

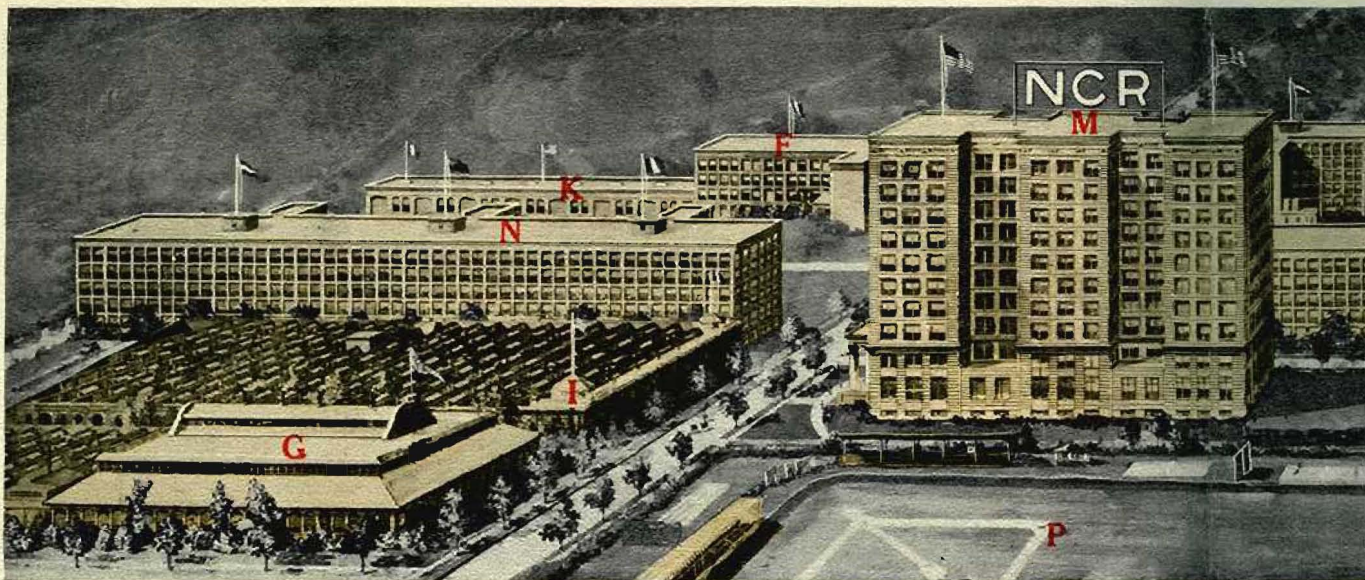


REPORT TO THE  
STOCKHOLDERS  
OF THE NATIONAL  
CASH REGISTER  
COMPANY   BY  
JOHN H. PATTERSON  
PRESIDENT JUNE 1906





## Our plant as it will appear after our new buildings, marked M and

(Buildings lettered in order of time erected---First building erected)

- A. Present Office Building.
- B. } Occupied by the Making Force, known as Buildings 2 and 3.
- C. }
- D. The Officers' Club.
- E. The Power Plant.
- F. The Old Woodworking Building.
- G. The Foundry.
- H. Known as Building 4. Devoted exclusively to use of Making Division  
Departments. Executive offices of Making Division are in this building.
- I. The Pattern Shop.
- J. New Welfare Hall.
- K. New Addition to Old Woodworking Building.
- L. 130 foot addition to Building 2. It is five stories and basement and does  
not differ from the main part of the building.

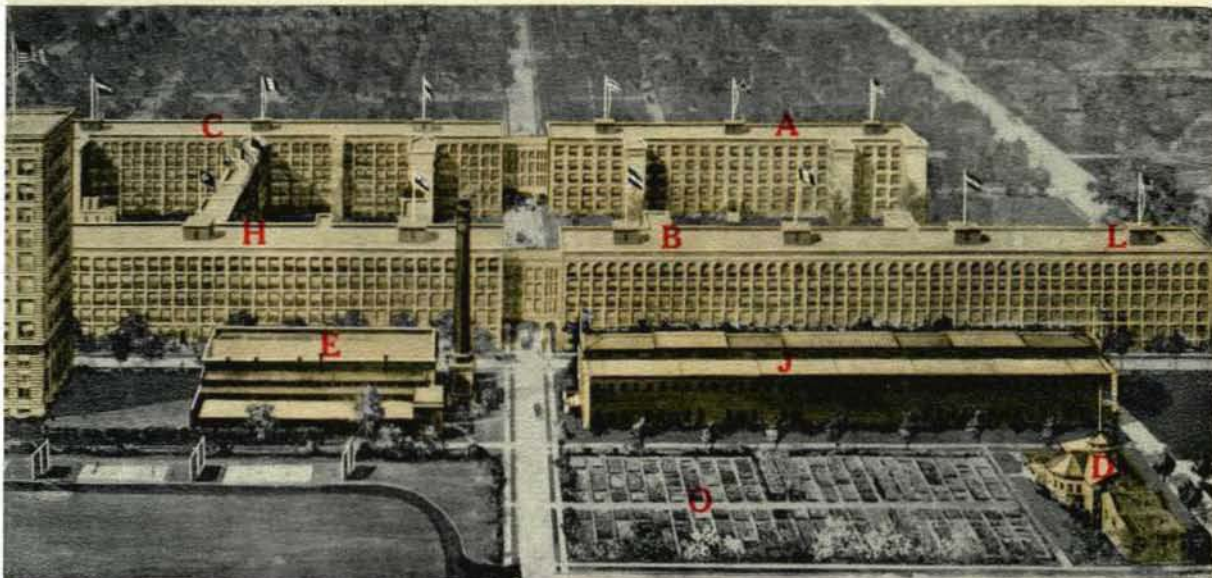
M.

N.

O.

P.





after January 1, 1907, when  
M and N, will be finished

(first building erected is A, second B, and so on.)

- M.** The ten story, fire-proof Office Building has a frontage of 130 feet on Main Street and a depth of 225 feet on K Street. In design it resembles a double H, and, like the buildings previously erected, secures to employees the maximum of light and fresh air. This building is constructed of reinforced concrete.
  - N.** The new building for the Woodworking Department will be 60x475 feet, five stories and basement. It will be of reinforced concrete and in general design follows our other main buildings.
  - O.** The N. C. R. Boys' Gardens.
  - P.** Athletic Field for Employees and people of the Factory neighborhood. The total floor space in use and contracted for is 32.19 acres.
- Besides the main buildings shown in the cut we have a number of auxiliary buildings such as Welfare Hall, N. C. R. House Extension, Stables and Warehouse.

REPORT OF THE PRESIDENT



# TO THE STOCKHOLDERS OF THE NATIONAL CASH REGISTER COMPANY



WISH personally to thank each one of you for having so kindly and promptly co-operated with the Committee in the work of bringing The National Cash Register Company back to Ohio. I am pleased to say that every Stockholder consented in writing to this change, and the stock has been issued and the transaction consummated. The fact that we are now an Ohio corporation should materially increase the value of this stock in this state, where it is not subject to taxation, and the resulting demand in Ohio will naturally increase its value elsewhere. The Cash Register is an Ohio idea; it was conceived in Dayton and brought to its present condition in our Dayton plant. It is more economical for us to operate under an Ohio charter, as we are now doing, than under the charter of a foreign state.

I FIRST realized the value of the Cash Register to a retail storekeeper twenty years ago while using two of these machines in a general mining

The N. C. R.  
Company  
Back in Ohio

History of the  
Cash Register



store at Coalton, Ohio. These were the first machines ever used in a grocery. We had operated a general store for three years at a large margin of profit, had declared no dividends on a capital of \$3000 and were in debt \$16,000. In fact, we were worse off than though we had nothing. We had made no bad debts and the loss was occasioned in not making a record, or not making a proper record, of the transactions which occurred between the clerks and the customers.

My First  
Experience  
With Cash  
Registers

**W**E bought two registers among the first ones that were made. These were without cash-drawers and only gave an indication of the amount of the sale and punctured holes corresponding to the number of indications in a strip of paper which moved at each operation of the key. But this limited protection was sufficient to prove their value. At the end of one year the store showed a profit of over \$12,000 with no increase of business. These registers took care of only the cash and credit transactions which occurred between the clerks and the customers. We paid \$100 apiece for them, and the cost of manufacturing each one probably did not exceed \$20. They were crude affairs, but very effective, and judging from their value in that store, I made the statement



at that time that it would be a great industry some day, because what was good for a little store at Coalton, Ohio, would be good for every retail store in the world, and I decided to go into the business. That statement is fast being proved, and in times of depression has often given us encouragement.

**W**HEN we decided twenty years ago to take a new and permanent location for our business, we did not know just where we should move. Real estate in the city was high and we did not have enough money to buy the land we needed for a factory site, so I decided that we would go out to the farm, which had been owned by my family from early in the last century, and on which I had been reared. This land was then comparatively cheap. That is how the factory came to be located as it is today.

Permanently  
Located on  
Patterson  
Farm

**F**OR a few years we sold Cash Registers to cafes and a few groceries only. Now we sell them to all classes of retail business, such as the following:

Registers Good  
for Every  
Store

Antique and Bricabrac Stores  
Animal and Bird Dealers  
Art Goods Stores  
Auction Houses  
Automobile Stores  
Bakers

Barber Shops  
Barbers' Supply Houses  
Barrel Houses  
Bath Houses  
Bazaars  
Butchers' Supply Houses



Bicycle Dealers	Dispensaries
Billiard and Pool Rooms	Doctor Offices
Blacksmith Shops	Drayage Offices
Book and Stationery Stores	Dressmaking Establishments
Boot and Shoe Stores	Drug Stores
Bootblack Stands	Dry Goods Houses
Bottling Houses	Dye Houses
Bowling Alleys	Eating Houses
Box Factories	Electric Supply Houses
Breweries	Engine Manufacturers
Brokers	Engraving Houses
Buffets	Express Offices
Buggy Works	Factories
Builders' Supply Houses	Fair Stores
Butcher Shops	Fancy Goods Store
Butter and Egg Stores	Fashion Stores
Button Stores	Feed Stores
Cafes	Fish and Oyster Stores
Carpet Dealers (Retail)	Fishing Supply Houses
Celery Stores	Five and Ten Cent Stores
Church Supplies	Florists (Retail)
Cider Stores	Food (Breakfast) Stores
Cigar and Tobacco Stores	Fruit Stores
Circuses	Fur Stores
Cleaning Houses	Furnace Stores
Cloak Stores	Furniture Stores
Clothing Stores	Gas Offices
Clubs	General Merchandise
Coal Offices	General Stores
Cold Drinks	Gents' Furnishing Stores
Commission Houses	Glove Stores
Concert Halls	Grill Rooms
Concessionary Stores	Grist Mills
Confectionery and Ice Cream	Groceries
Cordage Companies	Haberdashers
Costumers	Hair-Dressing Establishments
County and District Clerk Offices	Hardware Stores
Creamery and Supply Stores	Harness Shops
Cutlery Stores	Hatters
Dairies	Hospitals
Dancing Schools	Hotels
Dental Supply Houses	House Furnishing Stores
Dentist Offices	Ice Cream Parlors
Department Stores	Ice Dealers



Implement Houses  
Importers  
Iron Works  
Japanese Ball Games  
Japanese Goods Stores  
Japanese Tea Gardens  
Jewelers  
Ladies' Furnishing Stores  
Laundries  
Leather Dealers  
Liquor Dealers (Retail)  
    (see Saloons)  
Livery Stables  
Loan Offices  
Lock Manufacturers  
Locksmiths  
Lodges  
Lodging Houses  
Lumber Dealers  
Lunch Rooms  
Machine Shops  
Manufacturing Supply Houses  
Markets  
Meat Stores  
Messengers  
Mess Rooms  
Millinery Stores  
Mineral Wells  
Music Halls  
Music Instrument Halls  
Mutoscope Parlors  
Newspapers  
News Stands  
Notion Stores  
Novelty Stores  
Optician Parlors  
Packers  
Paint, Oil and Glass Stores  
Paper Stores  
Parks  
Pattern Stores  
Pavilions  
Pen Manufacturers  
Penny Arcades

Phonograph Stores  
Photographers  
Photographers' Supplies  
    (Retail)  
Pickle Stores  
Picnic Groves  
Picture Dealers  
Planing Mills  
Plating Works  
Plumbers' and Supply Houses  
Popcorn Stands  
Post Exchange Stores  
Post Offices  
Poultry Stores  
Printing Offices  
Produce Stores  
Provision Stores  
Pump Works  
Queensware Stores  
Racket Stores  
Real Estate Agents  
Remnant Stores  
Restaurants  
Road Houses  
Roller Rinks  
Rope Factories  
Rubber Works  
Saloons  
Sandwich  
School Supply Stores  
Second-Hand Stores  
Seed Stores  
Ship Chandlery  
Shirt Makers  
Shooting Galleries  
Silverware Stores  
Societies  
Soda Water Fountains  
Souvenir Stores  
Specialties  
Sporting Goods Stores  
Stamp Works  
Steamboats  
Steeplechase Clubs



Stove Stores  
 Summer Resorts  
 Supply Houses  
 Tailors  
 Tanners  
 Taxidermists  
 Tea, Coffee and Spice Stores  
 Telephone Companies  
 Theaters  
 Tin Roofers  
 Tinware Stores  
 Toll-Gates  
 Toy Stores

Transfer Companies  
 Umbrella Retail Stores  
 Undertakers  
 Universities  
 Variety Stores  
 Vegetable Markets  
 Waiting Rooms  
 Wallpaper Stores  
 Warehouses  
 Wholesale Liquor Dealers  
 Willowware Stores  
 Wholesale Commission Houses  
 Yarn Stores

Sales Show  
 Steady  
 Increase

The gross sales of the Company have steadily increased during the last sixteen years.

In 1890	Our Sales	Were	\$ 1,820,000
" 1891	"	"	2,154,200
" 1892	"	"	2,538,800
" 1893	"	"	2,588,500
" 1894	"	"	2,612,200
" 1895	"	"	2,740,700
" 1896	"	"	2,953,700
" 1897	"	"	3,487,900
" 1898	"	"	3,892,200
" 1899	"	"	5,974,200
" 1900	"	"	6,885,900
" 1901	"	"	7,396,900
" 1902	"	"	8,474,200
" 1903	"	"	10,045,000
" 1904	"	"	11,331,000
" 1905	"	"	12,638,000



The sales for 5 months of 1906 to date show a 31.7 per cent. increase over sales of corresponding months of 1905.

In January the Sales Were	\$1,167,040
“ February “ “ “	1,028,510
“ March “ “ “	1,160,480
“ April “ “ “	1,211,710
“ May “ “ “	1,389,385
Total	<u>\$5,957,125</u>

Fine Record  
So Far  
This Year

The month of May of this year was the largest month in the history of the Company. Sales for that month in the *United States and Canada* alone amounted to \$935,550

**W**E are represented in every foreign country where retail business is carried on—the farthest store north in the world and also in the south. The register farthest north is at Hammerfest, Norway, 72° North Latitude. The register farthest south is at Punta Arenas, Chile South, 53° South Latitude. These two points are more than 8000 miles apart. We have sold more than 500,000 machines, each one being numbered consecutively, and the number that we last sent out was 512,250. This does not show the actual number in use, because many have been returned to the factory and exchanged for newer ones.

Represented  
in All  
Civilized  
Countries



Nationals  
Abreast of  
Civilization

OUR greatest fields are in the countries where the highest civilization and the greatest number of stores exist, such as America, Canada, Great Britain, Germany, France, Austria, Italy, Russia, Australia, South America, Mexico, Spain, New Zealand, Sweden, Norway, Holland, Denmark, South Africa.

Far East  
a New  
Field

THE manager of our Foreign Department has just returned from a trip to Honolulu, Japan, China, Straits Settlements, India and Egypt. His trip to those countries was the result of my trip around the world about two years ago. Our registers are scattered through all those countries like seed well planted, and we may look forward in time to a large trade in that section of the world.

Best Machines,  
Most Sales,  
Lowest Prices

OUR constant aim is, first, to get the best machines; second, to sell the greatest number of them, and, third, to have them made and sold at the least possible cost. This we have always done in every branch of our Making, Selling and Recording Departments. We have not believed that good enough was equal to the best, and we have endeavored in every way to get the best material, have it made in the best way and sold by the best salesmen.



**O**UR organization is constantly improving in a moral, physical and mental way, and the financial standing of all people connected with our institution is improving. We employ at Dayton in the Making Force about 4000 people and in the Selling Force in different parts of the world nearly 1400 Salesmen. All of these salesmen devote their whole attention to the sale of cash registers and to doing nothing else, and all are graduates of our schools. We take good men and educate them to be salesmen. We hold schools in nearly all of the large cities, but principally at Dayton, New York, Chicago, St. Louis, Denver, San Francisco, London, Berlin, Paris, Milan, Sydney and Vienna. In these schools we not only teach our men how to sell machines, what to say and what not to say, but we give them a great deal of information which is valuable to them in meeting competition.

**M**UCH of our success is due to our system of suggestions, which places a premium on new ideas, whether advanced by the heads of departments or by employes occupying the humblest positions in our business. We try to make every man or woman identified with us feel that our

N. C. R.  
Employes  
Improving  
Mentally,  
Morally and  
Physically

Suggestions  
Help Bring  
Success



interests are mutual, and that any suggestion to advance these interests will have careful attention, and if it is of value will be properly rewarded. We teach them that to work FOR us is to work WITH us, and that all of them have a constant opportunity to grow with the business.

**Our Property  
and Equipment**

**W**E own at the present time 144 acres of valuable land, all within the corporate limits of Dayton. The business of making our registers is carried on in 13 factory buildings, occupying a floor space of 1,400,000 square feet. The buildings are all modern, built and located in the best manner, with every thought for convenience and economy in operation. They are stocked with the most up-to-date mechanical equipment. They are fitted as regards light, ventilation, heating and sanitary needs with every appliance that will conduce to the health and comfort of our employes.

**Electricity the  
Motive Power**

**E**LECTRIC power is used throughout and is supplied by a plant equipped with the latest appliances. The power building and its machinery are new.



**T**HE locating of our buildings and the planning of the surrounding grounds are done by a landscape architect, and add greatly to the neatness and appearance. Our buildings and grounds, as a whole, have been pronounced by experts in this and other countries as being model factory buildings, and have been very largely copied.

Landscape Gardening Adds to Beauty and Value of Property

**O**UR business has grown so rapidly that we are now erecting a new, practically fireproof ten-story office building. There will be kept our books, models and valuable papers, and it will be occupied by our executive offices and office force. We are now erecting a factory building 475 feet long and 60 feet wide, six stories high, and also an extension to one of our present factory buildings 130 feet long, five stories and basement. We have always been crowded for room, but when these improvements are completed we shall be equipped for at least a few years to come, unless business increases faster than we now expect.

Ten-Story Fire-proof Office Building

**O**NE of the reasons why our business has grown so rapidly is that we make registers suited to every retail business. We make twelve different types of registers and over four hundred different sizes and styles. They range in price

Registers Suited to Every Business



from \$25 to \$820. We have recently put on a new line of registers which are electrically operated, and also a new line of machines for department stores. Not only do we put on new machines for different kinds of stores, but we are continually increasing the many functions our machines perform. We are so increasing the functions of our machines that many customers who bought a few years ago are exchanging for our newer and much higher priced cash registers.

Four  
Inventions  
Departments

**W**E maintain four Inventions Departments, and these departments are constantly improving our present line; also inventing new types of registers. We take out ten times as many new patents in a year as we have old ones expire. At the present time we own 1261 patents on cash registers and their improvements, which cover and protect over 21,000 claims. Our machines and improvements are not only patented in this country, but also in most of the foreign countries; so that it is now practically impossible for others to make a cash register of any value that does not infringe many of our patents. Over 1500 working models of all these patents, with dimension drawings, will be placed in our new, practically fireproof office building.



**T**HE Company owns and operates a branch factory at Toronto, Canada, and also one in Berlin, Germany. We do this for patent protection in these countries, and also for saving import duties.

Operates Two  
Branch  
Factories

Our Selling Force, comprising 900 men in the field in America alone, with over 500 abroad, is thoroughly organized, and, though it reached a high state of efficiency years ago, it is composed of men who cannot stand still or retrograde, and so is steadily advancing in ability, aided by our system of schools, which give thorough training and instructions to agents. Sales are being made in large amounts, and a new individual world's record is set up with increasing frequency.

Selling Forces  
Well Organized

**W**E have a list of over 1,000,000 names of retail storekeepers in the United States and Canada and a list of 603,172 merchants in foreign countries to whom we send regularly our advertising matter. We have been making up this list for twenty years, and it is the most perfect list of retail storekeepers, we believe, that any company has. It is hard to estimate the value of this list alone. This list is subdivided into the different classes of business, such as grocers, butchers, druggists, hardware dealers, etc., and we

Complete List  
of Storekeepers



get out special advertising matter for each line of business. Our lists are also divided by territories so that we know just how many probable purchasers are in each territory. Every salesman is obliged to send a daily report to us of the people he calls on each day. He states in this report whether he was able to demonstrate our registers or whether or not he considers the people he has called on as probable purchasers. We also keep a list of the towns each agent visits, and we know quarterly or yearly just how many times he has been to each town, and whether or not he has neglected any of his towns. In this way we know whether an agent's territory is too large.

**E**VERYTHING about our Sales Department is carried on in a systematic, careful manner. We do not believe in keeping too many records, or having what is commonly known as "red tape," but we have just enough to enable us to have the proper information about our different territories and districts.

Adequate  
Records  
Without  
"Red Tape"

**T**HE office division has also been reorganized and is in better condition than ever before. In all our departments we have secured the serv-

Office Force  
in Good  
Condition



ices of many new men, especially fitted for their work, and recommended to us by their former success. In fact, our entire organization is better in every way than it was even a few years ago; it has improved morally, mentally, physically, financially and socially.

**T**EN things the management of the Company keeps always before it—five things to increase and five things to decrease.

**FIVE THINGS TO INCREASE:**

- 1 New Inventions.
- 2 Sales.
- 3 Profits.
- 4 Cash on Hand.
- 5 Accuracy of what we think, say and do; i. e., the good we do.

**FIVE THINGS TO DECREASE:**

- 1 Opposition to our methods.
- 2 Unlawful competition against us.
- 3 Unnecessary expenses.
- 4 Cost of production.
- 5 Inaccuracy of what we think, say and do; i. e., the evil we do.

**S**INCE October, 1905, we have operated our factory as an "open shop" and are free from labor troubles and expect to remain so. We were largely enabled to do this by the Welfare Work which we have carried on for several years past,

Ten Things  
We Bear  
in Mind

Factory is an  
"Open Shop"



which is only another name for the proper treatment of employes. Our Welfare Work is little understood by many people, and is supposed to be much more expensive than the facts warrant. It is one of the most profitable investments we have made.

Welfare Work  
Makes Labor  
More  
Productive

**W**E pay to our Office Force and to the Making Force at our Dayton plant over \$3,000,000 per year. The effectiveness of this force is largely increased by our Welfare Work. We buy labor, which is part mental and part physical. We find that it is best to get employes in the best physical and mental condition. This is what Welfare Work is for. Welfare Work is Capital, Labor and Management working together for each other's benefit.

Three Things  
Necessary to  
Success

**W**E endeavor to instill into our methods the idea that there are three things to make business a success—Capital, Labor and Management; “three legs that support the stool,” as Carnegie expresses it. President Eliot, of Harvard College, says that what is known as Welfare Work is nothing but common sense and common humanity. As we pay out \$3,000,000 for labor, we find that it pays us to spend a small percentage of that amount in Welfare Work in order that we may increase the efficiency of that labor.



**W**E find that for every dollar paid for Welfare Work we get back ten in direct benefit: by the better health of our employes, better disposition towards the Company, an "open shop," and good suggestions for improvements, which, in the aggregate, are very valuable.

Welfare Work  
Pays Good  
Profits

**W**E have, in other words, instead of one brain of a superintendent looking for faults, improvements and betterments, 4000 brains and 8000 eyes constantly on the qui vive for mistakes, errors, betterments and improvements, and the money we pay out in Welfare Work for the bettering of the condition of our employes enables us to get better work than most manufacturers get. We get an extra effort and we get the best class of people to come with us. Mr. Rockefeller, of the Standard Oil Company, says that success depends upon the selection of the right people. We endeavor to select men who have been successful in other lines of business.

4000 Brains  
Better  
Than One

**O**NE of the mottoes on the walls of our building is that "good enough is the enemy of the best." In every department we make every effort to have everything done in the best possible way.

Best Way the  
N. C. R. Way



Possible  
Competitors  
Invited to  
Dayton

**O**UR success has naturally caused other people to try to imitate us and to try and get into the Cash Register business. We always invite people who are thinking of going into the Cash Register business to come to our factory at Dayton. We do this because we want them to be thoroughly informed of the situation and our position in the Cash Register business before they go ahead and invest large sums of money in competition with us. Some of them are smart enough to come and investigate, and others do not come.

We Do  
Not Fear  
Competition

**W**E do this, not only because we believe it will save them money, but also because it will save us time and expense. We are so far ahead in invention and organization, and have the field so covered with patents, that we believe it is impossible for anyone successfully to compete with us.

Advantages  
Over Other  
Companies

**W**E have reached the point where we do not make our money off the profit of a single sale; we depend upon large sales to make money. We do not believe any company could manufacture Cash Registers and sell them as cheaply as we do, unless it was as thoroughly equipped with improved machinery, and unless its sales amounted to as many a month as ours.



**W**E believe it is only fair to give full information to all those who are thinking of going into competition with us, because then they know the situation and are in a better position to decide whether or not they will invest their money in the Cash Register business.

We Give Full  
Information

**I**T has been our policy to defend our rights in the courts, and we have expended large sums of money for that purpose. A patent does not amount to a great deal unless one is willing to go into the courts and fight for his rights under that patent. I remember what General Butler said to me once about competition. He said the way to meet competition was not to buy it out, but to fight it out in the courts, and as we were in the advance and owned the original patents, we had a good start. I said to him: "But if we get beaten in the higher courts, what then?" He said: "Commence and fight it all over again." We have always followed his advice whenever it was necessary to protect our rights. The consequence is, we have practically no competition in the whole world, and we are selling about 95 per cent. of all the Cash Registers that are sold.

We Defend  
Our Rights  
in the Courts

**W**E would not continue to do this if our Company did not fully realize the importance



of giving all retail storekeepers the best Cash Registers that money can make, and all the improvements that can be invented, at reasonable prices. We realize that to continue to do this we must keep up our inventions and must always be able to furnish better Cash Registers, for less money, than any other company.

Small  
Dividends for  
Holders of  
Common Stock

**I**HAVE been identified with the Company for twenty years. For many years the holder of common stock drew nothing in dividends from the business. It was only in recent years that we declared any dividends, and in no year have we declared more than 3 per cent, and that was only done one year. During the other years we have declared only 2 per cent. on the common stock. This has enabled us to keep our money in the business; it has enabled us to keep ahead of the demands of the trade by the best inventions, and has also enabled us to have the most improved machinery in the making of our machines; and all of this, of course, has enabled us to sell our registers at reasonable prices.

Customers  
Our Best  
Advertisement

**W**E have always treated our customers, after they have been sold, in such a way as to make them our best advertisement for our



machines. Our interest in a user does not end when the last payment is made, and we want him to feel that we always have an interest in him as long as the register is in use, and that he can call upon our agent at any time for any suggestions, or anything that will help him in connection with his business.

**A** NOTHER thing that has helped us build up our business has been that we have had strictly one price. We have a standing offer of \$100 reward to anyone who can buy from us one of our machines at less than list price, less 5 per cent. discount for cash. It has always been the policy of the holders of common stock to have practically no investments outside of the business, except their homes, and no outside interests, and the Company demands of all of its Officers, District Managers, Salesmen and Heads of Departments that they devote their whole time to the Company's business, or, in other words, "Put all their eggs in one basket and then watch that basket."

**I**N regard to the organization of office departments, President Tucker, of Dartmouth College, said, "School is a business, and business is a school." For many years the policy of the

Strictly One  
Price  
Under \$100  
Penalty

School and  
Business  
Closely Related



Company has been contained in the above motto, and it is only in proportion as we can educate our Salesmen and teach them in our various schools what to do, and give them a chance to teach each other the best ways of selling our machines, that we are successful. Therefore we adopt educational methods in teaching our Salesmen, our Recording Force and our Making Force, and more especially in our advertising, which is only printing periodicals to teach customers the value of our machines. The success of our business has been in proportion to our efficiency in teaching.

Salesmen  
Taught  
Properly to  
Demonstrate

**I**N addition to all of our text books, such as Manuals and Selling Points books for the use of our Salesmen, Manuals for our apprentices in the Tool Room, our Agents all commit to memory what we call a Primer, which is in reality the proper way to demonstrate a Cash Register. We do not permit any Salesman to commence calling on probable purchasers until he is thoroughly proficient in this demonstration.

Success Due  
to Teaching

**W**E owe to many international conventions of teachers, to many books and magazines on the subject of teaching, a great deal of the success of our industry.



**T**HERE is one special thing that we use in our organization that I wish to call attention to, and that is our system of blackboards, in use in the various departments at the factory, and also in our offices all over the world. These blackboards are made in the form of an album built four feet square and have ten leaves. They can be closed up and locked at night. On the first page of this blackboard the Head of a Department is compelled to define his duties. On the next page he puts down the ten most important things he has to do, and for each important thing a page is devoted to itemizing. Then on the other ten pages are blanks for suggestions or other things that the Head of a Department has to do that cannot be placed among the ten most important things.

Blackboards  
Systematize  
Work

**T**HIS system enables the General Manager, or the District Manager, or the Head of the Recording or Making Forces, in a few minutes, to examine the condition of any Department and find out just what important things are under way in each Department.

Work of  
Officials  
Simplified

**I**T has been the policy of the Company to adopt anything that is used by other organizations which can be of any possible benefit to us. I got



this idea of using blackboards from seeing them used in the exhibit at the Paris Exposition in 1900, and this alone fully repaid me for making the trip.

Men Becoming  
More Loyal

**W**E endeavor to cultivate an extraordinary spirit among all of our employes, especially the Officers of the Company, in the Selling, Recording and Making Forces. As our organization becomes more perfect, the ability and loyalty of the men become more apparent and their pride in the Company's success becomes greater. One party who thought of going into the Cash Register business, but who decided not to do so after visiting our factory, said that he was not frightened by our patents, or our capital, but by the loyalty of our Salesmen, who said, "If you go into the Cash Register business that is what WE will do to meet your competition." He said he did not want to go in competition with a business where the rank and file said "WE" in place of "The Company."

Employees  
Have a Single  
Aim

**O**UR whole organization seems to be animated by one great mission, and that is to make The National Cash Register Company a model, in personnel, in buildings, in machines and in the cost of manufacture and in the good that it does.



**T**HE Cash Register is different from any other product known. It is not only a labor-saving device, but also a device that means morality and honesty to the community where it is used. It removes temptation and encourages honesty. It is the only machine that we know of that saves physical and mental labor and at the same time prevents dishonesty and encourages honesty. It removes temptation from hundreds of thousands of clerks who might otherwise be tempted.

Register  
Improves  
Morals, Makes  
Clerks Honest

**I**TS phenomenal growth is largely due to the fact that our salesmen know that for every dollar we get for our machine we do the purchaser \$10 worth of good. Our machines will last a lifetime, but we make so many inventions that it pays our customers to almost give away their old machines in exchange and buy new ones.

Cause of  
Phenomenal  
Growth

**T**HIS Company has no bonded indebtedness and it is our policy not to issue any bonds. We find that such sums as are needed from time to time to erect new buildings and to extend our business into new territories can be readily borrowed on satisfactory terms without mortgage and on the Company's notes only. Having no

No Bonded  
Indebtedness



bonded indebtedness saves fixed interest charges. We carry no loans but what we could pay off within a year. We pay cash in the middle of the month for all goods shipped the previous month and, whenever possible, and when it is to our advantage, we secure the privilege of further discounts.

**W**E pay cash for labor and material and sell on time, receiving monthly notes from our customers which we collect. All of our loans are made through one trust company, the officers of which say that we have credit equal to any industrial concern in the United States, and hence secure the lowest rate of interest. The only claim in the nature of a permanent obligation against this Company is the preferred stock issue of \$1,000,000. It has preference over the common stock, and, backed as it is by the entire assets of our corporation, aggregating many times its amount, this preferred stock is a perfectly safe investment and as good as bonds.

**D**URING the last two years, two-fifths of the preferred stock of the Company has been held by Officers of the Company, Heads of Departments and members of the Selling Force.

Our Credit is  
Unquestioned

Two-Fifths of  
Preferred Stock  
Held by Officers  
and Employees



**O**UR policy as to our schools and printed matter for our Selling, Recording and Making Forces is to impress upon all that they will be paid in proportion to the good they do; that is, that the Agents and Salesmen must put their hearts into their work and that it is their duty to convince the prospective purchaser of the good our machines will do him; that our machines take care of all the transactions that can occur between the clerks and the customers, of which there are only five, viz. :

- 1 Selling goods for cash.
- 2 Selling goods on credit.
- 3 Receiving money on account.
- 4 Paying out money.
- 5 Making change.

**A**REGISTER takes care of all of these things automatically. It prevents clerks' forgetting to charge goods sold on credit; it prevents the failure of crediting people when they pay money on account, and, in fact, it so systematizes the retail store's transactions that it is no longer a luxury, but an absolute necessity for the success of any store, and the storekeepers are realizing this fact.

What Our  
Registers  
Accomplish

Registers  
Necessary to  
Merchants'  
Success



Agents Taught  
to Do Good

OUR Agents are taught not to think of their commissions, but to think only of the good they can do the prospective purchaser, his clerks and his customers. For instance, his clerks will be benefited by having temptation removed from them by what the Cash Registers now force upon the clerk and by the little receipt which our machines print; the child or the servant is relieved from the temptation of taking some of the change and spending it for other purposes. In many cases customers have insisted upon the use of one of our high-class Cash Registers, which issues a check when cash has been paid or when a charge has been made, showing to the patron of the store whether the money entrusted to servant or child has been properly accounted for.

Salesmen  
Taught  
Store Systems

OUR Salesmen and Agents are instructed not only to benefit prospective purchasers by educating them on the merits of our machine, but to help in many other ways. We teach Salesmen how to dress the store window, how to arrange the store fixtures and how to hold a school of clerks and receive suggestions for the benefit of the business. We teach our men that this applies to salesmen the same as it does to any other profes-



sion, law, medicine or doctors of divinity; that if they put their hearts into their work and do all they can for the benefit of their clients or patients or congregations, they will be well compensated financially.

**W**E teach Salesmen that their duties to the prospective purchaser are not closed when a machine is sold, that it is their duty to see that the purchaser uses his machine properly and to give him any new ideas in the use of his machine in business, or any other information which would do him good. The consequence is that we try to make each of our customers live advertisements for our machines to his friends, and we never fail to thank our customers for their good will when their last note is paid, and to tell them that we do not consider our obligations to them are finished, but that we shall always be ready to help them in any way we can. The result is, we send them our literature, and in the future years we sell them our high priced machines, if they have not already bought them.

Strive for  
Good Will  
of Users

**O**UR success has only followed years of patient experiment and labor as well as personal devotion and the giving of our time exclusively to

Years of  
Labor Bring  
Success



the betterment of the organization; the expenditure of large amounts of money and the faithful and persistent application of carefully-laid plans and methods which have justified themselves as the results will show.

Success Due  
to One-Man  
Power

**B**USINESS under modern conditions is a constant battle; and like a battle its success or failure often depends on the instant decision of an important question. An army without a general in command is in no worse condition than a business of large extent without some one man to choose between policies and dictate its course with absolute authority. With competent advice and full information from subordinates, and with the good of the business alone at heart, the decisions of one man holding final power are usually right. Our business has been conducted on this theory, and the President, who controls a majority of the stock, has been also the final arbiter of important policies. Our success and growth are the best justification of this plan.

Prospects for  
Future Bright

**O**UR prospects were never better than they are at the present time. We have practically no competition and are not likely to have. We move so rapidly and look so carefully into the demands of the future and have such knowledge



of the future wants, as no one outside the business could possibly have, that it would be impossible for anyone to see any reasonable hope of any return from any investment in opposition to us, and we see nothing ahead to prevent us continuing the steady growth of our business.

**T**HERE is much more that we would be pleased to state, but we will reserve the privilege of sending printed matter to our stockholders occasionally which we think will be of interest to them. Our Welfare Work and model shops attract 40,000 visitors yearly, and we have competent guides to show them through all of our works, including the Welfare features. This compensates us, because each guest acts as a walking advertisement wherever he or she goes. We would be specially pleased to have a visit from each and every stockholder and our representatives will meet them at the train if they will notify us when they are coming, and will be pleased to take charge of them and show them through our plant, and, wherever possible, give them any suggestions in regard to the application of any of our features to their business. Our plant attracts as many women visitors as men, and especially students of Welfare Work and Sociology from different parts of the world.

Invitation to  
Visit Factory



JOHN H. PA  
Pres

HUGH CHA  
Vice-President and C

**MAKING**

C. C. TYLER  
Manager of Works  
H. H. Pinney  
Assistant to Manager of Works

**RECOR**

C. G. F  
Manager of Re  
J. E. Warre

SUPERINTENDENT'S DIVISION E. A. Deeds					MECHANICAL ENGINEER'S DIVISION C. L. Grohmann		ENGINEER OF WORKS DIVISION F. A. Waldron		Chief Inspector's Division J. R. Fletcher	Employ- ment Division J. H. Dohner	Lee Counselman	William Pflum	W. P. Kiser	J. E. W
Supervisor Assembling Depts.	Supervisor Metal Cabinet Depts.	Supervisor Machine Depts.	Supervisor Women's Depts.	Stock Dept.	Engineer- ing Depts.	Tool Depts.	Operating Depts.	Equipment Dept.	Inspection Depts.	Employ- ment Dept.	Publication	Treasurer's	Auditor's	On
Assembling A (No. 35 No. 235)	Etching Foundry	Bench See No. 1 Mill	Bindery No. 2 Drill	Stock Office Raw Stock	Engineer- ing Tool Design	Tool Tool Supply	Boxmaking Electrical	Mainte- nance Construction	Inspection Building No. 2	Employ- ment Wage and Labor	Photograph	Cashier's	Purchasing	Sup
Assembling B (No. 79 No. 100)	Metal Cabinet Pattern	No. 1 Drill Finished Castings	Indicator Laundry	Finished Stock		Blacksmith Tool Model Making	General Service Landscape Gardening	Machinery	Inspection Building No. 3		Printing	Collection	Shipping	Re
Assembling C (D. A. No. 172 No. 400 Auto.)	Polishing Plating	No. 1 Mill No. 2 Mill Punch					Millwright Outside Labor	Drafting	Inspection Building No. 4		Window Display	Time and Pay Roll	Paymaster's	Re Sci
Assembling D Sub- Assembl'g)		Screw					Painting Plumbing	Real Estate	Inspection Building No. 7		Welfare			Com a Sugg
Assembling E (Electrical)							Power Tinning Watchmen's Wood Working	Estimate and Order	Inspection Building No. 8 Final Inspection		Domestic Economy			Ma FI Men

**Diagram of the Organization of The**



JOHN H. PATTERSON  
President

HUGH CHALMERS  
Vice-President and General Manager

**RECORDING**

C. G. HEYNE  
Manager of Recording Force  
J. E. Warren, Assistant

**SELLING**

F. L. DITZLER  
Manager American Agencies  
Bert Alexander, Assistant Manager  
W. A. LeBrun Assistant

E. C. MORSE  
Manager Foreign Dept.  
I. S. Betts, Assistant

First Section      Second Section      Third Section

Lee Counselman	William Pfum	W. P. Kiser	J. E. Warren	Wm. H. Muzzy	H. C. Snyder		District 1	District 2	District 3	District 4	District 5	District 6	District 7	District 8	District 9	District 10	District 11	District 12	District 13	District 14	District 15	District 16	Recording Division	Continental Europe G. H. Wark	Great Britain D. W. Saxe	Other Countries E. C. Morse
Publication	Treasurer's	Auditor's	Order	Future Demand and Improvement	Typewriting	Legal	F. S. High	W. H. Boyd	C. A. Snyder	A. W. Saxe	W. F. Beckhoff	A. E. Harless	E. W. Russell	R. E. Parsons	N. F. Thomas	Walter Cool	F. E. Mutton	J. A. Nelson	M. N. Jacobs	J. T. Watson	F. M. Slack	H. F. James	R. H. Grant	Germany	England	Australasia
Art	Cashier's	Purchasing	Supply	Inventions No. 1		Patent Law																		France	Scotland	South Africa
Photograph	Cost	Shipping	Repair	Inventions No. 2																				Austria-Hungary	Ireland	South America
Printing	Collection	Paymaster's	Repair School	Inventions No. 3																				Roumania		Central America
Window Display	Time and Pay Roll		Complaint and Suggestion	Inventions No. 4																				Switzerland		Mexico
Welfare			Mailing	Inventions No. 5																				Denmark		West Indies
Domestic Economy			Filing	Inventions No. 6																				Belgium		China
			Messenger																					Holland		Japan
																								Spain		Korea
																								Portugal		India
																								Italy		Philippines
																								Russia		Hawaii
																								Sweden		Straits Settlements
																								Norway		
																								Finland		
																								Algeria		Dutch Indies
																								Morocco		Ceylon
																								Egypt		



# Organization of The National Cash Register Company

## Board of Directors

John H. Patterson	C. C. Tyler	E. C. Morse
Hugh Chalmers	S. H. West	J. H. Dohner
W. P. Kiser	C. G. Heyne	F. H. Bickford
Wm. Pflum	E. A. Deeds	J. M. Switzer
Robert Patterson	F. L. Ditzler	Jos. H. Crane

## Officers

John H. Patterson, President	Wm. Pflum, Treasurer
Hugh Chalmers, Vice-President and General Manager	S. H. West, Assistant Secretary
W. P. Kiser, Secretary	W. F. Bippus, Assistant Treasurer
Lee Counselman, Executive Secretary	
V. E. Minich, Assistant	

## Supervisors and Heads of Departments

### Recording Division

**C. G. Heyne, Manager**  
**J. E. Warren, Assistant**

Office of Recording Division - - -	Employees	5
Legal Department - - - - -	Employees	7
Samuel H. West, Head		
Patent Law Department - - - -	Employees	5
J. B. Hayward, Head		
R. C. Glass, Assistant		

### Lee Counselman

Supervisor of Following Departments

V. E. Minich, Assistant

Executive Offices - - - - -	Employees	7
Publication Department - - - -	Employees	12
C. M. Steele, Acting Head		
Art Department - - - - -	Employees	3
Wm. Schutte, Head		

*Number of employees carried forward*



*Number of employes brought forward* 34

Photograph Department - - - -	Employes	5
F. J. Gilbert, Assistant		
Printing Department - - - -	Employes	119
B. H. Noyes, Head		
Composing—		
H. G. Lieberknecht, Foreman		
Ira H. Vogt, Assistant		
Press—M. V. Michel, Foreman		
W. E. Keplinger, Assistant		
Electrotype Foundry—		
W. A. Thomson, Foreman		
Slitting Department—		
John Shook, Foreman		
Window Display Department - - - -	Employes	15
A. C. Appleton, Head		
W. J. Kreider, Assistant		
Welfare Department - - - -	Employes	22
A. W. Sinclair, Head		
Domestic Economy Department - - - -	Employes	65
L. Axman, Head		
Anna L. Cowan, Assistant		

### William Pflum

#### Supervisor of Following Departments

Treasurer's Department - - - -	Employes	66
William Pflum, Head		
W. F. Bippus, Assistant		
Cashier's Department - - - -	Employes	3
J. G. Schenck, Head		
Cost Department - - - -	Employes	21
H. W. Pearce, Acting Head		
Collection Department - - - -	Employes	9
Thomas Wylie, Head		
B. S. Wellman, Assistant		
Time and Pay Roll Department - - - -	Employes	24
R. A. Carney, Head		
C. F. Meyer, Assistant		

*Number of employes carried forward* 383



**W. P. Kiser**

## Supervisor of Following Departments

Auditor's Department	- - - -	Employes	8
F. G. Kemper, Head			
J. B. Kring, Assistant			
Purchasing Department	- - - -	Employes	16
C. R. Gardinor, Head			
E. M. Bliss, Assistant			
Shipping Department	- - - -	Employes	29
W. L. Wampler, Head			
R. C. Moler, Assistant			
Paymaster's Department	- - - -	Employes	6
F. W. Bauer, Head			
J. M. Foley, Assistant			

**J. E. Warren**

## Supervisor of Following Departments

Order Department	- - - -	Employes	53
H. H. Witte, Head			
P. L. Pritz, Assistant			
Supply Department	- - - -	Employes	41
D. J. Kilbourne, Head			
C. E. Steffey, Assistant			
Repair Department	- - - -	Employes	8
F. M. Chaffee, Acting Head			
Repair School	- - - -	Employes	95
Theo. Bacher, Head			
Complaint and Suggestion Department	-	Employes	12
J. M. Switzer, Head			
Mailing, Filing, Messenger Department	-	Employes	23
H. C. Snyder, Head			

**Wm. H. Muzzy**Patent Expert and Supervisor of  
Following Departments

Future Demands and Improvements	-	Employes	4
Wm. H. Muzzy, Head			



*Number of employes brought forward* 678

Inventions No. 1	- - - - -	Employes	33
Thos. Carroll, Head			
Charles Lee, Assistant			
Inventions No. 2	- - - - -	Employes	17
E. Von Pein, Head			
H. E. Williams, Assistant			
Inventions No. 3	- - - - -	Employes	32
C. F. Kettering, Head			
W. A. Chryst, Assistant			
Inventions No. 4	- - - - -	Employes	7
F. K. Fassett, Head			
M. Royer, Assistant			
Inventions No. 5	- - - - -	Employes	6
E. S. Church, Head			
Inventions No. 6	- - - - -	Employes	24
John Werner, Head			
C. M. Shearer, Assistant			

H. C. Snyder

Supervisor of Typewriting Department

Typewriting Department	- - -	Employes	218
Ina S. Liebhardt, Head			
Elizabeth Delscamp, Assistant			

*Total number of employes in Recording Division  
carried forward to Grand Total on page 70*

1015



# Making Division

C. C. Tyler, Manager of Works

H. H. Pinney, Assistant to Manager of Works

## Superintendent's Section

E. A. Deeds

Superintendent

Stock Department	- - - - -	Employees	170
J. Q. Finfrock, Head			
Bindery Department	- - - - -	Employees	141
Ella M. Haas, Forewoman			
Mary E. Lane, Assistant			
No. 2 Drill	- - - - -	Employees	173
C. W. Green, Foreman			
Robert Reinicke, Assistant			
Maude Fickensher, Assistant			
Indicator Department	- - - - -	Employees	153
Mary J. Haas, Forewoman			
Edith M. Hoefer, Assistant			
Laundry Department	- - - - -	Employees	27
S. A. Douglas, Foreman			
Agnes Johnston, Assistant			

F. H. Bickford

Supervisor of Assembling Departments

Assembling Department A	- - -	Employees	211
(Nos. 35 and 235)			
J. A. Oswald, Foreman			
E. B. Lock, Assistant			
Assembling Department B	- - -	Employees	304
(Nos. 79 and 100)			
W. G. Chambers, Foreman			
Wm. Hartman, Assistant			
Wm. Kempf, Assistant			
C. E. Wagner, Assistant			

*Number of employees carried forward*

1179



Assembling Department C - - -	Employees	88
(D. A., Auto., Nos. 172 and 400)		
E. C. Klaiber, Foreman		
C. A. Guion, Assistant		
Assembling Department E - - -	Employees	15
(Electrical)		
J. G. Campbell, Foreman		

## James McTaggart

## Supervisor of Metal Cabinet Departments

Etching Department - - -	Employees	15
J. S. Bradfield, Foreman		
J. F. Ahlers, Jr., Assistant		
Foundry Department - - -	Employees	135
John Logan, Foreman		
Theo. Karst, Assistant		
Metal Cabinet Department - - -	Employees	101
Geo. W. Grove, Foreman		
Wm. E. Lindsey, Assistant		
Pattern Department - - -	Employees	29
F. C. Munz, Foreman		
T. E. Patterson, Assistant		
Polishing Department - - -	Employees	91
A. C. Horne, Foreman		
Jas. Gaffney, Assistant		
Plating Department - - -	Employees	60
Walter Fraine, Foreman		
Wm. Ahrend, Assistant		

## M. A. Mulvey

## Supervisor of Machine Departments

No. 1 Drill - - -	Employees	173
G. W. Jeans, Foreman		
G. R. Shoenberger, Assistant		
Finished Casting Department - - -	Employees	18
J. P. Henry, Foreman		
No. 1 Mill Department - - -	Employees	195
W. H. Ramsey, Foreman		
R. S. Fleming, Assistant		



<i>Number of employes brought forward</i>					2099
No. 2 Mill Department	-	-	-	-	Employes 55
C. B. Wheeler, Foreman					
Frank Oswald, Assistant					
Punch Department	-	-	-	-	Employes 84
C. H. Fisk, Foreman					
J. P. Murray, Assistant					
Screw Department	-	-	-	-	Employes 104
Philip Stern, Foreman					
C. E. Berry, Assistant					

### Mechanical Engineer's Section

**C. L. Grohmann**  
Mechanical Engineer

Tool Designing	-	-	-	-	Employes 21
M. E. Service, Foreman					
Theo. Mulligan, Assistant					
Toolmaking Department	-	-	-	-	Employes 284
H. J. White, Foreman					
R. H. Wildasin, 1st Assistant					
R. E. Berner, Assistant					
W. E. Best, Assistant					
H. J. Hilgendorf, Assistant					
Tool Supply Department	-	-	-	-	Employes 51
E. C. Rhonemus, Foreman					
Blacksmith	-	-	-	-	Employes 18
G. E. Gardner, Foreman					
John Ethier, Assistant					

### Engineer of Works Section

**F. A. Waldron**  
Engineer of Works

Boxmaking	-	-	-	-	Employes 23
W. R. Nicely, Foreman					
Electrical Department	-	-	-	-	Employes 16
O. R. Rodgers, Foreman					
W. I. Lynam, Assistant					

*Number of employes carried forward*

2755



<i>Number of employes brought forward</i>					2755
General Service	-	-	-	-	Employes 118
E. A. Estabrook, Foreman					
G. B. Ellis, Assistant					
Landscape Gardening	-	-	-	-	Employes 66
J. Freudenberger, Foreman					
Paul Scheibe, Assistant					
Millwright Department	-	-	-	-	Employes 45
L. H. Oswald, Foreman					
M. B. Schaeffer, Assistant					
Outside Labor	-	-	-	-	Employes 128
E. C. Larkin, Foreman					
W. E. Kittell, Assistant					
Painting Department	-	-	-	-	Employes 81
C. F. Aszling, Foreman					
Anthony Baker, Assistant					
C. C. Wollenhaupt, Assistant					
Plumbing Department	-	-	-	-	Employes 18
V. L. Stoecklein, Foreman					
Wm. Getzendanner, Assistant					
Power	-	-	-	-	Employes 19
H. J. Crutchfield, Foreman					
Tinning Department	-	-	-	-	Employes 4
Geo. Bosson, Foreman					
Chas. Carvin, Assistant					
Factory Inspector	-	-	-	-	Employes 18
O. K. Cotterman, Foreman					
Lawrence Kirchner, Assistant					
Woodworking Department	-	-	-	-	Employes 167
A. H. Campbell, Foreman					
A. H. Greig, Assistant					
C. M. Henderson, Assistant					
A. J. Roth, Assistant					
Equipment Department	-	-	-	-	Employes 31
D. W. Dickie, Maintenance Division					
G. L. H. Arnold, Draughting and Construction Division					
C. F. Raymond, Machinery Division					
W. W. Smart, Real Estate Division					

*Number of employes carried forward*

3450



## Chief Inspector's Section

J. R. Fletcher

Chief Inspector

Machine Department	- - - -	Employes	60
H. E. Curtis, Foreman			
General Inspection	- - - -	Employes	60
I. W. Smith, Foreman			
Assembling A	- - - -	Employes	26
(Nos. 35 and 235)			
E. W. Kearns, Foreman			
Assembling C	- - - -	Employes	6
(D. A., Nos. 172 and 400, Auto.)			
E. R. Kendig, Foreman			
Metal Cabinet	- - - -	Employes	14
A. G. Hayth, Foreman			
Finished Metal Cabinet	- - - -	Employes	13
Cory Carson, Foreman			
Tool Department	- - - -	Employes	10
G. C. Kilbourn, Foreman			
Assembling B	- - - -	Employes	34
(Nos. 79 and 100)			
A. B. Holtson, Foreman			
Raw Stock Department	- - - -	Employes	7
W. C. Breen, Foreman			
Brass Foundry	- - - -	Employes	10
G. D. McSherry, Foreman			
Final Inspection	- - - -	Employes	53
E. J. DeVille, Foreman			
C. C. Rayburn, Assistant			
Department of Tests	- - - -	Employes	2
Chemical and Physical Laboratories			
F. O. Clements, Chemist			

## Employment Section

J. H. Dohner

Manager

Employment Department	- - -	Employes	9
W. F. Bauer, Assistant			
Wage and Labor Department	- - -	Employes	9
Clarence Snyder, Assistant			

Total number of employes in Making Division  
carried forward to Grand Total on page 70

3763



## Selling Division—American

F. L. Ditzler, Manager American Agencies

Bert Alexander, Assistant Manager American Agencies

W. A. LeBrun, Assistant

R. H. Grant, Manager Office Force

District I

F. S. High, Manager

### Massachusetts

Boston - - - - - W. A. Hammond, Office Manager  
E. W. Courtney  
H. W. Batchelder  
H. P. Getchell  
C. MacDonald  
J. Machol  
A. W. Phillips  
W. S. Sawyer  
E. D. Shaw  
E. F. Stevens  
E. L. Wyman  
Fall River - - - - J. H. Witts, Jr.  
Haverhill - - - - M. C. Murray  
Lawrence - - - - M. C. Murray  
Lowell - - - - F. L. Favor  
Lynn - - - - S. W. Clapp  
W. P. Davis  
Springfield - - - - C. E. McIntire  
Worcester - - - - M. Schiff

### Connecticut

Waterbury - - - - E. P. Zimmer  
Bridgeport - - - - H. A. Pontious  
Hartford - - - - C. H. Adler  
New London - - - H. Masey  
New Haven - - - - S. B. Law

### New Hampshire

Manchester - - - W. T. Anthony

### Rhode Island

Providence - - - - J. P. Manton, Jr.  
A. H. Friend  
H. W. Gatus

### Maine

Portland - - - - H. E. Baker  
F. T. Blennerhassett  
F. H. Cass  
W. E. Chapman  
H. E. Neavling  
J. C. W. Perry

Selling Representatives in District I

35

*Number of American representatives carried forward*

35



District II

W. H. Boyd, Manager

New York

New York City - - J. E. Miller, Office Manager

- F. E. Blackwell
- W. W. Bowman
- C. F. Comstock
- G. D. Cornish
- F. L. Dunn
- A. A. Everal
- G. L. Fields
- W. C. Gookin
- G. T. Keeler
- W. B. Laird
- J. S. Lambeth
- C. P. O'Connell
- J. B. Rushin
- A. Stone

Brooklyn - - - - W. Van Tassell, Office Manager

- D. W. Edwards
- Wm. Evans
- C. A. Fisher
- R. A. Gertzen
- H. Kuck
- J. C. McIntire, Jr.
- J. J. Muller
- J. E. Searles
- G. H. C. Trutner
- M. Waldau
- H. Wiswell

Mt. Vernon - - - - G. H. Warren

Newburgh - - - - J. L. Rappleyea

Poughkeepsie - - W. S. Doane

New Jersey

Jersey City - - - - M. D. Hance

- B. S. Kennedy
- F. H. Trapp

Newark - - - - - J. W. Perkins

- W. A. Rowe
- H. K. Saxe
- W. C. Shoemaker
- R. C. Todd

Elizabeth - - - - - M. E. Lawrence

- E. F. O'Neill

Paterson - - - - - H. S. McIntosh

- J. F. Futterer
- J. A. McLane

Selling Representatives in District II



District III

C. A. Snyder, Manager

Pennsylvania

- Philadelphia - - - H. H. Hussey, Office Manager
  - N. R. Black
  - E. G. Brugler
  - F. W. Clark
  - I. L. Collins
  - G. L. Connelly
  - W. L. Filman
  - A. P. Hall
  - P. G. Keene
  - G. F. Lincoln
  - I. H. Newman
  - D. B. O'Laughlin
  - H. J. Riehl
  - H. E. Rowe
  - S. Stevenson
  - A. K. Trout
- Easton - - - - - F. E. Ryckman
- Lancaster - - - - R. L. Doyle
- Pottsville - - - - G. W. Banzhoff
- Reading - - - - - H. L. Broughton
  - R. G. Townsend
- Scranton - - - - - P. Eves
  - W. C. Foote
- Wilkesbarre - - - J. C. Laird
  - E. C. Griffin
- York - - - - - S. B. Park

New Jersey

- Atlantic City - - - A. Russell
- Trenton - - - - - J. F. Sechrist
  - C. H. Large

Selling Representatives District III

30

District IV

A. W. Saxe, Manager

New York

- Buffalo - - - - - F. C. Reimold, Office Manager
  - G. G. Blake
  - C. E. Brown
  - G. S. Green
  - G. W. Leighbody
  - J. A. Rensis
  - E. A. Sutor
  - J. A. Weiman
  - C. O. Wesbey



District IV—Continued

- Albany - - - - - F. J. Cairns  
J. Cairns
- Auburn - - - - - C. D. Brackett
- Binghamton - - - H. K. Major
- Elmira - - - - - H. F. Evans
- Glens Falls - - - J. W. Giguere
- Malone - - - - - H. Kass
- Rochester - - - - J. A. Benjamin  
J. E. Benjamin
- Schenectady - - - H. H. Fookes
- Syracuse - - - - - J. H. Valentine  
H. A. Saxe
- Troy - - - - - E. T. Bingham
- Utica - - - - - L. P. Bishop  
G. G. Ellinwood
- Watertown - - - - C. A. Sager
- Pennsylvania
- Bradford - - - - - L. A. Albertson
- Erie - - - - - B. C. Raitt
- Williamsport - - - M. A. Kister  
J. C. White

Selling Representatives in District IV

District V

W. F. Bockhoff, District Manager

Ohio

- Cleveland - - - - James Dale, Office Manager  
M. L. Cahill  
J. F. Coligan  
F. E. Cotharin  
G. A. McGinniss  
I. W. Powell  
Thos. Sloan
- Akron - - - - - R. R. Apple
- Canton - - - - - H. H. Apple
- Cincinnati - - - - Chas. Chalmers  
F. W. Gilligan  
L. P. Gilligan  
Wm. Schimpeler
- Columbus - - - - J. R. Dennis  
J. H. Payne



District V—Continued

Dayton - - - - -	J. H. Crane W. H. Boal B. M. Donaldson J. W. Lawrence F. E. Porter A. N. Jordan S. A. Thompson
East Liverpool - -	H. D. Wallace
Hamilton - - - - -	J. W. Sands
Mansfield - - - - -	M. L. Lasley
Mt. Vernon - - -	G. C. Vail
Sandusky - - - - -	J. L. Sowards
Toledo - - - - -	J. H. Perry E. A. Potter J. F. Walker
Washington	
Court House - - -	J. C. Atwood
Zanesville - - - -	W. C. Whitten

West Virginia

Clarksburg - - - -	W. G. Farnum
Elkins - - - - -	J. H. Sweeney
Wheeling - - - - -	G. E. Smith

Selling Representatives in District V

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District VI

A. E. Harless, District Manager

Georgia

Atlanta - - - - -	H. K. Upham, Office Manager D. E. Cain E. C. Kinsey F. O. McMurtrie F. McPherson M. H. Shelton P. B. Venuti W. W. Wallace J. V. Woodward
Albany - - - - -	Frank W. Smith
Augusta - - - - -	G. E. Morgan
Carrollton - - - -	A. I. Taber
Savannah - - - - -	J. W. Jones

Alabama

Birmingham - - -	S. A. Benton H. S. Hazlette
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District VI—Continued

	Mobile - - - - -	H. A. Crandall
	Montgomery - - -	R. H. King
Florida	Jacksonville - - -	A. M. Scott
Mississippi	Meridian - - - - -	W. M. O'Connell
Louisiana	New Orleans - - -	R. Bradford G. N. Lingham G. A. Bonneau Chas. Floyd A. H. Torlage M. Michaelis H. Michaelis G. C. Vernon
North Carolina	Asheville - - - - -	J. A. Bouscaren
	Charlotte - - - - -	H. Montgomery
Tennessee	Chattanooga - - -	G. S. Preston
	Knoxville - - - - -	H. H. Gerrish

Selling Representatives in District VI

32

District VII

E. W. Russell, District Manager

Illinois	Chicago - - - - -	C. T. Walmsley, Office Manager F. W. Ackerman E. N. Bunnell F. B. Caspari C. S. Ellinwood M. D. Ensminger H. C. Garner E. M. Gaines H. H. Grahn J. R. Hudleson O. W. Lehman W. A. Ryan T. F. Smith J. E. Windsor V. H. Wylie
	Bloomington - - -	R. J. Currie
	Danville - - - - -	J. Hooker
	Decatur - - - - -	J. B. McKeough



**District VII—Continued**

Elgin - - - - - J. P. Pryor  
 Galesburg - - - - R. H. Fitch  
 Joliet - - - - - J. A. Wilson  
 La Salle - - - - - O. Tewels  
 Peoria - - - - - E. T. Kelley  
 Quincy - - - - - Harry De Witt  
 Rockford - - - - - E. Tewels  
 Springfield - - - - R. B. Cherry

**Indiana**

South Bend - - - - J. T. Greene

**Michigan**

Escanaba - - - - E. S. Wright  
 G. M. Johnson

**Wisconsin**

Green Bay - - - - S. E. Clark  
 Madison - - - - - A. M. Lockard  
 Milwaukee - - - - L. E. Wilson  
 A G. Spielman  
 O. A. Torgerson  
 Oshkosh - - - - - F. A. Ackerman  
 L. A. Wisman  
 Racine - - - - - C. H. Hathaway  
 Wausau - - - - - V. J. Dupies

Selling Representatives in District VII

39

**District VIII**

**R. E. Parsons, District Manager**

**Missouri**

St. Louis - - - - - F. N. Schwab, Office Manager  
 J. M. Cobb  
 H. C. Curtis  
 J. F. Duff  
 E. H. Ellingsworth  
 R. L. Houston  
 R. L. Jarvis  
 A. J. Klinge  
 L. D. Lasley  
 J. S. Loomis  
 J. B. Pfeiffer  
 K. D. Umrath  
 C. D. Stevens  
 C. L. Wagner  
 L. H. Walker  
 J. B. Yakeley



## District VIII—Continued

Joplin	-----	E. H. Culver
Kansas City	---	R. T. Houk
		P. H. Adams
		A. Callahan
		L. Lynch
		F. L. Miller
		F. G. Watson
St. Joseph	---	G. E. Shand
Arkansas		
Ft. Smith	-----	C. L. Senseney
		R. C. Cope
		I. F. Omwake
		C. L. Doyle
Jonesboro	-----	J. D. Burns
Little Rock	-----	O. H. Johnson
		Wm. Schramm
Pine Bluff	-----	J. Whisler
Illinois		
Cairo	-----	C. W. Hassler
East St. Louis	---	G. F. Duff
		W. E. Whipp
Kansas		
Topeka	-----	F. W. Joers
Wichita	-----	L. B. Hammond
		W. T. Kreitz
		H. M. Kreitz
Nebraska		
Beatrice	-----	C. G. Eakin
Oklahoma		
Hobart	-----	M. F. McCool
Oklahoma City	---	W. H. Minshall
		T. S. O'Bannon
Texas		
Dallas	-----	R. C. Chatham
		R. A. Caruthers
Ft. Worth	-----	R. E. Winger
Houston	-----	B. C. Duffie
		J. L. Poole
Paris	-----	C. J. Rollman
San Antonio	---	W. D. Syers
		J. W. Shriver
		J. B. Syers
		E. L. Syers
Waco	-----	C. U. Whiffen

Selling Representatives in District VIII

55



District IX

N. F. Thomas, District Manager

California

- San Francisco - - Wm. Metz, Office Manager
  - G. L. Baker
  - W. H. Brooks
  - Gardner Buss
  - W. L. Cochran
  - T. J. Conway
  - G. H. Dowling
  - Emmet Harris
  - L. F. Kinnel
  - H. L. Marsh
  - H. H. Pierce
  - W. W. Pierce
- Los Angeles - - - E. B. Wilson
  - G. B. Alexander
  - C. E. Heathman
  - J. E. Krueger
  - G. E. Luce
  - A. J. Strayer
  - Wm. Brizzolari
  - G. W. Walker
- Oakland - - - - - W. C. Howe
  - P. F. Struckman

Selling Representatives in District IX

23

District X

Walter Cool, District Manager

Colorado

- Denver - - - - - V. A. Lewis, Office Manager
  - G. W. Frank
  - L. E. Hooker
  - C. A. Krempp
  - J. V. Weckbaugh
  - W. E. Westland

Colorado

- Springs - - - - - J. I. East
- Pueblo - - - - - E. W. Mumford

British Columbia

- Vancouver - - - - A. H. Wallbridge
  - W. W. Burke

Idaho

- Boise City - - - - G. Bonnycastle

Montana

- Butte - - - - - W. J. Macauley
  - Thos. Whalen



**District X—Continued**

Oregon	Eugene - - - - -	D. M. Stever
	Portland - - - - -	H. G. Carter B. B. Espy W. E. Pitcher
Texas	El Paso - - - - -	E. M. Howard
Utah	Salt Lake City - -	O. Groshell O. E. Groshell, Jr. H. J. Petersen
Washington	Seattle - - - - -	E. H. Epperson R. L. McDonald F. W. Paris
	Spokane - - - - -	L. W. Long Wm. Snyder
	Tacoma - - - - -	C. E. Detwiler F. T. Hofman
	Walla Walla - - -	G. H. Payne
	Selling Representatives in District X	

30

**District XI**

**F. E. Mutton, District Manager**

Ontario	Toronto - - - - -	J. T. Bownrigg, Office Manager A. H. Brown C. H. Collins E. A. Gardner W. P. Grant W. A. Harston W. J. Irvine Jno. Mitchell T. E. Walton Geo. Weir E. D. Whyte
Alberta	Calgary - - - - -	B. L. Robinson
Manitoba	Winnipeg - - - - -	H. V. Furnivall L. C. Gibbs J. E. McIntyre W. E. Wright
New Brunswick	St. John - - - - -	J. J. Quinn



District XI—Continued

Nova Scotia		
Halifax - - - - -	R. E. Van Dyke	
Quebec		
Montreal - - - - -	A. Blackwell	
	N. Beaulne	
	A. E. Landry	
Quebec - - - - -	J. M. Roy	
Saskatchewan		
Regina - - - - -	W. D. McDonald	
Selling Representatives in District XI		24

District XII

J. A. Nelson, District Manager

Minnesota		
Minneapolis - - -	H. E. Sweeney, Office Manager	
	N. L. Francis	
	J. B. Hudson	
	C. V. Kennedy	
	S. Leffholm	
	S. R. Mountain	
	A. A. Smith	
	C. L. White	
	E. K. Wilcox	
Duluth - - - - -	W. S. Keeler	
	G. L. Humphreys	
St. Paul - - - - -	C. H. Turner	
Iowa		
Albia - - - - -	M. B. Wagstaff	
Burlington - - - -	J. W. Eakin	
Cedar Rapids - - -	H. C. Tucker	
Council Bluffs - - -	C. S. Andrews	
	F. A. Wood	
Davenport - - - -	C. S. Huber	
	J. E. Dickey	
Des Moines - - - -	H. G. Motzer	
	E. L. McCool	
Dubuque - - - - -	E. F. Gengnagel	
	L. G. Graham	
Ft. Dodge - - - -	W. T. McKee	
Sioux City - - - -	J. H. Boyd	
Nebraska		
Beatrice - - - - -	C. S. Bradley	
Omaha - - - - -	H. B. Whitehouse	
	L. N. Cash	
	A. S. Palmer	



District XII—Continued

- Lincoln - - - - - A. G. Gordon  
S. Leonard  
V. C. McIntire
  - Michigan
  - Hancock - - - - - O. R. Morse
  - North Dakota
  - Fargo - - - - - Ashelman Bros.  
H. B. Ashelman  
B. F. Ashelman  
J. E. Fields
  - South Dakota
  - Sioux Falls - - - - A. F. Diver  
F. E. Diver  
E. O. Loucks
- Selling Representatives in District XII

41

District XIII

Myer N. Jacobs, District Manager

- Pennsylvania
- Pittsburg - - - - - H. Langknecht, Office Manager  
J. C. Ball  
H. G. Beegle  
H. A. Cunningham  
P. W. Dolin  
E. L. Portman  
J. M. White  
C. A. Schuster  
Q. B. Taylor  
J. M. Smith  
J. I. Tod  
Chas. Walsh  
L. J. Thorpe  
N. H. Wetstein

Selling Representatives in District XIII

15

District XIV

J. T. Watson, District Manager

- Maryland
- Baltimore - - - - - J. V. Skane, Office Manager  
E. R. Clayton  
M. M. Eiseman  
J. M. Myers  
F. H. Parson  
G. M. Scott



District XIV—Continued

Delaware

Wilmington - - - G. W. Crowe  
F. H. Tate

District of Columbia

Washington - - - Robt. Callahan  
R. O. Beane  
P. P. Maguyre  
H. G. Thyson, Jr.

North Carolina

Greensboro - - - - J. R. Creel  
Raleigh - - - - - J. E. O'Donnell  
J. B. Green  
Wilmington - - - J. B. Stronach

Virginia

Lynchburg - - - - C. Hosier  
Norfolk - - - - - M. W. Jenkins  
C. M. Baldwin  
Richmond - - - - A. Levy  
Selling Representatives in District XIV

21

District XV

F. M. Slack, District Manager

Kentucky

Louisville - - - - J. A. Fueglein, Office Manager  
H. W. Edmonds  
Fred Haggard  
J. B. Hance  
T. C. Henry  
J. E. Lambert  
J. M. Martin  
O. B. Couk

Indiana

Evansville - - - - C. J. Ogden  
Ft. Wayne - - - - P. L. Mannen  
Indianapolis - - - N. C. Holly  
E. L. Kruse  
E. H. Walker  
A. A. Wentz  
J. C. Hale  
Lafayette - - - - W. E. Carr  
Logansport - - - - W. H. Norton  
Muncie - - - - - E. L. Weymouth  
Terre Haute - - - N. R. Lippincott  
Vincennes - - - - L. D. Ream



District XV—Continued

Tennessee

Jackson - - - - - F. Farkas  
 Memphis - - - - - H. E. Hogle  
                                   H. Hawker  
                                   M. B. Cook  
 Nashville - - - - - H. M. Drifoos  
                                   J. A. Franklin  
                                   R. E. L. Parman

Selling Representatives in District XV

28

District XVI

H. F. James, District Manager

Michigan

Detroit - - - - - F. E. Leland, Office Manager  
                                   C. C. Chaffin  
                                   O. H. Chamberlain  
                                   H. J. Douglas  
                                   C. L. Forgey  
                                   C. M. Hollis  
                                   F. M. Shotwell  
 Grand Rapids - - J. P. Halpin  
 Jackson - - - - - T. A. Tracy  
 Kalamazoo - - - - H. C. Bumgardner  
                                   H. Green  
 Lansing - - - - - H. F. Wolfe  
 Saginaw - - - - - H. J. Wolfe  
                                   I. A. Lynch  
 Traverse City - - O. J. O'Reilly

Selling Representatives in District XVI

16

*Total American Selling Representatives*

499

*Recording Force at Dayton*

41

*Recording and Repair Force in the Field*

378

*Total employes in American Selling Division  
 carried forward to Grand Total on page 70*

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# Selling Division—Foreign

E. C. Morse, Manager

I. S. Betts, Assistant

## The First Section

### Continental Europe

G. H. Wark, Managing Director, N. C. R. Co., m. b. H., Berlin

H. C. Boysen, Assistant

#### Germany

O. Rosin, Manager

R. Klein, Assistant

#### District I

B. Hoffmann, Manager

R. Welkoborsky

K. F. Klein

C. Becker

A. Dammann

E. Arnecke

O. Becker

H. Menkhoff

F. Tritschler

E. Wagner

R. Schmidt

E. A. Voit

Carl Müller

C. Klingelhöfer

J. Luzius

A. Simonis

G. Thiersel

Fr. Welcker

O. Windecker

Selling Representatives in District I

19

#### District II

B. Weber, Manager

B. Sander

A. Reufsteck

W. v. Dreusche

E. Kluge

H. Eweler

E. Ruthmann

A. Lemke

R. C. Grzimek

E. Hirsch

O. Kramer

F. Mauss

G. Heidelberger

Selling Representatives in District II

13

#### District III

W. Vigilant, Manager

H. Rohnstein

R. Chasanowicz

Fr. Abich

Dr. J. Schmidt

G. Hintze

G. Nadler

F. Heinemann

A. Göhring

P. Gross

Mor. Steiner

E. Schäfer

M. Reinsch

B. Lehmann

H. Stöwer

E. Wesche

E. Köhler

R. König

G. Jackson

E. Döring

Selling Representatives in District III

20

*Number of foreign representatives carried forward*

56



## District IV

## M. Pogrzeba, Manager

W. Dresel	A. Reichert	A. Jansen
A. Meyer	W. Gehrman	A. Leusch
M. Kauffmann	M. Arnold	G. C. Raeder
G. A. Heinemann	P. Kallinowski	H. Janke
R. Erbis	H. Haltner	A. Wegner
F. Keruth	M. Wigger	H. Schimmel
C. Boesenroth	A. Wartski	P. Rossow
C. Ruppelt	H. Schroeder	G. Breslauer

Selling Representatives in District IV

25

## District V

## O. Hallbaum, Manager

J. F. Boysen	A. Koester	H. Hansen
H. v. Staden	W. Wilken	E. A. Heicke
V. Mayer	A. Barkowski	M. Ramser
C. v. Clausbruch	R. Lutze	G. Leitzow
E. Frensdorff	O. Meyer	R. Peters
F. Fack	G. Weymann	F. Brauer
	H. Behr	

Selling Representatives in District V

20

## District VI

## J. H. Weigel, Manager

W. Hermann	G. Goetzke	C. Datz
J. Höber	C. Wendt	H. Kuthe
A. Hofer	W. Ernst	Max Steiner
G. Weghorn	H. A. Müller	Müller de la Fuente
E. Hoffmann	G. Düball	G. Wiborg
	E. Bühler	

Selling Representatives in District VI

17

## District VII

## P. J. Flohr, Manager

H. Hamacher	R. Wolff	O. Kielmeyer
H. Zboralski	L. Wedekind	E. Schmidt
A. Kaiser	C. W. Nagel	K. Siekmann
R. Seute	E. Schulte	H. Räddecke
	W. Wichard	

Selling Representatives in District VII

14



**District VIII**

**A. Schulz, Manager**

A. Anders	F. Reischauer	P. Sundmacher
A. Voigt	O. Riedel	A. Klein
M. Paecht	G. Roesser	H. Brockmann
P. Hausenberg	J. Herbst	R. Köhler
E. Wendeler	F. Claus	H. B. Lange
R. Hempel	E. Becken	W. Bailleu
	Hugo Cohn	

Selling Representatives in District VIII 20

*Total Selling Representatives in Germany* 152

**AUSTRIA-HUNGARY**

**A. Rist, Manager**

**B. F. Hagemann, Assistant**

2

**Austria District**

L. Rittweger	A. Heilsam	A. Puder
O. Beck	H. Freund	E. Hnup
S. Weinstock	V. v. Schiller	A. Dressler
C. Teubner	R. Diedrich	E. Hanke
J. Ganglbauer	J. Hubaczek	F. Tallowitz
G. Schramm	J. M. Dropiowski	F. Exner
A. Glaser	C. Toppel	F. Wihlidal
K. Stein	A. E. Roeper	L. v. Niezabitowski
G. Kroha	H. Siegelbaum	O. Jilowsky
A. Ratzka	E. Berner	E. Schneider
A. Steidl	J. Massarek	O. Krenzlin

Selling Representatives in Austria District 33

**Vienna District**

**E. Krall, District Manager**

A. Teri	H. Tichler	W. Salzmann
J. Friedl	W. Schobacher	A. Hankiewicz
H. Messing	D. Caspersen	

Selling Representatives in Vienna District 9

**Hungary District**

**F. Kalt, District Manager**

E. R. Purt	E. Luzzatto	G. v. Krajczovich
G. Delpin	F. Karthal	M. Bako
E. Rierner	B. Dolveth	P. Peécs
	A. Mazanek	

Selling Representatives in Hungary District 11

*Number of foreign representatives carried forward*

207



**Roumania District**

**F. Gunnesch, Sales Agent**

**J. de Prato**

*Total Selling Representatives in Austria-Hungary* 57

2

**France**

**E. F. DuCharme, Manager**

**E. Avery, Assistant Manager**

**E. Aubonnet, District Manager**

**C. Aubinel, District Manager**

Petyt	E. Fond	E. Stanislas
L. Pezet	Garnier	Marron
A. Silbermann	Pineau	Leurquin
Frögren	L. Demandre	E. Paquier
Brochier	M. Urban	R. Kohler

**Selling Representatives in France**

19

**Spain**

**C. W. Crous, Manager**

**F. Gilowy, Assistant**

J. Carlos Jover	F. J. Breton	J. Bosch
J. Spichárz	A. V. Moreno	E. Martinez
J. M. Jover	L. Bosch	E. Gastambide
E. Ferrero	U. de Lera	J. Muñoz
E. Mora	F. Moritz	E. Guerrero
F. J. Climent	R. Peris	J. Castro

**Selling Representatives in Spain**

20

**Italy**

**E. de Giovanni, Manager**

**F. Kremer, Assistant**

G. Cristani	G. Tamburini	E. Rosnati
O. Giovannini	M. Trasatti	E. Bettoli
G. C. Parodi	E. Bonfatti	E. P. Rossi
O. Visconti	A. G. Ambrosi	

**Selling Representatives in Italy**

13

**Denmark**

**Emilius Möller, General Agent**

H. Wagner	L. Thureson	Th. Engholm
J. P. Petersen	J. Kalff	L. Levin
Carl J. Jensen	Preetzmann-	
Rasmi-Nielsen	Aggerholm	

**Selling Representatives in Denmark**

10



**HOLLAND****C. H. Van Erk, General Agent**

H. Haagmans	H. W. den Haring	J. R. Helder
H. Verdeijen	A. Botermans	H. Van Roosmalen
H. Berndes, Jr.	H. F. Kamerbeek	D. Hoek
J. Pielage	L. Schouten	H. Timme
	W. Keukenschrijver	

Selling Representatives in Holland 14

**SWEDEN, NORWAY AND FINLAND****N. E. Frykholm, General Agent**

W. Ullholm	A. Wikström	E. Thermaenius
G. Lundberg	Hj. Wallin	Chr. Fjeld
A. F. Westerberg	G. Fredriksson	Ph. Jacobsen
H. Jochmann	H. von Reis	K. S. Ebro
	H. Risberg	

Selling Representatives in Sweden, Norway and Finland 14

**SWITZERLAND****G. Peratoner, Manager,**

H. Buss	J. Bing	A. Laquer
E. Schilling	A. Bodler	Blanc

Selling Representatives in Switzerland 7

**BELGIUM****J. Vuillaume, Manager**

G. Mestdagh	H. Martin	E. Meesters
F. Penant	A. Elst	P. Pletinckx
Van der Smissen	R. Camal	

Selling Representatives in Belgium 9

**PORTUGAL****Carlos Correa Da Silva, General Agent**

J. Madureira	A. Monteiro
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Selling Representatives in Portugal 3

**RUSSIA****T. I. Hagen, General Agent****L. Noetzel, Assistant**

N. von Lüde	O. Burzinski	M. Stengrewitsch
N. Tschernoff	G. Scharapoff	G. Hübner
F. Kokuschkin	B. Grüne	J. Schmidt
L. Tumarkin	J. Szmolke	D. Pastel
N. Meyn	A. Pangallo	J. Krjättschkoff
H. Seibt	J. Rörvig	W. Osoling
M. Neweshin	E. Bogdanski	A. Salkind
	K. Müller	

Selling Representatives in Russia 24

Total Selling Representatives in First Section 342

*Number of foreign representatives carried forward*

342



**The Second Section**

**GREAT BRITAIN**

**D. W. Saxe, Managing Director, The N. C. R. Co. Ltd., London**

**C. C. Nott, Assistant**

**District I**

2

**C. Southorn, Manager**

<b>Aberdeen Office</b>	<b>Glasgow Office</b>
W. Grant	J. R. Brown
J. C. Frampton	W. W. Philp
<b>Dundee Office</b>	T. Moore
L. F. Hard	J. Easton
<b>Edinburgh Office</b>	A. Gray
R. D. Scoular	J. Gilchrist
E. R. O'Hagan	W. Messer

**Selling Representatives in District I**

13

**District II**

**C. J. Sabiston, Manager**

<b>Belfast Office</b>	<b>Dublin Office</b>	<b>Manchester Office</b>
J. Riordan	H. G. White	L. A. Hearin
A. W. Wells	J. Soper	C. J. Gregory
	F. B. Gibson	F. D. Jackson
	H. J. Haynes	J. O'Meyer
<b>Bradford Office</b>	J. R. Holden	W. Roberts
G. H. Murphy		J. H. Rost
C. W. Brooke	<b>Hull Office</b>	J. C. Tillotson
B. B. Buttrey	T. H. Milnes	W. Marsden
	<b>Leeds Office</b>	
<b>Carlisle Office</b>	W. H. C. Arridge	<b>Newcastle Office</b>
F. W. Sanderson	H. Reade	Walter G. Cox
C. M. Irving		J. Rosser
W. H. Clarke	<b>Liverpool Office</b>	
S. Cowburn	L. V. Lynch	
	Jos. Gibney	<b>Sunderland Office</b>
<b>Stockton on Tees</b>	Oswald Jones	Frank L. Howe
H. E. Miller	G. C. Webb	A. Zamek

**Selling Representatives in District II**

35



District III

F. C. Sibbald, Manager

London Office

H. W. Archer	E. A. Jones	G. J. Slade
A. F. Breslaw	W. H. Levy	H. F. Levinson
A. D. Framton	W. E. Schoppe	F. W. Moore
N. Galperin	H. Simons	E. M. Duncombe
S. G. Hitching	J. H. Wantling	J. Faulkner
H. Lavender	C. F. Adye	W. Hill
H. O. Pryor	H. Evans	C. G. Linnell
J. B. Sessions	A. Fuller-Clark	A. J. Liquorish
H. Wallace	F. Gray	M. Randal
H. G. Barrow	J. Keating	H. J. Steward
J. M. Carlin	M. I. Miller	S. L. Strevnes
E. W. Friday	H. E. Seixas	F. A. Venning
S. P. Gibbs		A. Roberts

Selling Representatives in District III

39

District IV

E. Parker, Manager

A. C. MacMahon, Special Representative

Birmingham Office	Brighton Office	Sheffield Office
S. Abell	A. J. Irving	W. H. Messmer
H. A. Murphy	R. Fuller-Clark	F. A. Wilkinson
D. J. Heron	J. Drucquer	H. Tennant
J. T. Bore	G. A. Kirk	
	F. Elliott	Nottingham Office
Wolverhampton Office	John Wicker	W. T. Cox
H. Taylor	W. E. Holdom	S. P. Rose
A. F. York		J. Y. Scoular
W. E. Hedges	Stoke-on-Trent Office	
	W. H. Hoare	Leicester Office
		F. J. Cassini

Selling Representatives in District IV

25

District V

W. Maubach, Manager

Bristol Office	Newport Office	Reading Office
John Geary	A. J. Gardner	G. P. Kent
L. Heiman		
A. J. Tuersley	Plymouth Office	Southampton Office
Cardiff Office	G. W. Quinn	F. E. Southwood
W. Thorpe		
J. A. Edgill	Portsmouth Office	Swansea Office
F. W. Mason	O. N. Ramsey	A. E. Davies

Selling Representatives in District V

13

Total Selling Representatives in Second Section 127



The Third Section

AUSTRALIA

G. H. Carr, General Manager, N. C. R. Co., Sydney

New South Wales Office	Queensland Office	Victoria Office
J. Gill	E. C. Bucher	J. P. Kirkwood
I. Macrae	F. W. Fox	R. Dodwell
G. J. Mills	G. Whiting	A. J. Solomon
N. V. G. Wix	A. H. Hunt	G. A. Hallam
C. P. L. Kreitmayer		F. W. Harvey
West Australia Office	South Australia Office	Tasmania Office
B. H. Johnson	A. H. Hall	H. K. Fysh
M. G. Johnson	A. F. Moss	

Selling Representatives in Australia

21

SOUTH AFRICA

F. A. Groves, Managing Director

The N. C. R. Co. (S. A.) Ltd., Cape Town

Bloemfontein Office	Johannesburg Office	Pretoria Office
W. Staples	W. Airey	C. P. Byard
	A. H. Hunter	East London Office
P. Elizabeth Office	W. H. Veale	E. J. Rand
S. Osborne		
	Cape Town Office	Durban Office
Bulawayo Office	A. E. W. Reeler	J. M. King, Jr.
J. Kapnek	G. Knight	A. Jacklin

Selling Representatives in South Africa

13

MEXICO

Mosler, Bowen & Cook, Sucr., Mexico City, Mexico

G. W. Cook, Proprietor

C. B. King, Manager of N. C. R. Department

L. Sanchez	C. Páramo, Instructor	A. Rivas
J. Reyna	H. Guerra	J. de la O.
J. D. Ortiz	A. Jimenez	C. M. Blanco
G. de la Torre	H. Hurtado	M. Gonzalez

Selling Representatives in Mexico

14

*Number of foreign representatives carried forward*

517



**ARGENTINE**

J. J. Pratt, of the firm of Pratt & Co., Buenos Aires

J. Osés	P. Alladio	J. Wray
A. Vermeulen	A. A. Merli	A. Couchet
G. Berdeal	H. Mussie	De La Calle
A. Saez	J. Garcia	

Selling Representatives in Argentine 12

**CHILE SOUTH**

A. C. Curphey, of the firm of M. R. S. Curphey, Valparaiso

R. E. Davis, Manager of N. C. R. Department

C. A. Pancorvo	M. D. Peron	F. J. Zavala
E. I. Simpson	A. Barrese	V. Jimenez
E. Vortmann	E. Lepé	H. Michelsen

Selling Representatives in Chile South 11

**CHILE NORTH**

Edw. E. Muecke, Iquique

C. H. Le Mare E. Feilmann

Selling Representatives in Chile North 3

**NEW ZEALAND**

J. Heaton Barker, of Yerex, Barker & Finlay, Ltd., Wellington

E. Burns	E. A. Bishop	F. Restall
C. F. White	W. S. Barnard	W. B. Bennett
A. H. White	A. Kilchmann	R. T. Dagg
	H. Griffin	

Selling Representatives in New Zealand 11

**PERU**

Mr. Wm. C. Kaelin, Lima

J. Davey M. Esponiza

Selling Representatives in Peru 3

**CUBA**

I. L. Harris, of the firm of Harris Bros. Co., Havana

M. Mosquera	R. A. Cintas	P. Segalle
F. Ledón		J. P. Terán

Selling Representatives in Cuba 6



**JAPAN**

<b>J. A. M. Johnson, Nippon Kokoku Boyeki, K. K., Yokohama</b>		
Yokohama Office	Horokiri	Hosokawa
A. C. Smith, Office	Noma	Kadowaki
Manager	Saito	Geo. Ishikawa
K. Ishikawa	Nishigaki	E. Nakamura
Suguhara	H. Suzuki	
Yamamoto	Shiozaki	Kobe Office
Ijichi	Inagaki	H. Mamanaka, Man-
Geo. C. Gibbs	Hashimoto	ager of Agency
G. K. Nakamura		W. G. Walker
	Osaka Office	Tokunaka
Tokio Office	C. H. B. Fowler,	
E. E. Hartman, Man-	Manager of	Nagoya Office
ager of Agency	Agency	K. Kochi, Manager
K. Kishi, Office	T. Ishikawa, Office	of Agency
Manager	Manager	Terada
	Selling Representatives in Japan	29

**BRAZIL**

**P. H. Atkinson, Rio de Janeiro**

J. Mee	H. Blunt	C. Fonseca
	Selling Representatives in Brazil	4

**URUGUAY**

**E. Coates, of the firm of Coates & Co., Montevideo**

H. P. Coates (Partner)

R. Frommel

**HAWAII**

3

**O. E. McCarthy, of the firm of The Hawaiian Office Specialty Co., Honolulu, Hawaii**

Kashiwagi

D. S. K. Pahu

3



**CHINA**

O. S. Little, of the firm of The Eastern Trading Co., Shanghai

1

**PORTO RICO**

Messrs. Dooley, Smith & Co., San Juan

Chas. Gray

F. Malpica

3

**COSTA RICA**

J. A. Lara, San Jose

A. Lara

2

**PHILIPPINES**

M. A. Clarke, Manila

J. Tremblay

2

**STRAITS SETTLEMENTS**

H. J. M. Ellis, Singapore

1

**INDIA (Except Burma)**

Stanley Oakes, of the firm of Stanley Oakes & Co., Calcutta

1

**PANAMA**

D. O. Lively, Panama

1

*Total Selling Representatives in Third Section* 144

*Total Foreign Selling Representatives*

613

*Recording Force in Dayton Foreign Department*

11

*Recording and Repair Force in the Field*

238

*Total employes in Foreign Selling Division  
carried forward to Grand Total on page 70*

862



# The N. C. R. Organization

## Recapitulation of Number of Employees

Recording Division at Dayton	1015
Making Division at Dayton	3763
Selling Division	{ American 918
	{ Foreign 862
Berlin and Toronto Factories	590
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	7148