



Integrity, Innovation and Customer Satisfaction
since 1874

In the summer of 1874 on Milwaukee's north side, Charles Jeremiah Smith hung a sign outside his family's home:

C. J. SMITH, MACHINIST

Business was good for a man skilled in metalwork, and C. J. Smith grew to become a major supplier of metal components for manufacturers of baby carriages and bicycles. Charles' sons Charles S., George H. and Arthur O. joined their father in business and in the belief that, by applying skill, creativity and mechanical knowledge to any technical problem, one could always find "a better way."

In 1899, during the earliest days of the automobile revolution, Arthur developed a new, lightweight pressed steel car frame, and within a few short years, he was selling these frames to a "who's who" of car makers including Packard, Cadillac, Oldsmobile, Studebaker, Buick, Chevrolet and Ford. By 1908, more than 60 percent of new passenger cars in the U.S. was built on an A. O. Smith frame.

As the Company grew at breakneck speed, Arthur's eldest son Lloyd Raymond joined the Company, and after Arthur's unexpected death in 1912, Ray carried the family company into a new era. Similar to his father and grandfather, Ray believed deeply in the power of technology and its ability to create breakthrough processes and overcome the drudgery of manual work.

Innovation marked Ray's 30-year tenure as chief executive. In 1921, A. O. Smith introduced the Mechanical Marvel, the world's first automated frame production line, capable of producing 10,000 auto frames per day, one every eight seconds. Smith engineers developed an improved method of welding, enabling the company to develop a wide range of steel products, including the

pressure vessel for oil refining and large diameter steel pipe, inventions that were instrumental in creating the modern oil and natural gas industries. In the mid-1930s, Smith engineers perfected the process of fusing glass to steel, leading to a series of new, glass-lined products including beer kegs, brewing tanks and residential water heaters.

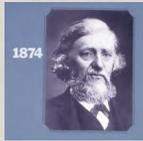
While expanding through new businesses in electric motors, fiberglass pipe and the glass-lined Harvestore® silos, A. O. Smith began to look outside of the United States for more opportunities. In each case, it brought along the A. O. Smith values: doing business with honesty and integrity in a workplace environment of mutual respect and dignity. In expanding abroad, the Company employed its proven formula of using its engineering expertise to develop products uniquely suited to the local market, whether in Canada (1962), Europe (1971), China (1995), India (2008) or Vietnam (2012).

In 2011, the Company sold its electric motor business and embarked on a strategy to become a leading global water technology company. This vision for the future grew through acquisitions of commercial and residential water heater and boiler manufacturers Lochinvar (2011) and Giant Factories (2021) and water treatment experts Aquasana (2016), Hague Quality Water (2017), Water-Right (2019), Master Water Conditioning (2021), Atlantic Filter (2022), Water Tec (2023), Impact Water Products (2024) and Pureit (2024).

Charles J. Smith could not have imagined his small business would become a global manufacturer employing 13,700 women and men. But understanding the value of a commitment to integrity, innovation and customer service, he could not be surprised.



In 1874, Charles Jeremiah Smith establishes *C. J. Smith - Machinist*, a small machine shop in Milwaukee, Wisconsin, producing metal parts for baby carriages and other hardware specialties. He later changed the name to *C. J. Smith and Sons*, after three of his sons joined the firm.



1888 1889 1890 1891 1892 1893 1894 1895 1896 1897 1898 1899

1889 C. J. Smith and Sons enter the bicycle industry by introducing the concept of forming steel tubing from sheet metal, an innovation was later essential in making bicycle frames. By 1895, the Company was the largest U.S. bicycle parts manufacturer, eventually becoming the largest in the world.



1899 Arthur O. Smith, a son of the founder, develops the world's first pressed steel automobile frame, a lighter, more cost-effective alternative to existing frames.

1900 1901 1902 1903 1904 1905 1906 1907 1908 1909 1910 1911 1912 1913 1914 1915 1916 1917 1918 1919



1902 C. J. Smith and Sons receives its first order of auto frames from Peerless Car Company, with others from Cadillac, Packard and Oldsmobile to follow.

1904 Arthur O. Smith incorporates A. O. Smith Company in Milwaukee.

1906 Henry Ford orders 10,000 steel automobile frames, leading the company to develop the world's first mass production process for assembling frames. Within four years, A. O. Smith is North America's largest frame manufacturer.



1914 A. O. Smith introduces the Smith Motor Wheel, a gasoline-powered device for bicycles. Three years later, it developed the Smith Flyer, known as "the world's first sports car." This technology was eventually sold to Milwaukee's Briggs & Stratton Company.



1918 As part of U.S. war effort, A. O. Smith engineers develop a coated welding rod, a breakthrough that influenced the development of arc welding as a mass production method. The Company remained in the welding products business until 1965.



1920 1921 1922 1923 1924 1925 1926 1927 1928 1929 1930 1931 1932 1933 1934 1935 1936 1937 1938 1939 1940 1941

1921 Under the direction of L. R. "Ray" Smith, A. O. Smith unveils "the Mechanical Marvel," the world's first fully-automated automobile frame assembly plant. Capable of making a frame every eight seconds (10,000 frames a day), the plant operated until 1958.



1925 A. O. Smith introduces the first arc-welded, high-pressure vessel used to refine oil. The Company produced pressure vessels for a wide variety of chemical processing, refinery and related applications through 1963.

1927 A. O. Smith engineers perfect a method of economically forming and welding large-diameter steel-lined pipe. This new mass production technique was instrumental in launching the natural gas industry and transcontinental oil pipeline business. The Company was a leading supplier of line pipe until it exited the business in 1972.



1933 Expanding on earlier research in the process of fusing glass to steel, A. O. Smith introduces the first large, single-piece glass-lined brewery tank. Over the next 32 years, the Company produced more than 11,000 glass-lined brewery tanks.



1936 A. O. Smith patents the process of glass-lining a water heater tank. This concept quickly became the standard of the industry, making hot water an affordable convenience for homeowners. The Company began producing residential water heaters three years later, but shifted all production to war-time use during World War II.



1940 Extending its reach in the oil field, A. O. Smith acquires California-based Sawyer Electric, a manufacturer of electric motors, including a pump motor that could be used in oil well applications.

1942 1943 1944 1945 1946 1947 1948 1949 1950 1951 1952 1953 1954 1955 1956 1957 1958 1959 1960 1961 1962 1963 1964 1965

1942 As part of the war effort, A. O. Smith begins producing bomb casings, aircraft propellers and landing gear, torpedo air flasks and other material. By 1945, it had built 4.5 million bombs, 16,750 sets of landing gear and 46,700 propeller blades, as well as nose frames for the B-25 bomber, water heaters for military barracks, jeep frames and components for the atomic bomb project.



1948 A. O. Smith acquires Ohio-based Burkay Company and enters the market for coil-type "instantaneous" commercial water heaters, leading to the first glass-lined commercial water heater five years later.

1949 A. O. Smith introduces the Harvestore structure, a glass-fused-to-steel silo targeted at dairy and livestock operations on farms throughout the world.

1950 A. O. Smith acquires Ohio-based Whirl-A-Way Motors and consolidates its electric motor manufacturing operations.



1953 A. O. Smith acquires Glasco Products, Inc., expanding its vessel manufacturing capabilities. Combined with its existing water heater, brewery tank and related businesses, the acquisition makes A. O. Smith the world's largest manufacturer of glass-coated steel products.



1961 A. O. Smith opens a commercial water heater and boiler plant in Stratford, Ontario, Canada, its first water heater plant outside the U.S.



1966 1967 1968 1969 1970 1971 1972 1973 1974 1975 1976 1977 1978 1979 1980 1981 1982 1983 1984 1985



1967 A. O. Smith's fiberglass pipe joint venture begins making fiberglass body panels for Chevrolet's Corvette Stingray. The Company was a pioneer in developing fiberglass pipe and fittings and remained in the business until 2000.



1972 A. O. Smith opens its first European operations in Velthoven, the Netherlands. Originally a sales office serving Europe and the Middle East, the facility expanded to include assembly and eventually fabrication of water heaters.



1982 A. O. Smith produces its 100-millionth passenger car frame.

1984 A. O. Smith opens its first electric motor assembly operations in Ciudad Juárez and Ciudad Acuna, Mexico.



1986 1987 1988 1989 1990 1991 1992 1993 1994 1995 1996 1997 1998 1999 2000 2001 2002 2003 2004 2005

1986 A. O. Smith substantially increases the size and scope of its electric motor business by acquiring Westinghouse's small motors division.



1988 Arthur and Ray Smith inducted into the Automotive Hall of Fame, the first father and son to earn the honor.



1995 A. O. Smith enters the China market with three joint ventures: automotive products, fiberglass oilfield pipe and residential water heaters.



1997 After 96 years, A. O. Smith exits the automotive industry, selling its U.S. business and a Mexican subsidiary to Tower Automotive. The Company makes the first of a series of strategic acquisitions with the purchase of UPPCO, Inc., followed by General Electric's domestic compressor business (1998) and MagneTek's global motor operations (1999).

2001 A. O. Smith acquires State Industries, Inc., nearly doubling the size of its water heater business. The acquisition enables the Company to enter the retail market segment for the first time in more than 40 years. The Company acquires Shenzhen Speeda Industries, Ltd., the first of four strategic electric motor acquisitions in China.



2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 2024 2025

2006 A. O. Smith completes the largest acquisition in company history, purchasing Canadian water heater and building products manufacturer GSW Inc. and American Water Heater Company, the addition of the American, Whirlpool, GSW and John Wood brands make A. O. Smith the industry leader in the North America.



2008 A. O. Smith begins to market residential water heaters in India as one of the first U.S. companies in the market.

2009 A. O. Smith enters the water purification industry with a new venture: A. O. Smith (Shanghai) Water Treatment Products Co. Ltd. The new company supplies reverse osmosis water treatment and water filtration products to the China residential and commercial markets, as well as export markets throughout the world.



2010 A. O. Smith opens a 76,000 ft² residential water heater manufacturing plant in Bengaluru, India. The Company acquires Takagi Industrial's North American operations as part of a joint venture to market and manufacture tankless water heaters in North America.

2011 A. O. Smith embarks on strategy to become a leading global water technology company. The Company sells its electric motor business to Regal Beloit Corp. and acquires Lochinvar Corp., a Tennessee-based manufacturer of high efficiency condensing residential and commercial boilers for hot water and hydronic heating applications.



2016 A. O. Smith enters the North American water treatment market with the acquisition of Aquasana, a Texas-based manufacturer of reverse osmosis, countertop, under-the-counter and on-the-go water filtration products.

2017 A. O. Smith expands its North American water treatment presence with the acquisition of Ohio-based Hague Quality Water, a manufacturer of a comprehensive line of water softener products sold through retail and dealer channels. The Company is named to the S&P 500 Index.

2018 A. O. Smith unveils its new L. R. Smith Corporate Technology Center in Milwaukee, supporting advanced research and development in potable and hydronic water heating, water treatment and air purification. The Company reestablishes itself as a retail brand, as the leading water heating and treating product line in 2,200 Lowe's home improvement stores.

2019 A. O. Smith acquires Wisconsin-based Water-Right, Inc., a water quality solutions provider with a complete line of residential and commercial products and systems for a series of applications.

2020 A decade after launching its strategy to become a leading global water technology company, A. O. Smith is ranked 11 in *Harvard Business Review's* "Top 20 Business Transformations of the Last Decade."

2021 A. O. Smith issues a public commitment to reducing its global greenhouse gas emissions 10% by 2025. The Company continues to grow its North American business in water heating, through acquisition of Montreal-based Giant Factories, Inc., and in water treatment, by purchasing Pennsylvania-based Master Water Conditioning Corp.

2022 A. O. Smith again expands its North American water treatment business by acquiring Atlantic Filter Corporation based in Florida.

2023 A. O. Smith acquires Water Tec, a water treatment business out of Tucson, Arizona.

2024 A. O. Smith celebrates 150 years of integrity, innovation and customer service.

A. O. Smith's water treatment footprint continues to grow with two acquisitions: Impact Water Products in Ontario, California, and Pureit in South Asia.





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Nanjing, China
Hong Kong, SAR

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Pottstown, Pennsylvania
Rancho Cucamonga, California
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Bourges, France
Dubai, United Arab Emirates
Veldhoven, the Netherlands

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Nanjing, China