

Across the Table

"Partnering for our future, inspired by our past"

Investor Meeting

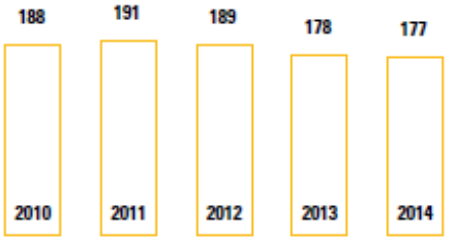
August 2015

CATERPILLAR®

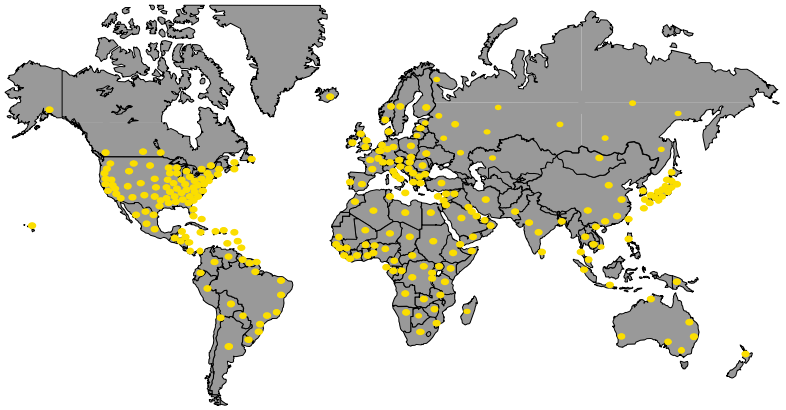
Caterpillar Dealer Network

Tremendous Strength -- Capital, Assets, People

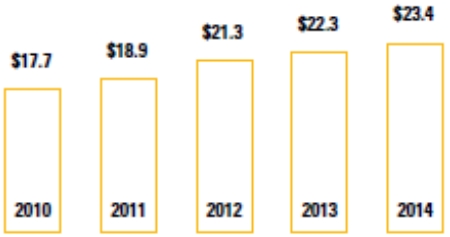
Global Cat® Dealers



177
GLOBAL DEALERS

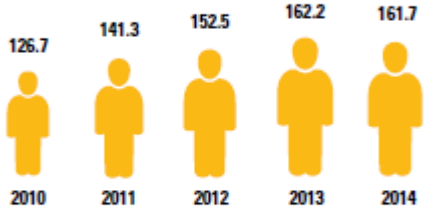


Dealer Net Worth ($ in billions)



23.4
BILLION

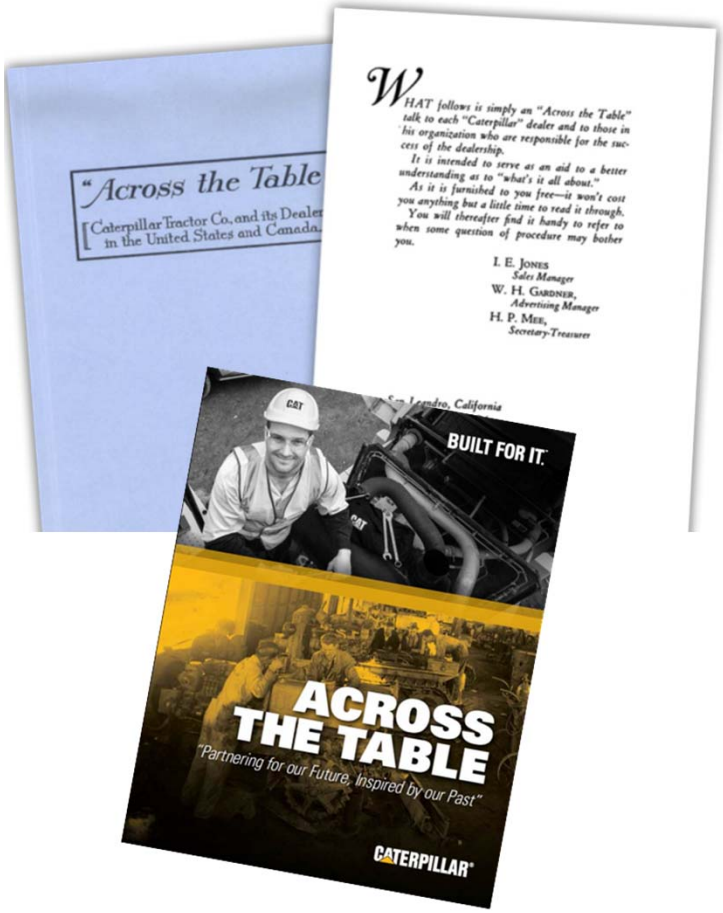
Dealer Employees (in thousands)



161,700
DEALER EMPLOYEES

Across the Table - ***Partnering for Our Future, Inspired By Our Past***

Across the Table
Background



- Improve overall Dealer performance
- Improve our competitive advantage
- Drive significant growth in field population
- Provide consistent outstanding customer experience
- Be easy to do business with
- Serve multiple customer requirements through Dealer channel

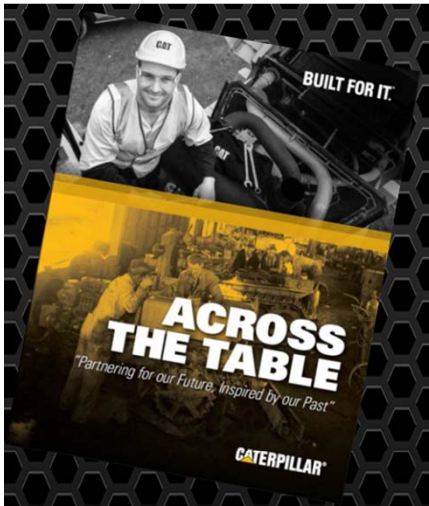
Across The Table



Strengthening the Caterpillar and Dealer Distribution Model	**Across the Table**
Enhancing Customer Focus	• The Playbook – Driving Execution in Serving the Entire Portfolio
Achieving Superior Economics for Caterpillar and the Dealer	• Global Parts Pricing Strategy • Parts Logistics Transformation • Service Excellence • Rental and Used Equipment
Seizing Opportunities / Mitigating Risks	• Distribution Aspects of Technology-Enabled Solutions • eBusiness Transformation • Dealer Data and Customer Analytics
Economic Foundation	• Dealer Growth & Profitability Plan

Across the Table - *Partnering for Our Future, Inspired By Our Past*

Across The Table - Governance



Dealer Advisory Group

- 15 global dealers
- Representing 28 key countries
- Covering all industry segments

DEALER PROFILE
Business Performance Summary

PRIORITIZED FOCUS ON KEY OPPORTUNITIES

GROWTH PLANS
Caterpillar / Dealer Strategic Alignment for growth

WW DEALER SCORECARD
Key results Assessment vs. Peer Benchmarks

CONSISTENCY ACCOUNTABILITY TEAMWORK



Jeff Whiteman
President &
Chief Executive Officer
Empire Southwest, LLC

Clive Thomson
Chief Executive Officer
Barloworld Limited

Lawrence Poh
Chief Executive Officer
Lei Shing Hong
Machinery Co., Ltd

Across The Table
Parts Logistics Transformation



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Economic Foundation	• Dealer Growth & Profitability Plan

Vision - Leverage a single integrated network to deliver consistent premium parts availability for our customers

On Time, In Full



Jeff Whiteman
President &
Chief Executive Officer
Empire Southwest, LLC

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Chief Executive Officer
Barloworld Limited

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Lei Shing Hong
Machinery Co., Ltd

Across The Table
Technology Enabled Solutions



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Vision - Cat Dealers are recognized as industry leaders in delivering technology driven value to our customers


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Across The Table
eBusiness Transformation



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Economic Foundation	• Dealer Growth & Profitability Plan

Vision - Apply analytics and innovation capabilities to customer coverage to achieve breakthrough sales growth and cost reduction.



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Across The Table (AtT) - Summary

- Our dealers are a key competitive advantage
- AtT will strengthen our ability to meet the changing needs of our customers.
- We’re making good progress on AtT
- We’re aligned with our dealers on this initiative.



Forward Looking Statements

Certain statements in this presentation relate to future events and expectations and are forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Words such as “believe,” “estimate,” “will be,” “will,” “would,” “expect,” “anticipate,” “plan,” “project,” “intend,” “could,” “should” or other similar words or expressions often identify forward-looking statements. All statements other than statements of historical fact are forward-looking statements, including, without limitation, statements regarding our outlook, projections, forecasts or trend descriptions. These statements do not guarantee future performance, and we do not undertake to update our forward-looking statements.

Caterpillar’s actual results may differ materially from those described or implied in our forward-looking statements based on a number of factors, including, but not limited to: (i) global and regional economic conditions and economic conditions in the industries we serve; (ii) government monetary or fiscal policies and infrastructure spending; (iii) commodity price changes, component price increases, fluctuations in demand for our products or significant shortages of component products; (iv) disruptions or volatility in global financial markets limiting our sources of liquidity or the liquidity of our customers, dealers and suppliers; (v) political and economic risks, commercial instability and events beyond our control in the countries in which we operate; (vi) failure to maintain our credit ratings and potential resulting increases to our cost of borrowing and adverse effects on our cost of funds, liquidity, competitive position and access to capital markets; (vii) our Financial Products segment’s risks associated with the financial services industry; (viii) changes in interest rates or market liquidity conditions; (ix) an increase in delinquencies, repossessions or net losses of Cat Financial’s customers; (x) new regulations or changes in financial services regulations; (xi) a failure to realize, or a delay in realizing, all of the anticipated benefits of our acquisitions, joint ventures or divestitures; (xii) international trade policies and their impact on demand for our products and our competitive position; (xiii) our ability to develop, produce and market quality products that meet our customers’ needs; (xiv) the impact of the highly competitive environment in which we operate on our sales and pricing; (xv) failure to realize all of the anticipated benefits from initiatives to increase our productivity, efficiency and cash flow and to reduce costs; (xvi) additional restructuring costs or a failure to realize anticipated savings or benefits from past or future cost reduction actions; (xvii) inventory management decisions and sourcing practices of our dealers and our OEM customers; (xviii) compliance with environmental laws and regulations; (xix) alleged or actual violations of trade or anti-corruption laws and regulations; (xx) additional tax expense or exposure; (xxi) currency fluctuations; (xxii) our or Cat Financial’s compliance with financial covenants; (xxiii) increased pension plan funding obligations; (xxiv) union disputes or other employee relations issues; (xxv) significant legal proceedings, claims, lawsuits or government investigations; (xxvi) changes in accounting standards; (xxvii) failure or breach of IT security; (xxviii) adverse effects of unexpected events including natural disasters; and (xxix) other factors described in more detail under “Item 1A. Risk Factors” in our Form 10-K filed with the SEC on February 17, 2015 for the year ended December 31, 2014.