

# ENTERPRISE STRATEGY

RENEWING OUR STRENGTHS...  
...SHAPING OUR FUTURE

## Best Team

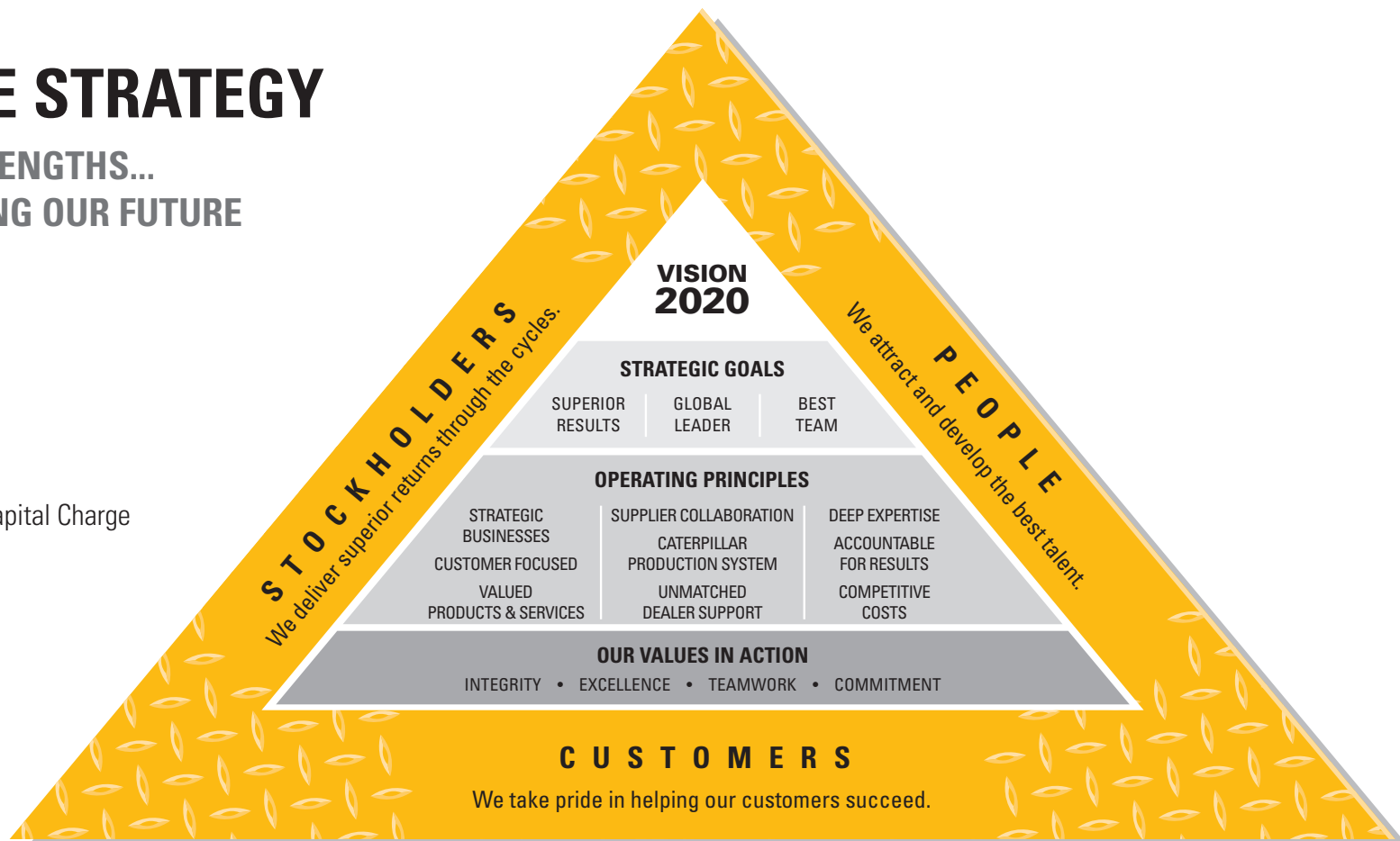
- Safety
- Inclusion

## Superior Results

- Earnings Per Share
- Operating Profit After Capital Charge
- Cash Flow

## Global Leader

- Quality
- PINS
- Aftermarket Parts



## 2011-2015 THE "BIG 8" IMPERATIVES

- Execute the Business Model... accelerate aftermarket parts and services growth
- Excel at Product Development... quality, emissions, growth markets and next generation products
- Simplify and attack cost structure
- Achieve profit and cash pull through
- Win in China... grow to leadership in India, ASEAN and CIS
- Achieve profitable global machine leadership... Excavation, Earthmoving and BCP
- Expand leadership in Mining and Quarry & Aggregates... new products and solutions
- Aggressively grow Power Systems... rail, power conversion, growth markets and alternative fuels

For additional information on the Enterprise Strategy, go to [Cat @work > Values & Strategy > Enterprise Strategy](#)

**MAKING SUSTAINABLE  
PROGRESS POSSIBLE**

**CATERPILLAR®**  
TODAY'S WORK. TOMORROW'S WORLD.™

## VISION 2020

- We are recognized as the leader everywhere we do business
- Our products, services and solutions help our customers succeed
- Our distribution system is a competitive advantage
- Our supply chain is world class
- Our business model drives superior results
- Our people are talented and live *Our Values in Action*
- Our work today helps our customers create a more sustainable world
- Our financial performance consistently rewards our stockholders

## OUR BUSINESS MODEL

We win by delivering valued, quality products, services and solutions to our customers that provide the lowest total owning and operating lifecycle costs. This value proposition, enabled by our unmatched customer support, creates the largest global field population, highest customer loyalty and attractive profitability through the business cycle.

## OUR VALUES IN ACTION



### **INTEGRITY** The Power of Honesty

#### **Integrity is our foundation. We:**

- Deliver what we promise
- Are trustworthy
- Compete fairly
- Do not improperly influence others or let them improperly influence us



### **EXCELLENCE** The Power of Quality

#### **To achieve ambitious goals, we:**

- Take pride in what we make and do
- Have an intense, acute focus on our customers
- Act with a sense of urgency
- Achieve excellence through the Caterpillar Production System and 6 Sigma



### **TEAMWORK** The Power of Working Together

#### **To help each other succeed, we:**

- Utilize the unique talents of our team
- Strengthen our team and improve results through inclusion
- Collaborate with employees, dealers, distributors and suppliers



### **COMMITMENT** The Power of Responsibility

#### **To embrace our responsibilities, we:**

- Are committed to Caterpillar's success
- Protect the health and safety of others and ourselves
- Are personally accountable to meet our goals
- Create and capture value through sustainable solutions

Access the complete Code of Conduct at [www.cat.com/Code-of-Conduct](http://www.cat.com/Code-of-Conduct)