Ingersoll Rand

Ingersoll - Rand (India) Limited

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No. 12/1, Bannerghatta Road,
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August 14, 2026

DGM – Corporate Relations,
BSE Limited,
Phiroze Jeejeebhoy Towers,
Dalal Street,
Mumbai – 400 001
Scrip Code: 500210

The Listing Department,
National Stock Exchange of India Limited,
Exchange Plaza, Plot No. C-1,
Block G, Bandra – Kurla Complex,
Bandra (East), Mumbai – 400 051
Scrip Symbol: INGERRAND EQ

Dear Sir/Madam,

Sub: Annual General Meeting held on 14th August 2026

The 104th Annual General Meeting (AGM) of the Company was held today, through Video Conferencing (VC) or Other Audio Visual Means (OAVM) at 12.00 noon.

The voting results of the resolutions voted upon at the said 104th AGM will be declared within two working days of conclusion of the AGM and will be sent to the stock exchanges as required under the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

The address by the Chairman of the Board, Mr. Sunil Khanduja, to the members is enclosed for your ready reference and we shall be thankful if you arrange to inform your members accordingly.

Thanking you,

Very truly yours,
For **Ingersoll – Rand (India) Limited**

PAYYADI RAJARAM SHUBHAKAR
Digitally signed by PAYYADI RAJARAM SHUBHAKAR
Date: 2026.08.14 16:48:19 +05'30'

P. R. SHUBHAKAR
Chief Financial Officer & Company Secretary

INGERSOLL – RAND (INDIA) LIMTED

Registered Office: First Floor, Subramanya Arcade, No. 12/1, Bannerghatta Road, Bengaluru 560 029

Address by Mr. Sunil Khanduja, Chairman at the 104th Annual General Meeting

Dear Shareholders,

Good afternoon! It is a pleasure to welcome you all to the 104th Annual General Meeting of your Company. On behalf of the Board of Directors, I would like to express our collective appreciation for your continued trust and support. The Company's accomplishments over the past couple of years reflect the strength of its collective leadership and the dedication of its teams, driven by unwavering confidence in its long-term vision.

Financials and Performance

Before I highlight this year's June quarter results that we announced yesterday, let me provide you with a quick overview of our annual performance for the financial year 2025-26.

FY 2025-26 at a glance:

INR 1,431 Cr	**4.1%**	**INR 256 Cr**	**(4.3%)**
Total income	Year-on-year growth	Profit after tax	PAT change

With regards to our results for the quarter ending 30th June, 2026, we have reported a total income of **INR 389** crores which is **19.8% growth** over the same quarter of the previous financial year. We have also reported a profit after tax of **INR 70 crores** for the quarter ended 30th June 2026 which is also a **growth of 19.5%** over the corresponding quarter of previous financial year. We are pleased with this growth momentum which is backed by a clear business vison and strategy.

Behind these achievements stands a committed team that consistently thinks and acts like owners – driven by a deep sense of purpose and accountability. Their dedication continues to propel the Company forward, and I want to sincerely acknowledge their unwavering commitment.

Ingersoll Rand

Transition in Strategic Priorities

Building on the progress achieved, the Company will continue to execute against six core strategies that underpin consistent performance, innovation, and sustainable long-term value creation:

01 Organic Growth
Driving organic growth in high-potential strategic verticals.

02 Services-Led Scaling
Scaling services-led growth through installed-base monetization.

03 Smarter Products. Sustainable Value
Enhancing customer value through sustainable, energy-efficient, and market-tailored products.

04 Air Treatment Attachment
Accelerating Air Treatment growth by maximizing attachment rates.

05 Supply Chain Agility
Strengthening manufacturing and supply chain agility to improve responsiveness and execution.

06 Critical Capabilities
Building critical capabilities through targeted upskilling and talent-retention initiatives.

1. Organic Growth Through Strategic Vertical Focus

Our organic growth strategy is focused on winning in high-potential verticals through sharper market segmentation, stronger demand generation, and expanded channel coverage. By engaging customers and EPC partners earlier, improving lead conversion, and aligning our portfolio with the shift toward higher-capacity solutions, we aim to increase market penetration and capture larger opportunities. Localization will further strengthen our competitiveness and speed of execution.

ORGANIC GROWTH

Growing vertical Focus
PROSPECTING & EPC CONNECTS

- **Target Verticals:** Strong prospecting process for growing Sectors .such as Power, Renewal Energy, Pharma, Electronic and Semi-conductors, Infra (Cement)
- **Playbook Strategy:** Industry-specific playbooks to drive tailored value propositions for each segment.
- **Early Connection:** Strong EPC relations & early-stage touchpoints to ensure presence in all market quotes.

Added 70+ new customer in 2025-26

Demand Generation
LEADS & LOCAL CAMPAIGNS

- **Lead generation:** More leads via Web Chat, WhatsApp, and targeted hyper-local digital campaigns.
- **Quick Response:** Faster repose on web leads lead to higher conversion rates, 94% web leads are responded within 24 Hrs
.
- **Win-Rate Optimization:** Focused drive on Qualified leads-to-win % by understanding customer needs and offering suitable solution

Generated 2778 web leads thru DGx

Channel Expansion
REPRESENTATION IN WHITE SPACES

- **Expansion in Tier 2 Cities:** industries in tier 2 and tier 3 cities are expanding so it is essential to expand our channel network in key Industrial zones
- **Adequate Feet-on-Street:** increased feet-on-street to improve our participation rate and customer responsiveness in the market
- **Channel Engagement:** Channel meets and focused distributor engagement initiatives, strengthened market access and responsiveness.

Added 14 Channel Partners

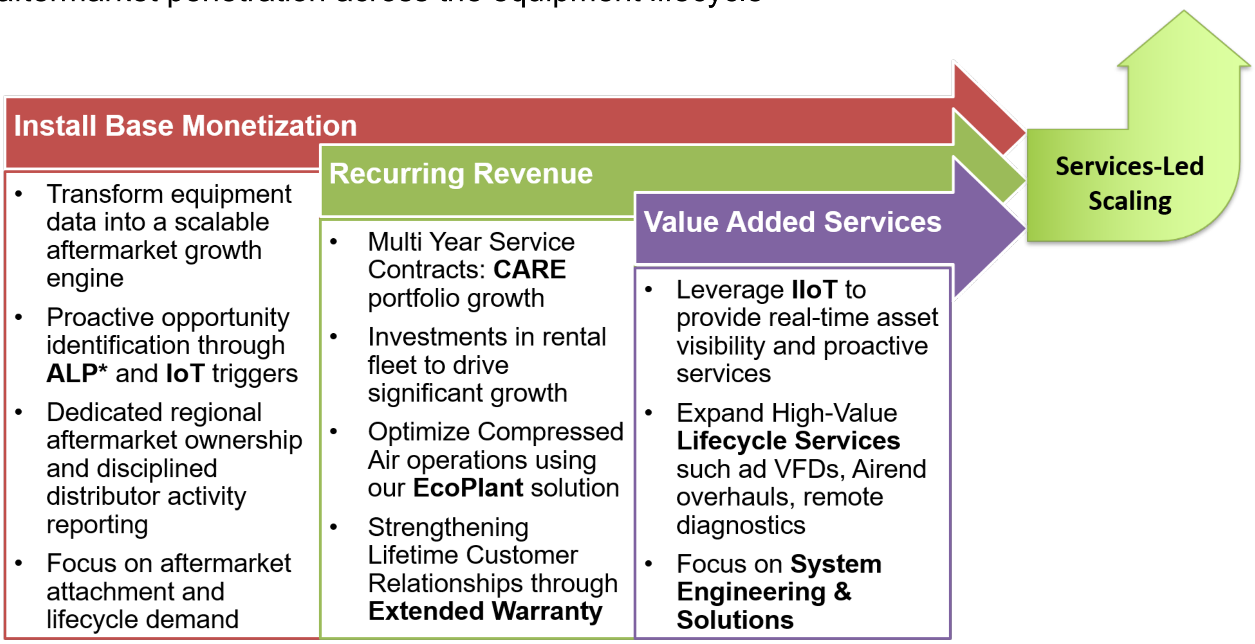
MSG/ AGS Big Wins
MSG RANGE & PACKAGING

- **Capacity Shift:** Align offerings with market movement towards higher capacity units where MSG products excel.
- **Early-Stage Influence:** Actively engage and consult during early FEED and project bidding stages to secure specs.
- **Localization:** Localize MSG packaging at India facility to enable aggressive, competitive pricing.

Improved Participation Rate

2. Services-Led Growth through Installed-Base Monetization

We are transforming our installed base into a scalable services growth platform by combining lifecycle offerings, digital connectivity, and proactive customer engagement. This strategy will deepen customer relationships, expand recurring revenue, and improve aftermarket penetration across the equipment lifecycle



* ALP – Asset Life Plan

3. Delivering Higher Customer Value through Sustainable Products and Market-Tailored Solutions

We are strengthening customer value through faster innovation, segment-specific offerings and high-efficiency technologies. Our expanding product pipeline is designed to improve customer lifecycle economics, broaden market access and reinforce our position as a technology-led industrial solutions provider.

By streamlining product development processes and fostering strong cross-functional collaboration, we successfully launched 9 new products in FY 2025-26 across diverse industries, including general manufacturing, textiles, pharmaceuticals, food & beverages, chemicals, and basic metals. These launches reflected our commitment to energy efficiency, digital enablement, and customer-centric innovation.

Launch of the Champion Brand: Expanding Our Market Reach
Launch of the **Champion brand** marks an important step in expanding our presence in the value segment, offering Contact-Cooled solutions tailored to the needs of customers in Tier-2 markets. This strategic addition strengthens our portfolio coverage and price competitiveness while broadening customer access and creating new growth opportunities through an expanded channel network.

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Recognizing the increasing demand for energy-efficient solutions, we have continued to expand the adoption of IE5 ultra-premium efficiency motors across our rotary oil-injected and oil-free product portfolio. This initiative further enhances product performance while supporting our customers' sustainability objectives and reducing environmental impact.

Growth and Innovation Priorities

Strategic Priority	***Planned Action***	***Customer and Business Value***
Low-Pressure Solutions	Accelerate portfolio and market development	Capture growing demand across process industries
Oil Free Large Rotary	Expanded our range up to 500 KW	Expand participation in a rapidly growing segment
Rotary and Centrifugal Portfolio	Advance energy-efficient technologies	Improve reliability, productivity and lifecycle economics

A stronger innovation pipeline, expanded value-segment presence and continued investment in high-efficiency technologies will enable the Company to address evolving customer needs, expand market reach and reinforce its position as a technology-driven leader in compressed-air and industrial solutions.

4. Accelerate Air Treatment Growth by Maximizing Attachment Rates

Our vision is to deliver complete, value-driven solutions that improve customer productivity and sustainability. In Air Treatment, we have strengthened our portfolio through innovative and localized technologies that enhance energy efficiency across industries.

01 INNOVATE

Heat of Compression Dryers

- Recovers waste heat from oil-free compressors
- Improves energy efficiency for customers
- Preferred in semiconductor, solar and glass

02 LOCALIZE

India-Engineered Solutions

- Localized Heated Blower Desiccant dryers & fabricated filters
- Faster response and stronger competitiveness
- India-developed technology adopted in Europe

03 EXPAND

Complete Champion Portfolio

- Dryers, filters, separators and receivers
- Integrated end-to-end air treatment offering
- Broader market coverage and cross-sell potential

Our Heat of Compression (HOC) Dryer technology has doubled sales and earned global recognition. India-engineered solutions are now being adopted in Europe, demonstrating a true example of **"Make in India: for India and for the World."**

To accelerate Air Treatment attachment rate, we are strengthening our go-to-market model by embedding Air Treatment solutions into every compressor opportunity and positioning the complete air system as a single, integrated customer solution. This approach will be supported by bundled product offerings, application-based selling, enhanced distributor capabilities, and dedicated opportunity tracking through the CRM. We will also leverage our installed base to identify retrofit and replacement opportunities, enabling proactive customer engagement and expanding recurring service and aftermarket revenue.

These initiatives reflect our commitment to innovation, localization, and sustainable growth. Together with a more integrated go-to-market approach, they will strengthen our market leadership, increase customer lifecycle value, and support India's emergence as a global manufacturing hub.

5. Strengthening manufacturing and supply chain agility

The Company is strengthening its manufacturing and supply chain platform through customer-aligned lead times, dual sourcing, increased localization, secure digital infrastructure, and supplier-network expansion. The successful commercialization of the Sanand facility marks a significant transition from infrastructure investment to operational value creation, providing additional capacity, greater responsiveness, and a scalable platform for profitable market-share growth

Building a Resilient and Scalable Operating Platform:

Strategic priority	**Key actions**	**Business impact**
Customer-Responsive Operations	Align manufacturing and delivery lead times with customer expectations	Higher customer retention, stronger NPS, and improved margins
Resilient Supply Chain	Deploy dual-sourcing strategies and diversify regional supply options	Business continuity and reduced exposure to regional disruptions
Cost and Localization Advantage	Increase localized sourcing and optimize freight and tariff costs	Greater cost competitiveness and margin protection
Secure Digital Infrastructure	Develop next-generation secure machine controllers, AI enabled solutions and shared global category pods	Enhanced cybersecurity, data integration, operational visibility and energy efficiency

Advancing Our Manufacturing Footprint: Sanand Facility is now fully operational:
We are pleased that the successful commissioning and full commercialization of our new high-yield Sanand facility, has been a major milestone in our regional growth strategy. The project stands 100% compliant, having secured all necessary statutory and government approvals, while production trials have concluded with all state-of-the-art assembly lines and testing infrastructure performing to our strict global engineering standards. Commercial production has commenced as per schedule, with high-quality products successfully rolling out into the market to capture expanding demand. This seamless transition from infrastructure readiness to commercial delivery establishes an immediate profit-making avenue that will strengthen our manufacturing footprint and position the company for sustainable market share expansion throughout the remainder

of the fiscal year. We have started producing LRBU, HOC Dryers, Bio-gas compressors at Sanand and, expect to start Centrifugal production by end of Q2 2026-27.

6. Building critical capabilities through targeted upskilling and talent-retention initiatives

Talent development remains a core pillar of our transformation. Structured learning, leadership development, succession planning and targeted capability-building are preparing teams for evolving business needs while supporting retention of critical talent.

98%	90%	Strong	Focused
Engagement survey participation	Overall engagement score	Employee retention	Succession planning

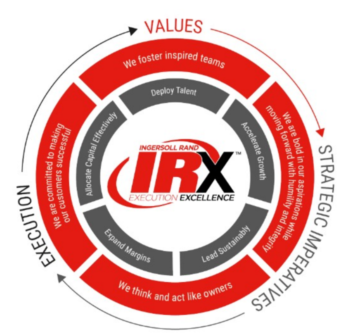
These outcomes reflect connect of our people practices and our focus on an inclusive, supportive and high-performance workplace. We remain committed to building the agility, leadership depth and functional expertise required for future growth.

The Company also continued to maintain a strong employee retention rate, reflecting the trust, commitment, and positive workplace culture cultivated over the years. In parallel, focused efforts were undertaken to identify, develop, and nurture high-potential talent through structured talent management and succession planning initiatives, thereby strengthening the leadership pipeline and ensuring long-term organizational sustainability and growth.

Through these initiatives, the Company remains dedicated to building a future-ready workforce equipped with the capabilities, agility, and leadership required to drive business success in an evolving environment.

Driving Execution Excellence Through IRX

At the heart of our operating model is the **IRX (Ingersoll Rand Execution) Engine**, a disciplined, company-wide framework that strengthens performance, accountability, and alignment with our strategic priorities.



Complementing IRX, our **Make Life Better** (MLB) Plan defines our forward-looking strategy, enabling us to anticipate market shifts, navigate macroeconomic uncertainty, and position the business for sustainable growth.

We also continued to strengthen our **Policy Deployment** process by setting clear objectives, establishing ownership, and rigorously tracking progress across critical workstreams.

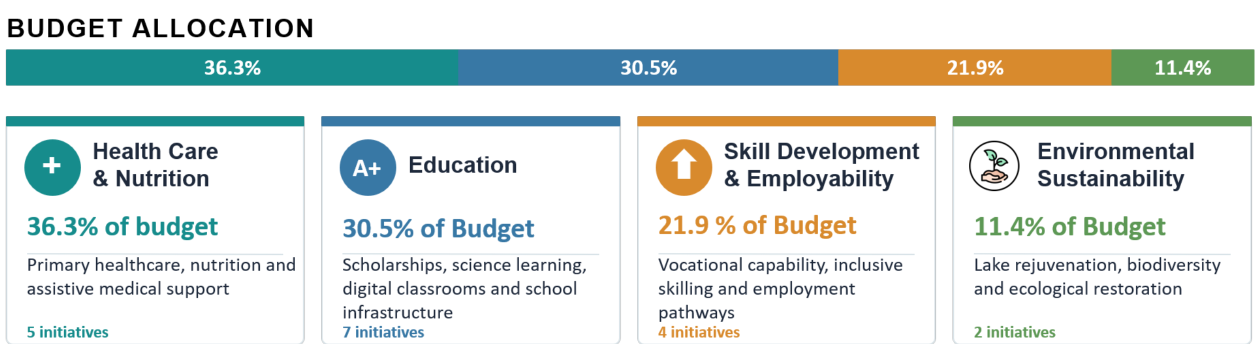
Together, IRX, MLB, and Policy Deployment are fostering a high-performance culture, empowering self-directed teams, and building a shared sense of purpose across the organization. These capabilities enable your Company to deliver consistent results and create sustainable, long-term value for shareholders.

Leading Sustainably: Our Commitment to a Greener Future

Sustainability remains a core strategic imperative for Ingersoll Rand, operationalized through our **'Lead Sustainably'** framework to drive shareholder value, customer loyalty, and employee purpose. Centering our operations on Environmental, Health, and Safety (EHS), we executed vital energy conservation upgrades at our Naroda plant by replacing legacy equipment with highly efficient systems and enforcing strict efficiency standards for all new procurement. Additionally, our entire product portfolio strictly complies with the latest BEE and BIS benchmarks for peak energy and water efficiency. Aligned with our global Net Zero strategy by year 2030, the Company has finalized a definitive roadmap to achieve net-zero emissions at both our Naroda and newly operational Sanand facilities within the next few years, reinforcing our commitment to sustainable practices as the foundation for innovation, risk mitigation & long-term business growth.

Our Social commitment: Empowering Education and Skill Development

During FY 2025-26, the Company allocated INR 6.11 crore across 18 CSR initiatives focused on four priority areas. **Health Care and Nutrition accounted** for the largest share at 36.3%, followed by **Education** at 30.5%, **Skill Development and Employability** at 21.9%, and **Environmental Sustainability** at 11.4%. This balanced portfolio combines immediate community support with long-term investment in human capital, inclusive livelihoods, and environmental resilience.



Through focused partnerships and employee engagement, these initiatives expanded access to essential services, strengthened human capital, and supported more resilient communities.

In Conclusion

As we look to the future with confidence and optimism, I am proud of the progress we have made, not only in our business performance but also in advancing our purpose and values. Our achievements over the past year reflect the commitment of our people, the trust of our customers, and the continued support of our shareholders and stakeholders.

We are making life better for our **customers** by delivering innovative, energy-efficient, and reliable solutions that enhance productivity, improve operational performance, and support their sustainability objectives. We are investing in our **employees**, empowering them with the skills, resources, and opportunities needed to grow, innovate, and succeed in an increasingly dynamic business environment. We are creating sustainable long-term value for our **stakeholders** through disciplined execution, prudent capital allocation, operational excellence, and a relentless focus on profitable growth.

For our **planet**, we remain committed to leading sustainably. Through energy conservation initiatives, the development of high-efficiency technologies, and our roadmap toward Net Zero emissions at our Naroda and Sanand facilities, sustainability continues to be embedded in the way we operate and innovate. Our CSR initiatives in education, healthcare, skill development, and community welfare are helping create meaningful and lasting social impact. Through our *Lead Sustainably* approach, we are strengthening our contribution to a more sustainable, inclusive, and resilient future.

Together, we are building a company that is agile, responsible, and future-ready. A company that not only delivers strong business results but also creates enduring value for customers, employees, stakeholders, and the communities we serve. On behalf of the Board, I thank you for your continued trust, confidence, and partnership. We remain excited about the opportunities ahead and committed to creating sustainable growth and lasting impact for all our stakeholders.

INGERSOLL – RAND (INDIA) LIMITED

Sunil Khanduja
Chairman

14 August 2026

Note: *This does not purport to be a record of the proceedings of the Annual General Meeting*