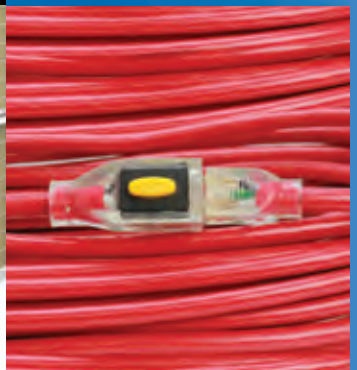
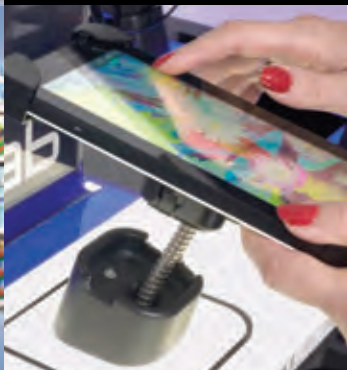
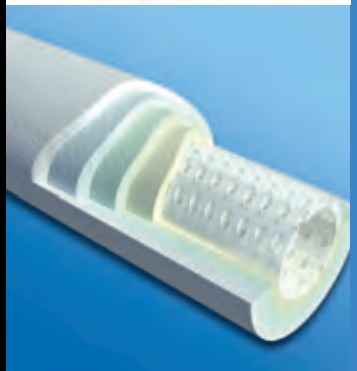




ANNUAL BROCHURE
2013



MARMON
The Marmon Group
A Berkshire Hathaway Company



Marmon — At-a-Glance

The Marmon Group, part of Berkshire Hathaway Inc., is a global, diversified industrial organization. Marmon comprises three autonomous companies consisting of 14 diverse, stand-alone business sectors, and more than 175 independent manufacturing and service businesses. These three companies and their respective sectors are:

Marmon Engineered Industrial & Metal Components, Inc. — 2013 Revenues* \$2.316 billion

■ Distribution Services Sector

Providing specialty metal pipe, tubing and beams, and related value-added services for a broad range of industries.

41% of company revenues

■ Electrical & Plumbing Products— Distribution Sector

Supplying electrical building wire for construction, and copper tube for the plumbing, HVAC, refrigeration, and industrial markets, through the wholesale channel.

44% of company revenues

■ Industrial Products Sector

Serving a variety of markets through four subsectors: Fasteners, Metal Fabrication, Safety Products, and Tubing & Fittings.

15% of company revenues

Marmon Natural Resource & Transportation Services, Inc. — 2013 Revenues* \$2.550 billion

■ Engineered Wire & Cable Sector

Producing electrical and electronic wire and cable for energy-related markets as well as transit, aerospace, defense, communication, and other industrial applications.

29% of company revenues

UTLX Company

■ Transportation Services & Engineered Products Sector

Serving the transportation, energy, chemical, and related markets with products and services including railroad tank cars and intermodal tank containers.

54% of company revenues

■ Crane Services Sector

Supplying mobile cranes and operators primarily to the energy, mining, and petrochemical markets.

17% of company revenues

Marmon Retail & End User Technologies, Inc. — 2013 Revenues* \$2.220 billion

Water & Home Products Group

■ Water Treatment Sector

Producing water treatment equipment for residential, commercial, and industrial applications.

22% of company revenues

■ Retail Products Sector¹

Supplying electrical building wire and related specialty products, plumbing tube, and brass fittings primarily through the home center channel, as well as work and garden gloves sold at retail.

16% of company revenues

¹ Sector excluded retail glove business in 2013.

Highway Technologies Group

■ Highway Technologies Sector

Supporting the heavy-duty highway transportation industry with trailers and vehicle components, and the light-vehicle aftermarket with clutches and related products.

35% of company revenues

Merchandising Technologies Group

■ Retail Store Fixtures Sector²

Supplying shelving systems, other merchandising displays, and related services for retail stores.

19% of company revenues

² Sector included retail glove business in 2013.

■ Retail Science Sector³

Develops retail environments for consumer brands and retailers including merchandising displays, digital merchandising, product security solutions, and marketing programs.

³ Sector was created effective January 1, 2014.

■ Retail Mobile Equipment Sector⁴

Produces shopping carts for retail stores, material handling and security carts, and automation equipment for the dairy, bakery and other industries.

⁴ Sector was created effective January 1, 2014.

Food & Beverage Technologies Group

■ Foodservice Technologies Sector⁵

Producing food preparation equipment primarily for quick-serve restaurants as well as other commercial and institutional environments.

8% of company revenues

⁵ Sector included shopping cart business in 2013.

■ Beverage Technologies Sector⁶

Supplying beverage dispensing and cooling equipment, and related products to brand owners and foodservice retailers.

⁶ Sector was created effective January 1, 2014.

*Revenues before intercompany eliminations

“Marmon is our kind of company.”

Warren Buffett, Chairman & CEO, Berkshire Hathaway Inc.

**The Marmon Group
Selected Financial Data**

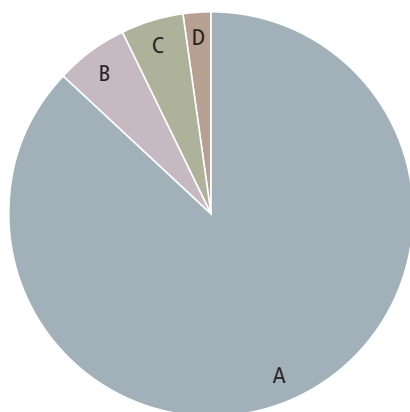
(dollars in millions)	2013	2012	2011	2010	2009	2008	2007	2006	2005
Revenues	\$6,972	\$7,163	\$6,913	\$5,963	\$5,062	\$6,919	\$6,904	\$6,933	\$5,605
Operating Income*	1,201	1,163	1,018	855	751	977	951	884	556
Operating Income %	17.2	16.2%	14.7%	14.3%	14.8%	14.1%	13.8%	12.8%	9.9%
Total Assets	10,614	9,910	9,027	8,249	7,755	7,390	8,079	7,708	7,758
Shareholders' Equity	7,516	6,854	6,065	5,393	4,840	4,311	5,037	4,486	4,495

*Excludes interest income and interest expense



End Markets (% of 2013 revenues)

- A** Energy, Mining & Petrochemical **27%**
- B** Construction & HVAC **24%**
- C** Industrial **11%**
- D** Heavy-Duty Vehicles (OEM & Aftermarket) **11%**
- E** Retail Stores & Restaurants **8%**
- F** Transportation Providers **6%**
- G** Consumer **5%**
- H** Aerospace & Military **3%**
- I** Construction & Agricultural Equipment **2%**
- J** Other **3%**



Geographic Markets (% of 2013 revenues)

- A** North America **87%**
- B** Europe **6%**
- C** Pacific Rim **5%**
- D** Other **2%**



By the Numbers

- Three companies comprising 14 business sectors
- More than 175 independent business units
- Operations in more than 20 countries on six continents
- More than 300 manufacturing, distribution, and service facilities
- More than 19,000 employees worldwide
- Founded in 1953 by brothers Jay and Robert Pritzker
- Berkshire Hathaway acquired majority interest in Marmon in 2008

Marmon's 80/20-Driven Vision

We began 2013 with a major reorganization, grouping Marmon's diverse collection of independent manufacturing and service businesses into three new autonomous companies. We began 2014 with the largest acquisition, in current dollars, in Marmon's 60-year history. Along the way during 2013, we achieved record highs in operating income and operating income margins despite lower revenues primarily tied to deflated metals prices. It was quite a year.

Establishing Marmon's three company structure was a bold step for an organization that was already performing well, and coming off a record year in 2012. However, any large corporation with many different products and end markets – such as Marmon – can easily overlook, or stray from, its most profitable growth paths. Propelled by our 80/20 business model, Marmon had too much momentum and too promising a future to take that risk.

By creating three autonomous operating companies, each led by an accomplished Marmon veteran, we significantly improved our capacity to identify future opportunities and challenges – what we call looking “over the next hill” – and to position our businesses to seize those opportunities and meet those challenges.

While organizing our independent businesses into three companies, we in no way consolidated operations. To the contrary, our new structure resulted in even further decentralization and segmentation. This, in turn, enabled even sharper focus on key end markets, and keener insight into customer needs and the related innovativeness required to fulfill those needs.

We've come a long way since John Nichols, the architect of 80/20, introduced this counterintuitive business model to Marmon in 2002. Challenging conventional business wisdom at almost every turn, 80/20 takes time to understand and embrace, and even more time to thoroughly implement. Thus, we don't expect a business to be transformed overnight. It's hard work, but when implemented properly 80/20 consistently yields positive results, as has been the case with Marmon. (See our financials on page 3.)

Good results come from good decisions, and good decisions require good information. The discipline of 80/20 is invaluable in this regard. For example, a manager's overwhelming priority should be to grow his or her business via its most customer-pleasing products, which are usually the ones that provide the most economic benefit both for the customer and that manager's business. Identifying these preferred products might seem obvious. However, in a centralized organization, such a determination is completely clouded and blurred by aggregated and allocated financials, and massive matrix-based shared service costs that cross many customers and products. In 80/20, on the other hand, with its extremely decentralized structure and minimum matrix-based shared services, we

eventually learn much more precisely and accurately where we should push for more growth. Our 80/20-driven, highly segmented P&Ls often totally surprise us with respect to which products are the most attractive in a given market, and which markets are the strongest for a particular product.

Now, after more than a decade of progress, we are ready to move to yet another more advanced stage of the 80/20 continual thinking process – targeting much greater revenue growth at the high profit margins that naturally result from purposeful, data-informed, and market-researched strategies, all organized around small, stand-alone, ultra-focused business

units. Our shift into a higher gear of 80/20 corroborates a central truth of our business model – that sound 80/20 implementation requires constant attention and frequent refinement.

In this never-ending thinking process, each business must apply 80/20 in its own way and readily adapt to changing macro market trends, competitive forces, regulatory, technological, and other conditions affecting their markets and customers. We must be ever watchful of such changes, and nimble in our response – all the more reason for our highly decentralized and segmented structure in which the managers of scores of small business units maintain laser-like concentration on their select products and niche markets.

Knowledge gained through our 80/20 practices is vital not only to organic growth, but also to our acquisition strategies. Years of 80/20 work with the businesses in our Marmon Retail Technologies Company guided our decision to purchase the beverage and merchandising technologies divisions of IMI plc effective January 1, 2014. We made

this \$1.1 billion acquisition because their businesses, while already strong, could benefit greatly from our 80/20 business model. As importantly, their products and services clearly complement similar existing Marmon core businesses that 80/20 had already identified as preferred growth areas.

The following pages provide overviews of Marmon's three companies including introductory remarks by their respective presidents, Woody Petchel, Ken Fischl, and John Goody. With their leadership, Marmon is in good hands.

As always, Marmon's success derives from the efforts of our fine management teams and all of our employees worldwide, plus the trust placed in us by our customers and shareholders. Our goal is to achieve the correct balance in pleasing all three of these constituencies.



The Marmon business model employs the time-tested lessons of 80/20 statistical analysis as part of a comprehensive, continual thinking process. Key elements include:

- Decentralized management of small, homogeneous, segmented businesses
- Focus on niche markets/products with profitable growth potential
- Innovative products/services that provide practical solutions to meet customer needs and create Marmon's differentiation “moat”
- Continuous improvement in operating efficiency and productivity
- Selective “bolt-on” acquisitions to enhance strategic direction
- Enhancement of Marmon's value for shareholders

A handwritten signature in black ink that reads 'Frank S. Ptak'.

Frank S. Ptak
President & CEO, The Marmon Group

Marmon Engineered Industrial & Metal Components, Inc.



The inaugural year of our Marmon Engineered Components Company was both challenging and rewarding. Applying the 80/20 business model, we continue to focus on the niche markets and products that offer the greatest potential for profitable growth in our three sectors – Distribution Services, Electrical & Plumbing Products-Distribution, and Industrial Products.

The Distribution Services Sector is a major supplier of specialty metal pipe and tubing, bar, and sheet products, with more than 60 sales and service centers in North America, Europe, and Asia primarily serving the construction, industrial, and aerospace industries. In 2013, Marmon/Keystone opened a metals service center in Nashville, Tennessee, further expanding its presence in the southern United States to satisfy the product needs of customers in the agricultural, automotive, railroad, and paper industries. Also in 2013, Future Metals relocated its United Kingdom operations to a new service center, moving closer to key aerospace customers and transportation hubs, and more than doubling capacity. Changes in the U.S. industrial production landscape and global steel production capacity challenge Distribution Services' sound management team to determine viable new end market targets to go with our many fine current markets, continue creating value-added solutions, and strategically locate distribution facilities.

The Electrical & Plumbing Products-Distribution Sector supplies copper tube for the plumbing, HVAC, refrigeration, and industrial markets, and electrical building wire primarily for commercial construction, through the wholesale channel. Since these are primarily commodity businesses, our ongoing challenge is to apply the discipline of 80/20 to identify the more attractive niches in current markets, with greater emphasis on developing more profitable products that offer practical solutions to our customers' needs and set us apart from the competition.

Our Industrial Products Sector is divided into four subsectors – metal fasteners and fastener coatings, safety products, metal fabrication, and tubing and fittings. Each of these groups has experienced sound organic growth over the past several years. However, we are looking for accelerated profitable growth from this sector through additional resource deployment, enhanced market strategies, and selective acquisitions.

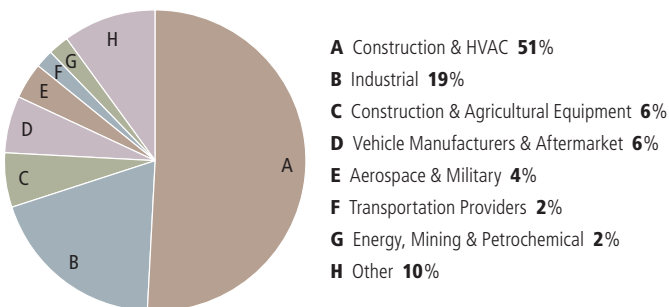
Throughout our company, we have taken to heart the fundamentals of 80/20 thinking – to analyze what we're really good at and identify customers that we can serve really well. We constantly seek ways to simplify our businesses, concentrate on what we do best, and maintain mutually beneficial relationships with our customers.

Marmon's 80/20 decentralized structure enables each business to stay close to its customers and respond quickly to changing markets. Such a focused environment encourages the innovation required to provide products and services tailored to specific markets and customers. It also instills a sense of ownership in the employees of individual businesses and allows their managers to remain highly approachable to customers.

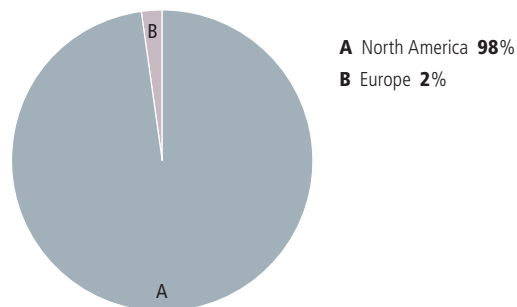
The creativity, hard work, and customer-focused dedication of our employees enabled our recent progress. This strong connection with customers continues to be an essential asset in an increasingly competitive marketplace. Overall, the company's operations, competitive posture, and foundation for profitable growth are all stronger today than a year ago. Our goal is to keep this momentum going by focusing on providing our customers with quality products and services.

Woody Petchel
President, Marmon Engineered Industrial & Metal Components, Inc.

End Markets (% of 2013 revenues)



Geographic Markets (% of 2013 revenues)



Distribution Services Sector



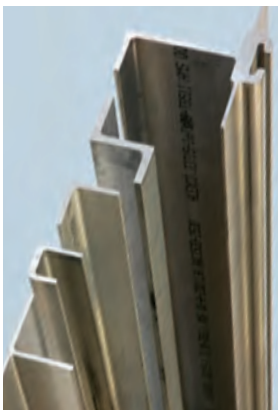
The Value Added Services business of Marmon/Keystone supplies customers with finished or semi-finished parts rather than raw stock. The division offers more than 150 services such as machining, honing, drilling, threading, and fabrication.

Marmon Distribution Services provides a broad range of industries with specialty pipe and tubing in steel, aluminum, and alloys. In total, Marmon/Keystone, Future Metals, and Bushwick Metals operate more than 60 sales and service centers in North America, Europe, and Asia.



Marmon/Keystone Locations

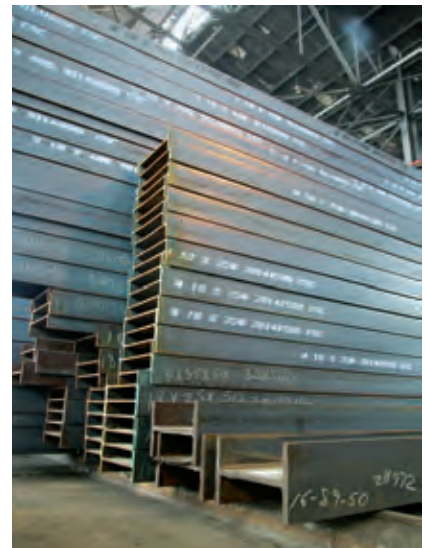
- Satellite Locations
- Branches and Other Locations
- ★ Headquarters



Future Metals serves the aerospace industry with tubular, bar, and sheet products made from stainless steel, aluminum, titanium, and alloys.



Bushwick Metals supplies the structural fabrication, construction, and industrial markets with a broad line of products including steel beams.

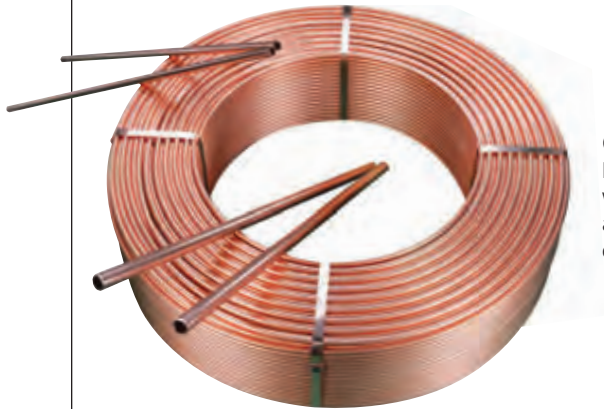


Electrical & Plumbing Products—Distribution Sector



Cerro Wire manufactures copper electrical wire for interior wiring in residential, commercial, and industrial buildings. The company's products are sold to contractors through wholesale electrical distributors.

Cerro Wire focuses on the needs of electrical contractors with products such as custom-cut lengths of color-coded wires packaged onto the same reel (right) and True Sequential Footage™ wire (below), sequentially-printed cable that provides accurate wire length with each cut.

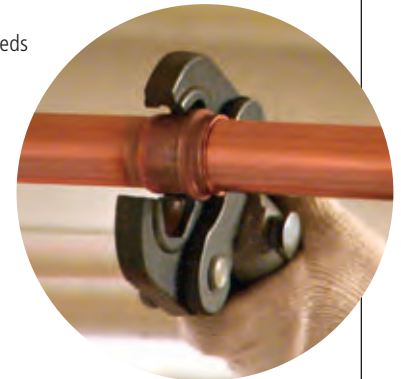
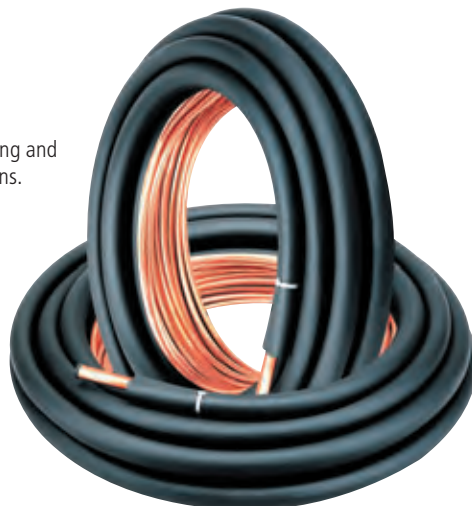


Copper tube from Cerro Flow Products is used in a wide variety of industrial markets, as well as residential and commercial plumbing.



Cerro Flow Products manufactures Advantage Press™ Tube, an innovative product that speeds plumbing installations.

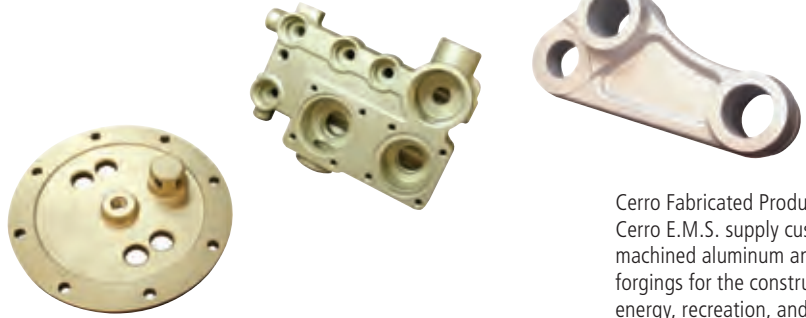
Cerro Flow Products also produces linesets for heating and air-conditioning installations.



Industrial Products Sector



Atlas, Robertson, and Pan American serve the construction, industrial, and other markets with a wide variety of fasteners.



Cerro Fabricated Products and Cerro E.M.S. supply custom-machined aluminum and brass forgings for the construction, energy, recreation, and other industries.



Anderson Copper and Brass manufactures brass fittings, valves, and forgings for commercial and industrial applications, while Penn Aluminum produces drawn aluminum tubing and extruded aluminum shapes for the construction, automotive, appliance, medical, and other markets.



Nylok's patented coating processes are used for the self-locking, self-sealing, and protection of fastener threads.

The Safety Products Subsector provides Koehler-Bright Star portable industrial lighting equipment; IMPulse overhead electrification equipment for mass transit systems; and cut-, slip-, and heat-resistant gloves from Wells Lamont Industry Group.



Marmon Natural Resource & Transportation Services, Inc.



Our Marmon Natural Resource Company was created as a means to increase our focus and get closer to key energy and natural resource markets and customers. While our company is only in its second year of existence, some of our businesses – such as Union Tank Car and Kerite – have been serving these markets for well over 100 years. Others, like Gendon Polymer Services and the Freo Group, are recent Marmon additions that have allowed us to enhance our product range and expand our geographic reach to serve our customers better. However, all share a common purpose of providing unique, high value solutions to our customers in these important markets.

One of the keys to achieving this focus is the application of Marmon's 80/20 business model throughout our company's three sectors – Engineered Wire & Cable, Transportation Services & Engineered Products, and Crane Services. We have used 80/20 principles to segment our businesses into smaller units that can get closer to their customers. This segmentation can be accomplished by industry served (Penn Machine – transit), product line (Marmon Utility – aerial cable systems) or geography (Sterling Crane – oil sands). No single approach is prescribed, and we rely upon our business unit managers to determine the best way to do it.

Segmenting into smaller business units drives our management teams to concentrate on their key customers and products. Our growth will come from gaining better insight into our customers' problems so that we can respond with practical, timely answers. By thoroughly understanding customer needs, we have developed innovative solutions such as improved fire and smoke resistant cable for use in enclosed spaces, spare part kits in several of our businesses that reduce the time to make critical repairs in the field, and local crane inventories tailored to meet their

customers' requirements – to cite but a few examples.

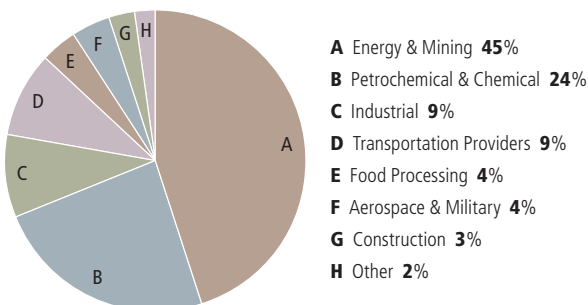
Marmon's 80/20 model also helps our businesses to become more efficient by segregating high volume products that can be manufactured on dedicated high efficiency production lines from lower volume products that need short, flexible production lines. This not only allows us to reduce our costs, but also to more fully and accurately measure costs across multiple product lines. By better understanding our costs, we can help our customers cut their costs as well.

While meeting our customers' current needs is important, we are also using the knowledge we gain from working with our customers to look "over the next hill." This vision enables us to identify and commit the resources required to create new products and services to meet our customers' future needs as well. Union Tank Car's development of a more crash resistant, next generation tank car for transporting extremely hazardous TIH (Toxic by Inhalation Hazard) products is a prime example of a company with a long and successful history not resting on its record but rather continuing to look forward.

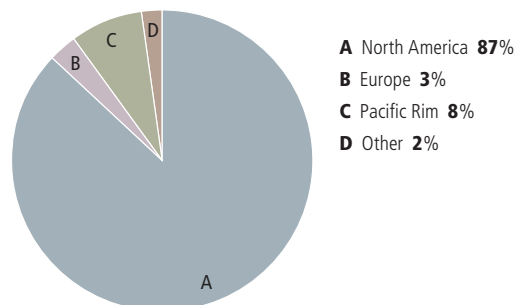
Our company includes an exceptional group of businesses staffed with employees who are dedicated to doing a great job for Marmon and our customers. Over the next few pages we will highlight some of the innovative products and services we have developed. We look forward to working together to build a brighter future for all of us.

Kenneth Fischl
President, Marmon Natural Resource & Transportation Services, Inc.

End Markets (% of 2013 revenues)



Geographic Markets (% of 2013 revenues)



Engineered Wire & Cable Sector



The Specialty Wire & Cable Subsector supports the oil and gas, nuclear power, and transit markets with products designed for harsh environments. For example, RSCC Wire & Cable custom packages its Exane® power, control, and instrumentation cables for the top drive service loops used on drilling rigs and platforms.



The High Performance Wire & Cable Subsector serves the aerospace, defense, communication, and other markets requiring exacting standards. The group's highly engineered products are exemplified by RSCC Aerospace & Defense cables for mission-critical applications such as rocket launches.

Marmon offers a comprehensive line of Gardex® armored cables for oil and gas, mining, utility, and other markets where cable is exposed to extreme conditions. Products include (from left) Aetna medium voltage power cable and Dekoron fiber optic cable, data cable, and instrumentation cable that are bundled for demanding applications including oil refineries.



The Energy Wire & Cable Subsector serves electric utilities with ultra-dependable power distribution products such as Hendrix® Aerial Cable. Hendrix's spacer cable system, consisting of covered conductor supported by a high strength messenger in a compact triangular configuration, withstands damage including downed tree branches and even toppled utility poles.



In 2013, the Engineered Wire & Cable Sector opened an Innovation & Technology Center in East Granby, Connecticut. Using sophisticated testing equipment, a team of application engineers, material scientists, and technicians is dedicated to developing smaller, lighter weight, safer, and more reliable and cost-effective cable products to meet customers' future needs.



Transportation Services & Engineered Products Sector



Marmon's Rail Subsector, comprising Union Tank Car in the United States and Procor in Canada, is North America's leading full-service lessor, manufacturer, and maintainer of railroad tank cars.



Union Tank Car and Procor operate a dozen full-service repair shops in the U.S., Canada, and Mexico, and also support their customers through North America's largest field services network. Mini-shops, often based at customer sites, and mobile units provide repairs, parts replacement, equipment testing, and inspections, thus enhancing rail safety and improving fleet utilization by efficiently returning cars to service.



UTLX Manufacturing, part of Union Tank Car, has designed and produced its next generation tank car to more safely transport specific hazardous commodities. The double-walled car, in which an insulated inner tank contains the commodity, is built to be more resistant to punctures in an incident involving head or shell impacts.

Enersul provides global services, equipment and technology for processing and distributing sulfur.



Trackmobile® bi-modal railcar movers are in service worldwide.



Penn Machine products include wheels, axles, gears, and wheelsets (pictured) for the mass rail transit market, traction gears and pinions for locomotive maintenance, and assorted gears for mining and other industrial uses.



Railsolve provides in-plant rail switching services throughout North America as well as the Railserve LEAF® (Lower Emissions and Fuel) gen-set locomotive, an efficient and environmentally-friendly locomotive for use in industrial rail yards.



EXSIF is the world's leading lessor of intermodal tank containers. The company has introduced its Intermodal 407 model, designed specifically to meet the needs of the North American bulk liquid distribution market. The 40-foot tank containers provide door-to-door intermodal flexibility combining truck and rail transportation to safely, efficiently, and economically move liquids in bulk.



Crane Services Sector



Marmon Crane Services companies own and operate mobile cranes on three continents, primarily serving the energy, mining, and petrochemical markets. Marmon's versatile fleet of nearly 1,000 cranes includes conventional mobile and crawler cranes, mobile hydraulic all-terrain and rough-terrain cranes, boom trucks, and related equipment.



Marmon's skilled crane operators dependably and safely execute challenging, highly-engineered lifts, often in rugged, remote locations.



Self-propelled modular transporters are capable of moving vessels weighing up to 1,600 tons.



Sterling Crane has served Canadian energy markets for decades, with a strong presence in the oil sands, and more recently expanded into U.S. markets including regions of shale gas and oil development.

The Crane Services Sector expanded globally with the 2012 acquisition of Freo Group, a leading crane company in Australia, and also has a joint venture, Astha Sterling Crane, in India.



Marmon Retail & End User Technologies, Inc.



We set up our new Marmon Retail Technologies Company using the same 80/20 principles Marmon has operated with for more than a decade. We are organized into eight sectors, each with small managerial teams who provide oversight to their many businesses. We also have a headquarters staff of just six people. This forces decision making down, pushes overhead into the businesses where it is best controlled, and provides a sharp focus on both future customer needs and the product and technology developments required to continue to grow the business.

Strategically, 80/20 helps us determine which market areas provide the best opportunities. Among other advantages, this allows us to effectively target bolt-on acquisitions, bringing new technologies, products, and markets adjacent to those in which we participate. Such already identified desirable relationships enabled us to swiftly approach IMI plc about its Beverage Technologies, Retail Science, and Mobile Equipment businesses, all of which complemented existing Marmon businesses. Even such large acquisitions are driven by 80/20 methods, which allow us to confidently identify strong businesses that can achieve even greater success using our business model. In the case of the fine former IMI businesses, we are already seeing the benefits of 80/20 implementation.

We operate across diverse retail-related and other markets where our innovative technologies both reflect and support our close cooperation with the end users of our products.

We have a very strong global Water Treatment Sector that grew in 2013 and that provides residential softening, drinking water, and refrigerator filters to a who's who of the retail and appliance market. This sector also has a highly active and niche-focused industrial water group that continued to grow through 2013 with gas related, power, and Canadian oil sands projects. We also have a strong Retail Products Sector focused increasingly on innovative electrical and plumbing products required by our customers through the home center channel, as well as on work and garden gloves sold at retail.

The Highway Technologies Sector has thoroughly implemented 80/20, and in 2013 further segmented its businesses to concentrate on key customers. The sector has developed products and technologies in many of these areas, ranging from new products for major automotive parts retailers to design innovations in our trailers and wheel-end products. All benefit from the clarity 80/20 brings to their markets.

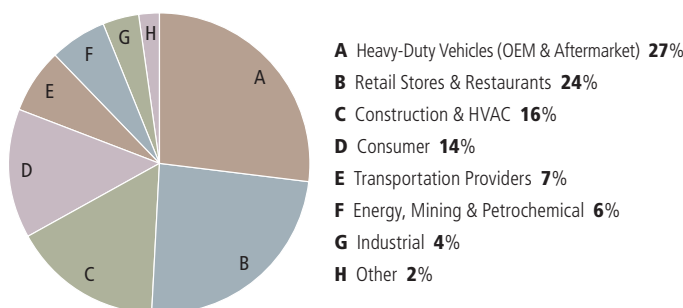
The Retail Store Fixtures Sector used 80/20 to look at the future of store fixtures and displays in a rapidly changing market. This led to the acquisition of the IMI global Retail Science businesses whose knowledge and strong analytical approach complements the Retail Store Fixtures Sector. Thus, Marmon is well positioned to continue its growth in this market even amid significant shifts in retail environments. The addition of the IMI Mobile Equipment business also complements Marmon's shopping cart business with adjacent products and technologies.

The Foodservice Technologies Sector sells both hot and cold food preparation equipment to major restaurant chains and retail outlets. With promising new products, clearly defined market segments, and further concentration on key customers, we anticipate continued strong growth. The addition of the IMI Beverage Technologies Sector will give Marmon unrivaled opportunities to even better serve new and existing customers.

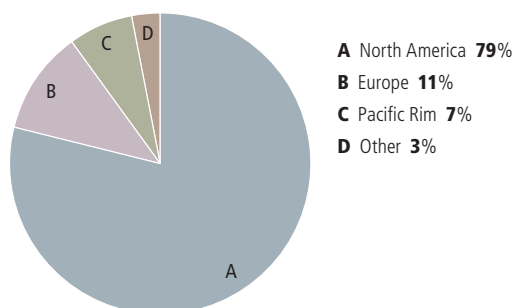
The keen focus of our decentralized businesses means we well understand both our customers and their markets, and can move quickly to capitalize on opportunities that provide real customer value. Deep knowledge of our niche markets, specific innovation for these markets, and our continuous use of Marmon's 80/20 process enabled us to grow in 2013. We expect this sustainable and profitable growth to continue in 2014 and beyond.

John Goody
President, Marmon Retail & End User Technologies, Inc.

End Markets (% of 2013 revenues)



Geographic Markets (% of 2013 revenues)



Water Treatment Sector



EcoWater is among the world's leading manufacturers of residential water softeners and related equipment. Products are sold under the EcoWater name through an extensive international dealer network as well as private-label brands available from leading retailers.



KX Technologies produces a wide range of innovative filters and systems to help purify residential drinking water.



Ecodyne Heat Exchangers produces air-cooled heat exchangers for industrial applications.



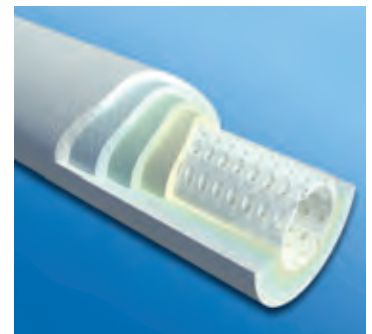
Ecodyne Limited provides industrial water treatment systems for markets including power generation, oil and gas, and chemical.



Amarillo Gear manufactures right angle fan drives for cooling towers found in power plants and petrochemical facilities, and pump drives used in agricultural, fire protection, and flood control applications.



Graver Technologies produces industrial water filters to remove trace contaminants, and purify process water and other fluids and gases. Graver's products also include the Ecosorb® line of high performance adsorbents, whose carbon-based and fiber-based media remove impurities in the processing of many products.



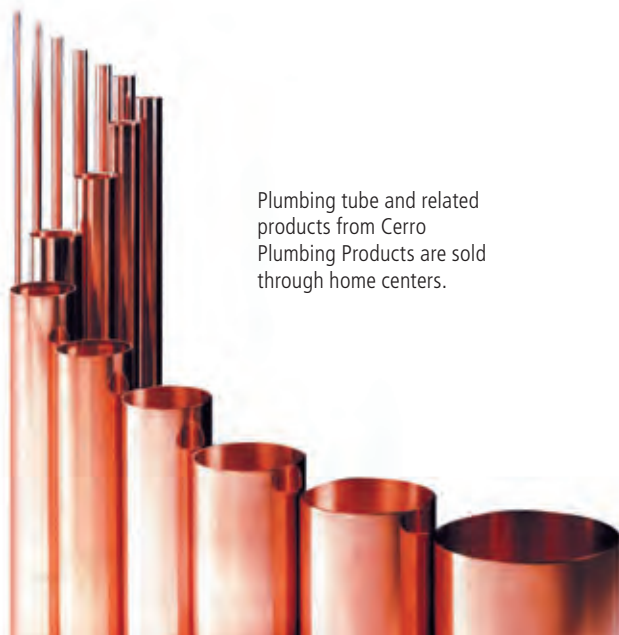
Retail Products Sector

The Retail Products Sector is dedicated to the retail channel, particularly home improvement stores, and to meeting the needs of consumers with an array of do-it-yourself products. These include patented specialty items such as Stay Plugged™ locking extension cords, saving consumers the frustration of a cord coming loose, and ElectraTrac™ multi-outlet extension cords that feature outlets at intervals along the cord, not only at the end.



Data communications cable manufactured by Comtran is sold through the retail channel.

Cerro Electrical Products supplies electrical building wire and related products via home improvement stores.



Plumbing tube and related products from Cerro Plumbing Products are sold through home centers.

Wells Lamont Retail Group supplies many styles of work and garden gloves, and work socks sold in home improvement, hardware, and other retail stores.



Highway Technologies Sector



Fifth wheels from Fontaine Fifth Wheel are used to safely and efficiently couple trucks and trailers.

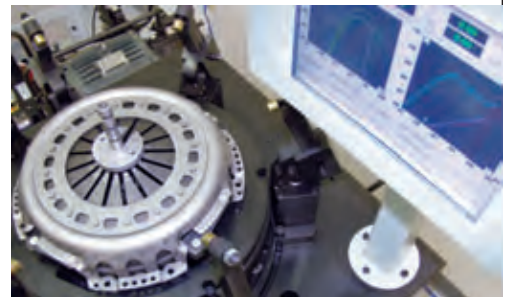
Fontaine Trailer manufactures heavy-duty trailers including its Revolution® flatbed and drop-deck models. The all-aluminum Revolution® trailers are the lightest and strongest in their class, allowing for bigger payloads while also improving durability, safety, fuel economy, and tire life.



Finland-based Sisu Axles supplies heavy-duty axle sets to commercial truck and specialty vehicle manufacturers worldwide. In North America, Marmon-Herrington offers Sisu Axles among its line of axles, transfer cases, and other severe-duty drivetrain products.



Fontaine Modification adapts heavy- and medium-duty trucks for a wide range of applications, such as auto haulers, for customers including manufacturers, dealers and fleets.



Webb Wheel Products manufactures the Webb Vortex™ brake drum and other brake drums, rotors, and hubs for medium- and heavy-duty trucks and trailers. TSE Brakes produces air brake actuators and undercarriage brake service parts (not pictured) for heavy-duty vehicles.



The Automotive Aftermarket Group supplies leading auto parts retailers with Perfection clutches, and related light-duty vehicle products and services. Extensive product testing and knowledge enhances Perfection's service to its customers and, ultimately, the consumer.

Retail Store Fixtures Sector



Eden produces merchandising displays for major retail stores in the United Kingdom and continental Europe.



Leader Metal Industry manufactures store fixtures for leading retailers in Asia.



The Retail Store Fixtures Sector designs and manufactures store fixtures and merchandising systems for the world's largest retailers. In North America, L.A. Darling, Streater, and Thorco provide display products including shelving units, racks, bins, tables, cabinets, point-of-purchase merchandisers, and service and checkout counters for discount, grocery, and specialty stores.



Retail Science Sector



The Retail Science Sector, new to Marmon in 2014, uses consumer insights and scientific methods to develop retail merchandising solutions for global brands and retailers. Within this sector, DCI-Artform focuses on the transportation, cosmetics,

grocery, and consumer electronics markets. The business specializes in retail environments, merchandising displays, digital merchandising, marketing programs, security solutions, and facility image products.



DCI-Artform creates marketing programs and products for a variety of retail settings including digital displays for automobile showrooms.



Commercial Zone Products designs and manufactures site furnishings for retail and convenience stores, service stations, restaurants, and hotels. Products include recycling and waste containers, cigarette disposal receptacles, and more.



DCI-Artform's security solutions protect the merchandise while also enhancing the brand image.

Retail Mobile Equipment Sector



Unarco's tight-nest shopping carts save valuable space both inside and outside of retail stores by fitting closer together. With their patent-pending design, the tight-nest carts (front) take less space for staging than traditional carts (back) without sacrificing any basket capacity. Each row contains 14 equal-capacity carts.

Unarco is North America's leading designer and manufacturer of shopping carts for major retailer stores. Unarco produces both metal and plastic carts, and also refurbishes used shopping carts.



Cannon Equipment also produces automation equipment used in the dairy, bakery, newspaper, and other industries. On-floor stack palletizers (below) improve productivity by automatically moving product onto pallets for distribution. Cannon palletizers can move loads up to 3,600 pounds. Products also include depalletizers to automatically remove product or returnable containers from pallets, and cart washers to efficiently clean returnable carts or cases prior to reuse.



Cannon Equipment is a leading designer and manufacturer of material handling carts and related equipment used by diverse industries and institutions for storage, stocking, security, work-in-process, and distribution applications. Cannon's products include security carts (below) for markets such as automotive parts distribution and currency carts (left) for banking/treasury applications. Cannon carts are ergonomically designed for user safety and efficiency.



Foodservice Technologies Sector



The Foodservice Technologies Sector designs and produces hot and cold food preparation equipment for the world's leading quick-serve and casual-dining restaurants as well as other commercial and institutional markets. Within this sector, Prince Castle provides products including hot food holding cabinets (right), steamers (left), high-speed toasters, and timers.



Prince Castle is known for innovative designs that enhance food quality and operational efficiency. For example, the company's dual lid contact grill has two heated platens that consistently cook a variety of products from top to bottom. The unit also features Prince Castle's SNAP™ (Service Now Any Part) Technology, with a "slide in, slide out" control board and other easily accessible components allowing for quick servicing and parts replacement in the field.



Prince Castle's line of smallwares includes such products as tomato slicers (above), grill scrapers, condiment dispensers, fry scoops, and fry baskets.



Prince Castle also provides Silver King brand refrigerated food holding cabinets and preparation tables, freezers, and other commercial products including milk and cream dispensers.



Beverage Technologies Sector



Cornelius offers custom and generic soft drink towers and a range of supporting remote under-counter coolers that recirculate the beverages to keep them chilled and fresh.



Marmon's new Beverage Technologies Sector is anchored by Cornelius, a leading supplier of beverage dispensing and cooling equipment for global brand owners and foodservice retailers. The company helps its customers increase beverage sales and reduce operating costs with a broad line of dispensers for soft drinks, beer, ice, juice, dairy, tea, and frozen beverages as well as a complete line of accessories. Products include fountain ice drink dispensers (above) equipped with up to 16 product valves and integral top-mounted or under-counter ice makers.



Cornelius provides a variety of still and sparkling water dispensers with either integral or remote water carbonators, and built-in filtration systems.



Display Technologies supplies point-of-purchase equipment and develops in-store merchandising solutions for clients in the global foodservice and beverage markets. For example, the company's Visi-Slide™ on-shelf management system is the industry standard for single-serve beverage organizers. Angled shelves use gravity to keep product at the front of the cooler.



Trade Fixtures manufactures merchandising displays, bins, and dispensing systems for the bulk foods sections of supermarkets and foodservice retailers worldwide.



3Wire Group distributes replacement parts for large national restaurant chains, other foodservice operators, and foodservice/beverage original equipment manufacturers. To ensure timely delivery of critical parts, 3Wire operates distribution centers in strategic markets across the United States and serves customers through a direct sales force, ecommerce websites, and electronic procurement networks.

Marmon Group Businesses

Marmon Engineered Industrial & Metal Components, Inc.

■ Distribution Services Sector

Marmon/Keystone LLC
Marmon/Keystone-Value Added Services
Marmon/Keystone Canada Inc.
Marmon/Keystone de Mexico S.A. de C.V.
M/K Express Company LLC

Bushwick Metals LLC
Bushwick-AZCO Steel
Bushwick-Koons Steel
Bushwick-Tarco Steel

Future Metals LLC
Aircraft MRO Services

■ Electrical & Plumbing Products—Distribution Sector

Cerro Flow Products LLC
Plumbing/HVAC Products
Industrial Products
Linesets

Cerro Wire LLC
Eastern U.S. Division
Western U.S. Division

■ Industrial Products Sector

Fasteners Subsector

Atlas Bolt & Screw Company LLC
Atlas Bolt & Screw (Shenzhen) Co. Limited

Nylok LLC

Pan American Screw LLC

Robertson Inc.
Robertson Inc. (Jiaxing)

Metal Fabrication Subsector

Cerro E.M.S.
Brass Specialty Business
Bailey Business

Cerro Fabricated Products LLC
Firearms & Recreation Business
Aluminum & Brass Specialty Business

Safety Products Subsector

IMPulse NC LLC

Koehler-Bright Star LLC
Bright Star Lighting
Koehler Lighting

Wells Lamont Industry Group LLC
Wells Lamont Industrial (U.S.)
Wells Lamont Jomac (Canada)
Wells Lamont Procoves (Europe)

Tubing & Fittings Subsector

Anderson Copper and Brass Company LLC
High Speed Forgings Business
PEX Products Business

Penn Aluminum International LLC
Level Wound Coil Business
Bench & Profile Business

Marmon Natural Resource & Transportation Services, Inc.

■ Engineered Wire & Cable Sector

Energy Wire & Cable Subsector

Marmon Utility LLC
Hendrix Aerial Cable Systems
Hendrix Underground Cable Systems
Hendrix Molded Products
Kerite Cable Services
Kerite Pump Cable
Kerite Power Cable

Aetna Insulated Wire LLC
Teck Cable Products
Industrial Products

High Performance Wire & Cable Subsector

Cable USA LLC
Industrial Products
Military Products
Fine Wire Products

Comtran Cable LLC
Data Communications Cable
Premise Telephone Cable
Security/Access Control Cable

Harbour Industries LLC
Military Specification Products
Aerospace Wiring Products
Electronic Hook-up Wiring
Aerospace Data Products (IFE)
High Performance Coaxial Products
Communications Products

Harbour Industries (Canada) Ltd.
Industrial Wire & Cable Products
Oil & Gas Products

Dekoron Unitherm LLC
Oil & Gas Products
Utility & Power Products

RSCC Aerospace & Defense
Aerospace & Airframe Products
U.S. Navy Shipboard Products

TE Wire & Cable LLC
Composite Products
OEM and Sensor Products
Metallurgy Products

Specialty Wire & Cable Subsector

RSCC Wire & Cable LLC
Exane Products
Industrial and Flexible Cable Products
Metal Clad Products
Utility Products

Dekoron Wire & Cable LLC
Petrochemical Products
Shale Gas Products
Power Generation Products
Industrial Products

International & Cable Services Group
Gendon Polymer Services Inc.
Owl Wire and Cable LLC
Radiant-RSCC Specialty Cable Private Limited (India)

UTLX Company

■ Transportation Services & Engineered Products Sector

Rail Subsector

Union Tank Car Company
UTLX Leasing
UTLX Manufacturing LLC
UTLX Repair Services
McKenzie Valve & Machining LLC

Procor Limited
Procor Leasing
Procor Repair Services

Intermodal Tank Containers Subsector

EXSIF Worldwide, Inc.
EXSIF China
EXSIF Russia
Lindenau Full Tank Services GmbH

Sulfur Solutions Subsector

Enersul Inc.
Enersul Operations
Enersul Technology

Engineered Products & Services Subsector

Penn Machine Company LLC
Penn Industrial/Mining
Penn Locomotive Gear
Penn Rail Transit

Railsolve, Inc.
Ameritrack Rail

Trackmobile LLC
Trackmobile Parts Group

Uni-Form Components Co.

■ Crane Services Sector

Sterling Crane
Eastern Canada Branches
Central Canada Branches
Western Canada Branches
Oil Sands Branches
United States Branches

Freo Group Pty Ltd (Australia)

Astha Sterling Crane Private Limited (India)

Water & Home Products Group

■ **Water Treatment Sector**

Residential Drinking Water Subsector

KX Technologies LLC
KX Technologies, Pte. Ltd.
Kunshan EcoWater Systems Co. Ltd.

Residential Water Softening Subsector

EcoWater Systems LLC
EcoWater Canada Ltd.
EcoWater Systems Europe
Epuro Industrial
Catequip S.A.S.
Cat'Serv S.a.r.l.

Industrial Heat Exchanger Subsector

Ecodyne Heat Exchangers LLC
Ecodyne UET Schweiz AG
EcodyneUET de Mexico S. de R.L. de C.V.

Industrial Gear Subsector

Amarillo Gear Company LLC
Amarillo Gear Aftermarket
Amarillo Wind Machine LLC
Astha Amarillo Gear Private Limited (India)

Industrial Filtration Subsector

Graver Technologies LLC

Industrial Water Subsector

Ecodyne Limited
Ecodyne Water Treatment LLC
Graver Water Systems LLC

■ **Retail Products Sector**

Cerro Electrical Products
Building Wire
Specialty Products
Cerro Plumbing Products
Copper Tube
Copper Coils
Brass Fittings
Wells Lamont Retail Group

Highway Technologies Group

■ **Highway Technologies Sector**

Engineered Components Subsector

Automotive Aftermarket
Perfection
Perfection de Mexico, S.A. de C.V.

Fifth Wheels
Fontaine Fifth Wheel OEM
Fontaine Fifth Wheel Aftermarket
Fontaine Fifth Wheel Europe

Wheel End Products
TSE Brakes, Inc.
Webb Wheel Aftermarket
Webb Wheel OEM
Webb Wheel Severe Duty

Trailer & Truck Subsector

Fontaine Commercial Trailers
Fontaine Platform Trailers
Fontaine Heavy Haul
Fontaine Engineered Products
Fontaine Intermodal
Fontaine Military Products
Fontaine PartSource
Fontaine Renew
Commercial Truck
Fontaine Modification Company
Fontaine Spray Suppression OEM
Fontaine Spray Suppression Aftermarket
Hogebuilt

Severe Duty Undercarriage
Marmon-Herrington OEM
Marmon-Herrington Aftermarket
Marmon-Herrington All-Wheel Drive
Sisu Axles Inc.

Merchandising Technologies Group

■ **Retail Store Fixtures Sector**

North America Subsector

L.A. Darling Company LLC
Streater LLC
Thorco Industries LLC
Store Opening Solutions LLC

Europe Subsector

Eden (United Kingdom)
Eden Europe (Czech Republic)

Asia Subsector

Leader Metal Industry Co., Ltd.
Commercial/Industrial Products
Retail Fixture Products

■ **Retail Science Sector**

DCI-Artform
Commercial Zone Products

■ **Retail Mobile Equipment Sector**

Unarco Industries LLC
Unarco Industries China
Cannon Equipment
Cannon Carts
Cannon Machinery

Food & Beverage Technologies Group

■ **Foodservice Technologies Sector**

Prince Castle LLC
Prince Castle China
Silver King

■ **Beverage Technologies Sector**

Cornelius
Cornelius Europe
Cornelius North America
Cornelius Central & South America
Cornelius Asia-Pacific
3Wire Group Inc.
Display Technologies LLC
Trade Fixtures LLC



The Marmon Group LLC

A Berkshire Hathaway Company

181 West Madison Street, 26th Floor Chicago, Illinois 60602-4510
Phone 312-372-9500 Fax 312-845-5305 www.marmon.com