44th Annual J.P. Morgan Healthcare Conference

January 14, 2026

Vicente Reynal, Chairman & CEO

Vik Kini, SVP & CFO

Scott Watson, SVP & GM, Life Science Technologies

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 the 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, 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 release. 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.

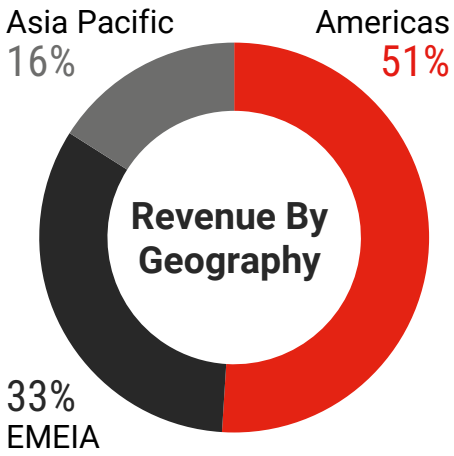
Non-GAAP Financial Measures

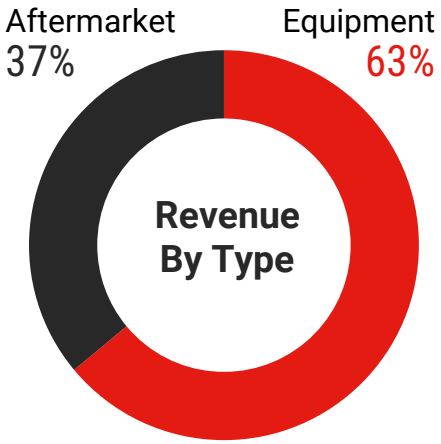
Included in this presentation are certain non-GAAP financial measures designed to supplement, and not substitute, the financial information provided in accordance with generally accepted accounting principles (“GAAP”) in the United States of America because management believes such measures are useful 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.

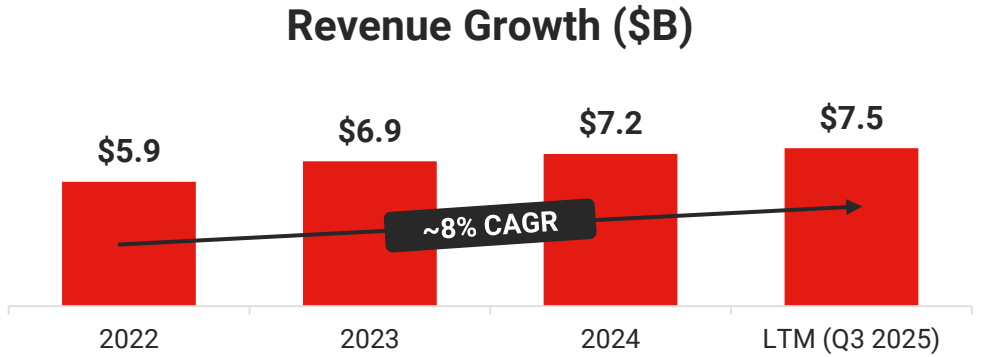
This is Ingersoll Rand today...

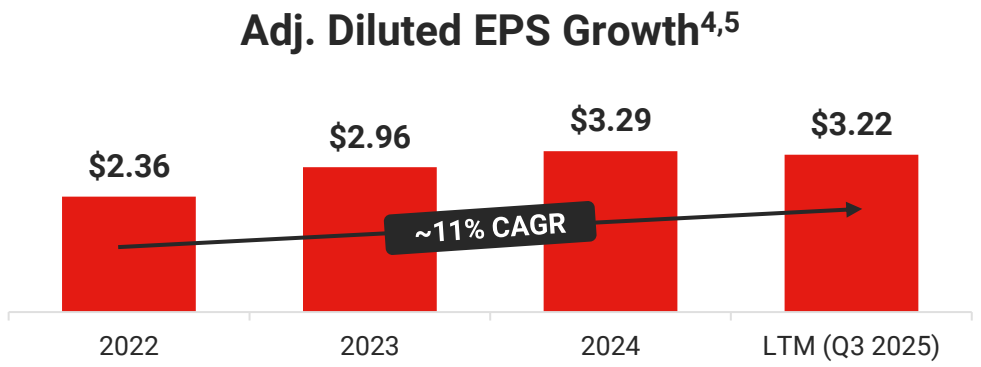
A leading global provider of mission-critical flow and sustainable creation solutions with a 166-year history

~$7.5B	~$2.0B	~27%	~$1.3B	~$34.3B	~330%
LTM Revenue[1] (Q3 2025)	LTM Adj. EBITDA[1,4] (Q3 2025)	LTM Adj. EBITDA Margin[1,4] (Q3 2025)	LTM Free Cash Flow[1,4] (Q3 2025)	Market Cap[2]	Total Shareholder Return (TSR)[3] Since IPO









[1] All metrics are approximate. [2] As of 1/9/2026. [3] TSR is calculated as the appreciation in the price per share of the Company's common stock as measured from its May 12, 2017 IPO to January 9, 2026 (assuming any dividends or distributions are reinvested), expressed as a percentage. [4] Non-GAAP measure. [5] Adjusted Diluted EPS and Adjusted EPS defined as (Adjusted Net Income Attributable to Ingersoll Rand Inc.) / (Diluted Average Shares Outstanding).

Product and technology leadership

Broad flow creation, industrial products, and life science solutions portfolio, with #1 or #2 market position in key categories

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

Air/gas compressors and air treatment




Blowers




Industrial vacuum pumps and systems




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

Pumps and liquid handling systems







Life science tools and systems








Product portfolio not exhaustive. Market position based on 3rd party research (including Frost & Sullivan, Forrester, Freedonia, others) as well as management estimates.

Ingersoll Rand

We are a

Premier growth compounder with iconic brands and market leading positions

01

Remain nimble through our competitive differentiator, IRX

By leveraging Ingersoll Rand Execution Excellence (IRX) together with our unique Demand Generation approach, we expect to deliver above-market growth

02

Robust M&A funnel enabling future inorganic growth

In 2025, 16 bolt-on acquisitions completed at an average pre-synergy purchase multiple of ~9x EBITDA. Since March 2020, a total of 76 acquisitions have been completed

03

Execution supported by strong balance sheet

Net leverage of <2.0x[1] with Free Cash Flow margins ~20%[2]

04

Unique culture driven by an ownership mindset

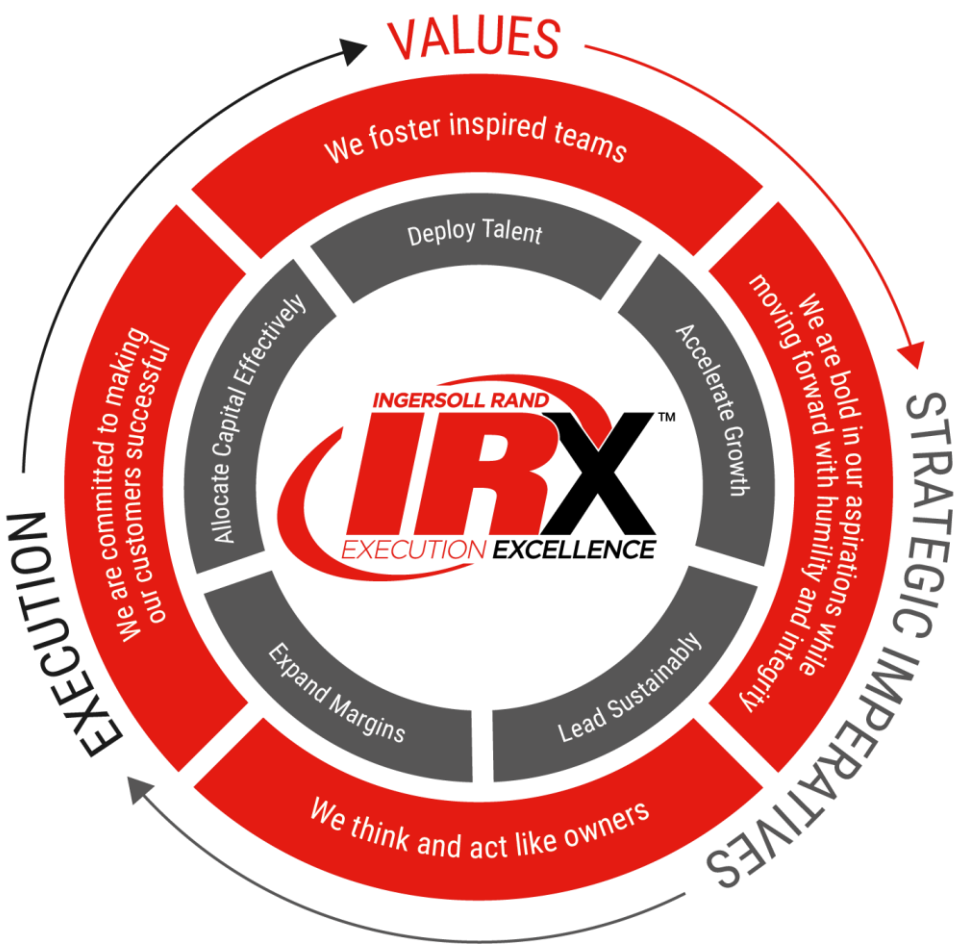
Multiple all-employee equity grants since 2017 IPO as well as ongoing Ownership Works program

[1]As of September 30, 2025. [2] Non-GAAP measure

Ingersoll Rand

IRX and our ownership mindset drive our performance

Ingersoll Rand Execution Excellence (IRX)



Employee ownership philosophy

We have completed multiple all-employee equity grants since the IPO of Gardner Denver in 2017

As part of our Ownership Works program, 100% of all new employees are eligible to receive a grant of 10% of their base salary after their one-year anniversary.[1] It serves as a powerful tool to incentivize employees to stay with and grow with the company long-term

Share Value Increase

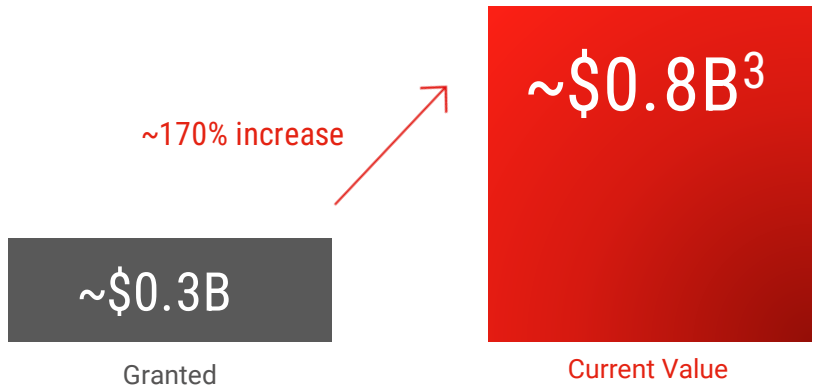
The value of all employee equity grants since the initial grant dates has increased by:

~$0.5B[2]

23,000+ employees

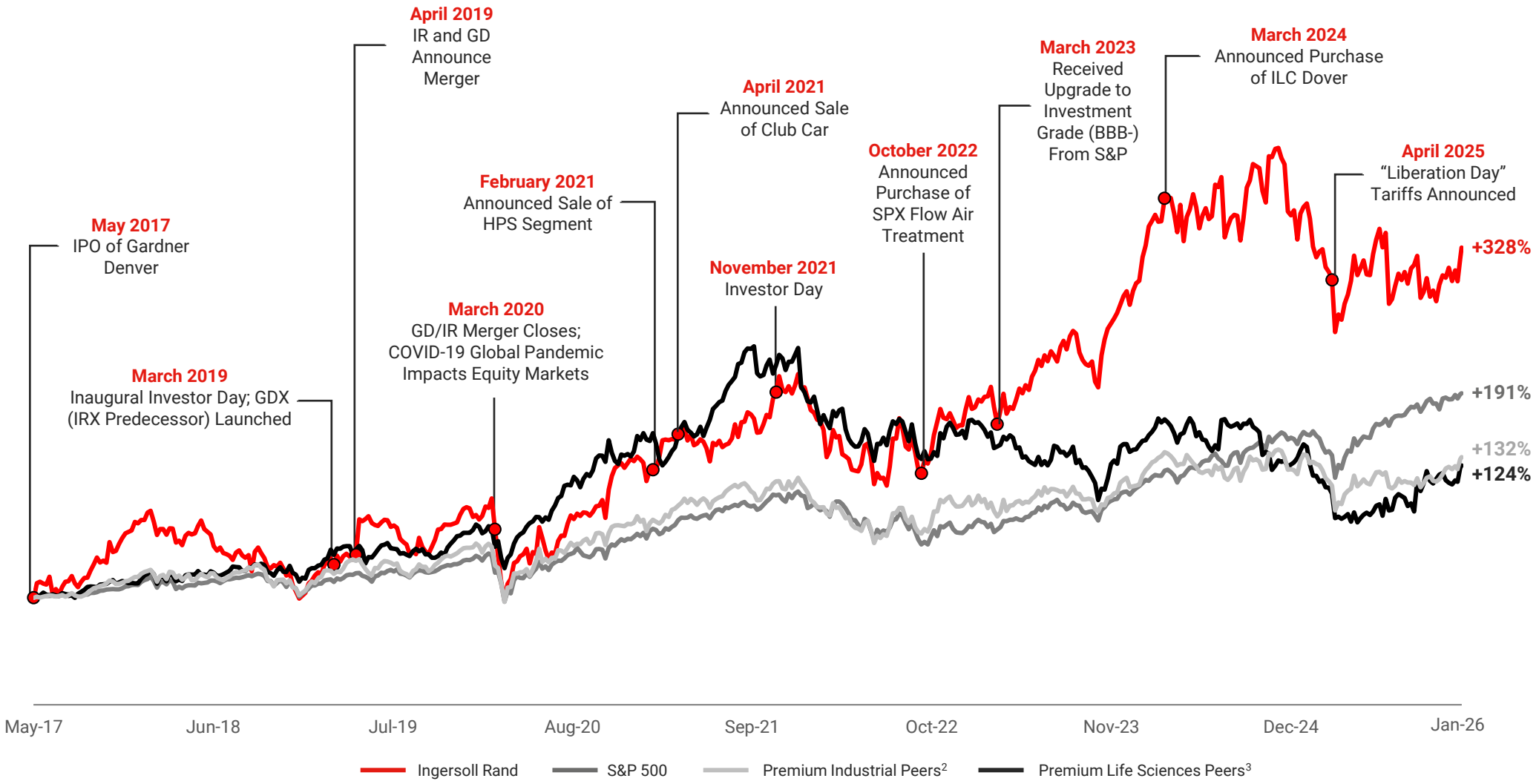
Ownership Works

Value of Employee Equity Grants



[1] 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. [2] Calculated as the increase in value of all Ownership Works grants, Merger grants, and IPO grants from their respective grant date through December 31, 2025. Assumes all employees have held the grants as of December 31, 2025. [3] Represents the value of all Ownership Works grants, Merger grants, and IPO grants at their respective grant dates through December 31, 2025. Assumes all employees have held the grants as of December 31, 2025.

This has led to an outperformance in the market; ~$30B value creation



Since 2017 IPO[1]

Share Price Appreciation
~328%

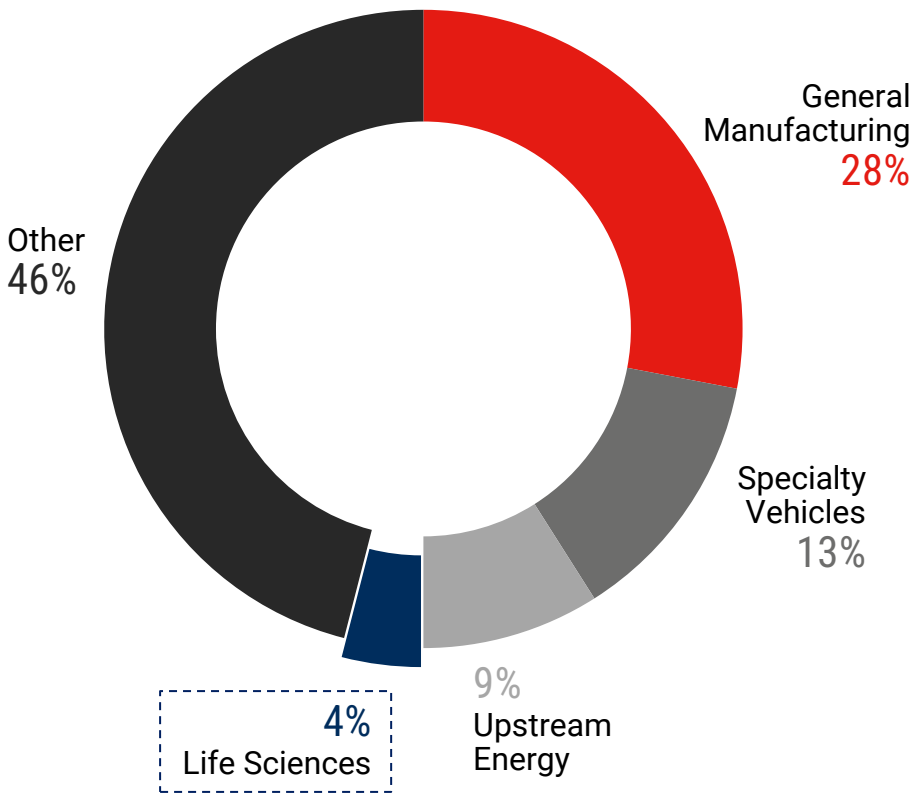
Outpaced S&P 500 by
~13,500bps

Market Cap Value Creation
~$30B

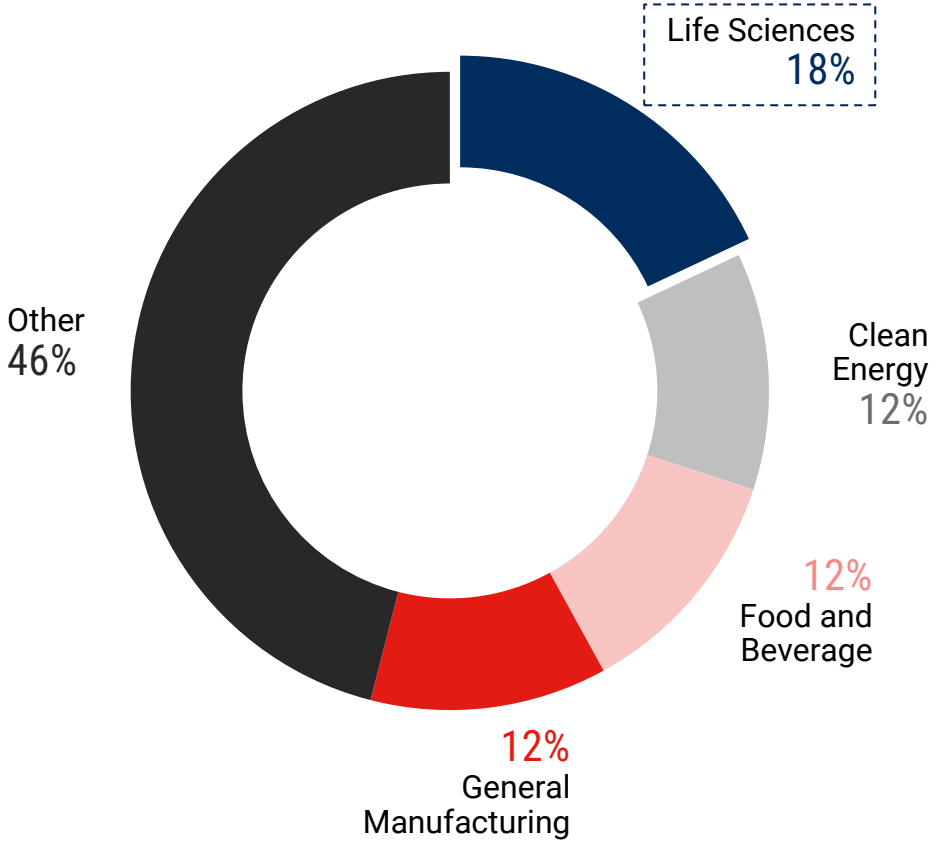
Market data as of 1/9/2026.
[1] Calculated from 5/12/2017 through 1/9/2026.
[2] Premium Industrial Peers: Atlas Copco, Dover, Emerson, Fortive, Graco, Idex, and Nordson.
[3] Premium Life Sciences Peers: Agilent, Avantor (since IPO), Danaher, Tecan, and ThermoFisher.

We continue to shift the portfolio to high-growth, sustainable markets; with more runway ahead

2020 Estimated revenue by end market[1]



2024 Estimated revenue by end market[1]



[1] Management estimates. 2020 revenue distribution shown as presented on the April 15, 2020, Business Update Call. 2024 estimated revenue includes full year proforma ILC Dover.

Life Science Technologies



Ingersoll Rand Life Science Technologies businesses and commercial brands

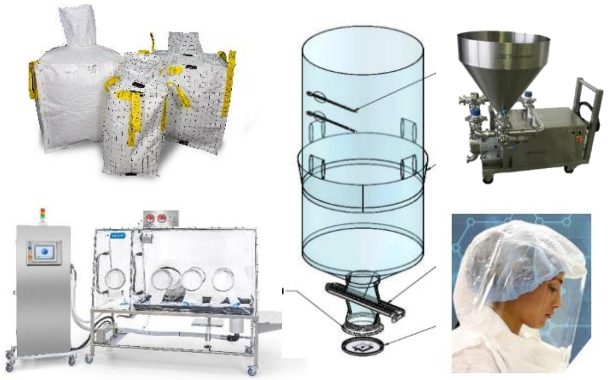
Flow Control Solutions



Pumps and other components in highly engineered OEM applications

THOMAS
ZINSSER ANALYTIC
Controlled Fluidics
WELCH
TRICONTINENT
scinomix
ACT
ILS
LEADFLUID

Biopharma & Pharma Solutions



Material handling and containment in biopharma and pharmaceutical production applications

ILC DOVER
An Ingersoll Rand Business

Dave Barry Plastics

Medical Device Solutions



Contract medical device manufacturing

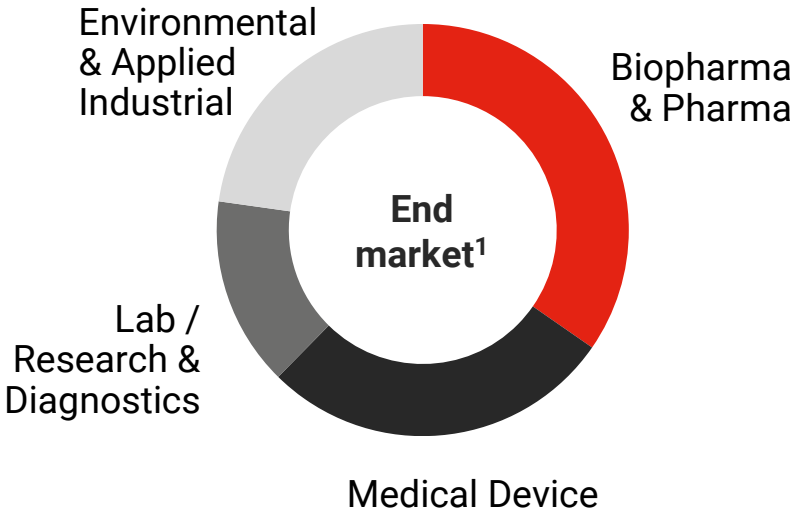
Flexan
An Ingersoll Rand Business

SHERIDAN MOLD & ENGINEERING

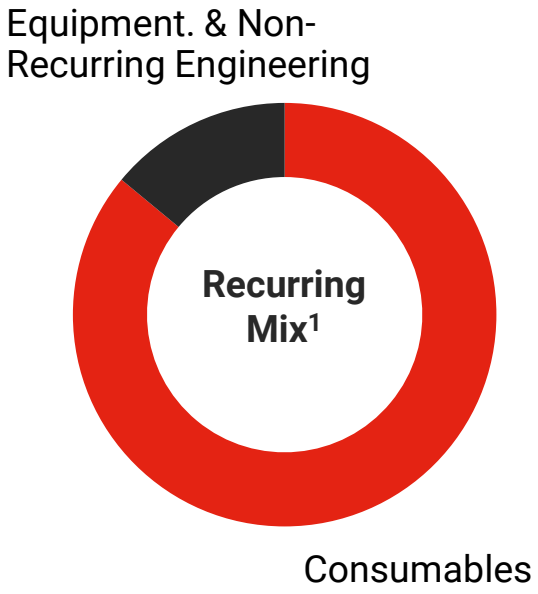
Ingersoll Rand

High quality businesses positioned across multiple growing value chains

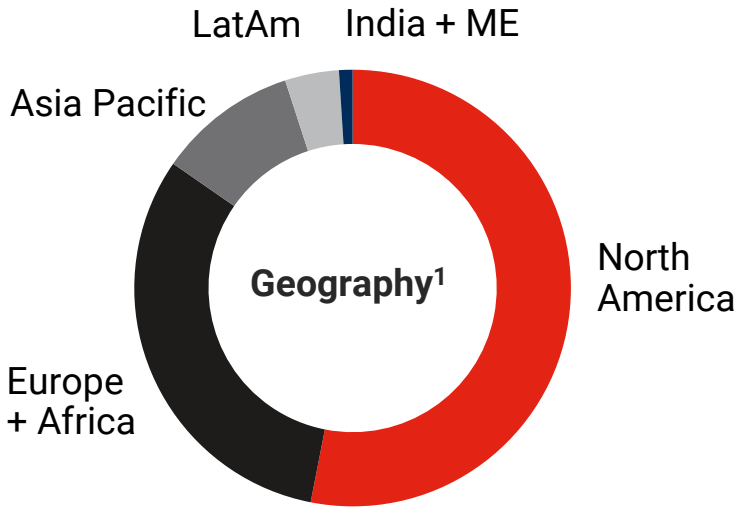
Diverse market segments, long-term secular tailwinds



Strong mix of high-value consumables, critical to customers' applications



Active presence in hotbeds of investment and production activity



[1] Management estimates.

A platform for accretive bolt-on M&A

ILC Dover, acquired in 2024, has become a beachhead for additional acquisitions with attractive market applications across Life Sciences

Acquisition	Target market fit
LEADFLUID *June 2025*	▪ Exposure to downstream bioprocessing liquid handling ▪ Expands lab product portfolio
Dave Barry Plastics *August 2025*	▪ Supplements customized pharma powder handling portfolio ▪ Exposure to downstream bioprocessing liquid handling
SHERIDAN MOLD & ENGINEERING SILICONE INJECTION MOLDS *October 2025*	▪ Broadens silicone medical molding services ▪ Improves technology leadership and execution
scinomix *January 2026*	▪ Enhances drug development and cell therapy automation offering ▪ Complements geographic exposure in drug development and cell therapy automation

Core M&A characteristics and criteria

Founder and family-owned businesses ✓

HSD/LDD pre-synergy EBITDA purchase multiples ✓

Mid-teens year 3 ROIC ✓

Commercial synergies pulling through the broader Ingersoll Rand portfolio

Ingersoll Rand's portfolio applied in small molecule API production workflows

1 Material Prep & Control



Clean-room Trolley: Solids / Liquid Transport

ILC DOVER



EZ BioPac and DoverPac: Solids addition

ILC DOVER



Single Use Isolator: High Potency Prep

ILC DOVER



Air Operated Double Diaphragm: Transfer

IR

2 Chemical Synthesis



Jet Mixer: In-line Hydration

ILC DOVER



Chiller: Precision Temperature Control

IR



Metering Pumps: Dose Chemical

IR

3 Isolation / Crystallization





Air Operated Double Diaphragm: Transfer

IR



Vacuum Pumps: Deliquoring

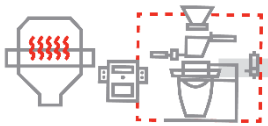
IR



Centrifugal Pumps: Washing

IR

4 Drying & Milling





Pack-Off Stations, DoverPacs, Continuous Liners: Contained Solids Transfer

ILC DOVER



Blowers: Drying / Environmental Control

IR



Single Use Isolator: Containment

ILC DOVER

5 Finishing & Packaging







ILC DOVER DoverPac: Contained Solids Transfer and Storage



Single Use Isolator: High Potency Packing

ILC DOVER

Plant Utilities



Oil Free Compressors

IR



Chillers

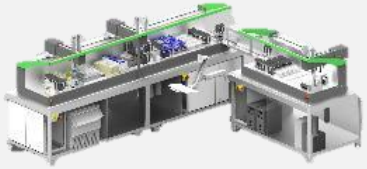
IR



Nitrogen Generators

IR

Plant Quality Control / Quality Assurance Lab



Sample Handling Automation

IR



Vacuum Pumps

IR



Peristaltic Pumps

IR

Ingersoll Rand

Unique solutions that create value for customers in applications with strong growth drivers
Application: Antibody drug conjugates

Application

- Antibody drug conjugates (ADCs) are novel therapies for cancer treatment
- The ADC market is expected to experience mid-teens growth
- Monoclonal antibodies are conjugated with highly potent linker toxins to produce ADCs

Products

- Single-use isolators systems
- Single-use powder bags and continuous liners
- Single-use powered air purifying respirators
- Operator training and system retrofitting







Why We Win

Technology leadership

- Proprietary films with proven superior chemical resistance in pharmaceutical applications
- 80-90% more cost effective than clean-in-place
- Single-use enables speed to market, reduced downtime, and easier technology transfer

Customer intimacy

- Customized to fit customers' unique or changing production workflows

Trusted execution

- Consistently better containment performance than alternatives
- Reliable consumables supply that meets all cGMP requirements

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Key Takeaways

Investing with Ingersoll Rand

~$30B Shareholder Value Creation in ~8 years

- ~$7.5B Revenue diversified Life Science and Industrial Solutions compounder playing in a ~$65B addressable market with high level of fragmentation…plenty of room to expand

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

- Proven track record of agility and performance delivering double digit Adj. Diluted EPS CAGR[1]
- Execute on the multiple levers available to outperform the market

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

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

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

[1] Non-GAAP measure. Adjusted Diluted EPS and Adjusted EPS defined as (Adjusted Net Income Attributable to Ingersoll Rand Inc.) / (Diluted Average Shares Outstanding).