

MESSAGE FROM DOUG

CELEBRATING MILESTONES

This is a milestone year for Caterpillar in so many ways. Not only are we celebrating 40 years in China and 50 years in Belgium this year – this is also our 90th anniversary as a company! In September, Belgium will celebrate with a Family Day for all employees. In March, Group Presidents Tom Pellette, Jim Umpleby and I joined Vice President Qihua Chen and more than 700 employees in Beijing to kick-off the China anniversary celebration. We also retraced our steps back to 1975 and for a few days recreated the original Caterpillar office in the Beijing hotel, where Caterpillar employees finalized our first order in China for 38 pipelayers and replacement parts.

The Beijing event fits in perfectly with our 90-year anniversary celebration because former Vice President Delmar Lammers recently gave the gold pen he used to sign that 1975 contract to Caterpillar's Corporate Heritage Services. The pen is on display at the Caterpillar Visitors Center in the 90 Reasons for 90 Years display and is one of many fascinating articles featured on the Caterpillar website at caterpillar.com/90reasons.

While I can give at least 90,000 reasons why I am so fortunate and proud to lead this historic, great company, I've also found the 90 reasons series very inspirational. All current and former Caterpillar employees, no matter what our role, have been an important part of our rich history. I encourage you to take a look at the website. Better yet, if you can, stop by the Caterpillar Visitors Center in Peoria and see the heritage artifacts for yourself.

The other great thing about looking back over the past 90 years is it gives me even greater confidence we will keep building an ever stronger company and that the next 90 years will be even better.



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90 REASONS FOR 90 YEARS

This year, Caterpillar turns 90 years old. According to businessweek.com, the average life expectancy for a Fortune 500 company is between 40 and 50 years. Caterpillar's 90th Anniversary, therefore, is a time to celebrate—a time to reflect on the past and look toward the future with anticipation. To celebrate this milestone, we'll highlight Caterpillar's innovations and people by showcasing 90 artifacts and telling stories that represent reasons why—against the odds—Caterpillar has thrived for 90 years.

Caterpillar's First Overseas Dealer

Paul Parrenin settled in Tunisia and started his dealership in 1902. Parrenin pioneered the mechanization of agriculture in North Africa, and in 1912, became the first overseas dealer for the Holt Manufacturing Company.

Parrenin's story is legendary as the dealership introduced the first track-type tractor in Tunisia and North Africa. Parrenin was not alone on this journey. The revolution of the tractor was taking place across the globe at this time, and dealerships were working hard to overcome skepticism amongst the agriculture industry. Back in the United States, Ziegler was holding machine demonstrations in Minnesota where customers could trade their mules for a Best tractor on site. In Georgia, Yancey sold Holt's entire inventory of the Holt 45 with a single photograph and no demonstration machine to showcase. This hard work and dedication positioned Caterpillar when it was formed – and for the next 90 years.

In 1926, Parrenin became an official dealer of Caterpillar Tractor Company (shortly after the formation of the company) and were the first representation of Caterpillar outside the United States. Parrenin focused solely on agriculture until 1945, when Caterpillar broadened its line of earthmoving equipment, and Parrenin soon expanded into that industry.

Along with a superior product, Cat® dealers like Parrenin have provided superior sales and service for decades. Parrenin is the oldest Holt dealer still in operation.

This year is Caterpillar's 90th anniversary. To celebrate this milestone, we're sharing 90 artifacts that represent reasons the company has thrived for 90 years. To see more artifacts like the photograph of the first Caterpillar D4 tractor being unloaded at the port of La Goulette near Tunisia, visit caterpillar.com/90Reasons.

You can help us tell Caterpillar's story to future generations. Email Corporate Heritage Services at Archives@cat.com to learn how you can donate items to help preserve our company's history.



CELEBRATING
90
YEARS
1925-2015

PROTECTING NATURAL INFRASTRUCTURE

Caterpillar Helps Protect 2,100 Acres of Coastal Wetlands in California

Marked by the sweeping visuals of shorebirds and the scurried nature of crabs on the sandy horizon, coastlines are among the most dynamic environments on earth – continually shaped and reshaped by waves, winds, tides and storms. These natural ecosystems thrive amidst the constant change, and have even developed the capacity to shape that change. Caterpillar is recognizing the brilliance and simplicity of Earth's "natural infrastructure" in a new investment with The Nature Conservancy.



Caterpillar and The Nature Conservancy help California coastal wetlands.

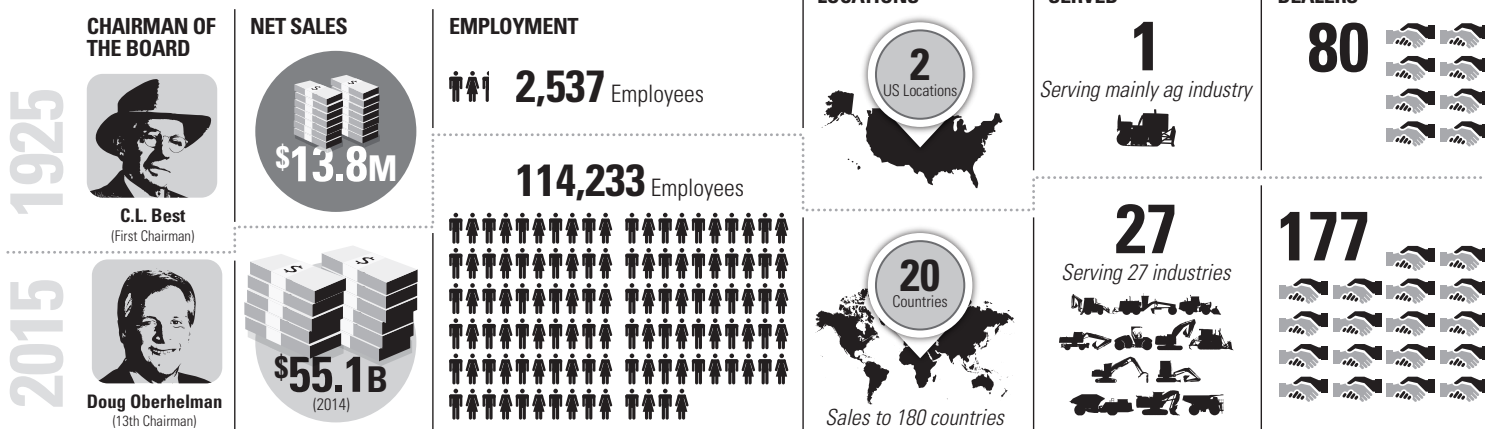
Resilience program will provide the science and tools to help communities become more resilient as they face changes in their coastal conditions and to mitigate associated hazards," said Pablo Koziner, vice president with responsibility for Solar Turbines, a Caterpillar company based in San Diego, California. "Caterpillar is proud of this investment with our long-time partner, The Nature Conservancy, as it addresses

the point where ecological concerns meet economic realities."

"The Nature Conservancy has been successful by focusing on pragmatic, market-based solutions for conservation challenges, recognizing that the private sector is a vital partner in advancing our mission. Caterpillar Inc. and the Caterpillar Foundation have continued to be dedicated partners with The Nature Conservancy, and their support has had a ripple effect, improving and elevating the Conservancy's work around the world," said Diane Rudin, director of strategic partnerships for The Nature Conservancy.

Caterpillar Inc. and the Caterpillar Foundation have a long history with The Nature Conservancy, working together since 1979. Most recently, the Great Rivers Partnership between the Caterpillar Foundation and The Nature Conservancy furthered the preservation of river systems and the promotion of sustainable river usage practices on the Mississippi River in the United States, Brazil's Paraguay-Parana river system and the Yangtze River in China.

Caterpillar: 1925 to 2015



Contact Us

Cat Folks is published quarterly by Corporate Affairs. Please send comments, questions and story ideas to cat_folks@cat.com. You can visit us online at caterpillar.com/company/employees-and-retirees. We always appreciate your feedback!



CATERPILLAR EMPLOYEE UNITED WAY APPEAL **LIVE UNITED**



AUGUST 17 – SEPTEMBER 11, 2015

caterpillar.com/unitedway

Supporting Communities Where We Live & Work

Every year Caterpillar employees and retirees demonstrate community support and leadership by taking part in the Caterpillar United Way Appeal. Caterpillar has supported United Way for more than 60 years; it is our only company-wide ask of employees and retirees.

Your United Way contribution, combined with the dollar-for-dollar match from the Caterpillar Foundation, helps make our communities stronger and supports initiatives that improve education, health and economic stability for families in the communities where we live and work.

HOW TO PLEDGE:

EMPLOYEES: On August 17, employees will receive an email from the Caterpillar Foundation with instructions on how to pledge via the Caterpillar Foundation **online pledging site which will be open from August 17 through September 11, 2015.**

RETIREES: Retirees can visit www.caterpillar.com/unitedway **between August 17 and September 11, 2015** to submit their pledge online to be eligible to receive the Caterpillar Foundation match. Click the Retiree pledge link and register or sign in with your log in information from the previous year. Retirees will be asked to create a user ID and password, and to enter their Caterpillar PeopleSoft ID number.

Employees and retirees have the option to **designate to any United Way or United Way funded partner agency in the United States.** Once you log into the site, search for the United Way and/or agency of your choice.

To be eligible to receive the Foundation match, all employee and retiree pledges must be submitted via the online website between August 17 and September 11, 2015.

The generosity of our employees and retirees continues to help make this campaign a great success. The decision to participate is entirely your own and every pledge big or small makes a measurable impact in our own backyard. **Thank you for your time and generosity!**

If you have questions or need assistance, please contact Erika Kempf at 309-675-1475 or via email at Kempf_Erika_C@cat.com.



Caterpillar Victoria Team Supports Our Troops And Warrior's Weekend

For the past four years, Caterpillar employees from the Victoria, Texas, hydraulic excavator facility have volunteered at Warrior's Weekend events in South Texas. Warrior's Weekend is a series of events held in May to honor our heroes – wounded veterans with both visible and invisible injuries – and their families. The Warrior's Weekend organization is dedicated to the support of U.S. veterans with an emphasis on those wounded in the global war on terrorism.

Caterpillar employee Ron Kocian, team lead on the main assembly line in Victoria, and his family founded Warrior's Weekend in 2007. When Ron started working at Caterpillar, he enlisted the help of fellow employees for the annual events. The support was immediate and has been strong ever since.



This year, employee volunteers helped post more than 2,900 flags dedicated to local veterans at the Warrior's Weekend Field of Honor in Victoria, Texas, the weekend of May 2. Two weeks later, several employees volunteered at the main event – a fishing tournament for the more than 930 heroes who attended – in Port O'Connor, Texas. Caterpillar Victoria also partnered with dealer HOLT Cat® to power the event tents with air conditioning, using multiple Cat generator sets.

At the fishing tournament, Caterpillar employees even met some veterans who were Cat equipment operators during their service. One told us of his experiences with our machines.

He told us that his unit used Cat products and they loved operating the equipment. They had several D7 track-type tractors they used around the clock in all types of terrain and applications. One time, he said, they were operating to remove a steep berm, and some of the other operators were hesitant to drive up onto it due to the size and grade of it. But this veteran knew the D7 could handle the task, and he took the first few passes and started taking down the berm. Soon, the other operators followed suit and they flattened the berm easily, allowing their unit to pass through.



While we didn't get the full details of the story, this is one example of how Cat machines and Caterpillar employees help build a better world. The veteran military operators were not only proud to work with Cat machines, but they were excited to be a part of Warrior's Weekend and share their love of Cat with our employees. We were equally excited to share in the day with them, and appreciative of their service to our country.

The 2015 Warrior's Weekend events were particularly memorable for another reason. This year, Ron was included to Fortune magazine's "Heroes of the 500" list for his work on the leadership team with Warrior's Weekend. The Heroes list is a compilation of employees from Fortune 500 companies whose extraordinary acts of bravery, kindness and selflessness are changing people's lives.

Read the article and see the full Heroes list at fortune.com/heroes-of-the-fortune-500. Ron is listed as number 19.

MOST SUCCESSFUL RUGBY CLUB IN ENGLAND

Proudly Wears “Caterpillar” On Its Jerseys

Tough. Rugged. Powerful. Recognized leaders. No, we’re not talking about Cat® equipment. We’re talking about the rugby team that’s proudly worn the Caterpillar brand on its jerseys since 2008 – the Leicester Tigers.

“All those attributes we use to describe the Cat brand align with the Tigers,” says Jas Kundra, manager of Caterpillar’s Leicester Visitor & Training Centre in England. “They’re known as a physical, powerful, yet consistent team who are leaders on and off the field. If you want to sponsor a team, be it in any sport, you want to support the very best.”

“HUGELY POPULAR” WITH CAT CUSTOMERS

Based on recent success, the Tigers certainly can lay claim to the title of “very best.” They’re

the most successful English club since the introduction of league rugby in 1987, winning a record 10 English championships and reaching the playoffs 11 consecutive years. That means the team jersey – which features the Caterpillar logo – is regularly shown on national media and worn by supporters across England.

“Rugby is hugely popular within our customer base. It’s seen as quite a ‘rough and tough’ game and as such has macho appeal,” Kundra says. “The Tigers’ popularity and success has provided a fantastic platform to increase market awareness for Caterpillar – and it allows our dealers to host customers

in a world-class environment.”

Caterpillar hosts around 50-60 dealers and customers from around the world at every Tigers’ home game. On non-match days, Caterpillar employees regularly make use of the stadium’s conference and dining facilities for meetings and team-building events.

Interestingly, the executive chairman of the Tigers, Peter Tom, CBE, is a Cat customer as well. As chairman of the country’s largest independent aggregates business, Breedon Aggregates, he owns and operates a large number of Cat machines, as well as several quarries in England – including one he donated as the site of the 2014 Caterpillar Operator Challenge.



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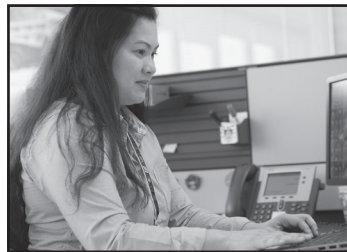
Every Caterpillar employee has a story. Real Cat Folks is sharing them!

Real Cat Folks aims to share the rich and diverse stories of Caterpillar employees around the globe. Since its launch on June 1, we’ve shared the stories of 24 employees from nine different countries. Visit caterpillar.com/RealCatFolks every week to see the newest mini-profiles. Are you interested in sharing your story with the Caterpillar community and the world? Contact us at Real_Cat_Folks@cat.com.



Sam - United States

I think everybody’s favorite book should be *Huckleberry Finn* because it illuminates so much of the human condition. Even today. I read that book once a year every summer for 10-12 years, and it’s on my list to read again this year. And every time I read it, I see it in a different light.



Catherine - United Arab Emirates

My family inspires me the most. Seeing my children’s school achievements and my husband’s encouragements makes me feel good. I am at my happiest whenever I am with my two children and husband, playing around or swimming.



Laura - Mexico

My biggest accomplishment at Caterpillar has been my certification as a certified Associate Welding Inspector for the AWS (American Welding Society); it has been a big challenge and has had a huge impact on my life.



Youxiang Zhang - China

I grew up on a cotton field on the coast and came to Suzhou for school. I like to spend my spare time playing soccer and climbing mountains in the neighborhood. I’ve always wanted to learn to play guitar and want to play for my son in the future. He’s 14 months old and my biggest wish is to watch him grow up happily.