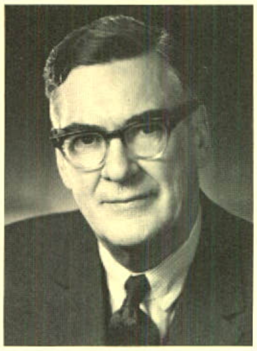
# CANADIAN CORPORATE MANAGEMENT COMPANY LIMITED

## ANNUAL REPORT 1969

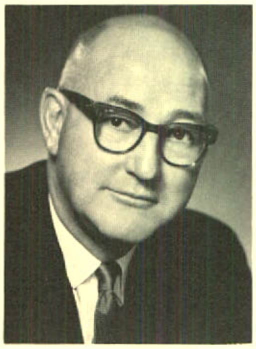
# Officers

Hon. Walter L. Gordon
*Chairman*



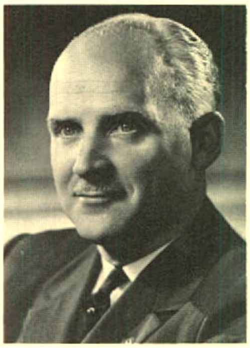
L. C. Bonnycastle
*President*

Hon. H. deM. Molson
*Vice-President*



B. H. Rieger
*Vice-President*

J. Boyd Clarke
*Vice-President*



J. P. Parker
*Vice-President*

J. A. McKee
*Secretary-Treasurer*

C. R. Hollaman
*Controller*

# Board of Directors

L. C. Bonnycastle — *Toronto*
J. B. Clarke — *Toronto*
R. Winfield Ellis — *Chicago*
C. Howard Gordon — *Montreal*
Hon. Walter L. Gordon — *Toronto*
L. W. Larkin — *Toronto*
Hon. Maurice Lamontagne — *Ottawa*
Glen A. Lloyd — *Chicago*
Hon. H. deM. Molson — *Montreal*
B. H. Rieger — *Toronto*
Godfrey S. Rockefeller — *New York*
V. N. Stock — *Toronto*

# Head Office

*Suite 1602*
*50 King Street West*
*Toronto, Canada*

# Transfer Agents

National Trust Company,
Limited
*Toronto and Montreal*

Bankers Trust Company
*New York*

# CANADIAN CORPORATE MANAGEMENT COMPANY LIMITED

*Directors' Report to the shareholders:*

Our company's net profit in 1969 improved impressively, as is shown in the statements attached and in the summary below:

| | 1969 | 1968 | Percentage Increase |
|---|---|---|---|
| Sales | $98,713,000 | $89,920,000 | 10% |
| Income before extraordinary items | $ 2,684,048 | $ 1,097,517 | 144% |
| Income per share before extraordinary items | $5.01 | $2.05 | 144% |
| Working capital | $19,253,285 | $18,473,136 | 4% |
| Equity per share | $56.11 | $52.43 | 7% |

The net earnings in 1969 were approximately two and a half times as high as in 1968, a year in which two of our subsidiaries suffered prolonged strikes. The $5.01 earned per share in 1969 is after deducting losses incurred by companies the investment in which has been written off. The income before extraordinary items in 1969 of the remaining companies amounted to $5.69 per share.

The capital loss on our investment in the three companies written off, amounting to $397,337 has been applied against a capital profit of $525,000 realized on the sale of a minority interest which we held in Canadian Unitcast-Steel Limited.

Our company's balance sheet position is exceptionally strong. Working capital increased by $780,149 during the year, and bank loans were reduced by $4,767,232. We are in an excellent position to expand as opportunities for doing so occur, either in Canada or in the United States.

Three important changes have been made in our company's senior management team. In April 1969 Mr. Roy P. O'Callaghan was appointed Vice-President and General Manager of Napanee Industries (1962) Ltd. He is a hard-driving, well-qualified engineer with a useful background of experience, and his efforts are already showing results.

In 1969 Mr. Miller Christie, who for forty-three years has contributed to the growth of Richardson, Bond & Wright, and who served as President since 1964, was elected Chairman of the Board. Mr. C. G. Fleming became President and Chief Executive. Subsequently a major expansion of the company's facilities was approved. A new, single story plant of 192,000 square feet is being constructed on the outskirts of Owen Sound, and the whole operation will be moved from the multi-story building now occupied in the centre of town, sometime next summer. Concurrently a new twin satellite web offset press has been ordered and should be in full operation by August. It will be the only one of its kind in Canada. In fact, it will be only the second to be installed in North America. We expect the new press and the new quarters will give Richardson, Bond & Wright a considerable competitive advantage.

It was with much regret that last fall we accepted the resignation of Mr. Herbert Young as President of Dominion Forge. Mr. Young had been with us in one capacity or another for thirteen years. Mr. Boyd Clarke was appointed President in his place on an interim basis, and for the past six months has spent most of his time in Windsor. In January of this year Mr. John P. Halada, who has had a wide experience in the forging industry in the United States, was appointed Vice-President and General Manager. We believe that under the direction of Mr. Clarke and Mr. Halada, Dominion Forge will become highly competitive once again and should be able to obtain an increasing volume of business in the U. S. market.

This may be an appropriate place to emphasize the importance we attach to sound management in our operations and upon our ability to find skilled personnel when needed. It has always been our policy to give a maximum amount of autonomy to the managers of our subsidiaries and divisions. We keep in close touch with them, however, and we have found that this policy works out well in practice.


*One of The Larkin Lumber Company's building supply centres.*

The shareholders will be asked at the annual meeting to approve a by-law changing the company's share capital. It is proposed to increase the authorized capital to 3,000,000 shares and to split the present shares four for one.

The company has not added substantially to its investments in the last few years, partly because we were engaged in strengthening our organization by some important additions to our senior personnel, partly because in the past we have not been willing to make new acquisitions on a share exchange basis, but mainly because we have felt that the prices asked for most of the companies that were offered to us were too high. We now propose to seek new investments as vigorously as possible, either in Canada or in the United States. Our company is strong both financially and in terms of senior experienced personnel. If the capital changes referred to are approved we shall be in a position to pay for new acquisitions either in cash or by an exchange of shares.

Having said this we wish to remind our shareholders that our company's success, since its inception, has been due in large measure to our relatively cautious investment policy. Unlike some of the other so-called conglomerates we are under no pressure to make acquisitions merely for the sake of growing bigger. It will not be our policy to depart from this practice or to pay more for prospective acquisitions than we believe them to be worth.

We regret to announce that Mr. H. Irving Pratt, who has been a director of our company since its inception, has resigned. He has been a valued member of the Board and we shall miss his cheerful presence and good judgment. The Honourable Maurice Lamontagne, a distinguished scholar and parliamentarian from Quebec and Ottawa, has been elected in his place.

We express the grateful appreciation of the directors to all the men and women who represent the real worth and sinews of our company and its various divisions and subsidiaries for their very considerable contributions to our success in 1969.

We hesitate to make predictions about the outcome of our operations in the coming year. Our subsidiaries and divisions are competently managed. We have a strong organization at head office. The signs indicate that economic conditions may be depressed before this year is over. But, with our strong financial position and our experienced management team, we should be in a better position than most companies to take advantage of any opportunities that may come our way.

Submitted on behalf of the Board of Directors.

WALTER L. GORDON, *Chairman.* L. C. BONNYCASTLE, *President.*

TORONTO, CANADA, February 23, 1970.

# Report on Operations

The attached report on page 9 analyzes the operating results of Canadian Corporate Management Company Limited by the following industry classifications.

Merchandising

Light manufacturing and processing

Steel forging, casting and fabricating

Companies which have been written down to estimated realizable value or disposed of

Our investments are now well diversified in the merchandising, light manufacturing and heavy manufacturing fields.

Comments on the individual companies' operations follow:

*Merchandising*

Larkin Lumber and its subsidiary, Canada Cashway Lumber Company, has become one of the largest companies in Canada in the retail sale of lumber and other building supplies. With twenty-two branches it serves a broad market including new construction in the commercial and housing fields, farm and cottage building requirements and the important area related to the remodelling and improvement of existing properties. This diversification provides a stability for the company's sales, and while tight money and a reduction in housing starts may be restrictive in the first six months of 1970, the long-term prospects for this market are excellent.

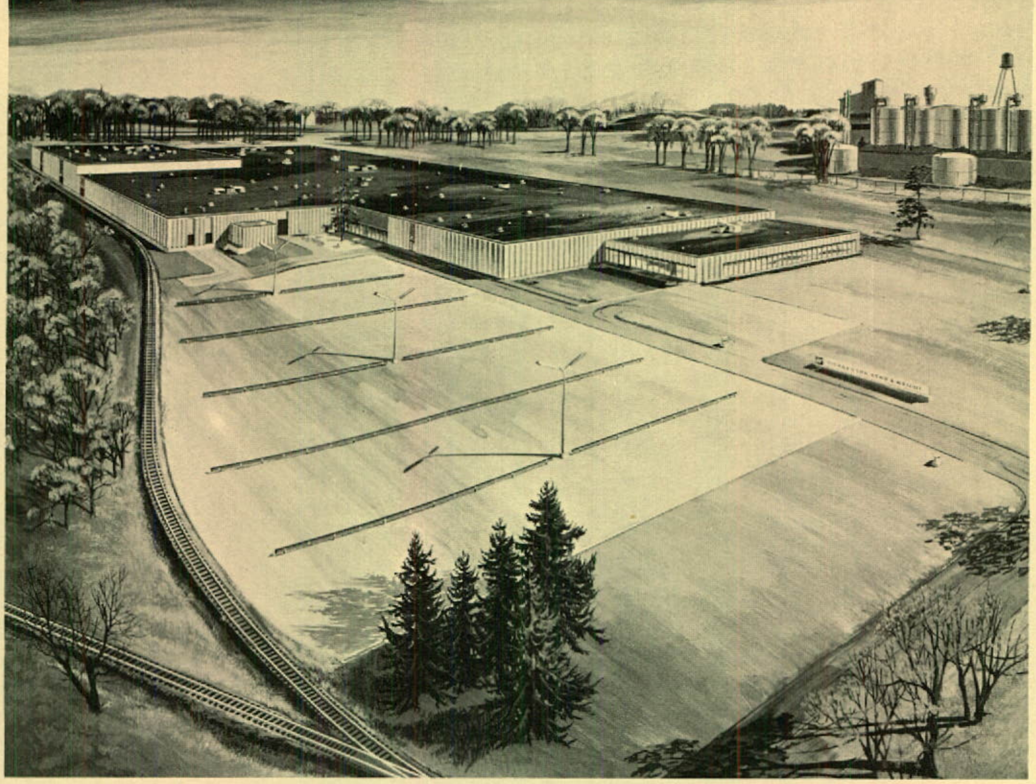
Towards the end of 1968 two subsidiaries in the sales and distributing field, International Equipment Company Limited and The Holden Company Limited, amalgamated to form IEC-Holden Ltd. These companies were to some extent competitors in the railway supply field and both had industrial sales divisions. In 1969 the merged company met the usual problems connected with amalgamation but is now operating efficiently as a unit and is in a position to become one of the leaders in its field. It has branches across Canada, handles the products of a number of major companies in Canada, the U.S. and the U.K. and, subject to the exigencies of the economy, expects a growth in sales and profits in 1970.

New Method Laundry Company, Limited was acquired in May of 1969 as an investment in the service field. The company is being reorganized with emphasis being placed on the expansion of the dry cleaning business which is carried on through its subsidiary, Spick & Span, Limited.

*Light manufacturing and processing*

In the light manufacturing and processing group, Canadian Chromalox has made an outstanding contribution and, through its growth, has acquired a leading position in the area of electric heating. Specializing in range plates and oven elements supplied to most of the manufacturers of stoves and in comfort heating, with particular emphasis on electric baseboards, the company has increased both its sales and profits significantly. Further growth is expected as a result of the popularity of electricity as a means of heating the modern home, and the growing need of housing enhances the company's long-term position. Further integration, both horizontally and vertically, can add another dimension to the company's pattern of growth.

Within the printing industry, Richardson, Bond & Wright continues to increase its sales, and in 1969 earnings showed appreciable improvement over 1968. The company operated at capacity and because of favourable prospects for the future, it has become necessary to establish a larger manufacturing base. Consequently, a new plant with an area of 192,000 square feet is under construction on 33 acres of land outside the city of Owen Sound. It is



*Artist's conception of Richardson, Bond & Wright's new plant presently under construction in Owen Sound.*

expected that this plant will be ready for occupancy by July 1, 1970, at which time the old plant, which is located within the business area of the city, will be offered for sale. The heavier carrying charges and costs of relocating the plant will affect earnings in 1970 but prospects over the longer term are excellent.

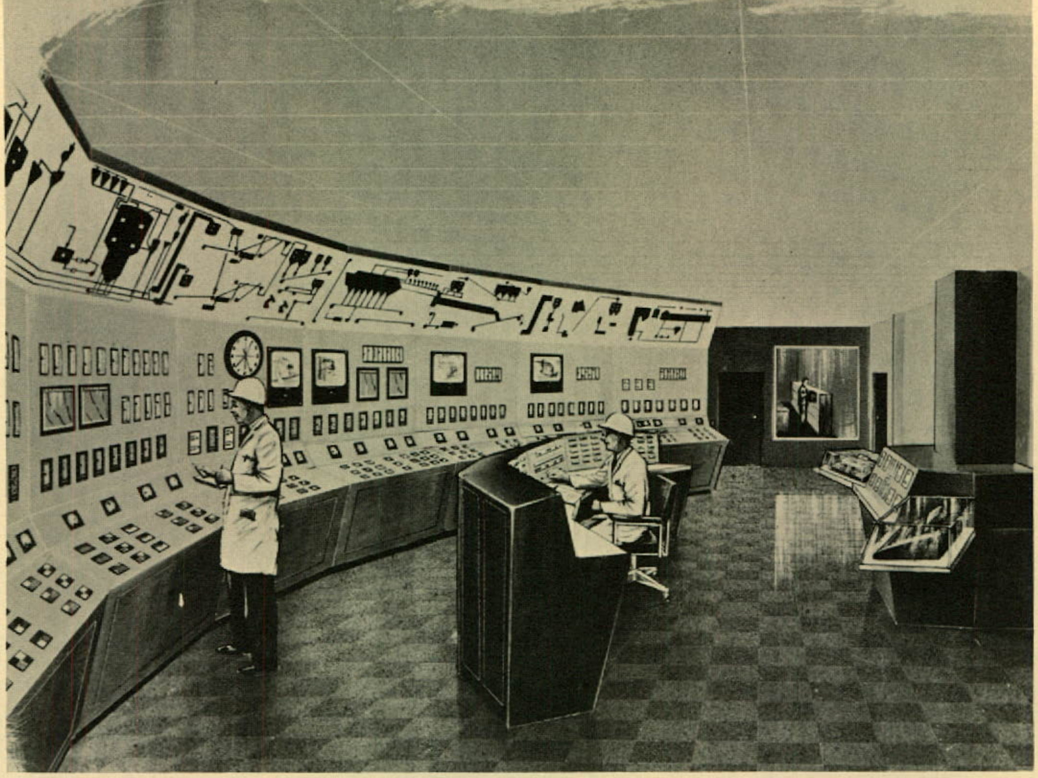
Northern Pigment increased its sales and profits in 1969 over 1968 substantially. Most of the growth occurred in the sale of iron oxide for the ferrite industry. This product is an important adjunct to the electronic industry and with the expected growth in the television and computer fields, and increased use of permanent magnets by the automotive companies, the demands for ferrites should be well maintained. The sale of iron oxide for use as pigment remains steady and Northern Pigment is the only Canadian manufacturer of iron oxide for this purpose. Substantial capital expenditures will be made at Northern Pigment in 1970 as the plant is presently operating close to capacity.

The earnings of Milltronics for 1969 were somewhat disappointing due to the product mix and the difficulty in completing before the end of the year some larger engineering contracts. A solid base for future growth has been laid and while the contribution of this company to Canadian Corporate Management's overall profits is not significant at present, it is developing an outstanding reputation in the mining and processing field for both its proprietary products and its systems engineering capabilities. The attached picture of the central control room for the new Falconbridge nickel-iron concentrator illustrates the type of engineering carried out by the company and is an indication of the technical competence of its staff.

*Steel forging, casting and fabricating*

While the companies in this industry classification did not make as substantial a contribution to the profits of Canadian Corporate Management in 1969 as the companies in the two preceding groups, they have considerable potential for improvement in the future.

Dominion Forge sales were lower than expected in 1969 and its earnings were not significantly higher than in 1968 despite the long strike experienced in that year. However, as has been mentioned in the Directors' Report, a new management team has been introduced into the company and there is every prospect that it will again make a substantial contribution to Canadian Corporate Management's profit position. Under the Automotive Trade Agreement the North American market is open to it and within this market it has certain advantages over its competitors. It is one of the better-equipped



*Central control room for Falconbridge Nickel Mines Limited's nickel-iron concentrator, a typical project designed and engineered by Milltronics Limited.*

independent forging companies on the continent and, despite the current slow-down in the automotive industry, the 1970 earnings of Dominion Forge should show some increase over 1969 and further improvement could be rapid thereafter.

Welmet Industries Limited and its valve division, Guelph Engineering Company, barely broke even in 1968 as a result of the strike in the Welland plant. 1969 showed some improvement but not of a substantial nature, whereas prospects in 1970 appear to be more favourable. A large portion of the Welland plant's sales eventually reach the paper industry and with that industry once more beginning to expand, the potential for Welmet Industries is greatly improved.

Guelph Engineering Company, which supplies valves for the oil and gas pipelines and refineries, should do well with the continuing expansion of the oil and gas industry.

Napanee Industries was reorganized during 1969. New management has been added to the company and a more diversified group of products is now being manufactured. In addition to the building of automatic package boilers and specialized products for the railway companies including certain types of railway cars, the company is expanding into the area of pollution control. Currently, it is fabricating sewage treatment plants and lift stations for use in Canada and the United States and is broadening its activities in the general steel fabrication field.

*Companies written down to estimated realizable value or disposed of*

These companies, which resulted in a substantial loss to Canadian Corporate Management in 1969 will not appear in our statement for 1970.

The Baldrive Company, which was a joint venture to develop and market a hydraulic motor, has been terminated as the sales of the product were not sufficient to support the project.

Rather than make a further investment in the powdered metal parts field it has been decided to dispose of the Sinterings Company, and our investment in it has been written down to estimated realizable value.

In view of the fact that there has been virtually no market for autogenous mills over the past few years, Aerofall Mills Limited has been unprofitable during this period. Under the circumstances, our company has written off its investment in Aerofall Mills Limited as of December 31, 1969.

# CANADIAN CORPORATE MAN

*(Incorporated under th*

*Consolidated Balance*

*(with 1968 Fig*

Assets

| | 1969 | 1968 |
|---|---|---|
| Current Assets: | | |
| Cash - - - - - - - - - - - - - - - - - - - - - | $ 830,027 | $ 1,078,523 |
| Short-term securities at cost - - - - - - - - - - | 554,988 | 175,000 |
| Accounts receivable - - - - - - - - - - - - - - | 14,129,831 | 12,810,334 |
| Receivable on the sale of investments in subsidiary companies - - - - - - - - - - - - - - - | | 3,771,508 |
| Inventories (note 1) - - - - - - - - - - - - - - | 15,840,969 | 15,006,588 |
| Taxes recoverable - - - - - - - - - - - - - - - | 555,388 | 903,094 |
| Prepaid expenses - - - - - - - - - - - - - - - | 200,696 | 147,661 |
| Total current assets - - - - - - - - - - - - | 32,111,899 | 33,892,708 |
| Fixed Assets, at cost (note 2) - - - - - - - - - - - | 26,346,378 | 23,269,682 |
| Less accumulated depreciation - - - - - - - - - | 15,487,015 | 12,984,475 |
| Net fixed assets - - - - - - - - - - - - - - | 10,859,363 | 10,285,207 |
| Other Assets: | | |
| Non-current accounts receivable - - - - - - - - - | 241,034 | 435,662 |
| Mortgages and other investments at the lower of cost or estimated realizable value (note 3) - - - - - - - - | 1,336,537 | 796,294 |
| Patents and lease at cost less amortization - - - - - | 636,021 | 868,477 |
| Total other assets - - - - - - - - - - - - - | 2,213,592 | 2,100,433 |
| | $45,184,854 | $46,278,348 |

*The accompanying notes are an in*

## *Auditors' Report*

To the Shareholders of
Canadian Corporate Management Company Limited:

We have examined the consolidated balance sheet of Canadian Corporate Management Company Limited as at December 31, 1969 and the consolidated statements of income and retained earnings, and source and use 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, except for certain subsidiary companies whose statements have been examined and reported on by other chartered accountants.

In our opinion, which, insofar as it relates to the amounts included for subsidiary companies whose statements have not been examined by us, is based solely on the reports of other chartered accountants,

## GEMENT COMPANY LIMITED

*nada Corporations Act)*

*eet/December 31, 1969*

*for Comparison)*

LIABILITIES AND SHAREHOLDERS' EQUITY

| | 1969 | 1968 |
|---|---|---|
| Current Liabilities: | | |
| Bank advances | $ 2,325,123 | $ 7,092,355 |
| Accounts payable and accrued charges | 7,415,359 | 6,332,210 |
| Taxes due and accrued | 2,582,659 | 1,593,402 |
| Dividend payable | 535,473 | 401,605 |
| Total current liabilities | 12,858,614 | 15,419,572 |
| Deferred Income Taxes | 517,765 | 1,087,931 |
| Minority Interest in Subsidiary Companies | 1,762,273 | 1,695,123 |
| Shareholders' Equity: | | |
| Capital stock | | |
| Authorized—550,000 common shares without nominal or par value | | |
| Issued and fully paid 535,473 shares | 429,373 | 429,373 |
| Retained earnings | 28,599,886 | 26,629,406 |
| Contributed surplus | 1,016,943 | 1,016,943 |
| Total shareholders' equity | 30,046,202 | 28,075,722 |
| | $45,184,854 | $46,278,348 |

*Approved by the Board:*

WALTER L. GORDON, *Director*
L. C. BONNYCASTLE, *Director*

*ral part of the financial statements.*

these financial statements present fairly the financial position of the companies as at December 31, 1969 and the results of their operations and source and use of their funds for the year then ended, in accordance with generally accepted accounting principles. Furthermore, in our opinion, such accounting principles have been applied on a basis consistent with that of the preceding year as restated (see Note 5), except for the change in method of accounting for the investment in a 50%-owned company as explained in Note 4 to the financial statements.

Toronto, Canada
March 2, 1970.

DELOITTE, PLENDER, HASKINS & SELLS
*Chartered Accountants*

# CANADIAN CORPORATE MANAGEMENT COMPANY LIMITED

## *Consolidated Statement of Income and Retained Earnings*

FOR THE YEAR ENDED DECEMBER 31, 1969
(*with 1968 figures for comparison*)

| | 1969 | 1968 |
|---|---|---|
| Sales | $98,713,000 | $89,920,000 |
| Income from operations before providing for the undernoted items | 7,882,450 | 4,680,496 |
| Deduct: | | |
| Depreciation | 1,755,290 | 1,720,489 |
| Amortization of patents and lease | 99,555 | 101,152 |
| (Profit) or loss on disposal of investments and fixed assets | (58,127) | 74,471 |
| Provision for income taxes | 3,247,121 | 1,529,574 |
| | 5,043,839 | 3,425,686 |
| | 2,838,611 | 1,254,810 |
| Add: | | |
| Income from investments | 93,544 | 116,669 |
| Equity in income of 50%-owned company (note 4) | 103,631 | |
| | 197,175 | 116,669 |
| | 3,035,786 | 1,371,479 |
| Deduct interest of minority shareholders in income of subsidiary companies | 351,738 | 273,962 |
| Income for the year before extraordinary items | 2,684,048 | 1,097,517 |
| Income per share before extraordinary items | $5.01 | $2.05 |
| Extraordinary items (note 5): | | |
| Gain on disposal of investments | 525,000 | 631,036 |
| Less write down of the underlying assets of certain subsidiaries and a division to estimated realizable value, less estimated tax reduction of $352,000 (note 3) | 397,337 | |
| | 127,663 | 631,036 |
| Net income for the year | 2,811,711 | 1,728,553 |
| Retained earnings at beginning of the year | 26,629,406 | 27,061,787 |
| Add equity in 50%-owned company in excess of cost of investment at beginning of the year (note 4) | 95,847 | |
| | 29,536,964 | 28,790,340 |
| Deduct: | | |
| Dividends ($1.75 per share; 1968—$1.50 per share) | 937,078 | 803,210 |
| Write-off of goodwill attributed to patents | | 1,357,724 |
| | 937,078 | 2,160,934 |
| Retained earnings at end of the year | $28,599,886 | $26,629,406 |

## *Notes to the Consolidated Financial Statements, December 31, 1969.*

1. Inventories are stated at the lower of cost or market with cost being determined substantially on a first in, first out basis. The market value of finished goods represents net realizable value and for other inventories represents replacement cost. At December 31, 1969 the inventories are as follows:

| | |
|---|---|
| Finished goods | $ 7,187,949 |
| Work in process | 2,148,187 |
| Raw materials | 6,504,833 |
| | $15,840,969 |

2. The major categories of fixed assets and related accumulated depreciation at December 31, 1969 are as follows:

| | Fixed assets | Accumulated depreciation | Rates |
|---|---|---|---|
| Buildings | $ 6,627,991 | $ 2,513,869 | 4 to 10% |
| Machinery and equipment | 18,157,779 | 12,866,056 | 20 to 30% |
| Leasehold improvements | 216,994 | 107,090 | Term of lease |
| | 25,002,764 | 15,487,015 | |
| Land | 1,343,614 | | |
| | $26,346,378 | $15,487,015 | |

It is the companies' practice to provide for depreciation of buildings, machinery and equipment under the declining-balance method at the rates shown above and to provide for depreciation of leasehold improvements on a straight-line basis over the terms of the respective leases.

## CANADIAN CORPORATE MANAGEMENT COMPANY LIMITED

*Allocation of Sales and Income before Extraordinary Items by Class of Business*
*(expressed in thousands of dollars)*

| | 1969 | | | 1968 | | |
|---|---|---|---|---|---|---|
| | Sales | Income before extra-ordinary items (see note below) | Income per share before extraordinary items (expressed in dollars) | Sales | Income before extra-ordinary items (see note below) | Income per share before extraordinary items (expressed in dollars) |
| Merchandising | $40,400 | $1,227 | $2.29 | $32,695 | $ 814 | $1.52 |
| IEC-Holden Ltd.<br>The Larkin Lumber Company Limited<br>New Method Laundry Company Limited | | | | | | |
| Light manufacturing and processing | 27,607 | 1,399 | 2.61 | 23,499 | 978 | 1.83 |
| Canadian Chromalox Company<br>Milltronics Limited<br>Northern Pigment Company Limited<br>Richardson, Bond & Wright Limited | | | | | | |
| Steel forging, casting and fabricating | 28,532 | 422 | .79 | 20,762 | (78) | (.15) |
| Dominion Forge Company<br>Napanee Industries (1962) Ltd.<br>Welmet Industries Limited | | | | | | |
| | 96,539 | 3,048 | 5.69 | 76,956 | 1,714 | 3.20 |
| Companies written down to estimated realizable value or disposed of (note 3) | 2,174 | (364) | (.68) | 12,964 | (616) | (1.15) |
| Aerofall Mills Limited<br>The Baldrive Company<br>Sinterings | | | | | | |
| Companies disposed of in 1968—<br>Canadian Motorola Electronics Company<br>Mechanics for Electronics, Inc. | | | | | | |
| Total | $98,713 | $2,684 | $5.01 | $89,920 | $1,098 | $2.05 |

Note—The income before extraordinary items is after deducting the interest of minority shareholders in the income of certain subsidiaries and the allocation of Head Office expenses on the basis of income.

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At December 31, 1969 a subsidiary had commitments amounting to $2,650,000 for the purchase of equipment and for the completion of construction of a building.

3. At December 31, 1969 the company wrote down its investment in the underlying assets of Aerofall Mills Limited and of Sinterings to the estimated realizable value. The assets and liabilities of these companies have not been consolidated in 1969 but rather the written down value is included on the balance sheet in "mortgages and other investments"; the losses incurred by the companies during the year are included in operating income and the amount of the write down of Canadian Corporate Management Company Limited's investment is shown as an extraordinary loss.

4. In prior years, it was the practice to carry the investment in a 50%-owned company at cost, and to include in income the share of earnings of that company only to the extent of dividends received. In 1969, the equity method of accounting for this investment was adopted. As a result, the carrying value of the investment has been adjusted to reflect the equity in the underlying net assets, and the equity in the earnings of the 50%-owned company has been included in income. After allowing for minority interest, net income for the year and retained earnings have been increased by $55,260 and $95,847 respectively, as a result of this change in practice.

5. In prior years, the companies followed the practice of presenting extraordinary items as transactions in the retained earnings account. For the current year the companies adopted the practice of presenting extraordinary items in the income statement. For purposes of comparison, the gain on disposal of investments in 1968 has been reclassified in the financial statements as an extraordinary item.

6. Remuneration of directors and senior officers, as defined in the Ontario Securities Act, totalled $429,722. Of this total, $310,597 represented remuneration paid to the company's directors, including directors holding salaried employment.

7. At December 31, 1969 the unfunded past service costs of employees' pension plans amount to $3,040,000 ($3,438,000 in 1968) actuarially estimated. This amount will be charged to operations over a twenty year period.

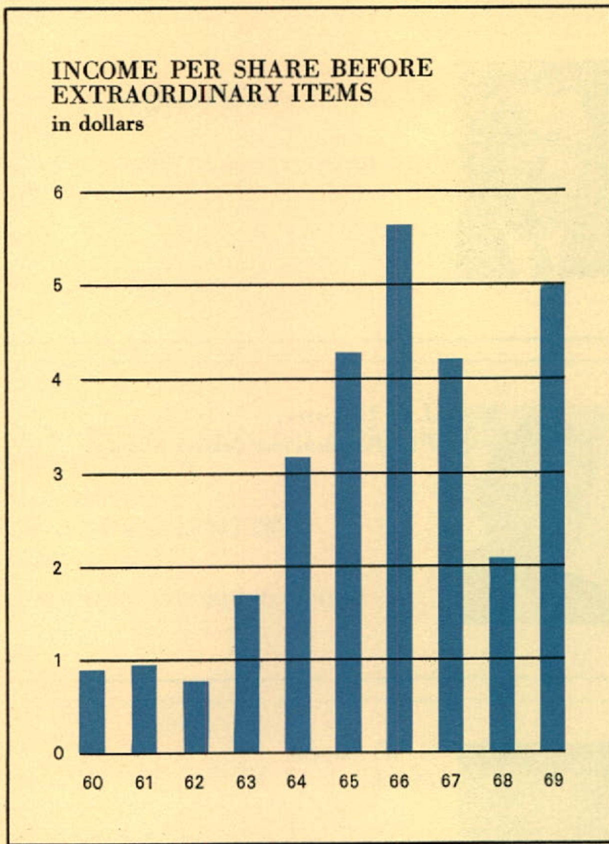
## CANADIAN CORPORATE MANAGEMENT COMPANY LIMITED

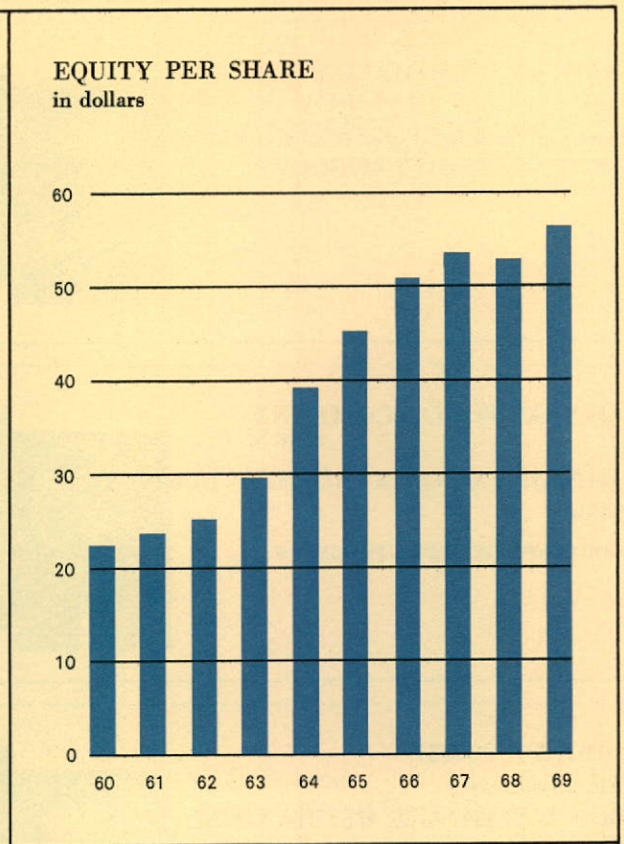
### *Consolidated Statement of Source and Use of Funds*

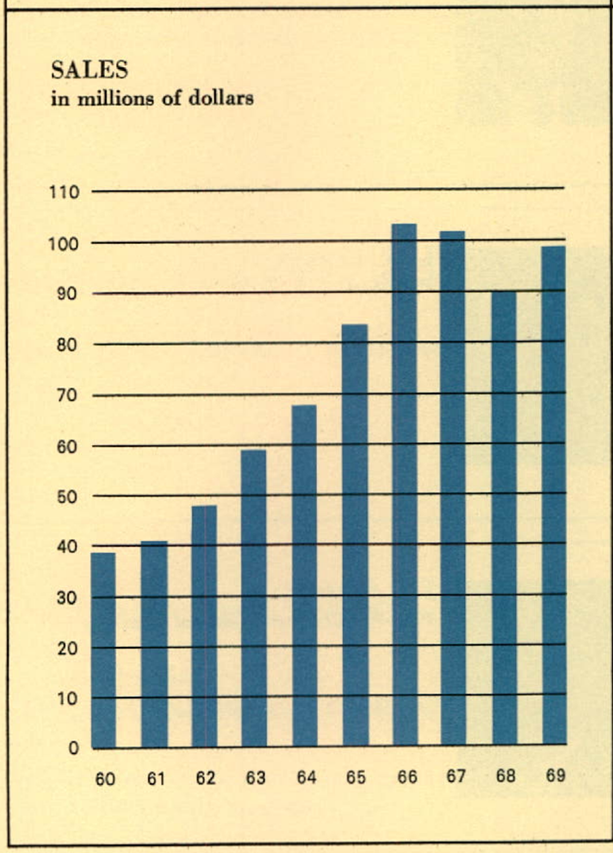
FOR THE YEAR ENDED DECEMBER 31, 1969
*(with 1968 figures for comparison)*

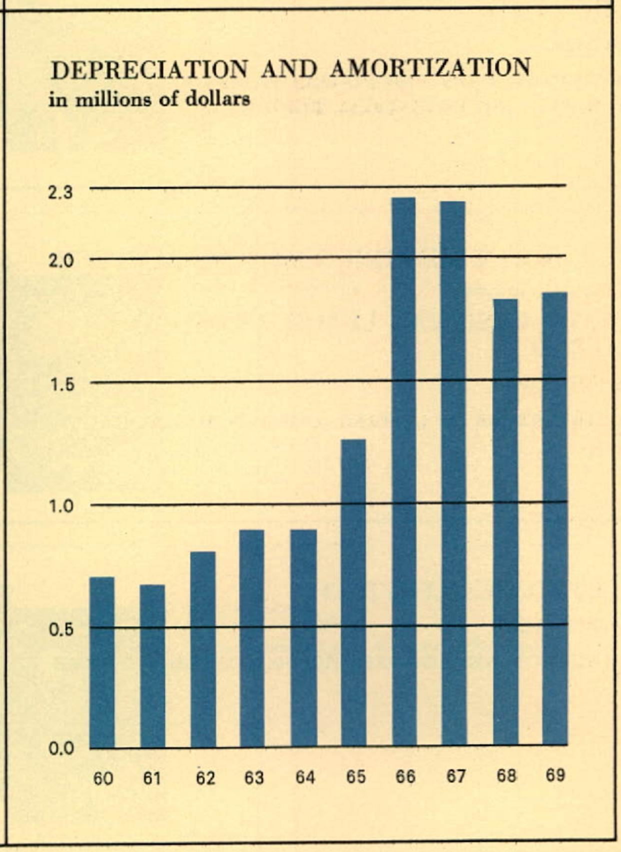
| | 1969 | 1968 |
|---|---|---|
| **SOURCE OF FUNDS:** | | |
| Net income for the year after extraordinary items | $ 2,811,711 | $ 1,728,553 |
| Add (deduct) items not requiring an outlay of funds: | | |
| Depreciation and amortization | 1,854,845 | 1,821,641 |
| Decrease in deferred income taxes | (570,166) | (34,466) |
| Write down of net non current assets of companies not consolidated (note 3) | 478,303 | |
| Funds from operations | 4,574,693 | 3,515,728 |
| Increase in minority interest in subsidiary companies | 325,555 | 228,145 |
| Net book value of fixed asset disposals | 98,019 | 656,691 |
| Recovery of special refundable tax | | 182,680 |
| Decrease in non-current accounts receivable | 194,628 | 60,832 |
| Equity in 50%-owned company in excess of cost of investment at beginning of the year (note 4) | 95,847 | |
| Total | 5,288,742 | 4,644,076 |
| **USE OF FUNDS:** | | |
| Purchases of fixed assets | 3,226,743 | 1,609,498 |
| Dividends | 937,078 | 803,210 |
| Increase in mortgages and other investments | 344,772 | 161,516 |
| Total | 4,508,593 | 2,574,224 |
| Increase in working capital | 780,149 | 2,069,852 |
| Working capital at beginning of the year | 18,473,136 | 16,403,284 |
| Working capital at end of the year | $19,253,285 | $18,473,136 |

The accompanying notes are an integral part of the financial statements.


INCOME PER SHARE BEFORE EXTRAORDINARY ITEMS
in dollars
6
5
4
3
2
1
0
60 61 62 63 64 65 66 67 68 69


EQUITY PER SHARE
in dollars
60
50
40
30
20
10
0
60 61 62 63 64 65 66 67 68 69


SALES
in millions of dollars
110
100
90
80
70
60
50
40
30
20
10
0
60 61 62 63 64 65 66 67 68 69


DEPRECIATION AND AMORTIZATION
in millions of dollars
2.3
2.0
1.5
1.0
0.5
0.0
60 61 62 63 64 65 66 67 68 69

# CANADIAN CORPORATE MANAGEMENT COMPANY LIMITED

## Annual Report 1969