



CATERPILLAR®

CATERPILLAR **2022** INVESTOR PRESENTATION

The information included in the Databook does not supercede and is not a substitute for our 2022, 2021, 2020, 2019, 2018 and 2017 Form 10-K filings with the SEC, which are available on our website at www.caterpillar.com/en/investors/sec-filings.html.



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For a glossary of terms, please see our Investor Relations website at <http://www.caterpillar.com/investors>.

See appendix for reconciliations to U.S. GAAP. A reconciliation of non-GAAP financial information can be found in our 2022, 2021, 2020, 2019, 2018 and 2017 Form 10-K filings with the SEC, which are available on our website at www.caterpillar.com/en/investors/sec-filings.html.

Forward-Looking Statements Reminder

Certain statements in this Investor 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,” “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.



Caterpillar Enterprise Purpose & Strategy

Our **enterprise purpose** is to help our customers build a better, more sustainable world. We are intently focused on customer success because when our customers win, our company does too, and it ultimately enables us to deliver long-term profitable growth to shareholders.

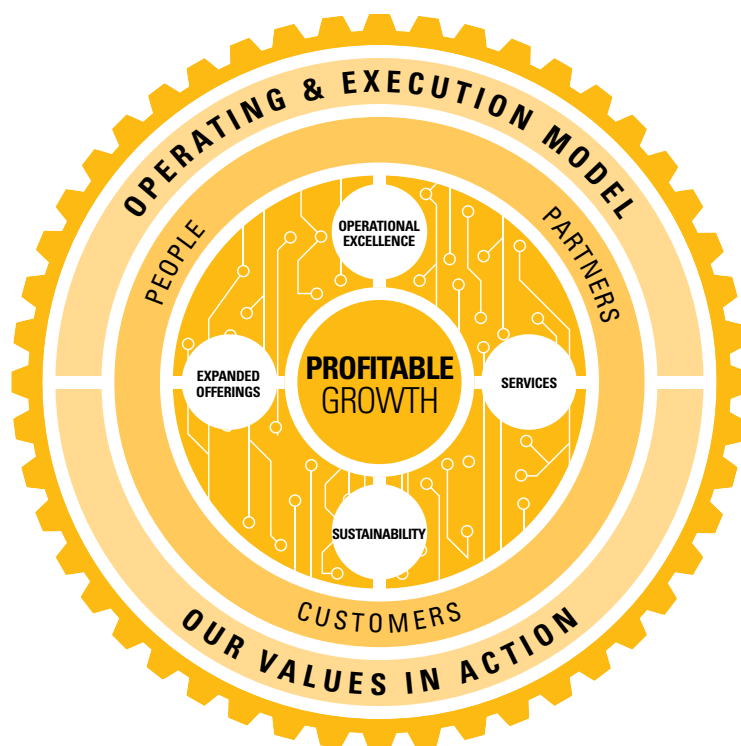
Our strategy and everything we do begins with **Our Values in Action** – Integrity, Excellence, Teamwork, Commitment and Sustainability – principles that define what we stand for and how we conduct ourselves with customers, partners and one another. Our Values are foundational because we want Caterpillar to be a successful company, but we care deeply about how we win.

To accomplish this, we use an information-driven, disciplined approach when making operational decisions. We call it the **Operating & Execution Model**, and we use it to allocate resources in ways that create value – investing in products and services that result in long-term profitable growth. We then implement strategies to improve our competitive position in profitable businesses with the best potential for the future.

Our strategy is focused on four areas:

1. Building our core competencies of **operational excellence** — safety, quality, Lean and competitive cost discipline — to maintain a sustainable advantage through the cycles.
2. Creating **expanded offerings** to boost customer success by providing the right solutions and technologies for the right applications in the right geographies, including our autonomous machine capabilities and GC lifecycle value products.
3. Growing **services** with a strong focus on digital-enabled solutions that set us apart from the competition, increases customer loyalty and strengthens customer relationships.
4. In 2022, we updated our enterprise strategy to include **sustainability** as a strategic focus area, given the combination of the energy transition and our work to help our customers achieve their climate-related goals. We are committed to continuing to invest in new products, technologies and services that support our customers on their sustainability journey, while also reducing our own greenhouse gas emissions.

At Caterpillar, our goal is not to simply grow the business. We want to profitably grow our business to promote customer success, reward our employees and provide our shareholders with attractive returns. We take pride in our nearly 100-year legacy that calls us to manage our business in ways that create value for today and tomorrow.



Financial Results Summary

Machinery, Energy and Transportation (ME&T) represents the aggregate total of Construction Industries, Resource Industries, Energy & Transportation and All Other operating segments and related corporate items and eliminations. Financial Products primarily includes the Company's Financial Products segment. The Financial Products segment includes Cat Financial, Caterpillar Insurance Holdings Inc. (Insurance Services) and their respective subsidiaries.

U.S. \$ in millions except per share data	2017	2018	2019	2020	2021	2022
Sales and Revenues						
Construction Industries ¹	\$19,240	\$23,237	\$22,649	\$16,918	\$22,106	\$25,269
Resource Industries ¹	\$7,861	\$10,270	\$10,276	\$7,906	\$9,810	\$12,314
Energy & Transportation ¹	\$19,382	\$22,785	\$22,097	\$17,470	\$20,287	\$23,752
All Other Segment	\$570	\$482	\$500	\$467	\$511	\$450
Corporate Items and Elim.	(\$4,377)	(\$4,952)	(\$4,767)	(\$3,739)	(\$4,526)	(\$5,211)
ME&T Sales	\$42,676	\$51,822	\$50,755	\$39,022	\$48,188	\$56,574
Financial Products Segment ²	\$3,093	\$3,279	\$3,434	\$3,044	\$3,073	\$3,253
Corporate Items and Elim.	(\$307)	(\$379)	(\$389)	(\$318)	(\$290)	(\$400)
Financial Products Revenues	\$2,786	\$2,900	\$3,045	\$2,726	\$2,783	\$2,853
Sales and Revenues	\$45,462	\$54,722	\$53,800	\$41,748	\$50,971	\$59,427
% Change y/y	18.0%	20.4%	(1.7%)	(22.4%)	22.1%	16.6%
Profit (Loss)						
Construction Industries	\$3,255	\$4,174	\$3,931	\$2,399	\$3,732	\$4,743
Resource Industries	\$698	\$1,603	\$1,629	\$838	\$1,229	\$1,827
Energy & Transportation	\$2,856	\$3,938	\$3,910	\$2,437	\$2,804	\$3,309
All Other Segment	(\$44)	\$23	\$4	\$28	(\$14)	(\$11)
Corporate Items and Elim.	(\$2,659)	(\$1,583)	(\$1,504)	(\$1,381)	(\$1,388)	(\$2,435)
ME&T	\$4,106	\$8,155	\$7,970	\$4,321	\$6,363	\$7,433
Financial Products Segment	\$792	\$505	\$832	\$590	\$908	\$864
Corporate Items and Elim.	(\$116)	\$17	(\$81)	(\$53)	(\$92)	\$26
Financial Products	\$676	\$522	\$751	\$537	\$816	\$890
Consolidating Adjustments	(\$322)	(\$384)	(\$431)	(\$305)	(\$301)	(\$419)
Operating Profit	\$4,460	\$8,293	\$8,290	\$4,553	\$6,878	\$7,904
Operating Profit %	9.8%	15.2%	15.4%	10.9%	13.5%	13.3%
Adj. Operating Profit ³	\$5,687	\$8,687	\$8,526	\$4,907	\$6,968	\$9,128
Adj. Operating Profit % ³	12.5%	15.9%	15.8%	11.8%	13.7%	15.4%
Profit Per Share	\$1.26	\$10.26	\$10.74	\$5.46	\$11.83	\$12.64
Adj. Profit Per Share³	\$6.88	\$11.22	\$11.40	\$6.56	\$10.81	\$13.84
Segment Profit %						
Construction Industries	16.9%	18.0%	17.4%	14.2%	16.9%	18.8%
Resource Industries	8.9%	15.6%	15.9%	10.6%	12.5%	14.8%
Energy & Transportation	14.7%	17.3%	17.7%	13.9%	13.8%	13.9%
Cash Flow and Debt						
Enterprise Operating Cash Flow	\$5,706	\$6,558	\$6,912	\$6,327	\$7,198	\$7,766
ME&T Operating Cash Flow ³	\$5,459	\$6,347	\$4,871	\$4,054	\$7,177	\$6,358
ME&T Free Cash Flow ³	\$5,543	\$6,126	\$5,297	\$3,060	\$6,048	\$5,777
Enterprise Cash	\$8,261	\$7,857	\$8,284	\$9,352	\$9,254	\$7,004
ME&T Cash ³	\$7,381	\$6,968	\$7,299	\$8,822	\$8,428	\$6,042
Enterprise Debt	\$34,878	\$36,553	\$37,657	\$37,163	\$37,789	\$36,993
ME&T Debt ³	\$7,936	\$8,015	\$9,162	\$11,179	\$9,800	\$9,621
Revolving Credit Facility ⁴	\$10,500	\$10,500	\$10,500	\$10,500	\$10,500	\$10,500

¹ Includes inter-segment sales, which primarily represents sales of captive engines from Energy & Transportation to Construction Industries and Resource Industries.

² Includes revenues from Machinery, Energy and Transportation.

³ See appendix for adjusted operating profit, adjusted profit per share and ME&T free cash flow and reconciliations to U.S. GAAP. A reconciliation of other non-GAAP financial information can be found in our 2022, 2021, 2020, 2019, 2018 and 2017 10-K filings with the SEC, which are available on our website at www.caterpillar.com/investors.

⁴ As of December 31, 2022. Available for general liquidity purposes, includes a \$3.15B 364-day facility, a \$2.73B 3-year facility and a \$4.62B 5-year facility.

Sales by Region

U.S. \$ in millions except % data	2017	2018	2019	2020	2021	2022
Sales and Revenues	\$45,462	\$54,722	\$53,800	\$41,748	\$50,971	\$59,427
% Inside the United States	41%	41%	42%	39%	38%	41%
% Outside the United States	59%	59%	58%	61%	62%	59%

Construction Industries¹	\$19,240	\$23,237	\$22,649	\$16,918	\$22,106	\$25,269
North America	\$8,742	\$10,754	\$11,455	\$7,365	\$9,676	\$12,367
Latin America	\$1,396	\$1,479	\$1,533	\$1,031	\$1,913	\$2,843
EAME	\$3,760	\$4,410	\$4,012	\$3,466	\$4,858	\$5,099
Asia/Pacific	\$5,235	\$6,473	\$5,556	\$5,014	\$5,547	\$4,818
Inter-Segment	\$107	\$121	\$93	\$42	\$112	\$142

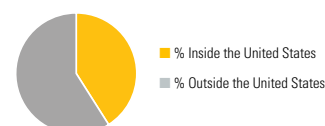
Resource Industries¹	\$7,861	\$10,270	\$10,276	\$7,906	\$9,810	\$12,314
North America	\$2,582	\$3,357	\$3,632	\$2,286	\$2,987	\$4,531
Latin America	\$1,281	\$1,647	\$1,533	\$1,253	\$1,724	\$1,840
EAME	\$1,775	\$2,217	\$1,836	\$1,570	\$1,987	\$2,205
Asia/Pacific	\$1,866	\$2,667	\$2,812	\$2,337	\$2,804	\$3,437
Inter-Segment	\$357	\$382	\$463	\$460	\$308	\$301

Energy & Transportation¹	\$19,382	\$22,785	\$22,097	\$17,470	\$20,287	\$23,752
North America	\$7,959	\$9,685	\$8,864	\$6,843	\$7,611	\$9,175
Latin America	\$1,261	\$1,331	\$1,389	\$932	\$1,233	\$1,784
EAME	\$4,431	\$4,934	\$4,994	\$4,448	\$4,908	\$5,232
Asia/Pacific	\$2,313	\$2,882	\$3,238	\$2,441	\$2,918	\$3,146
Inter-Segment	\$3,418	\$3,953	\$3,612	\$2,806	\$3,617	\$4,415

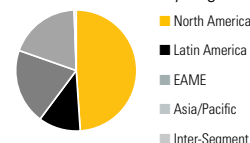
E&T Sales by Application						
Oil & Gas	\$4,424	\$5,763	\$5,205	\$3,701	\$4,460	\$5,330
Power Generation	\$3,551	\$4,334	\$4,474	\$3,963	\$4,292	\$4,940
Industrial	\$3,445	\$3,640	\$3,749	\$2,945	\$3,612	\$4,426
Transportation	\$4,544	\$5,095	\$5,057	\$4,055	\$4,306	\$4,641

2022 Sales Mix

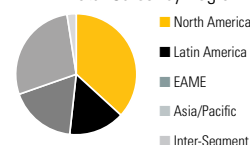
U.S. & Non-U.S.
Sales and Revenues



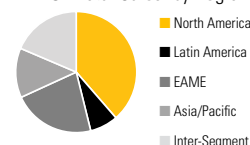
CI Total Sales¹ by Region



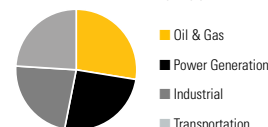
RI Total Sales¹ by Region



E&T Total Sales¹ by Region



E&T Total Sales¹ by Application



Seasonality of the Business

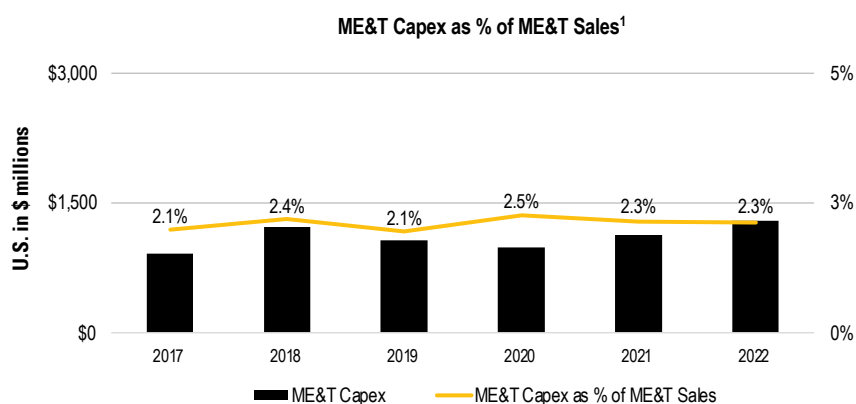
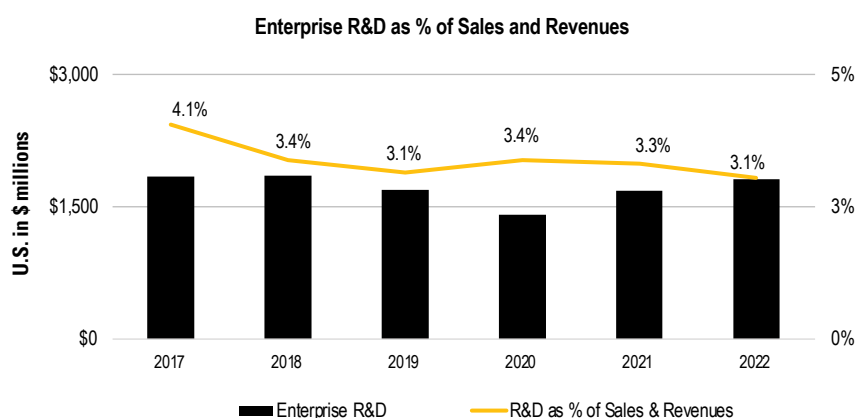
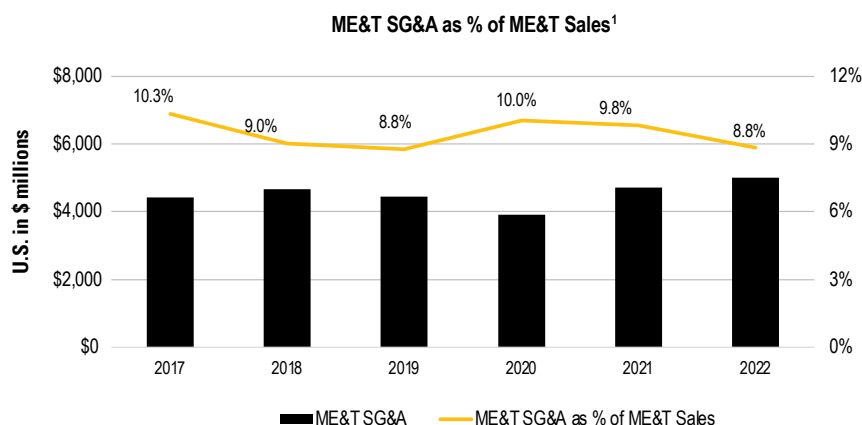
Average Quarterly Percentage of Full-Year Sales (2017 - 2022)

Segment	1Q	2Q	3Q	4Q
Construction Industries ¹	24.3%	25.7%	24.3%	25.7%
Resource Industries ¹	23.9%	24.7%	24.2%	27.2%
Energy & Transportation ¹	22.7%	24.5%	24.8%	28.0%
Consolidated	23.6%	25.1%	24.5%	26.8%

¹ Includes inter-segment sales, which primarily represents sales of captive engines from Energy & Transportation to Construction Industries and Resource Industries.

Note: Certain amounts for prior years have been reclassified to conform with the current-year financial statement presentation.

SG&A, R&D and Capex Spending



Dealer Inventories²

	2017				2018				2019				2020				2021				2022			
Change in U.S. \$ Billions	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Dealer Inventory Change - vs. Prior Year Period	(0.1)	0.1	0.9	0.8	1.0	0.4	0.6	0.2	0.1	0.4	(1.2)	(0.9)	(1.2)	(1.9)	(0.2)	(0.4)	0.6	1.0	0.3	1.0	0.6	—	1.0	0.8
Dealer Inventory Change - Sequential	0.2	(0.3)	0.2	0.0	1.2	0.1	0.8	0.2	1.3	0.5	(0.4)	(0.7)	0.1	(1.4)	(0.6)	(1.1)	0.7	(0.4)	(0.3)	(0.1)	1.3	(0.4)	0.7	0.7

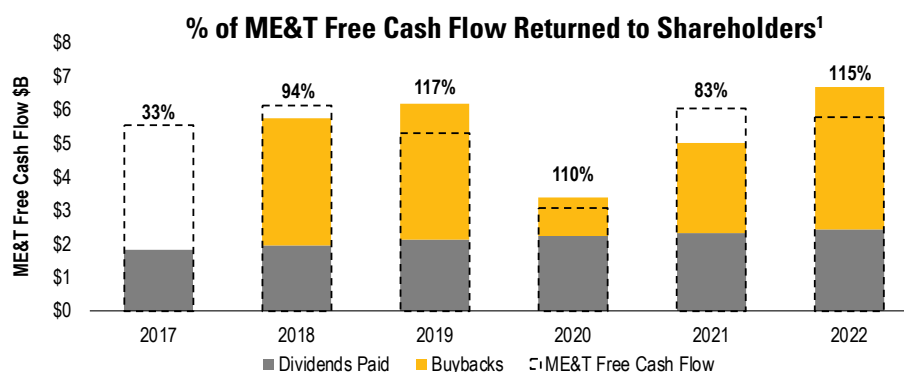
¹ A reconciliation of other non-GAAP financial information can be found in our 2022, 2021, 2020, 2019, 2018 and 2017 10-K filing with the SEC, which are available on our website at www.caterpillar.com/investors.

² Prior Year Period comparison compares the year-over-year change for a specific quarter, e.g., dealer inventory in 4Q 2022 increased \$0.8B vs. 4Q 2021; Sequential comparison compares change in inventory quarter vs. previous sequential quarter of the same year, e.g., dealer inventory in 4Q 2022 increased \$0.7B vs. 3Q 2022.

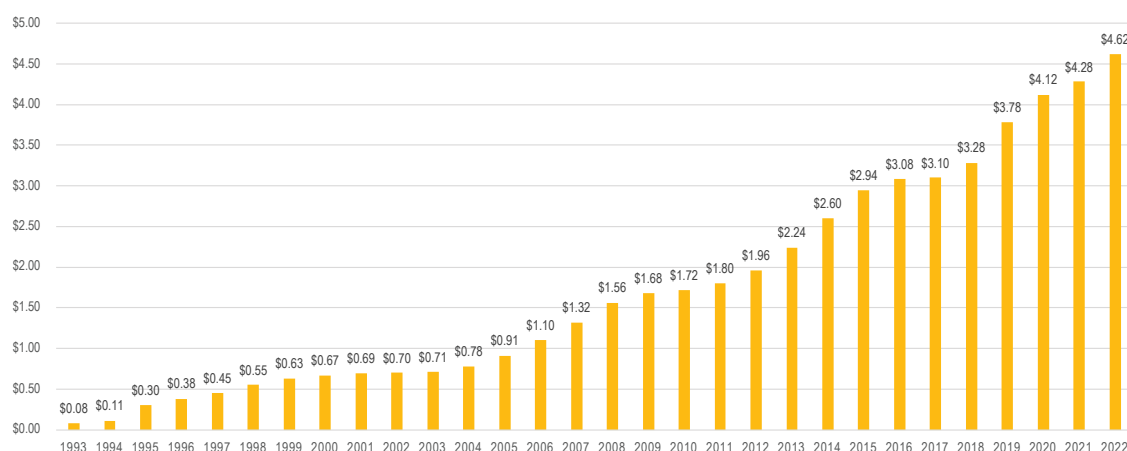
Note: Dealers are independent, and the reasons for changes in their inventory levels vary, including their expectations of future demand and product delivery times. Dealers' demand expectations take into account seasonal changes, macroeconomic conditions, machine rental rates and other factors. Delivery times can vary based on availability of product from Caterpillar factories and product distribution centers.

ME&T Free Cash Flow Deployment

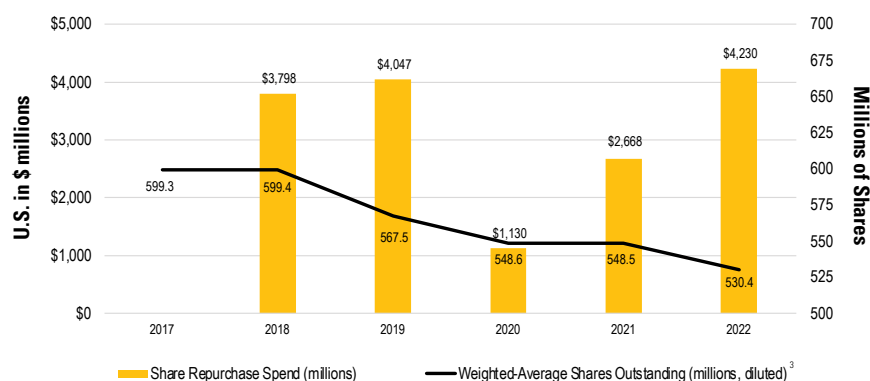
We have a goal to return substantially all ME&T free cash flow¹ to our shareholders over time. We continue to meet this goal, returning 103% of our ME&T free cash flow¹ over the last five years via dividends and share repurchases. In 2022, we returned 115% of ME&T free cash flow¹ to shareholders by repurchasing \$4.2 billion of shares and paying dividends of \$2.4 billion. We increased our quarterly dividend to an annualized \$4.80 per share in 2022. Caterpillar has paid higher annual dividends to our shareholders for 29 consecutive years, and we are proud to be a member of the S&P 500 Dividend Aristocrat Index.



Dividends Per Share Paid by Year²



Shares Repurchased and Outstanding



¹ See appendix for ME&T free cash flow calculation and reconciliation to U.S. GAAP.

² Per share dividends adjusted for 2-for-1 stock splits in 1997 and 2005.

³ In 2017, the assumed exercise of stock-based compensation awards was not considered because the impact would be antidilutive.

Cat Dealers: A Competitive Strength

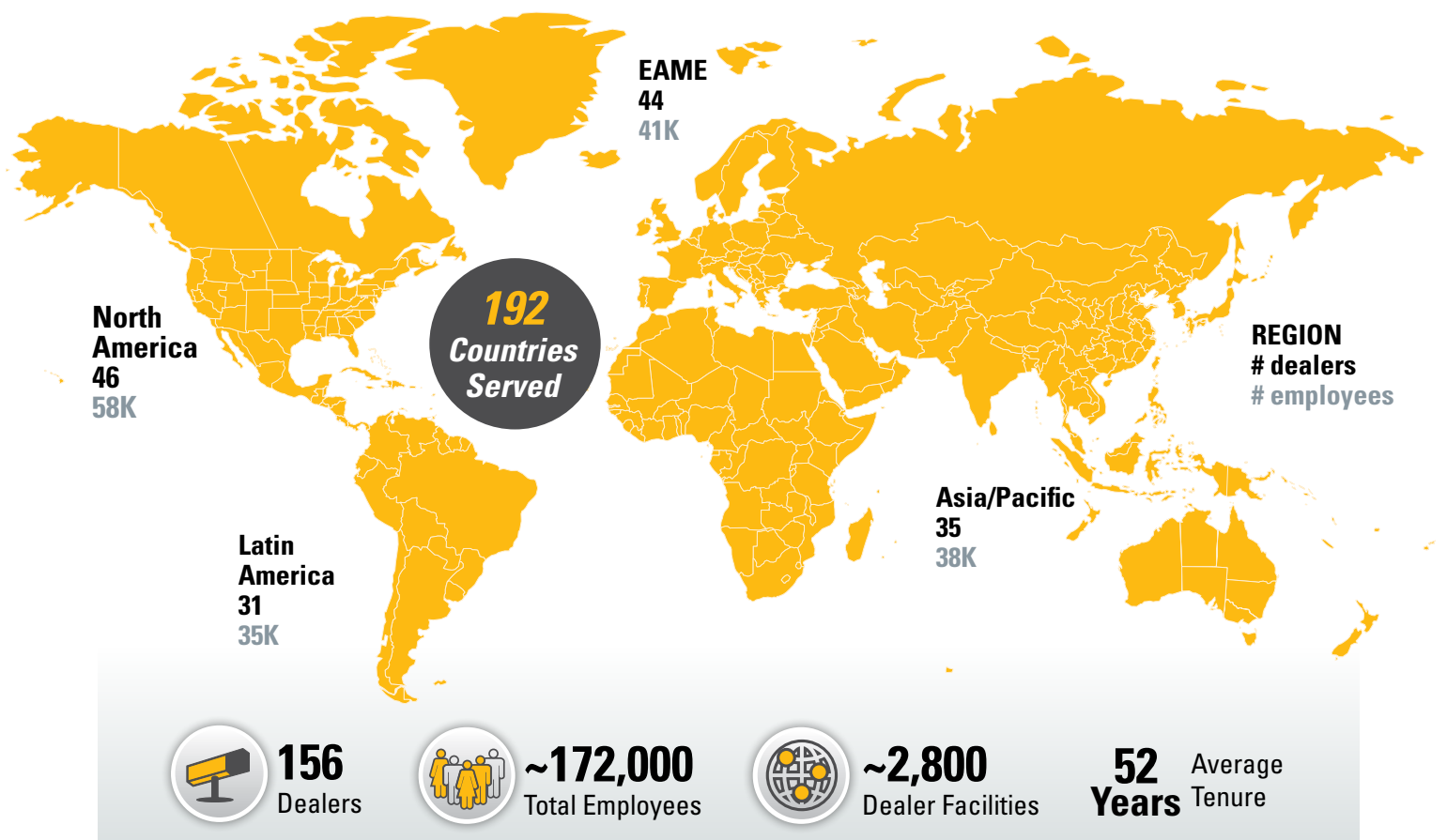
Our competitive advantages include our independent Cat dealer network. With 156 dealers and about 2,800 branches or facilities in 192 countries around the world in 2022, it is the most extensive sales and service network in our industry. When customers buy our products, they know they will be supported by the most capable and reliable global service network. As a result of our products and our dealers, we are a leader in almost all of our product classes in the industries in which we participate.



We have a collaborative, long-term relationship with our dealers who provide the following benefits:

- They are independently owned with a sense of entrepreneurship
- Our dealers have personnel who live and work locally
- Dealers provide deep customer insights through long-term relationships, with a legacy for service and support to customers
- Partnership with Cat Financial enables dealers to offer capital and financing assistance at the point of sale

Caterpillar Dealer Network – 2022



Rolling 3-Month Retail Sales Statistics: 2021 – 2022

Caterpillar Inc. regularly discloses supplemental information concerning (i) retail sales of machines to end users and (ii) retail sales of power systems (including reciprocating and turbine engines and locomotives) to end users and Original Equipment Manufacturers (OEMs). Caterpillar sells the majority of its machinery and power systems to independently owned and operated dealers and OEMs to meet the demands of their customers, the end users. Caterpillar believes that this supplemental information may help readers better understand Caterpillar's business and the industries it serves, particularly in light of the time delay between Caterpillar's sales to dealers and dealers' sales to end users.

In this report, we provide information by geographic region for retail sales of machines in each of our Resource Industries and Construction Industries reportable segments, as well as information regarding retail sales of our machines globally. For our Energy & Transportation reportable segment, we provide retail sales information by major end use.

The information presented in this report is primarily based on unaudited reports that are voluntarily provided to Caterpillar by its independent dealers and which are not subject to Caterpillar's internal controls over financial reporting. Accordingly, the data collected from such third parties may not be accurate and/or complete. As such, the information presented in this report is intended solely to convey an approximate indication of the trends, direction and magnitude of retail sales and is not intended to be an estimate, approximation or prediction of, or substitute for, Caterpillar's audited financial statements filed with the U.S. Securities and Exchange Commission. This information is furnished under this report with the U.S. Securities and Exchange Commission. Caterpillar does not undertake to update or adjust prior period information.



Rolling 3-Month Retail Sales Statistics: 2021 – 2022 | *continued*

Machines Retail Statistics Total ¹					
Period Ended	Asia/Pacific	EAME	Latin America	North America	World
1Q 2021	Up 27%	Up 5%	Up 54%	Down 1%	Up 13%
2Q 2021	Up 1%	Up 16%	Up 55%	Up 32%	Up 20%
3Q 2021	Down 4%	Up 22%	Up 57%	Up 19%	Up 17%
4Q 2021	Down 8%	Up 24%	Up 15%	Up 1%	Up 5%
1Q 2022	Down 18%	Up 10%	Down 1%	Up 17%	Up 3%
2Q 2022	Down 14%	Down 3%	Up 18%	Down 3%	Down 4%
3Q 2022	Up 4%	Down 2%	Up 9%	Up 2%	Up 2%
4Q 2022	Unchanged	Down 6%	Up 5%	Up 13%	Up 4%

Machines Retail Statistics - Resource Industries ¹					
Period Ended	Asia/Pacific	EAME	Latin America	North America	World
1Q 2021	Up 1%	Down 9%	Up 85%	Down 21%	Unchanged
2Q 2021	Up 31%	Down 9%	Up 23%	Up 44%	Up 21%
3Q 2021	Up 18%	Up 20%	Up 130%	Up 30%	Up 33%
4Q 2021	Up 47%	Up 13%	Down 20%	Down 7%	Up 10%
1Q 2022	Up 23%	Up 17%	Down 34%	Up 36%	Up 13%
2Q 2022	Up 3%	Down 1%	Down 4%	Down 7%	Down 2%
3Q 2022	Up 30%	Up 5%	Down 11%	Up 8%	Up 10%
4Q 2022	Up 1%	Down 18%	Up 13%	Up 61%	Up 13%

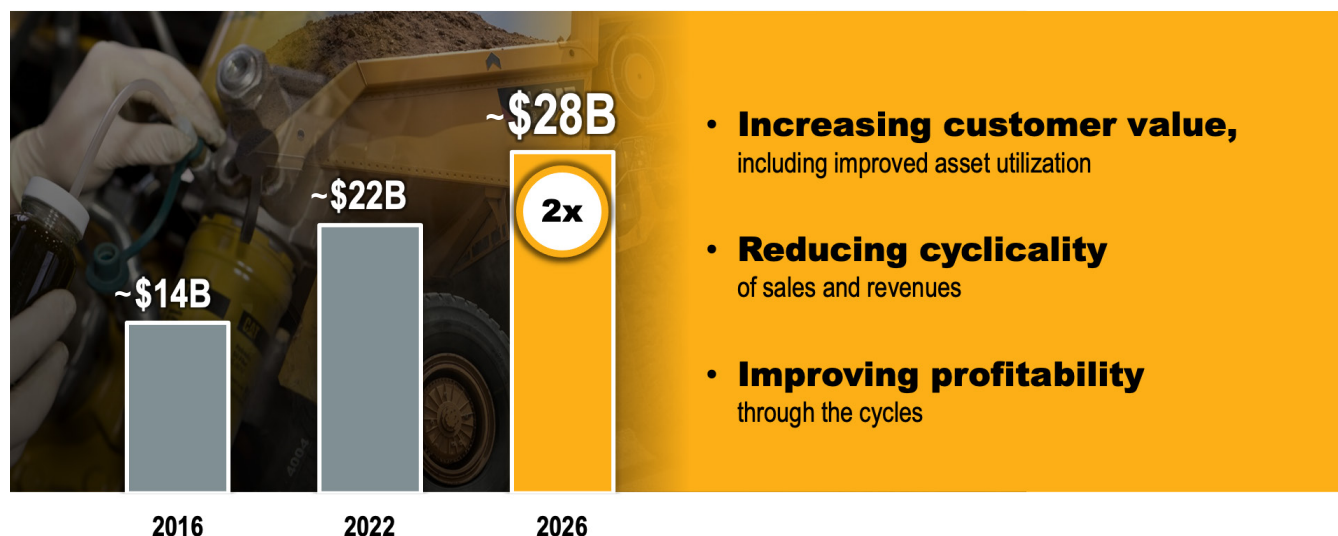
Machines Retail Statistics - Construction Industries ¹					
Period Ended	Asia/Pacific	EAME	Latin America	North America	World
1Q 2021	Up 36%	Up 11%	Up 38%	Up 5%	Up 17%
2Q 2021	Down 7%	Up 27%	Up 76%	Up 30%	Up 20%
3Q 2021	Down 10%	Up 23%	Up 31%	Up 17%	Up 12%
4Q 2021	Down 23%	Up 29%	Up 40%	Up 3%	Up 4%
1Q 2022	Down 31%	Up 8%	Up 25%	Up 14%	Unchanged
2Q 2022	Down 21%	Down 3%	Up 28%	Down 3%	Down 4%
3Q 2022	Down 7%	Down 5%	Up 20%	Up 1%	Unchanged
4Q 2022	Down 1%	Down 2%	Up 2%	Up 4%	Up 1%

Energy & Transportation Retail Statistics Total ²					
Period Ended	Power Gen	Industrial	Transportation	Oil & Gas	Total
1Q 2021	Up 7%	Down 4%	Down 40%	Down 9%	Down 5%
2Q 2021	Down 6%	Up 44%	Up 5%	Down 6%	Up 1%
3Q 2021	Down 8%	Up 36%	Down 12%	Up 21%	Up 8%
4Q 2021	Up 3%	Up 30%	Up 42%	Up 9%	Up 12%
1Q 2022	Down 10%	Up 26%	Up 50%	Down 12%	Down 1%
2Q 2022	Up 7%	Up 19%	Down 9%	Down 13%	Unchanged
3Q 2022	Up 26%	Up 31%	Up 30%	Up 11%	Up 22%
4Q 2022	Up 14%	Up 27%	Down 36%	Up 38%	Up 19%

¹ By geographic region for the 3-month rolling period ended as of the month indicated compared with the same period of the prior year. Reported in dollars and based on unit sales as reported primarily by dealers. Glossary of terms included in 8-K filing.

² By industry for the 3-month rolling period ended as of the month indicated compared with the same period of the prior year. Reported in dollars and based on reporting from dealers and direct sales. Glossary of terms included in 8-K filing.

Strong Momentum to Achieve Services Target



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.

In 2019, we announced a goal to double ME&T services sales to \$28 billion over 10 years, from \$14 billion in 2016 to \$28 billion in 2026. We are seeing strong momentum across the board in our service initiatives and investments. Our confidence is increasing that we'll achieve our \$28 billion services goal in 2026.

- **Connected Assets** – Today, we have critical mass of over 1.4 million connected assets.
- **eCommerce** – We have also invested to improve our go-to-market digital capabilities, generating over 44% more online parts sales in 2022 than the previous year.
- **Customer Value Agreements (CVAs)** – More than 60% of all equipment is now sold with a CVA. This can be described as a win/win/win scenario. It is a win for our customers, allowing them to minimize downtime, improve utilization and extend the life of their Caterpillar products. We increase services revenues, and our dealers sell aftermarket parts and related services.
- **Prioritized Service Events (PSEs)** – We're pleased about the growth we're seeing as we utilize data analytics and machine learning to help our customers predict critical service events. PSE-based sales grew over 90%, driving an increase of dealer parts sales in 2022.
- **Reman & Rebuild** – We continue to see strong demand for remanufactured products and components, helping to reduce waste and minimize the need for raw materials, energy and water to produce new equipment.
- **Dealer Growth Plans** – We are working with Cat dealers to determine the largest services opportunities at a granular level by region, customer and product. We use that data to develop opportunity-based targets to help grow services together with our dealers.

7 Ways Digital is Helping Our Customers Succeed

At Caterpillar, we know our customers and equipment best – and because of this, we are ideally suited to bridge the gap between the physical iron and the digital world.

We have identified seven prioritized areas of focus that will help us win in the digital space and where we can make the most impact to support our services growth goals.



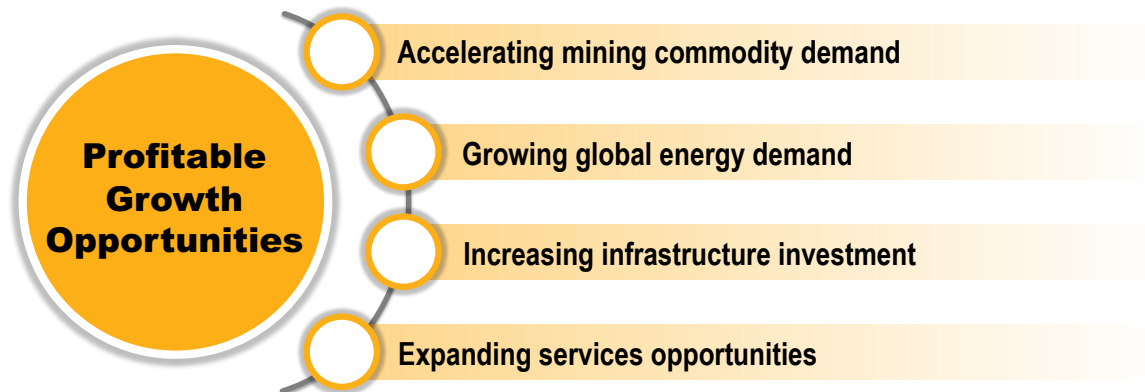
- 1. Connectivity:** Since year-end 2016, we have more than doubled the number of our connected assets and currently have more than 1.4M assets connected. Just as importantly, virtually all assets are now connected when delivered to customers, so this number grows every day. More connected assets mean more data. And more data allows us to become even more customer-centric, helping customers improve safety and productivity, minimize downtime and maximize asset utilization.
- 2. Our Cloud Platform:** A single trusted source of data enables us to accelerate our delivery of digital applications and is foundational to providing a world-class digital experience. We call our cloud data platform Cat® Helios, and it is a modern, one-safe source for enterprise, dealer and customer data.
- 3. Service Information:** With 1.5 million part numbers, we have digitized the way customers and dealers access service information. We recently completed an upgrade to the most used application at Caterpillar, our Service Information System (SIS2.0) – moving to a cloud-based solution, recently launching a new mobile version and improving content organization so users can quickly find information they need.
- 4. Equipment Management:** Our equipment management tools help customers reduce unplanned downtime and increase productivity through visibility into the use and locations of their assets. Customers can also use these tools to purchase parts or make service requests.
- 5. Condition Monitoring:** Cat dealers use condition monitoring tools and information to recommend service or maintenance to keep customers' equipment running in optimal condition. Because of our dealers' vast proprietary equipment and industry experience, no one is better positioned to be a trusted advisor monitoring the health of our customers' assets – even those with mixed fleets.
- 6. Aftermarket Leads & Insights:** We are using digital information to prioritize, recommend and provide customers with the right solution at the right time. The result is better service for our customers, increasing productivity and reducing unplanned downtime.
- 7. eCommerce & Digital Retail:** Our goal is to deliver best-in-class online digital interactions and eCommerce self-service opportunities. We know that customers expect us to be even easier to do business with, and we are making significant investments in multiple eCommerce solutions for both large and small customers. We launched our new app in the U.S., called Cat Central, helping drive even more eCommerce growth with retail customers.

Each of our focus areas was identified for good reason – they are critical components that enable our future success and are key to improved customer service. The bottom line is, our customers choose us because we make it easier for them to do business.

Building a Better, More Sustainable World

The energy transition represents a significant opportunity for profitable growth at Caterpillar.

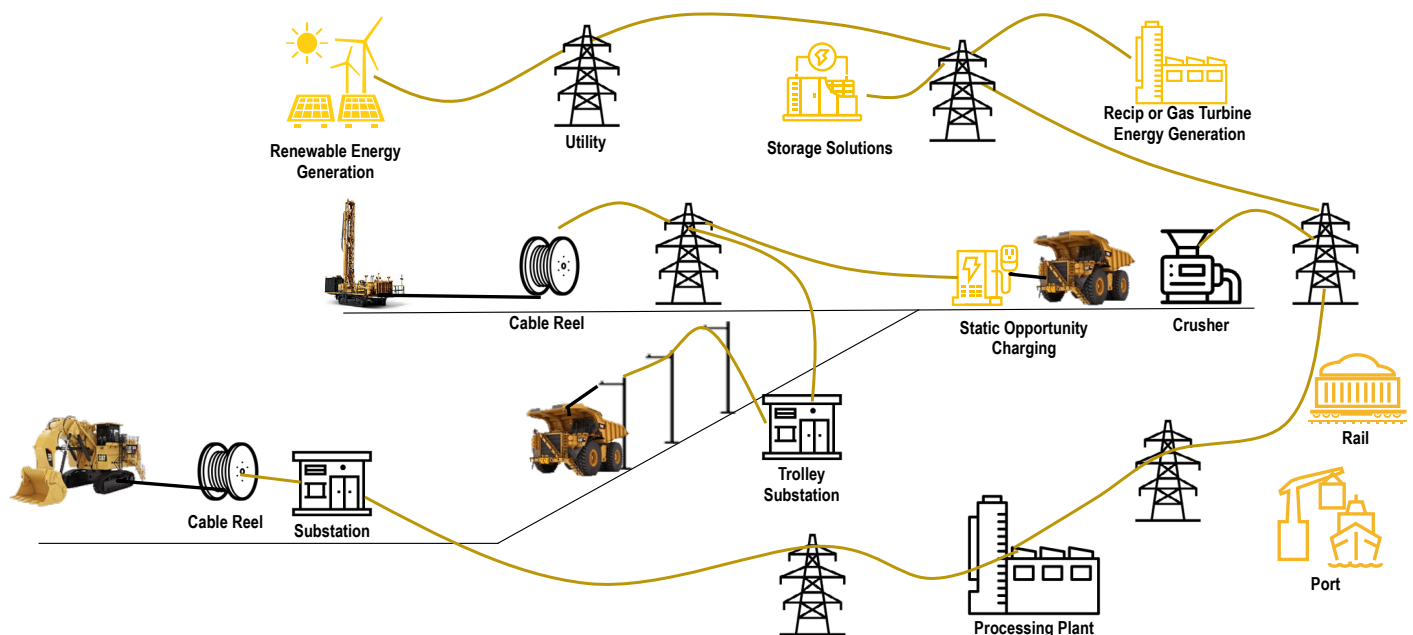
The energy transition is underway, and for Caterpillar, this presents an opportunity to support our customers' sustainability journeys while expanding our total addressable market for long-term profitable growth. This results in opportunities to grow both traditional and new advanced power original equipment sales and services in Resource Industries, Construction Industries and Energy & Transportation. Caterpillar is well positioned to benefit from the increasing global energy demand, regardless of the mix between renewables and traditional sources of energy.



Caterpillar's broad machine and power system portfolio, combined with deeply integrated digital technologies, advanced power solutions and nearly a century of engineering expertise, positions us well to support customers along this journey and expands our opportunities for long-term profitable growth. Please visit our 2022 Investor Day website for further details at <https://investors.caterpillar.com/events-presentations/2022-Investor-Day-Highlights/default.aspx>.

Caterpillar Offerings Enable Integrated, Holistic Solutions to Support Customers

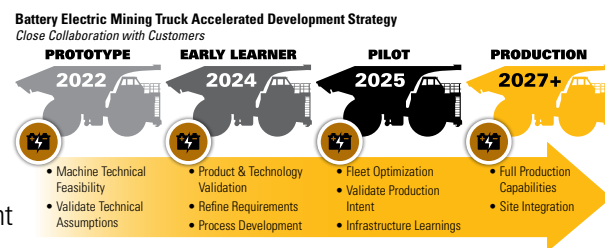
Energy & Transportation and Resource Industries: Power Generation and Autonomy Play a Critical Role in Site Energy Management





Investing in new products, technologies and services to help customers navigate the energy transition

The energy transition provides an opportunity for us to collaborate with customers and external partners as we design and commercialize the electrified and advanced power products, services and solutions that differentiate Caterpillar in the marketplace. Caterpillar, Cat dealers and our customers have announced key recent projects to accelerate development progress and help contribute to a lower-carbon future.



RECENT EXAMPLES

- Caterpillar announced the successful demonstration of its first battery electric Cat 793 large mining truck prototype with support from key mining customers participating in Caterpillar's Early Learner program. The fully loaded prototype battery truck achieved a top speed of 60 km/h (37.3 mph), traveled one kilometer (0.62 mile) up a 10% grade at 12 km/h (7.5 mph) and performed a one kilometer (0.62 mile) run on a 10% downhill grade capturing the energy that would normally be lost to heat and regenerating that energy to the battery.
- As part of the same demonstration, Caterpillar unveiled plans to transform its Arizona, U.S.-based proving grounds into a sustainable testing and validation hub of the future — including a working, sustainable “mine site of the future” — by installing and utilizing a variety of renewable energy sources on the property. The site will also leverage a variety of renewable power sources, including wind and solar capable of powering the facility and its products as they become electrified. The transformation of the facility will also serve as a learning platform for optimizing charging and energy management integration.
- Caterpillar announced an investment in Lithos Energy, Inc., a U.S.-based battery technology company that produces lithium-ion battery packs which are designed to operate in the most demanding conditions.
- Caterpillar acquired Tangent Energy Solutions, a U.S.-based energy-as-a-service company that provides customers with turnkey solutions for reducing energy costs, increasing energy efficiency, reducing emissions, monetizing electric grid support and providing resiliency for customer operations. Tangent's offerings complement Caterpillar's broad portfolio of electric power products, enabling us to better serve customers for reliable, efficient, sustainable and connected power solutions that support business operations while generating new revenue streams.
- Caterpillar debuted four battery electric machine prototypes at bauma Munich — the Cat 301.9 mini excavator, 320 medium excavator, 906 compact wheel loader and 950 GC medium wheel loader. The machines are powered by Caterpillar battery prototypes and include an onboard AC charger — an offboard DC fast charging option will also be offered.

For more information on sustainability at Caterpillar and to read our annual Sustainability Report, visit caterpillar.com/sustainability.

5 Things You May Not Know about Remanufacturing



Cat® Reman is at the heart of Caterpillar's commitment to providing important customer services and sustainability benefits by returning end-of-life products to a like-new state – in an efficient, safe and environmentally resourceful way.

1. Caterpillar has a long history of remanufacturing and is well-positioned to keep growing Cat® Reman offerings in the future.

Caterpillar has a proud history with over 50 years of remanufacturing experience using state-of-the-art technology to salvage and make like-new what could have otherwise been wasted. Engineering and manufacturing expertise, field population and an independent dealer organization make it possible to offer an expanding portfolio of remanufactured products and components and rebuild options through our dealers.

2. Cat Reman helps customers meet sustainability goals and supports lower owning and operating costs.

More customers are looking for cost-effective upkeep solutions like Caterpillar's remanufactured products. Customers can save money with Cat Reman products, which cost 45-85% of their new equivalent when returning a viable core.

3. Remanufacturing contributes to a circular economy.

Through remanufacturing, Caterpillar contributes to a circular economy — extending the value of the energy consumed in a component's original manufacture and keeping high-value nonrenewable resources in circulation for multiple lifecycles.

4. 140 million pounds of material returned to Cat Reman in 2022.

As there is an increasing demand for natural resources, remanufacturing becomes increasingly important. Not only does it lower costs for customers, but it also reduces the consumption of raw materials and conserves energy during the process¹.

5. Industries such as on-highway trucking, mining, construction, industrial power and more all have Cat Reman product options for equipment repair.

Aligned with Caterpillar's strategy of increasing services revenue, Cat Reman is expanding product offerings that encompass most of the industries Caterpillar serves today. Cat Reman and dealer rebuild options provide customers with superior value and high quality equipment and help customers achieve their sustainability goals.

¹ This data represents U.S. environmental impacts comparing "gate-to-gate" remanufacturing and manufacturing processes for engines and components. Based on 2018 external study of Cat engines, alternators and turbochargers. Does not include impacts elsewhere in our value chain.

Construction Industries Overview

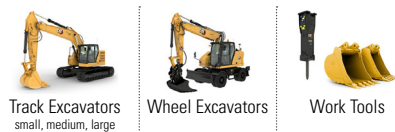
Our Construction Industries segment is primarily responsible for supporting customers using machinery in infrastructure and building construction. The majority of machine sales in this segment are made in the heavy and general construction, rental, quarry and aggregates and mining. The segment competes in three main product segments: Excavation, Earthmoving and Building Construction Products. Examples of products used in these segments can be seen below.

Construction Industries continues to invest in expanded offerings to deliver differentiated customer solutions such as our XE, GC and GX products. XE products are designed to be powerful, durable, and efficient for the toughest jobs and longest hours leveraging technology and expanded features. The broadened GC, or lifecycle value, product lines support customers with lighter duty applications and less extreme work conditions with the quality and product support Cat machines are known for. The GC product lines range across dozers, excavators, motor graders, wheel loaders and paving products. Excavation also expanded its offerings with the GX line of products in select regions for customers focused on durable machines and upfront acquisition cost.

The Construction Industries product portfolio includes the following product families as well as related parts and work tools:

- Asphalt Pavers
- Backhoe Loaders
- Cold Planers
- Compactors
- Compact Track Loaders
- Forestry Machines
- Material Handlers
- Motor Graders
- Pipelayers
- Road Reclaimers
- Skid Steer Loaders
- Telehandlers
- Track-Type Loaders
- Track-Type Tractors (small and medium)
- Track Excavators (mini, small, medium and large)
- Wheel Excavators
- Wheel Loaders (compact, small and medium)

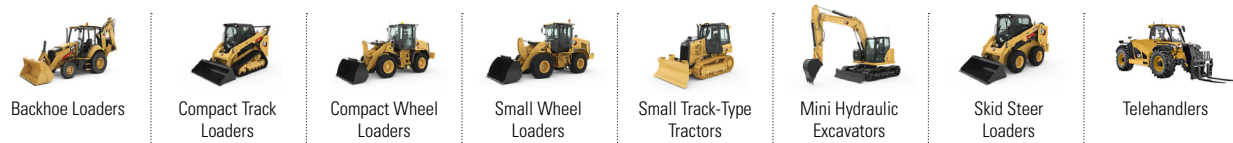
Excavation



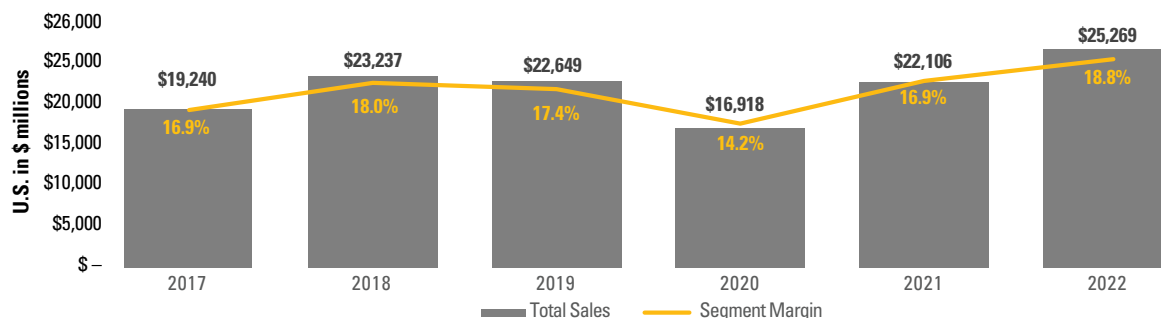
Earthmoving



Building Construction Products



Construction Industries Total Sales¹ and Segment Profit %



¹ U.S. in \$ millions; includes inter-segment sales.

Resource Industries Overview

The Resource Industries segment is primarily responsible for supporting customers using machinery in mining and heavy construction and quarry and aggregates. Caterpillar offers a broad product range and services to deliver comprehensive solutions for our customers. We develop and manufacture high productivity equipment for both surface and underground mining operations around the world, as well as provide hydraulic systems, electronics and software for Cat machines and engines. Our equipment is used to extract and haul copper, iron ore, coal, oil sands, aggregates, gold, other minerals and ores, as well as a variety of heavy construction applications. In addition to equipment, Resource Industries also develops and sells technology products and services to provide customers fleet management systems, equipment management analytics and autonomous machine capabilities.

Customers in most markets place an emphasis on equipment that is highly productive, reliable and provides the lowest total cost of ownership over the life of the equipment. In some developing markets, customers often prioritize purchase price in making their investment decisions. We believe our ability to control the integration and design of key machine components and innovative technologies represents a competitive advantage. Our research and development efforts remain focused on providing customers the lowest total cost of ownership enabled through the highest quality, most productive products and services in the industry.

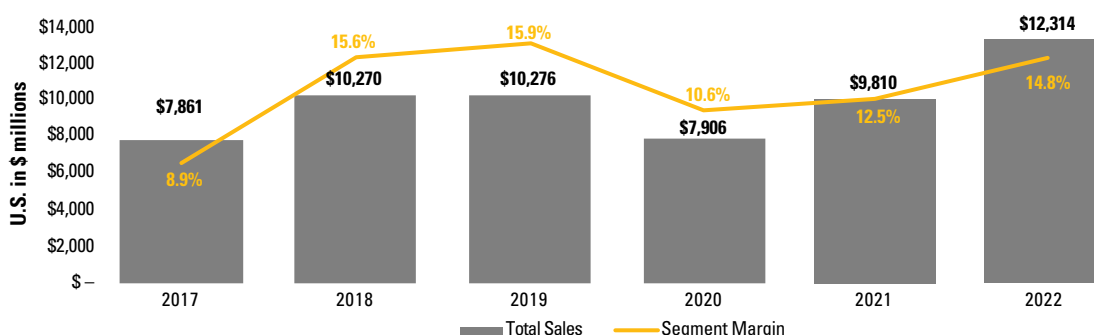
The Resource Industries product portfolio includes the following machines and related parts and services:

- Electric Rope Shovels
- Draglines
- Hydraulic Shovels
- Rotary Drills
- Hard Rock Vehicles
- Large Track-Type Tractors
- Large Mining Trucks
- Longwall Miners¹
- Large Wheel Loaders
- Off-Highway Trucks
- Articulated Trucks
- Wheel Tractor Scrapers
- Wheel Dozers
- Landfill Compactors
- Soil Compactors
- Machinery Components
- Autonomous Ready Vehicles and Solutions
- Select Work Tools
- Fleet Management
- Safety Services and Mining Performance Solutions

Resource Industries Product Portfolio



Resource Industries Total Sales² and Segment Profit %



¹ On February 1, 2023, Caterpillar closed on the divestiture of our Longwall business.

² U.S. in \$ millions; includes inter-segment sales.

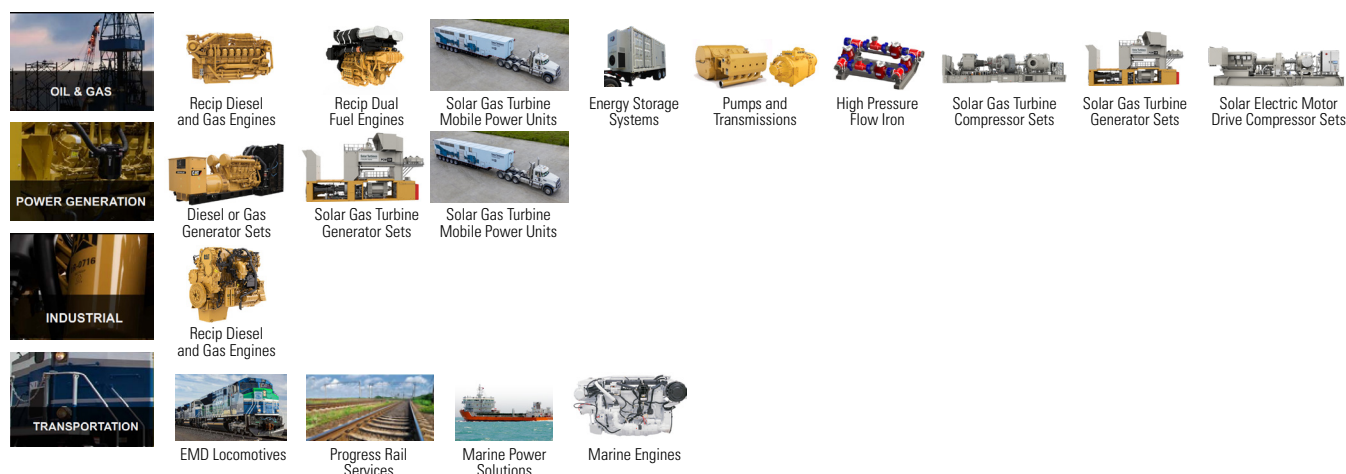
Energy & Transportation Overview

Our Energy & Transportation segment supports customers in oil and gas, power generation, marine, rail and industrial applications, including Caterpillar machines. The product and services portfolio includes reciprocating engines, generator sets, integrated systems and solutions, turbines and turbine-related services, electrified powertrain and zero-emission power sources and service solutions development, the remanufacturing of Caterpillar engines and components and remanufacturing services for other companies, diesel-electric locomotives and other rail-related products and services and product support of on-highway vocational trucks for North America.

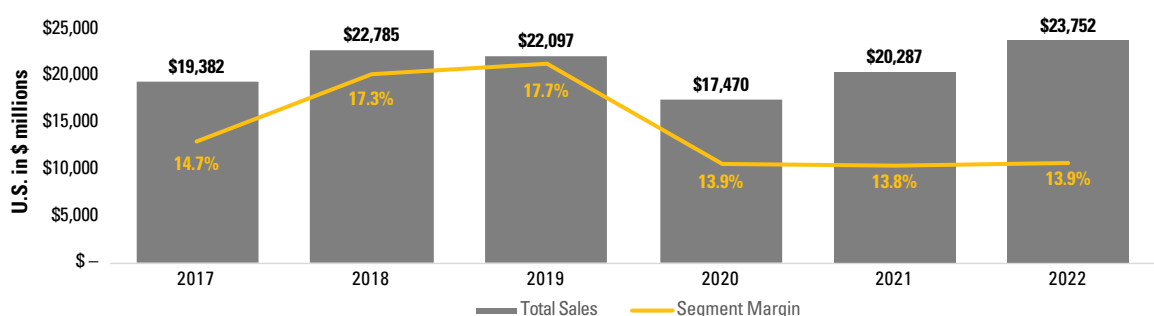
Regulatory emissions standards require us to continue to make investments as new products and new regulations are introduced. Ongoing compliance with these regulations remains a focus. Emissions compliance in developing markets is complex due to rapidly evolving and unique requirements where enforcement processes can often vary. We employ robust product development, manufacturing processes and testing to help us comply with these regulations.

The Energy & Transportation portfolio includes the following products and related parts:

- Reciprocating engine powered generator sets
- Reciprocating engines, drivetrain and integrated systems and solutions supplied to the industrial industry as well as Caterpillar machinery
- Integrated systems and solutions used in the electric power generation industry
- Gas turbines, centrifugal gas compressors and related services
- Reciprocating engines, drivetrain and integrated systems and solutions for the marine and oil and gas industries
- Remanufactured reciprocating engines and components
- Diesel-electric locomotives and components and other rail-related products and services



Energy & Transportation Total Sales¹ and Segment Profit %

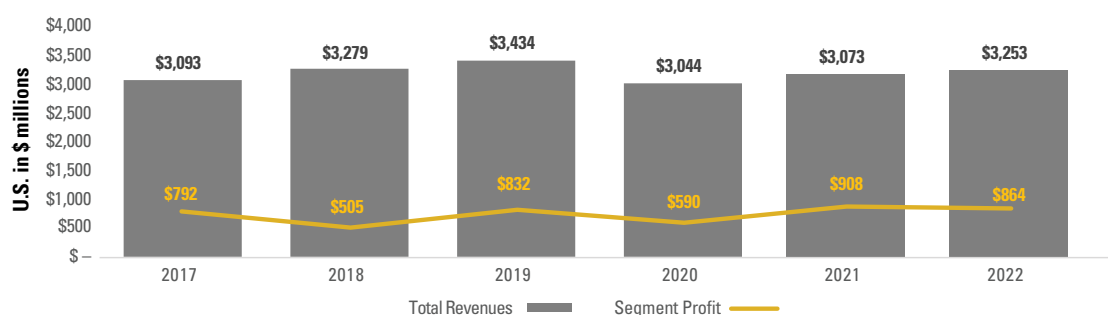


Financial Products Overview

The business of our Financial Products Segment is primarily conducted by Cat Financial, Insurance Services and their respective subsidiaries and affiliates. Cat Financial provides retail and wholesale financing to customers and dealers around the world for Caterpillar products and services, as well as financing for vehicles and power generation facilities that, in most cases, incorporate Caterpillar products. A significant portion of our activity is conducted in North America and we have additional offices and subsidiaries in Latin America, Asia/Pacific, Europe and Africa.

For over 40 years, Cat Financial has been providing financing for Caterpillar products, contributing to our knowledge of asset values, industry trends, financing structures and customer needs.

Financial Products Segment Revenues¹ and Segment Profit \$



¹ U.S. in \$ millions; includes revenues from Machinery, Energy and Transportation.

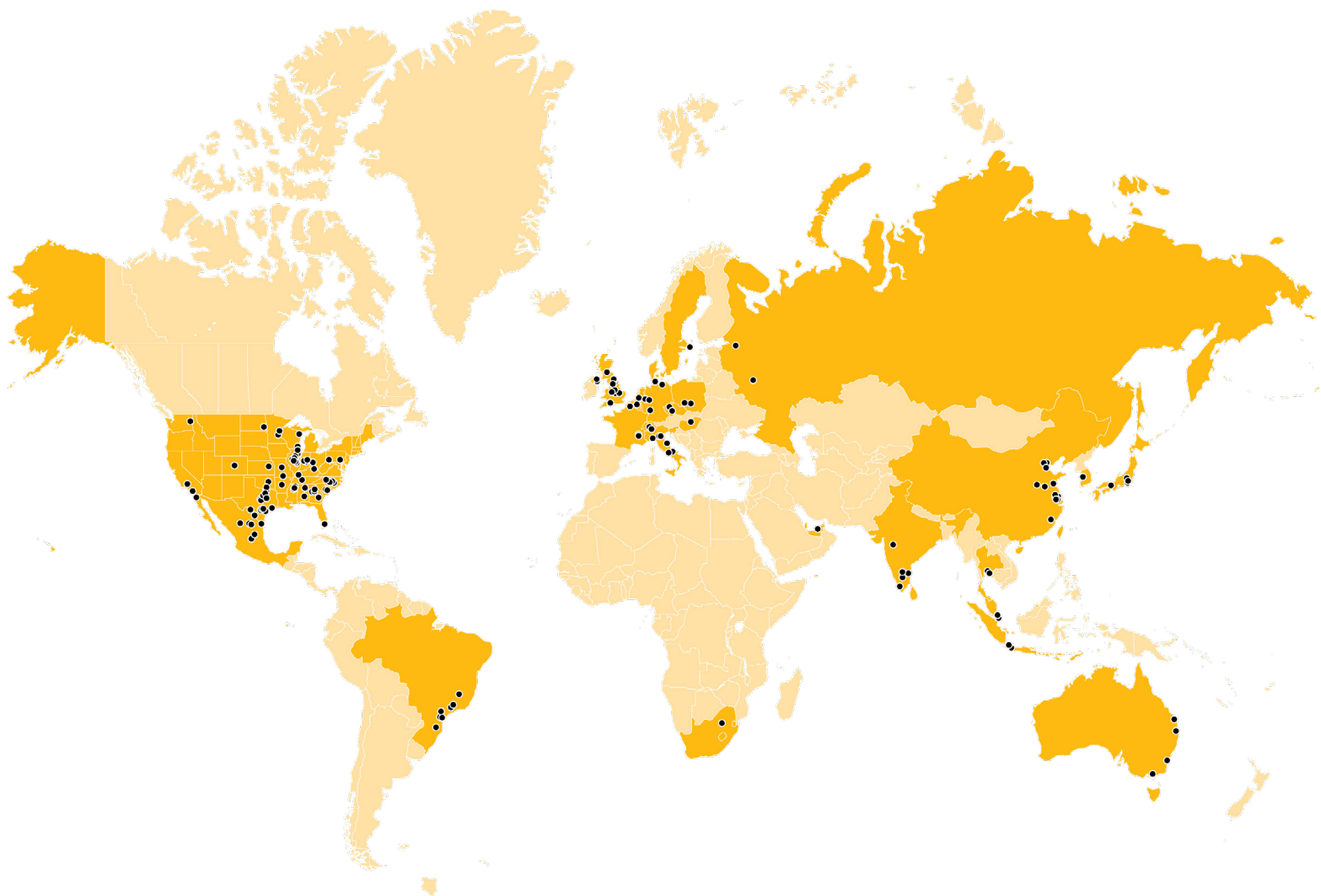


Global Locations

Caterpillar's operations are highly integrated. Although the majority of our plants are involved primarily in production relating to our Construction Industries, Resource Industries or Energy & Transportation segments, several plants are involved in manufacturing relating to more than one business segment. Caterpillar's parts distribution centers are involved in the storage and distribution of parts for Construction Industries, Resource Industries and Energy & Transportation. The research and development activities carried on at our Technical Center in Mossville, Illinois, U.S. involve products for Construction Industries, Resource Industries and Energy & Transportation. Our manufacturing, marketing, logistics, services, R&D and related facilities, along with our primary dealer locations, total more than 500 locations worldwide (not all locations shown on map below; map excludes dealer locations).

We have about 150 primary locations in 25 countries and 125 primary manufacturing facilities across the globe.

For more information please visit: <https://www.caterpillar.com/en/company/global-footprint>.



Facilities include locations where manufacturing, parts distribution, rail and remanufacturing work take place. In certain geographic areas, the facility symbol may represent multiple facilities.

Our Leadership

Jim Umpleby: Jim Umpleby is Chairman of the Board of Directors and Chief Executive Officer of Caterpillar Inc. He joined Solar Turbines, a Caterpillar subsidiary, in 1980 as an associate engineer. In his more than 40 years with the company, he has gained extensive industry and international experience through a wide variety of leadership roles. Jim was appointed President of Solar Turbines and Vice President of Caterpillar in 2010. From 2013 to 2016, he led Caterpillar's Energy & Transportation business segment as Group President. Jim has served as Caterpillar's CEO since January 1, 2017, and was elected Chairman of the Board of Directors on December 12, 2018.

Andrew R.J. Bonfield: Andrew Bonfield is Chief Financial Officer of Caterpillar Inc. with responsibility for Finance Services, Financial Products and Global Information Services. Andrew joined Caterpillar on September 1, 2018 and brings more than three decades of financial expertise to the role.

Denise C. Johnson: Denise C. Johnson is a Group President of Caterpillar Inc. with responsibility for Caterpillar's Resource Industries segment, which includes Integrated Components and Solutions Division, RI Operations and Products Division, Strategic Procurement & Planning Division and the RI Sales, Services and Technology Division.

Joseph Creed: Joseph (Joe) Creed is a Group President of Caterpillar Inc. with responsibility for the Energy & Transportation segment, which includes the Rail Division, Solar Turbines, Large Power Systems Division, Industrial Power Systems Division, Caterpillar Remanufacturing Division, Electric Power Division, Caterpillar Oil & Gas and Marine Division and Electrification & Advanced Power Solutions Division.

Anthony Fassino: Anthony (Tony) Fassino is a Group President of Caterpillar Inc. with responsibility for Caterpillar's Construction Industries segment, which includes the Earthmoving, Excavation, Building Construction Products, China Operations, Global Construction & Infrastructure, Construction Industries Services divisions, as well as the Construction Industries Supply Management group.

Bob De Lange: Bob De Lange is a Group President of Caterpillar Inc. with leadership responsibility for Services, Distribution & Digital, which includes these divisions: Americas Distribution, Asia Pacific Distribution; Europe Africa Middle East Eurasia Distribution; Cat Digital, Global Rental, Service & Marketing and Product Support & Logistics.

Cheryl H. Johnson: Cheryl H. Johnson serves as Chief Human Resources Officer of Caterpillar Inc. and has responsibility for all aspects of Human Capital including Talent Acquisition and Management, Learning and Development, Diversity and Inclusion, Total Rewards, HR Operations, Employee and Labor Relations and Corporate Environmental, Health and Safety.

Dr. Lou Balmer-Millar: Dr. Lou Balmer-Millar is Chief Sustainability Officer and a senior vice president of Caterpillar Inc. with responsibility for the Large Power Systems Division.

Suzette M. Long: Suzette Long is Chief Legal Officer and General Counsel of Caterpillar Inc. with responsibility for Law, Security & Public Policy, which includes Global Legal Services, Compliance, Global Trade, Global Security and Global Government and Corporate Affairs.

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Appendix: Non-GAAP Financial Measures

The following definitions are provided for the non-GAAP financial measures used in this report. These non-GAAP financial measures have no standardized meaning prescribed by U.S. GAAP and therefore are unlikely to be comparable to the calculation of similar measures for other companies. Management does not intend these items to be considered in isolation or as a substitute for the related GAAP measures.

We believe it is important to separately quantify the profit impact of several significant items in order for our results to be meaningful to our readers. These items consist of (i) pension and OPEB mark-to-market gains/losses resulting from plan remeasurements, (ii) restructuring costs, (iii) U.S. tax reform impact, (iv) certain deferred tax valuation allowance adjustments in 2018 and 2017, (v) a gain on the sale of an equity investment in 2017 and (vi) goodwill impairment charges in 2022. We do not consider these items indicative of earnings from ongoing business activities and believe the non-GAAP measures will provide investors with useful perspective on underlying business results and trends and aid with assessing our period-over-period results. In addition, we provide a calculation of ME&T free cash flow as we believe it is an important measure for investors to determine the cash generation available for financing activities including debt repayments, dividends and share repurchases.

Reconciliations of adjusted operating profit margin to the most directly comparable GAAP measure, operating profit as a percent of sales and revenues are as follows:

	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Operating profit as a percent of total sales and revenues	9.8%	15.2%	15.4%	10.9%	13.5%	13.3%
Restructuring costs	2.7%	0.7%	0.4%	0.8%	0.2%	0.5%
Goodwill impairment	—	—	—	—	—	1.6
Adjusted operating profit margin	12.5%	15.9%	15.8%	11.8%	13.7%	15.4%

Reconciliations of adjusted profit before taxes to the most directly comparable GAAP measure, consolidated profit before taxes, are as follows:

(U.S. \$ in millions)	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Profit before taxes	\$4,082	\$7,822	\$7,812	\$3,995	\$8,204	\$8,752
Goodwill impairment	—	—	—	—	—	\$925
Restructuring costs	\$1,256	\$386	\$236	\$354	\$90	\$299
Mark-to-market (gains) losses	\$301	\$495	\$468	\$383	(\$833)	(\$606)
Gain on sale of equity investment	\$(85)	—	—	—	—	—
Adjusted profit before taxes	\$5,554	\$8,703	\$8,516	\$4,732	\$7,461	\$9,370

Appendix: Non-GAAP Financial Measures – *continued*

Reconciliations of adjusted profit per share to the most directly comparable GAAP measure, profit per share - diluted, are as follows:

	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Profit per share – diluted	\$1.26	\$10.26	\$10.74	\$5.46	\$11.83	\$12.64
Per share goodwill impairment	—	—	—	—	—	\$1.68
Per share restructuring costs ¹	\$1.68	\$0.50	\$0.34	\$0.55	\$0.15	\$0.43
Per share mark-to-market (gains) losses ²	\$0.26	\$0.64	\$0.64	\$0.55	(\$1.17)	(\$0.91)
Per share U.S. tax reform impact	\$3.95	(\$0.17)	(\$0.31)	—	—	—
Per share deferred tax valuation allowance adjustments ³	(\$0.18)	(\$0.01)	—	—	—	—
Per share gain on sale of equity investment ¹	(\$0.09)	—	—	—	—	—
Adjusted profit per share	\$6.88	\$11.22	\$11.40	\$6.56	\$10.81	\$13.84

¹ At statutory tax rates. 2017 at statutory tax rates prior to consideration of U.S. tax reform. 2017 also includes \$15 million increase to prior year taxes related to non-U.S. restructuring costs.

² At statutory tax rates. 2017 at statutory tax rates prior to consideration of U.S. tax reform.

³ Net of U.S. federal tax at 35 percent in 2017.

Per share amounts computed using fully diluted shares outstanding except for consolidated loss per share, which was computed using basic shares outstanding.

Reconciliations of ME&T free cash flow to the most directly comparable GAAP measure, net cash provided by operating activities are as follows:

(U.S. \$ in millions)	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
ME&T net cash provided by operating activities ¹	\$5,459	\$6,347	\$4,871	\$4,054	\$7,177	\$6,358
ME&T capital expenditures	(\$916)	(\$1,221)	(\$1,074)	(\$994)	(\$1,129)	(\$1,298)
Payments made related to settlements with IRS	—	—	—	—	—	\$717
ME&T discretionary pension contributions	\$1,000	\$1,000	\$1,500	—	—	—
ME&T free cash flow	\$5,543	\$6,126	\$5,297	\$3,060	\$6,048	\$5,777

¹ A reconciliation of ME&T net cash provided by operating activities to consolidated net cash provided by operating activities can be found in our Form 10-K filings with the SEC, which are available on our website at www.caterpillar.com/en/investors/sec-filings.html.