



Ingersoll Rand

An Update on Our Sustainability Initiative

August 6, 2021

Forward-Looking Statements

This presentation contains “forward-looking statements” as that term is defined in Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended by the Private Securities Litigation Reform Act of 1995, including statements related to Ingersoll Rand Inc.’s (the “Company” or “Ingersoll Rand” and f/k/a Gardner Denver Holdings, Inc. or “Gardner Denver”) expectations regarding the performance of its business, its financial results, its liquidity and capital resources and other non-historical statements, including statements regarding the completed transaction (the “transaction”) between Ingersoll Rand plc’s Industrial segment (“Ingersoll Rand Industrial”) and the Company and the Company’s sustainability and diversity, equity and inclusion initiatives. 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,” or the negative thereof or variations thereon or similar terminology generally intended to identify forward-looking statements. All statements, other than historical facts, including, but not limited to, statements regarding the expected benefits of the transaction, including future financial and operating results and strategic benefits, the tax consequences of the transaction, and the combined company’s plans, objectives, expectations and intentions, legal, economic and regulatory conditions, the potential impact of the coronavirus (COVID-19) pandemic on the Company’s business and any assumptions underlying any of the foregoing, 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 transaction; (3) uncertainty of the expected financial performance of the combined company following completion of the transaction; (4) failure to realize the anticipated benefits of the proposed transaction, including as a result of delay in integrating the businesses of Gardner Denver and Ingersoll Rand Industrial; (5) the ability of the combined company to implement its business strategy; (6) difficulties and delays in the combined company achieving revenue and cost synergies; (7) inability of the combined 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 event events outside of our control; and (12) other risk factors detailed from time to time in Ingersoll Rand’s reports filed with the Securities and Exchange Commission (the “SEC”), including Ingersoll Rand’s annual reports on Form 10-K, quarterly reports on Form 10-Q, current reports on Form 8-K and other documents filed 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 development, future events or otherwise, except as required by law. Readers are cautioned not to place undue reliance on any of these forward-looking statements.

Today's Focus and Hosts

Entrepreneurial spirit.
Ownership mindset.
Sustainability focus.

2020 Sustainability Report



- 1 Provide an overview of Sustainability strategy and governance alignment
- 2 Show how IRX helps operationalize Sustainability and achieve targets
- 3 Highlight progress on materiality topics
- 4 Answer questions related to our Sustainability efforts



Vicente Reynal
President and CEO



Mary Betsch
VP, Sustainability



Chris Miorin
VP, Investor Relations

2020 Sustainability Report published July 15, 2021

Elevated Sustainability to a Strategic Imperative and Embedded Into Daily Business Decisions

Our Purpose



Lean on us

To help you make life better

Our Strategic Imperatives

Deploy Talent 

Accelerate Growth 

Operate Sustainably 

Expand Margins 

Allocate Capital Effectively 

Board Implemented Stockholder-Empowering Governance Actions and Created New Sustainability Committee for Advancement of Our ESG Journey

NEWLY FORMED SUSTAINABILITY COMMITTEE



PETER STAVROS

Chairman | Partner,
Co-Head of Americas Private Equity;
Co-Chair, Inclusion and Diversity Council;
Head of Industrials, KKR



MARC JONES

CEO & Chairman,
Aeris
Communications, Inc.



VICENTE REYNAL

President & CEO,
Ingersoll Rand



JOSHUA WEISENBECK

Partner, Private Equity,
KKR



KIRK ARNOLD

Former CEO,
Data Intensity



ELIZABETH CENTONI

SVP,
Emerging Technology
& Incubation,
Cisco Systems, Inc



WILLIAM DONNELLY

Retired EVP,
Mettler-Toledo



GARY FORSEE

Retired Chairman,
President & CEO,
Sprint Nextel Corp.

Former President,
University of
Missouri System



JOHN HUMPHREY

Retired EVP & CFO,
Roper Technologies



TONY WHITE

Retired Chairman,
President & CEO,
Applied
Biosystems, Inc.

RECENTLY IMPLEMENTED GOVERNANCE BEST PRACTICES

- ✓ De-classified our Board of Directors and provided for the annual election of our directors
- ✓ Eliminated the requirement for a supermajority vote of our stockholders to amend our certificate of incorporation
- ✓ Eliminated the requirement for a supermajority vote of our stockholders to amend our Bylaws

Advancing ESG Efforts through Relentless Execution of IRX

2020

Established Key Focus Areas

- ✓ Operated effectively during COVID-19 crisis to **keep employees safe** and deliver for our customers
- ✓ Signatory to CEO Action for Diversity and Inclusion; **50% diverse Board of Directors** (ethnicity and gender)
- ✓ Completed **ESG materiality assessment**
- ✓ Published **2019 Sustainability Report**

2021

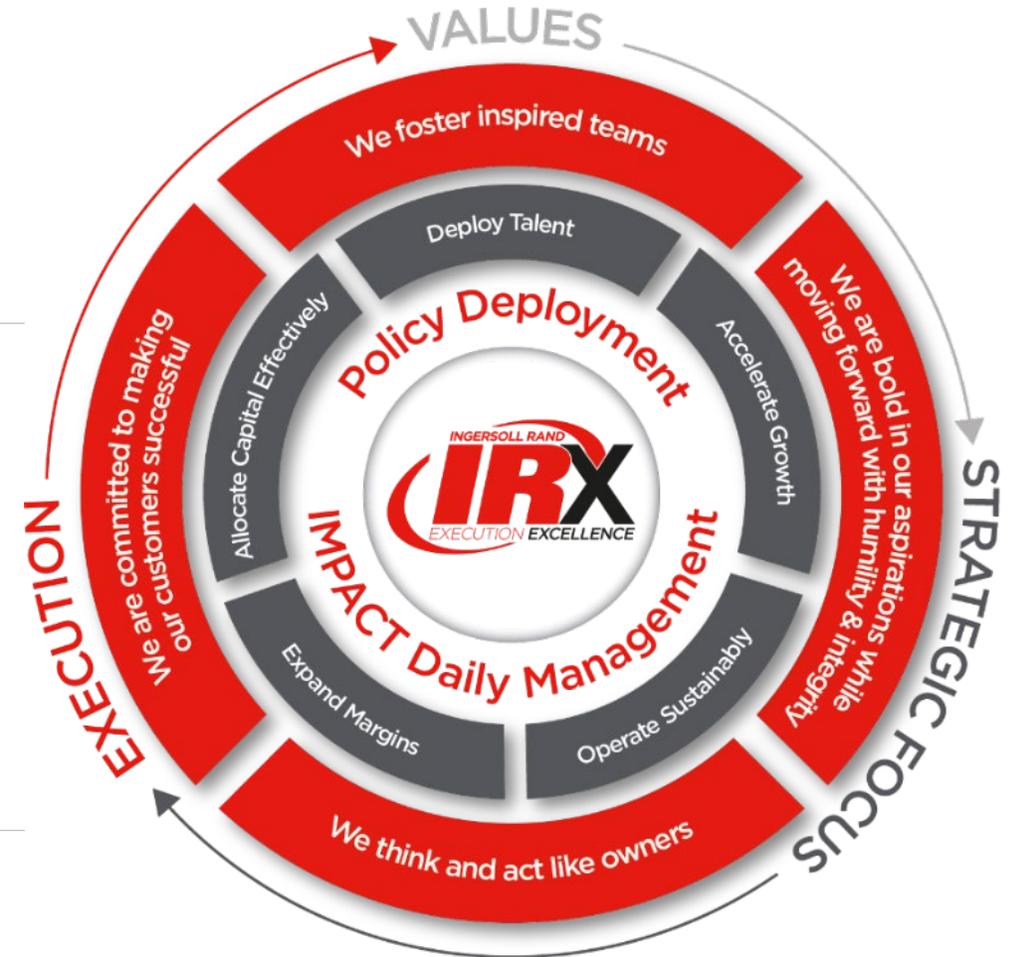
Acted as Owners in Stewardship of Employee, Customer and Environmental Outcomes

- ✓ Launched 2025 Diversity, Equity & Inclusion goals; **43% diverse extended leadership team**
- ✓ Established **2030 & 2050 environmental goals**
- ✓ Incorporated **energy efficiency** metrics in new product development processes
- ✓ Made meaningful **shareholder-empowering changes** in Board governance practices
- ✓ Published **2020 Sustainability Report**

2022+

Accelerate IR Commitment to Sustainably Serving All Stakeholders

- **Execute on** ambitious 2025 Diversity, Equity & Inclusion goals
- **Deliver on** milestones towards 2030 & 2050 environmental targets
- **Continue to leverage** IRX to ensure ESG leadership and advantage



IRX is a Proven Playbook at IR – Executing on \$300M Synergy Target

Successful EXECUTION ✓
Phase 1 – May'19 to Nov'19

VSM Planning

Team & Process Established

Successful EXECUTION ✓
Phase 2 – Dec'19 to Feb'20

Implementing & Day 1 Readiness

Day 1 - Plan Readiness

Successful EXECUTION ✓
Phase 3 – Mar'20 to May'20

1st 100 Day Execution Plan

FAST START – IRX IMPLEMENTATION

Major Events & Process Implementation

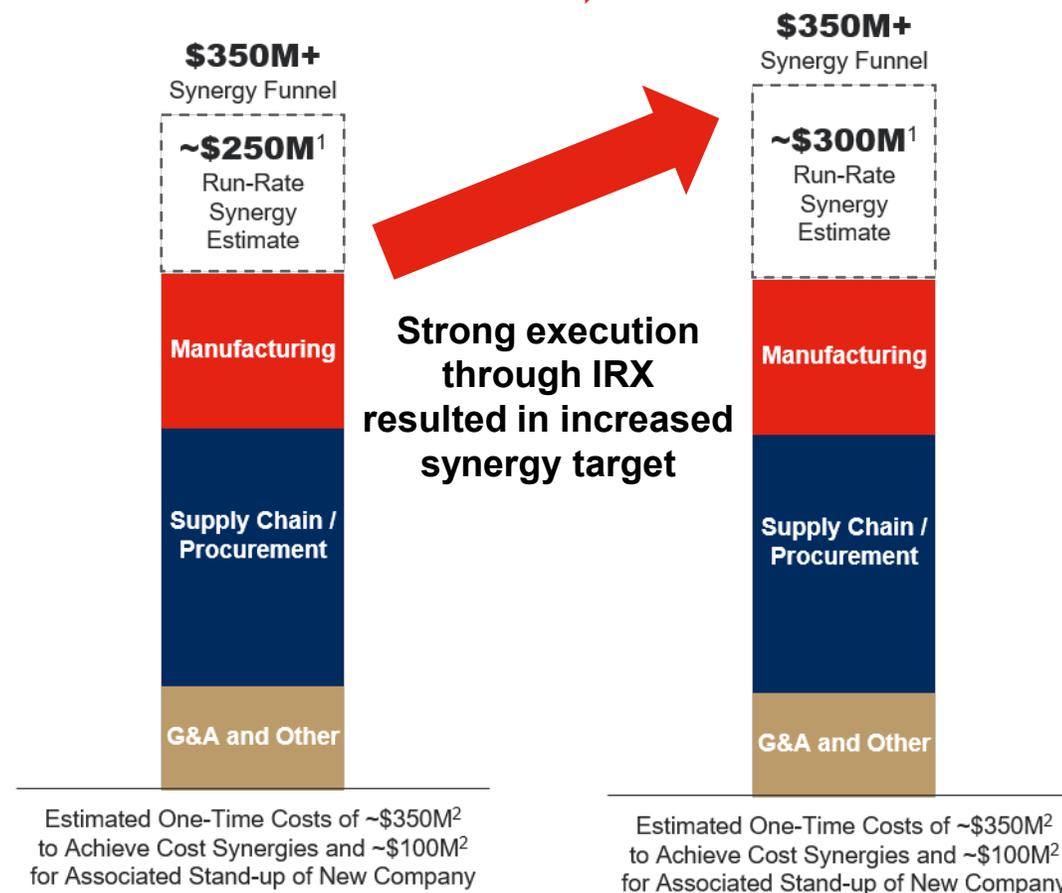
Implementation – Ongoing

Phase 3a – May'20 to Current

Continued 100-Day Execution Plan
“Sprints” via IDM

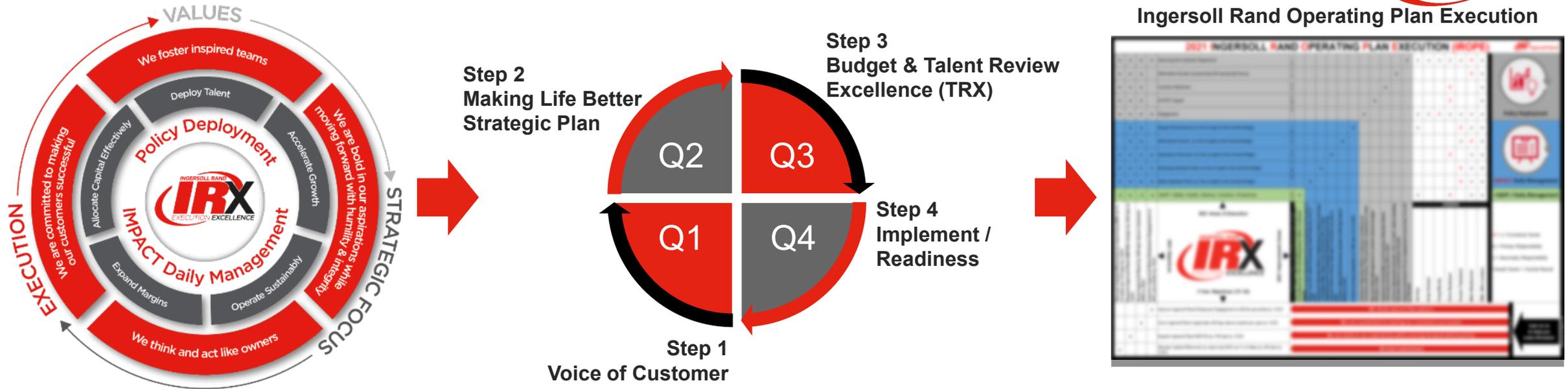
IMPACT Daily Management (IDM)

- Cross functional teams focus on “improvement bridge” goals and execution
- 100-day sprints on prioritized areas of focus, with “leading” and “lagging” KPIs
- Constant countermeasuring and problem solving opportunities
- Run in weekly 40 minute sessions
- Outcome = new standard work going into next 100-day cycle



¹ We expected to be able to realize anticipated cost synergies of ~\$250M by the end of year 3 after closing the transaction and then increased \$50M to ~\$300M. We expect to incur ~\$450M of expense in connection with both achieving these cost synergies and the associated stand-up of the new company. Amounts set forth herein impacted by material spend are based on 2019 direct material spend. ² Excluded transaction costs.

Deploying IRX to Operationalize Sustainability and Achieve Targets



IRX Areas of Focus on Sustainability Utilizing IMPACT Daily Management

ENVIRONMENTAL

2030 & 2050 Goal Setting	Current IDM	○
Closing Gap with ESG Agency Ratings / Sustainability Report Improvement	IDM completed July 2021	●
Site Goals and Implementation	Current IDM	○
Product Goals and Implementation	IDM launching Aug. 2021	●●●

SOCIAL

Employee Engagement	Current IDM	○
Improving Customer Experience	Current IDM	○
Diversity, Equity & Inclusion IMPACT	Current IDM	○

Deploying IRX to Close Gap with ESG Rating Agencies and Improve Sustainability Reporting



ESG Rating Agency Improvement Plan



IRX Tools Keep Team Focused on Key Metrics; 100-Day Success Defined By:

- Closing gap to deliver improved data and more transparency for ESG rating agencies
- Delivering YoY improvement across 13 identified areas of focus
- Attaining specific accomplishments of project deliverables by functional areas, owner and target date

13-Week Achievements & IMPACT (IDM completed July 2021):

- Defined, documented and actioned areas of improvement, demonstrating to the ESG Rating Agencies what targets we are driving to in 2022+

Our Approach to ESG is Grounded In Our Analysis of What Is Material To Our Business



Our Materiality Factors¹

Employees and Livelihood Matters

Our associates are the bedrock of Ingersoll Rand; their safety and engagement are paramount to our success and all other sustainability programs are delivered through their inspired efforts

Sustainability Stewardship through Product Innovation

We provide customers with the sustainable products they need, growing our business through the creation of innovative customer solutions, new products and services and associated technologies

Energy Usage

Reducing energy use of our products and in our operations offers positive value and return to our customers and the company, while also mitigating climate change

1. Based on 2019 Materiality Assessment, which we will conduct every five years to reassess key stakeholder views from baseline study

We Believe Inspired Employees are Vital To Everything We Achieve

Focused Commitment on Employees...

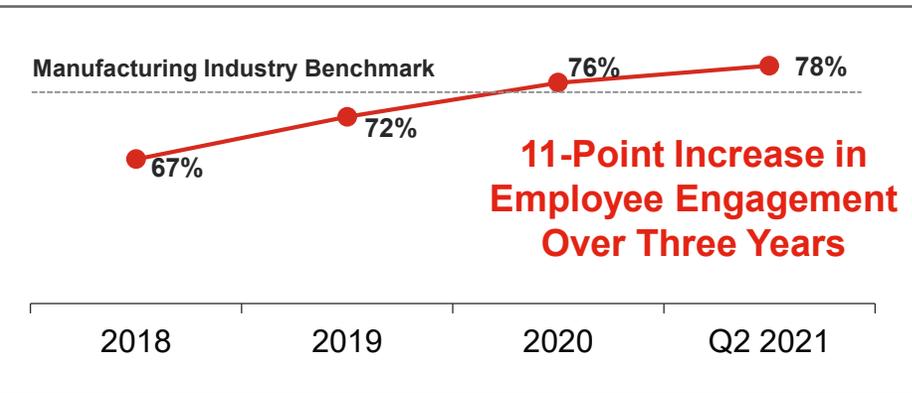
- Invested in employees through Equity Grant
 - \$150 Million** awarded | 16,000 owners | Equity 101 training
 - Nearly 150% increase in value** of 2017 Gardner Denver all-employee equity grant¹
 - Employees helped grow the company and reaped the rewards financially
- Positive employee engagement measures continue to climb
- Solidifying industry leadership on Diversity, Equity & Inclusion culture



“Thanks to this company, a kid from a Pakistani orphanage bought a house and developed a rewarding career! Everything is possible and this is just the start!”

– Rizwan (“Rizzy”) Rabbani ITS EMEIA employee

...Leading to Stronger Engagement, Diversity and Belonging Trends



Ethnic or Gender Diversity	50%	43%
	Board of Directors	Senior Leadership Team

CEO ACTION FOR DIVERSITY & INCLUSION

2021 INNOVATIONS IN DIVERSITY AWARD

BLACK EMPLOYEE NETWORK

WOMEN INCLUSION GROUP

VETERANS INCLUSION GROUP

¹ Last all-employee grant took place on May 12, 2017 with grant value equal to \$20.00/share. Nearly 150% return is based off the closing price of Ingersoll Rand Inc. common stock on August 3, 2021 of \$49.67/share. Past performance of Ingersoll Rand stock is no guarantee of future results.



Established Diversity, Equity and Inclusion Strategy with Three Focus Areas and Supporting Goals

REPRESENTATION

Balancing Global Representation

Increase representation for under-represented (URT) * employee groups

ADVANCEMENT

Fostering Inspired Teams

Help navigate career paths and ensure equal opportunities

EXPERIENCE

Belonging is Our Standard

Foster a sense of belonging and build global networks / relationships

2025 Goals

- Increase under-represented talent in the U.S. workforce to at least 30%
- Increase global employment of women to at least 25%

- Increase “growth” and “equal opportunity” on employee engagement survey to top percentile ranking among all companies

- Increase “belonging” on employee engagement survey to top percentile ranking among all companies
- Build networks, mentoring and sponsorships

Enabling Initiatives

- Diversity sourcing strategy and action plan
- Platform to support diversity hiring, tracking and reporting

*Under-represented talent is defined as Black or African American, Hispanic or LatinX, Asian, American Indian, Alaska Native, Native Hawaiian.
Source: Management Leaders for Tomorrow (“MLT”)

- Employee confidence in career advancement regardless of ethnicity or gender
- E-learning platform
- Leadership competency model aligned with DE&I
- Structured career paths for all roles

- Expansion and annual programming of Inclusion Groups
- Mentoring programs
- Unconscious Bias training and DE&I learning path

Early momentum is gained by focusing on “leading” activity-based KPIs across three focus areas

Focus on Representation		Focus on Career Development		Focus on Employee Engagement	
Area of Measurement	Value	Area of Measurement	Value	Area of Measurement	Value
All open Band have 35% diverse hiring manager gender (global)	1	Baseline implementation plan maturity path	1	Embed belonging, growth and inclusion action plans in 100% of Engagement N/A of PD	1
50% diversity in interview (gender)	2	Increase Development participation rate (quantity)	2	BU's focus on monthly progress of PD initiatives for belonging, growth and inclusion	2
Number of Fem bands	3	% of HI-Potentials quality develop	3	Train all employees in Unconscious Bias training	3
Number of URT all bands	4	% of HI-Pot Female develop plans	4	Establish a (1) corporate recognition and (2) toolbox program	4
% URT Volunteer all bands	5	% of HI-Pot URT w/ develop plans	5	Achieve quarterly Inclusion Group plans	5
% Female Volu rate all bands	6	# of Mentoring programs implemented	6		

100-Day Success Defined By:

- Achieving DE&I goals with clear baseline metrics and processes
- Focusing on “leading KPIs” – i.e. diverse slates and interviewing panels for open positions
- Establishing dashboards for development, promotions and internal fill rate

8-Week Achievements (To Date) & IMPACT:

- Diverse slates and interview teams have increased and are measured at business unit level
- Voluntary turnover for under-represented & female talent is down
- Individual developmental plan participation and quality improvement
- Leader communication plan established and will be launched across IR by end of Q3



Global Citizenship Aligns with Our Value to Think and Act Like Owners of Our Business, Communities and Planet

Lean on us

To help you make life better

*We are driven by an entrepreneurial spirit and an ownership mindset, inspiring us to **care deeply** about our neighbors and shared planet.*



FOCUS AREA

Sustainable Development and Community Infrastructure

SOCIAL STRATEGIC PARTNERSHIPS



**Engineers Without Borders:
Build a better world**

Empower communities to meet their basic human needs and equip leaders to solve the world's most pressing challenges



Driving Greater Customer Engagement Through Sustainability-Inspired Innovation

~30% of Revenue (~\$1.5B) Generated from Products that are Related to Water¹

Comprehensive Water and Wastewater Product Portfolio

Industrial Technologies & Services



Aeration | Filter backwash
Gas boosting | Combustion Air



Dewatering | Air and gas boosting



Slurry liquid pumping | Sludge treatment
Biogas blower

Precision & Science Technologies



Chemical injection | Polymer preparation
Mixing and agitation
Coagulant measurement
pH and water conditioning
Continuous injection



Chemical transfer



Proportional injection

Examples of Improving Water Management Through Our Products

Runtech Systems

Since acquisition (2017):

- Increased **installed base > 65%**
- **Launched new products** such as RunEco EP Turbo Blowers, designed to operate efficiently across a wide range of vacuum levels and air flows, and offer a proven, energy-efficient, completely water-free vacuum solution with significant heat recovery potential for paper, board and tissue machines



Runtech Sustainability Highlights¹

45%

Average energy savings per installation

7B+ gallons

Water savings per year (across all global installations)

Dosatron Water-powered Chemical Injectors

Dosatron water-powered, nonelectrical pumps provide a reliable and efficient manner to inject chemicals into water lines. Dosatron's specialized technology ensures that chemical mixtures remain consistent regardless of pressure and flow making the technology **well-suited for end markets such as animal health, hydroponic nutrient delivery, water treatment and food safety & sanitation.**



Dosatron Sustainability Highlights

100%

Water power – no electricity or fossil fuels required

80%

Repairable resulting in less waste-to-landfill

¹Management estimates

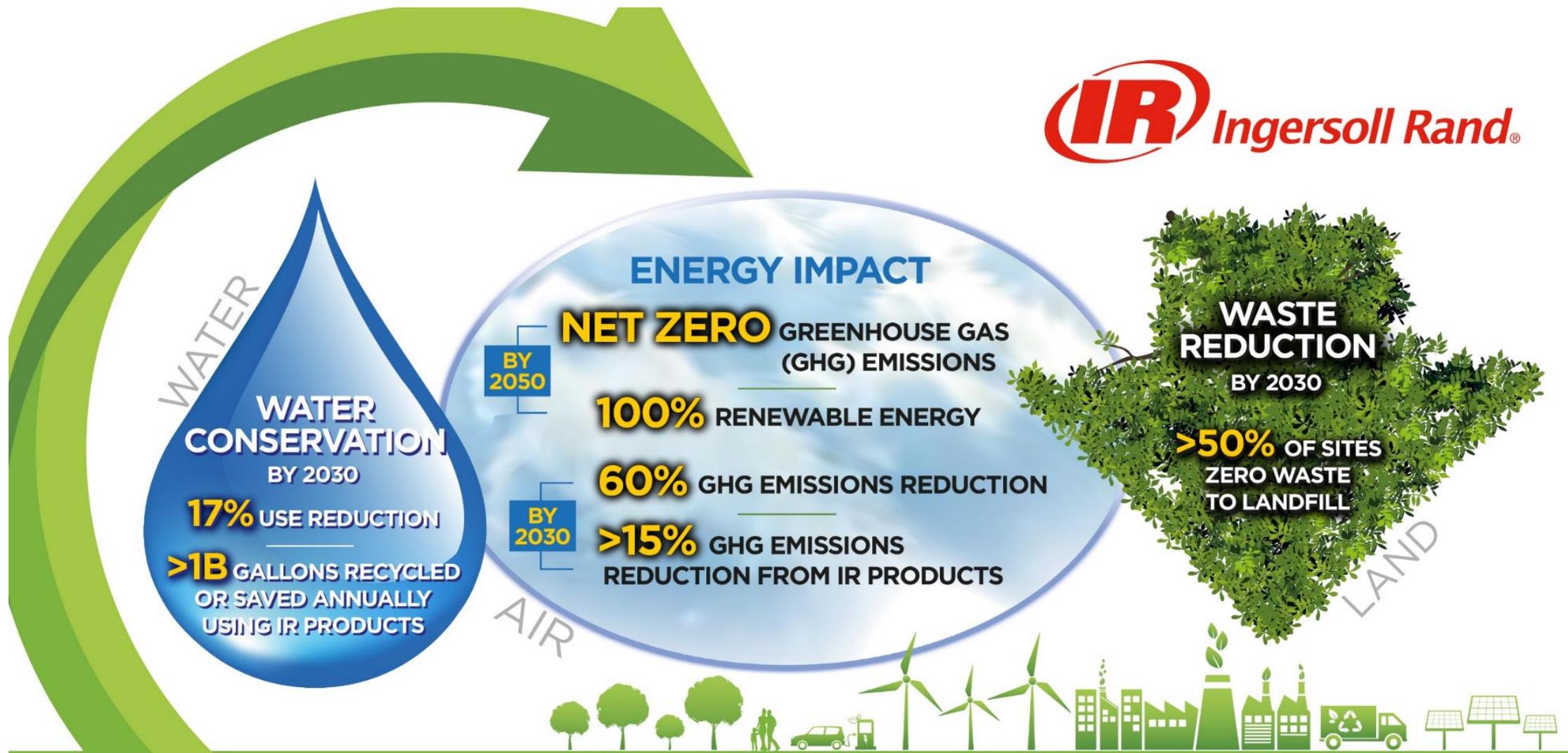
Recent Acquisitions Aligned with Sustainability Megatrends, Supporting Growth Strategy

Key Characteristics	Seepex	Maximus Solutions
Market Leader	✓ Global #2 progressive cavity pump player with substantial installed base and strong aftermarket support	✓ A market leader with 2021E Adjusted EBITDA margin in line with current PST margin profile with meaningful improvement opportunity
Strong Organic Growth	✓ Established history of high single digit revenue CAGR since 2017	✓ Established history of >30% revenue CAGR since 2015
Sustainable End Markets	✓ Expands Precision and Science Technologies (PST) Segment's total addressable market (TAM) by estimated \$1.7B through addition of incremental positive displacement pump technology	✓ Clear opportunity to pull technology through existing PST presence in other high-growth AgriTech and industrial water treatment markets; expands PST TAM by estimated \$2.1B
High Aftermarket Content	✓ Recurring revenues driven by aftermarket sales (>40% of revenue)	✓ SaaS solution provides meaningful growth potential across PST
Strong Synergy Potential	✓ Well positioned suite of solutions in targeted verticals including environmental, food and beverage, and chemical	✓ Adds system-level controls and digital connectivity to equipment (including IR's Dosatron® smart dosing pump system) utilized in an AgriTech facility, resulting in improved facility efficiency and increased production
Enhance Digital Capabilities	✓ Scalable IIoT software and hardware platform enables various digital revenue streams, from e-commerce to full scale SaaS	✓ Leading controls and IIoT technologies and experience that can be leveraged across Ingersoll Rand

These combined acquisitions expected to **grow PST addressable market by an estimated 40%** and hold **significant upside synergy potential** that is expected to yield **single digit post-synergy Adjusted EBITDA purchase multiples** (including flow through from organic growth) by year three



Established Aggressive Yet Achievable Goals to Do Our Part In Environmental Stewardship



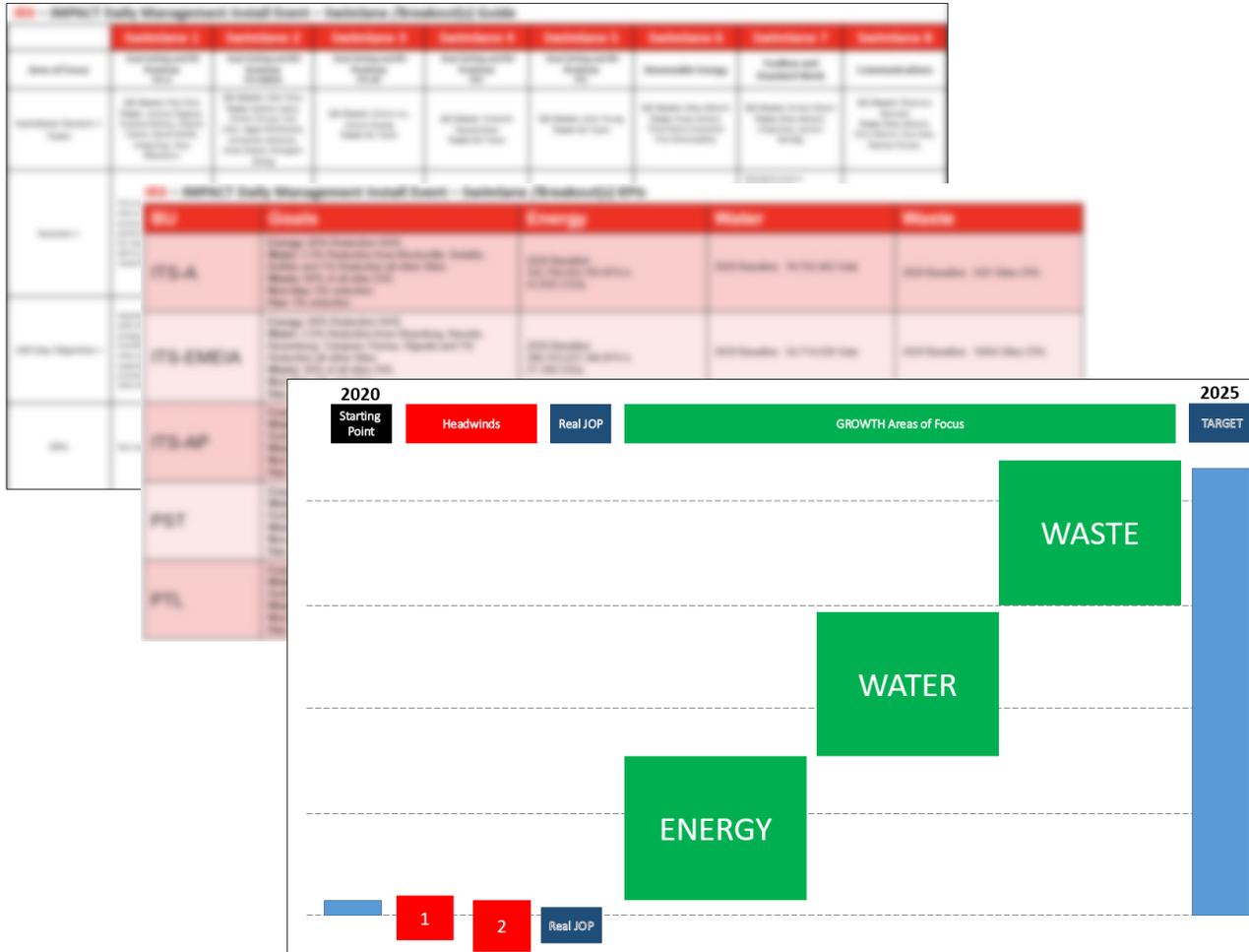
Ingersoll Rand 2030 & 2050 Environmental Goals



Deploying IRX to Operationalize Sustainability by Site



Establishing a clear plan site-by-site to reach 2030 energy, water and waste environmental goals



100-Day Success Defined By:

- Goals deployed by business unit and site for 2022 - 2025 for energy, water and waste; including ownership by location
- Energy waste and water management standard work is developed and deployed for reducing resource consumption at all sites
- A toolbox of execution resources developed and communicated to all sites globally
- Methods for sharing successes and pilot results are in place for scaling to other sites

2-Week Achievements & IMPACT (IDM launched July 2021):

- IDM Team (and sub teams) formed (cross functional, multi level), measurements (KPIs) and areas of focus established by business unit and geography for critical areas of focus

The Past Year's Sustainability Accomplishments Fuel Our Future Success...

- 1 Began Our Sustainability Journey In Earnest in 2020; Significant Progress Made Utilizing IRX

- 2 Leadership, Employees and Board Aligned on Affecting Positive Change Across Environmental, Social and Governance Matters Material to Ingersoll Rand

- 3 Driving Sustainability Mindset Across Strategy, Operations and Capital Deployment Activities

- 4 Committed to Remaining Authentic to Our Purpose and Values and Delivering on Key ESG Goals

Questions & Answers



**Vicente Reynal,
President and CEO**



**Mary Betsch,
VP, Sustainability**



**Vik Kini,
CFO**



**Andy Schiesl,
General Counsel,
Compliance Officer**



**Chris Miorin,
VP, Investor Relations**