



Ingersoll-Rand plc



IR NYSE

Industrial Machinery / Equipment

Market Capitalization USD:

\$9,297.14 mm

CONCERN LEVEL: AVERAGE

- 1 The CEO's total remuneration is within the typical market range for the relevant industry and market cap.
- 2 The ratio between the CEO's pay and the median pay of the other named executive officers is 3X or less.
- 3 The CEO's annual cash incentives rose or fell in line with annual performance.
- 4 The CEO received no more than one annual cash bonus this fiscal year.
- 5 The CEO's equity remuneration reflected the company's share price movement over the last five years.
- 6 The company only pays long-term incentives to the CEO for above median performance against a peer group.
- 7 The company's dilution from equity incentives is 10 percent or less.
- 8 Unvested equity lapses when the CEO's employment is terminated. 
- 9 The CEO's potential cash severance payment is capped at two times annual cash remuneration. 
- 10 The accrued benefits of the CEO's post-retirement income are within the typical market range for the relevant market cap bracket.

CEO: Michael W. Lamach

Age: 48

CEO Since: 2010

	2009	2010	2011
Base Salary	\$1,275,000	\$972,692	\$1,075,000
Discretionary Bonus	\$0	\$0	\$0
Annual Cash Incentive	\$2,446,000	\$1,552,350	\$1,522,950
Benefits and Perquisites	\$444,294	\$349,833	\$517,947
TOTAL ANNUAL COMPENSATION	\$4,165,294	\$2,874,875	\$3,115,897
Increase in Post-Retirement Benefits	\$3,665,592	\$2,226,499	\$3,867,063
Stock Option Awards	\$2,409,750	\$2,527,500	\$3,077,905
Stock Awards	\$7,500,000	\$2,749,986	\$2,750,022
TOTAL COMPENSATION	\$17,740,636	\$10,378,860	\$12,810,887
Median of Other Named Executive Officers Total Compensation	\$4,089,262	\$6,108,518	\$3,495,711
Value Realized on Exercise of Stock Option	\$1,994,183	\$0	\$0
Value Realized on Vesting of Stock	\$1,895,690	\$340,668	\$2,186,089
TOTAL REALIZED EQUITY COMPENSATION	\$3,889,873	\$340,668	\$2,186,089

Proxy Date: 23 Apr 2012

Annual Meeting Date: 7 Jun 2012

Equity Reserves: 10.75%

Stock Option Run Rate: 0.96%

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Performance Comparison

■ S&P500 ■ Industry ■ IR



Peer Comparisons (TRBC) = Industrial Machinery / Equipment

Total Summary CEO Compensation

Ticker	Company Name	2009	2010	2011	Market Cap
IR	Ingersoll-Rand plc	\$17,740,636	\$10,378,860	\$12,810,887	\$9,297,141,598
ITW	Illinois Tool Works, Inc.	\$10,484,381	\$11,190,111	\$12,499,367	\$20,744,457,843
ETN	Eaton Corporation	\$8,536,007	\$12,798,596	\$13,586,010	\$12,084,200,000
SWK	Stanley Black & Decker, Inc.	\$9,602,517	\$32,730,259	\$13,727,871	\$11,417,804,673
GWW	W.W. Grainger, Inc.	\$5,005,497	\$7,648,407	\$9,198,031	\$10,384,705,556
PH	Parker-Hannifin Corporation	\$8,110,109	\$17,312,616		\$10,144,450,985
FAST	Fastenal Company	\$945,092	\$3,146,199	\$3,258,911	\$9,824,384,926

To insure consistency, peer comparisons are based on a combination of TRBC Industry and Sector classifications and company market caps. Missing peer pay figures for 2011 are due to differences in company filing schedules.

Pay Peer Group

3M, Cummins, Inc., Danaher Corp, Dupont, Eaton Corp, Emerson Electric, Honeywell International, Illinois Tool Works, ITT Industries Inc., Johnson Controls Inc., Paccar Inc., Parker Hannifin Corp, PPG Industries, Raytheon, Textron, Tyco International, United Technologies.

Performance Peer Group

S&P 500 Industrials Index

COMPENSATION COMMITTEE MEMBERS

Director	Membership	Age	Gender	Tenure	Independence
Tony L. White	Chairman	65	Male	15	Outside Related
Constance J. Horner	Member	70	Female	18	Outside Related
Garv D. Forsee	Member	62	Male	5	Outside
Jared L. Cohon	Member	64	Male	4	Outside
John Bruton	Member	64	Male	2	Outside

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