

# A Brief History of Dixon



Uncommon Excellence™

1916 - 2016



The Right Connection®

It's a momentous milestone few privately owned companies ever reach: In 2016, Dixon celebrates its 100th anniversary.

Headquartered in Chestertown, MD, with distribution centers around the globe, Dixon has grown to become a leading innovator in the hose coupling industry. However, the heart of the company and its success is the work ethic and founding philosophy of the man who created Dixon on March 21, 1916. Howard W. Goodall and his vision and drive still inspire the men and women of Dixon today.

"I am convinced that we are successful because we've always had leaders who value the contributions of employees at all levels," says CEO Richard L. ("RL") Goodall, grandson of Howard W. ("HW") Goodall. "It's about treating people right—about applying the Golden Rule, with both our customers and our employees. It's really that simple."

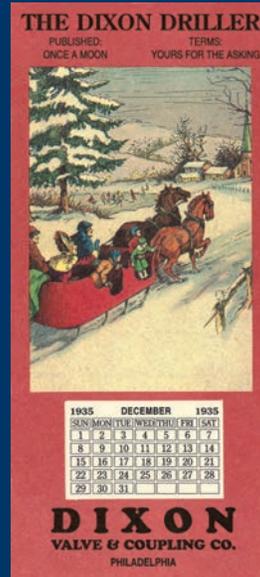
Dixon President Bob Grace, who has been with the company for a quarter of its 100-year run, says, "It's the people we've had at Dixon over those 100 years who have made the company so successful." Though Dixon has grown from a single plant in downtown Philadelphia

to a thriving business with manufacturing and distribution centers spread across four continents, its founding values have never wavered, he says. These values continue to infuse every level of the company today, from the factory floor to a far-flung distribution site in Perth, Australia.

Grace points to the "Six Pillars" of character—trustworthiness, respect, responsibility, fairness, caring and citizenship—as being central to the company's mission of uncommon excellence. "It's very reassuring to know that these are the values we live by here at Dixon," he says. "They aren't just words on a paper. We live and breathe the Six Pillars."

In 1887, with an eighth-grade education, 15-year-old HW Goodall quit school to take a job as a general clerk and errand boy for Philadelphia rubber distributor, Latta & Mulconroy Company. As the son of a cabinetmaker, he loved to tinker and was soon designing hose couplings and clamps as accessories to Latta & Mulconroy's hose line. With Mulconroy's blessing, HW promoted the new couplings to a few accounts. When Goodall requested permission to expand Mulconroy's business model and introduce his products to the region's leather tanning industry, Latta refused—and fired the ambitious young man.

# DIXON TIMELINE



1916

March 21, Howard W. Goodall founds Dixon Valve & Coupling Co.

1917

December 11, Rotary hose coupling patented

1918

The first Dixon Driller mailed continuously ever since.

1929

Dixon moved its headquarters to Hancock & Columbia Ave. in Philadelphia, PA

Goodall saw the setback as an opportunity. He went on to found the Goodall Rubber Company and the Knox Manufacturing Company to manufacture and sell hose and couplings. He was more than an astute inventor and engineer—he was a gifted salesman who recognized the importance of asking industry leaders what products they needed to do their jobs better. In an age before airplanes made travel easy, he crisscrossed the country, visiting every major construction site he could locate, identifying its hose and coupling needs, and then manufacturing the necessary products.

On March 21, 1916, armed with firsthand knowledge of the needs of the United States' growing mining, oil drilling, construction and railroad industries, HW Goodall founded Dixon Valve & Coupling Co. in Philadelphia, PA. Eight years later, urged to slow down for health reasons, he sold the Goodall Rubber Co.—he previously had sold the Knox Co.—to concentrate exclusively on Dixon.

As the company grew, it moved several times to larger locations, eventually settling in 1929 at Hancock and Columbia Avenues in Philadelphia. That year, and for the next 15 years, the largest selling item in the Dixon line was

rotary hose couplings, a high-pressure fitting used in oil drilling. Early items in the product line, which remain Dixon products today, were Boss™ couplings, King™ single and double bolt hose clamps, air hammer couplings, suction couplings, Air King™ universal couplings and King™ combination nipples. Prior to World War II, Dixon promoted and sold these basic products while continually adding new hose fittings and accessories.

The products listed below are a few Dixon firsts:

- Ground Joint Boss™ and air hammer couplings
- Air King™ malleable iron universal coupling with safety locking features
- Steel King™ combination nipples
- Plated hose fittings
- Dredge sleeve clamps
- Steel hose menders
- Boss-lock™ cam and groove

On October 12, 1934, Dixon opened its first international distribution center, in Canada (Dixon Group Canada Ltd.) This successful investment has since expanded to four locations throughout Canada.

In 1940, some half a century after he had launched his career at Latta & Mulconroy Co., HW Goodall led



1932

Howard W. Goodall inspecting couplings at Hoover Dam



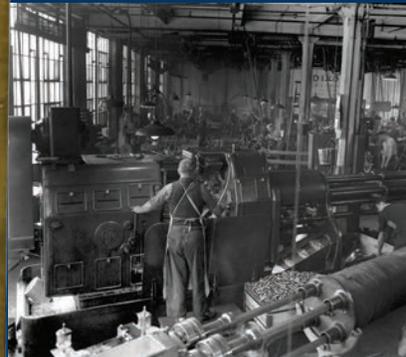
1934

Opened Dixon Limited in Canada



1940

Purchased Mulconroy Co.



1942

WW2: nearly 100 percent of Dixon production goes toward military contracts

Dixon's purchase of the company (at that point known as the Mulconroy Co.) and incorporated its products into the Dixon line as Holedall™ couplings.

With brisk sales and ongoing innovation, the future looked bright for Dixon. But the advent of World War II, which transformed the business landscape across the country, threw a wrench in the wheel of the company's expansion.

Many Dixon products fell under the federal government priority system and were used by industry and the military in the war effort. Before long, Dixon manufacturing facilities were used almost entirely for military contracts. The largest was to produce 380,000 fuse plugs for anti-aircraft shells, which were run on a brand new six-spindle automatic screw machine, the only one in the Philadelphia area at the time. Since Dixon was forced to adhere to the government's wartime manufacturing priorities, the company could no longer supply standard product to its commercial hose distributor base.

During this time, a former Dixon sales manager created a partnership and started the Hose Accessories Company, later known as Le-Hi Valve and Coupling

Company. With Dixon production going almost 100 percent to the military, Le-Hi Valve was able to make large inroads into the company's distributor business.

When the war ended, all the government contracts dried up—seemingly overnight. Thousands of Dixon couplings sat gathering dust at the Columbus Depot and would eventually be sold by the government for commercial use.

It would take fresh energy and vision to rebuild the company's customer base. Fortunately, Richard B. ("RB") Goodall, son of HW Goodall, was up to the task. The Virginia Military Institute graduate, who also held a degree from Babson College gradually assumed more leadership in the company as his father slowed down.

In 1951, HW Goodall became ill while on a sales trip to California and died 10 days after his return. RB Goodall became president and chief operating officer. Dixon continued to grow and prosper under his leadership, and much of what the company is today can be attributed to his long range thinking and understanding of the industrial hose and fitting business. He was known as being a leader who would listen to employees and offer encouragement. "His door was always open," recalls son RL.



1951

Founder Howard W. Goodall dies, Richard B. Goodall becomes president & chief operating officer



1952

Purchased Buck Iron Company



1950's

Pioneered the use of non-metallic hose fittings with Tuff-Lite™ line of nylon fittings



1972

Acquired Adflow in England, now Dixon Group Europe Ltd.

In 1952, Dixon purchased Buck Iron Company located in Lancaster, PA. Eventually, this company became a major source of malleable iron, brass, aluminum and ductile castings for Dixon. Buck Company is now a leading U.S. jobbing foundry with the capability to produce medium and long run orders in a wide variety of ferrous and non-ferrous metals.

During the 1950's, Dixon pioneered the use of non-metallic hose fittings. The Tuff-Lite™ line of nylon fittings was revolutionary in the industry and has been successful in agricultural, food and medical applications.

Beginning in the 1960's and continuing today, Dixon has demonstrated its commitment to customer service by broadening its distribution efforts. Until that time, it could take days, sometimes weeks, to ship products to customers across the country. The Dixon management team recognized the wisdom of establishing distribution centers—warehouses that could be stocked with products—at locations across the country (and later around the world). With this breakthrough, customers could be assured of prompt and efficient delivery of whatever they needed to keep their businesses rolling.

During these years, Dixon leaders also began

forging partnerships with other manufacturers, a move that enabled Dixon to offer its customers important products—such as worm gear clamps—that weren't being made in-house. Though Dixon would continue to manufacture most of the products it sells, the company did begin marketing a limited number of hose fittings and accessories made by other manufacturers.

By 1976 Dixon had outgrown its Philadelphia facilities, so the business moved to a 10-acre location in Chestertown, Maryland—the site of a former pickling plant. Some 15 employees and their families moved with the company to the picturesque waterfront community on Maryland's Eastern Shore.

Dixon entered the cam and groove market in 1980 by applying for a patent for Boss-Lock™, a fitting with a safety-locking handle. In 1985, the assets of the Andrews Division of Parker Hannifin were purchased, thus providing Dixon with the Andrews line of cam and groove fittings.

The company's international footprint also broadened during this period, with the opening in 1981 of Dixon Adflow Ltd. (now Dixon Group Europe) in Preston, United Kingdom (today's European locations also include facilities in Germany, France and Russia).



1974

Began selling worm gear clamps, the first product not designed and manufactured by Dixon

1976

Moved headquarters from Philadelphia, PA to Chestertown, MD

1980

Entered cam & groove market by applying for a patent for Boss-Lock™, a fitting with a safety locking handle

1994

Richard B. Goodall died, sons Douglas and Richard become the third generation to lead Dixon

Dixon further expanded its mix of products into the hydraulic and pneumatic quick disconnect coupling market in 1993, by purchasing the Perfecting Coupling Company (now Dixon Quick Coupling). The acquisition of Dixon Quick Coupling also provided additional manufacturing and warehouse facilities; currently a 170,000 square foot facility.

RB Goodall passed away in 1994 after 65 years with the company. Sons RL (President) and Douglas (Vice President of Operations) took over to become the third generation to lead Dixon.

In 1996, Dixon made a significant move by expanding to the Land Down Under, with the purchase of Australian manufacturer Minsup. Now known as Dixon Asia Pacific, the company has expanded its product offering to include fire protection products and has grown to incorporate six locations across Australia.

Other acquisitions quickly followed. In 1999 the purchase of American Couplings Company (now Dixon Brass) added manufacturing of brass hose fittings to the company's capabilities. That year also saw the acquisition of Bayco Industries and a merger with the already present Dixon operation in Canada. The U.S. operation became

Dixon Bayco. This purchase expanded the company's product line to include petroleum and dry bulk fittings, overfill protection and accessories.

Dixon extended its reach into the food and beverage market in 2000 with the addition of Bradford Fittings (now Dixon Sanitary). A full line of 304 and 316L stainless steel fittings used in the food, dairy, beverage, cosmetic, pharmaceutical and industrial markets became available to Dixon distributors.

In 2001, Richard L. Goodall became CEO, and Lou Farina was named president, the company's first non-family member to hold the position. Under their leadership, Dixon global expansion continued on January 22, 2003, with the creation of Dixva, a distribution and sales operation in Monterrey, Mexico. In 2004, the company created Dixon Fire to serve the fire protection industry; and in 2006, it added more brass fire hose fittings to its line with the acquisition of Powhatan.

In April 2006, Dixon continued to fulfill its goal to provide quality Dixon products to the global community by opening a sales office in St. Petersburg, Russia. With the vast increase in product offerings has come a strategic decision to establish sales offices and distribution sites in



1996

1999

2000

2001

Acquired Minsup in Australia now Dixon Asia Pacific

Acquired Bayco Industries, now Dixon Bayco

Acquired Bradford Fittings now Dixon Sanitary

Lou Farina, first non-family President

locations all over the world: In addition to Australia, Mexico, and Russia, Dixon today has a presence in Europe, China, India, Singapore and the Middle East.

"We've set ourselves apart in delivery by getting things quickly to our customer. That's part of our vision," says Taylor Goodall, great grandson of HW Goodall. "Customers have come to rely on Dixon to carry the inventory they need, and in most cases they can get what they need the same day or the very next day. Looking ahead, we will continue to find new ways to increase the speed of our delivery."

President Bob Grace, like other key members of the company's management team, spends a significant amount of time traveling to the company's far-flung facilities. "While we do a fair amount of video conferencing, you can't replace the face-to-face," Grace says. "It's so important to spend time with Dixon employees, going over business plans, letting them know just how important they are to the company."

And that personal connection is extended to Dixon customers, says Scott Jones, Vice President for Sales and Marketing. "We want Dixon to be the easiest company to do business with and we're not going to compromise,"

he says. "When a customer calls a Dixon phone number, they'll get a live person who picks up the phone within the first two rings. It all goes back to our core mission: We are 'wrapped around' our customers."

In 2010, when Bob Grace became president, Dixon set forth a strategic plan to reinforce its commitment to developing new products, focusing on North American manufacturing. This included continuing to make the "core" products that had served the company so well over the years, while adding innovative new products that the industrial hose market needed. A year later, Dixon acquired Northline Couplings Systems, absorbing it into the Dixon Fire product line.

In 2012, Dixon acquired Eagle America (now Dixon Eagle), a bellows seal valve manufacturer for critical applications. That same year, the company opened its 12,000 square-foot Innovation Center. Dixon committed itself to focusing outside sales efforts on face-to-face visits, and then funneling ideas and challenges back to the Innovation Center, where Dixon engineers welcome the challenge of coming up with creative solutions. To support their work, the center houses technologically advanced machine tools, testing equipment and computer-aided



2003

Began operations in Mexico with creation of Dixva



2004

Dixon Fire created to serve the fire protection industry



2006

Sales office opened in St. Petersburg, Russia



2006

Acquired Powhatan brass fire hose fittings

design using SolidWorks modeling and simulation. In addition, the Innovation Center conducts training sessions for Dixon distributors and end-users in a large, interactive training facility suitable for serving groups up to 50 people.

In recent years, the energy market has become a key area of focus at Dixon. The company has developed and acquired products that fit into every level of the petrochemical lifecycle: Boss™ Low Pressure System products for exploration, bellows seal valves for refineries, and API valves and dry disconnects for the terminals. Additionally, Dixon has also expanded its offering in the food and beverage industry to include pumps and valve actuation.

Today, a century after Dixon's founding, the company continues to promote the perfect blend of core hose accessories and solutions-based engineered products—a strategy that effectively positions Dixon to be a world leader in fluid transfer solutions.

What does the future hold for Dixon? Grace predicts continued growth and reinvestment in the company's infrastructure. "What's more," he says, "we'll continue to focus on North American manufacturing, which is very important to us, and we'll continue to innovate

ever-more sophisticated ways to manufacture, mostly through automation."

CEO RL Goodall emphasizes the importance of staying focused on the company's founding mission—the mission his grandfather set out back in 1916. "We know about manufacturing hose couplings. We must continue to be the best at that," Goodall says. "As long as we focus on people, product and service, everything else will fall into place and we will achieve uncommon excellence."



2008

Opened sales & warehouse facilities in China

2010

Bob Grace became president

2011

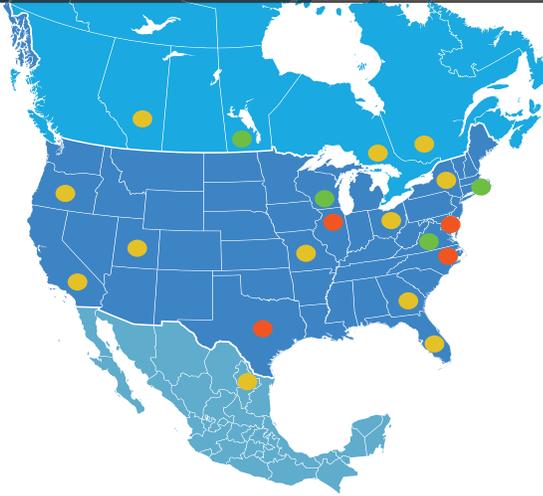
Acquired Northline Coupling Systems

2012

Dixon Innovation Center opened

# DIXON in NORTH AMERICA

- Albany, NY
- Atlanta, GA
- Chestertown, MD
- Chicago, IL
- Cleveland, OH
- Dallas, NC
- Houston, TX
- Kansas City, MO
- Los Angeles, CA
- Salt Lake City, UT
- Tampa, FL
- Warwick, RI
- Winchester, VA
- Pewaukee, WI
- Portland, OR



- Edmonton, Alberta, Canada
- Innisfil, Ontario, Canada
- Montreal, Quebec, Canada
- Winnipeg, Manitoba, Canada
- Monterrey, Mexico

- LEGEND**
- stocking warehouse
  - manufacturing
  - all of the above



2012

2014

2014

2016

Acquired Eagle America, now Dixon Eagle

Vent-Lock™ is introduced

S.O.S. van is released

Dixon celebrates 100 years

# THEN and NOW



Philadelphia, PA



Chestertown, MD



Philadelphia, PA 1952



Warehouse - Philadelphia, PA 1952



Chestertown, MD 2015



Warehouse - Chestertown, MD 2015

## OUR MISSION

Work together to delight our customers and generate profit.

## OUR VISION

- Lead in our chosen markets by setting and achieving ambitious goals.
- Provide quality products, rapid delivery, and superior customer service worldwide.
- Encourage and assist all employees to reach their full potential with opportunities to influence the decision making process.
- Be accountable for executing our plans.

## OUR VALUES

- Conduct our business with honesty and integrity.
- Promote Respect, Responsibility, Caring, Citizenship, Trustworthiness and Fairness.
- Operate our facilities in a safe, clean, and healthy manner.
- Act responsibly as a corporate citizen.



*The Right Connection®*

## OUR VALUE PROPOSITION

Dixon is committed to delighting our customers by being the easiest company they do business with every day.

## SERVICE

Customer service that supports our customers before, during, and after the sale.

## QUALITY MANUFACTURING

Innovative manufacturing that continues to build the Dixon brand recognized by our customers as "The Quality Line".

## PRODUCT MIX

Broad product offering that provides our customers with market based solutions supported by extensive customer training.

Dixon®, founded in 1916, is a premier manufacturer and supplier of hose couplings, valves, dry-disconnects, swivels, and other fluid transfer and control products. The company's global reach includes a wide range of products for numerous industries including petroleum exploration, refining, transportation, chemical processing, food & beverage, steel, fire protection, construction, mining and manufacturing. Dixon®'s strategic objective is to create solutions that make products safer, leak-free, longer lasting, and always available.



*The Right Connection®*

## Dixon

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Customer Service