



Cummins Perspective on Fuel Cells

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Cummins

100

years serving
customers

1M+

engines annually
produced

15M

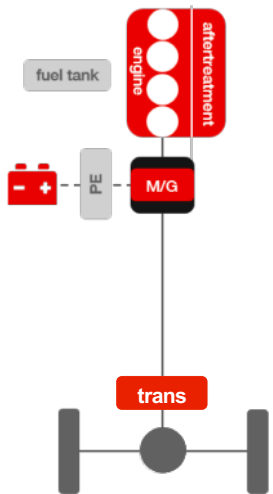
engines in the
field

Understands power

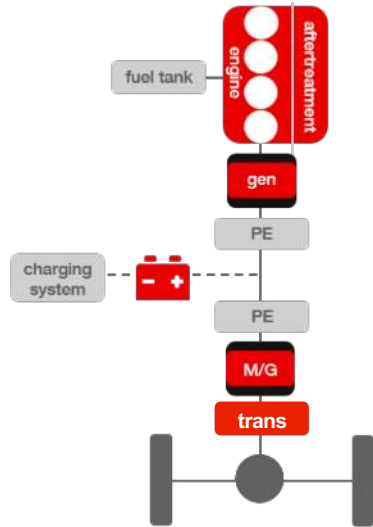
– past, present and future.

Power of Choice

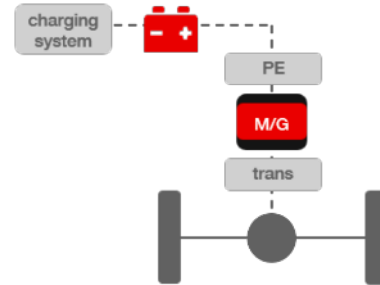
INTERNAL COMBUSTION ENGINE



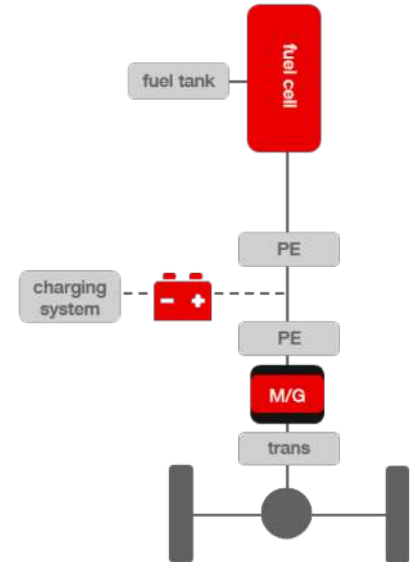
HYBRID



BATTERY ELECTRIC



FUEL CELL ELECTRIC





Fuel cell benefits

- Zero carbon, zero emissions (compared to conventional fuels)
- High energy density (compared to battery)
- Quick refueling (compared to battery)
- Improving performance & durability
- Immediate startup (PEM)
- Transient response (PEM)
- Improving TCO

Four Keys to Adoption



Technology



Regulations

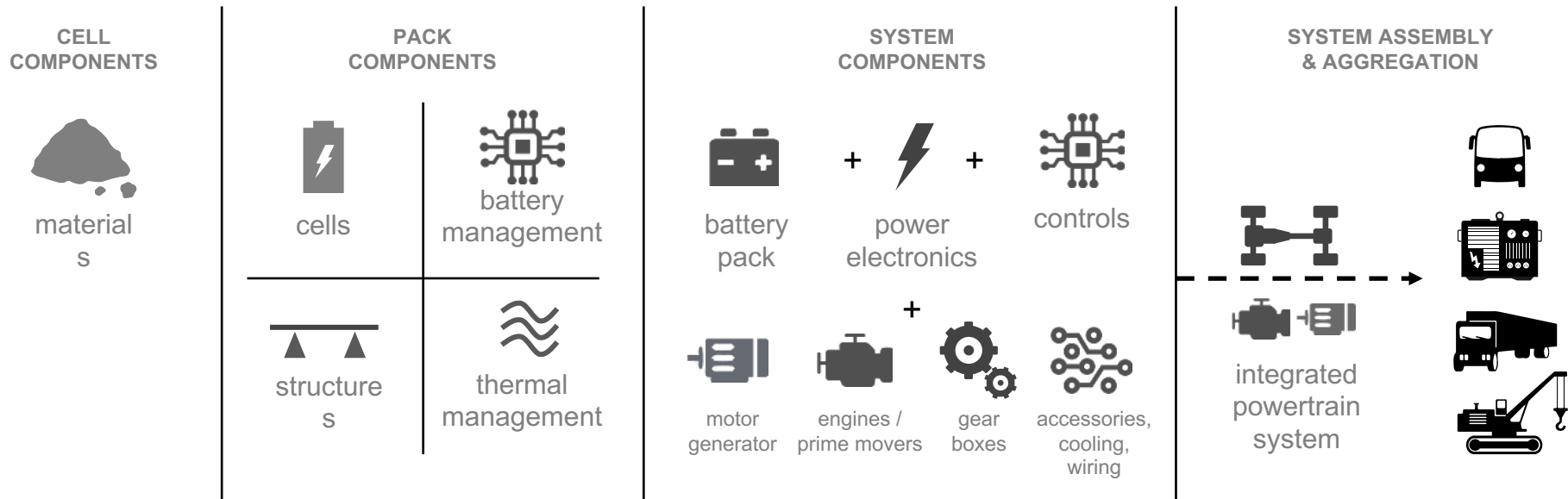


**Infrastructure
Readiness**

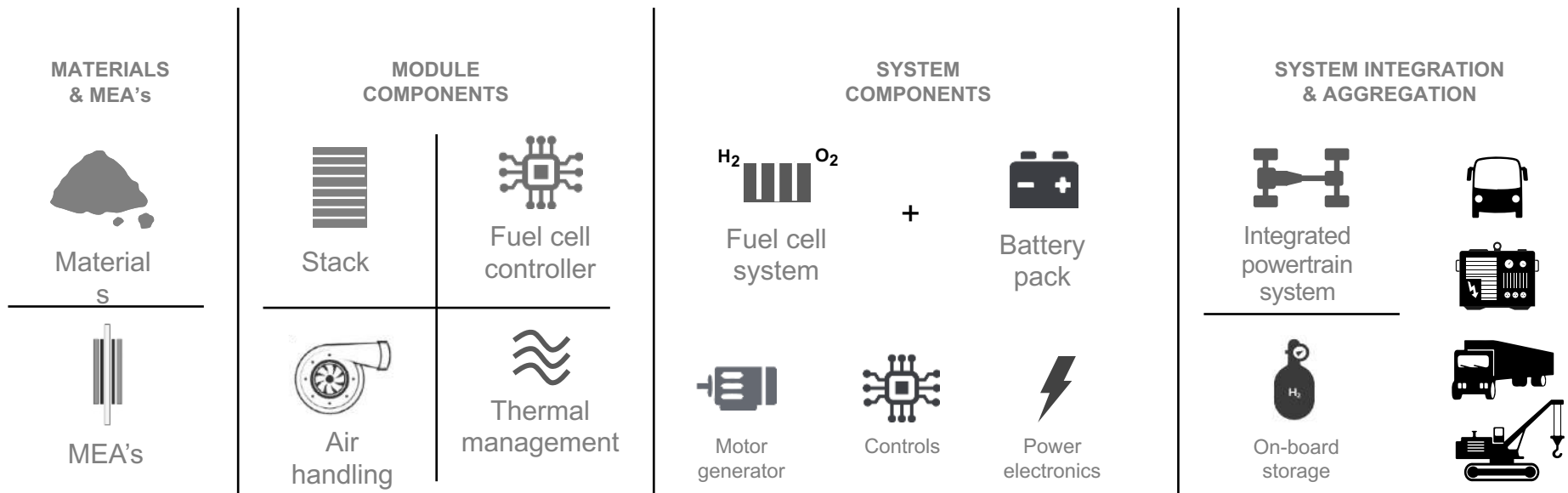


**Total Cost of
Ownership**

Cummins is expanding its capabilities across the electrification value chain...



...and seeking to build new ones across the fuel cell value chain too



Public

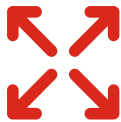
The Cummins Difference



ONE CENTURY
OF POWERTRAIN
FOCUS



POWERTRAIN
OF
CHOICE



CAPABILITIES
ACROSS
APPLICATIONS



ABILITY TO
ACHIEVE
SCALE



SECURITY
OF
SUPPLY



GLOBAL
FOOTPRINT FOR
SUPPORT

