The Road Ahead

José Samperio
Vice President and General Manager –
North America On-Highway
Cummins Inc.
<table>
<thead>
<tr>
<th><strong>POWERING A MORE PROSPEROUS WORLD</strong></th>
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<tbody>
<tr>
<td><strong>73,600</strong></td>
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<td><strong>104</strong></td>
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<td><strong>190</strong></td>
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<td><strong>10,600</strong></td>
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<td><strong>$1.2B</strong></td>
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ON-HIGHWAY TRUCKS AND FLEETS
THE BACKBONE OF U.S. ECONOMY

1. 25% GHG contribution within the transportation sector

2. ~70% of U.S. goods (by tonnage) are transported by trucks
   ~$1 trillion freight revenue from trucking

3. ~10M trucks transport goods within U.S.
   ~750k fleets that own or lease these trucks
   • 95% operate <10 trucks
   • 99% operate <100 trucks
LOOK DOWN
Your fleet
Your goals
Your boundaries

LOOK UP
Ask and learn
Explore tech choices
Take a wide view

STEP UP
Find a place to start

MOVING FORWARD
THE ROAD AHEAD
WHERE ARE WE?
WHERE ARE WE?

KEY HIGHLIGHTS

1. The trend to lower emissions is happening (regulations, customer push, internal ESG goals)

2. Large and wide technology investments by OEMs (many OEMs, significant dollars, many technologies)

3. Infrastructure becoming a large part of the conversation (manufacturing, charging / fueling, service)
WHERE ARE WE GOING?
OUR VIEW ON HOW THE TRANSITION UNFOLDS

Advance all of today’s solutions and accelerate solutions for the future

Many solutions deployed and progressing at varied paces

Zero Emissions solutions broadly available

Driving factors: energy source decarbonization and infrastructure investment, regulatory advancements, and customer pull
WHAT ARE MY CHOICES?
ANY TECHNOLOGY THAT REDUCES EMISSIONS TODAY AND WORKS FOR YOUR BUSINESS IS GOOD
REDUCING WELL-TO-WHEELS EMISSIONS

BY INNOVATING THE ENERGY SOURCES AND THE POWER SOLUTIONS

POWER SOLUTIONS
- ADVANCED ENGINES
- HYBRID
- BATTERY ELECTRIC
- FUEL CELL ELECTRIC

ENERGY SOURCES
- LOW CARBON FUELS
  - Expand CNG, RNG, Bio/Renewable Diesel
- ELECTRICITY
  - Decarbonize the grid
- HYDROGEN
  - Produce green H₂
4 CONSIDERATIONS FOR FLEETS
WHEN ADOPTING TECHNOLOGY

Can the technology get the job done?
Can I complete the mission?
Do I need to adjust my business ops?

Can my business afford it?
What is my TCO?
What are my boundaries?

What is the fueling infrastructure?
What experience do I have?

What is the service infrastructure?
How do I prepare for it?
FLEET COMPARISON – LOOK DOWN

FLEET 1 (miles / day distribution)
- Payload: low
- Miles: low
- Dwell time: high
- Routes: urban, predictable

FLEET 2 (miles / day distribution)
- Payload: high
- Miles: high
- Dwell time: low
- Routes: unpredictable
TECHNOLOGY CHOICES – LOOK UP

- Natural Gas
- H2 ICE
- Fuel Cell
- Battery Electric

- Propulsion
- Traction System
- Fuel storage
- Service
- Fueling
INFRASTRUCTURE SIGNPOSTS – LOOK UP

DIY
(Capital expense)

Outsource
(Operational expense)

Investment approach

Energy
Availability

Lead Time

Public vs. Private

Flexibility

Scalability
REFLECTIONS

THE ROAD AHEAD

1. LOOK DOWN
   - Your fleet
   - Your goals
   - Your boundaries

2. LOOK UP
   - Learn
   - Explore tech choices
   - Take a wide view

3. STEP UP
   - Find a place to start

4. SPEAK UP
   - Share your experiences
Q+A