

I. Pullman Palace Car Company: Originally founded by George H. Pullman in 1867

- A. Pullman Iron and Steel Company
- B. P.C.S. & S.C.D. (??)
- C. Erie & Atlantic Sleeping Coach Co.: Bought 1872
- D. Mann's Boudoir Car Company: ~1888
- E. New York Central Sleeping Car Co.: ~1886
- F. Pullman Pacific Car Company: ~1872
- G. Pullman Southern Car Company: ~1898
- H. Union Palace Car Company: ~1909
- I. Woodruff Sleeping Car & Parlor Coach Company: ~1935
- J. Town of Pullman: Started Building 1880
- K. Pullman Land Acquisition: Est. 1880

II. The Pullman Co.: Named changed from Pullman Palace Car after 1899 –Divested 1947

- A. Haskell & Barker Car Co.: Purchased 12/20/1921
- B. Pullman Car and Manufacturing Corp. (PC&M): 5/31/1924

III. Pullman, Incorporated: est. 6/21/1927 The Pullman Company & Pullman Car & Manufacturing Corporation as principal subsidiaries

- A. M.W. Kellogg Company est. 1900; subsidiary 1944
- B. Pullman Finance and Properties Company: 8/1/1947 (help deal with divestiture of The Pullman Co.)
- C. Trailmobile, Inc.: formed 1951 to acquire all assets of The Trailmobile Company
- D. Trailmobile Finance Company: 1955
- E. Swindell-Dressler Corporation: 1959
- F. Transport Leasing Company: 1959
- G. Unimation, Inc.: 1962
- H. Standard Steel Works: 1965

IV. Pullman-Standard Car Manufacturing Company: created from acquisitions and former Pullman Co. manufacturing divisions
12/14/1934

- A. Pullman Car and Manufacturing Corp.
 - 1. Dickson Car Wheel Company (Houston, TX): est. 1889; acq. 5/9/1927
 - 2. New Orleans Car Wheel Co.: formed by PC&M 6/25/1927
 - 3. Tennessee Coal Iron & Railroad Company: 1921 (plant built) acq. 1927
- B. Pullman Car and Manufacturing Company of Alabama: Formed by Pullman Inc. 1/15/1929
- C. Standard Steel Car Corporation: acq. 2/18/1930
 - 1. Osgood-Bradley Car Corporation: acq. 2/18/1930, named Pullman-Bradley Car Corporation 1933;
 - 2. Middleton Car Company: 1909 – Became Pullman-Standard Car Export Corporation 3/2/1931
 - 3. Richmond Car Corporation (Richmond, VA):
 - 4. Steel Car Forge Corporation (Ellwood City, PA & Hammond, IN): Liquidated 12/31/1931
 - 5. Lyndora Land and Improvement Co: 1902, dissolved in P-S merger
 - 6. Keith Car Manufacturing Company:
- D. Power Ballaster: 1947
- E. Isaacson: 1950