

March 9, 2010

Mr. Michael W. Lamach  
President and CEO  
Ingersoll-Rand PLC  
800 Beaty Street  
Davidson, NC 28036

**Re: Response to Ingersoll Rand's Decision to Stop Doing Business in Iran**

Dear Mr. Lamach:

Thank you for your letter of March 8, 2010.

I appreciate your acknowledgement that Ingersoll Rand has done business in Iran through its foreign subsidiaries and dealers.

We appreciate your recognition that “in light of very real and escalating concerns about the intentions of the current regime in Iran, many global companies around the world have opted to refrain from doing business with Iran.”

On behalf of United Against Nuclear Iran, please accept my thanks for your personal commitment that “Ingersoll Rand now joins those companies, and effective immediately will have its foreign subsidiaries stop accepting order for all products, components and parts where the subsidiary knows such products, components or parts would be destined for Iran.”

Please ensure that your subsidiaries and dealers take diligent steps to adhere to your prohibition.

While Ingersoll Rand may consider that the business it did in Iran is *de minimis* from the perspective of Ingersoll Rand's global balance sheet, Ingersoll Rand equipment has and continues to play a key role in certain sectors of Iran's economy. The question of materiality related to your business in Iran does not relate to the relative size of your business in Iran but rather the risks associated with that business. As to your comments about press coverage of Ingersoll Rand's business in Iran, we believe that such press interest clearly suggests the risks of that business, and hence its materiality to your shareholders.

I am happy to discuss any of this with you at your convenience.

Thank you again for your commitment to end Ingersoll Rand's business in Iran.

Very truly yours,



Ambassador Mark D. Wallace

- cc: Mary L. Schapiro  
Chairwoman, United States Securities Exchange Commission
- Adam J. Szubin  
Director, Office of Foreign Assets Control, U.S. Department of the Treasury
- Duncan L. Niederauer  
Chief Executive Officer, New York Stock Exchange
- Herbert Henkel  
Chairman, Ingersoll-Rand PLC
- Steven R. Shawly  
Senior Vice-President and Chief Financial Officer, Ingersoll-Rand PLC
- James R. Bolch  
Senior Vice-President and President Industrial Technologies Sector, Ingersoll-Rand PLC
- Marcia J. Avedon  
Senior Vice-President Human Resources and Communication, Ingersoll-Rand PLC

Patricia Nachtigal  
Senior Vice-President and General Counsel, Ingersoll-Rand PLC

Todd Wyman  
Senior Vice-President Global Operations and Integrated Supply Chain, Ingersoll-Rand PLC

Barbara A. Santoro  
Vice-President Corporate Governance and Secretary, Ingersoll-Rand PLC

Richard W. Randall  
Vice-President Finance, Ingersoll-Rand PLC

David Kuhl  
Vice-President and Treasurer, Ingersoll-Rand PLC

Rick Weller  
Corporate Controller, Ingersoll-Rand PLC

Anne C. Berzin  
Former Chairman and CEO, Financial Guaranty Insurance

John Bruton  
Former EU Commission Head of Delegation to the United States and Former Prime Minister of Ireland

Jared L. Cohon  
President, Carnegie Mellon University

Gary D. Forsee  
President, University of Missouri; Former Chairman and Chief Executive Officer of Sprint Nextel Corporation

Peter C. Godsoe  
Retired Chairman and Chief Executive Officer, the Bank of Nova Scotia

Edward E. Hagenlocker  
Retired Vice Chairman of Ford Motor Company and Retired Chairman of Visteon Automotive Systems

Constance Horner  
Former Deputy Secretary, U.S. Department of Health and Human Services

Theodore E. Martin  
Retired President and Chief Executive Officer, Barnes Group Inc.

**Orin R. Smith**

**Retired Chairman and Chief Executive Officer, Engelhard Corporation**

**Richard J. Swift**

**Retired Chairman, President and Chief Executive Officer of Foster Wheeler Ltd.**

**Tony L. White**

**Chairman, President and Chief Executive Officer, Applera Corporation**