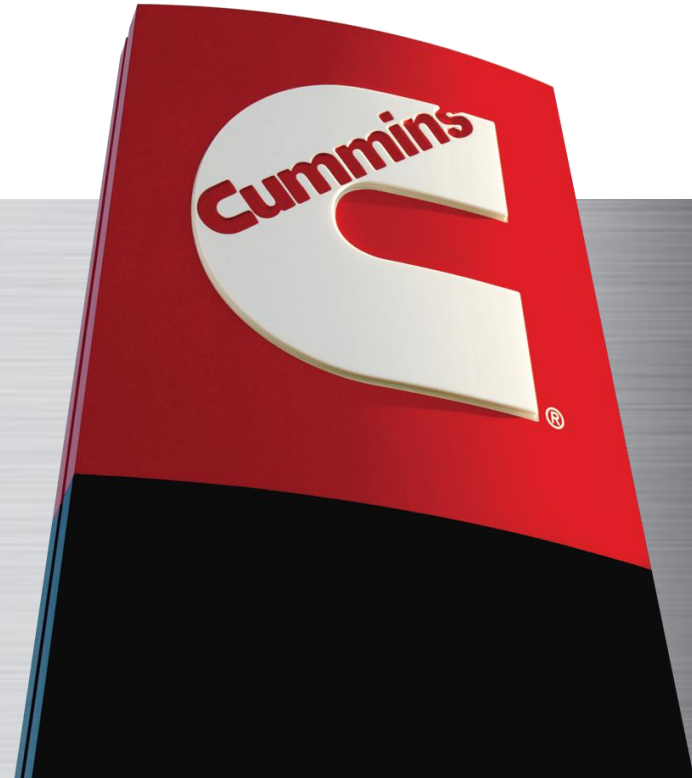


CMI Analyst Day

November 10, 2015



CMI Analyst Day

Mark Smith

Vice President - Investor Relations

November 10, 2015





Disclosure regarding forward-looking statements

Information provided in this presentation 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; the consummation and integration of the planned acquisitions of our North American distributors; and other risks detailed from time to time in our Securities and Exchange Commission filings, particularly in the Risk Factors section of our 2014 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. Any or all of these factors could cause our results of operations, financial condition or liquidity for future periods to differ materially from those expressed in or implied by any forward looking statements. The forward-looking statements made herein are made only as of the date of this presentation 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.

Agenda

9:00 Welcome

9:05 Tom Linebarger, Chairman and CEO

9:50 Rich Freeland, President and COO

10:15 Break

10:30 Pat Ward, Vice President and CFO

10:50 Tom Linebarger, Chairman and CEO

11:00 Q&A

12:00 Lunch



CMI Analyst Day

Tom Linebarger

Chairman and Chief Executive Officer

November 10, 2015

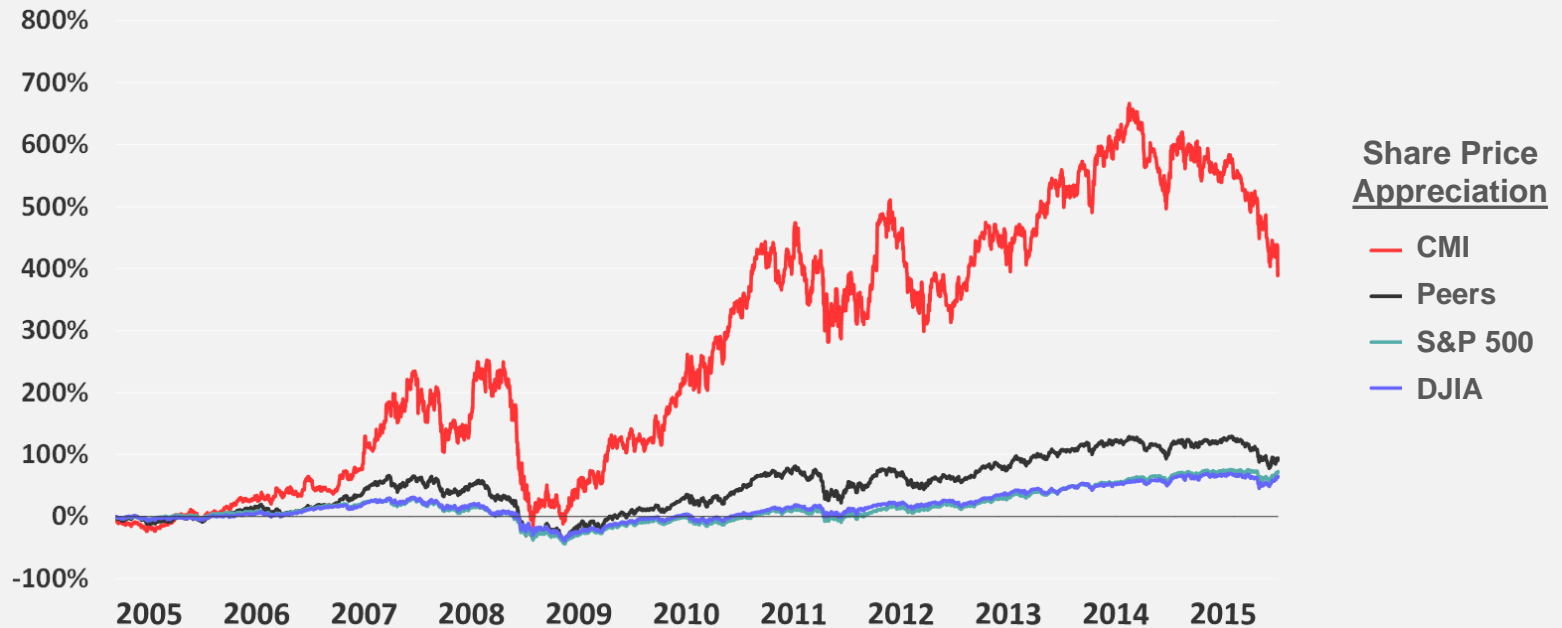


Agenda

- Strategy to deliver profitable growth
- Relentless focus on performance improvement
- Disciplined investment to drive strong returns

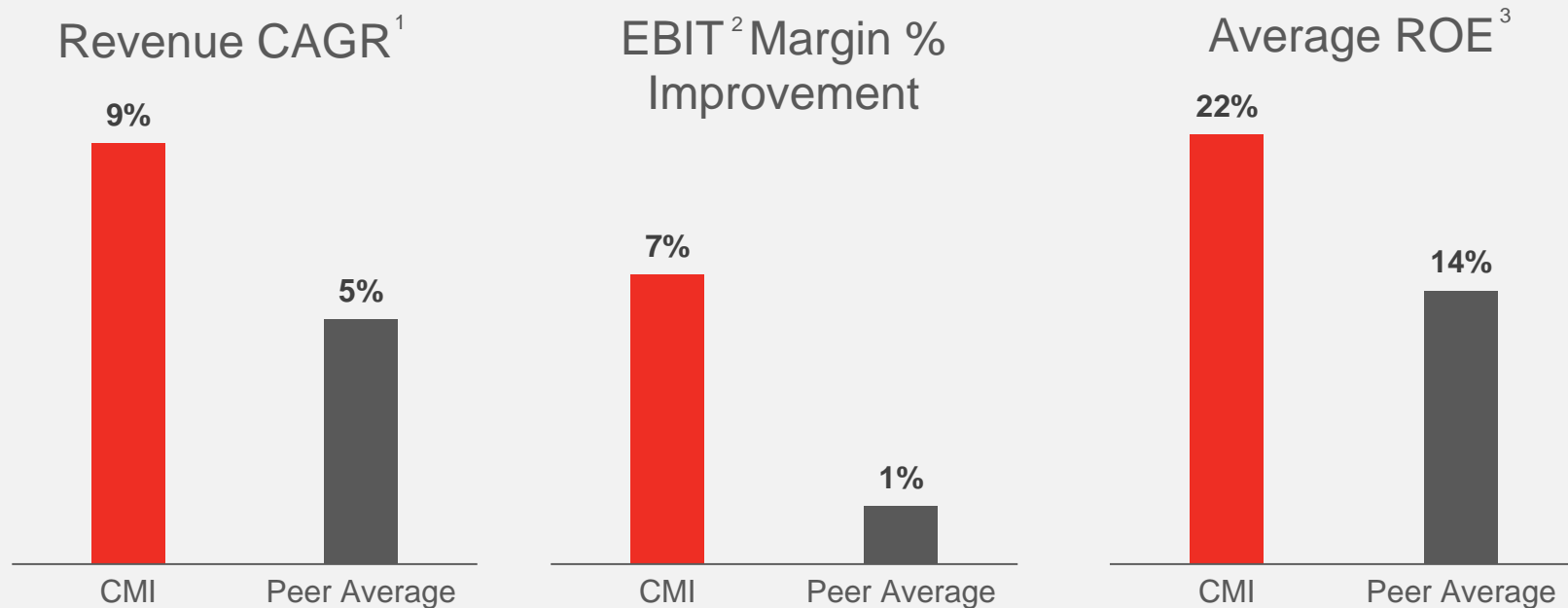
Strong total shareholder return

Total Shareholder Return	CMI	Peers	S&P 500	DJIA
Jan. 2005 to Oct. 2015	459%	129%	72%	65%



Driven by strong performance

From 2004 to 2014



¹ Compound Annual Growth Rate

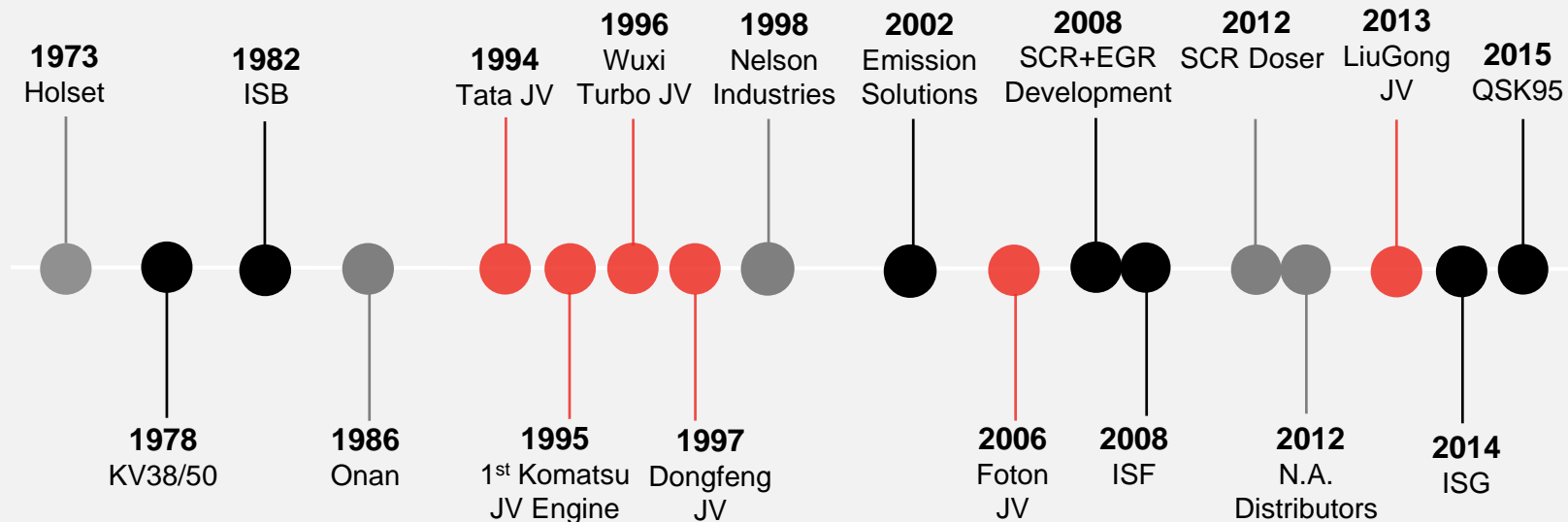
² EBIT is a non-GAAP measure which is defined as earnings before interest expense, income tax expense and noncontrolling interests in income of consolidated subsidiaries

³ The return on equity calculation is a non-GAAP measure- equity excludes non-controlling interests, defined benefit postretirement plans and special items

Driven by a clear strategy and good decisions

- Geographic expansion through partnerships
- Investment in the right technologies
- Leading products in major markets
- Global distribution

Used a mix of organic growth, partnerships, and acquisitions



Business conditions have changed

- Industry growth in the past four years has been below expectations
- Conditions in our core markets have changed
 - Growth in emerging markets has slowed
 - Lower investment in infrastructure and weaker commodity prices
 - Slower pace of growth in emissions – opportunity lies in emerging markets
- Cyclical weaknesses are likely to persist

Cummins will outperform

- Manage effectively through periods of weak demand
 - Adjust cost structure quickly, in the right areas
 - Execute and operate well
 - Use the downturn to improve our business
- Capture profitable growth from new products
- Leverage and extend strong existing partnerships
- Add to existing growth platforms

Positioned well to add growth platforms

- We have strong, defensible capabilities to leverage
- We have demonstrated success building profitable growth through organic investments, partnerships and acquisitions
- We have a capable management team and the structure to evaluate and execute investments
- We have a strong balance sheet to make investments in high return projects

Leverage our capabilities to deliver profitable growth

Technology Leadership

Scale Advantage in Manufacturing and Supply Chain

Global Distribution

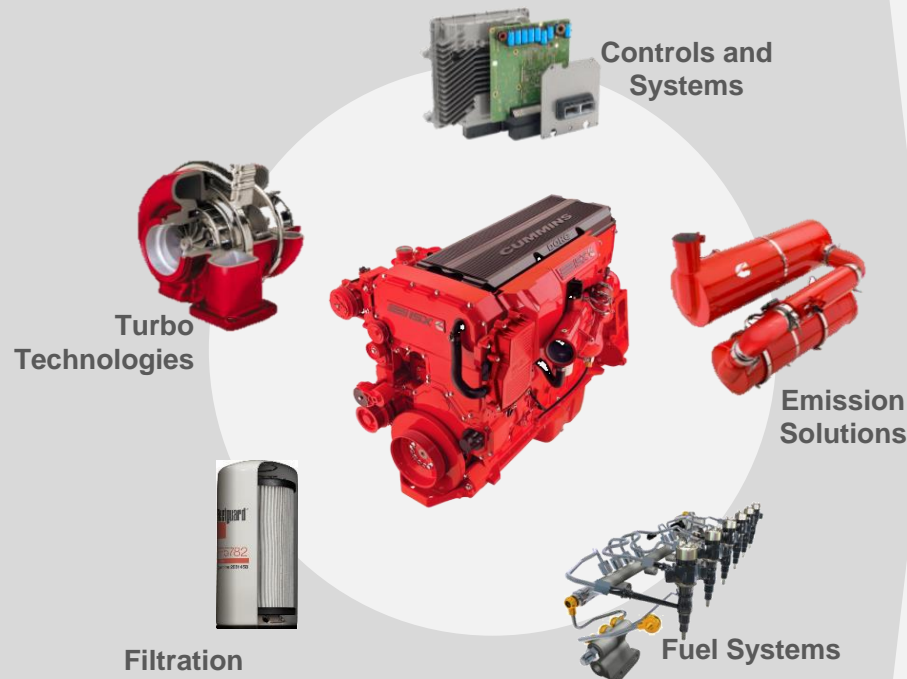
Partnerships and Customers

Technology Leadership

Scale Advantage
in Manufacturing
and Supply Chain

Global
Distribution

Partnerships
and Customers



Engine market share *

NA Truck MD

78%

India Truck MD+HD

42%

Global Mining

35%

NA Truck HD

34%

Global Construction

25%

China Truck MD+HD

17%

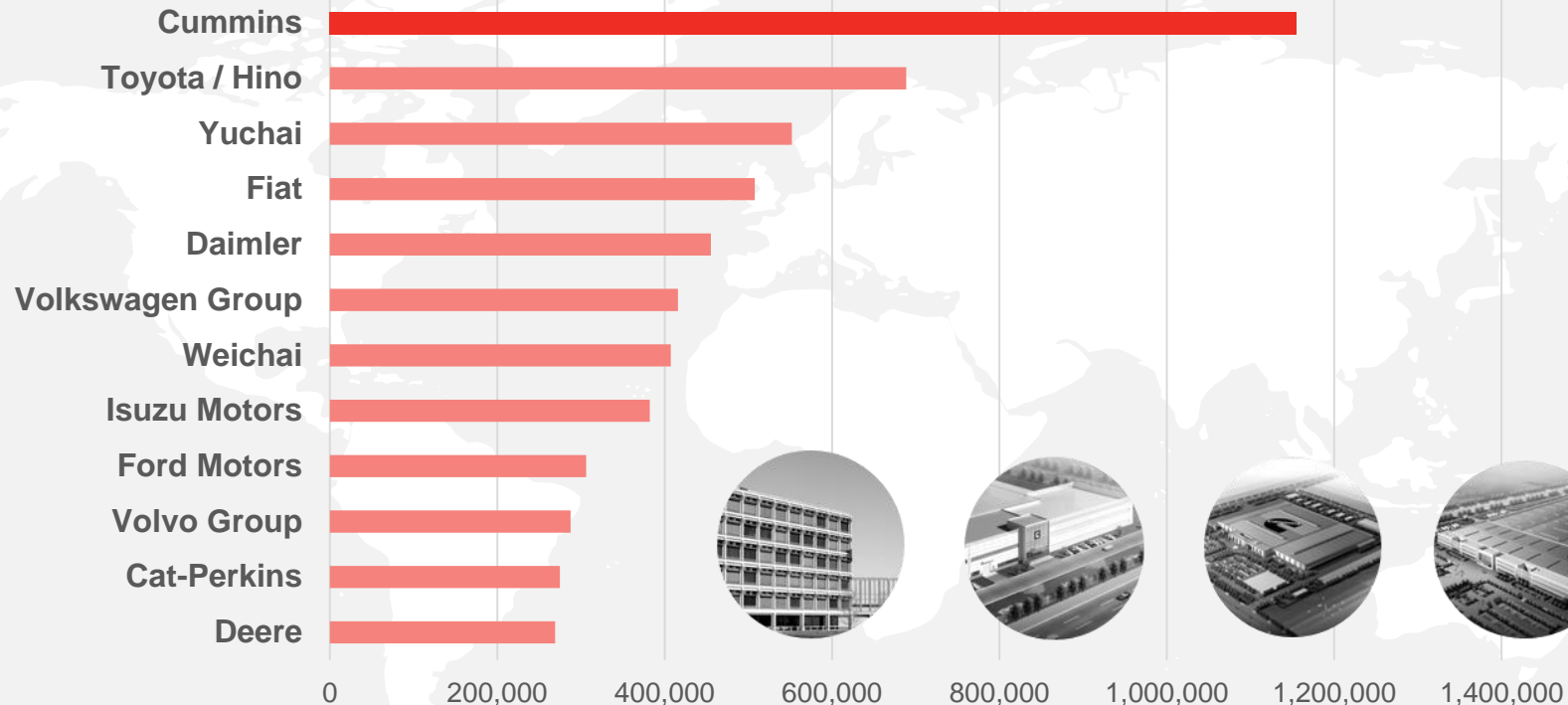
* 2015 Estimates

Technology
Leadership

Scale Advantage
in Manufacturing
and Supply Chain

Global
Distribution

Partnerships
and Customers

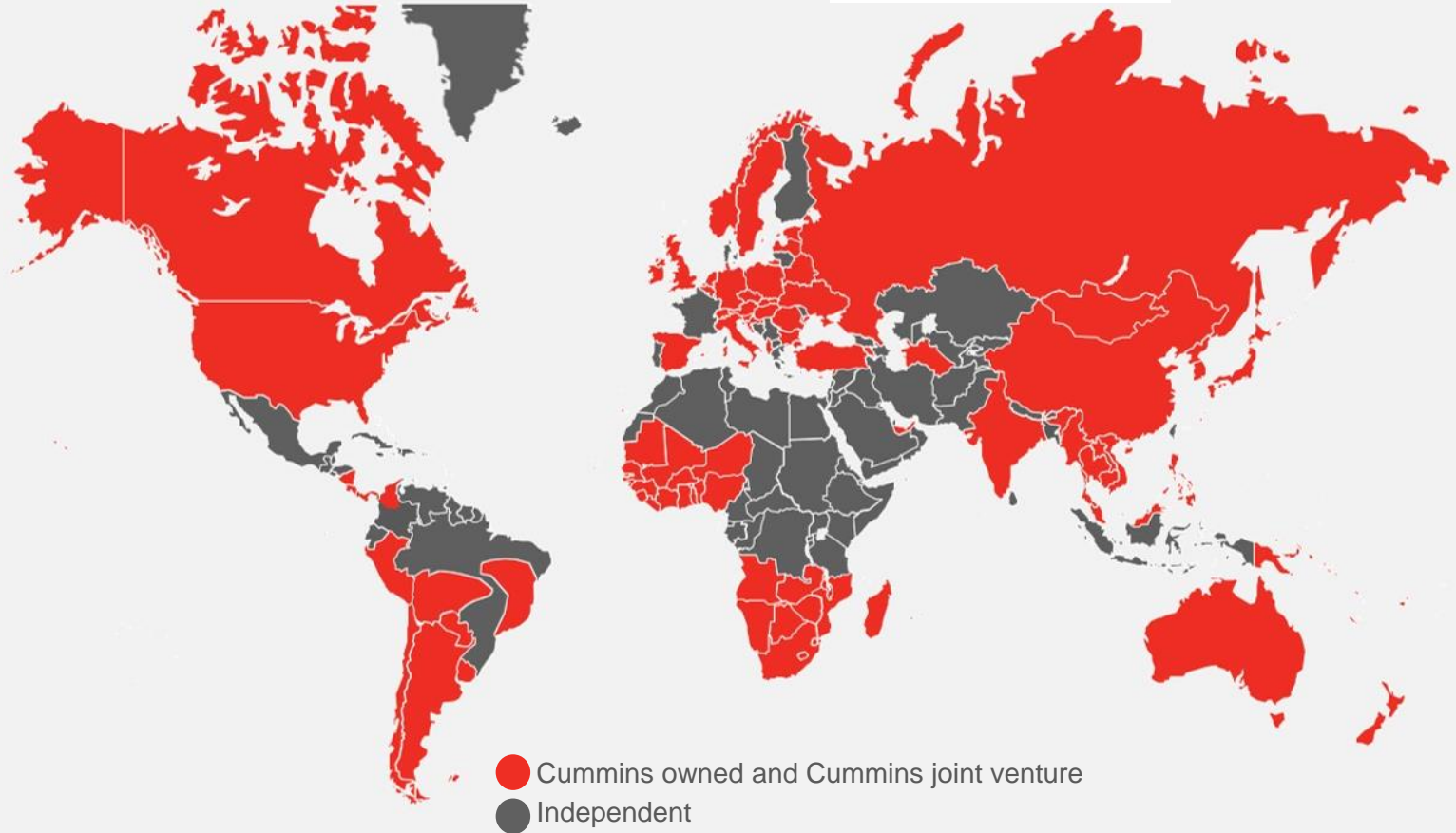


Technology
Leadership

Scale Advantage
in Manufacturing
and Supply Chain

Global
Distribution

Partnerships
and Customers



Technology
Leadership

Scale Advantage
in Manufacturing
and Supply Chain

Global
Distribution

Partnerships
and Customers

PACCAR

KOMATSU



HITACHI
Inspire the Next



NAVISTAR® **LIEBHERR**



DAIMLER



Opportunities for partnerships and acquisitions

- 1 Build on our strength in emissions control and fuel efficiency**
- 2 Capitalize on our global distribution network**
- 3 Increase our participation in attractive markets**

1 Build on our strength in emissions control and fuel efficiency

- Strategic focus on components that most differentiate the power train and equipment performance
 - Fuel efficiency
 - Controls and system integration
 - Adapting technology from developed markets for developing markets

2

Capitalize on our global distribution network

- Fully realize sales and cost synergies from global network of newly acquired distributors
- Product line extensions to other industrial and aftermarket components
- Data-enabled services to offer customers added value

3

Increase our participation in attractive markets

- Establish global leadership position in light commercial vehicles
- Enable development of the natural gas vehicle market
- Move up the power range and strengthen market position in high-horsepower markets
 - Focus on businesses with high recurring aftermarket revenues

Acquisitions and partnerships will be pursued with discipline

- Investment criteria
 - Drive significant sales and / or cost synergies
 - Build upon clear strategy for sustainable growth and returns
 - Leverage existing capabilities
- Discipline
 - Develop multiple strategic options
 - Proactively analyze potential targets for sources of value
 - Focus on return on investment

Allocation of capital going forward

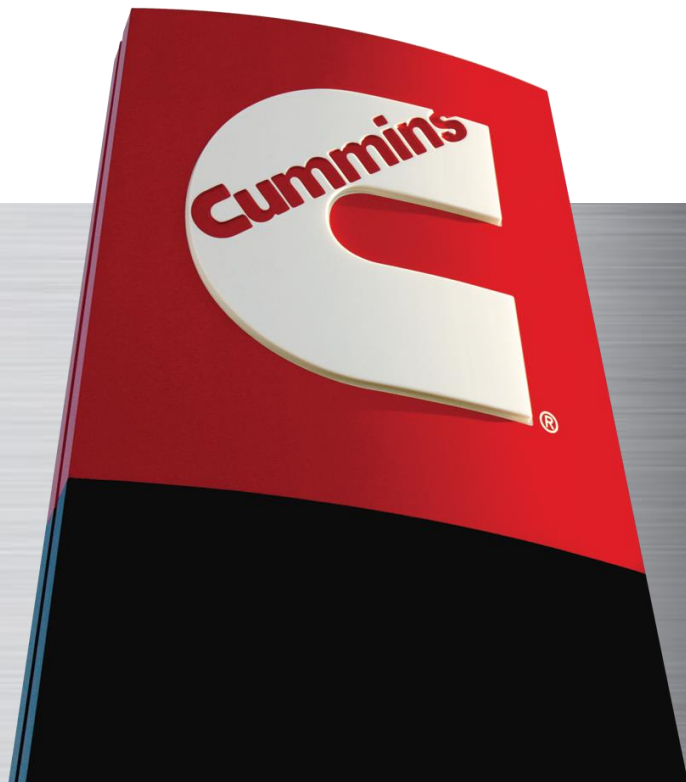
- Disciplined investment in high return businesses to outperform markets and competitors
- Strategic use of balance sheet for high return acquisitions and partnerships
- Active portfolio management
- Continue to return cash to shareholders

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Rich Freeland

President and Chief Operating Officer

November 10, 2015



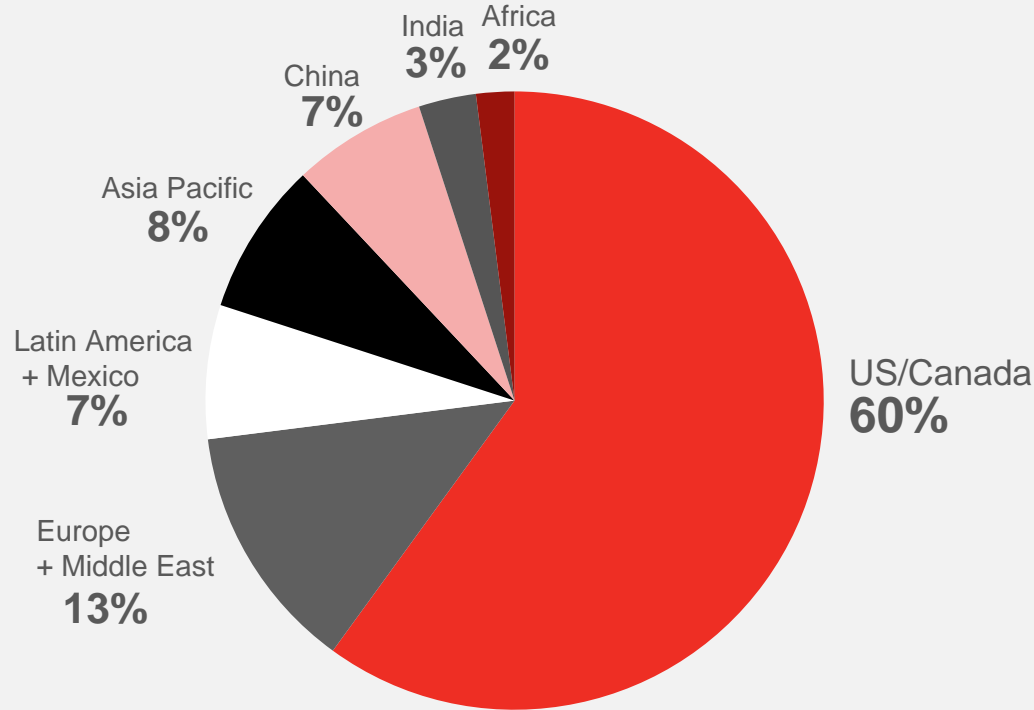
Cummins Inc.

Global leader

- Four strong capabilities
 - Technology Leadership
 - Scale Advantage in Manufacturing and Supply Chain
 - Global Distribution
 - Partnerships and Customers
- Long track record of performance improvement

Cummins Inc.

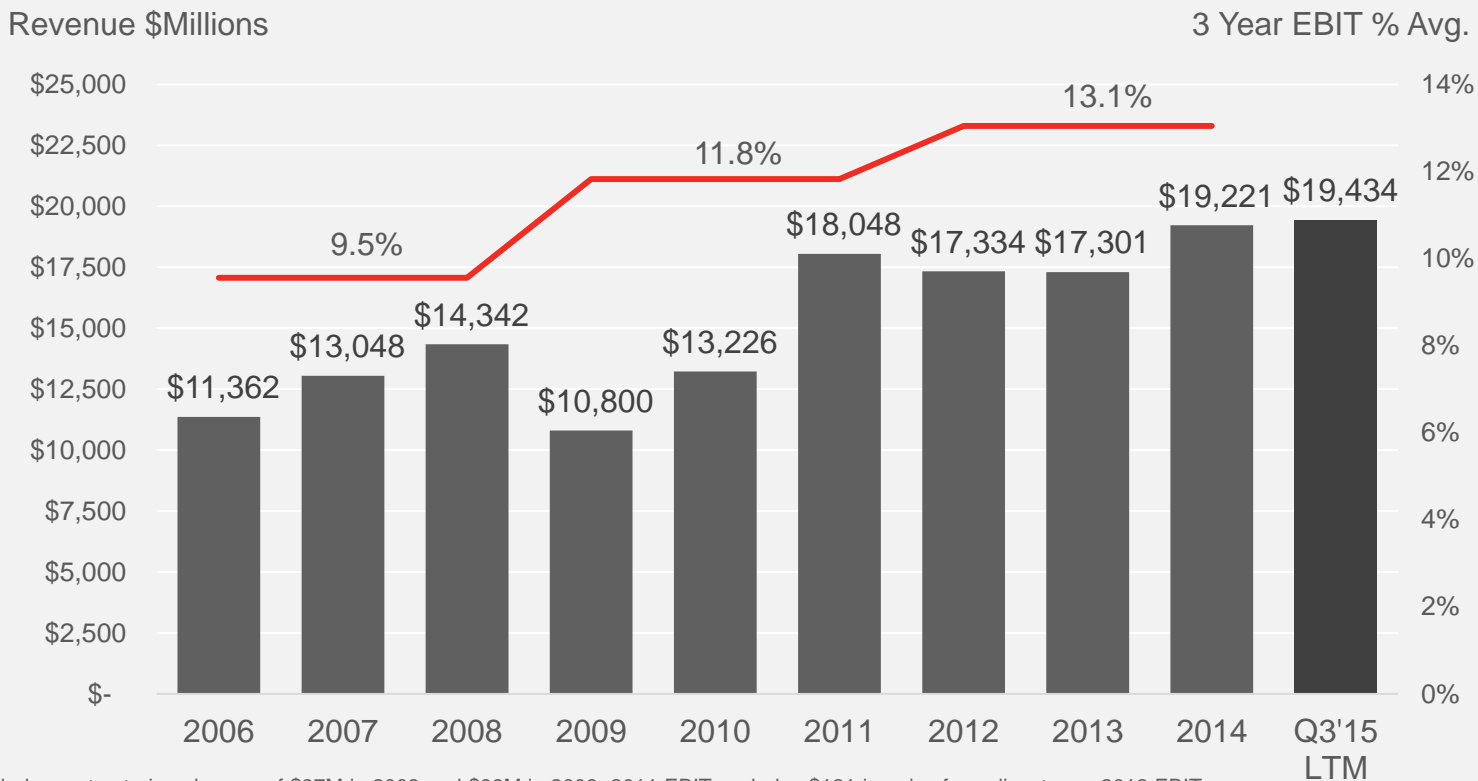
Q3'15 LTM revenue by marketing territory



Q3'15 LTM Revenue: \$19.4 B

Cummins Inc.

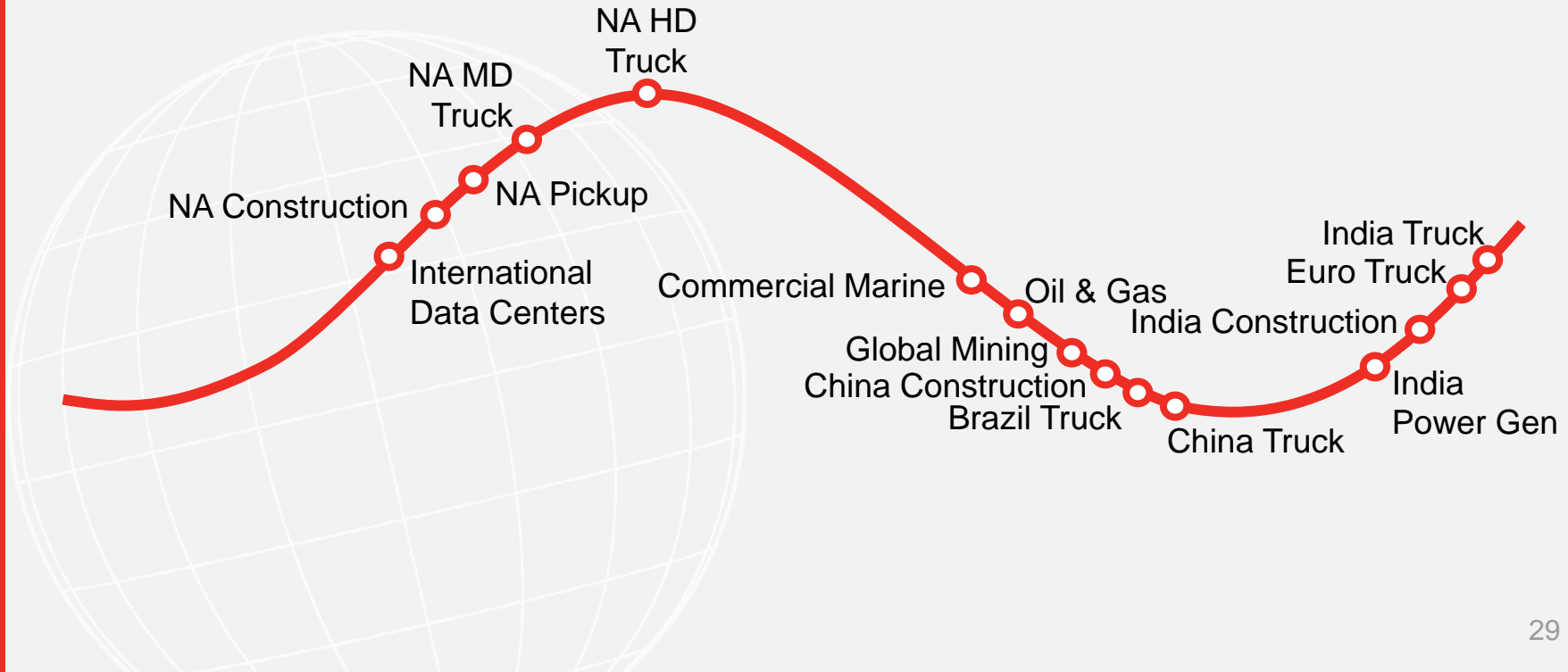
Track record of performance improvement



EBIT excludes restructuring charges of \$37M in 2008 and \$99M in 2009. 2011 EBIT excludes \$121 in gains from divestitures. 2012 EBIT excludes \$52M in restructuring charges. 2014 EBIT excludes \$32M in one-time charges within the Power Generation segment.

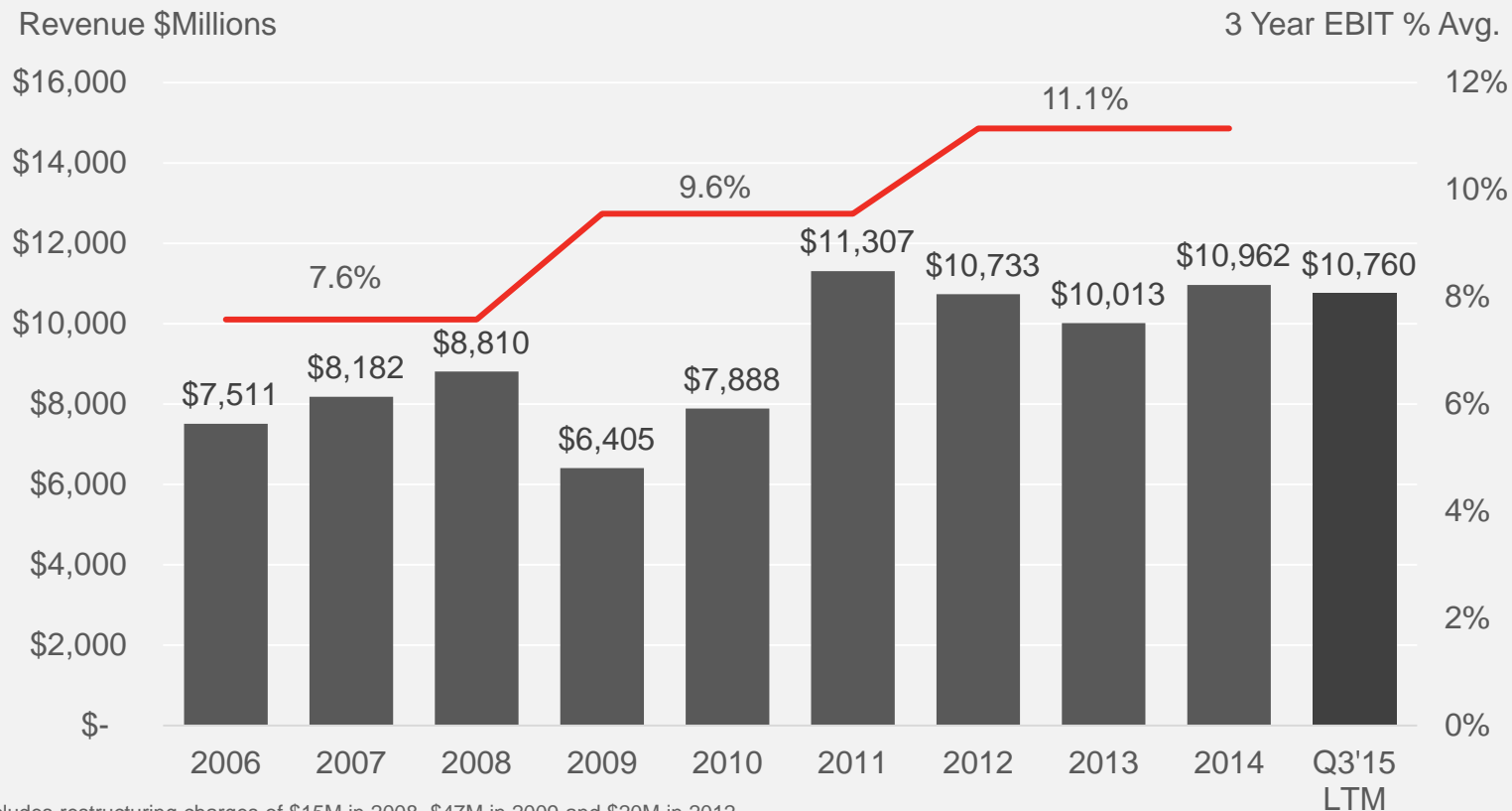
Global markets

On different cycles



Engine Segment

Historical performance

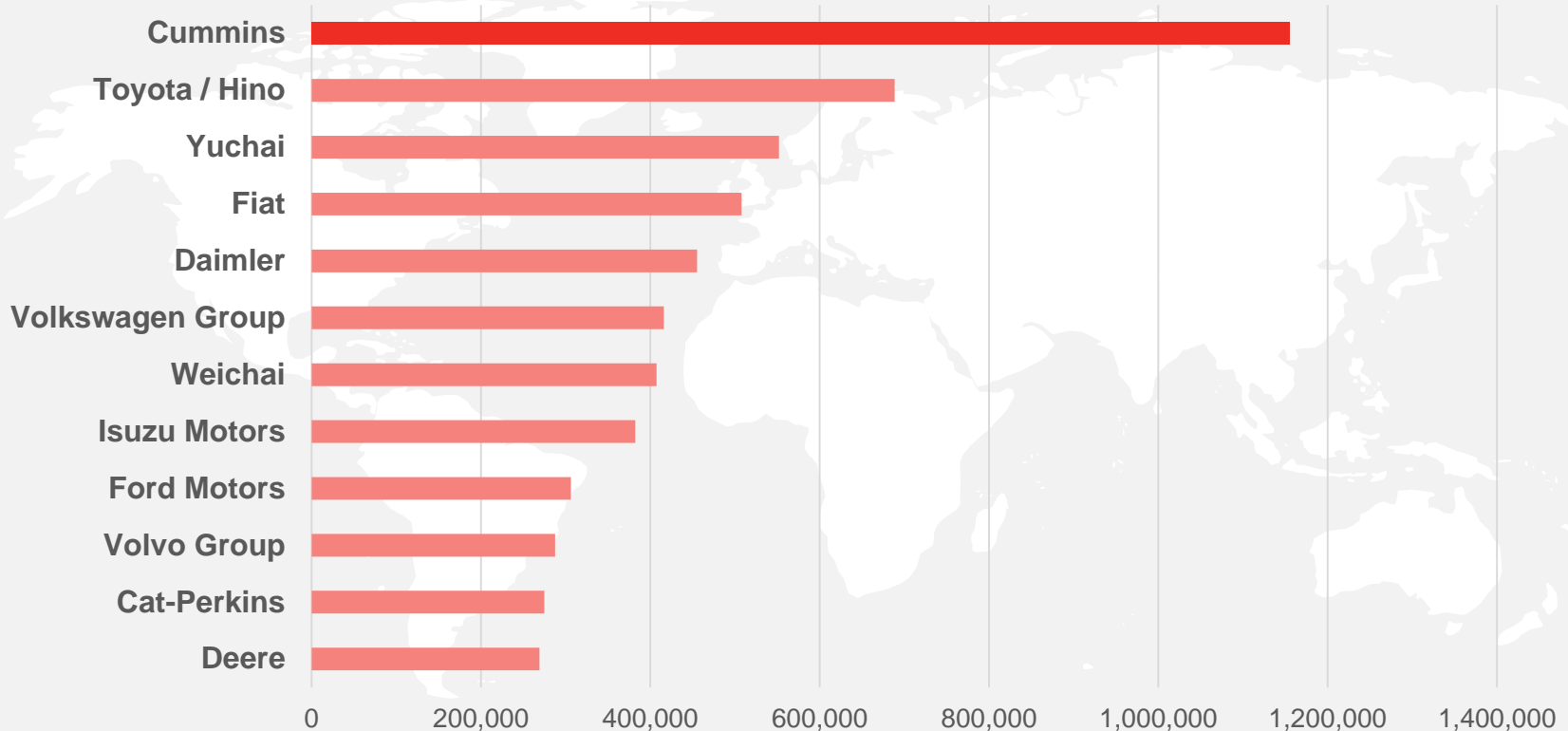


EBIT excludes restructuring charges of \$15M in 2008, \$47M in 2009 and \$20M in 2012.

Global leader

Scale advantage

2.8-17L Diesel Engines



Source: Power Systems Research, 2014 Production Year; Cummins volumes include JV Volumes

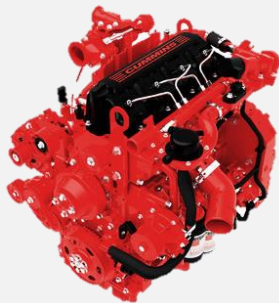
Engine business

- Key partnerships working well
 - Expanding existing relationships
 - Developing new partners
- New products launched and gaining traction
 - Gaining share in China truck
 - Growing position in off-highway markets

New global products gaining traction

2.8/3.8L

On- and Off-Highway



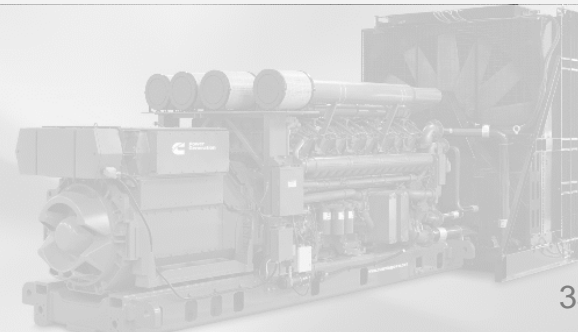
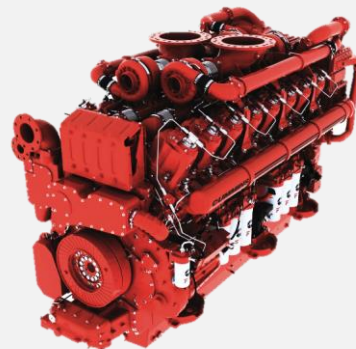
10/12L

On- and Off-Highway



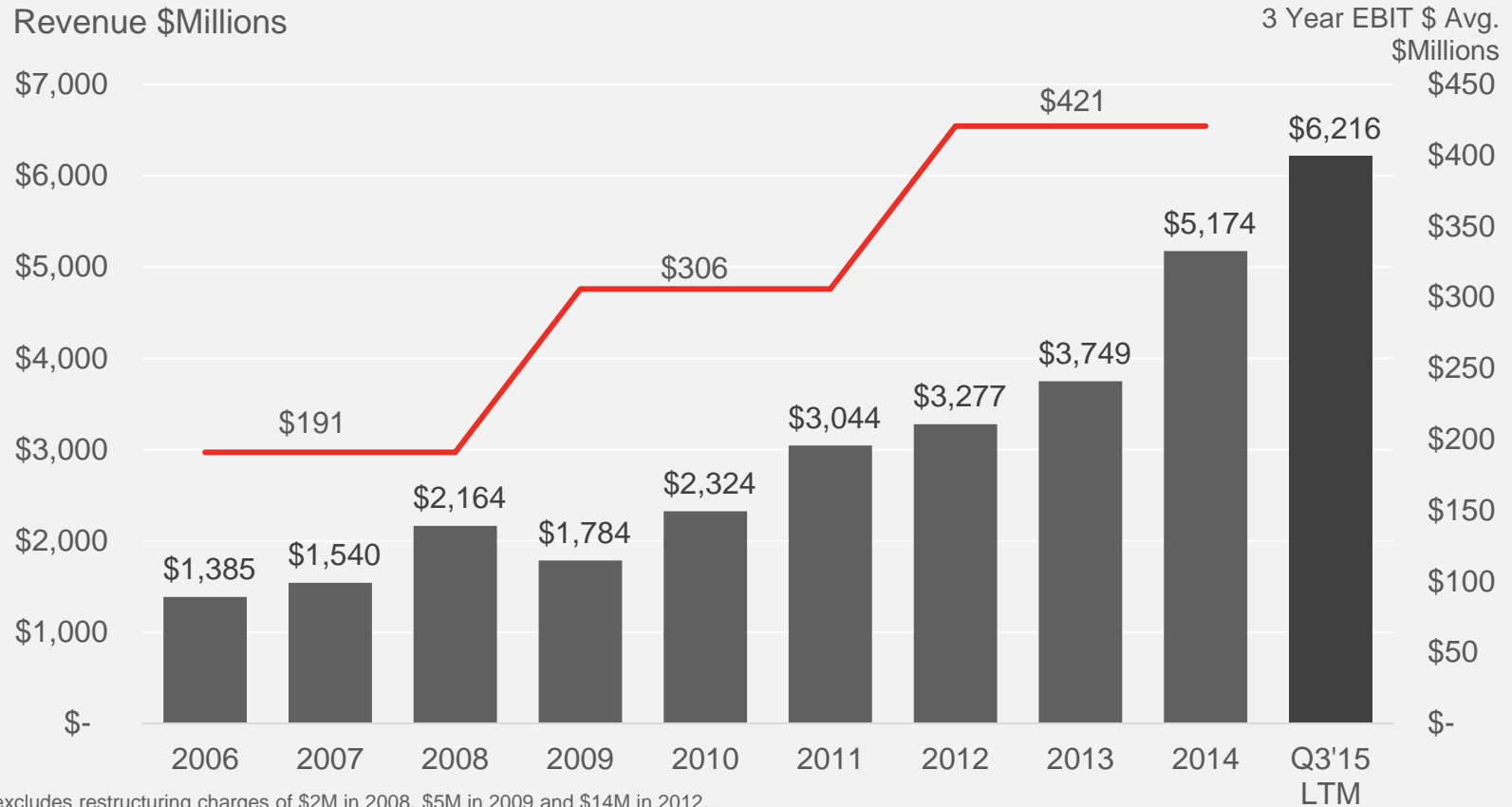
95-120L

Industrial, Power Gen

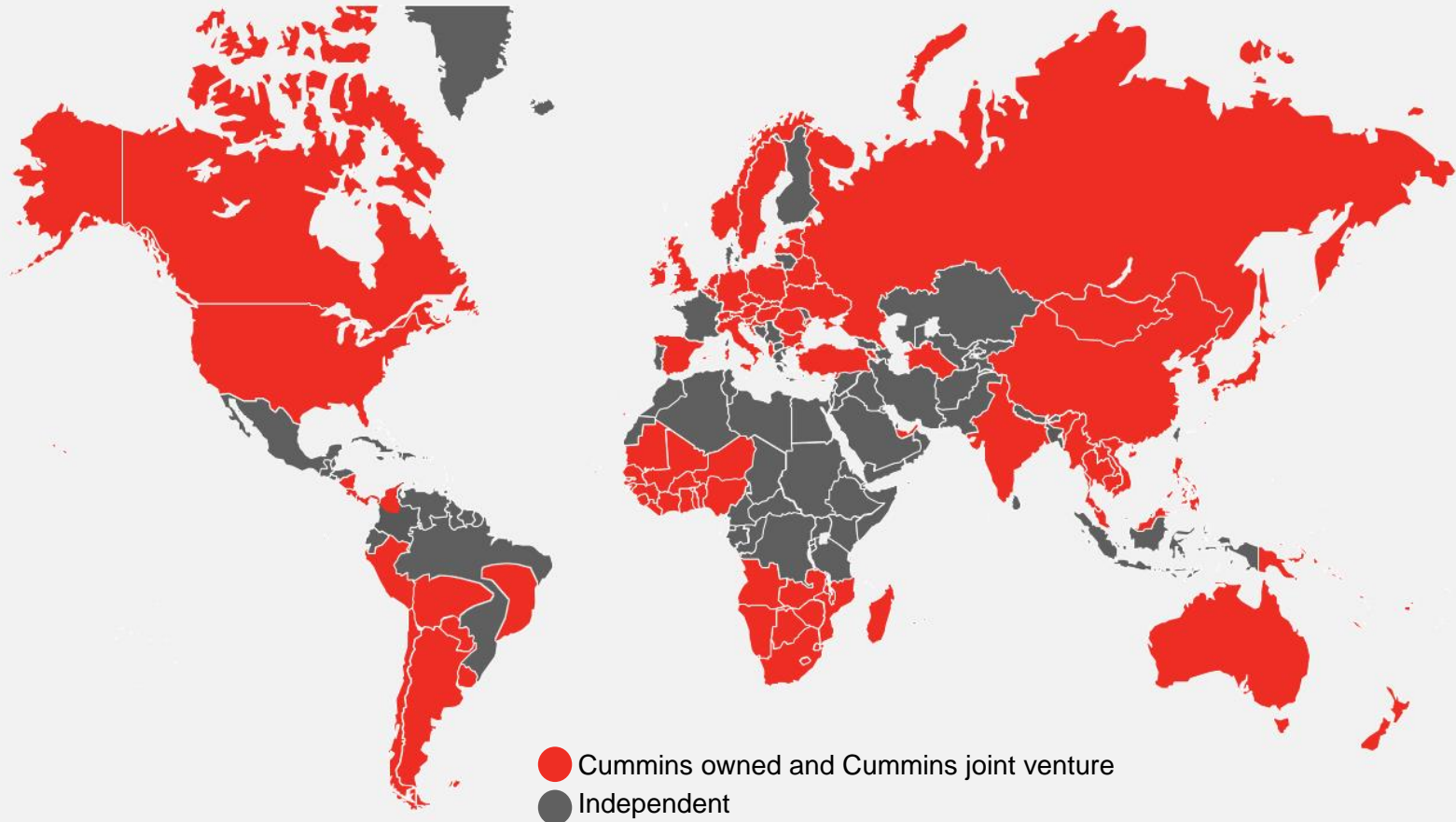


Distribution Segment

Historical performance



Global distribution well positioned



Acquisition of North American distributors

Meeting targets

	Target from 2013 Analyst Day	Current estimate
Sales	+\$1.0 billion	+\$1.1 billion
EBIT	+\$120 million	+\$135 million
EPS	+\$0.50	+\$0.63

Cumulative impact from 2013 - 2015

North American distributors

Capturing synergies

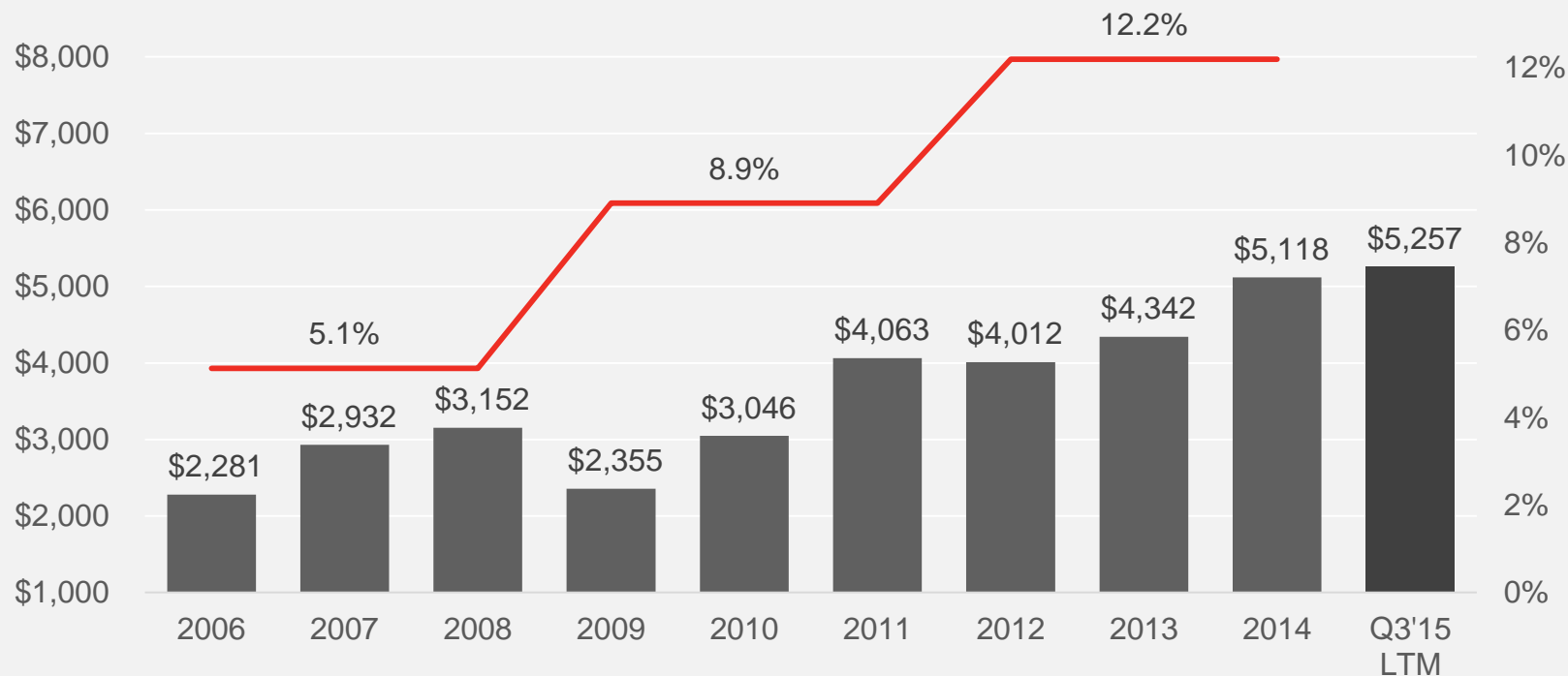
- Cost synergies
 - Consolidate back office operations and reduce overlap
 - Leverage our strength in purchasing across the network
- Sales synergies
 - System-wide focus on key end markets
 - Opportunity to sell more products through our network

Components Segment

Historical performance

Revenue \$Millions

3 Year EBIT % Avg.



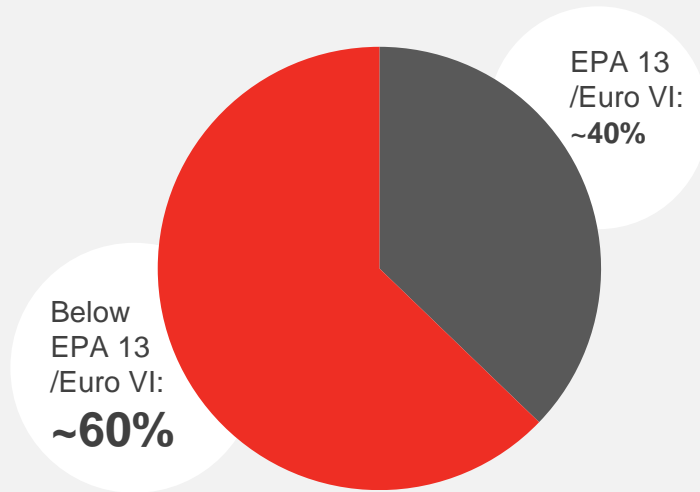
EBIT excludes restructuring charges of \$14M in 2008, \$35M in 2009 \$6M in 2012.

Components business

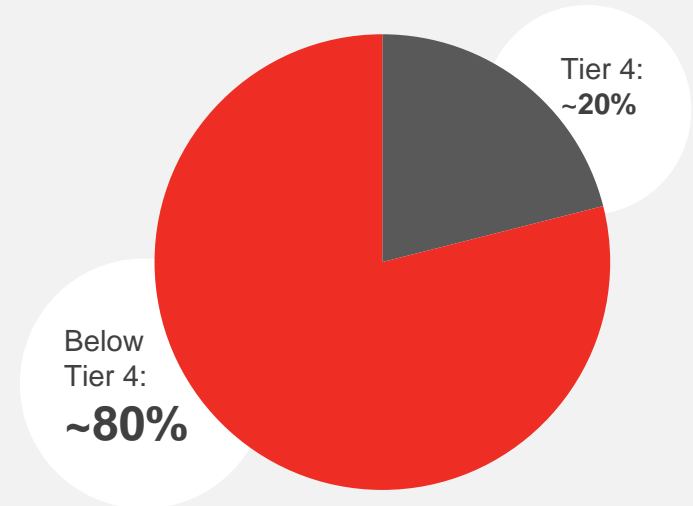
- Leading technologies for emissions, fuel economy and performance
- Proven capability to adapt advanced technology for developing markets
- Key technologies to meet future emissions regulations
 - Criteria emissions in emerging markets
 - Fuel economy regulations in developed markets

Continuing opportunity from criteria emission regulations

Global On-Highway Engines



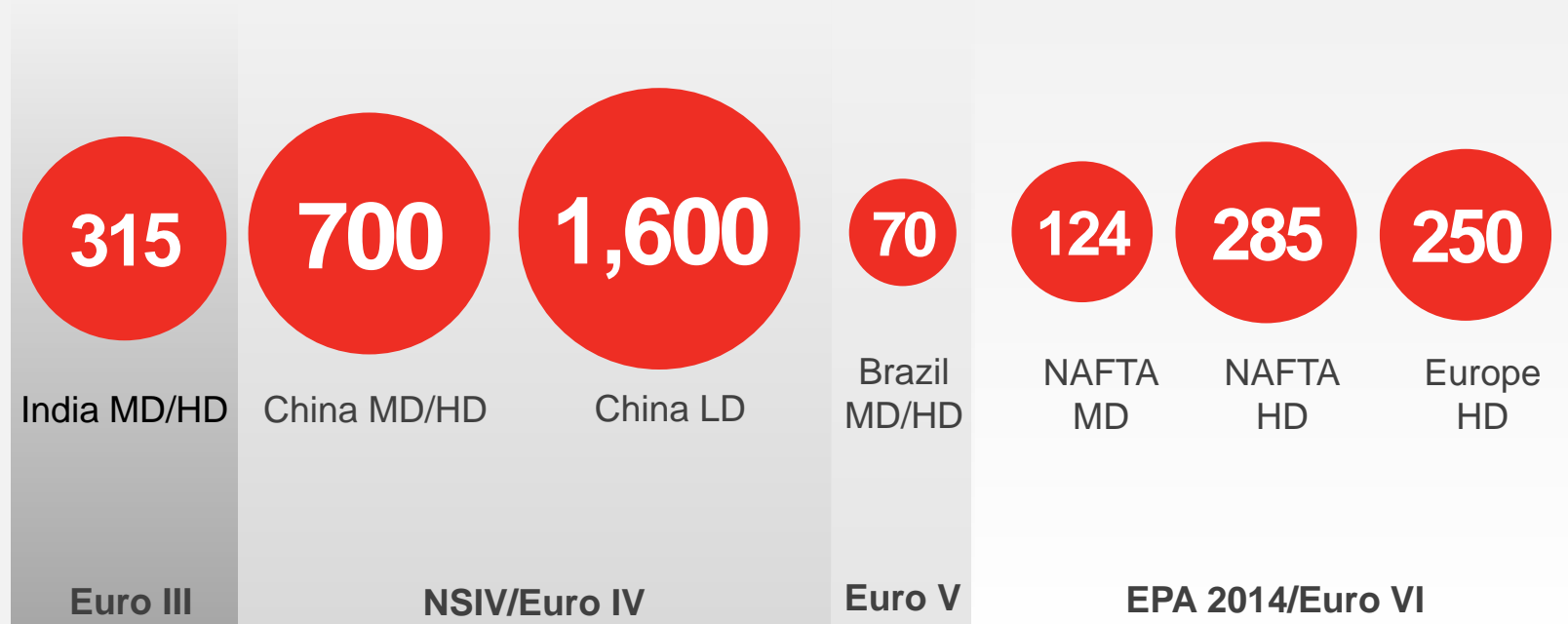
Global Off-Highway Engines



Pie charts represents proportion of CMI and Joint Venture engines at different emissions standards – 2014 production

Global emission opportunity

Criteria emissions ← ----- → Fuel efficiency



Power Generation Segment

Historical performance

Revenue \$Millions

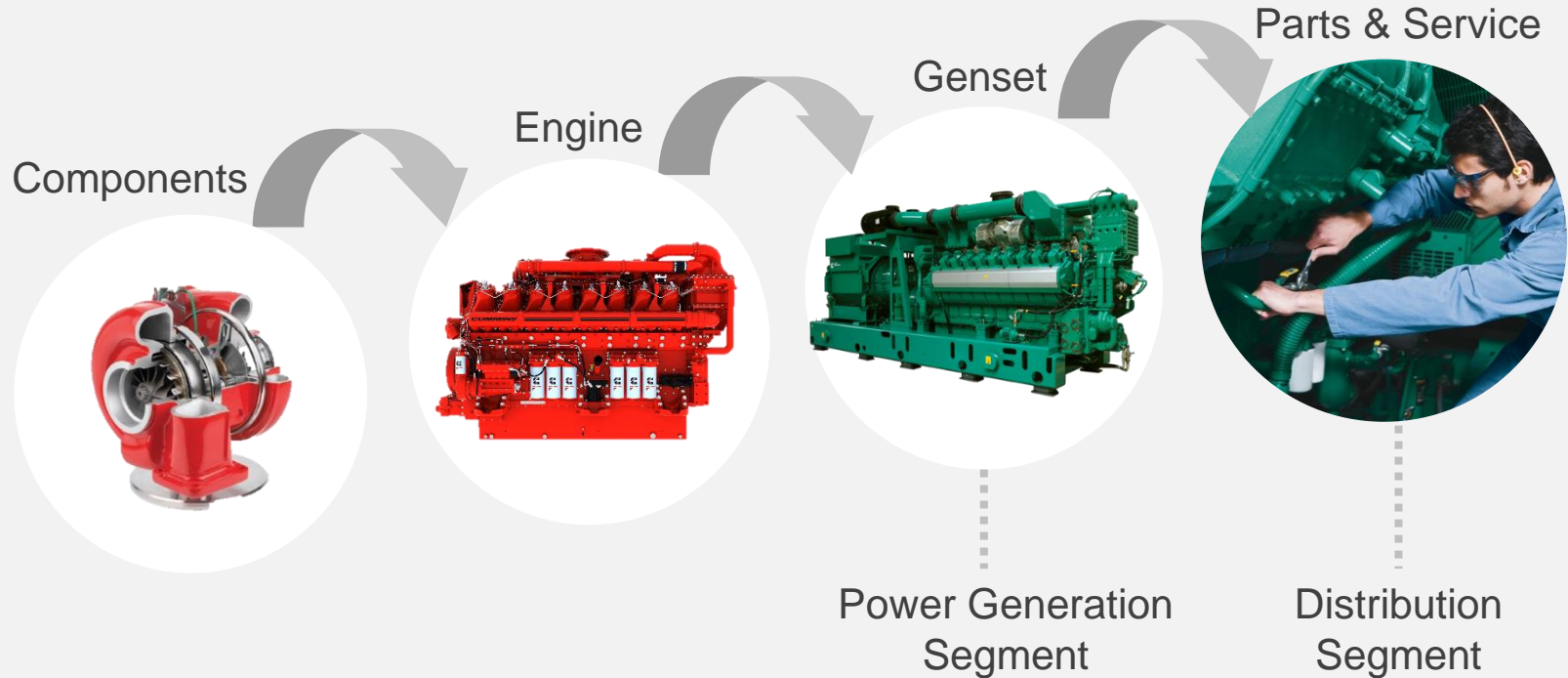
3 Year EBIT % Avg.



EBIT excludes restructuring charges of \$3M in 2008, \$12M in 2009 and \$12M in 2012. EBIT in 2014 excludes one-time charges of \$32M

Power Generation

Important earnings contributor across the company



Power Generation cost reduction

- Actions taken in 2013 and 2014
 - Exited alternator operations in Europe
 - Simplified organization structure
 - Delivered savings
- Further and deeper actions underway
 - Reduce manufacturing capacity
 - Make structural and operational improvements

Relentless focus on cost reduction

- Operational improvements
 - Value engineering and material costs
 - Supply chain
 - Quality
- Restructuring
 - Targeted capacity reductions
 - Professional workforce actions



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Pat Ward

Vice President and

Chief Financial Officer

November 10, 2015



Creating shareholder value through return on capital

Disciplined Investment

- Organic growth
- Acquisitions and Partnerships

Performance Improvement

- 20% Incremental margins
- Increase Operating Cash Flow

Strong Cash Returns to Shareholders

- Return 50% of Operating Cash Flow

Disciplined investment has delivered strong returns

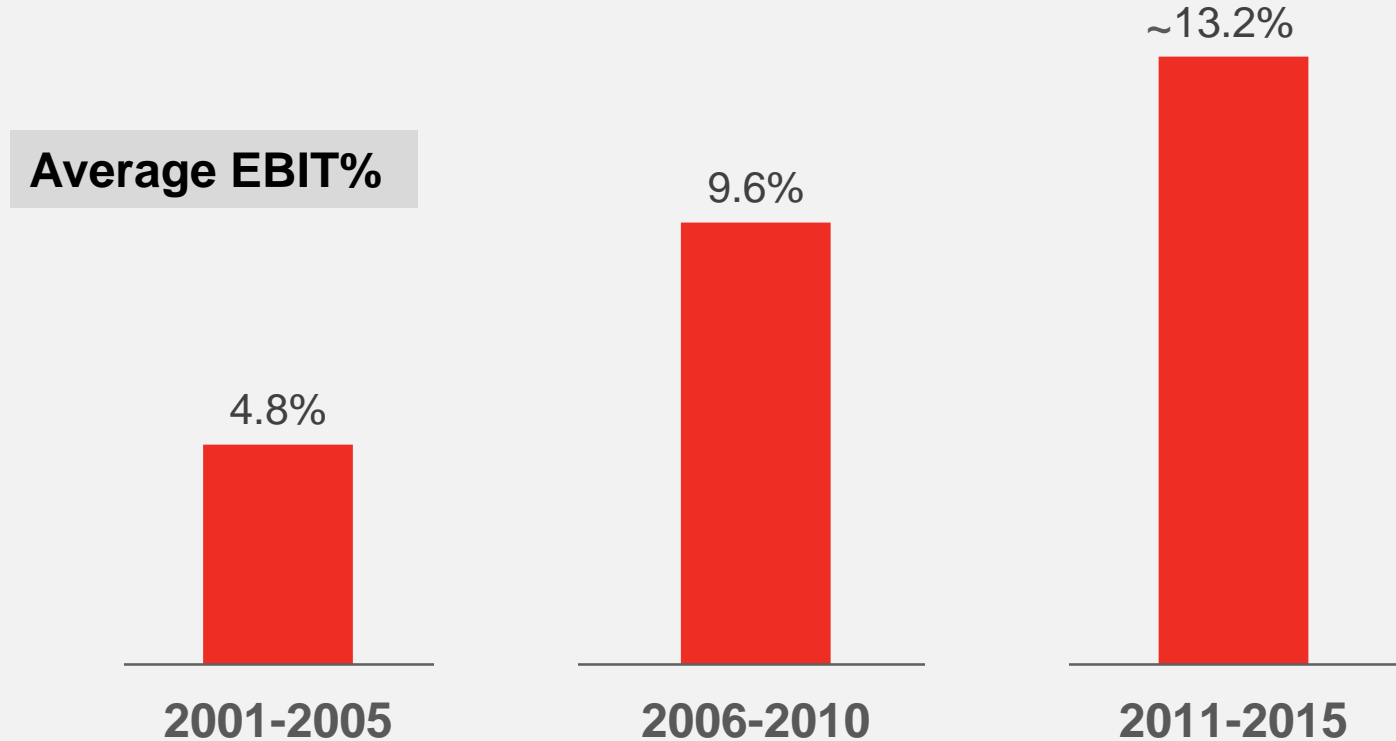
For year ending 2014	5-Year average	10-Year average
ROANA	29%	28%
ROE	23%	22%
ROIC	22%	20%

ROANA, return on average net assets, is a non-GAAP measure which is defined as earnings before interest and tax (EBIT) divided by average net assets

ROE, return on equity, is a non-GAAP measure- equity excludes non-controlling interests, defined benefit postretirement plans and special items.

ROIC, return on invested capital, is defined as net operating profit after tax divided by average total capital.

Relentless focus on performance improvement

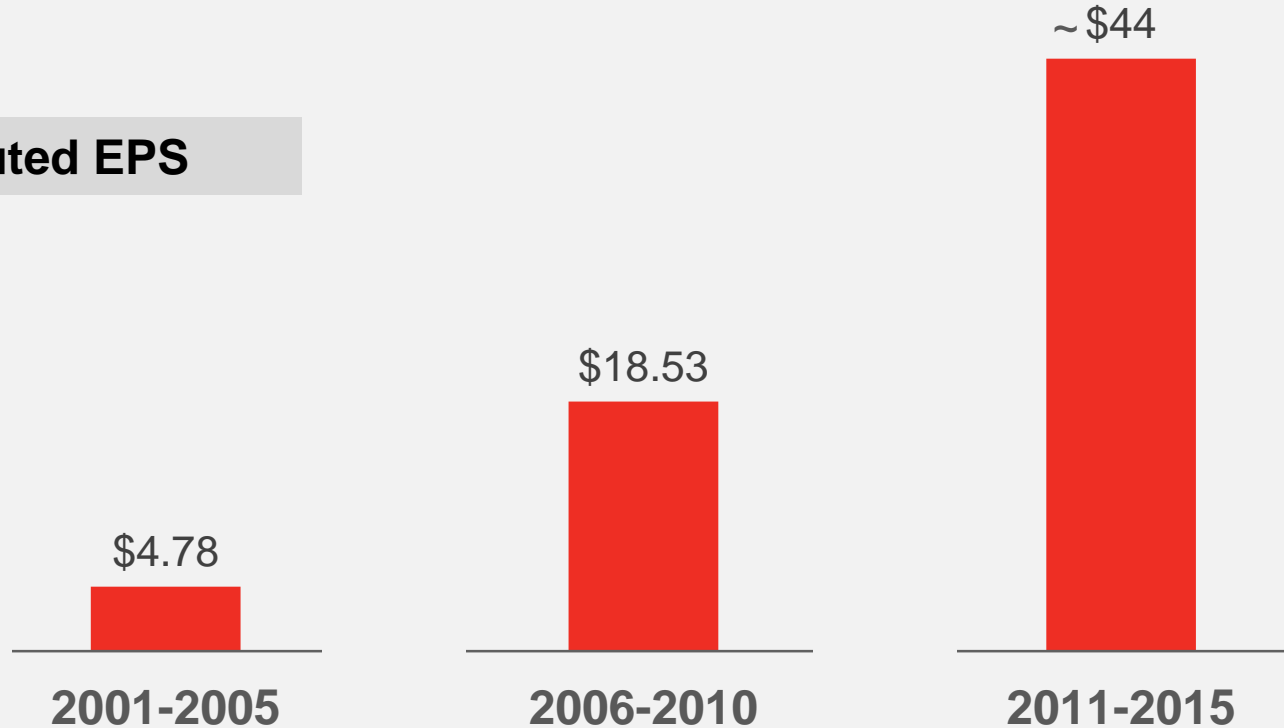


~ Includes an estimate for 2015.

EBIT excludes restructuring charges of \$37M in 2008 and \$99M in 2009. 2011 EBIT excludes \$121 in gains from divestitures. 2012 EBIT excludes \$52M in restructuring charges. 2014 EBIT excludes \$32M in one-time charges within the Power Generation segment.

Relentless focus on performance improvement

Diluted EPS



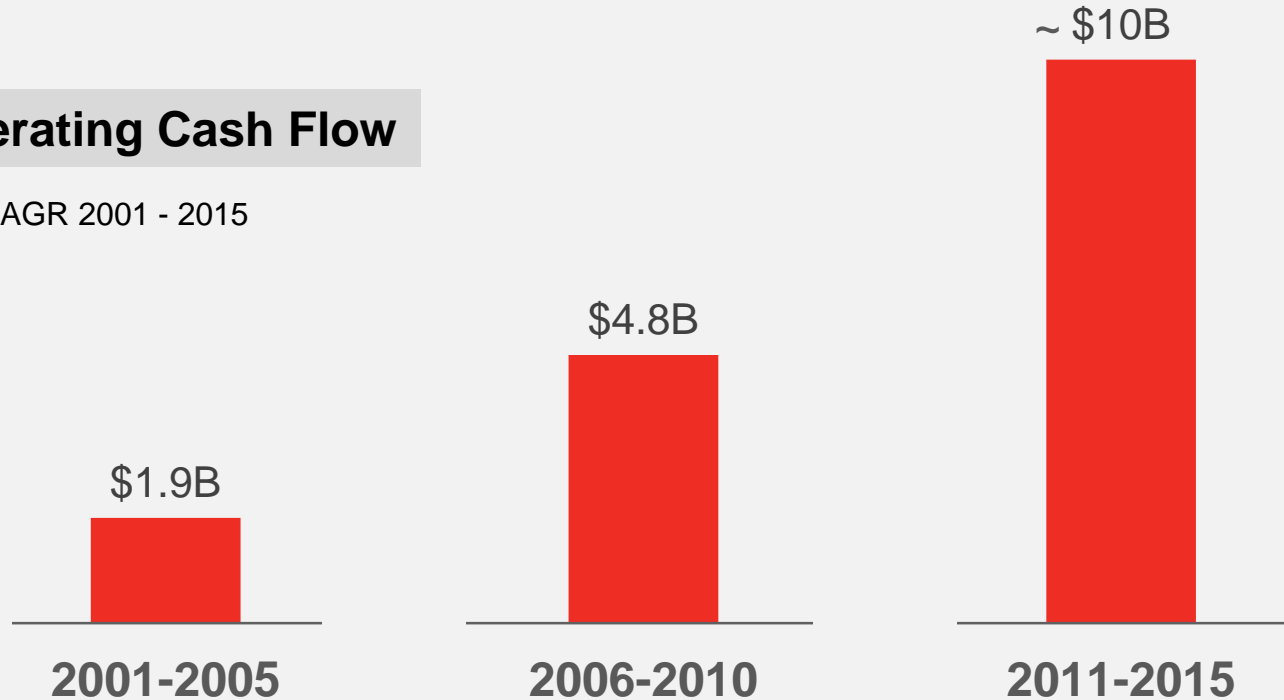
~ Includes an estimate for 2015.

Diluted Earnings Per Share amounts are adjusted for 2-1 stock splits in 2007 and 2008.

Relentless focus on performance improvement

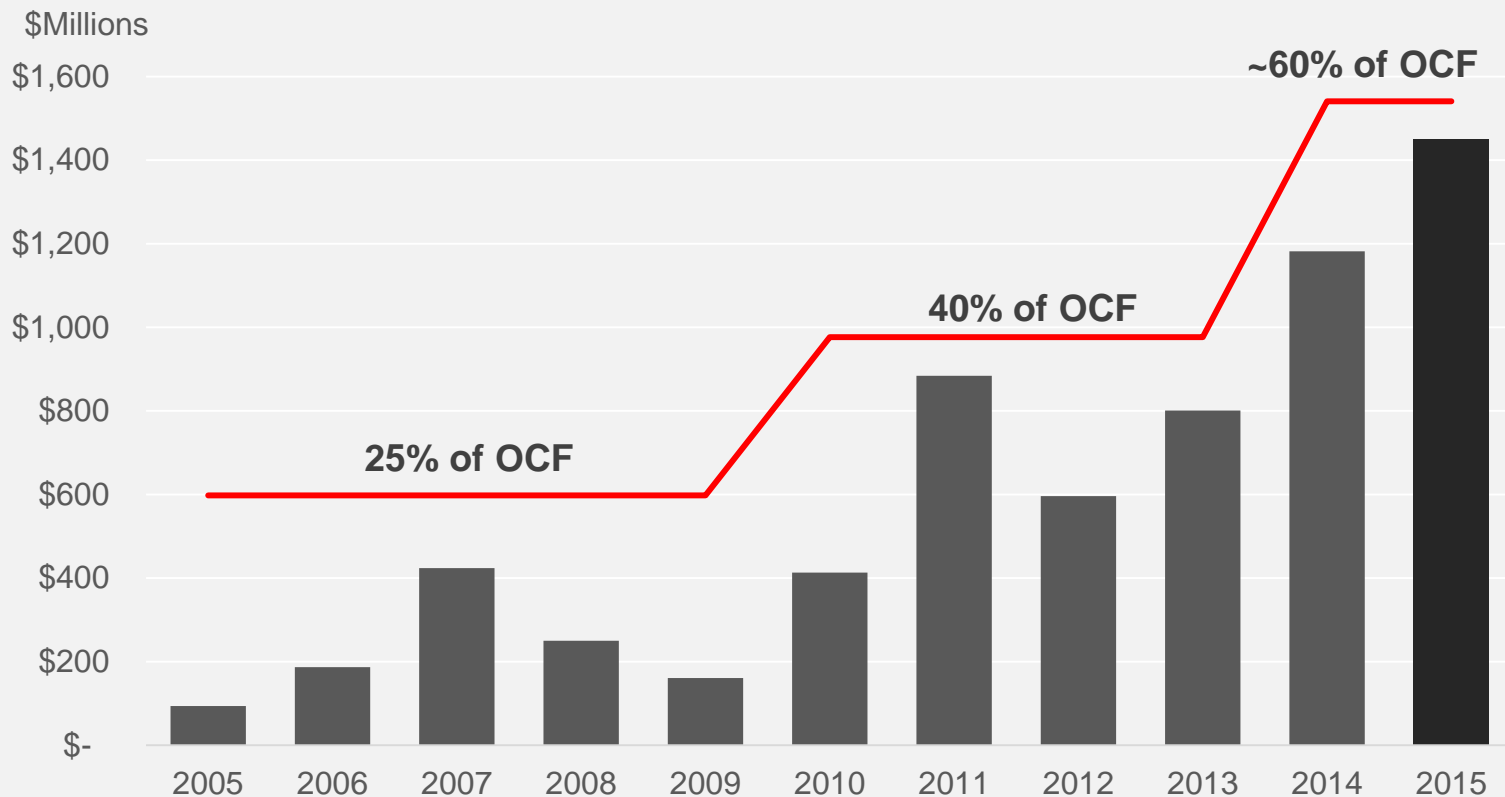
Operating Cash Flow

20% CAGR 2001 - 2015



~ Includes an estimate for 2015.

Increasing cash returned to shareholders

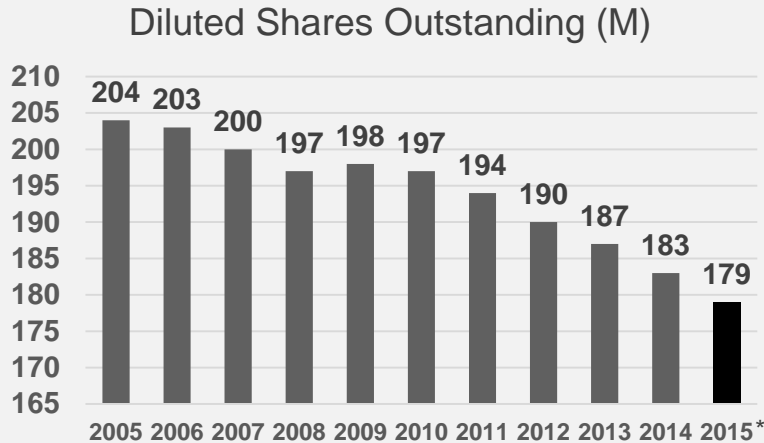


~ OCF = Operating Cash Flow
~ Includes an estimate for 2015.

Increasing cash returned to shareholders

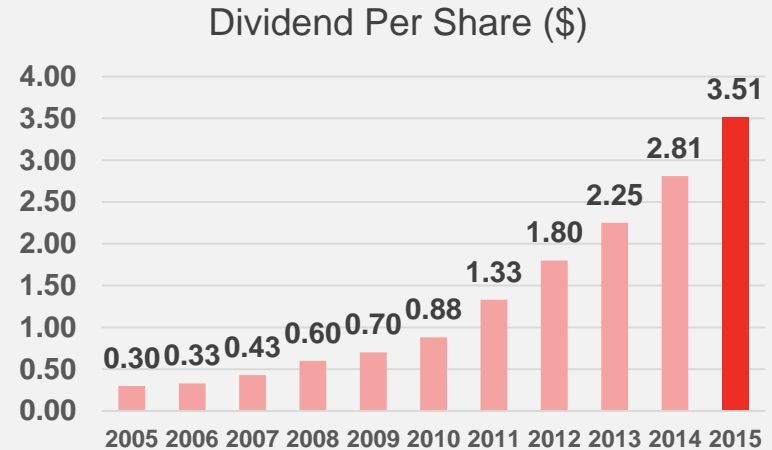
Share Repurchase

- Reduced diluted shares by 12% since 2005



Dividend

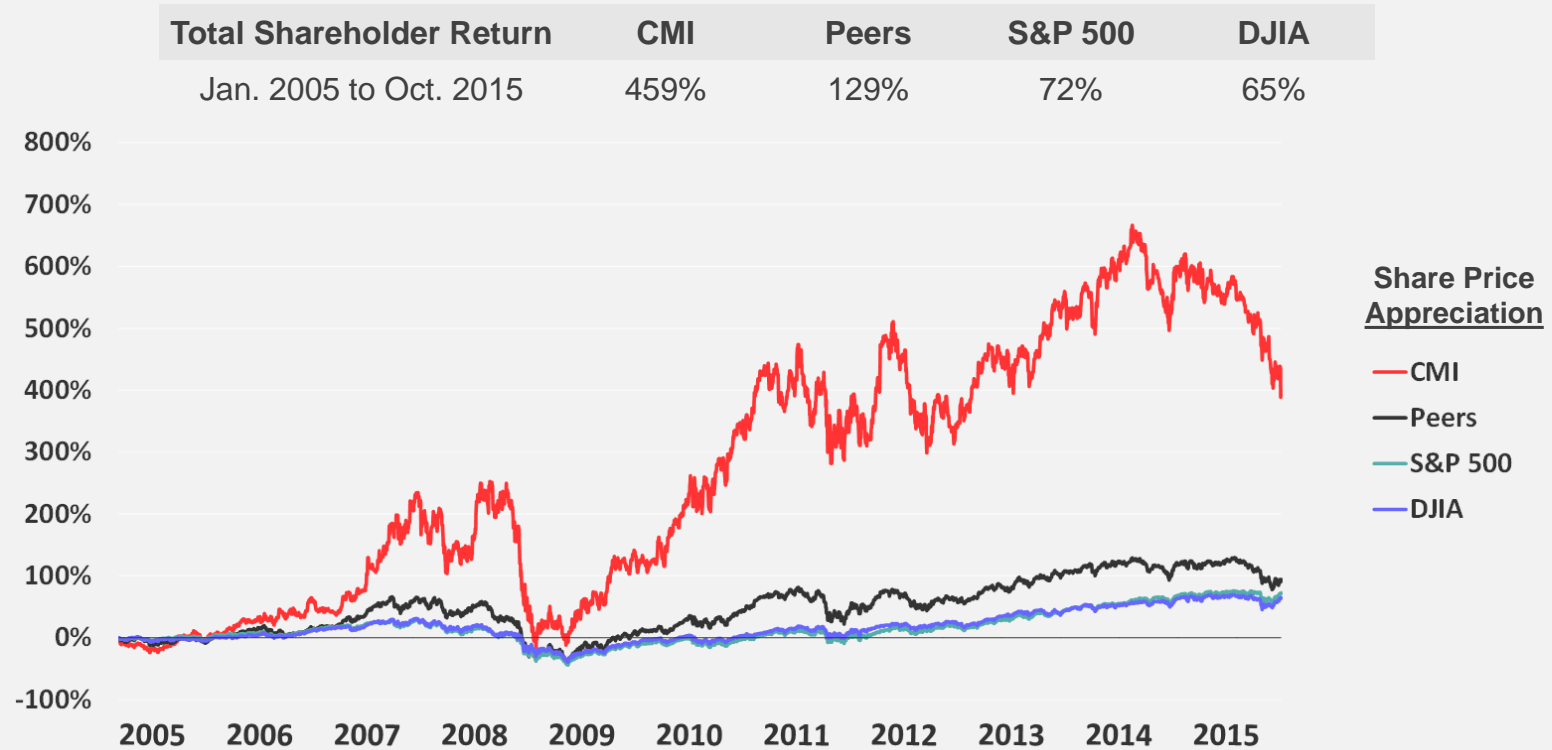
- Increased > 1,100% since 2005
- Top 5% in growth in S&P 500



* Includes an estimate for 2015

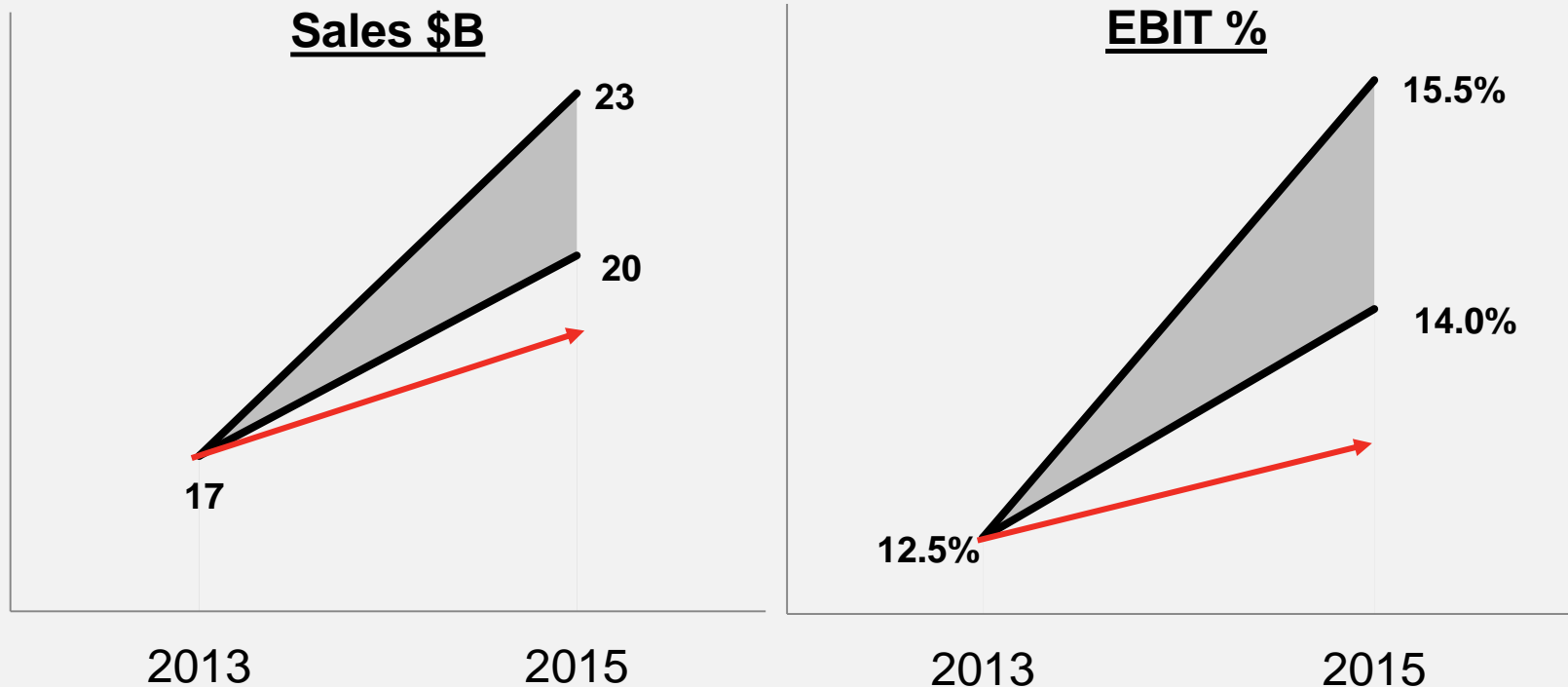
Diluted shares outstanding are adjusted for 2-1 stock splits in 2007 and 2008.

Strong long-term shareholder returns



Peers Include: BorgWarner, Caterpillar, Daimler, Danaher, Deere, Donaldson, Eaton, Emerson, Honeywell, Illinois Tool Works, Ingersoll Rand, Navistar, Paccar, Parker Hannifin, Textron, W.W. Grainger, Volvo

Improvement since 2013,
but not in expected range



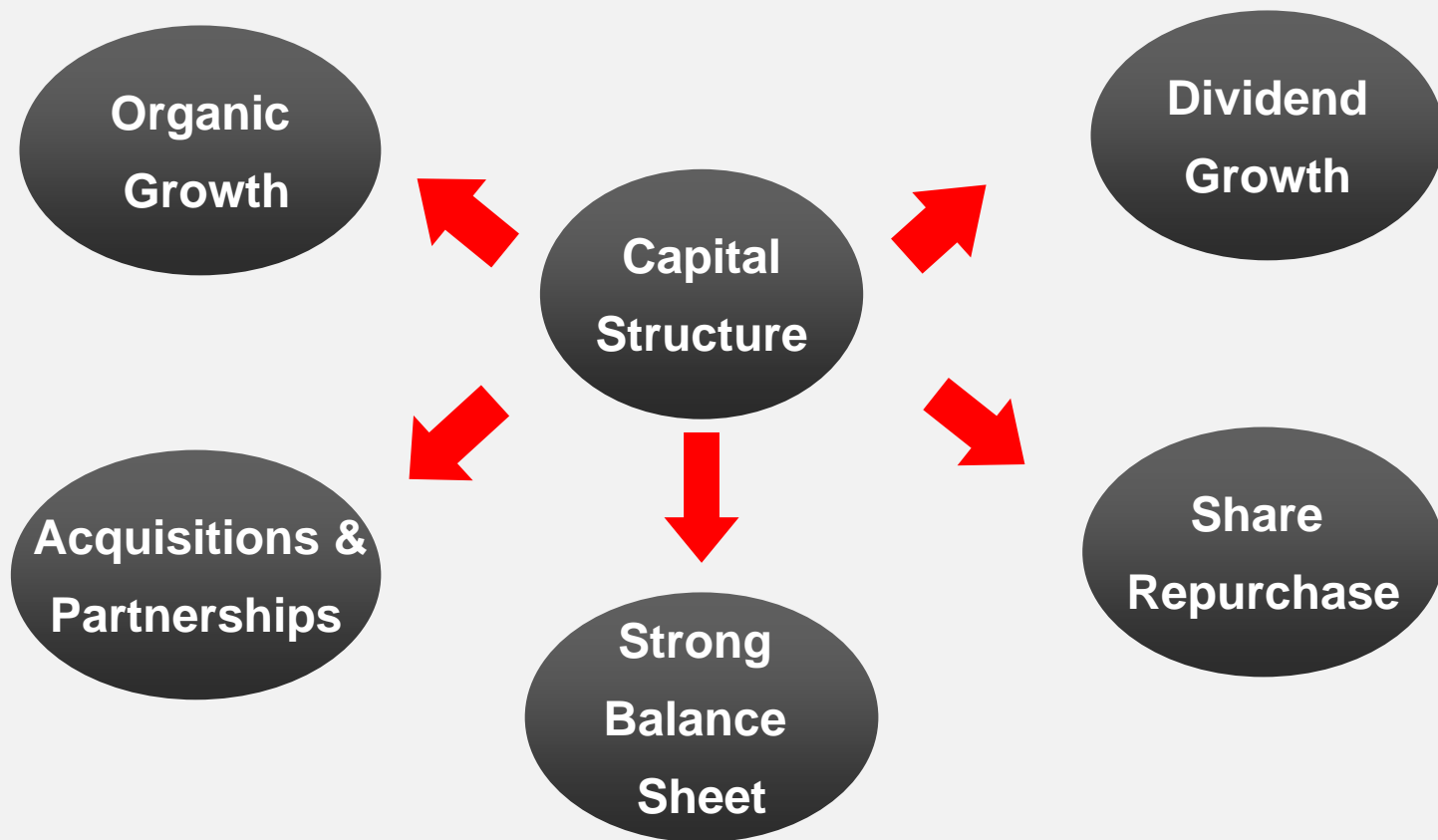
What has changed from 2013

- Growth in emerging markets has slowed
- Lower investment in infrastructure
- Weaker commodity prices
- Declining demand in high-horsepower markets
- Strong US dollar a headwind to revenues and earnings

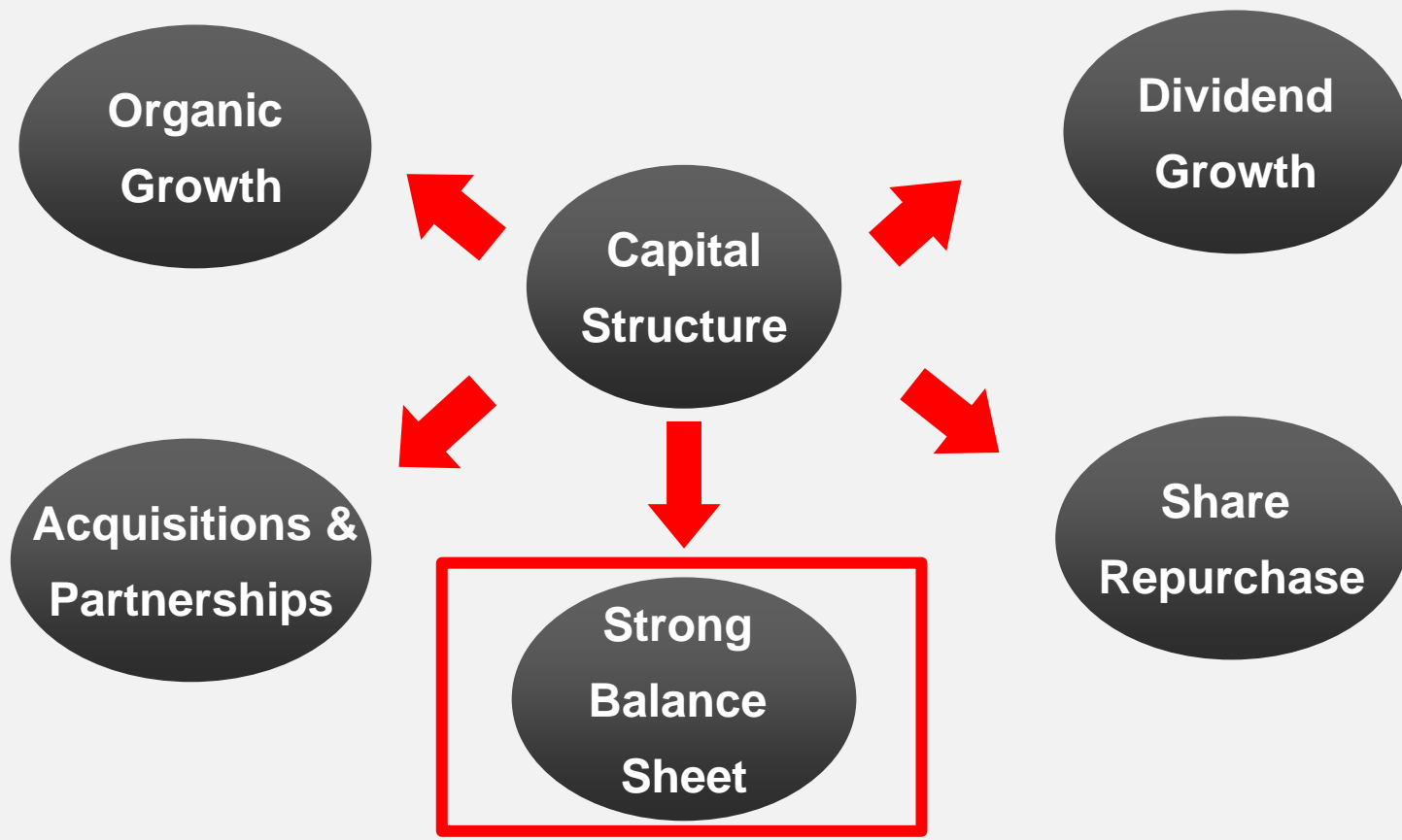
Current environment

- Low growth
- Committed to improving operational performance
- Structural cost reduction
- Maintain key investments for profitable growth

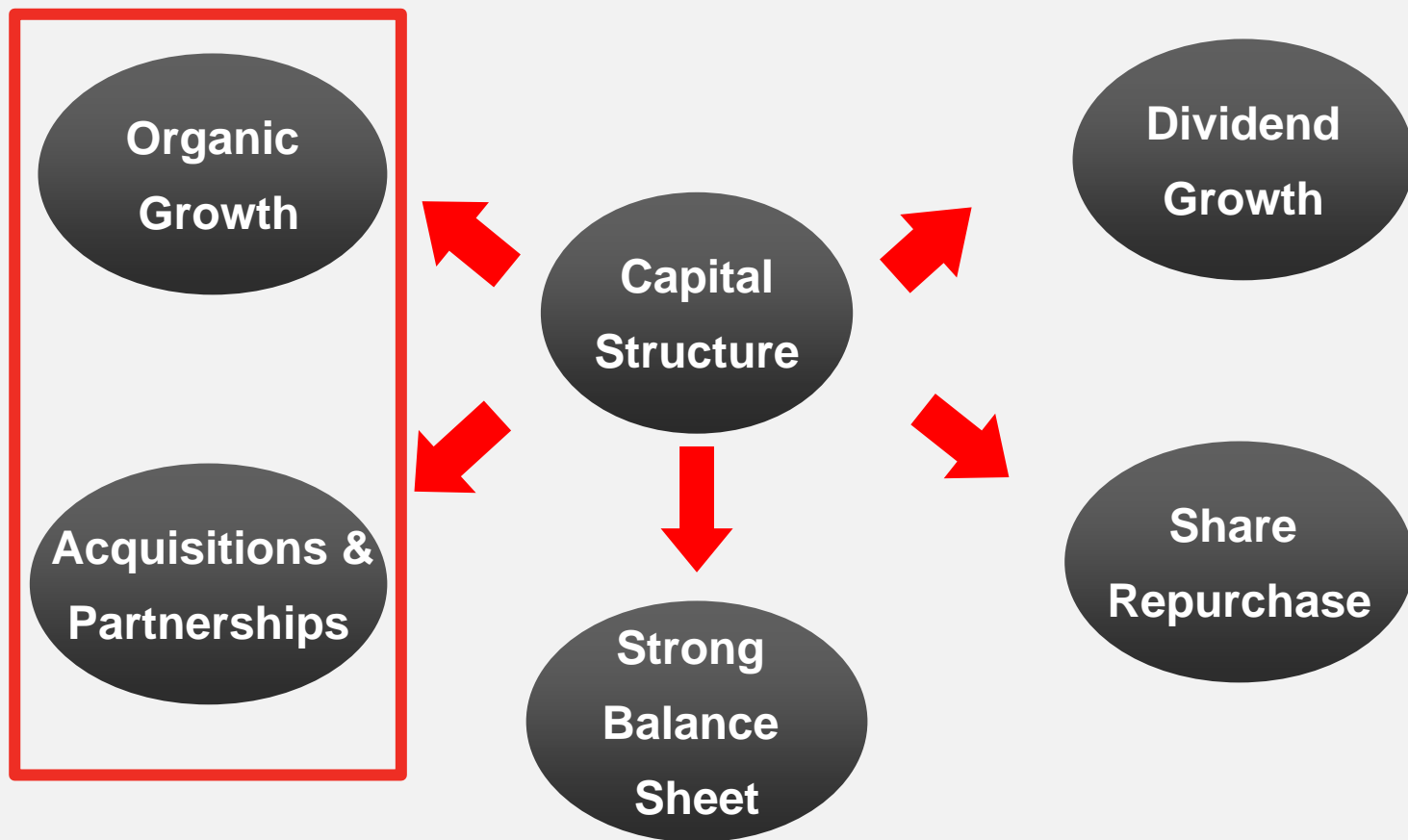
Capital allocation plans to increase returns



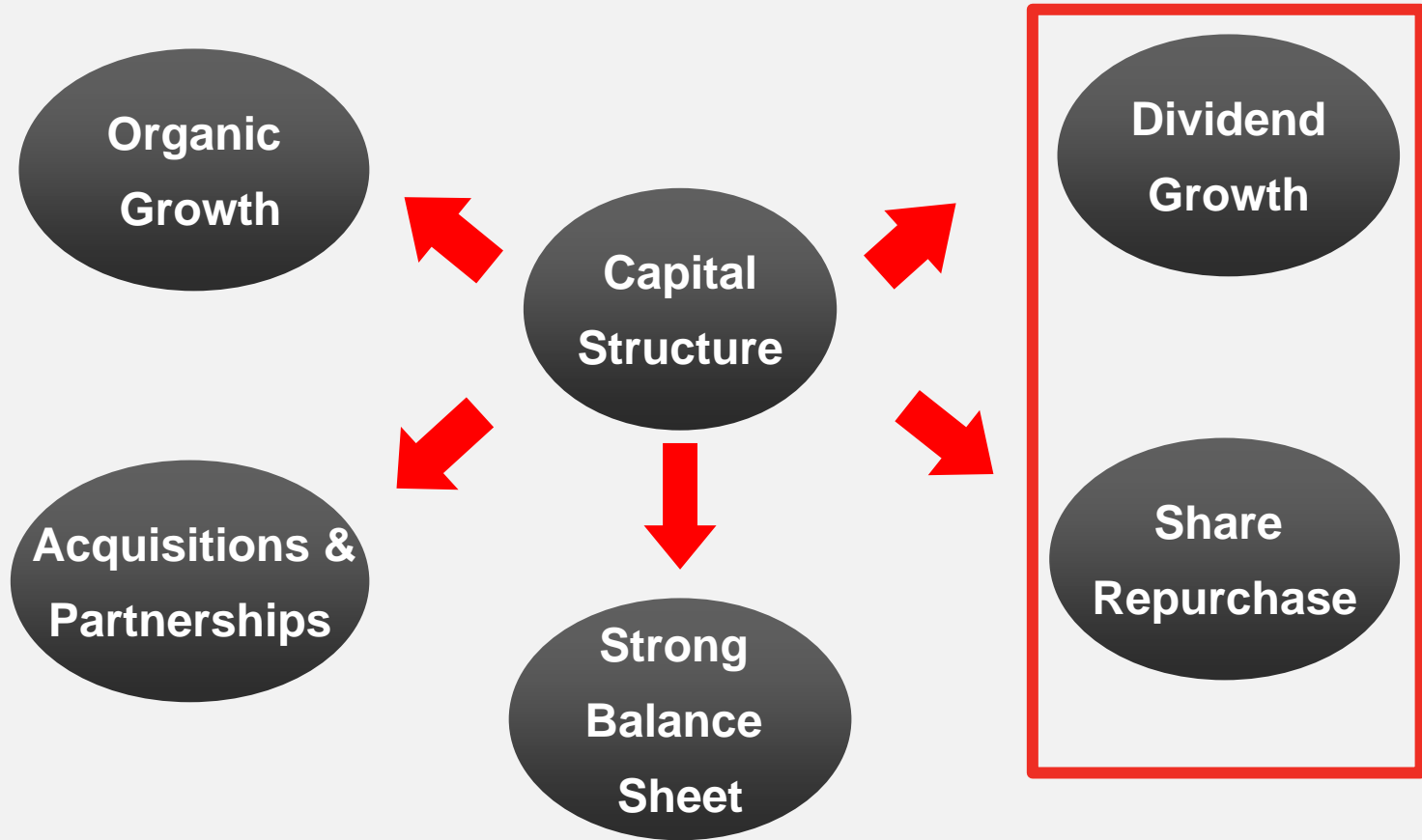
Capital allocation plans to increase returns



Capital allocation plans to increase returns



Capital allocation plans to increase returns



Focused on creating shareholder value

- 20% incremental EBIT margins across cycle
- Disciplined investment focused on strong returns
 - Organic investments
 - Acquisitions and Partnerships
- Return 50% of Operating Cash Flow to shareholders

CMI Analyst Day

Tom Linebarger

Chairman and Chief Executive Officer

November 10, 2015



Summary

- We remain committed to profitable growth and strong returns on capital to drive shareholder return
- We will manage our business well even in tough times to outperform the market
 - Execute restructuring and drive operational improvement
 - Capture profitable growth from new products
 - Realize synergies from distributor acquisitions
 - Expand existing partnerships

Summary

- We will continue to seek adjacent growth through a combination of organic growth, partnerships and acquisitions
- We will leverage our strong capabilities to create value
- We will likely shift more towards acquisitions and partnerships
- We will be disciplined in all of our investments to drive strong return on capital
- We will continue to return cash to shareholders through dividends and share repurchases