Ingersoll Rand Enhances Lead Director Role

- **Lead director to serve a three-year minimum term versus prior one-year rotating term**
- **Richard J. Swift, current chair of the Audit Committee of the company's Board of Directors, appointed lead director, effective January 1, 2010**

Swords, Ireland, December 4, 2009-Ingersoll-Rand plc (NYSE:IR), a leader in creating and sustaining safe, comfortable and efficient environments, today announced that its Board of Directors has revised the company's corporate governance guidelines to enhance the lead director role and establish a three-year minimum term, rather than the role's previous one-year rotating term. The Board announced that Richard J. Swift, current chair of the Audit Committee and retired chairman, president and chief executive officer of Foster Wheeler, has been appointed lead director effective January 1, 2010.

"The enhanced lead director role provides important continuity as we pursue our strategic goals," said Herbert L. Henkel, chairman and chief executive officer. "This action reflects our continuing efforts to implement corporate governance initiatives that represent our shareholders' interests and ensure Ingersoll Rand's long-term success."

The company's revised corporate governance guidelines can be found at the following link:
http://company.ingersollrand.com/aboutus/corpgov/Pages/CorporateGovernanceGuidelines.aspx

Ingersoll Rand is a global diversified industrial firm providing products, services and solutions to enhance the quality and comfort of air in homes and buildings, transport and protect food and perishables, secure homes and commercial properties, and enhance industrial productivity and efficiency. Driven by a 100-year-old tradition of technological innovation, we enable companies and their customers to create progress. For more information, visit www.ingersollrand.com.

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