



Caterpillar Inc. Overview

Forward-Looking Statements

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,” “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 and regional economic conditions and economic conditions in the industries we serve; (ii) government monetary or fiscal policies and infrastructure spending; (iii) commodity price changes, component price increases, fluctuations in demand for our products or significant shortages of component products; (iv) disruptions or volatility in global financial markets limiting our sources of liquidity or the liquidity of our customers, dealers and suppliers; (v) political and economic risks, commercial instability and events beyond our control in the countries in which we operate; (vi) 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; (vii) our Financial Products segment’s risks associated with the financial services industry; (viii) changes in interest rates or market liquidity conditions; (ix) an increase in delinquencies, repossessions or net losses of Cat Financial’s customers; (x) new regulations or changes in financial services regulations; (xi) a failure to realize, or a delay in realizing, all of the anticipated benefits of our acquisitions, joint ventures or divestitures; (xii) international trade policies and their impact on demand for our products and our competitive position; (xiii) our ability to develop, produce and market quality products that meet our customers’ needs; (xiv) the impact of the highly competitive environment in which we operate on our sales and pricing; (xv) failure to realize all of the anticipated benefits from initiatives to increase our productivity, efficiency and cash flow and to reduce costs; (xvi) additional restructuring costs or a failure to realize anticipated savings or benefits from past or future cost reduction actions; (xvii) inventory management decisions and sourcing practices of our dealers and our OEM customers; (xviii) compliance with environmental laws and regulations; (xix) alleged or actual violations of trade or anti-corruption laws and regulations; (xx) additional tax expense or exposure; (xxi) currency fluctuations; (xxii) our or Cat Financial’s compliance with financial covenants; (xxiii) increased pension plan funding obligations; (xxiv) union disputes or other employee relations issues; (xxv) significant legal proceedings, claims, lawsuits or government investigations; (xxvi) changes in accounting standards; (xxvii) failure or breach of IT security; (xxviii) adverse effects of unexpected events including natural disasters; and (xxix) other factors described in more detail under “Item 1A. Risk Factors” in our Form 10-K filed with the SEC on February 16, 2016 for the year ended December 31, 2015.

Our first quarter financial results contain a reconciliation of Non-GAAP financial information referenced in this presentation which can be found on our website at www.caterpillar.com/earnings.

A close-up photograph of Doug Oberhelman, Chairman and CEO of Caterpillar. He is a middle-aged man with short, light-colored hair, wearing a light blue dress shirt and a patterned tie. He is looking slightly to the left of the camera with a serious expression. The background is blurred, showing what appears to be an office or conference room setting.

*"We will, as we always have,
face the challenges head on
and deliver the products and
services that will keep
Caterpillar the industry
leader tomorrow, as it is
today."*

Doug Oberhelman, Chairman and CEO



Company History

For 90 years, Caterpillar Inc. has been making sustainable progress possible and driving positive change on every continent.



Construction Industries

Helping our customers build what the world needs.



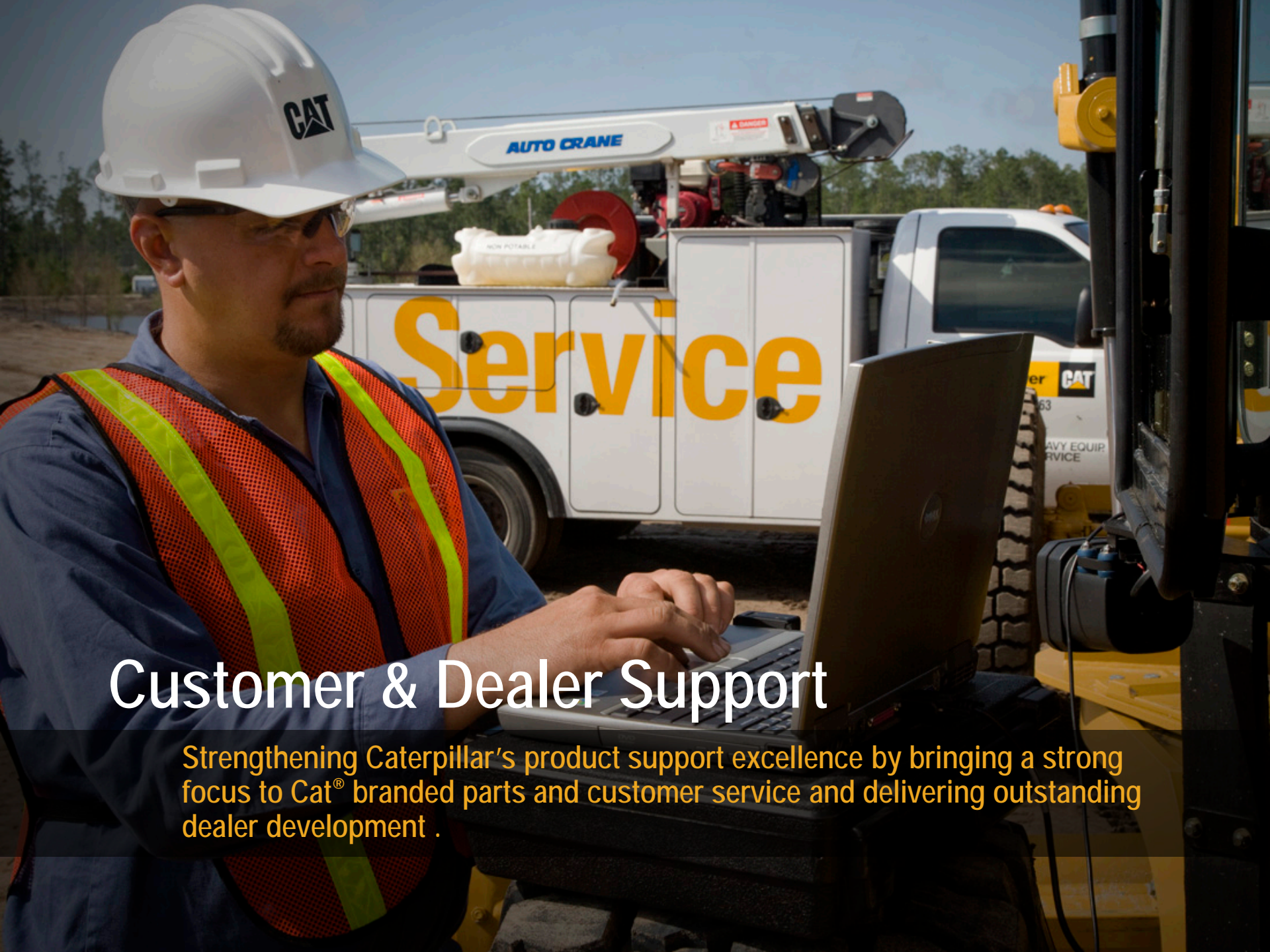
Resource Industries

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

An offshore oil rig is shown at sunset, with its complex metal structure and various cranes illuminated by warm lights. The sky is filled with soft, colorful clouds in shades of blue, pink, and orange. In the foreground, the dark silhouette of a support vessel is visible on the water.

Energy & Transportation

Focused on meeting the world's increasing energy and transportation needs.



Customer & Dealer Support

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



Financial Products & Corporate Services

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

Caterpillar Enterprise System Group

Creating a connected Caterpillar by aligning critical processes and support groups to further improve our manufacturing and supply chain capabilities worldwide.



Global

reach unmatched in the industry



59%

sales & revenues outside of the United States



3M+

units of Cat products at work around the world



serving 182 countries

175 dealers

Our Reach



Dealer Net Worth:

\$23.4 Billion

(Estimated)



28,000+

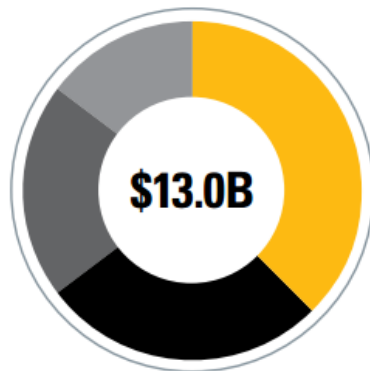
Suppliers

Collaboration is Key



A Leading Exporter

2015 EXPORTS FROM U.S. BY REGION (\$ IN MILLIONS)



- EAME / \$4,897
- Asia-Pacific / \$3,538
- Latin America / \$2,668
- Canada / \$1,878

CURRENT
BRAND
PORTFOLIO
19
BRANDS

CATERPILLAR[®]



HINDUSTAN



PYROBAN[®]

ELECTRO MOTIVE

Solar Turbines
A Caterpillar Company

MAK



TURNER
POWERTRAIN SYSTEMS



OLYMPIAN[™]

CAT[™]

HYPAC[™]



Turbomach
A Caterpillar Company



* See brand.cat.com/brandportfolioandstrategy for more information.

INVESTING IN R&D



\$2,165M

2015 R&D Spend



190

Completed New
Product Programs



33

New technologies
transferred from R&D to the
New Product Introduction
development pipeline



15,953

Total Number of
Pending and Granted
Patents Worldwide

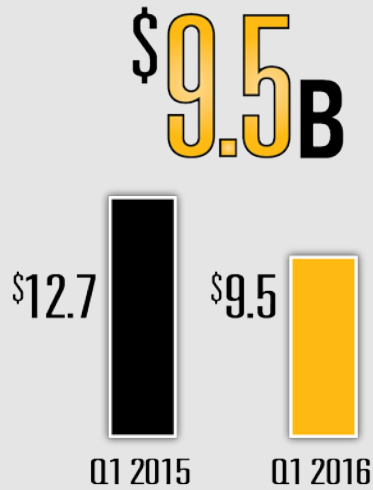


1,667

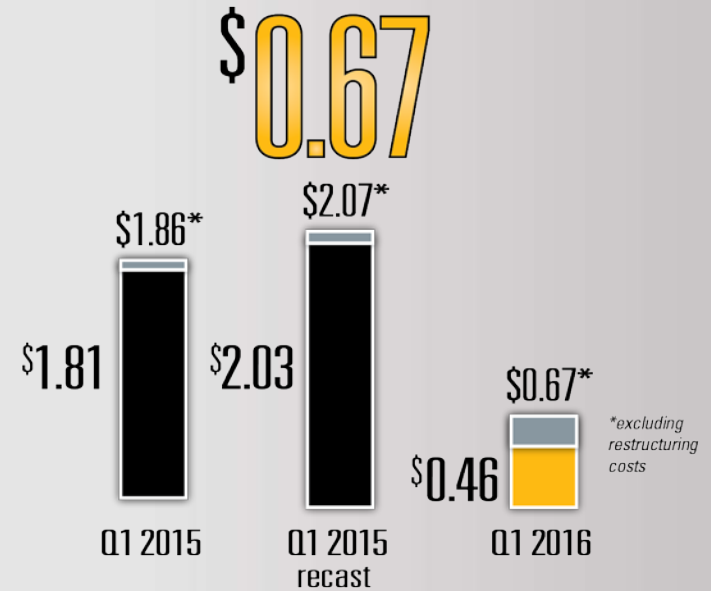
Total Patents
Granted in 2015

Q1 2016 vs Q1 2015

Sales and Revenues (in billions)



Profit Per Share (in dollars)



A winning strategy...

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

Best Team

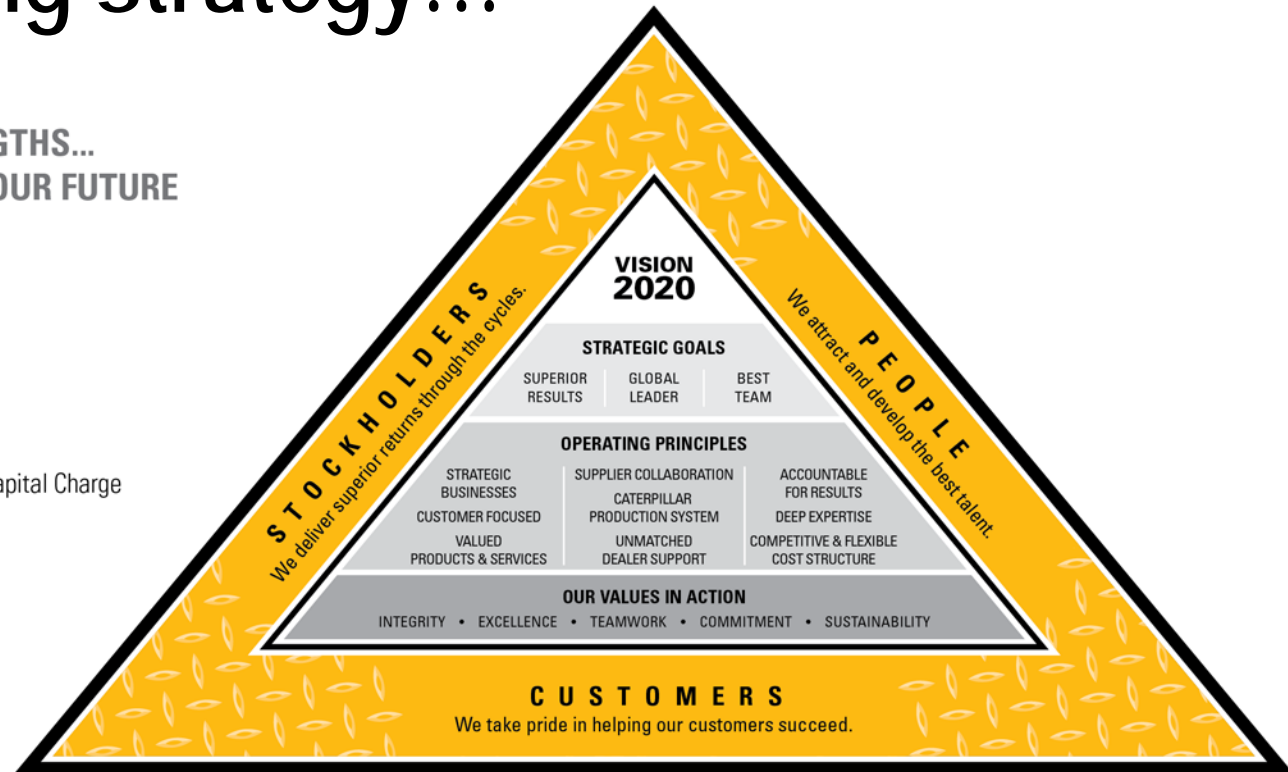
- Safety
- Inclusion

Superior Results

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

Global Leader

- Quality
- Aftermarket Parts
- PINS
- PODD



OUR BIG IMPERATIVES

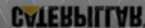
- Execute the Business Model ... extend global leadership and relentlessly pursue aftermarket parts, services and solutions growth
- Substantially improve dealer collaboration and performance ... implement the Across the Table initiative
- Exceed customer expectations with outstanding products and solutions ... leverage deep expertise, innovative technologies and disciplined execution with sufficient and sustained investment
- Achieve Enterprise Excellence and fulfill our service promise to customers ... drive Lean transformation and integrated value chains
- Win in China and expand our leadership in other growth markets ... continue to build out the Business Model
- Achieve industry-leading performance across our balanced portfolio ... grow Construction Industries, Resource Industries, Energy & Transportation and Financial Products

INTEGRITY EXCELLENCE TEAMWORK COMMITMENT SUSTAINABILITY

正直 卓越 团队合作 承诺 可持续发展 INTEGRITA DOKONALOST TYMOVÁ PRÁCE
ZAVAZEK UDRŽITELNOST INTEGRITET UTMUNTENDHEID TEAMWERK
TOEWIJDING DOURZAAMHEID நேர்மை முத்தன்மை நிலை குழுப்பணம்
அறிப்பணிப்பு கற்று உறு குறவை மேலறி காத்தல் INTEGRITE
EXCELLENCE TRAVAIL D'ÉQUIPE ENGAGEMENT DURABILITE INTEGRITAT
EXZELLEENZ TEAMARBEIT VERPFLICHTUNG NACHHALTIGKEIT
ความซื่อสัตย์ ความเป็นเลิศ การทำงานเป็นทีม ความมุ่งมั่น
ความยั่งยืน TISZTESÉG KVALITÁS CSAPATMUNKA ELKÖTELEZTÉS
FENNTARTHATÓSÁG INTEGRITAS KEINGGULAN KERJA TIM KOMITMEN
KEBERLANJUTAN INTEGRITA ECCELLENZA LAVORO DI SQUADRA IMPEGNO
SOSTENIBILITÀ 誠実さ 卓越性 チームワーク コミットメント 持続可能性
UCZYNNOŚĆ ZAWODOWA DOKONALOŚĆ PRACA ZESPÓŁOWA ZAANGAŻOWANIE ZOBOWIĄZANIE
BOZVAHI INTEGRIDADE EXCELENCIA TRABALHO EM EQUIPE
COMPFOMENTMENTO SUSTENTABILIDADE DOKFODREKTHOCT HOEDICHOUDINGEM
PADOBA P KOMANDE OBEKTEKTHOCT ICIOBHOCTO INTEGRIDAD EXCELENCIA
TRABAJO EN EQUIPO COMPROMISO SOSTENIBILIDAD INTEGRITET EXCELENS
LAGARBETE ENGAGEMENT HÅLLBARHET UTMUNSTENHET UTMUNSTENHET UTMUNSTENHET

OUR VALUES IN ACTION

CATERPILLAR'S
CODE OF CONDUCT



CODE OF CONDUCT
CATERPILLAR'S
IN ACTION
OUR VALUES

INTEGRITY. EXCELLENCE. TEAMWORK. COMMITMENT. SUSTAINABILITY.

A Focus on Sustainable Development

- Sustainability is recognized as one of our Enterprise **values**
- Three **principles** guide our commitment to making sustainable progress possible
- Apply **technology and innovation** to improve sustainability performance of our operations and products, services and solutions



Global Issues: Why We Get Involved



Government action can have significant impact on Caterpillar, our employees, customers and communities

Our Business Model

We win by delivering valued, quality products, services and solutions to our customers that provide the best economic proposition for their business. 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.



A Proactive Community Member

Caterpillar Foundation:
turning the
spiral of
poverty into a
path to
prosperity by
investing in
education,
environment
and basic
human needs.





For more Caterpillar information, visit
www.caterpillar.com

