

A large yellow Caterpillar generator set is shown in a factory setting. The generator is mounted on a black frame and has a large yellow circular air filter on the front. A man in a blue shirt and dark pants is standing next to the generator, looking at a control panel on the side. The background shows other industrial equipment and a white wall.

2024 SUSTAINABILITY REPORT



OVERVIEW

Cover: Pictured are two natural gas-fired Cat® G3520H generator sets (gensets) installed at a municipal power plant, producing five megawatts of power. This energy resiliency solution can help meet the power needs of the local community—such as hospitals, schools, businesses and residential homes—during times of peak power usage. Gensets like these can also be used for grid stabilization, ensuring the continuity of power when used in conjunction with renewable energy sources like wind and solar.

4

EXECUTIVE SUMMARY



11

DELIVERING LONG-TERM VALUE TO OUR CUSTOMERS



21

SUPPORTING ENVIRONMENTAL STEWARDSHIP



30

ENGAGING PEOPLE & COMMUNITIES



41

RESPONSIBLE GOVERNANCE



TABLE OF CONTENTS

EXECUTIVE SUMMARY

- About Caterpillar
- Our Purpose
- A Letter from Our CEO
- 2024 Sustainability Highlights
- A Conversation with Our Chief Sustainability & Strategy Officer
- 2030 Goals & Progress

DELIVERING LONG-TERM VALUE TO OUR CUSTOMERS

- Supporting Our Customers
- Innovating Advanced Technologies
- Supporting a Circular Economy
- Caterpillar Services & Sustainability
- Customer & Product Safety

SUPPORTING ENVIRONMENTAL STEWARDSHIP

- Climate & Energy Statement
- Climate Scenarios
- Our Operations (Scope 1 & 2 GHG Emissions)
- Scope 3 Use of Sold Products Emissions

ENGAGING PEOPLE & COMMUNITIES

- | | | |
|---|------------------------|----|
| 5 | • Employee Safety | 31 |
| 6 | • Investing in People | 33 |
| 7 | • Community Engagement | 38 |

RESPONSIBLE GOVERNANCE

- | | | |
|----|--|----|
| 8 | | |
| 9 | | |
| 10 | • Corporate Governance | 42 |
| | • Shareholder Engagement | 44 |
| | • Ethics & Values in Action | 45 |
| | • Political Engagement | 46 |
| | U.S. Trade & Industry Association Engagement | 48 |
| 12 | Lobbying Disclosures | 55 |
| 13 | • Risk Management | 56 |
| 17 | • Human Rights | 58 |
| 19 | • Strategic Procurement & Responsible Sourcing | 59 |

REPORTING

- | | | |
|----|---|----|
| | • About This Report | 61 |
| | • Prioritization & Management of ESG Issues | 62 |
| | • ESG Data Table, End Notes & Data Assurance | 63 |
| 22 | | |
| 24 | • Indices: TCFD, Political Engagement, Investing in People, SASB, GRI | 73 |
| 28 | | |
| 29 | • Forward-Looking Statements | 88 |

Learn more by reading our:

- **Annual Report**
- **Proxy**, which includes information about how environmental, social and governance (ESG) considerations are incorporated into the incentive plan for executive officers

This year's report includes the information that was previously contained in Caterpillar's Diversity & Inclusion (D&I), Task Force on Climate-related Financial Disclosures (TCFD) and Lobbying reports, providing a more holistic view of our efforts and activities.



EXECUTIVE SUMMARY

• About Caterpillar	5
• Our Purpose	6
• A Letter from Our CEO	7
• 2024 Sustainability Highlights	8
• A Conversation with Our Chief Sustainability & Strategy Officer	9
• 2030 Goals & Progress	10



ABOUT CATERPILLAR

With 2024 sales and revenues of \$64.8 billion, Caterpillar Inc. is the world's leading manufacturer of construction and mining equipment, off-highway diesel and natural gas engines, industrial gas turbines and diesel-electric locomotives. For 100 years, we've been helping customers build a better, more sustainable world and are committed and contributing to a reduced-carbon future. Our innovative products and services, backed by our global dealer network, provide exceptional value that helps customers succeed. Caterpillar does business on every continent, principally operating through three primary segments—Construction Industries, Resource Industries and Energy & Transportation—and provides financing and related services through our Financial Products segment.

\$64.8B

Sales & Revenues

4M+

Cat Products at Work
Around the World¹

112,900

Employees

~140 Primary Locations in

24

Countries with Operations

All numbers represent year-end 2024 data, unless otherwise noted.

¹ Includes discontinued products



OUR PURPOSE

WE HELP OUR CUSTOMERS BUILD A BETTER, MORE SUSTAINABLE WORLD.

At Caterpillar, we take pride in what we do and make possible—from the quality of our products and services to the people who stand behind them.

We have a legacy of providing products and services that continually improve the quality of life and the environment by helping our customers fulfill society's need for infrastructure, including shelter, clean water, transportation and reliable energy. We help the world's doers construct the roads, bridges, seaports and runways that connect people to jobs, opportunities and each other. We help miners respond to the increasing need for critical materials required for evolving energy technologies. And we support our customers as they provide fuels to satisfy global energy demand.

We offer multiple solutions made to match our customers' work, including our high-efficiency traditional drivetrain, hybrid, electric drive and battery-powered electric drive

equipment. Many Caterpillar products are capable of operating on alternative fuels, including biodiesel, renewable diesel and biogas. Our microgrid worksite solutions integrate renewable energy sources like solar and hydropower into electric power systems. We provide autonomous and remote-control equipment to support our customers.

Within our operations in 2024, we reduced greenhouse gas (GHG) emissions, water use and waste compared to prior year.

And through remanufacturing, we're taking back millions of pounds of end-of-life components, keeping nonrenewable resources in circulation for multiple lifetimes.

As our world continues to evolve, our people will be there doing the work that matters—helping our customers build a better, more sustainable world.

A LETTER FROM OUR CEO

Over the past century, Caterpillar has built a legacy of innovation that has transformed industries and improved lives. From our earliest days, we have been driven by a dedication to customer success and a relentless pursuit of excellence. We create products, solutions and services that benefit our customers worldwide and continually improve the quality of the environment and communities where we live and work.

As a leading global equipment and services provider, we continue to reduce greenhouse gas emissions across our operations and invest in a diverse range of products, technologies and services that support our customers' success and help them meet their sustainability goals.

Across Caterpillar, we are collaborating to provide integrated offerings that meet each customer's unique needs. For example, we continue to develop an expanded portfolio of increasingly fuel-efficient, fuel-flexible and fully electric products that help customers achieve their sustainability-related objectives. As you will see in this report, we have invested more than \$30 billion in research and development over the past 20 years to deliver best-in-class innovation, including core technologies such as autonomy, alternative fuels, connectivity, digital, and electrification.

The growing global demand for energy requires investments in grid modernization, global infrastructure and diverse energy sources. This will boost interest in a variety of Caterpillar products and services, expanding opportunities for long-term profitable growth.

United by Our Values in Action, Caterpillar employees are the driving force behind our century of achievements, and our team is equally committed to making a positive impact on others. Through the Caterpillar Foundation, we have been improving lives around the globe since 1952, investing more than \$975 million to support communities worldwide.

It is an honor to lead our incredible team as CEO and celebrate this remarkable milestone of 100 years of Caterpillar. Innovation is not only our legacy but also our path forward. We take pride in helping our customers build a better, more sustainable world and are well-positioned to shape an even brighter future.

Joseph E. Creed
Chief Executive Officer





2024 SUSTAINABILITY HIGHLIGHTS

\$30B+

R&D investments over
the past 20 years

157M LB

end-of-life material received
by Cat Reman

34%

reduction in Scope 1 + 2 GHG
emissions compared to 2018

\$43.3M

contributed by the Caterpillar
Foundation

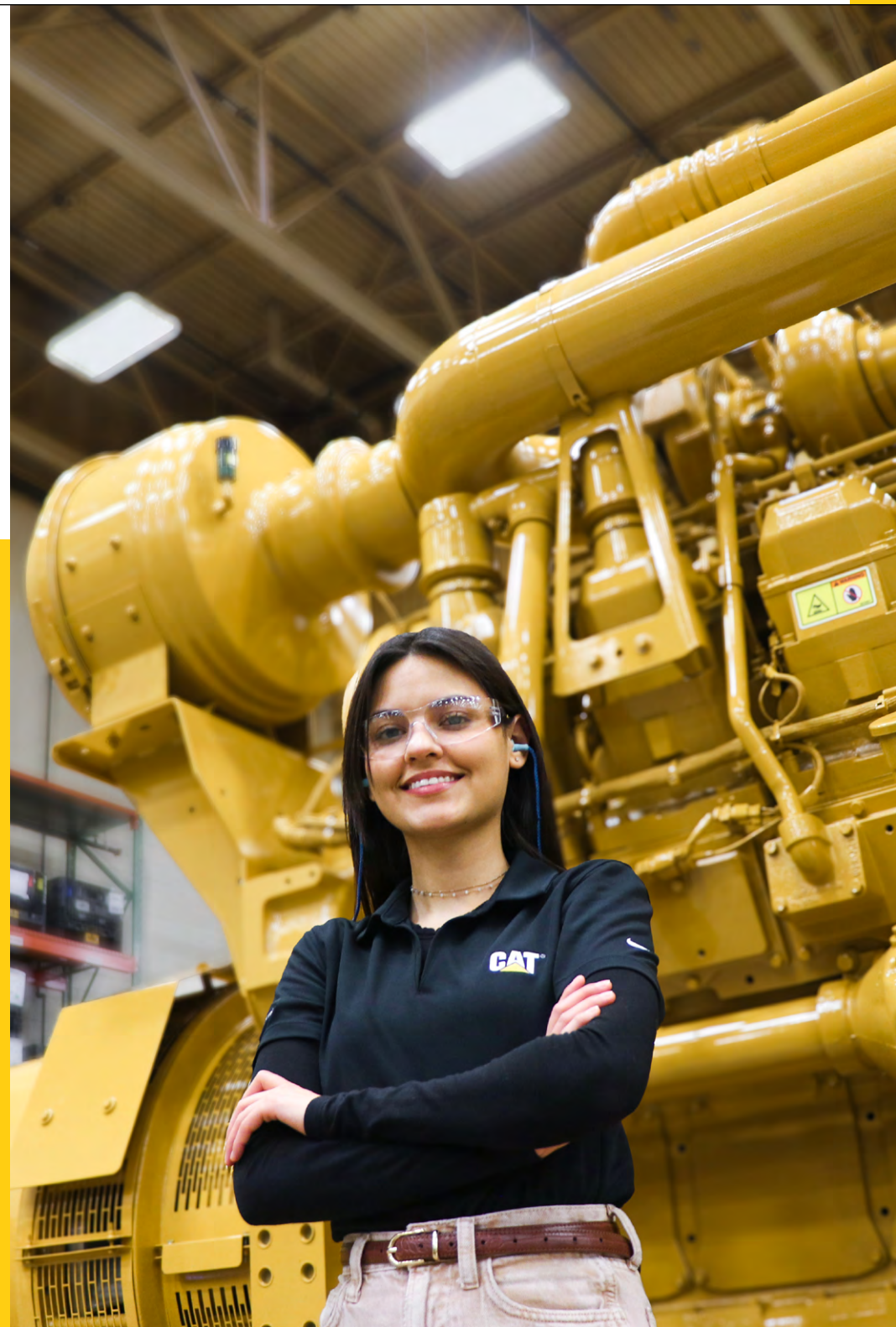


Introduced the next evolution of our
safety strategy to focus more on
preventing serious injuries



Introduced Cat Dynamic Energy Transfer, which transfers
energy to both diesel-electric and battery electric large
mining trucks while they are working on-site

All data represents 2024, unless otherwise noted.



A CONVERSATION WITH OUR CHIEF SUSTAINABILITY & STRATEGY OFFICER

We asked George Moubayed, Chief Sustainability & Strategy Officer, to reflect on 2024 and tell us more about how sustainability is integrated into Caterpillar's strategy.

Can you tell us a bit more about how Caterpillar is supporting its customers as they work to achieve their own sustainability goals?

We've developed a suite of solutions to meet our customers where they are — whether they're just getting started with their sustainability journey or already well on their way. Each customer's trajectory is unique based on their site, application and industry, and we provide a range of solutions to help lower their total cost of ownership and to meet their sustainability objectives.

Our approach goes beyond just delivering best-in-class products; our engineers work closely with customers, providing the tools, support and expertise to develop and launch these innovations. From high-efficiency hybrid to fully electric drivetrain and fuel-flexible products, we're innovating for our customers. Our integrated, site-level solutions in our expanded portfolio are designed to support today's evolving jobsite needs. This makes us confident in our ability to also help customers reach their individual sustainability-related objectives.

Looking back at 2024, tell us about some of Caterpillar's achievements on the road to reaching its 2030 sustainability goals.

Our company remains committed to achieving our 2030 sustainability goals and has made notable progress, including making all our products released in 2024 more sustainable than their previous generation. These goals encompass not only the sustainability benefits of our products, but also our goals related to our operations, employee health and safety, customer safety and remanufacturing.

We are proud to report we've made a 34% reduction in absolute greenhouse gas emissions from our operations, 61% of our facilities located in water high-risk areas have a water management strategy implemented, and we've increased our sales and revenues from remanufactured offerings by 42% since 2018.

Details on the innovative products and solutions helping our customers succeed and additional details on our progress toward our 2030 goals are later in this report.

How is Caterpillar helping to support customers during the increase in global energy demand?

Importantly, we don't have a one-size-fits-all approach, and we draw upon our diverse products, services and technologies to meet our customer needs.

In May 2024, we also launched our Pathways to Sustainability program, a four-year training initiative designed to prepare our customers for their changing and evolving energy landscape, working hand in glove with Caterpillar engineers. All these initiatives aim to provide our customers with solutions to help build a better, more sustainable world.

This year and every year, we at Caterpillar have listened to our customers and built our business strategy around supporting their needs. I am very proud of our global team for supporting our customers to achieve their goals.



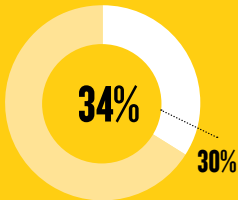
2030 GOALS & PROGRESS

For more context about progress toward each goal, please refer to the respective topic discussions in this report.

OPERATIONS ENERGY & EMISSIONS

Goal
We have set a science-based Scope 1 and 2 goal to reduce absolute GHG emissions from our operations by 30% from 2018 to 2030.

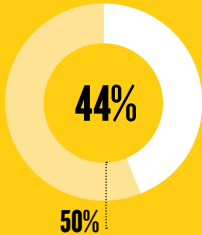
Progress
34% reduction in absolute GHG emissions from 2018



OPERATIONS WASTE

Goal
Reduce landfill intensity by 50% from 2018 to 2030.

Progress
44% reduction in landfill intensity from 2018

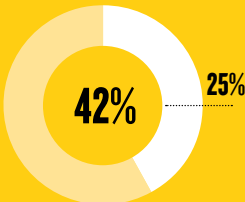


REMANUFACTURING

Goal
Increase sales and revenues from remanufacturing offerings by 25% from 2018 to 2030.

Progress
42% increase in sales and revenues from remanufacturing offerings from 2018

Data includes remanufacturing offerings provided by Cat Reman, Progress Rail, Solar® Turbines, Caterpillar Energy Solutions and Caterpillar Defense.

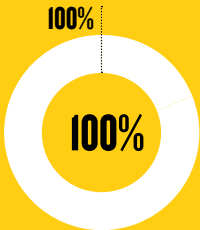


PRODUCT EMISSIONS & ENERGY EFFICIENCY

Goal
100% of Caterpillar’s new products through 2030 will be more sustainable than the previous generation through collaborating with customers, reduced waste, improved design for rebuild/remanufacturing, lower emissions and improved efficiency.

Progress
100% of 60+ new products in 2024 were more sustainable than the previous generation.

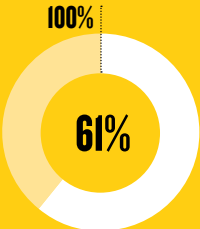
For this goal, new products include new or improved prime product such as machines, engines, generator sets, upper powertrain and other complete solutions sold directly to a customer, OEM or dealer under any majority-owned brand. Exclusions from the goal include, but are not limited to, new source introduction programs, work tools, component development programs for prime product, defense products, aftermarket kits or site solutions. Collaborating with customers is key to Caterpillar’s identification of sustainability criteria. To meet the goal requirements, products must meet one or more of the four criteria in comparison to the previous generation: reduced waste, improved design for rebuild/remanufacturing, lower emissions or improved efficiency.



OPERATIONS WATER

Goal
Implement water management strategies at 100% of facilities located in water high-risk areas by 2030.

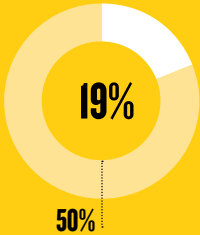
Progress
61% of facilities located in water high-risk areas achieved the goal of water strategy implementation.



EMPLOYEE HEALTH & SAFETY

Goal
We aspire to prevent all injuries and will further our industry-leading safety results by reducing recordable injury frequency (RIF) by 50% from 2018 to 2030.

Progress
19% improvement in RIF from 2018



CUSTOMER SAFETY

Goal
Provide leadership in the safety of people who work in, on and around our products.

Progress
We are committed to customer safety. See [page 20](#) for examples of our progress.



DELIVERING LONG-TERM VALUE TO OUR CUSTOMERS

At Caterpillar, we’re dedicated to helping our customers achieve their sustainability goals by providing innovative solutions that improve efficiency, lower emissions, improve design for rebuild and remanufacturing and reduce waste. By collaborating closely with our customers, we design products emphasizing durability, rebuildability and remanufacturing, ensuring resources are utilized effectively over time. We aim to have 100% of Caterpillar’s new products through 2030 be more sustainable than the previous generation.

● Supporting Our Customers	12	● How Services & Sustainability Go Together at Caterpillar	19
● Innovating Advanced Technologies	13	● Customer & Product Safety	20
● Supporting a Circular Economy	17	○ Safety Technology	20
○ Remanufacturing	17	○ Operator Training	20
○ Rebuilds & Upgrades	18	○ Consulting Services	20

SUPPORTING OUR CUSTOMERS

Now more than ever, our customers rely on us to provide a diverse portfolio of products, services and technologies that can lower GHG emissions, deliver energy flexibility and improve efficiency and productivity. Caterpillar has a long-standing commitment to sustainability, one of our five Values in Action and a strategic area of focus.

Our ability to provide these solutions reflects investments of more than \$30 billion in research and development (R&D) over the past 20 years to deliver best-in-class innovation. This work has focused on autonomy, alternative fuels, connectivity and digital, and electrification—technologies we refer to as AACE. As our customers' sustainability needs continue to grow, our commitment to innovation and the required investments to support R&D remain strong.

Given the breadth of our products and the industries we serve, we have developed critical knowledge and experience to provide holistic solutions to support the growing energy demands to meet our customers' needs in the evolving energy landscape. Our experience with electrification and autonomy in the mining sector can be effectively translated into valuable offerings for quarry and construction customers. Similarly, our development of fuel-flexible engines has wide-ranging applications across multiple industries, including mining, energy, construction and marine.



Supporting the Mine Sites of the Future

Our mining equipment supports the increased demand for critical materials required for evolving energy technologies. These include copper, lithium, nickel and aluminum for electric vehicles, battery storage, wind and solar power, and grid modernization and stability.

Optimizing Natural Gas

Our reciprocating engines and gas turbines are widely used across the globe in upstream natural gas production and transmission. Natural gas is playing an important role in the evolving energy landscape.

Building Infrastructure

Our construction equipment helps build the infrastructure needed for the growing energy demand. Improving fuel efficiency and productivity of machines helps customers reduce GHG emissions.

Increasing Alternative Fuel Capabilities

We offer machines and engines that are capable of operating on alternative fuels, such as biodiesel, biogas, hydrogen, renewable diesel and methanol or ethanol while continuing to develop technologies for the future.

Enhancing Energy Reliability

Customers utilize our reciprocating engine and gas turbine generator sets to support grid stability as renewable energy is increasingly added to the grid.



INNOVATING ADVANCED TECHNOLOGIES

Efficiency

Caterpillar delivers the latest technologies that enhance fuel efficiency, which results in both reduced GHG emissions and cost savings for our customers. Our machines are engineered with innovative features that improve productivity while conserving fuel, allowing customers to do more work with less fuel. For instance, our new Cat 973 Track Loader combines unmatched versatility with up to 10% better fuel efficiency, more productivity, cab improvements and optional Cat Payload technology compared to the previous model.

Electric drivetrains power Cat models across six different product lines. In 2024, our equipment topped 50 million hours of electric drive operation. By combining the efficiency of electric motors with the power of diesel engines, these systems can improve fuel efficiency, reduce GHG emissions from product operations and improve adaptability.

Autonomous Technology

Caterpillar has long invested in autonomy and automation. For over 30 years, we have been pioneering solutions for the mining industry. In the past 11 years alone, our autonomous mining trucks have hauled more than 9.3 billion metric tons of material and traveled over 330 million kilometers across three continents.

Caterpillar offers autonomous or semi-autonomous solutions for dozers, drills, water trucks, large mining trucks and underground loaders. Additionally, our line-of-sight and remote-control automation solutions can be used in mining, construction, quarry and aggregates, waste and other industries.

In 2024, we expanded our autonomous technology reach by developing Caterpillar's solution for the quarry and aggregates sector. We successfully demonstrated the Cat 777 autonomous off-highway truck at Luck Stone's Bull Run Plant in Chantilly, Virginia, marking a significant advancement in the application of autonomous technology.

**IN THE PAST 11
YEARS ALONE, OUR
AUTONOMOUS
MINING TRUCKS
HAVE HAULED
MORE THAN 9.3
BILLION METRIC
TONS OF MATERIAL
AND TRAVELED
OVER 330 MILLION
KILOMETERS
ACROSS THREE
CONTINENTS**

INNOVATING ADVANCED TECHNOLOGIES (CONTINUED)

Fuel Flexibility Capabilities, Including Alternative Fuels

Caterpillar supports customer fuel flexibility by offering a variety of machines and engines that operate on alternative fuels, including biodiesel, biogas, hydrogen, renewable diesel (HVO) and alcohol-based fuels (methanol and ethanol). Notably, all our diesel engines can run on 100% HVO. Cat diesel generator sets have accommodated the use of HVO for over a decade.

In 2024, we announced that customers using Cat rental power solutions supplied by Peterson Power Systems, a Cat dealer for electric power in Northern California, Oregon and Southwest Washington, have generated power using more than 8 million gallons of HVO since 2022. Utilities have predominantly utilized Cat rental power solutions using HVO to supply energy around the clock during public safety power shutoffs and after wildfires damaged grid transmission lines in Northern California.

While alternative fuels like renewable diesel and biodiesel produce tailpipe GHG emissions similar to traditional fuels, they offer the potential for reduced life cycle GHG emissions in the fuel value chain.



Solar® Turbines, a wholly owned subsidiary of Caterpillar, collaborated with Chevron to demonstrate the ability of existing gas turbines to produce energy using high hydrogen fuel blends, highlighting the potential for lower-emission stationary power generation.

Our dual-fuel methanol-powered engines combine diesel-like efficiency with high energy substitution at partial loads using a Cat proprietary technology in the maritime industry. In 2024, Caterpillar Marine received DNV Approval-in-Principle from the maritime classification society for a dual-fuel methanol-ready engine, validating our technology. Methanol-ready Cat 3500E engines are available in select ratings for the 12-cylinder (up to 1901 kW) and 16-cylinder (up to 2525 kW) configurations. Along with the new engine offering, Caterpillar Marine will provide upgrade kits for similar dual-fuel methanol capabilities in existing 3500E engines to meet the timing and requirements for various projects. Cat 3500E dual-fuel methanol-ready engines will have a significant impact across all maritime segments, especially tugs and other vessels where engines require high power density. This innovative solution will enable operators to use methanol as a fuel to reduce life cycle GHG emissions.

We also continue to make progress with the rollout of our Cat Dynamic Gas Blending (DGB) systems. This solution allows engines to use a combination of natural gas and diesel fuel, automatically maximizing the use of natural gas without impacting performance. By reducing overall diesel consumption, the system allows operators to reduce fuel costs and extend asset life. The system can be fitted in the factory to new equipment or provided as a conversion kit for existing engines.

Connectivity

Caterpillar's connected reporting assets network now exceeds 1.5 million units. This robust connectivity empowers our customers to work smarter and more efficiently by leveraging machine and engine data. Our team has refined our data extraction methodologies, enhancing our analytical capabilities. We are now harnessing next-generation connectivity technologies, such as 5G, advanced satellite communications and C-V2X, to develop more innovative solutions and provide our customers with better insights and recommendations. Caterpillar continues to innovate so customers get the most from their investment. For example, leveraging connectivity, the Cat Track Wear

Sensor remotely monitors undercarriage wear to more accurately predict wear out, plan maintenance and increase machine uptime.

In 2024, we improved our customer onboarding and utilization of key digital products, including VisionLink®, which saw record usage. Our online web platform, VisionLink Productivity, added three new features — Cat Grade and Compact, Operator Coaching and e-Ticket — to improve jobsite productivity and equipment utilization. These features integrate advanced GPS/GNSS-based systems for improved accuracy, provide detailed operator coaching and introduce an electronic ticketing system to streamline payload documentation.

In the industrial gas turbine space, Solar Turbines leverages the InSight Platform™ and Energy Optimization products to support our customers in their sustainability journey. The digital tools provide our customers with recommendations for operations to optimize energy and financial considerations.

INNOVATING ADVANCED TECHNOLOGIES

(CONTINUED)

Electrification

Caterpillar is committed to delivering robust electrified products and solutions to support our evolving customer needs. We are gaining valuable experience from our initial introductions of battery-powered equipment, and additional battery-powered machines and chargers that are under development. This experience is invaluable in refining our approach to help customers achieve their sustainability goals while meeting the demanding requirements of industrial applications.

Electrifying industrial equipment presents more significant challenges than passenger vehicle electrification. Key considerations include extended battery life for entire workday operations and unique charging infrastructure needs in remote mining and construction sites. Caterpillar's diverse portfolio, spanning transportation and energy solutions, uniquely positions us to tackle these challenges and innovate new electrification solutions for our customers.

In 2024, the Cat 301.9 electric mini excavator and Cat 906 electric small wheel loader became available through select branches of The Cat Rental Store. The rental option allows customers to begin using electric machines while the Cat dealer and Caterpillar maintain customer expectations by collaborating on jobsite and power requirements. The Cat 320 electric medium excavator and Cat 950 GC electric medium wheel loader continue in the development phase with testing and validation on customer jobsites.

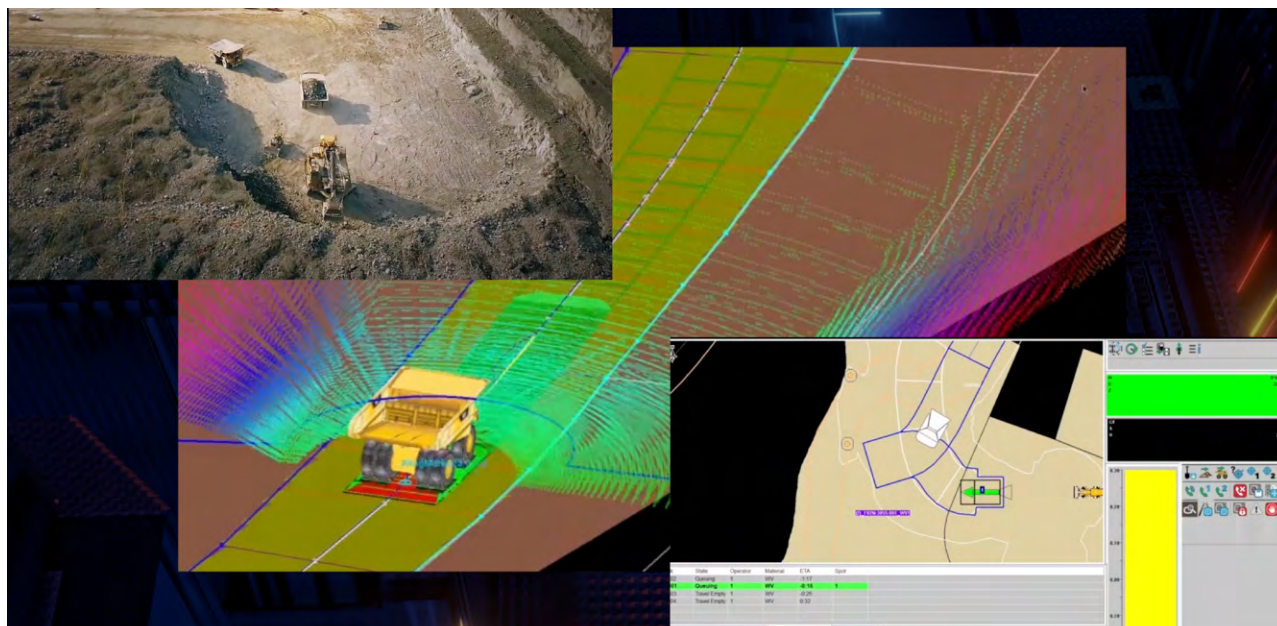
We have also introduced Cat Dynamic Energy Transfer (DET), a fully Caterpillar-developed system that transfers energy to both diesel-electric and battery electric large mining trucks while they are working around a mine site. It can also charge a machine's batteries while operating with increased speed on grade, improving operational efficiency and machine uptime. The innovative Cat DET system provides the mining industry with options to support both near-term and long-term sustainability strategies.

The next generation of Caterpillar's battery electric large mining trucks have arrived at select customer sites for testing and validation. Caterpillar completed building and testing seven Cat 793 XE Early Learner battery electric trucks at its Tucson Proving Ground facility in Green Valley, Arizona. This marks the second development phase of the company's Early Learner program following the successful demonstration of its first battery electric Cat 793 prototype in November 2022.



INNOVATING ADVANCED TECHNOLOGIES

(CONTINUED)



Site Solutions

Caterpillar has created a Digital Twin Site Simulation platform to help develop and use advanced electrified, autonomous solutions. This platform provides easy-to-use simulation options, allowing us to design, create and test individual products and integrated systems. The platform includes models built from computational fluid dynamics, finite element analysis and design data. It runs control software in a virtual environment to make digital twins of real sites. Combined with the Site Data Lab, this platform helps us understand how our products perform and find ways to support our customers better.

EMD® hybrid locomotives from Progress Rail, a Caterpillar company, continue to support customers' GHG emission reduction goals. Following initial deliveries to Rumo in Brazil, Canadian National Railway (CN) announced the purchase of the

first hybrid diesel-battery electric mainline locomotive in North America. A demonstration unit is currently in test and planned for delivery to CN next year. As railway customers implement changes for reduced GHG emissions, hybrid solutions from Progress Rail may positively impact their sustainability and productivity goals. In collaboration with Caterpillar and Holt of California, Flory Industries is demonstrating a battery-powered prototype for nut harvesting equipment. Flory expressed a need for an intense, compressed timeline to support their customers during harvesting and looked to Caterpillar for a battery-powered solution. This project signifies the first integration of Caterpillar's battery-powered system by a third-party original equipment manufacturer (OEM).

These collaborations between Caterpillar and our customers CN and Flory Industries exemplify our commitment to our customers through advancing product and service solutions across various industries and applications.

WE'RE CONTINUING TO IMPROVE THE EFFICIENCY OF TRADITIONALLY POWERED MACHINES AND EQUIPMENT

Exhaust Emissions

We're continuing to drive energy innovation by investing in new technologies and continuing to improve the efficiency of traditionally powered machines and equipment as well as compliance with exhaust emissions regulations. Caterpillar provides U.S. Environmental Protection Agency (EPA) Tier 4 Final, European Union (EU) Stage V or equivalent products in North America, Europe and select regions worldwide. Products meeting these standards provide up to a 90% reduction in nitrogen oxides and particulate matter emissions compared to U.S. EPA Tier 3 or EU Stage IIIA emission standards.

SUPPORTING A CIRCULAR ECONOMY

Caterpillar strives to provide customers with quality equipment that offers an attractive economic proposition for their business. Our products are built to be rebuilt. They are designed to withstand heavy-duty operating conditions and to be restored and reused for multiple life cycles, reducing the need for additional raw materials, associated GHG emissions and waste. We actively promote extending the life of our products through rebuilding and remanufacturing. Customers save costs with rebuilds and returning core for remanufacturing.

When a component returned to our remanufacturing division does not meet our requirements, we remove it from the process and recycle it. Our focus on developing better systems optimizes our use of resources, increases our products' total life cycle value and reduces the cost of ownership for our customers. Viewing our equipment through a total life cycle lens allows us to offer sustainability benefits for customers and their communities.

REMANUFACTURING

For many products and components, the remanufacturing process begins when we intentionally design and engineer them with multiple life cycles in mind. The quality and durability required to withstand heavy-duty operating conditions also translate into the potential for more than a single product life. The remanufacturing process applies original equipment manufacturer (OEM) performance and quality specifications to create like-new components using fewer new materials by reusing existing cores.



Here are the steps in our remanufacturing process:

1. Product & Parts Return

When eligible parts or components reach the end of one life, they may be returned to the respective Cat dealer or, where appropriate, to Caterpillar subsidiaries Solar Turbines or Progress Rail.

2. Disassembly & Cleaning

We inspect all products and components before disassembling them down to their individual parts. A multi-part cleaning process ensures the removal of microscopic debris.

3. Inspection & Salvage

Imperfections are addressed through state-of-the-art salvage techniques and advanced remanufacturing processes that follow strict reuse guidelines.

4. Remanufacturing & Assembly

We offer repair options including reassembly to original Caterpillar performance and quality specifications. For Cat Reman, the advanced remanufacturing processes and quality controls provide like-new performance and a same-as-new warranty.

5. Inspection & Testing

We test remanufactured products to meet OEM performance and quality specifications.

6. Return to Customer Use

Remanufactured components are provided to our customers, extending the life of their assets.



SUPPORTING A CIRCULAR ECONOMY

(CONTINUED)

Remanufacturing: Our Impact

157M LB

end-of-life material received by
Cat Reman in 2024

84%

eligible end-of-life material received¹

Sustainability Benefits of Remanufacturing

65%–87%

less process energy and process GHG emissions
when compared to manufacturing new parts²

¹Represents Cat Reman customers' end-of-life components ("core") returned to Caterpillar by dealers, as a percentage of core returned plus unreturned core eligible for credit no later than 2024.

²Represents U.S. environmental impacts of gate-to-gate remanufacturing and remanufacturing processes for Cat engines and components, as defined in the 2018 United Nations Environment Programme report "Redefining Value – The Manufacturing Revolution." Does not include impacts elsewhere in our value chain.

Our Remanufacturing Offerings

Cat Reman uses state-of-the-art, proprietary technologies to inspect, disassemble, clean and salvage before remanufacturing and reassembling them to match OEM specifications of new Cat products with a same-as-new warranty.

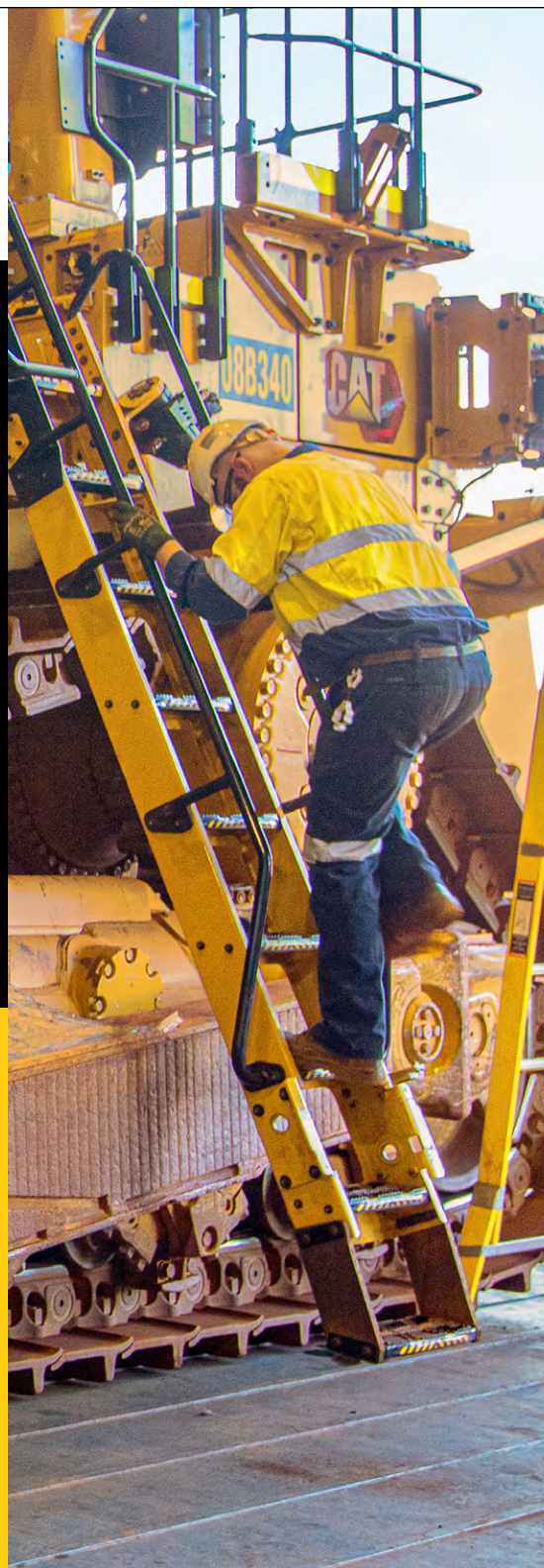
Solar Turbines remanufactures turbine components to support the overhaul business.

Progress Rail extends the use of existing locomotives by providing rebuild, overhaul and repower options.

Caterpillar Energy Solutions

X-Change program is a parts replacement program for small, medium and large MWM and Cat branded engines.

Caterpillar Defense provides remanufacturing services of industrial military engines, components and transmissions.



REBUILDS & UPGRADES

Our Cat Certified Rebuild programs increase equipment lifespan by providing customers with product updates at a fraction of the cost of buying a new machine, extending the life of materials. A Cat Certified Rebuild includes more than 350 tests and inspections, automatic replacement or reconditioning of approximately 7,000 parts, and a like-new machine warranty. Trained Cat dealer service professionals perform rebuild work using genuine parts while incorporating the latest engineering updates. Caterpillar provides information, data, training and service tools to help Cat dealers decide which parts to reuse to achieve the expected longevity of rebuilt components.

Additionally, Caterpillar offers upgrade kits including all the Cat parts and products needed to add upgraded features to older Cat machines. We offer a wide variety of kits to upgrade the comfort, safety, technology, and performance of our machines.

Benefits of a Cat Certified Rebuild include:

- Opportunity for product enhancements introduced after the equipment was first manufactured.
- Upgrading optional features and technologies to current standards, which may reduce operating costs, boost productivity and enhance efficiency, all at a lower price compared to new.
- Same-as-new support and services from the dealer and financing options through Cat Financial.

Since 1985, Cat dealers have completed over 57,000 Cat Certified Rebuilds on machines, powertrains and components.

Cat Certified Rebuilds increase equipment lifespan.

HOW SERVICES & SUSTAINABILITY GO TOGETHER AT CATERPILLAR



We continue to execute our various services initiatives as we strive toward our aspirational target of \$28 billion in services revenues¹. Growing services revenue is good for our business and has additional sustainability-related benefits. These include:

- **Remanufactured products** offered through Cat Reman that result in reduced process GHG emissions when compared to manufacturing new products
- **Cat Certified Rebuilds**, performed by trained Cat dealer service professionals, to increase the lifespan of equipment while providing customers with product updates
- **Advanced analytics with failure models** to detect problems before they occur, which can save maintenance costs and extend the life of components such as tires and axels.
- **Condition monitoring** and remote diagnosis to decrease service calls and associated transportation-related emissions
- **Application of advanced analytics** to optimize productivity to reduce fuel burn and associated emissions
- **Streamlined equipment management** with digital tools like VisionLink, which helps improve fuel efficiency, reduce idle time and boost profitability
- **Pathways to Sustainability Program**, offering a four-year holistic learning experience for mining customers, with replication process in place for construction industries

¹ME&T Services Revenues include, but are not limited to, aftermarket parts and other service-related revenues and exclude most Financial Products' revenues, discontinued products and captive dealer services.

CUSTOMER & PRODUCT SAFETY

SAFETY TECHNOLOGY

Caterpillar continues to transform jobsite safety through innovative technologies that empower operators to prevent incidents. Our Monitoring Center now connects over 9,700 machines and light vehicles globally, providing customers with near real-time fatigue and distraction data.

Building upon this foundation, we introduced our first direct controls factory and retrofit offering in 2024—Motion Inhibit on many Medium Wheel Loaders. This breakthrough technology prevents certain machine movement when hazards are detected, marking a fundamental shift in how innovative technologies can help mitigate high-energy risks around heavy equipment.

Additional direct controls are planned for release across our machine portfolio, reinforcing our commitment to protecting people and assets while enhancing jobsite productivity.

OPERATOR TRAINING

We continue to offer training programs designed to meet our customers and their operators where needed, whether on the jobsite, virtually or at one of our Demonstration & Learning Centers. The Cat Simulator training program provides operators with an immersive, hands-on learning experience in environments closely replicating real-world conditions and machine controls. Our web-based e-learning platform offers comprehensive safety training for new operators and valuable refresher courses for experienced operators. Furthermore, we've expanded our training offerings for jobsite supervisors, equipping them with advanced skills in evaluating sites and identifying opportunities for improvement.

CONSULTING SERVICES

Caterpillar Safety Services is committed to supporting our customers in creating a safer work environment through cultural transformation and leadership development. Our Caterpillar Safety Services professionals use their knowledge and passion for people to uncover customer opportunities and challenges related to the components of a resilient safety culture: System, Mindset, Leadership and Ownership. We work alongside customers and provide proven solutions to help them meet their objectives.



In 2024, Caterpillar Safety Services' safety culture and leadership workshops positively impacted over 6,600 global customers.

Our Caterpillar Safety Services team presented various safety thought leadership topics at 27 industry trade association conferences. For instance, Caterpillar Safety Services was invited to speak to the U.S. Occupational Safety and Health Administration (OSHA) Advisory Committee on Construction Safety and Health (ACCSH). The Caterpillar Safety Services team also presented to the American Road and Transportation Builders Association (ARTBA), a trade association representing the transportation construction industry in the United States. This presentation focused on the safety leadership traits that are necessary to inspire safe behavior in employees.

Additionally, Caterpillar Safety Services launched MindShift for Leaders. This new customer training offering introduces the concepts of Human and Organizational Performance (HOP) to leaders and provides opportunities for application in their workplace.

SUPPORTING ENVIRONMENTAL STEWARDSHIP

Our long-standing commitment to sustainability has inspired us to set and achieve meaningful sustainability goals. We are dedicated to further reducing Caterpillar’s GHG emissions while helping our customers meet their sustainability-related objectives.

• Climate & Energy Statement	22
• Climate Scenarios	24
○ Climate-Related Physical Issues	24
○ Climate-Related Transition Issues	26
○ Resilience of Our Strategy	27
• Our Operations (Scope 1 & 2 GHG Emissions)	28
○ Environmental, Health & Safety Management System	28
• Scope 3 Use of Sold Products Emissions	29





CLIMATE & ENERGY STATEMENT



OUR COMMITMENT

We support the goals of the Paris Agreement to limit global temperature rise, and we are committed and contributing to a reduced-carbon future. We have a legacy of providing products and services that continually improve the quality of life and the environment by helping our customers fulfill society's need for infrastructure, including shelter, clean water, transportation and reliable energy—building a better world in a sustainable way. Caterpillar demonstrates our commitment in many ways, including through significant progress in reducing greenhouse gas (GHG) emissions from our operations. We also continue to invest in new products, technologies and services to help customers achieve their sustainability-related objectives. Caterpillar has been a technology leader for a century, and we continue to invest to meet the needs of our diverse global customer base. We are increasing our investments in autonomy, alternative fuels, connectivity and digital, and electrification (AACE).

SUSTAINABILITY OVERSIGHT IS CONDUCTED AT CATERPILLAR'S HIGHEST LEVELS, INCLUDING OUR BOARD OF DIRECTORS.

Sustainability oversight is conducted at Caterpillar's highest levels, including our board of directors. Given the importance of sustainability, the board created the Sustainability and other Public Policy Committee (SPPC) in 2022. Our sustainability governance also includes our Chief Executive Officer (CEO) and all executive officers, including the Chief Sustainability Officer (CSO). Caterpillar also establishes and reports progress on meaningful environmental, social and governance (ESG) goals. We will continue to be transparent about our goals, progress and innovations, and remain committed to demonstrating shareholder responsiveness. Our commitment to a reduced-carbon future extends to our public policy efforts as we advocate for a thoughtful approach.

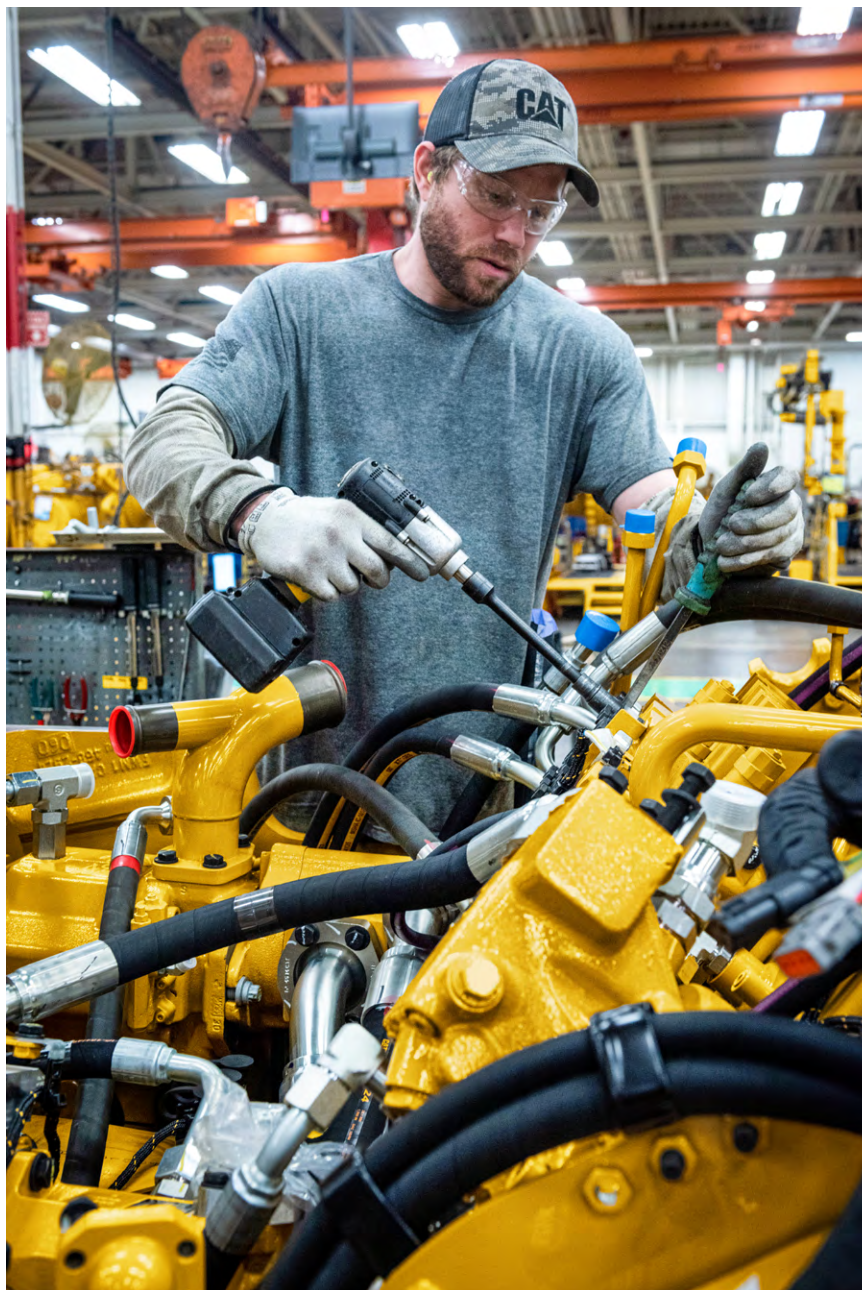
CLIMATE & ENERGY STATEMENT

(CONTINUED)

OUR PROGRESS

- The opportunities presented with the evolving energy landscape, and our work to help our customers achieve their sustainability-related objectives, led us to include sustainability as a focus area of our enterprise strategy.
- To provide further transparency of our climate and energy commitments and progress we have integrated our Task Force on Climate-related Financial Disclosures (TCFD) and Lobbying Reports into our annual Sustainability Report. Our disclosures include:
 - Aligning with the 11 recommended disclosures of the TCFD to summarize how we govern our strategy to address climate-related risks and opportunities, and support our customers.
 - Disclosing our Scope 3 use of sold products emissions, which is our largest Scope 3 category.
 - Incorporating ESG performance into the incentive plan for executive officers, described in our Proxy.
 - Providing greater transparency and disclosure of our advocacy efforts and political engagements, including Energy Lobbying, as well as a description of the oversight and management of these activities.
- To measure our progress, we set seven new sustainability goals for 2030, including reducing absolute Scope 1 and 2 GHG emissions by 30% between 2018 and 2030. We also set a goal that 100% of our new products through 2030 will be more sustainable than the previous generation.

These advancements build on our long-standing commitment to sustainability, including setting and achieving GHG reduction targets. We've published our progress in our annual Sustainability Report since 2006. Learn more about our goals and progress [here](#).



OUR CUSTOMERS' SUSTAINABILITY JOURNEY

With a century of sustainable innovation, Caterpillar is uniquely positioned to address a wide range of customer needs toward reducing emissions and to help them build a better, more sustainable world. Now more than ever, our customers rely on Caterpillar to provide a diverse portfolio of products, services and technologies that can lower GHG emissions, deliver energy flexibility and improve efficiency and productivity. For example, our remanufacturing and rebuild options deliver multiple sustainability benefits. By returning components at the end of their initial serviceable lives to like-new condition, we reduce waste and minimize the need for raw material and energy to produce new parts.

OUR FOCUS ON BUILDING SUSTAINABLE COMMUNITIES

The Caterpillar Foundation, the company's philanthropic organization, has contributed to helping improve the lives of people around the world for more than 70 years. Over the past two decades, the Foundation's innovative approaches to nature-based solutions continue to help create resilient, more sustainable communities that can thrive in a rapidly changing world. The Foundation collaborates with organizations around the globe in building basic infrastructure services, like water and energy, and restoring natural ecosystems to withstand natural disasters and environmental challenges. Learn more about the Caterpillar Foundation [here](#).

CLIMATE SCENARIOS



To enhance our understanding of the ways that climate change might impact our business, we performed a climate risk and opportunity assessment, including scenario analysis, in 2022. This assessment was performed with support from third-party consultants, leveraging TCFD guidance, industry insights, climate-related expertise and information from Caterpillar leaders and subject-matter experts. Analyzing different scenarios, it helped us further prepare for changes in energy demand by identifying and prioritizing climate-related risks and opportunities for Caterpillar's industry and operating model. It looked at potential implications for Caterpillar's business over the short, medium and long terms, and across three climate scenarios.

Caterpillar's proprietary Temperature Swing Adsorption (CO₂-TSA) carbon capture system, capturing CO₂ from Cat G3606 engine exhaust at a customer gas compression site.

CLIMATE-RELATED PHYSICAL ISSUES¹

Caterpillar recognizes that under future climate scenarios identified by the Intergovernmental Panel on Climate Change (IPCC), the leading scientific authority on the topic, climate change may generate physical impacts on physical infrastructure and natural habitats. Relying on IPCC findings, our climate scenario analysis evaluated potential impacts of possible acute and chronic physical risks at Caterpillar facilities by assessing underlying climate hazards such as extreme heat, wildfires and floods. Drawing on scientific consensus on future climate scenarios from the IPCC, the physical climate scenario analysis also projected potential physical climate impacts on our operations. We estimated the percentage of key Caterpillar manufacturing sites and facilities exposed to relevant physical climate hazards under different future scenarios. Applying this methodology, these facilities may experience physical damage, operational disruptions, higher insurance premiums and/or impacts on our workforce's health and safety.

¹Climate-related issues refers collectively to both climate-related risks and opportunities as defined in TCFD's 2021 Implementation Guidance.

CLIMATE SCENARIOS

(CONTINUED)

The associated table structures the results of our analysis, highlighting specific details from TCFD guidance such as risk type, time horizon and potential impacts. The analysis identified geographies that may be most impacted by physical climate risk, principally in Asia and North America. Although the magnitude of these risks is medium-high for impacted facilities, Caterpillar’s global manufacturing footprint, with sites across each continent, is an inherent source of resilience to physical climate risks. Facilities also maintain robust contingency plans to cope with natural disasters, including how to migrate the facility’s operations to another site if required. Furthermore, our primary insurance provider helps us identify and manage physical risks by highlighting facilities with the potential for an extreme weather event.

The evolving energy landscape represents an opportunity for Caterpillar to help solve complex engineering and technical challenges for the benefit of our customers. This includes supporting society in addressing physical climate impacts such as extreme weather. Caterpillar will continue offering solutions and services to support customers impacted by acute and chronic physical risks. Our products can also support rebuilding efforts after natural disasters such as hurricanes and wildfires. Our strategy positions us to respond to potential physical climate risks and underlying climate hazards while supporting our customers as they respond to the changing climate.

PHYSICAL RISKS		
RISK	Acute Physical Risk	Chronic Physical Risk
RISK TYPE(S)	Acute	Chronic
DESCRIPTION	Relying on IPCC projections, potential increases in the frequency and intensity of acute physical risks, such as extreme heat, flood, extreme precipitation and wildfire, may cause operational and financial impacts. Such impacts may include physical damage, loss or degradation of facilities or equipment, operational disruptions, decreased manufacturing productivity, supply chain disruptions, increased workforce health and safety concerns, and higher insurance premiums or retentions. Under IPCC projections, Caterpillar operations in some locations are potentially exposed to a wide range of acute physical risks and their associated impacts.	Relying on IPCC projections, potential longer-term, incremental changes to climate patterns, such as projected increases in annual average temperature or changes in total annual precipitation, may impact aspects of Caterpillar’s business through disruptions to ongoing operations and productivity, and increased operating expenses.
IMPACT	Time horizon: Medium- to long-term Primary potential financial impact: Increased operating expenses and decreased revenue Potential impact: Medium-High ¹	Time horizon: Long-term Primary potential financial impact: Increased operating expenses and decreased revenue Potential impact: Medium-High ¹

¹ Medium-High is the rating result of the impact assessment performed by our third-party consultant using their methodology to assess the percentage of key Caterpillar manufacturing sites and facilities exposed to relevant physical climate hazards under future climate scenarios.

CLIMATE SCENARIOS

(CONTINUED)

CLIMATE-RELATED TRANSITION ISSUES

Caterpillar expects customers to adopt new solutions at substantially different rates, depending on their segment, application and geography. We know that factors such as customer needs, economic considerations and the regulatory environment will likely impact these adoption rates. To gain a comprehensive view of potential climate-related transition risks and opportunities, our transition climate scenario analysis blended quantitative estimates from a third-party consultant with qualitative insights from internal subject-matter experts and business leaders. While the process of transition scenario analysis is at an early stage of maturity, this methodology has enabled us to begin mapping out potential impacts on our business.

Changes in Demand for Products & Services

The evolving energy landscape may impact demand for our products and services. For instance, demand for lower GHG emitting products and services, such as fuel-flexible and electrified machinery, equipment and engines, and related services such as battery replacement, as well as traditionally powered products and services, may increase as global energy demand grows. Rising demand for lower GHG emitting products and services may increase Caterpillar's incremental revenues from expanded offerings to meet the evolving needs of new or existing customers. This could include construction equipment for physical and energy infrastructure, mining equipment for critical metals and products powered by alternative fuels.

However, we recognize that evolving market expectations on alternative power solutions could also decrease demand for our products and services. For instance, increased adoption of alternative technologies in industries we serve might reduce demand for products that consume fossil fuels such as diesel engines. More stringent climate-related regulations might accelerate this trend. Our competitive landscape might also change as both established competitors and new market entrants adapt to these evolving expectations.

These potential impacts to demand relate to several TCFD categories of climate-related risks and opportunities, including products and services, technology and markets, which could have a high impact on our business and would occur over a long-term time horizon.

Caterpillar recognizes uncertainty in the pace of customer adoption and regulatory changes for lower GHG emissions solutions, which may influence the timing of these impacts to demand for our products and services. Despite these uncertainties, we remain committed to offering diverse solutions that cater to our customers' sustainability and business objectives. Our enterprise strategy and legacy of innovation position us to capture climate-related growth opportunities while managing potential risks associated with changing customer demands. The growing global energy demand is expected to expand Caterpillar's total addressable market.

Regardless of the speed at which the energy landscape evolves, Caterpillar is well-positioned to contribute to a lower-carbon future while profitably growing our company and supporting our customers in achieving their sustainability-related objectives. As part of our ongoing commitment to sustainability and strategic growth, we continue to assess

the potential impacts of relevant climate-related risks and opportunities on our business strategy, focusing on how to best integrate these considerations into our strategic planning and decision-making processes.

Changes in Production Costs

The transition to electrification and alternative power sources may require changes in manufacturing, the development of new production methods, maintenance and storage, and new supply chains for raw materials. These shifts could potentially impact our manufacturing costs. However, our dedication to operational excellence includes a strategic focus on maintaining a competitive and flexible cost structure. We are committed to refining our lean manufacturing approach by synchronizing activities across our value chains, reducing lead times, optimizing working capital and increasing availability. Furthermore, we continuously strive to enhance our operations by reducing waste, lowering emissions, minimizing energy consumption and controlling costs. This comprehensive strategy not only prepares us to effectively respond to the potential climate-related risk of increased production costs but also enables us to leverage opportunities for increased efficiencies and cost reductions.

The evolving energy landscape may lead to improved efficiency and cost reductions through technological advancements in manufacturing and remanufacturing. However, costs may increase in connection with adopting new technologies to meet evolving customer and regulatory expectations. Production delays may also drive cost increases due to the availability of raw materials and essential manufacturing

components. These potential impacts align with several TCFD categories of climate-related risks and opportunities, including resource efficiency, energy source and resilience, which could occur over the medium- or long-term time horizon. The potential impact is assessed as medium, and may include increased or decreased direct costs, indirect operating expenses or capital expenditures.

CLIMATE SCENARIOS

(CONTINUED)

RESILIENCE OF OUR STRATEGY

The results of our climate scenario analysis also provided insights into the resiliency of our enterprise sustainability strategy.

Three climate scenarios were utilized to assess resiliency to climate change risks and opportunities:

The **current climate action** scenario leverages IPCC SSP5-8.5 and the International Energy Agency (IEA) Stated Policies Scenario (STEPS). In this scenario, GHG emissions are curbed based on existing policies, commitments and Nationally Determined Contributions (NDCs), but fall short of meeting the Paris Agreement targets. This scenario projects the continued use of fossil fuels and energy-intensive activities. Climate-related physical risks are present and require significant investments in adaptation measures to protect assets, infrastructure and communities.

The **moderate climate action** scenario leverages IPCC SSP2-4.5 and IEA Announced Pledges Scenario (APS). In this scenario, governments meet announced climate targets, including NDCs, and achieve GHG emissions reductions. Moderate reductions in GHG emissions are achieved economy-wide, with moderate climate-related transition and physical risks present.

The **aggressive climate action** scenario leverages IPCC SSP1-2.6 and the IEA Net Zero Emissions by 2050 (NZE2050) scenario. In this scenario, there are aggressive emissions reductions to meet the Paris Agreement, marked by global collaboration among governments, society and industry to lead steep reductions in GHG emissions toward NZE2050. Transition risks and opportunities are highly present in this scenario, with an accelerated transition to renewables and electrification. This scenario also features aggressive regulations limiting the extraction and use of fossil fuels in many sectors and economies.

Caterpillar's enterprise sustainability strategy shows resilience under a range of climate scenarios—including a low emissions scenario and a high emissions scenario—and puts us in a good position to capture opportunities and mitigate risks from the evolving energy landscape. Our strategy is also underpinned by Caterpillar's Operating & Execution Model (O&E Model), a data-driven framework that guides our investment decisions and supports our commitment to enhancing future profitable growth. This disciplined approach ensures that all investments—whether in capital projects, R&D, mergers and acquisitions, or other cash allocations—are evaluated through a consistent lens.



OUR OPERATIONS

(SCOPE 1 & 2 GHG EMISSIONS)

Increasing the efficiency of the environmental management practices at our facilities aligns with our strategy for operational excellence across the enterprise. We work to reduce GHG emissions in our operations while also minimizing water use and waste generation. Caterpillar manages hundreds of facilities worldwide, and some of these operations, especially our manufacturing sites, are energy-intensive.

From 2018 through 2024, we reduced GHG emissions by improving energy efficiency at our facilities, installing renewable energy capacity at our own sites and purchasing renewable energy. To support continued reduction, we remain focused on energy efficiency and renewable energy, while continually evaluating new solutions for feasibility and implementation. Likewise, we are making other environmental improvements to conserve water by implementing best management practices, notably at facilities located in water-stressed regions, and managing waste through improved waste minimization, reuse and recycling activities.

Examples of these initiatives in 2024 included:

- Mannheim, Germany, facility finalized upgrades to their engine test cells and facility cooling system, reducing GHG emissions 56% from their 2018 baseline year.
- Piracicaba, Brazil, facility implemented water recycling processes that resulted in an 11% reduction in their water consumption intensity from their 2018 baseline year.
- Our Research and Development Center in Wuxi, China, implemented a heat recovery system utilizing waste heat from engine testing allowing them to reduce purchased steam. Along with other efficiency improvements the site has reduced their total GHG emissions by 35% from their 2018 baseline year.

Our enterprise energy management team builds awareness, encourages action and develops improvements in energy efficiency and renewable energy power generation.

Solutions include renewable energy procurement and on-site installations. For example, photovoltaics (PV) or microgrid installations supplement and offset electricity generated with diesel fuel at off-grid locations. Operating combined heat and power (CHP) units with a combined thermal and electric power generation capacity of more than

80 megawatts contributes to our conversion from traditional to more efficient energy sources. Our energy management team evaluates opportunities for replicating renewable energy power purchase agreements and CHP, PV and microgrid installations at other locations. We continue to assess new ways to upgrade systems and make facilities more efficient.

WE ENCOURAGE FACILITIES TO SHARE EHS BEST PRACTICE ACTIVITIES THROUGH INTERNAL AWARDS AND RECOGNITION PROCESSES

ENVIRONMENTAL, HEALTH & SAFETY MANAGEMENT SYSTEM

We maintain high standards for environmental, health and safety (EHS) throughout the company. Caterpillar's EHS management system, documented in our EHS Assurance Manual, establishes foundational requirements and management practices for all facilities globally, including those of majority-owned subsidiaries and joint ventures. EHS training for employees is provided to comply with regulations and the EHS Assurance Manual requirements.

Our facilities assess compliance with regulatory and Caterpillar requirements annually, and our EHS assessment team reviews those self-assessments while conducting in-depth audits of select facilities each year to ensure compliance with regulatory requirements and conformance to the EHS Assurance Manual.

Beyond meeting standard expectations, facilities implement initiatives to enhance safety, improve energy efficiency and reduce environmental impact. We encourage facilities to share EHS best practice activities through internal awards and recognition processes.

SCOPE 3 USE OF SOLD PRODUCTS EMISSIONS

Our Scope 3 emissions are estimated to be more than 95% of the company’s total Scope 1, 2 and 3 GHG emissions inventory.

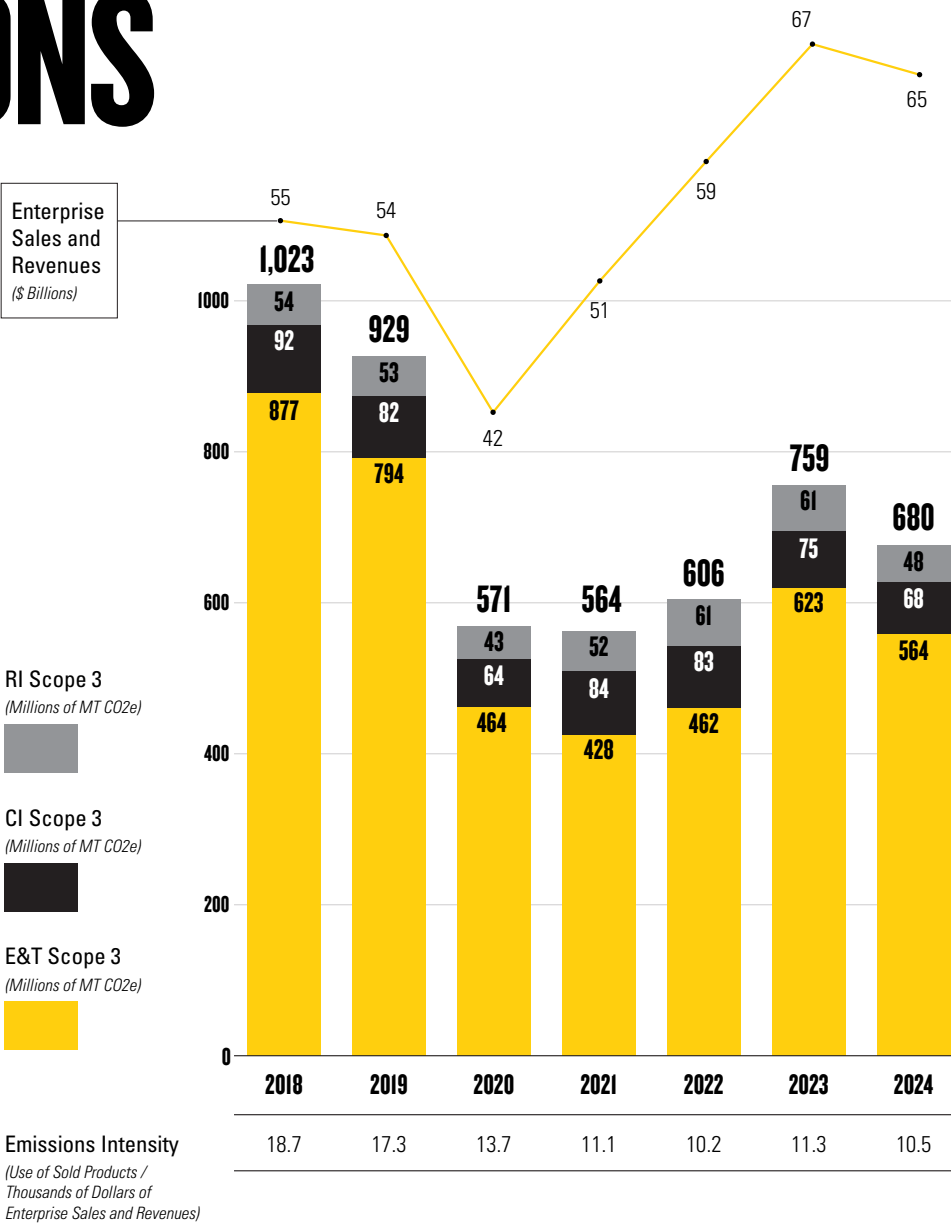
Given our large, global customer base covering a diverse set of industries, including construction and mining equipment, off-highway diesel and natural gas engines, industrial gas turbines, diesel-electric locomotives and others, Category 11 — use of sold products — is our largest Scope 3 category. The remaining 14 categories of estimated Scope 3 emissions are either not relevant to our business or are immaterial, representing collectively less than 5% of total enterprise GHG emissions.

The trend of Caterpillar’s estimated Scope 3 use of sold products emissions, which utilizes guidance from the GHG Protocol, illustrates annual emissions at the enterprise level and by primary segment — Construction Industries (CI), Resource Industries (RI) and Energy & Transportation (E&T) — as well as emissions intensity (metric tons (MT) CO2e divided by enterprise sales and revenues). Most of Caterpillar’s Scope 3 emissions come from

products and applications with high power output, high fuel consumption, high runtime and long product life. In some cases, product life can extend decades through service life extension activities, including rebuilds, remanufacturing and overhauls.

The impact of macroeconomic conditions on global markets, including the COVID-19 pandemic, had an effect on enterprise emissions due to product and application mix changes and lower unit volume shipped in 2020 and 2021. While emissions remained essentially flat from 2020 through 2022, they increased in 2023 primarily due to product and application mix changes and unit volume changes across our portfolio. In 2024, emissions decreased due to lower unit volume across all primary segments. In E&T, emissions decreased due to lower unit volume in industrial power and product and application mix changes in power generation. In CI and RI, emissions decreased due to lower unit volume.

The annual estimates for lifetime use of sold products GHG emissions are calculated from the GHG Protocol expression: $\sum (\text{total lifetime expected uses of product} \times \text{number of products sold in reporting period} \times \text{fuel or electricity consumed per use (kWh)} \times \text{emission factor for fuel/electricity (kg CO2e/kWh)})$. The inputs to this equation are specific to construction machines, mining machines, off-highway diesel and natural gas engines, industrial gas turbines, diesel-electric locomotives and others, applied at the product-level to calculate lifetime emissions, then aggregated across the full enterprise portfolio. Included in the calculation are GHG emissions from combustion of fuels and / or use of electric power until the estimated point of final disposal covering rebuild, remanufacturing and overhaul events that extend the service life of the product. While we continue to grow lower-carbon intensity, alternative fuel offerings, given the difficulty predicting customer fuel switching, all liquid fuel is assumed to be diesel and all gaseous fuel is assumed to be natural gas. Excluded from this calculation are emissions from upstream production of fuel consumed in Caterpillar products, fuel efficiency and emission factor changes through the life of the product, refrigerant emissions and others considered insignificant to Caterpillar’s enterprise number. The inputs to perform this calculation were integrated from many data sources including but not limited to: Operation and Maintenance Manuals (OMM), product design data, telemetry data, public data sources (U.S. EPA and IEA), and internal engineering, product, marketing and other subject matter expertise. These inputs are refined yearly as needed based on telemetry data, product design data, and/or internal expertise, considering industry best practices, consistency and accuracy, data maturity and regulatory/policy change. Our company’s total enterprise Scope 3 use of sold products emissions calculation was verified by a third-party assurance firm (ERM CVS); see the [assurance statement](#).





ENGAGING PEOPLE & COMMUNITIES

At Caterpillar, we continue to harness The Power of Everyone as a source of innovation and competitive advantage. Our global workforce combines a rich tapestry of backgrounds, experiences and perspectives, all unified by Our Values in Action. We work to create a global workplace environment that values employee safety, health and wellness. We invest in the development of essential skills for the modern workforce and support the critical infrastructure that underpins daily life. Through the Caterpillar Foundation, our philanthropic arm, we are transforming communities, making them stronger, more resilient and more sustainable for the future.

● Employee Safety	31	○ Company Culture	35
○ Our Safety Performance	31	○ Workforce Snapshot	37
○ Contractor Safety	31	● Community Engagement	38
● Investing in People	33	○ Investing in Communities	38
○ Developing Our People	33		
○ Health & Well Being	34		

EMPLOYEE SAFETY

At Caterpillar, we work to create a global workplace environment that values employee safety, health and wellness. Safety is at the forefront of our strategic goals and metrics and has visible support from our leadership team.

We drive a culture of safety excellence by creating an environment where each person and team is accountable for their safety and the safety of those around them. That is why we have an ongoing commitment to nurturing a culture of learning that enhances safety through training and experiences.

Safety remains a collaborative effort led by both management and employees. Our employees are empowered to use their practical experience to create and champion safety improvements. We work to provide all employees, including newly hired employees, with the knowledge they need to perform their jobs safely. Additionally, leaders regularly receive training on safety principles and strive to set an example for a strong safety culture. These actions help us manage risk while reinforcing a culture that focuses on learning from those closest to the work, empowering employees to speak up and demonstrating care for those around us.



We maintain a rigorous system for recording and reporting enterprise metrics and targets. While consistent enterprise targets establish structure and accountability, business unit strategies focus on cultivating a safety culture to drive continuous improvement. Our **EHS management system**, which sets expectations for each facility worldwide, drives clear accountability.

OUR SAFETY PERFORMANCE

Safety is at the core of who we are at Caterpillar. We've been on our safety journey for over 20 years, resulting in a 93% improvement in our recordable injury frequency since 2003.

Building upon this success, we developed a refreshed enterprise safety strategy that draws upon benchmarking with safety thought leaders and other global companies on similar journeys. Much of what we

learned aligns with Human and Organizational Performance (HOP) principles, a mindset focused on learning how people and systems interact, and building more error-tolerant systems to keep workers safe.

CONTRACTOR SAFETY

We expect everyone to be safe working at or visiting a Caterpillar facility. In alignment with our refreshed enterprise safety strategy, we began introducing an enhanced Contractor Safety Program in 2024. This program aims to continuously improve our efforts to protect everyone working in our facilities, regardless of company affiliation. To initiate this program, we set expectations with facility managers, EHS professionals and procurement professionals on the Contractor Safety Program, and they are working to roll out the new procedures throughout Caterpillar.

EMPLOYEE SAFETY

(CONTINUED)

The three strategic outcomes of our refreshed enterprise safety strategy are:

1.

Preventing Serious Injury Is Critical

We prevent serious injuries by focusing more on controlling tasks with high energy.

Safety success is defined by eliminating hazards or implementing engineering or other controls to keep workers safe.

2.

Learning and Improving Is Vital

We foster a learning culture where we learn from our mistakes and successes.

Event learning focuses on finding what caused the error to learn and improve.

3.

Demonstrating Care Is Our Foundation

Safety is at the core of who we are at Caterpillar — our actions match our words. It is a state of mind we embrace at work, on the road and at home.

Employees and leaders demonstrate care for each other and feel safe to speak up.

In June 2024, we formally launched a refreshed enterprise safety strategy at a three-day EHS Impact Summit attended by more than 200 business and safety leaders from across the globe. The refreshed strategy was rolled out deeper into the company at regional EHS summits across the globe, with approximately 950 top leaders and EHS professionals attending launch events. To establish a baseline of understanding for our refreshed enterprise safety strategy and the HOP principles that support it, we also deployed an introductory, discussion-centered course globally to top leaders throughout 2024.



INVESTING IN PEOPLE

We invest in a variety of programs to ensure our employees have the development opportunities and resources they need to do their best work, reach their career aspirations and lead fulfilling lives at home and in their communities.

DEVELOPING OUR PEOPLE

We foster a culture of continuous learning by investing in a range of programs and learning tools, providing employees with meaningful work and offering an inclusive environment. These actions empower employees to develop the skills they need to thrive at every stage of their careers.

We provide employees with a comprehensive range of learning and development opportunities:

- Onboarding new employees to gain a broad view of the business and the customers we serve.
- Providing formal classroom, virtual and on-demand courses to build skills and capabilities so employees can continue to problem-solve, innovate and meet our customers' changing needs.
- Offering hands-on and experiential learning to provide employees with the opportunity to learn by doing.
- Coaching and mentoring to support performance and growth through skill development, ongoing guidance and feedback, knowledge sharing, relationship building and increased confidence.
- Delivering leadership development programs for all levels of leaders to focus on various topics such as coaching, communications and giving feedback.

Caterpillar nurtures aspiring engineers through our Engineering Rotational Development Program, an initiative launched in 2004 to cultivate early talent and strengthen our engineering talent pipeline. Since its inception, we have onboarded over 2,200 engineers to Caterpillar through this program. In 2024, we welcomed nearly 170 Engineering Rotational Development participants, representing 24 engineering majors and nearly 60 universities.

Our 12-week Production Manager Development Program is designed to inspire production leaders by investing in their development, building skills unique to a manufacturing environment and reinforcing a positive manufacturing culture. Topics range from building and sustaining trust to resolving workplace conflict to mastering interactions with others.



Developing Early Career Talent

In 2024, we welcomed over 2,000 global interns and full-time early-career employees hired from over 350 colleges and universities worldwide. We held an orientation session for U.S.-based interns at the Edwards Demonstration Center in Edwards, Illinois (pictured). Through our internships, students grew their business acumen and learned about the rewarding career opportunities available at Caterpillar.



INVESTING IN PEOPLE

(CONTINUED)

HEALTH & WELL BEING

Our Total Rewards offerings address the needs of our employees throughout their careers while prioritizing their overall health and well being. Our competitive Total Rewards package varies by location but can include:

- Health care coverage, including medical, prescription drug, dental, vision, and preventive exams and testing
- Tax-savings accounts, including flexible spending accounts, health savings accounts and commuter/parking/transit accounts
- Parental and adoption leave, adoption assistance, and infertility benefits
- Life and disability insurance
- Retirement savings plans
- Time-off benefits, including vacation, holidays and paid volunteer time
- Matching gifts on employees' charitable contributions
- Additional voluntary benefits, such as accident insurance, legal services and identity theft

In 2024, we introduced innovative enhancements to our healthcare offerings for 2025

- Enhanced mental health coverage that provides a better user experience, expanded benefits and improved resources to support our global team of employees and their families.
- A tool to help U.S.-based employees and their families easily find independently rated and high-value (top quality at fair prices) healthcare services.





INVESTING IN PEOPLE

(CONTINUED)

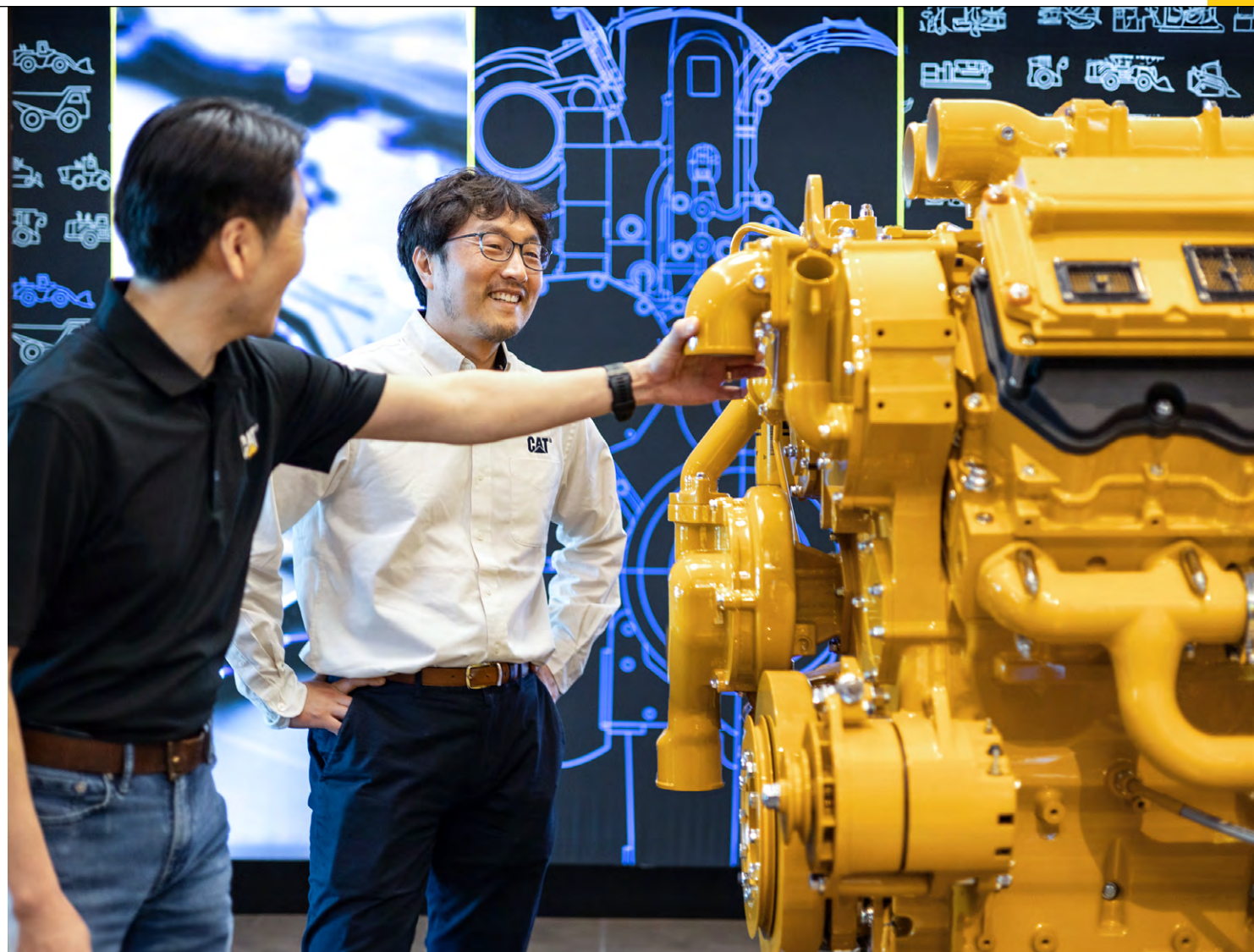
COMPANY CULTURE

At Caterpillar, we help our customers build a better, more sustainable world. We believe in the Power of Everyone, that the best ideas come from engaged teams where everyone feels valued, respected and has the opportunity to fully collaborate.

We conduct a confidential employee engagement survey each year, inviting all our employees to share their insights and perspectives.

Caterpillar respects the freedom of association. Where we have unions, works councils and other forms of employee representation, we always strive to have respectful, values-based labor-management relationships. We also collectively bargain, inform and consult in good faith, fully complying with all country labor-management laws and standards.

We also understand and respect that some employees may prefer or choose not to be represented, and we have the same direct and positive relationship with them. Most importantly, and through Our Values in Action, we foster a positive employee-relations environment built on trust, confidence and respect for all employees, whether represented or non-represented.



2024 ANNUAL EMPLOYEE ENGAGEMENT SURVEY STATISTICS

87%

employee response rate, up 5% since 2022

100%

indices maintained or increased year-over-year



"Challenging Work" and "Impact" identified by employees as our greatest strength

INVESTING IN PEOPLE

(CONTINUED)

Furthering the Business Strategy

Our 14 Employee Resource Groups (ERGs), open and available to all employees, help ensure different voices and perspectives contribute to our strategy for long-term profitable growth. They also encourage our employees, helping contribute to development and retention. Our ERGs provide many contributions to help further our business strategy, including partnerships with recruiters and early career and professional organizations that can assist in strengthening the talent pipeline and programs that educate and inform on the richness of the global cultures that we share. For example, the Caterpillar Latino Connection ERG offers Spanish language courses to help employees build skills to strengthen relationships with dealers, customers and suppliers in countries where Spanish is spoken.

Adapting for Success

Through listening sessions with employees at Caterpillar's Piracicaba facility in Brazil, leaders heard about structural issues in the factory that limited career opportunities for some groups. The team mapped all job positions in the factory to identify opportunities for adaptation to include people with disabilities. They also identified the need for uniforms for pregnant employees and added a lactation room to make it easier for women to work in the facility.

Harnessing Veteran Skillsets

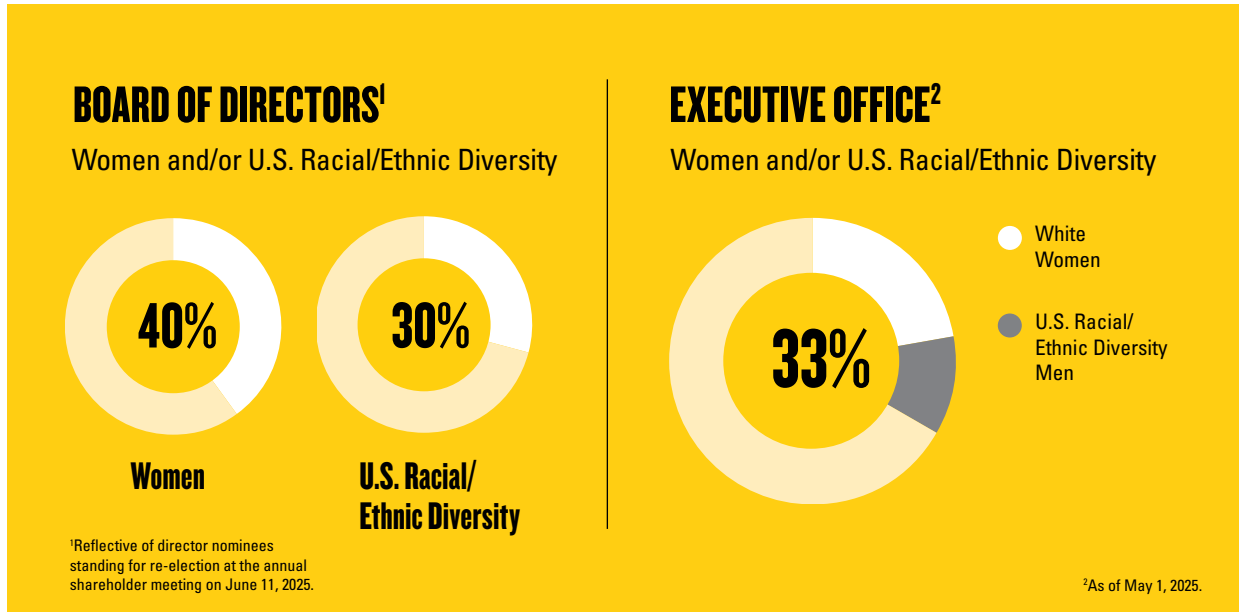
For over a decade, Caterpillar has collaborated with the U.S. Chamber of Commerce Foundation on the Hiring Our Heroes program. Through the program, we introduced the SkillBridge fellowship in 2023. This workforce development program places highly skilled and educated transitioning service members, veterans, military spouses and caregivers with employers. Since Caterpillar launched the SkillBridge fellowship program, fellows have been hosted by Caterpillar and Cat dealers, and 73% have been placed in full-time roles. Through a strategic focus on military recruitment and collaboration between Caterpillar's talent acquisition team and the Caterpillar Armed Forces Support Network employee resource group, this program consistently attracts strong talent.





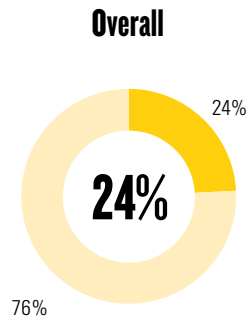
WORKFORCE SNAPSHOT

In 2024, our global workforce was 112,900 employees.

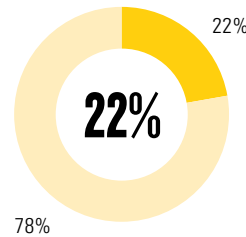


GLOBAL WOMEN

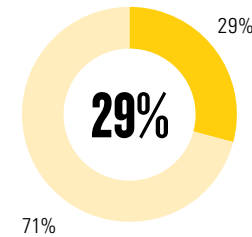
- Women
- Men



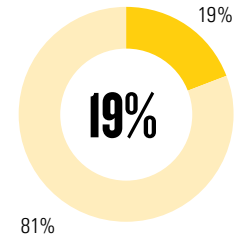
Executives



MGMT/Professional

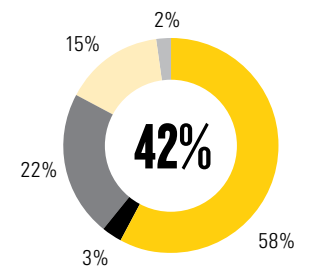
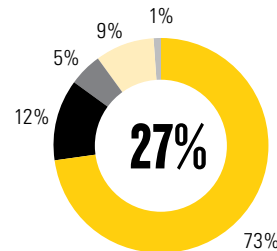
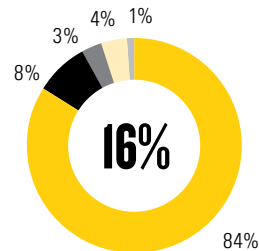
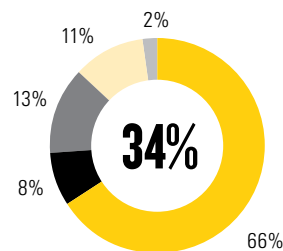


Production



U.S. RACIAL/ETHNIC DIVERSITY

- White
- Asian
- Black
- Hispanic
- All Other



For more information on our workforce, visit [Caterpillar EEO-1](#).

Data as of December 31, 2024, unless otherwise noted.



COMMUNITY ENGAGEMENT

Building resilient communities remains a core priority for the Caterpillar Foundation, our company's philanthropic organization. The Foundation allocates resources to organizations worldwide to help build stronger, more sustainable communities. Similarly, Caterpillar employees consistently demonstrate their commitment to community engagement, generously volunteering their time and skills in various capacities. From coaching youth soccer teams and supporting local food pantries to promoting science, technology, engineering and mathematics (STEM) education through initiatives like FIRST Robotics, Caterpillar's workforce actively contributes to the well being and growth of the communities where they live and work.

INVESTING IN COMMUNITIES

Since its inception in 1952, the Caterpillar Foundation has granted more than \$975 million to organizations to help build resilient communities. The Foundation's global initiatives in STEM education, workforce readiness, natural infrastructure, access to essential services and disaster relief have helped communities make sustainable progress and improved lives worldwide.

In 2024, Caterpillar employees, retirees and the Caterpillar Foundation once again demonstrated remarkable generosity, pledging more than \$15.2 million to United Way chapters and their partner agencies across the United States, Mexico, Canada and Panama. Through the Foundation's Matching Gifts and new Volunteer Service Match programs, an additional \$13.9 million and nearly 112,000 hours of volunteer time were given to thousands of charities across the globe. During times of crisis, Caterpillar, its employees, dealers and the Foundation continued their tradition of swift response to global disasters, providing crucial support to emergency response organizations.



Caterpillar Foundation Highlights

- \$43.3M contributed
- 4,987 community organizations
- 39 countries supported
- \$29.1M employee matching gifts¹
- \$571K volunteer service match
- \$2.5M disaster relief and response
- 85K projected individuals gained industry-recognized credentials
- 108K acres to be restored
- 276 water systems projected to be installed
- 171K projected individuals with access to STEM education programs

¹This data represents employee and retiree donations, and the match payments made in the calendar year 2024. This also includes 2:1 employee and retiree donations made in 2024. 2:1 and the remaining Q4 match payments will occur in the 2025 calendar year.

COMMUNITY ENGAGEMENT

(CONTINUED)

WeThinkCode

The Caterpillar Foundation is committed to empowering people by giving them the skills required to thrive in the digitally driven economy of the future. That is why the Foundation funded WeThinkCode. This software development training academy is on a mission to recruit sharp young minds from underserved communities in South Africa and train them to become work-ready software developers. With support from the Caterpillar Foundation, 397 WeThinkCode participants completed specialized elective courses, and 119 graduates were placed into jobs as of March 19, 2024. WeThinkCode was successfully implemented in the communities of Johannesburg, Cape Town and Durban. In 2025, the Foundation is expanding the program to additional regions of South Africa.

Project Lead The Way

With the support of the Caterpillar Foundation, Project Lead The Way is delivering industry-informed STEM curriculum, professional development for educators, and equipment to advance computer science and engineering education. Focusing on under-resourced high schools, the current engagement, which began in 2022, has already reached 1,266 students across 13 high schools in six U.S. communities, with over 97% of students demonstrating STEM learning. In 2025, the Caterpillar Foundation is helping expand this work to 17 new U.S. communities, providing engaging and relevant STEM education opportunities to motivate and inspire high school students.

The Nature Conservancy

The Mantiqueira Mountains in Brazil span 25 million acres across 284 municipalities and the states of São Paulo, Rio de Janeiro and Minas Gerais. More than 80% of native vegetation in the Mantiqueira has been lost, and the region has 6.2 million acres of unproductive land. The Caterpillar Foundation is supporting The Nature Conservancy's goal to transform land across the Mantiqueira. Transformation includes increasing forest coverage which has many benefits like climate resilience, improved soil health, water security, and supporting rural economies.

Water For People

In 2024, the Caterpillar Foundation supported Water For People India's efforts to build capacity and improve water, sanitation, and hygiene (WASH) services in West Bengal, India. This work included the installation of more than 40 water systems, which, coupled with community training programs, positively impact over 35,000 people in West Bengal, India.



The Caterpillar Foundation & the United Nations Sustainable Development Goals (UN SDGs)

The Caterpillar Foundation works to build resilient communities in the places where Caterpillar employees live and work and where there is a need. As such, its investments align with several of the UN SDGs.



COMMUNITY ENGAGEMENT

(CONTINUED)



Disaster Relief & Response

Disasters significantly alter the course of people's lives. The Caterpillar Foundation is committed to supporting communities through vital funding that addresses immediate response and long-term resilience. Acknowledging the significance of preparedness and effective response, the Foundation allocated over \$2.5 million in 2024 to advance these essential efforts.

Over the years, millions of dollars have been invested in initiatives such as the American Red Cross's Annual Disaster Giving Program, which helps prepare communities before crisis occurs. This forward-thinking support ensures individuals have the necessary resources to expedite recovery and rebuild with assurance.

Moreover, in 2024, the China Foundation for Rural Development (CFRD) provided disaster relief during multiple events, including the Hunan Yongjing flood. The Caterpillar Foundation's support enabled CFRD to distribute critical emergency packages, quilts, and clothing to numerous communities.

Additionally, the Caterpillar Foundation contributed \$350,000 to the Center for Disaster Philanthropy in the U.S. This funding bolsters local charities that are aiding families and communities affected by Hurricane Helene and Milton through the Center's Atlantic Hurricane Season Recovery Fund, facilitating efforts to rebuild and recover.

Social Impact Fund

In 2022, Caterpillar created a social impact fund to support charitable projects around the world. By engaging Caterpillar employees and leaders in the philanthropic process, Caterpillar has provided approximately \$6 million in annual support since the fund's creation. Caterpillar contributes funding directly to the charitable organizations on a project-by-project basis, which can vary by industry.

In 2024, Caterpillar used its social impact fund to support the following areas

- Regenerative mining
- Beautification of the National Mall in Washington, D.C.
- Electrification of off-grid communities around the world
- Technical training and development
- Redevelopment of mine lands for solar panel installation and energy storage



RESPONSIBLE GOVERNANCE

At Caterpillar, robust governance creates long-term value for our shareholders, strengthens board and management accountability, and builds trust in the company and our brand. Caterpillar’s Code of Conduct, Our Values in Action, provides the framework to operate our business responsibly and with integrity to deliver long-term shareholder value.

● Corporate Governance	42	● Risk Management	56
● Shareholder Engagement	44	○ Sustainability & Climate Risks	56
● Ethics & Values in Action	45	○ Cybersecurity	57
● Political Engagement	46	○ Risk Management Culture	57
○ U.S. Trade & Industry Association Engagement	48	● Human Rights	58
○ Lobbying Disclosures	55	● Strategic Procurement & Responsible Sourcing	59

CORPORATE GOVERNANCE

The Caterpillar board of directors directly oversees our climate and sustainability efforts. The Sustainability and other Public Policy Committee (SPPC) has explicit oversight for sustainability, social and other public policy matters, including those related to the environment, climate change, human rights and lobbying. Our board is composed of 10 directors, as of the date of this report, with a diverse range of experiences across a wide variety of industries, including manufacturing, utilities, energy, transportation, automotive and agriculture, as well as notable experience and expertise in sustainability and climate.

SUSTAINABILITY GOVERNANCE



The board currently has five standing committees: Audit, Compensation & Human Resources, Sustainability & other Public Policy, Nominating & Governance, and Executive. Learn more about the [board committees](#).

Board Oversight

The board is responsible for aligning our strategic priorities, including integrating sustainability objectives throughout the enterprise. It also oversees the management of risks and opportunities associated with climate change through four committees, each with its responsibilities: the SPPC, the Compensation and Human Resources Committee, the Audit Committee, and the Nominating and Governance Committee. The board considers committee recommendations on climate-related strategies, priorities, goals and performance when making decisions about Caterpillar's business strategy, risk management, financial planning and performance.

The Sustainability & other Public Policy Committee (SPPC)

The SPPC has oversight over climate change, environmental and sustainability issues, and social and public policy matters relevant to

Caterpillar's operations and performance. The SPPC recommends sustainability policies, programs and strategies, reviews the development and implementation of Caterpillar's sustainability goals, including the framework and initiatives that underpin progress, and monitors the company's performance against these goals. The committee reviews shareholder proposals related to sustainability, climate risk, climate resilience and other public policy issues and recommends responses to the board.

The Compensation & Human Resources Committee (CHRC)

The CHRC is informed of sustainability-related issues through periodic reports from management and regular updates from the chair of the SPPC on sustainability issues, which inform the CHRC's design of incentive compensation for executives. Executive compensation is based on the company's strategic

objectives, including sustainability issues. The board incorporates sustainability considerations into the incentive plan for executive officers. More information on executive compensation is available in our proxy statement.

The Audit Committee (AC)

The AC reviews Caterpillar's enterprise risk management (ERM) processes and outputs. Caterpillar's ERM program considers risks across many categories, including strategy, operational, financial and legal compliance risks. Sustainability and climate risks are considered with other risk categories. Every year, the AC discusses with management the company's risk assessment and management framework and reviews the most significant enterprise-wide risks from ERM, including sustainability and climate risks. Additionally, the AC oversees internal audits regarding the accuracy of the facts and data used in the company's ESG-related public reporting.

CORPORATE GOVERNANCE

(CONTINUED)

The Nominating & Governance Committee (NGC)

The NGC oversees matters related to corporate governance to ensure and maintain appropriate board governance, structure and composition necessary to oversee risks managed by the company, including those related to sustainability. The NGC also oversees director qualifications and ensures that directors possess the correct skill sets to effectively advise the company on all relevant risks, including those related to sustainability. The NGC also has oversight over all governance processes and ensures that the company has implemented effective governance processes, overseen by the board and its relevant committees, for all risks the company faces.

Management's Role

Management-level sustainability governance includes our CEO, all executive officers and the CSO. The CSO reports directly to the CEO, representing an essential driver of our company's commitment to sustainability to strengthen management's role in assessing and managing climate-related risks and opportunities. The CSO leads Caterpillar's climate and sustainability initiatives and works with the Executive Office to further integrate climate and sustainability considerations into our core business strategies. The CSO also provides climate and sustainability updates at every regularly scheduled meeting of the SPPC.

Our enterprise sustainability team executes sustainability initiatives across Caterpillar's global footprint, coordinating efforts to achieve sustainability targets, such as 2030 sustainability goals. Local implementation of strategic objectives by business unit leaders includes considering climate-related issues when setting goals, developing forecasts, identifying relevant risks and assessing market opportunities. Our integrated approach across business units and enterprise functions supports the integration of sustainability, ranging from embedding sustainability in new product design to collaborating with customers to demonstrate alternative energy solutions in the marketplace.

At Caterpillar, our board and management are committed to a robust governance framework that enables the execution of our enterprise strategy, including effective management of climate-related risks and opportunities. This framework guides our commitment to developing innovative products, technologies and services to help our customers achieve sustainability-related objectives and build a better, more sustainable world.



SHAREHOLDER ENGAGEMENT

Caterpillar remains committed to engaging with shareholders on key sustainability topics through ongoing dialogue. In 2024, we continued proactive outreach efforts, meeting with investors who collectively represented a significant portion of our outstanding shares. These engagements provided valuable insights into shareholder priorities and informed our approach to sustainability and strategy execution.

Environmental Stewardship

Shareholder discussions focused on our 2030 sustainability goals, particularly GHG emission reduction efforts. Investors also inquired about Scope 1 and 2 emissions progress and potential goal updates. Additionally, there was interest in our Scope 3 emissions strategy, including mitigation levers and electrification adoption across our product lines.

Social Responsibility

Investors inquired about our water conservation strategies, particularly how we identify and manage high-risk areas to ensure sustainable resource use. Safety remains a key priority, with shareholders seeking insights into safety governance and leading safety indicators. Discussions also covered labor relations, our engagement with labor unions, and our approach to employee retention.



ETHICS & VALUES IN ACTION

We operate according to our values and Caterpillar’s Code of Conduct. The Code defines Our Values in Action — Integrity, Excellence, Teamwork, Commitment and Sustainability — which represent what we stand for and how we conduct ourselves with our customers, suppliers, communities and one another.

The Code guides our employees, subsidiaries and affiliates, and board members in living Our Values daily. It covers avoiding conflicts of interest, fair competition, anti-bribery, trade compliance, employee performance and development, non-harassment, non-discrimination, personal privacy, supplier expectations and environmental responsibility.

Ethics & Compliance Helpline

We hold ourselves to the highest standard of integrity and ethical behavior. We promote and respect the rule of law and expect our employees and suppliers to do the same. We encourage individuals to report situations in which they have a good-faith belief that any circumstance or action has violated our Code of Conduct, enterprise policy or applicable law. Those who wish to report a concern can do so through internal and local channels or confidentially and anonymously report through resources maintained by our Office of Business Practices. These resources include:

- Online reporting
- Email reporting at BusinessPractices@cat.com
- Telephone reporting with toll-free and call-collect dialing options that support reporting in multiple languages and from multiple countries

Caterpillar will not take any action — or tolerate any reprisal — against any party for raising an issue in good faith.

Code of Conduct Training

All Caterpillar employees are required to complete Code of Conduct training annually. As part of this training, employees must certify that they have read, understand and agree to comply with the Code of Conduct. Additional compliance training is provided to employees based on risks identified in their job roles.

Learn more about the [Caterpillar Code of Conduct](#).

OUR VALUES IN ACTION

Integrity
The Power of Honesty

Integrity is the foundation of all we do.

Excellence
The Power of Quality

We set and achieve ambitious goals.

Teamwork
The Power of Working Together

We help each other succeed.

Commitment
The Power of Responsibility

We embrace our responsibilities.

Sustainability
The Power of Endurance

We are committed to building a better world.

POLITICAL ENGAGEMENT



THE PURPOSE OF ENGAGEMENT

As a leading global manufacturer and U.S. net exporter, Caterpillar actively participates in the public policy process, advocating for key issues that align with our purpose and the execution of our strategy. We value Caterpillar shareholders' input and their interest in our political engagement strategy. This lobbying section outlines how we advocate for a policy and regulatory environment that supports our long-term success and provides value to shareholders.

Caterpillar's continued success and ability to increase shareholder value requires advocacy for a favorable legislative and policy environment. Our bipartisan approach is focused on our business priorities and guided by **Our Values in Action**, strong ethical standards and our commitment to helping our customers build a better, more sustainable world.

THE PURPOSE OF ENGAGEMENT

(CONTINUED)



CATERPILLAR'S PRIORITY ISSUES

Energy

Our commitment to our customers' success includes navigating the evolving energy landscape and increasing energy demand worldwide. Now more than ever our customers rely on us to provide a diverse portfolio of products, services and technologies that can lower GHG emissions, deliver energy flexibility and improve efficiency and productivity. Our advocacy efforts support policies that enhance power supply, bolster energy innovation and infrastructure and provide reliable and affordable energy. We are increasing our investments in AACE technologies.

Infrastructure

Our customers around the world use our equipment to build and strengthen communities, supporting safer access to water, electricity, food, healthcare and education. A more modern and reliable infrastructure system is also crucial to economic growth and job creation. We support initiatives that provide funding and efficient processes and permitting reform for building, repairing and upgrading infrastructure networks—from roads, rail and waterways to airports and broadband internet infrastructure. Caterpillar also supports the protection and restoration of natural infrastructure and local ecosystems.

Workforce Development

A top priority of ours is supporting policies that help to identify, attract and develop the skilled talent to support current and future needs for manufacturing, equipment dealers and customers. We work closely with several trade associations to advocate for workforce development policies that address the future of work, including the service technician shortage, STEM education and digital skills. All of which will help foster a skilled workforce for long-term growth.

Competitiveness

Legislation and regulations can significantly impact companies and their ability to compete, which is why we work closely with lawmakers and regulators to implement pro-growth policies that help ensure our company remains competitive both at home and abroad. We will continue to advocate for globally competitive tax policies and trade policies that eliminate tariffs, expand market access for our products and services and allow us to compete globally as a U.S. net exporter.

THE PURPOSE OF ENGAGEMENT

(CONTINUED)



HOW & WHY WE ENGAGE WITH U.S. TRADE & INDUSTRY ASSOCIATIONS

A favorable public policy and business environment helps us best serve many stakeholders, including our customers and shareholders. We maintain memberships with U.S. trade and industry associations as their work helps create an environment where companies from all industries — not just our own — can be successful. Being a member of these organizations provides Caterpillar with many benefits, including engagement

opportunities with customers and other key stakeholders, convening conferences and tradeshows and providing industry information. These associations can also provide analysis of proposed regulations and legislative action, as well as advocacy for their membership to promote sound public policy.

We disclose a tiered reporting of the dollar amount of Caterpillar's membership dues paid to all U.S. trade and industry associations and the percentage of those dues used for federal lobbying activities, as reported by each organization. This information can be found [on the political engagement section of our corporate website](#).

HOW CATERPILLAR EVALUATES U.S. TRADE & INDUSTRY ASSOCIATION MEMBERSHIPS

1. Ensure alignment with Our Values in Action and priority issues
2. Confirm the organization is operationally sound with good governance procedures
3. Commit to ongoing vetting of the organization
4. Review membership annually

As we consider joining an association, we have an established process to determine if the organization aligns with **Our Values in Action** and policy priorities. Caterpillar management and the board of directors' Sustainability and other Public Policy Committee provide oversight of key trade and industry association relationships. We routinely review these processes to ensure the appropriateness of such memberships.

SPOTLIGHTS ON LOBBYING & ADVOCACY ACTIVITIES

SPOTLIGHT: GLOBAL ENERGY DEMAND

Growing global energy demand requires significant global energy infrastructure, and Caterpillar has been a proud leader in sustainable innovation for 100 years. Our construction, mining and power equipment and investments in technology help build the physical and digital infrastructure critical for addressing global energy demand.

We extend our efforts to the public policy area, where we engage with government officials and other key stakeholders on policies that support our customers as they face increasing global energy demand. We work with our trade associations, such as the Business Roundtable (BRT), the National Association of Manufacturers (NAM) and the National Mining Association (NMA), to advocate for policies that support our customers as they navigate the evolving energy landscape. In 2024, Caterpillar attended the Combined Heat and Power Alliance at their annual summit and for its first Hill Day with members of Congress and congressional staff to educate on the importance of Combined Heat and Power (CHP) in addressing energy demand and encourage the extension of the CHP Tax Credit in 2025.

Permitting reform, critical minerals mining, power generation and alternative fuels are key priorities for Caterpillar, our customers and many of our trade associations. We work with the NAM, NMA and the U.S. Chamber of Commerce to advocate for reforms to the federal permitting process so that critically needed energy infrastructure projects can avoid unnecessary delays. Policies that support these industries, including liquified natural gas (LNG) exports, CHP projects and the energy needs of data centers, will provide solutions to help address the increasing global energy demand.

Through our government engagement and advocacy efforts, we are launching a three-year PowerHub project with the California Air Resources Board and the California Energy Commission and working closely with our customer Teichert Construction and Cat dealer Holt. This project will help



provide us with the data and experience needed to match our zero-exhaust emissions technology to the duty cycles required by our customers, helping us address important issues our customers face, such as charging reliability. The project will also help address necessary changes in product support these technologies require by allowing us to better identify and train our workforce to support our customers and the communities in which they operate.

We worked with the Association of Equipment Manufacturers (AEM) and hosted their Manufacturing Express Bus Tour at our Cat Reman facility in Corinth, Mississippi. The event offered a unique opportunity to share the work our Cat Reman team does to help provide our customers with solutions to help them meet their sustainability goals.

Combined Heat & Power Alliance (CHPA)

Leading national voice for the deployment of Combined Heat and Power (CHP) and Waste Heat to Power (WHP).

Business Roundtable (BRT)

An association of more than 200 CEOs of America's leading companies, representing every sector of the U.S. economy.

SPOTLIGHTS ON LOBBYING & ADVOCACY ACTIVITIES (CONTINUED)



SPOTLIGHT: INFRASTRUCTURE

Investing in our nation's infrastructure is critical to creating a stronger economy and safer transportation network. Caterpillar works closely through trade associations like the American Road and Transportation Builders Association (ARTBA) to help ensure full implementation of the Infrastructure Investment and Jobs Act (IIJA). This work with ARTBA, the NAM and the U.S. Chamber of Commerce is vital as the federal government turns to the 2026 surface transportation reauthorization.

Caterpillar played a leadership role in ARTBA meetings with congressional staff and members of Congress to discuss the importance of funding and financing key infrastructure projects, highlight industry efforts to continuously improve safety in construction and underscore the need for permitting reform.

In September, three members of Congress joined Caterpillar for a facility visit in North Little Rock, Arkansas, where they saw firsthand the manufacturing processes of motor graders and wheel loaders. This tour and discussion demonstrated how Caterpillar manufacturing facilities play a critical role in building America's infrastructure.

A modern and reliable infrastructure system extends beyond roads and bridges. We worked with the Railway Supply Institute (RSI) to highlight on Capitol Hill the work Caterpillar is doing to support our customers, including showcasing Progress Rail's advancements in innovation, like the EMD hybrid locomotive. The first mainline hybrid locomotive is currently in test and planned for delivery to the Canadian National Railway Company (CN). As railway customers advance their GHG emissions reduction efforts, this unit will help customers to positively impact their sustainability and productivity goals.

Railway Supply Institute (RSI)

Advances public policies that protect and is the largest and only trade association that represents the full supply chain for the railroad system. From the smallest parts manufacturer to the largest railcar builders/lessors, RSI represents and advocates for: locomotive, freight, and passenger railcar manufacturers; railcar owners and lessors; mechanical systems and component suppliers; railway measurement and maintenance systems; communications and signaling suppliers.

American Road & Transportation Builders Association (ARTBA)

Brings together all facets of the transportation construction industry to responsibly advocate for infrastructure investment and policy that meet the nation's need for the safe and efficient movement of people and goods.

SPOTLIGHTS ON LOBBYING & ADVOCACY ACTIVITIES

(CONTINUED)

SPOTLIGHT: WORKFORCE DEVELOPMENT & COMPETITIVENESS

We work closely with manufacturers across industries to educate and engage elected officials and other important stakeholders on policies that foster economic growth, the development of a skilled and competitive workforce and a trade environment that allows us to compete freely. Caterpillar works with our trade associations, such as the NAM, BRT, the National Foreign Trade Council (NFTC) and the U.S. Chamber of Commerce on pro-growth policies that help ensure our company can compete competitively at home and abroad.

Caterpillar’s work with the NAM helps ensure the right domestic policies are in place to foster an environment that allows U.S. industries to compete globally. In 2024, Caterpillar participated in a North American Manufacturing Conference co-hosted by the NAM, which provided us with the opportunity to advocate with other businesses and build on our continued education of Congress and the administration on the importance of trade with Mexico and Canada ahead of the United States-Mexico-Canada Agreement (USMCA) review.

Talent development and recruiting a skilled workforce are key priorities of ours. We work with several trade associations, such as the Associated Equipment Distributors (AED), to advocate for policies that help boost the service technician shortage. We also work closely with our dealers and customers on various workforce development issues and ways to retain a skilled workforce for the long term.

Many of our trade associations work through their foundations and non-profit affiliates on various initiatives focused on training and hiring veterans and their spouses, showcasing manufacturing as a viable and strong career for women and equipping those interested in the manufacturing field with the skills they need to be competitive in a long-term career.

In 2024, Caterpillar chaired the Manufacturing Institute’s Women MAKE America Initiative, highlighting women in manufacturing across multiple industries. Spanning one year, this program spotlights female careers in the manufacturing industry and encourages women across the country to pursue manufacturing as a lifelong career.

We made a significant contribution to the AED Foundation’s Vision 2025 Campaign, a campaign designed to address the technician shortage within the equipment distribution industry. The program focused on strengthening the industry’s future by improving programs offered to students across U.S. high schools and technical schools considered underserved in technical skills.

National Association of Manufacturers (NAM)

Represents 14,000 member companies — from small businesses to global leaders — in every industrial sector.

Associated Equipment Distributors (AED)

Premier association for leadership, expertise and influence on international tax and trade policy issues.

U.S. Chamber of Commerce

The world’s largest business organization with members ranging from small businesses and chambers of commerce across the country to leading industry associations and global corporations. Advocates for policies that help businesses create jobs and grow our economy.



SPOTLIGHTS ON LOBBYING & ADVOCACY ACTIVITIES (CONTINUED)



SPOTLIGHT: MINEXPO

In 2024, Caterpillar leadership chaired MINExpo INTERNATIONAL® 2024, the world's largest global mining trade show, in Las Vegas, Nevada, hosted by NMA. The show offered a unique opportunity to highlight Caterpillar Mining, our products, and our technological advancements, as well as advocate with U.S. and international government officials for key policies to support our efforts.

Visitors to our exhibit experienced an immersive, replicated mine site of the future, where we highlighted groundbreaking technologies and advancements in energy innovation. We collaborated with customers and Cat dealers and allowed visitors to talk with experts and learn more about our groundbreaking innovations, including the new Cat Dynamic Energy Transfer System.

Our exhibit also allowed customers to experience firsthand a 372-tonne Cat AC mining truck configured for autonomous haulage with Cat MineStar™, the Cat R1700 XE load-haul-dump (LHD) loader with battery electric propulsion producing zero-exhaust emissions, the Cat R2900 XE LHD with a high-efficiency switch reluctance electric drive system and the PGS 1260 HD Energy Storage System (ESS) module and the MEC500 for mobile equipment charging.

In addition to showcasing how our equipment helps support our customers' sustainability goals, we were also able to share more about our Early Learner program at site visits to our Tucson Proving Ground facility.

Through our participation in NMA's trade show, we engaged with leaders from around the world and educated government officials on the importance of permitting reform in mining and access to critical minerals, which are essential for energy and technological innovation.

Caterpillar leadership participated in a panel during MINExpo hosted by the U.S. Department of Commerce on our initiative with the U.S. Department of Energy on hydrogen fuel cell technology and our collaborative work with customers, including the Early Learner program and the Pathways to Sustainability program.

National Mining Association (NMA)

The only national trade organization that serves as the voice of the U.S. mining industry and the hundreds of thousands of American workers it employs before Congress, the federal agencies, the judiciary and the media, advocating for public policies that will help America fully and responsibly utilize its vast natural resources.

EMPLOYEE ENGAGEMENT IN ADVOCACY INITIATIVES



OUR POLITICAL ACTION COMMITTEE — CATPAC

Eligible employees and shareholders make voluntary contributions to Caterpillar Inc. Political Action Committee (CATPAC). CATPAC is an important tool in our efforts on the public policy front by supporting the election of lawmakers who promote and influence policies that allow Caterpillar to help our customers build a better, more sustainable world. CATPAC contributes to candidates in U.S. federal and state elections only. These candidates are evaluated on a case-by-case basis, guided by Our Values in Action and business priorities. We have established stringent criteria in this evaluation; more information on our CATPAC governance can be found **on the political engagement section of our corporate website**. Like Caterpillar, CATPAC does not make independent expenditures on behalf of or in opposition to federal, state or local candidates and does not contribute to presidential campaigns or Super PACs.

GRASSROOTS + GOTV

Caterpillar has a presence around the world to support our global customers, but there's no country where we employ more people than the United States. For an overview of Caterpillar's presence and engagement in each state, **click here**. The actions of government and elected officials in these locations can significantly impact Caterpillar, our dealers, customers and employees. Therefore, Caterpillar encourages employees to participate in the U.S. political process through grassroots campaigns, Get-Out-The-Vote (GOTV) efforts and the CATPAC. This empowers our employees to engage in public policy at the federal and state levels.

POLITICAL ENGAGEMENT OVERSIGHT & GOVERNANCE

A robust and rigorous governance framework creates long-term value for our shareholders, strengthens board and management accountability and builds trust in the company and our brand.

MANAGEMENT GOVERNANCE

The senior vice president (SVP) of Global Government and Corporate Affairs (GGCA) reviews policy priorities with relevant members of Caterpillar's Executive Office and other business leaders to manage Caterpillar's state, federal and international activities on legislative and regulatory issues significant to the company's business. Our SVP of GGCA also reviews related advocacy activities including memberships with U.S. trade and industry associations. Any nomination of a Caterpillar employee for a leadership role in an association in which the company is a member is subject to leadership review and approval and requires education and diligence on the part of the employee.

To ensure alignment with our policy positions and priorities, enterprise procedures require Caterpillar business and government affairs leaders to review communications with government officials including government-sponsored surveys, visits to Caterpillar facilities, letters of advocacy or support and policy position sign-on letters with industry associations. Our government affairs teams also receive regular training focused on compliance with applicable laws, regulations and policies related to interactions with U.S. and foreign government officials. Our SVP of GGCA also approves any political contributions made by Caterpillar. These contributions are intended to promote Caterpillar's business interests and are made without regard for the private political preferences of any company personnel.



BOARD OVERSIGHT

Our board of directors has direct oversight of political contributions and lobbying activities. To ensure appropriate oversight of political engagement activities, including lobbying, the SPPC reviews the company's political spending policy and its political activities at least annually, including:

- Corporate political contributions
- CATPAC's political contribution activities
- U.S. trade and industry association participation and alignment with Caterpillar's **Values in Action** and policy objectives
- Caterpillar's significant lobbying priorities

APPROACH TO MISALIGNMENT

A U.S. trade and industry association's goals or positions may conflict with Caterpillar's priorities or strategy. When misalignments occur, we evaluate if continued membership in the association is warranted based on the overall value the membership provides to Caterpillar.

We typically address misalignment on specific topics through engagement with the associations, including trying to move the association's position toward ours. In these instances, we may focus on supporting elements of the policy or position that are fundamental to moving our industry forward.

In addition, the SPPC and management would review any significant misalignment and the company's plans to address it at the closest scheduled SPPC board meeting or, if requiring immediate attention, convene a special meeting.

POLITICAL ENGAGEMENT & LOBBYING DISCLOSURES

Our commitment to transparency and disclosure in our advocacy activities has long been recognized. In its [2024 CPA-Zicklin Index of Corporate Political Disclosure and Accountability](#), the independent and nonpartisan Center for Political Accountability again ranked Caterpillar within its first tier of S&P 500 and Russell 1000 companies, alongside or above many industry peers.

Caterpillar may make corporate political contributions in the U.S. when permitted by law. We may support political committees, political parties and measures that align with Caterpillar’s business interests. Caterpillar does not make independent expenditures on behalf of or in opposition to federal, state or local candidates and does not contribute to presidential campaigns or Super PACs.

Our ability to help our customers build a better, more sustainable world depends on working with associations and elected officials on both sides of the aisle. Our political giving reflects a bipartisan approach to policy and political engagement.

WHERE TO FIND OUR LOBBYING DISCLOSURES, CORPORATE POLITICAL CONTRIBUTIONS & CATPAC CONTRIBUTIONS

Caterpillar’s engagement, lobbying or contributions to an entity or candidate are guided by [Our Values in Action](#).

As part of Caterpillar’s commitment to transparency, [the political engagement section of our corporate website](#) includes numerous voluntary disclosures and links to publicly available filings related to our political engagements for the last five years.

CORPORATE POLITICAL CONTRIBUTIONS

Our corporate political contributions are posted biannually [on the political engagement section of our corporate website](#) along with other prior disclosures for the last five years.

- 2024 [Corporate Political Contributions](#)
- 2023 [Corporate Political Contributions](#)
- 2022 [Corporate Political Contributions](#)
- 2021 [Corporate Political Contributions](#)
- 2020 [Corporate Political Contributions](#)

CATPAC CONTRIBUTIONS

In addition to regular CATPAC disclosures to the **Federal Election Commission** and appropriate state election authorities, CATPAC also voluntarily discloses our employee PAC contributions biannually [on the political engagement section of our corporate website](#) along with other prior disclosures for the last five years.

- 2024 [CATPAC Contributions](#)
- 2023 [CATPAC Contributions](#)
- 2022 [CATPAC Contributions](#)
- 2021 [CATPAC Contributions](#)
- 2020 [CATPAC Contributions](#)

RISK MANAGEMENT

Through robust programs, including Enterprise Risk Management (ERM), Compliance and Audit, we engage across Caterpillar to identify, prioritize and manage risks.

ERM and our enterprise strategy are linked. To better inform our decision-making, we evaluate risks at the business unit and enterprise levels, considering the likelihood and potential impact of each risk. These evaluations guide our approach to risk management, allow us to understand the challenges these risks bring and position our business for the opportunities they present. Risks are regularly discussed within the board's Audit Committee.

We consider risks across many categories, including strategic, operational, financial, compliance, hazard and sustainability/climate. Our risk universe is updated annually by engaging with business unit leaders to understand the risks most relevant to their businesses. ERM also performs external analysis to ensure the risk universe captures key emerging risks.

SUSTAINABILITY & CLIMATE RISKS

Sustainability and climate risks continue to be considered with other risk categories and are treated with the same priority and rigor as other risks across the business. Climate-related risks, incorporated into our risk taxonomy, are identified and assessed through these programs and reviewed and updated every year. In addition to the external analyses, additional insights inform the ERM risk process and risk universe, including the global climate scenario analysis Caterpillar completed in 2022.

Examples of specific risks related to climate and sustainability include:

- Energy demand
- Climate and sustainability strategy
- Physical climate risks (extreme weather and natural disasters)
- Manufacturing and supply chain performance
- Social responsibility and human rights





RISK MANAGEMENT

(CONTINUED)



CYBERSECURITY

Cybersecurity is critical to advancing our overall objectives and enabling our digital efforts. We maintain a comprehensive cybersecurity program which is integrated within Caterpillar's ERM system and encompasses the corporate information technology and operational technology environments as well as customer-facing products. Our cybersecurity program has implemented a governance structure and process to identify, assess, manage, mitigate, respond to and report on cybersecurity risks. This includes in areas of emerging technology like generative artificial intelligence.

RISK MANAGEMENT CULTURE

The CEO, executives and senior leaders are heavily engaged in risk management, which is testament to its fundamental importance to our culture. The company's officers manage business risks, and the board of directors oversees the enterprise process. The board and its committees also manage risk and regularly update topics identified through the risk management process. Outputs from risk management drive strategic initiatives and disclosures.

Our risk management culture enables us to critically evaluate risks to our business and identify opportunities to create value for our employees, customers and shareholders. Our commitment to sustainability is reflected in our risk management practices as we strive to build a better, more sustainable world.

To learn more about our risk management processes, training and oversight, see [**Caterpillar's 10-K statement**](#).

HUMAN RIGHTS

In accordance with Our Values in Action, Caterpillar is committed to respecting internationally recognized human rights principles throughout our global operations.

We support individual and collective rights across the globe.

- Our **Code of Conduct**, **Human Rights Policy**, **Slavery and Human Trafficking Statement** and **Supplier Code of Conduct** represent our commitment that we will not condone and will strive to eliminate all forms of forced labor, child labor, human trafficking and discrimination in the workplace.
- We remain committed to establishing safe and healthy working conditions.
- We are committed to fostering an inclusive work environment where all employees are compensated fairly and competitively for the work they perform.
- We respect freedom of association and the right to collective bargaining.
- We have compassion for all persons affected by conflict wherever it occurs, and we expect our directors, officers, employees, business partners and suppliers, including in conflict-affected areas, to comply with all applicable laws and conduct activities that respect human rights. This also applies to our subsidiaries and majority-owned joint ventures.

A man with glasses, wearing a black long-sleeved shirt and a bright orange high-visibility safety vest with reflective yellow stripes, stands in front of a large white banner. The banner features the text "SAFELY HOME. EVERYONE. EVERY DAY.™" in large, bold, black capital letters. The man is smiling slightly and looking towards the camera.

STRATEGIC PROCUREMENT & RESPONSIBLE SOURCING

Read our [Supplier Code of Conduct](#) and [Conflict Minerals Position Statement](#).

Our commitment to finding innovative solutions that help our customers meet their business and sustainability objectives depends upon strong relationships up and down our value chain.

Supplier relationships have always been meaningful for product quality, manufacturing excellence, customer service and financial performance. Sourcing strategic components and materials essential to advanced technologies makes these relationships even more important today.

We recognize the importance of supplier relationships and actively engage in programs to strengthen them. These include advisory and safety councils, certification programs and excellence awards. As we maintain supplier relationships, we are better positioned to improve product quality, operational efficiencies, business competitiveness and crisis response; accelerate innovation; manage costs and profitability; and mitigate risk. We use our supplier advisory councils to continue to grow these relationships.

In 2024, we hosted our Third Annual Supplier Excellence Recognition event. This provided an opportunity for us to honor our top-performing suppliers who achieved world-class certification levels under Caterpillar's Supplier Excellence programming.

RESPONSIBLE SOURCING

We pursue suppliers and business allies who demonstrate strong values and commit to the ethical principles outlined in the Caterpillar Supplier Code of Conduct, which is available in 18 languages. We expect suppliers to comply with the sound business practices we embrace, follow the law and conduct activities that respect human rights. Caterpillar asks priority suppliers to complete a self-assessment to confirm

their alignment with the Supplier Code of Conduct. Suppliers are provided access to the same ethics reporting channels as employees and are encouraged to report any concerns or behaviors violating our Supplier Code of Conduct.

Our Conflict Minerals Position Statement clearly outlines our expectations for our suppliers regarding their sourcing of these materials. We have established a process that identifies areas of risk and corrective action plans to mitigate or remediate such risks relating to conflict minerals. A supplier's failure to take corrective actions when required

may lead to additional actions, including terminating our business relationship. Caterpillar supports the Responsible Minerals Initiative to help influence smelters' engagement to support supply chain transparency and use industry collaboration toward greater business intelligence.





REPORTING

- About This Report 61
- Prioritization & Management of ESG Issues 62
- ESG Data Table, End Notes & Data Assurance 63
- Indices: TCFD, Political Engagement, Investing in People, SASB, GRI 73
- Forward-Looking Statements 88



ABOUT THIS REPORT

The reporting period is the 2024 calendar year, also Caterpillar’s fiscal year. Caterpillar is headquartered in Irving, Texas.

This report has been prepared with reference to the Sustainability Accounting Standards Board (SASB), with reference to the Global Reporting Initiative (GRI) Universal Standards and in alignment with the 11 recommended disclosures of the TCFD. Our sustainability efforts and approach

are consistent with the United Nations Sustainable Development Goals.

Given the breadth of our products, services and solutions, our advocacy for policies that enable sustainable development, and the Caterpillar Foundation’s effort to build resilient communities, Caterpillar and our customers are helping build a more sustainable future. The contents of this report represent the products and operations of Caterpillar Inc. and its wholly-owned subsidiaries. Where noted, certain information relates

to Caterpillar’s independent dealer network and supplier network. Caterpillar and subsidiary brands are listed on our website. Caterpillar’s environmental and safety metrics for operations are consolidated based on the Greenhouse Gas Protocol “operational control” approach. Environmental data excludes office locations with fewer than 500 employees and minor operations with fewer than 50 employees, which will not significantly impact reported metrics. Safety data includes employees and agency workers.

ERM Certification and Verification Services, Inc. (ERM CVS) has conducted independent assurance of selected environmental and safety data, including Scope 3 emissions. To understand the scope, activities and conclusions of the assurance process, please see the [**ERM CVS Assurance Statement.**](#)

Contact Us

PRIORITIZATION & MANAGEMENT OF ESG ISSUES

We have assessed and prioritized environmental, social and governance (ESG) topics by examining the external industry landscape to understand evolving trends and expectations of leading ESG standards, frameworks and guidelines and aligning expectations with Caterpillar’s enterprise strategies, risks and plans.

We prioritized topics through interviews with Caterpillar leadership, external research, third-party review and benchmarking of industry peers, including:

- Potential impact the topic may have on Caterpillar’s business
- Level of awareness and concern about the topic by business stakeholders (e.g., customers, dealers, suppliers, investors, nongovernmental organizations and others)
- Degree to which Caterpillar influences the topic

Our final step was to select the highest-priority issues. These issues guide our initiatives and decision-making throughout our global operations and are closely aligned with topics covered by the SASB Industrial Machinery & Goods industry.









We continue to analyze and update these topics periodically as the ESG landscape and our business evolve.

Issue	Relevance
Customer Health & Safety	Our commitment to safety includes people who work in, on and around our products, from designing products for safe operations to providing safety services for our customers.
Employee Health & Safety	The health and safety of our employees is at the core of who we are at Caterpillar, and we relentlessly strive to ensure our workforce returns home safely every day.
Human Capital Management	We attract and recruit the best talent to develop advanced technologies, meet customer needs and grow our business. The diverse thinking and decision-making of our people in an inclusive work environment strengthens us and drives our progress.
Material Sourcing	We source raw materials and manufactured components from a global network of suppliers across broad categories and technologies for aftermarket and production parts — approximately 28,000 suppliers in total. Our Supplier Code of Conduct and supporting initiatives help us to responsibly source the raw materials used to build our products.
Operations Energy & Efficiency	Operations within our manufacturing facilities are energy-intensive and account for most of our Scope 1 and 2 emissions.
Operations Waste	We strive to eliminate waste in our processes where possible and to recycle the materials that remain to reduce materials sent to landfills around the world.
Operations Water	While less water-intensive than some industries, we are focused on reducing water consumption and ensuring good water management practices, particularly in areas determined to be the most at-risk for water scarcity or quality concerns.
Product Emissions & Energy Efficiency	We continue to invest in new products, technologies and services to help our customers achieve their sustainability-related objectives as they build a better, more sustainable world.
Remanufacturing	Through our remanufacturing offerings, we help keep materials in circulation for continued use, reducing waste, extending equipment life and providing lower-cost options for our customers.



ESG DATA TABLE

	2018 Baseline (2030 Goals)	2020	2021	2022	2023	2024	Perspective
People Data							
Total number of employees		97,300	107,700	109,100	113,200	112,900	
Number of employees outside of the United States		57,000	63,400	60,900	62,400	61,400	
Women in enterprise		20%	23%	23%	23%	24%	
Women in leadership¹		20%	21%	22%	23%	23%	
Collective bargaining % of employees covered		40%	40%	41%	38%	39%	We respect the right of our employees to form, join or not to join any lawful organization of their choice without fear of reprisal, interference, intimidation or harassment. We believe it is important for individuals to exercise that right with the benefit of available information.
Safety							
Lost-time case frequency rate (LTCFR) worker-related injuries resulting in lost time per 200,000 hours worked		0.20	0.18	0.18	0.14	0.17 ✓	The most important thing we do is ensure employees go home safely every day. We strive to continually reduce our RIF and LTCFR results by utilizing an enterprise safety strategy to amplify our safety culture globally. See our Employee Safety section of this report to learn more.
Recordable injury frequency (RIF) recordable injuries per 200,000 hours worked	0.53	0.42	0.41	0.44	0.40	0.43 ✓	
Employee fatalities		0	0	1	0	1	We can never rest in our efforts to keep our employees and contractors safe and will continue to work to ensure our workforce goes home safely every day.
Contractor fatalities		2	1	0	0	1	

ESG DATA TABLE

	2018 Baseline (2030 Goals)	2020	2021	2022	2023	2024	Perspective
Energy-Operations							
Total energy use ² million gigajoules		19.4	20.4	20.7	19.5	19.1 	As of 2024, we reduced our total energy use by 24% from our 2018 baseline.
Total electricity ² million MWh		2.11	2.26	2.30	2.21	2.15 	
Grid electricity ^{2,3} %		87.4%	86.7%	87.6%	88.9%	89.5%	In 2024, more than 31% of our electrical energy was obtained from renewable sources.
Renewable energy ^{2,4,5} %		19.7%	24.0%	28.2%	27.7%	31.5%	
Energy intensity ² absolute million gigajoules energy use/million dollars of sales and revenues		465	400	348	291	295 	
Scope 1 & 2 Absolute greenhouse gas (GHG) emissions ^{2,6,7,8} million metric tons CO ₂ e	2.08	1.49	1.52	1.49	1.44	1.37 	From 2018 through 2024, we reduced GHG emissions by improving energy efficiency at our facilities, installing renewable energy capacity at our own sites and purchasing renewable energy.
Scope 1 Direct emissions million metric tons CO ₂ e		0.70	0.74	0.74	0.69	0.68 	
Scope 2 Market-based indirect emissions from purchased electricity, heat or steam ^{2,9} million metric tons CO ₂ e		0.79	0.78	0.75	0.75	0.69 	As of 2024, we reduced our Scope 1 (direct) emissions by 28% and our Scope 2 (market-based) emissions by 39% from our 2018 baseline.
Scope 2 Location-based ^{2,9} million metric tons CO ₂ e		0.85	0.86	0.80	0.81	0.77 	
Scope 1 & 2 GHG intensity ^{2,6,9} absolute metric tons of CO ₂ e/million dollars of sales and revenues		35.7	29.8	25.1	21.5	21.1 	As of 2024, we reduced our GHG emissions intensity by 44% from our 2018 baseline.

ESG DATA TABLE

	2018 Baseline (2030 Goals)	2020	2021	2022	2023	2024	Perspective
Water-Operations							
Water management strategies ¹⁰ % of in-scope facilities that meet all nine management elements	N/A	N/A	11%	14%	57%	61%	The water management strategies goal's data collection began in 2021. Previous years are listed as N/A. While the number of in-scope facilities increased year-over-year, we continue to make progress toward our 2030 goal of 100%.
Water management strategies ¹⁰ % of management elements completed by in-scope facilities		N/A	27%	41%	76%	76%	
Total water ² billion imperial gallons		3.41	3.74	4.14	4.57	4.20 	
Total water consumption by source ^{2,7}							
Cooling water from foundry operations		34.8%	37.0%	40.9%	53.5%	53.2%	In 2024, we reduced total water consumption by 8% from 2023.
Municipal water		30.0%	29.0%	25.7%	24.1%	25.1%	
Surface water		20.2%	19.2%	20.3%	10.7%	9.7%	
Other water		0.9%	1.1%	1.3%	1.3%	1.6%	
Groundwater		14.0%	13.8%	11.8%	10.4%	10.4%	
Water consumption intensity ² absolute thousand gallons of water/ million dollars of sales and revenues		81.7	73.4	69.7	68.1	64.8 	

N/A = Not Applicable

ESG DATA TABLE

	2018 Baseline (2030 Goals)	2020	2021	2022	2023	2024	Perspective
Waste-Operations							
Total waste ² metric tons		556,000	567,000	575,000	620,000	594,000	
Waste intensity ² absolute metric tons of waste/million dollars of sales and revenues		13.3	11.1	9.7	9.2	9.2	
Landfill intensity absolute metric tons of landfill waste/ million dollars of sales and revenues	1.49	1.09	0.98	0.96	0.83	0.83	As of 2024, we reduced our landfill intensity by 44% from our 2018 baseline.
Waste recycled %		91.5%	90.8%	89.6%	91.0%	90.7%	

ESG DATA TABLE

	2018 Baseline (2030 Goals)	2020	2021	2022	2023	2024	Perspective
Product							
Scope 3 Emissions Enterprise ¹¹ use of sold products emissions, million metric tons CO ₂ e		571	564	606	759	680	✓
Scope 3 Intensity Enterprise ¹¹ use of sold products emissions/ thousands of dollars of sales and revenues		13.7	11.1	10.2	11.3	10.5	✓
Scope 3 Emissions Energy & Transportation Segment ¹¹ use of sold products emissions, million metric tons CO ₂ e		464	428	462	623	564	Caterpillar is represented by durable, reliable and innovative products that are built to last. See the Scope 3 Use of Sold Product Emissions section of this report to learn more.
Scope 3 Emissions Construction Industries Segment ¹¹ use of sold products emissions, million metric tons CO ₂ e		64	84	83	75	68	
Scope 3 Emissions Resource Industries Segment ¹¹ use of sold products emissions, million metric tons CO ₂ e		43	52	61	61	48	
New products that are more sustainable than the previous generation through collaborating with customers, reduced waste, improved design for rebuild/remanufacturing, lower emissions or improved efficiency ¹² %	89%	97%	100%	100%	100%	100%	Caterpillar has a long history of and a strong process for innovation in the R&D of products and solutions. Learn more about innovation at Caterpillar in the Innovating Advanced Technologies section of this report.

ESG DATA TABLE

	2018 Baseline (2030 Goals)	2020	2021	2022	2023	2024	Perspective
Remanufacturing							
Growth in remanufacturing business ¹³ % business sales growth since 2018	N/A	-14%	-3%	19%	31%	42%	Our remanufacturing offerings provide customers with cost savings, can help extend product life cycle and use materials more efficiently. We seek to continue growing this business.
Product received by weight millions of pounds of end-of-life material received by Cat Reman		131	127	140	147	157	
Product received by % ¹⁴ % of end-of-life material received by Cat Reman		89%	88%	89%	88%	84%	
Philanthropy							
Community investments millions of dollars		\$37.9	\$41.0	\$42.3	\$49.1	\$49.4	Caterpillar directly and its philanthropic organization, Caterpillar Foundation, contribute to helping make sustainable progress possible around the world.
Matching gifts ¹⁵ millions of dollars		\$9.8	\$22.6	\$21.1	\$23.3	\$29.1	The Caterpillar Foundation is proud to match our global employees, U.S. retirees, and the Caterpillar Inc. board of directors’ contributions to eligible organizations.
United Way ¹⁶ millions of dollars		\$12.3	\$12.9	\$13.8	\$14.8	\$15.2	Caterpillar has supported the United Way for more than 60 years through our annual campaign. The Foundation matches employee and retiree gifts during the campaign, amplifying our impact on the communities where we live and work.

✔ Data assured by ERM CVS. Please see our data [assurance statement](#).
N/A = Not Applicable

1. Women In Leadership data reflects all women with responsibilities for managing employees as part of their job scope. Data prior to 2024 excludes Progress Rail.

2. Data prior to 2024 has been revised for improved accuracy.

3. Represents percentage of grid electricity as compared to total electricity.

4. Renewable energy percentage includes purchased and on-site generated renewable energy, as well as calculating the percentage of renewable energy from grid-purchased electricity using data obtained from the International Energy Agency.

5. Caterpillar defines renewable energy as energy resources that are naturally replenishing over a short period of time and virtually inexhaustible. Power generation examples include wind, solar, hydro, geothermal, tidal, wave, biomass and biogas from anaerobic digestion.

6. GHG emissions intensity is based on our combined Scope 1 (direct) and Scope 2 (indirect, market-based) GHG emissions. Likewise, total absolute GHG emissions are a sum of Scope 1 and Scope 2 (market-based) emissions.

7. Results may not add to the total due to rounding.

8. 2018 Scope 1 and 2 absolute GHG emissions baseline has been restated for improved accuracy and consistency in electrical grid energy data for U.S. locations. The goal

remains unchanged at 30% and is aligned to the SBTi methodology guidance at the time of goal setting.

9. Location-based Scope 2 GHG emissions are provided in accordance with the GHG Protocol Scope 2 guidance (2015). Our market-based Scope 2 emissions are calculated using the Scope 2 Quality Criteria. The following instruments were used in calculating our market-based Scope 2 emissions: Renewable Energy Guarantees of Origin, energy contracts, supplier-specific emission rates, and, for the remainder of our facilities, grid average emission factors from USEPA's eGRID (eGRID2022, released on January 30, 2024; state annual CO₂ equivalent total output emission rate (lb/MWh)) and the International Energy Agency's data (IEA CO₂ emissions factors for 2024 were obtained from IEA's Emission Factors 2023 Database, 2021 emission factors for CO₂, CH₄, and N₂O; does not account for trade adjustments due to imported electricity to the country nor for losses in transmission and delivery). For 2024 calculations, Caterpillar did not use residual mix factors.

10. High-risk locations are identified using the World Resources Institute's Water Risk Atlas 3.0. The nine criteria for facilities to incorporate in their water management strategies include a compliance plan, business continuity planning, developing a water consumption inventory identifying opportunities for improvement, setting a water consumption goal, employee education and involvement and annual management review of the entire strategy.

11. The annual estimates for lifetime use of sold products GHG emissions are calculated from the GHG Protocol expression: $\sum (\text{total lifetime expected uses of product} \times \text{number of products sold in reporting period} \times \text{fuel or electricity consumed per use (kWh)} \times \text{emission factor for fuel/electricity (kg CO}_2\text{e/kWh)})$. The inputs to this equation are specific to construction machines, mining machines, off-highway diesel and natural gas engines, industrial gas turbines, diesel-electric locomotives and others, applied at the product-level to calculate lifetime emissions, then aggregated across the full enterprise portfolio. Included in the calculation are GHG emissions from combustion of fuels and / or use of electric power until the estimated point of final disposal covering rebuild, remanufacturing and overhaul events that extend the service life of the product. While we continue to grow lower-carbon intensity, alternative fuel offerings, given the difficulty predicting customer fuel switching, all liquid fuel is assumed to be diesel and all gaseous fuel is assumed to be natural gas. Excluded from this calculation are emissions from upstream production of fuel consumed in Caterpillar products, fuel efficiency and emission factor changes through the life of the product, refrigerant emissions and others considered insignificant to Caterpillar's enterprise number. The inputs to perform this calculation were integrated from many data sources including but not limited to: Operation and Maintenance Manuals (OMM), product design data, telemetry data, public data sources (U.S. EPA and IEA), and internal engineering, product, marketing and other subject matter expertise. These inputs are refined yearly as needed based on telemetry

data, product design data, and/or internal expertise, considering industry best practices, consistency and accuracy, data maturity and regulatory/policy change. Our company's total enterprise Scope 3 use of sold products emissions calculation was verified by a third-party assurance firm (ERM CVS); see the **assurance statement**.

12. For this goal, new products include new or improved prime product such as machines, engines, generator sets, upper powertrain and other complete solutions sold directly to a customer, OEM or dealer under any majority-owned brand. Exclusions from the goal include, but are not limited to, new source introduction programs, work tools, component development programs for prime product, defense products, aftermarket kits or site solutions. Collaborating with customers is key to Caterpillar's identification of sustainability criteria. To meet the goal requirements, products must meet one or more of the four criteria in comparison to the previous generation: reduced waste, improved design for rebuild/remanufacturing, lower emissions or improved efficiency.

13. Data includes remanufacturing offerings provided by Cat Reman, Progress Rail, Solar Turbines, Caterpillar Energy Solutions and Caterpillar Defense.

14. Represents Cat Reman customers' end-of-life components ("core") returned to Caterpillar by dealers, as a percentage of core returned plus unreturned core eligible for credit no later than 2024.

15. This data represents employee and retiree donations and the match payments made in the calendar year 2024. This also includes 2:1 employee and retiree donations made in the calendar year 2024. 2:1 and the remaining Q4 match payments will occur in the 2025 calendar year.

16. This includes employee and retiree pledges during the 2024 campaign, and the Foundation match for the campaigns in the United States, Canada, Panama and Mexico paid in 2024.

ESG END NOTES & DATA ASSURANCE



Independent Limited Assurance Report

ERM Certification & Verification Services Incorporated (“ERM CVS”) was engaged by Caterpillar Inc. (“Caterpillar”) to provide limited assurance in relation to the Selected Information set out below and presented in the Caterpillar 2024 Sustainability Report (the “Report”).

ENGAGEMENT SUMMARY

Scope of our assurance engagement	<p>Whether the following Selected Information for 2024 are fairly presented in the Report, in all material respects, in accordance with the reporting criteria.</p> <p>Our assurance engagement does not extend to information in respect of earlier periods or to any other information included in the Report.</p>
Selected Information	<p><u>Environmental Data</u></p> <ul style="list-style-type: none">• Scope 1 Direct GHG emissions [million metric tons CO2e]• Scope 2 Indirect GHG emissions (location-based) [million metric tons CO2e]• Scope 2 Indirect GHG emissions (market-based) [million metric tons CO2e]• Total Scope 1 and Scope 2 GHG emissions [million metric tons CO2e]• Total Scope 1 and Scope 2 GHG emissions intensity [million metric tons CO2e/million dollars of sales and revenues*]• Total energy consumption [million GJ]• Total energy consumption intensity [million GJ/million dollars of sales and revenues*]• Total electricity [MWH]• Scope 3 Enterprise GHG emissions Category 11 (Use of Sold Products) [million metric tons]• Scope 3 Enterprise GHG emissions Category 11 (Use of Sold Products) intensity [million metric tons CO2e/thousand dollars of sales and revenues*]• Total water consumption [billion imperial gallons]• Total water consumption intensity [thousand gallons of water/million dollars of sales and revenues*] <p><u>Safety Indicators</u></p> <ul style="list-style-type: none">• Lost Time Case Frequency Rate (LTCFR);• Recordable Injury Frequency rate (RIF) per 200,000 hours worked. <p>* We place reliance on the financial assurance conducted on dollars of sales and revenues as they are presented in the 2024 10-K filing.</p>
Reporting period	1 January 2024 – 31 December 2024

Reporting criteria	<ul style="list-style-type: none">WBCSD/WRI GHG Protocol: A Corporate Accounting Standard (2004, as updated January 2015)The WBCSD/WRI GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (2011)Caterpillar’s Basis of Reporting (as described in ‘About this Report’ on pg. 61 and endnotes on pg. 69 of the Report)
Assurance standard and level of assurance	<p>We performed a limited assurance engagement, in accordance with the International Standard on Assurance Engagements ISAE 3000 (Revised) ‘Assurance Engagements other than Audits or Reviews of Historical Financial Information’.</p> <p>The procedures performed in a limited assurance engagement vary in nature and timing from and are less in extent than for a reasonable assurance engagement and consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.</p>
Respective responsibilities	<p>Caterpillar is responsible for preparing the Report and for the collection and presentation of the information within it, and for the designing, implementing and maintaining of internal controls relevant to the preparation and presentation of the Report.</p> <p>ERM CVS’ responsibility is to provide a conclusion to Caterpillar on the agreed assurance scope based on our engagement terms with Caterpillar, the assurance activities performed and exercising our professional judgement.</p>

OUR CONCLUSION

Based on our activities, as described below, nothing has come to our attention to indicate that the Selected Information for 2024 is not fairly presented in the Report, in all material respects, in accordance with the reporting criteria.

OUR ASSURANCE ACTIVITIES

Considering the level of assurance and our assessment of the risk of material misstatement of the Report a multi-disciplinary team of sustainability and assurance specialists performed a range of procedures that included, but was not restricted to, the following:

- Evaluating the appropriateness of the reporting criteria for the Report;
- Interviewing management representatives responsible for managing the Selected Information;
- Interviewing relevant staff to understand and evaluate the management systems and processes (including internal review and control processes) used for collecting and reporting the Selected Information;
- Reviewing of a sample of qualitative and quantitative evidence supporting the Selected Information at a corporate and site level;
- Performing an analytical review of the year-end data submitted by all locations included in the consolidated 2024 group data for the Selected Information which included testing the completeness and mathematical accuracy of conversions and calculations, and consolidation in line with the stated reporting boundary;
- Conducting virtual visits to four Caterpillar sites to review source data and local reporting systems and controls;
- Evaluating the conversion and emission factors and assumptions used; and
- Reviewing the presentation of information relevant to the assurance scope in the Report to ensure consistency with our findings.

THE LIMITATIONS OF OUR ENGAGEMENT

The reliability of the Selected Information is subject to inherent uncertainties, given the available methods for determining, calculating or estimating the underlying information. It is important to understand our assurance conclusions in this context.

OUR INDEPENDENCE, INTEGRITY AND QUALITY CONTROL

ERM CVS is an independent certification and verification body accredited by UKAS to ISO 17021:2015. Accordingly, we maintain a comprehensive system of quality control, including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements. Our quality management system is at least as demanding as the relevant sections of ISQM-1 and ISQM-2 (2022).

ERM CVS applies a Code of Conduct and related policies to ensure that its employees maintain integrity, objectivity, professional competence and high ethical standards in their work. Our processes are designed and implemented to ensure that the work we undertake is objective, impartial and free from bias and conflict of interest. Our certified management system covers independence and ethical requirements that are at least as demanding as the relevant sections of the IESBA Code relating to assurance engagements.

ERM CVS has extensive experience in conducting assurance on environmental, social, ethical and health and safety information, systems and processes, and provides no consultancy related services to Caterpillar in any respect.



March 20, 2024
Malvern, PA

ERM Certification & Verification Services Incorporated

www.ermcvs.com | post@ermcvs.com

INDICES: TCFD INDEX

TCFD Recommended Disclosures Index		Associated Section of the Report
Governance Disclose the organization's governance around climate-related risks and opportunities.	a) Describe the board's oversight of climate-related risks and opportunities.	2024 Sustainability Report > Responsible Governance > Corporate Governance
	b) Describe management's role in assessing and managing climate-related risks and opportunities.	2024 Sustainability Report > Responsible Governance > Corporate Governance
Strategy Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.	a) Describe the climate-related risks and opportunities the organization has identified over the short, medium and long terms.	2024 Sustainability Report > Supporting Environmental Stewardship > Climate Scenarios
	b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.	2024 Sustainability Report > Supporting Environmental Stewardship > Climate Scenarios
	c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	2024 Sustainability Report > Supporting Environmental Stewardship > Climate Scenarios
Risk Management Disclose how the organization identifies, assesses and manages climate-related risks.	a) Describe the organization's processes for identifying and assessing climate-related risks.	2024 Sustainability Report > Supporting Environmental Stewardship > Climate Scenarios 2024 Sustainability Report > Responsible Governance > Risk Management > Sustainability & Climate Risks
	b) Describe the organization's processes for managing climate-related risks.	2024 Sustainability Report > Responsible Governance > Risk Management > Sustainability & Climate Risks
	c) Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management.	2024 Sustainability Report > Responsible Governance > Risk Management > Sustainability & Climate Risks
Metrics and Targets Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	2024 Sustainability Report > Reporting > ESG Data
	b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	2024 Sustainability Report > Reporting > ESG Data
	c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	2024 Sustainability Report > Reporting > ESG Data

POLITICAL ENGAGEMENT INDEX

Topics		Associated Page of the Report
The Purpose of Engagement	Caterpillar's Priority Issues	47
	How & Why We Engage with U.S. Trade & Industry Associations	48
Spotlights on Lobbying & Advocacy Activities	Global Energy Demand	49
	Infrastructure	50
	Workforce Development & Competitiveness	51
	MINExpo	52
Employee Engagement in Advocacy Initiatives — CATPAC	Our Political Action Committee — CATPAC	53
	Grassroots + GOTV	53
Political Engagement Oversight & Governance	Management Governance, Board Oversight, Approach to Misalignment	54
Disclosures	Where to Find Our Lobbying Disclosures, Corporate Political Contributions & CATPAC Contributions	55

INVESTING IN PEOPLE INDEX

Topics		Associated Page of the Report
Workforce Snapshot		37
EEO-1 Data		EE0-1

SASB INDEX

Topics	SASB Code	Metric	Unit of Measure	Response/Comment
Accounting Metrics	RT-IG-000.A	Number of units produced by product category	Number	Sales data is provided in Caterpillar’s annual report to shareholders on 2024 Form 10-K .
Accounting Metrics	RT-IG-000.B	Number of employees	Number	112,900 global employees
Energy Management	RT-IG-130a.1	(1) Total energy consumed	Gigajoules (GJ)	Total energy consumed in GJ for 2024 is 19,100,000.
Energy Management	RT-IG-130a.1	(2) Percentage grid electricity	%	89.5% ¹
Energy Management	RT-IG-130a.1	(3) Percentage renewable	%	31.5% ²
Employee Health & Safety	RT-IG-320a.1	(1) Total recordable incident rate (TRIR)	Rate	0.43
Employee Health & Safety	RT-IG-320a.1	(2) Fatality rate	Rate	1 employee, 1 contractor
Employee Health & Safety	RT-IG-320a.1	(3) Near miss frequency rate (NMFR) for (a) direct employees and (b) contract employees	Rate	Caterpillar emphasizes the importance of reviewing all work-related environmental, health and safety incidents, including near misses. Near misses are communicated and managed locally. Near misses involving high energy are further reported at a company level to highlight those incidents that are most likely to result in a serious injury.

¹Represents percentage of grid electricity as compared to total electricity.
²Renewable sources includes purchased and on-site generated renewable energy, and the renewable energy from grid-purchased electricity.

SASB INDEX

(CONTINUED)

Topics	SASB Code	Metric	Unit of Measure	Response/Comment
Fuel Economy & Emissions in Use - Phase	RT-IG-410a.1	Sales-weighted fleet fuel efficiency for medium and heavy-duty vehicles	Litres per 100 tonne-kilometres	Read more about our focus on product emissions in the Delivering Long-Term Value to Our Customers section of the report. Given the diversity of our products and applications in which our products are used, as well as the lack of industry standards to estimate on a per unit-of-work basis, Caterpillar does not calculate sales-weighted fuel efficiency or emissions in this manner.
Fuel Economy & Emissions in Use - Phase	RT-IG-410a.2	Sales-weighted fuel efficiency for nonroad equipment	Litres per hour	
Fuel Economy & Emissions in Use - Phase	RT-IG-410a.3	Sales-weighted fuel efficiency for stationary generators	Kilojoules per litre	
Fuel Economy & Emissions in Use - Phase	RT-IG-410a.4	Sales-weighted emissions of: (1) nitrogen oxides (NOx) and (2) particulate matter (PM) for: (a) marine diesel engines, (b) locomotive diesel engines, (c) on-road medium- and heavy-duty engines and (d) other non-road diesel engines	Grammes per kilojoule	
Materials Sourcing	RT-IG-440a.1	Description of the management of risks associated with the use of critical materials	Not Applicable	Caterpillar responsibly sources the raw materials used to build our products. Please see the Responsible Sourcing section of this report.
Remanufacturing Design & Services	RT-IG-440b.1	Revenue from remanufactured products and remanufacturing services	Presentation currency	42% increase in sales and revenues from 2018. ¹

¹Data includes remanufacturing offerings provided by Cat Reman, Progress Rail, Solar Turbines, Caterpillar Energy Solutions and Caterpillar Defense.

GRI INDEX

GENERAL DISCLOSURES

DISCLOSURE NUMBER	DISCLOSURE	LOCATION/RESPONSE
GRI 2: GENERAL DISCLOSURES 2021		
THE ORGANIZATION & ITS REPORTING		
2-1	Organizational details: Legal name and location of headquarters	Caterpillar Inc. Irving, Texas, USA
2-2	Entities included in the organization's sustainability reporting:	2024 Form 10-K, pgs. 1-9
2-3	Reporting period, frequency and contact point: Specify the reporting period for its financial reporting, if it does not align with the period explain reason and add a point of contact	Annually Year end: December 31, 2024 Contact us at CATir@CAT.com
2-4	Restatements of information: Reason and effect of restatements, restatement of information when it has learned that the previously reported information needs to be revised	Restatements are noted as footnotes in the ESG Data Table in the Reporting section of this report.
2-5	External assurance: Describe its policy and practice for seeking external assurance, including whether and how the highest governance body and senior executives are involved	ERM Certification and Verification Services, Inc. (ERM CVS) was engaged by Caterpillar Inc. to provide assurance in relation to the information presented in the Caterpillar 2024 Sustainability Report.



GRI INDEX

(CONTINUED)

ACTIVITIES & WORKERS

2-6	Activities, value chain and other business relationships: Describe value chain	2024 Form 10-K , pgs. 6-7
2-7	Employees: Total number of employees, and a breakdown of this total by gender and by region	2024 Sustainability Report > Engaging People & Communities > Investing in People > Workforce Snapshot
2-8	Workers who are not employees: Total number of workers who are not employees and whose work is controlled by the organization	Based on HRIS data available, 11,852 workers who are not employees may perform work activity at the direction of Caterpillar personnel.

GOVERNANCE

2-9	Governance structure and composition: Describe the governance structure, list the committees of the highest governance body that are responsible for decision making on and overseeing the management of the organization's impacts on the economy, environment and people.	2025 Proxy Statement > Board Election, p. 27 2025 Proxy Statement > Board Leadership Structure & Chair Succession, p. 28 2025 Proxy Statement > Board Committees, p. 31
2-10	Nomination and selection of the highest governance body: Describe the criteria used for nominating and selecting highest governance body members, views of stakeholders, diversity, independence and competencies relevant to the impacts of the organization.	2025 Proxy Statement > Director Nominations & Evaluations, p. 14
2-11	Chair of the highest governance body: Report whether the chair of the highest governance body is also a senior executive in the organization, explain their function within the organization's management, the reasons for this arrangement, and how conflicts of interest are prevented and mitigated.	2025 Proxy Statement > Board Election, p. 27 2025 Proxy Statement > Board Leadership Structure & Chair Succession, p. 28 2025 Proxy Statement > Board Committees, p. 31
2-12	Role of the highest governance body in overseeing the management of impacts: Describe the role of the highest governance body and of senior executives in developing, approving, and updating the organization's purpose, value or mission statements, strategies, policies and goals related to sustainable development.	2025 Proxy Statement > Board's Role in Risk Oversight, p. 13



GRI INDEX

(CONTINUED)

2-13	Delegation of responsibility for managing impacts: Describe how the highest governance body delegates responsibility for managing the organization's impacts on the economy, environment and people.	2025 Proxy Statement > Board Committees, p. 31
2-14	Role of the highest governance body in sustainability reporting: Responsible for reviewing and approving the reported information, including the organization's material topics. Describe the process for reviewing and approving.	2025 Proxy Statement > Board Committees, p. 31
2-15	Conflicts of interest: Processes to ensure that conflicts of interest are prevented and mitigated.	2025 Proxy Statement > Anonymous Reporting of Accounting & Other Concerns, p. 38 Caterpillar Worldwide Code of Conduct, p. 8
2-16	Communication of critical concerns: How concerns are communicated to the highest governance body, report the total number and the nature of critical concerns during the reporting period.	2025 Proxy Statement > Communication with the Board, p. 33
2-17	Collective knowledge of the highest governance body: Measures taken to advance collective knowledge and skills for the highest governance body on sustainable development.	2025 Proxy Statement > Diversity of Skills & Expertise, p. 11 2025 Proxy Statement > Director Continuous Education & Development, p. 13
2-18	Evaluation of the performance of the highest governance body: Overseeing the management of the organization's impacts on the economy, environment and people.	2025 Proxy Statement > Director Nominations & Evaluations, p. 14
2-19	Remuneration policies: Describe how the remuneration policies for members of the highest governance body and senior executives relate to their objectives and performance in relation to the management of the organization's impacts on the economy, environment and people.	2025 Proxy Statement > Director Compensation, p. 26
2-20	Process to determine remuneration: Process for designing its remuneration policies and for determining remuneration.	2025 Proxy Statement > Compensation Discussion & Analysis, p. 41
2-21	Annual total compensation ratio: Ratio of the annual total compensation for the organization's highest-paid individual to the median annual total compensation for all employees, ratio of the percentage increase.	2025 Proxy Statement > CEO Pay Ratio, p. 68

GRI INDEX

(CONTINUED)

STRATEGY, POLICIES & PRACTICES		
2-22	Statement on sustainable development strategy: CEO letter or message	2024 Sustainability Report > Executive Summary > A Letter From Our CEO
2-23	Policy commitments: List of all policy commitments for business conduct	Examples of relevant policies, include: Caterpillar Worldwide Code of Conduct Climate & Energy Statement Supplier Code of Conduct Human Rights Policy Slavery & Human Trafficking Statement Global Data Privacy Statement Conflict Minerals Statement & Compliance
2-24	Embedding policy commitments: How is it allocated or integrated responsibility to the commitments across different levels within the organization	2024 Sustainability Report > Executive Summary 2024 Sustainability Report > Supporting Environmental Stewardship 2024 Sustainability Report > Responsible Governance > Strategic Procurement & Responsible Sourcing 2024 Sustainability Report > Responsible Governance > Human Rights
2-25	Processes to remediate negative impacts: Identify and address grievances	2024 Sustainability Report > Responsible Governance > Ethics & Values in Action
2-26	Mechanisms for seeking advice and raising concerns: Process in raising concerns about the organization's code of conduct	2024 Sustainability Report > Responsible Governance > Ethics & Values in Action
2-27	Compliance with laws and regulations: Report the total number of non-compliance instances with laws and regulations	2024 Form 10-K > Environmental & Legal Matters, pgs. 8–9
2-28	Membership associations: List of membership associations	2024 Sustainability Report > Responsible Governance > Political Engagement > Spotlights on Lobbying & Advocacy Activities

GRI INDEX

(CONTINUED)

STAKEHOLDER ENGAGEMENT

2-29	Approach to stakeholder engagement: Describe how to engage and identify stakeholders	2024 Sustainability Report > Responsible Governance > Shareholder Engagement 2024 Sustainability Report > Engaging People & Communities > Investing in People > Company Culture 2024 Sustainability Report > Supporting Environmental Stewardship
2-30	Collective bargaining agreements: How the organization engages in collective bargaining with its employees	We respect the right of our employees to form, join or not to join any lawful organization of their choice without fear of reprisal, interference, intimidation or harassment. We believe it is important for individuals to exercise that right with the benefit of available information. 2024 Sustainability Report > Reporting > ESG Data

GRI 3: MATERIAL TOPICS 2021

GRI 3: MATERIAL TOPICS

3-1	Process to determine material topics: Process in how to determine material topics	2024 Sustainability Report > Reporting > Prioritization & Management of ESG Issues
3-2	List of material topics: List of organization's material topics, i.e., Materiality Matrix	2024 Sustainability Report > Reporting > Prioritization & Management of ESG Issues

GRI 300: ENVIRONMENTAL

GRI 301: MATERIALS

3-3	Management of material topic	2024 Sustainability Report > Delivering Long-Term Value to Our Customers > Supporting a Circular Economy
-----	------------------------------	--

GRI INDEX

(CONTINUED)

301-2	Recycled input materials used: Percentage of recycled input materials used for products and services	2024 Sustainability Report > Delivering Long-Term Value to Our Customers > Supporting a Circular Economy
301-3	Reclaimed products and their packaging materials: Percentage of reclaimed products and their packaging materials	2024 Sustainability Report > Reporting > ESG Data > Remanufacturing
GRI 302: ENERGY		
3-3	Management of material topic	2024 Sustainability Report > Supporting Environmental Stewardship
302-1	Energy consumption within the organization: Total fuel consumption within the organization from non-renewable and renewable sources	2024 Sustainability Report > Reporting > ESG Data > Energy-Operations
302-2	Energy consumption outside of the organization: Upstream and downstream categories and activities from the 'GHG Protocol Corporate Value Chain (Scope 3)	2024 Sustainability Report > Supporting Environmental Stewardship > Scope 3 Use of Sold Products Emissions
302-3	Energy intensity: Types of energy included in the intensity ratio; whether fuel, electricity, heating, cooling, steam or all	2024 Sustainability Report > Reporting > ESG Data > Energy-Operations
302-4	Reduction of energy consumption: Reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives	2024 Sustainability Report > Executive Summary > 2030 Goals & Progress
302-5	Reductions in energy requirements of products and services: Example, the energy requirements of a car or a computer	2024 Sustainability Report > Executive Summary > 2030 Goals & Progress

GRI INDEX

(CONTINUED)

GRI 303: WATER & EFFLUENTS		
3-3	Management of material topic	<p>2024 Sustainability Report > Executive Summary > 2030 Goals & Progress</p> <p>2024 Sustainability Report > Supporting Environmental Stewardship</p> <p>While our manufacturing operations are not as water-intensive as those of other industries, we nonetheless recognize the far-reaching economic, social and environmental implications that water scarcity may have in the future — and are taking steps to reduce our consumption.</p> <p>We continue to implement water management strategies to:</p> <ul style="list-style-type: none">• Reduce water use in our operations• Explore water-treatment technologies• Introduce water-recycling processes• Train employees about water resources to raise their awareness of the issue <p>Around the world, Caterpillar facilities implement water management strategies, with increased emphasis in areas of water scarcity aligned with our 2030 goal.</p>
303-1	Interactions with water as a shared resource: Interactions with water, how and where water is withdrawn, consumed, and discharged and the water-related impacts	<p>2024 Sustainability Report > Executive Summary > 2030 Goals & Progress</p> <p>2024 Sustainability Report > Supporting Environmental Stewardship</p> <p>2024 Sustainability Report > Engaging People & Communities > Community Engagement > Investing in Communities</p> <p>2024 Sustainability Report > Reporting > ESG Data > Water-Operations</p>
303-3	Water withdrawal: Surface water; groundwater; seawater; produced water; third-party water	<p>2024 Sustainability Report > Reporting > ESG Data > Water-Operations</p>
303-5	Water consumption: Water consumption measures water used by an organization such that it is no longer available for use by the ecosystem or local community	<p>2024 Sustainability Report > Reporting > ESG Data > Water-Operations</p>

GRI INDEX

(CONTINUED)

GRI 305: EMISSIONS

3-3	Management of material topic	2024 Sustainability Report > Supporting Environmental Stewardship 2024 Sustainability Report > Executive Summary > 2030 Goals & Progress
305-1	Direct (Scope 1) GHG emissions	2024 Sustainability Report > Supporting Environmental Stewardship > Our Operations (Scope 1 & 2 GHG Emissions) 2024 Sustainability Report > Reporting > ESG Data > Energy-Operations
305-2	Energy indirect (Scope 2) GHG emissions	2024 Sustainability Report > Supporting Environmental Stewardship > Our Operations (Scope 1 & 2 GHG Emissions) 2024 Sustainability Report > Reporting > ESG Data > Energy-Operations
305-3	Other indirect (Scope 3) GHG emissions	2024 Sustainability Report > Supporting Environmental Stewardship > Scope 3 Use of Sold Products Emissions
305-4	GHG emissions intensity: Types of GHG emissions included in the intensity ratio; whether direct (Scope 1), energy indirect (Scope 2) and/or other indirect (Scope 3)	2024 Sustainability Report > Reporting > ESG Data > Energy-Operations 2024 Sustainability Report > Reporting > ESG Data > Product
305-5	Reduction of GHG emissions: Scopes in which reductions took place; whether direct (Scope 1), energy indirect (Scope 2) and/or other indirect (Scope 3)	2024 Sustainability Report > Reporting > ESG Data > Energy-Operations 2024 Sustainability Report > Supporting Environmental Stewardship 2024 Sustainability Report > Executive Summary > 2030 Goals & Progress

GRI 306: WASTE

3-3	Management of material topic	2024 Sustainability Report > Supporting Environmental Stewardship > Our Operations (Scope 1 & 2 GHG Emissions) 2024 Sustainability Report > Delivering Long-Term Value to Our Customers > Supporting a Circular Economy 2024 Sustainability Report > Executive Summary > 2030 Goals & Progress
-----	------------------------------	--

GRI INDEX

(CONTINUED)

306-1	Waste generation and significant waste-related impacts: Impacts relate to waste generated in the organization’s own activities or to waste generated upstream or downstream in its value chain. Types of inputs and outputs can include raw materials, process and manufacturing materials, leaks and losses, waste, by-products, products or packaging	2024 Sustainability Report > Delivering Long-Term Value to Our Customers > Supporting a Circular Economy
306-2	Management of significant waste-related impacts: Circularity measures taken to prevent waste generation in the organization’s own activities and upstream and downstream in its value chain	2024 Sustainability Report > Supporting Environmental Stewardship > Our Operations (Scope 1 & 2 GHG Emissions) 2024 Sustainability Report > Delivering Long-Term Value to Our Customers > Supporting a Circular Economy
306-3	Waste generated	2024 Sustainability Report > Reporting > ESG Data > Waste-Operations
306-4	Waste diverted from disposal	2024 Sustainability Report > Reporting > ESG Data > Waste-Operations
306-5	Waste directed to disposal	2024 Sustainability Report > Reporting > ESG Data > Waste-Operations
GRI 400: SOCIAL		
GRI 401: EMPLOYMENT		
3-3	Management of material topic	2024 Sustainability Report > Reporting > Prioritization & Management of ESG Issues 2024 Sustainability Report > Engaging People & Communities
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	2024 Sustainability Report > Engaging People & Communities > Investing in People > Health & Well Being
401-3	Parental leave	2024 Sustainability Report > Engaging People & Communities > Investing in People > Health & Well Being

GRI INDEX

(CONTINUED)

GRI 403: OCCUPATIONAL HEALTH & SAFETY

3-3	Management of material topic	2024 Sustainability Report > Engaging People & Communities > Employee Safety
403-1	Occupational health and safety management system: A description of the scope of workers, activities, and workplaces covered by the occupational health and safety management system, and an explanation of whether and, if so, why any workers, activities or workplaces are not covered	2024 Sustainability Report > Engaging People & Communities > Employee Safety 2024 Sustainability Report > Supporting Environmental Stewardship > Our Operations (Scope 1 & 2 GHG Emissions) > EHS Management System
403-2	Hazard identification, risk assessment, and incident investigation: A description of the processes for workers to report work-related hazards and hazardous situations, and an explanation of how workers are protected against reprisals	2024 Sustainability Report > Engaging People & Communities > Employee Safety
403-3	Occupational health services: A description of the occupational health services	2024 Sustainability Report > Engaging People & Communities > Employee Safety
403-4	Worker participation, consultation, and communication on occupational health and safety: Participation in the occupational health and safety management system	2024 Sustainability Report > Engaging People & Communities > Employee Safety
403-5	Worker training on occupational health and safety: Occupational health and safety training provided to workers	2024 Sustainability Report > Engaging People & Communities > Employee Safety
403-6	Promotion of worker health: How the organization maintains the confidentiality of workers’ personal health-related information	Caterpillar Global Data Privacy Statement
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships: A description of the organization’s approach to preventing or mitigating significant negative occupational health and safety impacts that are directly linked to its operations, products or services	2024 Sustainability Report > Engaging People & Communities > Employee Safety

GRI INDEX

(CONTINUED)

403-8	Workers covered by an occupational health and safety management system: The number and percentage of all employees and workers who are not employees but whose work and/or workplace is controlled by the organization, who are covered	100% of Caterpillar employees and workers at Caterpillar who are not employees but whose workplace is directed by Caterpillar are covered by an occupational health and safety management system.
403-9	Work-related injuries	2024 Sustainability Report > Reporting > ESG Data > Safety
403-10	Work-related ill health	2024 Sustainability Report > Reporting > ESG Data > Safety¹

GRI 404: TRAINING & EDUCATION

3-3	Management of material topic	2024 Sustainability Report > Engaging People & Communities > Investing in People > Developing Our People
404-2	Programs for upgrading employee skills and transition assistance programs: Programs implemented and assistance provided to upgrade employee skills	2024 Sustainability Report > Engaging People & Communities > Investing in People > Developing Our People
404-3	Percentage of employees receiving regular performance and career development reviews: Percentage of total employees by gender and by employee category who received a regular performance and career development review	Our talent processes guide us to provide 100% of employees with performance and development feedback informally and/or formally, throughout the course of the year. In addition to receiving performance feedback from leaders and/or colleagues, employees are encouraged to share performance feedback as well. Employees use performance feedback as one of the inputs to inform career and development conversations, which they're encouraged to have on an ongoing basis with their leaders.

GRI 416: CUSTOMER HEALTH & SAFETY

3-3	Management of material topic	2024 Sustainability Report > Delivering Long-Term Value to Our Customers > Customer & Product Safety
416-1	Assessment of the health and safety impacts of product and service categories: Efforts to address health and safety across the life cycle of a product or service	2024 Sustainability Report > Delivering Long-Term Value to Our Customers > Customer & Product Safety

¹ Ill-health incidents are represented in overall injury data.



FORWARD-LOOKING STATEMENTS

Certain statements in this report 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) catastrophic events, including global pandemics such as 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.

- **VISIT [CATERPILLAR.COM/SUSTAINABILITY](https://www.caterpillar.com/sustainability)
TO LEARN MORE ABOUT HOW WE ARE
HELPING OUR CUSTOMERS BUILD A
BETTER, MORE SUSTAINABLE WORLD.**



© 2025 Caterpillar. All Rights Reserved. CAT, CATERPILLAR, LET'S DO THE WORK, their respective logos, "Caterpillar Corporate Yellow," the "Power Edge" and Cat "Modern Hex" trade dress, as well as corporate and product identity used herein, are trademarks of Caterpillar and may not be used without permission.