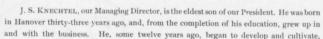
early to rise," he is temperate in all things, lives simply, is in splendid health and as full of fire, energy, vigor and courageous enterprise as a boy, and his appearance would indicate that our Company may reasonably hope to be favored for many years with his valued and able assistance and leadership. 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



I. S. KNECHTEL

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.

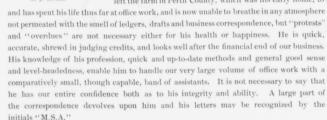


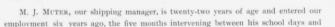


M. S. ARMSTRONG

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,







E. J. KOSE