



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

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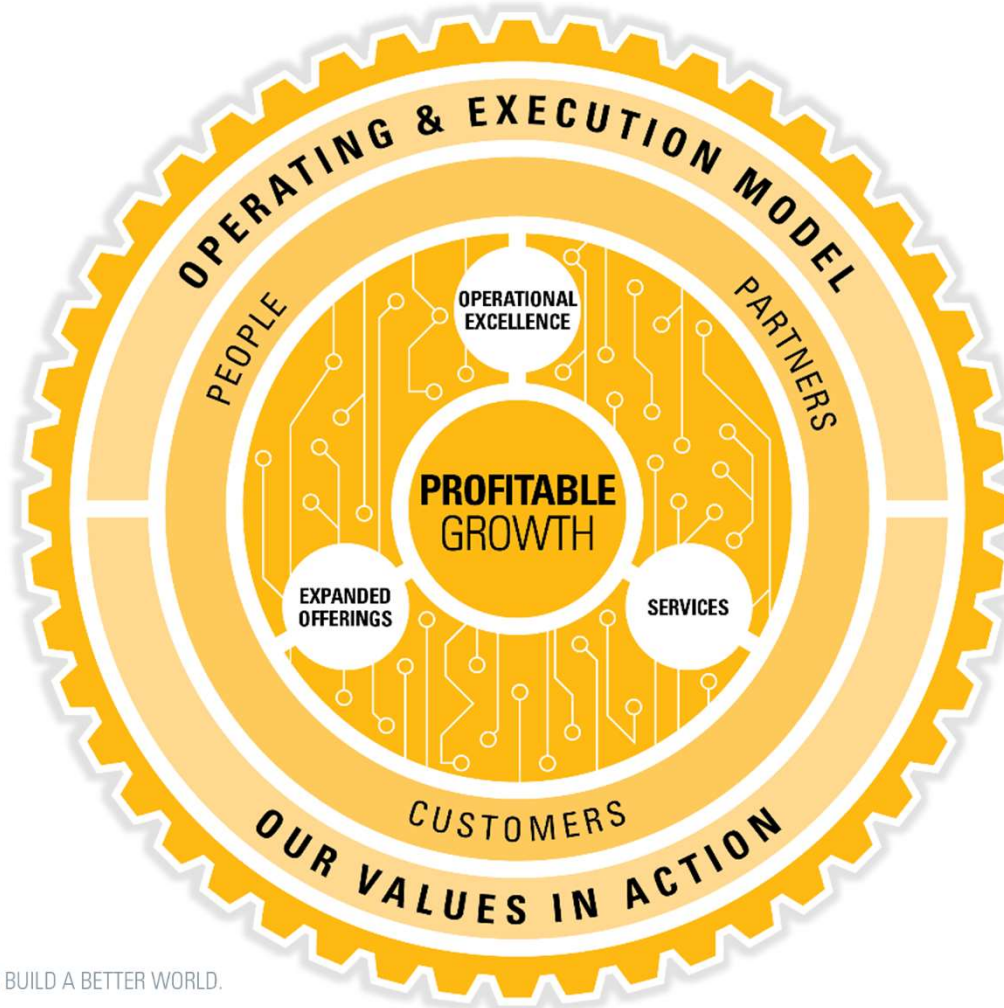
# Forward-Looking Statements and Non-GAAP Reminder

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

Caterpillar’s actual results may differ materially from those described or implied in our forward-looking statements based on a number of factors, including, but not limited to: (i) global and regional economic conditions and economic conditions in the industries we serve; (ii) commodity price changes, material price increases, fluctuations in demand for our products or significant shortages of material; (iii) government monetary or fiscal policies; (iv) political and economic risks, commercial instability and events beyond our control in the countries in which we operate; (v) international trade policies and their impact on demand for our products and our competitive position, including the imposition of new tariffs or changes in existing tariff rates; (vi) our ability to develop, produce and market quality products that meet our customers’ needs; (vii) the impact of the highly competitive environment in which we operate on our sales and pricing; (viii) information technology security threats and computer crime; (ix) inventory management decisions and sourcing practices of our dealers and our OEM customers; (x) a failure to realize, or a delay in realizing, all of the anticipated benefits of our acquisitions, joint ventures or divestitures; (xi) union disputes or other employee relations issues; (xii) adverse effects of unexpected events; (xiii) disruptions or volatility in global financial markets limiting our sources of liquidity or the liquidity of our customers, dealers and suppliers; (xiv) failure to maintain our credit ratings and potential resulting increases to our cost of borrowing and adverse effects on our cost of funds, liquidity, competitive position and access to capital markets; (xv) our Financial Products segment’s risks associated with the financial services industry; (xvi) changes in interest rates or market liquidity conditions; (xvii) an increase in delinquencies, repossessions or net losses of Cat Financial’s customers; (xviii) currency fluctuations; (xix) our or Cat Financial’s compliance with financial and other restrictive covenants in debt agreements; (xx) increased pension plan funding obligations; (xxi) alleged or actual violations of trade or anti-corruption laws and regulations; (xxii) additional tax expense or exposure, including the impact of U.S. tax reform; (xxiii) significant legal proceedings, claims, lawsuits or government investigations; (xxiv) new regulations or changes in financial services regulations; (xxv) compliance with environmental laws and regulations; (xxvi) the duration and geographic spread of, business disruptions caused by, and the overall global economic impact of, the COVID-19 pandemic; and (xxvii) other factors described in more detail in Caterpillar’s Forms 10-Q, 10-K and other filings with the Securities and Exchange Commission.

A reconciliation of non-GAAP financial information can be found in our press release describing first-quarter 2021 financial results which is available on our website at [www.caterpillar.com/earnings](http://www.caterpillar.com/earnings).

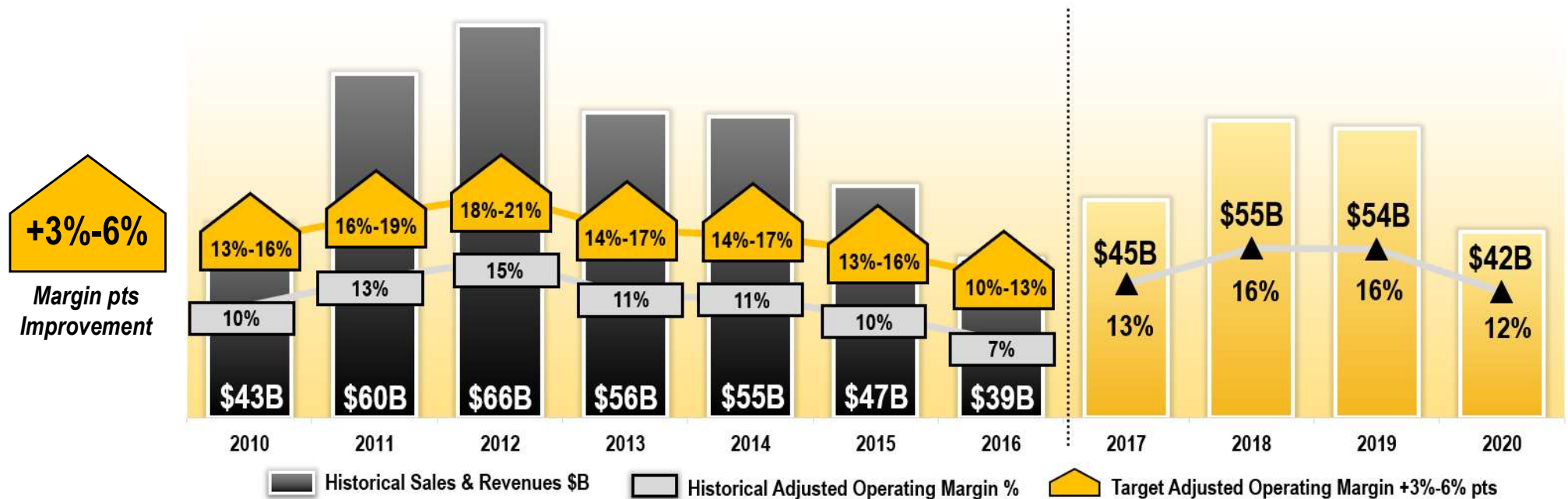
# Our Strategy for Long-Term Profitable Growth



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# Improved Adjusted Operating Margin Performance Through the Cycles

*Future Expected Adjusted Operating Margin Range* **10% - 21%**



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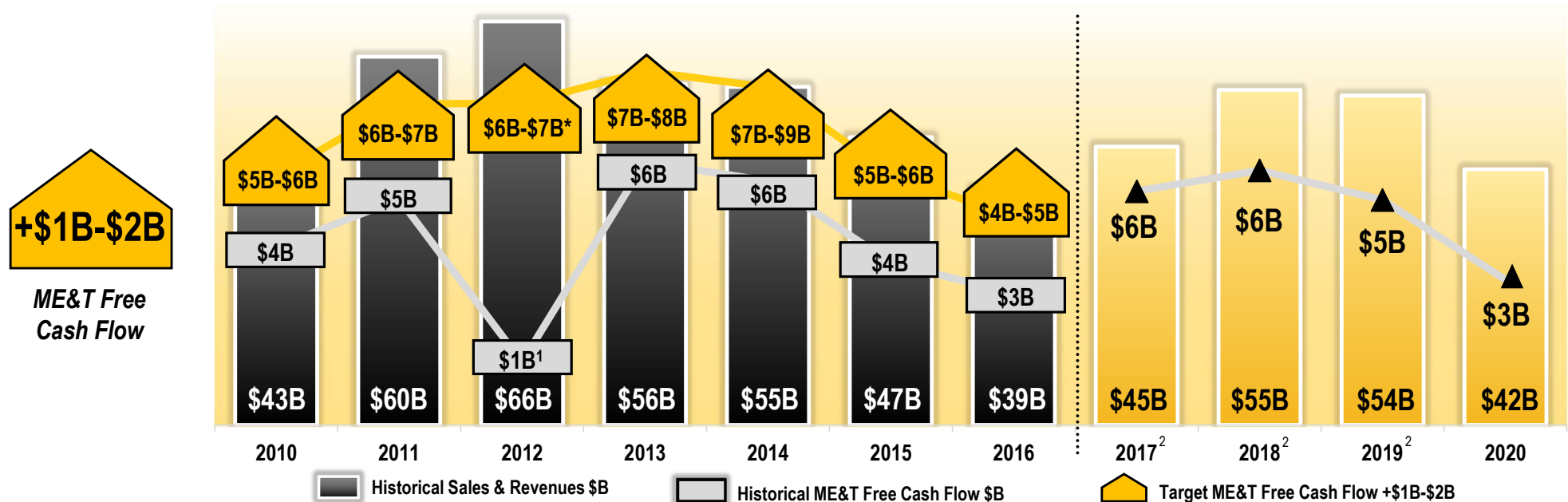
Caterpillar: Confidential Green Note: A portion of chart above was included in the original 2019 Investor Day presentation. Please see that deck for more information regarding assumptions, and the appendix for reconciliations to U.S. GAAP.

Note: A reconciliation of Adjusted Operating Margin to U.S. GAAP is included in the appendix.



# Improved Free Cash Flow Performance Through the Cycles

**Future Expected ME&T Free Cash Flow Range \$4B-\$8B**



<sup>1</sup> Historical ME&T Free Cash Flow Range shown excludes 2012 due to a large unfavorable working capital impact and higher capex that is not expected to repeat.

<sup>2</sup> Excludes Discretionary Pension Contribution in 2017 & 2018 of \$1B & \$1.5B in 2019.

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Note: A portion of chart above was included in the original 2019 Investor Day presentation. Please see that deck for

more information regarding assumptions, and the appendix for reconciliations to U.S. GAAP.

Note: A definition and reconciliation of ME&T Free Cash Flow to US GAAP is included in the appendix.

# Services

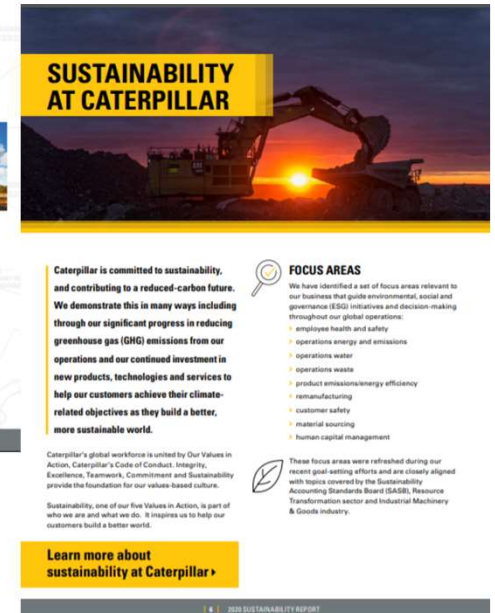
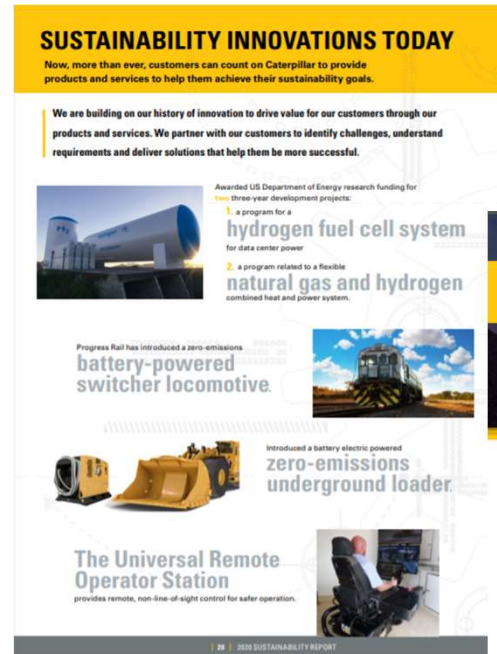


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Caterpillar: Confidential Green Note: ME&T Services Revenues include, but are not limited to, aftermarket parts and other service-related revenues and exclude most Financial Products revenues, discontinued products and captive dealer services.

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# New Sustainability Report Introduces 2030 Goals



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# Helping Customers Achieve Their Sustainability Objectives

## Large Mining Truck – Trolley Assist



## EPA Clean Air Excellence Award – Dynamic Gas Blending



## U.S. Department of Energy Hydrogen Research Project Funding Awards



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# Cat Mining – Leading Product and Services Portfolio



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# Q&A

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# Appendix

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# Jim Umpleby

## Chairman & CEO

Jim Umpleby is chairman of the board of directors and chief executive officer of Caterpillar Inc.

Jim joined Solar Turbines, now a Caterpillar subsidiary, in 1980 as an associate engineer. During his career at Caterpillar, he has held a variety of positions in engineering, manufacturing, marketing, sales and services. Jim became president of Solar Turbines and a Caterpillar vice president in 2010; from 2013 to 2016 he led Caterpillar's Energy & Transportation business segment as group president. He has served as CEO since January 1, 2017 and was elected chairman of the board of directors on December 12, 2018.

As chairman and CEO, Jim is leading the company's execution of a new enterprise strategy to achieve profitable growth. The strategy is based on operational excellence and making Caterpillar's customers more successful by providing expanded offerings of products and services.

Jim graduated from the Rose-Hulman Institute of Technology with a Bachelor of Science degree in mechanical engineering. He has completed an executive leadership program at the International Institute for Management Development in Lausanne, Switzerland. Jim serves on Rose-Hulman's board of trustees, on the board of directors of the Chevron Corporation, the US-India Strategic Partnership Forum and the US-China Business Council. He is also a member of the Latin America Conservation Council and the Business Roundtable.



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# Jennifer Driscoll

## Director | Investor Relations

Jennifer K. Driscoll is the director of Investor Relations for Caterpillar Inc. Before joining the company in March 2019, she was director of Investor Relations at DowDuPont for three years and vice president of investor relations at Campbell Soup for six years. Earlier, Mrs. Driscoll was vice president of Investor Relations at Best Buy Co., Inc. for eight years. She has more than 20 years of experience in Investor Relations and has earned the Investor Relations Charter (IRC) credential. Mrs. Driscoll is responsible for managing the company's relationships with current and potential equity holders as well as with sell-side analysts. She serves on the board of the National Investor Relations Institute and its ethics committee, is part of the NIRI Senior Roundtable and is a past president of NIRI's Philadelphia and Twin Cities chapters. A National Merit scholar, she earned a Bachelor's of Administration Degree from St. Catherine University and an MBA in finance from the University of St. Thomas, both of which are in St. Paul, Minn.



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# Non-GAAP Financial Measures

(Dollars in millions except per share data)

	Operating Profit	Operating Profit Margin	Profit Before Taxes	Provision (Benefit) for Income Taxes	Effective Tax Rate	Profit	Profit per Share
<b>Three Months Ended March 31, 2021 - US GAAP</b>	<b>\$ 1,814</b>	<b>15.3 %</b>	<b>\$ 1,997</b>	<b>\$ 475</b>	<b>23.8 %</b>	<b>\$ 1,530</b>	<b>\$ 2.77</b>
Restructuring costs	64	0.5 %	64	10	15.0 %	54	\$ 0.10
Three Months Ended March 31, 2021 - Adjusted	<u>\$ 1,878</u>	15.8 %	<u>\$ 2,061</u>	<u>\$ 485</u>	23.5 %	<u>\$ 1,584</u>	<u>\$ 2.87</u>
<b>Three Months Ended March 31, 2020 - US GAAP</b>	<b>\$ 1,404</b>	<b>13.2 %</b>	<b>\$ 1,513</b>	<b>\$ 425</b>	<b>28.1 %</b>	<b>\$ 1,092</b>	<b>\$ 1.98</b>
Remeasurement gain of a non-U.S. pension obligation	—	— %	(254)	(43)	17.0 %	(211)	\$ (0.38)
Restructuring costs	37	0.3 %	37	7	19.0 %	30	\$ 0.05
Three Months Ended March 31, 2020 - Adjusted	<u>\$ 1,441</u>	13.5 %	<u>\$ 1,296</u>	<u>\$ 389</u>	30.0 %	<u>\$ 911</u>	<u>\$ 1.65</u>

Note: Amounts may not add due to rounding.

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# Non-GAAP Financial Measures

<b>Operating Margin % to Adjusted Operating Margin %</b>	<b><u>2010</u></b>	<b><u>2011</u></b>	<b><u>2012</u></b>	<b><u>2013</u></b>	<b><u>2014</u></b>	<b><u>2015</u></b>	<b><u>2016</u></b>	<b><u>2017</u></b>	<b><u>2018</u></b>	<b><u>2019</u></b>	<b><u>2020</u></b>
Operating margin %	10%	13%	14%	11%	10%	8%	3%	10%	15%	15%	11%
Operating margin % restructuring costs	-	-	-	-	1%	2%	3%	3%	1%	-	1%
Operating margin % goodwill impairment	-	-	1%	-	-	-	2%	-	-	-	-
Adjusted operating margin %	10%	13%	15%	11%	11%	10%	7%	13%	16%	16%	12%

<b>ME&amp;T Cash Flow from Operations to ME&amp;T Free Cash Flow</b>	<b><u>2010</u></b>	<b><u>2011</u></b>	<b><u>2012</u></b>	<b><u>2013</u></b>	<b><u>2014</u></b>	<b><u>2015</u></b>	<b><u>2016</u></b>	<b><u>2017</u></b>	<b><u>2018</u></b>	<b><u>2019</u></b>	<b><u>2020</u></b>
ME&T cash flow from operations	\$ 6	\$ 8	\$ 4	\$ 9	\$ 7	\$ 5	\$ 4	\$ 5	\$ 6	\$ 5	\$ 4
ME&T discretionary pension and OPEB plan contributions	-	-	-	-	-	-	-	1	1	2	-
ME&T capital expenditures	(2)	(3)	(3)	(3)	(2)	(2)	(1)	(1)	(1)	(1)	(1)
ME&T free cash flow	\$ 4	\$ 5	\$ 1	\$ 6	\$ 6	\$ 4	\$ 3	\$ 6	\$ 6	\$ 5	\$ 3

(USD in billions)

Note: See reconciliation of ME&T cash flow from operations to consolidated net cash provided by operating activities in the Supplemental Data for Statement of Cash Flow contained in our annual 10-K filing.

Note: Amounts may not add due to rounding.

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