

early to rise," he is temperate in all things, lives simply, is in splendid health and as full of fire, energy, vigor and courageous enterprise as a boy, and his appearance would indicate that our Company may reasonably hope to be favored for many years with his valued and able assistance and leadership. What a strange coincidence that the 20th of December should be the anniversary of his birth in 1843, his coming to Hanover in 1864, and of our destructive fire in 1900!

HENRY PEPPLER, our Vice-President, was born in Waterloo County, 47 years ago. He was brought up on a farm and received but a meagre school education but had great natural ability, bound to assert itself in spite of his early disadvantages. Twenty-eight years ago—a lad of nineteen—he entered the employ of our President and has ever since been actively connected with the business. He is decidedly a mechanical genius, the



M. S. ARMSTRONG

latest great evidence of his skill having been clearly exhibited in the planning and setting up of the machinery and plant in our new factories. He possesses, too, the further, and yet more valuable, talent of being a natural leader and manager of men. Of a kind and genial temperament, and honorable and reasonable disposition, he is popular with the men, and yet, without friction, sees that every man does his proper share of the work, and is very skillful in laying out the work and apportioning it to the best advantage. To him is left the management of the mechanical part of the business and in this he is assisted by an excellent staff of departmental foremen.

J. S. KNECHTEL, our Managing Director, is the eldest son of our President. He was born in Hanover thirty-three years ago, and, from the completion of his education, grew up in and with the business. He, some twelve years ago, began to develop and cultivate,



J. S. KNECHTEL



M. J. MUTER

by practice and study, a natural talent for drawing and has ever since acted as the firm's designer, and as such seems to have instinctively grasped and met the requirements of the trade. He also directs the office work, gets out the catalogues, keeps cost records and makes the prices. He has furniture values down to a fine point, and is a sort of connecting link between factory and office. For the first two months of last year he was employed by The Canada Furniture Manufacturers, Limited, in which organization, until the first of March last, he filled the position of general factory superintendent, but resigned after a disagreement regarding the taking over by the firm just mentioned of our Hanover factory.

M. S. ARMSTRONG, our Secretary-Treasurer and chief accountant, is six and thirty. He left the farm in Perth County, which was his early home, to acquire a business education, and has spent his life thus far at office work, and is now unable to breathe in any atmosphere not permeated with the smell of ledgers, drafts and business correspondence, but "protests" and "overdues" are not necessary either for his health or happiness. He is quick, accurate, shrewd in judging credits, and looks well after the financial end of our business. His knowledge of his profession, quick and up-to-date methods and general good sense and level-headedness, enable him to handle our very large volume of office work with a comparatively small, though capable, band of assistants. It is not necessary to say that he has our entire confidence both as to his integrity and ability. A large part of the correspondence devolves upon him and his letters may be recognized by the initials "M.S.A."

M. J. MUTER, our shipping manager, is twenty-two years of age and entered our employment six years ago, the five months intervening between his school days and



E. J. ROSE