



# Caterpillar Inc. Overview

# Forward-Looking Statements

Certain statements in this Release relate to future events and expectations and are forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Words such as “believe,” “estimate,” “will be,” “will,” “would,” “expect,” “anticipate,” “plan,” “project,” “intend,” “could,” “should” or other similar words or expressions often identify forward-looking statements. All statements other than statements of historical fact are forward-looking statements, including, without limitation, statements regarding our outlook, projections, forecasts or trend descriptions. These statements do not guarantee future performance, and we do not undertake to update our forward-looking statements.

Caterpillar’s actual results may differ materially from those described or implied in our forward-looking statements based on a number of factors, including, but not limited to: (i) global economic conditions and economic conditions in the industries and markets we serve; (ii) government monetary or fiscal policies and infrastructure spending; (iii) commodity or component price increases, fluctuations in demand for our products, or limited availability of raw materials and component products, including steel; (iv) our and our customers’, dealers’ and suppliers’ ability to access and manage liquidity; (v) political and economic risks and instability, including national or international conflicts and civil unrest; (vi) our and Cat Financial’s ability to: maintain credit ratings, avoid material increases in borrowing costs, and access capital markets; (vii) the financial condition and credit worthiness of Cat Financial’s customers; (viii) changes in interest rates or market liquidity; (ix) changes in financial services regulation; (x) inability to realize expected benefits from acquisitions, including ERA Mining Machinery Limited, and divestitures, including the divestiture of the Bucyrus distribution business to our independent dealers; (xi) international trade and investment policies; (xii) market acceptance of our products and services; (xiii) changes in the competitive environment, including market share, pricing and geographic and product mix of sales; (xiv) successful implementation of capacity expansion projects, cost reduction initiatives and efficiency or productivity initiatives, including the Caterpillar Production System; (xv) inventory management decisions and sourcing practices of our dealers or original equipment manufacturers; (xvi) compliance with environmental laws and regulations; (xvii) alleged or actual violations of trade or anti-corruption laws and regulations; (xviii) additional tax expense or exposure; (xix) currency fluctuations; (xx) our or Cat Financial’s compliance with financial covenants; (xxi) increased pension plan funding obligations; (xxii) union disputes or other labor matters; (xxiii) significant legal proceedings, claims, lawsuits or investigations; (xxiv) compliance requirements imposed if carbon emissions legislation and/or regulations are adopted; (xxv) changes in accounting standards; (xxvi) failure or breach of information technology security; (xxvii) adverse effects of natural disasters; and (xxviii) other factors described in more detail under “Item 1A. Risk Factors” in our Form 10-K filed with the SEC on February 19, 2013 for the year ended December 31, 2012. This filing is available on our website at [www.caterpillar.com/secfilings](http://www.caterpillar.com/secfilings).

# From our Chairman and CEO

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Doug Oberhelman, Chairman and CEO

"While 2013 will be a challenging year, we are confident about the long-term prospects for our business, and when conditions improve, the steps we have taken will position us well to serve our customers and deliver better financial results."



# Overview

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- Alignment of businesses
- Global snapshot/extended team
- Historical performance/investments
- 2Q 2013 financial results
- Winning strategy
- Sustainable development, global issues and The Caterpillar Foundation



# Construction Industries

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## Helping our customers build what the world needs

Responsible for supporting customers using machinery in infrastructure and building construction applications. Responsibilities include business strategy, product design, product management and development, manufacturing, marketing, and sales and product support. The product portfolio includes backhoe loaders, small wheel loaders, small track-type tractors, skid steer loaders, multi-terrain loaders, mini excavators, compact wheel loaders, select work tools, small, medium and large track excavators, wheel excavators, medium wheel loaders, medium track-type tractors, track-type loaders, motor graders, telehandlers, pipelayers and related parts.



# Resource Industries

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**Making it possible for customers to mine and harvest resources, such as coal, iron ore and lumber, in a profitable and sustainable way**



A segment primarily responsible for supporting customers using machinery in mining and quarrying applications. Responsibilities include business strategy, product design, product management and development, manufacturing, marketing and sales and product support. The product portfolio includes large track-type tractors, large mining trucks, underground mining equipment, electric rope shovels, draglines, hydraulic shovels, drills, highwall miners, off-highway trucks, large wheel loaders, articulated trucks, wheel tractor scrapers, wheel dozers, compactors, select work tools, forestry products, paving products, machinery components and electronics and control systems. In addition, Resource Industries manages areas that provide services to other parts of the company, including integrated manufacturing, research and development.

# Energy & Power Systems

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**Focused on meeting the world's increased energy needs through a variety of solutions and applications across multiple industries**

Primarily responsible for supporting customers using reciprocating engines, turbines and related parts across industries serving electric power, industrial, petroleum and marine applications as well as rail-related businesses. Responsibilities include business strategy, product design, product management, development, manufacturing, marketing, sales and product support.



# Customer & Dealer Support

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**Strengthening Caterpillar's product support excellence by bringing a strong focus to Cat® branded parts and customer service and delivering outstanding dealer development**

Supports customers and dealers in a variety of ways, such as providing employee equipment training on job sites, supplying aftermarket parts and service support, and offering eBusiness and Equipment Management solutions. A key strength is the ability to manufacture parts and components, provide remanufacturing solutions and deliver unmatched parts availability to dealers and customers anywhere in the world.



# Financial Products & Corporate Services

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**Finding ways to sustain financially sound relationships with dealers, customers and suppliers**

- Financial Products
- Finance Services
- Human Services
- Global Information Services
- Investor Relations
- Strategy & Business Development
- Corporate Auditing



# Global snapshot

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- Global reach unmatched in the industry
- More than two-thirds of our sales are outside the United States
- Cat® equipment — more than 3 million units around the world — is at work for our customers on highways, rail lines, oceans and rivers, in forests, quarries and oil fields
- Caterpillar manufacturing excellence is supplemented by world-class service businesses, providing logistics, financial products and remanufacturing



Data based on year-end 2012

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

# Our reach

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- Primary distribution is through independent dealers
- Dealers develop and support lifelong relationships with customers
- Dealer financial strength is a competitive advantage

A key strength is the ability to manufacture parts and components, provide remanufacturing solutions and deliver unmatched parts availability to dealers and customers anywhere in the world.



Data based on year-end 2012

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# Collaboration is key

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- **Strategic supplier collaboration**
- **Our supply chain:**
  - More than 31,000 Suppliers
  - Located in 90 Countries
  - Direct suppliers = 72%
  - Indirect suppliers = 28%



Allows Caterpillar to get the right part designed  
And built from the right plan  
To the right **supplier** for production  
At the right total cost  
In the right time



Data based on year-end 2012

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# A leading exporter

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**2012 U.S. Exports**  
**\$22.8 Billion**



Poised to meet the world's growing  
infrastructure needs



Data based on year-end 2012

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

CURRENT  
BRAND  
PORTFOLIO  
**20**  
BRANDS

**CATERPILLAR®**

**PROGRESS**  
RAIL SERVICES  
A Caterpillar Company

**HINDUSTAN**

**Perkins®**

**PYROBAN®**

**ELECTRO MOTIVE.**

**Solar Turbines**  
A Caterpillar Company

**MAK**

**MWM**  
Energy. Efficiency. Environment.  
A Caterpillar Company

**TURNER**  
POWERTRAIN SYSTEMS

**FG WILSON**

**OLYMPIAN™**

**CAT®**

**HAICO**  
Rock Tools

**UNIT RIG**

**HYPAC.**

**Turbomach**  
A Caterpillar Company

**ANCHOR**  
Anchor Coupling Inc.

**ASIATRAK**

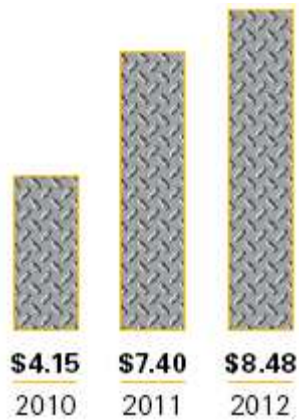
**PRENTICE**

**SEM**

\* See [brand.cat.com/brandportfolioandstrategy](http://brand.cat.com/brandportfolioandstrategy) for more information.

# Historical performances

**Profit Per Share (Diluted)**  
(in dollars)



Significant increase in profit per share in 2012 was an all-time record

**Dividends Declared Per Share**  
(in dollars)



2012 marked the 19th consecutive year Caterpillar has paid an increased dividend to stockholders

**Consolidated Sales & Revenues**  
(in billions of dollars)



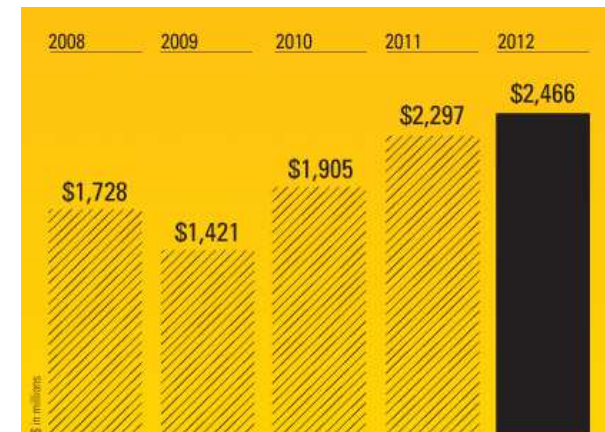
Increased 10 percent to \$65.88 billion in 2012, an all-time record

# Investing in technology and product innovation

## Rich Technical Expertise

- 11,000 engineers and technologists
- 994 patents granted in 2012
- 7,348 active patents worldwide

## Industry leading R&D investment



## Integrated Product & Technology Strategy

- Energy & Power Systems
- Machines & Machine Systems
- Automation & Enterprise Solutions

### Ongoing Research Focus

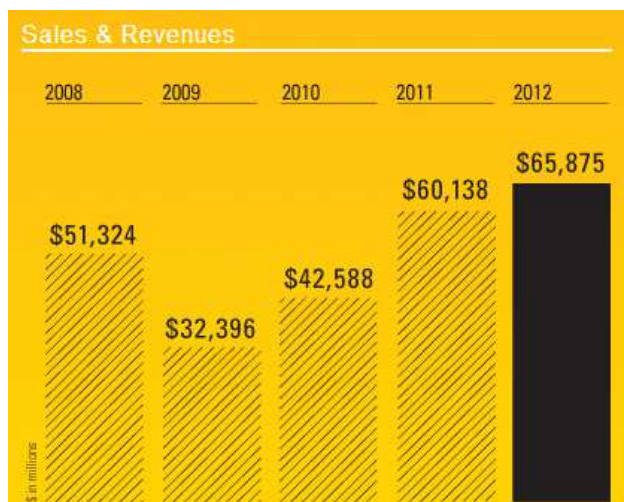
*Fuel efficiency ... Alternative fuels and fluids ...*  
*Product cost reduction ... System integration ...*  
*Power density ... Energy storage and recovery ...*  
*Prognostics and diagnostics*



Data based on year-end 2012

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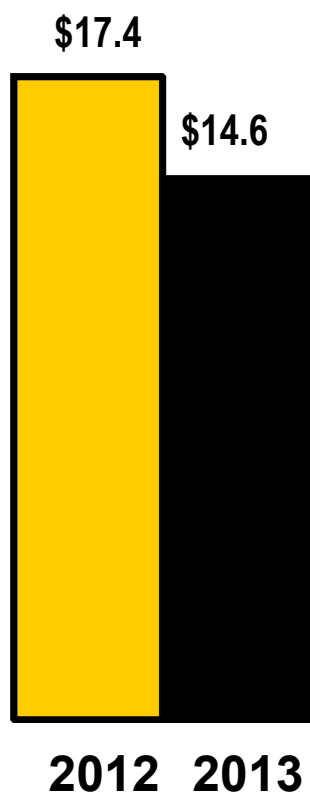
# Historical performance



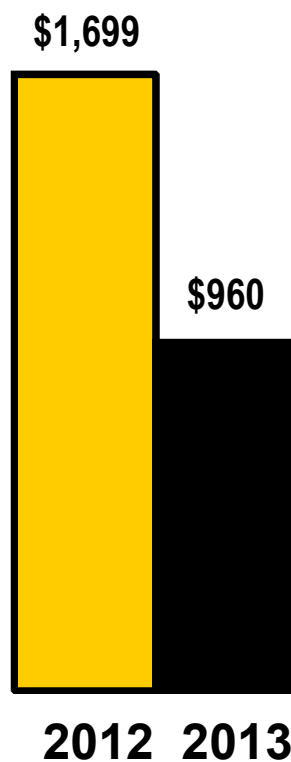
# 2Q 2013 versus 2Q 2012

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**Sales & Revenues**  
(in billions)



**Profit after tax**  
(in millions)



**Profit per share**  
(in dollars)

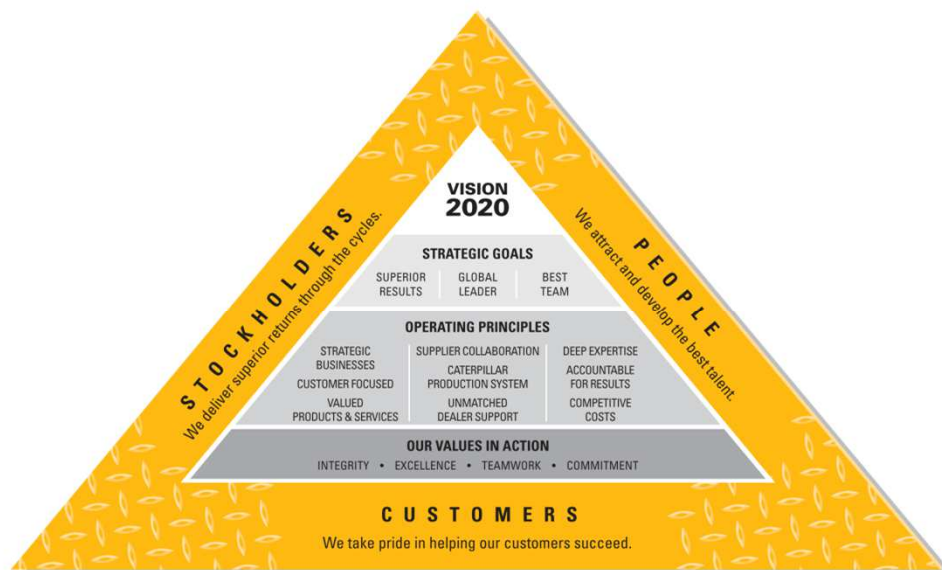


[Click here to watch CFO Brad Halverson discuss Second-Quarter 2013 results](#) (Requires internet connection.)

# A winning strategy

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

*Focused on our customers*



Our Goals:

- Our customers are profitable and create a more sustainable world
- Stockholders view us as a great long-term investment
- Our people are engaged in a safe, inclusive environment

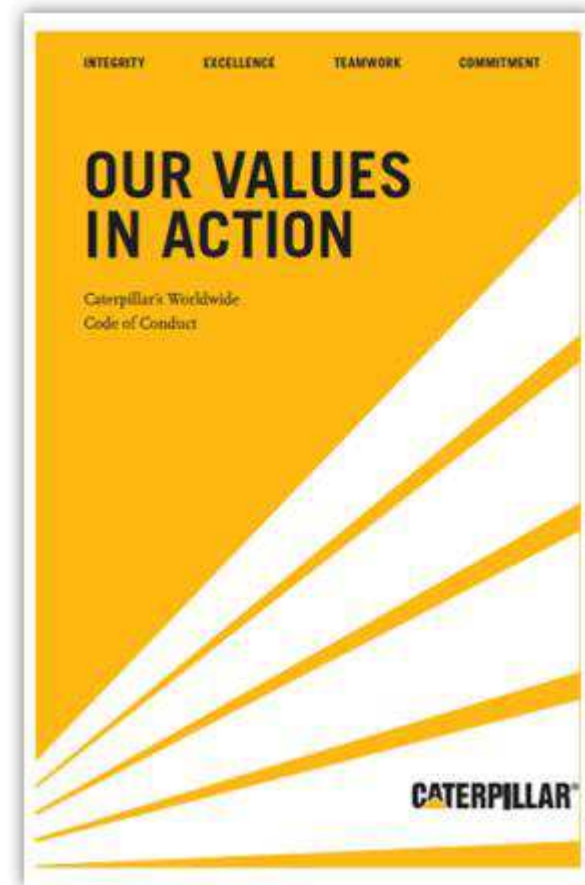
## 2011-2015 THE "BIG 8" IMPERATIVES

- 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

# Our Values in Action

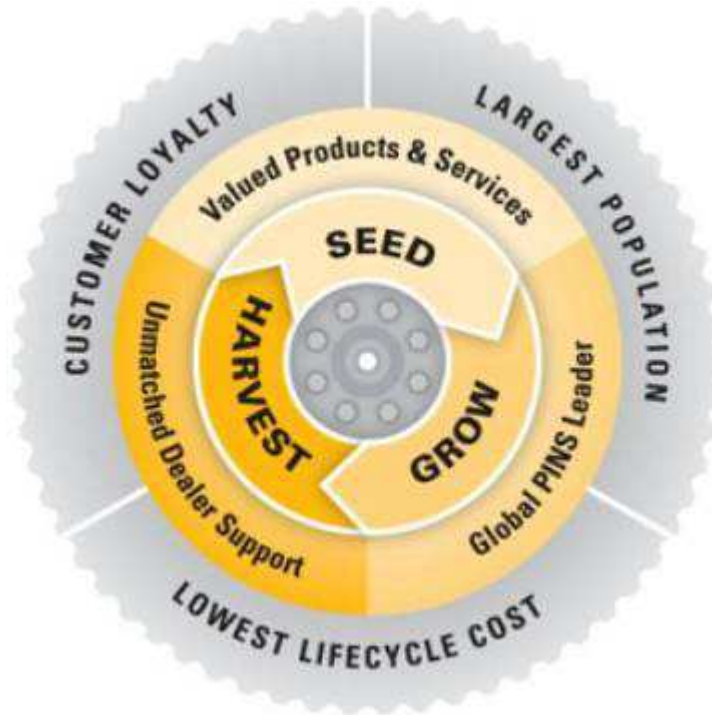
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- **Integrity**  
The Power of Honesty
- **Excellence**  
The Power of Quality
- **Teamwork**  
The Power of Working Together
- **Commitment**  
The Power of Responsibility



# The Caterpillar Business Model

*Executed in Close Partnership with our Dealers*



## SEED

- Value-based products and services
- Design and development

## GROW

- Lead in field population
- Various paths to market

## HARVEST

- Aggressively pursue parts and services
- Unmatched Dealer Support



# A focus on Sustainable Development

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- Create a **culture** of sustainable development
- Follow high performance standards in our **operations**
- Identify and pursue **business growth opportunities**



# Global Issues – Why we get involved

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*While our role in the world is always evolving, our positions on key issues affecting us all are clear and long standing.*



**Energy:** There is no one single solution to providing globally abundant, reliable, secure, clean and reasonably priced energy. All energy sources need to be developed and used in an environmentally responsible manner. Caterpillar plays a major role in the exploration, development, extraction and delivery of many forms of energy -- traditional and alternative. Our efforts benefit the world's growing energy demands.



**Trade:** Free trade requires us to continually improve our global competitiveness and creates an environment that allows us to better respond to our customers' needs and to grow our business profitably. Caterpillar supports policies that enhance competition in the global marketplace and reduce trade and investment barriers.



**Infrastructure:** From growth economies where new infrastructure is required, to developed areas where aging networks need improvement, Caterpillar supports investment in transportation and infrastructure as a key enabler of sustainable development, economic growth, competitiveness and long-term job creation.

# A proactive community member

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**The Caterpillar Foundation:** “Making Sustainable Progress Possible in our Communities”  
worldwide via investments in:

- Basic Human Needs
  - Disaster relief, school feeding program, charity: water
- Access to Education
  - Junior Achievement Worldwide, FIRST Robotics
- Conservation of Resources and the Environment
  - Great Rivers Partnership



[www.caterpillar.com/Foundation](http://www.caterpillar.com/Foundation)



**CATERPILLAR®**  
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# Our competitive edge

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**For more Caterpillar information, visit**  
**[www.caterpillar.com](http://www.caterpillar.com)**.

