Enabling Growth:
Leading Sustainably
with purpose

2024
Sustainability
Report

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A MESSAGE FROM OUR CHAIRMAN AND CEO

Dear stakeholders,

Five years ago, the merger between Gardner Denver Holdings, Inc. and Ingersoll Rand plc's Industrial segment ("the Merger") laid the foundation for the Ingersoll Rand we are today—stronger, more innovative, and purpose-driven with a deep commitment to sustainability. As we mark this milestone, we celebrate our incredible progress while setting our sights on the future. Through bold action and an unwavering commitment to responsible growth, we have established ourselves as a sustainability leader, staying true to our company's mission of Making Life Better.

We have made tremendous progress toward our 2030 and 2050 environmental goals and have helped our customers advance their own goals by supplying them with the latest technology and energy-efficient products.

Environmental impact isn't siloed—a comprehensive end-to-end mindset is needed, including energy usage, water and resource consumption, waste management, recycling, and more.

On this fifth anniversary of the Merger, we are framing our sustainability mindset and initiatives around a central idea of "Enabling Growth: Leading Sustainably with purpose."

Grow Sustainably: Integrating environmental responsibility

Sustainability and growth go hand in hand, and we want to continue to be a leader in sustainable growth to all stakeholders.

We strive for innovation in every product design we bring to market, knowing that the same features that offer the most optimized and streamlined systems are often the most environmentally efficient. Through our research and development, our teams are integrating sustainability from the start, whether we're developing new products or updating existing lines.

Our leadership has not gone unnoticed. Ingersoll Rand ranks in the top 1% of companies in our industry, as determined by our score on the 2024 S&P Global Corporate Sustainability Assessment.[1] Other accolades include being named to the inaugural list of top companies in industry by the Fortune Sector Leaders, and an "A List" rating by CDP for our climate change actions and environmental leadership. Our company stood out among more than 22,000 businesses evaluated by CDP for greenhouse gas reduction, sustainable product design, and climate management strategies.

We are also expanding our digital tools and automation offerings as more companies embrace "smart" technology. With digitally focused additions to our portfolio, like Ecoplant's artificial intelligence-powered predictive analytics solution, our customers are achieving their energy reduction goals without compromising performance.

Strategically expanding our product and service offerings into high-growth sustainable markets enables us to deliver value while positively impacting the world. We closed on 18 acquisitions in 2024. These acquisitions reflect our strategy to seek ways to better serve our customers, through expanded offerings, reach, and technology. We continue to acquire companies that align with our goals, both in terms of sustainability-mindedness considerations and the choices they provide to our customers.

Operate Sustainably: Enhancing established practices

Ingersoll Rand brings more than 160 years of history to our work. Ingersoll Rand Execution Excellence (IRX)™ offers a shared set of guiding principles for our more than 21,000 global employees.

It isn't just about what our businesses produce—it's about how we operate. Our GreenX teams continue to find ways to reduce energy, water, and waste to strive toward our goals. We do this through data-driven performance indicators, focused on fostering a culture of continuous improvement, reducing risks, and enhancing operational resilience.

We have maintained our position as a leader at the top of our industry with inclusion on the Dow Jones Best-in-Class World and North America Indices for the third year in a row. Our holistic approach allows us to scale responsibly while delivering innovative solutions that meet the demands of a changing world.

More than ever, consumers are focused on their environmental footprint, which translates to their purchasing decisions. Integrating sustainability throughout our business decisions and operations is no longer just an option—it's a necessity.

People first

"We think and act like owners" is one of our core values that sets our performance apart. Employees are encouraged to take a proactive approach to problem solving and to never sacrifice short-term success for long-term results.

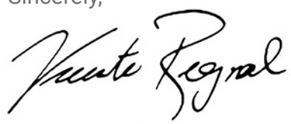
In 2024, our overall employee engagement index score was 81, which placed us in the top 10% of manufacturing organizations for the third consecutive year.[2] Our highest score when compared to industry benchmarks was employee empowerment, reinforcing how our ownership mindset bolsters employee engagement.

That ownership mindset extends to employee safety. We are proud that our safety performance exceeds world-class standards[3] with a Total Recordable Incident Rate (TRIR) that is 72% better than the industrial machinery manufacturing average.[4]

In this report, we reflect on our achievements to date, knowing that we have la id a solid foundation for the future. We will continue to embrace the idea of "E nabling Growth: Leading Sustainably with purpose," as we push boundaries a nd deliver solutions that drive responsible environmental impact.

Together, we are building a business that is creating long-term value by leading with responsibility and purpose— empowering sustainable growth for generations to come.

Sincerely,



Vicente Reynal
Chairman and Chief Executive Officer

[1] 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. S&P, S&P Global, and the S&P Global logo are trademarks of S&P Global Inc. or its subsidiaries, registered in many jurisdictions worldwide.
[2] Employee Engagement Survey from third-party provider Glint, who administers the survey and provides comparable employee engagement survey figures.
[3] World Class is defined as the top quartile of manufacturing companies with >1,000 employees per U.S. Bureau of Labor Statistics (2021).
[4] 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.

2024 HIGHLIGHTS

LEAD SUSTAINABLY

SAFETY TOTAL RECORDABLE INCIDENT RATE (TRIR)

72%

better than the industrial machinery manufacturing average[1]

MSCI ESG SCORE[2]

AA

maintained AA rating in 2024

CDP

Named to the "A List" in the environmental stewardship category

Recognized as the supplier engagement leader 2024

S&P GLOBAL ESG SCORE[3]

81

#1 in North America

#1 in the World

Member of DJSI World and member of DJSI North America. As of December 12, 2024, Ingersoll Rand ranked as the #1 performer in the IEQ Machinery and Electrical Equipment industry globally

SUSTAINABILITY RATINGS

EcoVadis
Earned silver status. Placed in the top 15% of all EcoVadis subscribers as of August 2024

Sustainalytics ESG top rated[4]
Received regional and industry top ratings for a low-risk score in 2024

Negligible	Low	Medium	High	Severe
0-10	10-20	20-30	30-40	40+

GREEN ENERGY LOCATIONS

62

20 manufacturing sites are powered by on-site solar panels, and 42 locations have renewable energy contracts in place

EXCEEDED WATER GOAL

38%

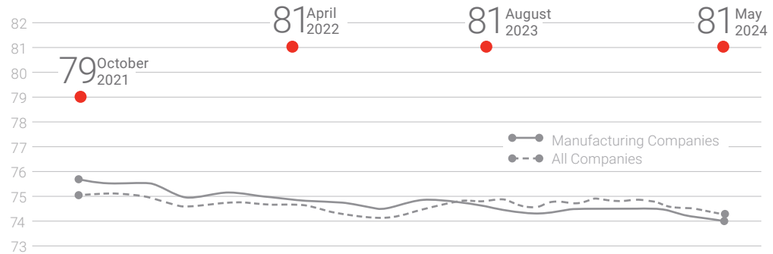
absolute water use reduction, since 2020 surpassing the 17% goal

VALIDATED SBTi[5]

Validated by SBTi for Scope 1, 2, and 3 near term and net zero targets aligned to 1.5°C

DEPLOY TALENT

HAPPINESS AT WORK[6]



% of employees answering favorably (at least four out of five rating) to the question "How happy are you working at Ingersoll Rand?"

EMPLOYEE OWNERSHIP[7]

~230%

increase of all employee equity grants since 2017

SAFETY SCORE[8]

89%

highest score on employee engagement survey

EMPLOYEE DEVELOPMENT

165,727

hours spent on training full-time employees in 2024

[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. At the end of 2024, Ingersoll Rand's TRIR was 0.54.*

[2] *The use by Ingersoll Rand of any MSCI ESG Research LLC or its affiliates (MSCI) data, and the use of MSCI logos, trademarks, service marks or index names herein, do not constitute a sponsorship, endorsement, recommendation, or promotion of Ingersoll Rand by MSCI. MSCI services and data are the property of MSCI or its information providers, and are provided "as-is" and without warranty. MSCI names and logos are trademarks or service marks of MSCI.*

[3] *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. S&P, S&P Global, and the S&P Global logo are trademarks of S&P Global Inc. or its subsidiaries, registered in many jurisdictions worldwide.*

[4] *As of May 2024, Ingersoll Rand received an ESG Risk Rating of 10.2 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.*

[5] *Details on Ingersoll Rand's validated targets are available on the SBTi dashboard.*

[6] *Employee engagement survey from third-party provider Glint, who administers the survey and provides comparable employee engagement survey figures.*

[7] *Increase calculated as the increase in value of all Ownership Works grants, Merger grants, and IPO grants at their respective grant dates through January 31, 2025. Assumes all employees have held the grants as of January 31, 2025. 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.*

[8] *Company-wide employee engagement score for safety of 92% for years 2022, 2023 and 2024. Top 10th percentile among manufacturing companies.*

2024 HIGHLIGHTS CONTINUED

ACCELERATE GROWTH

TOTAL ORDER GROWTH
+4%
year-over-year

TOTAL REVENUE GROWTH
+5%
year-over-year

INTRODUCED NEW PRODUCTS
180
with sustainable attributes such as enhancements in efficiency, circularity, and safety

MARKETING QUALIFIED LEADS (MQL) GROWTH
10%
year-over-year

ACTIVE PATENTS
85%
of active patents have sustainability benefits

EXPAND MARGINS

EXPANDED ADJUSTED EBITDA MARGINS[1]
190bps
improvement in 2024

EXPANDED ADJUSTED EBITDA MARGINS[1]
640bps
since 2020

IMPACT DAILY MANAGEMENT (IDMs)
400+
supporting Ingersoll Rand's IRX process

ALLOCATE CAPITAL EFFECTIVELY

INVESTED
~$3B
in 18 acquisitions to generate $625M in organic revenue in 2025[2]

RETURNED TO SHAREHOLDERS
$293M
through $261M in share repurchases and $32M in dividends

INVESTMENT GRADE CREDIT RATING
BBB, BBB, Baa2
by S&P, Fitch, and Moody's respectively

[1] *Non-GAAP metric. For definitions and reconciliations of non-GAAP metrics to respective GAAP measures, see Annex A at the end of our 2024 Annual Report.*
[2] *Estimated 2024 revenue for the 18 acquisitions acquired in 2024 assuming a January 1, 2024 close date.*

AWARDS AND RECOGNITION

GREAT PLACE TO WORK

Received certification in Brazil, Chile, Colombia, India, Mexico, and U.S.

FORTUNE SECTOR LEADERS

Named to inaugural list of top companies in industry 2024 list based on annual revenue

FINANCIAL TIMES

Listed among America's fastest growing companies of 2024 based on revenue growth 2019-2022

BEST CORPORATE CITIZENS 3BL AWARD

Ranked among the top 2 companies in the Capital Goods sector and placed 5th overall in the 100 Best Corporate Citizens list

SEAL AWARD

2024 award winner for sustainability, environmental achievement, and leadership

STEVIE AWARD

2024 gold award winner for a sustainable business model

PRNEWS

2024 Winner for Employee Development Initiative

US NEWS

Recognized among the best companies to work for in 2024 for industrial and business services

BRANDON HALL GROUP

Received a gold medal for best employee engagement within talent management category

CHARLOTTE BUSINESS JOURNAL

2024 Power 100 award received by Chairman and CEO Vicente Reynal for the region's top innovators

51JOB

Ingersoll Rand China received a 2024 Top Graduate Employer Brands award

Lead Sustainably

LEAD SUSTAINABLY

Enabling growth with purpose

"Making Life Better" is our purpose that influences every facet of our operations. This overarching purpose drives us to enhance the lives of our employees, customers, shareholders, and our planet.

Our purpose

Our values

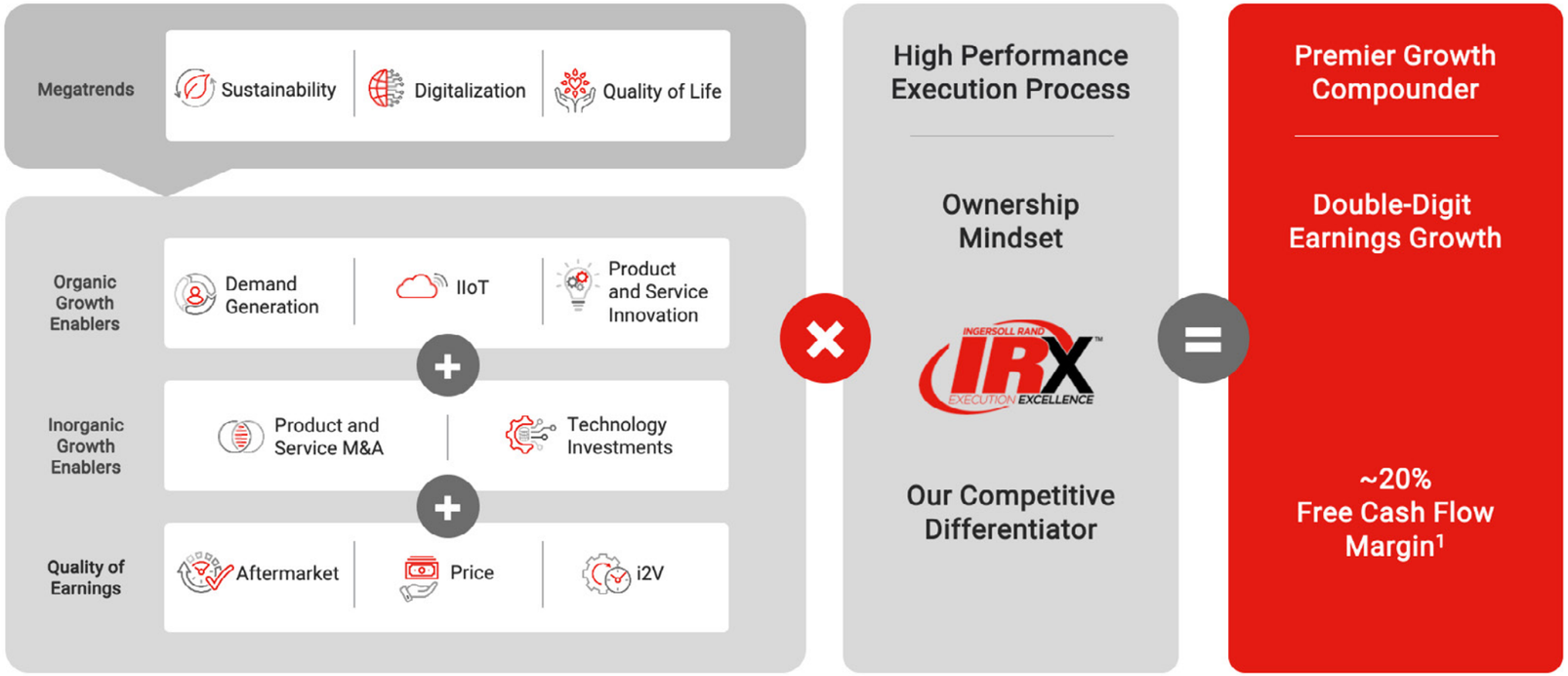
Our company culture is rooted in our values, which help our teams work toward common goals to serve our customers and achieve growth.

- **We think and act like owners.**
- **We are committed to making our customers successful.**
- **We are bold in our aspirations while moving forward with humility and integrity.**
- **We foster inspired teams.**

Embracing sustainability as a powerful trend, we are poised to catalyze continual expansion across our company. We work toward Making Life Better and seek to link our efforts with the stewardship of our planet and the prosperity of all stakeholders involved.

Our Economic Growth

Our focus on energy and resource efficiency is embedded in our Economic Growth Engine, enabling us to reduce utility costs, improve asset utilization, and deliver value-added solutions to our customers. We believe it is a powerful megatrend that, along with other megatrends of digitalization and focus on quality of life, will continue to drive opportunities and growth.



[1] *Non-GAAP measure (definitions and/or reconciliations in the Company's 2024 Annual Report and other earnings materials: available at https://investors.irco.com).*

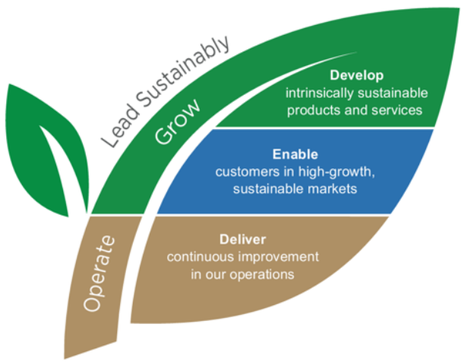
Leading sustainably through strategy

Lead Sustainably is one of Ingersoll Rand's five strategic imperatives. As a recognized leader in sustainability by multiple rating agencies, we firmly believe that, we provide value to our shareholders, establish Ingersoll Rand as the preferred supplier for our customers, foster a sense of purpose and inspiration among our employees, and make a positive impact on the environment.

Our Lead Sustainably Strategy is twofold: Grow Sustainably and Operate Sustainably

Grow Sustainably is focused on offering a portfolio of products and services that are fundamentally sustainable at their core and expanding into high-growth sustainable end markets. Operate Sustainably is geared toward delivering continuous improvements in our day-to-day operations. This dual approach helps both our market presence and internal processes adhere to the principles of sustainability, reflecting our dedication to drive efficiency, reduce cost, and create long-term value.

Strategic imperatives



Grow Sustainably

Develop intrinsically sustainable products and services

We are seeing a growing appetite among customers for products and services centered on sustainability, especially those that exceed benchmarks in energy efficiency such as the Belliss & Morcom shaftless motor design delivering an unparalleled 100% drive efficiency and zero energy loss, leading to the PET bottle manufacturing industry's lowest operational costs. Our approach to innovation revolves around creating products and services with sustainability built in from the outset, focusing on enhanced efficiency, incorporating a circular economy, and prioritizing the safety of our customers. Each new product concept is evaluated through our proprietary Design for Sustainability (DfS) framework, where our passion for innovation meets our dedication to sustainability. This process is instrumental in producing offerings that increase energy efficiency, integrate circularity, and exceed safety standards.

Focus on high-growth sustainable markets

We continue to expand our focus on high-growth, sustainable markets such as clean energy, food, life sciences, and water. Our distinct advantage lies in our vertical markets strategy, and our Demand Generation capabilities, which allow us to concentrate on growth areas that offer considerable opportunities for sustained value generation, even through fluctuating economic conditions. Additionally, we proactively identify and acquire companies operating within these sustainable market ecosystems such as SSI Aeration in the wastewater industry to further strengthen our position for success.

One of the ways we provide outreach to sustainable markets is through Demand Generation campaigns, which consist of communication such as email marketing, social media, and targeted advertising to build awareness and interest in our products and services that may serve these markets. In 2024, we initiated 292 campaigns aimed at generating demand for products and services that either have sustainable features or target sustainable markets.

Operate Sustainably

We are Making Life Better every day with our dedication to sustainable operations, which underscores our firm commitment to improving the well-being of our employees, serving our customers, engaging with stakeholders, and protecting the environment. We take our environmental responsibilities seriously, leading us to deploy innovative strategies that reduce our carbon emissions and help conserve precious natural resources. We are actively investing in renewable energy initiatives, including on-site solar power generation and the purchase of clean energy. Currently, 62 of our sites around the globe are powered by renewable energy through on-site solar systems or through the procurement of renewable electricity. Our operations teams seek to uphold to the principle of a circular economy, focusing on waste reduction and the efficient use of raw materials from inception to end-of-life.

In 2024, our recycling initiatives resulted in a diversion rate of 78%, and our procurement teams implemented strategies to reduce the amount of packaging we receive from suppliers. These strategies include implementing packaging return programs, using returnable totes and carts, minimizing packaging, and transitioning to packaging materials that are more easily recyclable. Ninety of our sites have achieved the significant milestone of sending zero waste to landfills.

Maintaining the health and safety of our workforce remains a vital part of our commitment to sustainability. In 2024, our safety outcomes, as measured by our TRIR, surpassed the industry average by 72%[1] and achieved a remarkable world class rate of 0.54.[2] Our employee engagement survey shows that 89% of employees have a favorable view of Ingersoll Rand's commitment to safety. Our commitment is backed by consistently involving our employees in safety discussions and promptly taking action to remedy any safety concerns that arise. Embracing an ownership mindset, we encourage our employees to voice potential risks and address safety issues both in the field and within our manufacturing environments.

We know we can't achieve these ambitious targets alone. We place great importance on our supplier partnerships and understand the essential role they play in the production, delivery, and maintenance of our mission-critical products. To facilitate the uninterrupted flow of our supply chain, we have formulated an extensive strategy dedicated to creating a framework of solid supplier partnerships. We're actively integrating new suppliers into our third-party Sustainability Assessment Program, with over 1,500 suppliers already participating, showcasing their dedication to aligning with Ingersoll Rand's vision for environmental responsibility. To further reinforce our commitment, we established a preferred supplier program that acknowledges and incentivizes suppliers for their sustainability practices.

[1] *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.*
[2] *World Class defined as top quartile of manufacturing companies with >1,000 employees per U.S. Bureau of Labor Statistics (2020).*

LEAD SUSTAINABLY CONTINUED

Environmental, health, and safety goals for 2030 to 2050[1-7]

Our Environmental, Health and Safety (EHS) goals show our commitment to enhancing the lives of our workforce and contractors, our customers, our communities, and the global environment. As we work towards minimizing our ecological impact, we also prioritize helping our customers in their own sustainability efforts. Our goal is to have our products and services help our customers avoid or reduce 1 billion metric tons (MT) of Scope 2 GHG emissions by 2040 through energy savings. We are on track to achieve the targets by harnessing the power of Ingersoll Rand's IRX, combined with innovating products and services with sustainability in mind.

[1] *Customer Goal Methodology*
- *The calculation methodology for this goal comprises three primary inputs: (1) Ingersoll Rand's Scope 3 (Category 11-use of sold products) data is utilized to capture emissions reduced or avoided on a product portfolio intensity basis. Projected sales growth, product efficiency improvements, and the IEA scenario-based electricity emission factor values (World Energy Outlook Dataset) based on Stated Policies (STEPS) are incorporated into the model. The resulting product lifetime intensity calculation (metric tons CO_2e/unit sold) is compared each year past the base year (2021-2040) to the base year intensity. The yearly emissions reduced or avoided (on an intensity basis) are aggregated.*
- *Accounting and Reporting Standard and are based on the best available information we were able to obtain from our systems and include a number of assumptions and extrapolations. Our use of sold products (Category 11) model in SimaPro covers the GHG emissions from 80%+ of our total complete units revenue. The GHG emissions from the remaining portion of our complete units revenue was extrapolated from the model and as such our total calculated completes revenue may not match actual total completes revenue.*
- *Greenfield growth using more efficient technology is treated as avoidance of CO_2e compared to a less efficient alternative utilized in the base year. Although efforts have been made to ensure accuracy, some of these data, assumptions, and extrapolations may be 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.*
- *Customer goal has a 2020 baseline.*
- *The 2023 data from our Ecoplant and North American Air Assessments customers were both used to determine average emissions reduced or avoided from each product, respectively. The average savings from the North America Air Assessments services team (scaled by percent of total to account for global Air Assessments) and Ecoplant were then utilized in conjunction with projected growth in these product and service offerings to determine their respective total emissions reduced or avoided by 2040.*

[2] *In 2022, Ingersoll Rand adjusted the calculation methodology for Category 11 (Use of Sold Products) to derive a more accurate calculation of its products' life cycle emissions. The most accurate IEA emission factors (most recently published actuals) were applied to the base year (2020) and all subsequent years reported. Additionally, IEA scenario-based electricity emission factor values (World Energy Outlook Dataset) based on Stated Policies (STEPS) were applied to all years after the reporting year to 2050. In 2023, a base year (2020) recalculation was performed for Category 11. This recalculation consisted of the inclusion of products from businesses acquired in 2021 and 2022 and a methodology adjustment to correct for data accuracy. Excluded from this recalculation are products from businesses acquired in 2023. All base year calculations were performed in accordance with the GHG Technical Guidance for Calculating Scope 3 Emissions, 2013, World Resources Institute (WRI). All subsequent years after the base year were calculated in conformance with this method. Ingersoll Rand's Scope 3 emissions data were prepared in accordance with the Greenhouse Gas Protocol Corporate Value Chain (Scope 3).*

[3] *Operational 2030, 2040 and 2050 goals have a 2020 baseline for all three categories: energy, water and waste.*

[4] *Ingersoll Rand's near-term emissions commitment is to reduce Scope 3 (Category 11 – use of sold products) emissions 64% per unit value added (i.e., CO_2e emissions [MT]/gross proft [USD]) by 2034 from a 2020 base year.*

[5] *Based on current year WRI high and extremely high water risk data.*

[6] *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.*

[7] *World Class defined as top quartile of manufacturing companies with >1,000 employees per U.S. Bureau of Labor Statistics (2020).*

Grow Sustainably

INTRINSICALLY SUSTAINABLE PRODUCTS AND SERVICES

Product design and stewardship

A foundation of our grow sustainably strategy is offering a range of products and services that possess sustainable attributes. To qualify as a product or service with sustainable attributes, an offering must enhance efficiency, increase the principles of circularity, and/or surpass established standards for safety.

Design for innovation

Our Design for Sustainability (DfS) process ensures new products deliver measurable improvements in energy conservation, maintenance intervals, and total cost of ownership. Ingersoll Rand offers market-leading solutions and services to help Make Life Better with improved efficiency, circularity, and safety. Customers rely on our proven products in industries and markets across the globe. Many of our products have sustainable attributes and deliver measurable environmental and safety benefits to our customers, helping them achieve their sustainability goals. We launched more than 180 innovative products and services with sustainable attributes in 2024.

Ingersoll Rand employees at Bad Neustadt, Germany (from left: Lida Rohrbach, Katharina Landgraf, and Sebastian Braun).

Responsibly designed, thoughtfully executed

Ingersoll Rand evaluates the various stages of the product life cycle through a sustainability lens. Sustainability is a design imperative of our new products and services. Embedding DfS tools and practices into our product managementand engineering functions will help us reach our customer goal of reducing or avoiding 1 billion metric tons of CO_2 equivalent (CO_2e) through the use of our products and services by 2040. We partner with our customers to design products and services to Make Life Better by ensuring production uptime, reducing operating expenses, and increasing the longevity of the products. Our diverse range of flow creation and industrial solutions, encompassing air, gas, and fluid handling applications, distinguishes us as the provider of choice.

We have more than 1,800 mechanical, electrical, and software designers and engineers developing innovative technologies and delivering products and services, many with sustainable attributes for our customers. Ingersoll Rand also holds over 2,099 active patents, with a remarkable 85% providing sustainability benefits.

Adopting design for sustainability as a design principle

DfS is integral to our new product development and focuses on human well-being and environmental responsibility, which are key to determining a product's sustainability profile. Our design approach is holistic from material selection to end-of-life recyclability.

As we innovate new products, our engineers use proprietary DfS tools to consider energy efficiency, digital features, material safety, longevity, maintenance, use of sustainable materials, recyclability, process efficiency, safety improvements, and supply chain emissions. DfS champions in each business unit (BU) lead this effort.

How we define sustainable attributes

Efficiency

The product is at least 1% more energy efficient than the prior Ingersoll Rand version or the average competitive alternative. Within this category, we also include improvements in using lower Global Warming Potential (GWP) refrigerants.

Circularity

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

Safety

The product features ergonomic (e.g., reach distance, vibration) or safety (e.g., noise levels, rounded corners/edges) attributes that surpass established standards or industry best practices.

PRODUCT EFFICIENCY

Reducing energy consumption

Ingersoll Rand provides innovative energy efficient solutions including the development of energy-saving equipment and refrigerants with a lower global warming potential (GWP). Similarly, our array of services, which encompasses digital tools, is designed to enhance energy conservation.

Reducing energy consumption

Our efficient products are engineered to consume less electricity while maintaining or improving output, whether in flow or performance. We offer a variety of innovative solutions across air, gas, and liquid flow systems that not only reduce energy use but also improve cost-effectiveness for our customers.

By 2040, our goal is for Ingersoll Rand's customers to reduce or avoid 1 billion metric tons CO_2e in their Scope 2 emissions through the use of our products and services. We have progressed 11% towards our goal and have reduced or avoided approximately 106 million metric tons CO_2e for our customers since 2020.

1B

CUSTOMER GOAL[1]

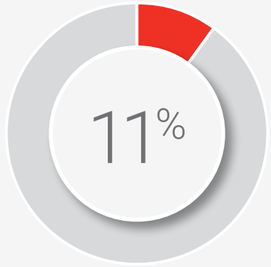
Target year: 2040

Metric tons CO_2 reduction

Details regarding the methodology used to calculate this goal can be found here.

Customer goal progress by 2040

(Baseline year 2020)



Reduce or avoid 1B MT CO_2 emissions through the use of our products

Absolute progress since 2020:
106 million metric tons reduced or avoided, representing 11% of our 2040 goal

The following pages showcase a range of Ingersoll Rand products that exemplifies advancements in energy efficiency.

Cosmetics manufacturer increases air quality and energy savings

Compressed air plays a pivotal role in the world of cosmetics manufacturing, ensuring that a myriad of key processes are executed with precision and hygiene. A leading cosmetics manufacturer recently worked with our Ingersoll Rand team to significantly upgrade their compressed air system. Through our Ingersoll Rand product line, the team provided a comprehensive solution, replacing the old compressors with advanced, oil-lubricated rotary screw machines, adding absorption dryers, coolers, filtration, and condensate management systems.

The outcome was a cutting-edge compressed air system, leading to a decrease in electricity consumption of more than 14%. The heat recovery feature further enhances energy savings, allowing the recovery of approximately 1,050,000 kWh per year, which translates into 600 metric tons CO_2e.

[1] Greenfield growth using more efficient technology is treated as avoidance of CO_2e 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 and Customer Goal data.

[2] According to the U.S. Department of Energy Industrial Technologies Program Energy Efficiency and Renewable Energy.

Textile titan transforms sustainably with Ecoplant

Ecoplant utilizes Artificial Intelligence (AI) technology in a cloud-based platform to optimize compressed air energy efficiency and performance. A fabric producer in India recently initiated a significant shift towards greater energy optimization with Ecoplant. This transition was facilitated by collaborating with the teams from Ingersoll Rand India Air Assessment and Ecoplant, which conducted a comprehensive evaluation of the site's compressed air consumption.

The assessment uncovered that by optimizing the system, the facility could achieve a substantial reduction in energy usage, potentially up to 10%. In pursuit of energy optimization, the manufacturer coupled Ingersoll Rand's innovative advanced Ecoplant system with their compressed air system. This strategic upgrade not only modernized their equipment but also translated into a significant annual reduction in operational costs, estimated to be in the range of $33,000 to $55,000. This installation of the first Ecoplant in India serves as a milestone and is poised to catalyze expansion across India's broader textile sector.

Leading Sustainably with the IDP750 Dry Screw Vacuum Pump

We have redefined sustainable vacuum solutions by combining a robust design with intelligent innovation to create the IDP750 Dry Screw Vacuum Pump. This dry vacuum system eliminates water treatment challenges inherent in lubricated pumps and oil-change maintenance significantly simplifying upkeep and reducing its environmental impact. The compact rotor assembly, paired with a 15 kW variable frequency drive (VFD) motor, achieves an industry-standard pumping speed of 750 m³/h—surpassing the performance of traditional 22 kW fixed-speed motors. Integrated Proportional-Integral-Derivative (PID) speed control optimizes energy consumption dynamically, delivering over 50% energy savings compared to fixed-speed alternatives. Smart IoT-enabled controls allow real-time monitoring and adjustment, ensuring peak efficiency and seamless integration into industrial workflows.

Additional key sustainability advancements include:

- Zero-water, zero-oil operation: Eliminates wastewater and lubricant disposal risks while reducing life cycle costs.
- Modular plug and play design: Streamlines installation and minimizes downtime with pre-engineered, space-saving components.
- Extended service life: Precision-engineered rotors and advanced thermal management reduce wear, enhancing reliability and circularity.

By prioritizing energy efficiency, maintenance simplicity, and smart automation, the IDP750 empowers industries to achieve sustainability goals without compromising performance.

Industry-leading efficiency in Ingersoll Rand's MSG® TURBO-AIR® NX5000

The five-stage, oil-free TURBO-AIR® NX 5000 showcases the company's commitment to energy efficiency. The annual customer savings[1] is shown in the chart below.

Quantity	Unit of measure
2,105,600	kWh
2,227	MT CO_2e
$332,685	USD

The sustainable product and servicing features include:

- Oil-free air.
- Highly efficient aerodynamic components (inlets, impellers, scrolls, and diffusers), combined with low mechanical losses and power-conserving inlet throttle control, provide up to 5% better specific power than competitive models.
- Side-mounted lube reservoir with top-mounted components and standard duplex filters ease maintenance requirements and provide continuous, uninterrupted operation.
- Gearbox inspection covers offer simple accessibility for quick field inspection and on-site assessment of rotating assembly health.
- Split-pinion bearing and seal design allows for easy on-site inspection.
- Next-generation intercoolers have been optimized for specific flow and pressure requirements and include a straight tube design that is roddable-in-place.
- Easy-to-access dual condensate connections (two per cooler) simplify and reduce on-site piping and installation, enhancing circularity.
- ISO Certified Class Zero.

[1] *This analysis is based upon a normalized comparison of MT CO_2e per CFM. This example shows the capital and operational efficiency advantage when one NX5000 replaces three Centac C750's.*

PRODUCT CIRCULARITY

Recycled content, longevity, and recyclability

Ingersoll Rand weaves the principles of circularity into its product and service offerings by optimizing the use of resources, pursuing the reduction of waste, and focuses on the guiding tenets of the circular economy. We strongly believe in a future where economic growth and environmental stewardship go hand in hand.

Circularity

Our solutions are designed to conserve natural resources such as water, minerals, and metals, not only in the materials we procure for manufacturing but also throughout the life cycle of our products. We strive to use these resources carefully by reducing waste, enhancing the longevity of equipment, and enabling the reuse and recycling of components. This commitment to sustainability is evident in products and services that are specifically designed to be refurbished, remanufactured, or recycled. Our approach to new product development is rooted in circularity, which involves using recycled content, selecting sustainable materials for products and packaging, and designing products that can be easily disassembled for recycling.

End of life cycle responsibility

Ingersoll Rand actively pursues opportunities to promote circularity through recycling of our products and their components as detailed below.

Product circularity	2020	2021	2022	2023	2024
Products sold that can be reused or recycled (%)	70%	72%	75%	72%	63%
Products and materials that were actually reused or recycled by Ingersoll Rand (%)	2.0%	1.2%	1.1%	1.2%	1.2%
Financial benefit from take-back programs	$105M	$59M	$68M	$82M	$88M

[1] *As compared to current product offerings for similar applications.*

Sustainable raw materials

Ingersoll Rand incorporates the sustainable use of raw materials in the EHS Policy, endorsed by the Board of Directors, which includes collaborating with external stakeholders, increasing the use of recycled raw materials, and minimizing the negative sustainability impacts of raw materials. We train our internal stakeholders on their roles related to sustainable raw materials. The chart below depicts the amount used and the share of materials that are recycled for various commodities.

In 2024, our products contained the following raw materials during either processing, refinement, or assembly.

Material type	Total material (metric tons)	Recycled material content (%)
Aluminum	10,755	49%
Copper	3,239	4%
Steel	165,924	35%
Polymers and Composites	3,208	1%

Fostering a circular economy with a smaller footprint, reduced raw materials, and extended product life cycle

The Triton TD Series Diaphragm Metering Pump, equipped with the innovative FluxDrive™, delivers heightened energy efficiency, a lighter design, and a more compact size, making it ideal for end markets like water and wastewater treatment. The FluxDrive™ motor technology utilized in these dosing pumps results in a unit that is 70% lighter than traditional motors.[1] In addition, the entire LMI dosing pump system significantly reduces the use of raw materials, utilizing 80% less copper. The pump's durable build, featuring a NEMA 4X / IP 66 enclosure, helps it to withstand even the harshest environments, thus prolonging the product's lifespan for outdoor applications.

Our purpose: Developing sustainable packaging for our customers

Fahredin Ziholl, of our site in Schopfheim, Germany, loads a pump into designated holes designed to prevent shifting and minimize excessive packaging during transport. Leader of the innovative packaging project is Ernani Fiore.

Our packaging serves as an essential protector for our products during transportation, playing a vital role in ensuring that they are delivered to our customers in pristine condition. We are aware, however, that packaging materials such as wood, metal, plastics, and foam contribute to waste, and we've been diligently working to reduce the use of these raw materials. This not only decreases our environmental footprint, but in some instances, it also simplifies the unboxing process for our customers. Our packaging redesigns have reduced material costs and improved logistics efficiency, while helping customers meet regulatory requirements and reduce waste. This effort also has the added benefit of assisting customers in certain parts of the world with reducing their packaging tax burdens.

To enhance our packaging solutions, our teams globally are engaging in innovative practices to reimagine and revamp our packaging methods. These include transitioning from plastic bubble wrap to paper alternatives, repurposing cardboard for shipping aftermarket parts, and using shredded cardboard as a filler material. Other initiatives involve swapping out metal straps for those made of cardboard, strategically placing pre-cut openings in the cardboard to secure the contents, preventing any movement while in transit, replacing plastic bags with paper ones, substituting foam with paper materials, and adopting cardboard boxes in place of traditional wooden ones. Moreover, we are exploring the use of cardboard pallets as a sustainable alternative to the conventional wood pallets, all as part of our commitment to more environmentally friendly and efficient packaging solutions.

PRODUCT SAFETY

Prioritizing safety above all

Our mission to Make Life Better includes working to keep individuals who rely on our products and services safe. We engineer our products and services with their health and safety in mind.

Safety

We design our products and services to ensure the well-being and safety of those involved in the installation, operation, maintenance, and use of our equipment. Our products feature ergonomic and safety benefits that not only meet but often exceed established standards and best practices. In our new product development (NPD) process, we rigorously assess technical readiness, identify product safety risks, and review relevant regulations to ensure product safety.

On the following pages you will find a selection of products that have been designed with safety features to not only safeguard the well-being of users, but also enhance the overall user experience by providing peace of mind and reliability in their operation.

Our product safety and quality process

Ingersoll Rand's Global EHS Policy outlines our formal commitment to product safety through compliance with applicable regulations, extensive product testing, and quality assurance. Each BU assumes responsibility for managing product safety, overseen by the unit's vice president/general manager who reports directly to the Chairman and Chief Executive Officer (CEO). Our BUs review emerging regulatory and industry standard changes on an ongoing basis. Any significant impact is socialized to the broader business leadership team for awareness and necessary action.

ZERO **Product safety claims and recalls for 2020-2024**

The BUs conduct product safety risk assessments to protect employees and customers from recognized hazards that are likely to cause physical harm. If a product safety incident occurs, it is escalated to the unit's vice president/general manager, an investigation occurs, and if necessary, a product hold and/or recall is initiated. Product recall/safety bulletins are distributed to affected parties as applicable, when and if any safety-related issue occurs. All incidents are investigated, and swift mitigation actions are implemented.

Our annual goal is always zero incidents. In 2024, we achieved this by having zero product safety claims and not initiating any product safety recalls.[1]

To mitigate the risk of product defects and prevent recalls, our company implemented multiple strategies. Internal audits regularly review our quality management system, complemented by independent external verifications against ISO 9001 standards. Training programs keep employees adept at upholding quality practices. Additionally, we provide channels for our customers to report any issues with product quality, ensuring a transparent and proactive approach to customer satisfaction.

Zero emission odorization system

For mission-critical odorization applications such as natural gas, LPG, and hydrogen, our new ZEO is the next generation of natural gas odorization systems. The ZEO system injects odorant, achieving zero methane emissions during normal operation.

The ZEO system's sustainable attributes:

- Precise odorant dosing that adapts to varying flow rates
- A zero-emission design that eliminates methane release
- A design geared for longevity
- A powder-coated aluminum casing with rounded edges for safety
- A unified design that results in a standardized, more compact device
- Streamlined maintenance and user-friendly operation
- A high-performance diaphragm engineered for an extended service life

Breath of assurance: Our emergency escape respirator's vital role in life protection

William Dowling poses in the Air-Purifying CBRN Escape Respirator.

This air-purifying Chemical, Biological, Radiological, and Nuclear (CBRN) escape respirator is the only model currently available that holds National Institute for Occupational Safety and Health (NIOSH) approval and a Conformité Européenne (CE) Mark. It incorporates a powered ventilation system and is engineered for rapid, straightforward deployment in emergency situations. The device provides up to 30 minutes of respiratory protection against chemical warfare agents, toxic industrial chemicals, carbon monoxide, and biological hazards. It is designed to meet the operational requirements of government agencies, law enforcement, high-profile individuals, and industrial personnel.

The respirator's design eliminates the need for a nose cup or mouthpiece, enhancing verbal communication and facial recognition, which are essential for coordinated emergency response. Additionally, its one-size-fits-all configuration supports efficient inventory management and logistical planning across diverse organizational settings and needs.

[1] *ILC Dover was acquired by Ingersoll Rand on June 3, 2024. Any recalls that were initiated by ILC Dover or its affiliated companies prior to such date are not included in the data.*

ISO 9001 certification improves the safety of our products

A total of 88 Ingersoll Rand manufacturing sites (70% of our total) are ISO 9001 certified and these sites undergo a rigorous audit every three years. Internal quality leaders audit sites routinely to monitor product and service safety performance, and corrective actions are managed within the business's corrective action tracking system.

The KB & KM series peristaltic pumps' promise of safety

The Albin KM and KB series offer flexible, cost-effective tubing pumps for precise chemical metering in critical water and wastewater treatment applications.

The innovative, patent-pending offset rotor technology streamlines maintenance while significantly enhancing safety. This technology ensures that the tension is fully released from the tube before its removal, protecting operators from exposure to chemicals and avoiding pinch points. This not only makes maintenance more straightforward, eliminating the necessity for additional tools and removing potential damage to the pump, it also lowers the total cost of ownership by facilitating easy tube replacement and reducing the number of parts that experience wear.

Additional features include an optical leak sensor, safety door switch, and configurable alarms to ensure safe, reliable operation and lower total cost of ownership.

Hazardous substance reduction and elimination commitment

A critical aspect of our sustainability commitment, as outlined in our EHS Policy, is the reduction or elimination of hazardous substances from our products and within our operations. In line with our commitment, we collaborate with our customers and keep abreast of emerging regulations. This enables us to develop and provide products and services that help meet or exceed our customer's EHS objectives, including a commitment to phase out hazardous substances.

We have committed to reducing the GWP of refrigerant in refrigerated dryers. The percentage of revenue associated with refrigerated dryers is 1.4%. Ingersoll Rand is committed to reducing the impact of GHG on climate change. With respect to refrigerants, Ingersoll Rand started phasing out the use of R404A in 1800 SCFM and larger refrigerated dryers starting in late 2020, which reduced the GWP by more than 50%. Our current priority has been focused on transitioning our designs to use even lower GWP next-generation refrigerants throughout our product families. Starting in Q3–Q4 of 2025, we anticipate that newer designs will reduce the overall average refrigerant charge by approximately 10% across various products; for example, in the newly redesigned 200 to 800 SCFM thermal mass, energy-saving cycling compressed air dryers, R404A is being phased out and the average refrigerant charge has already been reduced by 10%. In addition to this, we have also invested in production equipment and facility upgrades which are necessary when implementing the use of new lower GWP refrigerants.

New product development programs undertaken by Ingersoll Rand employ a phase-gate process which divides each program into distinct phases, separated by decision points (gates) to assess progress and viability. Design risks are identified and mitigated throughout the project, and a product cannot be launched if safety risks are not mitigated or resolved utilizing a multi-disciplinary team approach.

As part of the Product Development Process, a cross-functional team, comprised of Engineering, Manufacturing, Safety, and Technical Service members, is assigned to conduct safety reviews predicated on recognized industry safety standards and sound Engineering criteria, including the review and selection of materials that may pose any risk to human safety and the environment. Sound Engineering criteria include designing products on the basis of meeting applicable industry recognized safety standards, utilizing Design Failure Mode and Effects Analysis (DFMEA), process to mitigate risks, conducting multiple cross-functional design reviews, validating product performance and safety testing with a test plan, and obtaining product safety certification through accredited third-party testing labs. As an example with the selection of the new A2L refrigerants, a detailed review was conducted with Service and EHS outlining the future use of these refrigerants and a program was initiated to evaluate the refrigerant management tools that would be required in the field along with identifying safety training programs that would be needed for field service personnel.

Ingersoll Rand has standard work policies in place ensuring that the following banned substances are not used, sold, or stored at the site, unless it is critical or essential to operations for which no technically feasible safer alternative is available: asbestos, chlorinated solvents including methylene chloride (MC), perchloro-ethylene (PCE), 1,1,1-trichloroethane (1,1,1-TCA), trichloroethylene (TCE), vinyl chloride (VC), cyanide and cyanide-containing compounds, lead, and polychlorinated biphenyls.

Life cycle assessment (LCA) and product labels and declarations

As part of our commitment to advancing toward a low-carbon society, we have conducted simplified LCAs on the use-phase of 100% of our manufactured products. These assessments serve as a measurement tool to track our progress toward achieving our 2034 GHG Scope 3 product reduction goal. Impacts covered by LCAs include, but are not limited to, abiotic depletion, land use, water depletion, ecotoxicity, global warming, ozone depletion, and impacts on humans, such as human toxicity. The simplified LCA-verified data is covered by the Assurance Statement delivered by our third-party independent global assurance provider.

Environmental labels and declarations

The following environmental labels and declarations table provides information about our products and services in terms of their overall environmental attributes.

Revenues from eco-labeled products (USD)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Products certified with Type 1 eco-labels (ISO 14024)	NA	1.37M	1.11M	1.5M	2.7M
Products certified with single/ multi-attribute eco-labels	NA	0	0	0	0.08M
Other sustainable products or services according to the EU Taxonomy	NA	63M	72.1M	86.4M	89.7M
Total revenues from sustainable products or services	**NA**	**64.4M**	**73.2M**	**87.9M**	**92.5M**
% of sustainable revenues	NA	2.19%	2.24%	2.32%	2.52%

HIGH-GROWTH SUSTAINABLE MARKETS

Market growth

A key aspect of our Grow Sustainably strategy is increasing our presence in sustainable, high-growth end markets. Many of these markets are driven by powerful sustainability trends such as decarbonization, water conservation, food preservation, and improved standards of living.

Clean energy, food, life sciences, and water

We identify high-growth, sustainable end markets as those projected to expand faster than the Gross Domestic Product (GDP), due to sustainability megatrends like decarbonization, water preservation, and improved living standards. Examples include clean energy, food, life sciences, and water end markets.

Since 2020, our company has undergone a significant transformation, strategically moving away from cyclical sectors such as Automotive and Oil and Gas, and focusing on high-growth, sustainable markets. This transition is being achieved through both organic expansion and strategic acquisitions. We continue to be thoughtful in enhancing our range of products and services, adding vital and synergistic mission-critical flow creation products and technologies. Our acquisition strategy is particularly geared towards companies that have a strong presence in high-growth, sustainable end markets. Our proficiency in identifying and integrating new companies that operate within these dynamic market ecosystems supports our sustained growth and ability to respond to evolving market needs. Highlighted here are some of our 2024 acquisitions that align with our end market priorities.

Select 2024 acquisitions with sustainability focus

Company	Description	Acquisition date	Grow sustainably impact
APSCO	Leading provider of hydraulic and pneumatic products and engineered solutions serving diverse specialty work truck vehicles.	October 2024	The acquisition expands Ingersoll Rand's leading position in the dry and liquid bulk markets with energy-efficient, innovative solutions.
BLUTEK	Specializes in the design and production of highly engineered solutions for compressed air and nitrogen generation in mission-critical environments.	October 2024	As a certified supplier to leading Engineering, Procurement, and Construction (EPC) companies, Blutek will increase Ingersoll Rand's ability to compete in high-specification projects, adding technology capabilities, expertise, and aftermarket potential in high-growth end markets including biogas and carbon capture.
FRIULAIR	Custom design and production of dryers, filters, aftercoolers, and accessories for the treatment of both low- and high-pressure compressed air.	February 2024	Accelerates growth across food and beverage and pharmaceutical end markets, in addition to scaling our existing air treatment business.
ILC DOVER An Ingersoll Rand Business	A specialized manufacturer of innovative, market-leading powder management single-use solutions and liquid handling products, for biopharma and pharma markets, and specialty solutions for the design and production of silicone, thermoplastic components and assemblies for medical devices.	June 2024	Increases access for existing Ingersoll Rand life science solutions through established direct channel and strong customer connectivity in biopharma, pharma, cell and gene therapy, and related life science end markets, supported by iconic, premium life sciences brands. Ability to attach Ingersoll Rand's existing liquid handling technologies and positive displacement pumps to ILC's single-use solutions in key biopharma and pharma production processes.
UT Pumps & Systems Pvt. Ltd. Redefining profitability through Pumping and Systems Solutions PUMPS	A leading manufacturer of screw pumps and triplex plunger pumps.	October 2024	This acquisition adds new pump technology to Ingersoll Rand's portfolio. Its high-pressure pumps are mainly focused on attractive end markets, including water, wastewater, food and beverage, pharmaceuticals, and general industrial.

Competitive advantage in high-growth sustainable markets

Our competitive edge in these markets is rooted in the deep, application-specific expertise we have cultivated over many years and the strong relationships we have built with crucial end-users and system/device manufacturers. We also have a broad global network and a dedicated direct sales force, which positions us to serve a wide spectrum of industrial customers, from small operations to large enterprises. Our substantial marketing database, containing around three million contacts, increases our outreach and impact. This database represents a strategic blend of customer insights, digital marketing expertise, commercial execution, focus on aftermarket services, pricing strategies, and e-commerce capabilities, all of which enhance our ability to engage with our target customers at each stage of their buying journey.

Clean energy

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

Food

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

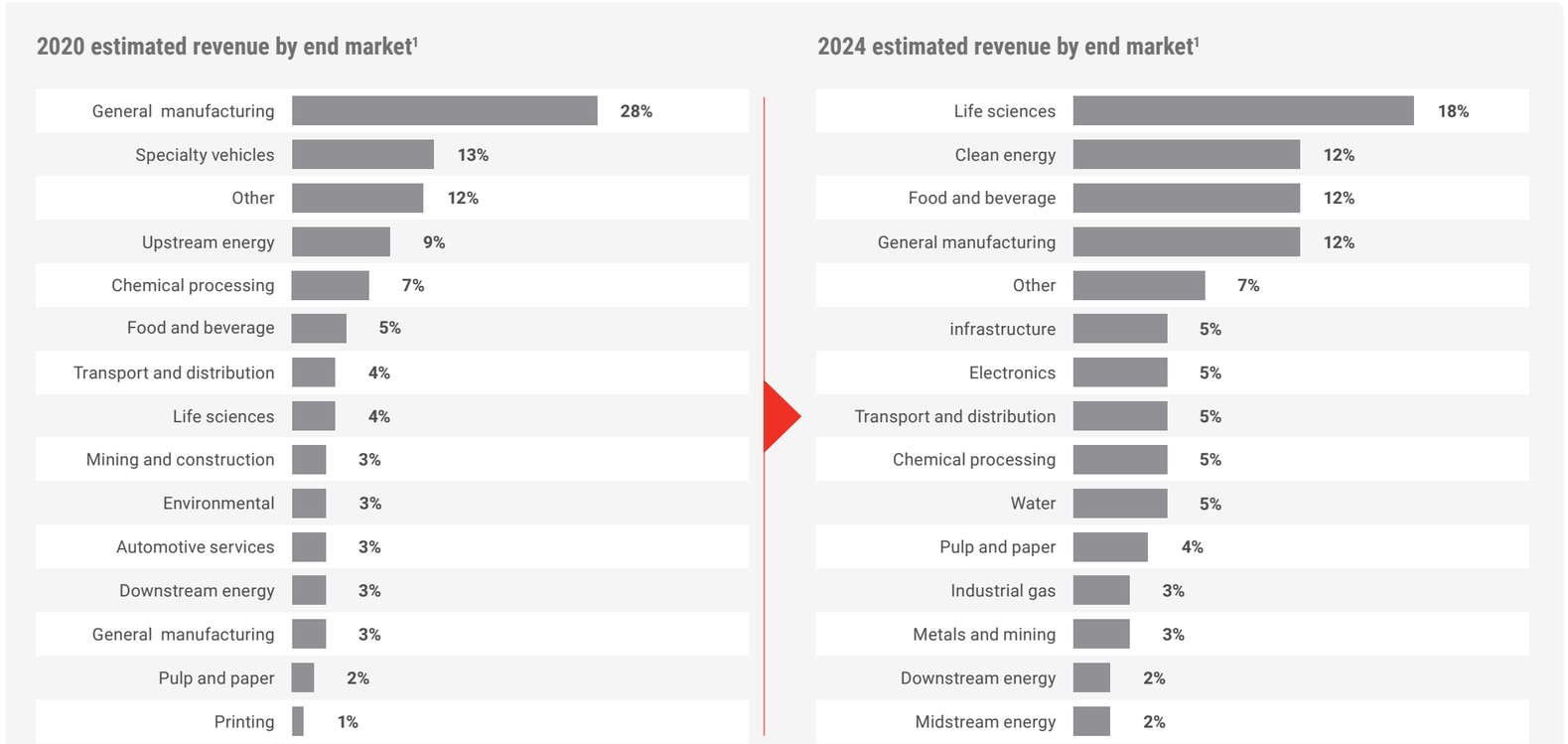
Life sciences

Contributing to human health, care, comfort, and longevity.

Water

Facilitating the transport, treatment and protection of water and wastewater resources.

As shown in the chart below, Ingersoll Rand has experienced a profound transformation, intentionally moving away from cyclical end markets and prioritizing more sustainable end markets.



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

CLEAN ENERGY INDUSTRY

Growth in the clean energy sector

Ingersoll Rand is leading the charge in sustainable energy, strategically increasing its presence in the clean energy sector.

Advancing clean energy

Ingersoll Rand is at the forefront of promoting sustainable energy and low-emission technologies. Our diverse range of products and services is pivotal in meeting the business imperative for decarbonization tools. We cater to biogas initiatives with renewable natural gas systems and equipment for waste management. In the hydrogen realm, we supply compressors supporting various forms of hydrogen production. Our involvement in wind energy includes providing specialized power tools and pumps for wind turbines, while in solar energy, we deliver essential vacuum pumps and precision tools for photovoltaic panel production. We're also tackling carbon footprint reduction with advanced solutions for carbon capture and storage, as well as enhancing the efficiency of electric vehicles (EVs) and transportation through compressors and ergonomic devices for assembly lines. Our recent venture into the green steel industry demonstrates our commitment to innovation. The nuclear sector benefits from our technology as well, with blower systems for steam pressurization.

These offerings, underscore Ingersoll Rand's significant role in supporting clean energy, as evidenced by the examples that follow.

Blending new horizons: Fueling the Sustainable Aviation Fuel (SAF) industry

In the SAF industry, our Milton Roy side entry mixers play a pivotal role. SAF, being a form of biofuel, significantly diminishes the reliance on fossil fuels and offers the possibility of curtailing GHG emissions and supporting the energy transition in the aviation sector when compared to conventional jet fuels. Furthermore, an Indonesian client has attested that the Milton Roy four-blade Sabre high-efficiency impeller has successfully achieved the desired product uniformity standards while concurrently reducing the motor power requirement by a substantial 50%.[1]

Harnessing air lubrication systems for more sustainable marine travel

Air Lubrication Systems (ALS) are designed to enhance the energy efficiency of a vessel by reducing the resistance of the hull, thereby decreasing the power demand from the ship's main engine. This increase in efficiency comes from the injection of air bubbles under the hull, which diminishes the surface area in direct contact with the water, thereby cutting down on frictional resistance.

The Robuschi Robox Screw Oil-Free Compressor is engineered to fulfill the air requirements essential for ALS effectiveness across all necessary pressure ranges. This technology can lead to net energy savings averaging between 3% and 16%, depending on various factors such as the type of vessel, its dimensions (including length, beam, and draft), and its operational speed. These savings translate into reduced fuel consumption, and lower CO_2e. As the push for fuel efficiency intensifies, and new environmental regulations come into play to curb emissions, the ALS market is poised for growth.

Charging forward in the EV sector

Ingersoll Rand has extended its expertise to the EV battery industry. A top producer of lithium hydroxide based in China, which boasts an impressive annual production capacity of 50,000 tons and distributes lithium chemicals for EV batteries on a global scale, partnered with us to achieve their ambitious goal to achieve an annual energy reduction of 5-8% per unit of production capacity.

To meet this energy efficiency goal, they required a comprehensive solution that encompassed dependable, high-efficiency machinery that operates with minimal energy consumption. In response, Ingersoll Rand supplied and implemented a suite of solutions, including seven oil-free rotary compressors, seven zero-purge blower heated desiccant dryers, an integrated control system, and a range of energy-conserving accessories. These advanced, energy-efficient technologies enabled our customer to realize a substantial decrease in energy expenditures, achieving savings of 10-15% when compared to conventional systems.

[1] *Analysis report from customer.*

FOOD INDUSTRY

Fostering the growth of the food industry

We play a pivotal role across the full spectrum of the food and beverage industry, from the initial stages of harvesting to processing, packaging, and the final delivery. Our involvement is marked by a commitment to enhancing efficiency, driving sustainability, and fostering innovation at every link in this vital chain.

Livestock management benefits from our nutritional dosing pumps, health monitoring controls, and biogas harvesting technology. In the realm of food processing, we provide oil-free air compressors, food-grade lubricants, and a range of pumps to ensure safe and sanitary transfer of food and beverages.

When it comes to packaging, our compressors and handling systems support the formation of Polyethylene Terephthalate (PET) bottles, glass bottle manufacturing, and the operation of various packaging machinery, ensuring products are efficiently and safely prepared for market. We also offer solutions for prolonging product freshness, including nitrogen-injection systems for food preservation and vacuum pumps for sealing. As for transportation and delivery, our micro pumps are essential for dispensing beverages and ice cream, while our blowers assist in unloading bulk materials. These examples highlight our role in promoting resilient food systems that aim to meet the demands of future generations.

Milk collection in dairy farming

Milk collection systems play a critical role for dairy farmers and transport operators, serving as a foundational element of dairy operations. Gardner Denver has been at the forefront of innovation in bulk dairy farming, providing milk handling and processing equipment that consistently delivers high-quality outcomes. Our Gardner Denver OptiLoad system is tailored to meet the specific needs of both original equipment manufacturers (OEMs) and operators, offering an all-encompassing milk collection solution. A leader in its home market of the United Kingdom for over a decade, the OptiLoad system integrates smooth collection processes with data capture and telematics software designed for use with atmospheric tankers.

The OptiLoad system is not only straightforward to install, use, and integrate into existing workflows but also easy to maintain. It merges the vehicle's existing engine electronics with "Fuel Save" technology to enhance efficiency. Traditionally, milk collection processes involve the common inefficiency of drivers idling their engines unnecessarily during loading and unloading. However, Fuel Save technology activates the engine only when necessary to power the pump. This fuel-efficient approach significantly cuts engine idle time, which in turn reduces lifetime vehicle costs and lowers carbon emissions, leading to an environmentally friendly and cost-effective solution for the dairy industry.

Microbe detection with Trace Analytics

Trace Analytics is a certified laboratory analyzing compressed air samples. The seasoned AirCheck™ team at Trace Analytics brings together decades of experience in compressed air analysis, offering testing, monitoring, and problem-solving services.

Trace Analytics has the expertise to detect various contaminants such as particles, water, oil, and microbes that can impact food safety. For instance, a company producing beans detected microbial contaminants in their compressed air system. They enlisted further microbial identification services from Trace Analytics, which tracked the contamination back to birds near the air intake. After addressing the issue by cleaning and securing the area, the food safety risk was eliminated, allowing production to continue safely.

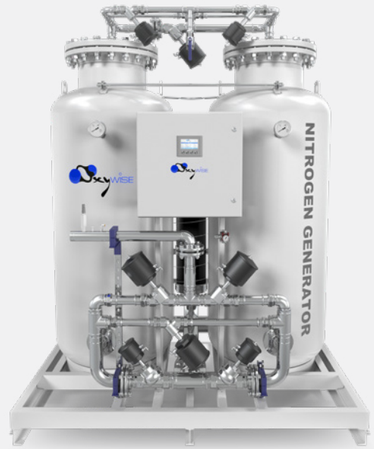
Sealed freshness: Nitrogen packaging as the key to long-lasting food preservation

In the realm of food packaging, the key to preserving product freshness and enhancing shelf life is of utmost importance. Oxygen acts as an invisible enemy to food integrity, leading to undesirable fermentation and chemical degradation. Oxywise, a brand that joined the Ingersoll Rand family in 2023, offers an ideal solution to maintain food items in their prime condition from the moment they're packaged, until they reach the consumer's plate. Our nitrogen generators are adept at removing oxygen and humidity, providing a steady and pure nitrogen supply that is crucial in refining food packaging methods. This process minimizes decay, preserves freshness, maintains flavor, ensures quality, and prolongs the shelf life of food products.

The Pressure Swing Adsorption (PSA) Nitrogen Generators from Oxywise are expertly suited to meet the requirements of the food packaging industry's Modified Atmosphere Packaging (MAP) techniques. Offering precise control over purity and flow, our generators are capable of adjusting to the specific needs of MAP, assuring that food products are encased in an optimal nitrogen-enriched setting.

The use of our nitrogen generators also brings additional sustainability advantages:

- **Waste reduction:** Controls the ripening process in storage, allowing fruits and vegetables to mature at a perfectly controlled pace, minimizing spoilage.
- **Cost savings:** Eliminates the need for regular nitrogen deliveries, reducing transportation, storage, and handling costs.
- **Enhanced safety:** Decreases the hazards associated with handling high-pressure nitrogen cylinders.
- **Environmental impact:** Eliminates associated GHG emissions from truck deliveries.



LIFE SCIENCES INDUSTRY

Improving health, comfort, and longevity

Ingersoll Rand is dedicated to enhancing individual well-being by supplying the life sciences sector with innovative products and services. Our technology is crucial for developing and manufacturing drugs, supporting patient health in medical facilities and at home, and advancing diagnostic and research efforts in laboratories.

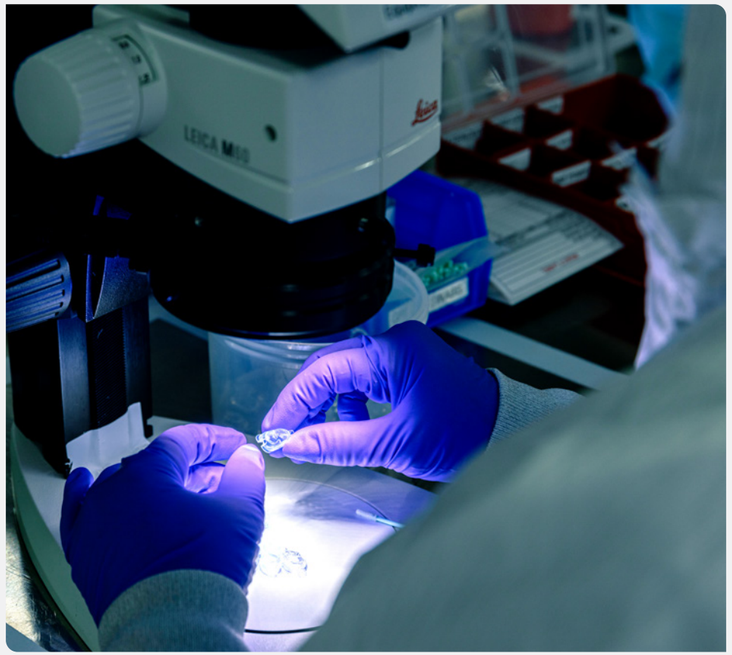
We provide specialized pumps and compressors for the pharmaceutical industry, including oil-free compressors for production, and hygienic pumps for transferring various products. Our medical device offerings include oxygen pumps for respiratory therapies and small compressors for a range of healthcare equipment. Additionally, our lab equipment for research and analysis features small vacuum pumps and compressors tailored to the needs of life science research.

In 2024, Ingersoll Rand's acquisition of ILC Dover and integration into its Precision Science and Technologies segment introduced new life sciences technologies, including leading single-use solutions for powder management and liquid handling products geared toward the biopharma and pharma markets. This move also expanded the company's offerings with specialty designs and production of silicone and thermoplastic components for medical devices.

As a result, Ingersoll Rand's addressable market increased over $10 billion to a total addressable market of approximately $65 billion, in highly fragmented market segments with significant growth tailwinds.

Ingersoll Rand's comprehensive product suite is essential to the life sciences field as shown in the examples that follow.

Silicone saves: Ingersoll Rand's Flexan pioneers medical miracles



Silicone is a miracle material. Its inertness, chemical stability, and ability to withstand temperature and humidity make it an ideal material for many long-term medical device therapies. Silicone is used in the production of many life-saving and life enhancing devices such as pacemakers, prosthetics and cochlear implants. Ingersoll Rand's Medical Device Solutions (MDS) business and its Flexan brand are established converters of silicone, enabling customers to bring these therapies to market, Making Life Better for patients worldwide.

Safer solutions for next-gen cancer drugs

Antibody-Drug Conjugates (ADCs) are making exciting progress in cancer treatment, with 15 already approved and over 300 more in development worldwide. These powerful therapies use highly potent drug payloads to target cancer cells more precisely, but that also means extra care is needed during production.

Due to the extreme potency of ADC payloads, even at nanogram levels, rigorous safety protocols are essential to protect personnel and prevent cross-contamination. As many novel payloads are still in early stages of development, with their toxicological profiles not yet fully understood, the need for robust containment strategies becomes even more critical. It is imperative that research and manufacturing partners, including Contract Research Organizations (CROs) and Contract Development and Manufacturing Organizations (CDMOs), proactively invest in advanced containment systems to ensure regulatory compliance and operational safety.

By incorporating single-use isolators into ADC manufacturing processes, our company allows these systems to combine the flexibility of single-use technology and enables the pharmaceutical companies to concentrate on their core competencies, ultimately improving safety, efficiency, and cost-effectiveness in ADC production.

WATER INDUSTRY

Protecting and preserving water

Ingersoll Rand strives to enhance access to clean drinking water and supports wastewater treatment across various segments. Our solutions serve a wide range of sectors, from residential to municipal, in water purification, infrastructure, and desalination.

We have a diverse array of products, including pumps for water disinfection and chemical dosing, as well as specialized equipment for reverse osmosis and sludge transfer. We also supply blowers and mixers for aeration in wastewater treatment and pumps for industrial effluent management.

The following examples demonstrate how we actively support the water industry through innovative and sustainable solutions.

Custom solutions for wastewater facilities

A reliable blower system is essential for smooth operation inside wastewater facilities. Hoffman & Lamson develops and crafts blower systems that are tailored to individual needs and precise requirements. With over a century of experience, we have been at the forefront of engineering systems for specific water and wastewater treatment applications. Our aeration blowers and exhausters are recognized as the benchmark within the water and wastewater treatment fields. Our extensive range includes everything from multistage centrifugal blowers to regenerative and high-speed turbo blowers, equipped with the latest technology to enhance efficiency and reduce the energy costs of our customer's operation.

Thermal hydrolysis processes can pose significant challenges for wastewater treatment plants, particularly in terms of managing methane gas emissions. A prominent wastewater treatment facility in North America overcame this obstacle by partnering with Hoffman & Lamson. Our solution facilitated the conversion of all the digester gas into steam, an asset for the facility's combined heat and power (CHP) plant, underscoring our commitment to innovate for sustainable industry practices.

Enhancing wastewater solutions through a strategic acquisition

The acquisition of SSI Aeration, a distinguished leader in engineered equipment for the water and wastewater treatment industry, has strengthened our biological process expertise and market position.

Approximately 3-4% of all energy consumption in the United States is dedicated to water treatment.[1] Within treatment plants, aeration systems consume approximately 60-70% of the total energy used.[2] According to EPA estimates, municipal wastewater facilities account for up to 45 billion kWh of electricity annually.[3]

The trend among customers is shifting towards preferring consolidated solutions from a single source. Incorporating SSI into our product portfolio allows us to offer a more comprehensive wastewater treatment solution by pairing our blower technologies with SSI's advanced aeration products.

Radial blower enhances wastewater management with high-speed performance

Blower technology plays a crucial role in the wastewater sector for processes such as aeration, treatment, mixing, and filtration. The introduction of the Elmo Rietschle F-RB High-Speed Radial Blower enables customers to decrease energy consumption by up to 60%[4] marking an advancement in blower and vacuum technologies. This product is a sustainable solution for customers who prioritize efficiency, quality, powerful performance, and a commitment to environmental stewardship.

Key sustainable features:

- Efficiency: Enhanced aerodynamics and a variable frequency drive that can lower energy consumption.
- Performance: An oil-less, high-efficiency, and high-speed motor ensures reliability and diminishes the need for maintenance.
- Space efficiency: Compact design requiring up to 50% less build-in space than conventional blowers.
- Quiet operation: Operates at a noise level below 80dB(A), for a quieter working environment.

[1] *Environmental Protection Agency, "Energy Efficiency in Water and Wastewater Facilities: A Guide to Developing and Implementing Greenhouse Gas Reduction Programs," Local Government Climate and Energy Strategy Series, 2022.*
[2] *Water and Science Technology, Volume 84, Issue 12; December 2021.*
[3] *U.S. Department of Energy Better Buildings, "Energy Data Management Manual for the Wastewater Treatment Sector."*
[4] *Compared to traditional technologies.*

OUR CUSTOMERS

Customer relationship management

In our pursuit of sustainable leadership, our strategy goes beyond the boundaries of our company and offerings to encompass the complete satisfaction and sustainability achievements of our customers. At Ingersoll Rand, we are relentless in improving the customer experience, by utilizing the IRX framework across our operations. By integrating customer feedback, refining our responsiveness, and fostering innovation, we not only meet, but aim to exceed, customer expectations, reinforcing our commitment to their success, consistently providing exceptional value, and ensuring our own sustainable growth.

Improving the customer experience

Our Demand Generation process allows for the engagement with customers throughout their purchasing process, enhancing our business capabilities at each stage of the customer life cycle.

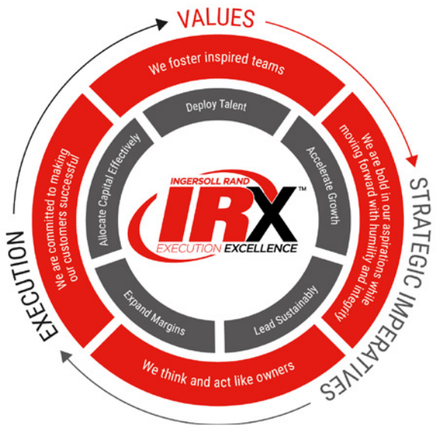
To continuously improve, we gather customer feedback, identify critical experience touchpoints, and swiftly implement enhancements through our weekly Impact Daily Management (IDM) process, which operates in 100-day cycles. This process not only defines what to improve but also how, ensuring long-term success through standardized practices.

Customer satisfaction measurement

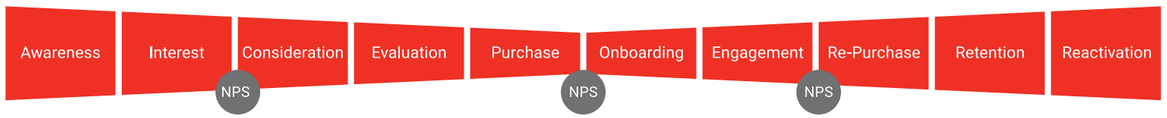
We began by surveying customers post-quote request, which has evolved to include feedback at multiple customer journey stages, such as post-purchase and service interactions. Low Net Promoter Score (NPS) scores trigger follow-up by our sales and service teams. We analyze this feedback monthly to enhance our performance and keep a close watch on our effectiveness.

From the outset, we've focused on customer satisfaction and broadened our feedback scope to pinpoint and address areas needing refinement. Leveraging teamwork and technology, we strive to improve customer satisfaction, reduce response times, and foster organic growth. In 2024, we saw customer satisfaction climbing, with our NPS increasing by eight points since 2021, reaching 26 points overall.

Metric	Unit	2020	2021	2022	2023	2024
Satisfaction measurement	Net promoter score	NA	18	18	20	26
Data coverage	% of revenue	NA	44	54	54	54



We enhance value
at every step of the customer buying journey

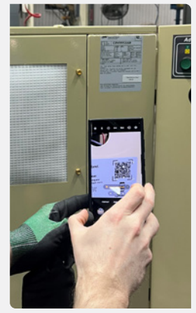


Ingersoll Rand connects to end users using QR codes

Problem

SEEPEX previously included a large, printed Installation, Operation, and Maintenance (IOM) manual, averaging 240 pages, with every pump. We found in our Voice of Customer (VOC) research that the manuals often did not end up with the technicians maintaining the equipment.

Solution



We implemented a digital solution to enhance customer connectivity and reduce resource consumption. By scanning a unique QR code applied to the pump, customers can instantly access the specific, up-to-date IOM anytime. While concise physical installation and safety manuals are still provided where legally required, the full IOM is now digital. This successful process has now been adopted by over 30 Ingersoll Rand brands and sites across the globe.

Outcome

The QR-code driven experience significantly enhances the customer experience for the end users of our machines, by providing easy access to information, a direct line for specific parts/service, and a link to digital add-on functionality of the equipment, generating hundreds of customer touches every day. At the same time, it reduces the environmental impact. For SEEPEX alone, it is saving ~6 million sheets of paper, 66 metric tons of wood, 1.5 million liters of water, 150,000 kWh of electricity, and 60 metric tons of CO_2e annually.

"Distributing our manuals digitally isn't just about saving paper—it's about using technology to connect with users, deliver instant value, and reduce our footprint."

— Martin Eggers, Director Digital Sales & Services Technology

Ingersoll Rand employees at the Campbellsville, Kentucky site with a finished product featuring a QR code.

Operate Sustainably

ENVIRONMENTAL

PROGRESS TO GOALS

Progress on environmental goals

By prioritizing manufacturing efficiency and harnessing renewable energy, we strive to optimize water and energy usage while significantly reducing waste generation and GHG emissions. As part of our commitment to Operate Sustainably, we make every effort to reduce negative impacts of our operations on the environment.

Performance

Using 2020 as our baseline, we have already achieved significant milestones: a 26% reduction in Scopes 1 and 2 emissions, achieved more than double our 17% absolute water reduction goal and an 8% absolute water consumption reduction from water-stressed sites, and 74% progress towards our goal of greater than 50% of sites zero waste to landfill. Additionally, we are on track towards achieving our long-term objectives, having reached 29% progress toward our 2050 net-zero target. By driving efficiencies and innovation at each site, we are scaling solutions that accelerate our progress and position us to make a meaningful impact on the communities we serve and the planet we share.

Aligning our climate goal to the SBTi near-term validated target

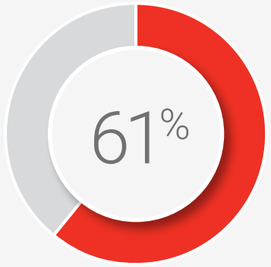
In 2024, Ingersoll Rand was validated by SBTi for near term and net zero targets. As we continue to demonstrate meaningful progress against our ambitious goals, we are aligning with the 1.5°C SBTi validated 42%[1] reduction goal for Scope 1 and 2 for consistency. Our original goal was identified without SBTi input and now that we have collected additional data and validated our 2030 goal with SBTi, we believe it is prudent to adopt their calculated science-based goal. Ingersoll Rand remains steadfast in our commitment to reducing emissions, taking decisive operational steps to drive meaningful progress.

[1] *Details on Ingersoll Rand's validated targets are available on the SBTi dashboard.*

Performance against our 2030 operational goals[1,2,3]

(Baseline year 2020)

GHG EMISSIONS



Reduce absolute annual GHG emissions 42% (Scopes 1 and 2)

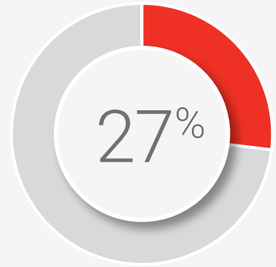
Absolute progress since 2020:
Reduction of 30,728 metric tons (26%), representing 61% of our 2030 goal

WATER

Reduce absolute annual water use by 17%

Absolute progress since 2020:
Reduction of 56.2 million gallons (38%), representing 223% of our 2030 goal

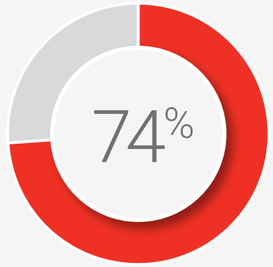
WATER-STRESSED



Reduce absolute water use by 30% in water-stressed sites[4]

Absolute progress since 2020:
Reduction of 3.2 million gallons (8%) representing 27% of our 2030 goal

WASTE



>50% of in-Scope sites achieve zero waste to landfill

Absolute progress since 2020:
Increase of 61 sites (37%), representing 74% of our 2030 goal

2050 operational goals[1,2]

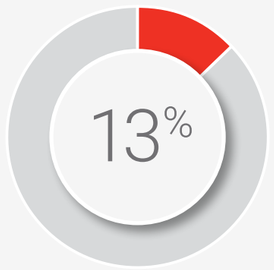
(Baseline year 2020)

NET-ZERO

Net-zero (Scopes 1 and 2)[5]

Absolute progress since 2020

RENEWABLE ENERGY



100% renewable energy

Absolute progress since 2020

[1] As a result of M&A activities since 2020 (surpassed a 5% impact on Scopes 1 and 2) and a drive for consistent improvement, in 2023, Ingersoll Rand significantly expanded its inventory boundary from financial control to operational control, which greatly increased the number of locations (SVC and ADMIN) reporting all Scopes 1 and 2 metrics. As most of these locations are leased, extrapolations were used for all locations based on data (electricity and natural gas consumption) from the locations that could obtain utility invoices. Extrapolations are on an intensity ratio (Mcf / sq ft, kWh / sq ft).In 2024, 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, WRI. This recalculation comprises of the inclusion of locations acquired in 2023, the removal of divested businesses, the adjustment of data errors, and the addition of actual consumption values for the SVC and ADMIN locations. All subsequent years after the base year were calculated in conformance with this method. Excluded from the 2024 base year recalculation are the locations acquired in 2024 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, WRI.

[2] Whole values and percent variances represent the change between 2024 and the recalculated 2020 baseline year.

[3] In 2024, Ingersoll Rand expanded the boundary for the zero waste to landfill goal to include acquisitions after 2020.

[4] Based on current year WRI high and extremely high water risk data.

[5] The Net-zero goal is a commitment to reduce absolute scope 1 and 2 GHG emissions 90% by 2050 from a 2020 base year, which is part of Ingersoll Rand's SBTi validated targets.

Footnotes 1 and 2 apply to all 2030 and 2050 operational goals in this report.

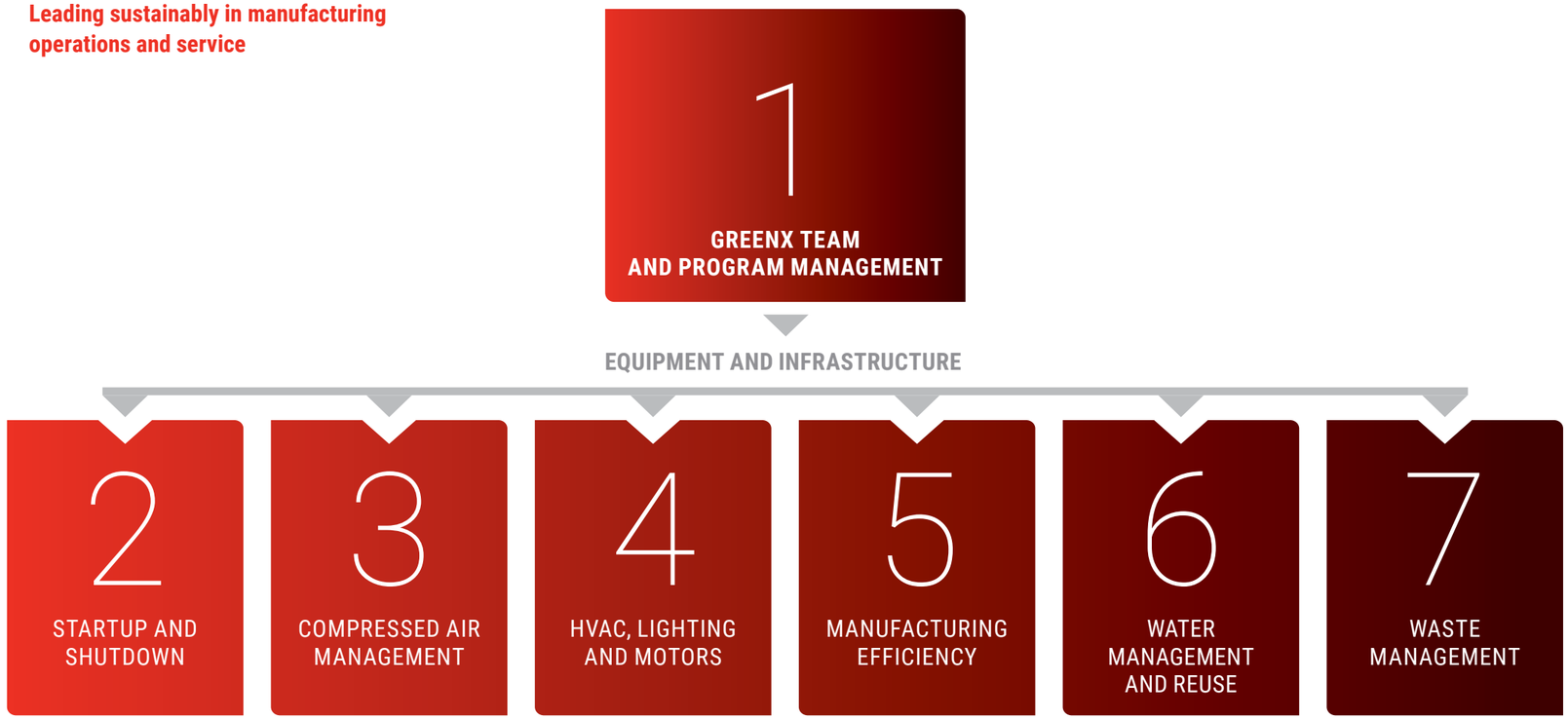
Sustainable operations

Ingersoll Rand has developed GreenX, an internal continuous improvement program aimed at advancing operational sustainability across its manufacturing facilities. This program provides specialized training and best practices to cross-functional, site-level teams, enabling them to collaboratively identify and execute projects that drive annual reductions in energy, water, waste, and GHG emissions. The GreenX pillars related to energy are structured to align with the requirements of ISO 50001, ensuring that its processes and outcomes adhere to globally recognized standards.

The program is organized into seven pillars, each addressing a specific aspect of environmental management. Pillar #1 focuses on team structure and program governance, with a designated leader and champions assigned to oversee the relevant pillars. GreenX teams participate in workshops designed to equip them with the skills and knowledge needed to manage and reduce energy, water, waste, and emissions effectively. To track progress, project pipelines are managed through our Sustainability Project database, where initiatives are documented at various stages—concept, scheduled project, and completion. These pipelines are monitored by the BUs through weekly review meetings to ensure alignment with annual reduction targets.

GreenX — Operational sustainability

Leading sustainably in manufacturing operations and service



55 GreenX TEAMS
implemented since 2022

Performance is consistently evaluated through a weekly Operations Sustainability meeting, where leaders report on their progress and action plans. The key performance indicators (KPIs) listed below are tracked to provide a clear picture of sustainability efforts:

- Lagging KPIs: GHG emissions, water use, and non-hazardous waste.
- Leading KPIs: Indicators to monitor project pipelines for GHG, water, and waste reduction.
- Impact plans: Quarterly assessments to measure project implementation effectiveness.

Annual sustainability goals for water, waste, and GHG emissions are established by the global sustainability team to align with Ingersoll Rand's ambitious 2030 and 2050 environmental targets. Business unit leaders then cascade these goals to the site level, ensuring alignment across the organization. GreenX teams conduct regular audits to pinpoint sources of energy, water, and waste consumption, using these findings to develop actionable efficiency and reduction projects.

Currently, there are 55 GreenX teams operating globally, playing a pivotal role in minimizing the environmental footprint of Ingersoll Rand's manufacturing facilities. By leveraging scalable solutions, adhering to program standards, and integrating industry-leading practices, GreenX continues to drive significant progress toward achieving the company's sustainability commitments.

ENVIRONMENTAL

ENERGY

Energy management

We are dedicated to smart conservation and sustainable innovation to tackle the immediate and future impacts of climate change, utilizing alternative sources of green energy in key manufacturing and service operations. As part of our commitment, energy management excellence is integrated into four of the seven pillars of the GreenX program, emphasizing energy efficiency in buildings and processes. By first measuring and mapping energy consumption, prioritizing the largest energy consumers, and implementing proven best practices, we have standardized a strategic approach to using energy responsibly.

Energy management program

Our energy management programs are designed to drive impactful improvements in energy efficiency through a comprehensive and collaborative approach. We conduct energy treasure hunts to identify opportunities for enhancing efficiency, and set quantified targets to achieve measurable energy savings. Actions are implemented to actively reduce energy consumption, while progress is continuously evaluated to ensure meaningful reductions.

By integrating renewable energy sources and providing training to employees on energy efficiency, we foster awareness and action for energy-efficient practices.

Ingersoll Rand supports the following United Nations Sustainability Development Goals:

Energy efficiency training

The GreenX training process is designed to empower team members with the knowledge and tools needed for improving industrial energy management. As part of the program, team members utilize detailed workbooks that cover activities for all GreenX pillars. These workbooks highlight specific best practices for energy management, presenting them in the form of interactive questions. This approach not only educates team members on key concepts but also encourages collaboration, ensuring the team works together to evaluate opportunities and implement solutions. By combining learning with practical evaluation, the training process fosters a culture of continuous improvement.

Innovation to reduce energy consumption

As part of the GreenX program, teams are empowered to identify and implement innovative solutions that reduce energy consumption, greenhouse gas emissions, and cost. In collaboration with site manufacturing engineering departments, GreenX teams explore opportunities to apply off-the-shelf technologies in ways tailored to Ingersoll Rand's unique processes, enhancing operational efficiency, and supporting our sustainability goals.

Since the inception of the program, our GreenX teams have identified over 1,600 energy, water, and waste opportunities across our sites, improving operational efficiency and reducing utility expenses.

Infrared thermographic cameras, aid team members to find areas where heat is lost and energy is wasted.

300+

employees were involved, and collectively found over 1,300 opportunities

Energy treasure hunts: Driving sustainability across manufacturing sites

Ingersoll Rand employees in Naroda, India, performing an energy treasure hunt to find ways to reduce energy consumption during non-production hours. From left: Ritesh Yadav, Small Recip production manager and Manoj Ghagare, EHS leader.

Our employees actively participate in energy treasure hunts across their sites. The teams conduct these hunts during production hours, in the evenings after production has ended, and even over the weekend, diligently searching for opportunities to optimize energy and water use.

Smart control system for office heating

At our Nuremberg, Germany manufacturing site, the GreenX team identified an opportunity to reduce natural gas usage for office heating. Partnering with an innovative start-up specializing in AI-driven smart sensing technology, the team installed advanced smart thermostats that detect light, sound, and vibration to determine room occupancy. These intelligent systems learn occupant routines and create optimized heating schedules, resulting in an impressive ~23% reduction in energy consumption.

Annual GreenX award

GreenX team in Shanghai, China (from left) Grit Gan, Potter Huang, Wilton Zhu, Shawn Zhu, Amy Yu, Nick Song.

Ingersoll Rand's Shanghai R&D Center wins 2024 GreenX award for innovative sustainability efforts

Ingersoll Rand's Shanghai R&D Center was recognized with the 2024 GreenX Award for its outstanding sustainability achievements, driven by innovation, teamwork, and a deep understanding of operational processes.

In 2023, the site consumed 1.84 MWh of electricity, with approximately 90% of it used for product testing. Faced with the challenge of a 26% GHG emissions reduction goal for 2024—the team turned its focus to efficiency improvements.

The team identified and implemented several impactful changes:

- Optimized endurance tests where inefficiencies were discovered. Some 500-hour tests were reduced to 200 or even 50 hours.
- Shifted testing to customer sites, providing the dual benefit of energy savings and real world condition data for performance simulations.
- Combined tests for products with similar requirements, streamlining processes, and reducing redundant energy use.

As a result, the site achieved a 25% reduction in electricity use and corresponding GHG emissions, and realizing an annual cost savings of 75,000 USD.

This achievement highlights how a local team, with an ownership mindset, can drive meaningful impacts—lowering emissions, reducing energy use, and cutting costs—without compromising product quality or performance.

Renewable energy

A major part of our commitment to our sustainability goals is utilizing sustainable energy sources for our facilities around the world. A combined strategy of smart energy conservation, electrification, and green energy sources is the desired path to achieve our stated goals.

We are harnessing renewable energy by installing solar photovoltaic panels across our sites, helping to significantly reduce the carbon footprint of our operations. Currently, 20 Ingersoll Rand manufacturing facilities in China, Germany, India, Italy, South Korea, and Spain are utilizing on-site solar energy to meet their energy needs. Additionally, 42 of our sites are now purchasing retail renewable electricity, bringing the total number of facilities powered by renewable energy to 62.

All the business unit leaders are actively working with their sites to determine the viability of procuring renewable energy or developing on-site renewable electricity generation.

Proposals for purchase or installation of renewable energy undergo rigorous internal process where they are evaluated by the corporate team to ensure they meet Ingersoll Rand requirements and are aligned with the GHG Protocol.

Operations energy consumption is directly related to GHG emissions either from the use of non-renewable electricity or the burning of fossil fuels for process or building heating.

62

20 manufacturing sites are powered by on-site solar panels, and 42 locations have renewable energy contracts in place

Global solar locations

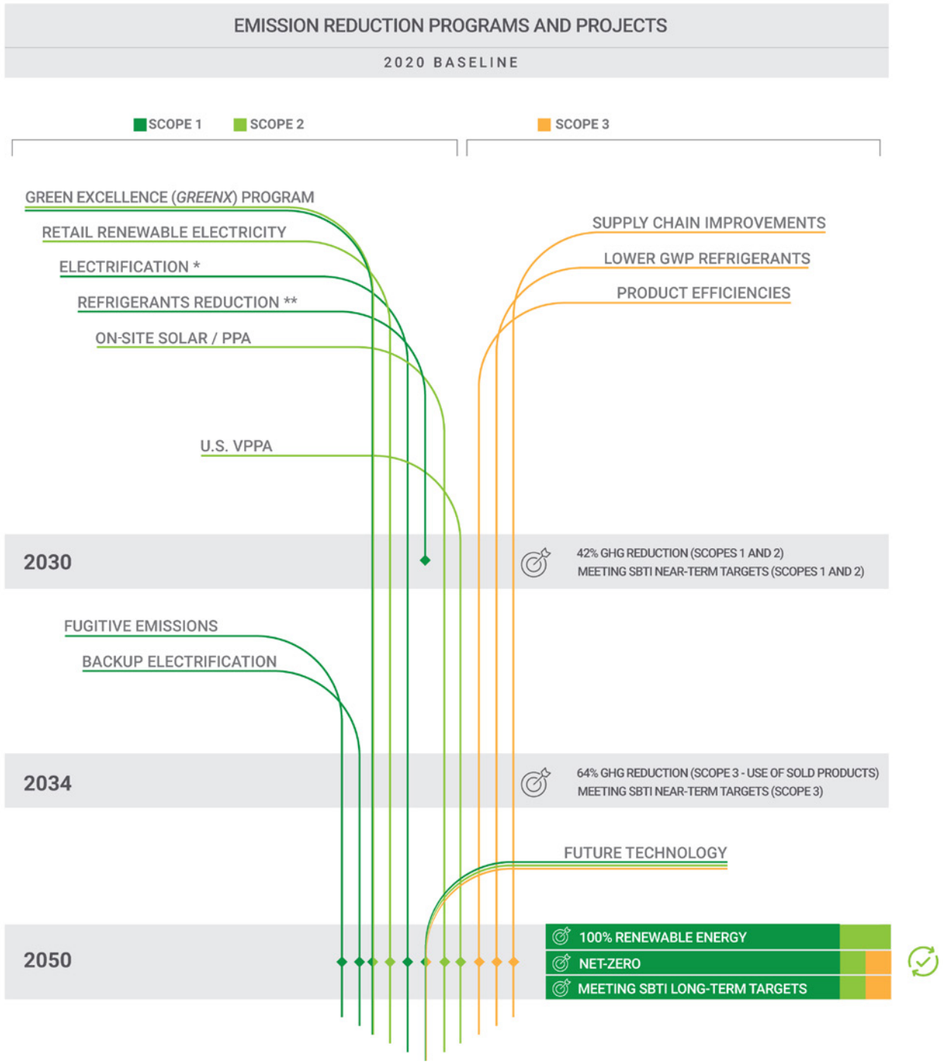
The solar installations at our sites produced nearly 12 million kWh of electricity and saved 6,276 metric tons of CO_2e in 2024. This is a critical step on the roadmap to Ingersoll Rand's 2030 and 2050 environmental goals. Ingersoll Rand also returned over 1.2 million kWh of solar-generated electricity to the local electrical grid in 2024.

On-site solar power

At our Pont Saint-Pierre manufacturing facility in France, the GreenX team made a significant stride in sustainability by installing a ground-based solar photovoltaic system. Covering a surface area of 750 m², these solar panels now generate approximately 6% of the site's annual electricity consumption. This renewable energy initiative is financially beneficial, delivering savings from the very first year. In 2024 alone, the system produced an impressive 131,674 kWh of electricity, translating to 50,735 USD in savings, showcasing the economic and ecological potential of solar technology.

GHG emission reduction roadmap

We regularly review and update our path forward to our 2050 aspirational goals to include the most recent data and enablers.



* CONVERSION TO HYBRID & ELECTRIC FLEET, PROPANE FORKLIFT ELECTRIFICATION, PROPANE HEATING ELECTRIFICATION, PROCESS NATURAL GAS

** REFRIGERANTS ELIMINATED FOR TESTING PURPOSES

Direct GHG emissions (Scope 1)

Direct GHG (Scope 1)	Unit	2020	2021	2022	2023	2024	2024 Target
Total direct GHG emissions (Scope 1)	Metric tons CO_2e	46,214	45,008	41,681	42,056	38,932[1]	38,603 (-8.21%)
Stationary direct GHG emissions	Metric tons CO_2e	16,701	18,709	18,103	16,798	16,285	NA
Mobile direct GHG emissions	Metric tons CO_2e	18,533	19,368	19,530	19,860	19,955	NA
Fugitive direct GHG emissions	Metric tons CO_2e	10,980	6,932	4,048	5,398	2,692	NA
Data coverage	Percentage of revenue	100%	100%	100%	100%	100%	NA

Indirect GHG emissions (Scope 2)

Indirect GHG (Scope 2)	Unit	2020	2021	2022	2023	2024	2024 Target
Location- based	Metric tons CO_2e	67,253	70,236	64,582	58,523	57,694[1]	56,182 (-4%)
Data coverage	Percentage of revenue	100%	100%	100%	100%	100%	NA
Market-based	Metric tons CO_2e	73,508	67,544	59,888	54,579	50,061[1]	50,098 (-8.21%)
Data coverage	Percentage of revenue	100%	100%	100%	100%	100%	NA

Total energy consumption	Unit	2020	2021	2022	2023	2024	2024 Target
Total non-renewable energy consumption[2]	MWh	330,446	326,914	307,276	294,101	276,572[1]	282,337 (-4%)
Total renewable energy consumption	MWh	1,455	22,788	32,197	31,051	40,650[1]	32,076 (+3.3%)
Data coverage	Percentage of revenue	100%	100%	100%	100%	100%	NA

[1] Ingersoll Rand's data has been assured by a third party, ERM CVS. See our 2024 Assurance Statements for a complete list of data points assured.
[2] Ingersoll Rand solar panels returned 1.2 million kWh of solar electricity to the grid in 2024. For accuracy, this energy was subtracted from the total energy covered by the Assurance Statement delivered by our third party independent global assurance provider.

Indirect GHG emissions (Scope 3)[1]

Total metric tons CO_2e	2020	2021	2022	2023	2024	2024 Target
	163,350,254	202,513,664	214,625,921	212,691,807	192,593,255	206,311,053 (-3%)
Category	Metric tons CO_2e	Metric tons CO_2e	Metric tons CO_2e	Metric tons CO_2e	Metric tons CO_2e	Calculation method
1. Purchased goods and services	575,624	716,531	824,740	856,317	749,358	Spend (monetary) based method
2. Capital goods	23,099	25,655	28,697	34,660	26,460	Spend (monetary) based method
3. Fuel-and-energy-related-activities (not included in Scopes 1 or 2)	21,868	22,013	21,389	18,810	18,918	Average-data method
4. Upstream transportation and distribution	93,491	65,719	90,249	57,471	69,074	Spend (monetary) based method
5. Waste generated in operations	3,630	4,912	4,480	4,463	5,748	Average-data method
6. Business travel	630	5,013	9,004	13,079	12,897[2]	Fuel-based method
7. Employee commuting	25,147	23,721	25,522	27,946	28,717[2]	Average-data method
8. Upstream leased assets	0	0	0	0	0	N/A
9. Downstream transportation and distribution	12,359	8,688	11,931	7,598	9,132	Spend (monetary) based method
10. Processing of sold products	11	15	16	18	16	Spend (monetary) based method
11. Use of sold products[1]	162,523,448	201,563,734	213,521,436	211,576,372	191,580,579[2]	ISO LCA 14040
12. End of life treatment of sold products	33,439	39,236	45,110	53,357	48,934	Average-data method
13. Downstream leased assets	2,524	3,446	4,184	6,752	7,196	Spend (monetary) based method
14. Franchises	0	0	0	0	0	N/A
15. Investments	34,983	34,981	39,162	34,965	36,225	Spend (monetary) based method

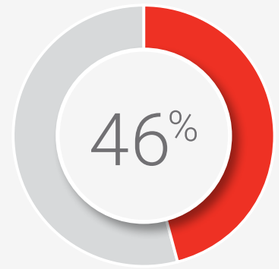
[1] In 2022, Ingersoll Rand adjusted the calculation methodology for Category 11 (Use of Sold Products) to derive a more accurate calculation of its products' life cycle emissions. Additionally, IEA scenario-based electricity emission factor values (World Energy Outlook Dataset) based on Stated Policies (STEPS) were applied to all years within the Category 11 model. In 2024, a base year (2020) recalculation was performed for Category 11. This recalculation comprised of the inclusion of products from businesses acquired in 2021, 2022, and 2023 and a methodology adjustment to correct for data accuracy. Excluded from this recalculation are products from businesses acquired in 2024. All base year calculations were performed in accordance with the GHG Technical Guidance for Calculating Scope 3 Emissions, 2013, World Resources Institute. All subsequent years after the base year were calculated in conformance with this method. Ingersoll Rand's Scope 3 emissions data were prepared in accordance with the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard and are based on the best available information we were able to obtain from our systems and include a number of assumptions and extrapolations. Our use of sold products (Category 11) model in SimaPro covers the GHG emissions from 80%+ of our total complete units revenue. The GHG emissions from the remaining portion of our complete units revenue was extrapolated from the model and as such our total calculated completes revenue may not match actual total completes revenue. 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 has the potential to lead to noteworthy fluctuations in the Scope 3 emissions data reported for previously reported periods.

[2] Ingersoll Rand's data has been assured by a third party, ERM CVS. See our 2024 Assurance Statements for a complete list of data points assured.

Scope 3 progress to goal

Near-term SBTi goal:

Reduce Scope 3 GHG emissions from the use of sold products (Category 11) 64% per USD value added by 2034.

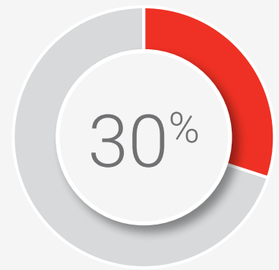


Absolute progress since 2020:

Reduction of 0.05 metric tons CO_2e per USD value added (29%), representing 46% of our 2034 goal.

Long-term SBTi goal:

Reduce Scope 3 GHG emissions from the use of sold products (Category 11) 97% per USD value added by 2050.



Absolute progress since 2020:

Reduction of 0.05 metric tons CO2e per USD value added representing 30% of our 2050 goal.

ENVIRONMENTAL

WASTE

Zero Waste to Landfill

Waste management

We empower teams to measure, manage, and reduce waste while prioritizing reuse and recycling to minimize our environmental impact. Guided by tools and processes, teams identify opportunities for improvement and implement best practices. Additionally, pilot projects focused on sustainable packaging and innovative waste solutions drive progress toward our goal of achieving zero waste to landfill status across sites, fostering continuous improvement in waste management.

Waste management programs

As part of the GreenX program, manufacturing teams are tasked with measuring, managing, and reducing waste. Teams are encouraged to conduct organized "evaluations of non-hazardous waste" to understand the types of waste streams generated at their facilities.

The pillar on waste management is a workbook that helps the team members in understanding all the site waste streams, the amounts of each stream, the source of the streams and inefficient processes or methods. From the workbook and GreenX workshops, best practices are reviewed, and priorities are established.

During weekly IDM review meetings with each business unit, non-hazardous waste amounts are compared against relevant goals and successful projects are presented on the Global EHS Learning Sessions for scaling across the businesses.

Ingersoll Rand supports the following United Nations Sustainability Development Goals:

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

Innovation with sustainable packaging and waste management.

An active global team comprised of the BU EHS leaders and supplier purchasing team members meets regularly to discover actions and determine best practices for sustainable packaging produced either from supplier parts or site product packaging.

Sustainable packaging pilots are currently being conducted in each of our BUs. Teams are working to find ways to:

- **Eliminate the use of two-part AB foam**
- **Replace plastic packaging with recycled cardboard**

Waste disposal

Metric	Unit	2020	2021	2022	2023	2024	2024 Target
Total waste recycled/reused[1]	Metric tons	2,094	20,740[1]	25,347	21,916	25,920[2]	–
Total waste disposed	Metric tons	14,258	14,938	12,139	5,466	6,938[2]	5,193 (-5%)
Waste landfilled	Metric tons	4,174	3,450	3,063	2,653	4,048	NA
Waste incinerated with energy recovery	Metric tons	0	0	0	2,113	2,316	NA
Waste incinerated without energy recovery	Metric tons	0	0	0	700	574	NA
Waste otherwise disposed	Metric tons	0	0	0	0	0	NA
Waste with unknown disposal method	Metric tons	10,084	11,488	9,077	0	0	NA
Data coverage	% of revenue	100%	100%	100%	100%	100%	NA

[1] Ingersoll Rand started tracking metals recycled in 2021.
[2] Ingersoll Rand's data has been assured by a third party, ERM CVS. See our 2024 Assurance Statements for a complete list of data points assured.

Hazardous waste

Metric	Unit	2020	2021	2022	2023	2024	2024 Target
Total hazardous waste recycled/reused	Metric tons	1,157	1,590	1,224	1,449	1,273	NA
Total hazardous waste disposed	Metric tons	83	47	568	794	721[1]	786 (-1%)
Hazardous waste landfilled	Metric tons	73	33	72	57	78	NA
Hazardous waste incinerated with energy recovery	Metric tons	10	10	235	446	333	NA
Hazardous waste incinerated without energy recovery	Metric tons	0.12	4.78	262	291	311	NA
Hazardous waste otherwise disposed	Metric tons	0	0	0	0	0	NA
Hazardous waste with unknown disposal method	Metric tons	0	0	0	0	0	NA
Data coverage	% of revenue	100%	100%	100%	100%	100%	NA

Direct VOC emissions	Unit	2020	2021	2022	2023	2024	2024 Target
Direct VOC emissions	Metric tons	100.1	81.9	97.6	99.3	95.5[1]	98.3 (-1%)
Data coverage	Percentage of revenue	100%	100%	100%	100%	100%	NA

[1] Ingersoll Rand's data has been assured by a third party, ERM CVS. See our 2024 Assurance Statements for a complete list of data points assured.

Zero waste initiative: organic waste composting at Naroda, India site

The Naroda, India, facility has implemented an advanced organic waste composting mechanism to achieve 100% safe disposal of bio-degradable waste generated within the plant premises. This initiative focuses on processing canteen food waste, grass, and dry leaves into valuable organic manure through an efficient in-house composting system. Utilizing a state-of-the-art composting machine, the process involves shredding the waste, enriching it with microorganisms and moisture, and maintaining optimal temperatures for decomposition. The machine also eliminates pathogens, ensuring the production of high-quality organic fertilizer. This sustainable approach not only reduces waste treatment and disposal costs by approximately 3,000 USD annually but also generates over 3,300 pounds of organic manure every year, meeting the facility's gardening needs. By achieving zero waste to landfill, the project significantly strengthens the site's waste management system while contributing to environmental conservation.

ENVIRONMENTAL

WATER

Water management

Water stewardship is a key focus of our sustainability initiatives, empowering teams to monitor, manage, and reduce water consumption. Through specialized training and resources, teams identify major water users, implement best practices, and address inefficiencies. Risk-based reduction targets guide progress. Team leaders drive collaboration and ensure sustainable water management practices.

Water management programs

Progress to water goals

Water recycling success at Shandong, China plant

At our Shandong, China facility, a simple act of ingenuity is making a big difference. By repurposing an old holding tank to capture and reuse condensate water, we are saving 2,700 gallons of water daily—enough to supply dozens of households.[1] This project not only reduces operational costs but also supports water resilience in a region facing growing water stress challenges.

BEFORE: Previously, condensate water from the pure water system was discharged directly, leading to unnecessary waste.

AFTER: By repurposing an old water tank to store condensate water, the system now pumps it to the workshop office building for reuse.

Water stewardship is a fundamental component of the GreenX program for all of our operations sites. Teams regularly review water usage data against monthly KPIs, guided by a dedicated workbook for water management. Water champions, trained in best practices through GreenX workshops, identify key water consumers within processes and facilities, investigating opportunities to implement solutions from the workbook. When additional data is required, sub-metering is installed to provide detailed insights, enabling teams to optimize consumption. Unusual increases in water flow, particularly during non-production hours, are monitored to detect leaks, which are promptly addressed to prevent waste. Teams are also tasked with identifying and retrofitting open-loop systems into closed-loop systems to enable water reuse.

The GreenX water management workbook further emphasizes best practices for sanitary water use, such as installing low-flow fixtures and presence-sensing controls in washrooms and showers.

Rainwater collection systems

In water-scarce regions like India and parts of China, our GreenX teams have implemented harvesting systems that collect and store seasonal rainfall for reuse within our facilities, reducing reliance on municipal supplies and helping preserve water for local communities.

Training in water stewardship

As part of the GreenX workshops, and workbook team members are trained in how to monitor and reduce water usage. Champions become subject matter experts for the area of focus within their facility. The best practices described in the GreenX tool provide good water management techniques.

Establishment of water targets

Water reduction targets are established based on site-specific water risk, as determined using the WRI's risk database. High-risk sites are assigned a 2.5% annual reduction target, medium-risk sites a 2% target, and low-risk sites a zero-reduction target. These risk-based goals, introduced in 2024, build upon the program's success in achieving a 17% absolute water reduction seven years ahead of our 2030 goal.

Progress to water reduction goals

To ensure continued progress, business unit EHS leaders collaborate with GreenX teams to prioritize water reduction projects and allocate capital investments. This collective effort drives meaningful advancements in water stewardship and supports long-term sustainability objectives across all our facilities.

Water reduction enablers for water-stressed sites

Goal: 30% reduction of water use by 2030

- **Closed-loop systems**
- **Low-flow fixtures**
- **Rainwater harvesting**

To support our 30% water reduction goal in water-stressed areas, we have launched targeted initiatives across our sites. These include water metering in Changzhou, China, and process optimizations in Guilin, China, and Burbank, California. In Chennai, India, efficient spray hoses reduce canteen water use, while Chonburi, Thailand, reuses testing water in operations. Ocala, Florida, has upgraded to low-flow, hands-free fixtures.

In water-stressed regions, our 30% reduction target is not just a metric. We are aligning our operations with the needs of the communities we serve, ensuring that our growth does not come at the expense of local water security.

Water consumption

Metric	Unit	2020	2021	2022	2023	2024	2024 Target
A. Water withdrawal (excluding saltwater)	Million cubic meters	0.563	0.627	0.531	0.396	0.349	0.371 (-6.3%)
B. Water discharge (excluding saltwater)	Million cubic meters	0	0	0	0	0	NA
Total net fresh water consumption (A-B)	Million cubic meters	0.563	0.627	0.531	0.396	0.350[1]	0.371 (-6.3%)
Data coverage	% of revenue	100%	100%	100%	100%	100%	NA

[1] source: https://www.ceicdata.com/en/china/water-consumption-daily-per-capita-residential

[1] Ingersoll Rand's data has been assured by a third party, ERM CVS. See our 2024 Assurance Statements for a complete list of data points assured.

ENVIRONMENTAL

BIODIVERSITY

Our commitment to nature

At Ingersoll Rand, we recognize the importance of preserving biodiversity and minimizing our impact on the environment. Since the launch of a dedicated biodiversity program supported by systematic monitoring and evaluation, focused on new construction projects, it has integrated conservation practices, and enhanced ecological preservation.

Strategic approach

We assess and manage nature-related risks and opportunities through a robust risk management framework. This approach includes evaluating ecological dependencies, impacts, risks, and opportunities at our manufacturing sites. A comprehensive assessment of 88 sites across nine distinct biomes helped us prioritize areas for biodiversity protection. These priority biomes include:

- Temperate broadleaf and mixed forests (18 Ingersoll Rand sites)
- Temperate grasslands, savannas, and shrublands (4 Ingersoll Rand sites)
- Tropical and subtropical moist broadleaf forests (1 Ingersoll Rand site)
- Tropical and subtropical dry broadleaf forests (3 Ingersoll Rand sites)

Approximately 31% of our sites are located within recognized biodiversity hotspots, including priority biomes. For new construction in these areas, we employ a biodiversity mitigation hierarchy, described in more detail in our 2023 Sustainability Report.

1. Avoid **2. Minimize**

3. Restore **4. Offset**

INGERSOLL RAND'S BIODIVERSITY COMMITMENT:

At Ingersoll Rand, we recognize that the natural environment and its associated benefits are fundamental to the well-being of the communities we serve. Our company places great importance on protecting biodiversity and threatened species. In line with our commitment outlined in prior Sustainability Reports, and globally recognized standards and frameworks, we completed a comprehensive assessment of the ecosystems in which we operate worldwide. This evaluation is aimed at enhancing our understanding of these ecosystems and implementing measures to prevent biodiversity loss.

INGERSOLL RAND'S NO DEFORESTATION COMMITMENT:

We hold a deep reverence for the essential role that forests play in sustaining life on our planet. As such, we are dedicated to protecting and preserving these natural resources. We understand that forests are not only integral to the natural ecosystem but also absorb and store GHGs. We are committed to mitigating climate risks, improve climate change resiliency, safeguard biodiversity and provide livelihoods and economic opportunities for forest-based communities. Our goal is to understand the potential consequences of deforestation throughout our value chain. As we discover our impact and seek to evaluate ambitious and attainable no deforestation goals that are aligned to our strategic imperatives, we will consider globally recognized standards and frameworks. Once understood, we will consider action plans to monitor, verify, and contribute towards a deforestation-free value chain as we seek long-term sustainability of our business and shared planet.

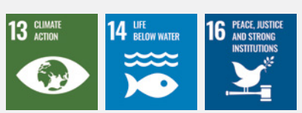
Biodiversity risk assessment and governance

Ingersoll Rand is committed to transparency in addressing biodiversity risks and the steps involved in our biodiversity risk assessment process. Our approach is location-specific, ensuring that assessments are tailored to the unique ecological characteristics of each site.

Biodiversity risk management is integrated into our company-wide, multidisciplinary risk management processes, aligning with our Enterprise Risk Management (ERM) framework. Biodiversity oversight is embedded in our governance structure, led by our Board of Directors' Sustainability Committee. This committee reviews biodiversity risks identified through the Taskforce on Nature Related Financial Disclosures (TNFD) framework. Our ERM process integrates biodiversity considerations, ensuring alignment with the Committee of Sponsoring Organizations (COSO) framework and TNFD principles.

This allows us to effectively address both dependency-related biodiversity risks (such as reliance on ecosystems and natural capital) and impact-related biodiversity risks like habitat modification and pollution. We recognize that these risks not only affect our direct operations but may also overlap with adjacent areas and upstream activities within our supply chain. By considering the broader ecological implications, we aim to mitigate biodiversity risks across our entire value chain, adopting a comprehensive and sustainable approach to preserving the environment.

Ingersoll Rand supports the following United Nations Sustainability Development Goals:



Sustainable practices

Ingersoll Rand's goal is to reduce GHG emissions by 42% by 2030, (compared to 2020), improving recycling processes, and minimizing waste and pollution—through initiatives that positively impact biodiversity. Our annual goals for air quality, water conservation, and waste reduction further support ecological preservation.

Our focus on biodiversity and deforestation began with an emphasis on the construction of new facilities. New projects start with an environmental assessment of the land and habitats that will be impacted by construction and operations. The local project team works to protect any impacts caused by construction and operations activities, and restore the same or greater level of biodiversity.

Environmental impact assessment

We assess our environmental footprint by analyzing quantifiable impact drivers, such as resource consumption and byproducts of production. These metrics help us prioritize areas for improvement by linking ecosystems, habitats, and species data. Key impacts include habitat modification, species population changes, and pollution. These insights form the foundation of our future biodiversity initiatives.

Climate strategy

2024 Climate risk assessment and strategy development

In 2024, Ingersoll Rand conducted a comprehensive scenario analysis of physical and transition risks under the International Sustainability Standards Board (ISSB) framework (formerly known as TCFD). This study covered 100% of Ingersoll Rand's existing facilities and those under construction. Key objectives included assessing supply chain exposure to physical risks at priority seaport locations, identifying owned and operated assets vulnerable to climate hazards, quantifying physical risk impacts, evaluating carbon pricing risks as a transition challenge, informing climate adaptation and resilience strategies, and enhancing climate-related disclosures.

Scenario selection

Our scenario selection captured a broad range of potential future conditions for both physical and transition risks.

Physical risk assessment

We analyzed exposure to eight climate-related physical hazards across 258 owned and operated facilities and key supply chain locations, quantifying risks related to property damage and business interruption for 15 priority locations.

Transition risk assessment

Using our 2024 inventory, five regions were prioritized for analysis. The financial impact of carbon pricing was quantified for these regions to better understand transition risks and their implications for our operations.

ENVIRONMENTAL

EHS POLICY AND MANAGEMENT SYSTEM

Comprehensive EHS framework

Ingersoll Rand's EHS management system is a framework of policies and procedures designed to protect the well-being of our employees, contractors, and visitors while also protecting the environment. Built on international standards, industry best practices, and insights from our operational experience, this system ensures a consistent and comprehensive approach across all our sites.

Framework for EHS

Our EHS management system is a set of policies and procedures tailored to Ingersoll Rand operations, designed to protect the health and safety of our employees and the environment. The items presented below reflect the key aspects of our EHS Management System.

- **EHS steering committee:** Including EHS BU Leaders and the Vice President of Sustainability and EHS, this committee sets the annual EHS strategy and manages ongoing projects and results on a weekly basis.
- **Global EHS council:** The council, made up of representatives from every region and BU, convenes weekly to execute Ingersoll Rand's EHS initiatives, driven by the IRX IDM process, which focuses on culture, EHS framework, and the recognition/communication of achievements.
- **EHS standard work:** Our system is established on standard work, ensuring global adherence by all Ingersoll Rand facilities, with designated local functional owners overseeing implementation and operationalizing the standards.
- **EHS audits:** Facilities conduct self-assessments annually, and most are audited by Ingersoll Rand's EHS professionals every three years, while also maintaining certifications such as ISO 14001, ISO 45001, ISO 50001, MASE, or VCA where applicable.
- **Global EHS learning sessions:** Monthly sessions enable the exchange of best practices and insights across all sites, fostering the integration of effective strategies and leveraging the work across BUs.
- **EHS training:** Our training aligns with local, national, regional mandates, and company standards, with documentation of classroom and hands-on training recorded in local or global databases.
- **EHS metrics:** EHS data is logged in a global database and reported monthly to the CEO, Executive Leadership Team, and site management. Quarterly, BU Vice Presidents report progress to the CEO and Executive Leadership Team.
- **EHS investment tracking:** A comprehensive company database tracks EHS-related financial and operational investments, resources, costs, and environmental metrics like waste, water, and GHG savings. Safety-related capital projects are monitored in a dedicated database.
- **EHS roundtables:** Forums for the global EHS community to delve deeply into a piece of standard work and exchange ideas, learnings, and best practices.
- **Environmental bootcamp:** Targeted discussions within the global EHS community regarding obligations and best practices for responsibly managing water, waste, and air emissions.
- **Injury reviews:** All recordable injuries undergo a global review with select, Executive Leadership Team members, determining root causes and corrective measures, which are then disseminated for collective learning and prevention of recurrence.
- **Sustainability Ambassador Program:** This program offers a developmental platform for Ingersoll Rand employees to collaborate with the Corporate Sustainability and EHS Team, providing impactful EHS projects and enhancing their EHS acumen. This initiative is incorporated into the employee development plans.

Our EHS management system provides our EHS leaders worldwide with the necessary resources and responsibility to manage the health and safety of our employee's development plan, as well as that of contractors and visitors. It ensures a consistent, comprehensive approach to upholding EHS standards throughout Ingersoll Rand's operations.

ENVIRONMENTAL, HEALTH, AND SAFETY STANDARD WORK

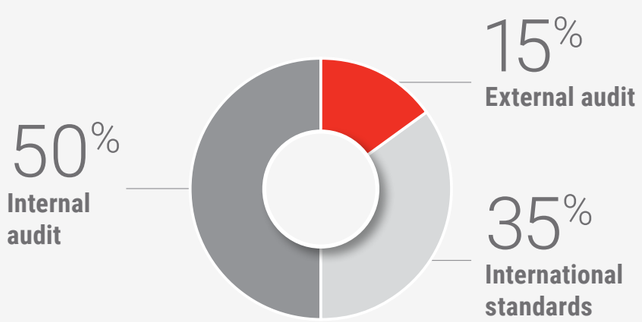
- Air management
- Audits
- Behavior-based safety
- Chemical management
- Compressed gas cylinders and pressure vessels
- Confined space
- Contractor safety
- Cranes, hoists and lifting equipment
- Critical EHS rules
- EHS committees
- EHS management system
- EHS policy
- Electrical safety
- Emergency preparedness
- Energy management
- Ergonomics
- First aid
- GreenX program
- Hand and portable power tools
- Hearing conservation
- Hot work
- Industrial hygiene
- Lockout tagout
- Machine safety
- Management of change
- MDI EHS boards
- New building construction
- Powered industrial vehicles
- Refrigerant management
- Regulatory inspections
- Respiratory protection
- Risk management
- Safe driving
- Storage racking
- Surface and subsurface structures
- Sustainability Ambassador program
- Walking working surfaces
- Waste management
- Water management
- Working at heights

EHS management system: certification/audit/verification

Certification/audit/verification	Coverage (%)[1]	Examples of certification documents
EMS is verified through international standards (e.g., ISO 14001, ISO 45001, EMS certification)	35%	31 sites
Third-party certification/ audit/verification by specialized companies	15%	13 sites have had limited EHS compliance review.
Internal certification/audit/ verification by company's own specialists from headquarters	50%	Corporate EHS internal audits performed by EHS professionals throughout the company. Managed by our corporate VP of Sustainability. 44 total EHS audits.
Total	100%	

[1] *Table coverage percentage is based on a total of 88 manufacturing sites.*

EHS audit certification coverage



Return on environmental investments[1]

Currency	2020	2021	2022	2023	2024
Capital investments	$1,222,595	$7,103,258	$7,049,005	$2,284,966	$6,045,993
Operating expenses	$18,500	$359,305	$669,781	$610,802	$1,806,293
Total expenses (= capital investment + operating expenses)	$1,241,095	$7,462,563	$7,718,786	$2,895,768	$7,852,286
Savings, cost avoidance, income, tax incentives, etc.	$526,941	$1,352,530	$1,656,905	$898,930	$2,264,618
% of operations covered	100%	100%	100%	100%	100%

[1] *Projects beginning in previous years generally continue reporting into subsequent years as they are multi-month. These values are estimates only and may not reflect the actual investment or savings. Additionally, these values may not include all environmental projects as the database is continuously updated.*

Environmental violations

Ingersoll Rand has not paid any significant fines (>$10,000) related to environmental or ecological issues in the past five fiscal years.

Types of fines	2020	2021	2022	2023	2024
Number of violations of legal obligations/regulations	0	0	0	0	0
Amount of fines/penalties related to the above	$0	$0	$0	$0	$0
Environmental liability accrued at year end	$0	$0	$0	$0	$0

FY 2020, 2021, 2022, 2023, 2024[2]

ZERO

Number of work-related fatalities among all employees and contractors

[2] *Ingersoll Rand's data has been assured by a third party, ERM CVS. See our 2024 Assurance Statements for a complete list of data points assured.*

SOCIAL

HEALTH AND SAFETY

Safety culture

At Ingersoll Rand, the principle of continuous improvement is deeply ingrained in our approach to workplace safety. Creating and upholding a safe and secure working environment is a critical responsibility that we owe to every employee. Our employees are actively engaged in identifying potential safety hazards and taking proactive steps to either remove or reduce these risks. This commitment seeks to ensure the protection of each individual, with the ultimate aim that everyone can safely return to their families at the end of each day.

Developing a longstanding culture of safety

Strengthening our safety culture has been one of our most significant areas of focus over the past several years. We have approached this through various key initiatives, including addressing safety concerns, implementing Behavior-Based Safety (BBS) observations, and fostering active leadership engagement. We motivate our team members to not only voice any safety issues they encounter but also to take the initiative to solve these risks within their own groups. Cultivating an attitude of proactive problem-solving is critical, as it instills a sense of ownership among employees regarding the resolution of safety issues. In 2024, our employees collectively solved over 26,400 safety concerns in the workplace and field services.

This unwavering dedication to safety is also a fundamental expectation for our contractors who are required to share this same level of commitment and proactive approach to a hazard-free workplace. We set high safety training and performance expectations, and we evaluate contractor safety performance.

Our EHS Policy empowers employees to actively support safety improvements, including using stop work authority when risks arise—an action fully supported by management. Ingersoll Rand allocates resources for safety initiatives such as personal protective equipment (PPE), training, reporting, and recognition.

26,400+
Employee safety concerns solved in 2024

Goals

Annually, a variety of leading and lagging EHS goals are communicated to our BUs, which are then cascaded to the individual sites and tracked on a monthly scorecard. The BU Vice Presidents report their EHS progress quarterly to the CEO and executive leadership team. Furthermore, our Board of Directors Sustainability Committee reviews our progress to goals and associated actions three times a year.

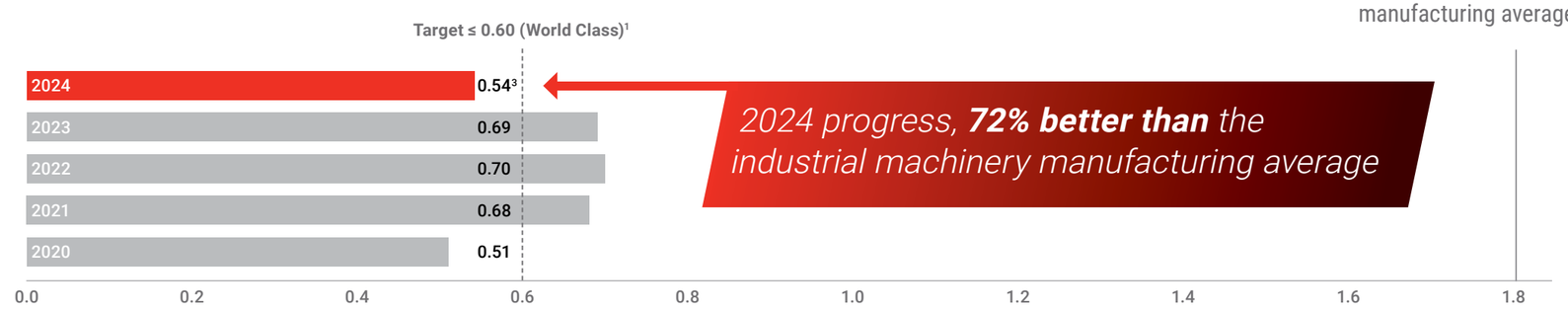
The safety goals for 2024 included: TRIR of 0.6, Lost Time Injury Rate (LTIR) of 0.06, safety concerns (one for every two employees), BBS (one for every two employees), implementation of standard work (90%), and compliance (90%).

The EHS Steering Committee conducts an analysis of safety data on a quarterly basis, evaluating key initiatives for incorporation into our quarterly IDM planning tool. In 2024, these initiatives specifically targeted our highest incidents of cuts/lacerations and strains/sprains and encompassed strategies such as the machine safety emphasis program, focus and supporting new acquisitions, comprehensive EHS training, the adoption of BBS observations, safety enhancements to the Safety-Quality-Delivery-Inventory-Productivity (SQDIP) process, focus on ergonomics, and management of change procedures. The progress of our safety initiatives is tracked on a weekly basis within our EHS IDM. Several of these initiatives are described on the following pages.

Safety goal progress

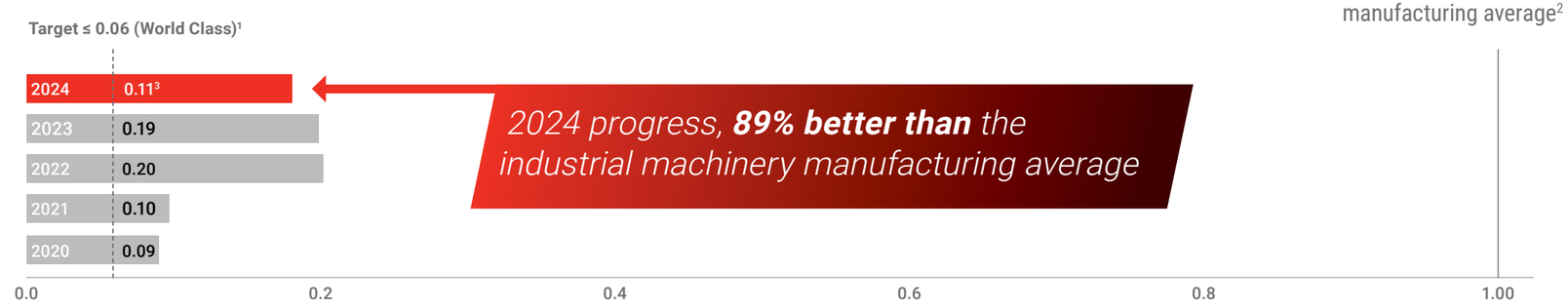
Total recordable injury rate

1.9 industrial machinery manufacturing average[2]



Lost time injury rate

1.0 industrial machinery manufacturing average[2]



[1] *World Class is defined as the top quartile of manufacturing companies with >1,000 employees per U.S. Bureau of Labor Statistics (2020).*
[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.*
[3] *Ingersoll Rand's data has been assured by a third party, ERM CVS. See our 2024 Assurance Statements for a complete list of data points assured.*

All-hands global safety day

Our Sidney, OH plant celebrates Safety Day by signing the Safety Day Ergo pledge.
Right: *Vishwas Deshmukh (L) and Chirag Pancha (R) at our Naroda, India plant, pose for a Safety Day photo.*

The 2024 global Safety Day, with its emphasis on ergonomics, was a resounding success, drawing enthusiastic involvement from team members across the organization. The event kicked off with comprehensive training sessions on office and industrial ergonomics, including specialized instruction on designing workstations that enhance employee safety. Following the training, teams dispersed to their respective work areas—be it office spaces, warehouses, factories, R&D, or service sites—to evaluate and address ergonomic improvement opportunities. Our global workforce played a pivotal role, uncovering nearly 4,000 potential risks and successfully resolving 1,300 of them within the initial 30-day period. Demonstrating a strong commitment to workplace safety, more than 11,200 employees signed the Safety Pledge card, affirming their dedication to upholding safety standards every day. Our employee ownership culture, as demonstrated during Safety Day, is a meaningful way for all employees to feel a sense of belonging and contribute to our safety efforts fulfilling our purpose of Making Life Better.

2024 Ergo Cup champions: celebrating ergonomic excellence

Sedalia's Ergo Team and winner of the Ergo Cup L-R: Josh Brant, Tyler Utz, Josh Mefford, Brandon Anderson, James Driskell.

In 2024, our company initiated an ergonomic improvement program that united 19 teams from various global locations to address some of our most pressing industrial ergonomic challenges. Through training, tools, and ergonomic software, these volunteer teams were equipped to identify ergonomic hazards and implement effective solutions. With a commitment to enhancing the work environment, each team conducted one Ergonomic Assessment monthly for a year, Making Life Better for our employees at work.

As the year concluded, one particular ergonomic assessment stood out. Originally, at a testing station, operators were required to manually exert nearly 100 pounds of force to move a pipe over a blower for testing. The innovative team in Sedalia, Missouri reengineered the test stand. For under 2,400 USD, they managed an in-house design and installation that introduced an air motor and a tailor-made drive sprocket coupled with an idler pulley system. This innovative setup completely automated the movement of the bulky air intake piping during test setups, thereby eliminating the strenuous manual effort previously required and earning them the Ergo Cup award.

Behavior-based safety

Victor Sui from our NASH plant in Shandong, China coaches an employee during a BBS observation.

Ingersoll Rand's BBS initiative is a proactive program designed to offer workers valuable feedback, positive reinforcement, and acknowledgment. The purpose is to recognize positive employee behaviors and coach behavioral improvements inconsistent with our safety culture. While we had set a global company target of 7,500 BBS observations for 2024, we surpassed this goal by achieving over 19,300 BBS observations. BBS also includes coaches who are hands-on in monitoring work practices and offering on-the-spot guidance to reinforce safe actions and address any behaviors that could pose a risk. This program encompasses all employees, whether they're on a customer site, within our factories, or at other facilities like repair centers, warehouses, or R&D sites. We prioritize the integration of BBS practices into our newly acquired businesses within their first year, as we regard it as a cornerstone of establishing a strong culture of safety.

Our ongoing journey of machine safety excellence

Research indicates that the use of physical barriers and procedural safety measures can greatly diminish the incidence of injuries associated with machinery. In 2023, we embarked on an extensive safety initiative which continued into 2024 and beyond, aimed at securing all machinery with the necessary safety guards and ensuring their proper operation. As part of this company-wide initiative, we developed specialized safety protocols for each type of machinery utilized at Ingersoll Rand.

Carlos Aparecido Bertolo at our Campinas, Brazil site operates a lathe equipped with machine safety improvements.

Each quarter, we concentrated on a different category of equipment, upgrading safety components like guards and improving the operational guidelines. EHS site leaders were trained on these revised standards and they spent the following 90 days implementing the required machine safety protocols, updating Job Hazard Assessments, and establishing formal safe operating procedures. This included regular checks on equipment and the mandatory use of PPE. After these upgrades were in place, EHS leaders worked in conjunction with their local team to evaluate and verify the effectiveness of the implemented safety measures. A record of the machinery status was maintained by site, and the progress of remedial actions was tracked to completion. All in all, over 1,560 machine assessments have been completed around the world.

The critical role of risk assessments in job safety

Risk assessments are required of all job tasks before starting work. At a minimum, the assessment must include the job steps, hazards, potential consequences, risk rating, and required PPE. Ingersoll Rand sites review the assessments and rank all the activities in order of importance to determine the focus areas. A hierarchy of controls is then applied, which starts with the controls perceived to be most effective and moves down to those considered least effective. This hierarchy is as follows:

1. Elimination: Physically remove the hazard.
2. Substitution: Replace the hazard.
3. Engineering controls: Isolate people from the hazard.
4. Administrative controls: Change the way people work.
5. Personal protective equipment: Protect the worker with PPE.

Corrective actions are developed to control risks, targets are set with time frames for completion, responsibilities are assigned, and budgetary needs are identified. The corrective actions are monitored and tracked in a database. Risk assessments are regularly updated each year, or whenever changes to production, procedures, or control measures could potentially introduce new or increased health and safety hazards. A thorough risk assessment is mandatory for all new chemicals, along with specifying the necessary PPE, before they are brought into the work environment.

On-site risk assessments are conducted at customer sites for service activities. In manufacturing settings, it's mandatory to perform risk assessments for all tasks before initiating the operational process.

Service Technician Brendan Flaherty completes a risk assessment before starting work at a customer site.

Should an activity be new or deviate from the standard process, work must not commence until a risk assessment has been carried out and shared with all personnel involved in the task. For non-routine activities, we have a "Job Hazard Analysis (JHA) on the Fly" process as part of our change management standard work. This process requires employees to work together and assess the risks, delineate the job steps, establish controls, determine PPE, and then formally agree to the procedure. Employees are empowered to stop work at any time to reassess risks until they are adequately addressed.

EHS training

EHS training plays a crucial role in safeguarding employees, adhering to legal requirements, and promoting a strong culture of workplace safety. Our global EHS community is committed to providing both regulatory and company-specific EHS instruction that upholds the safety of our employees around the world. The training methods we offer include classroom-based, online, and practical, hands-on sessions, which typically conclude with a knowledge assessment to ensure comprehension. This training and education are vital in ensuring employees understand our procedures and consistently execute standard work. Through our EHS IDM process, we are creating online training modules on a quarterly basis, particularly to support field service employees who may find it challenging to participate in traditional in-person training settings.

In the year 2024, our employees benefited from over 114,000 hours of EHS training. Furthermore, it is standard practice for a "Safety Moment" to be shared at the beginning of every meeting, no matter the setting—be it a conference room, virtual, or on the factory floor. This practice keeps safety at the forefront of everyone's mind, not just during work hours but also at home.

114,000+

EHS training hours in 2024

SOCIAL

HUMAN RIGHTS AND LABOR PRACTICES

Upholding human rights and ethical labor standards

Ingersoll Rand is dedicated to upholding human rights and maintaining ethical labor practices. We prioritize the dignity, equality, and safety of our workforce, and through education and policy adherence, we ensure these values extend to our partners and suppliers.

Human rights policy and commitment

Ingersoll Rand impacts lives worldwide and recognizes its profound duty to safeguard human rights. Our firm commitment is embodied in a detailed Human Rights Policy which shows our dedication to treating everyone linked to our company with the utmost respect and dignity. Our organization commits to upholding and respecting human rights. We pledge to actively prevent and oppose human trafficking, forced labor, and child labor. Moreover, we maintain a zero-tolerance stance on discrimination in any form, while also safeguarding other vital human rights within our sphere of influence. This commitment is embedded in the fabric of our operations, influencing our interactions with employees, the execution of direct activities, and the development of products and services. In parallel, we hold our suppliers to the same ethical standards that align with our human rights policy, ensuring that our supply chain reflects our values. Similarly, we expect our partners to share and demonstrate this commitment, fostering a business environment that honors and elevates human rights.

Being a signatory to the United Nations Global Compact (UNGC), our policy reflects a commitment to human rights and labor principles and practices.

Ingersoll Rand supports the following United Nations Sustainability Development Goals:

Human rights mitigation plans

Ingersoll Rand remains committed to actively monitoring emerging human and labor rights legislation to ensure ongoing compliance and ethical practices. Our company implements measures to mitigate and remediate potential negative impacts on human rights across our sites. Although we have not identified adverse impacts to date, our strategy emphasizes prevention as a cornerstone. We ensure that our comprehensive human rights policy is communicated to all employees and partners, fostering a culture of awareness and diligence. This policy includes robust due diligence processes, regular human rights impact assessments, and transparent grievance mechanisms. Training programs on human rights best practices, emergency response plans, and community engagement initiatives are examples of our preventative and corrective actions. These efforts are designed to preemptively address potential risks and to ensure swift, effective action should any human rights concerns arise.

Labor practices commitment and programs

Our labor practices commitment seeks to ensure fair treatment across all workforce levels. We guarantee a living wage, limit overtime, and enforce maximum working hours. Equal pay for equal work, regardless of gender and provision for paid annual leave are integral to our policy. This commitment spans our operations, contractors, and partners, ensuring consistent labor standards throughout our supply chain.

Employee support programs

Ingersoll Rand is proud to care for its employees and attract quality talent with an array of competitive benefits, including:

- **Flexible work hours**
- **Part-time work options**
- **Breast-feeding/lactation facilities where available**
- **Paid parental leave for primary caregivers and non-primary caregivers over the minimum legal requirement**
- **Paid family or care leave beyond parental leave**

2024 employee breakdown by age of our global employee population

Total population	<30 years old	30-50 years old	>50 years old
21,077	11.5%	58.1%	30.5%

2024 employee breakdown by gender of our global employee population

Employees	Male	Female	Undisclosed	Total
Permanent	15,808	4,821	–	20,629
Temporary	165	283	–	448
Total employees	**15,973**	**5,104**	**–**	**21,077**

2024 employee breakdown by region

Employees	Americas	AP	EMEIA	Total
Permanent	6,509	4,193	8,966	20,809
Temporary	32	21	69	122
Other	9	1	117	146

2024 employee breakdown by type

Employees	Male	Female	Undisclosed	Total
Full-time	15,808	4,821	–	20,629
Part-time	165	283	–	448
Total employees	**15,973**	**5,104**	**–**	**21,077**

2024 gender pay indicators[1,2]

Differences between employee pay by level

Employee level	Average women salary	Average men salary	Delta	% Delta
Executive level (base salary only)	$432,000	$397,252	-$34,748	-8.75%
Executive level (base salary + other cash incentives)	$712,800	$643,761	-$69,039	-10.72%
Management level (base salary only)[3]	$122,156	$124,762	$2,606	2.09%
Management level (base salary + other cash incentives)	$145,722	$151,153	$5,431	3.59%
Non-management level (base salary only)	$41,419	$46,286	$4,868	10.52%

2024 diversity breakdown of our employee population in the U.S.

Breakdown	Share in total U.S. workforce (as % of the total workforce)	Share in all management positions[1] (as % of total management workforce)
Asian	2.9%	3.9%
Black or African American	7.9%	3.0%
Hispanic or Latino	8.2%	6.3%
White	70.4%	78.3%
Indigenous or native	0.1%	0.1%
Other	6.5% not specified 0.9% two or more races	4.9% not specified 0.7% two or more races

[1] 40% of employees are covered by collective bargaining agreements.
[2] Ingersoll Rand's data has been assured by a third party, ERM CVS. See our 2024 Assurance Statements for a complete list of data points assured.
[3] Management level includes junior, middle, and senior management.

SOCIAL

TRAINING AND DEVELOPMENT

Fostering growth, engagement, and opportunity

Recognizing that our employees are the cornerstone of our success, we are deeply committed to investing in their growth and development.

Talent development

Talent development processes are critical to our business's growth. We have increased employee engagement, development, and overall business success by aligning learning to our business strategy and goals, incorporating technology, and ensuring access to world-class learning opportunities. We prioritize individual development plans tied to specific, measurable, time-bound actions and learning to drive improvement. These actions provide our employees with opportunities for career advancement and ensure solid internal succession.

Training and development inputs

Per full-time employee	2024
Average hours of training and development	8 hours
Average amount spent on training and development	$423.39

The main objectives of our Talent Development strategy are:

1

BE THE EMPLOYER OF CHOICE

by offering meaningful work, attractive benefits, and clear paths for career growth and advancement.

2

BUILD A BETTER EMPLOYEE EXPERIENCE

by fostering inspired teams through a strong sense of belonging.

3

PROVIDE OUR EMPLOYEES

with individualized development opportunities.

Human capital return on investment

Human capital ROI	2020[1]	2021[2]	2022	2023	2024
Total revenue	$5,380,100,000	$5,152,400,000	$5,916,300,000	$6,876,055,124	$7,235,000,000
Total operating expenses	$4,350,600,00	$4,043,900,000	$4,562,100,000	$3,962,472,918	$5,322,400,000
Total employee-related expenses (salaries + benefits)	$1,237,200,000	$1,207,400,000	$1,286,300,000	$1,478,798,924	$1,579,500,000
Total employees	15,900	15,830	17,105	18,340	21,077
Resulting human capital return on investment (ROI) (total revenue – [total operating expenses – total employee-related expenses])/ total employee-related expenses	$1.83	$1.92	$2.05	$2.15	$2.21

[1] For 2020, the amounts include the impact of two months (January and February of 2020) of standalone legacy Ingersoll Rand Industrial Segment activity.
[2] For 2021, the amounts exclude our two formerly-owned businesses, Specialty Vehicle Technologies and Solutions, that were sold during the year.

Quantitative impact of business results

The benefits of a strong Performance Management Development Process and our Leadership Development Program align with our goals of improving retention, developing talent, planning for succession, and increasing engagement.

Retention:
Employees who feel like there are opportunities to grow and develop within an organization are more likely to stay.

Talent development:
Internal mobility can be a powerful tool for talent development. When employees move to different roles within an organization, they can gain new skills and experiences that can help them become more well-rounded and valuable to the company.

Succession planning:
Tracking perfomance and development is essential for succession planning. By identifying employees who have the potential to move up within the organization, we can better prepare them for roles with increased responsibility.

Engagement:
Employee engagement is critical to our success. Focusing on strong development plans demonstrates our commitment to providing development opportunities for our employees, and helps create greater engagement.

Ingersoll Rand supports the following United Nations Sustainability Development Goals:

Employee LinkedIn Learning and development in 2024:

18,850+
viewed hours of content

13,825+
learning course completions

402,000+
learning videos watched

165,727
total hours spent on employee training

Vicente Reynal, Chairman and CEO, and Andy Schiesl, Chief Legal Counsel, training Ingersoll Rand EMEIA EHS leaders on leadership characteristics.

Performance management process and appraisal types

Our employee performance management process includes individualized conversations, and team-based feedback, to help employees meet their organizational as well as developmental goals. Key components of the process include:

- **Goal setting:** This is a collaborative process where managers and employees work together to set specific, measurable, achievable, relevant, and time-bound (SMART) goals that align with organizational objectives.
- **Performance reviews:** Regular performance evaluations allow managers to provide feedback on employee performance, discuss strengths and areas for improvement, and set new goals.
- **Feedback:** Ongoing feedback helps employees understand how well they are performing and what they can do to improve. Feedback should be constructive, specific, and timely. It includes tools such as 360 feedback assessments, mentoring, skip-level conversations, and peer circles.
- **Coaching and development:** Managers provide support and resources to help employees develop skills, address weaknesses, and reach their full potential.
- **Recognition and rewards:** Recognizing and rewarding good performance is a powerful motivator for employees. This component underscores the importance of organizational leaders in fostering a culture of recognition and motivation.
- **Performance Improvement Plans (PIPs):** When an employee's performance is below expectations, a performance improvement plan can be created to outline specific steps for improvement.
- **Career development:** Supporting employees' career growth through training, mentorship, and advancement opportunities can enhance performance and job satisfaction.
- **Succession planning:** We focus on identifying and developing high-potential employees for future leadership roles.

Employee development process and programs

Our company is deeply invested in nurturing the talents and skills of our employees and fosters inspired teams through a well-defined Performance Management Development Process. This initiative reflects our dedication to fostering a culture of continuous learning by providing employees with individualized development plans that focus on skills needed to meet objectives for their current role, and develop the skills needed for future positions. In addition, we also offer a variety of robust development programs for our employees.

Know and Grow

This program is designed for all employees to identify development areas for their current and future roles, and challenges them to think about their potential growth within the company.

Foundational Leadership

Our Foundational Leadership program lays the groundwork for aspiring leaders and new managers to build effective teams.

Lead Like an Owner (LLaO)

Our LLaO program focuses on setting the leadership standard for Ingersoll Rand. This program is connected to our value of thinking and acting like owners to enhance our leadership bench strength. It builds a strong leadership community globally while increasing the engagement of our top leaders. Thirty leaders in each cohort responsible for business segments or functions worldwide align with our values, strategic imperatives, and execution tools that help Make Life Better for our customers and employees.

Career framework

Career frameworks are an effective tool for succession planning, as they help identify potential candidates for leadership positions and ensure the organization has a pipeline of skilled and experienced individuals ready to take on new roles when needed. Our career framework offers our employees a clear path for career advancement and outlines different stages and opportunities for growth within our organization. We provide each employee with a personalized learning plan and present them with open job opportunities that align with their career aspirations. This transparency promotes a sense of fairness and equity within the organization. When employees fully understand how to advance in their careers, they are more likely to feel engaged and motivated. Career frameworks contribute to higher employee retention rates by demonstrating that the organization values growth and development.

Career advancement promotion rates

32%
of Lead Like an Owner cohort since inception

54%
of manager level roles are filled internally

SOCIAL

EMPLOYEE EXPERIENCE

Ownership

At Ingersoll Rand, we believe that, when employees think and act like owners, everyone wins. That's the driving force behind our Ownership Works Program—an initiative that gives every team member an equity stake in the company.[1] By sharing in our success, employees are empowered to contribute with purpose, drive innovation, and build long-term value. This program reflects our deep commitment to inclusion, engagement, and economic opportunity for all, regardless of role, location, or background.

Ownership fosters belonging and engagement

We prioritize the opportunity of equity ownership to numerous individuals worldwide, who might not otherwise have access to the benefits of building sustainable wealth through stock ownership. What truly sets Ingersoll Rand apart, is our encouragement for employees to adopt an owner's mindset. By thinking, acting, and embodying ownership, our team members play a vital role in cultivating a culture that is both dynamic and impactful.

Overall, we believe equity ownership creates a more engaged workforce, leading to higher productivity, better teamwork, and a stronger company culture. This engagement is a key driver of Ingersoll Rand's success.

We believe that a true sense of belonging is key to maximizing employee engagement. This core principle fuels our dedication to building inspired teams. When employees feel genuinely connected and included, their work experience improves, leading to outstanding results that benefit not only our employees but also our partners, customers, and the wider community.

Ingersoll Rand supports the following United Nations Sustainability Development Goals:

Ownership Works program

Ingersoll Rand provides equity grants to all employees, whether they join as new hires or via acquisition, after one year of service.[1] The company has provided equity grants to more than 25,000 employees since May 12, 2017. This initiative has empowered our employees, creating economic opportunities for them and their families.

25,188
employees received equity grants since 2017

Dosatron International's response to Hurricane Chido

In the aftermath of the devastating Hurricane Chido that struck the country Mayotte in December 2024, the response from DOSATRON INTERNATIONAL, an Ingersoll Rand subsidiary, was both quick and impactful. Demonstrating a firm commitment to their core mission of ensuring safe drinking water for all, the DOSATRON INTERNATIONAL team collaborated closely with a local organization to set up a water treatment plant on the French island. This prompt action was a testament to their dedication and resulted in more than 700 residents regaining access to clean drinking water. This initiative is a clear reflection of Ingersoll Rand's ownership mindset and overarching purpose of Making Life Better.

[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.

SOCIAL

EMPLOYEE EXPERIENCE

Belonging

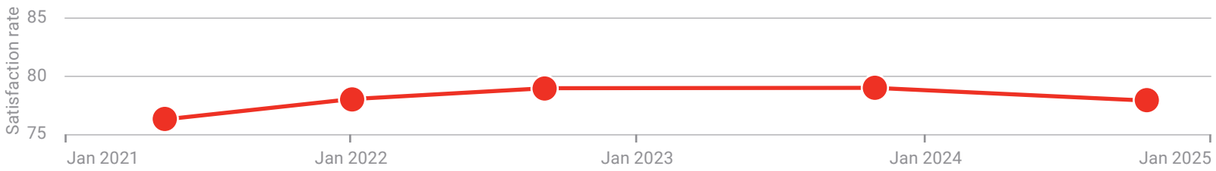
At Ingersoll Rand, we believe that fostering a deep sense of belonging is essential. We understand that a workplace where everyone feels included and valued is a workplace where innovation and productivity thrive. To embody this commitment, we have instituted engagement councils across the globe. These councils function as a cornerstone of our inclusive culture, tasked with the vital role of ensuring that each employee, regardless of their position or location, feels connected and integral to our organizational community.

Our belonging and engagement journey ahead

Since their inception, Ingersoll Rand's employee empowerment circles and regional engagement councils across EMEIA, North America, Asia Pacific, and Latin America have significantly strengthened our global unity and demonstrated our commitment to inclusivity. These initiatives have not only fostered a welcoming environment but also underscored our dedication to creating a sense of belonging and engagement for all employees.

These circles help employees with community involvement, improving their work experience, and offering leadership and mentorship opportunities. By sharing educational materials and personal stories, we learn more about different cultures, identities, and viewpoints at Ingersoll Rand. This makes our company culture richer and helps us become a top industrial manufacturer employer of choice.

Belonging historical trend SURVEY QUESTION: *"I feel a sense of belonging at Ingersoll Rand."*



Making a difference in our communities

Ingersoll Rand employees volunteering at FeedNC in Mooresville, North Carolina.

During the community outreach month, our employees worldwide were recognized for their efforts in making a difference in their local communities. Among them was a dedicated team in Davidson, North Carolina who recently donated over 1,600 pounds of food and supplies to FeedNC, a local organization committed to alleviating hunger in the greater Charlotte area.

The donation drive fostered a strong sense of team spirit. Employees worked side by side, sorting and packing supplies, enjoying the camaraderie and unity that came with working towards a common goal. This teamwork strengthened their bonds and made the experience rewarding.

Participating in community outreach activities also provided opportunities for personal growth. Employees learned new skills, met new people, and gained a deeper understanding of the challenges faced by their community. This personal development further fueled their motivation to give back.

Through their collective efforts, the employees at Davidson's headquarters exemplified the company's mission. They made life better for those in need, and in doing so, they found a sense of belonging and purpose within their community and their workplace.

As the month drew to a close, the employees reflected on their contributions with pride. They had not only made a significant impact on their community but had also strengthened their own sense of unity and purpose. Together, they had truly made a difference.

SOCIAL

EMPLOYEE EXPERIENCE

Engagement

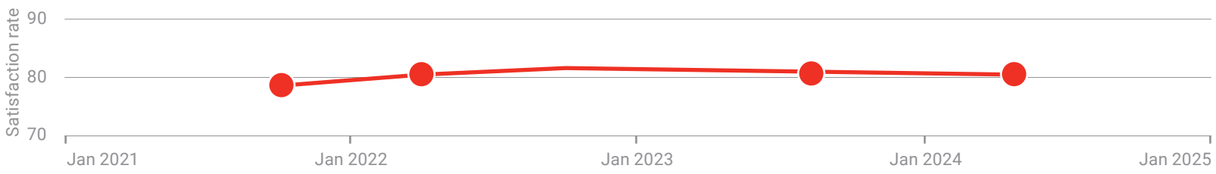
At Ingersoll Rand, we foster an environment where employee engagement is not just encouraged but celebrated. Our dedication to creating a fulfilling and supportive workplace has been recognized through prestigious awards, such as the Great Place to Work® certification in the U.S., Mexico, India, and Latin America. This recognition highlights our vibrant culture of engagement where every team member's contribution is valued.

Employee engagement surveys

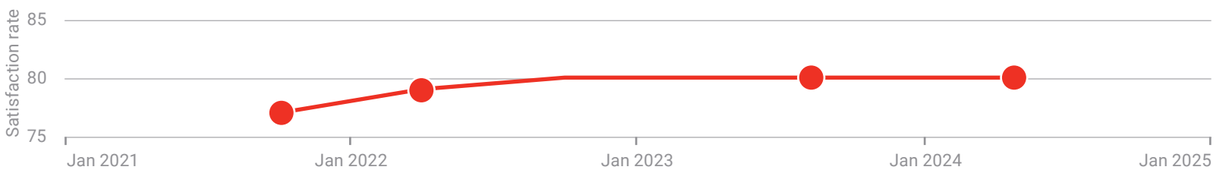
A third party conducts annual confidential engagement surveys to help us understand how our employees feel about the company and what improvements we can make to ensure they are happy and engaged. The data from these surveys is used to make informed decisions that will benefit our employees and the company.

Ingersoll Rand determines its employee engagement ratings based on answers to two questions from a 30-question survey: "How happy are you working at Ingersoll Rand?" and "I would recommend Ingersoll Rand as a great place to work."

SURVEY QUESTION: *"How happy are you working at Ingersoll Rand?"*



SURVEY QUESTION: *"I would recommend Ingersoll Rand as a great place to work."*



We distribute our survey to all of our employees and strive for industry-leading response rates. We provide comprehensive messaging to emphasize the significance of the study, and we continue to encourage participation at a local level by working with local sponsors and employee engagement champions. Our goal is to maintain consistent participation across all departments and locations.

The feedback received not only informs our decision-making process but also contributes to our recognition in awards like the Great Place to Work® in the U.S., Mexico, India, and Latin America, highlighting our success in building a supportive and engaging company environment.

By reaching out to every employee and emphasizing the importance of their voice, we have been able to maintain high engagement levels and consistent participation across the company. Our approach ensures that every individual is heard and that our collective efforts lead to a workplace where everyone can thrive and feel a sense of ownership.

Over the last four years, we have noted significant improvements in survey questions initially measured in 2020. These changes are aligned with our commitment to creating measurable success through the IRX process and building highly motivated teams.

Five-year trend for employee engagement survey

Employee engagement	2020	2021	2022	2023	2024
Employee engagement index (Index score of positively engaged employees)	76	78	81	81	81
Participation rate (% of total employees)	95	91	88	89	88

Five-year trend for employee turnover

Employee engagement	2020	2021	2022	2023	2024
Total employee turnover rate	16.7%	13.4%	15.9%	16.9%	13.8%
Voluntary employee turnover rate	7.2%	9.4%	11.1%	9.8%	7.8%
Data coverage (as % of all full-time employees globally)	100%	100%	100%	100%	100%

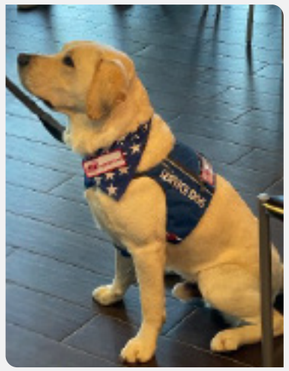
Hiring

Ingersoll Rand is committed to attracting top-tier talent while also investing in the growth and retention of internal employees through structured career mobility and development programs. We track key hiring metrics, including the number of new hires, internal fill rates, and demographic breakdowns by age, gender, race/ethnicity, and management level, to ensure transparency and continuous improvement in our talent strategy. The table below represents annual hiring breakdown data as of December 31.

Five-year trend for hiring breakdown

Hiring breakdown	2020	2021	2022	2023	2024
Total number of new employee hires	1,321	1,856	2,199	2,464	2,226
Percentage of open positions filled by internal candidates	18.0%	26.6%	25.4%	23.5%	25.0%
Average hiring cost per full-time employee	$2,645	$1,282	$1,902	$1,595	$1,788

Ingersoll Rand's impact through service dogs and community



Ingersoll Rand employees posing with Tanner, our Assistance Dog, at the Headquarters in Davidson, North Carolina.

Through the partnership with Continuing the Mission (CTM), Ingersoll Rand plays a vital role in empowering veterans by providing fully trained Assistance Dogs at no cost. CTM's innovative birth-to-placement model, where dogs are immersed in social and functional activities from as early as eight weeks old, ensures they are prepared to meet the unique needs of veterans. Ingersoll Rand's sponsorship directly supports this transformative work. This partnership highlights the company's unwavering dedication to meaningful changes, celebrating the strength and resilience of those who have served, and embodying the true spirit of community care.

A journey of engaged employees

Ingersoll Rand EMEIA employees during Vicente Reynal's visit in Europe.

Chairman and CEO Vicente Reynal, traveled to Germany, Israel, Poland, and the United Kingdom, where he had the privilege of meeting with Ingersoll Rand customers and teams. Each stop showcased the incredible engagement and dedication of our employees.

In Germany, he saw our team working tirelessly to meet customer needs with precision and quality. Their commitment to excellence was inspiring, and it was clear they were not just addressing today's demands but also paving the way for future advancements.

The team in Israel highlighted our spirit of innovation. Their creative approaches to solving complex challenges were impressive, and the enthusiasm for pushing boundaries was contagious. Their engagement in continuous improvement was a testament to our forward-thinking culture.

Poland's team demonstrated our collaborative efforts. The remarkable synergy between our team and customers shows how strong partnerships drive success. Their commitment to working together towards common goals exemplified our mission in action.

In the United Kingdom, Vicente witnessed the impact of our solutions firsthand. The team's ability to adapt and deliver under varying conditions was commendable. Their resilience and dedication to Making Life Better for our customers were evident in every interaction.

Throughout these visits, Vicente was impressed by the hard work and engagement of our teams. Their efforts are not just about meeting immediate needs but also about planning for a sustainable and innovative future. This journey reinforced the importance of our mission and the incredible responsibility we have in shaping the future. Together, our engaged employees are making a difference, one innovative solution at a time.

SOCIAL

COMMUNITY IMPACT

Making Life Better

Our comprehensive citizenship strategy is not only aligned with the UN Sustainable Development Goals (SDGs) but also seamlessly integrates with our business objectives. This strategic alignment ensures that our philanthropic endeavors are directed effectively, leveraging our product innovation and the passionate involvement of our employees to create a positive impact on society.

We are aware of the responsibility that comes with corporate giving, and we take measures to ensure that our charitable activities are conducted with the highest integrity. To this end, our Anti-Bribery and Corruption Policy, which is publicly accessible and enforced globally, governs our philanthropic contributions. It is designed to prevent misuse and ensure that our efforts to aid communities are transparent and ethical, reflecting our commitment to corporate responsibility and the trust placed in us by stakeholders around the world.

Corporate citizenship and volunteerism

In 2024, the value of Ingersoll Rand's corporate citizenship and philanthropic contributions totaled over 1.8 million USD. Throughout the year, our employees engaged in activities around education, health and wellness programs in our local communities around the globe. Some examples include natural disaster relief efforts, water and sanitation improvements, and enriching the areas through Ingersoll Rand's innovation and infrastructure.

Ingersoll Rand supports the following United Nations Sustainability Development Goals:

Commitment to the growth of the next generation

Ingersoll Rand holds the conviction that Children's Day, celebrated by many countries around the world, extends beyond a singular occasion; it embodies a continuous dedication to nurturing the potential of young minds. Our collaboration with Akshaya Patra, a mid-day meal provider to government schools in India, stands as a testament to this belief, pursuant to which we ensure that over 7,500 students across India receive nutritious meals. As we celebrate Children's Day, we not only honor the aspirations of these young dreamers but also reaffirm our commitment to contributing to the future of India. With every meal served, we step closer to a more luminous and promising tomorrow for our children.

Vicente Reynal speaking to local children in India on the importance of education.

INGERSOLL RAND IS MAKING LIFE BETTER "IN REAL LIFE"

Ingersoll Rand is Making Life Better for our customers, employees, stakeholders, and planet through innovative solutions, cross-collaboration, and expanding our capabilities through mergers and acquisitions.

Global citizenship strategy

The following principles define Ingersoll Rand's global citizenship strategy:

1. **Support our purpose and values**
   Our global citizenship strategy must first and foremost support our purpose and values and assist in integrating them into our company.
2. **Enhance our reputation**
   A key outcome of our global citizenship strategy is that it should help support and promote us as the provider, employer, and investment of choice.
3. **Promote belonging and engagement**
   Working toward the right solutions requires an integrated view of global citizenship and belonging and engagement; social responsibility requires diverse, and inclusive perspectives.
4. **Respond to local community needs**
   Our global citizenship strategy must be responsive to identified needs in our communities that are appropriate for our involvement to "Think Global, Act Local."
5. **Engage employee preference**
   The interests and preferences of our employees are taken into account when determining the programs we support.
6. **Achieve impact**
   Our emphasis will be on making resource investments that lead to measurable, observable changes in people, communities, and the environment.
7. **Leverage resources**
   Our efforts will maximize our impact by leveraging corporate and local initiatives; all of our activities will build on each other to ensure we outperform our objectives.

Earth Day improves the communities where we operate

On Earth Day in 2024, Ingersoll Rand proudly reflected on the collective efforts of our teams that contributed to a healthier planet. With a 9% increase in site participation, compared to 2023, our employees have displayed a commitment to environmental stewardship. The dedication to volunteerism has surged by 35%, totaling 5,217 hours of service. Our green initiatives have flourished, evidenced by the planting of 2,207 trees—a significant growth of 74%.

Our energy-saving measures have led to a savings of 1,299 kWh, the equivalent of powering approximately 44 homes for a full day, illustrating the tangible impact of conservation. Our waste management efforts saw a notable improvement, with nearly 6,979 pounds of waste collected, marking a 24% increase, and 6,304 pounds of waste recycled — an equivalent of preventing 315 full 20-pound trash bags from ending up in landfills.

Celebrating Earth Day, our employees engaged in a variety of creative and meaningful activities. From step counting initiatives that not only promoted health but also supported the protection of polar bears in partnership with the World Wildlife Fund (WFF), to volunteering at local charities and conducting Climate Fresk activities that educate and inspire action. We also brought employees together for beehive startups, fostering biodiversity and a connection to nature. Each of these actions underscores our dedication to environmental responsibility and our drive to unite our workforce in support of a sustainable future.

Ingersoll Rand employees at the Busan, Korea site.

Earth Day 2024 accomplishments:

2,300 employees
5,217 volunteer hours
2,207 trees planted
1,299 kWh saved
6,979 pounds of waste collected
6,304 pounds of waste recycled

Our Milton Roy France Team: We go the distance for childhood cancer awareness

Employees from Milton Roy, an Ingersoll Rand business in France, recently united to raise funds for childhood cancer by participating in triathlon relays. Swimming, cycling, and running as a team, they demonstrated their commitment to Making Life Better for their communities and beyond. The event was not only a display of athleticism but also a heartfelt effort to support children and families affected by cancer. Their fundraising efforts will contribute to vital research and treatment programs, showcasing the power of teamwork and compassion in creating positive change. Milton Roy's participation embodies Ingersoll Rand's mission to make a meaningful impact, proving that success is measured not just in business achievements but in the lives touched and improved.

Ingersoll Rand (Milton Roy) employees in France.

GOVERNANCE

MATERIALITY ASSESSMENT

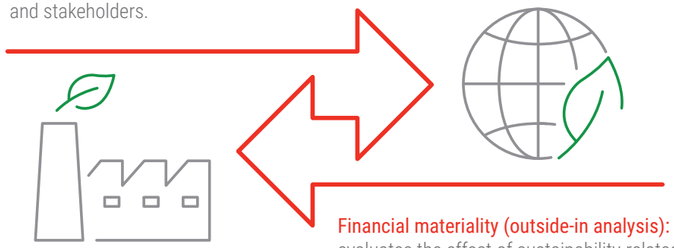
Double materiality assessment

Ingersoll Rand finalized a refresh of its Double Materiality Assessment (DMA) in early 2025.[1] This assessment considered both the internal impact on business and the external impact on society and the environment.

Refresh of double materiality in 2025

The company conducted its latest DMA in 2025 based on our interpretation of the standards as well as our internally developed scoring process. Topics were strategically prioritized using a materiality matrix, and the materiality assessment was integrated into the Company's ERM process. The entire DMA process was verified by a third-party assurance provider and formally approved by the Sustainability Committee of the Board of Directors.
As part of our DMA, we considered various standards and frameworks, including the Global Reporting Initiative (GRI) framework, the Sustainability Accounting Standards Board (SASB), the SDGs, and the ISSB, (formerly known as the TCFD). This year, we also expanded the number of topics reviewed as determined by the Corporate Sustainability Reporting Directive (CSRD) Double Materiality Guidelines[2] provided by the European Financial Reporting Advisory Group (EFRAG).

Impact materiality (inside-out analysis):
examines the influence of the company's operations on the environment, society, and stakeholders.



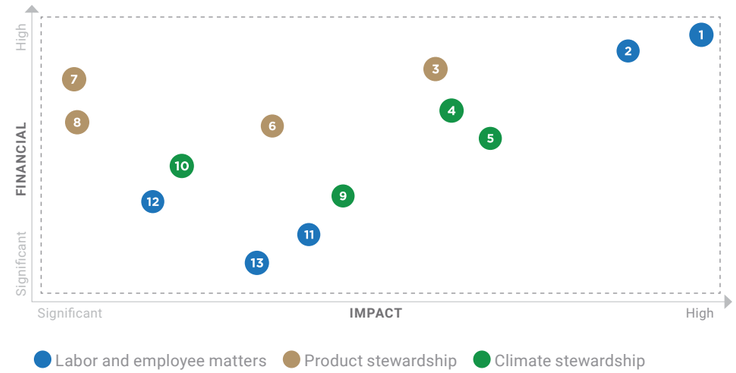
Financial materiality (outside-in analysis):
evaluates the effect of sustainability-related topics on the company's financial performance, including risks and opportunities from climate-related and regulatory changes.

Our Double materiality assessment process:

1. Identified and reviewed over 100 sustainability topics relevant to the industry and regulatory frameworks.
2. Engaged with internal and external stakeholders including ERM risk owners and Subject Matter Experts (SMEs), while also considering industry-specific sustainability risks and trends.
3. Gathered data on identified topics and fostered stakeholder engagement through educational initiatives, surveys, interviews, and focus groups.
4. Prioritized topics based on their impact on environmental and social aspects and their financial implications for the company, assessing the relevance of each topic's risks and opportunities.
5. Validated the findings through consultations with a broad range of stakeholders and obtained board-level endorsement to ensure the results reflect our strategic objectives.
6. Implemented a framework for monitoring and review, so we can update the assessment to stay abreast of evolving risks, opportunities, and stakeholder expectations.

Key material topics[3]

The DMA yielded a final list of **13** material topics that were assessed as 'significant' or above.



These material topics were categorized as follows:

Material category #1
Labor and employee matters:
- 1 Occupational health, and Safety
- 2 Corruption and bribery
- 11 Employee benefits, health, and wellness
- 12 Labor and human rights
- 13 Employee training and development

Material category #2
Product stewardship:
- 3 Understanding and meeting customer sustainability needs
- 6 Product quality and safety
- 7 New product development and innovation
- 8 Product energy efficiency

Material category #3
Climate stewardship:
- 4 GHG emissions
- 5 Company energy use
- 9 Water management
- 10 Waste management

[1] Ingersoll Rand's data has been assured by a third party, ERM CVS. See our 2024 Assurance Statements for a complete list of data points assured. DMA is reviewed or reassessed at least annually.
[2] Based on the final implementation guidance published by EFRAG in May 2024.
[3] Ingersoll Rand's materiality assessment was designed and carried out to fulfill the specific purposes described herein. The word "material" as used in this report should not be equated to or taken as a representation as to the materiality of such factors under U.S. federal securities laws, the laws enacted pursuant to the Corporate Sustainability Reporting Directive or any other similar legal or regulatory regime globally.

Material issues and metrics for enterprise and stakeholder value creation

Material risk/opportunity	Material issue 1 Labor and employee matters	Material issue 2 Climate stewardship	Material issue 3 Product stewardship/new product development and innovation
Business impact	**Risk**	**Cost**	**Revenue**
Why issue is material to Ingersoll Rand	Our success is deeply tied to the safety, wellness, and dedication of our employees across the organization. Ensuring the well-being of our workforce is essential to fostering a productive and resilient team. Our future success relies on our ability to attract, retain, and develop skilled personnel at all levels, creating a strong foundation for sustained performance. Prioritizing employee wellness not only supports our people but also strengthens the partnerships and outcomes that drive our business forward.	Climate stewardship is material to Ingersoll Rand for several reasons. First, reducing the use of energy significantly reduces our costs and makes us more efficient. Obtaining efficiencies through reducing natural resources is critical to our future competitiveness and growth. Second, climate change presents unique physical and transition risks that we need to be prepared for to prevent financial harm and ensure long-term viability.	Growing sustainably at Ingersoll Rand is about attracting customers who are seeking sustainable solutions to: reduce energy consumption and associated GHG emissions; reduce water consumption; minimize waste; extend the useful life of equipment; leverage AI to optimize their operations, and keep their employees safe, healthy, and productive. A key driver of growth for us is the development and sale of intrinsically sustainable products and services that deliver efficiency, circularity, and safety to customers across markets and regions. Another key aspect of our growth strategy is supporting customers in high-growth sustainable markets. We are uniquely positioned to deliver sustainable products and services in these end markets and grow our business.
Primary business strategy to address issue	Safety is the cornerstone of Ingersoll Rand's commitment to its employees and a critical element of our strategy. Protecting the well-being of our workforce ensures they can thrive in a secure environment, enabling them to perform at their best and contribute to the company's success. We prioritize safety through comprehensive measures that foster trust, efficiency, and long-term engagement, making it a foundational aspect of retaining talent. Alongside safety, employee engagement is central to attracting, developing, and retaining top talent. We believe that fostering a workplace grounded in inclusion, respect, and belonging is key to building a highly motivated and capable workforce. To strengthen engagement, we conduct confidential annual employee surveys, empowering our teams to share their perspectives and influence the company's future. These surveys provide valuable insights, enabling us to make informed decisions and focus on the areas that matter most to our employees. By creating a safe and engaging workplace, Ingersoll Rand ensures that employees feel valued, motivated, and aligned with the company's goals, driving a cycle of success that benefits our workforce and the organization as a whole.	Ingersoll Rand is using the IRX process to operationalize sustainability within all of our BUs. Our primary business strategy, to reduce energy consumption through our GreenX teams, has proven successful as we are continuously reducing GHG emissions year-over-year. Our cross-functional GreenX teams around the world are trained in energy-efficiency opportunities including compressed air management, start-up/shut-down procedures, HVAC and lighting systems improvement, and manufacturing efficiency. With respect to each of our physical and transition risks and opportunities, we have a comprehensive plan to determine whether we will monitor, manage, mitigate, enhance, or adapt as the climate risks and opportunities change. Overall, risks from riverine flooding, coastal inundation, surface water flooding, and extreme heat are relatively low across our profile. However, several properties across our manufacturing and service sites are in a high-risk category concerning coastal inundation, riverine flooding, and surface water flooding. The risk is not imminent, and with proper planning, we do not believe it will pose a significant cost to Ingersoll Rand. Our plan anticipates the adverse effects of climate change and takes appropriate action to prevent or minimize potential damage or take advantage of opportunities that may arise. Annually, based on the data from such monitoring, we determine whether we intend to implement any adaptation measures.	Ingersoll Rand's growth strategy is two-fold. We design, manufacture, and deliver products and services that: (1) offer inherent sustainability benefits such as efficiency, circularity, and safety; and (2) serve high-growth, sustainable end markets, including clean energy, food, life sciences, and water. Our DfS process, which is focused on designing innovative and sustainable solutions for our products and services, is a critical component of our strategy to offer sustainable products and services to our customers to help them achieve their sustainability goals. In addition, we continue to invest in R&D to deliver a portfolio of products and services to address our customer needs.

Material issues and metrics for enterprise and stakeholder value creation

Material risk/opportunity	Material issue 1 Labor and employee matters	Material issue 2 Climate stewardship	Material issue 3 Product stewardship/new product development and innovation
Business impact	**Risk**	**Cost**	**Revenue**
Long-term targets and metric to measure progress on issue	**Targets:** Ingersoll Rand's safety targets are measured against world-class[1] safety rates on an annual basis: • Achieve world-class[1] Total Recordable Incident Rate (TRIR) of 0.6 • Achieve world-class[1] Lost Time Incident Rate (LTIR) of 0.06 Our 2024 target for employee engagement, including questions regarding employee growth and development, equal opportunity, and sense of belonging, was to achieve a score of 81.	**Targets:** • Reduce GHG emissions 42% by 2030 (against 2020 baseline) • Achieve net-zero GHG emissions by 2050 (against 2020 baseline) • Achieve 100% renewable energy in all operations by 2050 • Achieve 17% absolute reduction in water use by 2030 (against 2020 baseline) • Achieve 30% absolute water use reduction in water-stressed sites by 2030 (against 2020 baseline)[2] Ingersoll Rand has targeted a 6% energy reduction year-over-year within its operations to reach the stated mid- and long-term climate goals.	**Targets:** • By 2034 (against 2020 baseline), our goal is to achieve 64% intensity reduction for Scope 3 Category 11 • By 2040, our goal is for Ingersoll Rand's customers to reduce or avoid 1 billion metric tons of CO_2e in their Scope 2 GHG emissions through the use of our products and services (against 2020 baseline).[3] Our goals for product stewardship include 2034 and 2040 targets.

Impacts of material issues on external stakeholders

Material issue	Impact 1 Climate stewardship	Impact 2 Product stewardship/new product development and innovation
Cause of impact (value chain)	Operations with coverage >50% of business activity	Product/services with coverage >50% of business activity
External stakeholder/ impact area evaluated	• Environment • Society • External employees	• Environment • Society • External employees • End-users
Topic relevance to external stakeholders, environment and social matters	**Type of impact:** positive and negative **External impact assessed:** Climate stewardship and Ingersoll Rand's physical and transition risks are material to our external stakeholders because our operations contribute to the global challenge of climate change. In addition, in order for us to create economic value for our stakeholders, we need to be able to operate more efficiently than our competitors. Reducing our use of energy is one way to do that. The impacts assessed include our company energy use, environmental compliance, and GHG emissions of 100% of our operations. Our company's energy use and reduction in GHG emissions contribute to the quality of air, reduce cost, and enable investments in renewable energy, which reflects positively on our stakeholder's return on investment. **Output metric**: Ingersoll Rand calculated a quantitative output metric linked to this material issue in total CO_2e emitted annually. **Impact:** Based on the current estimated social cost of $51 per metric ton CO_2e emitted, the total calculated cost for Ingersoll Rand's 2024 combined Scope 1 and Scope 2 GHG emissions of 88,993 CO_2e amounts to 4,538,655 USD.	**Type of impact:** positive and negative **External impact assessed**: Sustainable products and services are material to our external stakeholders because our customers request efficient, circular, and safe products. Additionally, our products help our customers lower their Scopes 1 and 2 GHG emissions and have a direct long-term positive impact on the environment. The impacts assessed were product energy efficiency, new product development and innovation, product quality, customer health and safety, and understanding and meeting customer needs. **Output metric:** Ingersoll Rand calculated a quantitative output metric that is verified by SBTi. **Impact:** Ingersoll Rand's near-term emissions commitment is to reduce Scope 3 (Category 11–use of sold products) emissions 64% per unit value added (i.e., CO_2e [MT]/gross profit [USD]) by 2034 from a 2020 base year.

[1] *World Class defined as the top quartile of manufacturing companies with >1,000 employees per the U.S. Bureau of Labor Statistics (2020).*
[2] *Based on the current year World Resources Institute (WRI) high and extremely high water risk data.*
[3] *Details regarding the methodology used to calculate this goal can be found here. Greenfield growth using more efficient technology is treated as avoidance of CO_2e 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.*

GOVERNANCE

ETHICS

Integrity and ethical practices

Ingersoll Rand is committed to integrity, honesty, and transparency. Our Code of Conduct is a cornerstone in our efforts to ensure that every employee, no matter their role, maintains ethical behavior across all business dealings.

Ensuring ethical behavior

The Code serves as a compass to steer clear of any improper conduct and sets expectations and provides direction when employees face legal or ethical dilemmas. We believe it is imperative that every member of the Ingersoll Rand team thoroughly reviews the Code, comprehends its directives, and integrates its guidance into their daily activities. Our company supports this through ongoing enhancement of its online Code of Conduct training module, which has been successfully implemented company-wide.

Our expectations for ethical conduct extend to our suppliers as well, requiring their compliance to Ingersoll Rand's Supplier Code of Conduct. We insist on their commitment to our principles of responsible sourcing and sustainability, mirroring the high standards we set for ourselves.

Code of Conduct integration

A Code of Conduct can only make a meaningful impact when it is actively recognized and adhered to. At Ingersoll Rand, we are aware of the necessity for robust systems and procedures in place to ensure the Code of Conduct is not just acknowledged but is adopted globally and followed, without exception. In collaboration with our Internal Audit team, our Compliance department employs a risk and control framework to consistently evaluate our core operations against high-risk elements of our compliance system. This includes upholding integrity and ethical standards, managing exposure to bribery and corruption, and ensuring strict adherence to our policies. Through this vigilant approach, we seek to ensure that our Code of Conduct is a living document that informs and guides our company behavior and decision-making processes.

2024 Code of Conduct coverage

% Relative to total number of:

POPULATION

100%

of employees, suppliers, subsidiaries and joint ventures

(where ownership is ≥10%)

WRITTEN/DIGITAL ACKNOWLEDGMENT

100%

of employees, suppliers, subsidiaries and joint ventures

(where ownership is ≥10%)

TRAINING

100%

of employees, suppliers, subsidiaries and joint ventures

(where ownership is ≥10%)

Compliance systems and procedures

Ingersoll Rand incorporates expected competencies into its performance appraisal system, which is ultimately linked to employee remuneration. Within those competencies is Ingersoll Rand's ultimate compliance tenant: "acting with integrity regardless of how hard the challenge." In the unfortunate instance where an employee is seen to have fallen short of that competency, the performance appraisal system is designed to identify and reflect that deficiency in the annual employee remuneration assessment process.

To assure external stakeholders that the Code of Conduct is not only established but also effective, Ingersoll Rand engages Deloitte & Touche LLP, an independent third party, to perform an annual audit of its consolidated financial statements and the effectiveness of internal controls. This includes a thorough examination of the compliance measures related to the Code of Conduct. Components of the entity-level control audit procedures include annual confirmation of the Global Code of Conduct certification exercise, verification of the Global Ethics Hotline, including upward reporting to the Audit Committee of the Board, enforcement of the Code of Conduct, and the establishment of a Management Representation Letter that requires quarterly compliance certification from company leaders.

Anti-bribery and corruption

Ingersoll Rand maintains its commitment to compliance with all applicable laws and regulations in its global operations. This includes strict adherence to the U.S. Foreign Corrupt Practices Act, U.K. Bribery Act, as well as various other anti-corruption laws in the countries where we operate.

Code of Conduct reporting

Ingersoll Rand fosters a culture where transparency and forthright communication are the expected standard practice. We actively support both internal and external stakeholders in raising concerns in good faith about potential breaches of our Code of Conduct or in seeking guidance in our internal policies and procedures. We deeply value the trust placed in us by these individuals and, in accordance with legal requirements, ensure the necessary protections for those who report violations. For stakeholders who prefer to submit anonymous reports confidentially, our Global Ethics Hotline provides that option.

We take our responsibility to address situations that contradict our Purpose and Values seriously, and that is why we actively promote and require the visibility of the Code violation reporting information at every Ingersoll Rand location worldwide. This information is provided in the local languages and includes domestic phone numbers to simplify the reporting process.

The overview below of the reports received through both internal and external channels has been consolidated through Ingersoll Rand's Global Ethics Hotline. The following breakdown includes the types of reports received, instances resulting in disciplinary measures, and the total amount of fines associated with all investigations.

Whistleblowing practices

Our Code of Conduct explicitly outlines the whistleblowing mechanism to ensure a transparent and secure reporting process. Our dedicated compliance team is responsible for overseeing the mechanism, while the reporting channel is operated by an independent third-party to maintain impartiality. Whistleblowers are permitted to submit reports anonymously, with all received details kept strictly confidential. We enforce a zero-tolerance policy for retaliation against whistleblowers and provide training on the use of the reporting channel. Additionally, our Code of Conduct discloses the process for investigating reported breaches, and ensuring fairness and accountability throughout the process.

Type of reports	# of reports	# of breaches	Serious[1] cases	Fines imposed
Corruption or bribery	3	0	0	$0
Discrimination or harassment	0	0	0	$0
Data Privacy[2]	0	0	0	$0
Conflicts of interest	4	0	0	$0
Money laundering or insider trading	0	0	0	$0
"Other" governance and ethics[3]	17	6	0	$0
Total	24	6	0	$0
Human resources	101			

[1] *"Serious cases" equates to those having a material impact on the management of the organization.*
[2] *Data privacy is inclusive of IT incidents.*
[3] *Governance and ethics" includes all non-Human Resources reports related to Code of Conduct matters that are not otherwise specified in the table.*

Ingersoll Rand received 24 "Governance and Ethics" reports globally in 2024, with 25% of those cases substantiated and resulting in employee discipline. Disciplinary measures vary and could include termination of the individual's employment. All 24 reports were presented to the global ethics hotline "case management team" consisting of the senior vice president, general counsel, vice president, internal audit, and director, global compliance. Of those reports, 100% were also disclosed to the Ingersoll Rand Board of Directors' Audit Committee.

Policy influence

In 2024, Ingersoll Rand did not make contributions or have expenditures relating to political campaigns, organizations, or lobbying groups whose primary role is to influence political campaigns, public policy, or legislation. However, Ingersoll Rand does from time to time contribute to trade associations and tax-exempt entities that we believe support our purpose of Making Life Better, and these associations and entities may have engaged in incidental, ad hoc lobbying activities.

Political contributions

Ingersoll Rand refrains from making contributions to political campaigns or organizations that solely aim to influence political campaigns, public policy, or legislation. True to our purpose of Making Life Better, we sometimes offer support to trade associations and tax-exempt groups that share our values, if lobbying is not their primary activity. It should be noted that these associations and entities may engage in incidental, sporadic lobbying activities from time to time. In this context, a "contribution" refers to an amount given during a specific fiscal period to an individual candidate, organization, ballot measure, or about an issue area or topic requiring lobbying efforts.

The table to the right provides details regarding Ingersoll Rand's annual financial contributions and expenditures related to trade associations and other tax-exempt groups. It is important to note that Ingersoll Rand does not maintain a Political Action Committee (PAC), and therefore PAC contributions do not appear in the presented information.

Ingersoll Rand supports the following United Nations Sustainability Development Goal: 17

Supplier screening	2021	2022	2023	2024
Lobbying, interest representation or similar	$0	$0	$0	$0
Local, regional or national political campaigns/organizations/candidates	$0	$0	$0	$0
Trade associations or tax-exempt groups (e.g., think tanks)	$841,191	$1,089,088	$636,240	$643,850
Other (e.g., spending related to ballot measures or referendums)	$0	$0	$0	$0
Total contributions	$841,191	$1,089,088	$636,240	$643,850
Data coverage (as % of revenue)	100%	100%	100%	100%

Association memberships

Ingersoll Rand actively collaborates with various industry, economic, and environmental associations, as well as engages in partnerships, endorsements, and memberships with initiatives that are relevant to our business and hold significance for our employees and communities. Additionally, we align ourselves with several organizations that promote and advance our core areas of focus. While the list provided below is representative of these associations and organizations, it may not encompass the entirety of our engagements:

- Australian Hydrogen Council
- British Compressed Gases Association
- CEO Action for Diversity and Inclusion (external social charter)
- China Environment Protection Association
- China General Machinery Association
- China Vacuum Society
- Compressed Air and Gas Institute (CAGI)
- Compressed Air Association of Australasia
- Confederation of Indian Industry
- CSA Group Testing and Certification
- Ecovadis
- European Power Tools Association
- Federation of Malaysian Manufacturers
- Global Shippers Association
- German Mechanical and Plant Engineering Association
- Hefei General Machinery Research Institute
- Hydrogen Europe
- Hydraulic Institute
- Malaysia Motor and Equipment Manufacturers
- Manufacturers Alliance for Productivity and Innovation (MAPI)
- Material Handling Industry Association
- National Society of Black Engineers
- North East Chamber of Commerce (NECC)
- Northern Offshore Federation (NOF) Energy
- Portuguese Association for the Promotion of Hydrogen
- Responsible Minerals Initiative
- Semiconductor Equipment and Materials International (SEMI) Southwest Asia
- Singapore Battery Consortium
- Shanghai Energy Conservation Association
- Society of Hispanic Professional Engineers
- Spanish Hydrogen Association
- Scottish Hydrogen and Fuel Cell Association
- United Kingdom Hydrogen and Fuel Cell Association
- United Nations Global Compact
- U.S. China Business Council
- U.S. Department of Energy's Better Buildings Challenge, and Better Climate Challenge
- Women in Manufacturing

SUPPLY CHAIN

Sustainable procurement

As we navigate the complexities of a global supply chain, we recognize the growing importance of sustainable practices. Ingersoll Rand's supply chain strategy is designed to enhance resilience, security, and cost efficiency while minimizing environmental impact. By balancing in-region, for-region sourcing with best-cost country sourcing, we reduce disruptions and strengthen competitiveness. Key priorities focus on consolidating partnerships, mitigating risks, standardizing processes, and driving sustainability to build a more efficient and responsible global supply chain.

Supply chain management strategy

Our supply chain strategy balances in-region, for-region sourcing with best cost country sourcing to enhance security, reduce disruptions and maintain cost efficiency. This dual approach strengthens resilience, minimizes environmental impact, and enhances our competitiveness in the market.

Key supply chain strategies

To build a more secure, efficient, and sustainable supply chain, we focus on the following strategic priorities:

1. Consolidate supplier base and strengthen key partnerships to generate cost synergies, drive sustainability, and provide preferred suppliers with new business opportunities.
2. Assess 100% of supplier spend to determine "at risk" suppliers and mitigate vulnerabilities on a part-by-part basis to reduce risk exposure. A part is considered "at risk" if it is single or sole-sourced, if less than 25% of the part is sourced in the region where it is consumed, or if there is no viable path to achieving 100% in-region sourcing.
3. Standardize metrics, systems, and reporting to enhance real-time supply chain monitoring and ensure continuous improvement. By implementing standardized KPIs, we improve visibility, track performance, and measure the effectiveness of our actions, allowing us to identify opportunities and drive long-term improvement.
4. Prioritize and implement best practices to improve our global supply chain.
5. Improve net working capital (NWC) through inventory reduction by relocating critical supply chain components closer to production sites, minimizing transit distances, reducing emissions, and optimizing delivery frequency.

Through these efforts, we advance our commitment to Lead Sustainably, ensuring that our supply chain operates efficiently, minimizes environmental impact, and creates long-term value for our stakeholders.

Supplier ESG program

At Ingersoll Rand, we have established a comprehensive Supplier environmental, social, and governance (ESG) Program that integrates supplier screenings, assessments, and development initiatives to proactively mitigate risks, enhance the ESG performance of our value chain, and ensure alignment with industry best practices.

Strategies for supplier ESG program success

- **Governance and oversight:** The Sustainability Committee of our Board of Directors oversees the program, ensuring strong governance and alignment with ESG goals.
- **Purchasing protocol reviews:** We conduct routine reviews of our purchasing practices to ensure they are aligned with our Supplier Code of Conduct and ESG requirements.
- **Supplier Code of Conduct:** All suppliers are required to adhere to the ESG standards outlined in ourn Supplier Code of Conduct and 100% of new suppliers have agreed to follow the Supplier Code of Conduct.
- **Preferred supplier program:** By factoring ESG risk into our selection of preferred suppliers, those that exhibit strong sustainability performance are prioritized for new business quotations and contract awards.
- **Targeted trainings for buyers:** We provide targeted training for our procurement teams on our Supplier ESG program, emphasizing how their daily responsibilities and choices are vital to achieving our ESG objectives.

Supplier screening

Our supplier screening process begins by evaluating each supplier's business relevance to determine their criticality. We then conduct a risk evaluation, considering ESG factors, along with country, sector, and commodity-specific risks. This initial risk assessment is conducted using IntegrityNext's Supply Chain Due Diligence Platform, which identifies potential ESG risks and prioritizes suppliers for further review. Through IntegrityNext's Critical News Monitoring feature, we receive real-time alerts on ESG-related risks such as regulatory violations, unethical business practices and reputational threats. This AI-driven tool scans over a billion media sources daily, linking risk alerts directly to suppliers for proactive risk management. Additionally, we leverage Supplier.io's Explorer Database to assess supplier risks based on environmental ratings, certifications, and designations, ensuring visibility into risks that may not be immediately apparent through traditional screening methods.

Supplier screening process

- Suppliers in the top 80% of our annual expenditure are classified as critical suppliers.
- All critical suppliers undergo ESG risk screening via IntegrityNext to identify their abstract risk status.
- Suppliers identified as medium or high risk undergo additional due diligence through desk and on-site assessments to determine their final risk status.

Supplier screening	FY 2024[1]
Total number of Tier 1 suppliers	23,932
Total number of significant suppliers in Tier 1	1,407
% of total spend on significant suppliers in Tier 1	71
Total number of significant suppliers in non Tier 1	~12,320[2]
Total number of significant suppliers (Tier 1 and non Tier 1)	**~13,727[2]**

In the last three years, 36% of our Tier 1 suppliers were assessed for potential human rights issues, with risks identified in 1% of those assessed, and mitigation actions taken for 100% of those with identified risks.

[1] *Ingersoll Rand's data has been assured by a third party, ERM CVS. See our 2024 Assurance Statements for a complete list of data points assured.*
[2] *The assessment of non-Tier 1 suppliers was done via a survey sent through Ingersoll Rand's Tier 1 supply base. The numbers reported are estimates and are not to be presumed as actual numbers.*

Supplier assessment

Suppliers flagged as medium-risk or high-risk through initial screenings are classified as significant suppliers and undergo in-depth supplier assessments to better understand their ESG risks. These assessments include desk assessments, on-site assessments, and corrective action plans to drive continuous ESG performance improvement.

Supplier desk assessments

Ingersoll Rand partners with IntegrityNext to conduct supplier ESG assessments, which are carried out using standards and methodologies from recognized industry and multi-stakeholder initiatives. These include the International Labour Organization's fundamental principles, the European Sustainability Reporting Standards, and the Responsible Minerals Initiative. This process ensures systematic verification of supplier-provided sustainability data through standardized assessments and trusted data sources. These assessments enhance risk management, transparency, and ongoing compliance monitoring within our value chain.

Upon completing the required self-assessments, suppliers receive a compliance profile based on their responses that categorizes their risk status as follows:

Green (low risk): No further action required

Yellow (medium risk): Requires a corrective action plan

Red (high risk): Requires immediate corrective action plan implementation

Once profiles are generated, IntegrityNext ESG experts validate responses to ensure data accuracy and integrity through:

- Verification of supplier responses for validity and completion
- Independent validation of certifications through accreditation bodies
- Creation and implementation of corrective action plans for medium and high-risk suppliers
- Ongoing monitoring of corrective action progress

On-site assessments

Suppliers identified as high-risk through desk assessments may be subject to formal on-site assessments, which are conducted in alignment with ISO 9001 quality management standards. We manage supply chain risks through standardized processes, including our Global Supplier Quality Manual, implementing Supplier Corrective Action Request (SCAR) agreements, and formal corrective action plans as needed. The SCAR process follows an 8D investigation and solving method, where suppliers conduct root cause investigations and implement corrective actions. If required, our Supply Chain and Quality teams conduct On-Site Assessments (OSAs) to directly assess risks and ensure corrective actions. These teams regularly review high-risk suppliers in weekly meetings and provide monthly updates to leadership on the most critical business concerns. These reviews support informed decision-making at higher levels of the organization.

Supplier carbon emissions assessments

We partner with Carbmee to efficiently map carbon emissions across our value chain. Using Carbmee's Environmental Intelligent System (EIS), we assess Scope 3 emissions, identify hotspots, and uncover reduction opportunities. The platform combines emissions with data from our Bills of Materials (BOMs) and includes scenario planning to support data-driven emission reduction strategies. Through this process, we collaborate with suppliers to address carbon hotspots and implement targeted actions.

Supplier assessment and development	FY 2024[1]
Total number of suppliers assessed via desk assessments/on-site assessments in Tier 1	1,030
Total number of suppliers assessed via desk assessments/on-site assessments in non Tier 1	~5,645[2]
Total number of suppliers assessed via desk assessments/on-site assessments (Tier 1 and non Tier 1)	**~6,675[2]**

Supplier development

Our supplier development approach provides targeted training, technical support, and capacity-building opportunities to help suppliers improve their ESG performance.

Supplier ESG program training and resources

- We have created a training and resource library for our supplier ESG program to provide guidance on our assessment and development process. These resources are publicly available on our Working with us page.
- Additionally, we encourage suppliers to utilize IntegrityNext's ESG training modules, which align with our supplier screening and assessment process. These training resources cover key ESG topics and help suppliers better understand the expectations set within our supplier ESG program.

Supplier support on implementation of corrective actions

- We collaborate with IntegrityNext to provide our suppliers with remote guidance and support for the implementation of corrective action plans.
- Support is available around the clock through multiple digital channels, ensuring suppliers have continuous access to assistance.

Supplier Engagement Leader
CDP
2024

SUPPLIER ENGAGEMENT RECOGNITION

Ingersoll Rand was awarded for outstanding leadership in engaging suppliers on climate change for the second consecutive year.

[1] *Ingersoll Rand's data has been assured by a third party, ERM CVS. See our 2024 Assurance Statements for a complete list of data points assured.*
[2] *The assessment of non-Tier 1 suppliers was done via a survey sent through Ingersoll Rand's Tier 1 supply base. The numbers reported are estimates and are not to be presumed as actual numbers.*

Capacity building initiatives

Ingersoll Rand preferred supplier program

Our Preferred Supplier Program engages suppliers with the goal of fostering growth opportunities and continuous improvement. We evaluate suppliers using our supplier scorecard, which helps us rank them based on ESG performance, quality, on-time delivery, cost, and NWC to determine eligibility for the Preferred Supplier and Supplier Recognition Programs. Preferred Suppliers are the first choice for quoting new business, ensuring that suppliers with strong ESG and overall performance are prioritized. Through our Supplier Recognition Program, we highlight and reward top performing suppliers in categories such as sustainability, quality, most improved, and overall supplier of the year. We collaborate directly with these suppliers to enhance their capabilities, while those who do not yet qualify receive performance feedback to support their progress.

Partnering with suppliers to reduce their environmental footprint

Since the introduction of compressed air and sustainability audits last year, we have made significant progress in collaborating with suppliers to improve the negative environmental impacts of our supply chain. This year, we conducted audits at 12 supplier sites, facilitated 28 brainstorming sessions to identify sustainability opportunities, and deployed data loggers to uncover hidden energy efficiency improvements. As a next step, we plan to install Ecoplant at supplier facilities to further optimize electricity consumption and reduce emissions with our latest technology. Beyond audits, our team takes a hands-on approach to capacity building by directly engaging suppliers to support them in understanding their sustainability performance, identifying areas for improvement and implementing more sustainable practices.

Sustainability leadership across our supply chain

While visiting supplier sites, members of our Global Sourcing team observed firsthand how partners are implementing renewable energy, improving resource efficiency, and adopting circular practices across our supply chain.

Renewable energy and circular economy practices in India

Many of our suppliers in India generate more electricity than they consume through on-site and off-site solar and wind power. With solar projects offering a return on investment in as little as four years, renewable energy initiatives in the region are remarkably sustainable.

During a supplier visit in India, our team learned about an initiative where process water is recycled and used to irrigate mango trees planted behind the foundry. As part of the visit, they were invited to plant two trees.

Innovative waste reduction in China and India

In China and India, our suppliers are reducing waste by recycling machining chips into foundry melt, eliminating excess packaging with custom-built in-process racks, and repurposing investment casting mold waste for road construction. One supplier in China improved indoor air quality by installing a large-scale emission collection system, significantly improving working conditions by capturing pollutants directly off the molding line.

During a visit to one of our valued suppliers, Caspro Group in India, Ingersoll Rand colleagues helped plant mango trees behind their foundry. Pictured are Ingersoll Rand colleagues Bhoopal Sundararaj, Senthilkumar Palanisamy, Viranchi Purohit, and Pradeep Dhareshwar, alongside Caspro India employees Prakash Rathod, Rahul Rathod, and Harsh Rathod.

CONFLICT MINERALS

Ingersoll Rand acquires finished and semi-finished components and products from a vast network of companies worldwide. The nature of these relationships is complex, necessitating Ingersoll Rand's efforts to educate these suppliers about the significance of responsible sourcing with respect to conflict minerals. Additionally, we emphasize the importance of our suppliers being transparent as their data is an important aspect of us fulfilling our annual conflict minerals filing.

Our commitment to responsible sourcing is expressed in our Conflict Mineral Policy, and downstream expectations of our suppliers are clearly articulated in the Ingersoll Rand Supplier Code of Conduct.

GOVERNANCE

Corporate governance

At Ingersoll Rand, we bring together sustainability and governance through one of our core values — We think and act like owners. Our operations are guided by a comprehensive framework of ethical, social, and environmental principles and policies, helping us achieve our goal of transparency and accountability to all our stakeholders.

Our governance structure

As the highest governance body for the company, our Board of Directors holds the responsibility of making crucial decisions on material matters of economic, environmental, and social significance. Our Board ensures comprehensive oversight and expertise in key areas of corporate governance through our Audit Committee, Compensation Committee, Sustainability Committee, and Nominating and Corporate Governance Committee.

An actively involved Board of Directors

Our Board reviews and provides oversight with respect to material economic, environmental, and social topics and their impacts, risks, and opportunities. The Board works to ensure that all topics material to the company and their impacts are addressed appropriately, including overseeing our Lead Sustainably strategy and our ERM process. This oversight is accomplished through the Board's committees, as more fully described below, as well as through reporting from management.

A thoughtful governance model

In 2024, the Board's Sustainability Committee continued to oversee the company's sustainability strategy with respect to climate impact, environmental, employee health and safety, corporate social responsibility, and other sustainability matters. The Sustainability Committee assesses the EHS Policy and current aspects of the company's performance. and makes recommendations to the Board and management to promote and maintain superior standards of performance, including processes to ensure compliance with applicable laws and regulations and programs to manage risks relating to environmental and safety matters, and physical and transition risks arising from climate change.

In addition to the Sustainability Committee, the Audit Committee and Nominating and Corporate Governance Committee join in advising the Board on certain economic, environmental, and governance matters. The Audit Committee represents the Board in an oversight role by periodically reviewing our accounting, reporting and financial practices, including the integrity of our financial statements, surveillance of our administrative and financial controls and our compliance with legal and regulatory requirements and review and assessment of our overall company risk through a formalized ERM program led by the management team as well as overseeing our technology security program. In addition, the Nominating and Corporate Governance Committee oversees and evaluates programs and risks associated with Board organization, membership and structure and corporate governance.

The involvement of our Board in our sustainability efforts through three of its committees demonstrates how we bring the same intentionality and thoughtfulness to our Governance efforts as we bring to the Environmental and Social aspects of Sustainability.

Executive-level responsibility

Our Chief Financial Officer (CFO) has executive-level responsibility for economic topics and our overall ERM process and is also our company's chief risk officer. Our head of internal audit, who is responsible for monitoring and auditing the company's operational risk management performance, reports to the Audit Committee and administratively to the CFO. In addition, Ingersoll Rand's SVP General Counsel/Chief Compliance Officer has executive-level responsibility for sustainability topics. Both the CFO and general counsel directly report to the CEO and have reporting responsibility to the Board of Directors (which oversees Ingersoll Rand's sustainability approach through its various committees as described above). In addition, the CEO, SVP General Counsel/Chief Compliance Officer, and CFO formally review and approve the organization's public reporting to ensure that all material topics are covered as required.

For further information on the Board's and management's commitment to sustainability governance, reference the Ingersoll Rand 2024 Proxy Statement.

Board of Directors composition as of December 31, 2024

- **Independence/non-executive:** Nine independent, non-executive directors and one non-independent director (the CEO).
- **Lead director:** The position of independent Lead Director is held by Mr. William P. Donnelly.
- **Tenure:** Average of five years.
- **Gender:** 40% women; 60% men.
- **Membership of underrepresented social groups:** 60% of members are diverse in gender or ethnicity.
- **Meetings:** A minimum of four Board meetings per year are held to enhance the Board's collective knowledge and provide updates on pertinent business topics. In 2024, our Board held six meetings.
- **Meeting attendance:** Board members are required to attend a minimum of 75% of Board and committee meetings. In 2024, each of our current members that were nominated for re-election in 2025 attended more than 75% of the aggregate Board meetings and respective committee meetings (held during the period for which he or she was a director).
- **Corporate governance guidelines:** Our Board publicly commits to a series of best-in-class corporate governance practices, which can be found in the Governance section of our website.
- **Performance reviews:** Our Board and each of its committees perform an annual performance review, as required by our Corporate Governance Guidelines. This review is administered via a survey conducted by an outside firm (Boardspan, Inc.) that provides the results to the Board, and its committees, who implement improvements identified in the survey that are designed to increase the effectiveness of the Board and its committees.

GOVERNANCE

ENTERPRISE RISK MANAGEMENT

Key impacts, risk and opportunities

To help ensure responsible sustainability, we strive to effectively handle uncertainty through a strategic approach to recognizing, managing, and mitigating risks utilizing our ERM process.

ERM committee

The Audit Committee has the responsibility to provide assistance to the Board in the oversight of the governance and the effectiveness of the company's risk management processes. The ERM committee is comprised of CEO, CFO and other senior leader management, and leads the company's risk management processes and oversight. This well-defined process, which utilizes the COSO ERM framework, enables us to identify trends and potential risks, and assess and prioritize these risks at least annually based on the magnitude, likelihood and velocity of the potential impact on the company. The committee also works with our business leaders and risk owners to develop and implement countermeasures to reduce risks to an acceptable level based on the risk tolerance set by our executive management team, the Audit Committee, and our Board. Our ERM process and key countermeasures are reviewed regularly for effectiveness and are updated as needed. Our Internal Audit organization incorporates these key and prioritized risks in their risk assessment as they plan and perform audits each year. This would include periodic assessments of the overall ERM process. Deloitte & Touche LLP also reviews the ERM process, a key entity-level control, during the annual audit of the company's consolidated financial statements and the effectiveness of the company's financial reporting internal controls. Their review, as part of their Entity Level Control procedures, includes reviewing our annual risk assessment process, quarterly ERM committee meetings, and annual communication to the Audit Committee of the Board.

The accompanying chart reflects a select number of the risks identified by our ERM process and shows mitigation plans for these risks and potential opportunities associated with these risks.

Significant and emerging risk challenges and opportunities identified[1]

Risk	Background	Mitigation	Opportunities
Sustainability integration	Potential inability to integrate sustainability into the business as quickly as necessary for stakeholder expectations.	Increased transparent public reporting and identified sustainability maturity plan. ESG gap closure using IRX. Goals set to provide targets across products, services and operations. Controls and processes to ensure accurate information is reported publicly.	Innovate products and services to help customers achieve their environmental goals by reducing their energy consumption, water use, and waste generation. Integrate broadly to recruit/retain talent, set bold targets, and maintain and enhance market share. Cost savings from energy, water, and waste improvements in our own operations.
Employee matters and culture	Risk of employee engagement, employee retention of top talent, bench strength to provide continuity and succession of critical roles and key leadership positions.	Processes and systems to ensure development of key talent and succession planning; obtaining feedback from employees regarding engagement and implementing change where required; employee stock ownership program to make all employees owners of the company.	Highly engaged employees with long tenure that drive growth.
Products and services	Inability to develop new products and technologies can impair our competitive position, which could affect sales and market share.	Invest in resources that allow us to remain on top of technological research and innovation. Effectively utilize voice of the customer to research and release efficient products that help meet customer demands. A robust i2V program is part of our operational framework to re-design products in a cost-efficient manner using voice of the customer data.	The ability to increase market share and the ability to reduce Scope 3 emissions.
Climate	Identification of our climate strategy to address our impacts as well as to identify solutions supporting 2ºC or lower scenarios.	Created Scope 1, Scope 2, and Scope 3 GHG emissions reduction targets for operations by 2030 and 2034 respectively. Scope 3 customer goal set for product use phase. Assessed physical risks including water-stress using WRI's Aqueduct Water Risk Atlas Tool during scenario planning. Created a water reduction target for our operations. Set a new water goal (30% water use reduction by 2030) for water-stressed sites.	Lower operational costs, increase resiliency. Product changes create new customer solutions resulting in increased product revenue, improved downstream impacts, and improved customer sustainability.
Occupational health and safety	Hazards and ill health affect employees' ability to thrive and work.	Company-wide health and safety management system. Layered audit program to ensure capabilities of the system. Continued use of near miss reporting and Behavior-Based Safety with regular leadership involvement and program review.	Reinforce our safety culture and strengthen trust among the team. Expecting all employees to speak up and manage risk minimizes accidents.

[1] *See our Form 10-K included in our 2024 Annual Report for the year ended December 31, 2024, for additional material risk factors, as such factors may be updated from time to time in our periodic filings with the Securities and Exchange Commission.*

Significant and emerging risk challenges and opportunities identified[1] continued

Emerging risk	Background	Mitigation	Opportunities
Use of Artificial intelligence (AI)	The company has begun to incorporate AI into our business activities and our product and service offerings. As with many innovations, AI presents risks and challenges that could adversely impact our business. The development, adoption, and use of AI technologies are still in their early stages and can be ineffective or inadequate. AI development or deployment practices could result in unintended consequences. The legal and regulatory landscape surrounding AI technologies is rapidly evolving and uncertain, including in the areas of intellectual property, cybersecurity and privacy and data protection. Compliance with new or changing laws, regulations or industry standards relating to AI may impose significant costs and may limit our ability to develop, deploy or use AI technologies.	Establishment of an AI council to provide governance regarding the responsible and ethical use of AI. Measures have been taken to protect the company intellectual property, and confidential and sensitive company information from public AI tools including blocking or limiting public access and employee education. We continue to monitor and stay abreast of international regulations and guidelines.	Operational efficiencies from increased productivity and potential cost reduction; improved insights that lead to better decision-making; innovation that results in new products and services or market opportunities.
Acquisition Integration	The company has acquired multiple businesses in recent years and will continue to pursue acquisition of businesses or assets in the future. The acquisition and integration of businesses or assets involves several risks including valuation, integration, regulation, and diligence.	The use of the company's execution engine IRX throughout the integration process. A standard acquisition playbook is developed and utilized for each acquisition. The playbook includes due diligence, integration planning, and execution. Acquisition integration teams are composed of key members of the business and corporate functions.	Product and technology synergies, market and geographic expansion, economies of scale in operations/sourcing, improved customer relations.

[1] *See our Form 10-K included in our 2024 Annual Report for the year ended December 31, 2024, for additional material risk factors, as such factors may be updated from time to time in our periodic filings with the Securities and Exchange Commission.*

GOVERNANCE

CYBERSECURITY

Information security

Cybersecurity is essential to Ingersoll Rand for protecting network integrity, intellectual property, customer data, and the smooth operation of our locations. It serves as a vital defense against disruptions and data breaches, supporting trust, and competitiveness in the digital age.

Cybersecurity program oversight and controls

Our cybersecurity program is overseen by our chief information security officer (CISO) and is designed to protect and preserve the confidentiality, integrity, and availability of our information technology (IT) assets. Risks and controls are monitored by the CISO and chief information officer (CIO) and their evaluation of our overall program drives the nature and scope of our cybersecurity investments. Our CISO reports directly to the CIO and has 20 years of IT experience including leadership roles at various companies with enterprise responsibility for IT audit, IT infrastructure, and cybersecurity. The CISO reports to the Audit Committee of the Board on the effectiveness of the company's cybersecurity program controls aligned to the National Institute of Standards and Technology Cybersecurity Framework (NIST CSF).

We have implemented controls based on the NIST CSF and the Sarbanes-Oxley Act of 2002. Our IT organization is led by the CIO who is responsible for cybersecurity risk management. The Audit Committee is tasked with oversight of our overall ERM, including cybersecurity, and receives recurring cybersecurity updates throughout the year with at least two cybersecurity reports to the full Board of Directors each year. Directors with experience in cybersecurity and technology play crucial oversight roles for our digital and cybersecurity strategies.

ZERO

Employee and supplier data breaches for 2020-2024

Reducing risks of cyberattacks

To reduce the likelihood of negative consequences from an attempted cybersecurity attack, all employees, contractors, and partners are required to comply with the Ingersoll Rand IT Acceptable Use and Security Policy that details our information security requirements. All employees are also required to take monthly security awareness training that includes current security challenges and aligns with the company's risk management objectives. This training is updated dynamically based upon results of monthly phishing simulations. The monthly training and simulations drive a Digital Safety Risk Score (DSRS) for every employee. This helps educate our user base on the various cybersecurity risks faced by Ingersoll Rand. These risks include disruptive cyber-attacks, fines and injunctions, unauthorized access to sensitive information, and fraud. The Audit Committee oversees our general risk management strategy, including its technology security program, and guidelines and policies related to risk assessment and risk management; management's plan and execution of appropriate risk mitigation strategies, which include risk monitoring and controls.

We periodically engage external subject matter experts who provide independent qualitative and quantitative assessments of the cybersecurity program maturity and response readiness. We also use processes to oversee and identify material risks from cybersecurity threats associated with our use of third-party technology and systems.

We maintain information security through dedicated business continuity plans, regular vulnerability assessments, and internal audits of our IT systems. Independent audits are conducted in line with ISO 27001 standards. Our employees follow a defined escalation process to report incidents or threats and receive ongoing security awareness training.

Reporting

STANDARDS AND FRAMEWORKS

2024 Sustainbility Report GRI index

GRI standard	Disclosure number	Disclosure name	Location reference	Page number
GRI 2: General disclosures 2021	2-1	Organizational details	10-K	p. 3
	2-2	Entities included in the organization's sustainability reporting	10-K	p. 4
	2-3	Reporting period, frequency and contact point	Reporting	p. 75
	2-4	Restatements of information	Reporting	p. 75
	2-5	External assurance	Reporting	p. 75
	2-6	Activities, value chain and other business relationships	10-K	p. 3–8
	2-7	Employees	Social	p. 40–52
	2-8	Workers who are not employees	10-K	p. 46, 77, 78
	2-9	Governance structure and composition	Proxy Governance	p. 17 p. 63
	2-10	Nomination and selection of the highest governance body	Proxy	p. 26
	2-11	Chair of the highest governance body	Proxy	p. 28
	2-12	Role of the highest governance body in overseeing the management of impacts	Proxy	p. 19–24
	2-13	Delegation of responsibility for managing impacts	Proxy	p. 19–24
	2-14	Role of the highest governance body in sustainability reporting	Proxy	p. 19–24
	2-15	Conflicts of interest	Governance 10-K	p. 57 p. 94
	2-16	Communication of critical concerns	Governance	p. 75
	2-17	Collective knowledge of the highest governance body	Governance	p. 63
	2-18	Evaluation of the performance of the highest governance body	Proxy	p. 33–36
	2-19	Remuneration policies	Social Governance	p. 43 p. 57
GRI 2: General disclosures 2021	2-21	Annual total compensation ratio	Proxy	p. 38–48, 67–70
	2-22	Statement on sustainable development strategy	Introduction	p. 3
	2-23	Policy commitments	Introduction	p. 3
	2-24	Embedding policy commitments	Introduction	p. 3
	2-25	Processes to remediate negative impacts	Governance	p. 54–56
	2-26	Mechanisms for seeking advice and raising concerns	Governance	p. 63
	2-27	Compliance with laws and regulations	10-K	p. 10, 14–17
	2-28	Membership associations	Governance	p. 59
	2-29	Approach to stakeholder engagement	Governance	p. 54
	2-30	Collective bargaining agreements	Social	p. 44
GRI 3: Material topics 2021	3-1	Process to determine material topics	Governance	p. 54
	3-2	List of material topics	Governance	p. 54
	3-3	Management of material topics	Governance	p. 54–56
GRI 201: Economic performance 2016	201-2	Financial implications and other risks and opportunities due to climate change	Reporting	p. 71–74
	201-3	Defined benefit plan obligations and other retirement plans	10-K	p. 61
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	Governance	p. 54–56
	205-2	Communication and training about anti-corruption policies and procedures	Governance	p. 54–56
	205-3	Confirmed incidents of corruption and actions taken	Governance	p. 57–58
GRI 207: Tax 2019	207-1	Approach to tax	10-K	p. 38–41, 72
	207-2	Tax governance, control, and risk management	10-K	p. 38–41, 72
	207-3	Stakeholder engagement and management of concerns related to tax	10-K	p. 38–41, 72
	207-4	Country-by-country reporting	10-K	p. 38–41, 72

STANDARDS AND FRAMEWORKS: 2024 SUSTAINABILITY REPORT GRI INDEX CONTINUED

GRI standard	Disclosure number	Disclosure name	Location reference	Page number
GRI 301: Materials 2016	301-2	Recycled input materials used	Grow Sustainably	p. 15
	301-3	Reclaimed products and their packaging materials	Grow Sustainably	p. 15
GRI 302: Energy 2016	302-1	Energy consumption within the organization	Environmental	p. 31
	302-2	Energy consumption outside of the organization	Environmental	p. 35
	302-3	Energy intensity	Environmental	p. 26
	302-4	Reduction of energy consumption	Environmental	p. 26, 31
	302-5	Reductions in energy requirements of products and services	Grow Sustainably	p. 13
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	Environmental	p. 35
	303-5	Water consumption	Environmental	p. 35
GRI 304: Biodiversity 2016	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Environmental	p. 36
	304-2	Significant impacts of activities, products and services on biodiversity	Environmental	p. 36–37
	304-3	Habitats protected or restored	Environmental	p. 36–37
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Environmental 2023 Sustainability Report	p. 36–37 p. 47
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Environmental	p. 31
	305-2	Energy indirect (Scope 2) GHG emissions	Environmental	p. 31
	305-3	Other indirect (Scope 3) GHG emissions	Environmental	p. 32
	305-4	GHG emissions intensity	Environmental	p. 26
	305-5	Reduction of GHG emissions	Environmental	p. 26

GRI standard	Disclosure number	Disclosure name	Location reference	Page number
GRI 306: Waste 2020	306-2	Management of significant waste-related impacts	Environmental	p. 33–34
	306-3	Waste generated	Environmental	p. 33–34
	306-4	Waste diverted from disposal	Environmental	p. 33–34
	306-5	Waste directed to disposal	Environmental	p. 33–34
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	Governance	p. 60–62
	308-2	Negative environmental impacts in the supply chain and actions taken	Governance	p. 60–62
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	Social	p. 50
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	10-K	p. 9, p. 8
	401-3	Parental leave	Social	p. 43
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Environmental Social	p. 38–39 p. 40–42
	403-2	Hazard identification, risk assessment, and incident investigation	Environmental Social	p. 38–39 p. 40–42
	403-3	Occupational health services	Environmental Social	p. 38–39 p. 40–42
	403-5	Worker training on occupational health and safety	Environmental Social	p. 38–39 p. 40–42
	403-6	Promotion of worker health	Environmental Social	p. 38–39 p. 40–42
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Environmental Social	p. 38–39 p. 40–42
	403-8	Workers covered by an occupational health and safety management system	Environmental Social	p. 38–39 p. 40–42
	403-9	Work-related injuries	Environmental Social	p. 38–39 p. 40–42
	403-1	Work-related ill health	Environmental Social	p. 38–39 p. 40–42

STANDARDS AND FRAMEWORKS: 2024 SUSTAINABILITY REPORT GRI INDEX CONTINUED

GRI standard	Disclosure number	Disclosure name	Location reference	Page number
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	Social	p. 45
	404-2	Programs for upgrading employee skills and transition assistance programs	Social	p. 45–47
	404-3	Percentage of employees receiving regular performance and career development reviews	Social	p. 45–47
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	10-K	p. 9–10
	405-2	Ratio of basic salary and remuneration of women to men	Social	p. 44
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	Governance	p. 58
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	Social	p. 48–53
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	Governance	p. 60–62
GRI 415: Public Policy 2016	415-1	Political contributions	Governance	p. 59
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Governance	p. 66

SUSTAINABLE ACCOUNTING STANDARDS BOARD (SASB)

Topic	Accounting metric	Code	Category	Units of measure	Reporting figure	Location reference and page number
Energy Management	Total energy consumed	RT-IG-130a.1	Quantitative	MWh	317,222	Environmental p. 31
	Percentage grid electricity	RT-IG-130a.1	Quantitative	%	34%	Reporting p. 70
	Percentage renewable	RT-IG-130a.1	Quantitative	%	13%	Reporting p. 70
Employee Health & Safety	Total recordable incident rate (TRIR)	RT-IG-130a.1	Quantitative	Rate	0.54	Social p. 40
	Fatality rate	RT-IG-130a.1	Quantitative	Rate	0	Environmental p. 39
	Near miss frequency rate	RT-IG-130a.1	Quantitative	Rate	6.9	Reporting p. 70
Fuel Economy & Emissions in Use-phase	Sales-weighted fuel efficiency for non-road equipment	RT-IG-410a.2	Quantitative	Gallons per hour	NA	NA
Materials Sourcing	Description of the management of risks associated with the use of critical materials	RT-IG-440a.1	Discussion and Analysis	NA	NA	10-K p. 22
Remanufacturing Design & Services	Revenue from remanufactured products and remanufacturing services	RT-IG-440b.1	Quantitative	Reporting currency	$88,000,000	Product circularity p. 15

INTERNATIONAL SUSTAINABILITY STANDARDS BOARD (ISSB)

Governance

Disclose the organization's climate-related risks and opportunities

Guiding principles	Ingersoll Rand disclosures
Board's supervision over climate-related risks and opportunities	Ingersoll Rand's disclosure impacts of climate change include the risks and opportunities presented by rising temperatures, climate-related policy, and emerging technologies in our changing world. The Board of Directors has oversight of climate-related risks and opportunities through its Sustainability Committee, which meets at least three times a year. The climate-related risks and opportunities identified through the application of the International Sustainability Standards Board (ISSB) (previously known as: Task Force on Climate-Related Financial Disclosures) framework are reviewed by the Sustainability Committee as well as the countermeasures designed to address such risks.
Management's role in assessing and managing climate-related risks and opportunities	Ingersoll Rand utilizes a continuous ERM process that enables Ingersoll Rand to pursue its strategic mission while identifying, controlling, and mitigating risks that is based on the COSO Enterprise Risk framework. The ISSB framework has been incorporated into the overall ERM process and is used by Ingersoll Rand to assess and manage climate-specific risks and opportunities. The Chief Risk Officer leads the ERM process, supported by a cross functional Executive Committee that includes Ingersoll Rand's Chairman, President and CEO, Corporate Controller, Chief Information Officer, SVP HR, SVP General Counsel, SVP Strategy and Business Development, and VP Internal Audit. Input is also received annually by the Board of Directors to evaluate alignment of risk priorities between the Board of Directors and Management. The process includes risk identification through an annual review and update of Ingersoll Rand's risk register, risk analysis, and risk evaluation by a number of leaders throughout the business and functions to assess the prioritization of risk in the risk register based on the current countermeasures in place for the risk. The process also includes a third-party-led assessment of climate-related risks and opportunities utilizing the ISSB framework. Risk mitigation is developed by the subject matter experts/risk owners for those risks (including climate-related risks) that need additional countermeasures to bring the risk to an acceptable level. Monitoring by the Chief Risk Officer and the ERM Committee occurs on a quarterly basis. During these quarterly meetings, updates are provided on the status of new countermeasures identified by the committee or risk owners and to monitor the KPIs of the company's top risks as identified through the risk evaluation. In support of our strategic imperatives including our "Lead Sustainably" strategy, our CEO, Executive Officers, and Managers had a 2024 objective for achieving the BU goals or company goals for an average of an 8% GHG emission reduction in their Performance Management Plans. An employee's achievement of the objectives in their Performance Management Plan is taken into account in determining their compensation.

Strategy

Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material

Guiding principles	Ingersoll Rand disclosures
Short-, medium-, and long-term climate-related risks and opportunities identified	Climate-related risks were evaluated over the short, medium, and long term. **The climate-related risks in priority order of high to low include:** • Component shortages • Fuel price fluctuations • U.S. Securities and Exchange Commission (SEC) reporting regulations • Environmental regulations • Severe weather • Heat stress, sea-level rise • Water scarcity • Ingersoll Rand's reputation **The climate-related opportunities in priority order from high to low include:** • Energy-efficient equipment • Sustainable end markets • Oil-free products and consumables • Clean energy-related products • Remanufacturing • Operational energy-efficiency • Increased renewable energy use • Operational water use and operational waste
Climate-related risks and opportunities having significant impact on the organization's businesses, strategy and financial planning	Annually, the functions and businesses complete a multi-year strategy and financial plan called Making Life Better (MLB). Sustainability risks and opportunities are specifically addressed by each BU as part of this process including the climate-related impacts on the BUs' financials. The plan is reviewed and approved by the Executive Leadership Team and CEO. The plan is pulsed monthly in the Management Business Review, and adjustments made to ensure Ingersoll Rand realizes the short- and long-term climate goals.
Potential impacts from different climate-related scenarios on the organization's business, strategy and financial planning	We have evaluated Ingersoll Rand's physical risks related to sea-level rise, flood, water-stress, wildfire, heatwaves, and cold waves. Overall, risks from sea-level rise, flooding, wildlife, heatwaves and cold waves are relatively low across our profile. However, water-stress has several properties in the high-risk category and are spread across our manufacturing and service sites. Our strategic planning enables us to proactively address water-stress. Our resilient strategy allows time to address water-stress risks and develop site-specific and regional mitigation strategies in response, which could include shifting production to non-stressed areas, water reclamation, rainwater harvesting, and process efficiency improvements through our site GreenX teams.

Risk management

Disclose how the organization identifies, assesses, and manages climate-related risks

Guiding principles	Ingersoll Rand disclosures
Organization's processes for identifying and assessing climate-related risks	Ingersoll Rand follows the ISSB framework to identify climate-related risks as part of its ERM process. This assessment focused on physical and transitional risks. A physical risk assessment was performed on Ingersoll Rand's properties to identify their risk to riverine flooding, surface water flooding, coastal inundation, forest fire, freeze thaw, extreme wind, and extreme heat. Data was utilized from S&P Global and WRI to obtain climate risk scores for each property. Ingersoll Rand has completed an assessment of material physical climate risks using the Intergovernmental Panel on Climate Change (IPCC) Representative Concentration Pathway (RCP) to understand our climate trajectory. We used the following pathways to capture these future trends: • RCP 2.6 • RCP 8.5 Time horizons were decided upon given the expected useful life of our assets and lease agreements for our properties. We have conducted scenario analysis to understand climate-related impacts in the short-term (0-5 years), medium-term (5-10 years), and long-term (10-25 years). These time horizons align with our goals of reducing absolute GHG emissions in our operations by 42% by 2030 and achieving net-zero by 2050. In 2025, all 300 sites were re-evaluated including recent acquisitions for physical risk, and 18 were identified as priority according to the different risk categories. The top three categories were riverine flooding, coastal inundation and extreme heat. From the 2025 reassessment, the our newly aquired sites registered lower overall risk than the majority of the those quantified in 2024. When compared to the results of last year's assessment, the newly acquired/opened sites only make up ~1% of total risk quantified across the two assessments. **Top sites with physical risk of riverine flooding:** Mitigation for each includes flood proofing, flood warning systems, flood preparedness, improved drainage, building or inflatable flood barriers (e.g. water gates around windows), and shifting production to low risk areas. • MFG – Coimbatore – India • MFG – Lonate Pozzolo – Italy • MFG – Yokohama – Japan • MFG – Schopfheim – Germany • MFG – Shanghai – China (Xuanzhong Rd – Seepex) • MFG – Kirchhain – Germany • MFG – Sahibabad – India • MFG – Wujiang – China • MFG – Shanghai (Wenjing Rd) – China • MFG – Shanghai – China (Jaimei Road – Hanye) • MFG – Deerfield Beach, FL – USA • RD – Bangalore – India **Top sites with physical risk of coastal inundation:** Mitigation for each includes relocation planning to low-risk areas, flood proofing, flood warning systems, flood preparedness, improved drainage, and building or inflatable flood barriers (e.g., water gates around windows). • MFG – Miami Gardens, FL – USA • MFG – Deerfield Beach, FL – USA • MFG – Wujiang – China • MFG – Shanghai (Wenjing Road) – China • MFG – Shanghai (Jamiei Road-Hanye) – China • RD – Shanghai – China **Top sites with physical risk of surface water flooding:** Mitigation actions include drainage improvements, retention ponds, flood warnings, flood preparedness planning, and temporary or permanent relocation of impacted facilities. • MFG – Miami Gardens FL – USA • MFG – Deerfield Beach, FL – USA • MFG – Shanghai – (Wenjing Road) – China • MFG – SRV – Hamburg – Germany **Top sites with physical risk from extreme heat:** Mitigation actions include heat relief for workers, air conditioned building environment, employee shower facilities, adjustment of production hours to cooler parts of the day, and relocation of production to areas with lower heat averages. • MFG – Chennai – India • RD – Bangalore – India A transitional risk assessment was performed, and interviews were conducted to identify climate-related risks and opportunities relevant to the business as the world transitions to a lower-carbon economy. Our assessment is based on potential scenarios for legislation, technological development or market conditions and is based on short-, medium- and long-term time horizons considering the expected lifetime of the assets or activities. These risks and opportunities were evaluated for likelihood, impact, and velocity, and the final compilation of risks and opportunities was assessed through the ERM strategic process. Ingersoll Rand uses qualitative and quantitative climate-related transition scenario analysis. We used risk ratings derived from the U.S. Federal Emergency Management Agency (FEMA) standards, which are used for pricing insurance policies in the U.S. This analysis looks at two extremes in Network of Greening the Financial System (NGFS) climate scenarios: Current policies and net-zero 2050. Climate Hazard Data was sourced from the 2024 XDI Gross Domestic Climate Risk Dataset, which calculates the physical climate risk to the built environment in 2,600+ territories around the world. The scope of the assessment includes all our own sites globally considering on our short, medium, and long-term climate-related risks and opportunities. The qualitative scenario analysis assessed the sensitivity of each risk and opportunity relative to each of the two scenarios and the associated level of impact. The majority of our risks have a larger potential impact in the Stated Policies Scenarios (STEPS) from the International Energy Agency due to them being more closely related to physical impacts (e.g., component shortages that may be exacerbated by supply chain disruptions). The majority of opportunities have a larger potential impact in the net-zero emissions by 2050 Scenario (NZE) due to Ingersoll Rand's ability to supply products that aid in the transition to a lower-carbon economy (e.g., energy-efficient equipment and clean energy-related products). Transitioning to a lower-carbon, energy-efficient economy involves both risk and opportunity for Ingersoll Rand. To that end, we will continue to monitor and mitigate risks that have an associated physical impact that can impact operations and disrupt Ingersoll Rand's supply chain. R&D investments in more energy-efficient, low-carbon technologies are planned to capitalize on potential opportunities.

Risk management

Disclose how the organization identifies, assesses, and manages climate-related risks

Guiding principles	Ingersoll Rand disclosures
Organization's processes for managing climate-related risks	Ingersoll Rand's plan anticipates the adverse effects of climate change and takes appropriate action to prevent or minimize the damage they can cause or take advantage of opportunities that may arise. Our ability to monitor, manage, mitigate/enhance, and adapt to climate-related risks was evaluated using the following definitions: **Monitor:** Observe our operations and activities for potential impacts. **Manage:** Address day-to-day impacts associated with risks. **Mitigate/enhance:** Attempt to address the root cause of the impacts. **Adapt:** Address the long-term impacts associated with risks. A summary of Ingersoll Rand's assessment of risks and opportunities is below: **Risks:** • Component shortages: monitor and adapt • Fuel price fluctuations: monitor, manage and adapt • SEC reporting regulations: monitor and adapt • Environmental regulations: monitor and adapt • Coastal inundation: monitor and adapt • Surface water flooding: manage and adapt • Riverine flooding: monitor and adapt • Extreme wind: monitor and adapt • Forest fire: monitor and adapt • Soil subsidence: monitor and adapt • Freeze thaw: monitor and adapt • Extreme heat: monitor, manage and adapt • Ingersoll Rand's reputation: monitor, mitigate and adapt **Opportunities:** • Energy-efficient equipment: monitor, enhance and adapt • Sustainable end markets: monitor, enhance and adapt • Oil-free products and consumables: monitor, enhance and adapt • Clean energy-related products: monitor, enhance and adapt • Remanufacturing: monitor, enhance and adapt • Operational energy efficiency: manage and adapt • Increased renewable energy use: monitor, enhance and adapt • Operational water use and operational waste: manage and adapt Transitioning to a lower-carbon, energy efficient economy involves both risk and opportunity for Ingersoll Rand. To that end, we will continue to monitor and mitigate risks that have an associated physical impact that could affect operations and disrupt Ingersoll Rand's supply chain. R&D investments in more energy-efficient, low-carbon technologies are planned to capitalize on potential opportunities. Ingersoll Rand's risk assessment and plan to adapt to physical climate risks cover all Ingersoll Rand sites as of May 2025 and 74% of total revenue. Annually, we monitor the risks and opportunities, and based on the data from such monitoring, we determine if adaptation measures need to be adopted, and if so, we will begin to implement those measures for completion in less than five years.

Risk management

Disclose how the organization identifies, assesses, and manages climate-related risks

Guiding principles	Ingersoll Rand disclosures
How to integrate the processes of climate-related risk identification, assessment and management into the overall risk management	Ingersoll Rand utilizes a continuous ERM process that enables Ingersoll Rand to pursue its strategic mission while identifying, controlling and mitigating risks that are based on the COSO Enterprise Risk framework. The ISSB framework has been incorporated into the overall ERM process and is used by Ingersoll Rand to assess and manage climate-specific risks and opportunities. The Chief Risk Officer leads the ERM process, supported by a cross-functional Executive Committee that includes Ingersoll Rand's Chairman and CEO, Corporate Controller, Chief Information Officer, SVP HR, SVP General Counsel, SVP Strategy and Business Development, and VP Internal Audit. Input is also received annually by the Board of Directors to evaluate alignment of risk priorities between the Board of Directors and Management. The process includes risk identification through an annual review and update of the Ingersoll Rand Risk Register, Risk Analysis, and Risk Evaluation by a number of leaders throughout the business and functions to assess the prioritization of risk in the risk register based on the current countermeasures in place for the risk. The process also includes a third-party-led assessment of climate-related risks and opportunities utilizing the ISSB framework. Risk mitigation is developed by the subject matter experts/risk owners for those risks (including climate-related risks) that need additional countermeasures to bring the risk to an acceptable level. Monitoring by the Chief Risk Officer and the ERM Committee occurs on a quarterly basis. During these quarterly meetings, updates are provided on the status of new countermeasures identified by the committee or risk owners and to monitor the key performance indicators of the company's top risks as identified through the risk evaluation.

Metrics and targets

Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material

Guiding principles	Ingersoll Rand disclosures
Indicators used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process	The climate metrics used by Ingersoll Rand include the following: renewable electricity (purchased, generated and returned), non-renewable electricity, natural gas, propane, diesel, gasoline/petrol and refrigerants. The data is reviewed, and actions are developed to meet the publicly stated 2030 and 2050 goals, as well as annual targets, to mitigate identified risks, including regulatory changes and drive revenue and growth through product improvements and growth into sustainable end markets. The results of the review are communicated broadly throughout the organization at regular frequencies to all employees. Additionally, the metrics are reported to the Chief Risk Officer and the Executive Committee for review and response in alignment to the climate-specific risks and opportunities. The data is reviewed and actions are developed by the company through its annual MLB strategic plan and ERM process to stay on track to meet or exceed the publicly stated 2030 and 2050 goals. We have an Operationalizing Sustainability IDM that covers all BUs globally with accountability for specific impact plans to achieve the annual targets. In addition, our operationalizing sustainability strategy includes roadmaps to achieving the metrics primarily through implementation of site-specific GreenX teams and specific tools to improve energy and water efficiency. With respect to climate-related opportunities, our greatest opportunity is our energy-efficient product portfolio that has the opportunity to dramatically help our customers reduce their Scopes 1 and 2 GHG emissions. Ingersoll Rand's strategy for addressing climate change is most notable with its product efficiencies. Product improvements create new customer solutions resulting in improved downstream impacts, improved customer sustainability, and increased revenue. We know that most our customers consider energy efficiency when making decisions, and governments around the world are now regulating energy conservation standards for compressors. We embrace this trend and aim to remain at the forefront of these requirements with the goal of 100% of our new product innovation designed with consideration for sustainability improvements. This is how Ingersoll Rand manages its contribution to the 2 degrees or lower scenario. Operationally, Ingersoll Rand is ensuring the resiliency of its organizational strategy with on-site solar installations, purchasing renewable energy, introducing Virtual Power Purchase Agreements and pursuing other site-specific energy efficiency projects. Ingersoll Rand has business continuity plans in place to successfully execute on the organizational strategy as various climate scenarios take place. These business continuity plans ensure Ingersoll Rand will be able to supply energy efficient products to help achieve global climate goals. Energy efficiency is integral to our new product development process. Each new product includes an evaluation of total GHG emissions measured using a life-cycle assessment process. The opportunities created by this new product innovation are reflected in the annual MLB strategic financial plan developed by each of Ingersoll Rand's BUs.

Metrics and targets

Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material

Guiding principles	Ingersoll Rand disclosures
Scope 1, Scope 2, and Scope 3 GHG emissions, and the related risks	Scope 1 and Scope 2 climate-related potential risks include: (1) Coastal inundation caused by longer term sea level rise and associated land loss is a progressive hazard with an associated site damage or replacement cost. Coastal inundation driven by storm surge can also cause the abrupt disruptions of site operations. (2) Surface water flooding can cause abrupt site disruption, halting production, as well as causing site damage. (3) Riverine flooding can cause abrupt site disruption, halting production, as well as causing site damage. (4) Extreme wind events can cause abrupt site disruption halting production, as well as causing site damage. (5) A forest fire can cause site disruption, halting production, as well as cause site damage. (6) Soil subsidence is a progressive hazard, so is not likely to cause site disruption, but has an associated site damage. Low groundwater levels in the area cause the ground beneath sites to contract and shift. (7) Freeze thaws are a progressive hazard, so are not likely to cause abrupt site disruption, but have an associated site damage as sites can freeze, expand and crack. (8) Extreme heat is a failure-only hazard, so is not likely to cause site damage. However, it is likely to halt the site's operation. Scope 3 climate-related risks include: (1) Regulations around equipment efficiency could present risks if our products don't meet these standards; and (2) Potential regulations of a carbon tax and other regulations around emissions have the potential to disrupt our business due to the global supply chain and emissions associated with sourcing components overseas (mostly from China and India). The potential financial impact of carbon pricing ranges was examined across Current Policies and net-zero 2050 scenarios and is mostly concentrated in the U.S. and Europe (90% of total carbon pricing risk). (3) Potential exposure to physical risks associated with climate change to our supply chain through priority seaport locations. (4) Potential exposure of our owned and operated assets to various climate-change-related physical hazards such as coastal inundation, riverine flooding and surface water flooding. (5) Supply chain locations in China and Taiwan exhibit the greatest exposure to such physical risks. The supply chain risk exposure was examined across the two scenarios and is mainly concentrated in three owned and operated facilities: Wujiang, Shanghai (Wenjing Road), and Schopfheim. All three locations combined represent 89% of total physical risk, with Wujiang making up the majority of risks. Ingersoll Rand has conducted GHG inventories of direct emissions (Scope 1) and indirect emissions (Scope 2) and verified the amount based on the ANSI ISO 14046-3 GHG inventory standards. With reference to GHG Protocol Scope 3, Ingersoll Rand conducts GHG inventories of all categories within Scope 3, and obtains the ISO 14064-3 GHG verification report for employee commute and business travel only. For product use, the product use is evaluated against the ISO 14000 series of standards and the GHG Protocol. The results are identified in the Assurance Statements.
Targets used by the organization to manage climate-related risks and opportunities and performance against targets.	GHG reduction of 42% by 2030 and net-zero by 2050 targets have been publicly stated. Additionally, by 2050, Ingersoll Rand aims to be using 100% renewable energy. The company has overall roadmaps to reach 2030 and 2050 goals and the business units are executing annually towards the goals. Weekly, the business units report on their progress to Corporate in the Operationalizing Sustainability IDM and a quarterly business review with the CEO and CFO. Our progress toward the climate goals is an early indicator of the resiliency of our strategy. We are executing towards the goals in all our business units and have achieved an absolute reduction of 26% in Scopes 1 and 2 GHG emissions in 2024, which is 61% progress towards our 42% Scopes 1 and 2 GHG reduction goal. Additionally, we have achieved an intensity reduction of 0.05 metric tons CO_2e per USD value added for our Scope 3 use of sold products (Category 11). This is a 29.4% reduction, representing 30% progress towards our 97% Scope 3 use of sold products reduction goal.

ASSURANCE STATEMENTS

Ingersoll Rand's 2024 Assurance Statements (as well as past years' Assurance Statements) are publicly available at 2024 Assurance Statements.

POLICIES

Anti-Bribery and Corruption Policy

Conflict Minerals Policy

Environmental, Health & Safety Policy

Human Rights Policy

Code of Conduct

Supplier Code of Conduct

Political Involvement Policy

SUSTAINABILITY REPORT DATA

Reporting period
All ESG data for Ingersoll Rand reflects calendar year 2024, unless otherwise noted.

Reporting cycle
Ingersoll Rand's ESG reporting is on an annual cycle.

Reporting inaccordance with Global Reporting Initiative (GRI) Standards and is in aligned with SASB
This report is in accordance with the Global Reporting Initiative (GRI) standards core option.

Restatements of information and changes in reporting
There are restatements for data points previously presented for 2020-2024. As a result of M&A activities since 2020 (surpassed a 5% impact on any environmental metric) and a drive for consistent improvement, in 2024 Ingersoll Rand incorporated data from 2023 acquisitions companies and significantly decreased (~50%) the number of SVC and ADMIN locations that were previously utilizing estimates for Scope 1 and 2 metrics. These locations collected one years-worth of actual readings for these metrics in our database which was then used for prior years. Subsequently, in 2024 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. This recalculation comprised of the inclusion of locations acquired in 2023, the adjustment of data errors and the addition of actual values for the SVC and ADMIN locations that were previously utilizing estimates. All subsequent years after the base year were calculated in conformance with this method. This 2024 report reflects 100% data coverage for Ingersoll Rand. Unless otherwise noted, all data for all periods is presented on a pro forma basis to take into account the Merger of Gardner Denver and the Ingersoll Rand Industrial segment on March 1, 2020.

Process for defining the report and topic boundaries
The process to define the Ingersoll Rand ESG reporting data is to set its organizational and operational boundaries; this report has two topic boundaries:

1. Organizational boundaries use the financial control approach for environmental data and the operational control approach for safety data.
2. Operational boundaries in respect to direct and indirect emissions are determined by the use of the GHG Protocol Corporate Accounting and Reporting Standard.

External assurance
Environmental and safety data was assured by ERM CVS—a third-party certified specialist. This represents 100 percent of the company's global operations and products manufactured for 2024. For further details and results, access the 2024 Assurance Statements.

Report Contact
Mary Betsch, VP, Sustainability and EHS; makinglifebetter@irco.com.

For the online version of our report and more information on our ESG efforts, please visit Ingersoll Rand Sustainability.

DISCLAIMER

This report 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 report 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 report 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.

This report covers the calendar year 2024 unless otherwise noted and contains "forward-looking statements" that are subject to risks and uncertainties. Forward-looking statements are based on Ingersoll Rand's current expectations and projections about future trends, events and uncertainties. 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, although not all forward-looking statements contain such terms. 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 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.

Any forward-looking statements speak only as of the date of this report. 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.

Additionally, the information contained on our website and social media platforms is not incorporated by reference into this report. This report may contain links to other Internet sites and may frame material from other Internet sites. Such links or frames are not endorsements of any products or services in such sites, and no information in such site has been endorsed or approved by Ingersoll Rand. We make no warranties or representations of any kind as to the accuracy, currency, or completeness of any information contained in such third-party websites, including any third-party social media or mobile app platform.

All goals and targets included herein are aspirational in nature and are not guarantees or promises that such goals or targets will be met. Further, our targets, including GHG emissions targets, are subject to change in the event of significant or structural changes in Ingersoll Rand (including acquisitions, divestiture, mergers, insourcing or outsourcing), key performance indicator methodology changes, or changes in data reported due to improved calculation methodologies or better data accessibility.

Terms such as "impact," "green," "transition," "energy transition," "net zero," "decarbonization," "sustainable," and "sustainability" can be subjective in nature, and there is no representation or guarantee that these terms, as used by Ingersoll Rand, or judgment exercised by Ingersoll Rand or its affiliates, will reflect the beliefs or values, policies, principles, frameworks or preferred practices of any particular investor or other third-party or reflect market trends.

Statistics and metrics relating to sustainability matters, including GHG emissions metrics, are estimates and may be based on estimates, estimated information, and assumptions (which may prove to be inaccurate) or developing standards (including our internal standards and policies).

There can be no assurance that our policies and procedures as described in this report will continue; such policies and procedures could change, even materially. We are permitted to determine in our discretion that it is not feasible or practical to implement or complete certain of our initiatives, policies, and procedures based on cost, timing, or other considerations. References to case studies in this report are intended to be illustrative and are not intended to be used as an indication of the current or future performance. Further, the receipt of any awards by Ingersoll Rand is no assurance that Ingersoll Rand's business objectives, including its sustainability-related objectives, have been achieved or successful.