



Moving forward
together



2024-25

Cummins Sustainability Progress Report



JENNIFER RUMSEY
Chair and CEO

LETTER FROM THE CEO

Power to build a sustainable future

Since the publication of our 2023-24 Sustainability Progress Report, both the world and the industry in which Cummins operates have changed significantly. It is clear the energy transition is going to be even more dynamic, more uncertain and more divergent than we ever thought it would be. It is also clear that our Destination Zero™ strategy is the right one to lead our industry, customers and partners into the next era of smarter, cleaner power.

As we navigate this period of complexity, we are grounded and guided by what we know to be certain:

- Our commitment to sustainability is unwavering.
- The health of our business is only as strong as the health of the communities in which we operate.
- We will continue to invest in our global workforce and cultivate an environment that embodies our values and allows all employees to thrive.
- We recognize the responsibility and opportunity we have to lead our industry into the next era of smarter, cleaner power in a way that is best for all of our stakeholders, including our customers and the planet.

Making people's lives better by powering a more prosperous world requires a healthier planet, vibrant communities and engaged citizens. As we continue to collaboratively work through challenges, our mission also calls us to advocate for and embody an energy transition that unlocks new opportunities for all. You will see our approach to a thriving and just transition demonstrated throughout the pages of this year's Sustainability Progress Report.

Destination Zero: Driving product and sustainability innovation

At Cummins, our business and environmental strategies are intentionally and intricately aligned to capture the growth opportunity decarbonization presents through Destination Zero — which is our commitment to sustainability and helping our customers navigate the energy transition.

While uncertainty exists regarding the role regulations, incentives and trade policy will play in the future of our industry, we continue to invest billions of dollars to innovate and develop technologies that are cleaner, more advanced and more efficient than ever before. We are equally focused on the solutions we can deliver today that make an immediate impact in reducing emissions and the technologies of tomorrow that will drive us to zero emissions.

Key achievements and reflections of this multi-solution approach in 2024 include:

- [Introduction of the Cummins HELM™ engine platforms](#), which, applied across our legendary B, X10 and X15 series engine portfolios, provide customers with the option to choose the fuel type — either advanced diesel or alternate fuels like natural gas or hydrogen — that best suits their business needs, while delivering the power and performance they expect.

With improved fuel efficiency, impressive power and advanced digital capabilities, the 2027 X15 engine is more than just an engine; it's a promise of a more efficient, powerful and sustainable future for the trucking industry.

- Creation of Amplify Cell Technologies in partnership with Daimler Trucks & Buses, PACCAR and EVE Energy, focusing on localizing battery cell production in the U.S. to advance zero-emissions technologies for electric commercial vehicles and industrial applications.

In addition, Cummins is delivering tangible results toward reducing Scope 3 greenhouse gas (GHG) emissions from products in use through fuel efficiency projects that cut emissions, lower customer costs and create shared value. In fact, the projects completed from 2014 to 2024 will reduce 55 million metric tons of GHGs by 2030 — five years ahead of our goal — which is equivalent to avoiding 5.4 billion gallons of diesel and saving customers nearly \$20 billion. This progress illustrates that environmental stewardship and business value go hand in hand and reinforces the strength of Cummins' Destination Zero strategy.



JUST TRANSITION

The sections highlighted throughout the report provide additional details on Cummins' approach to a just energy transition. Look for the icon on the bottom of the pages.

Amidst the dynamic and heavily influenced external environment in which we operate, we remain focused and see opportunities to increase our impact in areas such as fuel efficiency improvements. This finding was confirmed and others emerged from the planned midpoint review of our 2030 environmental sustainability goals conducted in 2024.

There is additional detail throughout the report regarding the process and criteria we used in assessing our progress and implementing updates. We have also published a [Climate Transition Plan](#) alongside the Sustainability Progress Report that reinforces our commitment and outlines our strategies for achieving Cummins' 2030 environmental sustainability goals and continuing to pursue our 2050 targets.

At a high level, the results revealed four key points:

1. We are well on our way to **achieving several of our goals** to address site and community GHGs, volatile organic compounds (VOCs), water and waste — and those will remain largely intact.
2. We are **making impactful changes to our metrics** to further our influence. These include shifting our focus on material circularity from individual parts to new products and integrating our facilities and operations waste goals to strengthen our efforts in achieving zero waste growth by 2030.
3. We are **advancing our product decarbonization strategy** by increasing focus on the areas where we can directly deliver meaningful GHG reductions — helping customers decrease emissions now and in the long term. This includes innovating lower-emissions technologies across our portfolio and doubling our efforts to reduce emissions from products in use through fuel-efficiency projects and technology upgrades.
4. To extend our impact across the value chain, we are **adding a new goal to address upstream GHG emissions** from key suppliers, which we will achieve through supplier engagement.

Destination Zero: Delivering results

It continues to be clear that Destination Zero is the right strategy to meet our customers' evolving needs, grow our business and do our part to address climate change. In fact, Destination Zero was the cornerstone of our record performance in 2024.

Cummins' full-year revenues reached a record \$34.1 billion, up slightly from the prior year, even with the successful divestiture of our Filtration business, Atmus Filtration Technologies, in March. Including the one-time gain related to the separation, our GAAP net income for the year was \$3.9 billion, or 11.6% of sales; our earnings before interest, taxes, depreciation and amortization (EBITDA*) for the year was \$6.3 billion, or 18.6% of sales; and our earnings per diluted share (EPS) were \$28.37 — all record achievements.

I am delighted to report that we increased our common stock cash dividend for the 15th consecutive year, returning \$969 million to shareholders through dividends, signifying our financial health and commitment to rewarding investors — many of whom are employees — for their ownership stake in Cummins.

* See Appendix for reconciliation.



Chair and CEO Jennifer Rumsey regularly visits Cummins' facilities located in more than 190 countries around the world.

Positively impacting our communities

Across business cycles and amidst uncertainty, we continue to advance our impact in the communities where we live and work, connecting with leading nonprofits and community partners to listen, assess and invest in solutions that meet their evolving needs.

In 2024, over 57,000 Cummins employees volunteered 340,479 hours, organizing 11,322 community events and partnering with more than 3,000 nonprofit organizations around the world. Coupled with a record \$49.6 million in community giving, Cummins' focus on large-scale community initiatives and strategic global programs continues to increase our overall impact and improve the health of the communities in which we operate.

Our people power our progress

Our company is at its best when we serve within a world and workplace where everyone is safe, included, involved, and connected to our purpose and one another. I am proud of Cummins' long-standing tradition of placing people at the center of how we operate, harnessing the unique and diverse talents of our leaders and employees to provide exceptional solutions to our customers and communities worldwide. As our industry evolves, we remain committed to equipping current and future employees with the training and resources needed to evolve their skills.

Looking ahead

While uncertainty may define the moment, Cummins' commitment to sustainable progress and our Destination Zero strategy remains stronger than ever. We will do this, in partnership with our stakeholders, by:

- Advocating for technology-neutral, clear and challenging — yet achievable and enforceable — regulations that foster innovation and investment across our broad range of technologies
- Developing sustainable technologies that consider the full lifecycle benefits of the fuel or energy source
- Offering our customers the most efficient, cost-effective solution for their business and application needs, while also improving greenhouse gas emissions and fuel efficiency along the way

You can count on Cummins to contribute meaningfully to a net-zero future in a way that benefits all stakeholders and the environment.

JENNIFER RUMSEY
Chair and CEO

Contents

NAVIGATING THIS REPORT

Welcome to the Cummins 2024-25 Sustainability Progress Report.

For more than two decades, Cummins has proudly published this report. It showcases the many ways in which Cummins is comprehensively delivering on our mission of making people’s lives better by powering a more prosperous world.

We invite you to read the report in its entirety or navigate to different sections by clicking on the titles of interest to the right. At any point, you can return to the table of contents by clicking **Return to Contents** at the top right of the page.

COVER PHOTO:

Cummins' Chair and CEO Jennifer Rumsey delivered a keynote speech during the 2025 ACT Expo, North America's largest advanced vehicle technology event.

OVERVIEW

- Power to build a sustainable future2
- Sustainability at Cummins5
- Who we are.....6
- Cummins’ story7
- Focusing on what matters.....8
- U.N. Sustainable Development Goals 10
- Helping our stakeholders navigate the energy transition sustainably and successfully 11
- Key milestones in advancing Destination Zero..... 14

FINANCIALS

- Delivering operational excellence and strong returns in 2024 15

ENVIRONMENT

- Midpoint review of 2030 environmental sustainability goals..... 17
- 2030 goals at a glance.....29

COMMUNITY ENGAGEMENT

- Supporting communities to ensure they are better because Cummins is there 30
- Advancing equitable educational systems and high-quality learning environments31
- Increasing opportunity and access for all32
- Contributing to a cleaner, healthier and safer environment33
- The intersection of company and community imperatives34

HEALTH, SAFETY AND ENVIRONMENT

- Safety: Keeping people at the center of everything we do.....35

DIVERSITY AND INCLUSION

- Building a culture where innovation thrives37

BOARD OF DIRECTORS

- Cummins Board: Exercising robust oversight in ensuring the company is managed for the long-term benefit of all stakeholders 41

ETHICS AND COMPLIANCE

- A steadfast commitment to an ethical culture43

CYBERSECURITY

- Working to protect Cummins’ data and intellectual property 45

RISK MANAGEMENT

- Managing business risks enables Cummins to meet its business and sustainability goals, execute its strategy and foster better decision making.....46

GLOBAL SECURITY

- Safeguarding Cummins: A global commitment to resilience and security48

GOVERNMENT RELATIONS

- Advocating for policies that accelerate the industry’s decarbonization journey49

SUPPLY CHAIN

- Working to advance shared sustainability and business goals across the value chain.....51

APPENDIX

- Non-GAAP reconciliation - 2023 and 2024 net income and EBITDA.....56

Sustainability at Cummins

Sustainability is not new to Cummins. Well before “ESG” entered the general lexicon, sustainability, including the company’s efforts related to environmental, social and governance (ESG) issues, has been critical to Cummins’ long-term business and growth strategies. Since the 1970s, Cummins has focused on producing engines that reduced the environmental impact, supporting more prosperous communities, and embracing diversity and inclusion among its values. With these principles embedded across the company, Cummins’ ESG strategy is its business strategy.

Led by the support and oversight of Cummins’ Board of Directors, the company continues to focus on sustainability to drive innovation and growth. The board has oversight of Cummins’ top ESG risks and opportunities in the following committees depending upon the topic: Talent Management and Compensation; Safety, Environmental and Technology; Audit and Governance; and Nominating. Leaders also review the sustainability strategy and progress regularly with the full board. The company’s Executive Director of Global Risk is accountable for executing Cummins’ strategic direction for sustainability and serves as a primary point of contact for the board and the Cummins executive management team.

Cummins’ commitment to transparency

The company values transparency as a key factor in maintaining accountability for its sustainability strategy, initiatives and outcomes. It strives to remain current with relevant sustainability and social impact reporting regulations, frameworks and standards that best address the needs of its stakeholders. Cummins is also committed to meeting the mandatory sustainability reporting regulations in every country where they are applicable, in keeping with the first principle of Cummins’ Code of Business Conduct — “We follow the law everywhere.”

Since 2019, the company has posted reports to the following sustainability frameworks in addition to this report:

- The [CDP’s \(formerly the Carbon Disclosure Project\)](#) platforms (2019, 2020, 2021, 2022, 2023).
- The [Task Force on Climate-Related Financial Disclosures](#) (2021, 2022, 2023).
- The [Sustainability Accounting Standards Board](#) (2019, 2023).
- The [GRI Content Index and Data Book](#) (2019, 2023).
- Since 2021, Cummins has issued the [Human Capital Management Report*](#), exploring the company’s workforce and Cummins’ approach to leadership development, compensation and benefits, employee training, and diversity, equity and inclusion.
- All of these, including the company’s sustainability reports back to 2003, can be found in Cummins’ [Sustainability Progress Reports Document Library](#).

ABOUT CUMMINS’ DATA

The data in this report primarily focuses on company performance in 2024. Cummins works with Apex, a leader in verification and assurance, to review the company’s key ESG data. Apex’s assurance letters are posted in Cummins’ [Sustainability Progress Reports Document Library](#). More than 75% of ESG data in this report is reviewed under Apex’s limited data assurance process.

Cummins reports environmental data from consolidated operations and joint ventures that are part of its Enterprise Environmental Management System. Reported values reflect significant structural changes such as acquisitions and divestments in accordance with the GHG Protocol.

To accurately reflect the company’s impact on the environment, Cummins’ 2024 environmental data includes adjusted historic data to reflect the acquisition of Ironcast De Frontera™. On April 3, 2023, Cummins purchased all of the equity ownership interest of Ironcast De Frontera. Ironcast De Frontera operates a cast iron foundry located in Monclova, Mexico, which primarily forges blocks and heads used in Cummins’ and other manufacturers’ engines. The recalculation of this data is in line with the GHG Protocol Corporate Standards which lay out the principles governing baseline adjustments.

Financial data comes from the company’s Annual Report on Form 10-K timed to 2024. The 2025 Proxy Statement is the source of information for the Cummins Board of Directors.

* The 2025 Human Capital Management Report will be released in July 2025.

Who we are

Cummins Inc., a global power solutions leader, comprises five business segments — Engine, Components, Distribution, Power Systems and Accelera by Cummins — supported by its global manufacturing and extensive service and support network, skilled workforce and vast technological expertise.

Cummins is committed to its Destination Zero strategy, which is grounded in the company’s commitment to sustainability and helping its customers successfully navigate the energy transition with its broad portfolio of products.

The products range from advanced diesel, natural gas, electric and hybrid powertrains and powertrain-related components including aftertreatment, turbochargers, fuel systems, valvetrain technologies, controls systems, air handling systems, automated transmissions, axles, drivelines, brakes, suspension systems, electric power generation systems, electrified power systems with innovative components and subsystems, including battery, fuel cell and electric power technologies and hydrogen production technologies.

Cummins at a glance

ESTABLISHED:

1919

SALES/EARNINGS:

Cummins’ 2024 revenues reached a record \$34.1 billion, up slightly from 2023, even with the successful divestiture of Atmus Filtration Technologies. Including the one-time gain related to the separation, 2024 GAAP net income was \$3.9 billion, EBITDA* was \$6.3 billion, and earnings per diluted share (EPS) were \$28.37, all record achievements.

EMPLOYEES:

69,600

Approximate number of employees as of Dec. 31, 2024.

OPERATIONS:

Cummins serves customers around the world, with principal manufacturing locations in eight U.S. states and six of the seven continents.

FORTUNE 500 RANKING
(as of 2024)

129

WEBSITE: cummins.com

HEADQUARTERS:

Columbus,
Indiana (U.S.)

STOCK SYMBOL
(New York Stock Exchange):

CMI

* See Appendix for reconciliation.

Cummins by segment



ENGINE SEGMENT

Manufactures and markets engines for trucks, buses, recreational vehicles, construction and farm equipment, mining, marine, rail and more.



POWER SYSTEMS

Manufactures and markets standby and prime power generators and associated equipment, as well as large industrial engines for use in Mining, Rail, Marine and defense applications.



COMPONENTS

Supplies products complementing the Engine and Power Systems segments, including aftertreatment, turbochargers, transmissions and more.



ACCELERA BY CUMMINS

Manufactures and markets battery, fuel cell and electric powertrain technologies, as well as electrolyzers critical to no-carbon hydrogen production.



DISTRIBUTION

Sells, services and supports Cummins products through a worldwide network of wholly owned, joint venture and independent locations.

Cummins' story

WHY WE EXIST

MISSION

Making people's lives better by powering a more prosperous world

WHAT WE WANT TO ACCOMPLISH

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

Focusing on what matters

Cummins uses a materiality assessment, which plays a critical role in shaping the company’s strategy, by providing a comprehensive understanding of both financial and nonfinancial impacts. The reporting team leverages this information to identify topics to include in the annual Sustainability Progress Report, which Cummins has produced for more than two decades.

Cummins’ first materiality matrix was completed in 2018–2019, with annual updates taking place by a cross-functional team. Given the evolution of sustainability-focused materiality assessments and the various regulations and standards expected to drive changes in how companies conduct those, Cummins initiated its first double materiality assessment in 2023, completed in 2024, considering two dimensions — the company’s impact, positive or negative, on people and the environment, as well as material impacts on the company.

Stakeholder engagement included subject matter experts across the company, executive leadership, employees and suppliers, as well as customers and community groups. This approach ensures that the company not only considers the economic implications of its actions but also evaluates the environmental, social and governance (ESG) factors that affect its stakeholders. The results were approved by the company’s Executive Risk Council (ERC) and presented to the Board of Directors. Additional details on Risk Oversight and the company’s Enterprise Risk Management process can be found [here](#).

DOUBLE MATERIALITY ASSESSMENT

AREAS ASSESSED

STEPS TAKEN



DEFINED SUSTAINABILITY LANDSCAPE

- Confirmed a list of sustainability matters and definitions
- Identified and mapped potential impact areas along the value chain



ASSESSED IMPACTS, RISKS & OPPORTUNITIES

- Engaged stakeholders to inform assessment of current and potential impacts, risks and opportunities considering impact and financial materiality dimensions
- Scored topics according to thresholds



CONSOLIDATED & CONFIRMED RESULTS

- Consolidated results were finalized and confirmed with Cummins Executive Risk Council

MATERIAL TOPICS

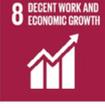
Climate change remains the top impact area, with human capital management and other workforce-related matters identified as additional high-impact areas. Health and safety and community impact will remain as additional sustainability matters, given their importance to the various stakeholders and the business.

MATERIAL SUSTAINABILITY MATTERS		SECTION	SDG*
CLIMATE CHANGE MITIGATION	Scope 3 emissions	Decarbonization - Products, Decarbonization - Suppliers	13
	Facility emissions	Decarbonization - Facilities energy	7 13
	Low-emissions products	Decarbonization - Products	9 13 17
POLLUTION OF AIR		Decarbonization - Products, Facilities VOC Decarbonization - Facilities energy	13
WATER CONSUMPTION		Facilities water	6 14
WATER WITHDRAWAL		Community water	6 1 14 15
RESOURCE USE AND CIRCULAR ECONOMY	Resource inflows including resource use	Materials - Facilities waste, Materials - Circularity	12 15
OWN WORKFORCE	Working conditions	Diversity and Inclusion , HCM Report	8
	Human Capital Management (HCM)	Diversity and Inclusion , HCM Report	8
	Equal treatment and opportunities for all	Diversity and Inclusion , HCM Report	5 8
	Diversity, equity and inclusion (DE&I)	Diversity and Inclusion , HCM Report	5
	Training and skills development	Diversity and Inclusion , HCM Report	
WORKERS IN THE VALUE CHAIN	Working conditions	Supply Chain	8
	Equal treatment and opportunities for all	Supply Chain	5 8
CONSUMERS AND END USERS	Information related impacts for consumers and end users	Cybersecurity	
	Customer privacy	Cybersecurity	
BUSINESS CONDUCT	Corporate culture	Ethics and Compliance	
	Corruption and bribery	Ethics and Compliance	
	Management of relationship with suppliers including payment practices	Supply Chain	
	Political engagement and lobbying activities	Government Relations	
	Protection of whistleblowers	Ethics and Compliance	
ADDITIONAL SUSTAINABILITY MATTERS			
	Community engagement	Community Engagement	1 4 5 6 8
	Health and safety	Health, Safety and Environment	

*U.N. Sustainable Development Goals

U.N. Sustainable Development Goals

As a signer of the U.N. Global Compact in 2017, Cummins supports the U.N.'s Sustainable Development Goals to "end poverty, protect the planet and ensure prosperity for all." The examples below illustrate how company's initiatives touch on each of the 17 goals, with a special focus on 13 where it has the biggest impact.

U.N. GOAL	CUMMINS' ROLE	STATUS SUMMARY	REFERENCE	U.N. GOAL	CUMMINS' ROLE	STATUS SUMMARY	REFERENCE
 NO. 1 NO POVERTY	Cummins READY and Cummins TEC support learners and workers in powering a pathway to educational and career success.	Over 3,200 learners and workers are on a pathway to education and career success.	See page 31.	 NO. 11 SUSTAINABLE CITIES AND COMMUNITIES	Cummins believes that companies are only as strong as the communities where it does business and its employees live and work.	The company has multiple efforts in this area from working with the community when opening a new facility in Spain to CARE program initiatives.	See page 30. See page 32. See page 34.
 NO. 4 QUALITY EDUCATION	Education is one of three focus areas for the company's community engagement efforts.	Education efforts have served 157,762 people with \$10.4 million in community giving.	See page 31.	 NO. 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Cummins is creating lifecycle plans for new products capable of 90% material circularity.	As part of the midpoint review, the company is refocusing its efforts on where it can have the highest impact on material circularity.	See page 25.
 NO. 5 GENDER EQUALITY	Cummins Powers Women works with non-profits and non-governmental organizations to address equality for women and girls.	More than 1.5 million women and girls have been served since program inception in 2018.	See page 32.	 NO. 13 CLIMATE ACTION	Destination Zero is Cummins' commitment to sustainability and helping its customers navigate the energy transition.	The company's business and environmental strategies are intentionally and intricately aligned to address decarbonization.	See page 2. See page 11. See page 17.
 NO. 6 CLEAN WATER AND SANITATION	Creating sustainable water supplies for communities is the key focus of Cummins Water Works.	Cummins Water Works is already producing benefits exceeding the company's overall water consumption.	See page 33.	 NO. 14 LIFE BELOW WATER	Cummins Water Works is striving to offset the water the company uses by helping communities develop sustainable water supplies.	Cummins is undertaking projects to reduce pollutants flowing into rivers, lakes and streams, with three Cummins regions achieving water neutrality.	See page 28.
 NO. 7 AFFORDABLE AND CLEAN ENERGY	Sustainable energy use is a key part of Cummins' environmental sustainability strategy.	Cummins is continuing to expand its solar capacity, with on-site solar arrays at 66 locations globally.	See page 19.	 NO. 15 LIFE ON LAND	Cummins is working to reduce the waste it generates and working with farmers to reduce pollutant runoff into lakes, rivers and streams.	Cummins is focused on achieving zero waste growth and minimizing single-use plastics in Cummins' facilities and operations while Cummins Water Works is striving to reduce nutrient runoff into rivers and streams.	See page 23. See page 28.
 NO. 8 DECENT WORK AND ECONOMIC GROWTH	Cummins' mission is to build a more prosperous world for every stakeholder.	The company has multiple efforts in this area, from its approach to compensation and benefits to the CARE program addressing racial equity.	See page 30.	 NO. 17 PARTNERSHIPS TO ACHIEVE GOALS	Cummins believes strongly in the power of partnerships to achieve its goals and aspirations.	The company recognizes its responsibility and opportunity to lead the industry into the next era of smarter, cleaner power in a way that is best for all stakeholders including its customers and the planet.	See page 13. See page 30. See page 49. See page 51.
 NO. 9 INDUSTRY INNOVATION AND INFRASTRUCTURE	Cummins is working to reduce carbon produced by internal combustion engines while bringing to market zero-emissions platforms.	In 2024, Cummins received 727 patents while spending \$1.4 billion in research, development and engineering expenses.	See page 14.				



JONATHAN WOOD
Vice President –
Chief Technical Officer

LETTER FROM THE CTO

Helping our stakeholders navigate the energy transition sustainably and successfully

As Chief Technical Officer (CTO) at Cummins, I have the pleasure of leading an outstanding group of engineering and environmental experts who develop innovative, sustainable and superior solutions for our customers, communities and the environment, driving our Destination Zero strategy forward.

To ensure my team and employees across the company are focused on the most important and effective work, we conducted a midpoint assessment of our environmental sustainability goals in 2024. The assessment confirmed the success of several goals; informed updates to existing goals; and the development of new goals. In addition, it presented the opportunity to fully align our environmental goals, previously known as PLANET 2050, with Destination Zero.

Much has been accomplished in executing our Destination Zero strategy over the last 18 months. We are not standing still and are continuously looking for ways to meaningfully increase our impact and influence.

First, we continue to drive reductions in greenhouse gas (GHG) emissions from our facilities and operations. In 2024, the company delivered over 500 facilities and operations environmental improvement projects, more than half of which focused on facility efficiency, compressed air enhancements, manufacturing improvements and renewable energy projects, and are projected to save more than 34,000 metric tons of carbon dioxide equivalent (CO₂e) annually. These improvements also bring business resiliency benefits and cost savings.

Second, we are augmenting our material circularity and waste reduction efforts to incorporate both findings from the midpoint review and changes in our business. By shifting our focus on material circularity from individual parts to new products, we are addressing this aspect during the product development phase where the potential for impact is greatest. Similarly, we are evolving our existing waste goal — which resulted in completing 58 waste reduction projects and avoiding the generation and disposal of more than 26.8 million pounds of waste in 2024 — and expanding the scope to explicitly include single-use plastics alongside absolute waste reduction across facilities and operations. This update strengthens Cummins’ ability to enable more effective plastic reduction, drive measurable progress and create opportunities for packaging innovation.

Third, our commitment to using natural resources in a sustainable way is rendering positive results in and outside of Cummins. We are more than halfway to our water use goal of a 30% absolute reduction. If achieved, the goal, combined with the anticipated positive impacts from the [Cummins Water Works](#) program to help communities with the global water crisis, would offset more than the projected 40% deficit in 2040 in available water resources in communities where Cummins has a presence.

And finally, we are expanding our efforts to address GHG emissions downstream from our products and upstream from our key suppliers. These two areas represent both our largest GHG footprint and opportunity to contribute to a net-zero future.

I am incredibly proud of our decision to add a 2030 goal of engaging with key suppliers — suppliers with the highest carbon emissions and those operating in carbon-intensive industries — to reduce upstream Scope 3 GHG emissions.

I am also confident that our increased focus on driving GHG emissions reductions from products in use [through fuel-efficiency projects and technology upgrades](#) is how we deliver the most immediate impact.

We remain committed to and focused on innovating lower-emissions technologies across our portfolio, in line with influential pacing factors and market and customer readiness. Combined, these actions highlight Cummins’ focus on product decarbonization where we can advance meaningful GHG reductions in the near- and long-term.

LEARN MORE

Further information on progress made and changes to the goals are articulated in detail in the [2030 environmental sustainability goals section](#).

 [Click here](#) for details on the highlighted text.

COMMITMENT TO CUSTOMERS

At Cummins, customer engagement is about more than transactions — it's about a relentless commitment to our customers' success. The company achieves this by deeply understanding their needs and proactively developing solutions that empower them to thrive. This commitment is strengthened by its collaborative approach, which includes proactively gathering customer insights through voice of customer interviews, user experience programs, customer satisfaction surveys, and other feedback mechanisms. This goes hand-in-hand with delivering best-in-class products, solutions, and unwavering support, fostering enduring customer loyalty, advocacy, and long-term partnerships.

Given that products in use account for the majority of our emissions footprint, I want to share some powerful examples of how our customer-driven, multi-solution approach and broad portfolio uniquely offer customers the right solutions at the right time throughout their decarbonization journeys. The timeline on the following page offers a more comprehensive look at key milestones along our Destination Zero journey since we officially launched the strategy in early 2022.

Bridging the transition to a sustainable future

Across our core business segments, we continue to innovate more efficient, lower-emissions solutions that power our customers' success while reducing their impact on the environment.

In the Power Systems business segment, we expanded our power generation portfolio with the addition of the state-of-the-art zero emissions 200kWh to 2MWh Battery Energy Storage Systems (BESS) solutions. Product features include proven lithium iron phosphate (LFP) batteries for high cycle life, optimal liquid cooling thermal management designed to maximize battery life and reliability, complemented by a comprehensive three-tier fire safety approach.



Additionally, we acquired First Mode, a leader in retrofit hybrid solutions for mining and rail operations, to advance our decarbonization efforts in mining. The acquisition includes hybrid mining and rail product lines, and the full IP portfolio which includes hydrogen and battery powertrain solutions. This technology represents the first commercially available retrofit hybrid system for mining equipment, significantly reducing total cost of ownership (TCO) while advancing decarbonization in operations.

Progress in alternative fuels

Alternative fuels play an important role in reducing carbon emissions and advancing customers' decarbonization journeys. An industry-first, we made significant progress in bringing Cummins' HELM™ to market, our global engine platform that is derived from a common base and offers multiple fuel types. Applied across Cummins' legendary B, X10 and X15 series engine portfolios, the HELM platforms provide customers with the option to choose the fuel type — either advanced diesel or alternate fuels like natural gas and hydrogen — that best suits their business needs and offers the power customers expect while also reducing emissions.

Highlights in HELM include:

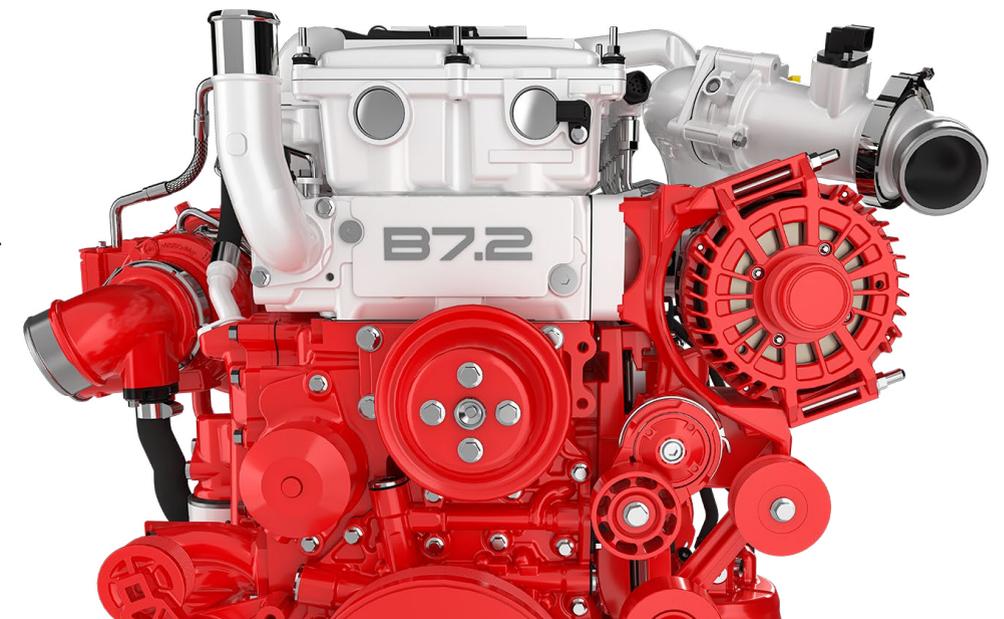
- We started full production of the X15N™ natural gas engine at our Jamestown Engine Plant (U.S.). Powered by natural gas — and in some cases,

Cummins' preconfigured BESS units, with capacities ranging from 211 kWh to 2280 kWh, deliver plug-and-play functionality for safe and reliable operation.

renewable natural gas — this engine marks a major milestone in the trucking industry, offering a natural gas engine for long-haul operations. This innovation brings opportunity for substantial financial and environmental benefits.

- We announced the [B7.2 diesel engine](#) for medium-duty applications. This engine platform will bring state-of-the-art technology and continue to serve a variety of medium-duty and vocational applications, including bus, pickup and delivery, utility trucks, refuse, towing and more.
- In India, we are building on our HELM engine approach and demonstrating an advanced hydrogen fuel delivery system with our 6.7 liter platform. This marks a major step in progressing India's hydrogen economy. The engine will now undergo rigorous real-world field evaluation as part of our commitment to have technology ready for the growth of alternative zero-carbon fuels. Both engines provide superior performance and productivity, and reduced emissions.

The B7.2 diesel is the next engine in the B series Cummins HELM™ platform, following the B6.7 Octane engine, and will bring state-of-the-art technology and continue to serve a variety of medium-duty and vocational applications, including bus, pickup & delivery, utility trucks, refuse, towing and more.



Delivering zero-emissions solutions for some of the world's most demanding applications

Through Accelera™ by Cummins, we are developing new, zero-emissions solutions to power some of the world's most demanding and economically vital applications. We announced key investments and developments in zero-emissions manufacturing in 2024, reflective of our commitment to leading in this space.

For example, we celebrated the opening of our new electrolyzer manufacturing plant in Guadalajara, Spain, in October 2024. This state-of-the-art facility can produce 500 megawatts (MW) of electrolyzers annually, scalable to over 1 gigawatt (GW) in the future.

I'm also proud of the recent integration of electrolyzer production space within Cummins' existing plant in Fridley, Minnesota — our first electrolyzer manufacturing site in the U.S. To ensure the success of our new manufacturing line, we sourced employees internally, focusing on cross-training and reskilling team members with applicable knowledge, experience and problem-solving skills essential for thriving in the dynamic electrolyzer manufacturing field. Operations began in May 2023 and Accelera has shipped 15 HyLYZER®-1000 units as of December 2024.

Partnering for innovation

Cummins' ability to leverage longstanding customer relationships and forge new partnerships across our business and around the world is one of the company's unique capabilities and how we expand our impact.

In addition to formation of Amplify Cell Technologies with Daimler Trucks & Buses, PACCAR and EVE Energy, which will localize battery cell production and the battery supply chain in the U.S., we also began partnership with Isuzu to launch a battery electric powertrain for Isuzu's F-series in North America. Availability of the medium-duty truck is expected in 2026 and will include Accelera's next generation LFP battery technology.

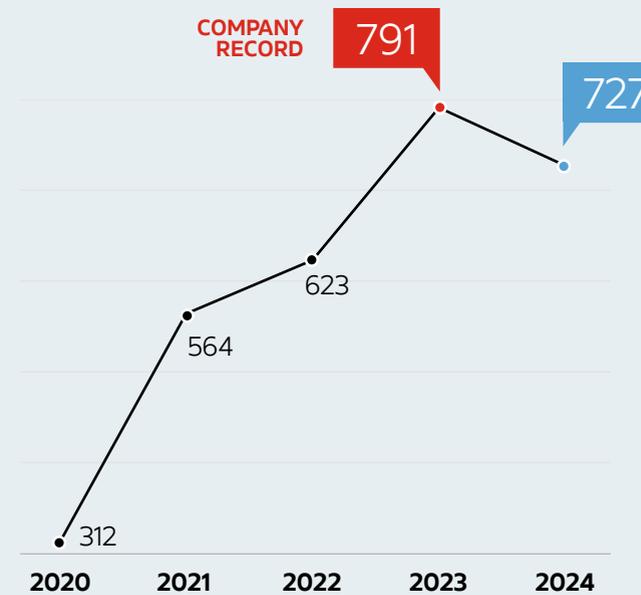
Through the Isuzu Cummins Powertrain Partnership, which was formed in 2019, we continue to innovate and advance the future of power to support customers. Benefitting from each other's unique strengths, our companies will seek opportunities to further expand collaborations to drive global growth.

We celebrated 30 years of a comprehensive partnership between Cummins and Valvoline Global. Since 1994, our teams have worked together in the field and in labs to develop products that complement each other. Working as a single team to deliver the best customer value, Cummins designs and builds cutting-edge engines, generators, and power systems, and Valvoline Global creates innovative lubricants and fluid solutions alongside them.

And we're just getting started.

CONTINUED INNOVATION

Cummins continued to secure a significant number of patents in 2024.



We are relentless in our pursuit of our 2030 environmental sustainability goals and our commitment to contributing to a net-zero future. Guided by our mission of making people's lives better by powering a more prosperous world, we remain committed to continue: enabling our customers' success, growing our business, creating opportunities for our people, positively impacting our communities and protecting our planet for future generations.

JONATHAN WOOD

Vice President – Chief Technical Officer

HIGHLIGHTS OF OUR NEW ELECTROLYZER MANUFACTURING PLANT IN GUADALAJARA, SPAIN, INCLUDE:

- **Sustainable operations:** The 260,000-square-foot plant generates up to 70% of its energy on-site with 3,000 rooftop solar panels, 100 geothermal points and a rainwater harvesting system.
- **Regional impact:** The facility has created over 90 highly skilled jobs, with the potential to grow as production increases. Additionally, in March 2025, we hosted Spanish Prime Minister Pedro Sánchez to mark our commitment to scaling the development, manufacturing and adoption of zero-emissions technology in Spain and Europe.
- **Technological innovation:** In February, we announced plans to supply a 100MW proton exchange membrane (PEM) electrolyzer system for bp's Lingen green hydrogen project in Germany. The system will consist of 20 PEM HyLYZER®-1000 units, our largest electrolyzer system to date, and is being manufactured in our Spain facility.



In March 2025, the company hosted Spanish Prime Minister Pedro Sánchez at Accelera's new electrolyzer manufacturing plant in Guadalajara, Spain.

For more details, visit the [Spotlight Story](#) in the Corporate Responsibility section.

Key milestones in advancing Destination Zero

- STRATEGIC POSITIONING
- JOINT VENTURES / COLLABORATIONS
- TECHNOLOGY ADVANCEMENTS

OVERVIEW

■ Acquired **Meritor**, a global leader of drivetrain, mobility, braking, aftermarket and electric powertrain solutions provider; and **Jacob Vehicle Systems**, an engine braking and cylinder deactivation company



■ Opened new facilities: **hydrogen technology** in Germany and a new **Power Integration Center**



Launched **Accelera™ by Cummins**, a new brand for its business segment providing a diverse range of zero-emissions power solutions

■ Acquired **Siemens Commercial Vehicle Business**, a leading global supplier of high-performance electric drive systems for commercial vehicles

■ Strengthened 30-year alliance with **Tata Motors** with agreement for low- to zero-emissions technologies

■ Formed a joint venture with **Accelera, Daimler Trucks & Buses, PACCAR, and EVE Energy** for battery cell production in the U.S.

■ Finalized the separation of **Atmus Filtration Technologies, Inc.**

■ Announced collaboration with **Isuzu and Accelera** to launch a battery-powered truck in North America

2022

■ Launched **Destination Zero**, which is Cummins' commitment to sustainability and helping its customers navigate the energy transition while growing the business*

Destination Zero™

■ Acquired 50% of **Momentum Fuel Technologies**, a provider of compressed natural gas (CNG) fuel delivery systems, from Rush Enterprises

* As part of the midpoint review of the company's environmental sustainability goals in 2024, Cummins rolled the most recent sustainability strategy — launched in 2019 and formerly known as PLANET 2050 — into Destination Zero.

2023

■ Announced collaborations with **Isuzu** on a medium-duty electric truck prototype; **Sinopec** to produce green hydrogen technology in China; **Daimler Truck North America (DTNA)** on hydrogen fuel cell trucks; **Komatsu** on zero-emissions mining haul trucks; **VoltStorage** to advance solutions for grid and energy storage; and **Versatile** for hydrogen engine technology

■ Unveiled the **industry-first, fuel-agnostic internal combustion solutions**



Cummins HELM™
HIGHER EFFICIENCY. LOWER EMISSIONS. MULTIPLE FUELS.

2024

■ Launched the **first green hydrogen passenger train** in North America; Green hydrogen manufacturing capability with first China PEM electrolyzer facility; and a **gigawatt electrolyzer manufacturing plant** in Spain

■ Announced collaborations with **Chevron** to innovate in lower-carbon fuel value chains; **Exergy Energy** for power systems solutions; **Knight Transportation** and **Clean Energy** to demonstrate ultra-low carbon fuel potential; **E-quality Intelligence Technology Wuxi, Co., Ltd.** for electronic control systems in China

■ Launched **next-gen hydrogen and electric solutions** for commercial vehicles through Accelera

■ Inaugurated state-of-the-art manufacturing facility in India to produce hydrogen-based internal combustion engines through **Tata Cummins Private Limited (TCPL)**



This is not an exhaustive list of key milestones. Please refer to cummins.com for all news on advancing our strategy.

Delivering operational excellence and strong returns in 2024

Cummins’ 2024 revenues reached a record \$34.1 billion, up slightly from 2023, even with the successful divestiture of Atmus Filtration Technologies. Including the one-time gain related to the separation, 2024 GAAP net income was \$3.9 billion, earnings before interest, taxes, depreciation and amortization (EBITDA*) was \$6.3 billion, and earnings per diluted share (EPS) were \$28.37, all record achievements. In 2024, Cummins also marked the 15th consecutive year that it increased shareholder dividends, returning \$969 million.

Sales in North America increased 1%, and international revenues decreased 1% compared to 2023. 2023 included a full year of Atmus Filtration Technologies revenues, whereas 2024 included Atmus until final separation on March 18.

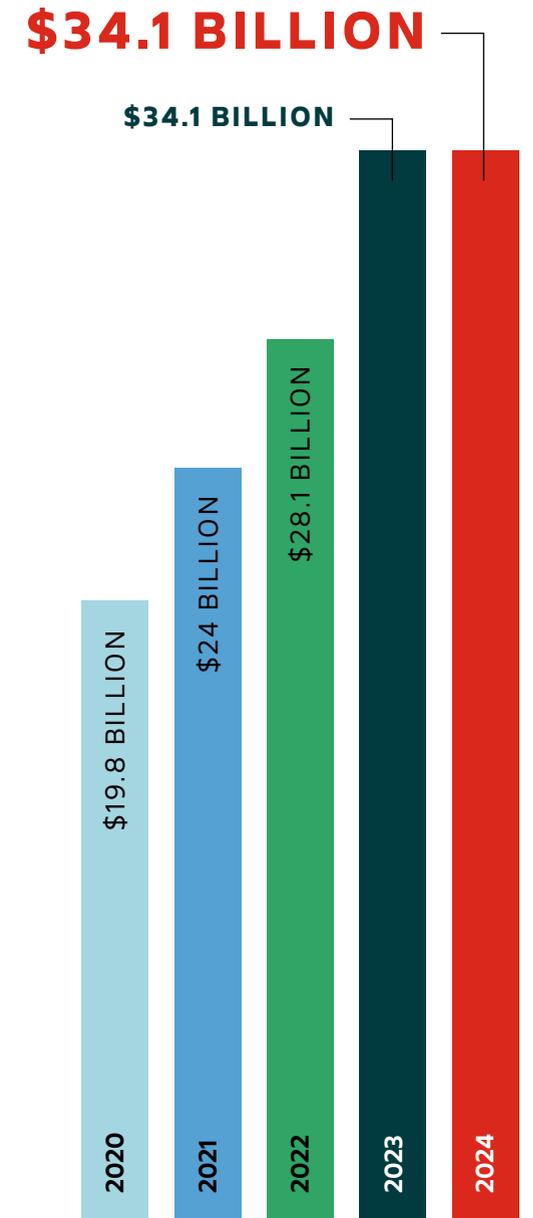
Net income for the full year 2024 was \$3.9 billion, or \$28.37 per diluted share, compared to \$735 million, or \$5.15 per diluted share, in 2023. 2024 results included the gain related to the separation of Atmus, net of transaction costs and other expenses, of \$1.3 billion, or \$9.28 per diluted share; charges related to Accelera reorganization actions of \$312 million, or \$2.12 per diluted share; and first quarter restructuring expenses of \$29 million, or \$0.16 per diluted share.

Full year 2023 results included costs related to the settlement agreements of \$2.0 billion, or \$13.78 per diluted share; costs related to the separation of Atmus of \$100 million, or \$0.54 per diluted share; and costs related to the voluntary retirement and separation programs of \$42 million, or \$0.22 per diluted share. The tax rate in 2024 was 17.0%, primarily due to the nontaxable gain on the separation of Atmus partially offset by nondeductible costs related to the Accelera reorganization actions.

EBITDA* in 2024 was \$6.3 billion, or 18.6% of sales, compared to \$3.0 billion, or 8.9% of sales, a year ago. EBITDA* for 2024 and 2023 included the gains and costs noted above.

Cummins’ disciplined approach to cost management, coupled with strategic investments in key areas, has enabled the company to maintain its competitive edge and fuel long-term success. In 2024, Cummins ranked first among its peer group in total shareholder return, and the company’s one-, three- and five-year returns have outpaced the S&P 500. Cummins increased the company’s common stock cash dividend for the 15th consecutive year, returning \$969 million to shareholders, and with the successful divestiture of Atmus, the company reduced its shares outstanding by approximately 5.6 million, or 4%.

CUMMINS SALES BY YEAR



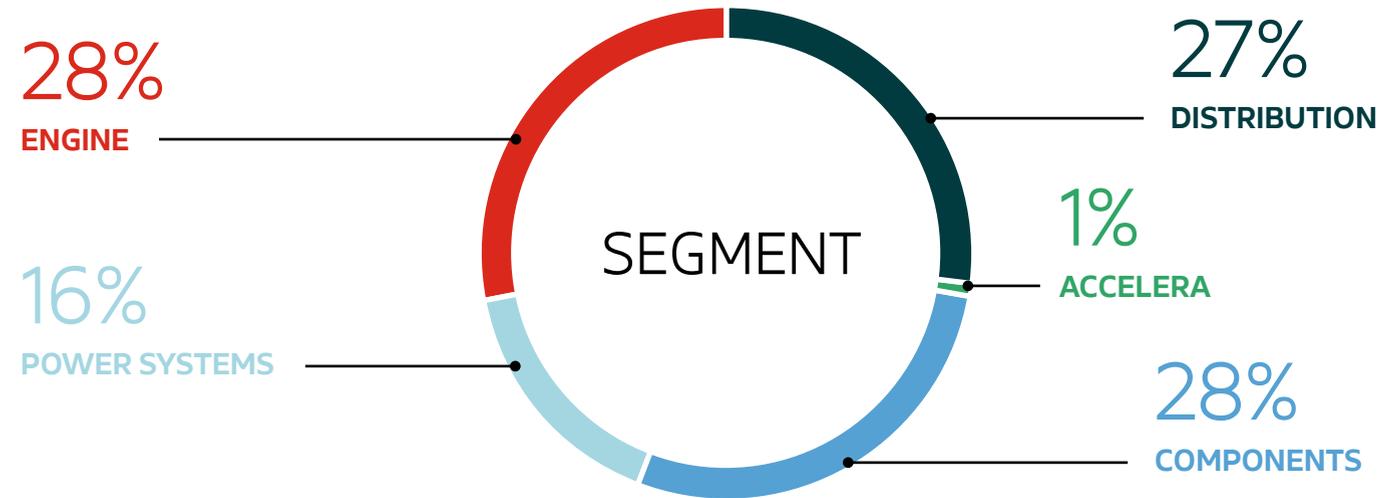
* See Appendix for reconciliation.



“2024 marked a historic year for Cummins as we delivered strong financial and operational results amid weakness in our North America heavy-duty truck and China markets. Effective operational execution and strength in other key markets, such as power generation and medium-duty truck, allowed us to deliver profitable growth despite these challenges. We are proud of our talented, diverse workforce of nearly 70,000 employees worldwide for their ability to show remarkable dedication and resilience in achieving these outcomes.”

JENNIFER RUMSEY
Chair and CEO

2024 REVENUE BY SEGMENT



2024 REVENUE BY MARKETING TERRITORY



Midpoint review of 2030 environmental sustainability goals

Cummins recognizes that impactful progress in sustainability requires the evaluation of its strategy and goals. In 2024, Cummins conducted a comprehensive midpoint review of the company’s 2030 goals to assess progress and identify opportunities for greater environmental impact.

As the external environment continues to shift — driven by evolving regulations, changing market dynamics and stakeholder expectations — Cummins assessed the continued relevance and measurability of its goals. This included evaluating in light of significant business developments, such as acquisitions and divestments.

The review was conducted in alignment with the expectations of the Science Based Targets initiative (SBTi) and served as an opportunity to examine the effectiveness of current initiatives. It also explored the potential for setting new targets that reflect emerging priorities and insights from Cummins’ Environmental, Social and Governance (ESG) double materiality assessment.

The findings of this review highlighted areas of success, and that the 2030 goals should and will remain largely in place. The findings also revealed areas of opportunity to make adjustments that reflect the

dynamic pace of highly influential external factors such as infrastructure rollout, scalable and cost-effective application access for customers, and regulations and incentives.

Key outcomes of the 2030 midpoint goal review include:

- Cummins is **well on its way to achieving several of its goals** to address site and community GHGs, volatile organic compounds (VOCs), water and waste — and those will remain largely intact.
- The **company is making impactful changes to its metrics to further its influence**, including shifting the focus on material circularity from individual parts to new products and integrating the facilities and operations waste goals to strengthen efforts in achieving zero waste growth by 2030.
- Cummins is **advancing its product decarbonization strategy** by increasing focus on the areas where it can directly deliver meaningful GHG reductions — helping customers decrease



A 4600 kWp Solar PV array at Chongqing Cummins Engine Company (CCEC), Chongqing (China) delivering clean power to the facility for manufacturing and R&D.

ABOUT THE NUMBERS

To accurately reflect the company’s impact on the environment, Cummins’ 2024 environmental data includes adjusted historical data to reflect the acquisition of Ironcast De Frontera”.

On April 3, 2023, Cummins purchased all the equity ownership interest of Ironcast De Frontera. Ironcast De Frontera operates a cast iron foundry located in Monclova, Mexico, which primarily forges blocks and heads used in Cummins’ and other manufacturers’ engines. The recalculation of this data is in line with the [GHG Protocol Corporate Standards](#), which outlines the principles governing baseline adjustments.

emissions now and in the long term.

This includes innovating lower-emissions technologies across its portfolio and doubling efforts to reduce emissions from products in use through fuel-efficiency projects and technology upgrades.

- Cummins is **adding a new goal to address upstream GHG emissions from key suppliers** through supplier engagement

These actions underscore Cummins’ unwavering commitment to sustainability and demonstrate how it is addressing the dynamism of the ecosystem in which it operates. While these updates are focused on the company’s 2030 environmental sustainability goals, Cummins remains steadfast in progressing its 2050 targets, advocating for constructive policies and driving innovation every step of the way.

Please refer to [page 18](#) for an overview of Cummins’ revised goals as a result of the midpoint goal review.

EVALUATION CRITERIA AND PROCESS

The Cummins Leadership Team established criteria to guide the midpoint goal review, including:

- Alignment with business strategy
- Impact on the environment and communities
- Impact on stakeholders, including customers and investors
- Compliance with international sustainability regulations
- Risk mitigation

Considering these criteria, the review process included:

- Assessing progress toward current goals
- Analyzing potential challenges to achieving the goals
- Conducting industry benchmarking
- Assessing emerging regulations and the pace of energy transition

Destination Zero™

Destination Zero is Cummins' commitment to sustainability and helping its customers navigate the energy transition while growing the business.

Decarbonization

2030 GOALS



FACILITIES ENERGY
GHG emissions ↓ 50%
(Scope 1 & 2)



PRODUCTS
GHG emissions ↓ 25%
(Scope 3, Category 11)



SUPPLIERS
Key supplier engagement
(Scope 3, Category 1)

2050 TARGETS

Achieving net-zero emissions across Cummins' facilities and operations

Delivering low-carbon and zero-emissions technologies across all markets the company serves to power customer success while aligning with market needs

Materials

2030 GOALS



FACILITIES WASTE
Zero waste growth and minimize single-use plastics



CIRCULARITY
90% material circularity plans for new products

2050 TARGETS

Design out waste in products and processes

Use materials again for next life

Communities

2030 GOALS



FACILITIES VOC
Volatile organic compounds (VOCs) ↓ 50%



FACILITIES WATER
Water consumption ↓ 30%



COMMUNITY WATER
Net water positive across Cummins regions

2050 TARGETS

Net positive impact in locations that account for 80% of total water consumption

Near-zero pollution across Cummins' facilities and operations

Reuse water and return clean to the community

Previously known as PLANET 2050, Cummins is rolling its environmental sustainability goals under Destination Zero to reflect the alignment of the company's business and sustainability goals.

2030 GOAL Decarbonization



FACILITIES ENERGY

Reduce absolute greenhouse gas (GHG) emissions from facilities and operations by 50%

Continuing efforts to reduce GHG emissions from facilities and operations

Cummins invested over \$50 million in 2024 to deliver more than 500 facilities and operations environmental improvement projects. Of this investment, \$30 million was used to complete 280 GHG reduction projects focused on facility efficiency, compressed air enhancements, manufacturing improvements and renewable energy projects. Collectively, these efforts are projected to save more than 34,000 metric tons of carbon dioxide equivalent (CO₂e) annually.

The 146 facility efficiency projects completed include the installation of energy-efficient LED lighting, building automation, upgrades to heating, ventilation and air conditioning (HVAC) systems, and enhancements to building envelopes to improve insulation and reduce energy loss. These efforts will result in an estimated reduction of over 12,800 metric tons of CO₂e annually.

In addition to ongoing facility efficiency improvements, Cummins has led a focused effort on compressed air enhancements. This includes eliminating compressed air use by switching to electric tools in assembly and blower technology for cleaning and drying operations.

In 2024, 28 of these projects were completed which are estimated to reduce over 2,300 metric tons of CO₂e annually.

The 74 manufacturing improvements for GHG reductions completed in 2024 are expected to save over 9,700 metric tons of CO₂e emissions annually. These projects range from legacy equipment replacements to implementing new technologies, like heat pumps, in manufacturing processes.

Renewable energy projects completed in 2024 include 21 on-site solar projects, contributing to the company's on-site solar arrays at 66 locations globally. This is in addition to Cummins' support for the expansion of the Meadow Lake Wind Farm in northwest Indiana under a 15-year Virtual Power Purchase Agreement (VPPA). The global impact of renewable energy generation and purchases on Cummins' emission rate was 136,724 metric tons of CO₂e in 2024.

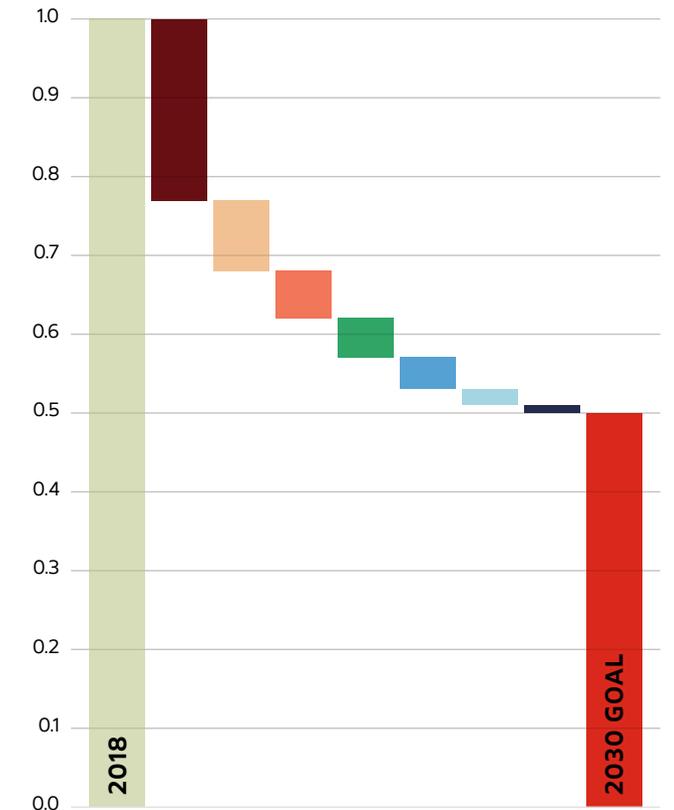
In January 2024, Cummins activated 11 on-site solar installations at its manufacturing facilities in China. These installations reduced approximately 10,000 metric tons of CO₂e in 2024. One of these installations, at Chongqing Cummins Engine Co. Ltd in Shenzhen, China, included the use of a 2,280 kWh [battery energy storage system \(BESS\)](#) with a Cummins' microgrid controller that will store excess power for use at the site.

Together, these efforts contributed to the company achieving a 31.5% absolute reduction in its Scope 1 and 2 GHG emissions in 2024 compared to the baseline year of 2018. This reduction is equivalent to eliminating 359,552 metric tons of CO₂e.

Achieving the 2030 goal of a 50% reduction is complicated by the rates of grid greening and organic business growth. When the 2030 goal was established, the model considered that the impact of organic business growth would be counterbalanced by the rate of grid greening. However, grid greening is advancing more slowly than anticipated, while organic growth is occurring at a much faster rate.

As Cummins continues its efforts to meet this goal, the company anticipates that a 50% reduction will be achieved through the following areas:

- Offsite renewable energy 23%
- Facility energy efficiency 9%
- Compressed air reductions 4%
- Onsite solar 6%
- Testing energy recovery 5%
- Manufacturing efficiency 2%
- Fleet electrification 1%



GHG REDUCTION PROGRESS

This table looks at the company's progress toward the 2030 goal of reducing GHGs by 50% at company facilities in metric tons of CO₂e.

	2018	2019	2020	2021	2022	2023	2024
Scope 1 emissions	419,316	416,138	355,327	375,538	353,362	355,279	347,439
Scope 2 market-based emissions	723,444	530,701	436,765	466,358	443,539	446,386	435,768
Total GHG emissions	1,142,760	946,839	792,092	841,896	796,901	801,665	783,207
% Reduction from baseline	0%	17.1%	30.7%	26.3%	30.3%	29.8%	31.5%

Note: Goal calculation uses market-based Scope 2 emissions.

2030 GOAL: 50%

No changes were made to this particular goal as a result of the Cummins' midpoint review of its 2030 environmental sustainability goals.

2030 GOAL Decarbonization



PRODUCTS

Reduce Scope 3 absolute lifetime greenhouse gas (GHG) emissions from newly sold products by 25%

Integrating product decarbonization goals to drive impact

Cummins' midpoint review of its 2030 sustainability goals revealed an opportunity to integrate its product decarbonization goals, enabling a more focused approach on actionable steps to reduce greenhouse gas emissions.

As a result, the previous standalone goal — *Partner with customers to reduce Scope 3 GHG emissions from products in the field by 55 million metric tons* — has been integrated as a key action under the goal: *Reduce Scope 3 absolute lifetime GHG emissions from newly sold products by 25%*.

Cummins acknowledges that progress toward this goal is impacted by pacing factors, such as infrastructure readiness, customer adoption and regulatory uncertainty, which slow the rate of lower-emissions technology adoption. While newly sold products in 2024 showed a year-over-year reduction in

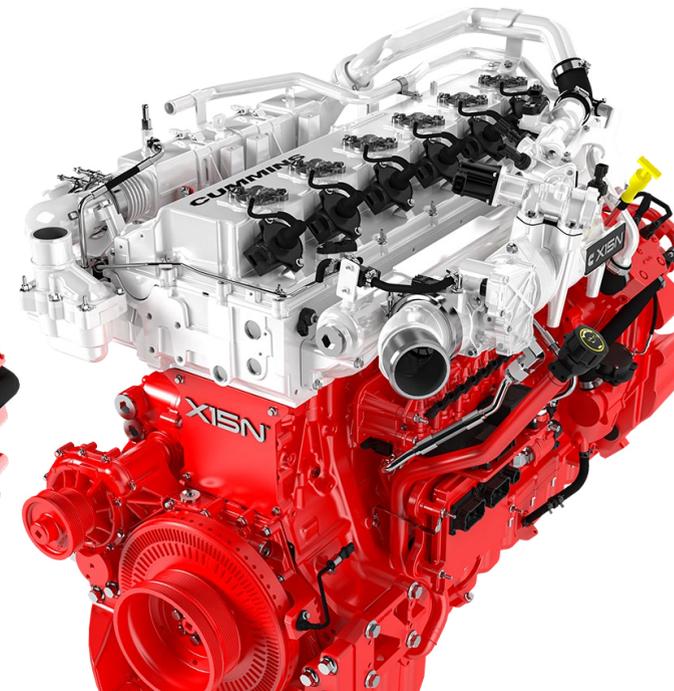
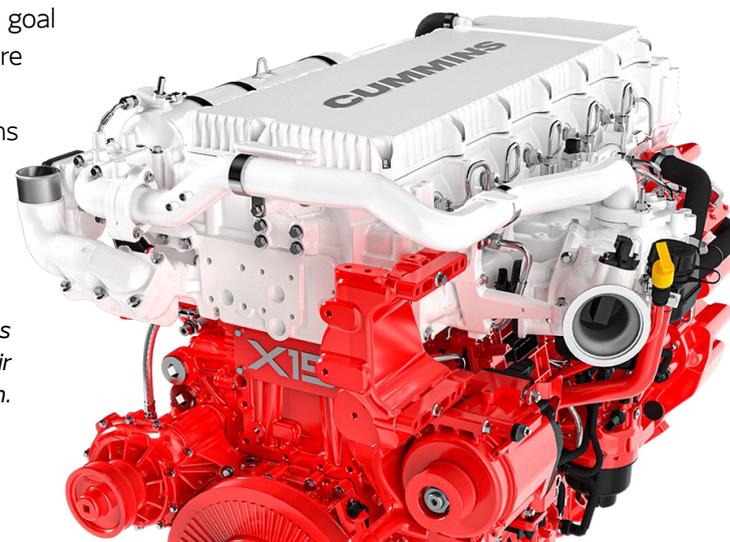
The Cummins HELM™ platform gives customers control of how they navigate their own journeys as part of the energy transition.

lifetime emissions, absolute emissions remained flat compared to the 2018 baseline.

These conditions reinforce Cummins' focus on product decarbonization efforts that the company can directly influence to drive meaningful GHG reductions. Such actions include continuing to innovate and introduce lower-emissions products, collaborating with customers to reduce emissions from products in use and engaging with industry partners to advocate for changes that support the adoption of lower-emitting technologies.

INTRODUCING LOWER-EMISSIONS TECHNOLOGY

- In 2024, Cummins announced [the launch of its next generation X15 diesel engine](#), its most efficient heavy-duty diesel engine ever. This advanced diesel engine is part of the [Cummins HELM™ platform](#), designed to help customers reach their sustainability goals while meeting diverse business needs. Cummins HELM platforms offer a suite of engines that boast [higher efficiency, lower emissions and multiple fuel types](#) — including advanced diesel, natural gas and hydrogen fuel options.



- [Cummins acquired First Mode](#), a leader in retrofit hybrid solutions for mining and rail operations. This acquisition emphasizes Cummins' commitment to delivering decarbonization solutions, enhancing its product portfolio while supporting customers in their transition to a lower-carbon future.
- Cummins Power Generation business announced the addition of a [zero emissions 200kWh to 2MWh Battery Energy Storage Systems \(BESS\) solution](#). This expanded offering seeks to serve customers with safe and reliable solutions as they navigate the shift to renewable energy sources.
- In 2024, [Accelera™](#) by Cummins and Blue Bird Corporation's next-generation Vision electric school bus, featuring the Accelera PowerDrive 7000 electric powertrain system, reached a new milestone — delivering its [2,000th electric school bus](#).



Cummins expanded its power generation portfolio with the addition of state-of-the-art zero emissions 200kWh to 2MWh BESS solutions.



The next-generation electric school bus features the Accelera™ PowerDrive 7000 — the newest version of its electric powertrain system — with updated battery technology that has a capacity of 196kWh and can travel up to 130 miles on a single charge.

COLLABORATING WITH CUSTOMERS TO REDUCE EMISSIONS FROM PRODUCTS IN USE

As of 2024, products-in-use fuel economy projects with customers have avoided 38 million metric tons (MMT) of CO₂e, saving customers 3.7 billion gallons of fuel and over \$13.8 billion so far. The sum of these projects completed from 2014 to 2024 will accrue to 55 MMT of GHG by 2030 — five years ahead of schedule. The 55 MMT of CO₂e equates to 5.4 billion gallons of diesel that will not be consumed and nearly \$20 billion saved by customers.

Completing this target early allows Cummins to enhance the impact it can make toward decarbonization by collaborating with customers on fuel economy improvements. The company has increased its ambition to double the annual impact of these projects over the next five years.

Projects with customers to improve the fuel economy of products in use include:

- Customized engine parameters
- Optimized calibration settings
- Parts upgrades
- Insights through Cummins’ digital platforms to improve fuel economy

In 2024, a refrigerated carrier partnered with Cummins to explore fuel economy optimization opportunities. Through a targeted pilot program, the team optimized key fuel economy features, saving the customer

over \$1 million in fuel costs and reducing emissions by 2,700 metric tons of CO₂e. Building on this success, the organization is now scaling the approach across its operations, projecting \$4 million in total fuel cost savings annually.

ENGAGING IN INDUSTRY PARTNERSHIPS AND REGULATORY SUPPORT FOR GHG REDUCTION POLICIES

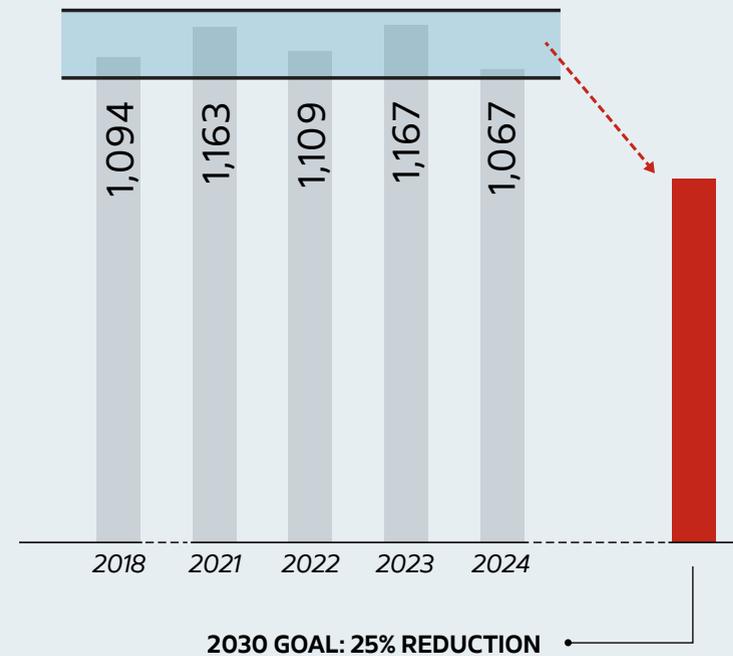
- Cummins continues to support tough, clear and enforceable environmental regulations that deliver real-world benefits, including advocating for and collaborating with regulators around the world on GHG emissions standards for heavy-duty commercial vehicles and engines.
- Cummins engages with organizations such as the Clean Transport Coalition and the Heavy-Duty Leadership Group to help develop practical, effective regulations — that reduce GHG emissions from heavy-duty vehicles.
- The company has advocated for battery energy storage systems (BESS) to be recognized as a primary backup power solution under the National Fire Protection Association (NFPA) Standard for Emergency and Standby Power Systems. BESS improves grid resiliency, lowers emissions and delivers reliable, immediate power during outages — supporting both sustainability and infrastructure objectives.
- Cummins supports incentives that promote the development and deployment of hydrogen and electric charging infrastructure.

PROGRESS ON GOAL TO REDUCE LIFETIME EMISSIONS

Reductions in estimated lifetime product GHG emissions are expected to increase with the adoption of lower- and zero-emissions technologies, in line with pacing factors such as infrastructure readiness, customer adoption and regulatory uncertainty.

LIFETIME EMISSIONS FROM NEWLY SOLD PRODUCTS

(million metric tons of CO₂e)



The graphic to the left is based on a number of estimates, assumptions and projections, ranging from product mix and volumes to the carbon intensity of fuels used as well as end-customer duty cycles and real-world fuel economy. Assumptions also include how customers will use company products over their lifetime.

The uncertainty created by these estimates and assumptions is illustrated by the blue bar on top of each column, showing a range of potential outcomes. Cummins may revise the baseline and these projections as better tools and information become available.

INCLUDED:

- Cummins custodial plant volumes
- Consolidated and non-consolidated joint ventures volumes

EXCLUDED:

- Generators powered by outsourced engines
- Remanufactured products’ emissions

RECENT ACCOLADES: ENVIRONMENTAL SUSTAINABILITY

- **Excellence in Reusable Systems Award**
Reusable Packaging Association
- **Green Power Partnership Fortune 500 Partners and National Top List**
- **S&P Dow Jones North America Index**
The list represents the top 20% of the largest 600 North American companies in the S&P Global BMI based on long-term economic, environmental and social criteria.

2030 GOAL Decarbonization



SUPPLIERS

Reduce upstream Scope 3 greenhouse gas (GHG) emissions by engaging with key suppliers while continuing to deliver on customers' commitments

Adding a goal to engage with suppliers to reduce upstream Scope 3 GHG emissions

By broadening the scope of goals to include an additional GHG reduction target focused on upstream emissions, Cummins is working to advance its shared sustainability goals across the value chain while continuing to deliver on customers' commitments.

The majority of Cummins' current GHG footprint is attributed to the use of sold products, which is the focus of the company's product decarbonization efforts. The second largest portion of the company's indirect (Scope 3) emissions come from upstream emissions associated with purchased goods and services.

As Cummins continues to help its customers navigate the energy transition to low- and zero-emissions technologies and reduce emissions associated with its products, upstream emissions are expected to comprise a larger percentage of the company's overall

GHG footprint. Engaging with key suppliers to reduce these upstream emissions aligns with Cummins' Destination Zero strategy.

The key suppliers identified for this 2030 goal include suppliers with the highest carbon emissions and those operating in carbon-intensive industries. Cummins will also take into consideration how its efforts will contribute to customers' public sustainability goals.

Progress toward this goal will be tracked by the percentage of key suppliers engaged on a yearly basis. Cummins has developed a scorecard for suppliers to measure this progress and will run midyear and annual reports to develop action plans with suppliers.

Cummins will take the following initial steps to foster supplier engagement in GHG emissions reductions.

SUPPLIER GHG DATA COLLECTION AND REPORTING

- Collaborate with trade organizations and peers to create industry-standard criteria and metrics using third-party systems to improve data accuracy and facilitate supplier reporting on GHG emissions
- Encourage suppliers to disclose Scope 1, Scope 2 and relevant Scope 3 emissions through standardized frameworks or their sustainability reports

COLLABORATION AND CAPABILITY BUILDING

- Conduct supplier training and workshops on emissions reduction and regulations
- Share best practices for GHG reductions across the supplier network



Global suppliers joined Cummins senior leaders in Indianapolis, Indiana (U.S.), for the 2024 Cummins U.S. Supplier Conference.

Cummins has designed a three-phase approach for engaging with key suppliers, which balances supplier readiness, customer acceptance and cost implications. From 2024 to 2030, this phased approach is designed to drive meaningful progress and prioritize key suppliers by category* and industry. This effort will help Cummins tailor its engagement strategies and emissions reduction initiatives to address the unique challenges and opportunities within each category, ultimately driving more effective and targeted sustainability efforts.

Recognizing that supplier willingness, capability and regulatory expectations evolve, Cummins will continue to monitor these factors and adjust to drive progress on this goal.

Cummins anticipates that several external factors will influence progress on this goal, including:

- Legal and regulatory evolution:** The ability of suppliers to remain compliant with evolving legal, environmental, and reporting requirements depends on the pace and clarity of regulatory change across Cummins' global operations. Shifts in government priorities — and the extent to which they are clearly defined — may influence sourcing strategies and affect suppliers' operational continuity.

- Data collection and accuracy:** Industry trends are shifting as companies collaborate to develop standardized formulas based on actual parts and materials, leading to more accurate emissions calculations.
- Supply base awareness:** The volume and complexity of reporting requirements in multiple countries create additional considerations for suppliers to disclose emissions.
- Supplier participation and reporting:** Supplier commitment and participation will be crucial to achieving this goal. The company has taken a collaborative and industry-wide approach to benchmark against and pilot new approaches on policy development and supply chain data transparency.

Cummins has implemented several additional actions to address upstream Scope 3 GHG emissions. In 2023, the company established the Cummins Environmental Consortium, a collaborative group of seven global companies from diverse industries, to benchmark and engage in pilots on new policies and value chain data transparency.

Additional progress includes:

- Implementing a pilot program for 11 key suppliers to assess actual Scope 3 GHG emissions
- Developing a revised supplier scorecard to reflect current regulatory requirements to understand Cummins' ability to capture required data for reporting, including Scope 3 GHG emissions
- Partnering with automotive OEMs through trade organizations to support emissions reduction initiatives

[Click here](#) for details on the highlighted text.

* Cummins' Procurement categorizes suppliers based on the primary material, product or service they provide.

2030 GOAL Materials



FACILITIES WASTE

Achieve zero waste growth and minimize single-use plastics in Cummins' facilities and operations

Increasing impact by integrating the company's facilities' and operations' waste goals

Cummins' focus remains the same — waste reduction and reuse.

Since the 2019 launch of Cummins' 2030 goal for waste reduction, previously *Generate 25% less waste in facilities and operations as a percentage of revenue*, several insights have emerged that have helped refine and strengthen how Cummins tracks and measures progress toward the goal, including:

- Business growth and product mix changes, especially with recent acquisitions, revealed no strong correlation between revenue and waste generation.
- Normalizing waste generation as a percentage of revenue was found to have multiple variables, such as revenue recognition and inflation adjustments, that added unnecessary complexity. This introduced greater potential for error, which reduced data consistency and accuracy, and made it more difficult to model future waste generation effectively.

- Normalizing waste generation with revenue complicated the ability to set accurate and meaningful targets for waste reduction at the site level, hindering tracking, decision making and strategic planning.

Based on these insights, Cummins utilized the 2030 midpoint goal review as an opportunity to reassess this goal and shift from a normalized target to the absolute target of achieving zero waste growth. With this updated metric, the company aims to establish a clearer, more reliable waste reduction target.

Also, as a result of the midpoint goal review, the previous standalone goal — *Reuse or responsibly recycle 100% of packaging plastics and eliminate single-use plastics in dining facilities, at employee events and as amenities* — has been integrated into the updated goal: *Achieve zero waste growth and minimize single-use plastics in Cummins' facilities and operations.*

While pacing factors such as delayed recycling infrastructure development and shifting regulatory landscapes have challenged measurable progress on the previous packaging plastics goal, this update strengthens Cummins' ability to enable more effective plastic reduction, drive measurable progress and create opportunities for packaging innovation.

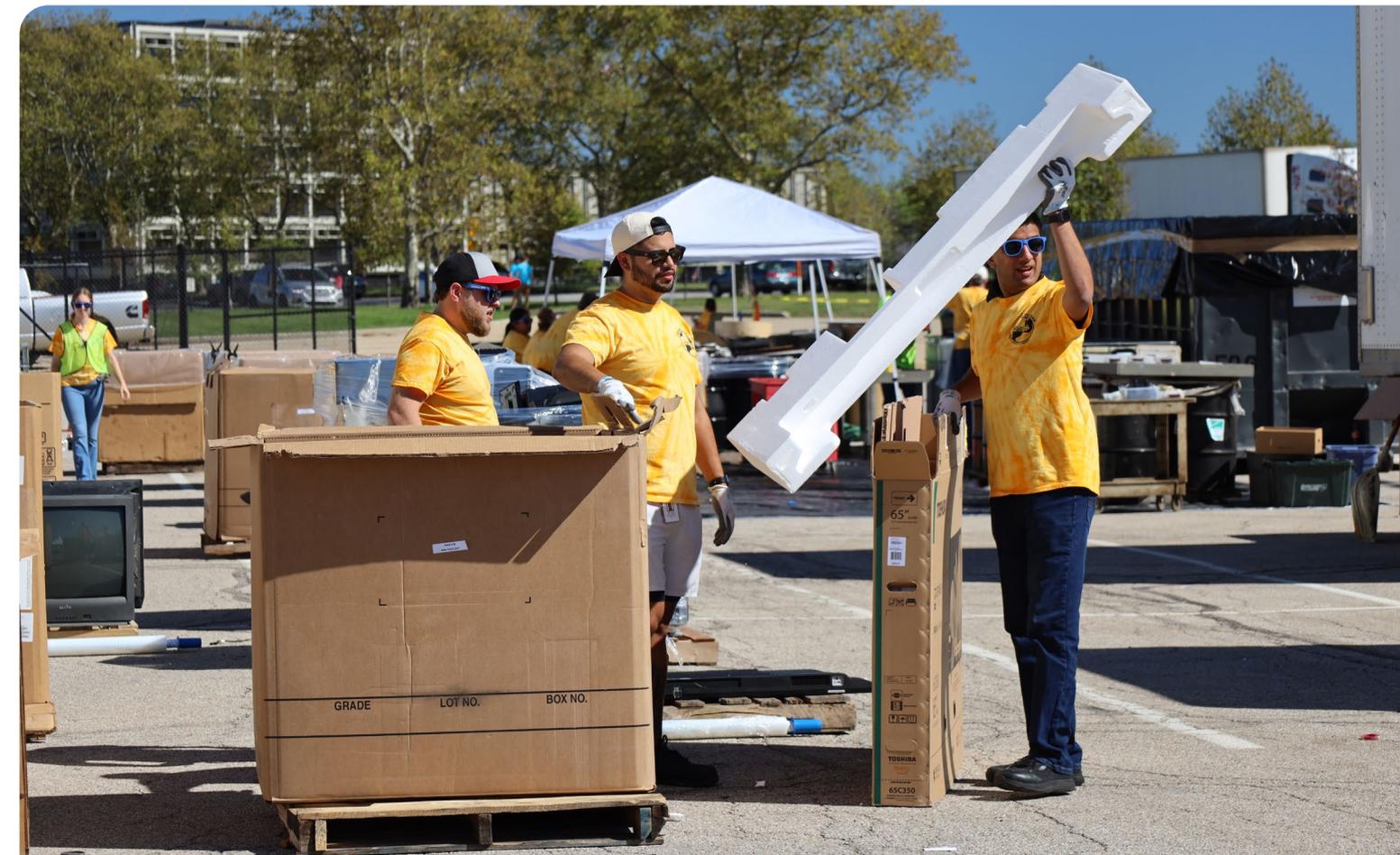
The company has updated its single-use plastic goal from "eliminate" to "minimize" to concentrate efforts on areas that yield the most significant impact. This adjustment allows the company to prioritize practical

and effective solutions targeting the primary sources of single-use plastic. By acknowledging that complete elimination may not always be feasible, this revised approach facilitates more focused, meaningful and transparent progress in reducing single-use plastic. As part of this revision, the single-use plastics timeline graphic on [page 24](#) was adjusted to reflect the information more accurately.

Columbus Engine Plant employee volunteers gather recyclables during the 2024 Community Recycling Day.

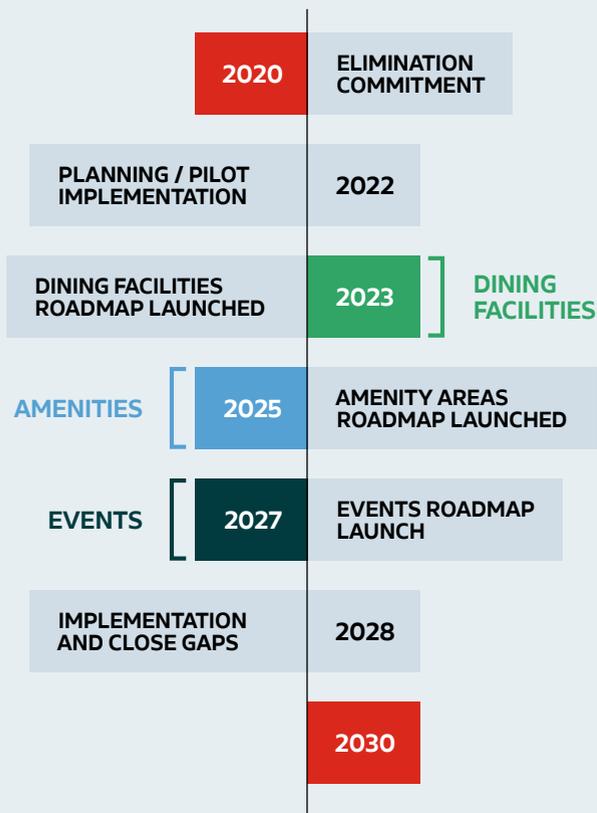
ZERO WASTE GROWTH

Cummins invested \$5.2 million in 2024 to complete 58 waste reduction projects, avoiding the generation and disposal of more than 26.8 million pounds of waste. The company also continued to expand its returnable packaging program, converting 28 North American suppliers to returnable packaging. These efforts will result in a reduction of approximately 12.7 million pounds of packaging waste annually. Moving forward, Cummins is currently working to expand the returnable packaging program in Europe.



SINGLE-USE PLASTICS TIMELINE

Cummins has established the following timeline for action to minimize single-use plastics by 2030.



As Cummins continues working toward the 2030 goal, the company will continue to invest in returnable and reusable packaging and process improvements in manufacturing and service facilities to minimize hazardous waste and drive continuous improvement. The company also plans to explore internal closed-loop recycling strategies in 2025 to support the intent of nothing wasted. In 2024, 75% of Cummins’ waste was recycled*.

Progress on this goal will be tracked and reported annually by the percentage of waste reduction from the 2018 baseline year. In 2024, Cummins saw a 1.2% waste increase from 2018. Over this same period, Cummins’ annual revenue increased over 43% from \$23.8 billion to \$34.1 billion.

PACKAGING PLASTICS

Cummins remains committed to addressing plastic packaging pollution and will continue to report on progress towards the reduction, reuse and recycling of packaging plastics. Key focus areas include:

- Increasing transparency of inbound and outbound packaging specifications
- Prolonging the useful life of plastic packaging by enabling and strengthening reuse practices and increasing the returnable packaging portfolio
- Collaborating throughout the supply chain to reduce virgin plastic and standardize plastic used
- Identifying circular waste management methods and improving the waste segregation of plastics

In 2024, Cummins launched a packaging specification system to track inbound and outbound packaging with information on materials’ sustainability status and identification of non-recyclable packaging.

SINGLE-USE PLASTICS

Single-use plastics are defined as petroleum or nonbiodegradable plastics designed to be used one time before they are thrown away or recycled, excluding materials required to be used for health and safety, regulatory requirements or Cummins rules.

Cummins’ progress toward minimizing the use of single-use plastics will continue to be tracked as the number of sites that have phased out single-use plastics from dining facilities, employee events and as amenities. As of the first quarter of 2025, 33 sites reported to have minimized single-use plastics in their dining facilities, excluding individually packaged food items.

In 2024, Cummins concentrated its efforts on implementing its roadmap to minimize single-use plastics at company dining facilities. This roadmap provides teams with tools and resources to minimize single-use plastics while encouraging customizable solutions to fit their facility’s unique needs and challenges. During the first quarter of 2025, Cummins launched a single-use plastics minimization roadmap for amenity areas.

**In line with the Zero Waste International Alliance (ZWIA) peer-reviewed definitions and principles on zero waste and prioritizing diversion from landfills and incinerators, Cummins has removed energy recovery from the recycling rate calculation to improve transparency and accuracy.*

PROGRESS ON GOAL TO REDUCE WASTE

This table looks at the company’s progress toward the 2030 goal of achieving zero waste growth in Cummins’ facilities and operations.

YEAR	WASTE REDUCTION (% absolute growth)
2018	Baseline
2019	1.0%
2020	-20.3%
2021	-2.2%
2022	-2.5%
2023	-0.2%
2024	1.2%

2030 GOAL: 0%

Zero Waste Growth: For the purposes of this goal, zero waste growth is defined as the decoupling of waste generation from business growth. This means that as the company expands, it will aim to keep waste generation constant, avoiding any proportional increase.

2030 GOAL **Materials**



CIRCULARITY

Create lifecycle plans for new products capable of 90% material circularity

Directing Cummins’ material circularity efforts to the product development phase

Material circularity is at the heart of Cummins’ commitment to use natural resources in the most sustainable way.

Cummins’ midpoint review of its 2030 sustainability goals revealed an opportunity to refocus the company’s efforts on where it can have the highest impact on material circularity.

As a result, Cummins’ goal to *Create a circular lifecycle plan for every part to use less, use better, use again* has been updated to *Create lifecycle plans for new products capable of 90% material circularity*.

Material circularity extends the usefulness of components by reusing, rebuilding and remanufacturing them across multiple use cycles. At the end of all use cycles, materials are then recycled. A use cycle is defined as the typical operating duration until the system is replaced or refreshed in some way. This process minimizes waste and delivers maximum value from the production of materials and manufacturing of products.

This update shifts the focus of the goal from individual parts to new products, directing Cummins’ material circularity efforts to the product development phase — where the potential for impact is greatest.

The goal aims for new products to be capable of achieving 90% material circularity by design. Circularity by design refers to the planning and preparation during the product development process so that its design, materials of construction, sourcing and operations plan will enable the intended reuse, rebuilding, remanufacturing or recycling at the end of the product’s life.

In 2025, Cummins will focus on building the foundational processes needed to define and manage key aspects of product circularity, including intended product lifecycle use, end-of-life treatment and product mass data. The company will also launch pilot programs within business units to begin integrating circularity into new product requirements.

Additionally, Cummins will implement processes at sites where decisions about component and material recovery are made — such as remanufacturing plants and rebuild centers — to start measuring how effectively circular design opportunities are being realized in practice.

Cummins will report on the material circularity of new products annually beginning in 2026. New products within scope will include major product launches that are approaching the production phase. Specific products in scope each year will be provided alongside progress updates on the goal. Cummins measures material circularity as the percentage of the product’s



A Cummins employee assesses remanufactured parts to ensure the optimal performance for customers.

mass that is potentially recoverable through reuse, remanufacturing, rebuilding or recycling.

As products complete their first use cycle post-2030, Cummins plans to begin reporting on actual component and material recovery rates within remanufacturing, rebuilding and service centers.

Examples of material circularity in practice:

- B7.2 diesel engine:** Cummins recently announced the B7.2 diesel engine for medium-duty applications. The B7.2 diesel is the next engine in the B series Cummins HELM™ platform. The circularity analysis for this product began by establishing the intended lifecycle use for each part — whether they could be reused, rebuilt, remanufactured or recycled after all use cycles or if they would be waste at the end of the product’s life. The overall circularity potential of this product was determined to be 96%.

- BP97E nickel manganese cobalt (NMC) battery:** In 2024, Accelerate by Cummins announced a new battery system to power BMC Otomotiv Electric transit buses in Europe. While battery products are much newer than Cummins’ traditional engine products, there are already processes being put in place to recover and reapply their components and materials. The overall predicted circularity potential of the BP97E design is 99%. This high value results from the durable and reusable aluminum frame of the battery pack and the recyclability of the battery cells. However, recycling battery materials is still a developing process and not as advanced as recycling commodity metals. When accounting for the current real-world performance of recycling suppliers, the circularity potential of the BP97E is closer to 79%. Improvements will continue to be made in the types and amounts of materials recovered.

DESIGN FOR SUSTAINABILITY CENTER

Cummins launched its Design for Sustainability Center in 2021 with dedicated resources to support material use optimization. The center provides coaching and training resources to help design engineers in their efforts.

Projects completed in 2024 in collaboration with the center are expected to avoid close to \$4.1 million in material cost and save 18,164 metric tons of CO₂e over five years.

2030 GOAL Communities



FACILITIES VOC

Reduce emissions of volatile organic compounds from paint and coating operations by 50%

Driving efforts toward VOC reduction

Volatile organic compounds (VOCs) are emitted as gases from a variety of products and processes, including painting and coating operations. These VOCs react in the presence of sunlight to create ground-level ozone, a key contributor to smog.

At Cummins facilities, painting and coating operations are responsible for more than 70% of total VOC emissions, with the rest coming from the combustion of fossil fuels. In 2024, the company's absolute VOC emissions increased from the prior year, resulting in a 23% overall reduction from the 2018 baseline. This year-over-year increase is attributed to increased production, as well as the impact of recent acquisitions.

Driving efforts toward the 2030 goal of a 50% reduction from the 2018 baseline, Cummins has identified 16 sites globally for prioritized VOC reduction efforts. Together, these sites encompass about 75% of the company's current VOC emissions footprint from paint and coating operations.

No changes were made to this particular goal as a result of the Cummins' midpoint review of its 2030 environmental sustainability goals.

The two primary strategies for reducing VOC emissions at these locations are transitioning to low-VOC waterborne paints and resins and optimizing processes to minimize paint consumption. If neither of these options are determined to be feasible, Cummins may also evaluate end-of-line treatment technologies to effectively capture or destruct VOCs and prevent their release into the environment.

LOW-VOC ALTERNATIVES

Many of Cummins' sites have transitioned to low-VOC waterborne paints and resins, which contain significantly lower levels of VOCs compared to traditional solvent-based coatings. Additionally, advancements in waterborne paint technology have improved their durability and performance, making them a viable replacement for conventional coatings without compromising quality.

Transitioning from solvent-based to water-based paint impacts both the preparation and finishing stages of the painting process. Before the painting begins, the cleaning process must be adjusted to ensure the cleaning agents are compatible with the water-based paint. Additionally, water-based paint influences the drying process, affecting both the time needed and the temperature required in the curing ovens. Generally, water-based paint reduces curing time, leading to lower energy consumption.

In 2024, Cummins' Darlington Engine Plant in the U.K. completed a solvent-to-waterborne paint conversion project, aiming to reduce its VOC emissions by about 70%. The project is also enabling the reduction of hazardous waste from paint sludge and filters.

PROCESS OPTIMIZATION

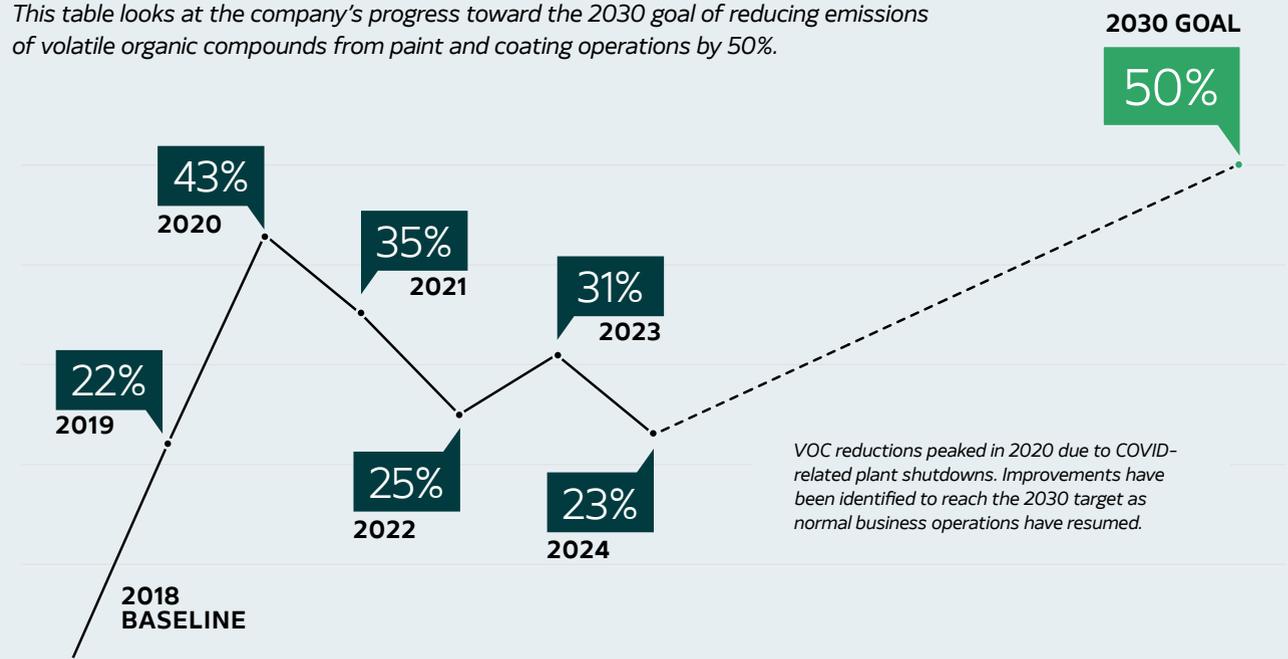
Process optimization plays a key role in enhancing operational efficiency by reducing paint overspray and minimizing excessive paint usage. These improvements can be achieved through the adoption of more advanced paint application technologies, such as airless spraying systems.

At the Cummins Jamestown Engine Plant (U.S.), the team is implementing a significant upgrade by replacing the existing high-volume, low-pressure (HVLP) spray guns with advanced nonelectrostatic rotary atomizer systems. This transition is expected to improve paint transfer efficiency by approximately 20% while enhancing the quality of the surface finish.

Check out more of Cummins' "The Future of Energy" video series that provides answers to your most frequently asked questions about the energy transition.

PROGRESS ON REDUCING VOC GOAL

This table looks at the company's progress toward the 2030 goal of reducing emissions of volatile organic compounds from paint and coating operations by 50%.



2030 GOAL **Communities**



FACILITIES WATER

Reduce absolute water consumption in facilities and operations by 30%

Reducing water usage and offsetting the company’s consumption

Cummins’ 2030 water use goal is an absolute reduction of 30%. This goal was chosen based on scientific evidence suggesting a significant deficit in global water resources by 2040.

If achieved, the goal – combined with the anticipated positive impacts from the Cummins Water Works program helping communities with the global water crisis – would offset more than the projected 40% deficit in 2040 of available water resources in communities where Cummins has a presence. In the goal’s baseline year of 2018, Cummins consumed 1,178 million gallons of water. A 30% reduction in this usage would result in a target consumption of approximately 825 million gallons annually by 2030.

In 2024, Cummins consumed approximately 997 million gallons of water, a 15.4% reduction from the baseline year of 2018. During this period, the company invested over \$5 million to complete 71 water improvement projects in its facilities and operations.

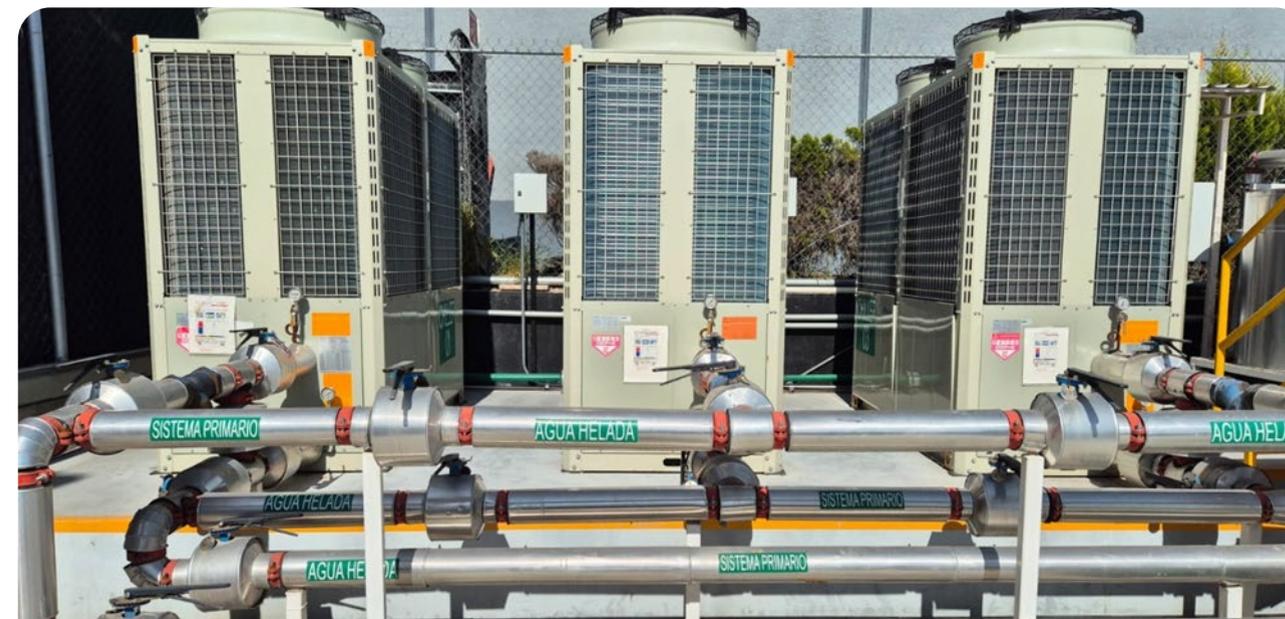
No changes were made to this particular goal as a result of the Cummins’ midpoint review of its 2030 environmental sustainability goals.

These efforts include the elimination of freshwater irrigation, fire system single pass cooling elimination, recycling of fire valve testing, strategic wastewater recycling, xeriscaping and efficiency improvements.

To meet the 2030 goal, the company is focused on expanding its water recycling and reuse efforts, with an emphasis on recirculating water and prolonging the life of water-based processes by treating the water directly where it is used. This extends water quality to avoid early disposal and enables water-based systems to reuse water longer between discharges.

Cummins has developed guidelines that prioritize the recycling of both treated and untreated wastewater for non-potable purposes whenever feasible. Fresh water is utilized in processes only after all other conservation alternatives have been thoroughly

Flexible chiller system at Cummins San Luis Potosí, Mexico, reducing water consumption by over 600,000 gallons annually through advanced cooling efficiency.



explored. In line with this commitment, the company is actively working to reduce its reliance on conventional freshwater sources by increasing the use of alternative water sources, such as condensation and harvested rainwater.

As of the first quarter of 2025, a total of 28 Cummins sites reported actively reusing wastewater as part of their water conservation efforts. In 2024 alone, these initiatives resulted in the reuse of more than 48.5 million gallons of water, reflecting the company’s ongoing commitment to sustainable water management across its global operations.

In 2024, Cummins’ San Luis Potosí site in Mexico focused on enhancing its cooling systems as part of its water consumption efforts by installing a flexible chiller system with smart controls to optimize performance. This project resulted in an estimated annual reduction of nine metric tons of GHG emissions and over 600,000 gallons of water saved.

PARTNERING ON WATER

Cummins has joined several organizations working to address the world’s water issues. The company joined the CEO Water Mandate, an extension of the United Nations Global Compact, in 2019 and the related Water Resilience Coalition in 2021. Companies joining the coalition pledge to make the necessary investments in their own operations, as well as work together to accomplish three goals by 2050:

- A net positive impact in water-stressed areas
- Water resilience practices across a company’s value chain
- Collaboration to achieve water resilience

WATER GOAL PROGRESS

This table looks at the company’s progress toward the 2030 goal of reducing absolute water consumption in facilities and operations by 30%.

YEAR	WATER WITHDRAWN (in gallons)	WATER REDUCTION (% change)
2018	1,178 million	0%
2019	1,099 million	6.7%
2020	917 million	22.1%
2021	1,005 million	14.7%
2022	972 million	17.4%
2023	1,000 million	15.1%
2024	997 million	15.4%

2030 GOAL: 30%

2030 GOAL Communities



COMMUNITY WATER

Produce net water benefits that exceed Cummins' annual water use in all Cummins regions

Addressing the global water crisis

More than two billion people around the world lack reliable access to safe water, while more than three billion people are without access to safe sanitation. [Cummins Water Works](#) aims to address the global water crisis, empowering communities one drop at a time.

Cummins Water Works partners with leading experts and nonprofit organizations, such as The Nature Conservancy, Water.org and WaterAid, that are focused on analyzing, prioritizing and implementing high-impact water projects in major water-stressed regions around the world.

Last year, the program expanded its impact by launching projects in Argentina, Columbia, Poland, United Arab Emirates and Zambia. It is now engaging in high-impact water projects across 20 countries, supported by 20 strategic partnerships.

Shoreline Restoration project with Chautauqua Watershed Conservancy in Jamestown New York.



No changes were made to this particular goal as a result of the Cummins' midpoint review of its 2030 environmental sustainability goals.

Since the program's 2021 launch, it has helped more than 6.3 million people and contributed to over 8.7 billion gallons of water benefits across Cummins' communities. 1.8 billion gallons of these benefits were generated in 2024, significantly surpassing the company's global water consumption of 997 million gallons.

Cummins has expanded its net water positive regions to include China, bringing the number to four out of seven regions. This marks continued progress toward the 2030 goal of producing net water benefits that exceed the company's annual water use in all Cummins regions.

Cummins Water Works' strategic partnership with the China Women's Development Foundation (CWDF) has combined women's empowerment with ecological development and has benefitted communities across the country, including Beijing, Shanghai, Shiyang and Chongqing. This collaboration

focuses on improving water quality, installing water infrastructure, enhancing water-use efficiency and raising awareness of water conservation. In its first year, the partnership has generated 213.4 million gallons of water benefits.

Cummins Water Works strengthened its impact in the U.S. in 2024, partnering with Chautauqua Watershed Conservancy in Jamestown, New York, to plant native species and assist in riverbank restoration, removal of invasive species and habitat creation. The program has also collaborated with Charleston Waterkeeper in South Carolina to assist

in shoreline restoration, water quality monitoring, litter clean-ups and oyster reef construction.

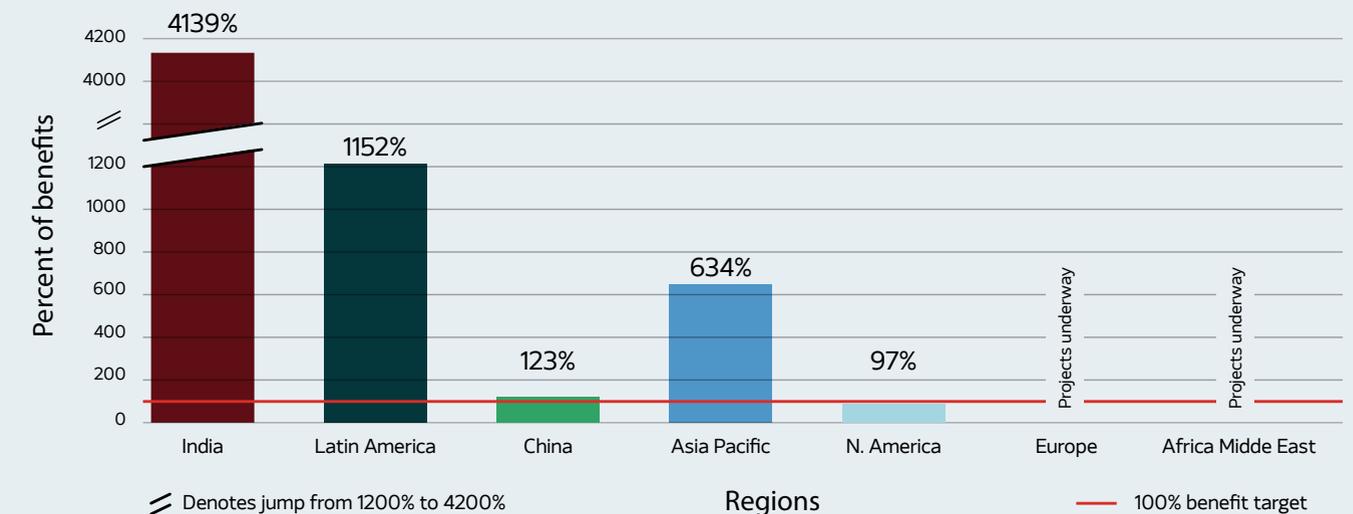
In 2024, Cummins Water Works teamed up with its long-standing community partner, Save the Children, in Kitwe, Zambia, to repair six water systems at schools, launch sustainability and maintenance plans and establish committees to instill improved hygiene practices for students.

LEARN MORE

To read more about Cummins Water Works and the company's partnerships, [click here](#).

PROGRESS TO NET WATER BENEFITS BY REGION

Cummins has already provided net water benefits in four of its seven regions.



Supporting communities to ensure they are better because Cummins is there

Cummins has worked on a wide range of community initiatives since its inception in 1919. Impact is built into everything the company does because the wellbeing and prosperity of its communities is and always has been among the company's top priorities. That has and will not change.

Building upon Cummins' civic legacy, the company's Corporate Responsibility strategy centers around a flexible community engagement model that identifies opportunities that Cummins has a unique ability to address, using both the skills of its employees and corporate giving.



J. IRWIN MILLER
Former Chairman

"While some still argue that business has no social responsibility, we believe that our survival in the very long run is as dependent upon responsible citizenship in our communities and in the society as it is on responsible technological, financial and production performance."

Community engagement model

The company's mission is to seek out new and better ways to ensure Cummins' communities continue to be inclusive and leave no one behind. To be successful, the company engages with leading nonprofits and community partners to listen, assess and invest in solutions that meet the evolving community needs where employees live and work. Employees also have access to community development grants for the nonprofits with which they volunteer, deepening the company's understanding of community needs and impact around the world.

Cummins' community engagement efforts focus on three global priority areas critical to healthy communities:

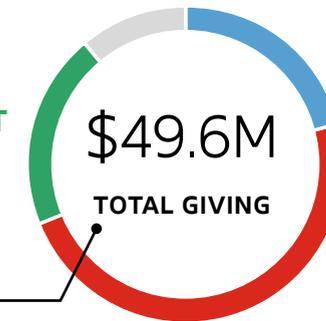
- **Education:** Advancing equitable educational systems and high-quality learning environments
- **Equity:** Increasing opportunity and access for all
- **Environment:** Contributing to a cleaner, healthier and safer environment.

Cummins employees volunteer through the company's Every Employee Every Community (EEEEC) program, which provides all employees at least four hours of paid time off each year to volunteer in their communities.

GRANTMAKING IN 2024 COMPANY RECORD

Percentage of grants by priority area

- 21% EDUCATION
- 48% EQUITY
- 20% ENVIRONMENT
- 11% OTHER



+ \$7.5M from 2023

In 2024, over 57,000 Cummins employees volunteered 340,479 hours, organizing 11,322 community events and partnering with more than 3,000 nonprofit organizations around the world. Coupled with a record \$49.6 million in community giving, the company's focus on large-scale community initiatives and strategic global programs continues to increase the company's overall impact and drive material change.

LEARN MORE

[EFFECTIVE CORPORATE RESPONSIBILITY IN TIMES OF CHANGE](#)

Cummins' tiered community engagement model allows the company to organize resources at scale, adapt to regional differences and account for the unique needs of each community. Think globally, lead regionally, act locally.



ENGAGEMENT IN 2024

82%

EEEEC PARTICIPATION

57,842

EMPLOYEES VOLUNTEERED

340,479

HOURS VOLUNTEERED

CUMMINS' IMPACT

7.7M

PEOPLE SERVED IN 2024

584

GRANTS IN 2024

[Click here](#) for details on the highlighted text.

EDUCATION

Advancing equitable educational systems and high-quality learning environments

The world is experiencing an education crisis where individuals in communities around the globe continue to fall short of basic proficiency levels in both math and reading.

For Cummins to be successful in the energy transition, the company recognizes its role in preparing tomorrow's workforce, while also ensuring a just transition for all. This is reflected by the more than 17,000 employees who volunteered over 94,000 hours across 4,400 community events focused on improving education in communities where the company's employees live and work.

Launched in 2024, [Cummins READY](#) serves as the company's global education strategy to support equitable, high-quality STEM education and lifelong learning opportunities. READY supports STEM awareness, exploration and proficiency at all points along the learning continuum, from early childhood through postsecondary education and into the workforce. Doing so helps communities thrive and equips learners and workers for well-paying jobs of the future. STEM learning also offers a broad set of skills that can help prepare everyone for career success, including those already in the workforce who can benefit from upskilling and reskilling opportunities.

Through READY, the company has a goal of helping at least one million learners and workers get on a pathway to education and career success by 2030. Partnerships are essential to effectuate real and sustainable change. One such effort is with INCO, a global nonprofit that provides in-demand credentials to young adults. Supported by Cummins volunteers, this partnership has already impacted over 3,200 learners who have enhanced their foundational skills in digital technology and sustainability.



[Cummins Technical Education for Communities \(TEC\)](#) is an integral part of READY and offers vocational education and training by partnering with local schools around the world. Cummins TEC provides improved curriculum, training equipment and skill development for teachers and students, and it works with employers to create pathways for internships and jobs.

And we're not stopping there. Ensuring a more prosperous future for all continues to be exemplified by Cummins employees through their community engagement.

In the U.K., employees at the Daventry engine plant completed a yearlong community project where they converted a used bus into a library at a local primary school. In Ghana, employees partnered with the United Way to upgrade infrastructure and resources at a local school, transforming their library into a modern, sustainable learning space for students and teachers. Employees at the Cummins Brazil engine plant taught and mentored students in a local vocational training program, empowering underserved youth with an extensive and high-quality curriculum, paving the pathway for their professional success.

Leaders from Cummins' community involvement teams stand in front of a library bus which was converted and delivered to a local primary school.

2024 METRICS

157,762

PEOPLE SERVED

17,238

EMPLOYEES VOLUNTEERED

94,625

HOURS VOLUNTEERED

\$10.4M

COMMUNITY GIVING



EQUITY

Increasing opportunity and access for all

As a purpose-driven company, everything Cummins does is designed to improve people's lives and make a positive difference in communities around the world. Cummins has a deeply rooted history of standing up for what is right, removing barriers and increasing opportunity and access for all.



CARE volunteers participate in a park beautification project in Indianapolis, Indiana

Representing nearly half of the company's community giving, Cummins' work in creating equitable solutions is broad and focuses on communities where its impact is unique and significant. Bolstering the company's community giving are the more than 33,000 employees who volunteered 148,524 hours across 4,900 community events focused on equitable action around the world. This collective effort not only strengthened local communities but also fostered a global spirit of collaboration and compassion.

Cummins Advocating for Racial Equity (CARE) is a U.S. strategic commitment focused on creating inclusive communities across 12 cities where Cummins has a large manufacturing or distribution presence.

Last year, CARE deployed neighborhood strategies to support community members in the Martindale Brightwood neighborhood, located on the eastside of Indianapolis, Indiana.

For example, CARE conducted energy audits to harness opportunities for homeowners to reduce their costs, established partnerships with local organizations to provide a mobile food pantry and workforce development training, and extended learning opportunities for children and families. Alongside these efforts, Cummins volunteers engaged in park clean-up and beautification efforts, revitalizing the neighborhood for the benefit of all.

Cummins Powers Women (CPW) is the company's global strategic program focused on creating large-scale change in the lives of women and girls. Last year, the program launched 26 advocacy initiatives, resulting in ten law and policy changes and directly serving 739,426 women and girls around the world.



In China, CPW partnered with the China Women's Development Foundation (CWDF) and launched the Women Empower (WE) Trucking initiative to address critical needs for women in the trucking industry. Since the opening of the inaugural "Home for Women in the Trucking Industry" in Wuhan, the WE Trucking project has expanded its reach by establishing nine "Homes" in critical logistics hubs across China.

As a global organization, Cummins continues to drive positive change in Indigenous communities around the world. In Canada, Cummins announced its commitment to the Canadian Council for Indigenous Business (CCIB) Partnership Accreditation in Indigenous Relations (PAIR) program. In Australia, Cummins is working to develop a Reconciliation Action Plan, advancing reconciliation efforts between Aboriginal and Torres Strait Islander peoples and non-Indigenous communities. The company believes that reconciliation is a shared responsibility, and Cummins is committed to making a meaningful impact through sustainable action and long-term commitments.

Cummins' pursuit to empower the world to be better than it was yesterday extends to its employees. Food insecurity is a large category in which employees volunteer their time. At the Darlington engine plant in the U.K., employees designed, built and grew a thriving allotment space, resulting in produce being grown and donated to a local nonprofit serving the community. Taking their impact even further, employees volunteered with local schools to encourage children to get involved in growing their own food.

2024 METRICS

1,529,780

PEOPLE SERVED

33,594

EMPLOYEES VOLUNTEERED

148,524

HOURS VOLUNTEERED

\$23.8M

COMMUNITY GIVING

ENVIRONMENT

Contributing to a cleaner, healthier and safer environment

Cummins engages in a wide range of environmental community initiatives aimed at ensuring communities are better because the company is there. This is the heart of Cummins' commitment to sustainability, community impact and a more prosperous future for all.



In 2024, more than 21,000 employees volunteered 97,239 hours, organizing 2,200 community events focused on environmental activities in communities around the world. Employees engaged in activities such as:

- Trash pick-up and clean-up
- Removal of invasive species
- Water quality testing
- Beautification efforts
- Tree planting
- Habitat creation
- Environmental and Water, Sanitation, and Hygiene (WASH) education

In India, employees made and distributed seedballs to promote habitat creation and reforestation efforts in communities across Ahmednagar and Phaltan. Employees in Ghana supported a local school with a recycling project, upcycling plastic bottles into a structure for plastic waste management. In Germany, employees partnered with a local beekeeper to educate students on the vital role of honeybees in pollination and also donated honey to local food banks.

Partnerships are essential to drive meaningful, scalable impact. The Nature Conservancy (TNC) is a leading expert in conservation and nature-based solutions. Last year, employees in Fridley, Minnesota, (U.S.) supported TNC in freshwater protection and restoration work in the Mississippi headwaters by seeding wild rice, which will support wildlife and the local community.

Employees from Cummins Ghana volunteering at a local school supporting a recycling project.

The company also celebrated a new partnership with the [Arbor Day Foundation](#), reinforcing Cummins' support for reforestation and the planting of seedlings in the Mississippi River Valley Region (U.S.).

Strengthening Cummins' environmental impact, [Cummins Water Works](#) serves as the company's strategic program to address the global water crisis and empowers communities by engaging in sustainable, high-impact water projects around the world. Informed by the needs of local communities, the program focuses on large-scale impact and is working toward a bold goal: [becoming net water positive in every region where Cummins operates by 2030](#). Cummins has already achieved this in four of its seven regions, delivering over 8.7 billion gallons of water benefits to Cummins communities since the launch of the program. Initially launched for communities in Brazil, India and Mexico, Cummins Water Works has since expanded its impact and now engages in high-impact water projects across 20 countries, supported by 20 strategic partnerships, impacting 6.3 million people since 2021.



Employees participate in a water quality sampling activity in Indianapolis, Indiana.

2024 METRICS

6,031,391

PEOPLE SERVED

21,957

EMPLOYEES VOLUNTEERED

97,239

HOURS VOLUNTEERED

\$10.2M

COMMUNITY GIVING

COMMUNITY SPOTLIGHT

The intersection of company and community imperatives

In April 2024, Accelera by Cummins celebrated the opening of its electrolyzer facility in Guadalajara, Castilla-La Mancha, Spain. Electrolyzers use renewable energy sources to produce green hydrogen, which plays a crucial role in accelerating the clean energy transition, and this sustainably designed facility is expected to create 150 highly skilled jobs in the region and scale the development, manufacturing and adoption of zero-emissions technology in Spain and throughout Europe.

Construction for the facility began nearly two years earlier, as the site represents Cummins' commitment to sustainable operations and in building and maintaining energy efficient facilities. The same is true for the communities in which the company operates; as Cummins makes investments in the business, it also invests in communities.

Cummins engaged early on with community members and leading experts to identify community needs and integrate solutions. As a result, Cummins Water Works established a partnership with Asociación Micorriza, which works to preserve the natural heritage in

Spain, by launching initiatives to recover water-linked ecosystems in the Molina-Alto Tajo UNESCO Geopark, contributing to Cummins Europe's environmental sustainability goal of being net water positive by 2030.

Employees also engaged in numerous community activities focused on the revegetation of waterfront indigenous forests, the conditioning and recovery of sources and springs, and the removal of debris and garbage on the shores and banks of waterways. For communities across the Molina-Alto Tajo region, streams and tributaries represent their main source of water, placing even more importance on the work



to recharge water sources which, due to depopulation and lack of maintenance, have been drying up.

Leveraging local talent, last year the company hired 96 employees at the Guadalajara factory with 73% of those hired coming from the local community. Increasing the company's impact in Guadalajara and preparing a pipeline of talent, Accelera secured agreements with four vocational schools, including one in the local community, to deploy training for shop employees in areas such as welding and assembly. The company has also signed an agreement with Universidad Alcalá de Henares, located near the Guadalajara factory, to research, discuss and promote

electrolyzer and hydrogen technology with students, generating interest in higher degree careers in technical fields like engineering and research and development.

Reflecting the company's investment and impact locally, in 2024 Accelera was awarded the 'Most Popular Company from Guadalajara' by a regional news outlet.

The company believes it is both a business and moral imperative to ensure a just transition for all, particularly in the communities where Cummins employees live and work. The alignment between Cummins' business and community strategies is crucial for the company's success in both.

Safety: Keeping people at the center of everything we do

People are at the center of everything we do at Cummins, and the company is committed to ensuring employees and contractors return home safely every day. In 2024, Cummins launched a comprehensive health and safety initiative, engaging all levels of the organization to identify and mitigate specific safety challenges. The increased focus drove a significant improvement in safety metrics, surpassing 2024 targets for Severity Case Rate and Incidence Rate. While the results are encouraging, there is more work to do to maintain momentum and elevate safety performance in 2025.

Shifts are reflected in the following key performance metrics:

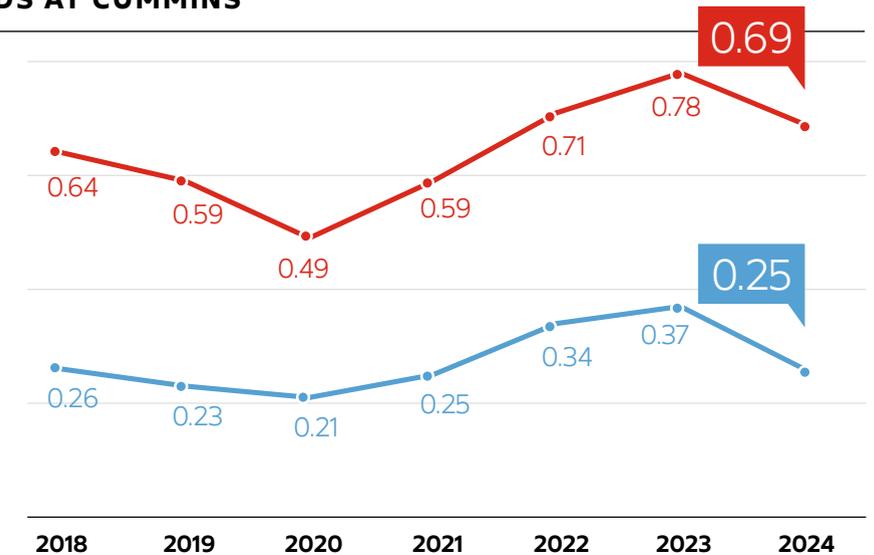
- Cummins' **Incidence Rate**, the rate of recordable injuries, decreased from 0.78 in 2023 to 0.69 in 2024.
- The company's **Severity Case Rate**, the rate of lost workday cases, decreased from 0.37 in 2023 to 0.25 in 2024.
- Cummins' **Ergonomic Incidence Rate**, the rate of musculoskeletal disorders (MSDs), decreased from 0.22 in 2023 to 0.19 in 2024.*
- The company's **PSIF Rate**, the rate of potentially serious injuries and fatalities, decreased from 0.76 in 2023 to 0.74 in 2024.
- Contractor Incidence Rate**, the rate of recordable injuries for contractors, increased from 0.36 in 2023 to 0.46 in 2024.

*The Ergonomics Incident Rate for 2023 was reported as 0.22, but after reclassification of incidents, it is now 0.23.

SAFETY PERFORMANCE TRENDS AT CUMMINS

The company has a comprehensive plan — with high leadership engagement and support — to address the increase in both rates that is already rendering positive results.

■ INCIDENCE RATE
■ SEVERITY CASE RATE

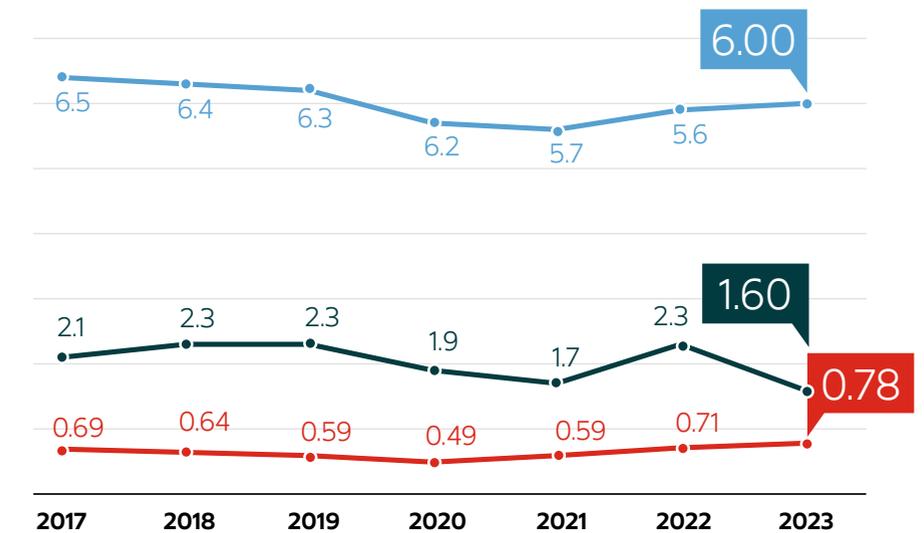


HOW CUMMINS COMPARED TO INDUSTRY PEERS

In 2023, the [most recent nationwide data](#) available, the average Incidence Rate for manufacturers of motors and generators was 1.6; for the motor vehicle industry, 6.0; and for Cummins, 0.78.

The data may signal a broader issue that many companies are experiencing, but for Cummins, the only acceptable response is a strengthening of the company's commitment to develop a safer work environment.

■ US MOTOR AND GENERATOR MFG
■ US MOTOR VEHICLE MFG
■ CUMMINS



Driving improvement: Keys to success

Leadership and employee engagement

In 2024, Cummins embarked on a journey to enhance safety. The company's senior leaders renewed their commitment to safety, encouraged transparency and accountability and fostered a culture of resilience. Executive sponsors supported and led risk-reduction programs. Leaders regularly reinforced safety priorities through active communication, leadership walks and intentional engagement with employees, resulting in a renewed commitment to safety and meaningful change through visible leadership.

Frontline employees embraced leadership's commitment to safety by focusing on continuous improvement. Teams were engaged in risk assessments, training, and hazard identification and mitigation. Stakeholder involvement from Cummins employees and contractors was essential in creating a safer and more resilient workplace.

Focused risk reduction

Cummins developed a focused risk approach to address the most frequent causes of work-related injuries and illnesses, with an emphasis on severe injuries. In 2024, the company identified four key risks: ergonomics, powered industrial vehicles, hand safety and machine safety. Cummins succeeded in reducing

issues by a significant percentage by concentrating mitigation efforts on these risk areas. The company provided targeted support, from all levels of the organization, for sites with the highest number and most severe incidents. Applying safety resources and capital where it was most needed proved pivotal in improving the company's 2024 safety performance.

The company simplified and reorganized its structure for health and safety in 2024. The new approach places more resources closer to frontline manufacturing, distribution and branch employees and better aligns with the company's overall business segment-centric operating model. The streamlined structure enables prioritization of critical work, more clearly defined initiatives, better measurement of success, alignment on decision-making responsibilities and allows the company to integrate Health and Safety into every business decision and action.

Looking ahead

Despite positive overall trends, there is always more work to do. Ensuring everyone returns home safely requires continued focus on leadership engagement, risk reduction and growth of Cummins' safety culture.

The company is leaning into areas of the business that need focused improvement. Work continues as Cummins applies resources and capital to integrate acquisitions, manage risk, expand training opportunities and promote the safety culture. Cummins is generating insights from data by leveraging technology, including Artificial Intelligence, to better visualize, analyze and act on ongoing trends in the data. Pilot programs are building knowledge and improving efficiency by



An employee demonstrates adherence to Cummins' safety protocols.

reducing administrative tasks, allowing employees to focus on core work.

Moving forward, the company continues to prioritize the wellbeing of employees and contractors. Cummins' focus on keeping people at the center of the company's operations has yielded significant improvements in safety performance. Efforts, including senior leadership engagement, risk reduction, reorganization and safety culture advancements, have enabled a safer work environment and positioned Cummins for continued success.

QUICK RECAP OF 2024 NUMBERS

As a reminder, there is not a rate of injuries that is acceptable; each injury represents a member of the Cummins family who is impacted.

0.69

INCIDENCE RATE –
the rate of recordable injuries

0.25

SEVERITY CASE RATE –
the rate of lost workdays

0.19

ERGONOMIC INCIDENCE RATE –
the rate of ergonomic injuries

Building a culture where innovation thrives

Diversity and inclusion are the heart of Cummins' culture and essential to powering the innovation that drives continued global success.

"I am immensely proud of our employees for their dedication to delivering innovative technologies to our customers. We will continue to position Cummins for future success by investing in our diverse and talented employees across the globe and fostering a strong, supportive work environment."

JENNIFER RUMSEY, CHAIR AND CEO



Cummins' commitment to Diversity and Inclusion dates back nearly three-quarters of a century and remains a core value and strategic business advantage. By harnessing the strengths of its global workforce, the company accelerates breakthrough ideas and technology, delivers strong business results and creates exceptional solutions for customers and communities worldwide.

Cummins' success is rooted in its work ethic, adherence to core values and the way employees treat one another. By investing in robust, multifaceted training resources, employees are empowered to develop in their careers and thrive. The commitment to inclusion extends to Cummins' talent management practices, which are intentionally designed to attract and retain a workforce reflective of the communities in which the company operates.

This same intentionality drives the company's focus on inclusion. Cummins continues to hire the right people with the right skills for the right roles —

Leaders and employees gather at the 2025 NTEA Work Truck Week at the Indianapolis Convention Center to showcase Cummins' innovative solutions and the diverse teams behind them.

fostering an environment where every employee feels valued and supported. This inclusive approach fuels innovation and unlocks potential, propelling not just business success but also community impact. It's this commitment that helped Cummins grow from a \$6.6 billion enterprise in 2000 to over \$34 billion in 2024.

People-centered approach to belonging

In 2024, Cummins strengthened its people-centered approach by dedicating resources to employee development at every level, bridging critical gaps to achieve success in the energy transition. These efforts strive to ensure all employees have opportunities to grow and succeed. Cummins specifically prioritized several key initiatives that focus on:

LEARNING AND DEVELOPMENT

Last year, the company launched Values Difference, a new enterprise competency emphasizing the importance of building individual and collective employee proficiency, which is incorporated into

 [Click here](#) for details on the highlighted text.



A group photo of Cummins employees with other companies in the U.K. that achieved the Armed Forces Covenant Silver Award.

every employee's position profile. The company has always believed that people do their best work — for customers and the world — when they feel seen, heard and valued. This competency reflects the company's unwavering commitment to fostering an inclusive and innovative culture.

EMPLOYEE RESOURCE GROUPS

Cummins fosters a sense of community through employee resource groups (ERGs) worldwide, which are open to all employees. ERGs play a critical role in attracting, retaining and developing talent by fostering safe, inclusive spaces where employees feel valued and empowered to grow. Through mentoring, community-building and cross-cultural insights, ERGs enhance engagement and retention while contributing to the innovation of products and solutions that reflect the diverse needs of Cummins' global customers and suppliers.

DISABILITY INCLUSION

Cummins is committed to becoming an employer of choice for people with disabilities while actively working to reduce employment barriers in the communities in which it operates around the world. Cummins is advancing disability inclusion by expanding its global workplace adjustments program, raising awareness around neurodiversity and creating a neuro-inclusive environment, and continuing strategic partnerships with global nonprofit organizations specializing in disability inclusion.

VETERANS INCLUSION

Cummins proudly supports veterans and their families through a comprehensive strategy designed to boost engagement and strengthen workforce inclusion. Some examples of progress include operating under the United Kingdom Armed Forces Covenant, increasing veteran hires through the SkillBridge program, participating in the U.S. Chamber of Commerce Foundation's Hiring Our Heroes Fellowship Program, and actively promoting the unique skills and experiences that veterans bring to the Cummins workforce. Cummins has been recognized as a Silver Award designated employer by Military Friendly® for the company's commitment to supporting the military community.

ADVANCEMENT IN GENDER EQUITY

As the company's diversity has increased, so too have its business results, innovation and impact. Therefore, Cummins remains committed to advancing global gender diversity and believes it is critical to leverage unique perspectives to most effectively address the complexity of the energy transition. The company proudly established the first Cummins College of



Engineering for Women in Pune, India, which has graduated over 10,000 women since its inception in 1991. Company initiatives, such as the RePower program designed to empower engineers and technical professionals who left the workforce to return to work with confidence, have made significant advancements in promoting gender diversity.

The company's dedication to gender pay equity is reflected in its strong focus on closing identified pay gaps. In the U.K., Cummins' efforts have resulted in a pay gap that is significantly lower than the national average, demonstrating the company's commitment to fair compensation practices.

Furthermore, the company's Total Rewards program continues to support a more equitable pay structure through the implementation of advanced software tools that enhance internal capabilities to identify and address pay inequities on an ongoing basis while also strengthening pay-offer capabilities for both new hires and promotions, ensuring consistency in pay changes moving forward.

In 2023, Cummins developed a global gender equity strategy aimed at removing barriers and cultivating environments that welcome and support the presence of women. This strategy ensures that company policies, practices and systems are fair and inclusive, fostering a workplace where everyone can thrive.

Here is a look at key employee demographics at Cummins as of December 2024:

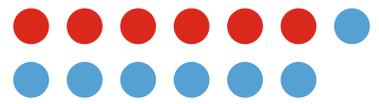
- Cummins Leadership Team (CLT), the top leadership team at the company, is comprised of **54% men and 46% women**.
- Cummins' global workforce is comprised of **73% men and 27% women**.
- The company's U.S.-based workforce is comprised of the following employees: **60% White, 15% Black, 11% Asian and 10% Latino**.
- Of the company's U.S.-based vice presidents, **62% are White, 21% are Black, 5% are Asian and 12% are Latino**.

RECENT ACCOLADES: SOCIAL

The progress Cummins has achieved is directly linked to its business growth and employee diversity, earning the company several notable distinctions, including:

- **Best Places to Work**
Glassdoor
- **Best Place to Work for Disability Inclusion**
Disability: IN
- **Military Friendly Silver Employer**
Military Friendly
- **Top Hispanic Employer**
DiversityComm Magazine
- **Inclusion & Diversity Impact Award**
World 50 Group
- **Best Company for LGBTQ+ Employees**
Human Rights Campaign
- **Top Company for Women to Work in Transportation**
Women in Trucking Association

GENDER



46.0%

WOMEN ON THE 13-MEMBER CUMMINS LEADERSHIP TEAM

As of Dec. 31, 2024

WOMEN IN CUMMINS WORKFORCE

	2024
OVERALL*	27.0%
Hourly	24.9%
Salaried / exempt	30.0%
Directors and Executive Directors	28.6%
Vice President and above (officers)	37.0%

* Overall includes Exempt and Hourly. Students and Contingent workers not included.
NOTE: Based on workforce as of Dec. 31 in both years.

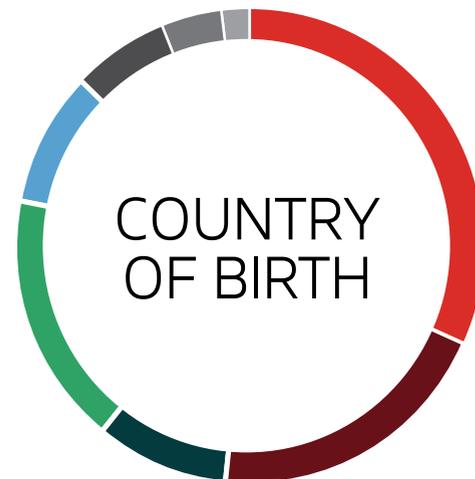
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CUMMINS' BUSINESS SEGMENTS LED BY WOMEN – ACCELERA, COMPONENTS AND POWER SYSTEMS

COUNTRY OF BIRTH

About two-thirds of Cummins' employees in 2024 were born outside the United States.

UNITED STATES	31.9%
REST OF WORLD	19.9%
MEXICO	9.3%
INDIA	17.1%
CHINA	9.2%
UNITED KINGDOM	6.5%
BRAZIL	4.2%
AUSTRALIA	1.9%



RACE AND ETHNICITY IN THE U.S.

	ASIAN	BLACK	LATINO	WHITE	OTHER	TWO OR MORE	NOT DISCLOSED
ALL EMPLOYEES	11.1%	15.0%	9.7%	60.0%	1.0%	1.6%	1.7%
Hourly	2.8%	20.8%	10.1%	60.6%	1.5%	1.7%	2.5%
Salaried / exempt	21.9%	7.4%	9.2%	59.1%	0.4%	1.4%	0.7%
Directors and Executive Directors	15.1%	7.8%	8.0%	67.7%	0.1%	1.0%	0.4%
Vice President and above (officers)	4.8%	21.4%	11.9%	61.9%	0.0%	0.0%	0.0%

NOTE: Based on self-identification as of Dec. 31, 2024.

ASSIGNMENT COUNTRIES

Nearly 60% of Cummins employees work outside the U.S.

41.8%

EMPLOYEES WORKING IN THE U.S.

58.2%

EMPLOYEES WORKING OUTSIDE THE U.S.

REPRESENTATION

About a third of Cummins employees were represented by a union as of Dec. 31, 2024.

31.1%

UNION MEMBERS

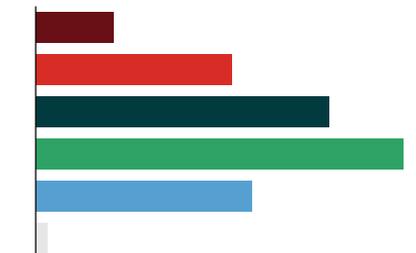
68.9%

NONUNION

NOTE: Based on estimates, including employees through acquisitions. Nonunion is different from salaried/exempt %.

AGE

More than half of Cummins' workforce was under 40 as of Dec. 31, 2024.



60+ YEARS	6.7%
50-59	16.9%
40-49	25.2%
30-39	31.6%
20-29	18.6%
UNDER 20	1.0%

Values Difference: The evolution of employee voices in listening strategy

Cummins regularly deploys the Global Employee Experience Survey to hear employees' concerns and proactively address gaps and needs within the organization. Employees are encouraged to share honest feedback about their workplace experiences, and every leader is expected to create an action plan based on the unique needs of their team.

After analyzing the survey results, Cummins prioritized the deployment of learning experiences designed to help employees grow individually and together in a powerful way by building the new Values Difference competency. Values Difference means recognizing the value that different perspectives and cultures bring to Cummins. It involves creating a work environment where people can and want to do their best. This concept is deeply connected to Cummins' core values of caring, diversity, inclusion and teamwork.

While valuing difference isn't new to Cummins, the 2024 rollout of the company's Values Difference initiative sets clear expectations at every level, demonstrating how the company continues to evolve its workplace culture. Additionally, the company developed the Values Difference Learning Paths, a training program designed to address a critical step in Cummins' capability-building strategy. This program provides immediate support and research-based training that equips employees and leaders to build awareness, maximize potential and elevate decision making, all to drive a better organizational culture and improve engagement and productivity.

By actively listening to employee feedback through the Global Employee Experience Survey and translating data and insights into actionable development programs, Cummins is not only reinforcing its core values but also equipping its workforce with the tools to thrive in a diverse environment. This integrated approach ensures that skill gaps are addressed and that every employee is empowered to contribute meaningfully to a culture of respect, collaboration and continuous growth.

In addition to the survey, Cummins routinely engages in ongoing conversations with its employees about many matters affecting the workforce. The company follows all applicable laws regarding consultation with employees and representative organizations. Approximately 30% of its global workforce is represented by a union or similar representative organization, and the company is regularly engaged in collective bargaining, collaboration and discussion with these groups.

ACCELERATING TALENT: CUMMINS REIMAGINES HIRING FOR THE ENERGY FUTURE

As Cummins leads through the energy transition, embedding inclusive best practices in its workforce strategy is essential. The company is not only reimagining its operations but also reshaping how it hires, develops and empowers its people. This transformation demands agility, foresight and a culture that balances collaboration with accountability. Cummins has a strong, purpose-driven culture that is key to the company's success. It is imperative that the company understands the capabilities and workforce required, both now and in the future, to successfully manage the energy transition.

Recognizing the need for change, Cummins redefined and restructured its Human Resources' operating model to align with the company's ambitious business goals. Central to this evolution is the strategic use of technology to drive efficiency and enhance effectiveness.

Specifically, an area of focus was how to use technology to enable better hiring decisions that empower both employees and leaders. The work began to build a collaborator product called Empower Hub, a digital platform that revolutionizes the internal hiring process. Integrated with other platforms, including Microsoft Teams, Empower Hub streamlines communication between hiring managers, candidates and recruiters. It automates workflows, delivers training prompts and improves visibility to top internal talent — enabling faster hiring decisions that combines the power of employees' distinct awareness of the company's hiring needs with technology.

By centralizing collaboration, Cummins is not just improving hiring efficiency — it's building a workforce ready to lead in a rapidly changing energy landscape. This is a powerful example of how Cummins uses innovation and technology to drive cultural evolution and business success.

Cummins Board: Exercising robust oversight in ensuring the company is managed for the long-term benefit of all stakeholders

Cummins’ Board of Directors plays a critical role in aligning and advising on the company’s strategy and operations while safeguarding stakeholders’ interests. By leveraging their combined, vast experiences and perspectives across multiple fields, the board exercises sound and independent judgment on key matters pertaining to the company’s future and its success.



Role of the board and shareholder engagement

The board works with and advises company leadership on a multitude of topics pertaining to Destination Zero, employee health and wellbeing, enterprise risk management, advancing talent management, development strategies and more. The board is integral to upholding strong corporate governance practices, which are vital for the sustained advantage of shareholders. Cummins believes that effective corporate governance involves regular dialogue between directors and shareholders.

Cummins Board Director Carla Harris and Lead Director Tom Lynch visit one of the company’s manufacturing facilities in Minnesota (U.S.).

BOARD ACCOUNTABILITY

Elections: Annual election of all directors via majority voting standard.

Special meetings: Shareholder right to call special meetings (10% of voting power threshold).

Proxy access for director nominees: Available to a shareholder, or group of up to 20 shareholders, holding a total of at least 3% of company common stock for at least 3 years.

Shareholder right to unilaterally amend the by-laws: Upon a majority vote.

The company’s board members consistently engage with shareholders to discuss its expertise, renewal process and oversight of various subjects, including company strategy, growth, risk management and sustainability. Furthermore, in 2024, Cummins’ Vice President of Investor Relations, Chief Legal Officer and Corporate Secretary conducted discussions with several investors to gather their insights on governance matters and practices. The feedback from these sessions was compiled and presented to the entire board for consideration.

Board independence and committees

Ten of Cummins’ 11 director nominees qualify as independent directors within the meaning of the rules adopted by the U.S. Securities and Exchange Commission (SEC) and the corporate governance standards for companies listed on the New York Stock Exchange (NYSE). The company’s board has adopted independence standards that meet or exceed the independence standards of the NYSE, including categorical standards to assist the Governance and Nominating Committee and the board in evaluating the independence of each director. All current directors

are nominated for reelection at the Annual Shareholders Meeting to hold office until the 2026 meeting and until their successors are elected and qualified (if applicable).

The board has established six standing committees, with five consisting entirely of independent directors. These include the: Audit; Talent Management and Compensation; Governance and Nominating; Finance; and Safety, Environment and Technology Committees. The board and its committees continuously oversee significant enterprise-related risks. The company has established a comprehensive enterprise risk management program that identifies, categorizes and evaluates the relative severity and likelihood of various types of material risks. In 2024, the board convened five times, with all directors attending at least 75% of the meetings. The non-employee members of the board also met in executive session without management present as part of each regular meeting. Thomas J. Lynch, current Lead Director, presided over these sessions.

Composition of the board

The company’s business performance benefits from having a management team and board with diverse backgrounds, experiences and perspectives. The Governance and Nominating Committee evaluates potential candidates for the board based on their alignment with Cummins’ values of integrity, caring, excellence and teamwork. In line with corporate governance principles, the company is committed to equal employment opportunities when assembling the board. The board has successfully gathered a highly qualified group of directors with diverse qualifications.

CUMMINS BOARD OF DIRECTORS



JENNIFER W. RUMSEY

Chair and Chief Executive Officer, Cummins Inc. She joined the board in 2022.



DANIEL W. FISHER

Chairman and Chief Executive Officer of Ball Corporation, a leading supplier of innovative, sustainable aluminum packaging solutions. He joined the board in 2023.



KIMBERLY A. NELSON

Retired Senior Vice President, External Relations of General Mills, Inc., a multinational and marketer of branded consumer foods sold through retail stores. She joined the board in 2020.



GARY L. BELSKE

Retired Deputy Managing Partner and Chief Operating Officer of Ernst & Young. He joined the board in 2022.



CARLA A. HARRIS

Senior Client Advisor, Morgan Stanley. Independent Director on the boards of two Fortune 100 companies. She joined the board in 2021.



KAREN H. QUINTOS

Retired Chief Customer Officer of Dell Technologies Inc., a global supplier of personal computers and other computer hardware items. She joined the board in 2017.



ROBERT J. BERNHARD

Professor Emeritus of Aerospace and Mechanical Engineering and former Vice President for Research, University of Notre Dame. He joined the board in 2008.



THOMAS J. LYNCH

Retired Chairman, TE Connectivity Ltd., a global provider of connectivity and sensor solutions. He joined the board in 2015.



JOHN H. STONE

President and Chief Executive Officer of Allegion, a global company that specializes in security and access around doors and adjacent areas. He joined the board in 2024.



BRUNO V. DI LEO

Managing Director, Bearing-North LLC, an independent advisory focused on business expansion and senior executive counseling in strategy and operations. He joined the board in 2015.



WILLIAM I. MILLER

President of New York-based Wallace Foundation (retiring June 2025), a national philanthropy with a mission of fostering equity and improvements in learning and enrichment for young people and in the arts for everyone. He joined the board in 1989.

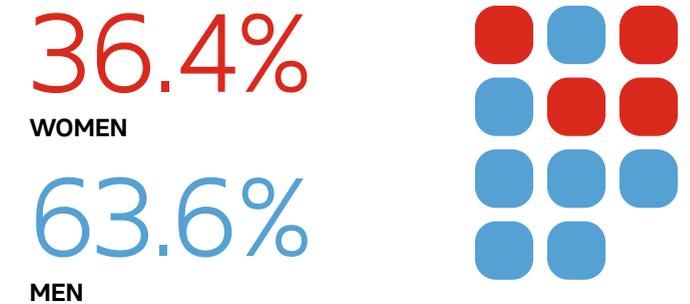
RECENT ACCOLADES: GOVERNANCE

- **AAA Rating**
Morgan Stanley Capital International
- **Industry leader, Commercial Vehicle and Machinery**
America's Most JUST Companies
- **100 Best Companies**
Seramount

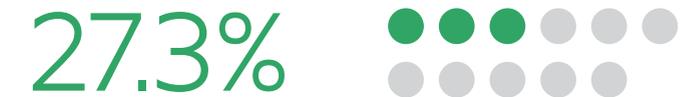
BOARD COMPOSITION

Cummins believes that its business performance is stronger when its management team and board bring different backgrounds, experiences and perspectives. Here's a look at representation on the 11-member board as of May 31, 2025.

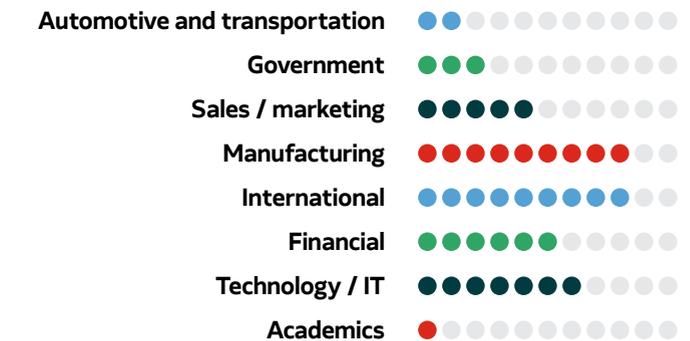
BY GENDER



ETHNICALLY DIVERSE



QUALIFICATIONS, SKILLS, EXPERIENCE



A steadfast commitment to an ethical culture

Cummins has a long history of doing business the right way, competing fairly and honestly, and following the law everywhere. The 10 Ethical Principles in the [Cummins Code of Business Conduct](#) outline the company's expectations and commitment to an ethical culture.

The Cummins Board of Directors and the Audit Committee receive detailed updates and drive a tone of ethical commitment within the enterprise. In addition, the company's executive leadership reinforces the critical importance of acting in accordance with company policies. Cummins believes the ethical behavior of every employee, contractor, supplier and other business stakeholders is foundational to the company's sustainability.

Cummins' [Supplier Code of Business Conduct](#) aligns closely with the company's Code of Business Conduct for employees. Suppliers must state they are compliant with the Supplier Code as a condition of doing business.

CUMMINS' 10 ETHICAL PRINCIPLES

Cummins Ethical Principles drive the company's ethics and compliance initiatives and are published widely across Cummins' physical and electronic signage, websites and media. These principles are regularly reviewed as part of formal training and informal conversations across the enterprise:

1. We will follow the law everywhere.
2. We will embrace diverse perspectives and backgrounds and treat all people with dignity and respect.
3. We will compete fairly and honestly.
4. We will avoid conflicts of interest.
5. We will demand that everything we do leads to a cleaner, healthier and safer environment.
6. We will protect our technology, our information and our intellectual property.
7. We will demand that our financial records are accurate and that our reporting processes are clear and understandable.
8. We will strive to improve our communities.
9. We will communicate honestly and with integrity.
10. We will create a culture where employees take responsibility for ethical behavior.

Maintaining an ethical culture

Cummins' Ethics and Compliance function drives initiatives aimed at maintaining and enhancing Cummins' ethical workplace culture and managing compliance efforts globally. This function oversees training courses on various topics, including but not limited to anti-bribery, conflicts of interest, treatment of others, money laundering prevention, data privacy and preventing sexual harassment.

The function frequently communicates the critical role employees play in upholding the Code of Business Conduct by reporting suspected misconduct or unethical behavior. The company regularly emphasizes the importance of employees voicing their concerns. Cummins has a global investigations team dedicated to addressing concerns or suspected violations of the Code of Business Conduct and its underlying policies or laws.

Employees can report concerns through multiple channels: Cummins' external ethics website, the company's ethics helpline, email to the Ethics and Compliance function, or by speaking with their Human Resources representative, a member of the company's Legal function or their supervisor. Non-employees, dealers, distributors and suppliers can also report ethics concerns via ethics.cummins.com.

Cummins has a strict no-retaliation policy protecting employees who make reports in good faith. Employees may remain anonymous where allowed by law. Cummins encourages its employees and third parties to "Speak Up" and report any actual or suspected violations of law or company policy or any other

ethical concerns that do not align with Cummins' culture of compliance. Speaking up about actual or suspected violations of company policy demonstrates a dedication to company values, including integrity and continuous improvement, as well as a commitment to upholding Cummins' longstanding reputation of having a strong compliant culture and workplace.

The Ethics and Compliance function ensures the company's zero tolerance policy for discrimination is enforced. To reinforce this policy, the team launched a global Preventing Sexual Harassment Policy in 2024, highlighting the company's commitment to providing safe work environments free of sexual harassment.

As the company expands, both through acquisitions and organically, the Ethics and Compliance function plays a crucial role in ensuring new leaders and the company's growing employee base understand Cummins' expectations for ethical conduct and their key role in upholding and advancing the company's ethical workplace culture.



The Code of Business Conduct poster is one of four posters included in a set of Ethics and Compliance posters available in 20 languages and displayed in Cummins offices across the globe.

Ethics and compliance training

Ethics and Compliance training had more than 54,000 course completions in 2024. Courses were offered virtually and in person, with anti-bribery and corruption training being a 2024 focus. Courses are created in collaboration with an external service provider who helps customize courses to address potential risks and concerns for the company. Course completions may change annually based on focal areas, new acquisition requirements, regional needs and other business factors year over year.

ETHICS AND COMPLIANCE TRAINING COURSES	Completed in 2024
Anti-Bribery and Corruption	33,726
Anti-Bribery and Prohibited Payments Training	3,821
Anti-Money Laundering	63
Carefully Communicating with Technology and Social Media	514
Code of Business Conduct Training	932
Conflicts of Interest	909
Data Privacy Training	2,607
Doing Business Ethically	2,428
Export Controls	2,281
Fair Competition	2,313
Human Rights Training	1,163
Preventing Sexual Harassment in the Workplace	676
Preventing Workplace Violence	1,774
Treatment of Each Other at Work	1,103
Total	54,310

[LEARN MORE](#)

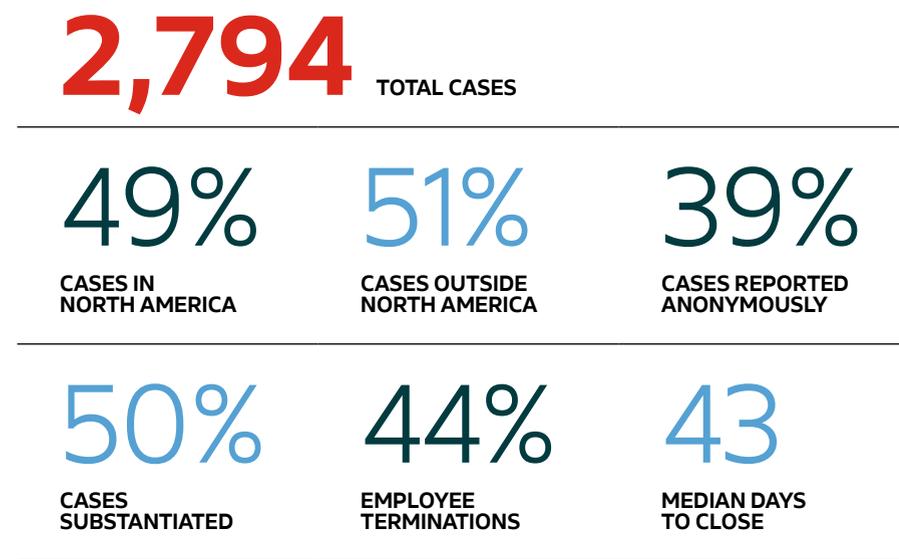
See the [Supply Chain](#) section for more information on the [Supplier Code of Conduct](#) and [Human Rights Policy](#).

Ethics investigations

Investigations ensure adherence to the Cummins Code of Business Conduct and its underlying policies. The investigations process at Cummins has been in place since 1996 and has evolved to reflect the company’s commitment to continuous improvement. A dedicated investigations team helps the company meet its pledge to respond swiftly and appropriately to potential violations of Cummins’ Code of Business Conduct and core policies.

Cummins emphasizes the importance of conducting ethics investigations to ensure that all issues are properly addressed. In 2024, Cummins investigated and closed over 2,700 cases worldwide, with approximately half of the cases originating from North America (U.S. and Canada) and the remaining half from the rest of the world. Cummins’ investigative approach to ensure allegations of potential misconduct are properly addressed rests on the following foundations: prioritization, quality, follow-up and caring. This allows the company to deliver high-quality investigative results that are transparent, thorough, unbiased and fair.

EthicsPoint is the company’s central system where all investigation-related information and documents are confidentially stored with appropriate access controls. This allows for the maintenance, audit, and review of case records that help steward proactive issue identification and risk mitigation.



SUPPLIER CODE OF CONDUCT

The Supplier Code of Conduct mandates that Cummins suppliers must treat all individuals with dignity and respect and ensure a healthy and safe work environment for their employees.

Both the Supplier Code of Conduct and Cummins’ Code of Business Conduct, along with core policies, acknowledge the right to join a union.

The company trains employees who frequently visit suppliers in what Cummins calls Eyes Open Audits. These audits have expanded in recent years to identify not only potential environmental, health and safety issues but also possible violations of Cummins’ Human Rights Policy.

The Cummins’ Supplier Code of Conduct applies to all businesses providing products or services to Cummins and its subsidiaries, joint ventures, divisions or affiliates. Available in 15 languages, the Supplier Code is built around seven principles that help Cummins ensure it is doing business with other companies around the world that share its values.

1. Obey the law everywhere.
2. Treat people with dignity and respect.
3. Avoid conflicts of interest.
4. Provide a safe and healthy workspace.
5. Protect Cummins technology, information, and intellectual property.
6. Protect the environment and conserve natural resources.
7. Assist Cummins in enforcing the code.

Cummins requires suppliers to confirm they are following the Supplier Code of Conduct before being included in the company’s supplier database. Cummins may visit facilities and conduct audits to ensure compliance.

Through these methods and more, the company is committed to maintaining its ethical culture, which is vital for sustainability and long-term success.

HUMAN RIGHTS

Cummins is dedicated to protecting human rights within the company and throughout its supply chain now and across the energy transition.

In 2018, Cummins officially adopted a stand-alone Human Rights Policy to reinforce its stance on protecting human rights.

Working to protect Cummins' data and intellectual property



Cybersecurity governance

Cummins is committed to protecting its Information Technology (IT) assets and the data stored within these assets. This commitment includes the protection of IT assets relevant to operations, stakeholder data (including employee, customer, and supplier data), intellectual property and products. Cummins follows the law everywhere and, if necessary, will report on breaches as required by law in various jurisdictions.

The Cummins Enterprise Cybersecurity function, which is responsible for the administration of the company's enterprise cybersecurity program, is led by the Chief Information Security Officer (CISO), who holds a degree in Management Information Systems (MIS) and a Certified Information Security Manager

(CISM) designation, and has more than 20 years of IT, cybersecurity, audit and risk management experience in the industrial manufacturing industry. The CISO reports to the Chief Information Officer (CIO). These leaders provide regular updates to the Board of Directors' Audit Committee on cybersecurity risks. Through these updates, the Audit Committee receives a cybersecurity dashboard illustrating cybersecurity priorities and status of key initiatives.

The Product Cybersecurity function, which is responsible for the administration of Cummins' product cybersecurity program, is led by the Principal Engineer of Product Cybersecurity, who has more than 35 years of embedded electronic systems design experience. The Principal Engineer of Product Cybersecurity works directly with the Chief Technical Officer (CTO). These leaders provide regular updates to the Safety, Environment and Technology (SET) Committee of the board on product-related cybersecurity risks. Through these updates, the SET Committee receives a report discussing product-level vulnerability management, product-level incident management and the status of relevant product cybersecurity activities.

The board and its committees are engaged in the oversight of Cummins' most significant enterprise risks, including cybersecurity. A member of the executive management team is assigned to report material information to the board regarding these risks.

The Audit Committee, working with the CIO, provides oversight of the enterprise cybersecurity program. The SET Committee, working with the CTO, provides oversight of the product cybersecurity program.

The board, Audit and SET committees receive reports and information from senior leaders who have functional responsibility for the mitigation of enterprise cybersecurity and product cybersecurity risks. These leaders meet with the committees on a regular basis, at least four times per year, and provide dashboards or reports that summarize cybersecurity risks and action plans.

Cybersecurity risk management and strategy

Cummins has an Enterprise Cybersecurity Management Review Group (Enterprise Cybersecurity MRG), which functions as a steering committee to provide oversight and strategic direction for the enterprise cybersecurity program. The Enterprise Cybersecurity MRG is comprised of senior leaders with cross-functional experience and responsibilities. This MRG meets regularly with the CISO, at least four times per year, to review the cybersecurity program and related risks. The MRG receives updates on the status of key cybersecurity initiatives and is responsible for the company's response to material cybersecurity incidents.

In addition, the company has a Product Cybersecurity MRG, which functions as a steering committee to provide oversight and strategic direction for the product cybersecurity program. The Product Cybersecurity MRG is comprised of senior leaders with cross-functional experience and responsibilities. The Product

Cybersecurity MRG meets regularly with the Executive Director – Corporate Product Cybersecurity and Functional Safety to review the cybersecurity program, including risks and the status of key initiatives.

Both the Enterprise and Product Cybersecurity functions administer policies related to cybersecurity in consultation with other stakeholders at the company. Enterprise Cybersecurity meets with experts from the company's legal and privacy areas to ensure policies reflect Cummins' commitment to securing employee, customer and supplier data. Cummins has a third-party risk management process, which is designed to assess and manage cybersecurity risks posed by third parties. This process is administered by the Enterprise Cybersecurity function.

Employee engagement

The best defense against cybersecurity attacks is having informed and engaged employees. Education and training start from the moment an employee joins the company, and the message is reinforced for all employees in Cummins' Code of Business Conduct. This includes the safe handling of employee, customer and supplier data and the importance of only accessing this data when necessary.

To continually reinforce the importance of cyber awareness, Cummins has implemented a program for partners within the business to conduct awareness events. These events, which are coordinated by regional cyber champions and overseen by Enterprise Cybersecurity, provide cyber training in locally relevant ways and are targeted to the needs of the region. In conjunction with the regular phishing education program and quarterly global cyber awareness events and messaging, these events help drive a cyber-aware culture.

Managing business risks enables Cummins to meet its business and sustainability goals, execute its strategy and foster better decision making

The Cummins Board of Directors and the senior management team effectively oversee the company’s top risks, while the Enterprise Risk Management program gives the board and senior management a framework to help them understand, identify, assess, manage and monitor risks so the company can meet its strategic objectives.



Leader-driven oversight

Risk management at Cummins starts with the company’s board, which oversees the biggest risks facing the company. Managing risk effectively is on the agenda at every regular board meeting, and the board reviews the entire Enterprise Risk Management program and the results of Cummins’ latest enterprise risk assessment each year.

The risks reviewed by the board roll up through the company’s Executive Risk Council, which is made up of key leaders at Cummins. The council is charged with following more than 20 Tier I and Tier II risks, ranging from talent and supply chain management to climate change.

Additionally, the board and its committees provide oversight of the company’s sustainability risks and opportunities, including at least one annual review by the full board of environmental, social and governance (ESG) strategy and challenges.

Leaders often gather at the company’s headquarters in Columbus, Indiana (U.S.), to evaluate and analyze risks.

The designated committees undertake detailed reviews of specific ESG risks and opportunities. For example, the Safety, Environment and Technology Committee provides primary oversight for environmental risks and opportunities. Cummins’ board and/or its committees review the company’s sustainability strategy, risks and progress during dedicated time at every regular board meeting. Cummins believes that the board’s current leadership structure effectively supports the risk oversight function of the board based on the level of independence, qualifications, diversity and skills of its members.

The council assigns every critical risk to a member of the Cummins Leadership Team to manage and report to the council and potentially report to the board. The council meets five times a year to review and update the material risks facing the company.

Increasingly, the leaders of Cummins’ functions, businesses and regional teams are embracing risk management processes and incorporating these practices into their own oversight efforts. These efforts help teams manage risk in their areas and align with the overall Enterprise Risk Management program.

Risk council plays critical role

Membership on the Executive Risk Council reflects the importance Cummins places on the process. The council includes the company’s Vice President and Chief Financial Officer; Vice President and Chief Administrative Officer; Vice President, Corporate Strategy; Vice President and Chief Legal Officer; and the Executive Vice President and President of Operations. The Vice President and Corporate Controller and Vice President of Internal Audit also attend council meetings as advisors to the council. The Executive Director of Global Risk and the Enterprise Risk Management Director organize and facilitate the meetings.

Risk owners regularly deliver in-depth reports on the risks they manage. Council members ask questions and debate risks, ensuring they get the appropriate amount of attention.

The council continuously evaluates the risks deemed most important to the company as well as emerging risks. The potential impacts of climate change, for example, started as an emerging risk before joining the ranks of those being actively managed.

The Executive Risk Council is also responsible for reviewing and approving the company’s double materiality assessment that identifies ESG impacts, risks and opportunities and the outcome of the company’s climate scenario analysis.

The council meets regularly to review and update Cummins’ material enterprise-related risks and mitigation plans. As climate-related risks affect all aspects of the business, the enterprise risks incorporate, where relevant, climate-related aspects, with a separate standalone enterprise risk on climate change. The Executive Risk Council provides direction on risk assessments and mitigation plans, approves all risk escalation or de-escalation, and identifies new and emerging risks.

Coordination across the company

Meanwhile, Cummins’ Enterprise Risk Management function also works with other assurance groups that play an important role in managing risk across the company, such as Internal Audit, Risk Insurance, and Global Integrated Services – Security and the company’s regional leaders.

Cummins’ approach to risk management, across multiple levels of the company, ensures the global power technology leader has a consistent and forward-looking focus in addition to solving the day-to-day concerns it encounters. This focus is critical to Cummins’ long-term sustainability.

LEARN MORE

An extensive discussion of the risks facing the company is included starting on page 18 of Cummins’ most recent [Annual Report on Form 10K](#).

That is just one section of the report, which is the definitive source of financial information about the company.



The addition of solar panels on Cummins’ facilities increases business resiliency amidst a rise in weather-related events that impact power.

Climate Change & Resiliency

Cummins launched a Climate Change & Resiliency working group to understand how climate change might impact the risks within its operations. Weather events have increased in frequency and severity, which pose potentially different threats. Annually, Cummins assesses weather-related risks and the potential impact on the company’s worldwide footprint. Utilizing climate analytics, the company can identify potential for new or increased exposure to its operations.

A cross-functional team including facilities, manufacturing, supply chain, employee health and safety, and human resources collaborates to monitor, identify, assess, manage and mitigate these risks, and integrates climate risks into its business resiliency plans and sustainability goals. This integrated approach supports the incorporation of physical climate risks into strategic and business continuity planning, enhancing overall business, operational and financial resilience.

Safeguarding Cummins: A global commitment to resilience and security

Cummins’ Global Integrated Services – Security team takes the lead in protecting the company from global risks by ensuring employee safety and operational continuity in the face of challenges and crises. Through proactive risk management and a strong framework of cross-functional partnerships, Cummins enhances its ability to anticipate, adapt to and overcome security threats and disruptions.

Holistic Emergency Management (HEM)

At the core of Cummins’ security and resilience strategy is the HEM program, which encompasses prevention, preparedness, response, mitigation and recovery. HEM ensures the company can respond swiftly and effectively to disruptions while maintaining a focus on employee safety and business continuity.

HEM includes three key initiatives:

CUMMINS RESPONSE CENTER (CRC)

The CRC provides 24/7 global security support, travel assistance and emergency response coordination. It facilitates rapid communication across teams and connects employees with regional security experts during critical incidents, enabling real-time, informed decision making.

BUSINESS CONTINUITY MANAGEMENT (BCM)

BCM oversees resiliency planning across more than 800 global sites. Each site maintains a tailored Business Continuity Plan (BCP) that identifies potential risks and outlines mitigation strategies. BCM supports site leaders with training, global risk analysis and regular crisis simulation exercises, building a solid foundation for operational resilience.

CRISIS ACTION MANAGEMENT PROGRAM (CAMP)

CAMP integrates strategic protocols and coordinates response efforts across local, regional and corporate teams. It ensures unified action during crises, helping to minimize disruption and protect business operations through a structured, scalable approach.

Cummins’ integrated approach also includes the following specialized programs to address evolving global security challenges:

- **Regional security:** Led by regional experts with local insights, this program implements targeted risk reduction strategies and uses intelligence gathering to anticipate and respond to threats.
- **Physical security:** By applying global design standards, advanced technologies and real-time surveillance systems, Cummins protects people and assets

through early threat detection and responsive security infrastructure.

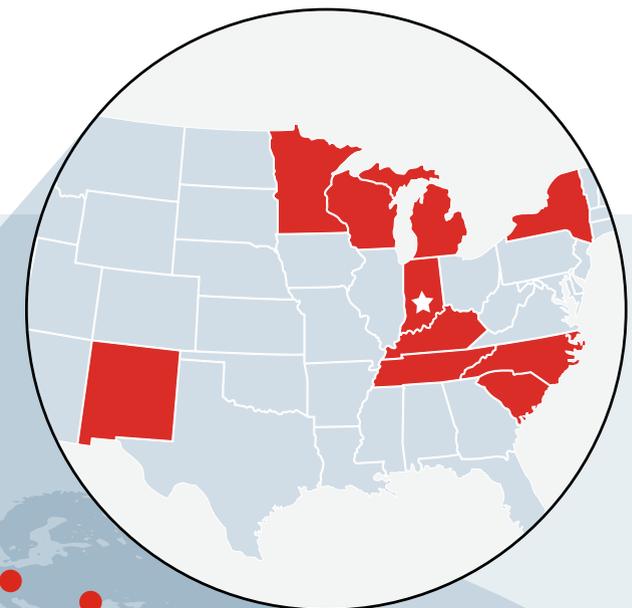
- **Travel security:** Employees are supported throughout their journeys with tools such as destination risk assessments, emergency support, secure housing and transport evaluations, and pre-travel security briefings, especially for high-risk areas.
- **Security training:** A range of learning tools, from e-learning modules to site-specific drills, ensures teams are well-prepared. These training resources promote continuous improvement and embed a culture of resilience throughout the organization.

Looking ahead

Cummins’ commitment to global resilience is both comprehensive and forward-looking. By aligning security strategy with the realities of global operations, Global Integrated Services – Security ensures that Cummins is well-prepared to face an increasingly complex risk environment, protecting its people, operations and reputation every step of the way.

GLOBALLY ENGAGED

Cummins has principal manufacturing locations in eight states and six of the seven continents. We’ve been doing business internationally for more than 60 years and our plants outside the U.S. primarily serve international markets.



● PRINCIPAL MANUFACTURING SITES

Advocating for policies that accelerate the industry's decarbonization journey

As the global energy transition accelerates, Cummins recognizes that legislation and regulations are pivotal pacing factors in advancing low- and zero-emissions technology deployment and infrastructure readiness. Through its Government Relations function, the company strategically engaged with policymakers to shape policy, secure funding and drive regulatory advancements in 2024 through collaborative, cross-sector initiatives that underpin its Destination Zero strategy.

Work with the U.S. federal government and elected officials

Working in a bipartisan and collaborative environment, Cummins actively advocates on its own and partners with industry through trade associations to drive sector-wide sustainability and efficiency gains through local, state and federal advocacy.

In 2024, Cummins made strides in its decarbonization and clean energy initiatives through a series of strategic projects. Government funding plays a critical role in accelerating the transition — allowing for Cummins to make investments in innovative projects. Working with the U.S. Department of Energy (DOE), Cummins received a grant for \$75 million to convert existing manufacturing space at the original Cummins Engine Plant in Columbus, Indiana, to zero-emissions components and powertrain systems. This grant is essential to Cummins' commitment to advancing electrification and domestic battery supply chains. Cummins is also investing, along with several

partners, in a new battery plant in Marshall County, Mississippi. With incentives from state and local governments, the Amplify Cell Technologies battery cell joint venture is building a state-of-the-art manufacturing facility there. Cummins also worked closely with the DOE to advance critical research on hydrogen internal combustion engines and next-generation electrolyzer development. These milestones underscore Cummins' commitment to innovation, domestic manufacturing and a sustainable energy future.

Cummins also helped to shape Inflation Reduction Act (IRA) implementation to maximize the company's access to clean-energy incentives and the ability to create new jobs in the U.S. Company leaders engaged with the U.S. Treasury Department and DOE on 45V Hydrogen Production Tax Credit guidance, advocating for policies that support green hydrogen while ensuring industry viability. Separately, Cummins Chair and CEO Jennifer Rumsey leads the Business Roundtable Energy and Environment Committee, positioning Cummins as a key industry voice in energy policy.

At the state and regional level, the company shaped infrastructure and energy policies important to Cummins. In Indiana, Cummins participated regularly in the debates over the future energy needs of the state through the 21st Century Energy Taskforce. The company was able to highlight various aspects of its Destination Zero strategy including hydrogen, battery electric and hybrid powertrain solutions. Work on microgrids and the manufacturing of electrolyzers was also shared. The recommendations from the Taskforce incorporated aspects of Cummins' testimony in the state. In California, Cummins works closely with the California Hydrogen Business Council to encourage the state to make the appropriate investments to build out the state's existing hydrogen economy. Cummins leaders also testified before the Texas House Committee on Environmental Regulation, advocating for hydrogen infrastructure incentives and are continuing to push for incentives for vehicles and refueling infrastructure with the Texas Hydrogen Alliance.

Global advocacy efforts

Cummins continued its high-level engagement around the world as well, with policymakers in Europe, the United Kingdom (U.K.) Brazil, and beyond, advocating for a regulatory landscape that supports Cummins' clean energy and decarbonization initiatives. In the European Union (E.U.), the company was instrumental in securing the adoption of the EURO 7 Regulation, which introduces stricter emissions limits for commercial vehicles. Cummins also played a key role in Electrolyzer Partnership meetings, engaging with E.U. officials on the Net-Zero Industry Act to advocate for global supply chain resilience and fair market access. In the U.K., Cummins actively participated in the International Investment Summit, where company regional leaders met with senior government officials, including Prime Minister Sir Keir Starmer and King Charles III, to advocate for policies supporting Destination Zero.



Cummins leaders engaged with Girls Inc. supporters to discuss the importance of advocacy and put it into practice at the Indiana Statehouse.

POLITICAL ACTIVITIES

Cummins bans contributions using corporate funds to candidates, political parties and independent expenditures, including advertisements that support or oppose individual candidates. The company also will not use corporate funds to contribute to 501(c) (4) and 527 tax-exempt groups in the U.S. engaged in political activities or make payments to influence ballot issues unless the issues are directly tied to the company’s core values and business interests. In those cases, Cummins is committed to publicly disclosing any payments, including recipient names and amounts. The company made no such payments in 2024.

LOBBYING

Cummins belongs to a number of trade organizations. While the company may not agree with these associations on every matter, Cummins believes they help ensure government leaders know where the company stands on key issues. This chart lists U.S. trade organizations that Cummins paid dues in excess of \$50,000 during calendar year 2024. Listed with each group is an estimate of the portion of dues used for lobbying or other political expenditures.

POLITICAL CONTRIBUTIONS

In the U.S., political contributions are made by the Cummins Inc. Political Action Committee (CIPAC) and funded solely by voluntary employee contributions. CIPAC makes contributions to federal and state candidates on a bipartisan basis and in compliance with federal and state election laws.

CIPAC is governed by corporate policies and bylaws that state:

- CIPAC contributions are strictly voluntary.
- Employees will not be reimbursed directly or indirectly for political contributions.
- Employees will not be pressured to contribute to CIPAC or make any other personal political contribution.
- Failure to contribute to CIPAC shall not disadvantage an employee’s career.

CIPAC contributions are based on:

- Public integrity of the candidate
- Representation of a Cummins facility or employees
- Support for issues important to Cummins
- Timely and effective constituent service
- Political leadership or organization
- Support for the company’s values

All of CIPAC’s activities are disclosed to the Cummins Board of Directors in an annual political contribution report. Here’s a complete list of the political action [committee’s contributions](#).

TRADE ORGANIZATION	ESTIMATE (USD)	KEY CUMMINS ISSUES
National Association of Manufacturers	\$42,907	Immigration, trade, manufacturing, energy
Business Roundtable	\$72,000	Trade, energy, tax
Engine Manufacturers Association	\$36,607	Truck and engine manufacturing and regulations
U.S. Chamber of Commerce	\$17,500	Immigration, tax, energy
American Trucking Associations	\$20,935	Trade, energy

Working to advance shared sustainability and business goals across the value chain

Cummins expects suppliers to share its focus on reducing environmental impact, using natural resources responsibly and promoting ethical and sustainable social practices to build resiliency and deliver business results.

Recognizing and addressing the impact Cummins and its suppliers can have on reducing upstream emissions, the company is adding an [environmental sustainability goal](#) that will strengthen engagement with key suppliers and drive upstream Scope 3 greenhouse gas (GHG) emissions reductions. By broadening the scope through this new goal, Cummins is working to advance shared sustainability goals across the value chain while continuing to deliver on the company's commitment to customers.



Cummins leaders and external partners gather at the Cummins India Suppliers Conference 2024 to discuss how ESG is a competitive advantage and creates value for all stakeholders.

ROBUST SUPPLIER ENGAGEMENT STRENGTHENS RELATIONSHIPS AND RESILIENCE

Cummins is committed to maintaining effective communication with suppliers to ensure alignment with the company's business strategies and expectations, such as Destination Zero.

These conversations may also involve exploring initiatives beyond contracts, such as corporate social responsibility opportunities. Cummins, in collaboration with like-minded suppliers and industry partners, is making a difference through its Technical Education for Communities (Cummins TEC) program. Through Cummins TEC, students receive school and industry-supported technology training and are connected to job opportunities. Cummins and suppliers work alongside local schools and employers to improve curriculum, provide training equipment, and train teachers to prepare students for internships and jobs with area employers. Students graduate from the program with in-demand skills and career opportunities.

The company also meets regularly with strategic suppliers and uses a scorecard to track the performance of critical suppliers on metrics such as quality, on-time delivery and sustainability. It also maintains a supplier portal to ensure Cummins' partners are aware of requirements, informed on company announcements and have access to development and performance resources. By fostering collaboration and transparency, Cummins aims to support suppliers in achieving shared sustainability goals and preparing for the future.

Cummins hosts an annual supplier conference to engage in person with suppliers, align on shared strategies, share innovations and recognize selected partners for their outstanding commitment to sustainability.



A Cummins TEC student in Turkey learns to work an industrial robotic arm.

SUSTAINABILITY AND THE SELECTION OF NEW SUPPLIERS

Sustainability is integrated into the company's tender process. Suppliers are encouraged to provide data on efforts to reduce GHG emissions, waste, water consumption and single-use plastics* in alignment with Cummins' environmental sustainability goals. Potential suppliers must also share details on internal sustainability policies and provide a year-to-date analysis to demonstrate measurable impact.

The company's Request for Proposal (RFP) documents include metrics aligned with Cummins' sustainability goals covering environmental, social and economic aspects. The company updates the Master Service Agreement (MSA) appendices to hold vendors accountable to these metrics. Supplier responses are reviewed, highlighted and acted upon accordingly.

*Single-use plastics are defined as petroleum or nonbiodegradable plastics designed to be used one time before they are thrown away or recycled, excluding materials required to be used for health and safety, regulatory requirements or Cummins rules.

 [Click here](#) for details on the highlighted text.

For larger contracts, Cummins includes custom language in RFPs and Statements of Work that highlight the company's sustainability goals and asks suppliers to inform Cummins of their own sustainability goals. These elements, including suppliers' Tier 2 diversity spending, are key considerations in the supplier selection process.

SCREENING AND ONBOARDING NEW SUPPLIERS

Cummins conducts a rigorous process for screening and onboarding new suppliers. For example, the company performs a risk analysis to ensure potential suppliers are not on the Uyghur Forced Labor Prevention Act banned list. Cummins collaborates with prospective suppliers to conduct sub-tier mapping and supply chain due diligence, which includes mapping the vendor's full supply chain network to measure and communicate its sustainability profile. New suppliers must confirm, through the Supplier Declaration Form, that their products comply with all applicable laws and regulations, maintaining necessary documentation. Finally, Cummins requires all prospective suppliers to verify that their products are free from prohibited substances. The screening and onboarding process helps Cummins manage risk, promote supply chain sustainability and ensure supplier alignment with company values and expectations.

Comprehensively and effectively managing risk

REVENUE AT RISK MODEL

With geopolitical, pandemic and weather events continuing to challenge global supply chains, Cummins has developed a digital model called

Revenue at Risk to quickly anticipate, identify and adapt to potential disruptions.

The Revenue at Risk model connects Cummins' direct material component spend to end customer sales through the company's complex and vertically integrated value streams, providing visibility to downstream revenue associated with any component part, supplier, supplier country or spend category. The tool spans the company's business units and geographies, integrating data from multiple source systems, and enables a strategic shift to use potential customer impacts as the main driver for supply risk monitoring and exposure analysis. In addition to risk mitigation, the value stream model assists the sustainability team in Life Cycle Assessments and greenhouse gas emissions tracking. Supplier reporting metrics can also be integrated to aid in sustainable supply chain design and strategy.

IMPROVING SUPPLIER PERFORMANCE

Cummins' Procurement organization evaluates supplier capabilities, monitors for potential disruptions, and implements mitigation strategies through open communication, collaboration, training and supplier diversification. The company conducts quarterly spend reviews to assess supplier performance and address any improvements or issues. As part of this process, Cummins identifies critical suppliers, assesses capabilities, considers risk mitigation strategies and provides training and support.

In the last year, Cummins launched a critical project to identify high-risk suppliers focused on addressing the crucial issues to get them back on track. This project began after the initial impact of the COVID-19

pandemic, which hindered many suppliers from meeting deadlines, performing at the appropriate level and meeting sustainability requirements. Cummins provided direct support to critical, high-risk suppliers, often with company personnel working directly at the supplier facility. Through this program, Cummins assessed supplier risk, implemented swift action plans and required suppliers to take direct action for change. Since the program's inception, more than 40 suppliers have transitioned out of the program and are back on track for success.

STANDARDIZING, SCALING AND AUTOMATING SUPPLIER RELATIONSHIP MANAGEMENT

Cummins leverages SupplyHive, a next-generation Supplier Performance Management solution, to standardize, scale and automate the company's Supply Relationship Management and Supplier Performance Management processes. The tool uses artificial intelligence (AI), machine learning (ML) and natural language processing (NLP) to help Cummins understand the story behind each supplier's performance management score.

SUPPORTING SUPPLIER ADOPTION OF NEW REQUIREMENTS AND TECHNOLOGIES TO ADVANCE THE FUTURE OF ENERGY

Cummins collaborates with external suppliers through Supplier Relationship Management (SRM) and Quarterly Business Review (QBR) forums to promote continuous information technology (IT) improvements that drive efficiency and cost reduction. The company provides strategic vendors and Global Preferred Vendors (GPVs) with key metrics to drive innovation within contracts and for related projects, including

incentives such as Innovation Funds allocated by vendors for new technology, Industry 4.0 and process optimization. Cummins shares its expertise, including articles and new project documentation, with vendors to drive sustainability and cost-reduction outcomes.

Cummins' relationship owners and suppliers share best practices and consider how vendors can apply these approaches and IT solutions to meet new business requirements and/or drive improvements. Small suppliers value Cummins' insights and may not have the resources to quickly implement process improvements. The company works with suppliers to establish more practical timelines for driving improvements and follows up during QBR meetings to track progress.

Suppliers also engage with Cummins in value analysis and value engineering projects in support of cost-efficiency programs. While the organization does not currently set specific sustainability goals for suppliers, they are encouraged to pursue their own targets for energy, water and GHG reductions.

COLLABORATING ON INNOVATIVE, SUSTAINABLE SOLUTIONS

Cummins actively promotes and measures supplier innovation by tying it to key performance indicators and at-risk fees in vendor agreements. Strategic vendors may propose collaborative initiatives during QBRs, which focus on innovation, sustainability and best practices. Cummins reviews year-on-year improvement goals with suppliers during the QBR process. If areas of improvement are documented, the company will suggest sustainable solutions to

reduce costs and improve performance against its environmental sustainability metrics.

One example of an innovative solution within the IT hardware category is DELL's Asset Recovery and Resale (ARR) process, which creates a closed-loop supply chain for end-of-life devices with revenue-generating opportunities in the form of residual value post disposition of devices. In addition, Cummins has established an Environmental Consortium, comprised of strategic suppliers so they can share expertise and collaborate to drive progress on sustainability efforts.

TRACKING THE ENVIRONMENTAL FOOTPRINT OF PRODUCT CONTENTS

Cummins considers material selection a key aspect of product quality, performance and dependability. Materials also have a direct impact on environmental sustainability, making it important to optimize the selection to meet product requirements with the least environmental impact. Cummins invests in lifecycle assessment tools and processes to help the company better estimate the environmental impacts of the parts supplied to Cummins throughout their journey into the company's finished products.

One specific process involves software using products' bill of materials, material standards, and production methods to estimate the carbon footprint of Cummins' products down to the assembly and part level. This technology will be combined with the company's circular lifecycle plans for new products (see the [Environment](#) section) to identify opportunities for the company to improve the end of "first" life management of Cummins' products to reduce their carbon footprint. The company uses a data collection system to identify

the presence and concentration of materials in Cummins' products, allowing the company to better identify risks from hazardous and supply-constrained materials and implement appropriate controls.

Strengthening supply chain integrity

Cummins mandates adherence to the highest standards of human rights, ethics and legal compliance from the company's suppliers, as outlined in its Supplier Code of Conduct (see [Ethics and Compliance](#) section).

SAFEGUARDING HUMAN RIGHTS

Cummins is dedicated to safeguarding human rights across its supply chain and within the organization. For many years, Cummins' Code of Business Conduct has clearly stated that the company "will not tolerate child or forced labor anywhere, and we will not do business with any company that does." In 2018, Cummins adopted a separate Human Rights Policy to emphasize its stance on this critical issue. The policy bans all forms of forced labor and human trafficking and applies to the company, its joint ventures, affiliated entities and Cummins' suppliers.

In 2019, the company began training on human rights for employees involved with Cummins' supply chain. Elements of the policy were directly incorporated into the Eyes Open Audits to enhance them. These audits are crucial in helping Cummins better understand and evaluate a supplier's commitment to health and safety, environmental standards, and other aspects related to promoting ethics and compliance within

Cummins. When establishing the policy, Cummins assessed the company's potential risk for violations and identified the greatest vulnerabilities deep within the supply chain. Suppliers providing indirect services such as catering or cleaning were pinpointed as potential risk areas.

Cummins is dedicated to supply chain transparency and ensuring its suppliers implement measures to mitigate human rights risks. Efforts include using multiple commercial supply chain transparency services and proactively addressing potential risks. Suppliers must sign acknowledgment response forms agreeing to comply with the Cummins Supplier Code of Conduct. In cases of noncompliance with the Supplier Code of Conduct, Cummins is committed to working with suppliers to either develop a plan for compliance or devise a strategy to end their relationship with the company.

EYES OPEN AUDITS: ENHANCING SUPPLY CHAIN TRANSPARENCY

Eyes Open audits augment traditional audit processes with a proactive, vigilance-driven approach. Employees are encouraged to identify and promptly address any unethical conduct or compliance issues within the supply chain. This approach promotes a culture of transparency and continuous improvement. Company personnel reported conducting 196 Eyes Open Audits in 2024. These reviews, typically completed during contract performance visits to suppliers, look specifically for problems in worker health, worker safety, protecting Cummins' information, hazardous or unsafe materials, and child or forced labor, as well as issues pertaining to the treatment of others or sexual discrimination.

PROHIBITION OF FORCED OR CHILD LABOR

Cummins' Code of Conduct includes provisions that strictly prohibit forced or child labor. All employees are required to adhere to and receive training on the company's Code of Business Conduct. Cummins is committed to supporting human rights around the world and complies with all applicable laws regarding the treatment of employees and other stakeholders. This commitment to fair treatment extends to joint ventures, suppliers and other partners.

Through the Supplier Code of Conduct, Supplier Forced Labor Prevention Policy and the company's Human Rights Policy, Cummins aims to ensure suppliers and partners understand the company's values and expectations and treat their stakeholders in a manner consistent with those values. The Supplier Code of Conduct contains clear and specific language regarding forced and child labor. Cummins suppliers must not use slavery or involuntary labor of any kind, including debt bondage or forced labor by governments, and suppliers must not be involved in human trafficking. Suppliers are prohibited from using corporal punishment, physical or psychological abuse, threats or violence, or other forms of physical or mental coercion and may not place unreasonable restrictions on the ability of employees to enter or exit the workplace.

The Supplier Code of Conduct, supported by Eyes Open audits, mitigates noncompliance risks, aligning the supply chain with sustainability goals.

[LEARN MORE](#)

See the [Ethics and Compliance](#) section for more information.

Planning and logistics: Reducing waste and increasing efficiency with returnable packaging

Cummins is working to reduce the amount of packaging waste generated from the manufacturing and distribution of the company's products and services. The company's returnable packaging program is critical to achieving this mission and aligns with Cummins' Destination Zero strategy. The program is helping Cummins address its [goal to achieve zero waste growth by 2030](#).

CUMMINS RECOGNIZED FOR INNOVATIVE RETURNABLE PACKAGING PROGRAM

In 2024, Cummins continued to scale the program — demonstrating the ability to grow the business while reducing packaging waste. The company's results attracted interest and accolades from the industry as [Cummins was recognized by the Reusable Packaging Association \(RPA\) with the Excellence in Reusable Packaging System Award](#).

SPENDING LOCALLY TO CREATE GLOBAL IMPACT AND REVENUE

In 2024, Cummins' direct and indirect spending helped support 21,231 jobs, generating \$1.4 billion in income and an economic output of \$4.2 billion. Small businesses were the biggest beneficiary of Cummins' spend. The company's \$1.8 billion spend supported 9,564 small business jobs, primarily in the U.S., which includes \$309.1 million in federal, \$94.4 million in state and \$53.8 million in local taxes. Induced spending by suppliers' employees enhances the economic impact and reinforces the importance of investing in diverse suppliers and their communities. The tax revenue metrics demonstrate how supplier diversity and inclusion strategies can create broad and positive economic growth locally and nationally (source: 2024 Economic Impact Report).

The award, which focuses on the business-to-business distribution of goods from the point of production to the point of use or sale, recognizes companies that have developed and implemented innovative products and impactful reuse systems in their supply chains.

SUPPLIERS AT THE CENTER OF THE SOLUTION

The returnable packaging program is helping Cummins significantly reduce the flow of expendable inbound materials, like wood, corrugated materials and plastics, into company facilities. In a novel approach, Cummins is providing suppliers with returnable packaging, which they use to pack and deliver parts to the company's manufacturing and distribution sites in North America. The containers feature Radio-Frequency Identification (RFID) tags, which are read by scanners placed at portals throughout Cummins' First-Fit and Aftermarket facilities and supplier locations. Using the RFID tags, the company monitors the lifecycle and movement of each container with precision to create a closed-loop system that minimizes waste and maximizes resource efficiency.

OPERATIONAL SAVINGS, EFFICIENCY AND SAFETY

Benefits of the program extend beyond waste reduction. The company is improving quality, optimizing freight and achieving efficiencies through automation and digitization practices. Using real-time, actionable location and status data on returnable containers, Cummins can right-size the company's returnable fleet, streamline innovation, prevent stock-outs, strengthen supplier partnerships and promote

employee safety with improved labor ergonomics and risk reduction. Reducing corrugated material helps Cummins eliminate hazards, like sharp staples and potential pinch points, which can cause injury.

Within the company's container management centers, Cummins employees clean, repair and send returnable packaging (metal and plastic systems) back to suppliers for reuse while significantly reducing the use of corrugated packaging. The company uses more than 500,000 individual pieces of returnable packaging — each RFID-tagged for inbound and outbound operations. Volume varies across Cummins' network of container management centers, with the highest capacity site managing and processing 480,000-500,000 packages per month.

SUSTAINABILITY AT SCALE

The returnable packaging strategy is scalable and adaptable to meet the company's waste reduction goals. The program is currently deployed at 11 Cummins manufacturing and logistics operations sites, 17 supplier locations and five container management centers across North America. Cummins is expanding the initiative and will implement the RFID system to 50 suppliers each year for the next three years, eventually rolling it out to all North American and European/United Kingdom sites by 2026.

By integrating sustainable practices into the company's supply chain, Cummins is delivering on its Destination Zero strategy, increasing operational efficiency and creating a sustainable, global growth model for other industries to follow.

ENVIRONMENTAL CONSORTIUM HARNESSES COLLECTIVE ACTION

The Cummins Environmental Consortium is a group of seven global corporations and current suppliers that share a commitment to environmental sustainability, social responsibility and economic resilience. The Consortium unites suppliers in addressing common environmental challenges and advancing the company's sustainability goals. Members collaborate within a trusted, confidential forum to test ideas and share best practices. By leveraging collective influence, resources and expertise, the Consortium aims to drive greater impact, facilitate knowledge exchange and foster continuous learning among its members.

In 2024, the Consortium made significant progress, including such notable achievements as refreshing the Environmental Sustainability section of the Scorecard and issuing a playbook complete with benchmarking, best practices and an S-Curve Maturity Model. The model outlines the five levels of continuous improvement necessary to maintain competitiveness and advance to the next step. Each level reflects a progressive commitment to sustainability, from meeting minimum regulatory standards to transitioning to a truly purpose-driven organization. Additionally, the Consortium created a work plan focused on climate and due diligence data integrity, governance and stakeholder engagement, which was successfully implemented throughout the year.

However, the Consortium also faces challenges, such as the need for data transparency, uniform reporting and educating each member's supply base. Despite these challenges, the Consortium remains committed to its mission and continues to work toward a sustainable future.

Appendix

Non-GAAP reconciliation - 2023 and 2024 net income and EBITDA

IN MILLIONS	YEARS ENDED DECEMBER 31,	
	2023	2024
Net income attributable to Cummins Inc.	\$ 3,946	\$ 735
Net income attributable to noncontrolling interests	122	105
Consolidated net income	\$ 4,068	\$ 840
Interest expense	370	375
Income tax expense	835	786
Depreciation and amortization	1,053	1,016
EBITDA	\$ 6,326	\$ 3,017

We define EBITDA as earnings before interest expense, provision for income taxes, depreciation & amortization and non-controlling interest in earnings of consolidated subsidiaries. The table above reconciles EBITDA, a non-GAAP financial measure, to our net income and non-controlling interest, for each of the applicable periods. We believe EBITDA is a useful measure of our operating performance for the periods presented as it illustrates our operating performance without regard for financing methods, capital structure, income taxes or depreciation and amortization methods. This measure is not in accordance with, or an alternative for, accounting principles generally accepted in the United States of America (GAAP) and may not be consistent with measures used by other companies. It should be considered supplemental data.

2024-25

Cummins Sustainability Progress Report

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This report was posted in June 2025.



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Produced in U.S.A. 6/25
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