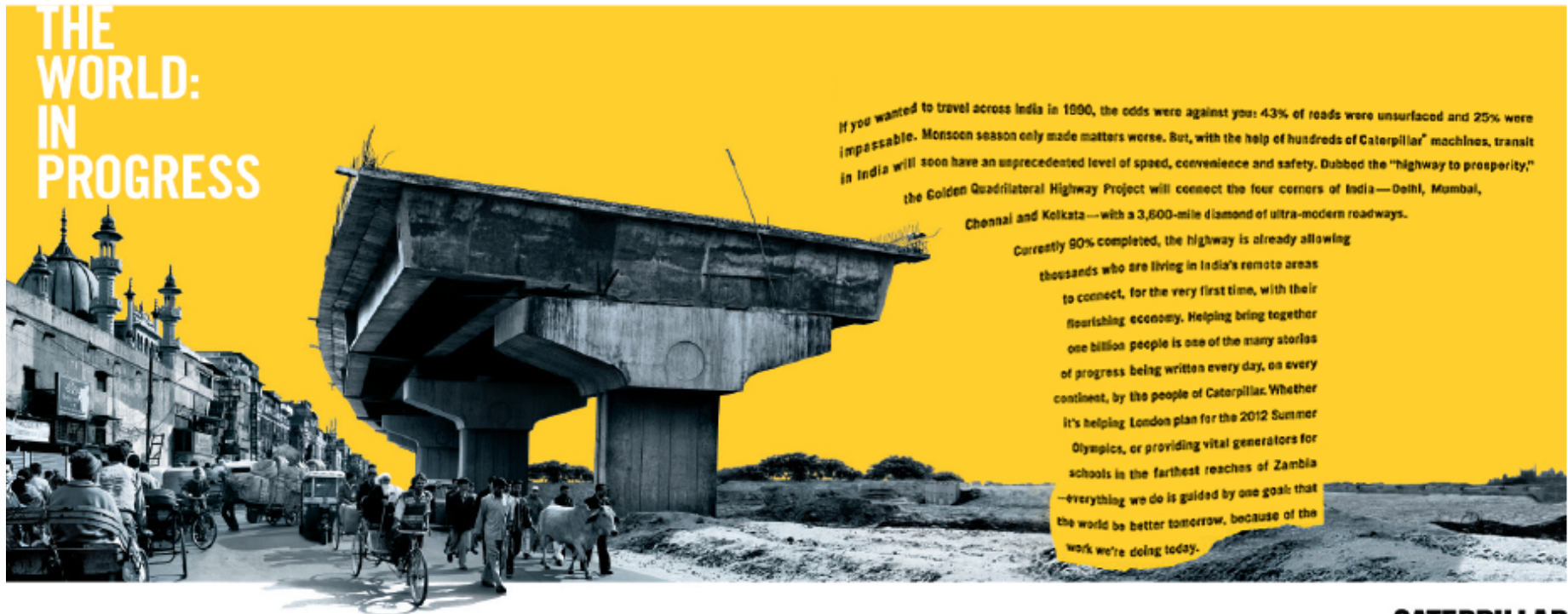


Global Trends in IP Protection



**THE
WORLD:
IN
PROGRESS**

If you wanted to travel across India in 1990, the odds were against you: 43% of roads were unsurfaced and 25% were impassable. Monsoon season only made matters worse. But, with the help of hundreds of Caterpillar® machines, transit in India will soon have an unprecedented level of speed, convenience and safety. Dubbed the "highway to prosperity," the Golden Quadrilateral Highway Project will connect the four corners of India—Delhi, Mumbai, Chennai and Kolkata—with a 3,600-mile diamond of ultra-modern roadways.

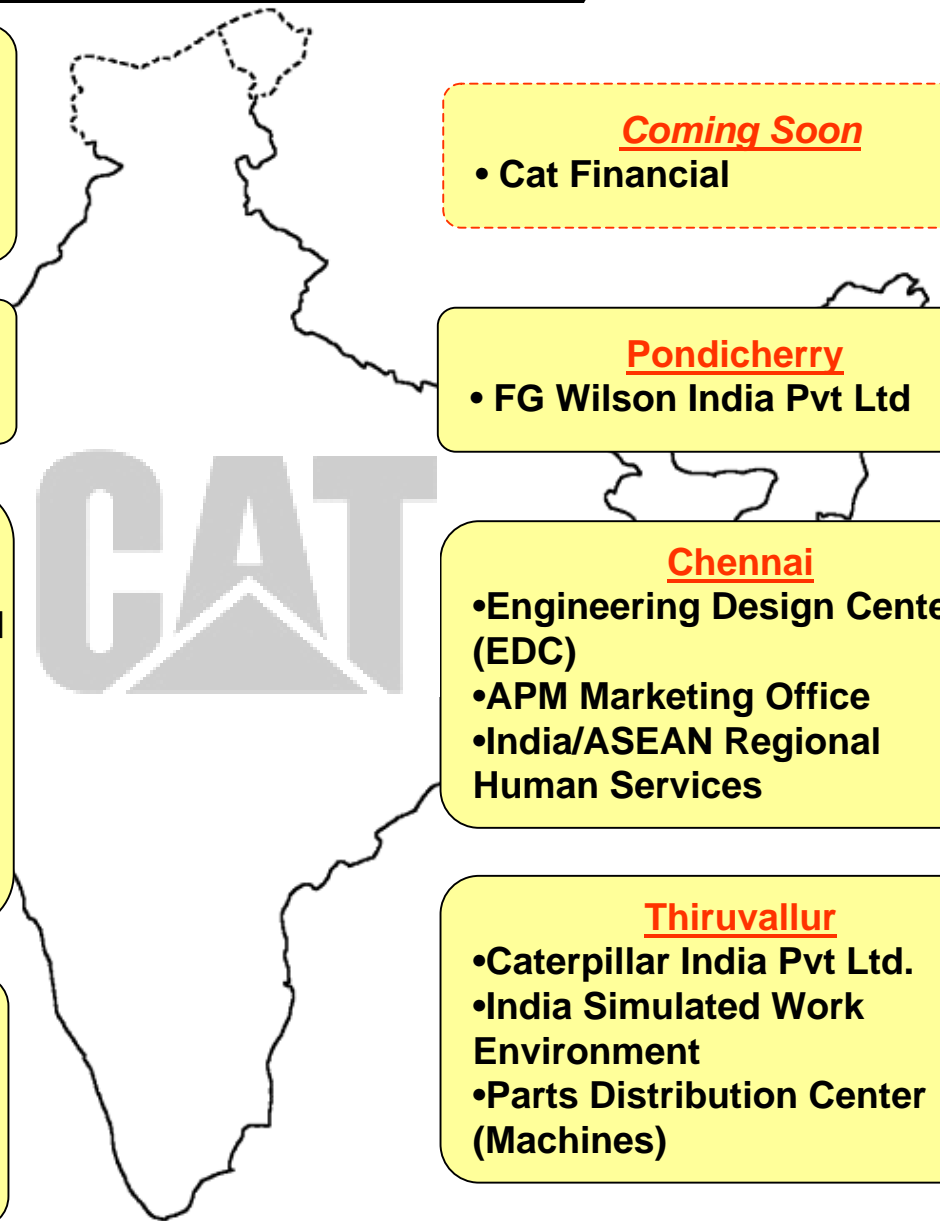
Currently 90% completed, the highway is already allowing thousands who are living in India's remote areas to connect, for the very first time, with their flourishing economy. Helping bring together one billion people is one of the many stories of progress being written every day, on every continent, by the people of Caterpillar. Whether it's helping London plan for the 2012 Summer Olympics, or providing vital generators for schools in the farthest reaches of Zambia—everything we do is guided by one goal: that the world be better tomorrow, because of the work we're doing today.

CATERPILLAR®
TODAY'S WORK. TOMORROW'S WORLD.™

Bill Heming
Caterpillar Inc.

India Facilities Overview

J,



Delhi

- Solar Turbines
- Governmental & Community Affairs

Mumbai

- Turbomach India Pvt Ltd

Bangalore

- AP Marketing District Office
- Caterpillar Commercial Pvt Ltd
- India Power Systems Marketing
- Caterpillar Logistics Services India Pvt Ltd
- Asia Pacific Shared Services

Hosur

- Caterpillar Power India Pvt Ltd.
- Parts Distribution Center (Engines)

Coming Soon

- Cat Financial

Pondicherry

- FG Wilson India Pvt Ltd

Chennai

- Engineering Design Center (EDC)
- APM Marketing Office
- India/ASEAN Regional Human Services

Thiruvallur

- Caterpillar India Pvt Ltd.
- India Simulated Work Environment
- Parts Distribution Center (Machines)



**What are the affects of Global IP
Trends on what businesses need to
invest and manage risk?**





Global IP Trends... Key Drivers

- Technology and people are highly mobile
- Protection mechanisms vary widely between markets, and markets vary widely
- Money chasing IP
- Financial investors in IP v. manufacturers (users)
- Export to grow is not difficult
- Counterfeiting
- Politicalization

One example: *Competition for Technology and IP*



“WW Product Competitors”

“Technology Competitors”

“Patent Competitors”

“Region or Country Competitors”

- A country can be the market—substantial base
- Cost competition
- Global ambitions
- Disruptive capability



How does this affect what businesses need to invest and manage risk?

- Barriers to entry
- Higher Risk & More Unknowns
- Diminishes IP as a common language and currency
to support relationships
- Clouds Business Value Proposition

*“Ultimately, the value of IP to society is affected, and
thus the welfare of everyone, unless we get it right”*

2nd Annual Global Forum on Innovation, Creativity, and Intellectual Property



Thank You