Leading sustainably through execution

December 17, 2024









Ingersoll Rand

Agenda

1. **Welcome and Opening Remarks**
   Matthew Fort
   VP, Investor Relations and Corporate FP&A

2. **Sustainability highlights**
   Vicente Reynal
   Chairman and CEO

3. **Lead Sustainably | Grow and Operate**
   Mary Betsch
   VP, Sustainability

4. **Recurring Revenue**
   Mike Medaska
   VP, Corporate Strategy

5. **Q&A**

Forward-Looking Statements

This presentation addresses a multitude of topics to meet the requests and interests of the Company's wide range of stakeholders. Due to the varied interests of these groups, this presentation contains voluntary disclosures and includes certain information that the Company believes is not material to the Company as such term is defined under applicable securities laws. Accordingly, the inclusion of information in this presentation should not be construed as a characterization regarding its materiality or significance for any other purpose, including for purposes of applicable securities laws or any other laws of the U.S. or any other jurisdiction, or as that concept is used in the context of financial statements and financial reporting. The Company has included illustrative examples in this presentation, with features and performance that should not be deemed indicative of all of our products. This presentation also contains information from third parties and the Company makes no representation or warranty as to the third-party information. Additionally, this presentation may contain links to our website and other Internet sites and the content on such sites is not incorporated by reference into this presentation.

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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 natural disaster, catastrophe, global pandemics, geopolitical tensions, 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.

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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.

Sustainability highlights

Vicente Reynal

We are a leader in sustainability[1]

Extensively recognized for our sustainability performance while Making Life Better for our people

Dow Jones Sustainability Indices

Member of Dow Jones Sustainability Indices Powered by the S&P Global CSA

#1 Ingersoll Rand ranked as the top performer in the IEQ Machinery and Electrical Equipment industry as of December 2023[2]

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

Named to "A List"

CDP DISCLOSURE INSIGHT ACTION A LIST 2023 CLIMATE

One of 362 companies currently on the A List; also named a CDP Supplier Leader[3]

Low-risk rating from Sustainalytics

MORNINGSTAR SUSTAINALYTICS ESG 2024 INDUSTRY TOP RATED

MORNINGSTAR SUSTAINALYTICS ESG 2024 REGIONAL TOP RATED

- ✓ Top 0.5% performance in industry
- ✓ Top 8% in North America
- ✓ Top 5.5% globally[4]

Fortune Sector Leader 2024

FORTUNE SECTOR LEADERS INDUSTRIALS 2024

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

World's Best Companies – Sustainable Growth

TIME WORLD'S BEST COMPANIES SUSTAINABLE GROWTH statista 2025

Inaugural list

100 Best Corporate Citizens

100 Best Corporate Citizens 2024

2nd consecutive year; #2 in industry and #5 overall

Financial Times - Americas' Fastest Growing Companies of 2024

FT FINANCIAL TIMES statista THE AMERICAS' FASTEST GROWING COMPANIES 2024

List is based on revenue growth between 2019 and 2022

Great Place to Work

Great Place To Work. Certified OCT 2024-OCT 2025 USA

Awarded in U.S., Brazil, Colombia, Chile, Mexico, and India; 3rd year in a row in Latin America

2 Brandon Hall Group awards

Brandon Hall Group HCM Excellence Award TALENT MANAGEMENT GOLD 2024

Gold medal for best employee engagement; silver medal for best leadership development for women

2024 Seal Award Winner

SEAL AWARD WINNER 2024

Recipient of 2024 Business Sustainability Award

2024 Gold Stevie award

GOLD 2024 STEVIE WINNER AMERICAN BUSINESS AWARDS

Sustainable business model

[1] See page 39 for footnote disclosures 2-4.

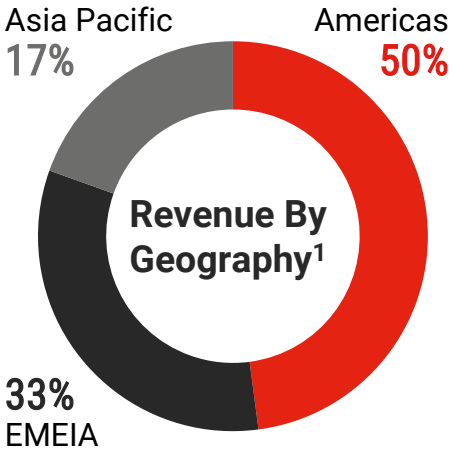
★ Recently recognized in 2024.

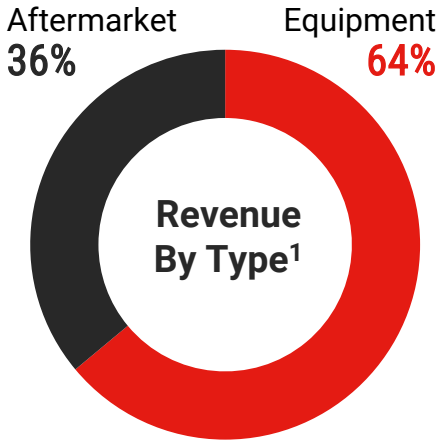
Ingersoll Rand

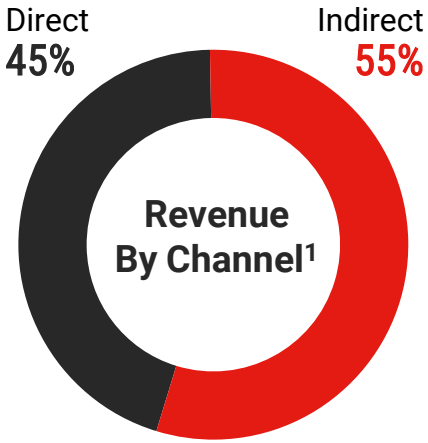
This is Ingersoll Rand today...

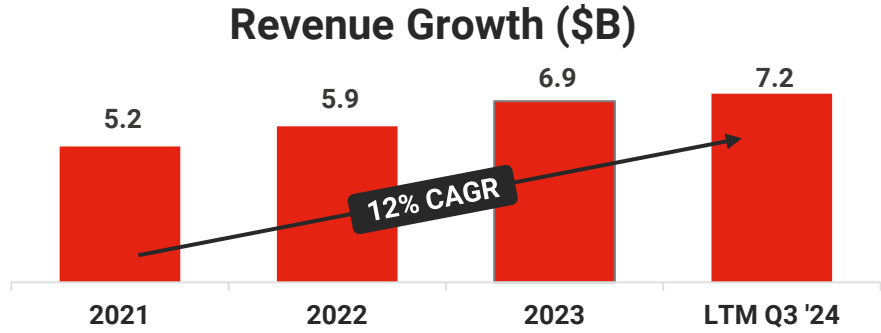
A leading global provider of mission-critical flow creation and life science and industrial solutions with a 165-year history

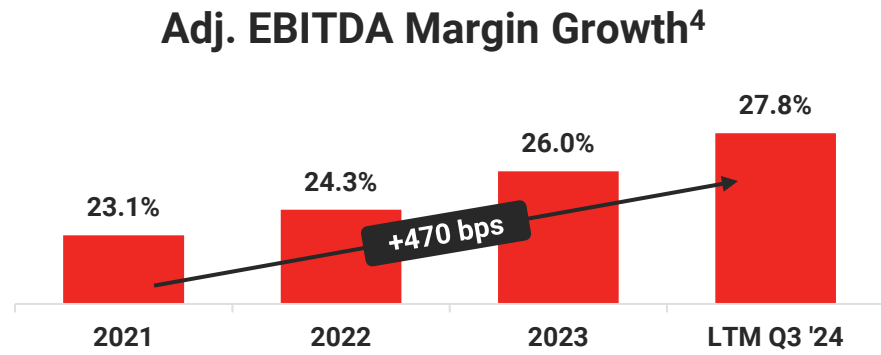
~$7.2B	~$2.0B	~28%	~$1.3B	~$40.9B	380%
LTM Q3 2024 Revenue[1]	LTM Q3 2024 Adj. EBITDA[1,4]	LTM Q3 2024 Adj. EBITDA Margin[1,4]	LTM Q3 2024 Free Cash Flow[1,4]	Market Cap[2]	Total Shareholder Return (TSR)[3] Since IPO









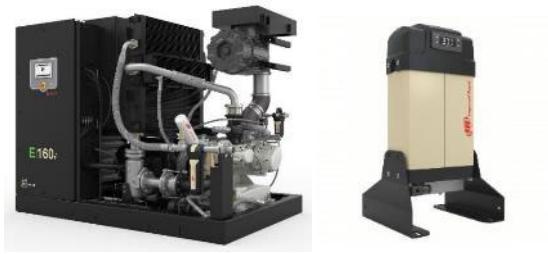


[1] Based on LTM data as of 9/30/24; All metrics are approximate. [2] As of December 13, 2024. [3] TSR is calculated as the appreciation in the price per share of the Company's common stock as measured from its May 12, 2017, IPO to December 13, 2024 (assuming any dividends or distributions are reinvested), expressed as a percentage. [4] Non-GAAP measure (definitions and/or reconciliation in appendix).

Why we win: Product and technology leadership

Broad flow creation and industrial product portfolio across air, gas, powder, and liquid handling applications

Air/gas compressors and air treatment



Blowers



Industrial vacuum pumps and systems



Pumps and liquid handling systems



Life science tools and systems



Market position

#1

- North America air compressors
- Oil-free compressors in China
- Diaphragm/piston gas pumps
- Air-operated diaphragm pumps
- Agriculture injectors
- Gas odorization
- Powder handling

#2

- Global air compressors
- Global blowers
- Global industrial vacuums
- Global positive displacement (PD) pumps
- Chemical metering pumps
- Progressive cavity pumps

Market position based on 3rd party research (including Frost & Sullivan, Forrester, Freedonia, others) as well as management estimates.

Why we win: Premium brands with incredible reputations

Multi-brand strategy balances global strength of flagship Ingersoll Rand brand while preserving niche brands in focused applications and/or regions

Key Brands

50+ added since Merger in February 2020[1]

Industrial Technologies and Services

Ingersoll Rand, Gardner Denver, CompAir, Champion, EMCO WHEATON, Elmo Rietschle, Garo, GHH RAND, Hankison, hibon, HOFFMAN, LAMSON, LeROI, MD-Kinney, NASH, ROBUSCHI, ROOTS

A & F Drucklufttechnik GmbH, Airmax Groupe, APSCO, BLUTEK, CAPS, Deltech, Delair, ECOPLANT, LTHA Filter, EVEREST Pressure & Vacuum Systems, FRIULAIR, FRUITLAND, FRASERWOODS, GP Vacuum, Hankison, HANYE Compressed Air Treatment, Harrier Pneumatics, Holtec Gas Systems, IBS, Jemaco, JORC, K.LUND Offshore, PEDRO GIL, MASKIN K.LUND, MD-Kinney, ÖKOTECHNIK, SkyWise, PARTENAIR, Pneumatic Products, Premiair, PSI, PARAGON, Quality Assured, ROOTS, TRACE Analytics LLC, van Elewout Kompressoren

Precision and Science Technologies

Ingersoll Rand, THOMAS, SEEPEX, ILC DOVER, ARO, DOSATRON Water Powered Dosing Technology, Flexan, Haskel, ACJ, MAXIMUS, MILTON ROY, MP Pumps, OBERDORFER PUMPS, TRICONTINENT, WELCH, YZ Systems, ZINSSER ANALYTIC

ACJ, albin pump, Controlled Fluidics, DE, DOSATRON Water Powered Dosing Technology, Flexan, HP Pumps Hydro Prokav, ILC DOVER, Ingersoll Rand Ion Solutions, MAXIMUS, PVP Penn Valley Pump, SEEPEX, PUMPS, WESTWOOD Technical, ZINSSERNA

[1] Brand image list not exhaustive. The Merger is defined as on February 29, 2020, Gardner Denver Holdings, Inc. closed on the acquisition of Ingersoll Rand plc's Industrial segment (the "Merger") and changed its name to Ingersoll Rand Inc.

Ingersoll Rand

Our Economic Growth Engine is the set of actions and priorities to compound value

Sustainability is a key theme which is embedded in every aspect of the Economic Growth Engine

Megatrends

- Sustainability
- Digitalization
- Quality of Life

Organic Growth Enablers
Mid-Single Digits

- Demand Generation
- IIoT
- Product and Service Innovation

Inorganic Growth Enablers
Mid-Single Digits

- Product and Service M&A
- Technology Investments

Quality of Earnings
~ 100 bps/year

- Aftermarket
- Price
- i2V

High Performance Execution Process

Ownership Mindset

INGERSOLL RAND IRX EXECUTION EXCELLENCE™

Our Competitive Differentiator

Premier Growth Compounder

Double-Digit Earnings Growth

~20% Free Cash Flow Margin[1]

[1] Non-GAAP measure (definitions and/or reconciliations in appendix).

…supported by amazing employees with an **ownership mindset**

As part of our Ownership Works program, 100% of all new employees are eligible to receive an equity grant valued at 10% of their base salary after their one-year anniversary[1]

"**As an owner in the company, I am encouraged to speak up and offer solutions** to complex problems. By suggesting we send our wood waste to a mulch manufacturing facility instead of local landfills, our site in Sedalia, Missouri, diverted nearly 900,000 pounds of wood from landfills, eliminated nearly 146.5 metric tons of greenhouse gas emissions, and **saved $85,000 in operational costs**."

M.K., U.S.

"My job as the indirect sourcing manager for EMEIA is to make our operations more energy efficient. **I'm proud that, by the end of 2024, 92% of our sites (acquired prior to 2024) in Germany will run on green electricity**, with aspirations to do the same in Italy, France, and the United Kingdom." *A.P., Italy*

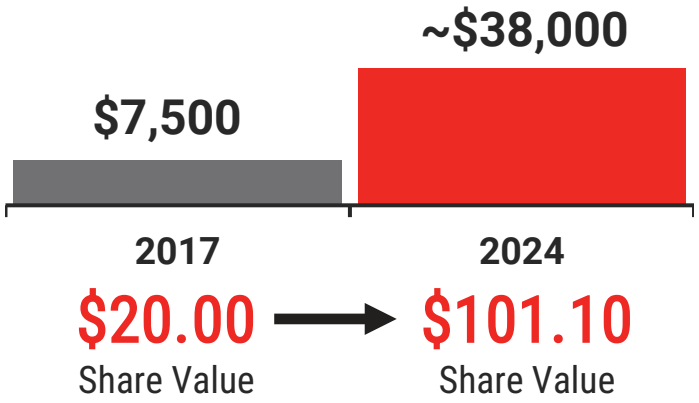
"**Ingersoll Rand's ownership mindset has motivated my colleagues and me to take actions that benefit our local community**. Whether by distributing tree samplings to community members or picking up trash on roads, we are contributing to a greener, cleaner society." *M.G., India*

Value of All Employee Equity Grants



Employee Stock Growth Example

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



[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] Represents the value of all Ownership Works grants, Merger grants, and IPO grants at their respective grant dates through December 13, 2024. Increase calculated as the increase in value of all Ownership Works grants, Merger grants, and IPO grants from their respective grant date through December 13, 2024. Assumes all employees have held the grants as of December 13, 2024.

Achievements in sustainability leadership

66% of Product Portfolio
Feature sustainable attributes in 2023

59 Green Energy Locations
17 manufacturing sites are powered by on-site solar panels and 42 locations have green energy contracts in place as of November 2024

34% Absolute Water Reduction
At the end of 2023, surpassed water use reduction goal of 17% (seven years early)

80 New Products Introduced
Last year with sustainable attributes such as enhancements in efficiency, circularity, and safety

49 GreenX Teams
Focused on reducing energy, water, and waste to reach our operational goals as of November 2024

72% Better TRIR than Industry
As of November 2024, Total Recordable Incident Rate (TRIR) is 72% better than industrial machinery manufacturing average[1]

100% of New Products
Are targeted for development through the Design for Sustainability process

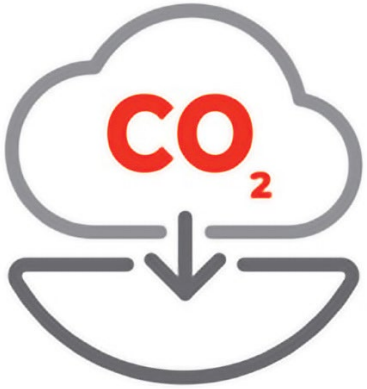
90 Locations
Internally certified locations as zero waste to landfill as of November 2024

Top 5 In Capital Goods Industry
On 2024 list of 100 Best Corporate Citizens by 3BL

[1] Average Total Recordable Incident Rate (TRIR) for all Industrial Machinery Manufacturing companies in 2023 (most recent data available) was 1.9 according to the U.S. Bureau of Labor Statistics.

Announcing new decarbonization and water goals

Aggressive **new targets** to support our customers and within our own operations



1B by 2040[1,2]

Metric Tons CO_2e Reduction

By 2040, our goal is for Ingersoll Rand's customers to reduce or avoid 1 billion metric tons $C0_2e$ in their Scope 2 emissions through the use of our products and services

Energy Goals[1]

Target Years: 2030-2050

2030

60% GHG Emissions Reduction
(Scopes 1 and 2)

100% Renewable Energy
(Scope 3)

2050

Net-Zero GHG Emissions
Validated from the Science Based Targets initiative (SBTi) on near-term and net-zero Scope 1, 2, and 3 targets

Water Goals[1]

Target Year: 2030

17% Absolute Water Reduction
Surpassed the goal 7 years early

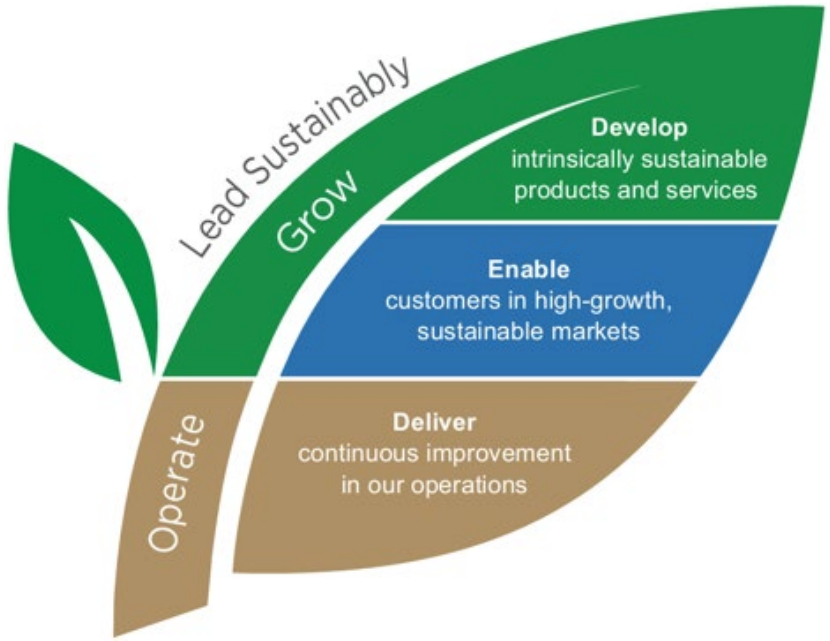
30% Absolute Water Reduction in Water-stressed sites[3]
New goal for manufacturing sites located in water-stressed areas of the world

[1] All goals have a 2020 baseline. [2] Details regarding the methodology used to calculate this goal can be found on page 11 of our Sustainability Report [here]. Greenfield growth using more efficient technology is treated as avoidance of CO2e compared to a less efficient alternative utilized in the base year. Although efforts have been made to ensure accuracy, it is possible that some of these data, assumptions, and extrapolations are inaccurate. For example, there are known deficiencies related to product unit level attribution and aggregation that could account for noteworthy fluctuations in reported values. We expect to make regular adjustments to our Scope 3 emissions data, procedures, assumptions, and models as we collaborate with external advisors to enhance our methodology and transition from broad measurement approaches (such as spend or average) to more detailed methods. These procedural enhancements and external feedback have the potential to lead to noteworthy fluctuations in the Scope 3 emissions data reported for previously reported periods. [3] Based on current year World Resources Institute (WRI) high and extremely high-water risk data.

Lead Sustainably | Grow and Operate

Mary Betsch

Grow Sustainably | Develop Intrinsically
Sustainable Products and Services



Lead sustainably strategy

Grow Sustainably

Accelerating our growth by developing **products and service offerings** with sustainable attributes

2,600+ Ingersoll Rand employees[1]
Focused on developing innovative technologies

2,230+ active patents[1]
88% of patented products and services have sustainability benefits

265+ Demand Generation campaigns[2]
Related to sustainability and sustainable markets

Enabling customer success across key **high-growth, sustainable end markets** through our vertical market and demand generation strategy

Food and beverage
Enabling the safe and effective growing, processing, packaging, and delivery of food and beverages

Clean energy
Enabling the transition to clean, low-carbon and zero-carbon energy

Water
Facilitating transport, treatment and protection of water and wastewater resources

Life sciences
Contributing to human health, care, comfort, and longevity

Operate Sustainably

Improving our **operations, processes and people** to **Make Life Better** for our employees, customers, stakeholders and the planet



Health and safety
Involving employees in workplace safety is paramount to our culture



Community impact
Making a difference in the communities where we operate



Climate strategy
Minimizing our impact on the planet

[1] Based on 2023 data. [2] YTD data as of November 30, 2024.

Developing products and service offerings with sustainable attributes

Encompasses products and services that have sustainable attributes and deliver measurable environmental and safety benefits to our customers

To qualify as a product or service with sustainable attributes within our portfolio, our offerings must achieve one or more of the following sustainable results:

Efficiency

Efficient products reduce the amount of electricity consumed while delivering equal or greater flow or performance

How we measure

The product is at least 1% more energy-efficient than the prior Ingersoll Rand version or the average competitive alternative, or

- The product is capable of heat recovery and reuse, or
- The Global Warming Potential (GWP) of the refrigerant is lower than the prior Ingersoll Rand version or the average competitive alternative

Economic benefits for customers

- Reduced electricity expense
- Extended equipment life

Circularity

Our solutions are designed to conserve natural resources including water, minerals, and metals in our purchased goods for manufacturing as well as the lifecycle of our products

How we measure

The product or service specifically enables refurbishment, remanufacturing, reuse, or recycling

Economic benefits for customers

- Lower cost replacement parts
- Reduced or eliminated water utility costs

Safety

Our products are engineered to ensure the well-being and safety of our customers' workforce

How we measure

The product has ergonomic or safety attributes that exceed recognized standards or best practices

Economic benefits for customers

- Reduced hospitalization and insurance claims
- Reduced hiring and training expenses

Delivering superior product efficiency

With the goal of reducing customer operating costs and scope 2 emissions



Elmo Rietschle High-efficiency Blower

Compact design minimizes footprint, uses no oil or water and generates zero waste

- **60% reduction** in energy consumption[1]
- **50% reduction** in total cost of ownership[1]
- **Quiet operation** below 79 dB(A)
- **50% smaller** footprint[1]



CycloBlower H.E. Series and New 125CL375 Product Line

Patented 3x5 helical screw rotor profile produces 50-80% more flow[2]

- **18% improvement** in energy efficiency[2]
- Up to **7 dB(A) quieter** than previous designs through entire range of flows and pressures[2]



E90-160 Oil-free Rotary Screw Compressor

Enhanced legacy product lines with more flow, turndown and efficiency

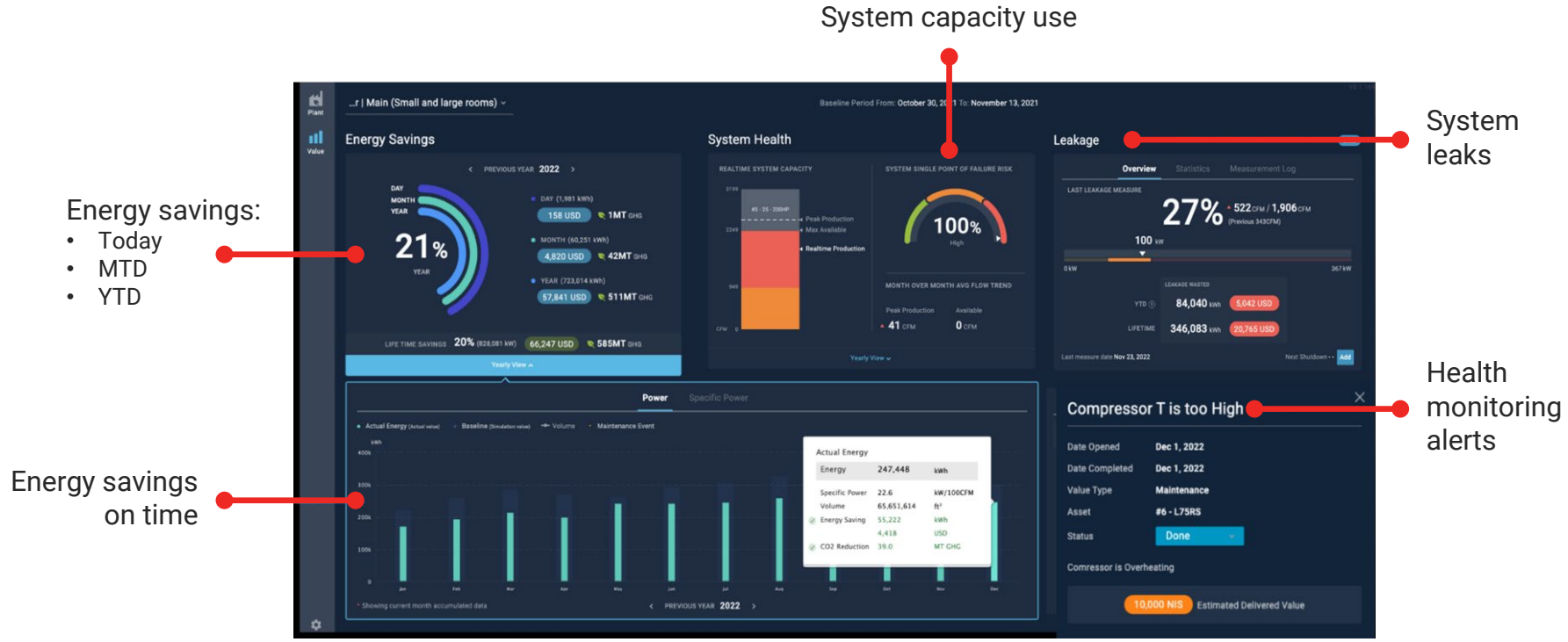
- Up to **14% efficiency improvement[3]**
- Tracks energy consumption, cost, and other compressor information
- **100% oil-free air**
- Smart **no-loss drains**
- Patented UltraCoat™ delivers more reliable airend, **longer rotor life**, and **increased uptime[4]**

[1] Compared to traditional blower technology. [2] Compared to previous designs of screw blowers. [3] As compared to previous model. [4] Management assessment.

Ecoplant: Revolutionary energy savings through dynamic, AI-driven system optimization

Combining the patented technology of an agile software startup with the global commercial reach of an industry leader

- **Patented technology and proprietary algorithms** in AI/Machine learning
- System provides **real-time, dynamic control** of compressed air systems
- **Brand and technology-agnostic**
- **Subscription-based**
- Installation in **<2 days**
- Value dashboard for **real-time visibility:** energy savings, greenhouse gas reduction, system health, leakage, and alerts



15-20% savings

Average annual energy savings for Ecoplant customers

<1 year payback

For most applications

~21,000 MT CO_2e emissions

Avoided at customer sites (estimated 2024 full year impact)

"The Ecoplant 360 solution is money well spent. In just one month of intelligently controlling the system, we are seeing better than expected savings at our initial location."

Engineering Manager, Building Products Manufacturer

Ingersoll Rand

Delivering circularity to reduce and reuse resources

Actively pursuing opportunities to promote circularity through recycling of our products and their components

Estimated Recycled Content In Our Products[1]

- 40% Castings
- 36% Machined Parts
- 33% Electric Motors
- 32% Metal Fabrications

Heat Recovery and Reuse

Wasted heat from compressors is directed back into the plant in the wintertime for reuse, helping to reduce the costs associated with heating the facility

SEEPEX maintain-in-place Smart Conveying Technology (SCT)

The SCT design offers easy access to the split stator and quick release rotor, which enables quick and easy maintenance, short downtimes, energy efficiency, and overall lower life-cycle costs compared to conventional progressive cavity pumps

72% Products sold can be reused or recycled

11% CAGR
For revenue associated with circularity from 2021 – 2023

Customer Success Stories

Predictive vibration test and airend exchange program support customer productivity



The largest food and beverage customer in China requires stable production

- Identified early airend malfunction to avoid sudden failure through proactive compressor airend inspection
- Prioritized new airend exchange remanufactured product recommendation to ensure a 24-hour delivery
- Minimized downtime for our customer

Remanufactured pumps with new and reconditioned parts support circularity



In an afterhours emergency, a customer contacted NASH regarding a failure of their vacuum pump, which was a competitor's product

- Original NASH pumps are replaced with an identical, warrantied, remanufactured unit that is guaranteed to have 95% of the performance of a new pump

[1] Data includes 2023.

Designing safety into our products

Protecting our customers' employees, operators, and technicians



Air quality testing

Replaced methylene chloride with thermal desorption for oil vapor analysis

- Increases testing **accuracy to >99%**
- **Tests for a broader range of hydrocarbons**, offering more solutions for current customers and potential to expand markets
- **Reduces sample prep** time from 5 minutes to ~1 minute
- **Enhances employee safety**
- **Recurring revenue** opportunity



Butech high-pressure valves

Operate at the highest levels of performance

- **High yield and tensile strengths** for elevated pressure ratings
- Designed to yield and leak before fracture could occur for **higher level of safety**
- **Full traceability** for all material used in pressure-containing components

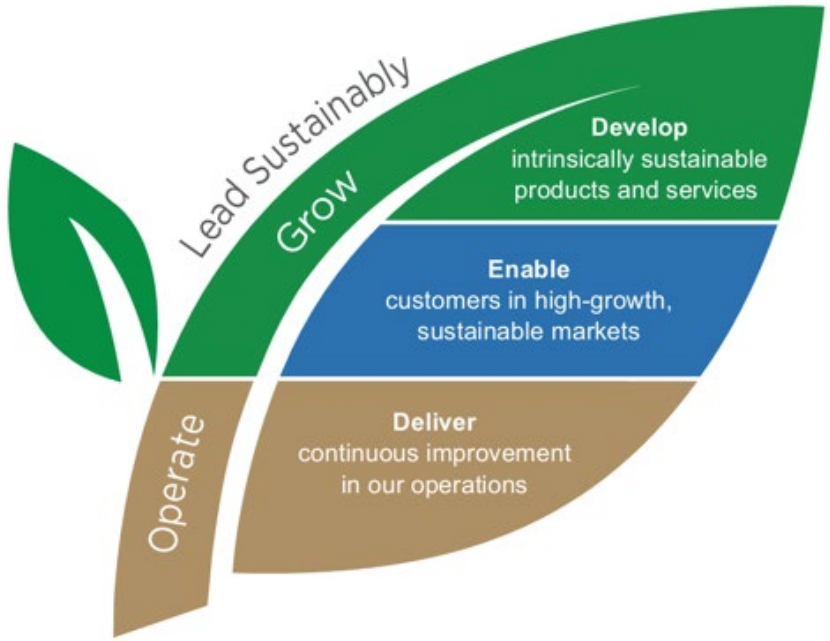


ILC Dover isolators

Protect operators from high-potency APIs

- **Safe and efficient high-containment** processing in pharmaceutical and biopharmaceutical applications
- Fully disposable, **single-use**, closed-barrier systems for sterile manufacturing
- Meet strict **FDA standards and Current Good Manufacturing Practices (cGMP)**

Grow Sustainably | Enable Customers in High-growth, Sustainable Markets



Ingersoll Rand

Our products are ubiquitous, serving a broad range of sustainable end markets

Our deep application-specific knowledge acquired over decades of experience and our long-standing relationships with key end-users and system/device builders are the basis of our competitive advantage in these markets

Examples of how we serve sustainable markets

Life sciences

The bioprocessing technology market relies on Ingersoll Rand's market-leading Zinsser technology for customized automation at R&D labs and for personalized treatment



Food and beverage

Dosatron's non-electric proportional injectors use the pressure and flow of water to provide precise and consistent dosing in a variety of industries



Clean energy

Roots and Midrex designed a process using Roots blower technology to enable the market transition to green steel, which uses hydrogen instead of natural gas for lower carbon intensity



Water

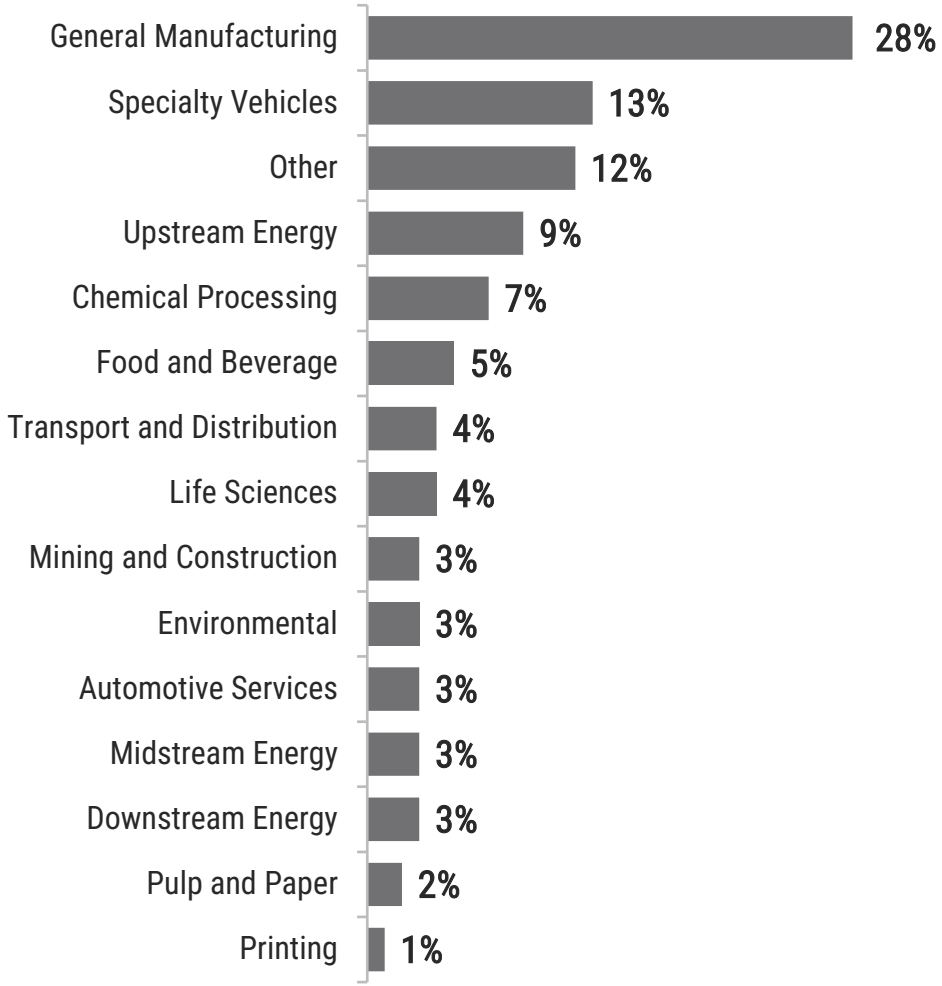
SEEPEX's new smart air injection progressive cavity sludge pump uses bursts of compressed air to move sludge more efficiently than traditional methods with an energy savings of over 50%



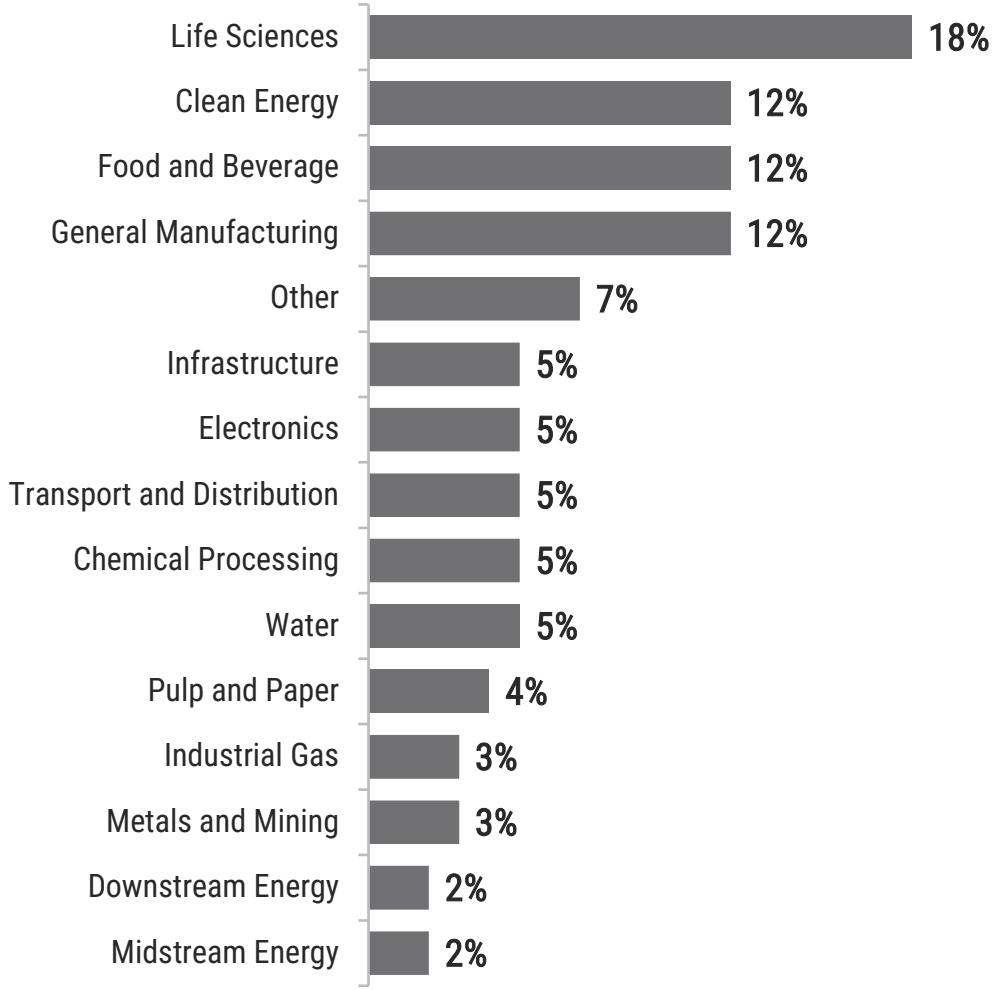
IR Ingersoll Rand

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.

IR Ingersoll Rand

Life Sciences

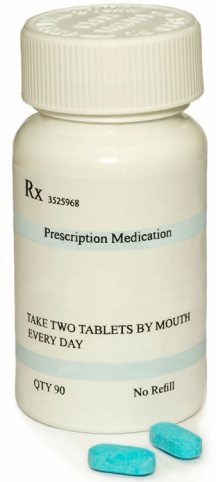
Contributing to human health, care, comfort, and longevity

IRL

InRealLife



- Our brands are trusted to produce life-saving therapies
- Our products help to minimize contamination risk while improving production efficiency
- Our solutions help enable life-saving treatments to be developed



- Our products play an integral role in pharmaceutical tablet production and coating, mixing and holding, product filling, packaging and bottling, and for use in aseptic applications

ILC Dover Customer Success Stories

Large multinational pharmaceutical company: Reducing waste through modular and fully automated systems

- Systems are connected and dust-free to minimize waste and help to increase safety by reducing the need for human intervention
- Mobile dosing units are moved by an automatic carriage, which saves material and is beneficial for reuse
- Optimized clean-in-place systems reduce excessive water consumption

Global biotech company that develops cancer medicines: Lowering its environmental impact by replacing traditional steel enclosures with flexible enclosures

- Reduces water consumption
- Eliminates contaminated water
- Decreases the use of cleaning chemicals
- Lowers energy required to heat water and air for drying

Clean energy

Enabling the transition to clean, low-carbon, or zero-carbon energy

IRL

InRealLife



- Our mixers enabled production for an Indonesian customer in the Sustainable Aviation Fuel industry
- Milton Roy side entry mixers were proven to meet their sustainable aviation fuel product requirements with 50% less power



- Our compression equipment supports the world's largest Direct Air Capture (DAC) plant, located in the Texas Permian Basin
- The DAC plant is expected to capture up to 500,000 metric tons of CO_2 per year with the capability to scale up to one million metric tons annually

Asia Pacific Customer Success Story

Supporting hydrogen processing and transportation at new South Korean liquid hydrogen facility

- The facility will be Asia's largest liquid hydrogen facility with a capacity of >30 tons per day
- It will process enough hydrogen to fuel 100,000 cars and save up to 130,000 metric tons of CO_2 tailpipe emissions each year
- The widespread, reliable availability of liquid hydrogen will be instrumental to achieving South Korea's ambitious targets for the use of hydrogen-powered fuel cell vehicles



Ingersoll Rand

Food and Beverage

Enabling the safe and effective growth, processing, packaging, and delivery of food and beverages

IRL

InRealLife



- Our pumps add liquid ingredients like eggs into pasta dough with precise measurement
- Positive displacement pumps move dough safely through the pipeline
- Our vacuum pumps are used for drying pasta



- Our pumps add swirls of fudge and fruit to ice cream, frozen yogurt, and sorbet
- Positive displacement pumps gently move ingredients like nuts and cookie dough undamaged
- Our pumps avoid over-churning ice cream

Customer Success Stories: Maximizing controlled environment agriculture

Traditional outdoor farming is unable to sustain the current demand for healthy, affordable food. Soil vitality, water scarcity, climate variability, and land scarcity have impacted the amount of viable quality crops. Vertical farming has the potential to resolve these challenges with consistent, healthy and affordable food.



Dosing fertilizers by hand and the need to optimize inputs while increasing reliability

- Dosatron's non-electric proportional injectors use the pressure and flow of water to provide precise and consistent dosing
- Dosatron fertilizer injectors help an outdoor farm optimize the delivery of nutrients, increasing their crop yields, and reducing chemistry waste while driving a reduction in water consumption, energy, and labor costs

"By the end of the first season, the Dosatron dosing pumps had proven their worth, **boosting productivity** while helping us to **save energy** and **cut labor costs**." – *CEO of an urban farm*

Ingersoll Rand

Water

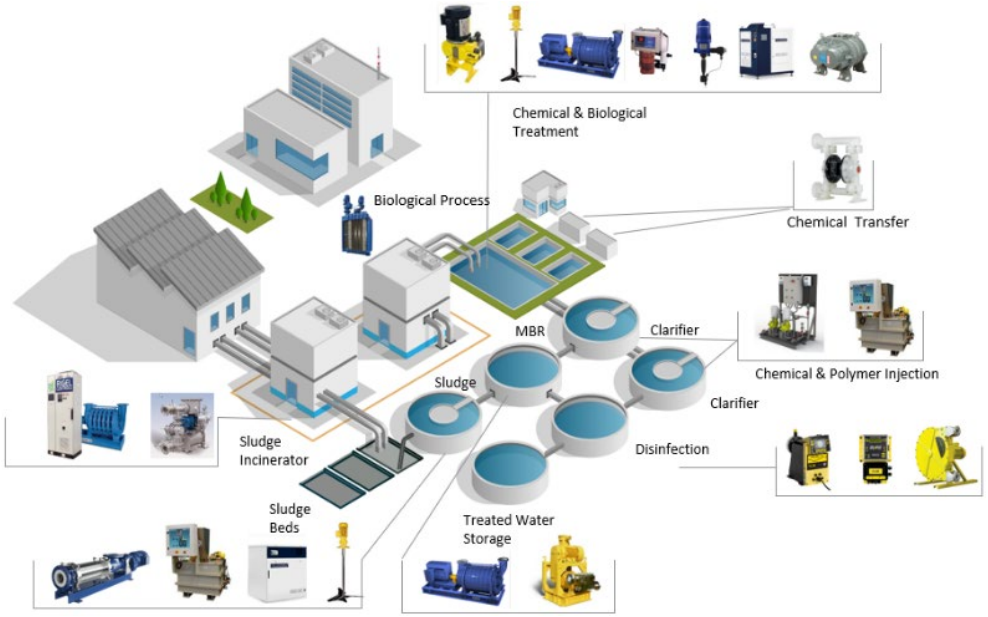
~25% of Ingersoll Rand's product portfolio can be connected to water uses

IRL

InRealLife

Wastewater Treatment

Ingersoll Rand serves the global water and wastewater treatment markets with over 15 individual product and technology brands



Customer Success Stories: Providing the City of Houston with safe water treatment solutions through a variety of our products and brands

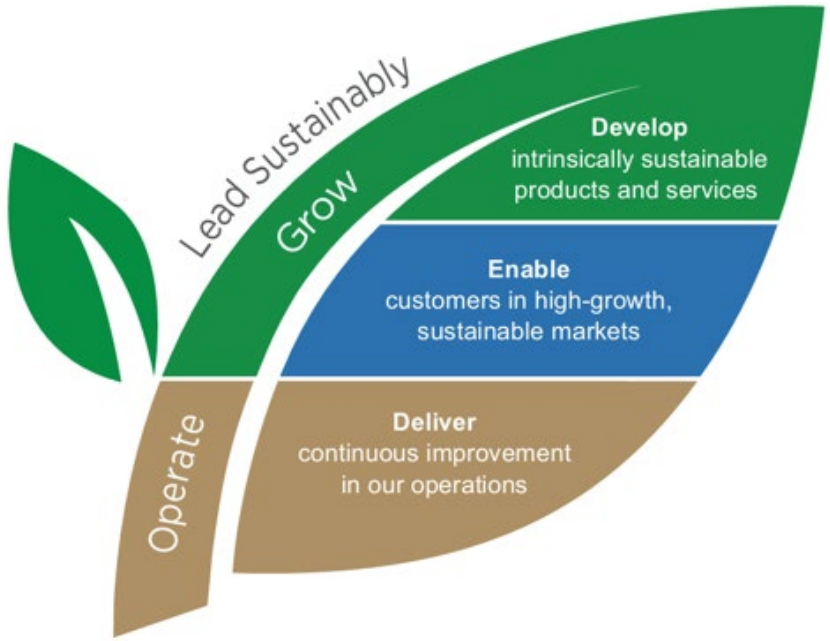
The ecosystem of Ingersoll Rand products installed and serviced at the City of Houston Wastewater Treatment Plants include:

- Hoffman/Lamson and Roots aeration blowers to provide dissolved oxygen to promote the growth of the aerobic microorganisms that break down organic material
- SEEPEX progressive cavity pumps to efficiently transfer dewatered sludge
- Milton Roy diaphragm pumps to dose precise volumes of chemicals that provide disinfection, pH stabilization, and coagulation prior to releasing wastewater to the watershed

HOFFMAN LAMSON ROOTS SEEPEX MILTON ROY

Ingersoll Rand

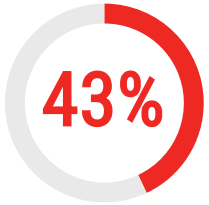
Operate Sustainably | Deliver Continuous Improvement in Our Operations



Operational, net zero and customer goal progress (October 2024 vs. 2020 re-baseline)

We remain on track to achieve our 2030 and 2050 operational goals

2030 OPERATIONAL GOALS[1,2]



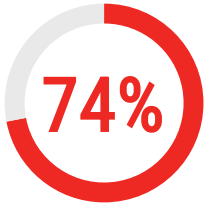
Goal: Reduce Absolute Annual Greenhouse Gas Emissions 60%[3]
Absolute Progress since 2020: Reduction of 25,751 metric tons (26%), representing 43% of our 2030 goal



Goal: 17% Water Use Reduction
Absolute Progress since 2020: Goal achieved seven years early



Goal: 30% Water-Stress Use Reduction
Absolute Progress since 2020: Reduction of 2M gallons (6%), representing 20% of our 2030 goal



Goal: >50% of In-Scope Sites Zero Waste to Landfill
Absolute 2024 Progress: 90 locations, representing 74% of our 2030 goal

NET ZERO GOALS[1,2]



Goal: Net Zero (Scope 1 and 2)[3]
Absolute 2024 Progress: 26% of our 2050 goal



Goal: 100% Renewable Energy
Absolute 2024 Progress: 14% of our 2050 goal



Goal: 64% GHG Intensity Reduction (Scope 3 Category 11)
Absolute 2023 Progress: 48% of our 2034 goal

2040 CUSTOMER GOAL[2,4]



Goal: Reduce or avoid 1 Billion MT CO_2e
Absolute Progress since 2020: Reduction of 41.6M mt CO_2e, representing 4% of our 2040 goal

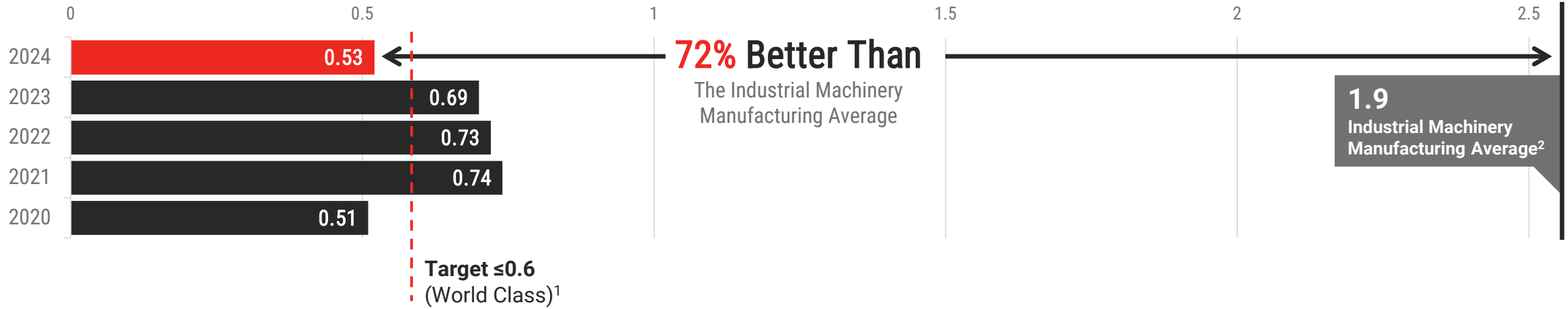
[1] In 2023, a base year (2020) recalculation was conducted for all environmental metrics in accordance with the GHG Protocol Corporate Accounting and Reporting Standard Revised Edition, January 2005, World Resources Institute, which entailed the inclusion of locations acquired in 2022 and the adjustment of data errors. All subsequent years after the base year were calculated in conformance with this method. Excluded from the 2023 base year recalculation are the locations acquired in 2023 that lack 12 months of data in our Environmental Management System pursuant to our Standard Work (00-08 Gensuite Data Management and Reporting) as allowed for under the GHG Protocol Corporate Accounting and Reporting Standard Revised Edition, January 2005, World Resources Institute. [2] In late 2024/early 2025, a base year (2020) recalculation is expected to be conducted due to material in-organic growth. This base year recalculation may lead to noteworthy fluctuations in the above reported values. [3] In 2025, updated residual mix factors (market-based accounting) will be applied to the greenhouse gas inventories for 2023 and 2024. These factors may have a noteworthy impact on the above reported greenhouse gas values and subsequent progress calculations.[4] Greenfield growth using more efficient technology is treated as avoidance of CO2e compared to a less efficient alternative utilized in the base year. Although efforts have been made to ensure accuracy, it is possible that some of these data, assumptions, and extrapolations are inaccurate. For example, there are known deficiencies related to product unit level attribution and aggregation that could account for noteworthy fluctuations in reported values. We expect to make regular adjustments to our Scope 3 emissions data, procedures, assumptions, and models as we collaborate with external advisors to enhance our methodology and transition from broad measurement approaches (such as spend or average) to more detailed methods. These procedural enhancements and external feedback have the potential to lead to noteworthy fluctuations in the Scope 3 emissions data reported for previously reported periods.

Ingersoll Rand

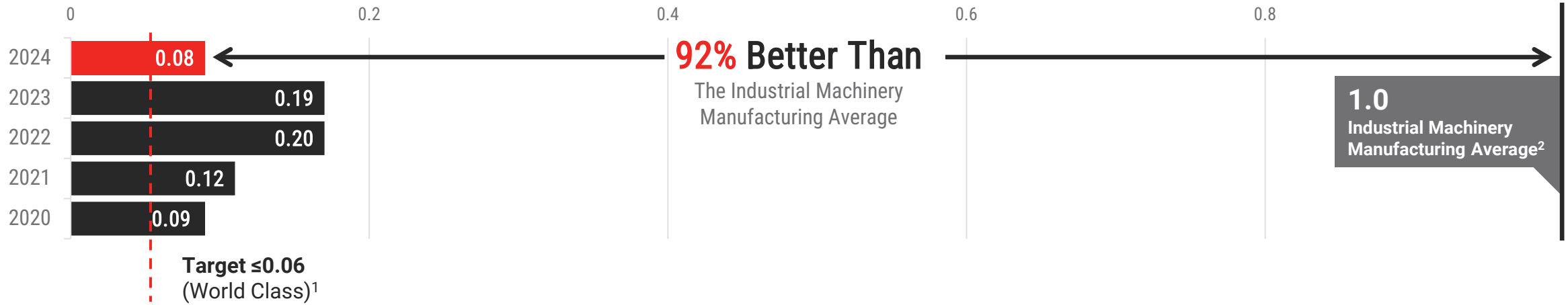
Our progress to world-class safety

As of November 2024

Total Recordable Injury Rate (TRIR)



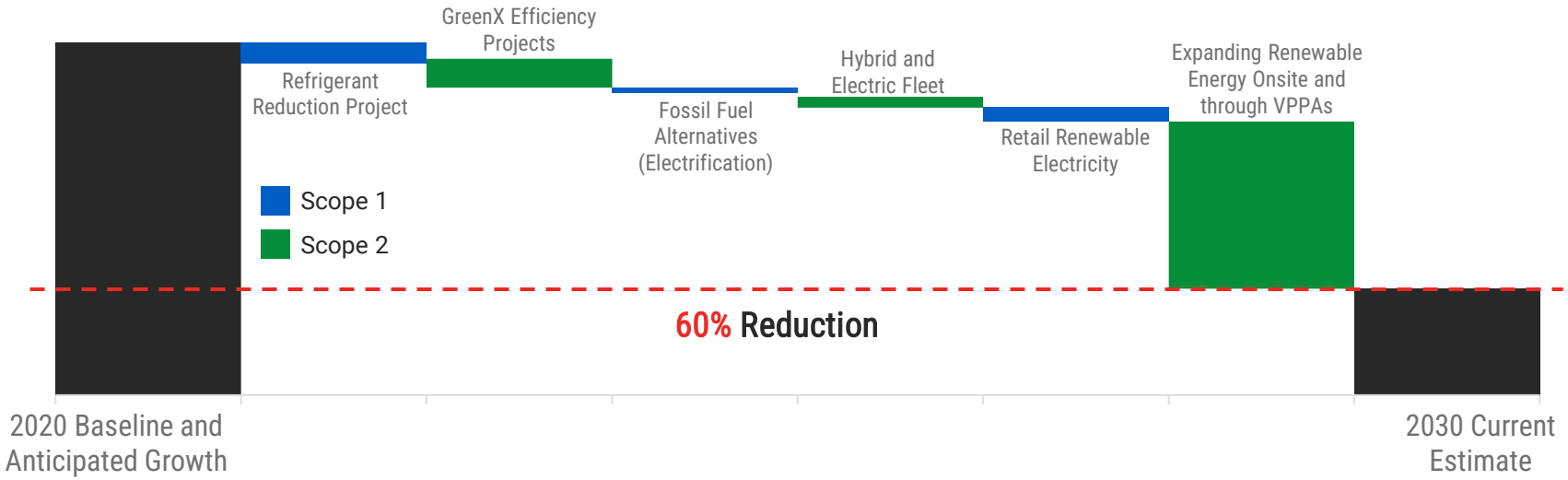
Lost Time Injury Rate (LTIR)



[1] World Class is defined as the top quartile of manufacturing companies with >1,000 employees per U.S. Bureau of Labor Statistics (2021). [2] Per the U.S. Bureau of Labor and Statistics 2023 Incidence rates of nonfatal occupational injuries and illnesses by industry and case types data set.

GHG roadmap and examples of our sustainability progress

GHG Emission Reduction Roadmap Metric Tons
2030 Goal: 60% Scopes 1 and 2 reduction (from 2020 recalculated baseline)



34% Absolute Water Reduction

At the end of 2023, surpassed water use reduction goal of 17% (seven years early)

>22,000 Metric Tons

Of waste re-used or recycled in 2023

59 Green Energy Locations

17 manufacturing sites are powered by on-site solar panels and 42 locations have green energy contracts in place as of November 2024

90 Locations

Have reached zero waste to landfill as of November 2024

Leading by Example

Our facility in Wujiang, China installed two heat pumps with much higher efficiency than the existing systems, which had multiple benefits

- A heat pump was installed in the paint room
- An additional heat pump was installed to remove heat from the entire building and reduce the load on the air conditioning units

45% Energy Savings

In the paint room

44% Reduction

In the electricity demand of the air conditioning system

Making significant progress by leveraging IRX

Health and Safety

Our safety culture is paramount to eliminating and reducing risk in the workplace

16,000+ Behavior-Based Safety Observations

Providing immediate feedback to ensure employees continue their safe behavior and correct any at-risk behavior

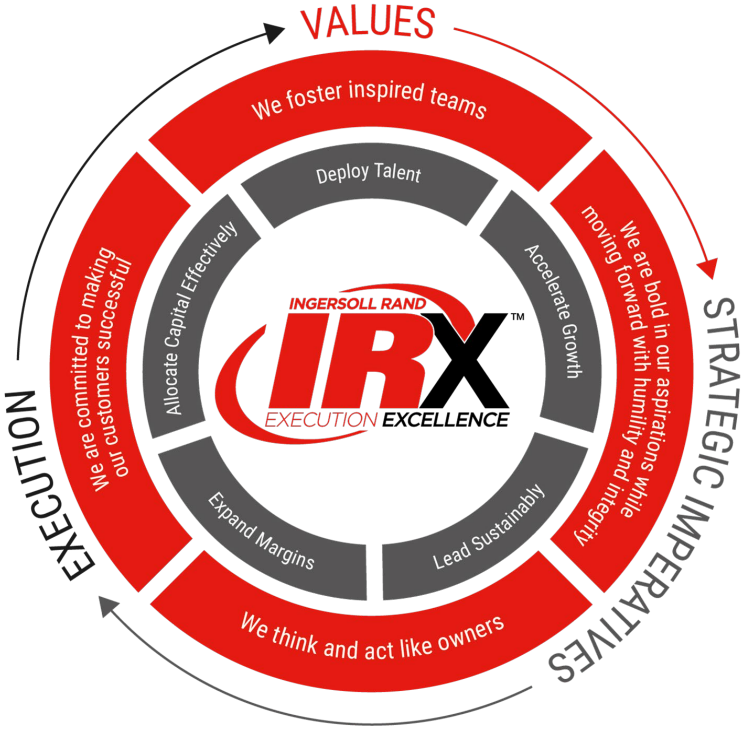
89,200 Safety Training Hours

Delivered to our employees in 2023

Better Than World-Class Safety

Achieving world class TRIR rates in 2024

IRX Manages the Weekly KPIs and Progress



Environment

Our local site GreenX Teams are responsible for achieving our energy, water, and waste targets

41 EHS Standards

Our management system is implemented at Ingersoll Rand sites around the world

105 Sustainability Projects

Completed in 2023

Recurring Revenue

Mike Medaska

Recurring revenue[1] from a lifetime relationship delivers higher sustainability impact

We are committed to growing our recurring offering given its importance to our customers and its revenue and margin contribution to Ingersoll Rand

Increased Sustainability Impact



Lifetime Relationship

Higher-efficiency air compressor



Equipment Transaction

Delivers one-time revenue and efficiency gains vs. prior generation product

Greater Revenue Opportunity

+

PackageCARE

Ingersoll Rand-managed service **ensures machine health and uptime** while optimizing service truck rolls and parts replacement

ECOPLANT

Dynamic system control **reduces system-wide energy consumption 15-20%**

TRACE Analytics LLC

Air quality testing service **enabling contaminant-free compressed air** for consumer safety and regulatory compliance



Energy recovery units **harvest >92% of otherwise wasted heat** for water and space heating



Heat of compression dryers **recycle waste heat** to remove water particles from air



Factory-certified remanufactured components **drive circularity**

[1] Revenue derived from contracts or multi-year agreements to deliver system/equipment-level services to customers.

Ingersoll Rand

PackageCARE and Ecoplant are a winning combination for sustainable markets

Demonstrated ability to improve customer operations, satisfaction, and energy efficiency



Customer Success Story: Food and Beverage

- Leading beverage bottle producer with **>40 facilities and 100+ bottling lines**
- Ingersoll Rand provides service at **28 locations** across the United States with 68 high-pressure compressors and dryers
- Implemented Ecoplant 360 solution at first site, where **annual energy cost was ~$3.5M**; successful deployment led to **new purchase orders at five additional sites**

PackageCARE™ We Protect You

$17.9M

PackageCARE contract signed in May 2023, largest valued contract in U.S. history

$3.3M

Follow-on CARE agreement for low-pressure systems signed April 2024

ECOPLANT

~$0.7M

Annual energy savings at first site (19% reduction vs. baseline)

>3,400 MT

Annual CO_2e avoided at first site



Customer Success Story: Life Sciences

- Global leader in drug packaging and drug delivery systems (vials) with a broad product range for pharma, health, well-being, and biotech
- A southeastern U.S. site has been a PackageCARE customer for >16 years on three consecutive contracts
- New **$1.3M 10-year PackageCARE** renewal agreement signed in 2024 covers 20 assets
- In support of a plant expansion, the Ingersoll Rand account manager assisted in selecting four new RS160i rotary screw compressors, including installation contracted through Ingersoll Rand
- Added Ecoplant subscription in July 2024

Extending the sustainability benefits of our products with new service offerings

Ensuring our most energy efficient products are maintained and optimized to deliver maximum customer value

Runtech Systems

RunEco Paper Machine Vacuum Blower Systems

- Eliminates the requirement for water in the pulp and paper drying process
- Reduces electricity consumption by ~45% on average
- Estimated water savings: >7.5 billion gallons of water per year is being saved by the current installed base



Turbo Vacuum

- >20-year useful life
- $400k+ purchase price including accessories

+



RunCare™

Commercial Traction

- Launched October 2023
- 10 new long-term RunCare agreements signed in 2024
- Agreements include coverage of 17 new turbo vacuums
- Ingersoll Rand is now responsible for maintenance of 89 turbo vacuum systems globally

ARO®

An Ingersoll Rand Business

EVO Series Electric Positive Displacement Pump

- Innovative design can save more than 20% on energy costs compared with competitive models and technologies
- Electric motor eliminates the need for significant compressed air supply with a traditional high-flow process pump
- Available in polypropylene or conductive polypropylene for harsh or corrosive chemicals



Electric Triple-Diaphragm Pump

- >10-year useful life
- $15-35k purchase price

+



ARO Protect™

Commercial Ramp

- Launched August 2024
- >25 quotes on long-cycle capital projects

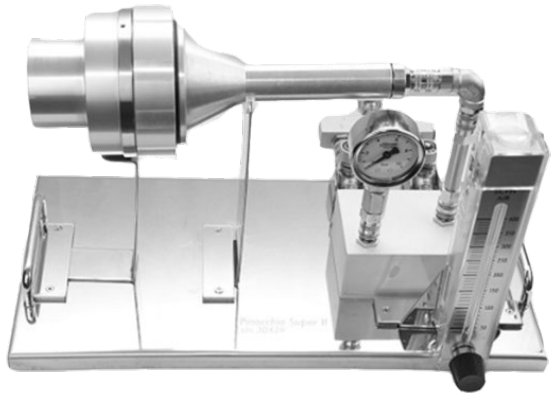
Ingersoll Rand

Air quality testing enables employee safety and food/pharmaceutical integrity

Validating the purity of air and gas in mission-critical applications across high-growth, sustainable markets

TRACE Analytics LLC

- Founded in 1989, joining Ingersoll Rand in 2023
- State-of-the-art analysis of air and gas in ISO-certified laboratory; identifies contaminants including particulates, water, oil, and micro-organisms
- Only lab to test to all classes of ISO 8573
- Contracts with all five top U.S. pharmaceutical manufacturers



Manufacturing Air
Pharmaceutical + Food and Beverage + General Manufacturing

Breathing Air
Fire and Rescue + Hospital + Diving

Illustrative engagements

- Completed all compressed air testing for Canadian life sciences firm during startup of their COVID-19 vaccine production in 2022
- Currently testing compressed air samples for leading disease research institute developing human and animal vaccines
- U.S. government agency created an air quality training course for rescue divers using resources furnished by Trace
- Assisted manufacturing firm in determining that hydrocarbons in their air was caused by foreign object painted inside a storage tank
- Prominent U.S. university engaged Trace Analytics to ensure purity of compressed air being used to power 3D printing robots
- Machine fabricator engaged Trace to troubleshoot and resolve an air quality issue with a $9M robotic printing system

Appendix

Supplemental footnote disclosures to slide 5

[2] As of December 8, 2023, Ingersoll Rand scored 81 (out of 100) in the 2023 S&P Global Corporate Sustainability Assessment and ranked in the 1% percentile in the IEQ Machinery and Electrical Engineering industry globally. As of December 13, 2024, our company maintained a score of 81 (out of 100) in the 2024 S&P Global Corporate Sustainability Assessment. 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.

[3] 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.

[4] 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.

Reconciliation of Net Income to Adjusted EBITDA and Adjusted Net Income and Cash Flows from Operating Activities to Free Cash Flow

(Unaudited; in millions)

	For the Three Month Period Ended				For the Twelve Month Period Ended
	December 31, 2023	March 31, 2024	June 30, 2024	September 30, 2024	September 30 2024
Net Income	$ 231.5	$ 204.5	$ 186.5	$ 223.4	$ 845.9
Plus:					
Interest expense	37.4	36.8	50.8	63.8	188.8
Provision for income taxes	71.1	54.4	46.1	73.8	245.4
Depreciation expense	23.5	24.7	24.6	28.2	101.0
Amortization expense	93.2	91.6	91.2	95.0	371.0
Restructuring and related business transformation costs	10.5	10.7	3.9	9.7	34.8
Acquisition related expenses and non-cash charges	17.3	15.3	27.7	16.5	76.8
Stock-based compensation	16.7	14.1	14.5	15.0	60.3
Foreign currency transaction losses (gains), net	4.1	(0.7)	—	9.9	13.3
Loss (income) on equity method investments	4.8	10.7	3.5	4.8	23.8
Loss on extinguishment of debt	—	—	3.0	—	3.0
Adjustments to LIFO inventories	(2.0)	6.8	0.4	—	5.2
Cybersecurity incident costs	—	0.6	(0.1)	—	0.5
Loss on asbestos sale	—	—	58.8	—	58.8
Interest income on cash and cash equivalents	(10.1)	(11.4)	(16.3)	(8.0)	(45.8)
Other adjustments	2.5	0.4	—	0.6	3.5
Adjusted EBITDA	$ 500.5	$ 458.5	$ 494.6	$ 532.7	$ 1,986.3
Minus:					
Interest expense	37.4	36.8	50.8	63.8	188.8
Income tax provision, as adjusted	92.7	86.4	92.3	101.7	373.1
Depreciation expense	23.5	24.7	24.6	28.2	101.0
Amortization of non-acquisition related intangible assets	2.4	2.1	2.1	2.3	8.9
Interest income on cash and cash equivalents	(10.1)	(11.4)	(16.3)	(8.0)	(45.8)
Adjusted Net Income	$ 354.6	$ 319.9	$ 341.1	$ 344.7	$ 1,360.3
Cash Flows from Operating Activities	581.4	161.6	304.9	404.0	1,451.9
Minus:					
Capital expenditures	29.6	62.3	21.8	29.7	143.4
Free Cash Flow	$ 551.8	$ 99.3	$ 283.1	$ 374.3	$ 1,308.5

(Unaudited; in millions)

	For the Twelve Month Period Ended September 30, 2024
Adjusted EBITDA	$ 1,986.3
Revenue	$ 7,157.8
Adjusted EBITDA Margin	**27.8 %**
Free Cash Flow	$ 1,308.5
Revenue	$ 7,157.8
Free Cash Flow Margin	**18.3 %**

Ingersoll Rand
Ingersoll Rand

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

(Unaudited; in millions)	For the Twelve Month Period Ended December 31,		
	2023	2022	2021
Net Income	$ 785.1	$ 608.5	$ 565.0
Less: Income (loss) from discontinued operations	—	0.5	121.0
Less: Income tax benefit (provision) from discontinued operations	—	14.7	(79.4)
Income from Continuing Operations, Net of Tax	785.1	593.3	523.4
Plus:			
Interest expense	156.7	103.2	87.7
Provision (benefit) for income taxes	240.0	149.6	(21.8)
Depreciation expense	87.9	81.8	85.1
Amortization expense	367.5	347.6	332.9
Restructuring and related business transformation costs	22.9	32.3	18.8
Acquisition related expenses and non-cash charges	63.9	40.7	65.2
Stock-based compensation	51.9	85.6	95.9
Foreign currency transaction losses (gains), net	5.1	(5.9)	(12.0)
Loss (income) on equity method investments	6.0	(0.7)	11.4
Loss on extinguishment of debt	13.5	1.1	9.0
Adjustments to LIFO inventories	12.0	36.1	33.2
Cybersecurity incident costs	2.3	—	—
Gain on settlement of post-acquisition contingencies	—	(6.2)	(30.1)
Interest income on cash and cash equivalents	(28.8)	(8.0)	—
Other adjustments	0.8	(15.7)	(6.8)
Adjusted EBITDA	$ 1,786.8	$ 1,434.8	$ 1,191.9
Minus:			
Interest expense	156.7	103.2	87.7
Income tax provision, as adjusted	345.2	267.3	120.7
Depreciation expense	87.9	81.8	85.1
Amortization of non-acquisition related intangible assets	10.0	18.8	17.0
Interest income on cash and cash equivalents	(28.8)	(8.0)	—
Adjusted Income from Continuing Operations, Net of Tax	$ 1,215.8	$ 971.7	$ 881.4
Cash Flows from Operating Activities from Continuing Operations	1,377.4	865.4	627.8
Minus:			
Capital expenditures	105.4	94.6	64.1
Free Cash Flow	$ 1,272.0	$ 770.8	$ 563.7

(Unaudited; in millions)	For the Twelve Month Period Ended December 31,		
	2023	2022	2021
Adjusted EBITDA	$ 1,786.8	$ 1,434.8	$ 1,191.9
Revenue	$ 6,876.1	$ 5,916.3	$ 5,152.4
Adjusted EBITDA Margin	**26.0 %**	**24.3 %**	**23.1 %**
Free Cash Flow	$ 1,272.0	$ 770.8	$ 563.7
Revenue	$ 6,876.1	$ 5,916.3	$ 5,152.4
Free Cash Flow Margin	**18.5 %**	**13.0 %**	**10.9 %**