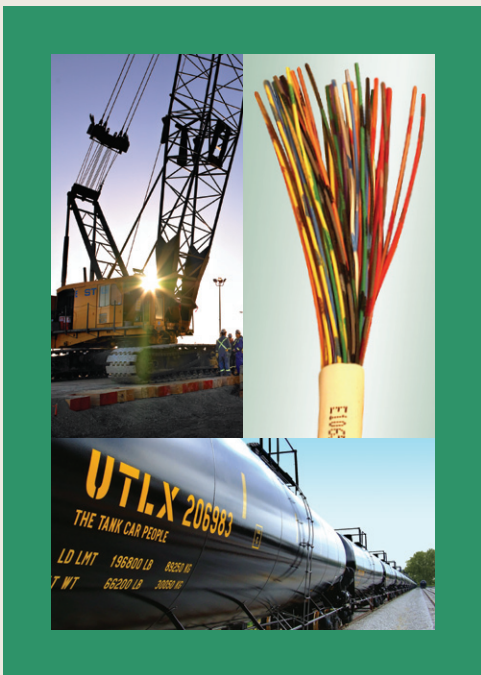
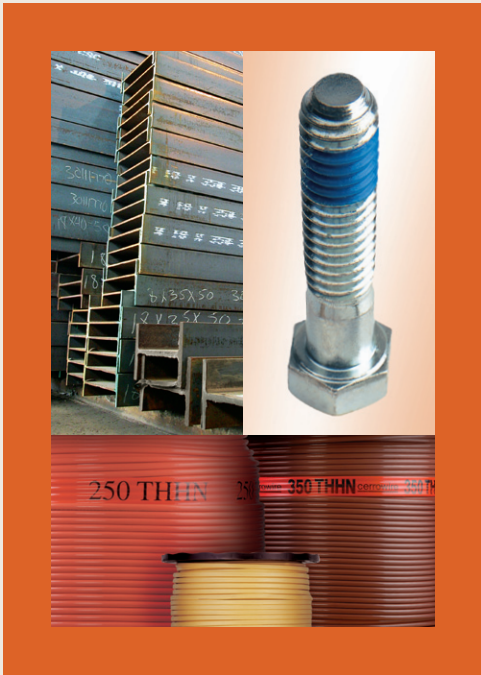


# 2012

## Annual Brochure



The Marmon Group  
A Berkshire Hathaway Company

The Marmon Group, part of Berkshire Hathaway Inc., is a global, diversified industrial organization. Marmon comprises three autonomous companies consisting of 11 diverse, stand-alone business sectors, and more than 150 independent manufacturing and service businesses. These three companies and their respective sectors are:

**Marmon Engineered Industrial & Metal Components, Inc.**  
2012 Revenues\* \$2.446 billion

#### Distribution Services

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

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

45% of company revenues

#### Industrial Products

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

14% of company revenues

**Marmon Natural Resource & Transportation Services, Inc.**  
2012 Revenues\* \$2.615 billion

#### Crane Services

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

17% of company revenues

#### Engineered Wire & Cable

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

30% of company revenues

#### Transportation Services & Engineered Products

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

53% of company revenues

**Marmon Retail & End User Technologies, Inc.**  
2012 Revenues\* \$2.221 billion

#### Food Service Equipment

Producing food preparation equipment primarily for quick-serve restaurants, and shopping carts for retail stores.

9% of company revenues

#### Highway Technologies

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

34% of company revenues

#### Retail Home Improvement Products

Supplying electrical building wire and related specialty products, plumbing tube, and brass fittings primarily through the home center channel.

15% of company revenues

#### Retail Store Fixtures

Providing shelving, other merchandising displays, and related services for retail stores, as well as work and garden gloves sold at retail.

20% of company revenues

#### Water Treatment

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

22% of company revenues

\*Revenues before intercompany eliminations

**“Marmon is our kind of company.”**

Warren Buffett, Chairman & CEO, Berkshire Hathaway Inc.



- More than 150 autonomous business units
- Approximately 300 manufacturing, distribution and service facilities
- More than 17,000 employees worldwide
- Founded in 1953 by brothers Jay and Robert Pritzker
- Berkshire Hathaway acquired majority interest in Marmon in 2008

#### The Marmon Group Selected Financial Data

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

\*\*Excludes interest income and interest expense

# Marmon's 80/20-Driven Organization

We are pleased to report that The Marmon Group achieved all-time highs in revenues, operating income, and operating income margins in 2012. By any relevant standard, Marmon is a strong and successful diversified industrial company, thanks to the efforts of our management teams and employees worldwide, and their effectiveness in implementing our 80/20 business model.

However, we recognize that past success offers no guarantee for the future. Large companies with many diverse products and end markets often fall victim to their own success. Distracted by issues of size and complexity, they risk losing sight of their most profitable growth opportunities.

At Marmon, we do not take excellence for granted. To build on our success, we continually rely on 80/20 tenets—including highly decentralized management of segmented businesses that are intensely focused on key niche markets and products.

For the past decade, Marmon and our customers have been well served by a structure in which independent businesses with related products and services, or serving similar markets, are grouped together in one of 11 business sectors. This approach has been instrumental in the development of hundreds of innovative products and services that benefit our customers.

Our 80/20 business model also dictates a structure that enables us to better recognize future opportunities—what lies over the next hill—and understand what we need to do to make the most of those opportunities. With this in mind, we have now grouped Marmon's 11 sectors into three new autonomous companies, each led by an accomplished senior executive with a long Marmon tenure:

- Marmon Engineered Industrial & Metal Components, Inc., led by Woody Petchel.
- Marmon Natural Resource & Transportation Services, Inc., led by Ken Fischl.
- Marmon Retail & End User Technologies, Inc., led by John Goody.

As the accompanying charts show, each of these three companies—with their respective sectors and businesses—has its own mix of key end markets. Each


also faces different opportunities and challenges requiring different strategies. This new structure will enable even greater concentration on innovation, productivity, bolt-on acquisitions and managerial development.

Marmon's new structure is not aimed in any way at consolidating operations, which our 80/20 philosophy strongly discourages. If anything, we expect it will lead to further decentralization and segmentation to serve our key customers even better. While now in vogue in corporate culture, such consolidations falsely claim overhead savings and rarely recognize the resultant loss of focus on profitable growth and the erosion of customer service. Even though Marmon is one of the world's most decentralized large industrial companies, our total 2012 overhead (including all commercial and factory overhead, and all depreciation on production and leased assets, on a GAAP basis) was only 22.5 percent of revenue. This achievement came despite our innovation and customer satisfaction activity being at world-class levels. While it is impossible for us to benchmark this total overhead metric—i.e., public companies are not required to disclose overhead to such an extent—we are quite sure Marmon excels in this vital 80/20 performance measurement.

As always, our success depends upon both the effective use of our 80/20 business model, and the viability and health of our customers. The following pages profile Marmon's 11 business sectors, now grouped according to our new three-company framework. These profiles highlight examples of how Marmon businesses are forming closer customer relationships, whether by physically locating near key customers, or by developing products and services that meet a need or solve a problem. As Marmon applies 80/20 principles within our new structure, our goal remains the same: to continually get closer to our customers.



Frank S. Ptak  
President & CEO, The Marmon Group

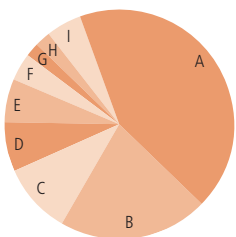


The Marmon Business Model employs the time-tested lessons of 80/20 statistical analysis as part of a comprehensive, continual thinking process. Key elements include:

- 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

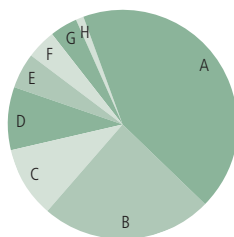
## Key End Markets (% of 2012 revenues)

Marmon Engineered Industrial & Metal Components, Inc.



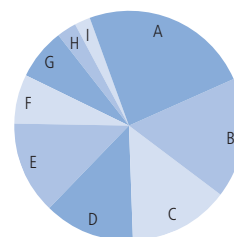
- A Construction 43%
- B Industrial 21%
- C HVAC 10%
- D Construction & Agricultural Equipment 7%
- E Vehicle Manufacturers & Aftermarket 6%
- F Aerospace & Military 4%
- G Transportation Providers 2%
- H Energy, Mining & Petrochemical 2%
- I Other 5%

Marmon Natural Resource & Transportation Services, Inc.



- A Energy & Mining 43%
- B Petrochemical & Chemical 24%
- C Transportation Providers 10%
- D Industrial 9%
- E Construction 5%
- F Food Processing 4%
- G Aerospace & Military 4%
- H Other 1%

Marmon Retail & End User Technologies, Inc.



- A Retail Stores & Restaurants 24%
- B Construction 17%
- C Consumer 14%
- D Heavy-Duty Vehicle Manufacturers 13%
- E Vehicle Aftermarket 13%
- F Transportation Providers 7%
- G Energy, Mining & Petrochemical 7%
- H Industrial 3%
- I Other 2%



## Distribution Services Sector



Through Marmon/Keystone and its affiliates, Marmon Distribution Services provides many industries with specialty pipe and tubing in steel, aluminum and alloys. Businesses in this Marmon sector operate 60 sales and service centers in North America, Europe and Asia.

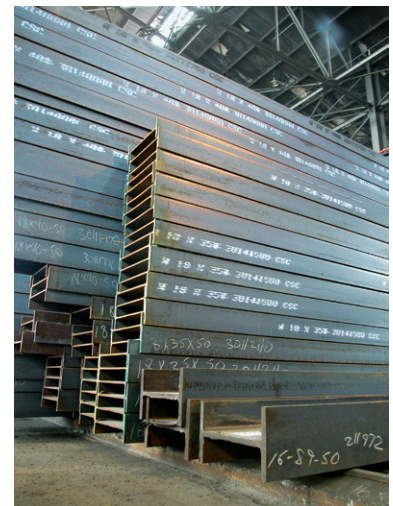


Marmon/Keystone's Value Added Services business supplies customers with finished or semi-finished parts rather than raw stock. The division offers more than 150 services such as machining, honing, drilling, threading and fabrication.

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.

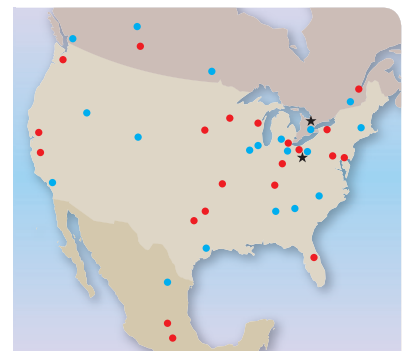
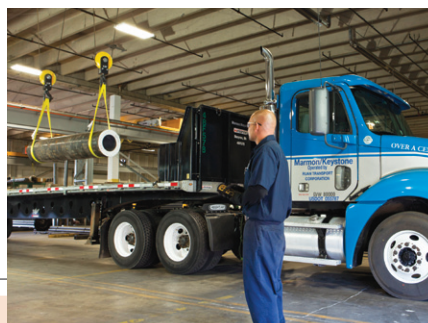


"Our Service Centers Around You" is more than a slogan at Marmon/Keystone, a major North American distributor of pipe and tubing products with metal service centers located coast-to-coast. It also describes a central element of the company's business strategy.

The company opens small satellite locations near its customers, allowing for more personal service and next-day delivery within a 150-mile radius on 98 percent of orders. Satellite locations include operations and logistics employees, with all administrative and sales functions streamlined through one of the company's main branch locations. This keeps overhead costs low, and business typically grows 35 percent within the service radius during the first year.



Since opening the company's original satellite in Orlando, Florida, more than 25 years ago, Marmon/Keystone has expanded its operations to include 17 satellites situated across the U.S. Marmon/Keystone affiliates in Mexico and Canada have also adopted this business model, reaping the benefits of placing their products – and people – closer to their customers.



### Marmon/Keystone Locations

- Satellite Locations
- Branches and Other Locations
- ★ Headquarters

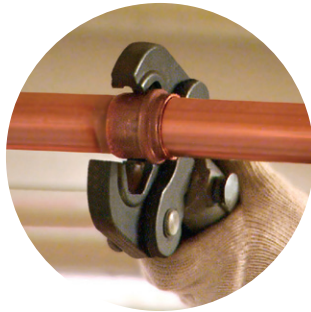


## Electrical & Plumbing Products—Distribution Sector



Cerro Wire's Electrical Distribution division manufactures copper electrical wire for interior wiring in residential, commercial and industrial buildings. Products including True Sequential Footage™ wire (above) are sold to contractors through wholesale electrical distributors.

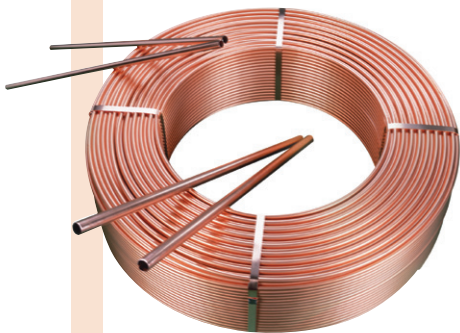
Cerro Flow Products manufactures Advantage Press™ Tube, an innovative product that speeds plumbing installations.



The Electrical Distribution division of Cerro Wire continually hones its focus on the end users of its products – electrical contractors who purchase building wire from wholesale electrical distributors.

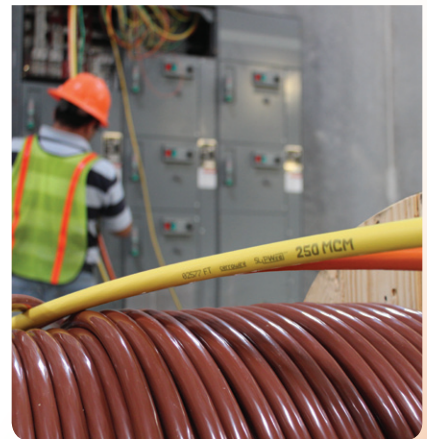
The company has substantially invested in operational efficiency and flexibility, including an on-demand production system that enables quick response to order turnaround times, and in value-added services that help speed installations at construction sites. These services include paralleled reels – custom-cut lengths of color-coded wires packaged onto the same reel – and pre-installed pulling heads, crimped-on devices with a looped steel lanyard used to pull the wire through conduit.

These capabilities have earned Cerro Wire large, complex, fast-track construction projects that otherwise would be difficult for any single wire manufacturer to fulfill. Recent projects included the largest in company history, a massive data center in the Mountain West requiring more than 4 million pounds of building wire. Faced with a tight construction schedule, Cerro Wire met every deadline with dedicated resources including equipment and an employee who served as a full-time liaison with the electrical contractor. The company's performance earned high praise from both the contractor and distributor.

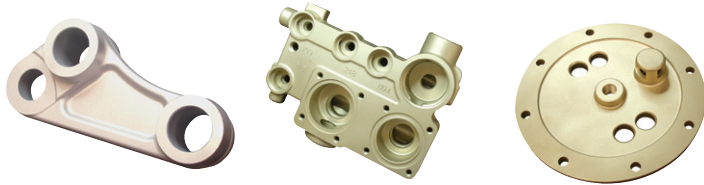


Copper tube from Cerro Flow Products is used in a wide variety of industrial markets, as well as residential and commercial plumbing.

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



## Industrial Products Sector



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

Nylok recognized an opportunity to expand its fastener coating business with one of the world's largest manufacturers of automotive fasteners by placing equipment and operators into the customer's Midwest processing facility.

This move benefited the customer by bringing all fastener finishing processes, including heat treating, plating and sorting, under its own roof, thus lowering transportation costs and significantly reducing lead times – critical factors in the demanding automotive market. Meanwhile, Nylok has become the preferred supplier to this important customer. In just over a year, the business exceeded the customer's original forecast and additional Nylok equipment was added to better handle the growing volumes. In addition to increased production in the customer's plant, Nylok has gained business at one of its own Midwestern facilities by treating the customer's parts with different size or material requirements.

The close arrangement between customer and supplier has also strengthened the working relationship between application engineers for both companies, resulting in Nylok's earlier and greater involvement in the design stage of customer projects – again to mutual benefit.

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.

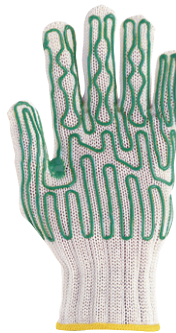


Atlas, Robertson and Pan American fasteners serve the construction, industrial and other markets, while Nylok offers patented processes for the self-locking, self-sealing and protection of fastener threads.



*Nylok's patented coating processes are used to treat fastener threads.*

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





## Crane Services Sector



Marmon Crane Services companies, including Sterling Crane in North America, Freo Group in Australia and a joint venture in India, own and operate fleets totaling more than 850 mobile cranes.



Marmon's versatile mobile cranes perform a variety of demanding lifts, often in difficult environments, on three continents.



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

Products include conventional mobile and crawler cranes, mobile hydraulic all-terrain and rough-terrain cranes, boom trucks and more.



To say Marmon Crane Services has gone the extra mile to connect with customers would be an understatement. It's more like 10,000 extra miles. In 2012, this sector – based in Edmonton, Alberta, Canada – expanded its operations with the acquisition of Freo Group, a leading crane company in Western Australia, and Freo affiliate Global Cranes in Queensland.

Despite the great distance, Australia was identified as a logical growth area for Marmon Crane Services. The sector operates one of North America's largest fleets of mobile cranes through Sterling Crane, which has served Canadian markets for decades, and over the last several years has expanded into selected

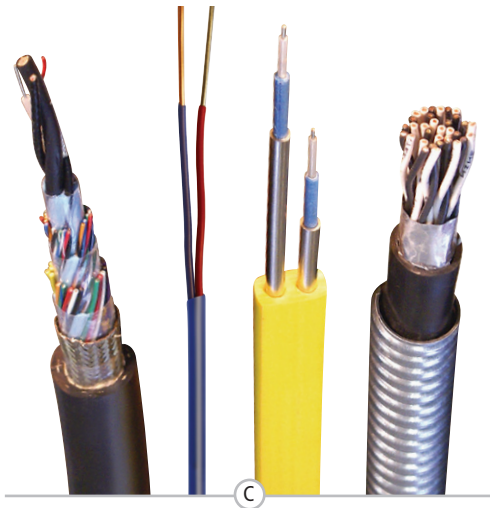
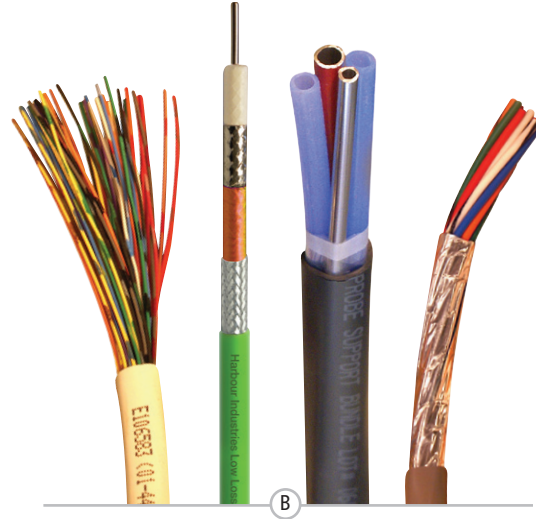
U.S. markets. Sterling Crane's core service regions include the Canadian Oil Sands and, more recently, shale gas and oil developments in areas such as the Bakken formation along the U.S.-Canada border.

These areas share key characteristics with vast sections of Australia: All are rich in natural resources, with booming energy-related developments that suit the strengths of both Sterling and Freo – rapid deployment of versatile fleets and skilled operators to dependably and safely execute challenging, highly-engineered lifts in rugged, often remote locations. Those capabilities appeal to customers in any hemisphere.





## Engineered Wire & Cable Sector



**A** Energy Wire & Cable Group businesses primarily serve electric utilities.

**B** High Performance Wire & Cable Group products are used in aerospace, defense, communication and other industrial applications.

**C** Specialty Wire & Cable Group businesses support markets including oil and gas, transit and nuclear energy.



Day after day, Hendrix® Aerial Cable Systems, a division of Marmon Utility LLC, provides electric utilities with high quality overhead power distribution products. But it is when skies turn dark and the weather turns destructive that Hendrix shines brightest in the eyes of its customers.

Hendrix's spacer cable system is used by utilities to improve the reliability and power quality of primary distribution systems, making them more resistant to damage wrought by ice, snow and wind storms, and providing options for areas difficult to engineer with standard bare wire systems. The Hendrix system consists of covered conductor supported by a high strength messenger in a compact triangular configuration. It is known for withstanding

the effects of downed tree branches and even toppled utility poles.

The system's dependability has allowed Hendrix to increase its business with utilities focused on strengthening their distribution infrastructure. In one such case, a large utility had experienced power outages on circuits in



storm-prone areas. However, where the Hendrix system has replaced conventional wiring, the utility reports zero outages. Hendrix's complete spacer cable solution includes project design and engineering, installation services, and maintenance support, making the system easy for the customer to use.

## Transportation Services & Engineered Products Sector



Union Tank Car, with Canadian affiliate Procor, is North America's leading lessor, manufacturer and maintainer of railroad tank cars.



UTLX Manufacturing, part of Union Tank Car Company, has designed and built a new ultra-durable, double-walled railroad tank car – the patent pending “Tank Car of Tomorrow” – in response to transportation industry and public safety needs.

The 17,000-gallon cars are engineered to more safely transport specific hazardous commodities. Based on the UTLX Sandwich Car® concept, the company's tank-within-a-tank design has been further fortified to create a system much more resistant to punctures in an incident involving head or shell impacts.

The insulated inner tank, which contains the commodity, is suspended on special cradles and crumple supports within the outer tank. The two-tank system is anchored together at the top nozzle. In a derailment, the inner tank is designed to move within the outer tank as the supports of the crumple zone absorb energy – thus providing an extra level of protection.

These innovative cars also are fitted with newly-designed end and safety platforms. Following rigorous testing, cars are now undergoing extensive field trials.



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

EXSIF is the world's leading lessor of intermodal tank containers.



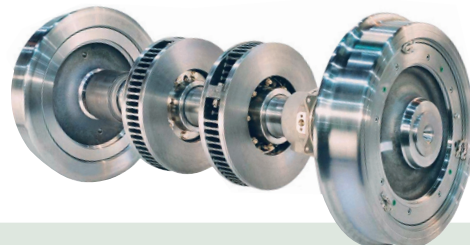
Energul provides global services, equipment and technology for processing and distributing sulfur.



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.





## Food Service Equipment Sector



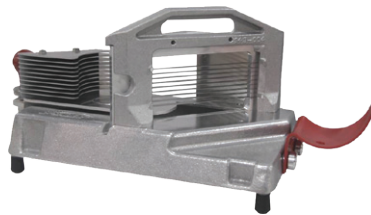
Prince Castle provides Silver King brand refrigerated food holding and preparation cabinets, and other commercial products including beverage and cream dispensers.



Unarco is North America's leading manufacturer of metal and plastic shopping carts, and also refurbishes used shopping carts.



Prince Castle produces hot food holding cabinets, toasters, timers and other food preparation devices such as tomato slicers for the world's leading quick-serve restaurants.



For retail stores, every square foot matters, and every square foot not devoted directly to sales represents potential lost revenue.

Unarco, which traces its history to the invention of the shopping cart in the late 1930s, well understands the practical needs of retailers. Now, as one of the world's leading manufacturers of shopping carts,

Unarco has introduced a new innovation – tight-nest carts that save valuable space by fitting closer together.

Thanks to Unarco's patent pending design, tight-nest carts require up to 40 percent less space

for cart staging, which frees up precious space for other uses. For some Unarco customers, this design will allow them to keep carts inside their stores again, where shoppers will be more likely to use them and thus purchase more merchandise.

The tight-nest cart also offers transportation savings by maximizing the cubic capacity of a

trailer, enabling lower delivered cost to customers. And carts roll off the trailer ready to use without any additional assembly time or labor.

*Unarco's tight-nest carts (foreground) take less space than traditional carts (rear) without sacrificing any basket capacity. Each row contains 14 equal-capacity carts.*





## Highway Technologies Sector

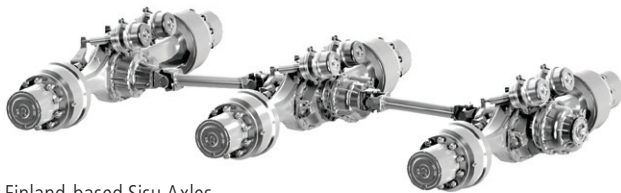


Fifth wheels from Fontaine Fifth Wheel are used to couple trucks and trailers.

Fontaine Trailer manufactures heavy-duty trailers including its Revolution® flatbed and drop-deck models.



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.



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.



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 of Marmon Highway Technologies has segmented its Perfection U.S. operations into multiple business units, each focused on serving a different key retail customer with light-vehicle clutches and related products and services.



This segmentation allows each Perfection business to customize the mix of products and services to best support its particular customer. As these customers – and their collective 14,000 retail stores – seek to differentiate themselves to consumers, they require individualized attention and solutions from suppliers, not a one-size-fits-all approach.

The newest of the Perfection businesses recently opened a facility in the Central U.S. – strategically near the customer's headquarters and central to its largest distribution center and majority of stores. This proximity allows Perfection managers to address opportunities or issues in person, and the exclusive focus on a single retailer's products, forecasts, store inventories, and training objectives has helped Perfection prove itself as a product line expert and trusted partner in the customer's success and future expansion plans.



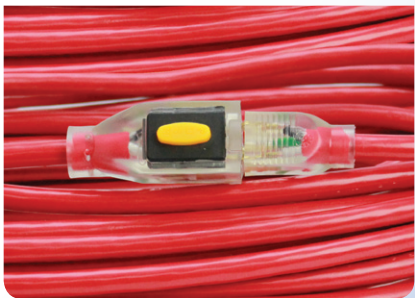
## Retail Home Improvement Products Sector



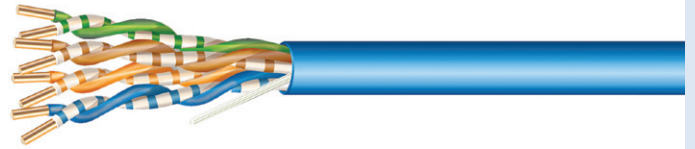
The new Marmon Retail Home Improvement Products Sector is solely dedicated to the retail channel, particularly home improvement stores. This intense focus allows sector businesses to gain keen insight into the needs of customers – and consumers – within this niche market.

Sector businesses manufacture and distribute an array of do-it-yourself consumer products, including in the traditional core categories of building wire, low voltage residential and commercial wiring products, and plumbing tube. A streamlined approach to production and distribution offers sector customers the advantages that come from a single ordering, shipping and invoicing point.

Greater focus also yields greater innovation, spurring new product ideas that meet end-user needs while providing retailers with avenues to boost sales. Recent examples include the patented ElectraTrac™ multi-outlet extension cords that feature outlets at intervals along the cord, not only at the end, and the patented Stay Plugged™ locking extension cords, saving consumers the frustration of a cord coming loose. Sector businesses also provide best-in-class packaging that improves marketing opportunities for retailers and the shopping experience for consumers.



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



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



Plumbing tube and related products from Cerro Plumbing Products are sold through the retail channel.



## Retail Store Fixtures Sector



Businesses in this Marmon sector manufacture retail store equipment such as produce displays for grocery stores.



L.A. Darling, Thorco and Streater store fixtures are used to display merchandise in major retail stores throughout North America. Internationally, Eden provides store fixtures in Europe, while Leader Metal Industry serves Asian and South American markets.



Wells Lamont Retail Group supplies retail products including work and garden gloves and work socks.



Point-of-purchase displays, such as this unit from Thorco, are developed in cooperation with brand marketers as well as retail stores.

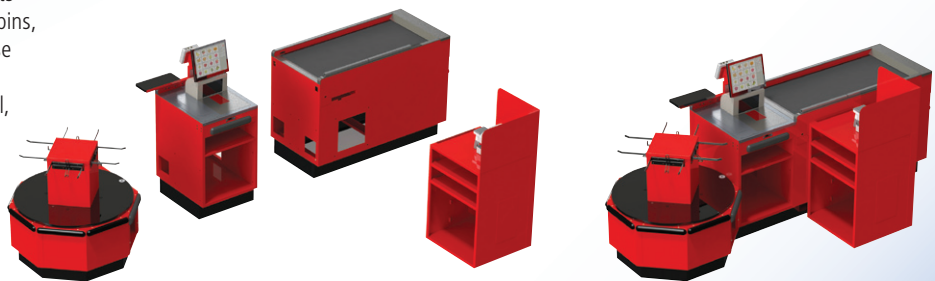
Marmon's U.S.-based retail store fixture companies – L.A. Darling, Thorco and Streater – together have served major retailers for more than 325 years, and counting.

Their staying power reflects their ability to adapt to the ever-changing retail industry with display products including shelving systems, racks, bins, tables, cabinets and point-of-purchase merchandisers.

Recognizing retailers' need for practical, cost-efficient merchandising solutions, Marmon's fixture companies have developed modular units such as display and security cases whose configurations can be quickly modified to accommodate changes in store layouts and merchandise.

These companies are now applying the same innovative approach to front-of-store equipment, particularly modular checkout systems. Darling's new universal checkout provides retailers with a flexible system where all components – the carousel cabinet, scanner

cabinet, conveyor cabinet and cash stand – can be easily adapted in the store to left-handed or right-handed orientations. This design also eliminates unnecessary variation in production, and simplifies the ordering of entire units or individual replacement components.



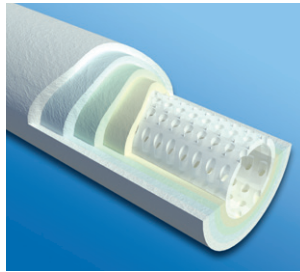


## Water Treatment Sector



EcoWater is among the world's leading producers of residential water softeners.

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



Industrial water filters from Graver Technologies remove trace contaminants and purify process water and other fluids and gases.



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.

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



KX Technologies manufactures filters and systems to help purify residential drinking water.



Faced with rising worldwide demand for sweeteners, and volatile sugar pricing, soft drink bottlers need the flexibility to handle sugar feedstocks of varying quality while achieving stringent final product specifications – all at a viable processing cost. Graver Technologies is meeting that need globally.

Among Graver's many industrial filtration products is its Ecosorb® line of high performance adsorbents. Ecosorb carbon-based and fiber-based media are mixed with process liquid – for example, liquid sugar – to adsorb contaminants or other elements such

as undesirable color. Having done their work, the Ecosorb media are then separated from the process liquid to complete the filtering process.

Ecosorb's benefits were recently verified in supporting the process and product improvement efforts of a leading international soft drink producer. In tests on sugar quality, product yield, operating cycle times, waste reduction and cost per unit of sugar, Ecosorb consistently outperformed traditional powdered activated carbon (PAC) products. This customer is now exclusively using Ecosorb in China and looking to leverage the technology globally.



*Ecosorb® carbon-based media, left, and fiber-based media remove impurities in the processing of many products, including soft drinks.*

**Marmon Engineered Industrial & Metal Components, Inc.**

**Distribution Services**

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**

Cerro Flow Products LLC  
*Plumbing/HVAC Products*  
*Industrial Products*

Cerro Wire LLC  
*Electrical Distribution Segment*  
*Contractor Segment*

**Industrial Products**

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

Nylok LLC

Pan American Screw LLC

Robertson Inc.  
*Robertson Inc. (Jiaxing)*

**Metal Fabrication Group**  
 Cerro E.M.S.  
*Brass Specialty Business*  
*Bailey Business*

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

**Safety Products Group**  
 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 Group**  
 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.**

**Crane Services**

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

Freo Group Pty Ltd (Australia)  
*Global Cranes Pty Ltd*

Astha Sterling Crane Private Limited (India)

**Engineered Wire & Cable**

**Energy Wire & Cable Group**  
 Marmon Utility LLC  
*Hendrix Aerial Cable Systems*  
*Hendrix Underground Cable Systems*  
*Hendrix Molded Products*  
*Kerite Cable Services*  
*Kerite Pump Cable*  
*Kerite Power Cable*

**High Performance Wire & Cable Group**

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*

Dekorun Unitherm LLC  
*Oil & Gas Products*  
*Utility & Power Products*

RSCC Aerospace & Defense

**Specialty Wire & Cable Group**

Aetna Insulated Wire LLC  
*Teck Cable Products*  
*Industrial Products*

Dekorun Wire & Cable LLC  
*Petrochemical Products*  
*Shale Gas Products*  
*Power Generation Products*  
*Industrial Products*

Gendon Polymer Services Inc.

Owl Wire and Cable LLC

Radiant-RSCC Specialty Cable Private Limited (India)

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

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

**Transportation Services & Engineered Products**

**Rail Group**  
 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 Group**  
 EXSIF Worldwide, Inc.  
*EXSIF China*  
*EXSIF Russia*

**Sulfur Solutions Group**  
 Enersul Inc.  
*Enersul Operations*  
*Enersul Technology*

**Engineered Products & Services Group**

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.

**Marmon Retail & End User Technologies, Inc.**

**Food Service Equipment**

**Restaurant Equipment Group**  
 Prince Castle LLC  
*Prince Castle China*  
*QII Deck*  
*Silver King*

**Shopping Cart Group**  
 Unarco Industries LLC  
*Unarco Industries China*

**Highway Technologies**

**Engineered Components Group**  
 Automotive Aftermarket  
*Perfection*  
*Perfection de Mexico, S.A. de C.V.*

Fontaine Fifth Wheel Company  
*Fontaine Fifth Wheel OEM*  
*Fontaine Fifth Wheel Aftermarket*  
*Fontaine Fifth Wheel Europe*

Triangle Suspension Systems, Inc.

TSE Brakes, Inc.

Webb Wheel Products, Inc.  
*Webb Wheel Aftermarket*  
*Webb Wheel OEM*  
*Webb Wheel Severe Duty*

**Trailer & Truck Group**

Fontaine Commercial Trailer  
*Fontaine Platform*  
*Fontaine Heavy Haul*

Fontaine Engineered Products  
*Fontaine Intermodal*  
*Fontaine Military Products*  
*Fontaine PartSource*  
*Fontaine Renew*

Fontaine Modification Company

Fontaine Spray Suppression Company

Marmon-Herrington Company  
*Marmon-Herrington OEM*  
*Marmon-Herrington Service Parts & Solutions*

Sisu Axles Inc.

**Retail Home Improvement Products**

Cerro Electrical Products  
*Building Wire*  
*Specialty Products*

Cerro Plumbing Products  
*Copper Tube*  
*Copper Coils*  
*Brass Fittings*

**Retail Store Fixtures**

**Discount Retailers Group**  
 L.A. Darling Company LLC  
*Gondola Division*  
*Specialty Metal Division*  
*Wood Division*  
*ReNEW Division*

Thorco Industries LLC

**National Accounts Group**  
 Streater LLC

Store Opening Solutions LLC

Thorco National/Display Division

**International Group**  
 Eden  
*Service Division*  
*Shelving Division*  
*Specialty Metal Division*  
*Wood (Sloane) Division*

Eden Europe  
*Shelving Division*  
*Specialty Metal Division*

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

**Wells Lamont Retail Group**

**Water Treatment**

**Residential Drinking Water Group**  
 KX Technologies LLC  
 KX Technologies, Pte. Ltd.  
 Kunshan EcoWater Systems Co. Ltd.

**Residential Water Softening Group**  
 EcoWater Systems LLC  
 EcoWater Canada Ltd.  
 EcoWater Systems Europe  
 Epuro Industrial  
 Catequip S.A.S.  
 Cat'Serv S.a.r.l.

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

**Industrial Gear Group**

Amarillo Gear Company LLC  
*Amarillo Gear Aftermarket*

Amarillo Wind Machine LLC

Astha Amarillo Gear Private Limited (India)

**Industrial Filtration Group**

Graver Technologies LLC

**Industrial Water Systems Group**

Ecodyne Limited  
 Ecodyne Water Treatment LLC  
 Graver Water Systems LLC



**6 continents 22 countries 300 facilities 17,000 employees**

Australia Belgium Brazil Canada China Czech Republic Finland France Germany India Italy Japan Mexico  
Netherlands Poland Russia Singapore Switzerland Tunisia Ukraine United Kingdom United States



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