

**INTERNATIONAL**  
**rental**  
**CONFERENCE** **ASIA**

**Kurt Norris**  
**Global Rental & Used Equipment Director**  
**Caterpillar Inc.**



# Agenda

- Caterpillar Corporate Strategy
- Caterpillar and Our Dealer Network
- Rental Growth Trends
- Caterpillar's Rental Business Model

# Caterpillar Corporate Strategy

With our Values as a foundation and the Operating & Execution Model as a guide, we develop a deep understanding of our customers' needs, and along with our partners, deliver industry leading products and services.

This focus allows **our solutions** to **help our customers** build a better world, and allows us to deliver profitable growth for our stakeholders.



# Caterpillar and Our Dealer Network



# Caterpillar and Our Dealer Network

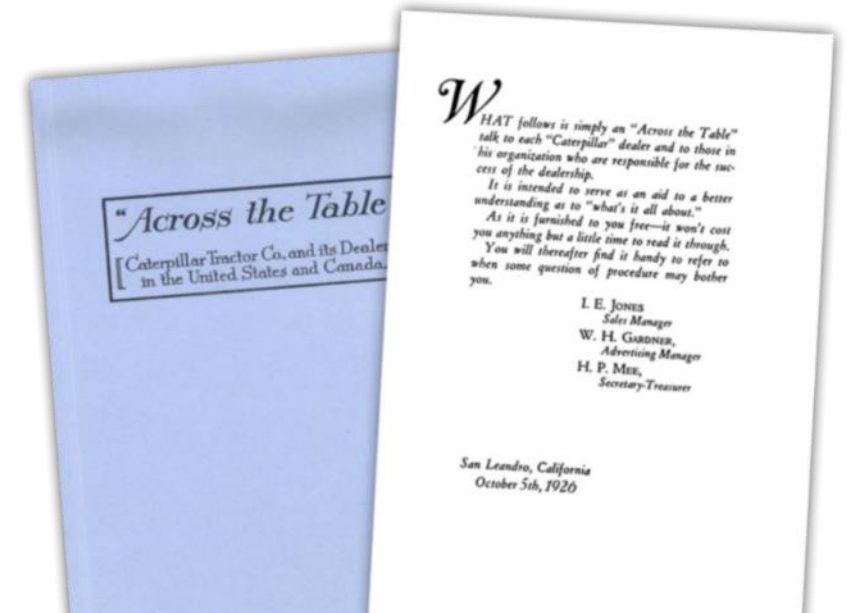
- Our model – “local entrepreneurs selling to local customers” . . .since 1925
- Family-type relationship, built on mutual trust
- Average age of dealer relationship: Globally 40 years
- Devote extensive resources to dealer development



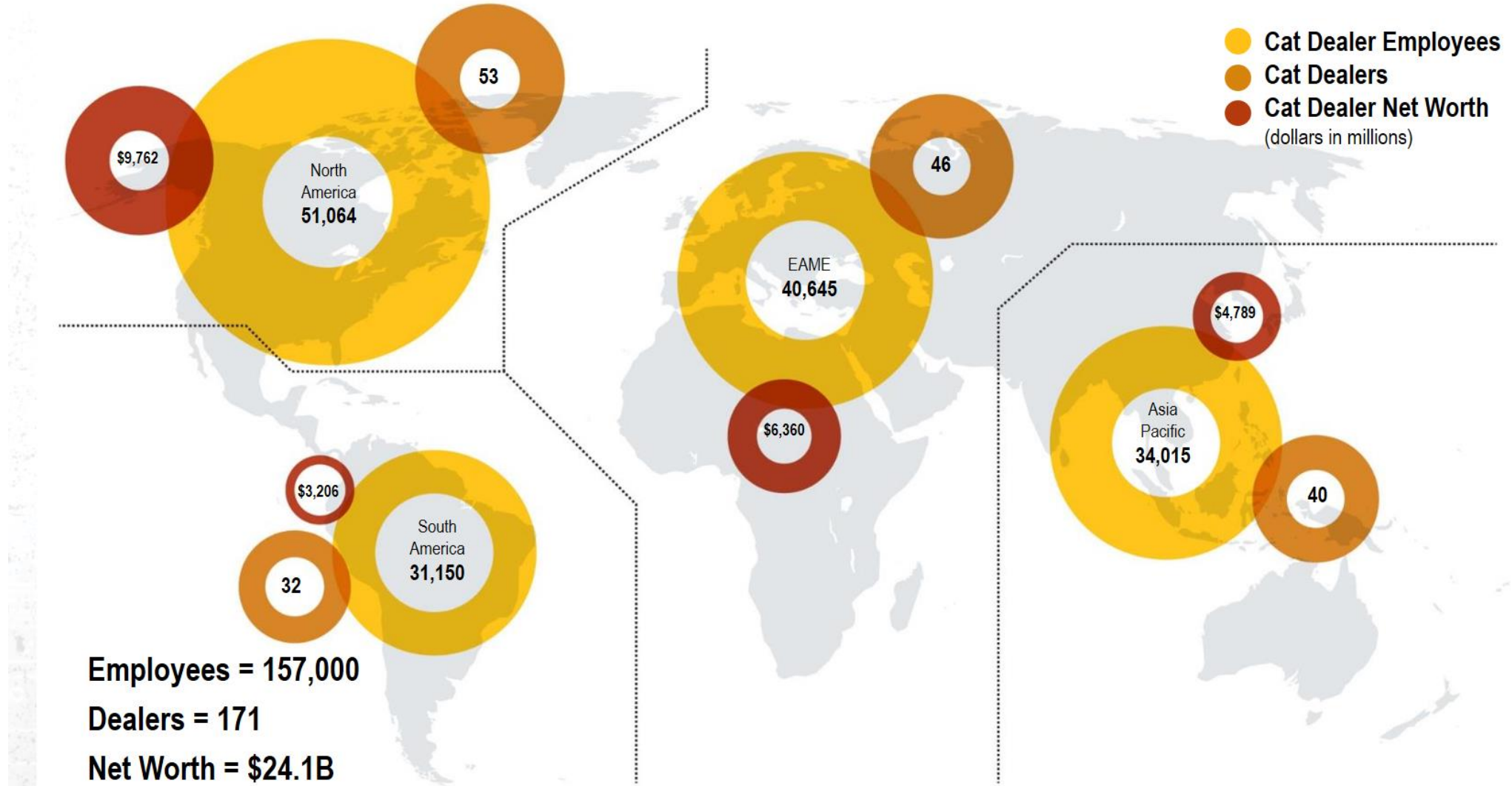
# Caterpillar and Our Dealer Network

## What we value in our dealers, then *and* now:

- Character and reputation
- Business enterprise
- Capital and financing
- Product line experience
- Territory knowledge
- Co-operative relationships

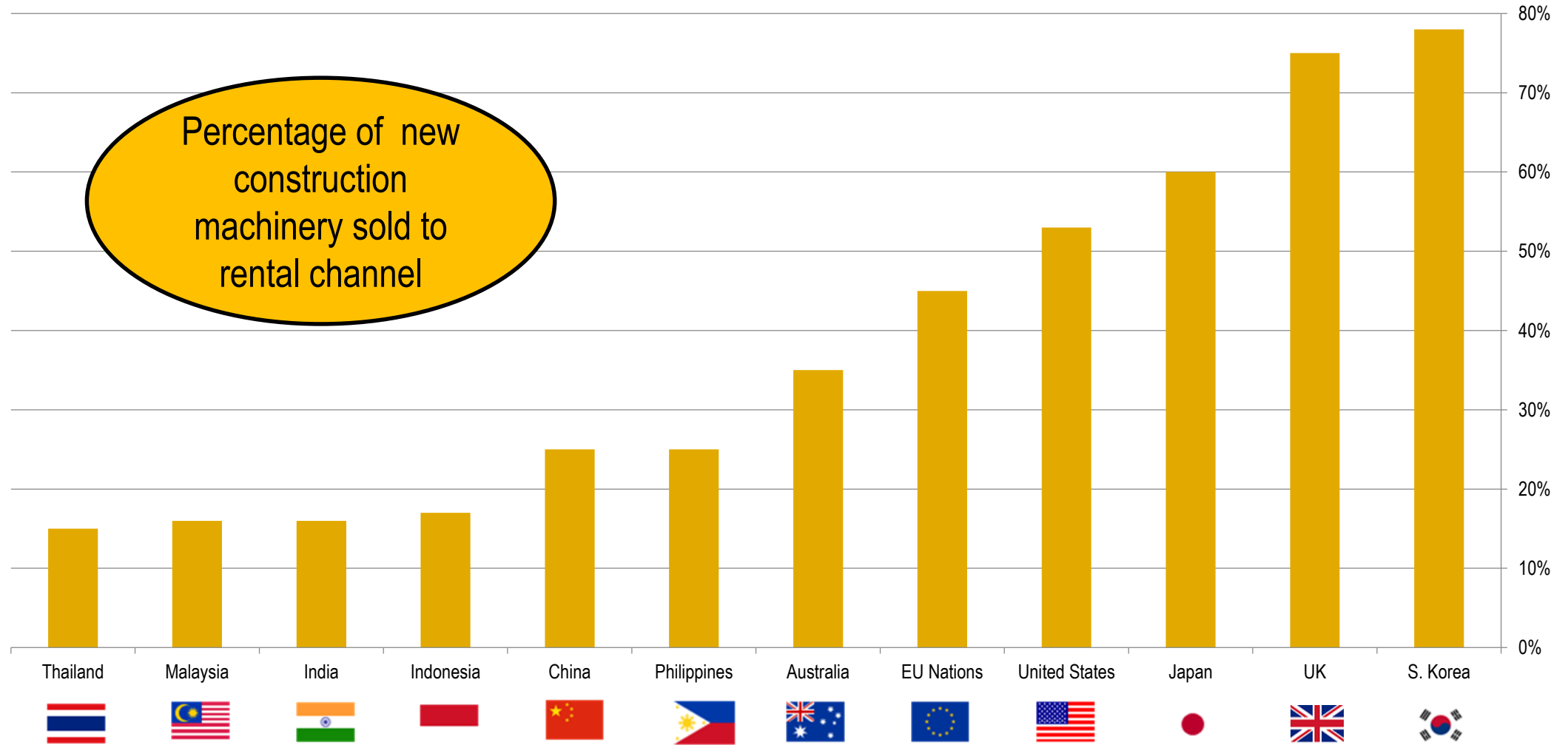


# Caterpillar and Our Dealer Network



# Rental Growth Trends

## Customers Demand Rental Solutions



Thailand



Malaysia



India



Indonesia



China



Philippines



Australia



EU Nations



United States



Japan



UK



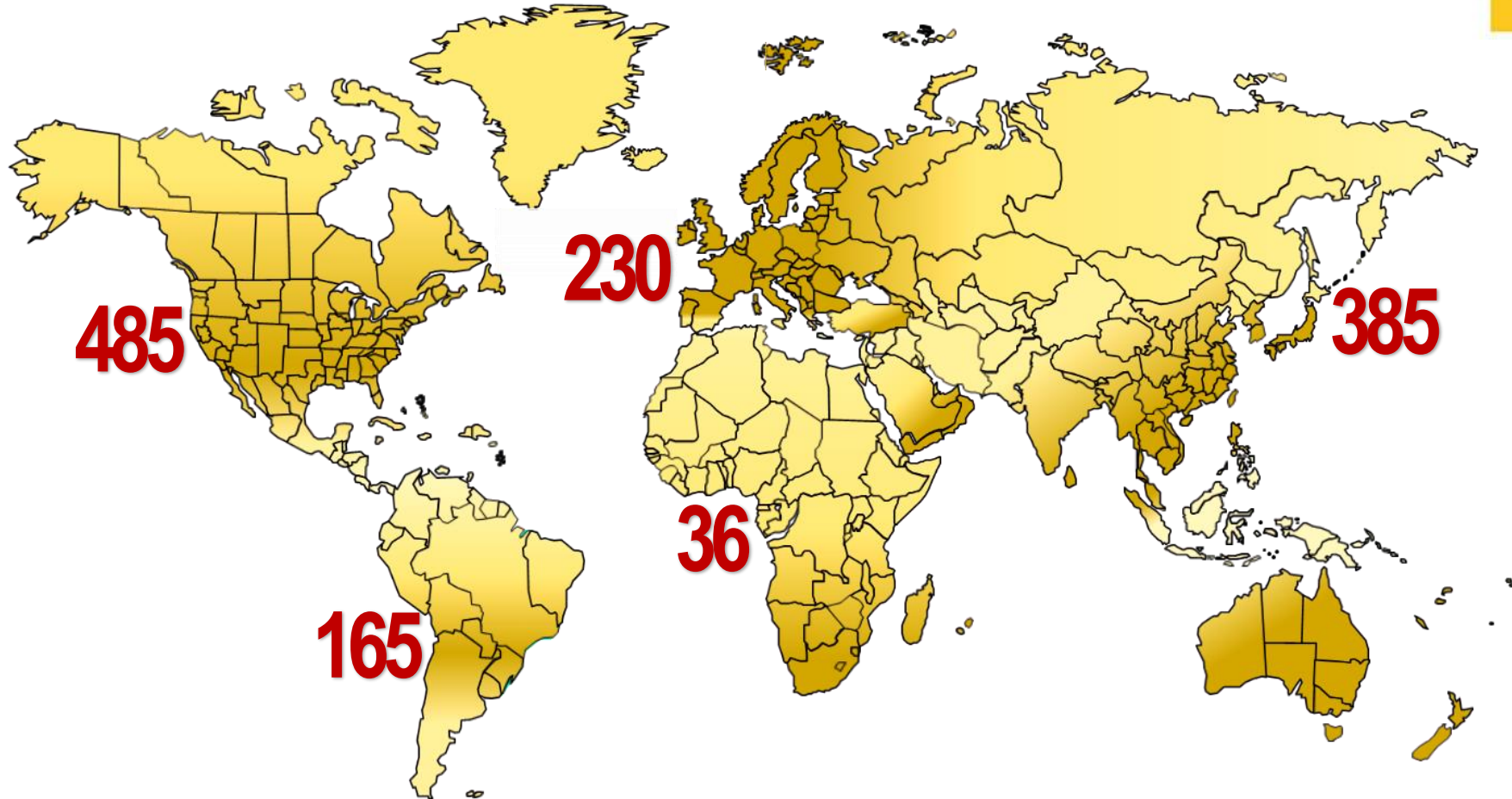
S. Korea



Source: Cat estimate



# Caterpillar's Rental Business Model



Serving customers in 180 countries (over 1,300 locations globally) with more than 300 products.

# Caterpillar's Rental Business Model

*Executing the business model*



## BUY IT RIGHT

- New products to improve profitability & meet customer needs

## RENT IT RIGHT

- Effectively measuring and benchmarking key rental metrics

## SELL IT RIGHT

- Continue to build & support Cat Certified Used brand

# Buy it Right - Voice of Machine

## THE NEW CAT<sup>®</sup> 320 GC

Reliable. Comfortable. Productive.

- Lowest machine cost / hour
- Basic features
- Lowest fuel consumption



## THE NEW CAT 320

Moving the Standard Higher

- Lowest jobsite cost / hour
- “Smart” machine
- Versatile



## THE NEW CAT 323

High Production Performance

- Revenue maximizer
- “Smart” machine
- All applications, tough conditions



# Caterpillar's Rental Business Model

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## SELL IT RIGHT

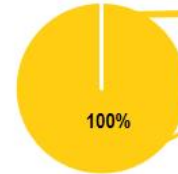
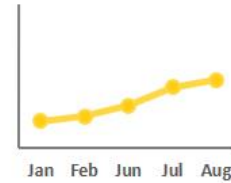
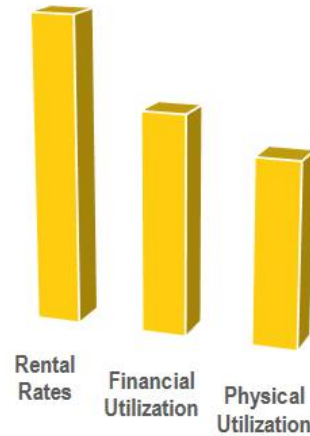
- Continue to build & support Cat Certified Used brand

# Rent It Right - Voice of the Market

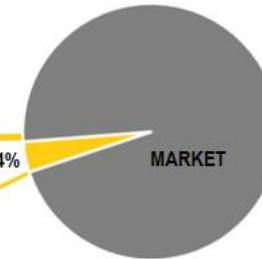
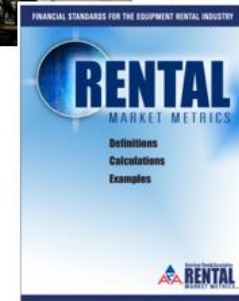
## CLASSIC ANALYSIS



## KEY METRIC MANAGEMENT



## MANAGING TO OPPORTUNITY



# Caterpillar's Rental Business Model

*Executing the business model*



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# Sell It Right - Voice of Used Customer

- Full service history
- Rigorous inspection
- Genuine Cat parts
- Caterpillar warranty
- Flexible financing



**CERTIFIED TO A HIGHER STANDARD - BACKED BY THE BEST IN THE BUSINESS**

# In Summary



## BUY IT RIGHT

- New products to improve profitability & meet customer needs

## RENT IT RIGHT

- Effectively measuring and benchmarking key rental metrics

## SELL IT RIGHT

- Continue to build & support Cat Certified Used brand





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



# QUESTIONS?