

Wrap-up and Summary

Herb Henkel, Chairman and CEO

February 13, 2009



Our Game Plan

- **Manage Through The Downturn**
 - Deliver Trane synergies and restructuring savings
 - Drive productivity, get savings from falling commodities
 - Generate cash
 - Drive for more

- **Our Goals**
 - Improve our Balance Sheet and pay down debt
 - Build on our strong business fundamentals
 - Emerge from downturn a stronger company

***Delivering the Expected Benefits of
the Combined Businesses***

Stronger, More Diversified Ingersoll Rand

- Portfolio of Premium Brands ...A Growing Global Company
- Market Leadership Positions in Climate, Industrial & Security
- Significant Revenue & Cost Synergy Opportunities
- Stronger Revenue, Earnings and Cash Generation
- Focused on Margin Expansion and Cash
 - Continuous Improvement
 - Disciplined Program Management

'08 – '12 CAGR

<u>Long-Term Goals</u>	
Sales Growth	+4 to 6%/yr
EPS Growth	+8 to 12%/yr
Free Cash Flow	90 to 100% of Net Inc.

Our Goal:

A Premier Company...Delivering Higher Returns

Q & A Session

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