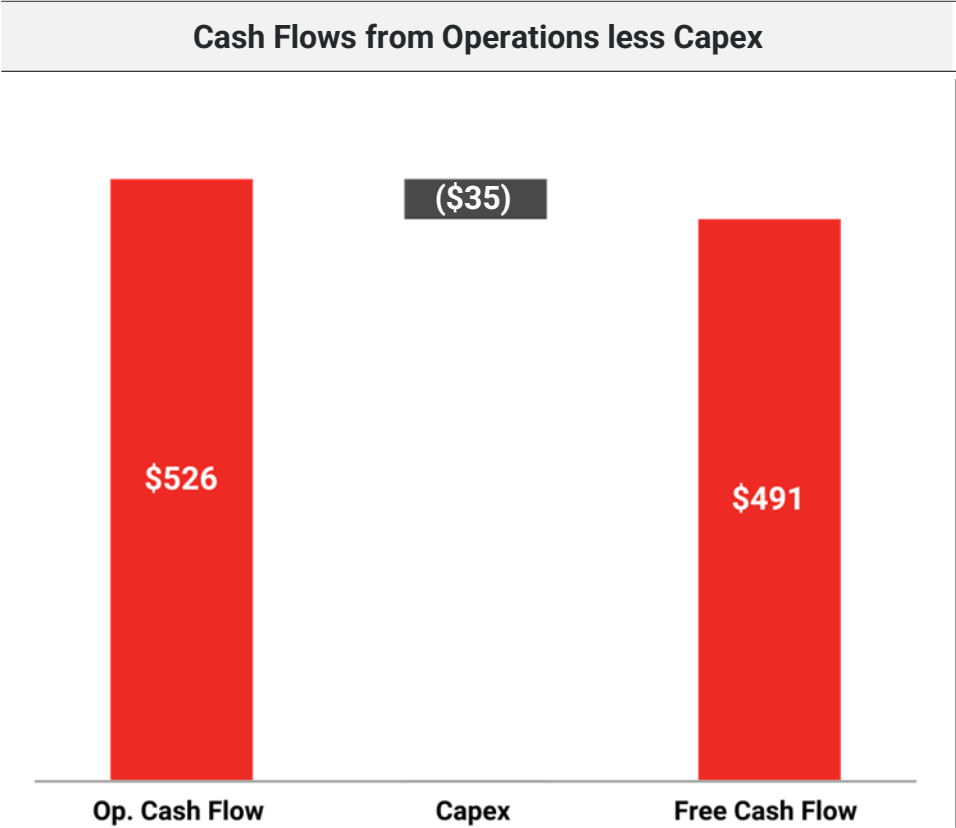
## Adj. Diluted EPS<sup>1,2</sup>

Up 11%

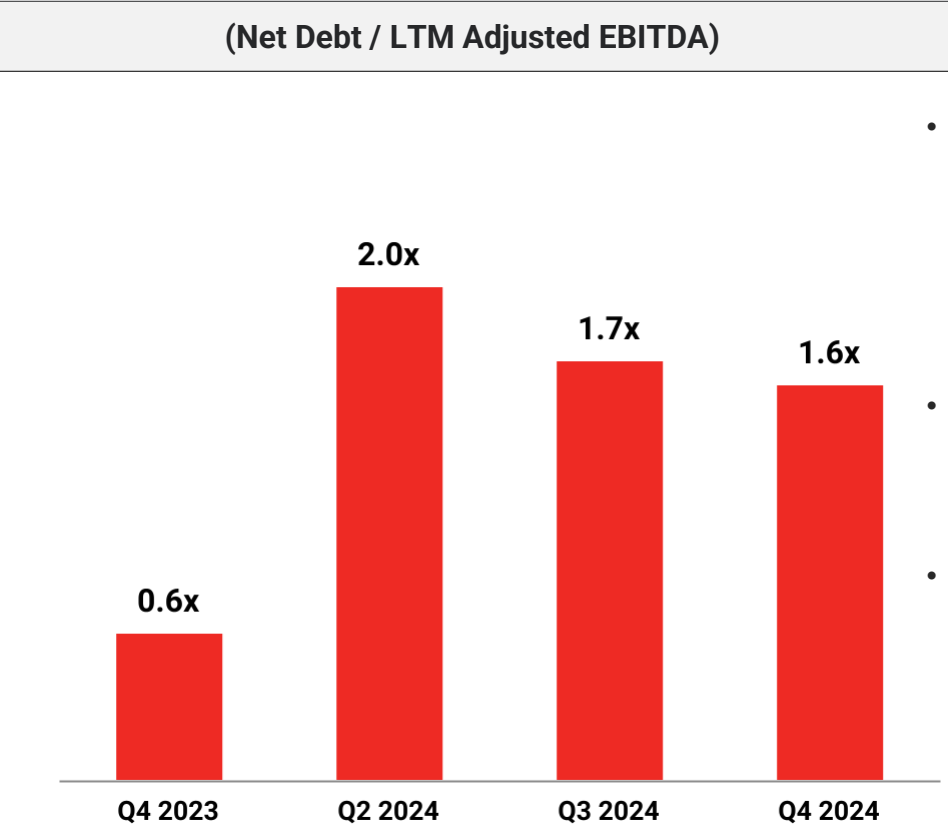


# Q4 2024 financial performance

## Free Cash Flow<sup>1</sup> (\$M)



## Leverage



## Liquidity and Leverage

- Total available liquidity of \$4.1B including:
  - Cash and cash equivalents: \$1.5B
  - Available revolving credit facility balance: \$2.6B
- Leverage of 1.6x and strong free cash flow generation make Ingersoll Rand well-positioned to compound earnings growth through M&A
- Q4 cash outflows primarily driven by:
  - \$200M deployed to M&A
  - \$63M in share repurchases
  - \$8M through dividend issuance

# Industrial Technologies and Services

Broad range of compressor, vacuum, blower, and air treatment solutions as well as industrial technologies including power tools and lifting equipment

## Q4 2024 vs. Q4 2023 (\$M)

	Current Year	Prior Year	YoY Δ	Ex-FX YoY Δ
Revenue	\$1,511.0	\$1,508.8	0.1%	1.0%
Adj. EBITDA	\$457.6	\$453.3	0.9%	—
Adj. EBITDA Margin	30.3%	30.0%	30 bps	—

## Highlights

- Book to Bill of 0.94x
- Solid Q4 Adj. EBITDA margin improvement YoY with FY Adj. EBITDA margin finishing at record level of 30.2%
- Q4 orders grew LSD organically excluding the Power Tools & Lifting business and China

## Product line highlights<sup>1,2</sup>:

- Compressor Q4 orders up LSD
- Industrial Blower & Vacuum Q4 orders up mid-teens
- Power Tools and Lifting Q4 orders down MSD

## Q4 2024 vs. Q4 2023 Revenue/Orders Bridge

	Organic	FX	M&A	YoY Δ
Orders Growth	(0.2)%	(0.8)%	4.3%	3.3%
Revenue Growth	(2.4)%	(0.9)%	3.4%	0.1%

## Innovation in Action

- The new PureAir T/TVS oil-free compressor with an optimized two-stage airend maximizes efficiency and longevity
- 100% oil-free technology is ideally suited for applications that require FDA approval

**~20%**

**Reduction in total  
cost of ownership  
(TCO)<sup>3</sup>**

**14%**

**Increased energy  
efficiency<sup>3</sup>**

**9%**

**Flow  
Improvement<sup>3</sup>**



The PureAir T/TVS oil-free compressor

# Precision and Science Technologies

Mission-critical precision liquid, gas, air, and powder handling technologies for life sciences and industrial applications as well as aerospace and defense applications

## Q4 2024 vs. Q4 2023 (\$M)

	Current Year	Prior Year	YoY Δ	Ex-FX YoY Δ
Revenue	\$387.6	\$312.6	24.0%	24.3%
Adj. EBITDA	\$106.8	\$94.1	13.5%	—
Adj. EBITDA Margin	27.6%	30.1%	(250) bps	—

## Highlights

- Book to Bill of 0.99x
- Orders and revenue both relatively flat sequentially from Q3 to Q4
- Q4 organic orders grew LSD, excluding China
- Declines in Q4 Adj. EBITDA margin largely due to:
  - Lower volumes in the ILC Dover Aerospace & Defense business
  - Impact from organic volume declines primarily attributed to China
- Remain committed to delivering our long-term investor day targets of MSD+ growth and mid-30's Adj. EBITDA margin

## ILC Dover Highlights:

- Double-digit revenue growth in Q4 for the ILC Dover Life Sciences businesses
- Remain confident in the opportunity for above market growth in Life Sciences
- Awarded a multi-year agreement of \$150M+ for the production of legacy space suits

## Q4 2024 vs. Q4 2023 Revenue/Orders Bridge

	Organic	FX	M&A	YoY Δ
Orders Growth	(0.5)%	(0.5)%	29.9%	28.9%
Revenue Growth	(5.0)%	(0.3)%	29.3%	24.0%

## Innovation in Action

- The Triton TD Series Diaphragm Metering Pump with FluxDrive™ incorporates cutting edge motor technology for dosing pumps
- Offers increased energy efficiency, reduced weight, and a compact footprint for key markets including Water and Wastewater

\$50M+

Market opportunity

20%

Reduction in total cost of ownership (TCO)<sup>1</sup>

70%

Lighter than a conventional motor<sup>1</sup>



Conventional Induction Motor



FluxDrive™



# 2025 full-year guidance<sup>1</sup>

	Key Metrics
<b>Revenue - Total Ingersoll Rand<sup>2</sup></b>	<b>3-5%</b>
Ingersoll Rand (Organic) <sup>3</sup>	1-3%
Industrial Technologies and Services (Organic)	1-3%
Precision and Science Technologies (Organic)	1-3%
FX Impact <sup>4</sup>	(~2%)
M&A <sup>5</sup>	~\$300M / ~4%
<b>Corporate Costs</b>	<b>(~\$165M)</b>
<b>Adjusted EBITDA<sup>3</sup></b>	<b>\$2,130M - \$2,190M</b> (+6% - +9% YoY)
<b>Adjusted EPS<sup>3</sup></b>	<b>\$3.38 - \$3.50</b> (+3% - +6% YoY)

## Full-year 2025 assumptions

- Phasing of revenue and Adj. EBITDA consistent with prior years (see slide 16 for additional details)
- Incremental margin of 45-50%
- Gross interest expense: ~\$250M; Net interest expense: ~\$220M
- Adj. tax rate: ~23%
- Capex: ~2% of revenue
- Share count: ~407M
- FCF<sup>3</sup> to Adj. Net Income conversion: ~100%

## 2025 full-year guidance bridge

	Revenue (\$M)	Adj. EPS <sup>2</sup>
<b>FY 2024 Actual</b>	<b>\$7,235</b>	<b>\$3.29</b>
Growth (Organic <sup>3</sup> & Inorganic)	380-530	0.31-0.43
<b>FY 2025 Operational Range<sup>1</sup></b>	<b>\$7,615-\$7,765</b> (+5% - 7%)	<b>\$3.60-\$3.72</b> (+9% - 13%)
FX <sup>4</sup>	(165)	(0.08)
Interest Income/Expense	-	(0.10)
Tax Rate	-	(0.02)
Corporate Costs	-	(0.02)
Share Count	-	0.00
<b>FY 2025 Guidance Range<sup>1</sup></b>	<b>\$7,450-\$7,600</b>	<b>\$3.38-\$3.50</b>

# 2025 full-year guidance phasing

## Full-year 2025 phasing assumptions

- Total revenue growth of 3-5% expected in both the first and second half of the year
- Phasing of revenue and Adjusted EBITDA consistent with prior years
- FX, based on December 2024 year-end rates, is expected to impact revenue in both the first and second half of the year consistently
- Revenue from completed M&A is expected to be realized primarily in the first half of the year
- Corporate costs are expected to be incurred relatively evenly throughout the year
- Adjusted EPS phasing is consistent with the Adjusted EBITDA phasing

	2021	2022	2023	2024	2025 Guidance <sup>1</sup>
Revenue Phasing					
H1	47%	47%	48%	48%	48%
H2	53%	53%	52%	52%	52%
Adj. EBITDA Phasing					
H1	45%	44%	46%	47%	46%
H2	55%	56%	54%	53%	54%



# Key Takeaways

## Investing with Ingersoll Rand

01

**Well-positioned** for strong operational performance in 2025

- We remain nimble and prepared to pivot in what continues to be a dynamic global environment
- Firmly committed to delivering our long-term investor day targets

02

Continuing to **differentiate Ingersoll Rand as an investment:**

- Delivered double-digit revenue and Adj. EBITDA growth on average since the Merger<sup>1</sup>
- Delivering solid earnings growth despite a challenging Macro environment

03

**IRX is our backbone** and continues to enable outperformance across the organization

04

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

05

**Disciplined and comprehensive capital allocation strategy** compounds earnings and continues to **deliver durable value creation** for our shareholders

# Appendix



# Non-GAAP measures of financial performance

In addition to consolidated GAAP financial measures, Ingersoll Rand reviews various non-GAAP financial measures, including “Organic Revenue Growth/(Decline),” “Adjusted EBITDA,” “Adjusted EBITDA Margin,” “Adjusted Net Income,” “Adjusted Net Income Attributable to Ingersoll Rand Inc.,” “Adjusted Diluted EPS,” “Free Cash Flow,” and “Free Cash Flow Margin.”

Ingersoll Rand believes Adjusted EBITDA, Adjusted EBITDA Margin, Adjusted Net Income, Adjusted Net Income Attributable to Ingersoll Rand Inc., and Adjusted Diluted EPS are helpful supplemental measures to assist management and investors in evaluating the Company’s operating results as they exclude certain items that are unusual in nature or whose fluctuation from period to period do not necessarily correspond to changes in the operations of Ingersoll Rand’s business. Ingersoll Rand believes Organic Revenue Growth/(Decline) is a helpful supplemental measure to assist management and investors in evaluating the Company’s operating results as it excludes the impact of foreign currency and acquisitions on revenue growth. Adjusted EBITDA represents net income before interest, taxes, depreciation, amortization and certain non-cash, non-recurring and other adjustment items. Adjusted EBITDA Margin is defined as Adjusted EBITDA divided by Revenue. Adjusted Net Income is defined as net income including interest, depreciation and amortization of non-acquisition related intangible assets and excluding other items used to calculate Adjusted EBITDA and further adjusted for the tax effect of these exclusions. Adjusted Net Income Attributable to Ingersoll Rand Inc. is defined as Adjusted Net Income less net income attributable to noncontrolling interest. Adjusted Diluted EPS is defined as Adjusted Net Income Attributable to Ingersoll Rand Inc. divided by Adjusted Diluted Average Shares Outstanding. Organic Revenue Growth/(Decline) is defined as As Reported Revenue growth less the impacts of Foreign Currency and Acquisitions. Ingersoll Rand believes that the adjustments applied in presenting Adjusted EBITDA, Adjusted Net Income and Adjusted Net Income Attributable to Ingersoll Rand Inc. are appropriate to provide additional information to investors about certain material non-cash items and about non-recurring items that the Company does not expect to continue at the same level in the future. Incrementals/Decrementals are defined as the change in Adjusted EBITDA versus the prior year period divided by the change in revenue versus the prior year period.

Ingersoll Rand uses Free Cash Flow and Free Cash Flow Margin to review the liquidity of its operations. Ingersoll Rand measures Free Cash Flow as cash flows from operating activities to and capital expenditures. Free Cash Flow Margin is defined as Free Cash Flow divided by Revenue. Ingersoll Rand believes Free Cash Flow and Free Cash Flow Margin are useful supplemental financial measures for management and investors in assessing the Company’s ability to pursue business opportunities and investments and to service its debt. Free Cash Flow is not a measure of our liquidity under GAAP and should not be considered as an alternative to cash flows from operating activities.

Management and Ingersoll Rand’s board of directors regularly use these measures as tools in evaluating the Company’s operating and financial performance and in establishing discretionary annual compensation. Such measures are provided in addition to, and should not be considered to be a substitute for, or superior to, the comparable measures under GAAP. In addition, Ingersoll Rand believes that Organic Revenue Growth/(Decline), Adjusted EBITDA, Adjusted EBITDA Margin, Adjusted Net Income, Adjusted Net Income Attributable to Ingersoll Rand Inc., Adjusted Diluted EPS, Incrementals/Decrementals, Free Cash Flow and Free Cash Flow Margin are frequently used by investors and other interested parties in the evaluation of issuers, many of which also present Adjusted EBITDA, Adjusted EBITDA Margin, Adjusted Net Income, Adjusted Net Income Attributable to Ingersoll Rand Inc., Adjusted Diluted EPS, Free Cash Flow and Free Cash Flow Margin when reporting their results in an effort to facilitate an understanding of their operating and financial results and liquidity.

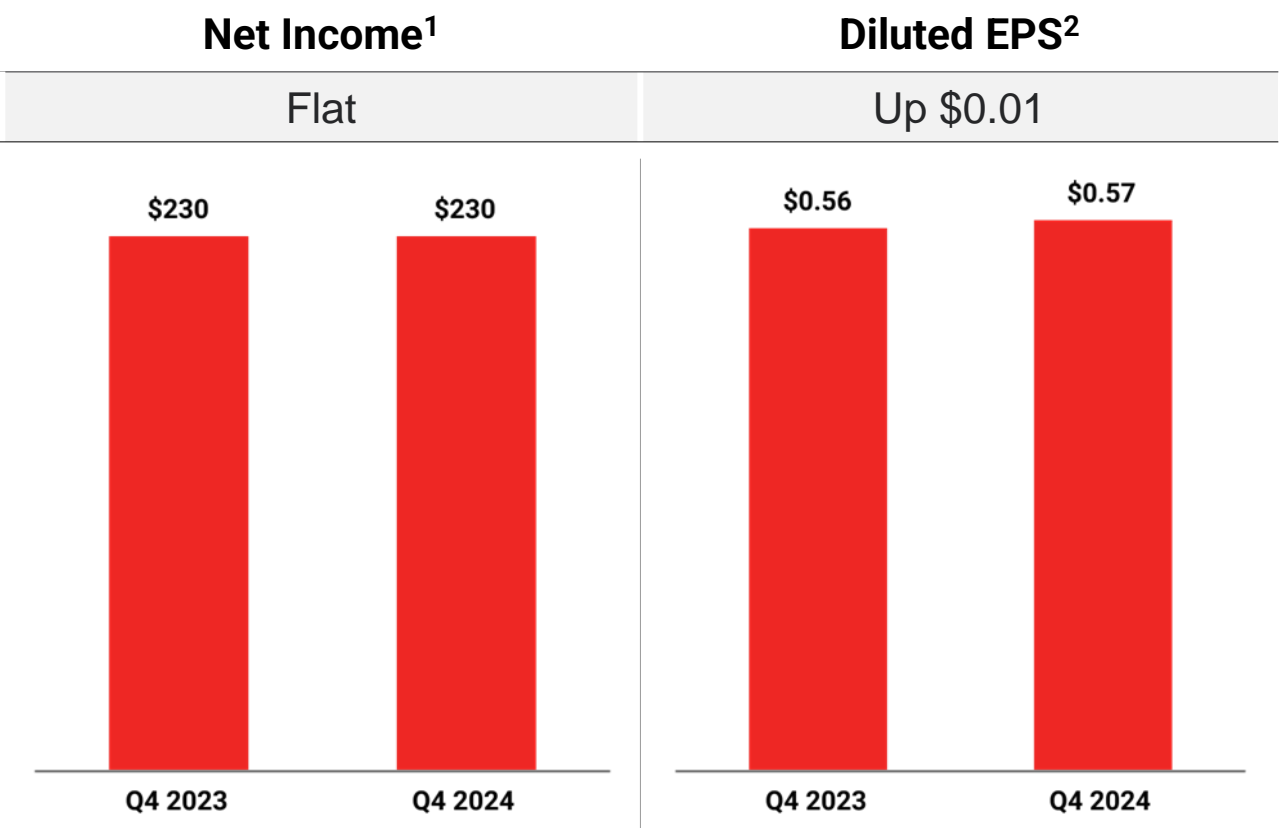
Organic Revenue Growth/(Decline), Adjusted EBITDA, Adjusted EBITDA Margin, Adjusted Net Income, Adjusted Net Income Attributable to Ingersoll Rand Inc., Adjusted Diluted EPS, Free Cash Flow and Free Cash Flow Margin should not be considered as alternatives to revenue growth, net income, diluted earnings per share or any other performance measure derived in accordance with GAAP, or as alternatives to cash flow from operating activities as a measure of our liquidity. Organic Revenue Growth/(Decline), Adjusted EBITDA, Adjusted EBITDA Margin, Adjusted Net Income, Adjusted Net Income Attributable to Ingersoll Rand Inc., Adjusted Diluted EPS, Free Cash Flow and Free Cash Flow Margin have limitations as analytical tools, and you should not consider such measures either in isolation or as substitutes for analyzing Ingersoll Rand’s results as reported under GAAP.

Reconciliations of Organic Revenue Growth/(Decline), Adjusted EBITDA, Adjusted EBITDA Margin, Adjusted Net Income, Adjusted Net Income Attributable to Ingersoll Rand Inc., Adjusted Diluted EPS, Free Cash Flow and Free Cash Flow Margin to their most comparable U.S. GAAP financial metrics for historical periods are presented in the appendix.

Reconciliations of non-GAAP measures related to full-year 2025 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.

# Q4 2024 financial performance – As Reported

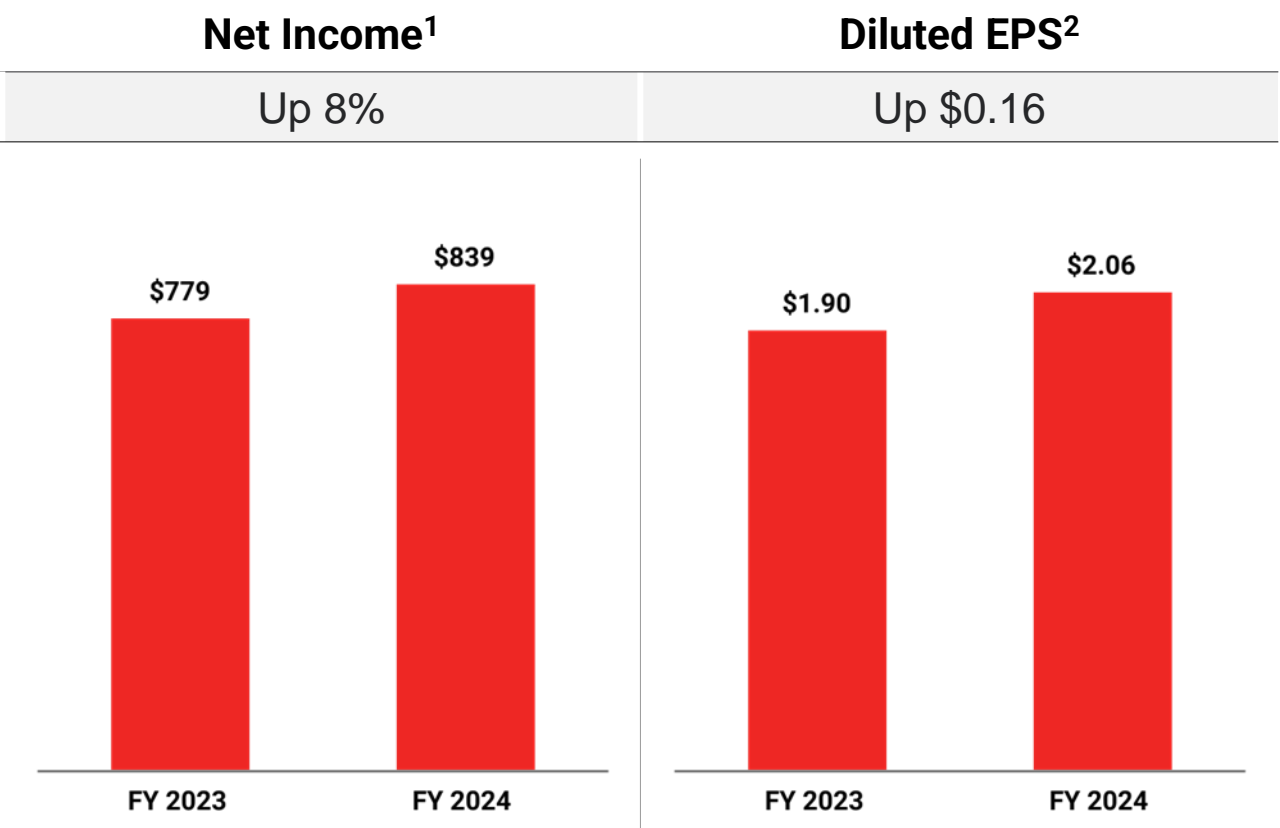
(\$M, excl. EPS)



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

# FY 2024 financial performance – As Reported

(\$M, excl. EPS)



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

# Combined financial information by Segment

	For the Three Months Ended December 31, 2024	For the Twelve Months Ended December 31, 2024
Ingersoll Rand		
Orders	\$ 1,800.0	\$ 7,105.5
Revenue	\$ 1,898.6	\$ 7,235.0
Adjusted EBITDA (non-GAAP)	\$ 532.3	\$ 2,018.1
Adjusted EBITDA Margin (non-GAAP)	28.0%	27.9%
Adjusted Net Income (non-GAAP)	\$ 343.6	\$ 1,349.3
Adjusted Diluted EPS (non-GAAP)	\$ 0.84	\$ 3.29
Free Cash Flow	\$ 490.9	\$ 1,247.6
Free Cash Flow Margin	25.9%	17.2%
Industrial Technologies & Services		
Orders	\$ 1,422.2	\$ 5,706.6
Revenue	\$ 1,511.0	\$ 5,818.1
Segment Adjusted EBITDA	\$ 457.6	\$ 1,754.8
Segment Adjusted EBITDA Margin	30.3%	30.2%
Precision & Science Technologies		
Orders	\$ 377.8	\$ 1,398.9
Revenue	\$ 387.6	\$ 1,416.9
Segment Adjusted EBITDA	\$ 106.8	\$ 418.8
Segment Adjusted EBITDA Margin	27.6%	29.6%

# Reconciliation of Net Income to Adjusted Net Income and Adjusted Diluted Earnings per Share

(Unaudited; in millions)

	For the Three Month Period Ended December 31,		For the Twelve Month Period Ended December 31,	
	2024	2023	2024	2023
<b>Net Income</b>	\$ 231.9	\$ 231.5	\$ 846.3	\$ 785.1
Plus:				
Provision for income taxes	88.2	71.1	262.5	240.0
Amortization of acquisition related intangible assets	93.0	90.8	364.3	357.5
Impairment of intangible assets	13.9	—	13.9	—
Restructuring and related business transformation costs	8.0	10.5	32.3	22.9
Acquisition related expenses and non-cash charges	0.3	17.3	59.8	63.9
Stock-based compensation	15.2	16.7	58.8	51.9
Foreign currency transaction losses (gains), net	(6.0)	4.1	3.2	5.1
Loss on equity method investments	5.0	4.8	24.0	6.0
Loss on extinguishment of debt	—	—	3.0	13.5
Adjustments to LIFO inventories	(0.5)	(2.0)	6.7	12.0
Cybersecurity incident costs	—	—	0.5	2.3
Loss on asbestos sale	—	—	58.8	—
Other adjustments	(0.6)	2.5	0.4	0.8
Minus:				
Income tax provision, as adjusted	104.8	92.7	385.2	345.2
<b>Adjusted Net Income</b>	343.6	354.6	1,349.3	1,215.8
Less: Net income attributable to noncontrolling interest	2.1	1.7	7.7	6.4
<b>Adjusted Net Income Attributable to Ingersoll Rand Inc.</b>	<u>\$ 341.5</u>	<u>\$ 352.9</u>	<u>\$ 1,341.6</u>	<u>\$ 1,209.4</u>
<b>Adjusted Basic Earnings Per Share<sup>1</sup></b>	\$ 0.85	\$ 0.87	\$ 3.33	\$ 2.99
<b>Adjusted Diluted Earnings Per Share<sup>2</sup></b>	\$ 0.84	\$ 0.86	\$ 3.29	\$ 2.96
<b>Average shares outstanding:</b>				
Basic, as reported	403.0	404.2	403.4	404.8
Diluted, as reported	406.6	408.2	407.2	409.0
Adjusted diluted <sup>2</sup>	406.6	408.2	407.2	409.0

<sup>1</sup> Adjusted basic and diluted earnings per share are calculated by dividing adjusted net income by the basic and diluted average shares outstanding for the respective periods.

<sup>2</sup> 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 Net Income and Cash Flows from Operating Activities to Free Cash Flow

	For the Three Month Period Ended December 31,		For the Twelve Month Period Ended December 31,	
	2024	2023	2024	2023
<i>(Unaudited; in millions)</i>				
<b>Net Income</b>	\$ 231.9	\$ 231.5	\$ 846.3	\$ 785.1
Plus:				
Interest expense	61.8	37.4	213.2	156.7
Provision for income taxes	88.2	71.1	262.5	240.0
Depreciation expense	27.5	23.5	105.0	87.9
Amortization expense	95.2	93.2	373.0	367.5
Impairment of intangible assets	13.9	—	13.9	—
Restructuring and related business transformation costs	8.0	10.5	32.3	22.9
Acquisition related expenses and non-cash charges	0.3	17.3	59.8	63.9
Stock-based compensation	15.2	16.7	58.8	51.9
Foreign currency transaction losses (gains), net	(6.0)	4.1	3.2	5.1
Loss on equity method investments	5.0	4.8	24.0	6.0
Loss on extinguishment of debt	—	—	3.0	13.5
Adjustments to LIFO inventories	(0.5)	(2.0)	6.7	12.0
Cybersecurity incident costs	—	—	0.5	2.3
Loss on asbestos sale	—	—	58.8	—
Interest income on cash and cash equivalents	(7.6)	(10.1)	(43.3)	(28.8)
Other adjustments	(0.6)	2.5	0.4	0.8
<b>Adjusted EBITDA</b>	<u>\$ 532.3</u>	<u>\$ 500.5</u>	<u>\$ 2,018.1</u>	<u>\$ 1,786.8</u>
Minus:				
Interest expense	61.8	37.4	213.2	156.7
Income tax provision, as adjusted	104.8	92.7	385.2	345.2
Depreciation expense	27.5	23.5	105.0	87.9
Amortization of non-acquisition related intangible assets	2.2	2.4	8.7	10.0
Interest income on cash and cash equivalents	(7.6)	(10.1)	(43.3)	(28.8)
<b>Adjusted Net Income</b>	<u>\$ 343.6</u>	<u>\$ 354.6</u>	<u>\$ 1,349.3</u>	<u>\$ 1,215.8</u>
<b>Cash Flows from Operating Activities</b>	526.2	581.4	1,396.7	1,377.4
Minus:				
Capital expenditures	35.3	29.6	149.1	105.4
<b>Free Cash Flow</b>	<u>\$ 490.9</u>	<u>\$ 551.8</u>	<u>\$ 1,247.6</u>	<u>\$ 1,272.0</u>



# Reconciliation of Segment Adjusted EBITDA to Net Income

(Unaudited; in millions)

	For the Three Month Period Ended December 31,		For the Twelve Month Period Ended December 31,	
	2024	2023	2024	2023
<b>Orders</b>				
Industrial Technologies and Services	\$ 1,422.2	\$ 1,377.4	\$ 5,706.6	\$ 5,618.9
Precision and Science Technologies	377.8	293.0	1,398.9	1,203.5
<b>Total Orders</b>	<u>\$ 1,800.0</u>	<u>\$ 1,670.4</u>	<u>\$ 7,105.5</u>	<u>\$ 6,822.4</u>
<b>Revenue</b>				
Industrial Technologies and Services	\$ 1,511.0	\$ 1,508.8	\$ 5,818.1	\$ 5,632.8
Precision and Science Technologies	387.6	312.6	1,416.9	1,243.3
<b>Total Revenue</b>	<u>\$ 1,898.6</u>	<u>\$ 1,821.4</u>	<u>\$ 7,235.0</u>	<u>\$ 6,876.1</u>
<b>Segment Adjusted EBITDA</b>				
Industrial Technologies and Services	\$ 457.6	\$ 453.3	\$ 1,754.8	\$ 1,587.3
Precision and Science Technologies	106.8	94.1	418.8	372.8
<b>Total Segment Adjusted EBITDA</b>	<u>\$ 564.4</u>	<u>\$ 547.4</u>	<u>\$ 2,173.6</u>	<u>\$ 1,960.1</u>
Less items to reconcile Segment Adjusted EBITDA to Income from Continuing Operations Before Income Taxes:				
Corporate expenses not allocated to segments	\$ 32.1	\$ 46.9	\$ 155.5	\$ 173.3
Interest expense	61.8	37.4	213.2	156.7
Depreciation and amortization expense	122.7	116.7	478.0	455.4
Impairment of intangible assets	13.9	—	13.9	—
Restructuring and related business transformation costs	8.0	10.5	32.3	22.9
Acquisition related expenses and non-cash charges	0.3	17.3	59.8	63.9
Stock-based compensation	15.2	16.7	58.8	51.9
Loss on extinguishment of debt	—	—	3.0	13.5
Foreign currency transaction losses (gains), net	(6.0)	4.1	3.2	5.1
Adjustments to LIFO inventories	(0.5)	(2.0)	6.7	12.0
Cybersecurity incident costs	—	—	0.5	2.3
Loss on asbestos sale	—	—	58.8	—
Interest income on cash and cash equivalents	(7.6)	(10.1)	(43.3)	(28.8)
Other adjustments	(0.6)	2.5	0.4	0.8
<b>Income Before Income Taxes</b>	<u>325.1</u>	<u>307.4</u>	<u>1,132.8</u>	<u>1,031.1</u>
Provision for income taxes	88.2	71.1	262.5	240.0
Loss on equity method investments	(5.0)	(4.8)	(24.0)	(6.0)
<b>Net Income</b>	<u><u>\$ 231.9</u></u>	<u><u>\$ 231.5</u></u>	<u><u>\$ 846.3</u></u>	<u><u>\$ 785.1</u></u>

# Orders and revenue growth/(decline) by Segment<sup>1</sup>

(Unaudited)

	For the Three Month Period Ended December 31, 2024	
	Orders	Revenue
<b>Ingersoll Rand</b>		
Organic decline	(0.3%)	(2.8%)
Impact of foreign currency	(0.7%)	(0.8%)
Impact of acquisitions	8.8%	7.8%
Total adjusted orders and revenue growth	7.8%	4.2%
<b>Industrial Technologies &amp; Services</b>		
Organic decline	(0.2%)	(2.4%)
Impact of foreign currency	(0.8%)	(0.9%)
Impact of acquisitions	4.3%	3.4%
Total adjusted orders and revenue growth	3.3%	0.1%
<b>Precision &amp; Science Technologies</b>		
Organic decline	(0.5%)	(5.0%)
Impact of foreign currency	(0.5%)	(0.3%)
Impact of acquisitions	29.9%	29.3%
Total adjusted orders and revenue growth	28.9%	24.0%

(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.

# Historical revenue growth/(decline)

<i>(Unaudited)</i>	<b>For the Twelve Month Period Ended December 31,</b>			
	<b>2024</b>	<b>2023</b>	<b>2022</b>	<b>2021<sup>2</sup></b>
Organic growth (decline)	(1.3%)	10.3%	16.1%	12.3%
Impact of foreign currency	(0.4%)	(0.4%)	(5.7%)	2.6%
Impact of acquisitions	6.9%	6.3%	4.4%	3.7%
Total revenue growth	5.2%	16.2%	14.8%	18.6%

(1) Organic growth/(decline), impact of foreign currency, and impact of acquisitions are non-GAAP adjustments. 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.

(2) Represents unaudited supplemental adjusted combined revenue growth/(decline) and its components (including the non-GAAP adjustments of organic revenue growth/(decline), impact of foreign currency, and impact of acquisitions) on a basis that reflects the Merger happening on January 1, 2019.

# Supplemental footnote disclosures to slide 5

<sup>2</sup> Receipt of an S&P Global ESG Score does not represent a sponsorship, endorsement or recommendation on the part of S&P Global to buy, sell or hold any security and a decision to invest in any subject company should not be made based on the receipt of any such note.

<sup>3</sup> As of February 6, 2024, based on data reported through CDP's 2023 Climate Change questionnaire, Ingersoll Rand is one of a small number of companies that achieved an 'A' - out of over 21,000 companies scored. As of March 6, 2024, CDP's annual Supplier Engagement Rating (SER) evaluated corporate supply chain engagement on climate issues. The highest-rated companies are celebrated in the Supplier Engagement Rating Leaderboard. CDP is a global non-profit that runs the world's environmental disclosure system for companies, cities, states and regions.

<sup>4</sup> As of Nov 1, 2024, Ingersoll Rand received an ESG Risk Rating of 10.6 from Morningstar Sustainalytics, ranking it first in the Machinery industry group, which places it in the 1st percentile for its industry. This risk rating also places Ingersoll Rand in the 6th percentile of all companies rated by Morningstar Sustainalytics. This risk rating is based on information and data developed by Sustainalytics and is proprietary to Sustainalytics and/or its third-party suppliers and is provided for informational purposes only. The risk rating does not constitute an endorsement of any product or project, nor an investment advice, and the information upon which it is based is not warranted to be complete, timely, accurate or suitable for a particular purpose. The use of the risk rating is subject to conditions available at <https://www.sustainalytics.com/legal-disclaimers>. In no event shall this risk rating be construed as investment advice or expert opinion as defined by any applicable legislation or otherwise.

<sup>5</sup> Represents the value of all Ownership Works grants, Merger grants, and IPO grants at their respective grant dates through January 31, 2025. Increase calculated as the increase in value of all Ownership Works grants, Merger grants, and IPO grants from their respective grant date through January 31, 2025. Assumes all employees have held the grants as of January 31, 2025.

<sup>6</sup> Employees must be full time and have one year of service to be eligible. Not available to employees who participate in the Company's management equity program or where prohibited by local law or regulation or where such grant is required to be bargained for with an employee union unless such grant is agreed to as part of such bargaining.

# 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 years ended December 31, 2020 and 2019 as if the Merger was completed on January 1, 2019, 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 and Specialty Vehicle Technologies businesses met the criteria for assets held for sale during the first quarter of 2021 and second quarter of 2021, respectively, and therefore are presented as a discontinued operation and comparable prior periods are recast to reflect this change and their 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 periods ended December 31, 2020 and 2019 on a basis that reflects the Transaction happening on January 1, 2019 and Ingersoll Rand's new segment structure post-Merger.
- **Table 2:** In Table 2, the Company presents a reconciliation of GAAP Revenue to Supplemental Adjusted Revenue by Segment and for the Company and Segment Adjusted EBITDA to Supplemental Segment Adjusted EBITDA.
- **Table 3:** In Table 3, the Company presents a reconciliation of GAAP Net Income (Loss) to Adjusted EBITDA and Supplemental Adjusted EBITDA and Supplemental Further Adjusted EBITDA.
- **Table 4:** In Table 4, 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; in millions)	For the Twelve Month Period Ended December 31,	
	2020	2019
<b>Ingersoll Rand</b>		
Supplemental Adjusted Orders	\$ 4,410.4	\$ 4,829.9
Supplemental Adjusted Revenue (non-GAAP)	4,344.4	4,907.8
Supplemental Further Adjusted EBITDA (non-GAAP)	933.9	960.2
Supplemental Further Adjusted EBITDA Margin (non-GAAP)	21.5%	19.6%
<b>Industrial Technologies &amp; Services</b>		
Supplemental Adjusted Orders	\$ 3,576.2	\$ 3,983.0
Supplemental Adjusted Revenue (non-GAAP)	3,540.0	4,057.5
Supplemental Adjusted EBITDA (non-GAAP)	800.1	816.1
Supplemental Adjusted EBITDA Margin (non-GAAP)	22.6%	20.1%
<b>Precision &amp; Science Technologies</b>		
Supplemental Adjusted Orders	\$ 834.2	\$ 846.9
Supplemental Adjusted Revenue (non-GAAP)	804.4	850.3
Supplemental Adjusted EBITDA (non-GAAP)	240.6	235.9
Supplemental Adjusted EBITDA Margin (non-GAAP)	29.9%	27.7%

**Table 2: Reconciliation of GAAP revenue to supplemental adjusted revenue by Segment and for the Company and Segment Adjusted EBITDA to supplemental Segment Adjusted EBITDA**

	For the Twelve Month Period Ended December 31, 2020			For the Twelve Month Period Ended December 31, 2019		
	GAAP Revenue	Adjustments (1)	Supplemental Adjusted Revenue	GAAP Revenue	Adjustments (2)	Supplemental Adjusted Revenue
<b>Segment</b>						
Industrial Technologies & Services	\$ 3,248.2	\$ 291.8	\$ 3,540.0	\$ 1,700.9	\$ 2,356.6	\$ 4,057.5
Precision & Science Technologies	725.0	79.4	804.4	316.6	533.7	850.3
<b>Total Company</b>	<u>\$ 3,973.2</u>	<u>\$ 371.2</u>	<u>\$ 4,344.4</u>	<u>\$ 2,017.5</u>	<u>\$ 2,890.3</u>	<u>\$ 4,907.8</u>
	Adjusted EBITDA	Adjustments (1)	Supplemental Adjusted EBITDA	Adjusted EBITDA	Adjustments (2)	Supplemental Adjusted EBITDA
<b>Segment</b>						
Industrial Technologies & Services	\$ 759.8	\$ 40.3	\$ 800.1	\$ 391.4	\$ 424.7	\$ 816.1
Precision & Science Technologies	220.2	20.4	240.6	95.8	140.1	235.9
<b>Total Segments</b>	<u>\$ 980.0</u>	<u>\$ 60.7</u>	<u>\$ 1,040.7</u>	<u>\$ 487.2</u>	<u>\$ 564.8</u>	<u>\$ 1,052.0</u>

- For the year ended December 31, 2020, the "Adjustments" column represents the impact of two months (January and February of 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 3: Reconciliation of Net Loss to Adjusted EBITDA, supplemental Adjusted EBITDA and supplemental further Adjusted EBITDA

	For the Twelve Month Period Ended December 31,	
	2020	2019
<b>Net Loss (GAAP)</b>	\$ (32.3)	\$ 159.1
Plus (1):		
Interest expense	111.1	88.9
Provision for income taxes	12.9	31.9
Depreciation expense	97.1	53.8
Amortization expense	395.8	124.4
Impairment of intangible assets	19.9	—
Restructuring and related business transformation costs	97.9	25.5
Acquisition related expenses and non-cash charges	233.1	54.5
Stock-based compensation	50.8	20.8
Foreign currency transaction losses, net	20.9	8.1
Loss on extinguishment of debt	2.0	0.2
Shareholder litigation settlement recoveries	—	(6.0)
Establish public company financial reporting compliance	—	0.6
Other adjustments	8.4	—
<b>Adjusted EBITDA (1)</b>	<b>\$ 1,017.6</b>	<b>\$ 561.8</b>
Additional Segment Adjusted EBITDA Adjustments (2):		
Industrial Technologies & Services	40.3	424.8
Precision & Science Technologies	20.4	140.2
Incremental corporate expenses not allocated to segments	(4.9)	(47.3)
<b>Supplemental Adjusted EBITDA</b>	<b>\$ 1,073.4</b>	<b>\$ 1,079.5</b>
Minus Adjusted EBITDA for:		
Specialty Vehicle Technologies	138.6	—
High Pressure Solutions	12.1	117.0
Corporate expenses not allocated to segments	(11.2)	2.3
<b>Supplemental Further Adjusted EBITDA</b>	<b>\$ 933.9</b>	<b>\$ 960.2</b>

1. These amounts are reported in accordance with US GAAP and have not been adjusted to reflect the pro forma impact of a full quarter of the newly 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 newly combined Ingersoll Rand.



# Table 4: 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
<b>Diluted Loss Per Share (GAAP)</b>	\$ (0.09)
<b>Diluted Earnings Per Share from Discontinued Operations (GAAP)</b>	0.06
<b>Diluted Loss Per Share from Continuing Operations (GAAP)</b>	(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
<b>Supplemental Further Adjusted Diluted Earnings Per Share</b>	<b>\$ 1.28</b>
<b>Supplemental Adjusted Diluted Shares Outstanding</b>	<b>422.5</b>

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.