

2025-26

Cummins Sustainability Progress Report



cummins.com



LETTER FROM THE CEO

Committed. Delivered. Ongoing.

For two decades, Cummins has partnered with stakeholders to set ambitious, public, industry-leading sustainability goals that reflect who we are, what we value and how we lead. As we mark 20 years of this work, the 2025-26 Sustainability Progress Report offers a moment to reflect on what we have achieved and why this commitment remains essential to our future.



I enjoyed joining employees from Pacers Sports & Entertainment, Keep Indianapolis Beautiful, Arbor Day Foundation and Cummins' colleagues in a tree planting event to mark Arbor Day at a neighborhood in Indianapolis, IN (U.S.).

This work is also deeply personal to me. I came to Cummins 27 years ago because I wanted to help solve real-world problems in ways that have a tangible impact on our customers, our communities and our planet. That purpose still guides me today and continues to be reflected in how we operate our business, serve our stakeholders and prepare for what comes next in an increasingly complex global environment.

As we look back and look ahead, our approach to sustainability and long-term success is enabled by a few key themes:

1. An unwavering commitment to our values and the health of the communities in which we operate
2. Our experienced leadership, deep application knowledge and a continued investment in our global workforce

3. Long-standing, trusted partnerships with our customers and an unyielding focus on delivering the greatest impact for all stakeholders

I see these themes come to life every day through the work of our more than 67,000 employees around the world, and I am proud to share their progress in this report.

Committed

Sustainability at Cummins is rooted in our values and embedded in how we do business. For decades, we have aligned our business strategy with our environmental and social priorities to drive innovation and help customers succeed, create opportunities for our people, strengthen communities and protect the planet for future generations.

Our approach to environmental, social and governance initiatives is grounded in strong ethics, transparent governance and accountability, inclusive workplaces and responsible operations. It is also supported by our stakeholder model – a long-held belief that by serving employees, customers, shareholders and communities – we advance our mission of making people's lives better by powering a more prosperous world.

Through this approach, and by remaining true to who we are, our company has endured across economic cycles, regulatory change, shifting market demands and a more dynamic, uncertain and divergent global energy transition than expected. As the world around us has evolved, I'm proud to say our responsibility has remained the same: to lead with integrity, deliver value to

our customers and act in ways that strengthen the long-term trust of our stakeholders.

Delivered

Destination Zero continues to guide our business and environmental sustainability strategies by recognizing that there is no single solution to the challenges our industry faces – and reflects the responsibility and opportunity we have to lead our industry into the next era of smarter, cleaner power. Progress requires many paths forward, pursued thoughtfully, to deliver the right solutions at the right time to meet our customers’ and the planet’s needs.

In 2025, our broad mix of product offerings, global manufacturing and distribution footprint, and commitment to our strategy again proved to be a source of strength, shown through our results:

- We generated \$33.7 billion in revenue and \$5.4 billion in EBITDA* in 2025, despite continued weakness in the North America truck markets. These results reflect the strength of our diversified portfolio across geographies, end markets and technologies, as well as cost discipline and operational excellence throughout our businesses.
- We returned \$1.1 billion to shareholders through dividends and increased our common stock dividend for the 16th consecutive year.
- We continued to invest in products and technologies that help our customers

succeed today while preparing for the future. Key examples include introducing the B7.2 and X10 engines as part of our Cummins HELM™ platforms – alongside increased adoption of our X15N natural gas engine that delivers strong performance while enabling near-zero emissions – and strengthening our capabilities in hybrid solutions for mining and rail through the acquisition of First Mode assets and a new collaboration with Komatsu.

- We are well on our way to achieving several environmental sustainability goals focused on site and community greenhouse gases (GHGs), volatile organic compounds, water and waste. We have also made significant progress on our newer goal to reduce upstream Scope 3 GHG emissions from key suppliers and extend our influence across the value chain. In addition, we continue to collaborate with customers to reduce emissions from products in use.
- In 2025, 66,541 Cummins employees volunteered 382,669 hours globally, organizing 15,607 community events and partnering with 4,160 nonprofits around the world. This engagement, coupled with a record \$60.9 million in community giving, continues to advance the company’s goal of building more prosperous communities around the world.

I encourage you to explore the other highlights of our Destination Zero strategy in action throughout this report.

Ongoing

For Cummins, sustainability is an ongoing commitment. By embedding sustainability into our core operations, strategies and priorities, we strengthen our resilience, support operational continuity and position Cummins for long-term success in a rapidly changing global landscape.

Our people remain at the heart of that commitment. By fostering an inclusive culture and investing in the development of current and future talent, we equip our employees with the skills and opportunities needed to grow, adapt and lead. Their expertise, dedication and sense of purpose are essential to delivering for our customers and communities – today and in the years ahead.

We are confident in what guides us, clear on where we are focused and committed to continuing this work with discipline and transparency. Thank you for your partnership as we build on 107 years of progress and advance our shared commitment to stronger outcomes for people and the planet.

JENNIFER RUMSEY
CHAIR AND CEO, CUMMINS INC.



One of the favorite parts of my job is visiting our sites and interacting with employees all over the world.

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.

*See [appendix](#) for reconciliation.

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NAVIGATING THIS REPORT

Welcome to the Cummins 2025-26 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.

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Sustainability at Cummins

Sustainability is not new to Cummins. For decades, it has been a core part of the company’s long-term business and growth strategy, including its approach to environmental, social and governance (ESG). Since the 1970s, Cummins has focused on producing engines that reduce environmental impact, supporting healthier communities and embracing diversity and inclusion among its values.

Led by the support and oversight of the Cummins’ Board of Directors, the company continues its focus on sustainability to drive innovation and growth. The company ensures board oversight of its top ESG risks and opportunities in the following committees depending upon the topic: Talent Management and Compensation Committee; Safety, Environmental and Technology Committee; Audit Committee and the Governance and Nominating Committee.

Cummins also reviews its sustainability strategy and progress regularly with the full board. The company’s Executive Director, 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, 2024).
- The [Task Force on Climate-Related Financial Disclosures](#) (2021, 2022, 2023, 2024).
- The [Sustainability Accounting Standards Board](#) (2019, 2023, 2024).
- The [GRI Content Index and Data Book](#) (2019, 2023, 2024).
- 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 dating back to 2003, can be found in Cummins’ [Sustainability Progress Reports Document Library](#).

^{*} This year’s Human Capital Management Report will be published later in 2026.

ABOUT THIS REPORT AND CUMMINS’ DATA - SCOPE AND BOUNDARIES

This report covers the reporting period between January 1, 2025, and December 31, 2025, for all data. Information relating to events or developments occurring after the reporting period may be included where necessary to provide context or enhance understanding of the company’s sustainability performance and strategy, and is clearly identified as such. The reporting scope reflects the company’s business model, strategy, governance structure, and stakeholder relationships, and is informed by stakeholder engagement and materiality assessment processes.

Cummins’ Inventory Management Plan (IMP), which considers the GHG Protocol, defines the company’s organizational boundaries, emission sources, and associated methodologies. Unless otherwise stated, the organizational boundary for this report includes: All entities over which the company has operational control, including wholly owned subsidiaries and controlled joint operations, global manufacturing, assembly, distribution, research and development, and administrative facilities, employees, contractors, and temporary workers operating at company-controlled sites, entities that are joint ventures, associates, or minority-owned operations are included where the company has significant influence over operations, or material sustainability impacts linked to the company’s activities, products, or services. Where data coverage differs by region, entity, or topic, these limitations are explicitly disclosed.

The data in this report primarily reflects company performance in 2025. Cummins engaged two independent third-party assurance providers to perform limited assurance procedures over select ESG metrics included in this report. The corresponding assurance statements are available in [Cummins’ Sustainability Progress Reports Document Library](#). Select ESG metrics presented in this report have been subject to limited assurance, as described in the assurance statements.

Changes to previously disclosed values and to Cummins’ environmental data program reflect a combination of operational and methodological factors. Operational drivers included updated electricity grid emission factors, business growth, facility openings and closures, increased renewable electricity generation and procurement, and minor business acquisitions. Cummins also completed a comprehensive review of its data collection and calculation procedures in 2024, with revised metrics and methodologies implemented at the beginning of 2025. As a result, some data previously reported for 2018 through 2024 was updated to improve accuracy, consistency, and completeness. Key changes included the transition from Intergovernmental Panel on Climate Change (IPCC) Fourth Assessment Report (AR4) to Sixth Assessment Report (AR6) global warming potentials, updated fuel emission factors, collecting measured refrigerant and fire suppressant emissions in place of prior estimation methods, correcting historical data and incorporating additional data to fill gaps, and refining fuel energy content factors. Recalculations of previously reported data are in line with the GHG Protocol Corporate Standards, which outlines the principles governing baseline adjustments.

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

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:

In 2025, Cummins generated \$33.7 billion in revenue and \$5.4 billion in EBITDA. 2025 GAAP net income was \$2.8 billion and diluted earnings per share were \$20.50. These results include \$458 million, or \$3.28 per diluted share, of charges related to the electrolyzer business within Accelera.

EMPLOYEES:

67,400

Approximate number of employees as of Dec. 31, 2025.

OPERATIONS:

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

FORTUNE 500 RANKING

(as of 2025)

132

WEBSITE:

cummins.com

HEADQUARTERS:

Columbus,
Indiana (U.S.)

STOCK SYMBOL

(New York Stock Exchange):

CMI

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 double materiality assessment (DMA) to help shape its strategy by identifying and prioritizing ESG topics based on both financial and impact materiality.

Financial materiality considers how sustainability issues affect the company’s financial performance, while impact materiality examines how the company’s activities affect the environment and society. This approach is informed by engagement with employees, customers, suppliers, community partners and investors, supporting a balanced and credible prioritization of issues that drive long-term value creation and stakeholder impact.

The reporting team uses these insights to determine the topics included in the annual Sustainability Progress Report, which Cummins has published for more than two decades. The company completed its first materiality matrix in 2018–2019 and has conducted annual updates through a cross-functional team.

In response to evolving sustainability standards and regulatory expectations, Cummins initiated its first DMA in 2023, completing it in 2024. Building on that work, the company conducted a targeted refresh in 2025 to confirm the relevance of its material topics and assess potential shifts driven by changes in the business environment, regulations and stakeholder expectations. The refresh confirmed that Cummins’ core material topics remain appropriate, with climate change, air emissions, circularity and its workforce continuing as top impact areas. It also elevated health and safety and community impact as material topics.

The results were approved by the company’s Executive Risk Council and presented to the Board of Directors. For additional details on risk oversight and the company’s enterprise risk management process, see [Risk Management](#).

DOUBLE MATERIALITY ASSESSMENT

AREAS ASSESSED



**DEFINED
SUSTAINABILITY
LANDSCAPE**

STEPS TAKEN

- 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 approved by Cummins Executive Risk Council and presented to the Board of Directors

Material topics

The material sustainability topics identified by the refresh completed in 2025 are reflected in this table.

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.” This table also illustrates where Cummins initiatives touch on the Sustainable Development Goals (www.un.org/sustainabledevelopment).

U.N. SUSTAINABLE DEVELOPMENT GOALS

1	No Poverty
4	Quality Education
5	Gender Equality
6	Clean Water and Sanitation
7	Affordable and Clean Energy
8	Decent Work and Economic Growth
9	Industry Innovation and Infrastructure
11	Sustainable Cities and Communities
12	Responsible Consumption and Production
13	Climate Action
14	Life Below the Water
15	Life on Land
17	Partnerships to Achieve Goals

The content of this publication has not been approved by the United Nations and does not reflect the views of the United Nations or its officials or Member States.

MATERIAL SUSTAINABILITY MATTERS		SECTION	SDG
Climate change mitigation	Scope 3 emissions	Decarbonization - Products Decarbonization - Suppliers	9 13
	Decarbonization - Facilities energy	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	1 6 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	
	Health and safety	Health and Safety	
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	17
	Political engagement and lobbying activities	Government Relations	17
	Protection of whistleblowers	Ethics and Compliance	
Affected communities	Community engagement	Community Engagement	1 4 5 6 8 11

* This year’s Human Capital Management Report will be published later in 2026.

Innovating for customer success today and in the future

Innovation and customer success go hand-in-hand at Cummins. Every day, Cummins leverages its global, cross-functional expertise to listen to customer challenges, apply deep knowledge of regional and application needs, and develop solutions that help customers move forward sustainably and competitively.

And with more than 100 years of reliability, Cummins continues to deliver best-in-class solutions and foster long-term partnerships for customers’ success. Grounded in the company’s long-standing values, the progress made reflects both the strength of Cummins’ multi-solution strategy, the capability of its employees, and the distinct ability to adapt and innovate in a changing world.

Optimizing and modernizing trusted technology

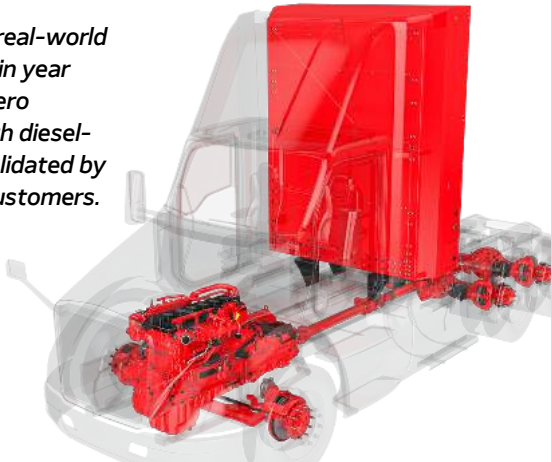
A dynamic regulatory environment around the world has proven challenging for the industry to navigate the increasingly divergent energy transition. To continue to support customers with their sustainability and business needs, last year, the company announced several key product launches for Cummins HELM™, as well as critical partnerships:

- Marked a major milestone in reaching [25,000 B4.5 engines delivered](#) from the Darlington Engine Plant (DEP), UK, to Otokar, Türkiye’s leading bus manufacturer. Since 2006, Cummins and Otokar have powered critical public transportation in the region.
- [Launched the B7.2 diesel engine](#) for medium-duty applications around the world, transforming one of the company’s most proven platforms. The new engine includes automatic engine shutdown, stop-start capabilities for improved GHG emissions and a full suite of digital technologies to maximize performance.
- [Introduced the X10](#) to simplify and modernize the medium- and heavy-duty lineup. Building on Cummins’ strong legacy, the X10 delivers the same performance and efficiency of the previous L9 and X12 engines while serving a wide range of applications including vocational, body builder, pickup and delivery, emergency vehicle, recreational vehicle, regional haul and transit.

One of the most compelling technologies to reduce emissions and operating costs without compromising workload is natural gas. After one year in the market, [the X15N continues](#) to serve customers’ heavy haul needs while delivering near-zero emissions at a lower fuel cost than diesel.

Cummins participated in the North American Council for Freight Efficiency (NACFE) Run on Less Messy Middle demonstration event last year to trial the X15N engine’s performance in a variety of climates, altitudes and terrain. For 2025, Messy Middle monitored three fleets using Cummins X15N: UPS, Wegmans and Kleysen Group.

X15N proved real-world performance in year one — near-zero emissions with diesel-like power, validated by NACFE and customers.



LETTER FROM THE CTO

As Chief Technical Officer, my team and I are responsible for guiding, governing and tracking progress toward Cummins’ environmental sustainability initiatives, including our near-term, measurable targets for 2030 and our longer-term ambitions for 2050. These efforts are essential not only to our long-term success but also to the future of our planet. Reaching these goals requires the right combination of highly-skilled employees, advanced technologies and effective tools.

Over my 30-plus years at Cummins, I have witnessed firsthand how the energy transition has grown in complexity. In 2025, following a midpoint review, we updated our environmental sustainability goals, which has allowed us to sharpen our focus on the areas where we can make the most meaningful impact. As external factors shaping our industry continue to evolve, it is increasingly important that our business and sustainability strategies remain aligned to guide how we deliver value to our stakeholders through Destination Zero.

At Cummins, we don’t see innovation and sustainability as competing forces — they go hand in hand. We believe real progress comes from our commitment to deliver practical solutions for today with a foundation for future advancements. Our global technical teams are at the heart of this effort, developing increasingly efficient products that meet customer needs while reducing environmental impact.

To deliver this work, our engineers across the Technical Function bring together deep expertise with advanced tools and digital technologies to enhance how we design, test and deliver our products.

We remain committed to creating value for all our stakeholders: helping our customers succeed, growing our business, providing opportunities for our people, supporting our communities, and safeguarding the environment for future generations.



JONATHAN WOOD
VICE PRESIDENT –
CHIEF TECHNICAL OFFICER

While the Sustainability Progress Report is focused on annual updates, the [Climate Transition Plan](#) outlines, in more depth, the company’s Destination Zero strategy, including near-term 2030 goals and long-term 2050 targets.

“Cummins has been in the natural gas engine business for over 30 years, and now with the X15N we have an engine that meets fleet operators’ needs for power, torque, range, and reliability,” said David King, North American On-Highway Product Manager for Natural & Renewable Gas Engines.

Similarly, in partnership with Anadalou Isuzu, [Cummins will deliver hydrogen internal combustion engines for city bus applications](#), marking a critical moment for another ground-breaking technology as customers are ready.

The 6.7H will provide natural gas-like performance using zero-carbon hydrogen fuel. Initial tests have shown that it delivers a more than 99% reduction in tailpipe carbon emissions and ultra-low NOx compared to the current Euro VI diesel engine standard.

Together, these product launches and partnerships reflect the company’s commitment to deliver practical solutions for today with a foundation for future advancements.

Team members who executed the S17 Centum Series launch attended a celebration event in June 2025.



Creating space for critical power

From data centers and healthcare facilities to essential municipal services, the company’s solutions are helping customers maintain resilience when it’s needed most.

Cummins’ [17-liter engine platform](#) was brought to life in 2025 by innovative teams across the company working together towards the common goal to offer best-in-class power density with uncompromised power output in a compact footprint for space-constrained environments — doing more with less. The S17 Centum™ is a clean-sheet design specifically built for power generation in urban settings and critical facilities, and it sets a new industry benchmark at the 1- megawatt power node.

“The S17 is a game changer for Cummins and our customers. It solves the problem for our customers to deliver the power density needed for the applications while reducing the total cost of ownership,” said Dean Gough, Market Leader and S17 Program Owner.

The company’s [Battery Energy Storage Systems \(BESS\) product line](#) brought innovation to customers powering off-grid (remote communities, mining sites and remote industrial uses), energy management (EV charging infrastructure, commercial properties and universities) and mission-critical facilities (data centers, healthcare facilities and wastewater treatment plants) applications.



The three main use cases for the product are off-grid, energy management and mission-critical facilities.

BESS is an emerging technology that enables excess energy storage generated during periods of low demand to be released during peak demand periods. The technology’s unique capabilities play a critical role in revolutionizing grid stabilization, enabling renewable energy integration, and advancing the efficient storage and utilization of electrical energy.

Momentum in mining

Since 1926, Cummins has powered mining applications where customers operate in the most demanding and harsh environments. These tough challenges highlight opportunities where Cummins has proven that an unmatched technical expertise pairs well with a trusted partner.

Last year, the company announced work with Vale and Komatsu on dual-fuel solutions, including ethanol-diesel systems aimed at reducing carbon dioxide emissions while extending the life and value of existing haul truck fleets. This partnership builds on the legacy of diesel engine innovation and expands Cummins’ product portfolio to include hybrid solutions.



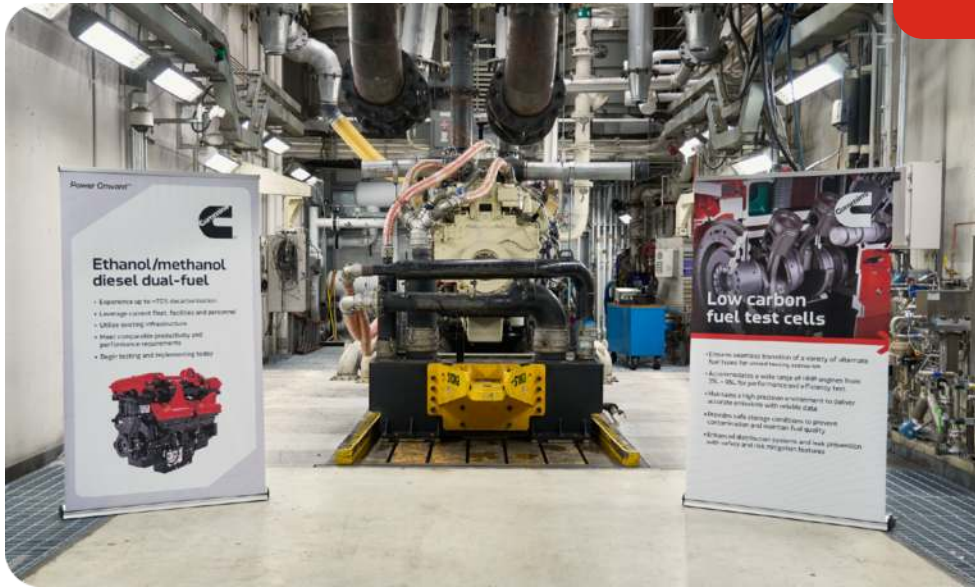
As diesel became an alternative to steam, Northwest Engineering began using a 4-cylinder Cummins Model F engine in its power shovel excavator. This is the first use of a Cummins engine for excavation, initiating a history of innovation for harsh environments.



Following the acquisition of First Mode, Cummins also deployed the world’s first commercial hybrid-electric ultra class mining truck, in production at Lundin Mining’s Caserones site in Chile. The Cummins First Mode hybrid system integrates a Cummins QSK60 diesel engine with a modular, interchangeable high-power electric battery system. Regenerative braking captures energy generated during loaded downhill hauls and stores it onboard, while intelligent control software manages power flow between the engine and battery to optimize efficiency, reliability and performance.

“This milestone is the result of close collaboration between Cummins, Komatsu and Lundin Mining at the global and local levels,” said Molly Puga, General Manager of First Mode. “By bringing together global power technology expertise, local deployment expertise, and real-world mining operations, our teams worked side by side to adapt this hybrid electric solution for ultra class haulage and the high-altitude operating conditions at Caserones. Partnerships like this are essential to accelerating the deployment of practical, scalable decarbonization solutions.”

Operating under real haulage conditions at elevations exceeding 4,000 meters, the hybrid electric system demonstrates that hybridization can deliver measurable efficiency improvements without disrupting production.



The company also demonstrated its commitment to practical, scalable decarbonization solutions for heavy industry by upgrading test cells at the Seymour Engine Plant (SEP) in Seymour, Indiana (US) to validate the QSK60 engine’s dual fuel performance. “We are excited to bring this dual fuel test cell online, as part of our Dual Fuel Engine Development Program that reinforces our commitment to collaborating with OEMs and mining companies in the development and testing of bridge technologies,” said Gbile Adewunmi, Vice President of Industrial Markets –

The test cells accommodate a wide range of high horsepower engines – from 38L to 95L fuel capacity – and ensure seamless transition of a variety of alternate fuel types for varied testing scenarios including methanol.



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.

Designed specifically for modern city transit buses, the eULFA improves accessibility by eliminating interior steps and maximizing usable space.

Power System Business. “By leveraging advanced technologies like low-carbon test cells and our versatile test asset for power electronics, batteries, fuel cells, and hybrid systems, Cummins remains at the forefront of guiding miners toward carbon reduction both now and in the future.”

Aligning investments for the long-term transition

The company continued to align investments with customer readiness and market demand. This resulted in targeted actions within the Accelera™ by Cummins business to curtail future investments in the electrolyzer business and concentrate resources on the opportunities with the strongest long-term potential. In early 2026, the company also completed the sale of the low-pressure fuel cell business.

This disciplined approach sharpened the company’s focus on zero-emission technologies with clear demand, particularly in the transit market. Accelera [unveiled a fully electric, ultra-low-floor axle](#) engineered to improve accessibility, efficiency, performance and passenger experience for modern city buses. Accelera also launched its new Advanced lithium iron phosphate (LFP) battery platform, providing city buses with flexibility to meet space-constrained needs. The new battery platform allows for a tailored energy solution and compact power with a range that enables payload capacity and efficiency.

LEARN MORE

[Cummins inventor Jennifer Light-Holets](#) shares how ideas become patents and how collaboration helps drive innovation at Cummins.

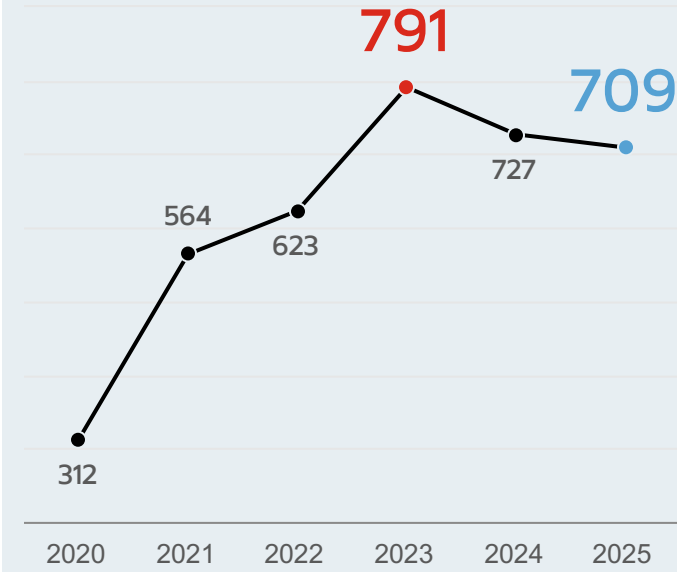


Built for today, ready for tomorrow

Though the energy transition has proved dynamic and uncertain, Cummins’ Destination Zero strategy was crafted to be flexible. Solving challenging problems with innovative technology that can have a positive impact on the world and are beneficial for customers will always be at the heart of Cummins. Leading with a partnership-driven approach ensures that Cummins will continue delivering value to all stakeholders for years to come.

CONTINUED INNOVATION

Cummins continued to secure a significant number of patents in 2025.



Delivering operational excellence and strong returns in 2025

In 2025, Cummins generated \$33.7 billion in revenue and \$5.4 billion in earnings before interest expense, taxes, depreciation and amortization and noncontrolling interests (EBITDA*), representing 16.0% of sales. These results reflect the strength of Cummins’ diversified portfolio across geographies, end markets and technologies, as well as cost discipline and operational efficiency across its businesses. Despite a downcycle in North American truck markets, Cummins achieved strong earnings and met its 2030 financial commitments ahead of schedule. In 2025, Cummins also marked the 16th consecutive year of increased shareholder dividends, with \$1.1 billion returned to shareholders.

In 2025, sales in North America decreased 3%, and international revenues increased 2%, compared to 2024. Net income for the full year 2025 was \$2.8 billion, or \$20.50 per diluted share, compared to \$3.9 billion, or \$28.37 per diluted share, in 2024.

2025 results included one-time charges related to the electrolyzer business within Accelera of \$458 million, or \$3.28 per diluted share. Full-year 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.

EBITDA in 2025 was \$5.4 billion, or 16.0% of sales, compared to \$6.3 billion, or 18.6% of sales, a year ago. EBITDA for 2025 and 2024 included the gains and charges noted above.

In 2025, Cummins returned \$1.1 billion through dividends and increased its common stock dividend for the 16th consecutive year, while continuing to invest in its people, products and long-term growth.

Total shareholder return was 49% in 2025, exceeding Cummins’ custom peer group average of 24% and the S&P 500 return of 18%. Over the three-, five- and ten-year periods, Cummins’ returns similarly outperformed both its peer group average and the broader U.S. equity market.

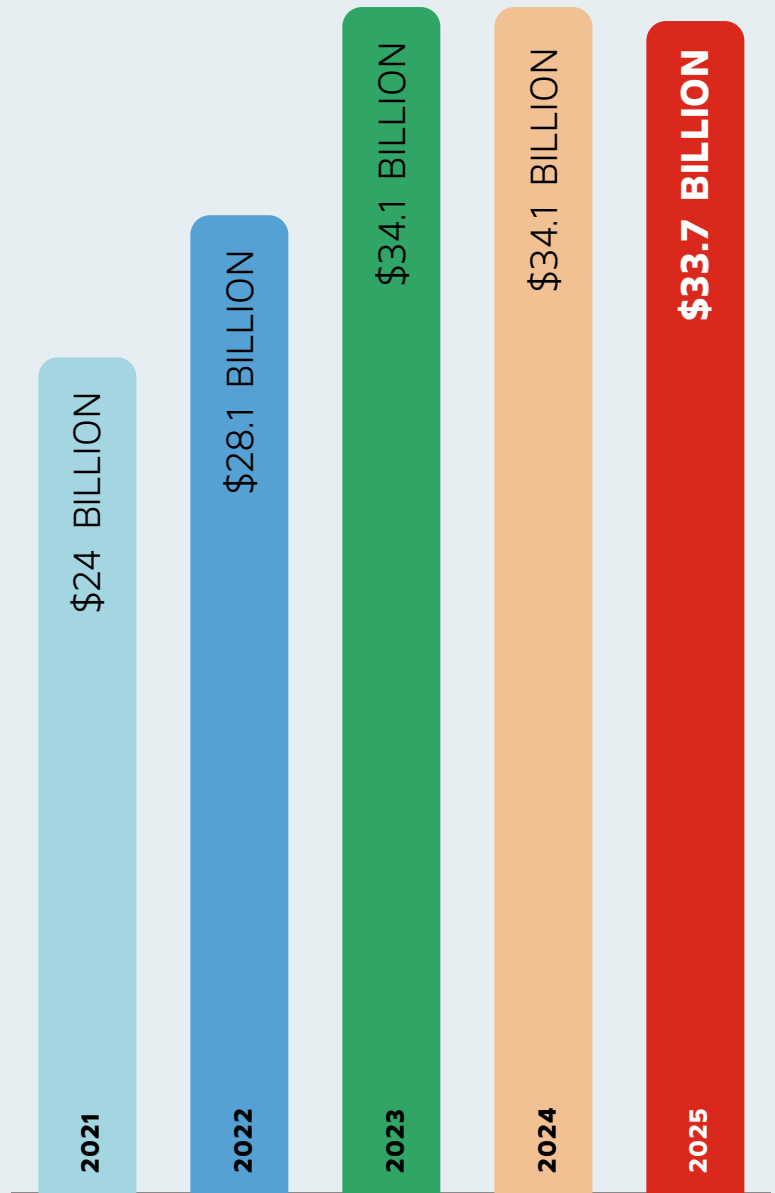
*See [appendix](#) for reconciliation.

“2025 marked a historic year for Cummins as we made significant progress in advancing key strategic priorities while continuing to raise performance cycle over cycle. I am tremendously proud of our employees for their resiliency and commitment to delivering for our customers amid persistent market uncertainty and change. Our disciplined cost management, diversified portfolio and effective execution allowed us to deliver strong results despite this challenging environment.”

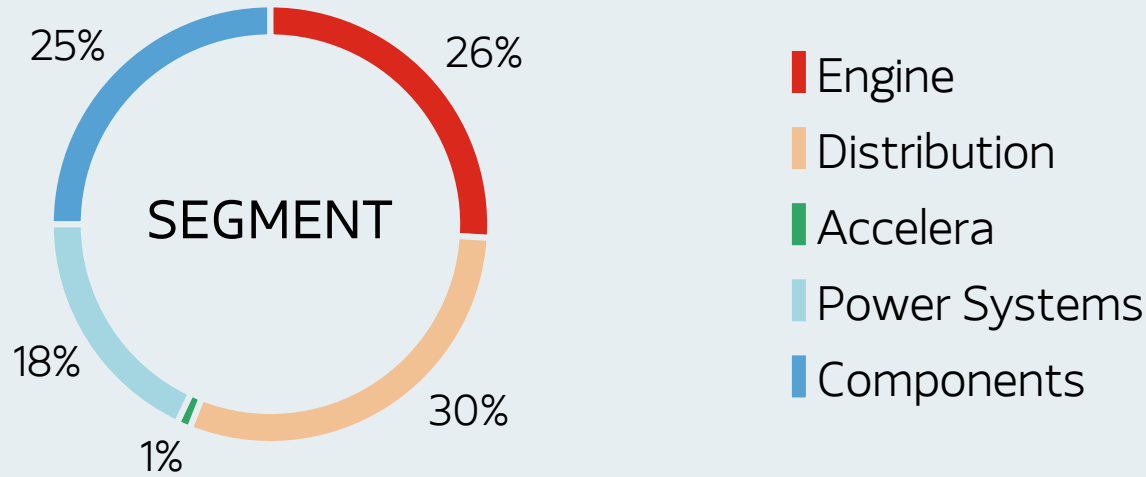
**JENNIFER RUMSEY,
CHAIR AND CEO**



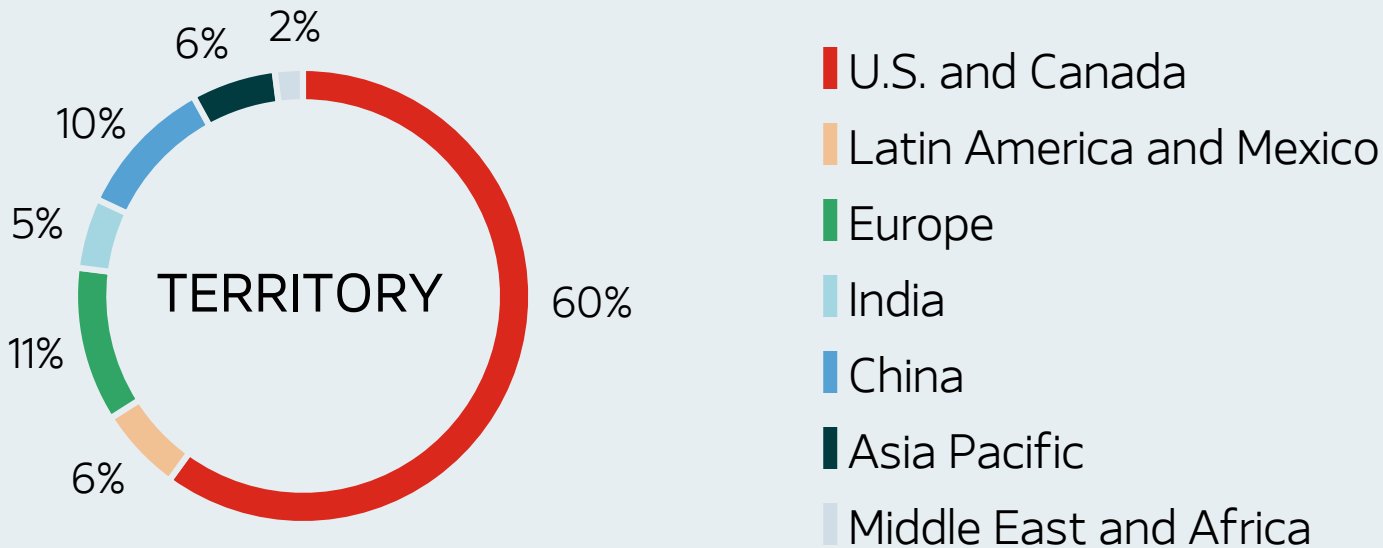
CUMMINS SALES BY YEAR



2025 REVENUE BY SEGMENT



2025 REVENUE BY MARKETING TERRITORY



Cummins' business and sustainability strategies are aligned to power a more prosperous world

Cummins has a long history of working to reduce its environmental impact. In the past two decades, the company has accelerated its efforts and set public-facing goals to drive progress. The company's environmental sustainability strategy includes eight goals timed to 2030 and targets for 2050 focused on three interconnected priority areas: Decarbonization, Materials and Communities.

In 2025, Cummins announced the results of a comprehensive midpoint review of its 2030 goals and began implementing the outcomes that same year. The review confirmed that the goals largely remain in place while identifying opportunities for targeted adjustments to reflect the evolving pace of key external factors, including infrastructure deployment, access to scalable and cost-effective applications for customers, and changing regulations and incentives. Please see the [2024–2025 Sustainability Progress Report](#) for additional details.

For further details on Cummins' strategies for achieving its 2030 environmental sustainability goals and continuing to pursue its 2050 targets, please refer to the company's [Climate Transition Plan](#).

Destination **Zero**TM

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

2030 GOAL Decarbonization



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

Efficiency and renewable energy are advancing facility GHG emissions reductions

In 2025, Cummins continued its efforts to reduce GHG emissions from its facilities and operations, achieving a 30.4% absolute reduction in its Scope 1 and 2 GHG emissions compared to the baseline year of 2018. This reduction is equivalent to avoiding 315,966 metric tons of CO₂e emissions, comparable to removing approximately 70,000 gasoline-powered passenger vehicles from the road for one year.

Cummins invested over \$45 million in 2025 to complete more than 280 facilities projects focused on energy, water and waste reduction, of which \$26 million were dedicated to GHG reduction initiatives. These efforts focused on facilities efficiency, compressed air enhancements, manufacturing improvements, renewable energy and more. Together, they are estimated to deliver annual savings of more than 25,000 metric tons CO₂e.

To enhance energy efficiency and reduce emissions, Cummins implemented an AI-based control system for waste gas treatment equipment at Dongfeng Cummins Engine

Company (DCEC) in Xiangyang, China. By leveraging real-time data to optimize operations and reduce energy use through shifting the burner to intermittent operation, the system has achieved more than a 66% reduction in annual natural gas consumption. Following its success, the technology will be expanded to additional locations in 2026.

The company also expanded the deployment of Battery Energy Storage System (BESS) solutions in 2025, including the installation of a 3,700 kWh system at the Phaltan High Horsepower Plant in Maharashtra, India, and a [422 kWh system at Cummins Arabia Al Quoz](#) facility in Dubai, UAE. BESS solutions provide grid stabilization and peak demand management, deliver backup power during outages, integrate intermittent renewable energy sources, support EV charging deployment, reduce electricity costs and contribute to emissions mitigation.

In 2025, Cummins advanced its renewable energy efforts with the completion of 19 projects. 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 119,024 metric tons of CO₂e in 2025.

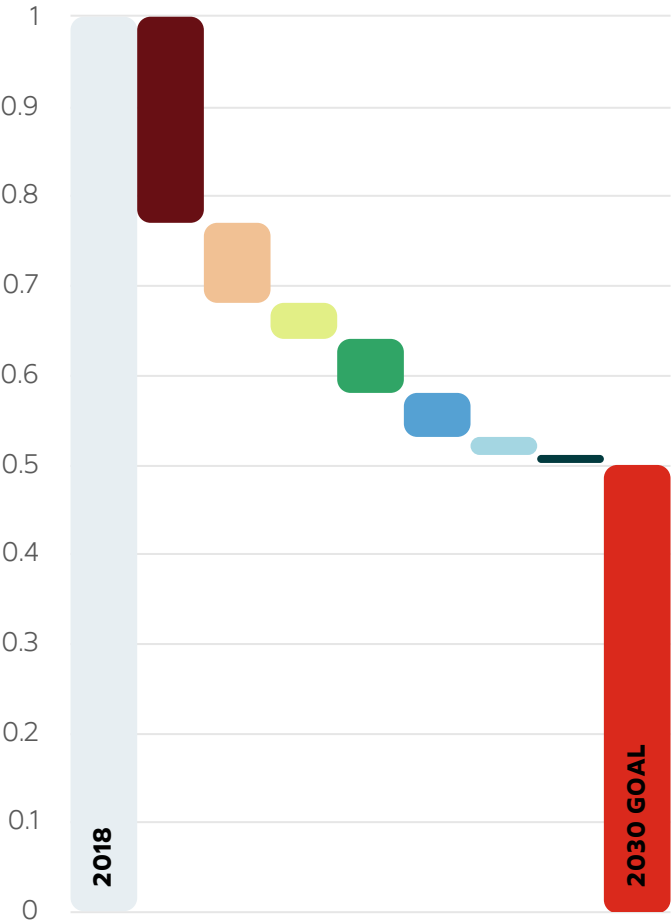
Cummins is continuing to expand its off-site renewable energy procurement, signing agreements with a renewable energy developer in India to procure 16.5 MW of wind and solar power. Anticipated to come online between 2026 and 2027, the project is expected to reduce emissions by more than 18,000 metric tons of CO₂e annually,

supporting the company's 2030 facilities decarbonization goal while delivering cost savings and supplying renewable electricity to key sites.

Progress toward the goal continues to be influenced by the pace of grid decarbonization and 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 could 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 EMISSIONS 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.

EMISSIONS	2018	2019	2020	2021	2022	2023	2024	2025
Scope 1	340,115	342,138	291,719	309,804	311,991	316,447	310,804	315,788
Scope 2 market-based	697,565	518,323	425,620	461,877	435,975	440,907	418,822	405,926
Total GHG	1,037,679	860,461	717,340	771,680	747,967	757,354	729,626	721,714
% Reduction from baseline	—%	17.1%	30.9%	25.6%	27.9%	27.0%	29.7%	30.4%

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

2030 GOAL: 50%

2030 GOAL Decarbonization



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

Collaborative partnerships continue to drive impact

Cummins is committed to addressing climate change and reducing air emissions through its decarbonization efforts. Over the past several years, the company has acted to increase the understanding and management of the complicated factors impacting climate-related matters while also showing meaningful outcomes that demonstrate Cummins’ commitment to addressing them.

While newly sold products in 2025 showed a year-over-year reduction in lifetime emissions, absolute emissions remained flat compared to the 2018 baseline. 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.

Cummins remains focused on the areas where it can have the greatest impact on emissions reduction. The company continues to invest in product development and lower-emissions technologies; collaborate with customers to improve the environmental performance of products in use; [provide objective, quantitative and third-party verified information on the environmental performance for the QSK95 series](#); work with industry partners to advance constructive policies and infrastructure; and draw upon its history of innovation to positively impact progress in the markets the company serves and the communities in which Cummins operates.

COLLABORATING WITH CUSTOMERS TO REDUCE EMISSIONS FROM PRODUCTS IN USE

Cummins continued its engagement with customers in 2025 to improve the fuel economy of products in the field, reducing GHG emissions while delivering direct operational benefits to customers.

Completed projects impacted over 2,000 units and are expected to generate approximately \$2.5 million in annual fuel savings for customers. Some of the most impactful improvements implemented include vehicle cruising speed controls, engine calibration tuning, idle shutdown features, hybrid conversions for mining trucks, locomotive repowers and transitioning to HVO fuel in genset applications.

For example, a fleet operator partnered with Cummins to address elevated fuel consumption. Through detailed analysis of operational data, the team identified excessive idle time as the primary driver. Over a three-month period, baseline testing on a subset of fleet units informed targeted parameter adjustments, which were then validated for performance improvements. These changes delivered a 1.5% improvement in fuel economy and generated several hundred thousand dollars in annual savings across a fleet of more than 500 units.

ENGAGING WITH INDUSTRY PARTNERS TO ADVOCATE FOR CHANGES THAT SUPPORT THE ADOPTION OF LOWER-EMITTING TECHNOLOGIES

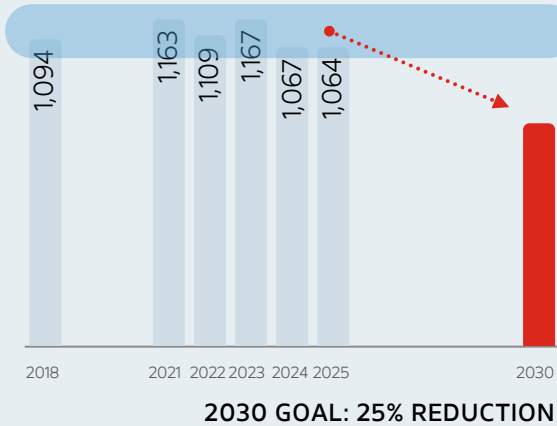
Cummins continues to support tough, clear and enforceable environmental policies that deliver real-world benefits, including advocating for and [collaborating with regulators](#) around the world on GHG emissions standards for heavy-duty commercial vehicles and engines.

The company also actively participates in industry initiatives and forums supporting the advancement of lower-carbon fuels and decarbonization across transportation and mining sectors, including North American Council for Freight Efficiency’s Run on Less: Messy Middle campaign, the RNG Coalition and RNG Works 2025, the American Biogas Council’s Business of Biogas 2025 and the International Council on Mining and Metals.

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 above 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

INTRODUCING LOWER-EMISSIONS TECHNOLOGY

Recent milestones include the launch of the [RPL35+, Cummins' lightest high-torque driveline for Class 8 trucks](#); advancements to the [X10 platform](#) for mid-bore applications, and the introduction of the [Meritor MFLEX4™ air disc brake pad](#), all designed to improve efficiency and reduce emissions.

One year after acquiring [First Mode](#), Cummins announced the deployment of the [world's first commercial hybrid-electric ultra-class mining truck](#) in production at Lundin Mining's Caserones site in Chile, where it will validate performance and inform future solutions capable of reducing fuel use and emissions by up to 30%. Cummins also secured [\\$2.1 million in funding from the Centralia Coal Transition Grants Energy Technology Board](#) to support the continued development and testing of hybrid haul truck technology, reinforcing its commitment to drive decarbonization in mining.

In 2025, [Cummins' X15N natural gas engine](#) gained momentum in heavy-duty, long-haul applications, delivering strong performance while enabling near-zero emissions. Its compatibility with renewable natural gas further enhances its potential to reduce emissions and support the transition to lower-carbon freight solutions.

Cummins has taken a new step in its agenda to [decarbonize critical power generation in Brazil](#) by supporting the use of Hydrotreated Vegetable Oil (HVO) in a hyperscale data center.

This approach supports reducing the carbon footprint of already installed engines and generators without the need for system replacement or reconfiguration.

Accelera™ by Cummins displayed a [new zero-emissions solution for low-floor transit buses and its new Advanced LFP battery platform](#), advancing efforts to support battery electric vehicle needs locally.

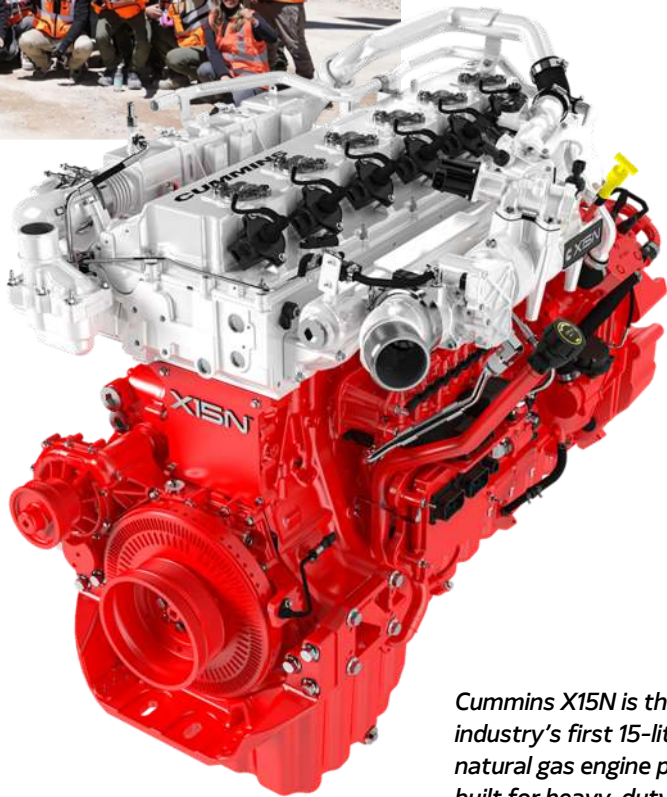
In addition to advancing lower-emissions technologies, Cummins continues to serve applications where reliable backup power is essential, including data centers. Cummins' growth in the data center market through the sale of diesel and natural gas generator sets for backup power aligns with the company's broader commitment to powering critical and economically vital applications while advancing its emissions reduction strategy.

Data centers play a pivotal role in modern society, enabling essential services that support businesses, healthcare, education, communications, financial systems, and emerging technologies. Backup power systems help ensure these facilities remain operational during grid disruptions, supporting continuity for services that individuals and organizations rely on every day.

Backup generator sets used in data center applications typically operate only during grid outages or routine testing and therefore run for a limited number of hours each year. As a result, their overall lifecycle greenhouse gas emissions contribution remains relatively small, even as demand for these systems grows.



Cummins deployed the first commercial hybrid-electric ultra-class mining haul truck at Lundin Mining's Caserones site in Chile.



Cummins X15N is the industry's first 15-liter natural gas engine purpose-built for heavy-duty and long-haul applications.

**RECENT ACCOLADES:
ENVIRONMENTAL SUSTAINABILITY**

- Suppliers Partnership for the Environment [Community Impact Award](#) recognized Cummins Water Works for advancing water security
- Cummins India Limited ranked #2 for advancing sustainability practices by [India's Most Sustainable Companies](#)
- [Golden Peacock Award](#) for ESG (2025) Cummins India Limited recognized for excellence in ESG initiatives
- RFID Journal Award for [Best Manufacturing or IIoT Implementation](#) recognizes Cummins' Returnable Packaging Program (RPP) for advancing RFID-enabled supply chain tracking

2030 GOAL Decarbonization



SUPPLIERS

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



In 2025, Cummins launched the India "Vasundhara" (Earth) Consortium.

Leveraging supplier relationships to advance value chain decarbonization

In 2025, Cummins established a new 2030 goal for supplier engagement. 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.

Following the launch of the goal, engagement efforts focused on Cummins Environmental Consortium members in India and the U.S., representing approximately 9% of global procurement spend. This work emphasizes awareness, participation and readiness through:

- Establishing value-chain transparency through consistent expectations, shared data approaches and early supplier participation
- Introducing suppliers to Cummins' decarbonization journey, supported by benchmarking with leading automotive peers and alignment with customer sustainability priorities

- Strengthening the company's operating model to support scalable, credible supplier engagement through supplier education, industry collaboration and governance alignment
- Progressing from broad participation to higher-quality, verifiable supplier inputs by advancing automation, standardizing methodologies, and leveraging third-party collaboration

Cummins is executing a three-phase approach for engaging with key suppliers, which balances supplier readiness, customer acceptance and cost implications. This approach is designed to drive meaningful progress and prioritize key suppliers by category* and industry to help Cummins tailor its engagement strategies to address the unique challenges and opportunities within each category, ultimately driving more effective and targeted sustainability efforts. At the end of 2025, the top 10% of key suppliers identified for the first phase have been engaged.

In 2025, Cummins established the India "Vasundhara" (Earth) Consortium, an expansion of the Cummins Environmental Consortium launched in North America in 2023. The initiative partners with suppliers to advance environmental stewardship, promote social responsibility and strengthen governance standards across the supply chain. It also supports risk assessment through a self-assessment toolkit while providing training and awareness to drive continuous improvement.



Cummins also hosted a Small Business Symposium at Butler University's Lacey School of Business in partnership with the Indiana Small Business Development Council and IN-APEX Accelerator, creating a platform to strengthen supplier partnerships and support mutual growth. The event brought together 60 small businesses in person and more than 150 virtual participants. Through presentations, panel discussions and networking sessions, suppliers engaged directly with Cummins executives and sourcing leaders, gaining insights into the company's business strategy, priorities and expectations around quality, innovation and sustainability. The symposium also provided valuable opportunities for suppliers to build connections, share knowledge and explore collaboration, further strengthening Cummins' supplier ecosystem.

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

The "Vasundhara" (Earth) Consortium is an expansion of the Cummins Environmental Consortium launched in North America in 2023.

LEARN MORE

See the [Supply Chain](#) section for more information.

2030 GOAL Materials



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

Driving waste reduction and circular solutions in operations

Cummins' circular approach prioritizes moving materials up the waste management hierarchy — shifting away from landfilling, incineration, and energy recovery, and toward reuse, recycling, and composting.



In 2025, Cummins decreased waste by 7.6% from the company's 2018 baseline year. Over this same period, Cummins' annual revenue increased by over 41% from \$23.8 billion to \$33.7 billion. While lower product volumes contributed to lower overall waste generation during this time, internal teams placed a strong focus on waste reduction initiatives, such as the returnable packaging program.

Cummins completed 44 waste reduction projects in 2025, avoiding the generation and disposal of more than 17.3 million pounds of waste. Key initiatives include expanding Cummins' returnable packaging program to reduce packaging waste by promoting the adoption of reusable packaging solutions.

Now implemented across 73 supplier sites, the returnable packaging program is expected to reduce packaging waste by more than 13 million pounds annually throughout Cummins operations, with further reductions anticipated as the program continues to scale. The network includes over 650,000 commissioned assets supported by Container Management Centers, where containers are received, cleaned, inspected and redeployed.

Beyond waste reduction, the program enhances material flow visibility, reduces packaging-related safety incidents and improves freight utilization efficiency.

The Columbus Engine Plant (U.S.) achieved a 66% reduction in wood waste by converting to returnable block pallets.



Cummins Waste to Wealth initiative redirects metal scrap from manufacturing into internal foundry operations, where it is recycled into new products.

Digital tracking capabilities further strengthen inventory control and enable more data-driven decision-making across the supply chain. In 2025, the Cummins Returnable Packaging Program expanded into Europe, positioning Cummins to respond to evolving regulatory requirements on packaging waste and reuse.

Looking ahead to 2026, the focus remains on scaling adoption and enabling inter-regional material flows.

Cummins' Waste to Wealth initiative is further strengthening circularity by redirecting metal scrap from manufacturing operations into internal foundry processes, where it is recycled into new products. By creating a closed-loop pathway for materials that would otherwise be sold to external buyers, the initiative reduces reliance on external raw materials, minimizes waste and captures greater value from resources already within the business.

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	-0.7%
2020	-20.2%
2021	-0.8%
2022	-3.5%
2023	5.1%
2024	0.6%
2025	-7.6%

2030 GOAL: 0%

*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. Warehouses managed for Cummins by third-party logistics providers are included in the waste goal to drive reductions in packaging waste.

In the first six months, more than 3 million pounds of scrap were diverted from the waste stream and returned to production. The initiative demonstrates how collaboration across operations can transform discarded materials into valued production inputs, supporting resource efficiency and circularity across the business.

As Cummins works toward the 2030 goal for facilities waste, the company will continue to invest in returnable and reusable packaging, and process improvements in manufacturing and service facilities to minimize waste and drive continuous improvement.

The company has also continued to strengthen the management of plastic packaging by increasing recycling and reuse while exploring alternatives for hard-to-recycle materials. Recent efforts include piloting reusable stretch solutions to replace single-use wrap and transitioning, where feasible, from plastics such as polyurethane foams to paper-based, recyclable alternatives.



In parallel, Cummins is enhancing transparency of inbound and outbound packaging specifications, improving visibility, and enabling more effective identification of opportunities for reduction, standardization and increased recycled content.

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.

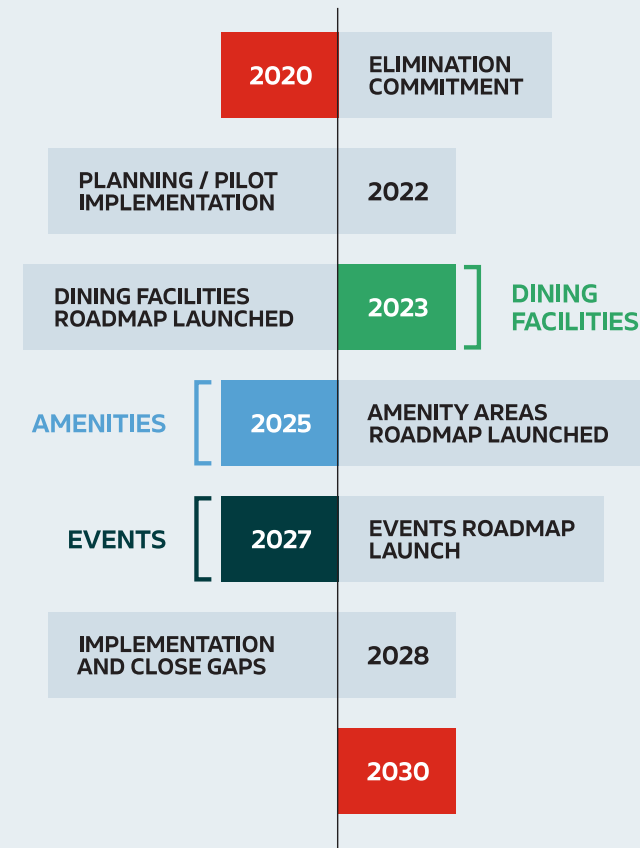
As of the first quarter of 2026, 34 sites reported to have minimized single-use plastics in their dining facilities, excluding individually packaged food items.

In 2025, Cummins launched a roadmap to minimize single-use plastics at the company’s amenity areas. 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.

More than 3 million pounds of metal scrap were returned to production through Cummins’ Waste to Wealth initiative in its first six months.

SINGLE-USE PLASTICS TIMELINE

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



2030 GOAL Materials



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

Advancing circularity at every phase

Material circularity extends the usefulness of products and 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.

Cummins’ material circularity goal for 2030 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.

The Cummins B6.7 Octane is Cummins’ first gasoline-powered engine.

In 2025, Cummins established key processes to enable circularity by design. Lifecycle intent is now defined at the part level during product development, part mass tracking has been strengthened and circularity requirements are being integrated into new product planning to align with evolving customer and regulatory expectations.

New products within scope of the goal include major product launches that are approaching the production phase. In 2025, Cummins expanded its engine portfolio with new products spanning multiple applications, from a 4.5-liter agricultural engine to a 17-liter engine used in generator sets, including a 6.7-liter gasoline engine, 6.7-liter natural gas engine and 8.5-liter diesel platform. The design and circularity analyses of these products occurred across the company at major design centers in the U.S., India and China.

The material circularity potential for these new products ranges from 96.5–99.3%. This reflects the use of primary materials such as iron, steel and aluminum, which are



highly durable, support multiple use cycles and are recycled at end of life.

Embedding circularity into the product development process is a critical first step toward greater circularity. In the coming years, Cummins will continue to integrate circular design and planning into new products while measuring and improving circularity in practice within its remanufacturing business, engine rebuild centers and service network. By incorporating these practices into core design, supply chain and aftermarket processes, the company is strengthening its ability to manage environmental impacts while supporting greater transparency and accountability.

MATERIAL CIRCULARITY
POTENTIAL OF NEW PRODUCTS

PRODUCT	CIRCULARITY CAPABILITY
F4.5 Structural Engine	99.3%
S17 Centum Series	97.3%
B6.7 Octane	98.7%
B6.7N	96.5%
L8.5	98.7%



CIRCULAR ECONOMY

Cummins’ overarching [circular economy strategy](#) integrates the company’s 2030 Materials goals with additional focus areas to progressively advance toward its 2050 targets. This strategy strengthens material stewardship throughout the value chain, from initial design and sourcing through manufacturing, use and end-of-life management, driving both business value and environmental benefits.

Material circularity keeps materials in use longer through reuse, rebuild, remanufacturing, and recycling, guided by value, risk, and environmental impact. These principles are already strongly embedded at Cummins through its remanufacturing and rebuild programs, with continued focus on growing circular products, increasing reuse, and expanding recovery of materials.

Execution of this strategy requires continued development of critical capabilities across the enterprise including workforce skills, systems and tools for increased traceability and analytics, and upstream and downstream partnerships with suppliers, customers and recovery providers.

2030 GOAL Communities



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

Committed to improving air quality and driving positive outcomes for communities

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. Cummins is committed to reducing VOC emissions to improve air quality and drive positive outcomes for the communities in which it operates.

Cummins’ 2025 VOC emissions from paint and coating operations reflect a 28% overall reduction relative to the company’s 2018 baseline year. Cummins has identified 16 sites globally for prioritized VOC reduction efforts as it works towards the 2030 goal of a 50% reduction. Together, these sites encompass over 75% of the company’s current VOC emissions footprint from paint and coating operations.

Cummins is working to transition these locations to low-VOC waterborne paints and

resins and optimizing processes to minimize paint consumption. If neither of these options is 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.

At Cummins Kothrud Engine Plant in Pune, India, the team is improving how materials are managed by capturing and reprocessing solvents on-site. Nearly 90% of solvents are now reclaimed and reused, driving a 40% reduction in the facilities’ VOC emissions from 2024 to 2025.

LOW-VOC ALTERNATIVES

Low-VOC waterborne paints and resins 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.



By converting from solvent to waterborne paint, Cummins’ Darlington Engine Plant in the U.K. reduced VOC emissions by more than 80% from 2024 to 2025 while also decreasing hazardous waste from paint sludge and filters.

PROCESS OPTIMIZATION

Process optimization enhances operational efficiency by reducing paint overspray and minimizing excessive paint usage. Implementing

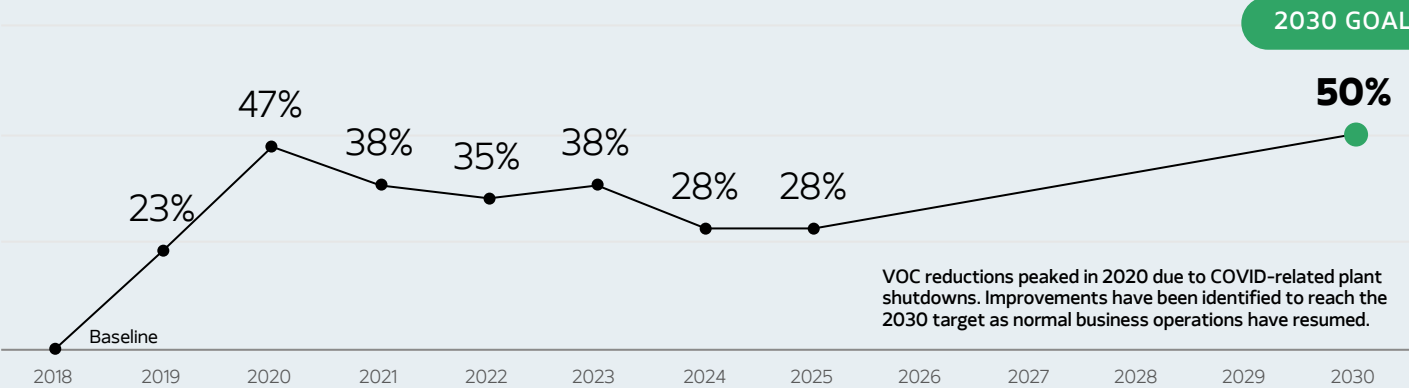
advanced application technologies, such as airless spraying systems, improves transfer efficiency, enables more precise paint application and helps reduce waste and associated environmental impacts.

In 2025, Cummins’ Jamestown Engine Plant (U.S.) implemented advanced paint application technology to improve efficiency and reduce environmental impact. Following the selection of rotary atomizer guns, the new systems were installed and integrated into operations. These improvements reduced annual paint usage by more than 20%, delivering cost savings while lowering VOC emissions. Continued enhancements to paint programming throughout the year enabled the elimination of manual touch-ups for 96% of engines, improving consistency and reducing safety and ergonomic risks. Reduced touch-up requirements are also expected to decrease paint filter change outs and associated waste.

At Cummins’ Kothrud Engine Plant in Pune, India, the team is improving material efficiency through on-site solvent reuse.

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%

Advancing water recycling and reuse efforts

Reducing water consumption across its facilities is central to Cummins’ commitment to building a more sustainable and resilient future. Cummins’ 2030 water use goal is an absolute reduction of 30%.

In the goal’s baseline year of 2018, Cummins consumed 1,184 million gallons of water. A 30% reduction in this usage would result in a target consumption of approximately 829 million gallons annually by 2030. Cummins consumed approximately 914 million gallons of water in 2025, reflecting a 22.8% reduction from the 2018 baseline. This marks significant progress toward achieving the 2030 goal.

Cummins continues to advance its water recycling and reuse efforts to support the company’s 2030 goal. By treating water directly where it is used, the company extends water lifecycles and reduces the need for freshwater withdrawals and early disposal. In 2025, Cummins reused more than 83.9 million gallons of water through wastewater recovery and reuse initiatives.

Cummins completed 34 water improvement projects across its facilities and operations in 2025. These projects included cooling technology upgrades, efficiency improvements and initiatives to increase wastewater reuse and recycling.

At Cummins’ Columbus Mid-Range Engine Plant (CMEP) in Columbus, Indiana (U.S.), incompatible washer fluid and coolant required washer fluid to be discharged into the wastewater system. A project team identified compatible fluids with no impact to product



quality, performance or operator safety. The new process redirects washer fluid into the coolant system for reuse, eliminating the need to discharge the washer solution as wastewater. The initiative delivered substantial cost savings, conserved more than 1.4 million gallons of water and reduced chemical use, waste volumes, energy consumption and labor requirements.

An evaporator system installed at Cummins’ Components Drivetrain and Braking Systems (CDBS) Lindesberg facility in Lindesberg, Sweden, enables the reuse of process water in production. Prior to the project, process wastewater required off-site treatment and disposal. The new system recovers and reuses process water. The project is expected to reduce hazardous waste by approximately 50% and water consumption by 5%, while also reducing transportation requirements and delivering ongoing cost savings.

At Cummins’ CDBS Ciénega de Flores facility in Nuevo León, Mexico, a project to increase wastewater treatment plant capacity enabled the reuse of treated water in operations. The initiative is expected to conserve approximately 1.8 million gallons of water annually while delivering ongoing cost savings.

Cummins also continued reducing non-production water consumption, such as eliminating freshwater irrigation. Since 2018,

A pump was installed at CMEP to recycle washer fluid into the coolant system.

the company has reduced freshwater use for irrigation by more than 36.5 million gallons.

In 2025, the Cummins Technical Center (CTC) in Columbus, Indiana (U.S.), completed its second consecutive year operating without irrigation. In 2018, CTC consumed 2.36 million gallons of freshwater annually for irrigation alone and has since successfully transitioned to a naturally sustained landscape.

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	1,184 million	—%
2019	1,110 million	6.3%
2020	923 million	22.1%
2021	1,012 million	14.5%
2022	979 million	17.4%
2023	1,009 million	14.8%
2024	994 million	16.1%
2025	914 million	22.8%

2030 GOAL: 30%

2030 GOAL Communities



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

Accelerating water stewardship across regions

Cummins Water Works aims to advance water security and empower communities by engaging in sustainable, high-impact water projects around the world. Today, about 2.2 billion people lack safely managed drinking water, and 3.5 billion people lack access to safely managed sanitation.

Since its launch in 2021, Cummins Water Works has reached more than 7 million people and delivered about 10.7 billion gallons of water benefits across communities where Cummins operates. In 2025 alone, 2.1 billion gallons of benefits were generated, surpassing the company's global water consumption of 914 million gallons.

Cummins Water Works partners with leading experts and nonprofit organizations that are focused on analyzing, prioritizing and implementing high-impact water projects in major water-stressed regions around the world. The program is now active in 21 countries worldwide, most recently expanding into Australia in 2025 through a partnership with Engineers Without Borders.

In 2025, the Africa Middle East and North America regions became net water positive for the first time, bringing the total to seven of eight regions. This achievement demonstrates continued progress toward the 2030 goal of generating net water benefits that exceed the company's annual water use across all Cummins regions.

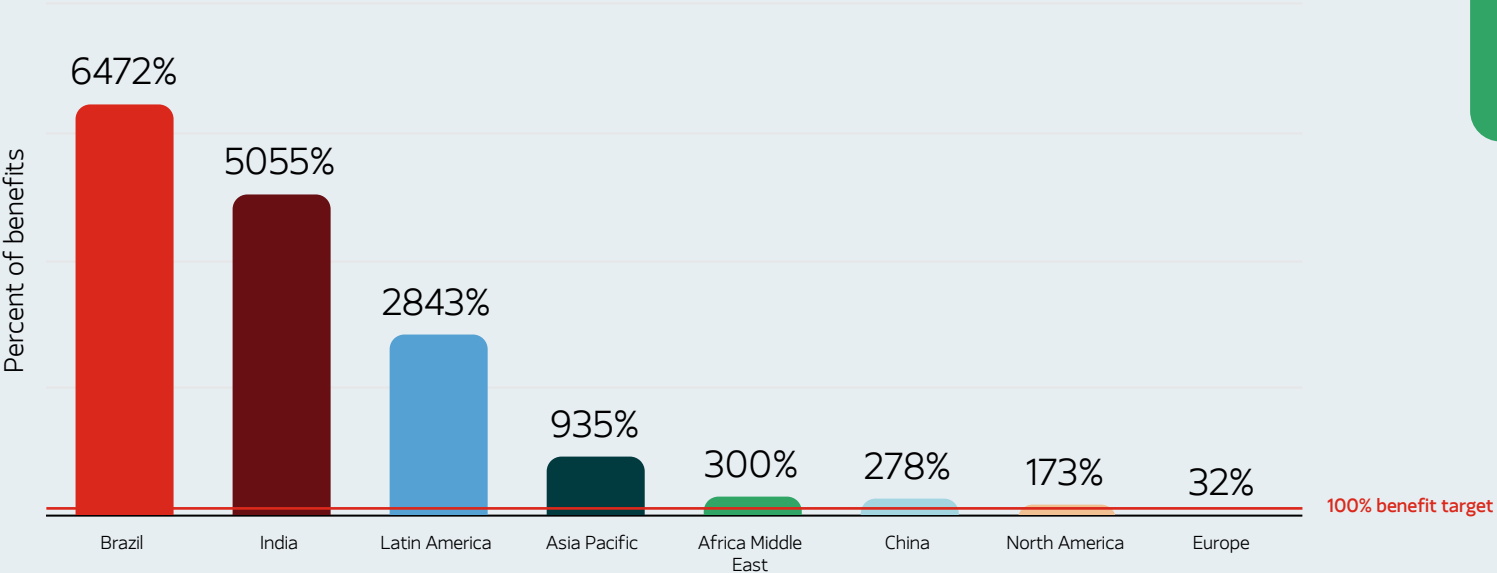
Cummins has continued to strengthen its partnership with The Nature Conservancy in North America's Mississippi River Basin. This includes supporting the implementation of nature-based solutions across Indiana through improved agricultural practices, such as cover cropping, no-till farming, enhanced drainage and soil health improvements. During the 2024-2025 growing season, Cummins supported the implementation of more than 20,000 acres of cover crops.

Access to clean water and sanitation remains a challenge for many around the world. To help address this, Cummins has partnered with WaterAid to help deliver WASH (Water Sanitation and Hygiene) solutions in Lagos and Abuja, Nigeria. Activities include the installation of school-based WASH facilities and the implementation of hygiene and sanitation behavior change campaigns.



PROGRESS TO NET WATER BENEFITS BY REGION

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



FAR LEFT:
A privately-owned wetland in the Mississippi Headwaters region was restored through TNC's partnership with the US Fish and Wildlife Service.

LEFT:
Through its partnership with WaterAid, Cummins is helping expand access to WASH (Water Sanitation and Hygiene) solutions in Lagos and Abuja, Nigeria.

2030 goals at a glance

DECARBONIZATION			MATERIALS		COMMUNITIES		
FACILITIES ENERGY	PRODUCTS	SUPPLIERS	FACILITIES WASTE	CIRCULARITY	FACILITIES VOC	FACILITIES WATER	COMMUNITY WATER
Reduce absolute greenhouse gas (GHG) emissions from facilities and operations by 50%	Reduce Scope 3 absolute lifetime GHG emissions from newly sold products by 25%	Reduce upstream Scope 3 greenhouse gas emissions by engaging with key suppliers while continuing to deliver on customers’ commitments	Achieve zero waste growth and minimize single-use plastics in our facilities and operations	Create lifecycle plans for new products capable of 90% material circularity	Reduce volatile organic compounds (VOC) emissions from paint and coating operations by 50%	Reduce absolute water consumption in facilities and operations by 30%	Produce net water benefits that exceed Cummins’ annual water use in all Cummins regions
2025 STATUS	2025 STATUS	2025 STATUS	2025 STATUS	2025 STATUS	2025 STATUS	2025 STATUS	2025 STATUS
30.4%	Flat – Focused partnership actions	10%	-7.6%	5/5 new products have ≥90% circularity plans	28%	22.8%	7 of 8 regions
PROGRESS	PROGRESS	PROGRESS	PROGRESS	PROGRESS	PROGRESS	PROGRESS	PROGRESS
- Over \$26 million invested for facilities efficiency, compressed air enhancements, manufacturing improvements and more - Advanced renewable energy deployment - Expanded deployment of Battery Energy Storage Systems at Cummins locations	- Deployment of the world’s first commercial hybrid-electric ultra-class mining truck - Customer partnership projects impacting over 2,000 units and \$2.5 million in fuel savings - Continued engagement in industry partnerships supporting adoption of lower-emitting technologies	- Launched India “Vasundhara” (Earth) Consortium with 25 suppliers - Enhanced compliance-based data collection and supplier scorecards - Established baseline for high-impact supplier categories - Partnered with transportation suppliers to measure reductions relative to spend	- Completed 44 waste reduction projects - Expanded returnable packaging program across 73 supplier sites - Launched roadmap to minimize single-use plastics across amenity areas globally	- Implemented a way to identify the intended lifecycle use of new parts when created - Established method to determine the circularity potential of new products - Started pilots to measure material recovery in practice and establish product baselines	- Detailed design process initiated for VOC reduction projects at target sites - Implemented advanced paint application technologies to reduce paint usage and VOC emissions - Implemented solvent thinner recovery systems to increase material reuse and reduce waste	- Completed 34 facility water improvement projects - Expanded wastewater reuse and recycling initiatives - Continued reducing non-production water consumption across facilities	10.7 billion gallons of net water benefits since Cummins Water Works launch - Over 7 million people reached - Expanded new water positive regions to include North America and Africa Middle East
Learn more about this goal.	Learn more about this goal.	Learn more about this goal.	Learn more about this goal.	Learn more about this goal.	Learn more about this goal.	Learn more about this goal.	Learn more about this goal.

Building more prosperous communities

Investing in communities has long been an important objective for Cummins, a commitment rooted in the vision of former Chairman J. Irwin Miller. This dedication to responsible corporate citizenship has been reinforced by every successive Cummins leader, and the company’s work to help ensure the communities where employees work and live are strong and equitable remains as vital as ever.



Employees in South Carolina (U.S.) participated in an oyster reef restoration activity to protect the Stono River.

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

Cummins’ approach to [effective corporate responsibility](#) aims to build more prosperous communities and inspire employees. Around the world, employees identify local community needs and volunteer in teams to help address those needs.

Employees engage through a global network of more than 400 Community Involvement Teams, which serve as liaisons to their communities. They determine how to use employees’ skills to tackle the biggest problems facing their communities. To be successful, the company partners with leading nonprofit organizations to listen, assess and invest in solutions that meet the evolving landscape. As such, employees have significant flexibility to collaborate with community partners and support projects through Cummins grants.

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

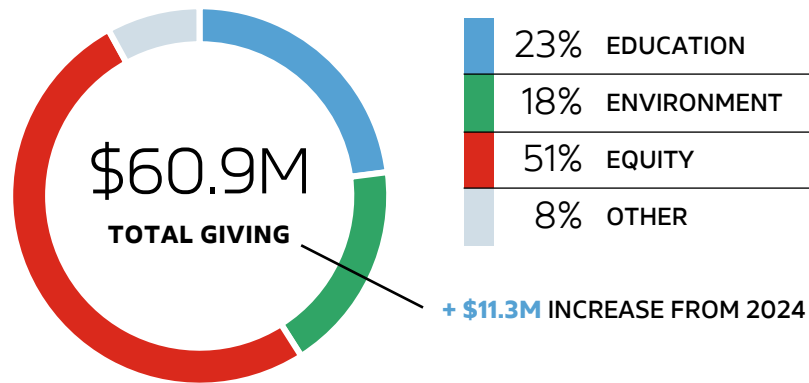
- **Education:** Advancing educational systems and high-quality learning environments
- **Equity:** Increasing opportunity and access for all
- **Environment:** Contributing to a cleaner, healthier and safer environment

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

Last year, 66,541 Cummins employees volunteered 382,669 hours, organizing 15,607 community events and partnering with 4,160 nonprofits around the world. This engagement, coupled with a record \$60.9 million in community giving, continues to further the company’s goal of building more prosperous communities around the world.

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

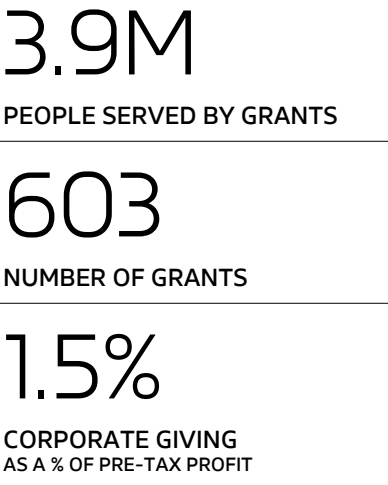
GRANTMAKING IN 2025



EEEC IN 2025



CUMMINS IMPACT IN 2025



[LEARN MORE](#)



In this episode of [Power Onward](#), discover how aligning company goals with community needs creates lasting value, and why education, equity and the environment are part of Cummins’ DNA.

EDUCATION

Advancing educational systems and high-quality learning environments

Around the world, many individuals lack access to quality education and the foundational skills needed to succeed. Addressing these challenges is essential not only to expand opportunity, but also to prepare the next generation of innovators and problem-solvers needed to build a more sustainable future that supports a successful energy transition.

Cummins recognizes its role in preparing tomorrow’s workforce while helping ensure a just transition for all. This commitment is reflected in the engagement of about 21,555 employees who volunteered 125,057 hours across 5,900 community events focused on strengthening education in Cummins’ global communities.

- In Mexico, Cummins employees welcomed teachers and students to the San Luis Potosí engine plant, featuring student presentations, teacher recognition and facility tours designed to spark interest in STEM learning and technical careers.
- In India, employees mentored students from rural schools to bring real-world STEM experience into classroom learning.
- Across the U.S., employees celebrated [National STEM Day](#) hosting webinars, career panels, hands-on activities and

the assembly of STEM kits for children in foster care.

[Cummins READY™](#), Cummins’ global education strategy, amplifies both the scale and impact of the company’s employee engagement efforts. Launched in 2024, the initiative aims to create equitable pathways to education and career success for individuals around the world, impacting about 332,548 learners and workers to date.

Last year, Cummins READY launched programs and established strategic partnerships in every region where the company operates. Together with a wide network of nonprofit partners, Cummins READY supports STEM learning across the full education continuum, from early childhood through postsecondary education and into the workforce.

One of the program’s earliest partners, INCO, has equipped adult learners with in-demand workforce credentials in information

technology and green skills, supported by employees through virtual mentoring and skills-based webinars. In China, a new partnership with Save the Children will expand access to STEM education across more than 100 schools.

LEARN MORE

As part of [WNBA All-Star festivities](#) in Indianapolis, Indiana, Cummins READY teamed up with Pacers Sports & Entertainment and Learn Fresh to host a dynamic STEM-related event designed to ignite curiosity and confidence in girls.



Local employees and students engaged in a Cummins READY™ workshop during the program’s launch in China.

As Cummins makes steady progress toward its goal of supporting one million learners and workers by 2030, every milestone represents individuals gaining new skills and opportunities, and a pathway to a stronger future.

An integral part of READY, [Cummins Technical Education for Communities \(TEC\)](#) addresses the vocational skills gap through education programs around the world. Through industry-supported partnerships with local schools, Cummins TEC equips youth with the relevant skills needed to secure an entry-level job that can lead to additional career opportunities. Last year, the company expanded Cummins TEC with new sites in Foshan, China, and Cape Town, South Africa. With these additions, Cummins TEC now supports 30 schools across 14 countries, preparing learners for in-demand technical careers and strengthening the local workforce.

2025 METRICS:
EDUCATION

400,918
PEOPLE SERVED BY GRANTS

21,555
EMPLOYEES VOLUNTEERED

125,057
VOLUNTEER HOURS

\$14M
COMMUNITY GIVING

EQUITY

Increasing opportunity and access for all

At Cummins, progress is driven by its employees, who bring curiosity and compassion to their communities every day. Guided by a long-standing commitment to doing what is right, the company works to remove barriers and power a positive difference in communities that need it most.

Representing more than half of Cummins’ community giving, the company’s equity efforts reflect a dedication to expanding opportunity by advancing entrepreneurship, workforce development, and inclusion for migrants, refugees, Indigenous communities, and others

facing inequitable access. That commitment is reinforced through strong employee engagement, with 31,879 employees contributing 145,078 volunteer hours across 6,510 community events.

- In Italy, Cummins employees partnered with Scuola Bottega to support refugee and migrant youth returning to education earning a middle school certificate. By engaging directly with students, many of whom were learning a new language, employees helped build confidence and career readiness.
- In China, employees collaborated with the Beijing School for the Blind to design, create and distribute tactile reading and listening books, expanding access to stories and traditional Chinese poetry through inclusive experiences.

Community members join Cummins Powers Women and regional nonprofits in advocating for change.



- In Ghana, employees partnered with CAMFED to support marginalized young women completing secondary school through mentorship, entrepreneurship, and training that helps ease the transition from school to adulthood.

The company’s employee engagement efforts are supported by strategic programs that that help create sustainable impact in Cummins’ communities."

[Cummins Advocating for Racial Equity \(CARE\)](#) is a U.S. strategic commitment focused on creating inclusive communities, particularly for Black and Latino populations, across 12 cities where Cummins has a large manufacturing or distribution presence.

CARE has been on a multi-year journey with Boomin University, a nonprofit advancing economic equity by supporting Black entrepreneurs in building sustainable, growth-ready businesses.

LEARN MORE



[Meet Meko](#) and learn how Cummins is helping to build strong communities in Atlanta.

Last year, CARE and its volunteers helped scale Boomin University’s virtual cohort model through one-on-one coaching, financial management training and access to zero-interest capital. By using program alumni as coaches and facilitators, these efforts expanded opportunity for underbanked, minority-owned, and women-led businesses.

[Cummins Powers Women \(CPW\)](#) is the company’s global strategic program focused on accelerating the advancement of women and girls around the world. Since 2018, the program and its nonprofit partners have positively impacted more than one million women and girls, launched 320 advocacy initiatives, and contributed to 100 law and policy changes worldwide.

Last year, CPW partnered with 16 nonprofit organizations to create large-scale change in the lives of women and girls. For example, across Brazil and Hispanic America, the program partnered with a regional nonprofit called CARE International to advance the rights and economic security of women, with a focus on paid domestic workers.

CARE International’s *Equal Value, Equal Rights* program uses technology to strengthen digital literacy, leadership development, and collective advocacy, enabling workers to exercise and advocate for their labor and human rights. Through regional networks, local employees help increase visibility and support policy changes that improve working conditions and expand access.

2025 METRICS: EQUITY

1,517,966
PEOPLE SERVED BY GRANTS

31,879
EMPLOYEES VOLUNTEERED

145,078
VOLUNTEER HOURS

\$31.3 M
COMMUNITY GIVING

ENVIRONMENT

Contributing to a cleaner, healthier and safer environment

Cummins partners with communities and leading nonprofits around the world on a wide range of environmental initiatives that protect the environment we share.

Last year, 28,144 employees volunteered 112,534 hours, organizing 3,197 community events focused on environmental activities in Cummins’ global communities, including trash and invasive species removal, water quality testing, beautification efforts, tree plantings



- and environmental and WASH (water, sanitation and hygiene) education.
- In Chile, employees partnered with The Nature Conservancy to support water conservation and wetland restoration in the Andes by helping construct ice stupas, artificial glaciers that conserve high-altitude water for the Langosta wetland and the broader Maipo River basin.
 - Employees in North Carolina, U.S., partnered with local schools to establish green stormwater improvements and anchored a trash trap to the banks of a local creek to prevent trash from flowing downstream.
 - In the U.K., employees supported critical habitat restoration at Coatham Marsh, a designated Site of Special Scientific Interest, by raking, clearing and preparing wildflower meadows to help reverse ecological decline and improve water quality.

Employees in Chile participated in conservation and wetland restoration efforts in the Maipo River basin.

Partnerships are essential to ensuring meaningful, scalable impact. In 2025, Cummins launched a new partnership with Engineers Without Borders in Australia to deliver safe water and sanitation solutions for the Lama Lama community in Port Stewart,

LEARN MORE

By emphasizing the importance of clean water access as a fundamental right, Cummins partners with organizations like Water.org to deliver sustainable, high-impact water solutions around the world. [Read article.](#)



North Queensland. The project installed rainwater harvesting systems, allowing Cummins employees to apply their skills in pump testing, technical drafting, logistics and more.

A key part of Cummins’ Destination Zero strategy, [Cummins Water Works \(CWW\)](#) builds upon the company’s employee engagement efforts to address the global water crisis. Guided by local community needs, this global strategic program strengthens communities through sustainable, high-impact water projects around the world. These projects are significantly contributing to the company’s bold goal of becoming net water positive in every region where Cummins operates by 2030. To date, Cummins has achieved this in 7 of 8 regions to positively impact 7.4 million people around the world by delivering more than 10.7 billion gallons to communities since 2021.

Last year, CWW partnered with 24 nonprofit organizations around the world. For example, in India, the program joined the [Women + Water Collaborative](#), a cross-sector corporate collective advancing climate-resilient water and sanitation solutions for underserved communities. In many communities, women and girls often bear the responsibility for securing water for their families, affecting their health, education and economic opportunity. Through this collaboration, Cummins is helping address the inequities that exist while expanding access to safe, reliable water.

2025 METRICS: ENVIRONMENT

2,012,533
PEOPLE SERVED BY GRANTS

28,144
EMPLOYEES VOLUNTEERED

112,534
VOLUNTEER HOURS

\$11M
COMMUNITY GIVING

COMMUNITY SPOTLIGHT

Cummins’ commitment to community and reconciliation in Australia

For more than a century, Cummins has sought to make people’s lives better by powering a more prosperous world. In Australia, this commitment extends beyond operations to supporting communities and the company’s sustained focus on reconciliation with Aboriginal and Torres Strait Islander peoples through its Reconciliation Action Plan (RAP).

Aboriginal and Torres Strait Islander peoples represent the world’s oldest continuous living culture yet continue to experience systemic inequities rooted in colonization. While First Nations peoples comprise approximately 3% of Australia’s population, they remain disproportionately impacted by barriers to education, employment and economic participation.

[The company’s RAP](#) is the latest chapter in a journey that began nearly a decade ago. Since launching its first Reflect RAP, Cummins Australia has steadily expanded its reconciliation efforts, building partnerships with Indigenous-led organizations, supporting

culturally grounded education initiatives and strengthening governance to guide long-term progress. The current RAP, spanning through 2028, builds on these milestones and has been approved through the Reconciliation Australia accreditation process, reinforcing its alignment with national reconciliation standards and expectations.

Cummins’ reconciliation efforts are guided by four interconnected pillars: respect, relationships, opportunity and governance. These pillars shape 60 actions that embed reconciliation into everyday business practices across the organization.

Respect: Cummins is increasing understanding of Aboriginal and Torres Strait Islander histories, cultures and contributions across the organization. This includes addressing misconceptions and stereotypes to help foster a culturally safe, inclusive workplace.

Relationships: Cummins is focused on building trust-based, long-term engagement with First Nations communities and organizations. The company is committed to developing meaningful partnerships that reflect community priorities and support shared outcomes.

Opportunity: Cummins is strengthening employment pathways, workforce participation and supplier diversity. This includes an aspirational target for Aboriginal and Torres Strait Islander representation of at least 2% of the Cummins Australian workforce, alongside efforts to expand procurement opportunities with First Nations-owned businesses.

Governance: Strong governance underpins the RAP, ensuring accountability, transparency and sustained leadership oversight. Clear roles, regular reporting and performance tracking help embed reconciliation into decision-making and reinforce long-term commitment.

Cummins recognizes reconciliation as an ongoing journey that demands consistent action and humility. As part of its responsibility to communities, the company believes supporting a just transition is both a moral and business imperative. By aligning business strategy with community priorities, Cummins aims to contribute to a more inclusive and equitable future for Aboriginal and Torres Strait Islander peoples.

LEARN MORE



[Explore how Cummins is advancing reconciliation with Aboriginal and Torres Strait Islander peoples in Australia through its RAP.](#)



Safety – Moving forward together

Safety performance is shaped by consistent, day-to-day decisions to identify risk, apply effective controls and protect employees and contractors from harm. At Cummins, the company’s approach to safety focuses on disciplined, risk-based management of hazards that have the greatest potential to result in serious injury. In 2025, this approach contributed to reductions in both incident and severity rates.

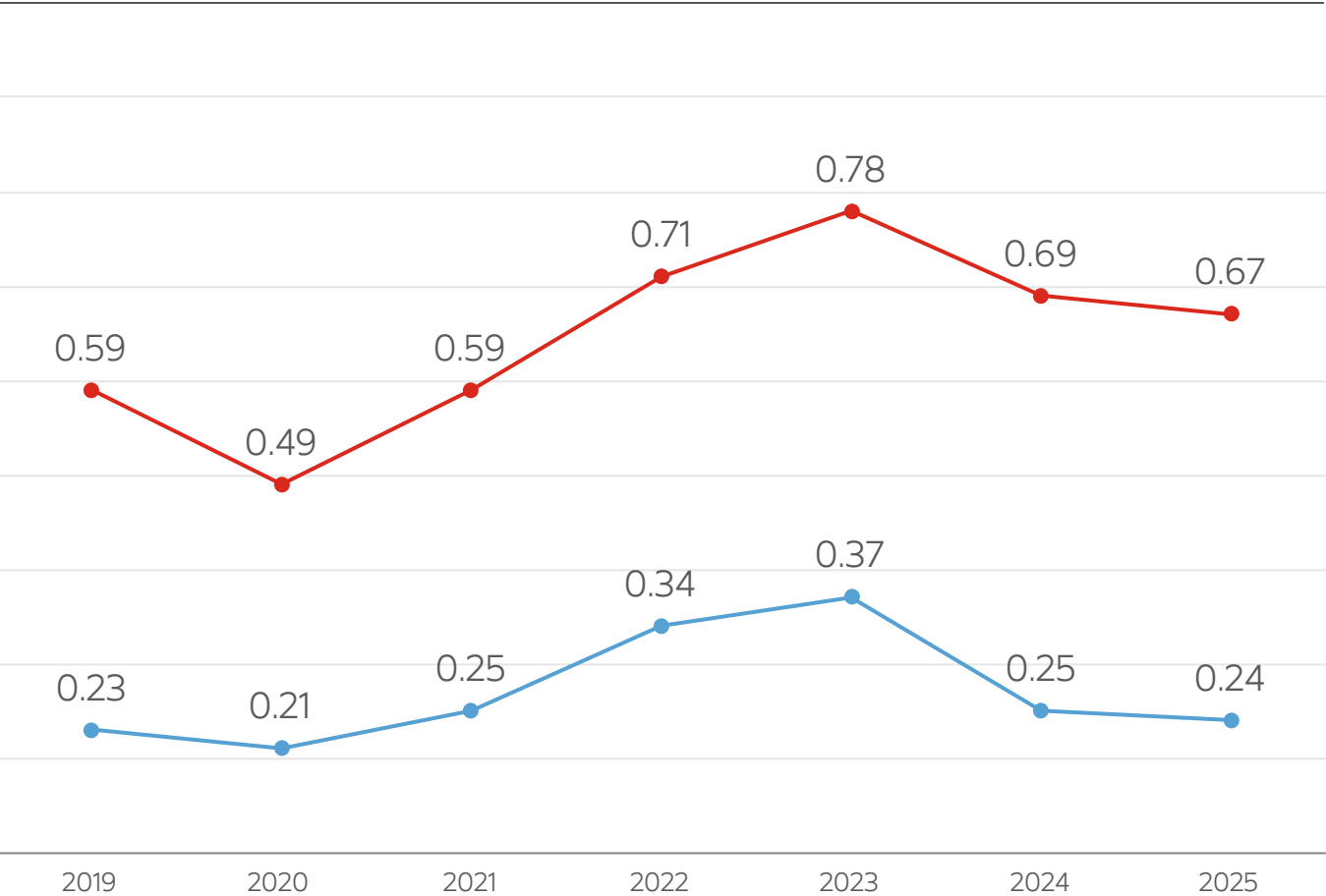
While these results indicate improvement, performance outcomes alone do not define success. Cummins maintains a clear expectation that any injury is one too many. Moving forward together means maintaining focus on the risks that matter most – reinforcing accountability for prevention and sustaining a strong commitment to the health and safety of its workforce.

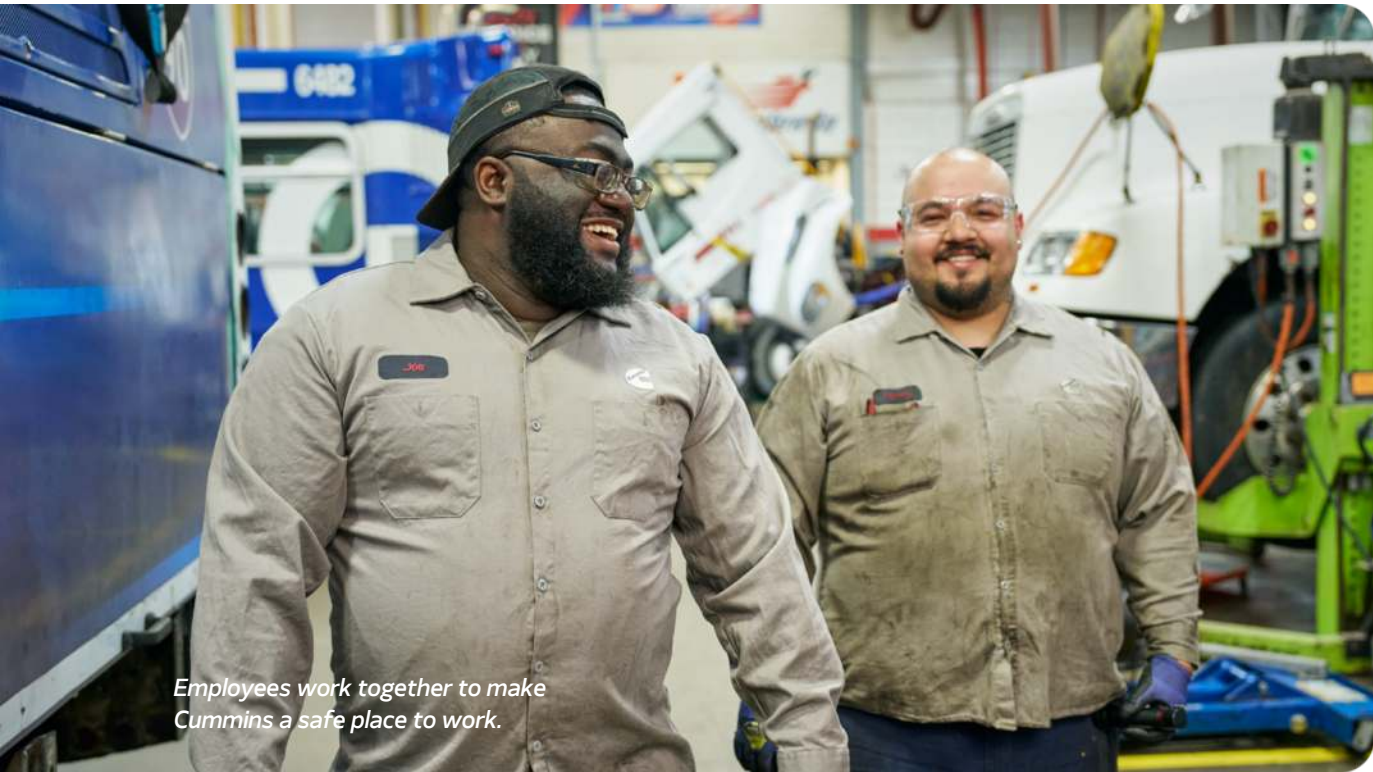


- Shifts are reflected in the following key performance metrics:
- Cummins’ **Incidence Rate**, the rate of recordable injuries, decreased from 0.69 in 2024 to 0.67 in 2025.
 - The company’s **Severity Case Rate**, the rate of lost workday cases, decreased from 0.25 in 2024 to 0.24 in 2025.
 - Cummins’ **Ergonomic Incidence Rate**, the rate of musculoskeletal disorders (MSDs), decreased from 0.19 in 2024 to 0.17 in 2025.
 - The company’s **PSIF Rate**, the rate of potentially serious injuries and fatalities, decreased from 0.74 in 2024 to 0.63 in 2025.
 - **Contractor Incidence Rate**, the rate of recordable injuries for contractors, decreased from 0.46 in 2024 to 0.34 in 2025.

Employees demonstrate adherence to Cummins’ safety protocols.

SAFETY PERFORMANCE TRENDS AT CUMMINS





Employees work together to make Cummins a safe place to work.

Driving change through focused risk reduction

Cummins’ approach to safety improvement is built on targeted risk reduction, prioritizing the hazards most likely to cause serious harm and strengthening the systems, capabilities and routines that prevent incidents before they occur. In 2025, focused actions across priority risk areas contributed to improved performance and greater consistency in risk management practices.

Priority risk areas included machine safety, powered industrial vehicles, ergonomics, hand safety, slips, trips and falls and below-the-hook devices. Efforts in these areas were guided by risk assessments, corrective-action quality and the application of preventive controls, supporting a more proactive approach to injury prevention.

Cummins expanded the use of artificial intelligence to enhance how risks are identified, addressed and prevented across operations. Insights strengthened root cause analysis,

reinforced safe behaviors and improved visibility to effective controls, supporting more consistent risk-based decision-making.

Global Safety Stand-Down

In 2025, Cummins conducted a Global Safety Stand-Down to reinforce shared accountability for safety across regions, roles and facilities. Around the world, employees paused routine work to reflect on conditions and behaviors that can elevate risk, particularly in situations where work is rushed or attention is divided.

Employees were encouraged to slow down, assess risk and prioritize safety, reinforcing the understanding that rushing, distractions and fatigue increase the likelihood of errors and serious incidents. Creating space to pause and reassess remains an important control in reducing exposure to high-risk situations.

Looking ahead

While results reflect meaningful progress, the company’s expectation remains unchanged: any injury is one too many. Cummins will continue to focus on reducing risk and preventing serious injury. Continued improvement depends on disciplined execution, shared ownership and engaged leadership.

Strengthening frontline leadership capability is a key focus area to achieve continued improvement. Equipping supervisors and team leaders with practical tools to identify hazards, reinforce safe behaviors and model consistent

safety expectations supports sustained risk reduction across operations.

Cummins also continues to reinforce employee empowerment to stop work when safety is compromised. Safety expectations apply across all roles and environments. When work conditions feel rushed, unclear or unsafe, employees are expected to pause, seek clarification and escalate concerns. Leaders play a critical role by responding constructively and recognizing stop-work actions as an essential element of effective safety management.

Moving forward, Cummins will continue to focus on reducing exposure to serious injuries and strengthening leading indicators that support proactive risk management. Sustained engagement, strong fundamentals and clear accountability at every level of the organization remain essential as employees work together to protect each other.

Chair and CEO Jennifer Rumsey participated in the 2025 Safety Stand-Down alongside leaders and employees at sites around the world.



Powering performance and purpose through inclusion at Cummins

Cummins firmly believes that diversity of thought, experience and background leads to better decisions, greater innovation and long-term business success.

For nearly a century, Cummins has leveraged the diversity of its global workforce to strengthen decision-making, accelerate technology development and deliver strong financial performance. Its values-driven culture — anchored in inclusive leadership, accessibility and workforce representativeness — remains a clear competitive advantage as business and regulatory environments evolve. Every employee plays a role in advancing inclusion by valuing diverse perspectives and cultures, fueling innovation and shaping Cummins’ position as a global power leader.

Through robust training and intentional talent practices, Cummins empowers people to grow, build their skills and reach their full potential, grounded in a shared work ethic, core values and mutual respect. This investment in workforce development is critical to the

company achieving long-term success and leading through the energy transition. By attracting, developing, and retaining talent that reflects the communities and markets it serves, Cummins maintains a strong pipeline of people with the capabilities to support business continuity and sustain performance that delivers superior customer solutions.

This people-centered approach has helped grow Cummins from a \$6.6 billion enterprise in 2000 to nearly \$34 billion in 2025, demonstrating the direct link between inclusive leadership, innovation, and sustained performance. Cummins’ approach to advancing inclusion emphasizes continuity, legal compliance, durability, and long-term consistency. Intentional efforts focus on investing in employee development at every level, closing critical capability gaps, and ensuring employees are equipped to succeed —

strengthening Cummins’ ability to create lasting value for customers and communities.

Cummins has prioritized several key initiatives that focus on:

Learning & development

In 2025, the company deepened its focus on Values Difference, the enterprise competency that builds individual and collective proficiency in inclusive behaviors and is embedded in every employee’s position profile. The company has long believed that people do their best work for customers and communities when they feel seen, heard and valued.

This competency highlights that commitment by advancing an inclusive, innovative culture where every voice matters. By year’s end, Cummins surpassed its 2025 global completion targets, a milestone reflecting the company’s sustained effort to strengthen inclusion and belonging across the organization.

Employee Resource Groups

Cummins fosters a strong culture of inclusion through a global network of 190 Employee Resource Groups (ERGs) and chapters open to all employees. For more than 30 years, ERGs have played a vital role in talent attraction, development, and retention by creating empowering spaces where employees feel connected and valued.



DIVERSITY AND INCLUSION

“Our focus is grounded in how we operate — driving measurable outcomes, strengthening accountability, and embedding equity into the systems that shape opportunity and advance long-term sustainability for our people, our business, and our communities.”

CAROLYN BUTLER-LEE
VICE PRESIDENT, DIVERSITY, EQUITY, INCLUSION & CULTURE



Employees participate in a local event celebrating PRIDE Month in the U.S.

“Accessibility is more than a requirement, it’s a commitment. Providing an adequate facility for people with disabilities is not just about the infrastructure, it’s about respect, dignity and the opportunity.”

THIAGO VIEIRA
MANUFACTURING & PROCESS ENGINEERING
MANAGER, CUMMINS DRIVETRAIN AND
BRAKING SYSTEMS - BRAZIL

As employee and business needs evolve, ERGs continue to grow and adapt, shaping programming, focus areas, and partnerships that reflect the voices of the workforce. Supported by the ERG Hub, a centralized collaboration platform, employees can connect across regions, share resources, and deepen engagement.

Through mentoring, community-building, and cross-cultural insight, ERGs drive higher engagement and retention while informing innovative products and solutions that better serve Cummins’ diverse global customers and partners.

Disability inclusion

Cummins continues to advance disability inclusion as a business priority, broadening access to talent by removing employment barriers across its global communities. The company continues to expand its worldwide workplace adjustments program while increasing awareness of neurodiversity, building accessible and inclusive work environments, and maintaining strategic partnerships with global nonprofit organizations focused on disability inclusion. These efforts are reflected in Cummins being named a Best Place to Work for Disability Inclusion for the fifth consecutive year, earning a top score of 100 on the Disability Equality Index®, which the company uses as a tool to benchmark

progress and strengthen inclusive practices globally. Collectively, this approach strengthens Cummins’ position as an employer of choice by fostering a workplace where everyone can thrive.

Global listening

Cummins takes a disciplined, enterprise-wide approach to listening, capturing insights from its global workforce to continuously strengthen the employee experience. Through annual employee experience surveys, focus groups, and targeted listening sessions, the company is on a continued journey to build a workplace where employees feel heard, respected and supported. These feedback mechanisms generate insights that guide meaningful, well-informed actions across policies, learning investments and leadership expectations.

This continuous feedback loop helps Cummins support its people through change while sustaining a high-performing, globally connected organization. In 2025, the company improved its employee experience score year over year, surpassing the manufacturing benchmark, reflecting progress and a continued commitment to a respectful, purpose-driven, and inclusive culture.

While opportunities remain to further strengthen communication and belonging, employees reported feeling connected to Cummins’ strategy, values and work.

Embedding equity

Cummins is committed to continuously strengthening how equity is embedded within its performance management and leadership systems, ensuring it becomes an increasingly integrated part of how the company attracts, develops, and advances talent. Leaders are expected to model and apply inclusive leadership behaviors — anchored in the enterprise-wide Values Difference competency— and to systematically reinforce these expectations across hiring, development, and capability-building processes as the system evolves.

Leaders and Cummins Board Directors tour the company's plant in Asheville, NC (U.S.)





RECENT ACCOLADES: SOCIAL

Cummins is proud to have its commitment to an inclusive and equitable workplace culture recognized through the following awards and distinctions:

- 2025 Best Employer for Disability Inclusion
- Military Friendly Bronze Employer
- 2025 Best Company for LGBTQ+ Employees
- UK Armed Forces Covenant Gold Award
- America's Best Employers for Culture and Engineers, Forbes
- Top Veteran Friendly Employer, U.S. Veteran's Magazine
- Best Place to Work for Disability Inclusion (perfect score), Disability Equality Index

Equity is further strengthened through disciplined succession planning, global leadership development programs, skills-building initiatives, and career mobility practices that expand access to opportunities and deepen the company's long-term talent pipeline. These practices operate within Cummins' enterprise governance, measurement, and compliance framework, where workforce and leadership data are monitored and reviewed as part of enterprise risk management, leadership oversight, and business continuity planning. Through this same framework, the company manages its comprehensive Total Rewards program, promoting fair, equitable, and transparent

Employees listen attentively at a company town hall.

compensation practices, including a continued focus on gender pay equity, to support consistent, resilient, and sustainable talent outcomes across the global organization. This strategy ensures that company policies, practices and systems are fair and inclusive, fostering a workplace where everyone can thrive.

Growing a culture of belonging

Culture at Cummins is a deliberate business asset. The company cultivates a culture of belonging where employees feel respected, connected, and empowered to do their best work while strengthening engagement, collaboration, and performance across its global workforce. Clear leadership expectations, inclusive behaviors, and employee-driven communities such as ERGs translate values into everyday practice at all levels of the organization. Ongoing listening mechanisms, including surveys, focus groups, and manager touchpoints, ensure employee feedback informs continuous improvement. This intentionally designed, leader-led and employee-enabled culture enables innovation, supports customer success, and reinforces long-term, sustainable growth.

**CUMMINS SKILLBRIDGE PROGRAM:
BUILDING A FUTURE-READY WORKFORCE
BY EMPOWERING VETERANS**

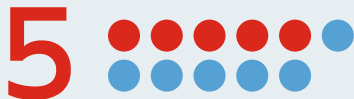
As Cummins enhances its portfolio with low-carbon, electrified, and alternative-fuel technologies through its Destination Zero strategy, the company's SkillBridge program is becoming a strategic accelerator for workforce resilience and long-term value creation. The transition to decarbonized technologies will reshape workforce skills, job structures, and facility requirements — making early, equitable, and transparent workforce development essential to avoiding talent gaps and community disruption.

Through the Cummins' SkillBridge program, transitioning service members spend up to six months embedded in the company, at zero cost to Cummins, while retaining full pay and benefits from the government. Participants gain hands-on experience in emerging technical roles. Recognizing the discipline, technical aptitude, and adaptability military personnel bring to high-pressure environments, Cummins provides structured, real-world training that reflects evolving power, electrification, and service-technician needs. This low-risk, high-impact model builds a pipeline of future-ready talent while supporting veterans' transition into stable civilian careers.

Cummins manages SkillBridge through a disciplined, compliant framework with structured sourcing, dedicated oversight, and a full interview, selection, onboarding, and feedback process that mirrors traditional hiring. Candidates are assessed ensuring equitable, merit-based evaluation and alignment to long-term workforce needs. Hiring managers provide structured on-the-job training, documented performance tracking, and regular feedback — reinforcing Cummins' commitment to removing barriers for historically excluded groups, including veterans.

This intentional and inclusive approach creates predictable pathways into high-demand technical roles, strengthens economic stability across Cummins' 140+ U.S. locations, and demonstrates how the company is proactively managing the social dimensions of the energy transition. The SkillBridge program mitigates resourcing risk, supports operational continuity, and builds a diverse, future-ready workforce, positioning Cummins for sustained competitive advantage in a decarbonizing economy.

GENDER



Women on the 13-member Cummins Leadership Team as of Dec. 31, 2025

3 Cummins’ business segments led by women – Accelerera, Components and Power Systems

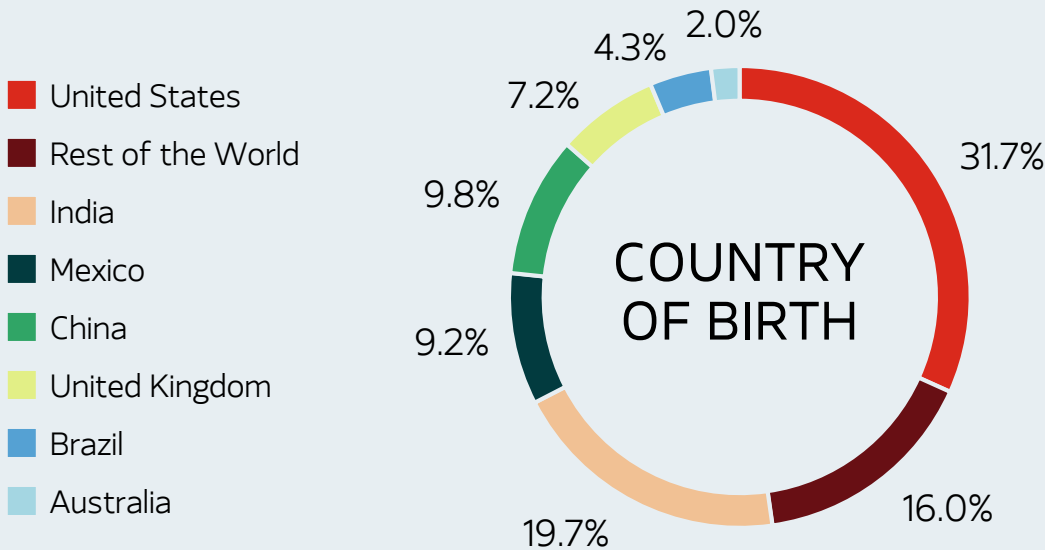
WOMEN IN CUMMINS WORKFORCE

	2025
OVERALL*	27.4%
Hourly	25.2%
Salaried / exempt	30.6%
Directors and Executive Directors	29.2%
Vice President and above (officers)	32.7%

*Overall includes Exempt and Hourly. Students and Contingent workers not included.
NOTE: Based on workforce as of Dec. 31, 2025.

COUNTRY OF BIRTH

About two-thirds of Cummins’ employees in 2025 were born outside the United States.



RACE AND ETHNICITY IN THE U.S.

	ASIAN	BLACK	LATINO	WHITE	OTHER	TWO OR MORE	NOT DISCLOSED
ALL EMPLOYEES	11.5%	14.2%	10.1%	59.9%	0.9%	0.9%	2.5%
Hourly	3.0%	19.9%	10.5%	61.3%	1.4%	0.8%	3.1%
Salaried / exempt	21.9%	7.4%	9.6%	58.2%	0.3%	0.9%	1.8%
Directors and Executive Directors	15.8%	7.6%	8.0%	66.4%	0.1%	0.5%	1.6%
Vice President and above (officers)	—%	19.6%	10.9%	63.0%	—%	—%	2.2%

NOTE: Based on workforce as of Dec. 31, 2025.

ASSIGNMENT COUNTRIES

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

41%

EMPLOYEES WORKING IN THE U.S.

59%

EMPLOYEES WORKING OUTSIDE THE U.S.

REPRESENTATION

About one-third of Cummins employees were represented by a union as of Dec. 31, 2025.

29%

UNION MEMBERS

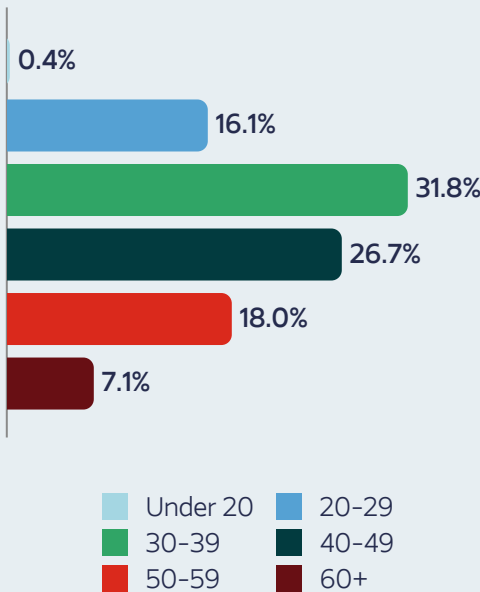
71%

NONUNION

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

AGE

More than half of Cummins employees were under 40 as of Dec. 31, 2025.



Cummins Board: Strong oversight for long-term shareholder value

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. 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, governance and sustainability.

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 2027 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, and the board has robust oversight of this program with dedicated time to review top-tier risks at every regular board meeting. In 2025, 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, backgrounds, experiences and perspectives, with seven new directors added to the Board since 2020.

RECENT ACCOLADES: GOVERNANCE

- AAA Rating, Morgan Stanley Capital International
- Industry Leader — Commercial Vehicle and Machinery, Just Capital
- 19th consecutive year on the Dow Jones Best-in-Class North America Composite Index

CUMMINS BOARD OF DIRECTORS



JENNIFER W. RUMSEY

Chair and Chief Executive Officer, Cummins Inc. She 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.



GARY L. BELSKE

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



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

Founder and Chief Executive Officer, 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

Retired President of New York-based Wallace Foundation, 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.



MATTHEW TSIENT

Retired Executive Vice President and Chief Technology Officer of General Motors Company. He joined the board in 2025.



DANIEL W. FISHER

Former 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.

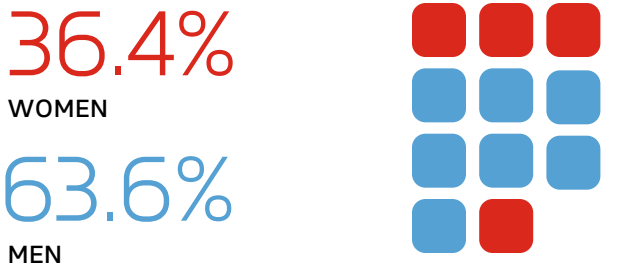
BOARD ACCOUNTABILITY

- **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.

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, 2026.

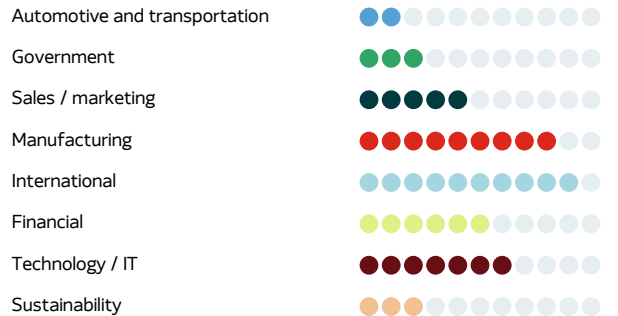
BY GENDER



ETHNICALLY DIVERSE



QUALIFICATIONS, SKILLS, EXPERIENCE



An enduring commitment to ethical conduct

Cummins has a long-standing commitment to doing business the right way, competing fairly and honestly, and following the law everywhere it operates.

This commitment is rooted in a strong ethical culture grounded in integrity, accountability, respect for people and continuous improvement.

Those values are apparent in the [Cummins Code of Business Conduct](#), which sets clear expectations for ethical behavior across the enterprise and is reinforced through leadership engagement, governance oversight, policies, training and day-to-day business practices.

Oversight of ethics, compliance and integrity matters is provided by the Cummins Board of Directors and its Audit Committee, which receives regular updates on program effectiveness, risks and trends. Executive leadership reinforces ethical expectations by modeling appropriate behavior, encouraging employees to speak up, and holding individuals accountable for compliance with company policies and applicable laws.



CUMMINS' 10 ETHICAL PRINCIPLES

- Cummins Ethical Principles drive the company’s global ethics, compliance and privacy initiatives and articulate how employees and business partners are expected to conduct themselves.
- These principles are published widely across Cummins’ physical and electronic signage, websites and media, reinforcing consistent expectations throughout the enterprise. They are regularly reviewed and highlighted through formal training and ongoing dialogue, as well as informal conversations that support a shared understanding of ethical conduct across the organization.
- We will follow the law everywhere.
 - We will embrace diverse perspectives and backgrounds and treat all people with dignity and respect.
 - We will compete fairly and honestly.
 - We will avoid conflicts of interest.
 - We will demand that everything we do leads to a cleaner, healthier and safer environment.
 - We will protect our technology, our information and our intellectual property.
 - We will demand that our financial records are accurate and that our reporting processes are clear and understandable.
 - We will strive to improve our communities.
 - We will communicate honestly and with integrity.
 - We will create a culture where employees take responsibility for ethical behavior.

Global ethics, compliance and privacy governance

The Global Ethics, Compliance and Privacy function provides enterprise-wide oversight for ethics, compliance, investigations, privacy and data protection. While the organizational structure remains unchanged, the updated name reflects the breadth of the function’s role in helping to prevent misconduct, protect personal data and promote integrity across the enterprise.

Through its governance, programs and day-to-day activities, this function establishes global standards, provides guidance and training, oversees investigations and monitors compliance risks. As Cummins expands through acquisitions and organic growth, the function plays a key role in ensuring employees and leaders understand the company’s ethical expectations and their responsibility to uphold a strong ethical culture.

Global Ethics, Compliance and Privacy regularly emphasizes ethical decision making and the importance of speaking up when concerns arise. These efforts are reflected in the company’s approach to anti-corruption and bribery prevention, training and certification, whistleblower protection, investigations and case management, human rights due diligence, supplier expectations and the consideration of stakeholder impacts associated with environmental and climate related strategies.

ETHICS, COMPLIANCE AND PRIVACY TRAINING AND CERTIFICATION

Global Ethics, Compliance and Privacy training supports employee understanding of the Code of Business Conduct, ethical decision-making and compliance obligations through a combination of virtual and in-person courses. In 2025, the program recorded 88,163 course completions, with preventing sexual harassment training as the primary focus. Additional training areas included ethical decision-making, fair competition, export controls, and data privacy, reflecting enterprise-wide requirements and areas of potential risk. Completion volumes by course are summarized in the table below.

Training is developed in collaboration with an external service provider to tailor content to potential risks and regulatory expectations. Completion trends may vary year over year based on focal areas, acquisitions, regional needs and other business factors. Certain roles require ethics certification, and in 2025, 99% of ethics certifications were completed.

GLOBAL ETHICS, COMPLIANCE AND PRIVACY TRAINING COURSES	COMPLETED IN 2025
Anti-Bribery and Prohibited Payments Training	1
Code of Business Conduct Training	2,038
Carefully Communicating with Technology and Social Media Training	40
Conflicts of Interest Training	162
Doing Business Ethically Training	2,760
Data Privacy Training	2,730
Export Controls Training	2,701
Fair Competition Training	2,756
Treatment of Each Other at Work Training	2,007
Anti-Money Laundering Training	40
Human Rights Training	72
Preventing Sexual Harassment in the Workplace Training	71,979
Preventing Workplace Violence Training	373
Anti-Bribery and Corruption	504
Total	88,163

Preventing corruption and bribery

Cummins prohibits bribery and corruption in all business operations carried out by or on behalf of the company. Cummins has implemented policies, controls and training designed to prevent, detect and respond to corruption risks globally. Anti-bribery and corruption requirements apply to employees, contractors and relevant third parties and are reinforced through mandatory training, internal controls and risk-based compliance activities informed by ongoing risk assessments and regulatory expectations.

Speaking up and protection of whistleblowers

Cummins is committed to fostering an environment in which employees and stakeholders feel empowered to raise concerns without fear of retaliation. The company frequently communicates the critical role employees play in upholding the Code of Business Conduct by reporting suspected misconduct or unethical behavior and regularly emphasizes the importance of voicing concerns as part of a strong ethical culture.

Cummins encourages employees and third parties to “Speak Up” and report any actual or suspected violations of law or company policy, or any behavior that does not align with Cummins’ culture of compliance.

Speaking up demonstrates a commitment to the company’s values, including integrity and continuous improvement, and supports Cummins’ longstanding reputation for ethical conduct and a compliant workplace.

Employees can report concerns through multiple channels, including the company’s ethics helpline, the external ethics website at ethics.cummins.com, email to the Ethics and Compliance function, or by speaking with their Human Resources representative, a member of the Legal function or their supervisor. Any other stakeholders, including dealers, distributors and suppliers, may also report concerns through ethics.cummins.com. Reports may be made anonymously where permitted by law.

“As a global company striving to make people’s lives better by powering a more prosperous world, our success will depend to a large extent on how well we adhere to our Code of Business Conduct. The Code protects, preserves and promotes what makes Cummins a truly special place to work.”

JENNIFER RUMSEY
CHAIR AND CEO, CUMMINS INC.

Cummins maintains a strict no-retaliation policy protecting individuals who raise concerns or participate in investigations in good faith. A dedicated global investigations team is responsible for reviewing and addressing reported concerns and suspected violations of the Code of Business Conduct, underlying policies or applicable laws, ensuring matters are handled in a timely, fair and consistent manner.

Ethics investigations and case management

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 continued to evolve, reflecting the company’s commitment to continuous improvement and alignment with regulatory expectations and leading practices. A dedicated global investigations team supports the company’s commitment to responding swiftly, fairly and appropriately to allegations of potential misconduct or violations of the Code of Business Conduct and core policies.

Cummins emphasizes the importance of conducting ethics investigations to ensure all concerns are properly addressed. In 2025, the company investigated and closed more than 2,842 cases worldwide. Approximately half of the cases originated in North America (the United States and Canada), with the remainder across other regions — mirroring our global employee footprint. Cummins’

investigative approach is grounded in four core foundations — prioritization, quality, follow up and caring — which enable the delivery of investigative outcomes that are transparent, thorough, unbiased and fair.

EthicsPoint serves as the company’s centralized case management system where investigation related information and documentation are confidentially maintained with appropriate access controls. The system supports auditability, record retention and review, and helps enable proactive issue identification and risk mitigation across the enterprise.

2,842

TOTAL CASES CLOSED

49%

CASES OUTSIDE NORTH AMERICA

51%

CASES IN NORTH AMERICA

37%

CASES REPORTED ANONYMOUSLY

45%

CASES SUBSTANTIATED

42%

EMPLOYEE TERMINATIONS

35

MEDIAN DAYS TO CLOSE CASES

SUPPLIER CODE OF CONDUCT

Cummins expects its suppliers to operate in alignment with the [Supplier Code of Conduct](#) as a condition of doing business. The Supplier Code reflects the same values that underpin Cummins’ Ethical Principles and Code of Business Conduct and establishes clear expectations for ethical behavior, respect for human rights, environmental stewardship, protection of technology and information, and workplace safety across the supply chain.

Built around seven core principles, the Supplier Code reinforces Cummins’ commitment to:

- 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.

Together, these principles help ensure Cummins does business with partners who share its values and commitment to integrity.

The Supplier Code of Conduct is aligned with internationally recognized standards, including the United Nations Guiding Principles on Business and Human Rights, the OECD Guidelines for Multinational Enterprises, and the ILO Core Labor Standards, and supports Cummins’ Destination Zero strategy by promoting responsible business practices across the value chain.

Suppliers are required to confirm compliance with the Supplier Code of Conduct as part of Cummins’ supplier onboarding process, and are expected to implement appropriate management systems, conduct due diligence, and ensure these expectations are upheld throughout their supply chain, including sub-tier suppliers and raw material sources. Cummins may conduct self-assessments, audits, or site visits to verify adherence, and suppliers may be required to implement corrective actions where gaps are identified.

Through these measures, Cummins seeks to promote responsible sourcing, reinforce an ethical culture, and support long-term sustainability and trust across its global supply chain.

HUMAN RIGHTS COMMITMENT AND DUE DILIGENCE

Respect for human rights is a core component of Cummins’ ethical culture. In 2018, the company adopted a stand-alone Human Rights Policy to reinforce its commitment to respecting and protecting human rights across its operations and supply chain. This policy was refined in 2023 to highlight the company’s dedication and responsibility to Human Rights as global regulatory expectations evolve. Human rights considerations are integrated into supplier expectations, audits, training programs and risk-based due diligence activities.

Cummins conducts Supplier Code of Conduct Compliance Audits at supplier locations to identify potential environmental, health and safety concerns as well as possible human rights risks, using findings to drive corrective actions and continuous improvement.

Safeguarding 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 employee, customer and supplier data. 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 and a Certified Information Security Manager 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 is a Cybersecurity Certified Automotive Engineer and has more than 40 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, is responsible for oversight of the enterprise cybersecurity program. The SET Committee, working with the CTO, is responsible for oversight of the product cybersecurity program.

The board, and 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 employees take the company’s CyberSMART initiative to sites, focusing on educating and empowering employees to secure Cummins and create a workforce who use CyberSMART behaviors.

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 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. With the growing opportunities and risks presented by AI, Enterprise Cybersecurity, working with technical teams across Cummins, continually monitors and assesses the external and internal environment for threats and opportunities presented by the new technology. This includes reviewing potential use cases to assess cyber risks and performing

third-party assessments for AI providers. These processes are 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 regularly conducts cybersecurity awareness virtual events and messaging. The awareness events are designed to encourage engagement and build a cyber aware culture at Cummins through gamification and entertaining content. Additionally, 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. The combination of local and global awareness efforts with the traditional phishing education program help drive a cyber-aware culture.

ADVANCING INNOVATION THROUGH RESPONSIBLE AI

For more than a century, Cummins has translated human ingenuity into lasting impact. Generations of engineers, technicians, operators and problem-solvers have built the expertise that underpins the company's innovation and reliability.

The company's approach to artificial intelligence (AI) represents the next chapter in that story. Cummins' AI strategy is grounded in a people-first philosophy. Equipping employees with the tools they need to perform at their best — enabling creativity, strengthening problem-solving and enhancing the value the company delivers to customers.

Cummins does not view AI as a standalone capability. It is increasingly embedded into how work gets done, with AI-assisted workflows becoming part of everyday operations to remove repetitive, manual and unsafe work.

TURNING EXPERTISE INTO ADVANTAGE

The company is leveraging deep industrial expertise to build a compounding advantage. Capturing the experience and judgment of Cummins' engineers, technicians, operators and sustainability experts — and scaling that knowledge across the enterprise. AI does not replace human experience; it amplifies it, extending its reach and impact.

RESPONSIBLE AI AS A COMPETITIVE ADVANTAGE

Responsible use of AI is fundamental to Cummins' AI enablement strategy. Cummins ensures AI-enabled systems operate with defined roles, clear decision rights and established escalation paths. The company applies a tiered governance approach based on risk, ensuring the highest standards for customer-facing and external applications, while still enabling learning and innovation. This audit-ready foundation allows Cummins to move forward with confidence as regulatory expectations continue to evolve.

EMPOWERING PEOPLE, ACCELERATING PROGRESS

Cummins has a long history of pairing innovation with strong values and a commitment to leadership. AI is no exception.

By scaling expertise, strengthening its workforce and advancing responsible innovation, Cummins is building a durable advantage that will continue to grow over time. AI is not about replacing people; it is about equipping them to shape the future — for the company's customers and communities.

Managing business risks to deliver on strategy and sustainability goals

Cummins’ Board of Directors and senior management team play a critical role in overseeing the company’s most significant risks. Through the Enterprise Risk Management program, Cummins applies a structured, enterprise-wide approach to identifying, assessing, and managing risk, supporting strong decision-making and long-term value creation.

Leader-driven oversight

Risk management at Cummins begins with the board, which maintains oversight of the company’s most important risks. Risk is a standing agenda item at every regular board meeting, and the board conducts an annual review of the full Enterprise Risk Management program and enterprise risk assessment results.

The Executive Risk Council, composed of senior leaders across the company, plays a central role in managing these risks. The council oversees more than 20 Tier I and Tier II risks, including talent, supply chain and climate-related risks.

The board and its committees also provide oversight of sustainability risks and opportunities. At least once each year, the full board reviews environmental, social and

governance (ESG) strategy and progress. Committees conduct deeper reviews in key areas such as the Safety, Environment and Technology Committee, which provides primary oversight of environmental risks.

Cummins’ governance structure is designed to support effective risk oversight through strong leadership, independence and diverse expertise. The board and its committees review elements of ESG strategy and performance at every regular meeting, reinforcing accountability and alignment.

The Executive Risk Council assigns ownership of each critical risk to a member of the Cummins Leadership Team. These leaders are responsible for managing their respective risks and reporting progress to the council and, when appropriate, to the board.

The council meets five times per year to assess risk status, review mitigation plans and identify emerging risks.

Across the organization, leaders in functions, businesses and regions are embedding risk management practices into their day-to-day operations. This alignment strengthens consistency and supports a proactive approach to managing risk.

Executive Risk Council: Driving accountability and focus

RISK COUNCIL PLAYS A CRITICAL ROLE

Membership on the Executive Risk Council reflects the importance Cummins places on disciplined risk management. The council includes:

1. Executive Vice President and President of Operations
2. Vice President and Chief Financial Officer
3. Vice President and Chief Administrative Officer and Corporate Secretary
4. Vice President, Corporate Strategy
5. Vice President and Chief Legal Officer

The Vice President and Corporate Controller and Vice President of Internal Audit participate as advisors. The Executive Director of Global Risk and the Enterprise Risk Management Director coordinate and facilitate the council’s work.

Risk owners regularly present detailed updates, enabling leaders to challenge assumptions, strengthen mitigation plans and ensure appropriate prioritization.

The council continuously evaluates both established and emerging risks. Climate change, for example, evolved from an emerging risk to a core enterprise risk as its impact became more pronounced.

The Executive Risk Council also reviews and approves the company’s double materiality assessment, which identifies ESG impacts, risks and opportunities, as well as the results of climate scenario analysis.

The council meets regularly to review enterprise risks and mitigation strategies. Climate-related considerations are integrated across the company’s risk portfolio, with climate change also managed as a standalone enterprise risk.

The council provides direction on risk assessments, approves escalation or de-escalation decisions, and identifies new and evolving risks to ensure the company remains prepared.

Coordinated risk management across the company

Cummins’ Enterprise Risk Management function works in close collaboration with Internal Audit, Risk Insurance, Global Integrated Services and regional leadership teams.

This coordinated approach ensures a consistent, enterprise-wide view of risk while enabling teams to respond effectively to both immediate challenges and long-term trends. It also supports Cummins’ ability to operate with resilience and maintain focus on sustainable growth.

Climate change and resiliency

Cummins continues to strengthen its approach to climate-related risk through its Climate Change & Resiliency working group.

As weather events increase in frequency and severity, the company conducts annual assessments to evaluate potential impacts across its global operations. Using advanced climate analytics, Cummins identifies areas of increased exposure and informs mitigation strategies.

A cross-functional team including facilities, manufacturing, supply chain, employee health and safety, risk insurance, and human resources, collaborates to monitor, assess and manage these risks.

Climate considerations are integrated into business continuity planning and sustainability goals. This approach strengthens operational resilience and positions Cummins to continue effectively navigating a dynamic and evolving risk environment.

Protecting Cummins around the clock: The people and programs behind global security

Cummins' Global Integrated Services (GIS) – Security team delivers comprehensive services that enable Cummins to uphold its global security commitments across all operations. Leveraging experienced security professionals, proactive risk intelligence and strong cross-functional partnerships, GIS–Security safeguards the organization against a broad spectrum of global risks while prioritizing the security and well-being of employees.



Central to GIS–Security's effectiveness are regional security leaders embedded within local communities across Cummins' global footprint. These professionals leverage strong local networks and intelligence from internal and external sources to help ensure the continuity of secure operations. Working cross-functionally with the Cummins Response Center, Business Continuity Management and the Crisis Action Management Program, regional security leaders play a critical role in prevention, response and recovery efforts worldwide. Integrated security programs supporting regional security leaders include:

Regional security leaders work in Cummins facilities around the world.

Cummins Response Center (CRC):

The Cummins Response Center (CRC) provides 24/7 global risk intelligence, travel security and operational support to regional security leaders and employees worldwide. Through continuous monitoring, destination risk assessments, pre-travel security briefings and round-the-clock emergency assistance, the CRC enables safe and informed travel for employees. During critical incidents, the CRC facilitates real-time communication and coordinated response, connecting employees and regional teams with timely intelligence and subject matter expertise to support effective decision-making and incident management.

Business Continuity Management (BCM):

BCM strengthens regional resilience by equipping sites with tailored business continuity plans (BCPs) that address local environmental, operational and social risk factors. Through global and operational risk trend analysis and structured crisis simulation exercises, BCM enables regional security leaders to proactively prepare for disruptions and minimize business interruption.

Crisis Action Management Program (CAMP):

CAMP supports regional security leaders by providing structured, scalable protocols for coordinated crisis response. By aligning local, regional and corporate teams under a unified response framework, CAMP enhances preparedness, streamlines decision-making and protects employees and operations during high-impact events.

Physical Security:

The Physical Security program supports regional security leaders through the implementation of global design standards, approved technologies and real-time surveillance systems. By combining proactive risk assessments with responsive security infrastructure, the program enhances early threat detection and strengthens the protection of people, facilities and critical assets across global operations.

Executive Protection:

The Executive Protection program supports the safety and continuity of senior leaders with elevated visibility or travel exposure. Through pre-engagement risk planning, secure travel coordination and event security planning, the program enhances leadership continuity, strengthens organizational resilience and safeguards strategic operations in dynamic environments.

**Notify Cummins
(Mass Communication Alerts):**

Notify Cummins is a global emergency communication platform that enables rapid, multichannel messaging during crisis events. By delivering real-time updates and actionable guidance, the system supports regional security leaders in maintaining employee awareness and coordinated response efforts before, during and after incidents.

Cummins Storm Tracker:

Cummins Storm Tracker is a global monitoring tool that maps Cummins facilities and overlays developing weather systems to identify potential impact zones. By providing early visibility into weather-related risks, the platform enables proactive preparedness actions to protect employees, operations and assets.

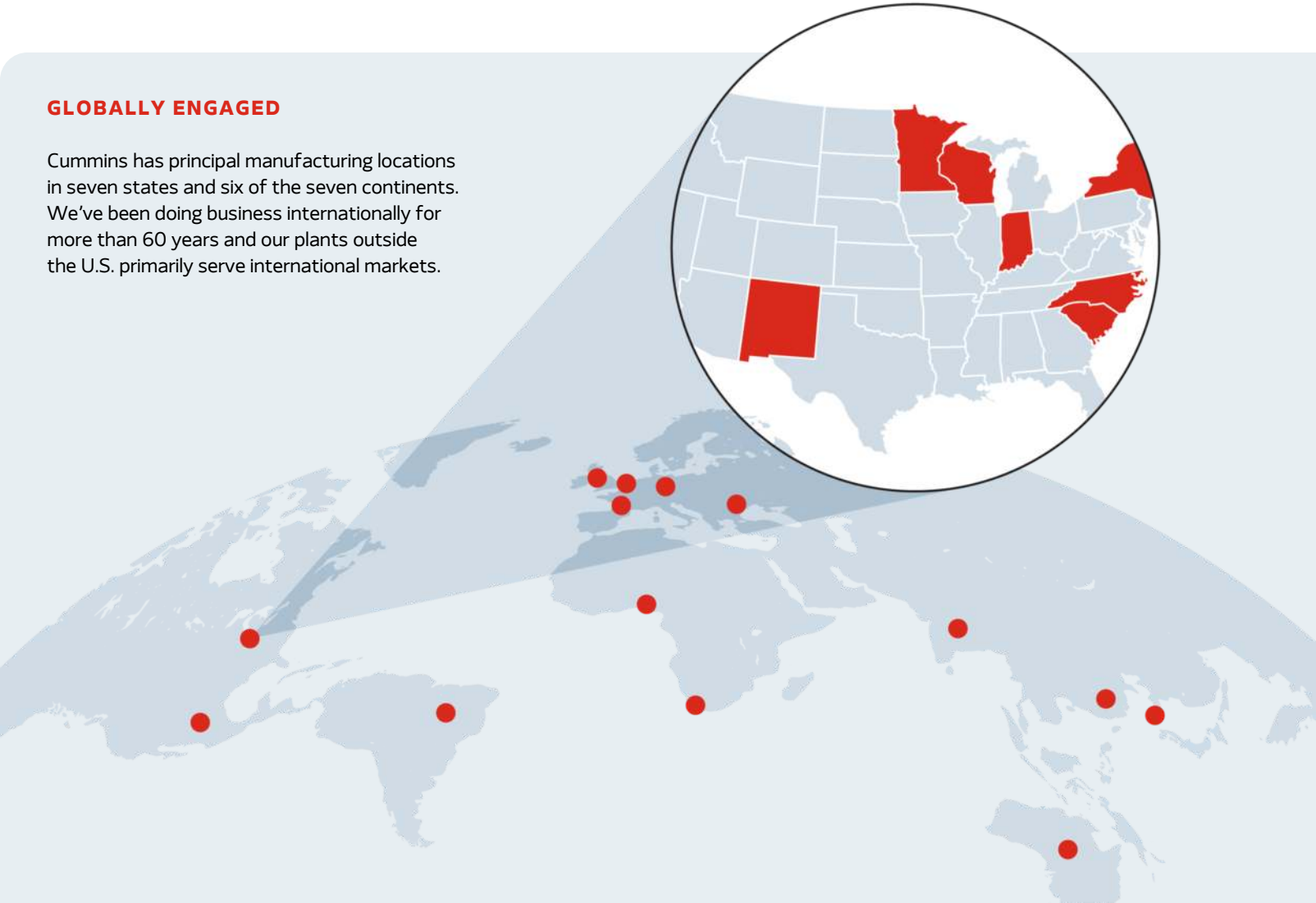
Security Training and Awareness:

The Security Training and Awareness program equips employees and leaders with the knowledge and tools necessary to strengthen resilience. Through a continuously updated catalog of learning resources — including e-learning modules, scenario-based exercises and site-specific drills — the program fosters a culture of preparedness and continuous improvement across the enterprise.

Cummins’ GIS–Security delivers a comprehensive, integrated framework designed to protect people, safeguard operations and strengthen enterprise resilience across its global footprint. Through a coordinated network of regional security leaders and specialized programs, Cummins maintains a proactive and scalable approach to risk management.

By combining local expertise, global intelligence, structured response protocols and continuous training, GIS–Security ensures the organization is prepared to prevent, respond to and recover from a broad range of evolving threats. This integrated model enables informed decision-making, operational continuity and the protection of employees, assets and leadership worldwide.

Cummins’ commitment to continuous resilience and security solutions reflects a forward-looking strategy grounded in lessons learned and continuous improvement. As risks evolve, GIS–Security continues to innovate and adapt, reinforcing a culture of security, preparedness and confidence in an increasingly complex global environment.



Advocating for technology-neutral, market-driven and durable policy frameworks

As the global energy transition continues amid evolving political and policy landscapes, Cummins recognizes that legislation and regulation remain pivotal factors in advancing low- and zero-emissions technologies, strengthening industrial competitiveness and ensuring infrastructure readiness. Through its Government Relations function, the company engaged policymakers to protect strategic clean energy investments, promote regulatory clarity and support market-driven approaches aligned with its Destination Zero strategy in 2025.

Work with the U.S. Federal Government and Elected Officials

Government funding and stable regulatory frameworks play a critical role in accelerating sector-wide sustainability and efficiency gains. In 2025, Cummins focused on safeguarding previously awarded federal grants supporting the conversion of the Cummins Engine Plant in Columbus, Indiana, to produce zero-emissions components and powertrain systems, as well as expansion of zero-emissions production at the plant in Fridley, Minnesota. Cummins also supported policy efforts to streamline permitting for critical infrastructure, including data centers. These initiatives reflect the importance of aligning investment, infrastructure development and regulatory processes to meet growing energy demand and are central to Cummins’ strategy of offering the right solution at the right time for its customers and the company’s long-term commitment to domestic manufacturing.

Cummins also worked to protect the market of Amplify Cell Technologies, the battery cell joint venture in Marshall County, Mississippi. As policymakers evaluated potential updates to clean energy tax credit provisions, the company engaged with Congressional and Administration leaders to reinforce the importance of preserving incentives that strengthen U.S. battery production and domestic supply chains. These efforts support continued investment in advanced manufacturing and help ensure that federal programs bolster American competitiveness in critical energy technologies.

Cummins engaged federal agencies on the evolution of U.S. fuel economy frameworks, recognizing the importance of coordinated implementation across regulatory bodies. Senior leaders met with key government officials to discuss the continued role and importance of fuel economy standards and how increased fuel efficiency renders positive results for customers and the environment. National consistency remains critical for long-

term product planning and investment in advanced technologies. Through ongoing dialogue with regulators and industry partners, Cummins supports enforceable, clearly defined emissions policies that provide certainty for manufacturers and customers while advancing progress toward Destination Zero.

Global Advocacy Efforts

Cummins continued its engagement with policymakers in major global markets to promote regulatory clarity, industrial competitiveness and technology-neutral decarbonization pathways.

Across Europe, policymakers continue shaping climate and industrial strategies that will influence transport, power systems and advanced manufacturing for years to come. Cummins supported policies that created regulatory clarity, technology neutrality and competitive investment frameworks aligned with long-term decarbonization goals. Engagement focused on the review of CO₂

standards for heavy-duty vehicles, the Net Zero Industry Act and the Emissions Trading System 2. Cummins emphasized predictable implementation timelines and recognition of multiple technology pathways to enable a pragmatic transition, including hydrogen, advanced internal combustion, natural gas and low-carbon fuels. Dialogue with European Commission officials also addressed supply chain resilience and alignment between climate ambition and industrial competitiveness.

Brazil remains an important market as emissions standards advance across non-road, on-highway and stationary power segments. Throughout 2025, Government Relations worked alongside federal ministries and industry associations as regulators evaluated MAR II non-road standards and the implementation timeline for Euro VI Phase E. Engagement centered on practical compliance pathways, enforceable program design and alignment with global regulatory trends, while reinforcing the importance of maintaining local manufacturing competitiveness.



Cummins conducts an annual Advocacy Day with Girls Inc. participants, during which they learn about the importance of advocacy and put it into practice at the Indiana Statehouse.

Cummins Mexico and Hispanic America are advancing the company’s 2030 circularity goals by developing lifecycle plans for new products designed to achieve up to 90% material circularity. This work reflects Cummins’ broader commitment to embedding circular economy principles across its operations, including partnerships to reuse and repurpose materials within its manufacturing processes. Government Relations in Mexico supported these efforts by facilitating timely permitting for operations and cross-border material flows, while also engaging with policymakers on emerging circular economy legislation to help ensure that practical, industry-led sustainability approaches are reflected in future policy frameworks.

State-Level Engagement

At the state level in the U.S., Cummins engaged on energy, infrastructure and workforce-related policies that influence the pace of the energy transition and the company’s long-term competitiveness. State policy and budget decisions play a key role in shaping consistent infrastructure development, technology adoption and market readiness.

Cummins worked with policymakers on long-term energy strategies, highlighting the role of electrification and advanced powertrain technologies in supporting future infrastructure needs and progressing elements of its Destination Zero strategy. In the Midwest, the company also advocated for legislation to incentivize the use of biodiesel to reduce the carbon intensity of its products and support fleet decarbonization.

In addition, Cummins worked with policymakers to support a balanced approach that protects product integrity, and safety and emissions controls while allowing customers to repair their Cummins products. Engagement focused on ensuring that any enacted legislation maintains safeguards against tampering that could increase emissions or negate safety features. These efforts help preserve the investments made in advanced technologies and provide consistent regulations across states.

While the pace of the energy transition remains highly influenced by policies around the world, Cummins is committed to advocating for policies that benefit our stakeholders and the planet.

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.

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 2025.

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 2025. Listed with each group is an estimate of the portion of dues used for lobbying or other political expenditures.

TRADE ORGANIZATION	ESTIMATE	KEY CUMMINS ISSUES
National Association of Manufacturers	\$35,106	Immigration, trade, manufacturing, energy
Business Roundtable	\$135,000	Trade, energy, tax, workforce
Engine Manufacturers Association	\$23,857	Truck and engine manufacturing and regulations
U.S. Chamber of Commerce	\$20,000	Immigration, tax, energy
American Trucking Associations	\$21,354	Trade, energy

Driving shared sustainability and business outcomes across the value chain

At Cummins, progress toward a more sustainable future is powered by partnership. Cummins expects suppliers to share its commitment to reducing environmental impact, responsibly stewarding natural resources and upholding ethical and sustainable social practices — because resilience and long-term business success depend on it.

Progress against the recently added supplier sustainability goal

Reflecting the importance Cummins places on its desire to extend impact across the value chain, the company added a new goal in 2025 to address upstream GHG emissions from key suppliers, achieved through supplier engagement.

Cummins is executing a three-phase approach for engaging with key suppliers, which balances supplier readiness, customer acceptance and cost implications. This approach is designed to drive meaningful progress and prioritize key suppliers by category and industry to help Cummins tailor its engagement strategies to address the unique challenges and opportunities within each category, ultimately driving more effective and targeted sustainability efforts*. At the end of 2025, the top 10% of key suppliers identified for the first phase have been engaged.

*For more information about this goal, please reference the [Environment](#) section.

Investing locally to create global impact and revenue

In 2025, Cummins’ direct and indirect spending helped support 16,083 jobs, generating \$1.2 billion in income and an economic output of \$3.9 billion.

The company’s \$1.6 billion spend also supported 5,003 small business jobs, primarily in the U.S., and generated:

- \$273.7 million in federal taxes
- \$78.1 million in state taxes
- \$51.2 million in local taxes

(source: 2025 Economic Impact Report prepared by Supplierio)

Cummins suppliers are also engaged in renewable energy programs, such as the Transform: Auto program. Nearly 200 Cummins suppliers have engaged with the initiative,

400 sites have been evaluated and 1,800 hours of educational material have been consumed. Several initiatives are underway and 33 suppliers have already entered into action cohorts.

(source: Transform: Auto)

Communicating and collaborating with suppliers

Cummins prioritizes consistent, effective communication with suppliers to ensure alignment with business strategies and expectations, including Destination Zero. These conversations extend beyond contractual requirements and include collaboration on initiatives that reduce environmental impact, such as reducing packaging waste generated through manufacturing and distribution.

The company also meets regularly with strategic suppliers and uses a scorecard to track the performance of critical suppliers



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

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.

Sustainability is a key aspect when considering new suppliers

Sustainability is embedded within the company’s tender process and supplier selection criteria. Suppliers are asked to share data on initiatives to cut GHGs, waste, water use, and single-use plastics* in support of 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. 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.

*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.

Screening and onboarding new suppliers

Cummins conducts a rigorous process for screening and onboarding new suppliers. For example, the company performs risk analysis to ensure potential suppliers are not listed under the Uyghur Forced Labor Prevention Act.

Cummins collaborates with prospective suppliers as part of its supply chain due diligence process, which requires sub-tier mapping to enhance visibility into upstream risk and support supply chains transparency for the full supply chain network to assess and communicate its sustainability profile. When a supplier is unable or unwilling to provide complete sub-tier mapping data, they are required to confirm compliance with all applicable laws and regulations by signing the Supplier Declaration Form, and to maintain the necessary supporting documentation while progressing toward increased supply chain transparency over time.

Cummins also 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.

Reducing waste and increasing efficiency with returnable packaging

Cummins is translating shared sustainability commitments into measurable action across its supply chain — delivering significant impact at scale. One example is the company’s returnable packaging program, which is significantly reducing the flow of expendable inbound materials, including wood, corrugated materials and plastics, into Cummins facilities.

In a novel approach, Cummins has provided 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 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.

The program is designed to be scalable and adaptable to support Cummins’ waste reduction goals and operational needs:

- **Current footprint:** 11 Cummins manufacturing and logistics sites, 73 supplier locations and five container management centers across North America
- **Expansion plan:** Implement RFID tracking with approximately 50 additional suppliers each year for the next three years, with an

eventual rollout across North America and Europe/United Kingdom before expanding to other regions

The returnable packaging program also advances quality, safety and efficiency:

- **Operational performance:** The program improves quality, optimizes freight and strengthens execution through automation and digitization.
- **Data-driven efficiency:** Real-time location and status data helps Cummins right-size the returnable fleet, prevent stockouts and streamline innovation.
- **Safer work environment:** Reducing corrugated materials helps eliminate hazards such as sharp staples and pinch points, supporting safer ergonomics and reduced injury risk.
- **Closed-loop reuse:** At container management centers, Cummins employees clean, repair and return metal and plastic packaging systems to suppliers for reuse, significantly reducing corrugated packaging demand.

Cummins uses more than 500,000 individual pieces of RFID-tagged returnable packaging across inbound and outbound operations. Volume varies across the network, with the highest-capacity site processing 480,000–500,000 packages per month.

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. This work has attracted industry recognition, including an [Excellence in Reusable Packaging System Award from the Reusable Packaging Association](#).

A comprehensive approach to managing risk

Cummins has developed a digital model called Revenue at Risk to support and adapt to the dynamic geopolitical, health and weather events that continue to impact the global supply chain. The model connects direct material component spend to end-customer sales through Cummins' complex and vertically integrated value streams. This provides visibility to downstream revenue associated with any component part, supplier, country or spend category.

The tool spans the company's business segments 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. Beyond risk mitigation, the model supports sustainability work by informing in life cycle assessments and greenhouse gas emissions tracking. Supplier reporting metrics can also be integrated to strengthen sustainable supply chain design and strategy.

Streamlining and scaling supplier relationship management

Cummins continued to leverage 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, machine learning and natural language processing to help Cummins understand the story behind each supplier's performance management score. External suppliers have access to the platform, scoring and actioning plans to create transparency throughout the performance management process. The tool also enables action plan creation and notifications to suppliers to help drive consistent KPI improvements over time.

Driving innovation and efficiency through supplier collaboration

Cummins actively promotes and measures supplier innovation through KPIs, including at-risk fees in vendor agreements. Strategic vendors may propose collaborative initiatives during quarterly business reviews (QBR), which focus on innovation, sustainability and best practices. Cummins reviews year-on-year improvement goals with suppliers and, when improvement opportunities are identified, may recommend sustainable solutions that reduce

costs and improve performance against environmental metrics.

One example of an innovative solution is Dell's Asset Recovery Services (ARS), 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.

Optimizing material selection to enhance performance and reduce environmental impact

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. The lifecycle assessment process involves software using products' bills of materials, material standards, and production methods to estimate the carbon footprint of Cummins' products down to the assembly and part level. This technology is critical to Cummins, enabling product carbon footprint reporting in select markets and meeting growing customer

demand — especially in sectors like data centers where lifecycle assessments are increasingly required. 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.

Adhering to Cummins' values across the value chain

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. [Cummins' Code of Business Conduct](#) states that the company will not tolerate child or forced labor anywhere and will not do business with any company that does. In 2018, Cummins adopted a separate [Human Rights Policy](#) to reinforce 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 its employees on human rights and incorporated elements of its policy into the Supplier Code of Conduct Compliance Audit to strengthen supplier oversight. 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. Cummins uses multiple commercial supply chain transparency services and proactively addresses identified risks. The company is dedicated to supply chain transparency and ensuring its suppliers implement measures to mitigate human rights risks.

Suppliers must acknowledge and agree to comply with the Cummins Supplier Code of Conduct. In cases of noncompliance, Cummins works with suppliers to develop a compliance plan or, when necessary, ends the business relationship.

Supplier Code of Conduct Compliance Audits: Enhancing supply chain transparency

The Supplier Code of Conduct Compliance Audits complement Cummins’ traditional supplier oversight processes by promoting a proactive, vigilance driven approach to identifying potential ethical, labor, health and safety, or compliance issues during routine supplier interactions. Employees are encouraged to identify and promptly address concerns within the supply chain, reinforcing a culture of transparency, accountability, and continuous improvement.

These reviews are conducted during supplier visits and focus on key risk areas, including:

- Worker health and safety
- Protection of Cummins information
- Management of hazardous or unsafe materials
- Identification of child or forced labor
- Fair and respectful treatment of individuals, including preventing harassment and discrimination

As part of Cummins’ ongoing efforts to strengthen supplier governance, the Eyes Open Audit program is evolving into the Supplier Code of Conduct Compliance Audit. This evolution is intended to further align supplier oversight activities with the revised Supplier Code of Conduct and reinforce a consistent, risk-based

approach to ethical sourcing, human rights due diligence, and responsible supply chain management across the global supply chain.

Prohibition of forced or child labor

Cummins prohibits forced and child labor through its Code of Business Conduct, Supplier Code of Conduct, supplier forced labor prevention policy and human rights policy. Cummins suppliers must not use slavery or involuntary labor of any kind, including debt bondage, government-imposed forced labor or human trafficking. Suppliers are prohibited from corporal punishment, physical or psychological abuse, threats or violence and other forms of coercion, and may not impose unreasonable restrictions on workers’ ability to enter or exit the workplace.

Through the Supplier Code of Conduct and audit programs, Cummins strengthens accountability and reduces noncompliance risk while aligning supply chain practices with sustainability and ethical sourcing expectations.

Commitments continue

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 suppliers united by a shared commitment to environmental sustainability, social responsibility and economic resilience. The Consortium brings suppliers together to address common environmental challenges and advance Cummins’ sustainability goals. Members collaborate within a trusted, confidential forum to test ideas, share best practices and learn from one another. By leveraging collective influence, resources and expertise, the Consortium continues to drive meaningful impact and strengthen capability across the supply base.

In 2025, the Consortium built on its strong foundation by deepening collaboration with suppliers and aligning more closely to Cummins’ evolving sustainability priorities. This included supporting progress toward new supplier-focused goals, such as increased engagement on upstream emissions and broader alignment with Destination Zero. The Consortium continued to promote use of the Environmental Sustainability Scorecard and playbook, helping members benchmark progress, strengthen governance and improve data quality and consistency across their organizations.

Throughout the year, members advanced work focused on key areas such as climate action, data integrity and transparency, and supplier capability building. The Consortium also continued to serve as a platform for knowledge exchange, enabling companies to share practical approaches to challenges such as reporting consistency, stakeholder engagement and scaling sustainability practices across global supply chains. While opportunities remain to further improve data transparency and harmonization, the Consortium remains focused on continuous improvement and delivering long-term value.

Appendix

Non-GAAP reconciliation – 2025 and 2024 net income and EBITDA

IN MILLIONS	YEARS ENDED DECEMBER 31,			
		2025		2024
Net income attributable to Cummins Inc.	\$	2,843	\$	3,946
Net income attributable to noncontrolling interests	\$	114	\$	122
Consolidated net income	\$	2,957	\$	4,068
Interest expense	\$	329	\$	370
Income tax expense	\$	1,006	\$	835
Depreciation and amortization	\$	1,093	\$	1,053
EBITDA	\$	5,385	\$	6,326

We define EBITDA as earnings or losses 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.

2025-26

Cummins Sustainability Progress Report

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