

**BERKSHIRE HATHAWAY INC.
OPERATING COMPANIES**

<u>INSURANCE:</u>	<u>Employees</u>	<u>RAILROAD, UTILITIES AND ENERGY:</u>	<u>Employees</u>
GEICO	28,247	BNSF	36,620
Berkshire Hathaway Reinsurance Group ...	901	Berkshire Hathaway Energy Company:	
General Re	2,226	Corporate Office	34
Berkshire Hathaway Direct	982	PacifiCorp	5,168
Berkshire Hathaway Homestate Companies ..	1,203	MidAmerican Energy	3,539
Berkshire Hathaway Specialty	1,782	NV Energy	2,651
GUARD Insurance Companies	1,174	Northern Powergrid	3,016
MedPro Group	1,275	BHE Pipeline Group	2,769
MLMIC Insurance Companies	235	BHE Transmission	754
National Indemnity Primary Group	848	BHE Renewables	497
RSUI and CapSpecialty	705	HomeServices of America	5,411
TransRe Group	679		
United States Liability Insurance Companies ..	1,216		
Central States Indemnity	20		
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	41,493		60,459
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<u>MANUFACTURING:</u>		<u>SERVICE AND RETAILING:</u>	
Acme	1,839	Affordable Housing Partners	32
Benjamin Moore	2,006	Ben Bridge Jeweler	464
Brooks Sports	1,326	Berkshire Hathaway Automotive	10,130
Clayton Homes	20,645	Borsheims	144
CTB	2,511	Business Wire	345
Duracell	3,153	Charter Brokerage	167
Fechheimer	424	CORT	2,235
Forest River	11,425	Dairy Queen	547
Fruit of the Loom	17,258	Detlev Louis	1,508
Garan	2,677	FlightSafety	4,660
H. H. Brown Shoe Group	1,126	Helzberg Diamonds	1,519
IMC International Metalworking Companies ..	14,333	IPS	3,386
Jazwares	1,551	Jordan's Furniture	1,046
Johns Manville	7,984	McLane Company	24,815
Larson-Juhl	525	Nebraska Furniture Mart	4,671
LiquidPower Specialty Products	497	NetJets	9,106
Lubrizol	7,922	Oriental Trading	1,100
Marmon ⁽¹⁾	30,019	Pampered Chef	300
MiTek	6,003	Pilot Travel Centers	29,202
Precision Castparts	24,594	R.C. Willey Home Furnishings	2,184
Richline	2,044	See's Candies	2,564
Shaw Industries	17,689	Star Furniture	264
W&WIAFCO Steel	2,561	TTI	9,341
	<hr/>	WPLG	190
	180,112	XTRA	385
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			110,305
		Berkshire Hathaway Corporate Headquarters ..	27
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			392,396
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⁽¹⁾ Marmon Holding, Inc. ("Marmon") is a holding company that conducts operations through more than 100 manufacturing and service businesses organized into eleven business groups.