

# CATERPILLAR INC. OVERVIEW

Caterpillar Nonconfidential  
*Based on year-end 2020*



# Forward Looking Statement

Certain statements in this financial review 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,” “forecast,” “target,” “guide,” “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 speak only as of the date they are made, and we do not undertake to update our forward-looking statements.

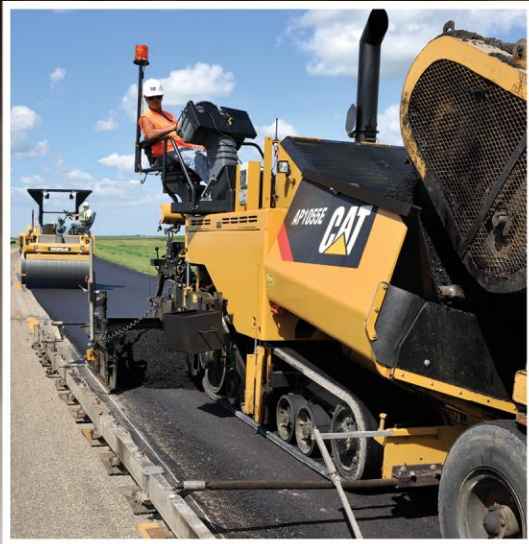
Caterpillar’s actual results may differ materially from those described or implied in our forward-looking statements based on a number of factors, including, but not limited to:

- (i) global and regional economic conditions and economic conditions in the industries we serve;
- (ii) commodity price changes, material price increases, fluctuations in demand for our products or significant shortages of material;
- (iii) government monetary or fiscal policies;
- (iv) political and economic risks, commercial instability and events beyond our control in the countries in which we operate;
- (v) international trade policies and their impact on demand for our products and our competitive position, including the imposition of new tariffs or changes in existing tariff rates;
- (vi) our ability to develop, produce and market quality products that meet our customers’ needs;
- (vii) the impact of the highly competitive environment in which we operate on our sales and pricing;
- (viii) information technology security threats and

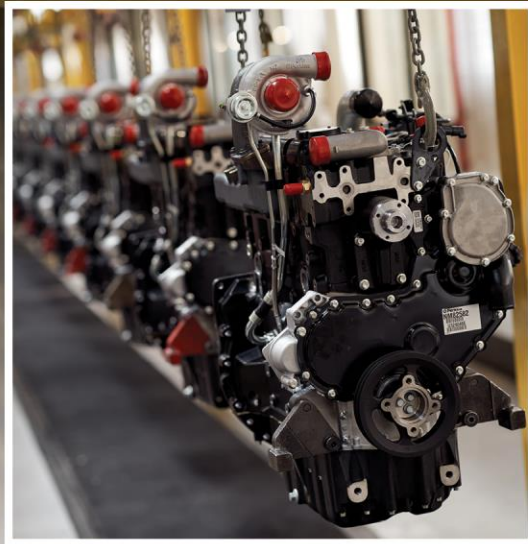
- computer crime;
- (ix) inventory management decisions and sourcing practices of our dealers and our OEM customers;
- (x) a failure to realize, or a delay in realizing, all of the anticipated benefits of our acquisitions, joint ventures or divestitures;
- (xi) union disputes or other employee relations issues;
- (xii) adverse effects of unexpected events;
- (xiii) disruptions or volatility in global financial markets limiting our sources of liquidity or the liquidity of our customers, dealers and suppliers;
- (xiv) failure to maintain our credit ratings and potential resulting increases to our cost of borrowing and adverse effects on our cost of funds, liquidity, competitive position and access to capital markets;
- (xv) our Financial Products segment’s risks associated with the financial services industry;
- (xvi) changes in interest rates or market liquidity conditions;
- (xvii) an increase in delinquencies, repossessions or net losses of Cat Financial’s customers;
- (xviii) currency fluctuations;
- (xix) our or Cat Financial’s compliance with financial and other restrictive covenants in debt agreements;
- (xx) increased pension plan funding obligations;
- (xxi) alleged or actual violations of trade or anti-corruption laws and regulations;
- (xxii) additional tax expense or exposure, including the impact of U.S. tax reform;
- (xxiii) significant legal proceedings, claims, lawsuits or government investigations;
- (xxiv) new regulations or changes in financial services regulations;
- (xxv) compliance with environmental laws and regulations;
- (xxvi) the duration and geographic spread of, business disruptions caused by, and the overall global economic impact of, the COVID-19 pandemic; and
- (xxvii) other factors described in more detail in Caterpillar’s Forms 10-Q, 10-K and other filings with the Securities and Exchange Commission.



**OUR SOLUTIONS HELP OUR CUSTOMERS BUILD A BETTER WORLD.**



**IMPROVING**



**POWERING**



**RESTORING**



**INSPIRING**

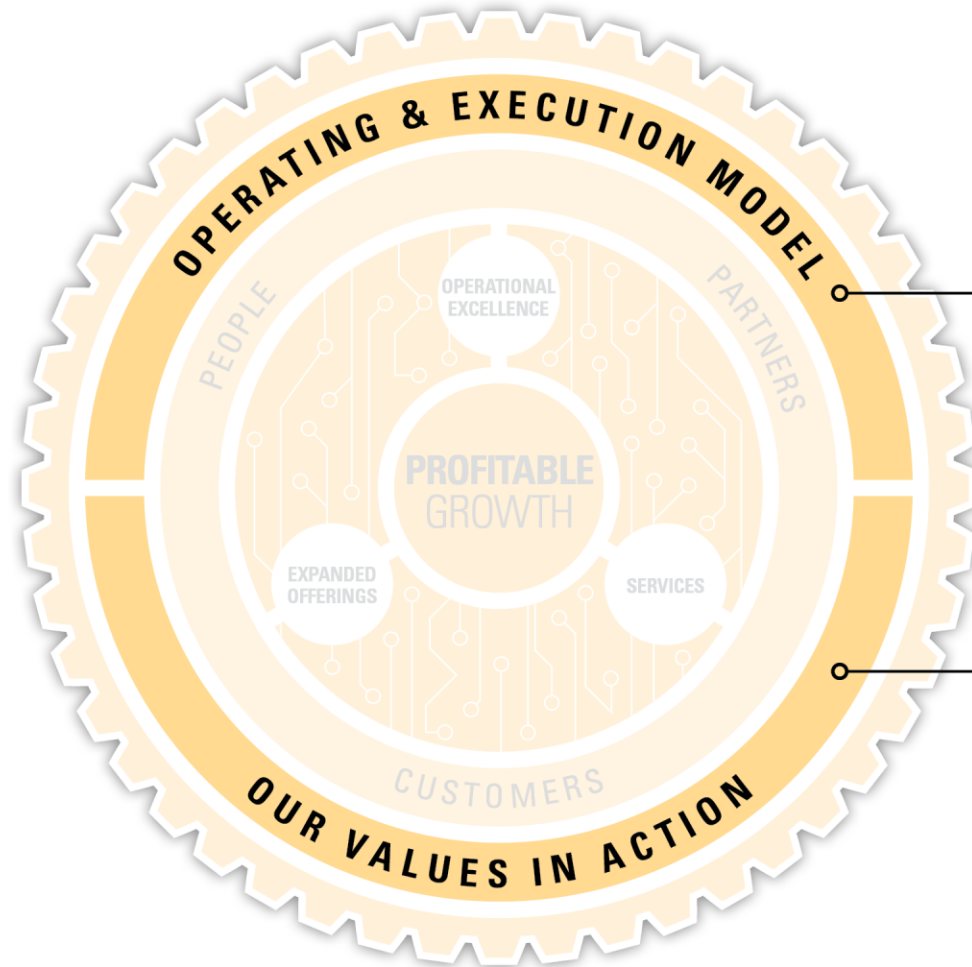
# Our Strategy

With our Values as a foundation and the Operating & Execution Model as a guide, we develop a deep understanding of our customers needs, and along with our partners deliver outstanding products and services.

This focus allows us to develop **solutions to help our customers build a better world** and deliver profitable growth for our stakeholders.



## How we act and manage



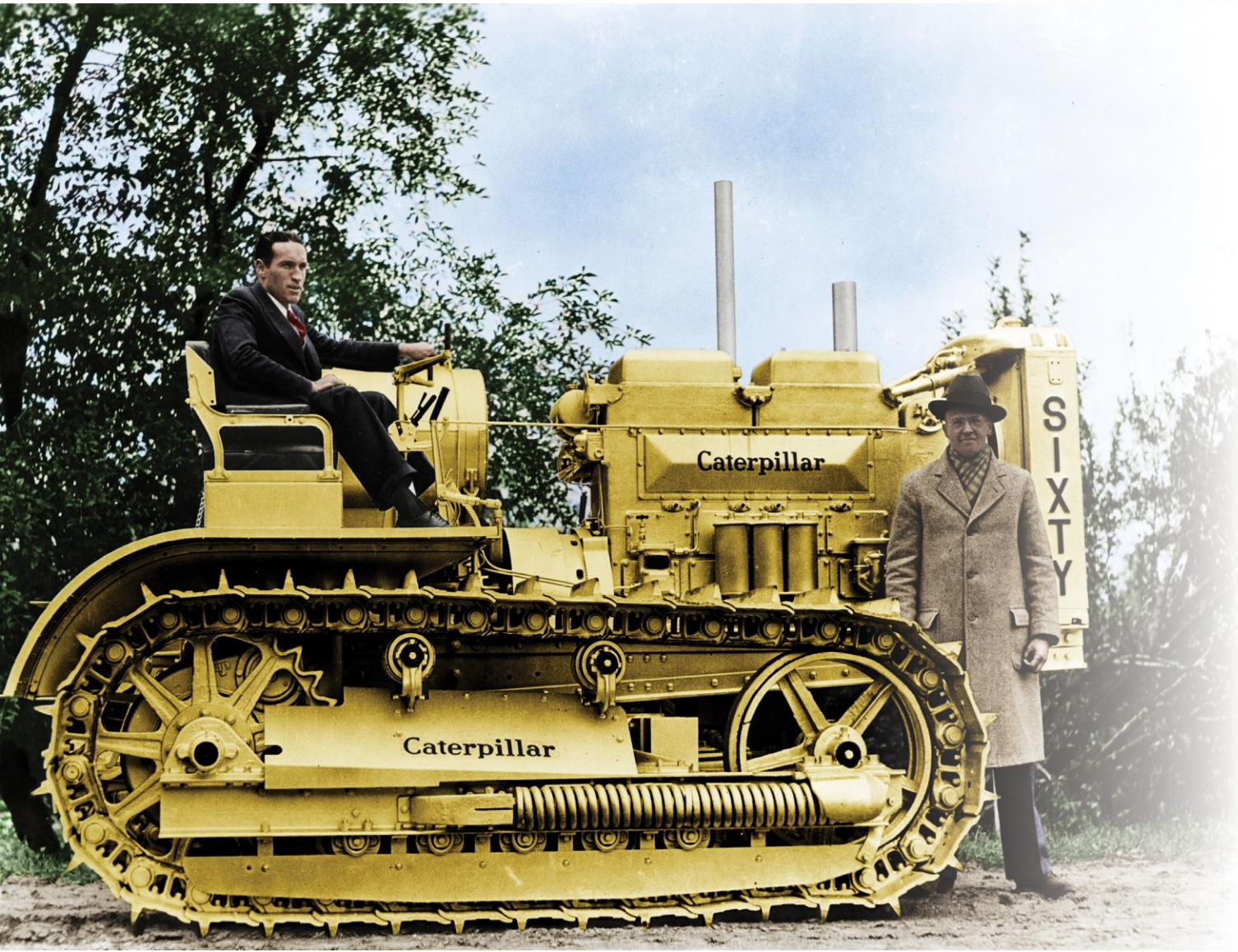
### **Operating & Execution Model**

The Operating & Execution Model is our guide to understanding where and why we are profitable, which leads to smart and quick decisions, strategic resource allocation and profitable growth.



### **Our Values in Action**

Our Values in Action define what we stand for and how we conduct ourselves with our customers, partners and one another.



## Company History

The history of Caterpillar is all about doing: creating, building, problem solving, innovating, testing, servicing and improving. We're proud of the ingenious machines that are part of our rich heritage. And more importantly, we are proud of the people who founded and built the company one breakthrough at a time. Beginning with Benjamin Holt and C. L. Best, the people of Caterpillar have always been—and continue to be—extraordinary.

## Construction Industries

**HELPING OUR CUSTOMERS BUILD  
WHAT THE WORLD NEEDS.**



**CATERPILLAR®**

## Resource Industries

**MAKING IT POSSIBLE FOR CUSTOMERS  
TO PROFITABLY MINE  
AND HARVEST NATURAL RESOURCES.**

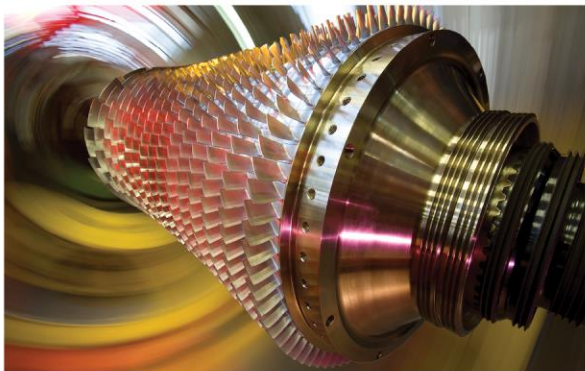


**CATERPILLAR®**



## Energy & Transportation

**DELIVERING SOLUTIONS FOR OUR  
CUSTOMERS' GROWING ENERGY  
AND TRANSPORTATION NEEDS.**



Services, Distribution & Digital

**BUILDING LONG-LASTING RELATIONSHIPS  
WITH CUSTOMERS BY PROVIDING  
VALUE-ADDED SERVICES THROUGHOUT  
THE PRODUCT LIFE CYCLE, ENABLED  
BY DIGITAL SOLUTIONS AND DELIVERED  
BY THE STRENGTH OF THE GLOBAL  
CAT DEALER NETWORK.**



## Financial Products

**HELPING OUR CUSTOMERS  
AND DEALERS SUCCEED  
THROUGH FINANCIAL  
SERVICES SOLUTIONS.**





**61%**

**SALES & REVENUES OUTSIDE  
OF THE UNITED STATES\***



\*Sales and revenues outside the United States were 61% of consolidated sales and revenues for 2020.



## CONSTRUCTION INDUSTRIES



**1.8M**

active construction machines globally



## RESOURCE INDUSTRIES



**3B+\***

metric tonnes moved autonomously with zero lost time injuries



## ENERGY & TRANSPORTATION



**>20M**

engines built



## SERVICES, DISTRIBUTION & DIGITAL



**~1M**

connected assets

*\*As of May 2021*



# 161 CAT<sup>®</sup> DEALERS

SERVING 192 COUNTRIES





**~27,000**

SUPPLIERS



**CATERPILLAR®**

# The Caterpillar Family of 21 Brands\*



## Enhancing Brand Awareness through Cat Merchandise



\* As of February 2021





Caterpillar is ranked  
**#62**  
in the **Fortune 500**

Caterpillar is  
**#101**  
amongst **Fortune's**  
**World's Most Admired Companies**

**#84**  
Caterpillar's rank  
amongst **Interbrand's**  
**Top 100** global brands

**21x**  
Caterpillar named to the  
**2020 Dow Jones Sustainability Indices**

Ranked amongst Wall Street Journal's  
**100 most sustainably**  
**managed companies**  
in the world

Learn more on [caterpillar.com/awards](https://www.caterpillar.com/awards)

**CATERPILLAR®**

## The Value of Sustainability

We are committed to building a better world.

Sustainability is part of who we are and what we do every single day. We recognize progress involves a balance of **environmental stewardship**, **social responsibility** and **economic growth**.



## A Proactive Community Member

**Caterpillar Foundation:** building resilient communities that thrive in a rapidly changing world through investments in the workforce of the future and strong sustainable infrastructure that protects communities and empowers them to thrive.



# Historical Performance – A Look at 2020

## SALES AND REVENUES

(\$ IN BILLIONS)

\$54.7    \$53.8    \$41.7



2018    2019    2020

## OPERATING PROFIT

(\$ IN BILLIONS)

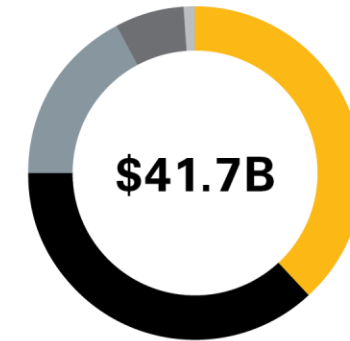
\$8.3    \$8.3    \$4.6



2018    2019    2020

## 2020 TOTAL SALES AND REVENUES BY SEGMENT\*

(\$ IN BILLIONS)



- Energy & Transportation | \$17.5
- Construction Industries | \$16.9
- Resource Industries | \$7.9
- Financial Products | \$3.0
- All Other/Eliminations | (\$3.6B)

\*Includes Inter-Segment Sales



For more Caterpillar information, visit



**CATERPILLAR®**



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