Powering a more prosperous world in 2017

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<table>
<thead>
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</thead>
<tbody>
<tr>
<td>190</td>
<td>58,600</td>
<td>1.3M+</td>
</tr>
<tr>
<td>Countries &amp; territories</td>
<td>Global employees</td>
<td>Engines built in 2017</td>
</tr>
<tr>
<td>8,000</td>
<td>$734M</td>
<td>99</td>
</tr>
<tr>
<td>Wholly-owned &amp; independent distributor &amp; dealer locations</td>
<td>Invested in research &amp; development in 2017</td>
<td>Years of industry leadership</td>
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</table>
J. Irwin Miller: A visionary

- Laid foundation for future global growth
- Embraced the stakeholder model
- Integrated values into the fabric of our business
Five operating segments

Cummins has a nearly 100-year-long track record of delivering leading power solutions. As we look ahead, we know our industries and markets will continue to change, and we are committed to bringing our customers the right technology at the right time.
Our Environmental Story, Chapter 3

When we are innovative and dependable, we all win.

Global material resource use has tripled since 1970.

China Has Shut Down Up to 40% of Its Factories in an Unprecedented Stand Against Pollution.

Results matter because our existence depends on meeting the needs of our stakeholders.

We anticipate what comes next for our customers.

Understanding the unique challenges our communities face.

India’s rising mountains of trash.

China’s effort to improve water quality and reduce pollution.

More energy, more fresh water, more material extraction.

California Seeks Tighter Emissions Rules.

6 billion people will suffer from water shortages by 2050, UN report finds.

Cummins Neutral Cities Alliance.
# 2020 Global Environmental Sustainability Plan

<table>
<thead>
<tr>
<th>Envolve Cummins Priorities</th>
<th>FOCUS</th>
<th>ACTION AREAS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reducing our carbon footprint.</td>
<td>New product fuel efficiency • facility GHG reduction • renewable energy • products-in-use fuel efficiency • logistics • remanufacturing</td>
<td></td>
</tr>
<tr>
<td>Using fewer natural resources.</td>
<td>Water reduction and neutrality • increased recycling • zero disposal • materials efficiency • packaging • advanced manufacturing</td>
<td></td>
</tr>
<tr>
<td>Partnering to solve complex problems.</td>
<td>Customers • communities • suppliers • governments • NGOs • industry groups • universities</td>
<td></td>
</tr>
</tbody>
</table>
Environmental Sustainability Evolution

Sustainability 3.0

1.0
Pre-2014

2.0
2014–2020

We are here.
2018

3.0
2019

(100th anniversary)

Pockets of environmental excellence

Building on great work

Comprehensive strategy using lifecycle approach

The world is changing fast

Disruption is happening

Thriving in the emerging future

Doing our part

New Products and Material Lifecycle Management included (Circular Economy)
Scenario planning process

1. IDENTIFY DRIVING FORCES
2. IDENTIFY CRITICAL UNCERTAINTIES
3. DEVELOP PLAUSIBLE SCENARIOS
4. IDENTIFY OUTCOMES & IMPLICATIONS
5. CONTINUALLY MONITOR & ACT ACCORDINGLY
“Cummins is at its best when the industry is changing. We take advantage of opportunities to innovate and differentiate ourselves against the competition. We’ve done that for the last 100 years and will continue in the future.”

VICE PRESIDENT & CHIEF TECHNICAL OFFICER JENNIFER RUMSEY

A Global Technology Leader With a Broad Portfolio of Power Solutions

Advanced Diesel ● Alternative Fuels ● Natural Gas ● Electrification ● Automated Technologies ● Digital Solutions
Renewable natural gas applications

Cow-powered fuel
Fair Oaks Farms

Landfill gas pumped off-site to customer
Combined Heat & Power systems to maximize energy
Tennessee Valley Authority

TVA projects demonstrate different technology solutions to distributed generation supply

Where:
On-site at a municipal utility and a power plant near a food-processing facility, Tennessee, USA

What:
Two peaking power plants, one diesel for low-hour use and one natural gas for use 1,000-4,000 hours per year

Purpose:
To supply the Tennessee Valley Authority with economical peaking power, both by supplementing peak generating capacity for TVA and by reducing load on the grid

Primary choice factors:
PowerCommand® digital controls on Cummins Power Generation gas and diesel generators allow multiple generators to operate in parallel and synchronize with the utility grid
Renewable energy at Cummins

Cummins plans to double output from on-site renewable sources by 2020

14 global installations generating 6.5 MW

We helped expand the availability of low-carbon wind energy in Indiana

Rooftop solar array in Beijing

Meadow Lake Wind Farm
Our Story

WHY WE EXIST

OUR MISSION
Making people’s lives better by powering a more prosperous world

WHAT WE WANT TO ACCOMPLISH

OUR VISION
Innovating for our customers to power their success

HOW WE WILL DO IT

VALUES
INTEGRITY
Doing what you say you will do and doing what is right

DIVERSITY & INCLUSION
Valuing and including our differences in decision making is our competitive advantage

CARING
Demonstrating awareness and consideration for the wellbeing of others

EXCELLENCE
Always delivering superior results

TEAMWORK
Collaborating across teams, functions, businesses and borders to deliver the best work

LEADERSHIP CULTURE
Inspiring and encouraging all employees to achieve their full potential

BRAND PROMISE
Powering our customers through innovation and dependability

STRATEGY
Delivering value to all stakeholders