# DOMINION GLASS COMPANY LIMITED
and subsidiary companies



# Annual Report 1972

60th Anniversary Year | 1080 Beaver Hall Hill, Montreal 128, Quebec | March 1973

# Record sales at $93 million for 1972

Announcing record sales of $93,015,785 in 1972, E. A. Thompson, Dominion Glass president, said that sales increases were registered in most product lines during the year.

"Glass containers account for the major portion of company sales," Mr. Thompson says. "The food industry is our largest customer, followed by alcoholic beverages (beers, liquors, wines), soft drinks, pharmaceuticals, cosmetics, toiletries and chemicals."

**E.A. Thompson, President.**

### Food packing industry

Container sales to the food industry increased during 1972 despite crop losses due to poor weather conditions in the early part of the summer.

New opportunities are opening up in this area as fruit and vegetable juices packed in glass continue to take an increasing share of the market.

The trend to glass for packing fruits, vegetables, prepared dinners, quality meat products, soups, salads, puddings and other food products is well under way in many countries as packers continue switching their quality product lines to glass.

Pet foods are also being marketed in glass containers both in Europe and in the U.S. One Swedish company which launched a glass-packed cat food early in 1972 captured five per cent of the total market in less than a year.

### Alcoholic beverages

An increase in the adult population of about 12 per cent over the past two years has had a positive influence on sales of beers, liquors and wines in Canada.

While total beer shipments increased 5.3 per cent during 1972, packaged beer shipments increased by 7.6 per cent.

The introduction of a number of new brands of beer, all generally well received on the market, and an increase in the proportion of packaged to draft, supported the overall increase in bottled beer sales.

Demand for additions and replacements to the stock of returnable compact beer bottles significantly increased the company's sales in this market.

A substantial increase in the quantity of liquor bottled in Canada during 1972 reflects growing domestic consumption and export of Canadian products.

Despite a poor grape crop in Ontario, production and sale of domestic wines registered further gains in 1972. Future growth rate for domestic wines is expected to be in the area of seven per cent per year and the growing market for 'pop' wines is a strong contributor to this surge in demand.

### Soft drinks

Sales of non-refillable soft drink containers were adversely affected by restrictive packaging legislation in Alberta and British Columbia although increased sales of refillable bottles in all parts of the country have tended to act as an offset.

The increasing market for family size soft drink containers is expected to continue during the coming year in a market in which glass containers have no competition. The greater convenience of the twist-off resealable closure on family size containers and lower price per ounce, are credited in large measure for boosting sales in this category.

**Extension of trend now underway in Europe and U.S. toward packaging of many vegetables, prepared dinners and meats in glass will offer exciting opportunities for Canadian food processors.**

### Pharmaceuticals

Despite strong competition from plastic containers, sales of glass to the pharmaceutical, cosmetic, toiletries and chemical industries have remained firm.

### Tableware & specialties

Buoyant demand for tableware products supported by a broadening of product lines has resulted in a significant increase in this business during 1972.

"With continuing strong consumer demand, aggressive promotion and further extension of our product line, we expect to continue making substantial gains in this market," Mr. Thompson says.

### Plastic containers

Sale of plastic containers continues to grow with strong demand in the toiletries and cosmetic areas, supported by increasing demand in the food and industrial chemical industries. Further growth is expected in the plastic container business with a number of opportunities for new product lines currently being investigated.

### Specialty glass products

A new furnace is being added to the Brantford, Ont. plant of National Pressed Glass in order to service the growing market for specialty pressed glass items in Canada and the United States.

# 60 years young – Dominion still leader

Although Dominion Glass celebrates its 60th Anniversary of incorporation as such, this year, its history goes back 128 years to the founding of the Foster Brothers Glass Works in St. Johns, Quebec in 1845.

In 1878, William and David Yuile of Montreal bought out the Foster interests, changed the name to the Excelsior Glass Company and moved the operation to Montreal in 1880.

Between 1880 and 1902, they bought out two glass works in Hamilton, two in Trenton, Nova Scotia and one in Toronto, and formed the Diamond Glass Company.

In 1902, a syndicate headed by the Grier family of Montreal, achieved control and changed the name to Diamond Flint Glass Company Limited. Between 1902 and 1913, they added the present plant at Wallaceburg (formerly the Sydenham Glass Company), a plant in Manitoba, a further plant in Toronto and the present Pointe St. Charles plant (formerly the Canadian Glass Manufacturing Co. Ltd.) in Montreal.

On 15 May 1913, Dominion Glass Company Limited was incorporated under federal charter and included two plants in Montreal, two in Toronto, one in Wallaceburg, Ont., one in Manitoba and new plants under construction at Hamilton, Ont., and Redcliff, Alberta.

To celebrate our 60th birthday, a souvenir historical issue of the Dominion Glass employee paper TELESCOPE will be published in mid-May. A copy of this souvenir issue will be mailed to all shareholders.

### Annual general meeting

*The Annual General Meeting of shareholders of Dominion Glass Company Limited will be held in Conference Room 29, Montreal Board of Trade, 3rd floor, 1080 Beaver Hall Hill on Thursday, 29 March 1973, at 10 a.m.*

*Shareholders who are unable to attend the meeting are reminded to sign and date the proxy form accompanying their copy of the Annual Report and return it in the self-addressed envelope as quickly as possible.*

T.B. KING, Secretary.

### Version française

*Pour obtenir la version française de ce rapport, il suffit d'écrire au directeur des relations publiques, Dominion Glass Company Limited, 1080, Beaver Hall Hill, Montréal 128, Québec.*

### Financial highlights

| | 1972 | 1971 | 1970 | 1969 | 1968 | 1967* |
|---|---|---|---|---|---|---|
| Sales | **$93,015,785** | $73,523,042 | $76,861,499 | $69,655,610 | $65,804,499 | $58,442,657 |
| Net income (loss) before income taxes | **3,771,469** | (2,622,634) | 5,806,010 | 5,597,392 | 4,128,452 | 388,262 |
| Income taxes | **1,792,000** | (1,309,609) | 3,066,220 | 3,000,000 | 2,130,000 | 160,832 |
| Net income (loss) from operations | **1,979,469** | (1,313,025) | 2,739,790 | 2,597,392 | 1,998,452 | 227,430 |
| Operating income (loss) per common share | **0.84** | (0.68) | 1.20 | 1.14 | 0.85 | 0.02 |
| Extraordinary items | **1,068,575** | – | – | – | – | – |
| Net income (loss) for the year | **3,048,044** | (1,313,025) | 2,739,790 | 2,597,392 | 1,998,452 | 227,430 |
| Net income (loss) per common share | **1.34** | (0.68) | 1.20 | 1.14 | 0.85 | 0.02 |
| Capital expenditures | **5,436,525** | 9,046,627 | 22,948,252 | 10,241,960 | 6,866,103 | 3,325,869 |
| Cash flow | **12,489,987** | 3,571,989 | 8,957,797 | 6,774,458 | 5,551,808 | 2,070,650 |
| Cash flow per common share | **5.79** | 1.65 | 4.15 | 3.17 | 2.61 | 0.97 |
| Depreciation | **4,366,992** | 3,999,707 | 2,620,686 | 2,503,458 | 1,956,496 | 1,693,220 |
| Working capital | **17,482,570** | 10,344,646 | 17,157,881 | 13,638,808 | 14,218,902 | 13,808,764 |

*The figures for the calendar year 1967 are unaudited because of a change in the fiscal year end.

# Directors' report to shareholders

Dominion Glass Company's consolidated sales in 1972 reached record levels at $93,015,785. This increase of 26.5% over the strike-depressed sales of $73,523,042 in 1971, and 21.0% over 1970 sales, was a return to the growth pattern established in previous years, and indicated a successful recovery of market share. Market demand for glass containers, plastic containers, glass tumblers and tableware, and pressed glass products from National Pressed Glass, remained strong during 1972.

After tax profits from operations were $1,979,469 equivalent to 84¢ per common share compared to a net loss of $1,313,025 or 68¢ per common share in 1971.

An extraordinary after tax profit of $1,068,575 was realized on the sale of property in Toronto producing a total net income after tax in 1972 of $3,048,044, equivalent to $1.34 per common share after preferred dividends.

Furnace rebuild and capital expenditures in 1972 dropped to $5,436,525 compared with $9,046,627 in 1971. Working capital increased during the year to $17,482,570 from the unusually low level of $10,344,646 in 1971 when operating results were adversely affected by strikes. Depreciation in 1972 totalled $4,366,992 compared with $3,999,707 in the previous year. Cash flow generated for the year totalled $12,489,987 including the proceeds from the sale of property in Toronto.

Regular dividends of 70¢ per share were paid on the preferred shares in 1972 but dividend payments to common shareholders were not resumed.

During 1972, five labour agreements were signed at various locations, including the Plastics Division and the Redcliff, Alberta, glass container plant. As a result of the continuing increase in labour rates at all plants and the increased price of most goods and services it was necessary to increase the selling price of glass containers in September of 1972.

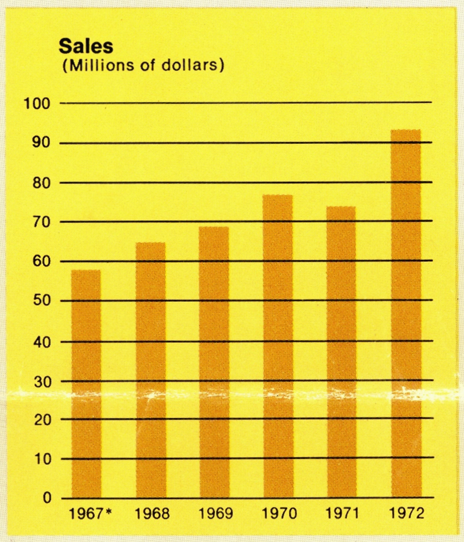
Mr. John R. Yarnell, a director since 1967, has decided not to stand for reelection. We are indebted to him for his services.

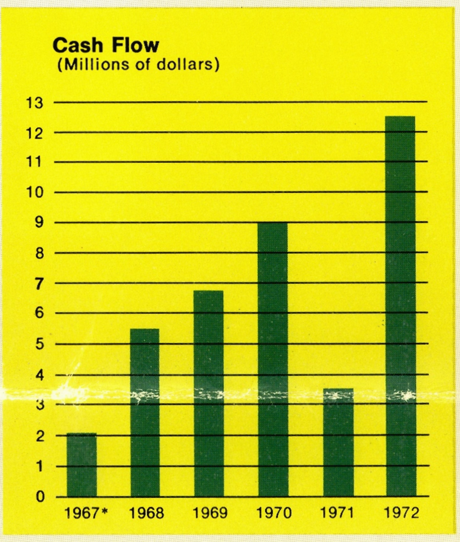
The innovative and unusual form of this annual report emphasizes the market-oriented nature of our business and the continuing ability of glass containers to compete aggressively for a major share of the growing packaging market for foods, beer, liquor, wine, soft drinks, cosmetics, toiletries, pharmaceuticals, and chemicals. The efforts of our employees and the support of our shareholders and customers enabled us to serve our markets profitably in 1972, and we look forward to continued progress in 1973.

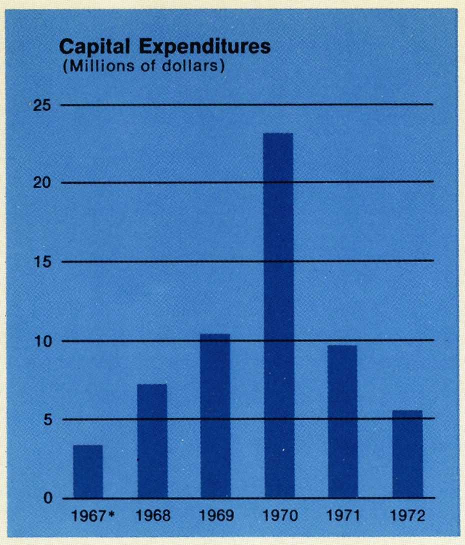
Paul Britton Paine, Q.C.
Chairman

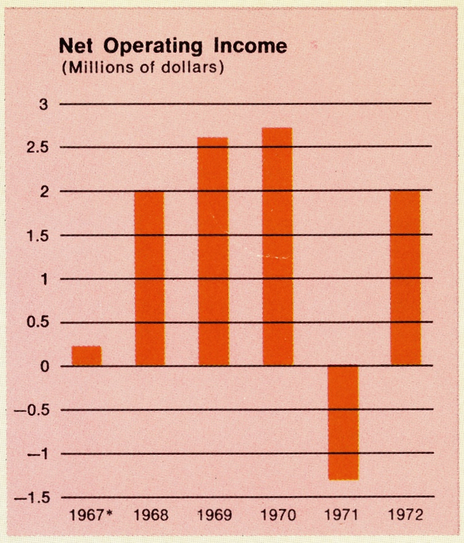
E.A. Thompson, President

22 February, 1973.




*The figures for the calendar year 1967 are unaudited because of a change in the fiscal year end.

## Auditors' report

To the Shareholders of Dominion Glass Company Limited:

We have examined the consolidated balance sheet of Dominion Glass Company Limited and subsidiary companies as at December 31, 1972 and the statements of consolidated income, retained earnings and source and application of funds for the year then ended. Our examination included a general review of the accounting procedures and such tests of accounting records and other supporting evidence as we considered necessary in the circumstances.

In our opinion these financial statements present fairly the financial position of the company and its subsidiaries as at December 31, 1972, and the results of their operations and the source and application of funds for the year then ended, in accordance with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

Montreal, Quebec
January 31, 1973

Touche Ross & Co.
Chartered Accountants

## Assets

Current:
Cash . . . . . . . . . . . . . . . . . . . .
Accounts receivable . . . . . . . . . . . . . . . . . . . .
Income taxes recoverable . . . . . . . . . . . . . . . . . .
Prepaid expenses . . . . . . . . . . . . . . . . . . . .
Manufactured products, materials and supplies, valued at cost or net realizable value, whichever is the lower . . . . . .

Due under stock purchase plan – note 2 . . . . . . . . . .

Fixed:
Real estate, buildings and equipment at cost . . . . . . . .
Less: Accumulated depreciation and depletion . . . . . . .

Deferred charges, less amortization – note 3 . . . . . . . . .

On behalf of the Board: PAUL BRITTON PAINE, Q.C., *Director;* E.A

## Statement of consolidated income
for the year ended 31 December

Sales . . . . . . . . . . . . . . . . . . . .
Cost of goods sold, selling, general and administrative expenses – note 7 . . . . . . . . . . .
Depreciation
Interest and discount on long term debt . . . . . . . . . .

Net income (loss) before income taxes . . . . . . . . . .
Income taxes . . . . . . . . . . . . . . . . . .
Net income (loss) from operations . . . . . . . . . .
Extraordinary item – gain on sale of property, less income taxes of $186,838 . . . . . . . . . .
Net income (loss) for the year . . . . . . . . . .

Net income (loss) per common share
Operations . . . . . . . . . . . . . . . . . .
Extraordinary item . . . . . . . . . . . . . . . .
Total . . . . . . . . . . . . . . . . . . . .

## Statement of consolidated retained earnings
as at 31 December

Balance at January 1 . . . . . . . . . . . . . . . .
Net income (loss) for the year . . . . . . . . . .

Dividends
Common . . . . . . . . . . . . . . . . . .
Preferred . . . . . . . . . . . . . . . . . .
Balance at December 31 . . . . . . . . . . . . . . .

## Notes to consolidated financial statements

### 1. Basis of reporting

The Company is incorporated under the laws of the Government of Canada. Consolidated financial statements include the accounts of all of the Company's wholly owned subsidiaries.

### 2. Stock purchase plan

Pursuant to the provisions of Special by-law "B" funds were advanced during the year to the Trustee under the plan for the purchase in the open market of 4,126 common shares of the Company (1971 – 5,021 shares) for the account of certain employees. Payment for these shares is being made by the said employees in annual instalments of not less than 10% of the aggregate purchase price. At December 31, 1972 the Trustee held 26,358 shares as collateral for the unpaid balance.

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# Consolidated balance sheet

as at 31 December

| | 1972 | 1971 |
|---|---|---|
| | $ 266,596 | $ 46,780 |
| | 10,424,546 | 7,989,998 |
| | — | 127,656 |
| | 918,655 | 556,534 |
| | 25,395,332 | 21,884,734 |
| | 37,005,129 | 30,605,702 |
| | 366,844 | 327,551 |
| | 88,716,951 | 86,930,551 |
| | 40,307,400 | 37,092,689 |
| | 48,409,551 | 49,837,862 |
| | 4,639,292 | 5,282,159 |
| | $90,420,816 | $86,053,274 |

. THOMPSON, *Director*

## Liabilities

| | 1972 | 1971 |
|---|---|---|
| Current: | | |
| Bank indebtedness | $10,640,000 | $12,209,553 |
| Due to affiliated company | 1,000,000 | — |
| Accounts payable and accrued charges | 7,644,680 | 7,836,522 |
| Preferred dividend payable | 41,495 | 41,500 |
| Taxes payable | 196,384 | 173,481 |
| | 19,522,559 | 20,261,056 |
| Long-term debt — note 4 | 25,578,845 | 25,289,102 |
| Deferred income taxes | 8,073,331 | 6,139,091 |
| **Shareholders' equity** | | |
| Capital: — note 5 | | |
| Authorized — | | |
| 260,000 — 7% cumulative preferred shares, par value $10 | | |
| 2,500,000 — common shares of no par value | | |
| Issued — | | |
| 237,112 — preferred shares | 2,371,120 | 2,371,400 |
| 2,158,402 — common shares | 4,678,646 | 4,678,366 |
| | 7,049,766 | 7,049,766 |
| Retained earnings — note 6 | 30,196,315 | 27,314,259 |
| | 37,246,081 | 34,364,025 |
| | $90,420,816 | $86,053,274 |

| | 1972 | 1971 |
|---|---|---|
| | $93,015,785 | $73,523,042 |
| | 82,411,111 | 69,682,693 |
| | 10,604,674 | 3,840,349 |
| | 4,366,992 | 3,999,707 |
| | 2,466,213 | 2,463,276 |
| | 6,833,205 | 6,462,983 |
| | 3,771,469 | (2,622,634) |
| | 1,792,000 | (1,309,609) |
| | 1,979,469 | (1,313,025) |
| | 1,068,575 | — |
| | $ 3,048,044 | $ (1,313,025) |
| | $0.84 | $(0.68) |
| | 0.50 | — |
| | $1.34 | $(0.68) |

| | 1972 | 1971 |
|---|---|---|
| | $27,314,259 | $29,656,647 |
| | 3,048,044 | (1,313,025) |
| | 30,362,303 | 28,343,622 |
| | — | (863,330) |
| | (165,988) | (166,033) |
| | $30,196,315 | $27,314,259 |

## Statement of consolidated source and application of funds

for the year ended 31 December

| | 1972 | 1971 |
|---|---|---|
| Source of funds: | | |
| Funds provided from operations | | |
| Net income (loss) | $ 1,979,469 | $ (1,313,025) |
| Non-cash items included in income | | |
| Depreciation | 4,366,992 | 3,999,707 |
| Deferred income taxes | 1,747,402 | (1,160,909) |
| Amortization of deferred charges | 2,125,455 | 2,046,216 |
| | 10,219,318 | 3,571,989 |
| Proceeds from sale of property | 2,270,669 | — |
| Proceeds from long-term borrowing | 289,743 | — |
| | 12,779,730 | 3,571,989 |
| Application of funds: | | |
| Invested in plant and equipment | 3,953,937 | 7,240,297 |
| Repayment of loans payable | — | 314,892 |
| Increase in deferred charges | 1,482,588 | 1,806,330 |
| Dividends | 165,988 | 1,029,363 |
| Increase (decrease) in amounts due under stock purchase plan | 39,293 | (5,658) |
| | 5,641,806 | 10,385,224 |
| Increase (decrease) in working capital | $ 7,137,924 | $ (6,813,235) |

### ed charges, less amortization

| | 1972 | 1971 |
|---|---|---|
| uipment rebuilds | $ 3,531,000 | $ 3,751,987 |
| ction and start-up costs — | | |
| ea plant | 372,000 | 744,000 |
| discount and expenses | 633,508 | 668,703 |
| cost of shares in | | |
| ry over net book value | | |
| of acquisition | 102,784 | 117,469 |
| | $ 4,639,292 | $ 5,282,159 |

### term debt

| | 1972 | 1971 |
|---|---|---|
| and debentures — | | |
| , 9½% maturing | | |
| er 15, 1990 | $25,000,000 | $25,000,000 |
| companies | 604,085 | 603,942 |
| unts due in one year | 25,240 | 314,840 |
| | 578,845 | 289,102 |
| term debt | $25,578,845 | $25,289,102 |

The 9½% Sinking Fund Debentures, Series A are secured by a floating charge on the properties and assets of the Company. A sinking fund of $1,000,000 in each of the years 1976 to 1979 and $1,250,000 from 1980 to 1989 inclusive is required to retire these debentures.

### 5. Capital stock

The holder of each of the 7% preferred shares has the right to convert to common shares of the Company at any time prior to December 29, 1977 on the basis of one fully paid common share for each share held. At December 31, 1972, 237,112 common shares of the Company were reserved for this purpose. During 1972, 28 preferred shares were converted to common shares (1971: 200 shares).

The Company has granted an option to purchase 10,000 common shares at a price of $20.50 per share. This option may be exercised in whole or in part at any time up to June 30, 1973.

### 6. Retained earnings

Under the terms of the Trust Deed securing Sinking Fund Debentures, Series A, there are certain restrictions on the amount of retained earnings available for distribution as dividends. As at December 31, 1972 the amount available for dividend declaration was $1,994,987

### 7. Remuneration of directors and officers

The total remuneration to eleven directors and seven officers was $30,500 and $228,500 respectively (1971: eleven directors — $30,900; seven officers — $334,200). Two officers are also directors.

### 8. Past service pension costs

The estimated present value of the unfunded liability for past service pensions at December 31, 1972 was $750,000. This amount will be paid into the pension fund in annual amounts sufficient to meet statutory requirements.

Some fruits, puddings and pie fillings are already being packed in glass in Canada, and the trend is gaining momentum.

# New trend to glass for fruits, vegetables

"If the consumer sees a quality product in a glass container, it sells," says Joseph E. Souccar, vice-president of marketing at Dominion Glass.

"The housewife doesn't have to peer at labels to find out if the peas are small, medium, large or mixed – she can see them right through the glass," Mr. Souccar explains.

During the 1960's, baby foods and spices shifted to glass containers and, when instant coffee was introduced, glass was the natural choice. Now the trend is continuing with fruit and vegetable juices moving into glass containers assisted by discriminating buyers concerned with natural taste and quality.

A recent dramatic trend however, according to Mr. Souccar, is the swing toward glass for fruits and vegetables as well as prepared dinners and meats. This will offer exciting opportunities for vegetable packers in Canada if they follow the trend which is gaining momentum now in the U.K., Western Europe and the U.S., he says.

One of the big marketing advantages of glass is that the bottle or jar can have a personality and style of its own through its shape, he notes. Another plus is the fact that leftovers can be resealed and refrigerated in the original glass container without any danger of affecting natural taste and flavour.

Fruit and vegetable juices in glass began making inroads in the market in the late 1960's and the trend is continuing.

# Five-year program pays off in efficiency

Completion this year of a $50 million expansion and modernization program has kept Dominion Glass in the forefront of the industry in Canada, says W. H. Shotton, vice-president of manufacturing.

"We face the future with confidence because we have the plant capacity, the most up-to-date equipment and the trained personnel," he says.

Under the five-year plan, Dominion Glass has doubled the capacity of the Burnaby, B.C. plant while the largest, single expenditure of the program was the construction of the 800,000 sq. ft. plant and warehouse complex at Bramalea, Ontario.

"Three of our eight bottle-making machines at Bramalea are capable of triple gob operation (forming three bottles at one time at each position) and this is a first for Canada," says Mr. Shotton. "Productivity also has been increased through automation and computer monitoring of many plant operations," Mr. Shotton notes.

**Program results**

The production efficiency program has affected all company plants with the following results:

- Increase of 53 per cent in furnace melter area and potential output increase of 25 per cent per square foot of furnace area.
- Increase of 32 per cent in output per machine line.
- Increase to 54 per cent in multi-gob machine operations for 1972 as compared with 38 per cent in 1967.
- Installation of 11 high-speed expanded-centre bottle making machines, allowing production of larger bottles on double-gob machines.
- Installation of one eight-section machine.
- Installation of 17 new annealing lehrs.
- Equipping 44 machine lines with automatic bottle inspection equipment as compared with only three in 1967.

**Skilled people**

"Over the past five years we have added skilled people to our engineering department to make it one of the finest in the industry," Mr. Shotton remarks. "And we've established a research and product development department which has already made a significant contribution to overall production efficiency."

"While capital expenditures returned to more normal levels during 1972, our productivity program has and will continue to receive major attention," Mr. Shotton concludes.

# Breakthrough in technology seen for glass industry

"Based on results of 10 years of research and developmental technology, we are approaching a period of significant change in the glass container industry," says Dr. George Simmons, director of research and product development at Dominion Glass.

"Many research projects are aimed at increasing the strength and reducing the weight of glass containers through use of a variety of surface coatings and other techniques," Dr. Simmons says.

**Surface coatings**

Surface coatings for instance, can be applied at either the hot, cold, or both ends of the manufacturing process. Coatings of various types give bottles greater resistance to scratching and abrasion increasing their ability to withstand internal pressure, impact and thermal shock.

"This improved resistance allows us to make lighter bottles which stand up to normal usage on high speed filling lines," Dr. Simmons notes.

"However, coatings are only one line of development. Research is continuing around the world and I fully expect to see some important technological breakthroughs in the way of chemical tempering and ion exchange processes which will result in ultra lightweight and virtually unbreakable glass containers."

"Although the possibilities for the use of glass seem almost limitless we are, for the time being, concentrating our research on a variety of strengthening and lightweighting techniques which will be of direct benefit to our customers in the near future," Dr. Simmons concludes.

Glass success story of the 1960's includes the conversion of baby foods, spices, some peanut butters to glass. When instant coffee was introduced, glass was the natural choice.

# Big containers score in soft drink market

"It's so easy, and economical too," says the housewife in the television commercial as she twists off the cap on a large soft drink bottle, pours out a glass, twists the cap on again and puts the bottle back in the refrigerator.

Convenience and economy of the family size soft drink bottle with resealable closure boost sales.

Family size containers, with an assist from the twist-off cap, have created a mini-revolution in the soft drink market over the past three years, according to Philip N. Jacobs, director of marketing planning at Dominion Glass.

**Convenience, economy**

"The average housewife immediately recognized the convenience and economy of the family size soft drink which could be resealed," Mr. Jacobs notes.

As a result, family size containers have boomed with 26, 30 and 40-ounce bottles taking an increasing proportion of the market.

According to Mr. Jacobs, the soft drink industry is still a leader in packaging innovation and a number of new trends are now emerging involving greater convenience, stronger bottles and cheaper multi-pack methods.

**Directors**

Roland Chagnon
*President*
*Lallemand Inc.*

H. Roy Crabtree
*Chairman and President*
*Wabasso Limited*

R.A. Irwin*
*Chairman*
*Consolidated-Bathurst Limited*

Herbert H. Lank
*Director*
*DuPont of Canada, Limited*

Paul E. Martin*
*Vice-President*
*Power Corporation of Canada, Limited*

Paul Britton Paine, Q.C.*
*Executive Vice-President and General Counsel*
*Power Corporation of Canada, Limited*

Jean Parisien, C.A.*
*President*
*Power Corporation of Canada, Limited*

E.A. Thompson*
*President and Chief Executive Officer*
*Dominion Glass Company Limited*

Peter N. Thomson
*Deputy Chairman*
*Power Corporation of Canada, Limited*

William I.M. Turner, Jr.*
*President and Chief Executive Officer*
*Consolidated-Bathurst Limited*

John R. Yarnell
*Vice-President, Finance*
*Canadian Arctic Gas Study Ltd.*

*Members of the Executive Committee

**Executive officers**

Paul Britton Paine, Q.C.
*Chairman*

E.A. Thompson
*President and Chief Executive Officer*

E.G. Blyth
*Vice-President*
*Finance and Administration, Treasurer*

W.H. Shotton
*Vice-President*
*Manufacturing*

J.E. Souccar
*Vice-President*
*Marketing*

T.B. King
*Secretary*

**Transfer Agent**

The Royal Trust Company
*Montreal and Toronto*

**Registrar**

Bank of Montreal
*Montreal and Toronto*

**Auditors**

Touche Ross & Co.
*Chartered Accountants*

**Plants**

Montreal, Quebec
*2376 Wellington Street*

Bramalea, Ontario
*100 West Drive*

Hamilton, Ontario
*Chapple Street*

Wallaceburg, Ontario
*1250 James Street*

Redcliff, Alberta
*1st Avenue & 1st Street N.E.*

Burnaby, B.C.
*6850 - 20th Avenue*

Etobicoke, Ontario (Plastics Division)
*177 North Queen Street*

National Pressed Glass Limited
*47 Morton Avenue East*
*Brantford, Ontario*

**Offices**

Head Office
*1080 Beaver Hall Hill*
*Montreal 128, Quebec*

Regional Sales Office
Eastern Canada
*4480 Côte de Liesse*
*Montreal 306, Quebec*

District Sales Office
*969 Route de l'Eglise*
*Ste-Foy 10, Quebec*

Regional Sales Office
Central Canada
*4 Eva Road*
*Etobicoke, Ontario*

Regional Sales Office
Western Canada
*6850 - 20th Avenue*
*Burnaby 3, British Columbia*

District Sales Office
*1st Avenue & 1st Street N.E.*
*Redcliff, Alberta*