



Douglas R. Oberhelman
Chairman and
Chief Executive Officer

March 21, 2011

The Honorable Pat Quinn
Governor, State of Illinois
207 Statehouse
Springfield, IL 62706

Dear Governor Quinn:

Caterpillar has been proud to call Illinois home for over 75 years. Personally I grew up in Woodstock, Illinois, and aside from a few years out of the country for my work at Caterpillar, I have lived here my whole life. Before, I never really considered living anywhere else, and certainly never considered the possibility of Caterpillar relocating. But I have to admit, the policymakers in Springfield seem to make it harder by the day.

I've included just three of several letters from Governors across the country that I have been receiving. They are welcoming Caterpillar to their states with open arms, and they make compelling arguments. I have been called, "cornered" in meetings and "wined and dined" – the heat is on.

You've always been honest with me, and that's why I want you to know about these letters. I'm not sending them to you as a threat that Caterpillar is leaving Illinois. I want to stay here. And as our business grows, I'd like to invest more here—Illinois has always been the heart of Caterpillar. But as the leader of this business, I have to do what's right for Caterpillar when making decisions about where to invest. The direction that this state is headed in is not favorable to business, and I'd like to work with you to change that. Frankly, we need to re-structure this State's business from top to bottom. I think you know that.

Best regards,

Doug Oberhelman

c: The Honorable Aaron Schock, Congressman, P.O. Box 10555, Peoria, IL 61612
The Honorable John Cullerton, Senate President, 327 Statehouse, Springfield, IL 62706
The Honorable Christine Radogno, Senate Republican Leader, 309A Statehouse,
Springfield, IL 62706
The Honorable Michael Madigan, Speaker of the House, 300 Statehouse, Springfield, IL
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The Honorable Tom Cross, House Republican Lead, 316 Statehouse, Springfield, IL
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The Honorable Jack Lavin, Chief of Staff, Office of the Governor, 207 Statehouse,
Springfield, IL 62706