

Section 172 Companies Act 2006 ("s172") Statement

The board complied in all material respects with its s172 duties, which require the board to have regard to the matters set out in section 172(1)(a) to (f). Various measures were in place, throughout the 2023 financial year, to ensure that this happened. These measures ensured that the board's actions and decisions would promote the long-term success of the Company for the benefit of its direct and ultimate shareholders. In addition, it demonstrates how regard was had to the matters listed in s172, namely:

- (a) The likely consequences of any decision in the long term;
- (b) The interests of the company's employees;
- (c) The need to foster the company's business relationships with suppliers, customers and others;
- (d) The impact of the company's operations on the community and the environment;
- (e) The desirability of the company maintaining a reputation for high standards and conduct; and
- (f) The need to act fairly as between members of the company.

Examples of actions being taken with regard to the s172 matters are set out as under:-

Employees

Across Cummins it is recognised that an engaged workforce tends to be happier, more energised, safer and more successful, whilst delivering better long-term business outcomes. The Company is committed to embedding and sustaining this positive culture within its subsidiaries which has been important to the board for many years and is reflected in the Company's core values of Integrity, Diversity, Inclusion, Caring, Excellence and Teamwork.

Distributors

Distributors are a critical part of the business model of many of the Company's subsidiaries' and those subsidiaries take steps to ensure their distributors share Cummins values, regardless of the nature of the distributor. Compliance training, and ethics and compliance initiatives and policies are made available to distributors to encourage distributors to adopt Cummins ethical principles and values.

Customers

The customers and partners of the Company's subsidiaries are highlighted as being key to those subsidiaries' competitive strength and to the Company's success. There are many varied interactions with customers of the Company's subsidiaries at different levels and functions throughout the organization. Typically, the Cummins CEO or COO meet annually, and senior leaders meet a handful of times a year, with their opposite numbers at major customers of the Cummins Group to discuss longer term strategy and any major issues or opportunities. Meetings between technical teams and engineers take place more regularly, to discuss product requirements and other long to medium term needs. Members of the board may attend some of these meetings throughout the year, depending upon the business unit and how each meeting may relate to and the board members' individual area of expertise.

Communities

Cummins has a deeply rooted historical commitment to community problem solving. The Company focuses its engagement efforts on three priority areas critical to healthy communities: education, environment, and equality of opportunity and creates impact by encouraging its subsidiaries to engage in their communities, focusing on those priorities and identifying opportunities where there is a unique ability to address using the knowledge and skills of employees.

Environment

The environment is a key arm of the Company's Corporate Responsibility strategy. Cummins supports the UN's Sustainable Development goals to "end poverty, protect the planet and ensure prosperity for all". Cummins is a proud signatory to the UN Global Compact and the Company wants to play its part in making the world a better place to live. Links to the Cummins global sustainability report can be found at (<https://www.cummins.com/company/global-impact/sustainability>) and to the Cummins environmental sustainability strategy to 2050, Planet 2050, at (<https://www.cummins.com/company/sustainability/planet-2050>) which was formally launched in November 2019.

Suppliers

Cummins holds suppliers to a higher standard than just compliance with local laws in the form of its Supplier Code of Conduct, which applies to all businesses that provide products or services to the Company, and its subsidiaries. The code helps the Company and its subsidiaries to ensure that they are doing business with other companies around the world that share the Cummins values and sustainable practices, and which treat their own stakeholders in a manner that is consistent with those values. During 2023, the Company's subsidiaries continued to focus on the growth and expansion of supplier development activities with an intentional and strategic move to improve partnership with many suppliers to ensure future capability improvement, planned capacity adjustments in line with demand and minimising risk of supply chain issues in region.

Government

Cummins is a strategic partner for the UK Government, a relationship that the Company values highly. Cummins has a strategic account manager within Westminster and has regular meetings to discuss its strategies and issues, and to understand upcoming policy from Government. Cummins maintains strong relationships with the local MPs for most of the major U.K. sites of the Company's subsidiaries and works with those MPs on local and national issues as required. The Company's subsidiaries are

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members of various trade associations and work with them to help Governments to understand industry perspectives on a number of topics including gender diversity, product regulation, trade and immigration. During the financial year 2023 Cummins took part in a number of meetings (including round tables with other industry representatives) with Governments to discuss and consult trade, transport and energy policy.