



Marmon Holdings, Inc.

A Berkshire Hathaway Company

Marmon Holdings, a Berkshire Hathaway company, comprises more than 100 autonomous businesses in eleven groups, serving diverse industries and markets worldwide.



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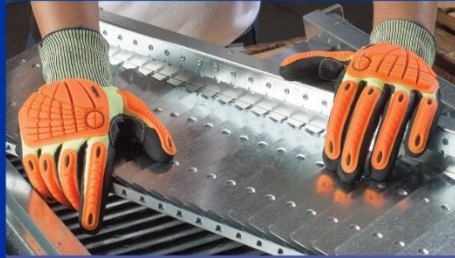
Crane Services



Electrical



Foodservice Technologies



Industrial Products



Medical



Metal Services



Plumbing & Refrigeration



Rail & Leasing



Retail Solutions



Transportation Products



Water Technologies



BERKSHIRE HATHAWAY INC.

“Marmon is our kind of company.”

– Warren Buffett



FRUIT OF THE LOOM®



Marmon History

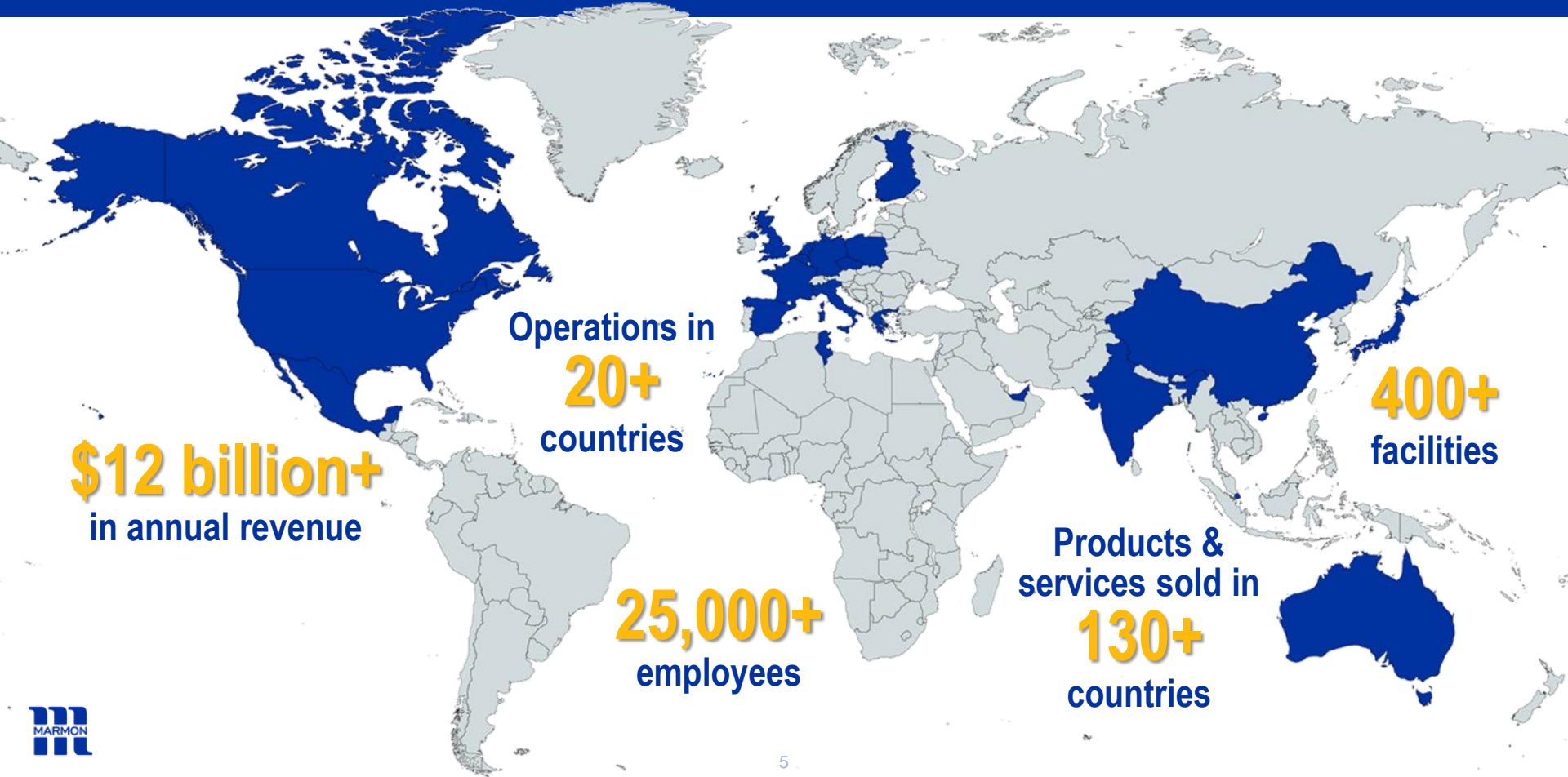
- **1953:** Brothers Bob and Jay Pritzker of Chicago buy their first manufacturing company.
- **1964:** Marmon name is adopted for the group of companies, which the Pritzkers would build into one of the largest private conglomerates in U.S.
- **2008:** Berkshire Hathaway acquires Marmon from Pritzker family.

MARMON WASP



Marmon derives its name from the Marmon Motor Car Company (1902-1933), maker of the Marmon Wasp, which won the first Indy 500 race in 1911.

Marmon By the Numbers



\$12 billion+
in annual revenue

Operations in
20+
countries

25,000+
employees

Products &
services sold in
130+
countries

400+
facilities



Marmon in The House!

Cerro Linesets supplies copper linesets for heating and air-conditioning installations. A typical application connects the inside and outside portions of the system.

Tenn-Tex makes plastic injection molded parts for kitchen and bath cabinetry including mounting brackets for drawer slides, shelf supports, corner braces, and other related products.

Cerro Plumbing Tube makes a broad range of copper tube used in residential plumbing.

Anderson Fittings manufactures brass and copper components for plumbing and appliance applications.

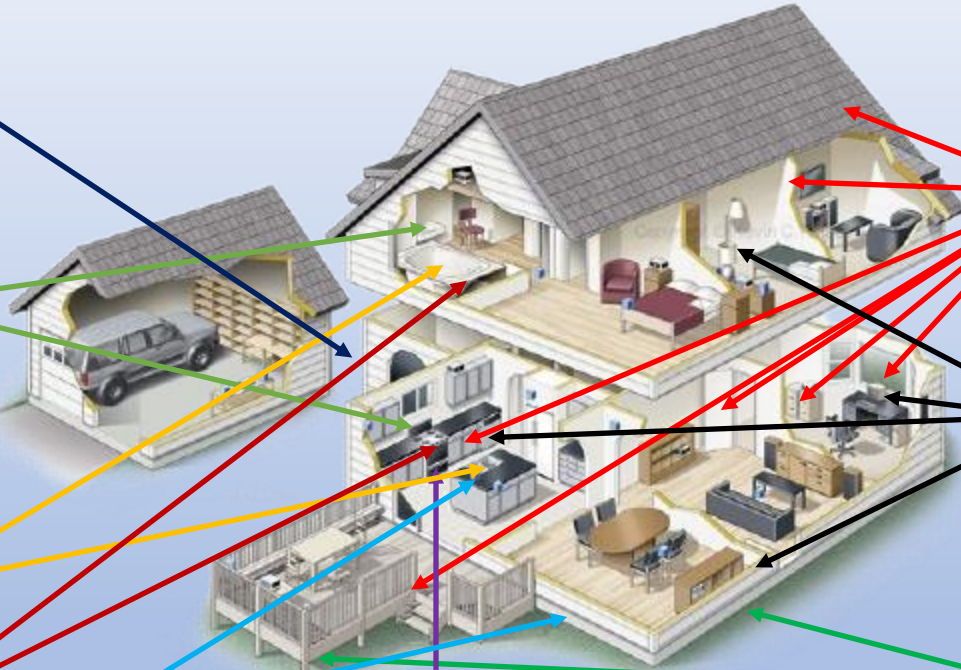
EcoWater makes water softeners and filtration systems for both whole home and under counter applications.

Harbour Canada designs and manufactures specialty high temperature wire used in applications including ovens.

Pan American Screw offers a wide range of fasteners used in the home including in furniture assembly, cabinets, dry wall, decking, windows, doors and roofing. You can build an entire house using Pan American Screws. Robertson sells similar products in Canada while Atlas Bolt & Screw makes screws for metal roofs.

Cerro Wire manufactures copper wire for interior wiring in homes. The Retail division sells through retail home improvement stores, while the Electrical Distribution division sells through wholesale electrical distributors.

Western Builders Supply provides a wide variety of construction screws including those used in masonry and composite decking.



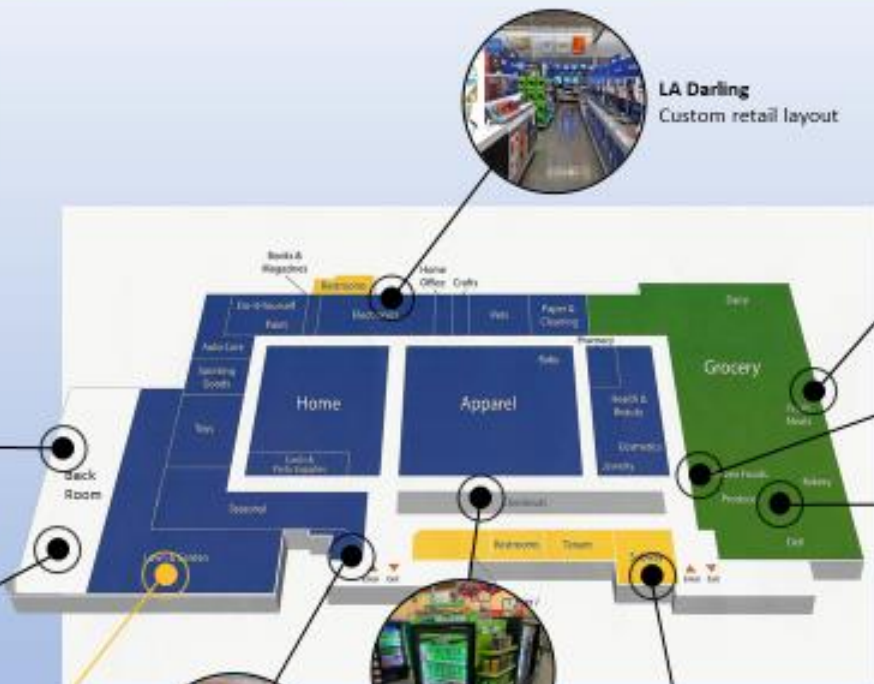


Marmon products are sold and used at Wal-Mart

Key

● Products used by Walmart

● Products sold at Walmart



LA Darling
Custom retail layout



Retail Space Solutions
Pusher rack for sauces



Retail Space Solutions
Spring loaded racks for snacks



LA Darling
Produce bins

Cannon Equipment
Shelf stocking cart



Cannon Equipment
FAST Unloader



Wells Lamont
Gloves



Unarco
Shopping carts



Display Technologies
Beverage cooler slide inserts



Restaurant Equipment
Beverage dispensers, toasters and holding bins can be in store restaurant



[Click to buy Walmart.com](http://Walmart.com)

Eco Water Morton water softener
Rostra Cruise control kit
Koehler Bright Star Razor flashlight





Marmon makes many products used at McDonald's



Fry Baskets (Prince Castle):
Suspends cold fries in oil during frying process

1



Fry Scoop and Bagger (Prince Castle):
Portions and scoops the cooked fries into packaging

2



Pie Merchandiser (Prince Castle):
Holds pies to keep fresh and warm, and serves as dispenser

3

Cold Condiment Refrigeration Rail (Silver King):
Keeps cold toppings cool and fresh before they are added to the sandwich



4

Six different types of apples are used to perfect McDonald's pies: Fuji, Golden Delicious, Gala, Rome, Jonagold and Ida Red.

McDonald's sells about nine million pounds of French fries world wide each day - per year that's about 10% of Americas total harvest!

One in eight Americans have worked at McDonald's. Rachel McAdams, Jay Leno, Jeff Bezos and Shania Twain all have.

The ABS 1.0 has poured over three billion drinks in its career in the US alone!



5

Condiment Dispenser (Prince Castle):
Quickly dispenses exactly amount of condiments for each sandwich type



6

Bun Toaster (Prince Castle):
Toasts sandwich buns on a conveyer system prior to assembly



7

Tomato Saber (Saber King):
Efficiently slices fresh tomatoes with concealed blades for safety. Lettuce Kutlett, does the same for lettuce



8

UHC Holding Cabinet (Prince Castle):
Keeps cooked food warm and fresh for a set time prior to assembly of sandwich



9

ABS 2.0 Beverage Dispenser (Cornelius):
Automatically puts ice and drink into cups, primarily used for drive through





Marmon has a long history of providing defense products



Marmon-Herrington Armoured Car Mark II

The only armoured car available to British forces during the North African campaign of 1941, the Mark II was made in South Africa and named after its advanced four wheel drive system supplied by Marmon-Herrington in the United States. It was considered reliable if somewhat under gunned. The Mark II was often fitted with captured German and Italian weapons by British crews in the field. It was used into the 1990's by the Greek Army. Today Marmon-Herrington and sister company Sisu Axles supply \$10 MM of axles and drive train components to the military.



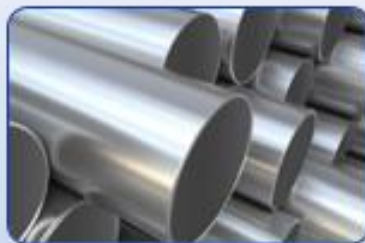
Marmon Aerospace and Defense Surprenant EMZ Cable

Surprenant EMZ is a new cable designed to protect military circuits from electro-magnetic pulse (EMP). The inner conductor is encased by four alternating layers of copper foil and braided tin plated copper, all covered by a polymer coating. It allows EMP proof cable to be run without being encased in armored conduits. It is being used on the Navy's LPD 17 class ships. Surprenant EMZ is just one of the almost \$50 MM in wire and cable products sold by Marmon companies Harbour, Cable USA, Gendon, Kitco, as well as Marmon Aerospace and Defense into the military.



Fontaine Military Products Centurion C-RAM

Raytheon's Centurion C-RAM is a Counter Rocket and Mortar system based on the Vulcan Phalanx CIWS. It fires up to 4,500 20 mm shells per minute to shoot down rockets and mortars targeting US bases. It sits on a heavy duty trailer made in Alabama by Fontaine Military Products. Since the C-RAM was developed from a Navy system it was originally painted grey before the Army went with tan. Fontaine sells about \$5 MM of different trailers to the military each year including line haul, tank transporters, as well as the trailers for the THAAD and Patriot missile systems.



Future Metals Aircraft Tubing

Future Metals sells a variety of stainless steel, titanium, aluminum, and high temperature alloy tubing for use in aerospace applications such as hydraulic lines. Aircraft using the tubing include the F-35 Lightning and the P-8 Poseidon. Product specifications are demanding given the potential severity of failures during high performance flight operations. Future Metals also supplies metal in sheet and bar form for fabrication and machining of parts. Sales to the military exceed \$6 MM per year.



Marmon on the Big Rig



Nylok

- Coatings on more than 35 specialty fasteners prevent everything from the bumper, doors, seats, mirrors and engine from vibrating loose

Fontaine Trailer

- Platform trailers

Webb Wheel

- Brake drums
- Brake rotors
- Wheel hubs
- Air disc brake calipers

Fontaine Fifth Wheel

- Fifth wheels including top plates and mounting brackets

TSE Brakes

- Brake actuators and slack adjusters

Fontaine Spray Suppression

- Fenders
- Mud flap hangers

Marmon-Herrington

- Axles
- Transfer cases and hydro-mechanical transmissions
- AWD conversions

SISU

- Heavy duty axles

Fontaine Modification

- Cab modifications
- Chassis modifications

Triangle

- Leaf springs and air springs





Ford versus Chevy – Marmon Wins!



Prism Plastics

- Air and fluid quick connectors
- Latch rings
- Pump impellers
- Retractor gears
- Spring case covers
- Sensor covers and housings
- Shock dampers
- Steering pulleys
- Thrust washers
- Webbing guides

Nylok's Nystay® on F-150 Box Bolt



Penn Aluminum Mirror Post



Nylok's NyShield® on Silverado Carbon Fiber Box Bed



Penn Aluminum

- AC lines
- Aluminum mounts for emergency vehicle lights
- Electrical wire harness tubes
- Engine cooling lines
- Engine Mounts
- Heater core lines
- Oil filter coolant tubes
- Rear view mirror post
- Transmission oil cooler lines

Prism Plastics F-150 Steering Pulley



Prism Plastics Silverado Steering Pulley



Nylok

Nylon Patch, Precote, Nystay, Nyseal, Nycote Plus, Nyplate, and Nyplas coat fasteners for:

- Axle assemblies
- Brackets
- Engines and transmissions
- Grounding and headlights
- Instrument panels
- Seat to floor attachment
- Sunroofs and tailgates
- Wheel attachment

Sonnax and Rostra

- Remanufactured valve bodies
- Torque converter upgrades
- Transmission bushings
- Transmission rebuild kits
- Transmission shafts
- Transmission solenoids
- Transmission valves



Sonnax Smart-Tech Forward Clutch Drum for Ford 4R70 series transmission on F-150



Rostra Automatic Transmission Wiring Harness for Silverado 1500 with 6.2L V8 and 8L90 Transmission





Marmon products get millions of views on YouTube...



YouTube Statistics

Vs.

Perfection on
YouTube Statistics

About 53% of YouTube's videos have fewer than 500 views. About 30% have less than 100 views.

All but one of Perfection's videos have over 500 views.

Auto and vehicle videos get on average get 5,673 views per video. How-to videos get on average 8,332.

Perfection gets two to three times that amount with an average of 19,5652 view per video.

Just 0.33% of videos have more than one million views.

4% of Perfection's videos have over one million views.

Click on us, we're links!

PERFECTION
Performance Power
A Marmon Highway Technologies/Truck/Bus/Trailer Company



Removal and Servicing of Clutch Master Cylinder
1.4M views • 9 years ago



Clutch Master and Slave Cylinder Replacement
1M views • 8 years ago



2000 Honda Civic Si. 1.6L Clutch Install
600K views • 9 years ago



Bleeding a Clutch by Blocking the Slave Cylinder



Ford Ranger & Mazda B-Series Pickup Clutch
636K views • 8 years ago



Servicing Quick Connect / Quick Disconnect Pull Type



Ford Ranger & Mazda B-Series Pickup Clutch
413K views • 9 years ago



Bleeding External Clutch Hydraulic Release Systems
223K views • 9 years ago



Dodge Pre Filled Clutch Hydraulic System
219K views • 7 years ago



Pull Type Clutch Installation - 1999 Hyundai Elantra 2.0L



2004 Dodge Ram Pickup w/ 5.9L Cummins & NV5600
200K views • 8 years ago



Clutch Hydraulic System Air Bubble and Hydraulic Tips
183K views • 5 years ago



Bleeding External Clutch Hydraulic Release Systems
178K views • 9 years ago



2003 Hyundai Tiburon GT 2.7L Clutch
167K views • 5 years ago



Dodge Ram 1997 5.9L NV4500 5 Speed Clutch
164K views • 8 years ago



Ford F-150 4.2L Self Adjusting Clutch
127K views • 4 years ago



2003 Kia Rio Clutch and Clutch Cable Installation
121K views • 8 years ago



Clutch Start Switch Removal and Replacement

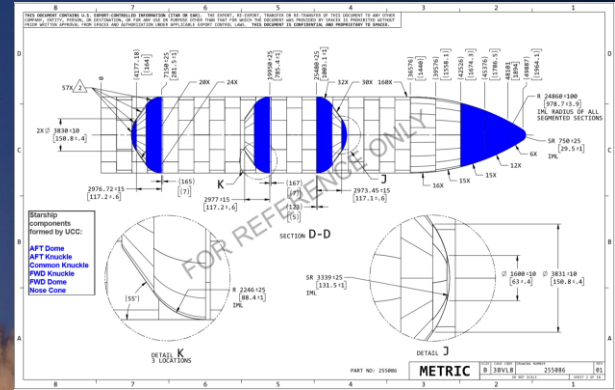
... Fly with SpaceX



Harbour Industries provides special coaxial cable that transmits video from the capsule and the outside of the rockets. Harbour also supplies data cables for flight control.

Uniform Components makes several pieces for the SpaceX Starship including the nose cone, the domes, and the knuckles. The precision forming from Uniform allows SpaceX to achieve extreme strength in its designs – an important consideration for Falcon X, the world's most powerful launch vehicle.

TE Wire & Cable manufactures a line of cables that are used on the rocket test stands at the McGregor Rocket Test Facility. Prior to launch all SpaceX engines are test fired on these stands.



Uniform Components on SpaceX Starship



Marmon in the Sky



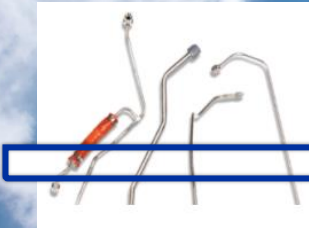
Harbour Industries manufactures coaxial and data cables for aircraft avionics and antennas.



Harbour's newest product is M25038/3 cable used in aircraft engines.



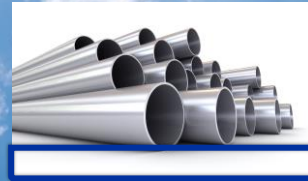
Nylok provides coatings for fasteners used to secure lighting, seats, and storage bins on Boeing aircraft.



Aero-Hose makes hose assemblies and distributes hoses and connectors used for fluid systems.



Orkal distributes fluid fittings used for fluid systems in aircraft and jet engines. Products fly on Airbus, Boeing, and Bombardier planes.



Future Metals distributes aircraft grade aluminum, nickel, stainless steel, and titanium alloys in bar, extrusion, sheet, and tube formats. It is used to make both new and repair parts for planes.



Harbour also provides USB, power, and data cables for in-flight entertainment systems.



Marmon produces water softeners and filters

Water Softeners



What is hard water?

- Water that contains high concentrations of dissolved minerals, specifically calcium and magnesium

Why use a water softener?

- Hard water can cause problems at home including hard to remove white film or scaling on your shower, bath or sink; as well as mineral buildup in your water heater and pipes
- Hard water can also cause scalp problems like dandruff and tangled hair while also changing the color of your laundry
- In industrial settings hard water can ruin boilers and coffee makers!



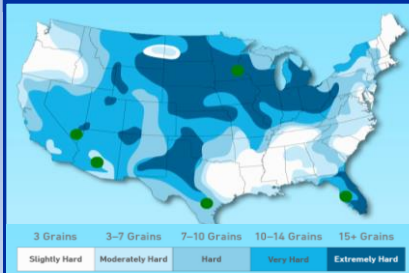
Who is affected?

- Water hardness affects more than 85% of Americans (See Map)

Marmon Water softener technology

- Marmon Water softeners use a process called ion exchange where NaCl is used to replace the calcium ions in hard water. The NaCl moves through pipes and reduces the buildup.
- Marmon Water softeners use microprocessor controls and algorithms that learn consumers' water use behavior in order to optimize salt usage. Marmon Water softeners have the lowest salt usage on the market!
- Sold under many brands including Morton and Whirlpool

Hardness of Water Across the US



A portion of the Roman Eifel aqueduct in Germany. After being in service for about 180 years, the aqueduct had mineral deposits of up to 20 cm thick along the walls. –

[Wikipedia](#)

Water Filter

What can be found in water from the home tap?

- Microorganisms such as cryptosporidium which can cause gastrointestinal illnesses
- Disinfectants such as chlorine which can cause stomach discomfort
- Disinfection byproducts such as chlorite which can cause anemia
- Inorganic chemicals such as lead which can cause kidney problems
- Organic chemicals such as carbon tetrachloride which can cause an increased risk of cancer
- [Learn more here](#) on the EPA website



Why use a water filter?

- Filters use a variety of mechanical and chemical processes to remove contaminants
- Filters need to be replaced or cleaned regularly in order to stay efficient
- It is more environmentally friendly to have water filters than use water bottles or tankered water brought by truck



Who is affected?

- 15% of people in the US have dangerous tap water in their homes –see your water quality [here](#)
- All 50 states have water systems that violate the EPA's Safe Drinking Water Act (See Map)

Marmon Water filter technology

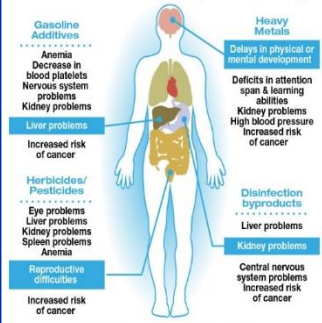
- Filters for almost every contaminant
- FACT media provides high filtration at low pressure such as in Brita pitcher filters
- Carbon block technologies incorporate other filtering materials
- First WiFi connected operating systems
- Found in many home refrigerators such as Frigidaire and Whirlpool

Drinking Water Violations Reported to EPA (2017)



What's in your water?

Health issues associated with contaminants commonly found in the US water supply.



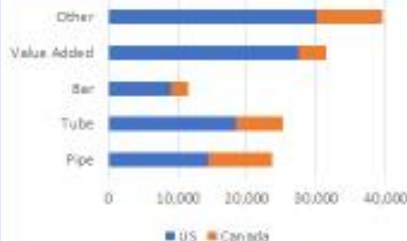


Marmon even helps others bring their products to market

Marmon Keystone Locations in 2020



2019 Marmon Keystone Sales (131,369 Total Tons)



2019 Service Levels



Keystone in 1907



Bar Stock



Pipe and Tube



One Touch Ordering



Union Tank Car
Tank Cars



Prevost
Motor Coaches



General Electric (now Wabtec)
Locomotives



Micro Motion Flow Meter



Bobcat



Warn Automotive – Truck &
SUV Bumpers and Winches



Watt's Fire Suppression Valves



Cottrell Car Trailers



Roadtec – Paving Equipment



Maxon – Lift Gates



BRP (Bombardier) – Recreational Vehicles



JLG – Industrial Lifts



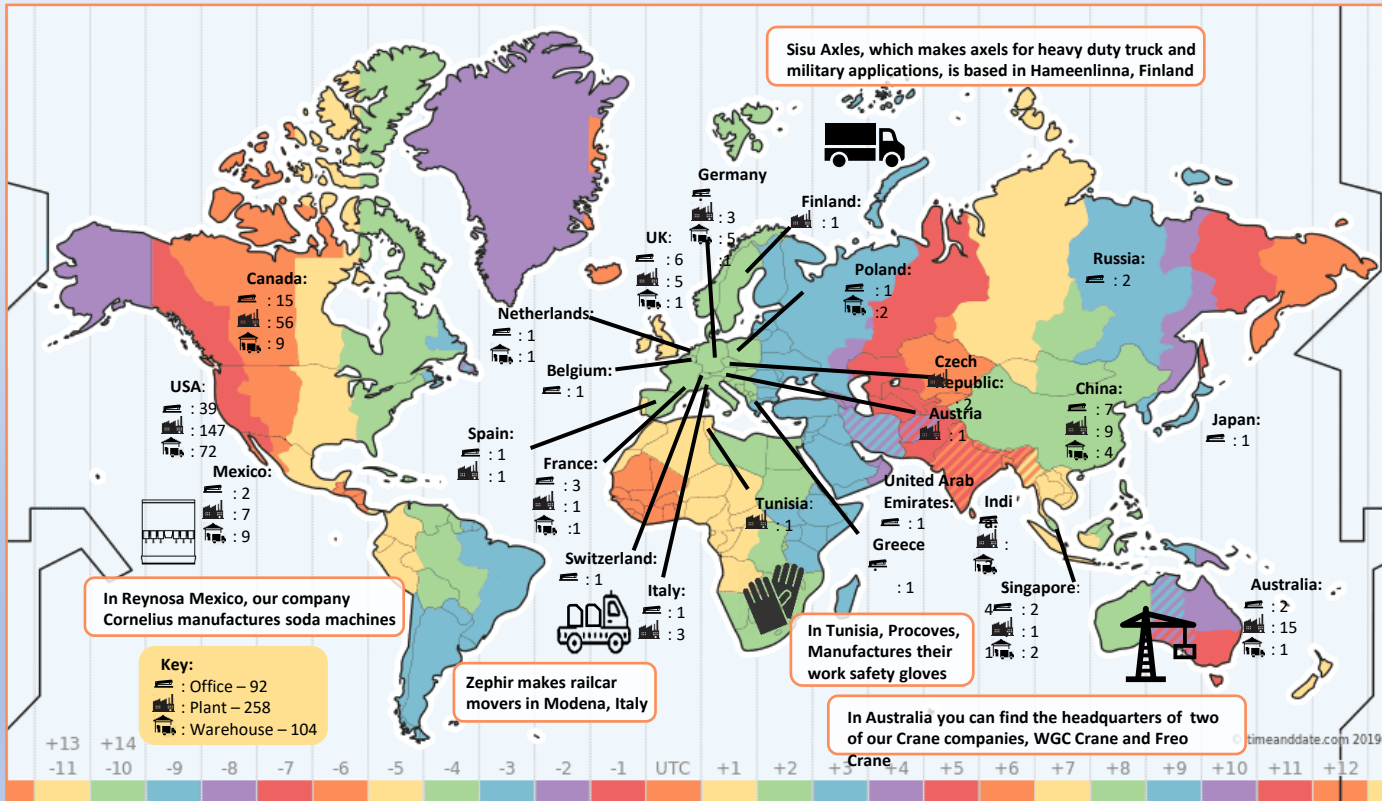
Bush Hog – Rotary Cutter



Werk Brau
Excavator Buckets and Tools



The Sun Never Sets on Marmon and its Products



States	Office	Plant	Warehouse
AL	5	8	2
AR	1	5	
CA	1	2	5
CO	1	3	1
CT		7	2
DE		2	1
FL		2	3
GA	1	3	1
IA		4	
IL	8	8	1
IN		7	
KS	1	1	
KY		2	2
LA		5	
MA		1	1
MI	1	5	1
MN	1	5	2
MO		3	2
MS		4	2
MT		1	3
NC	1	4	4
ND	2		
NH		3	
NJ	2	4	1
NM	1		
NV		1	
NY		5	3
OH		8	5
OK		2	
OR			1
PA	3	8	8
SC	1	2	2
SD			1
TN	1	6	5
TX	3	19	6
UT		1	1
VA	1	3	1
VT	1	2	2
WA			2
WI	3	1	1
WV		1	
WY		1	
Total	39	147	72