-------------------------------------------------------------------------------------------------------------------- Caterpillar 2005

\*{society, develop, improve, standards of living}

\*{Global population, burgeoning, increasing, six fold, two centuries, doubling}

\*{reached, expected, grow}

\*{growth, combined, increasing, appetite, resources, enormous pressures, planet}

\*{natural resources, straining, ecosystems, ability, recover}

\*{Millennium Ecosystem, Assessment, United Nations-sponsored study, completed, international teams, scientists, humans, changed, ecosystems}

\*{result, world’s ecosystems, degraded, used, unsustainably}

\*{consumption, people, live, extreme poverty}

\*{response, society, approach, resources, capacities, people}

\*{sustainable development, United Nations, commission, needs, present, compromising, ability, future generations, needs}

\*{protecting, planet’s ecosystems, development, lead, reduction, poverty, economic growth, opportunities}

\*{challenges, never ending}

\*{business, issues, energy efficiency, climate change, product, use, safety, open markets, name, affect, dealers, customers}

\*{issues, remodeling, world’s traditional ideas, methods, development}

\*{application, new technologies, invented}

\*{teamwork, disparate, partners, business, academia, government, non-governmental organizations}

**\*{LEGACY, PROGRESS}**

\*{reality, world}

\*{individuals, businesses, constraints, difﬁcult choices, choices, bring, opportunity}

\*{Caterpillar, recognizes, development, efﬁcient, environmentally sensitive manner, progress, area, years, operations, communities, products, services, solutions}

**\*{**products, services, access, clean water, reliable power}

\*{raw materials, society, depends, improve, quality of life, building, roads, airports, schools, hospitals, homes}

**\*{**facilities, dealers, economic and social roles, good jobs, skill-enhancing opportunities, charitable support, communities}

**\*{**people, strides, reduce, emissions, products, operations, expand, reuse, remanufacturing, products, develop, new technologies, processes, educate, customers, safest, most efficient ways, operate, equipment}

**\*{**environmental, ﬁnancial, social performance, steadily improved}

\*{named, Dow Jones Sustainability World Index, straight, times}

**\*{COMMITMENT, FUTURE}**

\*{sustainable development, strategic area, improvement, new enterprise strategy}

\*{focus, sustainability, global businesses, enterprise-wide commitment, experiences, successes, behaviors, replicated, organization}

\*{establish, communicate, bold, goal, targets, drive, right behaviors}

\*{dialogue, stakeholders, tough issues, pursue, business opportunities, sustainable development, presents}

\*{developing, comprehensive, coherent strategy, dedicated staff, focus, sustainable development, design, products, operations, work, customers, communities}

\*{setting, aggressive goals, publicly, challenging}

\*{Key elements, strategy}

**\*{**Education, employees, speciﬁc training, managers}

\*{Metrics, goals, established, facility, safety, energy, material, conservation, emissions, water consumption}

\*{Metrics, goals, developed, Caterpillar business units, driving, proﬁtable, growth, generated, products, solutions, supporting, sustainable development}

\*{Development, processes, support, innovation, collaboration, universities, research institutions, leveraging, expertise, organization}

\*{new customers, dealer network, industry groups, understand, needs, develop, solutions}

\*{engagement, building, relationships, established, creating, report, *effort, encourage, engagement, invitation, join, board of directors, World Resources Institute}*

\*{discipline, Sigma2, sustainable development, creativity, innovation, efficiency, needs of existing, future customers, differentiate, competition, proﬁtable, growth}

**\*{SIMPLE SOLUTIONS, INTELLIGENT CHOICES}**

**\*{**take, lightly, challenges, face}

\*{series of public messages, argued, simple solutions, intelligent choices}

\*{statement, true}

\*{issues, face, complex, difficult, requiring, decision-making based, facts, data, beneﬁting, perspectives, multiple stakeholders}

\*{report, discuss, progress, addressing, issues}

\*{right answers}

\*{challenges, sustainable development, difficult, faced, past}

\*{challenges}

\*{owe, children, grandchildren, generations, creativity, experience, industry leadership, position}

\*{people, dealers, customers, stakeholders, choices, growth of business, create, sustainable world}

\*{possibilities}



-------------------------------------------------------------------------------------------------------------------- Caterpillar 2006

**\*{Business, sustainable Development}**

\*{Customers, long turned, machines, engines, world’s work, productively, efficiently, cost effectively}

\*{solutions, lower emissions, use, energy, fuels, efficiently, operate, less environmental impact}

\*{solutions, growing business}

\*{Consider, examples}

\*{invested, developing, cleaner products, ACERT Technology and SoLoNOx™, solutions, dramatically reduce, diesel engine, gas turbine emissions, customer expectations, durability, fuel efficiency, performance}

\*{result, retain, leadership positions, industries}

\*{grew, remanufacturing business, educating, customers, governments, policymakers, remove, barriers, expand, market, advanced recycling process}

\*{leader, global industry, conserves, non-renewable resources, cost-effective repair, options, customers}

\*{governments, promote, use, alternative fuels, landfill gas, coal seam methane, digester, gas, distributed, power generation}

\*{Solar, gas turbines, example, operate, gases, wasted, potentially harmful}

\*{Increasing, ability, convert, gases, clean energy, reduces, greenhouse gas (GHG) emissions, represents, opportunity, growth}

\*{examples, technology, existing problems, business solutions}

\*{supporting, sustainable development, create, value, customers, investors, environment}

\*{identified, possible solutions, opportunities, business strategies, sustainable development}

\*{improving, energy efficiency, increasing, re-manufacturability, reducing, negative environmental impact of products, services}

\*{expanding, creating, new markets, products, services, supporting, incentives, technology development, deployment}

\*{working, customers, stakeholders, share, technologies, best practices}

\*{examples, strategy, action, report}

**\*{Challenge, climate change}**

\*{GHG emissions, area, core businesses, challenges, sustainable development, merge}

\*{serve, stakeholders, solutions, energy-efficient products, technologies, finding, policy solutions, support, sustainability, needs, customers}

\*{major partner, coal, mining, oil, gas industries, example, tremendous interest, securing, long-term viability, energy sources}

\*{world progress, prosperity, depends, maintaining, fuels, safe, secure, reliable, low-carbon-emissions sources, energy}

\*{clean diesel engines, combined, heat, power applications, critical technologies, enhance, energy efficiency, solutions, climate change}

\*{encourage, reasonable, environmentally effective standards, industries, Caterpillar, actively engaged, supporting, public policies, reduce, GHG emissions, promote, market-based approaches, climate change initiatives}

\*{member of U.S., Climate Action Partnership (USCAP), U.S. policymakers, establish, mandatory emissions reduction program, address, climate change, federal approach, integrated, harmonized, global system, GHG emissions-reduction initiatives, avoids, local regional development, separate, paths}

\*{support, emissions standards, peer-reviewed science, industry, public input}

\*{fair, flexible approaches, standards, incentives, new technology, early action}

\*{join, members of USCAP, urging, U.S. Congress, specify, target zone, aimed, reducing, emissions}

\*{goals, reduced, GHG emissions, economic growth, mutually exclusive}

\*{addressing, climate change, opportunities, industry, economy}

\*{market-based approach, encourages, innovation, discovery, new energy sources, development, new technologies, improve, use, existing resources, important}

\*{Governments, implement, policies, regulations, business, solutions}

**\*{Sustainable Development Journey}**

\*{published, first sustainability report}

\*{readers, surprised, learn, pursuing, sustainable development business, surprised, discover}

\*{process, producing, learning experience}

\*{showed, importance, perspective, internally focused, globally and strategically relevant}

\*{challenges, need, pursuit, sustainable development, organization}

\*{introduced, enterprise strategy, identified, sustainable development, strategic area, improvement, area, enterprise-wide focus, commonality, achieve, goals}

\*{organization, increasing, understanding of principles, sustainable development}

\*{expected, individual business units, struggling, understand, apply, principles}

\*{conscious decision, focus, efforts, participating, development of policy principles, U.S. federal-level, GHG emissions-reduction efforts, engaging, largest customers, better understand, sustainable development needs}

\*{result, progress, originally planned, internal sustainable development initiatives}

\*{months, years, ahead, helping, employee, understand, complexity, sustainable development, business unit, translate, understanding, growing, profitable business models}

\*{progress, achieving, targets, established, report}

\*{encouraged, progress}

\*{sustainable development, focused, leader, front}

\*{real contributions, contributions, long term benefit, business, customers, investors, create, sustainable world}

-------------------------------------------------------------------------------------------------------------------- Caterpillar 2007

\*{transformation, organization, building, hard work, people, solidified vision, sustainable development, aggressive and comprehensive set of goals}

\*{vision, contribute, diverse businesses, society, people’s basic needs, environment}

\*{goals, establish, targets, operations, products, services, solutions, customer energy efficiency, material efficiency, safety}

\*{goals, aspirations, company, core businesses, intersect, world’s biggest sustainable, development issues}

\*{establish, aggressive goals, improvements, goal-setting, drive, real, sustained progress}

\*{time, Team Caterpillar, differently, question assumptions, challenges, sustainable development, presents}

\*{ENERGY, CLIMATE}

\*{Climate change, emerged, number one, environmental issue}

\*{countries, companies, reduce, carbon dioxide (CO2), greenhouse gas (GHG) emissions, progress, technology development slow}

\*{International Energy Agency, predicts, business usual approach, result, dramatic increases, emissions}

\*{scientists, CO2 emissions, average increase, global temperatures}

\*{risk, harm, planet}

\*{necessary reductions, emissions, dramatic, fundamental changes, world’s transportation, electricity, industrial sectors, unprecedented technology development, deployment, public-private collaboration}

\*{Society, struggling, address, issue}

\*{working, customers, industry, groups, reductions, magnitude, products, manufacture, markets, serve}

\*{challenge, reduce, regulated emissions, clean diesel engines, meet, stricter regulations}

\*{achieved, near-zero, particulate matter (PM) emissions, highway engines, machines, non-road products, bringing, oxides of nitrogen (NOx) emissions, near-zero levels, engines, operate, increasing, efficiency}

\*{challenge, new product, introduction efforts, Caterpillar history}

\*{moving rapidly, stringent PM, NOx emissions requirements, fuel efficiency}

\*{building, experience, biodiesel, next generation, biofuels, reduce, GHG emissions, fossil fuel consumption}

\*{efforts, influence, technology, policy development}

\*{corporations, environmental groups, create, U.S. Climate Action Partnership (USCAP)}

\*{additional organizations, signed, initiative, pressing, establishment, mandatory, “cap and trade” system, put, price, carbon emissions, drive, significant reductions, economically efficient manner}

\*{leadership role, Council Competitiveness’ Energy Security, Innovation, Sustainability Initiative, active participants, U.K.-based Energy Technologies Institute, Asia- Pacific Partnership, Clean Development, Climate, regional, national, international organizations}

\*{engaged, share, expertise, best practices, expose, people, different ideas, new ways of thinking, economically-efficient, market-based solutions, energy, climate change}

\*{GROWTH, TRADE}

\*{issues of energy, climate, economic growth, international trade}

\*{climate change talks, Bali, progress, slow, eliminate, financial, trade barriers, preventing, technology development, deployment}

\*{Nations, able, invest, needed emissions reduction solutions, applying, technologies, acquiring, developed, others}

\*{business, allowed, sell technology, world, market}

\*{global exchange, capital, ideas, little chance, tackling, climate change, global scale}

\*{impact of growth, trade, extends, climate change, key issues}

\*{encouraging, economic development, improves, standards of living, first step, sustainable future}

\*{Nations, meet, citizens’ basic needs, food, shelter, healthcare, transportation, communications, better positioned, address, issues of environmental, social sustainability}

\*{Key, economic growth, international trade, investment}

\*{World Bank, free trade, lifted, people, out of poverty, last decade, largest, fastest reduction, recorded}

\*{eliminating, remaining, trade barriers, farm subsidies, improve, quality of life, individuals}

\*{government aid package, corporate philanthropy effort, impact}

\*{United States, European Union, maintain, highest trade barriers, products imported, world’s poorest countries, developed-world agricultural policies, undermine, growth, developing nations}

\*{practices, stop}

\*{treat, developing economies, fairly, give, people, opportunity, flourish}

\*{quality of life, world, improves, governments, afford, invest, promoting, clean air, clean water, responsible use, natural resources, citizens, engage, global economy, consumers, products, services, provide}

\*{reasons, Caterpillar, long, staunch advocate, free trade, global engagement}

\*{business, proof, companies, compete, open trading environment, firsthand, locations, countries, benefits, increased trade, developing world}

\*{trade barriers, governments, adopt, trade policies, balance, economic, environmental and social concerns}

\*{PEOPLE}

\*{products, services, societies, improve, living standards, people, first step, sustainable development}

\*{operations, people, communities, acquire, skills, resources, sustainable livelihoods}

\*{meaningful employment, access, healthcare, educational opportunities, establishing, consistent expectations, behavior, people, choices, future implications, decisions, positive impact, livelihoods, communities, live, environment share}

\*{values, foundation, efforts, establish, uniformly high levels of performance, operations, uniformly high expectations, people}

\*{*Values Action*, Worldwide Code of Conduct, member, Team Caterpillar, guidelines, integrity, honesty}

\*{commits, diversity, inclusion, employee health, safety, environmental responsibility, community development, learning, redoubling, efforts, educate, employees, sustainable development}

\*{Caterpillar Production System, establishes, consistent cultural, operating, management systems, facilities}

\*{empowers, people, levels, good decisions, daily work, responsibility, creating, safe, positive workplace}

\*{history, successful, large part, focus, long-term and short-term gains}

\*{move carefully, measure, effects, actions, stakeholders}

\*{establish, lasting, relationships, customers, dealers, suppliers, communities}

\*{operations, strategies, processes, philanthropic efforts, investing, people, planet, long-term}

\*{FURTHER, FASTER}

\*{sustainable development journey, publicly, shape, release, Sustainability Report}

\*{key issues, explained, sustainable development, means, company}

\*{step further, documenting, strategies, progress, challenges, key areas of business, energy, materials, mobility, infrastructure development}

\*{examines, interconnectedness, business areas, explores, issues, energy use, climate change, economic growth, free trade, sustainability intertwine}

\*{documents metrics, drive, performance}

\*{products, services, improving, performance, dimensions of sustainability, working, build, capacity, developing nations, foster, process, improvements, developed world}

\*{aims, identify, areas, impact, engage, stakeholders, issues, explain, shape, company, marketplace}

\*{sustainable development, evolved, credit, people, embrace, challenges, opportunities}

\*{push, further, faster}

\*{challenge, reducing, particulate, matter, emissions, highway diesel engines, task, thought, impossible}

\*{people, faced, unreachable goal, conventional thinking, developed, new technology, delivered, necessary reductions}

\*{struggling, improve, safety performance, declared, accidents, injuries, preventable, goal, zero}

\*{goal}

\*{establishing, created, zero tolerance, mindset, injuries, results}

\*{company, facility, product line, service area}

\*{employees, challenge, waste, eliminate, inefficiencies, work, deepen, understanding of true impact, live}

\*{products, services, solutions, customers, sustainable world, demand, sustainability of business, stakeholders}

-------------------------------------------------------------------------------------------------------------------- Caterpillar 2008

\*{water consumption, dropped, recycled material, jumped, record highs}

\*{total greenhouse gas (GHG) emissions, steady, increase}

\*{initial environmental goals, aggressive aspirational goals}

\*{Caterpillar Production System, eliminate, waste, deliver, dramatic improvements, employee safety}

\*{invest, cleaner, efficient products}

\*{increased, involvement, global policy advocacy}

\*{economic pendulum, swung, direction}

\*{industry, serve, economic crisis}

\*{sales volumes, declining, cut, spending, reduce, employment, scale, investments, research and development}

\*{circumstances, sustainable development journey}

\*{economic situation, sustainability, business}

\*{energy, materials, water, efficiently, reducing, waste, creates, economic, environmental benefits}

\*{economic benefit, environmental benefits}

\*{customers, consumers, everywhere, looking, value, products, services}

\*{engines, burn less, different, fuel, machines, work productively, job sites, efficient}

\*{repair, rebuild, upgrade, equipment, buying, new}

\*{Team Caterpillar, solutions}

\*{Sustainable development, opportunity, business, growth, profitability}

\*{stakeholders}

\*{Team Caterpillar, progressed, aspirational goals}

\*{workplaces, safer, key safety metrics, improving}

\*{facilities, zero recordable injuries, achievement, record, production levels}

\*{New facilities, designed, Leadership Energy and Environmental Design (LEED) criteria, pilot project, underway, corporate headquarters, Peoria, gain, LEED, silver standard, existing buildings}

\*{facilities, energy efficiency, focus}

\*{Record, production levels, GHG emissions}

\*{aspirational goals, area, aggressive, increase, energy efficiency, reduce, absolute GHG emissions, use, alternative, renewable sources, energy needs}

\*{challenging, innovative ways, goals}

\*{customers, achieve, goals, material, energy efficiency, emissions reductions, job site safety}

\*{building, existing portfolio, products, services, clean diesel engines, retrofit solutions, older machines, engines, advanced safety features, ability, convert, waste, gases, clean, useful energy, invest, research, technology, develop, new, sustainable, solutions}

**\*{New products}**

**\*{**AC electric, drive, mining, trucks, MINExpo, introduced, new Cat D7E electric-drive track-type tractor, CONEXPO/CON-AGG 2008}

\*{Cat D7E, burn, less fuel, tractors, reducing, emissions}

\*{consume, fewer resources, fluids, addition, fuel, material, fuel, burned, compared, conventional drive systems}

**\*{New solutions}**

**\*{**new division, focused, electronics, connected, worksite solutions}

\*{Featuring, products, AccuGrade™ machine control, guidance systems, Product Link™, fleet management tools, technology, together, job site information, machine, data, operator stations, office functions, customers, improve, operational efficiencies, reduce, waste, drive down, fuel consumption, emissions}

**\*{New alliances}**

\*{announced, groundbreaking alliance, BHP Billiton, diversified, natural resources company}

\*{developing, autonomous mining, haulage system, minimize, environmental impact, improve, mine site, efficiency, increase, mine safety}

\*{joint venture, Trimble, VirtualSite Solutions, create, information-rich worksites, customers, manage, equipment fleets, efficiently, safely, reduce, fuel consumption, lower operating costs}

\*{product, marketing, businesses, key customer industries, mining, excavation, earthmoving, quarry, aggregates, waste}

\*{serve, needs, design, solutions, address}

\*{customize, solutions, industry needs}

\*{major focus, sustainable progress, customers}

\*{driving, sustainability, internal processes, New Product Introduction teams, operator safety, environmental concerns, re-manufacturability priorities, initial design, field, trials, production}

\*{active, policy, legislative fronts}

\*{support, federal, market-based, GHG reduction policy, United States, work, concert, international efforts, reduce, global GHG emissions}

\*{coordinated, global action, effective way, challenge}

\*{research and development, key, solving, energy, climate, challenges}

\*{issues, key, emerge, recession}

\*{governments, increased, R&D funding, economic stimulus packages}

\*{industry, leading technologies, respond, increase, sustainability initiatives, efforts, everything, advances, clean coal technology, combined heat, power applications, increased use, rail transport, remanufacturing}

\*{depth, duration, economic crisis}

\*{long-term viability of company}

\*{Team Caterpillar, stakeholders, sustainability, business, sustainability, world economy, intertwined}

\*{emerge, stronger, recession}

-------------------------------------------------------------------------------------------------------------------- Caterpillar 2009

\*{Products, Services, Solutions}

\*{successful companies, integrate, sustainability, core businesses}

\*{customers}

\*{technologies, services, solutions, customers, respond, unique business challenges}

\*{goal, improve, jobsite safety, beneficial uses, products, commodities, increase, material, energy efficiency, reduce, greenhouse gas emissions, deliver}

\*{delivered, Cat® D7E Electric Drive Tractor, customers}

\*{sustainability, characteristics, designed, machine, benefit, environment, direct positive impact, customers, bottom lines}

\*{Customers, spend less, fuel, fluids, maintenance, lifetime, machine}

\*{Electric Drive system, benefits, boosts, machine productivity, efficiency}

\*{D7E, customers, work, less time, reduced, emissions, environmental impact}

\*{new products, Caterpillar’s fastest-growing businesses, focused, sustainability, materials, resources, Cat Remanufacturing Services, Cat Certified Rebuild, Progress Rail Services}

\*{restoring, customer, equipment, like-new condition, businesses, minimize, waste, high-quality, cost-effective solutions, customers}

\*{Internal Solutions}

\*{resources, efficiently, effectively, sustainability journey, focus}

\*{good business}

\*{use, fewer resources, saves, money}

\*{areas, improving internally}

\*{world headquarters, building, Peoria, certified, Gold, U.S. Green Building Council’s Leadership, Energy, Environmental Design-Existing Buildings (LEED-EB)}

\*{designation, recognizes, leadership, energy management, waste, material, water usage, criteria}

\*{designation, commitment, sustainability}

\*{creativity, employees}

\*{Team Caterpillar, ideas, sustainable}

\*{ideas, valuable, create, culture, employees, work better, efficiently}

\*{aspect, business culture}

\*{safety}

\*{goal, zero injuries}

\*{goal, incredible stretch, work}

\*{introduced, Safety Strategic Improvement Project, team, safety}

\*{reduction, injuries}

\*{facilities, realized, vision, zero injuries}

\*{success, extend, efforts, customers, dealers, contractors}

\*{introduced, Contractor Safety Program}

\*{New contractors, safety standards, working, contractors, safety standards}

\*{walks, doors, act safely, sake, safety}

\*{Investment, Partnership}

\*{Sustainability, balancing act}

\*{clean, abundant, secure, competitively priced, sources, energy}

\*{environmental concerns}

\*{economic well-being}

\*{responsibility, public debate, energy, environmental policies, industries}

\*{businesses, create, implement, solutions, world’s energy, environmental issues}

\*{heavy rules, regulations, expenses, businesses, private sector investment, energy solutions}

\*{long-term, global price, carbon emissions}

\*{domestic policies, work, concert, international efforts}

\*{Climate, energy concerns, global issues}

\*{country, level, playing field}

\*{interconnected}

\*{variations, rules, regulations, huge disadvantages, businesses, industries, nations}

\*{air, boundaries, coordinated, global actions, effective ways, world’s environmental challenges}

\*{Research and development, technology, key, solving, energy, sustainability, challenges}

\*{opportunity, responsibility, sustainability}

\*{changes, global economy, last report, commitment, sustainability, wavered}

\*{economic downturn, secure, sustainability, core of strategy}

\*{creates, captures, value, company, customers, investors, employees, suppliers, world}

\*{sustainable progress}

-------------------------------------------------------------------------------------------------------------------- Caterpillar 2010

\*{Powering, Change}

\*{Empowering, Customers}

*\*{game, changing, life, altering}*

*\*{argument, people}*

*\*{machines, build, roads, bridges, connect, remote villages, resources, access}*

*\*{game, changing}*

*\*{power systems, people, turn, lights}*

*\*{electricity, places}*

*\*{life, altering}*

*\*{desires, electricity, clean water, roads, infrastructure, living, families}*

*\*{global company, basic needs, way, generations}*

*\*{population}*

*\*{demand, energy, increasing, progress, development}*

*\*{progress, creates, challenges}*

*\*{opportunity, challenges}*

*\*{sustainable development (SD)}*

*\*{questions, SD efforts, SD, fits, strategy}*

**\*{strategy}**

\*{perfect fit}

\*{strategy, serving, customers}

\*{customers, sustainability challenges}

\*{customers, people, pushing}

\*{employees, products, sustainable, operations, efficient}

\*{key groups, strategy pyramid, stockholders, sustainability}

\*{stockholder, investing, future, superior products, services, solutions, customers’ needs}

\*{doing, deliver, sustainable solutions, customers}

**\*{costs, focusing, SD}**

\*{people, SD, cost, save}

\*{investments, technologies, emissions reductions}

\*{start, broader context, investing, SD, investment, future}

\*{cases, huge savings}

\*{fuel-efficient machines, saves, customers, money, fuel}

\*{eliminating, waste, facilities, pay, send, waste, landfills}

\*{rare, SD efforts, cost}

**\*{business development, sustainability, Caterpillar}**

\*{examples, favorites, acquisition}

\*{ability, gas engine systems, natural gas, coal seam methane, landfill methane, biogas, biomass, coke oven gas, Opportunity}

\*{traditional diesel, natural gas engines, turbines, broadest engine, offerings, industry, strategically, placed}

\*{top, expanding, mining, business, agreement, acquire, Bucyrus international}

\*{needs, world’s mining community, extracting, processing, vital natural resources}

\*{impact, sustainability efforts}

**\*{mining, sustainability benefits, power system applications, converting, landfill gas, clean, usable energy}**

**\*{mining, customers, sustainable}**

**\*{**limited number of resources, possible, mining, resources}

\*{world’s demand, natural resources, increasing, role, mining, customers, harvest, resources, efficient way}

\*{resources, efficient manner}

\*{conserving, reusing, recycling}

\*{reasons, business model works}

\*{industry, customers, value chain, manner, initial, product selection, useful life, rebirth, re-manufacturing, rebuilding, start, cycle}

**\*{focusing, SD}**

\*{SD}

\*{society, pushing}

\*{opportunities}

\*{**harm, environment, debate, SD issues}**

**\*{**notice, green, saving, planet}

\*{sustainable development}

\*{Progress}

\*{needs, happen}

\*{least impact, planet}

\*{Individual situations}

\*{balance}

\*{conversion, jungle, farmland, world, view, devastating, people, South American region, survive, sustainable, arable farmland}

\*{sustainable development, pillars, economic, social, environmental}

\*{success, balance}

\*{south America, spent, fishing, Paraguay River}

\*{jungle}

\*{green, everywhere, plant, wildlife}

\*{impression, young man, central Illinois}

\*{traveled, revisit, jungle}

\*{farmland}

\*{farmland, productive, communities, country}

\*{resource, traded}

**\*{issues, resolved}**

\*{cooperation}

\*{country, united states}

\*{European union, standards}

\*{countries, world, issues, global scale}

\*{demand, sustainable solutions}

\*{solution}

-------------------------------------------------------------------------------------------------------------------- Caterpillar 2011

\*{energy, Sustainable development}

\*{travel, world, first hand, world, needs, products, Services, Solutions}

\*{world population, Growing, modernizing}

\*{things, question, world, need}

\*{people, world needs}

\*{world needs, trade, rational regulations, energy, quality education, quality healthcare, clean water, modern infrastructure, improved standards of living, globe, mention}

\*{subjects, focus, energy}

\*{world, needs, reliable, cleaner energy}

\*{people, live, access, adequate energy services}

\*{people, global population, access, electricity}

\*{grasp, change}

\*{abundant supplies, energy resources, technology, reason, expand, energy access, living}

\*{cases, difference, developing nation, developed nation, access, electricity}

\*{challenge, extend, access, sustainable way possible}

\*{energy}

\*{role}

\*{global manufacturer, build, products, use, energy}

\*{efficient use, energy}

\*{employ, efficiency programs, Caterpillar production System, best use, energy, production lines}

\*{logistics business, strives, efficient ways, components, facilities, world}

\*{build, new facilities, efficient building standards}

\*{monitor, energy use, facilities, proactive steps, reduce, energy waste}

\*{work, customers, focused, energy consumption, energy, world needs}

\*{communities, states, countries, grow, economies, improve, quality of life, citizens, energy}

\*{sources, impacts, energy, production, consumption}

\*{planet, informed, issues, energy}

\*{Energy sources, developed, used, environmentally responsible manner}

\*{use, energy, responsibility, develop, energy sources, sustainably}

\*{enhancing, efficiency of equipment, improving, product, technologies}

\*{consumption, energy, products, global energy consumption, component, business, customers, key focus}

\*{solution, globally abundant, reliable, secure, clean, reasonably priced energy}

\*{sources, energy, alternatives, renewable, wind, solar, biomass, waste, used oil}

\*{develop, traditional sources, energy, nuclear, natural gas, coal}

\*{Nuclear, lowest emitting base, load energy source}

\*{Natural gas, fastest-growing fuel, accounting, world’s energy consumption}

\*{demand, growing}

\*{Coal, scale, meet, primary energy needs, world’s rising population, economic growth}

\*{energy sources, impact, planet}

\*{limit, impacts}

\*{supports, market-based, cost-efficient energy solutions, world’s growing energy demands}

\*{energy policies, atmosphere, best companies, experts, researchers, inventors, entrepreneurs, freedom, innovate, flexibility, resources, develop, cleaner, secure energy}

\*{policies, flexible mechanisms, harness, marketplace, innovation, mobilize, investment, sharing, clean and efficient technologies}

\*{Access, affordable and dependable energy resources, energy security, economic prosperity, growing economies}

\*{world}

\*{Energy consumption, rising, worldwide population growth, developing economies, improving, global living standards, burgeoning use, energy-dependent technologies}

\*{global demand, energy, increase}

\*{energy challenges}

\*{access, affordable, clean energy}

\*{responsibilities, operations, employees, communities, civic leaders, understand, perspective, energy debate, energy}

\*{Energy, business}

\*{customers, satisfying, world’s increasing demand, reliable energy sources, clean and efficient energy use}

\*{business, customers}

\*{customers, use, alternative fuels, power, reciprocating engines, gas turbines}

\*{represents, sales, working, grow, business}

\*{convert, waste energy, clean, useful energy}

\*{businesses, mining}

\*{Mining, heart, traditional energy sources}

\*{supply, global oil, gas industries}

\*{services, customers, extract, energy resources, efficiently, sustainable harvesting techniques}

\*{energy, transportation}

\*{industry-leading efficiency, Cat marine engines, ocean-going vessels, investing, rail, locomotive power, re-power}

\*{role}

\*{customers, energy business, energy, world needs, sustainable manner}

\*{succeed, sustainable, efficient}

-------------------------------------------------------------------------------------------------------------------- Caterpillar 2012

\*{strategy, customers}

\*{customers}

\*{need, add, value, challenges}

\*{customer, unique, needs, customers, share, the board}

\*{contractor, single machine, multinational mining company, Brazil, India, customer, operate, efficiently}

\*{move, materials, quickly, safely, efficiently, operate, sustainably}

\*{customers}

\*{problem, support}

\*{customers, agree, common concern, focus, power, team, find, solutions}

\*{technology, finding, solutions}

\*{learn, high-tech features, products}

\*{large mining trucks, customized, drive, supervised, comfort, control room, dozers, perated, remote control}

\*{internal combustion process, difficult, simulate, process, powers, space shuttle}

\*{machines, engines, designed, run, hours, overhaul, car}

\*{machines, designed, rebuilt}

\*{designed, engines, emissions standards, Tier 4, final phase, particulate matter, NOx emissions, near-zero levels}

\*{accomplished, sacrificing, power, performance, decrease, fuel consumption}

\*{dealers, customers, watch, products, working, smartphones, Cat® Product LinkTM, real-time data, product health, performance, uptime, fuel consumption}

\*{world-class manufacturer, excellence, innovation, innovate, new}

\*{use, technology, solve, problems}

\*{Sustainability, innovation, Caterpillar, “chicken and the egg”, dilemma}

\*{innovation, customers, sustainable, need, sustainable, innovative}

\*{Caterpillar, customers, operate, sustainable manner, drivers, innovation}

\*{invested, research and development}

\*{engineers, technologists, solutions, involving, natural gas, alternative fuels, advanced, hybrid technology, electronics, autonomy, remote, control, advanced, power trains, fuel consumption, responsiveness, traction control}

\*{research themes, common, customers, operate, efficiently, less impact, people, environment}

\*{three principles, sustainability}

\*{sustainability principles, focusing, preventing, waste, improving, quality, developing, better systems}

\*{terrific examples, principles, improve, sustainability, processes, products, services, solutions}

\*{principles, simple, effective, operations, supply chain, customers’ needs, environment, communities}

\*{sustainability principles, technology efforts, strides, sustainability, innovation efforts}

\*{customers, communities, succeed}

-------------------------------------------------------------------------------------------------------------------- Caterpillar 2013

\*{world’s resources, support, people, support}

\*{population, increases, demand, resources, infrastructure, increase}

\*{Sustainable progress, needs, support, economic growth}

\*{leader, sustainable progress}

\*{commitment, profitable, serving, planet, people, promoting, common good}

\*{Caterpillar Worldwide Code of Conduct, published}

\*{Code, provided, common ground, business life values}

\*{Values in Action}

\*{Integrity, The Power of Honesty}

\*{Excellence, The Power of Quality}

\*{Teamwork, The Power of Working Together}

\*{Commitment, The Power of Responsibility}

\*{honored, commitment, recognized, sustainability}

\*{Sustainability, The Power of Endurance}

\*{Sustainability, value, Commitment, responsibility, produce, sustainable solutions}

\*{Raising, sustainability, stand-alone value, acknowledges}

\*{Caterpillar, sustainability, enterprise-wide approach, operations, guide, suppliers, dealers, customers}

\*{sustainable progress}

\*{Leveraging, innovation, technology}

\*{Increasing, productivity}

\*{Using, resources, efficiently}

\*{Reducing, environmental impacts}

\*{Contributing, communities}

\*{company, operations, operate, sustainable manner}

\*{stakeholders}

\*{customers, products, services, solutions}

\*{brands, long-lasting quality, products, solutions, customers, operate, efficiently}

\*{innovation, focus, providing, products, fuel-efficient, require, less oil and fluids, operate}

\*{customers, build, infrastructure, supply, power, transport, goods, support, economic growth, developing and developed nations, support, efforts, growth, sustainable}

\*{stockholders, sustainable development strategies, leading-edge products, promote, customer loyalty, prospers}

\*{people}

\*{robust risk management process, anti-bribery, anti-corruption, programs, training, designed, support, Values in Action}

\*{reduced, Recordable Injury Frequency}

\*{employee training, development programs, intentional efforts, retain, qualified and diverse employees, diversity, inclusion}

\*{invest, support, communities, United Way, nonprofit gift, matching, volunteer programs, facilities, worldwide}

\*{support, Foundation, invested, boost, economic growth, quality of life, world}

-------------------------------------------------------------------------------------------------------------------- Caterpillar 2014

\*{Local Citizen, Making Sustainable Progress Possible One Community}

\*{world’s largest manufacturer, heavy equipment, people, connection, business, commitment, sustainability}

\*{protect, health, safety}

\*{innovate, products, efficient, prevent, waste}

\*{support, infrastructure development, environmental responsibility}

\*{diverse global team, build, world, community}

\*{elevated, Sustainability, Values in Action, sustainability}

\*{“Making Sustainable Progress Possible”, commitment, customers, stockholders, employees}

\*{sustainable progress, requires, balancing, economic, environmental and social aspects, business}

\*{progress, balance}

\*{Sustainability, drives, innovation, innovation, technology, reduce, resource consumption, emissions, associated costs}

\*{**Sustainability, drives, innovation}**

\*{innovations, Solar Turbines’ new SoLoNOx™, technology, reduces, NOx emissions, gas turbines, innovations, combine, attributes, existing solutions, Marine’s new twin fin propulsion system, compact, not compromise, maneuverability, cargo space}

\*{highlights, innovations, potential, transform, industry, Intelligent Compaction system, paving machines, achieve, desired criteria, new roadway, single pass}

\*{increases, productivity, safety, reduces, fuel consumption, CO2 emissions}

\*{Sustainability, drives, innovation, internal operations, transportation, packaging, process, improvements, Building Construction Products facilities, world}

\*{facilities, suppliers, efficient shipments}

\*{increased, safety, reduced, processing time, CO2 emissions, costs}

\*{designs, develops, builds, sells, respect, responsibility, build}

\*{envision, world, people’s basic needs, shelter, clean water, sanitation, food, reliable energy, fulfilled, environmentally sustainable way}

\*{facilities, products, services, solutions, focus, using, resources, achieve, vision}

\*{community}

\*{**reclaim, recycle, remanufacture}**

\*{greenhouses, generator, generate, power, use, CO2, beneficially, aid, plant growth}

\*{access, food, flowers}

\*{Mining reclamation sites, use, Cat® equipment, grade, restore, land, returning, native state}

\*{North Dakota site, landscape, producing, mineral ore, transformed, rolling hills, woods, grassy fields}

\*{remanufacturing, products, parts, restoring, customers, bought, brand new}

\*{remanufacturing operations, recycled, materials, landfills, scrap, heaps}

\*{remanufacturing work, greenhouse gas, atmosphere}

\*{shared, detailed, history, commitment, sustainability, shareholders}

\*{**Sustainability, builds, communities}**

\*{safety record improvements}

\*{safety record, industrial company}

\*{decreased, Recordable Injury Frequency}

\*{reduction}

\*{injuries, avoided}

\*{started, intense journey, improve, safety}

\*{employees, communities, facilities, interested, preserving, improving, communities}

\*{people, neighborhoods, world}

\*{employees, Nashville, Tenn., provide, pro bono legal services, employees, Brazil, preserving, native plants}

\*{Foundation, supports, efforts, grants, alleviate, root, causes, poverty, provide, paths, self-sufficiency, prosperity}

\*{formation, Foundation, support, sustainable progress, families, communities, globe}

\*{Sustainable progress, access, reliable, clean and affordable energy, water, food, shelter}

\*{support, development}

\*{**Energy access, prosperity}**

\*{energy, higher living standards, economic growth}

\*{support, traditional fossil fuels, technology, fuels, burn, efficiently}

\*{pursuing, innovations, utilize, alternative, renewable resources}

\*{industrial engines, support, energy production, machines, excavate, build, new dams, power plants, generator, power, medical clinics, diesel-electric locomotives, transport, food, materials, countries, world, creating, conditions, economic growth, opportunity}

\*{company, built, values, company, living, operating, values}

\*{global team, sustainable progress, community}