

# Cummins Announces Strong First Quarter Results with Revenue Growth of 16 Percent and EBIT Increasing 24 Percent

Company on track for record full-year revenues and EBIT

COLUMBUS, Ind.--(BUSINESS WIRE)-- Cummins Inc. (NYSE: CMI) today reported strong sales and profits for the first quarter of 2012.

First quarter revenue of \$4.5 billion increased 16 percent from the same quarter in 2011. The increase year-over-year was driven by higher demand in truck, power generation and construction markets in North America and strong growth in global mining markets. Growth in these markets offset weaker demand in the truck market in Brazil, the construction market in China and construction and power generation markets in Europe.

Earnings before interest and taxes (EBIT) was \$658 million or 14.7 percent of sales compared to \$532 million or 13.8 percent of sales in the first quarter of 2011. EBIT increased by 24 percent, continuing the company's trend of growing earnings faster than sales.

Net income attributable to Cummins in the first quarter of 2012 was \$455 million (\$2.38 per diluted share) compared to \$343 million in the same period a year ago (\$1.75 per diluted share).

"Cummins continues to benefit from its geographic diversification and its leadership position in a number of end markets as evidenced by our very strong first quarter results," said Tom Linebarger, Chairman and Chief Executive Officer. "Revenues in North America grew 40 percent in the first quarter, offsetting near-term softness in some emerging markets. I am delighted that through close coordination with our key OEM partners and strong execution from our manufacturing and supply chain teams, we have been able to quickly increase our production in North America to meet strong demand for our products."

Based on the current forecast, Cummins reaffirms that total Company revenues are expected to increase 10 percent in 2012, with EBIT in the range of 14.5 to 15 percent of sales.

Other recent highlights:

- Cummins announced at the Mid-America Truck Show in March that it has commenced development of a new 15-liter spark-ignited natural gas engine for the U.S. heavy-duty truck market.
- Also at the Mid-America Truck Show, Cummins unveiled its product solutions that will allow the Company's engines for U.S. truck customers to meet 2014 fuel efficiency and green house gas standards in 2013.
- Cummins announced plans to develop a new master site for its operations in Brazil.
- For the fifth consecutive year, Cummins has been named one of the world's most ethical companies by The Ethisphere Institute.

### First quarter detail (all comparisons to same period in 2011)

### **Engine Segment**

- Sales \$2.9 billion, up 20 percent
- Segment EBIT \$381 million, or 13.3 percent of sales, compared to \$290 million or 12.1 percent of sales
- Improved demand in North American heavy duty truck, medium duty truck and light duty truck and construction markets offsetting lower sales to the China construction and Brazilian truck markets
- Strong demand for mining engines globally

### <u>Components</u>

- Sales \$1.1 billion, an increase of 19 percent
- Segment EBIT \$143 million, or 13.0 percent of sales, compared to \$105 million or 11.4 percent of sales
- Record quarter driven by increased demand in North America and Brazil more than offsetting lower demand in Europe and China

### **Power Generation**

- Sales \$780 million, down 2 percent
- Segment EBIT \$76 million, or 9.7 percent of sales, compared to \$89 million or 11.2 percent of sales
- Improved demand in North America and Brazil offsetting lower revenues in the Middle East and Europe

### Distribution

- Sales \$775 million, up 21 percent
- Segment EBIT \$94 million, or 12.1 percent of sales, compared to \$89 million or 13.9 percent of sales
- Revenue increase driven by strong growth in Asia Pacific region, North and Central

### America, Europe and Africa

#### **About Cummins**

Cummins Inc., a global power leader, is a corporation of complementary business units that design, manufacture, distribute and service diesel and natural gas engines and related technologies, including fuel systems, controls, air handling, filtration, emission solutions and electrical power generation systems. Headquartered in Columbus, Indiana, (USA) Cummins employs approximately 44,000 people worldwide and serves customers in approximately 190 countries and territories through a network of more than 600 company-owned and independent distributor locations and approximately 6,500 dealer locations. Cummins earned \$1.85 billion on sales of \$18.0 billion in 2011. Press releases can be found on the Web at <a href="https://www.cummins.com">www.cummins.com</a>.

### Forward-looking disclosure statement

Information provided in this release that is not purely historical are forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, including statements regarding our forecasts, expectations, hopes, beliefs and intentions on strategies regarding the future. Our actual future results could differ materially from those projected in such forward-looking statements because of a number of factors, including, but not limited to: the adoption and implementation of global emission standards; the price and availability of energy; the pace of infrastructure development; increasing global competition among our customers; general economic, business and financing conditions; governmental action; changes in our customers' business strategies; competitor pricing activity; expense volatility: labor relations; and other risks detailed from time to time in our Securities and Exchange Commission filings, including particularly in the Risk Factors section of our 2011 Annual Report on Form 10-K. Shareholders, potential investors and other readers are urged to consider these factors carefully in evaluating the forward-looking statements and are cautioned not to place undue reliance on such forward-looking statements. The forwardlooking statements made herein are made only as of the date of this press release and we undertake no obligation to publicly update any forward-looking statements, whether as a result of new information, future events or otherwise. More detailed information about factors that may affect our performance may be found in our filings with the Securities and Exchange Commission, which are available at http://www.sec.gov or at http://www.cummins.com in the Investor Relations section of our website.

### Presentation of Non-GAAP Financial Information

EBIT is a non-GAAP measure used in this release, and is defined and reconciled to what management believes to be the most comparable GAAP measure in a schedule attached to this release. Cummins presents this information as it believes it is useful to understanding the Company's operating performance, and because EBIT is a measure used internally to assess the performance of the operating units.

### Webcast information

Cummins management will host a teleconference to discuss these results today at 10 a.m. EDT. This teleconference will be webcast and available on the Investor Relations section of the Cummins website at <a href="https://www.cummins.com">www.cummins.com</a>. Participants wishing to view the visuals

available with the audio are encouraged to sign-in a few minutes prior to the start of the teleconference.

### CUMMINS INC. AND SUBSIDIARIES CONDENSED CONSOLIDATED STATEMENTS OF INCOME (Unaudited) (a)

	Three months ended							
	April	1,	Dec	ember 31,	Ma	arch 27,		
In millions, except per share amounts	2012	2		2011	2011			
NET SALES	\$ 4,4	72	\$	4,921	\$	3,860		
Cost of sales	3,2	74		3,680		2,903		
GROSS MARGIN	1,19	98		1,241		957		
OPERATING EXPENSES AND INCOME								
Selling, general and administrative expenses	47	75		496		389		
Research, development and engineering expenses	18	81		179		129		
Equity, royalty and interest income from investees (Note 1)	10	04		101		96		
Gain on sale of business		-		53		-		
Other operating income (expense), net		2		25		(6)		
OPERATING INCOME	64	48		745		529		
Interest income		8		9		6		
Interest expense		8		10		10		
Other income (expense), net		2		14		(3)		
INCOME BEFORE INCOME TAXES	6	50		758		522		
Income tax expense (Note 2)	1	75		186		157		
CONSOLIDATED NET INCOME	4	75		572		365		
Less: Net income attributable to noncontrolling interests	:	20		24		22		
NET INCOME ATTRIBUTABLE TO CUMMINS INC.	\$ 4	55	\$	548	\$	343		
EARNINGS PER COMMON SHARE ATTRIBUTABLE TO CUMMINS INC.								
Basic	\$ 2.3	39	\$	2.87	\$	1.75		
Diluted	\$ 2.3	38	\$	2.86	\$	1.75		
WEIGHTED AVERAGE SHARES OUTSTANDING								
Basic	190	.4		190.9		195.5		
Diluted	190	8.0		191.5		196.1		
CASH DIVIDENDS DECLARED PER COMMON SHARE	\$ 0.4	40	\$	0.40	\$	0.2625		

(a) Prepared on an unaudited basis in accordance with accounting principles generally accepted in the United States of America (GAAP).

### CUMMINS INC. AND SUBSIDIARIES CONDENSED CONSOLIDATED BALANCE SHEETS (Unaudited) (a)

In millions, except par value	April 1, 2012 December 31, 2011						
ASSETS							
Current assets							
Cash and cash equivalents	\$	1,317	\$	1,484			
Marketable securities		252		277			
Total cash, cash equivalents and marketable securities		1,569		1,761			
Accounts and notes receivable, net		2,684		2,526			

Inventories		2,382	2,141
Prepaid expenses and other current assets		682	663
Total current assets		7,317	7,091
Long-term assets		<del></del> .	
Property, plant and equipment		5,416	5,245
Accumulated depreciation		(3,025)	(2,957)
Property, plant and equipment, net		2,391	2,288
Investments and advances related to equity method investees		903	838
Goodwill		342	339
Other intangible assets, net		250	227
Other assets		916	885
Total assets	\$	12,119	\$ 11,668
LIABILITIES			
Current liabilities			
Loans payable	\$	33	\$ 28
Accounts payable (principally trade)		1,731	1,546
Current portion of accrued product warranty		418	422
Accrued compensation, benefits and retirement costs		289	511
Deferred revenue		211	208
Taxes payable (including taxes on income)		297	282
Other accrued expenses		651	660
Total current liabilities		3,630	3,657
Long-term liabilities			
Long-term debt		650	658
Pensions		157	205
Postretirement benefits other than pensions		428	432
Other liabilities and deferred revenue		896	885
Total liabilities	_	5,761	5,837
EQUITY			
Cummins Inc. shareholders' equity			
Common stock, \$2.50 par value, 500 shares authorized, 222.4 and 222.2 shares			
issued		2,017	2,001
Retained earnings		6,416	6,038
Treasury stock, at cost, 30.2 and 30.2 shares		(1,590)	(1,587)
Common stock held by employee benefits trust, at cost, 1.7 and 1.8 shares		(20)	(22)
Accumulated other comprehensive loss			
Defined benefit postretirement plans		(713)	(724)
Other		(100)	(214)
Total accumulated other comprehensive loss		(813)	(938)
Total Cummins Inc. shareholders' equity		6,010	5,492
Noncontrolling interests		348	339
Total equity		6,358	 5,831
Total liabilities and equity	\$	12,119	\$ 11,668

(a) Prepared on an unaudited basis in accordance with accounting principles generally accepted in the United States of America (GAAP).

### CUMMINS INC. AND SUBSIDIARIES CONDENSED CONSOLIDATED STATEMENTS OF CASH FLOWS (Unaudited) (a)

	Three months ended					
In millions	April 1,	2012	March 2	27, 2011		
CASH FLOWS FROM OPERATING ACTIVITIES						
Consolidated net income	\$	475	\$	365		
Adjustments to reconcile consolidated net income to net cash provided by operating activities						
Depreciation and amortization		85		79		

Deferred income taxes	(27)	21
Equity in income of investees, net of dividends	(59)	(62)
Pension contributions in excess of expense	(27)	(24)
Other post-retirement benefits payments in excess of expense	(4)	(5)
Stock-based compensation expense	7	5
Excess tax benefits on stock-based awards	(11)	(2)
Translation and hedging activities	10	4
Changes in current assets and liabilities, net of acquisitions		
Accounts and notes receivable	(135)	(306)
Inventories	(209)	(210)
Other current assets	(28)	(2)
Accounts payable	148	251
Accrued expenses	(196)	(28)
Changes in other liabilities and deferred revenue	29	24
Other, net	(37)	(22)
Net cash provided by operating activities	21	88
CASH FLOWS FROM INVESTING ACTIVITIES		
	(400)	(04)
Capital expenditures	(126)	(91)
Investments in internal use software	(16)	(10)
Investments in and advances to equity investees	(5)	(21)
Acquisition of businesses, net of cash acquired	(5)	(404)
Investments in marketable securities—acquisitions	(146)	(101)
Investments in marketable securities—liquidations	184	134
Cash flows from derivatives not designated as hedges	11	4
Other, net	1	7
Net cash used in investing activities	(102)	(78)
CASH FLOWS FROM FINANCING ACTIVITIES		
Proceeds from borrowings	12	38
Payments on borrowings and capital lease obligations	(38)	(45)
Net borrowings (payments) under short-term credit agreements	-	1
Distributions to noncontrolling interests	(22)	(21)
Dividend payments on common stock	(77)	(51)
Repurchases of common stock	(8)	(190)
Excess tax benefits on stock-based awards	11	2
Other, net	9	4
Net cash used in financing activities	(113)	(262)
EFFECT OF EXCHANGE RATE CHANGES ON CASH AND CASH EQUIVALENTS	27	8
Net increase (decrease) in cash and cash equivalents	(167)	(244)
Cash and cash equivalents at beginning of year	1,484	1,023
CASH AND CASH EQUIVALENTS AT END OF PERIOD	\$ 1,317	\$ 779

(a) Prepared on an unaudited basis in accordance with accounting principles generally accepted in the United States of America (GAAP).

### CUMMINS INC. AND SUBSIDIARIES SEGMENT INFORMATION (Unaudited)

In millions		e Components		_	Power eneration	Distr	ibution	Non-segment Items <sup>(1)</sup>	Total
Three months ended April 1, 2012									
External sales	\$ 2,412	\$	774	\$	516	\$	770	\$ -	\$4,472
Intersegment sales	447		325		264		5	(1,041)	-
Total sales	2,859		1,099		780		775	(1,041)	4,472
Depreciation and amortization <sup>(2)</sup>	47		19		11		7	-	84
Research, development and engineering expenses	111		51		18		1	-	181
Equity, royalty and interest income from investees	38		8		10		48	-	104

Interest income	4	1	2	1	-	8
Segment EBIT	381	143	76	94	(36)	658
Three months ended December 31, 2011						
External sales	\$ 2,628	\$ 781	\$ 682	\$ 830	\$ -	\$4,921
Intersegment sales	433	311	238	4	(986)	-
Total sales	3,061	1,092	920	834	(986)	4,921
Depreciation and amortization <sup>(2)</sup>	46	18	10	8	-	82
Research, development and engineering expenses	112	49	17	1	-	179
Equity, royalty and interest income from investees	40	7	10	44	-	101
Interest income	4	2	2	1	-	9
Segment EBIT	368	132	87	87	94	768
Three months ended March 27, 2011						
External sales	\$ 2,006	\$ 660	\$ 557	\$ 637	\$ -	\$3,860
Intersegment sales	385	264	238	5	(892)	-
Total sales	2,391	924	795	642	(892)	3,860
Depreciation and amortization <sup>(2)</sup>	45	18	10	6	-	79
Research, development and engineering expenses	80	37	11	1	-	129
Equity, royalty and interest income from investees	42	8	8	38	-	96
Interest income	3	1	1	1	-	6
Segment EBIT	290	105	89	89	(41)	532

- (1) Includes intersegment sales and profit in inventory eliminations and unallocated corporate expenses. There were no significant unallocated corporate expenses for the three month periods ended April 1, 2012 and March 27, 2011. For the three months ended December 31, 2011, unallocated corporate expenses include a \$53 million gain (\$33 million after-tax) recorded for the sale of certain assets and liabilities of our light-duty filtration business from our Components segment and a \$38 million gain (\$24 million after-tax) related to flood damage recoveries from the insurance settlement regarding a June 2008 flood in Southern Indiana.
- (2) Depreciation and amortization as shown on a segment basis excludes the amortization of debt discount that is included in the Condensed Consolidated Statements of Income as "Interest expense."

A reconciliation of our segment information to the corresponding amounts in the *Condensed Consolidated Statements of Income* is shown in the table below:

	Three months ended									
In millions	•	ril 1, 012	March 27 2011							
Segment EBIT Less	\$	658	\$	768		532				
Interest expense		8		10		10				
Income before income taxes	\$	650	\$	758	\$	522				

# CUMMINS INC. AND SUBSIDIARIES SELECTED FOOTNOTE DATA (Unaudited)

### NOTE 1. EQUITY, ROYALTY AND INTEREST INCOME FROM INVESTEES

Equity, royalty and interest income from investees included in our *Condensed Consolidated Statements of Income* for the interim reporting periods was as follows:

	Three months ended								
	Apr	il 1,	Decemi	oer 31,	Marc	h 27,			
In millions	2012		201	11	2011				
Distribution Entities									
North American distributors	\$	40	\$	34	\$	30			

Komatsu Cummins Chile, Ltda.	5	6	4
All other distributors	1	1	1
Manufacturing Entities			
Chongqing Cummins Engine Company, Ltd.	18	17	12
Dongfeng Cummins Engine Company, Ltd.	16	16	23
Cummins Westport, Inc.	5	6	1
Tata Cummins, Ltd.	4	5	4
Shanghai Fleetguard Filter Co., Ltd.	3	3	4
Valvoline Cummins, Ltd.	2	1	2
Komatsu manufacturing alliances	(1)	2	2
Beijing Foton Cummins Engine Co., Ltd.	(2)	(2)	(2)
All other manufacturers	1	2	6
Cummins share of net income	92	91	87
Royalty and interest income	12	10	9
Equity, royalty and interest income from investees	\$ 104	\$ 101	\$ 96

#### NOTE 2. INCOME TAXES

Our effective tax rate for the year is expected to approximate 27 percent, absent any discrete period activity. Our tax rate is generally less than the 35 percent U.S. statutory income tax rate primarily due to lower tax rates on foreign income. The tax rate for the three month period ended April 1, 2012, was 27 percent.

Our effective tax rate for the three months ended March 27, 2011, was 30 percent. The decrease in the 2012 effective tax rate compared to 2011 is due primarily to our assertion that income earned after 2011 by our China operations is permanently reinvested, as well as certain tax planning strategies implemented in our U.K. subsidiaries.

### CUMMINS INC. AND SUBSIDIARIES FINANCIAL MEASURES THAT SUPPLEMENT GAAP (Unaudited)

### Net income and diluted earnings per share (EPS) attributable to Cummins Inc. excluding special items

We believe this is a useful measure of our operating performance for the period presented as it illustrates our operating performance without regard to special items including the gains related to the sale of certain assets and liabilities and flood insurance recovery. This measure is not in accordance with, or an alternative for, accounting principles generally accepted in the United States of America and may not be consistent with measures used by other companies. It should be considered supplemental data. The following table reconciles net income attributable to Cummins Inc. to net income attributable to Cummins Inc. excluding special items for the quarters ended April 1, 2012, December 31, 2011 and March 27, 2011.

	Three months ended											
	April 1, 2012				December 31, 2011				March 27, 2011			)11
In millions	Net Income		Diluted EPS		Net Income		Diluted EPS		Net Income		Diluted EPS	
Net income attributable to Cummins Inc.	\$	455	\$	2.38	\$	548	\$	2.86	\$	343	\$	1.75
Subtract												
Gain on sale of business (1)		-		-		33		0.17		-		-
Flood insurance recovery (1)		-		-		24		0.13		-		-

\$ 455 \$	2.38 \$	491 \$	2.56 \$	343 \$	1.75

(1)The gains have been excluded from operating results as they were not considered in our evaluation of performance for the quarter ended December 31, 2011.

### CUMMINS INC. AND SUBSIDIARIES FINANCIAL MEASURES THAT SUPPLEMENT GAAP (Unaudited)

### Earnings before interest expense, taxes and noncontrolling interests

We define EBIT as earnings or loss before interest expense, income tax expense and noncontrolling interests in income of consolidated subsidiaries (EBIT). We use EBIT to assess and measure the performance of our operating segments and also as a component in measuring our variable compensation programs. Below is a reconciliation of EBIT, a non-GAAP financial measure, to "Net income attributable to Cummins Inc.," for each of the applicable periods:

	Three months ende							
	April	1,	December 31,	Ma	arch 27,			
In millions	201	2	2011		2011			
Earnings before interest expense, income taxes and special items	\$ 6	58	\$ 677	\$	532			
Earnings before interest expense, income taxes and special items as a percentage of net sales	14.7	<b>7</b> %	13.8%		13.8%			
Add								
Gain on sale of business		-	53		-			
Flood insurance recovery		_	38					
Earnings before interest expense and income taxes	\$ 6	58	\$ 768	\$	532			
EBIT as a percentage of net sales	14.7	<b>7</b> %	15.6%		13.8%			
Less								
Interest expense		8	10		10			
Income tax expense	1	75	186		157			
Consolidated net income	4	75	572	_	365			
Less								
Net income attributable to noncontrolling interests		20	24		22			
Net income attributable to Cummins Inc.	\$ 4	55	\$ 548	\$	343			
Net income attributable to Cummins Inc. as a percentage of net sales	10.2	2%	11.1%		8.9%			

## CUMMINS INC. AND SUBSIDIARIES SEGMENT INFORMATION (Unaudited)

Engine segment net sales by market

In millions		Q1	Q2		Q	3	Q4		YTD
Heavy-duty truck	\$	892	\$	-	\$	-	\$	- \$	892
Medium-duty truck and bus		526		-		-		-	526
Light-duty automotive and RV		286		-		-		-	286
Industrial		861		-		-		-	861
Stationary power		294		-		-		-	294
Total sales	\$2	2,859	\$	-	\$		\$	- \$	2,859

### 2011

In millions	(	Q1	(	<b>Q2</b>	(	23	(	<b>Q4</b>	YTD
Heavy-duty truck	\$	485	\$	693	\$	748	\$	865	\$ 2,791
Medium-duty truck and bus		474		608		640		598	2,320
Light-duty automotive and RV		296		310		271		299	1,176
Industrial		855		988		977	1	,030	3,850
Stationary power		281		301		319		269	1,170
Total sales	\$2	,391	\$2	,900	\$2	,955	\$3	,061	\$ 11,307

Unit shipments by engine classification (including unit shipments to Power Generation)

2012
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Units	Q1	Q2	Q3	Q4	YTD
Midrange	109,000	-	-	-	109,000
Heavy-duty	36,000	-	-	-	36,000
High-horsepower	5,500				5,500
Total units	150,500			_	150,500
2011					
Units	Q1	Q2	Q3	Q4	YTD
Midrange	109,400	131,300	130,600	138,100	509,400
Heavy-duty	20,000	29,900	31,100	35,300	116,300
High-horsepower	4,900	5,700	5,600	5,400	21,600

<u>134,300</u> <u>166,900</u> <u>167,300</u> <u>178,800</u> <u>647,300</u>

# CUMMINS INC. AND SUBSIDIARIES SEGMENT INFORMATION (Unaudited)

### Component segment sales by business

### 2012

Total units

In millions	(	Q1	Q2		Q3		Q4		Υ	TD
Emission solutions	\$	404	\$	-	\$	-	\$	-	\$	404
Turbo technologies		298		-		-		-		298
Filtration		270		-		-		-		270
Fuel systems		127		-		-		-		127
Total sales	\$1	,099	\$	-	\$	-	\$	-	\$1	,099

### 2011

In millions	(	Q1	C	Q2 Q3 Q4		Q2		Q3		Q4		D
Emission solutions	\$	273	\$	311	\$	306	\$	372	\$1,2	262		
Turbo technologies		297		314		298		314	1,2	223		
Filtration		255		287		288		283	1,	113		
Fuel systems		99		120		123		123	4	465		
Total sales	\$	924	\$1,	032	\$1	,015	\$1	,092	\$4,0	063		

In the first quarter of 2012, our Power Generation segment reorganized its reporting structure to include the following businesses: power products, power systems, generator technologies and power solutions. Sales for our Power Generation segment by business (including 2011 and 2010 reorganized balances) were as follows:

2	n	1	2
_	u	•	_

In millions	Q1		Q2		Q3		Q4		YTD	
Power products	\$	375	\$	-	\$	-	\$	-	\$	375
Power systems		188		-		-		-		188
Generator technologies		141		-		-		-		141
Power solutions		76		-		-		-		76
Total sales	\$	780	\$	-	\$	-	\$	_	\$	780

#### 2011

In millions	Q1	Q2	Q3	Q4	YTD
Power products	\$ 377	\$415	\$433	\$411	\$1,636
Power systems	189	210	188	228	815
Generator technologies	154	189	166	164	673
Power solutions	75	95	87	117	374
Total sales	\$ 795	\$909	\$874	\$920	\$3,498

#### 2010

in millions	טוז
Power products	\$1,465
Power systems	616
Generator technologies	550
Power solutions	288
Total sales	\$2,919

# CUMMINS INC. AND SUBSIDIARIES SEGMENT INFORMATION (Unaudited)

Distribution segment sales by product

### 2012

In millions	Q1	Q2		Q3		Q4		YTD	
Parts and filtration	\$288	\$	-	\$	-	\$	-	\$	288
Power generation	186		-		-		-		186
Engines	166		-		-		-		166
Service	135		-		-		-		135
Total sales	\$775	\$	_	\$		\$		\$	775

#### 2011

In millions	Q1	Q2	Q3	Q4	YTD
Parts and filtration	\$235	\$271	\$283	\$296	\$1,085
Power generation	145	195	191	191	722
Engines	140	186	171	206	703
Service	122	133	138	141	534
Total sales	\$642	\$785	\$783	\$834	\$3,044

### Cummins Inc.

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Source: Cummins Inc.