



# Third Quarter 2018 Earnings Teleconference

October 30, 2018

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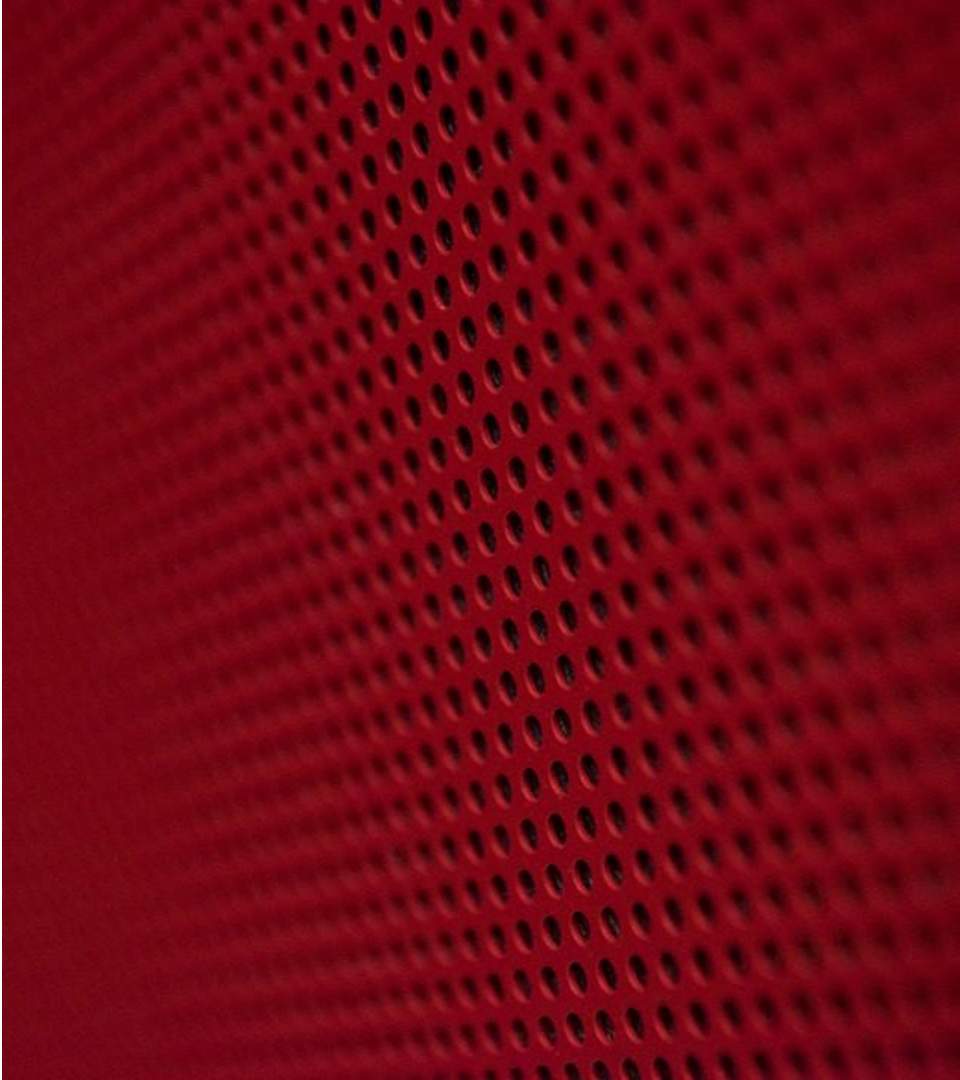
Appendix

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# Disclosure Regarding Forward-Looking Statements

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, guidance, preliminary results, expectations, hopes, beliefs and intentions on strategies regarding the future. These forward looking statements include, without limitation, statements relating to our plans and expectations for our revenues and EBITDA percentage for the full year of 2018. 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: (i) a sustained slowdown or significant downturn in our markets; (ii) our truck manufacturing and OEM customers discontinuing outsourcing their engine needs; (iii) the development of new technologies; (iv) the discovery of any significant additional problems with our engine platforms or aftertreatment systems in North America; (v) performance or safety-related recalls; (vi) lower than anticipated market acceptance of our new or existing products or services; (vii) a slowdown in infrastructure development and/or depressed commodity prices; (viii) unpredictability in the adoption, implementation and enforcement of increasingly stringent emissions standards around the world; (ix) our reliance on significant earnings from investees that we do not directly control; (x) the adoption and impact of new tax legislation; (xi) potential security breaches or other disruptions to our information technology systems and data security; (xii) financial distress or a change-in-control of one of our large truck OEM customers; (xiii) our pursuit of strategic acquisitions and divestitures; and (xiv) other risks detailed from time to time in our Securities and Exchange Commission filings, particularly in the Risk Factors section of our 2017 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 forward-looking 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.

# **Q3 2018 Summary**



# Q3 2018 Summary

- **Third quarter revenues of \$5.9 billion**
- **GAAP<sup>1</sup> Net Income of \$692 million<sup>2</sup> and Diluted EPS of \$4.28<sup>2</sup>**
- **EBITDA of \$983 million or 16.5% percent of sales**
- **Full year revenues expected to increase 15 to 17 percent**
- **EBITDA is expected to be in the range of 14.8 to 15.2 percent of sales**

<sup>1</sup>Generally Accepted Accounting Principles

<sup>2</sup>Q3 2018 GAAP Net Income and Diluted EPS were positively impacted by \$37 million in discrete tax items, of which \$34 million was related to the Tax Cuts and Jobs Act.

# Cummins Inc.

## Selected Financial Data - Quarter

<b>\$ MILLIONS</b>	<b>Q3 2018</b>	<b>Q3 2017</b>
Sales	5,943	5,285
Gross Margin (% of Sales) <sup>1</sup>	26.1%	25.4%
SAR (% of Sales) <sup>1</sup>	14.0%	16.0%
EBITDA	983	788
EBITDA (% of Sales)	16.5%	14.9%
GAAP Net Income attributable to Cummins Inc. <sup>2</sup>	692	453
GAAP Net Income (% of Sales)	11.6%	8.6%
Diluted EPS <sup>2</sup>	\$4.28	\$2.71
Dividend Per Share	\$1.14	\$1.08
ROANA (LTM) <sup>3</sup>	33%	30%
ROIC (LTM) <sup>3</sup>	19%	16%

<sup>1</sup> On January 1, 2018, we adopted the new pension and other postretirement benefit costs accounting standard and revised our third quarter of 2017 Condensed Consolidated Statements of Income by lowering cost of sales by \$2 million, increasing selling, general and administrative expenses by \$9 million, and increasing non-operating other income, net by \$7 million.

<sup>2</sup> Q3 2018 GAAP Net Income and Diluted EPS were positively impacted by \$37 million in discrete tax items, of which \$34 million was related to the Tax Cuts and Jobs Act.

<sup>3</sup> Q3 2018 ROANA (LTM) and ROIC (LTM) calculations exclude the Q4 2017, Q1 2018 and Q3 2018 discrete tax charges related to the Tax Cuts and Jobs Act.

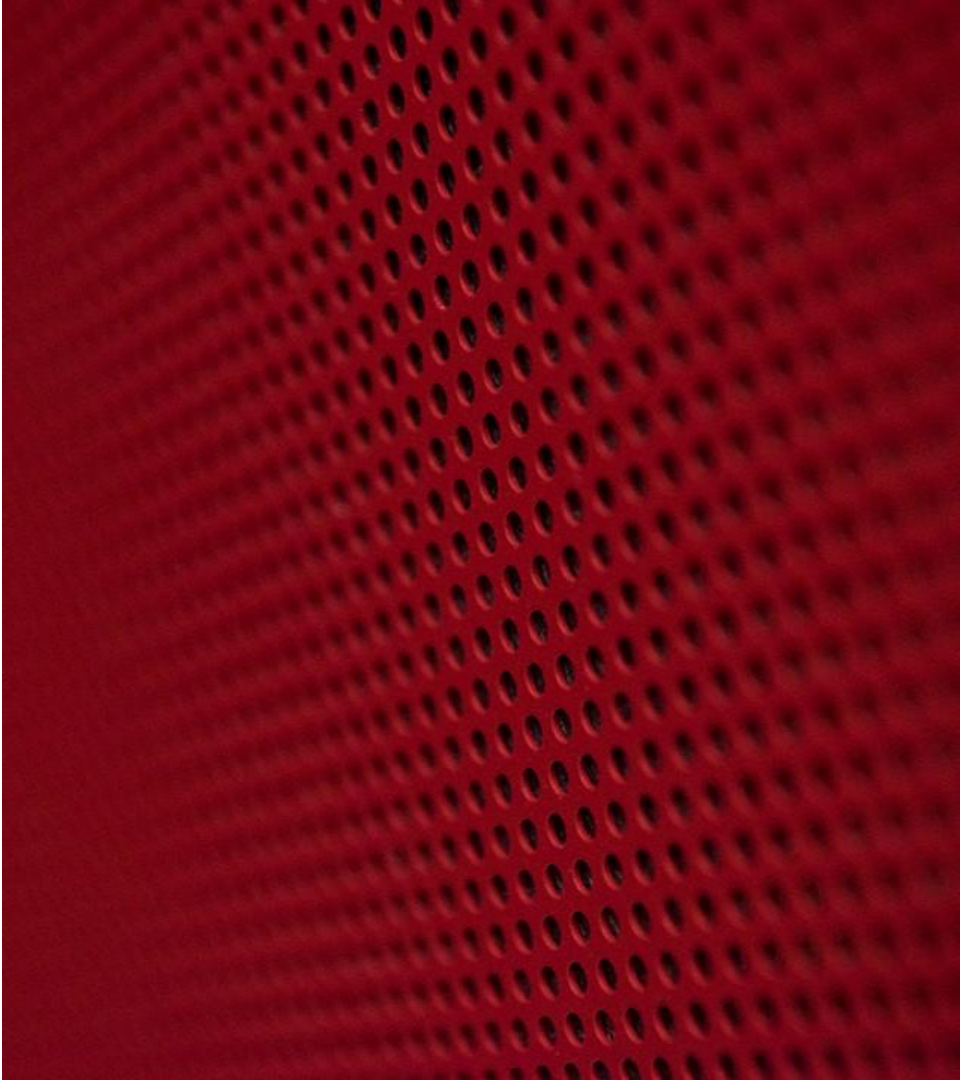
# Q3 2018 Income Statement by Segment

\$M	Engine	Distribution	Components	Power Systems	Electrified Power <sup>1</sup>	Intersegment Eliminations	Total
<b>Three months ended September 30, 2018</b>							
Net Sales	2,726	1,931	1,754	1,107	2	(1,577)	5,943
<i>Sales growth vs Q3'17</i>	17%	10%	14%	5%		13%	12%
EBITDA	405	155	288	163	(30)	2	983
Segment EBITDA %	14.9%	8.0%	16.4%	14.7%	NM <sup>2</sup>		16.5%
<b>Three months ended October 1, 2017</b>							
Net Sales	2,336	1,753	1,533	1,056		(1,393)	5,285
EBITDA	276	120	259	111		22	788
Segment EBITDA %	11.8%	6.8%	16.9%	10.5%			14.9%

<sup>1</sup>We formed the Electrified Power Segment effective January 1, 2018.

<sup>2</sup>"NM" - not meaningful information

# 2018 Guidance





# Guidance for 2018 Consolidated Results

ITEM	FULL YEAR GUIDANCE
Consolidated Revenue	Up 15 to 17%
Earnings from JVs <sup>1</sup>	Flat
EBITDA Margin	14.8 to 15.2%
Depreciation & Amortization	\$610 to \$625 M
Effective Tax Rate <sup>2</sup>	21.0%
Capital Expenditures	\$730 to \$760 M
Global Pension Funding	\$38 M
Interest Expense	\$110 M

<sup>1</sup> 2018 guidance for JV earnings is relative to 2017 JV earnings excluding the \$39 million tax charges related to the Tax Cuts and Jobs Act.

<sup>2</sup>Excluding discrete income tax items

# Guidance for 2018 Segment Results

ITEM	ENGINE	DISTRIBUTION	COMPONENTS <sup>2</sup>	POWER SYSTEMS	ELECTRIFIED POWER
Consolidated Revenue Growth	Up 17.5 to 18.5%	Up 9 to 11%	Up 22 to 24%	Up 12 to 14%	\$5M to \$10M
2018 EBITDA Margins (% of Revenue)	13.25 to 13.75%	7.0 to 7.5%	14.0 to 14.5%	13.75 to 14.25%	(\$95M) to (\$85M)
2017 EBITDA Margins <sup>1</sup> (% of Revenue)	13.0%	7.1%	15.8%	10.1%	N/A

<sup>1</sup>2017 EBITDA excludes the impact of recent tax legislation that reduced Engine Segment EBITDA by \$23 million, Components Segment EBITDA by \$12 million, and Distribution Segment EBITDA by \$4 million.

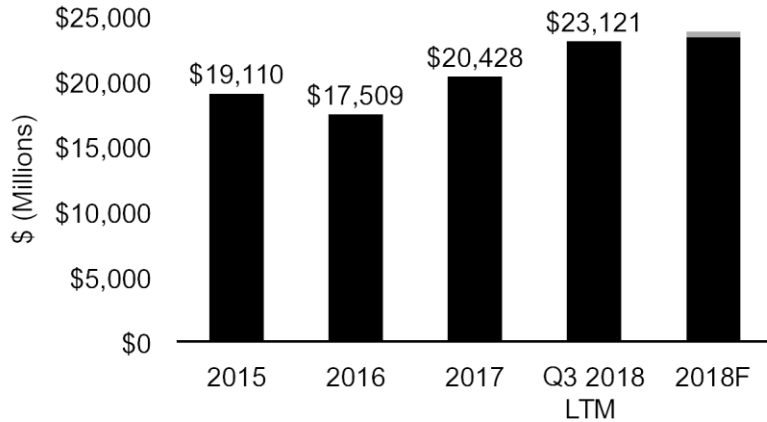
<sup>2</sup>Components 2018 revenue and EBITDA margin guidance includes Eaton Cummins Joint Venture revenue of \$500 million and net EBITDA loss of \$20 million.

# Key On-Highway Engine Markets - 2018

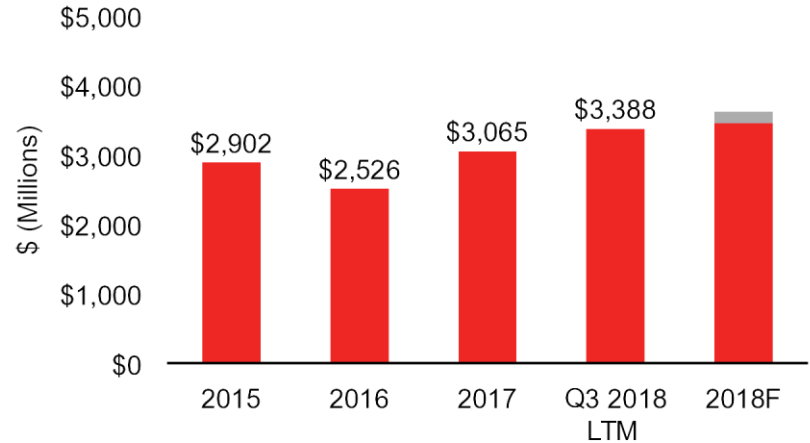
KEY MARKET	2017 Actual	2018 Forecast	CHANGE Market Size
Heavy Duty Truck - NAFTA Class 8, Group 2 - Production	221K units	286K units	Up 29%
Medium Duty Truck - NAFTA Class 6-7, and Class 8 Group 1 - Production	118K units	133K units	Up 13%
Heavy & Medium Truck - China Sales	1,346K units	1,335K units	Down 1%
Heavy & Medium Truck - India Production	327K units	393K units	Up 20%
Heavy & Medium Truck - Brazil Production	83K units	100K units	Up 20%

# Cummins Inc.

## Sales



## EBITDA<sup>1</sup>



### 2018 Guidance

Sales Up 15 to 17%    EBITDA 14.8 to 15.2%

<sup>1</sup>2015 EBITDA excludes \$211 million of impairment of light-duty diesel assets and \$90 million of restructuring actions and other charges. Q4'17 EBITDA excludes \$39 million of tax charges related to the Tax Cuts and Jobs Act.

A vertical red bar with a perforated texture occupies the left side of the slide. The perforations are small, dark, oval-shaped holes arranged in a grid pattern that tapers towards the right.

# **Q3 2018 Supplemental Information**

# Engine Segment Selected Financial Data

- Sales increased due to a 17% increase in on-highway revenues and a 14% increase in off-highway revenues.
- EBITDA increased due to stronger volumes, lower warranty expenses, which more than offset increased material costs.

\$ MILLIONS	Q3 2018	Q3 2017	CHANGE
Sales	2,726	2,336	+17%
EBITDA	405	276	+47%
EBITDA (% of Sales)	14.9%	11.8%	

# Engine Segment - Sales by Market

- On-highway revenues increased due to higher industry production and market share gains in the medium and heavy-duty truck markets in North America.
- Off-highway revenues increased as a result of strong demand for construction equipment, led by China and North America.

\$ MILLIONS	Q3 2018	Q3 2017	CHANGE
Heavy-Duty Truck	958	776	+23%
Medium-Duty Truck & Bus	699	625	+12%
Light-Duty Automotive	517	452	+14%
<b>On-Highway</b>	<b>2,174</b>	<b>1,853</b>	<b>+17%</b>
<b>Off-Highway</b>	<b>552</b>	<b>483</b>	<b>+14%</b>
<b>Total Sales</b>	<b>2,726</b>	<b>2,336</b>	<b>+17%</b>

# Distribution Segment Selected Financial Data

- Sales increased due to stronger demand across all product lines in North America.
- EBITDA margin as a percent of sales increased due to higher sales, favorable pricing, and lower variable compensation expense, partially offset by unfavorable currency movements and the absence of gains from a divestiture of assets last year.

\$ MILLIONS	Q3 2018	Q3 2017	CHANGE
Sales	1,931	1,753	+10%
EBITDA	155	120	+29%
EBITDA (% of Sales)	8.0%	6.8%	



# Components Segment Selected Financial Data

- North America sales increased 25% due to higher truck production and the ramp up of the Automated Transmission Business, which was formed in the third quarter last year. International sales increased 2%.
- EBITDA dollars were a record in the quarter while EBITDA % decreased due to the impact of the Automated Transmission Business.

\$ MILLIONS	Q3 2018	Q3 2017	CHANGE
Sales	1,754	1,533	+14%
EBITDA	288	259	+11%
EBITDA (% of Sales)	16.4%	16.9%	

# Power Systems Segment Selected Financial Data

- Power generation sales increased 10% due to stronger demand in North America, the Middle East and India. Industrial sales declined 1%.
- EBITDA margin as a percent of sales increased due to higher sales and benefits from previous restructuring actions.

<b>\$ MILLIONS</b>	<b>Q3 2018</b>	<b>Q3 2017</b>	<b>CHANGE</b>
Sales	1,107	1,056	+5%
EBITDA	163	111	+47%
EBITDA (% of Sales)	14.7%	10.5%	

# Electrified Power Segment<sup>1</sup>

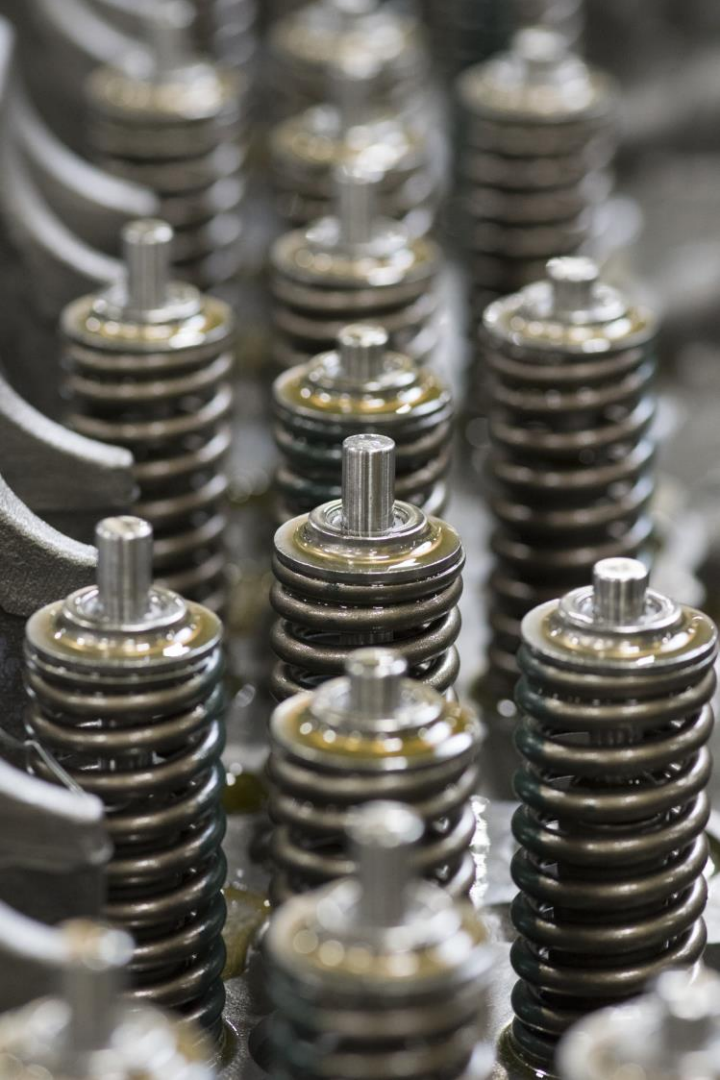
## Selected Financial Data

- EBITDA losses were \$30 million for the quarter driven by investments in new products.

<b>\$ MILLIONS</b>	<b>Q3 2018</b>
Sales	2
EBITDA	(30)
EBITDA (% of Sales)	NM <sup>2</sup>

<sup>1</sup>We formed the Electrified Power Segment effective January 1, 2018.

<sup>2</sup>"NM" - not meaningful information



## Joint Venture Income - Quarter

<b>\$ MILLIONS</b>	<b>Q3 2018</b>	<b>Q3 2017</b>
Engine	55	58
Distribution	9	11
Components	12	12
Power Systems	14	14
Electrified Power	—	—
<b>Total JV Income</b>	<b>90</b>	<b>95</b>



## Cash Flow - Quarter

<b>\$ MILLIONS</b>	<b>Q3 2018</b>	<b>Q3 2017</b>
Operating Cash Flow	915	645
Capital Expenditures	175	100
Working Capital Measure	4,780	4,470
Working Capital Measure (% of Net Sales)	20.1%	21.1%
Debt to Capital %	23.4%	20.8%

# Appendix



# Cummins Inc.

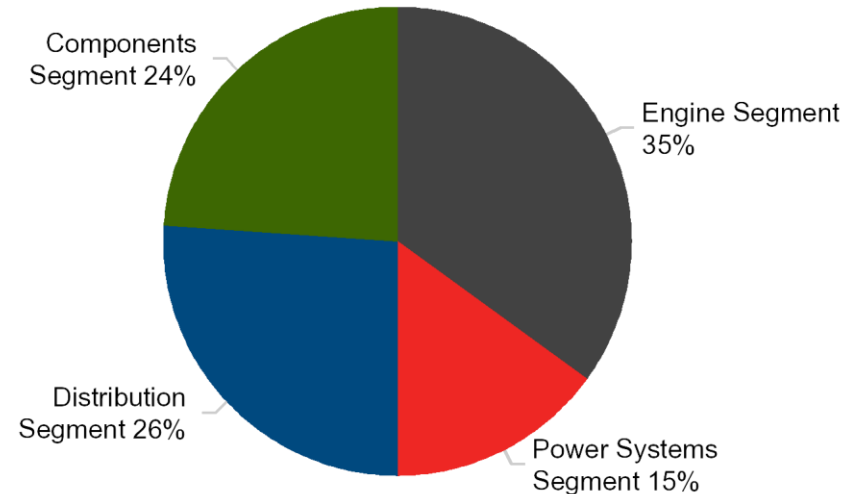
- Strong product portfolio and global partners
- Macro growth trends play to Cummins' strengths
- Disciplined investment for growth
- Demonstrated technology leadership

## Q3 2018 LTM Results

Sales:	\$23.1 billion
EBITDA <sup>1</sup> :	\$3.4 billion
EBITDA%:	14.7%

<sup>1</sup>Q4'17 EBITDA excludes \$39 million of tax charges related to the Tax Cuts and Jobs Act.

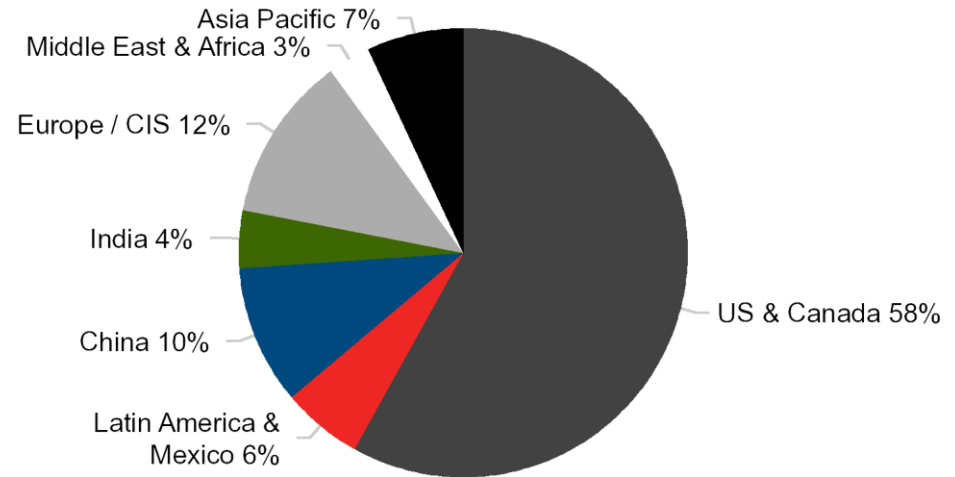
## Q3 2018 LTM Revenue by Segment



# Cummins Inc.

- Capitalizing on global emissions regulations
- Strong geographic diversification and leadership across multiple end-markets
- Global distribution network with presence in more than 190 countries and territories

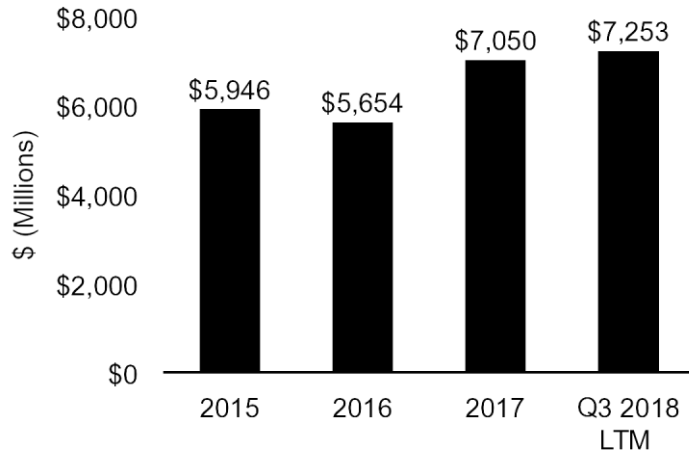
## Q3 2018 LTM Revenue by Marketing Territory





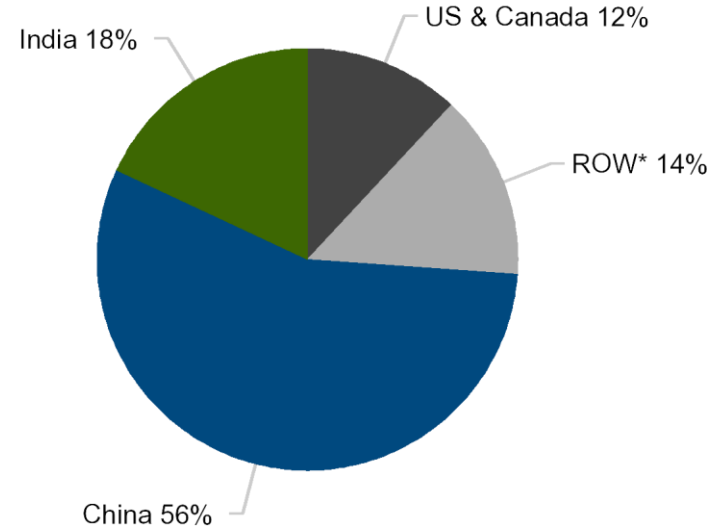
# Cummins - Joint Venture Sales Unconsolidated

- Increased demand in China for off-highway equipment and commercial vehicles is the primary driver of the increase in revenues.



\* Rest of world

## Q3 2018 LTM Revenue:



# Engine Segment - Overview

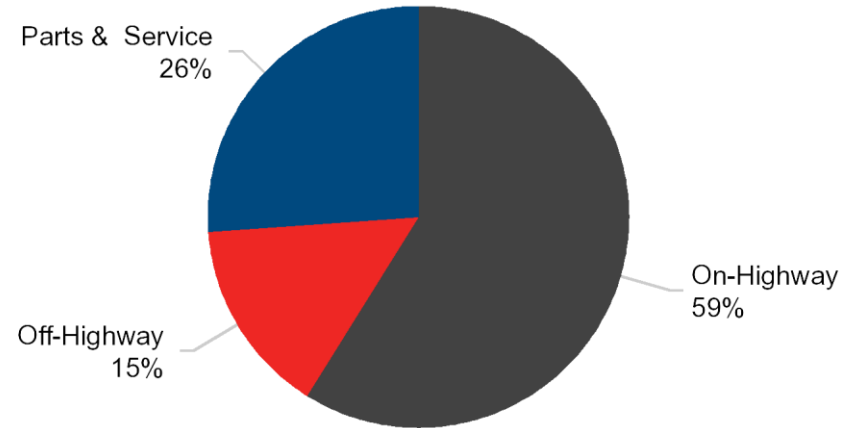
- Diesel and natural gas engines from 2.8L to 15L and 48 hp to 715 hp
- Long-term engine supply agreements with key customers to stabilize pricing and to jointly engineer better integrated vehicles to market
- Leading market share in multiple end-markets and geographies

## Q3 2018 LTM Results

Sales:	\$10.2 billion
EBITDA <sup>1</sup> :	\$1.3 billion
EBITDA%:	13.3%

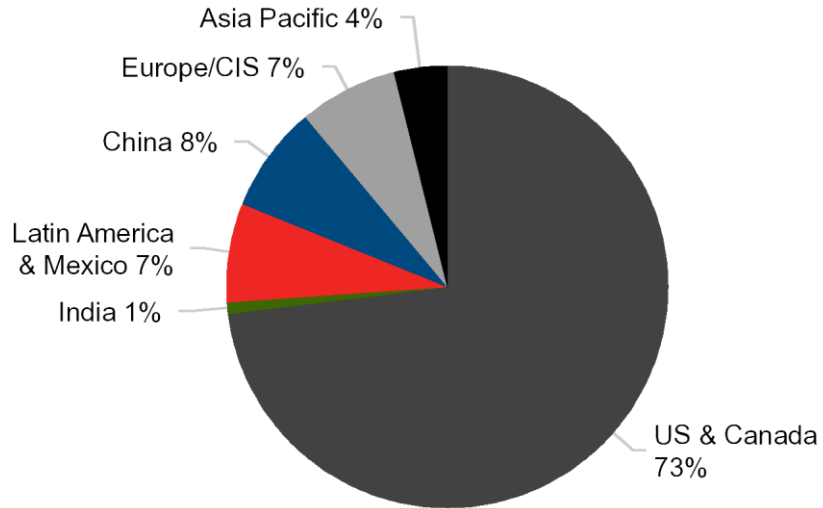
<sup>1</sup>Q4'17 EBITDA excludes \$23 million of tax charges related to the Tax Cuts and Jobs Act.

## Q3 2018 LTM Revenue by Product

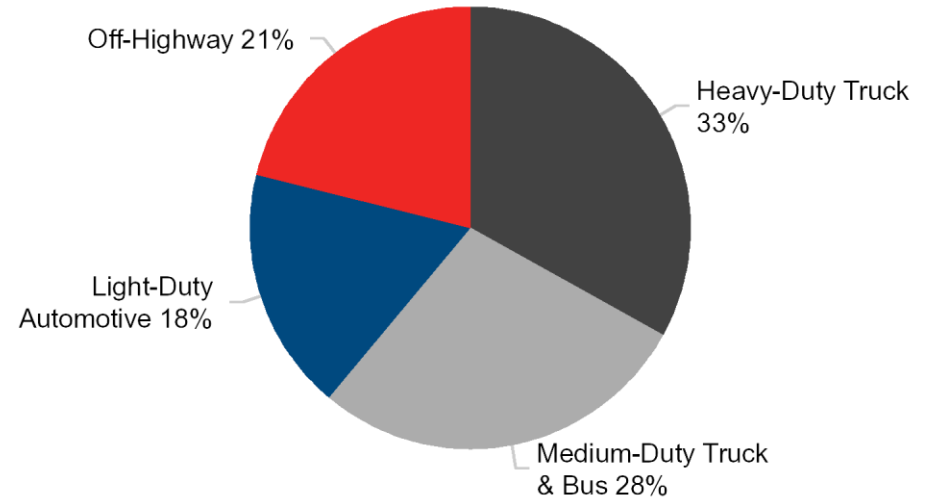


# Engine Segment - Sales Mix

## By Region



## By Application



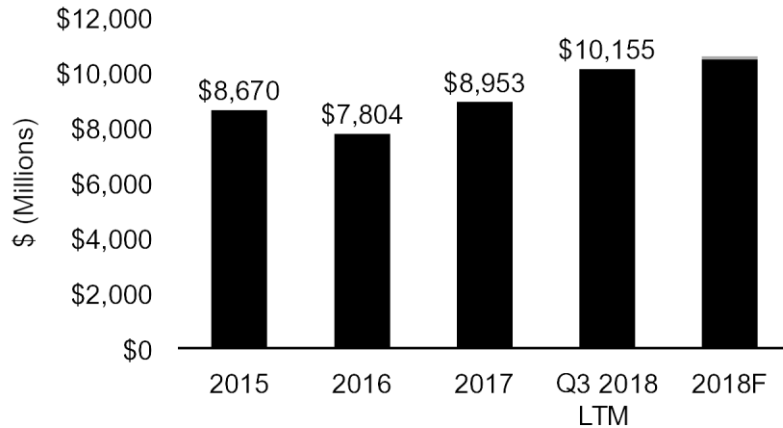
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**Q3 2018 LTM Revenue: \$10.2 billion**

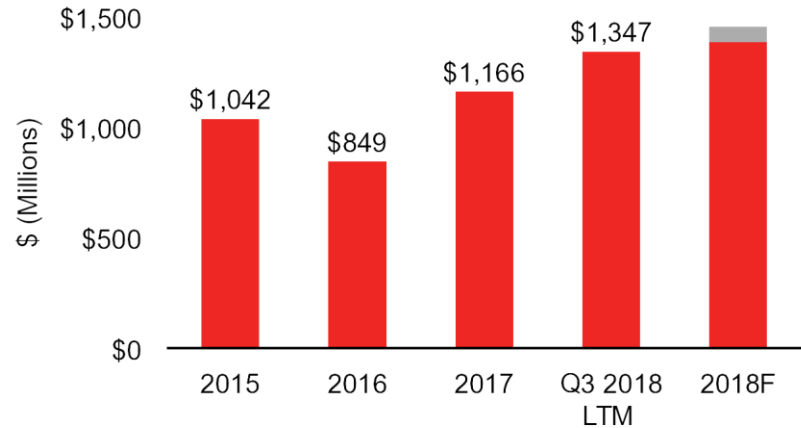
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# Engine Segment - Historical Performance

## Segment Sales



## Segment EBITDA<sup>1</sup>



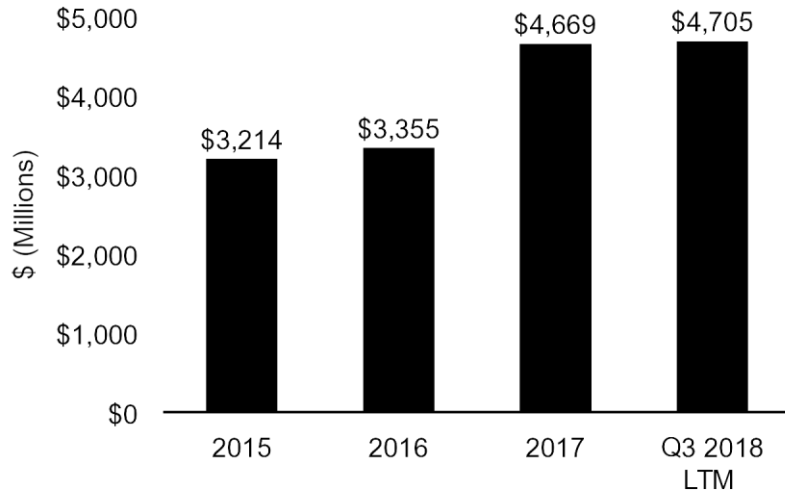
### 2018 Guidance

Sales Up 17.5 to 18.5%

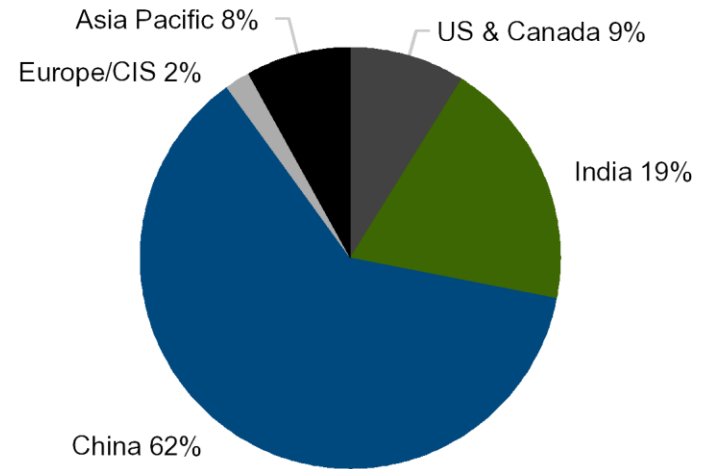
EBITDA 13.25 to 13.75%

<sup>1</sup> 2015 EBITDA excludes \$202 million of impairment of light-duty diesel assets and \$17 million of restructuring actions and other charges. Q4'17 EBITDA excludes \$23 million of tax charges related to the Tax Cuts and Jobs Act.

# Engine Segment - Joint Venture Sales Unconsolidated



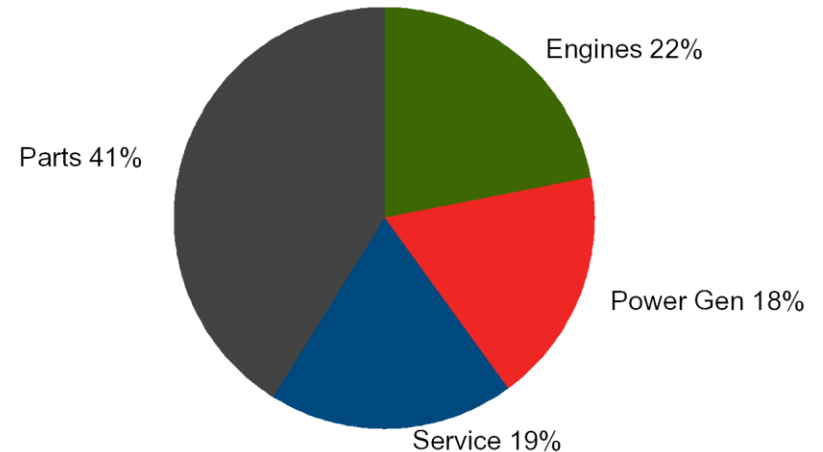
## Q3 2018 LTM Revenue



# Distribution Segment - Overview

- Provide aftermarket support and increase solution-based revenue
- 100% ownership of our North American distributors
- Increasing network capabilities in emerging markets to capture profitable growth

## Q3 2018 LTM Revenue by Product



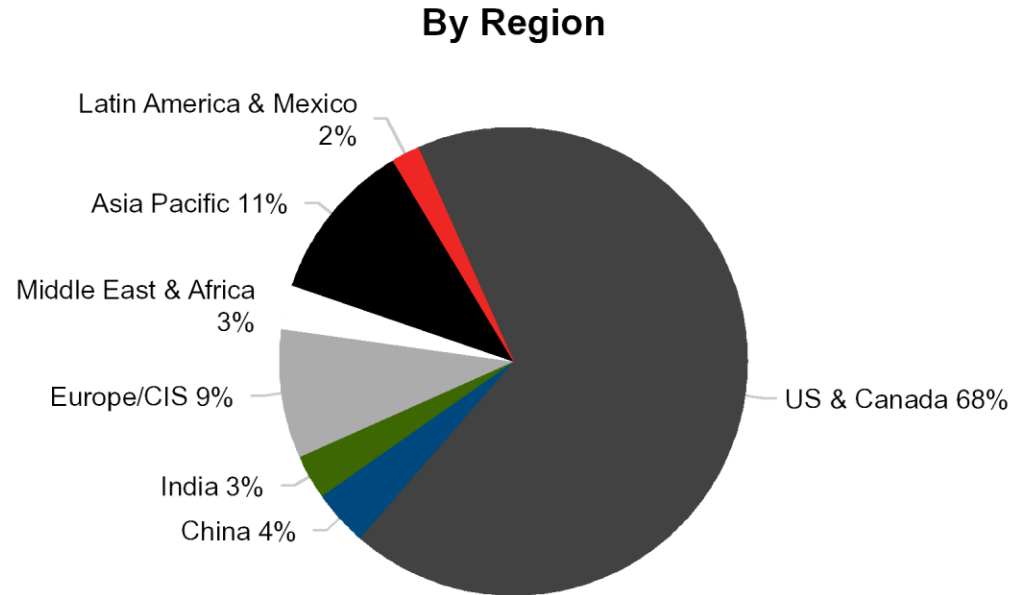
### Q3 2018 LTM Results

Sales:	\$7.7 billion
EBITDA <sup>1</sup> :	\$550 million
EBITDA%:	7.1%

<sup>1</sup>Q4'17 EBITDA excludes \$4 million of tax charges related to the Tax Cuts and Jobs Act.

# Distribution Segment - Sales Mix

- Key enabler for Cummins growth
- Benefiting from increased population of product in the field



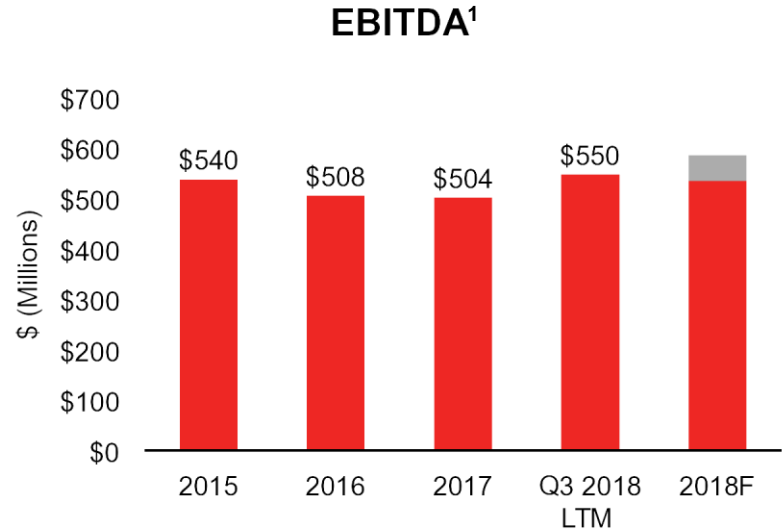
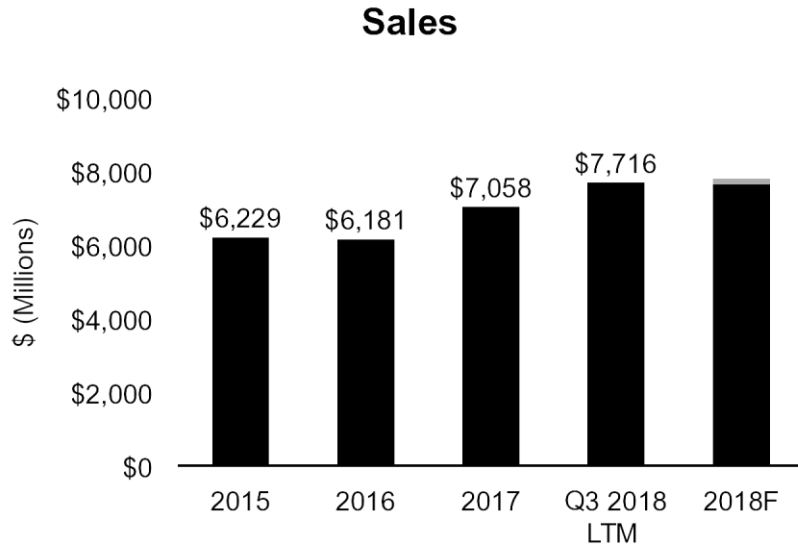
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**Q3 2018 LTM Revenue**

**\$7.7 billion**

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# Distribution Segment - Historical Performance



## 2018 Guidance

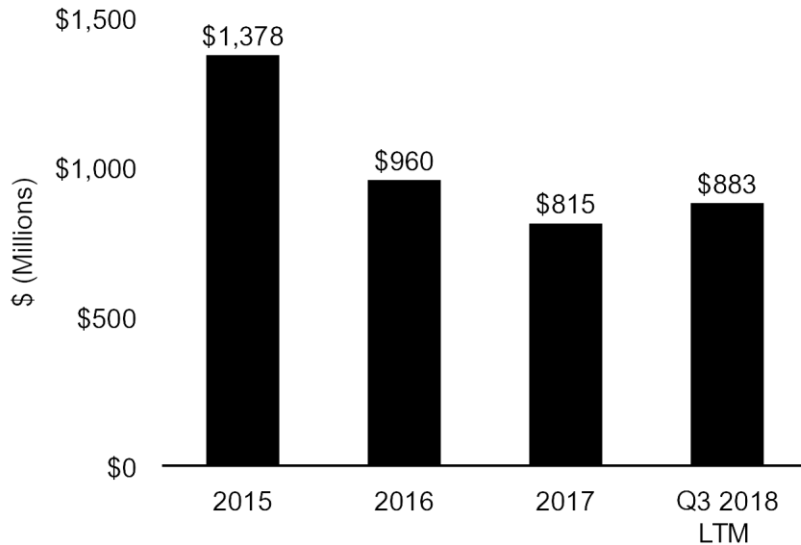
Sales Up 9 to 11%

EBITDA 7.0 to 7.5%

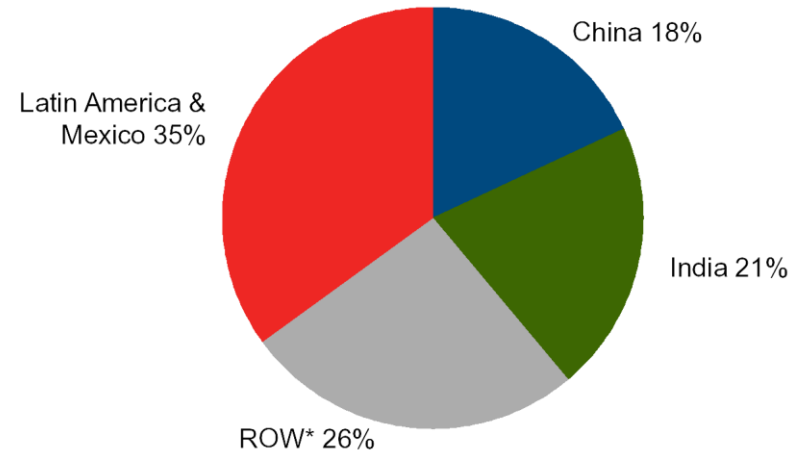
<sup>1</sup> 2015 EBITDA excludes \$23 million of restructuring actions and other charges. Q4'17 EBITDA excludes \$4 million of tax charges related to the Tax Cuts and Jobs Act.



# Distribution Segment - Joint Venture Sales Unconsolidated



## Q3 2018 LTM Revenue



\* Rest of World

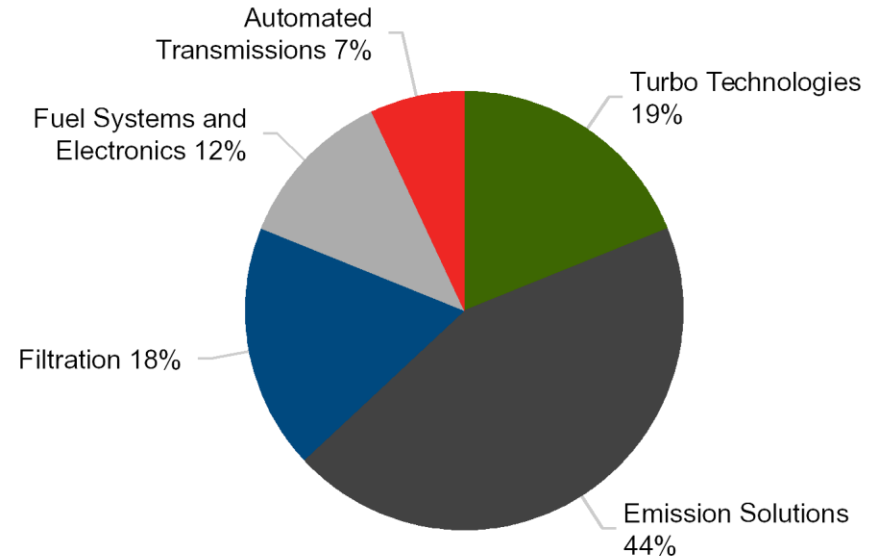
# Components Segment - Overview

- Leading supplier of aftertreatment products for commercial vehicle applications
- Largest worldwide supplier of turbochargers from 3.8L to 25L for commercial applications
- World's leading supplier of filtration, coolant and chemical products

## Q3 2018 LTM Results

Sales:	\$7.0 billion
EBITDA <sup>1</sup> :	\$978 million
EBITDA%:	14.1%

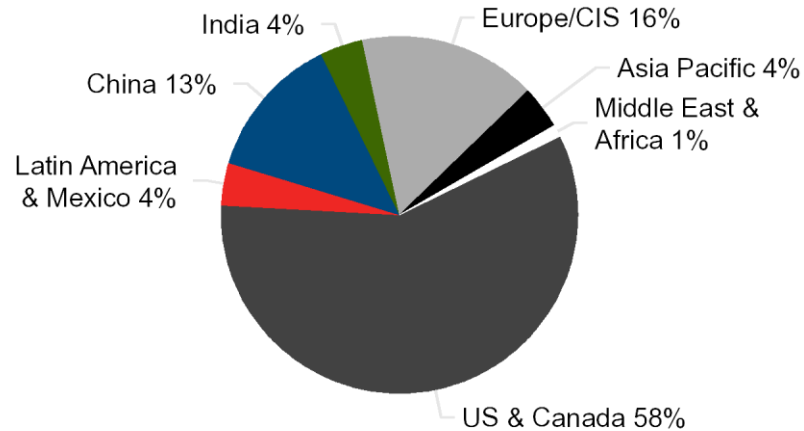
## Q3 2018 LTM Revenue by Business



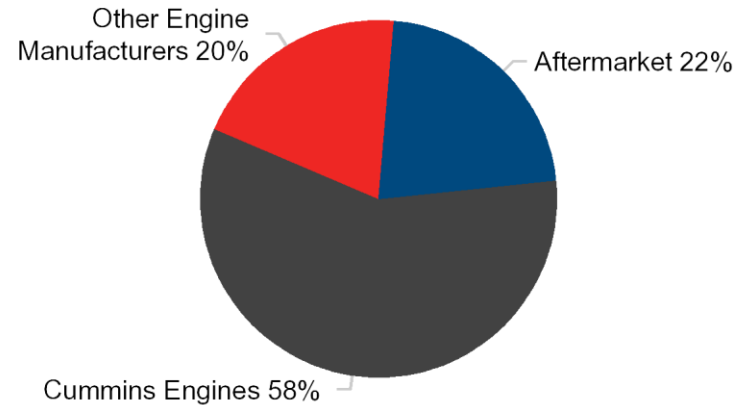
<sup>1</sup>Q4'17 EBITDA excludes \$12 million of tax charges related to the Tax Cuts and Jobs Act.

# Components Segment - Sales Mix

## By Region



## By Application



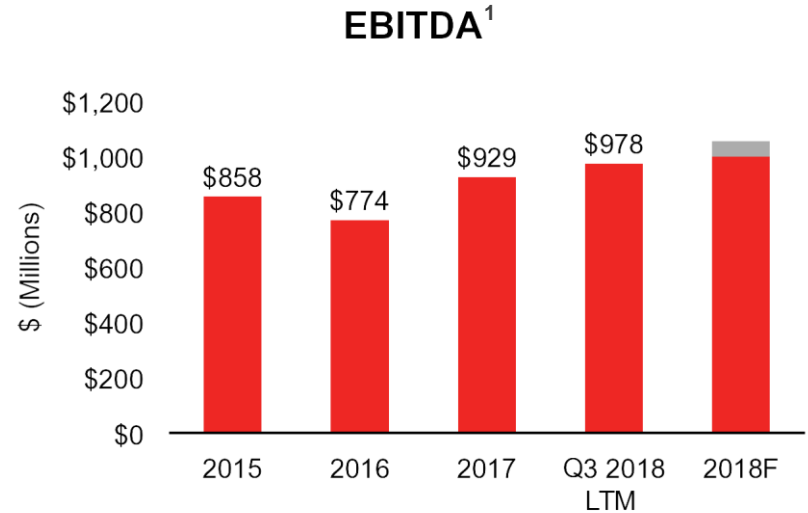
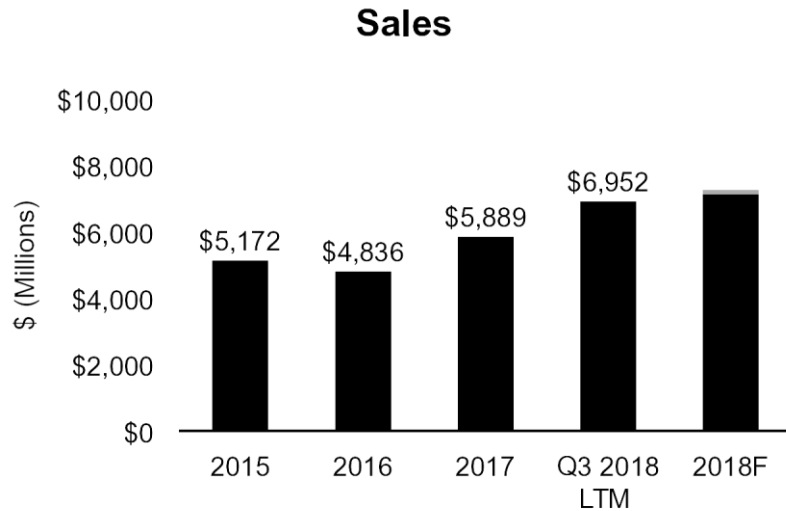
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**Q3 2018 LTM Revenue:**

**\$7.0 billion**

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# Components Segment - Historical Performance



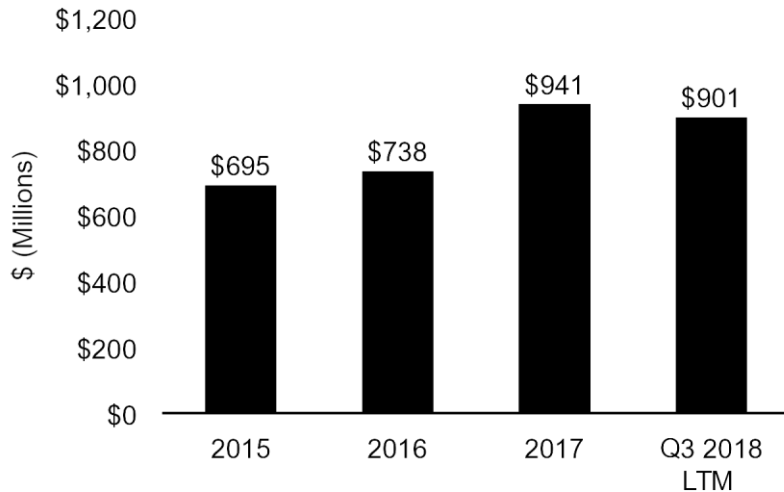
## 2018 Guidance

**Sales Up 22 to 24%**

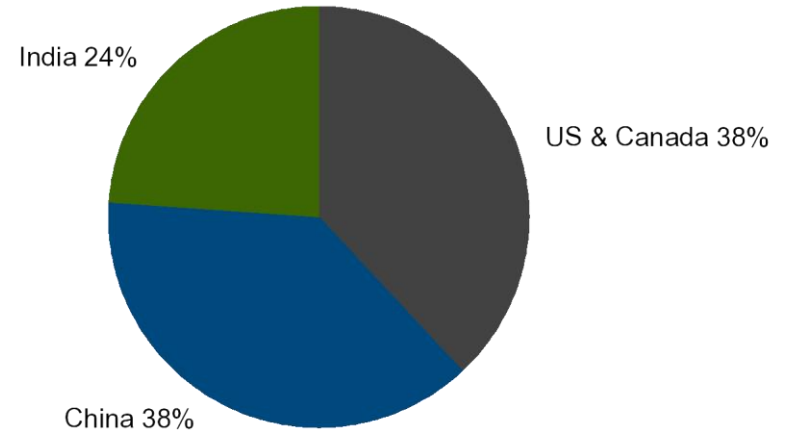
**EBITDA 14.0 to 14.5%**

<sup>1</sup> 2015 EBITDA excludes \$9 million of impairment of light-duty diesel assets and \$13 million of restructuring actions and other charges. Q4'17 EBITDA excludes \$12 million of tax charges related to the Tax Cuts and Jobs Act.

# Components Segment - Joint Venture Sales Unconsolidated



## Q3 2018 LTM Revenue



# Power Systems Segment - Overview

- Global provider of power generation systems, components and services from 2kW to 3.5 Megawatts (MW)
- Leading supplier of alternators from 3kVA to 12,000kVa
- Leading market share in multiple geographies

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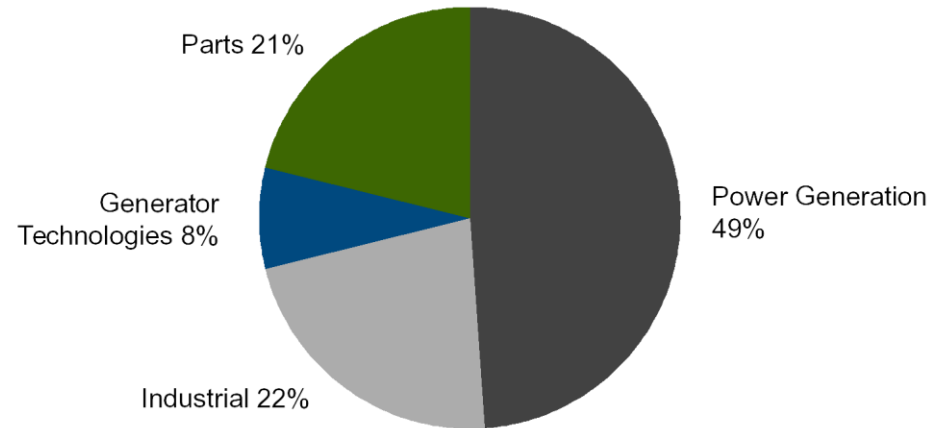
## Q3 2018 LTM Results

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Sales:	\$4.5 billion
EBITDA:	\$616 million
EBITDA%:	13.6%

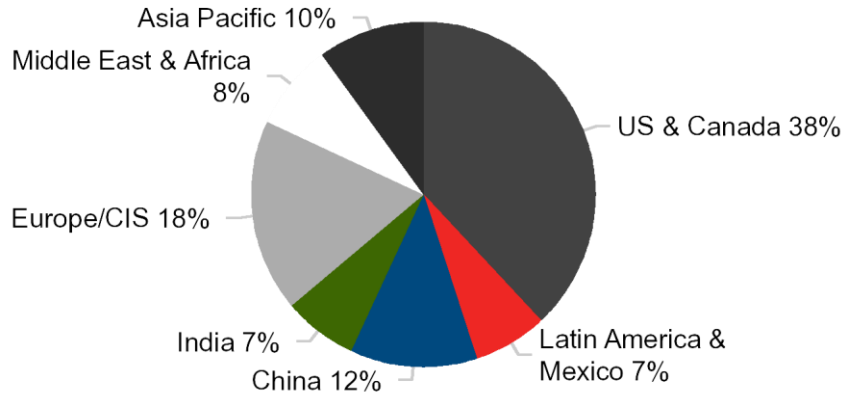
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## Q3 2018 LTM Revenue by Product

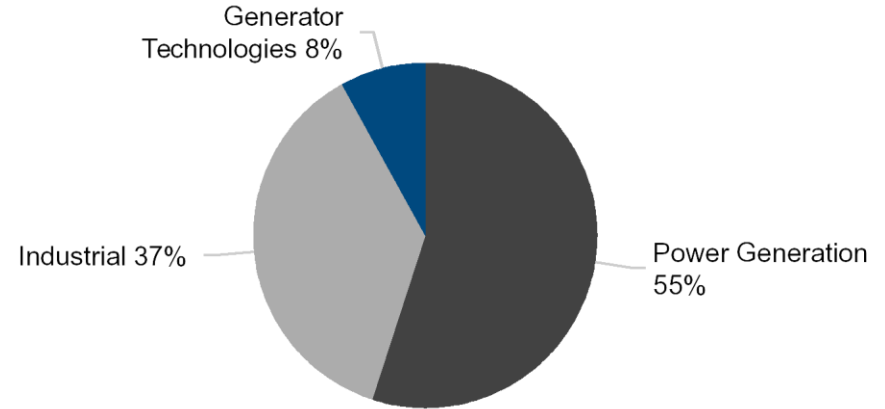


# Power Systems Segment - Sales Mix

## By Region



## By Product Line



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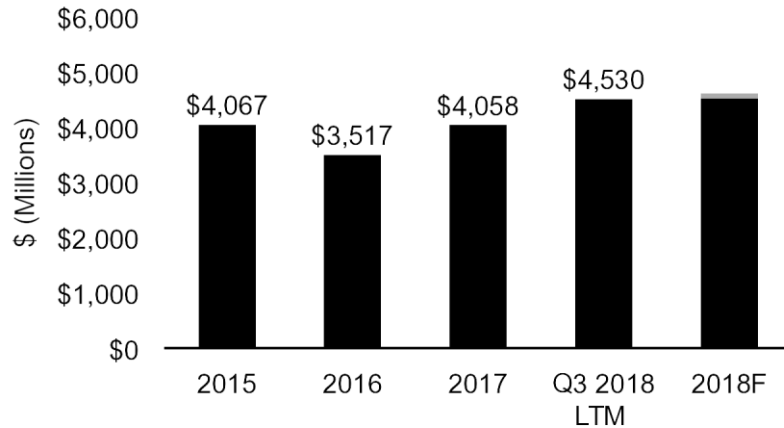
**Q3 2018 LTM Revenue:**

**\$4.5 billion**

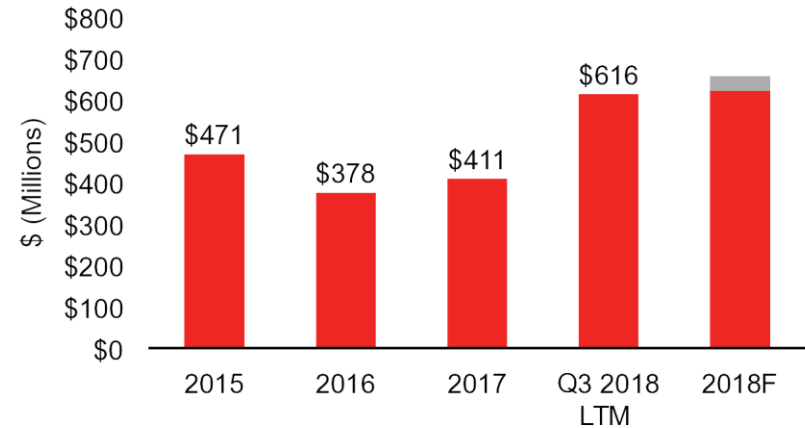
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# Power Systems Segment - Historical Performance

## Sales



## EBITDA<sup>1</sup>



### 2018 Guidance

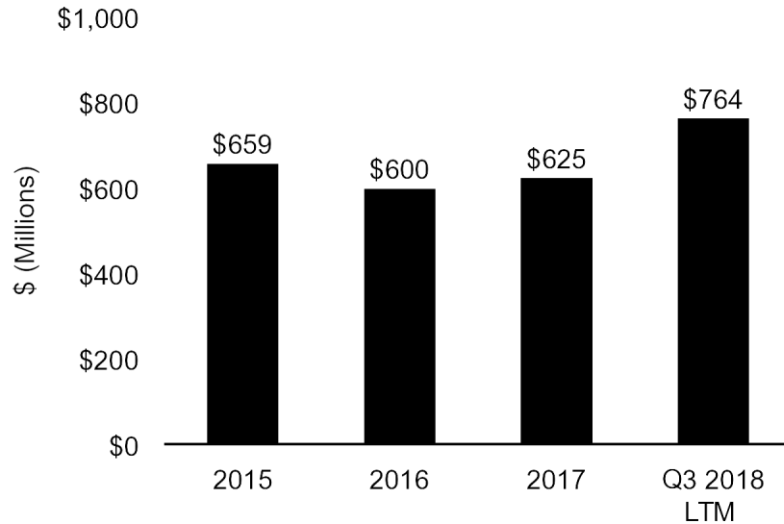
Sales Up 12 to 14%

EBITDA 13.75 to 14.25%

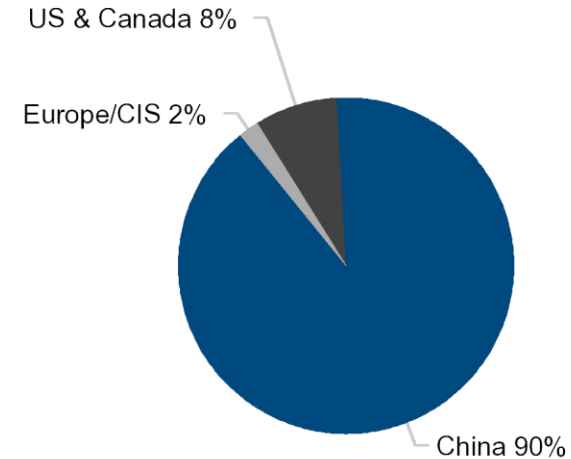
<sup>1</sup> 2015 EBITDA excludes \$26 million of restructuring actions and other charges.



# Power Systems Segment - Joint Venture Sales Unconsolidated

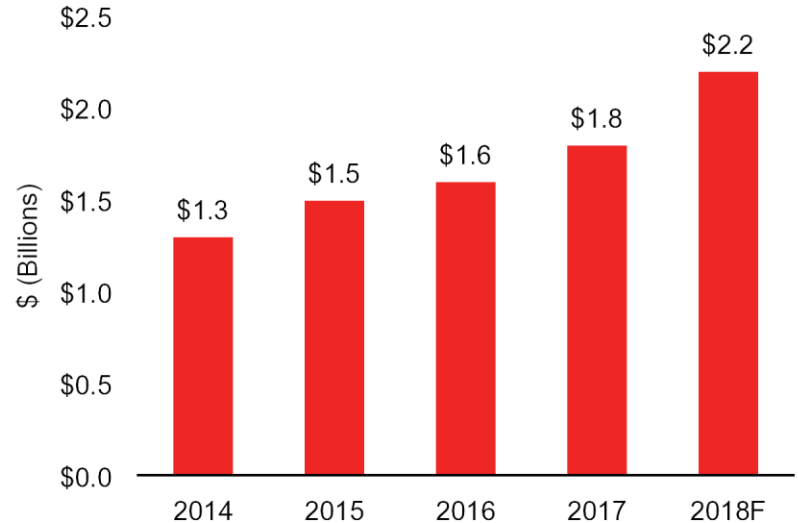


## Q3 2018 LTM Revenue



# Emerging Market Sales - India<sup>1</sup>

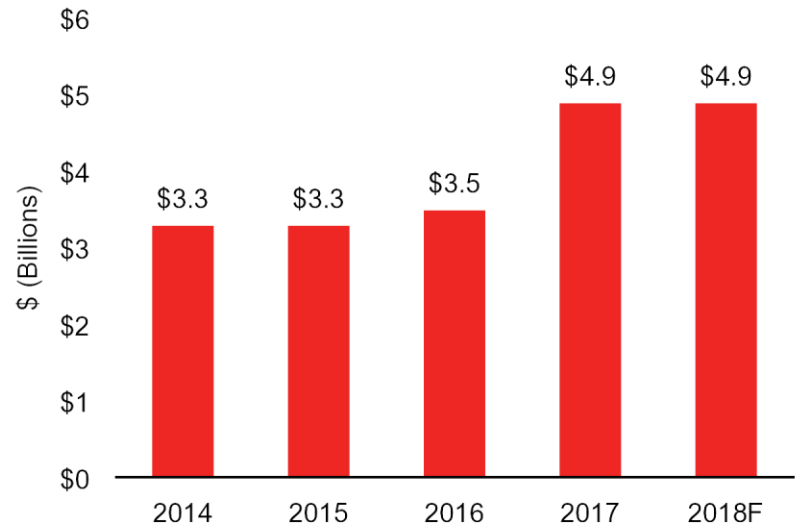
- Present in India for over 50 years
- Market leadership
- Strong OEM relationships
- Expanding our markets



<sup>1</sup> Domestic consolidated + unconsolidated revenue before intercompany eliminations.

# Emerging Market Sales - China<sup>1</sup>

- Present in China for over 40 years
- Broad product portfolio for On and Off Highway
- Strong OEM partners
- Growth from new products and tightening emission standards



<sup>1</sup> Domestic consolidated + unconsolidated revenue before intercompany eliminations

# Non-GAAP Reconciliation - EBITDA

In Millions	Three Months Ended	
	30-Sep-18	1-Oct-17
Net income attributable to Cummins Inc.	\$ 692	\$ 453
Net income attributable to noncontrolling interests	6	4
Consolidated net income	698	457
Income tax expense	107	165
Income before taxes	805	622
Depreciation and amortization	148	148
Interest expense	30	18
Total EBITDA	983	788
Less: Non-segment EBITDA	2	22
Segment EBITDA	\$ 981	\$ 766

We define EBITDA as earnings before interest expense, provision for income taxes, depreciation & amortization, and non-controlling interests in earnings of consolidated subsidiaries. As of January 1, 2018, we use EBITDA to assess and measure the performance of our operating segments and also as a component in measuring our variable compensation program. The table above reconciles EBITDA, a non-GAAP financial measure, to our consolidated earnings before income taxes and non-controlling interests, 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 & 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.

# Non-GAAP Reconciliation - EBITDA (LTM)

In Millions	Twelve Months Ended	
	30-Sep-18	1-Oct-17
Net income attributable to Cummins Inc.	\$ 1,288	\$ 1,651
Net income attributable to noncontrolling interests	(20)	48
Consolidated net income	1,268	1,699
Income tax expense	1371	578
Income before taxes	2,639	2,277
Interest expense	106	75
EBIT	2,745	2,352
Tax reform impact	39	
EBIT excluding tax reform impact	2,784	2,352
Depreciation and amortization	604	569
Total EBITDA excluding tax reform impact	3,388	2,921
Less: Non-segment EBITDA	(42)	21
Total Segment EBITDA excluding tax reform impact	\$ 3,430	\$ 2,900

We define EBITDA as earnings before interest expense, provision for income taxes, depreciation & amortization, and non-controlling interests in earnings of consolidated subsidiaries. As of January 1, 2018, we use EBITDA to assess and measure the performance of our operating segments and also as a component in measuring our variable compensation program. The table above reconciles EBITDA, a non-GAAP financial measure, to our consolidated earnings before income taxes and non-controlling interests, 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 & 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.

# Non-GAAP Reconciliation - Working Capital

	<u>Three Months Ended</u>	
In Millions	30-Sep-18	1-Oct-17
Accounts and notes receivable, net	\$ 3,929	\$ 3,810
Inventories	3,831	3,146
Accounts Payable - (principally trade)	(2,980)	(2,486)
Working capital measure	<u>\$ 4,780</u>	<u>\$ 4,470</u>
Annualized Working capital measure (% of Net Sales)	20.1%	21.1%

A reconciliation of the calculation of working capital measure as a % of annualized net sales to our Condensed Consolidated Financial Statements is shown in the table above.

# Non-GAAP Reconciliation - Net Assets

	Three Months Ended		
In Millions			
	30-Sep-18	1-Oct-17	2-Oct-16
Total Assets	\$ 18,992	\$ 17,992	\$ 15,136
Less: Deferred debt costs	3	2	2
Less: Deferred tax assets	330	366	361
Less: Pension and other postretirement benefit adjustments excluded from net assets	169	(62)	(150)
Less: Liabilities deducted in arriving at net assets	8,018	7,311	6,097
Net assets for operating segments	\$ 10,472	\$ 10,375	\$ 8,826

A reconciliation of net assets for operating segments to total assets in our Condensed Consolidated Financial Statements is shown in the table above.

# Non-GAAP Reconciliation - Invested Capital Used for Return on Invested Capital Calculation

Three Months Ended

In Millions

	30-Sep-18	1-Oct-17	2-Oct-16
Total Equity	\$ 8,060	\$ 8,561	\$ 7,264
Less: Defined benefit postretirement plans	(655)	(633)	(623)
Equity including tax reform impact	8,715	9,194	7,887
Tax reform impact	817		
Equity used for return on invested capital calculation	9,532	9,194	7,887
Loans payable	61	64	48
Commercial paper	800	514	273
Current maturities of long-term debt	41	62	35
Long-term debt	1,563	1,615	1,593
Invested capital used for return on invested capital calculation	\$ 11,997	\$ 11,449	\$ 9,836

A reconciliation of invested capital used for return on invested capital calculation to total equity in our Consolidated Financial Statements is shown in the table above.



# Non-GAAP Reconciliation - Net Operating Profit After Taxes Used for Return on Invested Capital Calculation

In Millions	Twelve Months Ended	
	30-Sep-18	1-Oct-17
Net income attributable to Cummins Inc.	\$ 1,288	\$ 1,651
Net income attributable to noncontrolling interests	(20)	48
Consolidated net income	1,268	1,699
Income tax expense	1,371	578
Income before taxes	2,639	2,277
Interest expense	106	75
EBIT	2,745	2,352
Tax reform impact	39	—
EBIT excluding tax reform impact	2,784	2352
Less: Tax effect on EBIT	576	597
Net operating profit after taxes used for return on invested capital calculation	\$ 2,208	\$ 1,755

A reconciliation of net operating profit after taxes used for return on invested capital calculation to net income attributable to Cummins Inc. in our Consolidated Financial Statements is shown in the table above.



**Thank you for your interest**

For additional information: James Hopkins – Investor Relations Executive Director  
(812) 377-3121 | [James.Hopkins@cummins.com](mailto:James.Hopkins@cummins.com)  
[www.cummins.com](http://www.cummins.com)