

In 1855, his father retiring, he became sole proprietor of the business.

In 1863 introduced the first self-rake reaper made in Canada.

In 1869 was the first to manufacture an automatic self-dumping horse-rake in Canada.

In 1870 made President of the Massey Manufacturing Company, into which the business was incorporated that year.

In 1879 the entire business removed from Newcastle to Toronto, where its capacity was subsequently more than doubled, the business of the Toronto Reaper and Mower Company having been purchased.

In 1889 made President of a new organization known as Sawyer & Massey Co., Ltd., manufacturers of threshers and engines at Hamilton, Ont.

In 1890 the business of the Massey Manufacturing Co. in the North-West amalgamated with that of Van Allen & Agur, of Winnipeg, under the name of Massey & Co., Ltd., for the wider extension of trade in all lines of implements and vehicles.

In 1891 made President of Massey-Harris Co., Ltd., formed by the amalgamation of the businesses of the Massey Mfg. Co., A. Harris, Son & Co., Ltd., of Brantford, and Massey & Co., Ltd., of Winnipeg, following which in the same year the businesses of The Patterson & Bro. Co., Ltd., of Woodstock, and J. O. Wisner, Son & Co., of Brantford, were incorporated with that of Massey-Harris Co.

In 1892 made President of the Verity Plow Co., Ltd., of Brantford, organized that year.