



Remarks as Prepared for Delivery  
Caterpillar Inc. Construction Industries Group President Bob De Lange  
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Thank you, Rob.

Good afternoon, and thank you all for joining us. Before I start, I just wanted to share how happy I am to be here at CONEXPO. When walking our exhibit yesterday with Rob for a final check, seeing our team, ready to welcome our customers, putting final touches to our exhibit ... and I realize I am biased ... seeing 40-plus beautiful machines and engines... I just felt great having the opportunity to be part of Team Caterpillar.

And for us at Caterpillar, our priorities are clear, right from our earliest days, our focus has been on helping our customers get their jobs done as efficiently and productively as possible – and that hasn't changed a bit in the 90-plus years we've been in business. We realize our success rests squarely on helping our customers succeed.

We also believe that helping customers maximize their potential starts with having a deep understanding of the customer and the particular challenges they face. Only then can we offer the products, technology and solutions they need to run, grow and innovate their businesses ... and make sure they can be more successful with Cat® machines than with any of our competitors.

First, I would like to talk about product, and I already mentioned the importance of knowing and understanding our customers.

Over time, we've identified distinct applications, so we are designing and building specific models to match the productivity and performance needs of the job.

A good example of this is our GC, Standard and XE models of excavators and wheel loaders on display at our exhibit. They demonstrate the "different by design" approach we're taking.

The 950GC, which is making its North American debut here, is best suited for light to medium applications. It is easy to operate, maintain and service, and it provides exceptional value and reliability – all sought after features for this application – which is also where we anticipate significant future growth potential.

In fact, customer response has been so strong in developing economies that we have already sold more than one thousand 950GCs since its launch.

In comparison, our standard model, the 950M, spans from medium to heavy applications.

Then, for the most demanding applications we have models like the 972M XE. Its cutting edge technologies and high productivity deliver the highest profit potential for customers looking for the ultimate efficiency.

Simply put: With the introduction of GC, Standard and XE models, Caterpillar has broadened its product line to offer customers a full range of choices when determining the best machine for their business.

Now, let's talk Smart Iron. In addition to helping our customers choose the best machine for the job, we are also leveraging Cat Connect to help them create a more productive, safe and sustainable jobsite.

While Caterpillar launched Cat Connect at CONEXPO in 2014, it continues to evolve – just like our customers. As Caterpillar and our dealers further develop our suite of technologies and services, Cat Connect will grow and further embed Caterpillar as the jobsite brand.

Rob already talked about the opportunities we have to connect assets and leverage Cat Connect Services. On the other hand, we also have a range of **Cat Connect Technologies** to help customers optimize performance.

For dozer, excavator and motor grader customers who are looking to boost productivity, speed and accuracy, our **Cat GRADE** technology is our answer. And we are the only ones in the industry who can offer scalable solutions, from 2D to 3D, from indicate only systems to Operator Assist.

In the field for example, Bulldozer productivity can be up to 50% higher than traditional grading, excavators can reach target grade up to 40% faster while motor graders can improve grading accuracy up to 50% by cutting down on time, fuel and the number of passes. If you

just pause and think about this ... they are amazing numbers of what technology can do to improve jobsite efficiency.

Next, trucks, excavators and wheel loaders can benefit from using **Cat PAYLOAD**, which helps monitor productivity, avoid overloading and delivers higher fuel efficiency, shorter cycle times and in the end, lower cost per ton.

As we recently announced, we are launching new Cat Connect software and hardware that gives customers the ability to connect all assets on a jobsite – regardless of brand or type of equipment – and make data gathering easier.

Whether it's just capturing machine hours and location on a jobsite .... or data on machine health, performance or productivity, our new **Link** technologies can connect a customer's entire fleet, something no other machine manufacturer can do today.

Now, moving on to our exhibit here at CONEXPO, I would like to encourage you to experience the technology first hand in our North Hall booth where we have a number of interactive displays that show how our technology is easy to use.

In addition, we are also excited to introduce some great new models at the show, with eight machines making their first public appearance. They represent our excavator, wheel loader, articulated truck and telehandler product lines along with new Paving cold planers.

We also have great opportunities to engage with the equipment, like climbing into an operator station in the Gold Lot to see how easy it is to operate with Cat Connect Command, allowing you to push dirt with a D8 bulldozer all the way back in Illinois using Command for Dozing.

In closing, I hope you'll take some time to explore both of our exhibits. We have an enthusiastic team of experts on hand who are ready to answer all of your questions. They know our iron, our technology and our services ... and they would love to talk to you.

**Thank you!**