

C

**THE CANADIAN BANK  
OF COMMERCE**

---

**ANNUAL REPORT**

**30th NOVEMBER, 1921**



**THE CANADIAN BANK  
OF COMMERCE**



**ANNUAL REPORT**

**30TH NOVEMBER, 1921**



# THE CANADIAN BANK OF COMMERCE

---

CAPITAL PAID-UP - - - - - \$15,000,000  
 REST - - - - - 15,000,000

---

## DIRECTORS

SIR EDMUND WALKER, C.V.O., LL.D., D.C.L. . . . . PRESIDENT  
 SIR JOHN AIRD  
 RT. HON. SIR THOMAS WHITE, K.C.M.G. . . . . } VICE PRESIDENTS

SIR JOSEPH FLAVELLE, BART., LL.D.	H. J. FULLER, Esq.
A. KINGMAN, Esq.	F. P. JONES, Esq.
E. R. WOOD, Esq.	H. C. COX, Esq.
ROBERT STUART, Esq.	C. N. CANDEE, Esq.
SIR JOHN M. GIBSON, K.C.M.G., K.C., LL.D.	W. W. HUTCHISON, Esq.
G. F. GALT, Esq.	H. R. SILVER, Esq.
A. C. FLUMERFELT, Esq.	J. A. RICHARDSON, Esq.
HON. GEO. G. FOSTER, K.C.	T. A. RUSSELL, Esq.
CHAS. COLBY, Esq., Ph.D., LL.D.	SIR ALEXANDER MACKENZIE, K.B.E.
G. W. ALLAN, Esq., K.C.	MILLER LASH, Esq., K.C.

---

## LONDON COMMITTEE

WILLIAM C. WARD, Esq., Chairman  
 HENRY J. GARDINER, Esq.

---

## HALIFAX COMMITTEE

H. N. WALLACE, Esq., Chairman  
 C. W. ANDERSON, Esq. . . . . W. J. G. THOMSON, Esq.

---

## SHERBROOKE COMMITTEE

JAMES MACKINNON, Esq., Chairman  
 F. N. McCREA, Esq., M.P. . . . . B. C. HOWARD, Esq.



# THE CANADIAN BANK OF COMMERCE

## HEAD OFFICE: TORONTO

GENERAL MANAGER . . . . .	Sir John Aird
ASSISTANT GENERAL MANAGER . . . . .	H. V. F. Jones
GENERAL SUPERVISOR . . . . .	R. A. Rumsey
ASSISTANT GENERAL SUPERVISOR . . . . .	A. E. Tayler
SECRETARY . . . . .	A. St. L. Trigge
ASSISTANT SECRETARY . . . . .	P. H. Nowers
SUPERVISOR OF BANK PREMISES . . . . .	Duncan Donald

### FOREIGN DEPARTMENT

SUPERVISOR . . . . .	S. H. Logan
ASSISTANT SUPERVISORS . . . . .	{ H. P. van Gelder R. B. Buckerfield

### DISTRICT SUPERINTENDENTS

PACIFIC COAST . . . . .	H. H. Morris, Vancouver
ALBERTA . . . . .	J. B. Corbet, Calgary
MANITOBA AND SASKATCHEWAN . . . . .	C. W. Rowley, Winnipeg
ONTARIO . . . . .	Wm. Hogg, Toronto
EASTERN TOWNSHIPS.. . . . .	E. L. Stewart Patterson, Sherbrooke
MARITIME PROVINCES AND NEWFOUNDLAND	D. Macgillivray, Halifax

### INSPECTION DEPARTMENT

CHIEF INSPECTOR . . . . .	J. A. C. Kemp
---------------------------	---------------

#### INSPECTORS

B. P. Alley, E. C. Grundy, M. D. Hamilton, A. K. Harvie, E. E. Henderson, H. G. Hurlburt, A. P. Taylor, W. Spier.

#### ASSISTANT INSPECTORS

W. Alexander, W. Barry, Hugh Baillie, A. F. Garland, R. J. Holmes, Wm. Lennie, C. G. Lewis, R. K. McCarthy, H. H. McKee, A. McKenzie, A. G. Mordy, J. Moreton, J. C. Munro, G. A. Taylor, S. M. Wedd, T. B. Weatherbee.

#### AUDITOR

F. V. Lumb

#### AUDIT OFFICERS

R. C. Blundell, V. Curran, T. C. Floyd, N. J. H. Hodgson, H. F. Liggins, B. W. Luke, L. G. T. Lynch, A. MacLennan, E. E. W. Rhodes, H. L. Sadlier.

## BRANCHES

### BRITISH COLUMBIA AND YUKON—

ANYOX . . . . .	J. D. LEWIS . . . . .	Act. Mgr.
CHILLIWACK . . . . .	GEO. J. WATT . . . . .	"
COLLINGWOOD EAST . . . . .	W. M. FRASER . . . . .	Manager
COURTENAY . . . . .	F. C. BROCK . . . . .	"
CRANBROOK . . . . .	J. H. McQUAID . . . . .	"
CRESTON . . . . .	C. G. BENNETT . . . . .	"
CUMBERLAND . . . . .	J. GRAINGER . . . . .	Act. Mgr.
DAWSON, YUKON . . . . .	D. C. THOMSON . . . . .	Manager
DUNCAN . . . . .	A. J. MARLOW . . . . .	"
ESQUIMALT . . . . .	R. S. ROSS . . . . .	Act. Mgr.
FERNIE . . . . .	E. H. WOOD . . . . .	Manager
GOLDEN . . . . .	G. GEDDIE . . . . .	Act. Mgr.
GRAND FORKS . . . . .	WM. G. FERRIS . . . . .	Manager
GREENWOOD . . . . .	L. E. BRAWDERS . . . . .	"
KAMLOOPS . . . . .	G. S. HOLT . . . . .	"
KELOWNA . . . . .	N. M. FOULKES . . . . .	"
KEREMEOS . . . . .	E. F. CORBET . . . . .	"
LADNER . . . . .	W. F. GRANGER . . . . .	"
LADYSMITH . . . . .	A. G. VERCHERE . . . . .	"
MARPOLE . . . . .	F. C. O. EDWARDS . . . . .	Act. Mgr.
MISSION CITY . . . . .	W. H. MATHEWSON . . . . .	Manager
NAKUSP . . . . .	WM. MURRAY . . . . .	Act. Mgr.
NANAIMO . . . . .	E. H. BIRD . . . . .	Manager
NELSON . . . . .	F. C. WHITEHOUSE . . . . .	"
NEW WESTMINSTER . . . . .	C. W. HALLAMORE . . . . .	"
NORTH VANCOUVER . . . . .	C. R. MYERS . . . . .	Act. Mgr.
OLIVER . . . . .	J. D. SMITH . . . . .	"
PARKSVILLE . . . . .	H. T. NEWMARCH . . . . .	Manager
PENTICTON . . . . .	THOMAS ANDREWS . . . . .	"
POUCE COUPE . . . . .	A. J. DUTHIE . . . . .	"
POWELL RIVER . . . . .	H. A. McILWAIN . . . . .	"
PRINCE GEORGE . . . . .	T. OGG . . . . .	"
PRINCE RUPERT . . . . .	S. K. CAMPBELL . . . . .	"
PRINCETON . . . . .	H. C. B. LUCAS . . . . .	"
QUESNEL . . . . .	F. G. EXSHAW . . . . .	Act. Mgr.
REVELSTOKE . . . . .	E. G. SANFORD . . . . .	Manager
SALMON ARM . . . . .	G. M. HARMAN . . . . .	Act. Mgr.
SOUTH HILL . . . . .	P. S. WOOD . . . . .	Manager
SQUAMISH . . . . .	J. M. KENT . . . . .	Act. Mgr.
TRAIL . . . . .	J. R. McLENNAN . . . . .	"
VANCOUVER . . . . .	{ G. V. HOLT . . . . .	Manager
	{ P. B. FOWLER . . . . .	Asst. Mgr.
Do. COMMERCIAL DRIVE . . . . .	HENRY S. OATS . . . . .	Act. Mgr.
Do. EAST . . . . .	C. W. DURRANT . . . . .	Manager
Do. FAIRVIEW . . . . .	W. H. JAMES . . . . .	"
Do. HASTINGS AND CAMBIE . . . . .	F. L. CRAWFORD . . . . .	"
Do. KITSILANO . . . . .	P. GOMERY . . . . .	"
Do. MOUNT PLEASANT . . . . .	HUBERT HAINES . . . . .	"
Do. POWELL ST. . . . .	JOHN MILLER . . . . .	Act. Mgr.
Do. ROBSON ST. . . . .	G. A. BONNALLIE . . . . .	Manager
Do. VANCOUVER HEIGHTS . . . . .	A. D. HARRIS . . . . .	"
Do. VICTORIA ROAD . . . . .	H. J. MCKENZIE . . . . .	Act. Mgr.



BRANCHES—Continued

VANDERHOOF . . . . .	W. M. BLACKSTOCK . . . . .	Manager
VERNON . . . . .	J. I. E. CORBET . . . . .	"
VICTORIA . . . . .	{ W. H. HARGRAVE . . . . .	"
	{ F. A. WYLIE . . . . .	Asst. Mgr.
Do. DOUGLAS & CORMORANT . . . . .	K. V. MUNRO . . . . .	Manager
Do. NORTH . . . . .	H. R. BEAVEN . . . . .	"
Do. OAK BAY AVE. . . . .	H. T. WINSBY . . . . .	Act. Mgr.
WEST SUMMERLAND . . . . .	A. B. MORKILL . . . . .	Manager
WHITE HORSE, YUKON . . . . .	J. C. NEWMARCH . . . . .	"
WILLIAMS LAKE . . . . .	L. P. DALLAIRE . . . . .	Act. Mgr.

SUB-AGENCIES

	Sub-Agency to	Open for business
CHEMAINUS . . . . .	Duncan . . . . .	Thur., Fri. and Sat.
COBBLE HILL . . . . .	Duncan . . . . .	Mon., Tues. and Wed.
HATZIC . . . . .	Mission City . . . . .	Tues. and Fri.
MATSQUI . . . . .	Mission City . . . . .	Mon., Wed. and Fri.

ALBERTA—

BASSANO . . . . .	A. F. MACCALLUM . . . . .	Manager
BAWLf . . . . .	G. C. PROCTOR . . . . .	"
BEAVER LODGE . . . . .	A. V. McLEAN . . . . .	"
CADOGAN . . . . .	R. J. WARD . . . . .	"
CALGARY . . . . .	{ A. MAYBEE . . . . .	"
	{ H. V. B. HILL . . . . .	Asst. Mgr.
Do. EAST . . . . .	J. A. CLARK . . . . .	Manager
Do. FIRST ST. WEST . . . . .	H. I. MILLAR . . . . .	"
CARMANGAY . . . . .	W. R. HENDERSON . . . . .	"
CHAMPION . . . . .	J. V. STEEL . . . . .	"
CLARESHOLM . . . . .	G. SHEARER . . . . .	"
COLEMAN . . . . .	W. L. RIPPON . . . . .	"
CROSSFIELD . . . . .	F. I. BATCHELLER . . . . .	"
DELIA . . . . .	R. C. AMES . . . . .	"
DRUMHELLER . . . . .	J. H. EAKIN . . . . .	"
ECKVILLE . . . . .	I. M. HALLIDAY . . . . .	Act. Mgr.
EDMONTON . . . . .	{ H. C. MORRIS . . . . .	Manager
Do. JASPER AVE., AND 102ND ST. . . . .		
Do. SOUTH . . . . .	R. B. BUCHANAN . . . . .	"
ELK POINT . . . . .	J. J. MACMAHON . . . . .	"
EMPRESS . . . . .	E. L. KENNY . . . . .	"
GIBBONS . . . . .	W. COCKERAM . . . . .	"
GLEICHEN . . . . .	L. CUTHBERT . . . . .	"
GRANDE PRAIRIE . . . . .	A. W. PENTLAND . . . . .	"
GRANUM . . . . .	F. W. WEST . . . . .	"
HANNA . . . . .	AND. LAURIE . . . . .	"
HARDISTY . . . . .	ROBT. HARPUR . . . . .	"
HIGH PRAIRIE . . . . .	D. MILNE . . . . .	"
HIGH RIVER . . . . .	W. D. ELLIOT . . . . .	"
INNISFAIL . . . . .	F. J. MACCOUN . . . . .	"
INNISFREE . . . . .	J. W. ROBERTSON . . . . .	"
IRRICANA . . . . .	G. C. WILTON . . . . .	"
KITSCOTY . . . . .	E. MASON . . . . .	"
LAKE SASKATOON . . . . .	F. W. YEATS . . . . .	"
LETHBRIDGE . . . . .	K. W. REIKIE . . . . .	"

BRANCHES—Continued

LOUGHEED . . . . .	A. H. MILLER . . . . .	Manager
MACLEOD . . . . .	C. A. MERCER . . . . .	"
MANNVILLE . . . . .	R. P. THOMPSON . . . . .	"
MANYBERRIES . . . . .	D. T. MUNROE . . . . .	"
MEDICINE HAT . . . . .	C. H. NILES . . . . .	"
MILK RIVER . . . . .	JAMES STILL . . . . .	"
MONITOR . . . . .	J. C. MATHESON . . . . .	"
NANTON . . . . .	A. L. JENSEN . . . . .	"
NORDEGG . . . . .	D. M. SINCLAIR . . . . .	"
OLDS . . . . .	R. N. AYLWARD . . . . .	"
PARKLAND . . . . .	J. H. WHEELER . . . . .	"
PEACE RIVER . . . . .	K. S. G. JORGENSEN . . . . .	"
PINCHER CREEK . . . . .	F. L. RHODES . . . . .	"
PONOKA . . . . .	G. E. CLARKE . . . . .	"
PROVOST . . . . .	D. B. SMITH . . . . .	"
RADWAY CENTRE . . . . .	A. NELSON . . . . .	"
RED DEER . . . . .	H. B. MAUNSELL . . . . .	"
RETLAW . . . . .	W. B. ALLEN . . . . .	"
ROCHFORD . . . . .	G. C. SAUNDERS . . . . .	"
ROCKYFORD . . . . .	R. ROBERTS . . . . .	"
ROSEBUD CREEK . . . . .	A. C. SCOTT . . . . .	"
ST. PAUL DE METIS . . . . .	J. N. GOSSELIN . . . . .	"
SEDGEWICK . . . . .	J. D. BURPEE . . . . .	"
STAVELY . . . . .	K. G. NOURSE . . . . .	"
STONY PLAIN . . . . .	D. A. STUART . . . . .	"
TABER . . . . .	C. W. COCHLAN . . . . .	"
VEGREVILLE . . . . .	M. L. GORDON . . . . .	"
VERMILION . . . . .	J. WALKER . . . . .	"
VIKING . . . . .	R. CHRISTY . . . . .	"
VILNA . . . . .	J. POLLOCK . . . . .	"
VULCAN . . . . .	F. J. STEWART . . . . .	"
WARNER . . . . .	W. W. ORR . . . . .	"
WETASKIWIN . . . . .	R. N. SHAW . . . . .	"
YOUNGSTOWN . . . . .	J. BLACK . . . . .	"
SASKATCHEWAN—		
ADMIRAL . . . . .	J. F. BERRY . . . . .	"
BEATTY . . . . .	G. L. NASH . . . . .	"
BENGOUGH . . . . .	W. ROWLAND . . . . .	"
BIGGAR . . . . .	S. H. CURRAN . . . . .	"
BIRCH HILLS . . . . .	A. H. MUNROE . . . . .	"
BLAINE LAKE . . . . .	C. MACKENZIE . . . . .	"
BRIERCREST . . . . .	J. R. CROMARTY . . . . .	"
BRODERICK . . . . .	F. P. BOYCE . . . . .	"
BUCHANAN . . . . .	GEO. S. NUNNS . . . . .	"
CANORA . . . . .	D. S. DUNN . . . . .	"
CENTRAL BUTTE . . . . .	R. J. FORBES . . . . .	"
CUDWORTH . . . . .	C. E. D. KENNEDY . . . . .	"
DELISLE . . . . .	F. A. STUART . . . . .	"
DRINKWATER . . . . .	G. G. MAYNARD . . . . .	"
EDAM . . . . .	A. E. KUHN . . . . .	"
ELBOW . . . . .	F. L. WATTERS . . . . .	"
ELFROS . . . . .	E. P. CHARLES . . . . .	"
ELSTOW . . . . .	W. T. HAMILTON . . . . .	"

BRANCHES—Continued

FISKE . . . . .	T. L. PREST	Manager
HAFFORD . . . . .	C. HESS . . . . .	"
HAWARDEN . . . . .	WM. BULLOCK . . . . .	"
HERBERT . . . . .	J. B. SMITH . . . . .	"
HUMBOLDT . . . . .	A. F. MCCONKEY . . . . .	"
HYAS . . . . .	M. D. SMITH . . . . .	"
ITUNA . . . . .	L. T. RAND . . . . .	"
KAMSACK . . . . .	J. D. ANDRAS . . . . .	"
KELVINGTON . . . . .	A. H. WELTIN . . . . .	"
KERROBERT . . . . .	A. R. GRAHAM . . . . .	"
KINCAID . . . . .	ANDREW SMITH . . . . .	"
KINDERSLEY . . . . .	G. H. WINSTANLEY . . . . .	"
LANGHAM . . . . .	R. GEDDES . . . . .	"
LASHBURN . . . . .	J. A. McDONALD . . . . .	"
LESLIE . . . . .	P. S. COBB . . . . .	"
LOYDMINSTER . . . . .	H. S. BRUCE . . . . .	"
LUCKY LAKE . . . . .	D. MUNRO . . . . .	"
MARCELIN . . . . .	W. L. WATSON . . . . .	"
MARSHALL . . . . .	H. G. T. MANN . . . . .	"
MELFORT . . . . .	G. L. NASH . . . . .	"
MELVILLE . . . . .	C. B. NARRAWAY . . . . .	"
MILESTONE . . . . .	J. E. GRASSETT . . . . .	"
MOOSEJAW . . . . .	J. CAMERON . . . . .	"
MOOSOMIN . . . . .	B. L. BROWN . . . . .	"
MORSE . . . . .	C. L. WHITBY . . . . .	"
NAICAM . . . . .	A. D. GUN . . . . .	"
NIPAWIN . . . . .	H. W. MAHLER . . . . .	"
NOKOMIS . . . . .	M. ST. C. MCLEAN . . . . .	"
NORQUAY . . . . .	H. E. LEWIS . . . . .	"
NORTH BATTLEFORD . . . . .	A. HAMILTON . . . . .	"
NUTANA . . . . .	G. C. B. BAILLIE . . . . .	"
PATHLOW . . . . .	L. W. NEWSOM . . . . .	"
PRINCE ALBERT . . . . .	A. J. REYNOLDS . . . . .	"
RADISSON . . . . .	L. M. PERKINS . . . . .	"
RADVILLE . . . . .	J. D. MCKENZIE . . . . .	"
REGINA . . . . .	D. H. GORDON . . . . .	"
RICHARD . . . . .	J. C. MACPHERSON . . . . .	"
RIVERHURST . . . . .	R. G. McLELLAN . . . . .	"
ST. BRIEUX . . . . .	CLEM. J. MOREAU . . . . .	"
ST. WALBURG . . . . .	J. R. SCOTT . . . . .	Act. Mgr.
SASKATOON . . . . .	W. J. SAVAGE . . . . .	Manager
SEMANS . . . . .	REG'D W. WINFIELD . . . . .	"
SHIAUNAVON . . . . .	WILLIAM KIDD . . . . .	"
SHELLBROOK . . . . .	H. K. BAIRD . . . . .	"
SPEERS . . . . .	W. N. MAYNARD . . . . .	"
STAR CITY . . . . .	J. F. FRASER . . . . .	"
SWIFT CURRENT . . . . .	R. M. McCAUL . . . . .	"
TRAMPING LAKE . . . . .	G. RENNISON . . . . .	Act. Mgr.
TUGASKE . . . . .	L. V. RAY . . . . .	Manager
TURTLEFORD . . . . .	C. BOSSONS . . . . .	"
VONDA . . . . .	R. B. MACKAY . . . . .	"
WADENA . . . . .	S. DUNBAR . . . . .	"
WATROUS . . . . .	A. H. MARCON . . . . .	"
WATSON . . . . .	J. W. OLIVER . . . . .	"

## BRANCHES—Continued

WEYBURN . . . . .	H. J. NEALE . . . . .	Manager
WILCOX . . . . .	H. R. MAIN . . . . .	"
WILLOW BROOK . . . . .	J. R. RICHES . . . . .	"
WILLOW BUNCH . . . . .	J. R. GRANT . . . . .	"
WISETON . . . . .	W. R. DAVIES . . . . .	"
YELLOWGRASS . . . . .	E. G. OGILVIE . . . . .	"
YORKTON . . . . .	W. G. HAMILTON . . . . .	"
MANITOBA—		
ARBORG . . . . .	N. H. STOUT . . . . .	Manager
BASSWOOD . . . . .	H. D. AITKEN . . . . .	"
BRANDON . . . . .	J. C. RIDDELL . . . . .	"
CARMAN . . . . .	V. M. DUNLEVIE . . . . .	"
DAUPHIN . . . . .	CHAS. PADLEY . . . . .	"
ELGIN . . . . .	H. H. LOWE . . . . .	"
ELKHORN . . . . .	R. H. BROTHERHOOD . . . . .	"
GILBERT PLAINS . . . . .	JOHN D. SIM . . . . .	"
GRANDVIEW . . . . .	A. W. CHAMBERS . . . . .	"
HEADINGLY . . . . .	D. C. MUNRO . . . . .	"
NEEPAWA . . . . .	H. L. WETHEY . . . . .	"
OCHRE RIVER . . . . .	J. DUNCAN . . . . .	"
PORTAGE LA PRAIRIE . . . . .	A. J. MAYNARD . . . . .	"
RIVERS . . . . .	R. M. TUCKER . . . . .	"
ST. NORBERT . . . . .	P. L. DROUIN . . . . .	"
SIFTON . . . . .	THOS. WINSBY . . . . .	"
SWAN RIVER . . . . .	S. H. BRAY . . . . .	"
TEULON . . . . .	G. H. WATSON . . . . .	"
THE PAS . . . . .	C. R. NEELY . . . . .	"
TRANSCONA . . . . .	R. C. HAYWARD . . . . .	"
TREHERNE . . . . .	R. P. MORRISON . . . . .	"
VIRDEN . . . . .	D. M. KYDD . . . . .	"
WINNIPEG . . . . .	C. G. K. NOURSE . . . . .	"
	W. V. GORDON . . . . .	Asst. Mgr.
Do. ALEXANDER AVE. . . . .	D. FITZGERALD . . . . .	Manager
Do. ARLINGTON & NOTRE DAME . . . . .	G. G. SUTHERLAND . . . . .	Act. Mgr.
Do. BLAKE STREET . . . . .	C. MACMILLAN . . . . .	Manager
Do. ELMWOOD . . . . .	D. H. TOLMIE . . . . .	"
Do. FORT ROUGE . . . . .	W. M. MCKIE . . . . .	"
Do. KELVIN STREET . . . . .	F. G. MATKIN . . . . .	"
Do. NORTH . . . . .	C. F. A. GREGORY . . . . .	"
Do. NOTRE DAME . . . . .	J. McL. MCGOWN . . . . .	"
Do. PORTAGE AVE. . . . .	H. O. SHURTLEFF . . . . .	"
Do. ST. JAMES . . . . .	A. GORDON . . . . .	"
Do. SELKIRK & MCGREGOR . . . . .	G. W. SUTHERLAND . . . . .	"
Do. STAFFORD & GROSVENOR . . . . .	A. S. SWINFORD . . . . .	"
ONTARIO—		
AMHERSTBURG . . . . .	S. M. JOHNSTON . . . . .	Manager
AYR . . . . .	C. MURRAY STEWART . . . . .	"
BADEN . . . . .	J. H. SMITH . . . . .	"
BARRIE . . . . .	H. M. LAY . . . . .	"
BEAMSVILLE . . . . .	A. D. HENDERSON . . . . .	"
BELLEVILLE . . . . .	A. Y. SNIDER . . . . .	"
BIRCH CLIFF . . . . .	A. H. BURLAND . . . . .	"
BLENHEIM . . . . .	O. F. ANDERSON . . . . .	"

BRANCHES—Continued

BRANTFORD . . . . .	H. W. FITTON . . . . .	Manager
BRIGHTON . . . . .	R. Y. BUGLASS . . . . .	"
BROCKVILLE . . . . .	W. C. JAMES . . . . .	"
CAPREOL . . . . .	S. A. SEXSMITH . . . . .	"
CARLETON PLACE . . . . .	G. E. SCROGGIE . . . . .	"
CAYUGA . . . . .	F. S. KENT . . . . .	"
CHATHAM . . . . .	J. SIMON . . . . .	"
COBALT . . . . .	H. G. MATHEWSON . . . . .	"
COLLINGWOOD . . . . .	J. McE. MURRAY . . . . .	"
CONISTON . . . . .	H. DUNCAN . . . . .	"
CORNWALL . . . . .	A. E. CURRIE . . . . .	"
CREDITON . . . . .	} R. S. WILSON . . . . .	"
DASHWOOD . . . . .		"
DRESDEN . . . . .	S. B. NICOLL . . . . .	"
DUNDAS . . . . .	J. A. FORSTER . . . . .	"
DUNNVILLE . . . . .	G. E. PARKES . . . . .	"
ECHO BAY . . . . .	D. G. KENNEDY . . . . .	"
EMO . . . . .	F. A. MATHESON . . . . .	"
EXETER . . . . .	F. A. CHAPMAN . . . . .	"
FORD . . . . .	W. J. MCHUGH . . . . .	"
FOREST . . . . .	W. J. F. ROSS . . . . .	"
FORT FRANCES . . . . .	A. F. TURNER . . . . .	"
FORT WILLIAM . . . . .	GEO. E. EWING . . . . .	"
GALT . . . . .	C. E. A. DOWLER . . . . .	"
GANANOQUE . . . . .	A. W. WHITE . . . . .	"
GODERICH . . . . .	G. WILLIAMS . . . . .	"
GRIMSBY . . . . .	A. C. TURNER . . . . .	"
GUELPH . . . . .	W. HILBORN . . . . .	"
HAMILTON . . . . .	} D. B. DEWAR . . . . .	"
		Jas. C. Dow . . . . .
Do. BARTON ST. AND SHERMAN AVE. . . . .	R. J. HEPBURN . . . . .	Manager
Do. OTTAWA ST. AND CAMPBELL AVE. . . . .	C. D. NEVILL . . . . .	"
INGERSOLL . . . . .	H. J. WHITE . . . . .	Act. Mgr.
IROQUOIS . . . . .	J. F. GILLESPIE . . . . .	Manager
KINGSTON . . . . .	} R. T. BRYMNER . . . . .	"
Do. PRINCESS AND CLERGY STS. . . . .		"
KITCHENER . . . . .	W. H. COLLINS . . . . .	"
LEAMINGTON . . . . .	S. S. KEARNS . . . . .	"
LINDSAY . . . . .	E. M. LOCKIE . . . . .	"
LONDON . . . . .	} A. D. McLEAN . . . . .	"
Do. CITY HALL . . . . .		"
Do. HAMILTON ROAD . . . . .		"
MADOC . . . . .	C. L. JEWELL . . . . .	"
NEW TORONTO . . . . .	W. D. LAWSON . . . . .	"
NIAGARA FALLS . . . . .	C. BALLARD . . . . .	"
NIAGARA FALLS CENTRE . . . . .	L. D. LILLY . . . . .	"
NIAGARA-ON-THE-LAKE . . . . .	F. W. WILSON . . . . .	"
ORANGEVILLE . . . . .	T. S. LITTLE . . . . .	"
OSHAWA . . . . .	H. E. TYLOR . . . . .	"
OTTAWA . . . . .	} P. C. STEVENSON . . . . .	"
		A. E. ARSCOTT . . . . .
Do. BANK STREET . . . . .	T. B. PHILIPS . . . . .	Manager
Do. BY WARD MARKET . . . . .	H. A. L'ABBE . . . . .	"

BRANCHES—Continued

OWEN SOUND . . . . .	R. P. FINDLAY . . . . .	Manager	
PAINCOURT . . . . .	J. SIMON . . . . .	"	
PARIS . . . . .	S. N. MOFFAT . . . . .	"	
PARKHILL . . . . .	D. I. FORBES . . . . .	"	
PARRY SOUND . . . . .	J. H. DENT . . . . .	"	
PETERBORO . . . . .	W. H. DUNSFORD . . . . .	"	
PORT ARTHUR . . . . .	A. W. ROBARTS . . . . .	"	
PORT COLBORNE . . . . .	W. H. PAGET . . . . .	"	
PORT PERRY . . . . .	E. B. WALKER . . . . .	"	
RAINY RIVER . . . . .	G. BROWN . . . . .	"	
ST. CATHARINES . . . . .	} E. A. FOX . . . . .	"	
Do. PAGE AND QUEENSTON . . . . .		"	
ST. THOMAS . . . . .	W. G. WHITESIDE . . . . .	"	
SARNIA . . . . .	J. L. BUCHAN . . . . .	"	
SAULT STE. MARIE . . . . .	D. G. KENNEDY . . . . .	"	
Do. WEST END . . . . .	R. B. GIBSON . . . . .	"	
SCHUMACHER . . . . .	J. P. TAILLON . . . . .	"	
SEAFORTH . . . . .	J. G. MULLEN . . . . .	"	
SIMCOE . . . . .	R. H. STINSON . . . . .	"	
SMITH'S FALLS . . . . .	J. H. ROBERTSON . . . . .	"	
STRATFORD . . . . .	G. W. HARRISON . . . . .	"	
STRATHROY . . . . .	J. G. MILLS . . . . .	"	
SUDBURY . . . . .	H. DUNCAN . . . . .	"	
THEDFORD . . . . .	M. E. HARRINGTON . . . . .	"	
THOROLD . . . . .	S. H. FALKNER . . . . .	"	
TILLSONBURG . . . . .	L. R. BLACKWOOD . . . . .	"	
TIMMINS . . . . .	J. P. TAILLON . . . . .	"	
TORONTO . . . . .	} D. A. CAMERON . . . . .	Asst. Mgr.	
			E. P. GOWER . . . . .
			A. G. CAMPBELL . . . . .
Do. BALMY BEACH . . . . .	J. S. GREENSHIELDS . . . . .	Manager	
Do. BLOOR AND DUFFERIN . . . . .	H. CHALLENGER . . . . .	"	
Do. BLOOR AND LIPPINCOTT . . . . .	W. C. JOHNSTON . . . . .	"	
Do. BLOOR AND RUNNYMEDE . . . . .	H. S. RENWICK . . . . .	"	
Do. BLOOR AND YONGE . . . . .	D. B. FALKNER . . . . .	"	
Do. COLLEGE AND DOVERCOURT . . . . .	E. C. PRINGLE . . . . .	"	
Do. DANFORTH AND BROADVIEW . . . . .	E. R. JARVIS . . . . .	"	
Do. DANFORTH AND GREENWOOD . . . . .	} H. E. ROSE . . . . .	"	
Do. DANFORTH AND WOODBINE . . . . .			
Do. DUNDAS AND GLADSTONE . . . . .	J. C. SMYTHE . . . . .	"	
Do. EARLSCOURT . . . . .	C. E. JOHNSON . . . . .	"	
Do. GERRARD AND PAPE . . . . .	N. ST. B. YOUNG . . . . .	"	
Do. KINGSTON ROAD AND PICKERING ST. . . . .	J. S. GREENSHIELDS . . . . .	"	
Do. MARKET . . . . .	} T. A. CHISHOLM . . . . .	Asst. Mgr.	
			F. E. DENCH . . . . .
Do. OAKWOOD AND VAUGHAN . . . . .	J. WALTON . . . . .	Act. Mgr.	
Do. PARKDALE . . . . .	B. STAGE . . . . .	Manager	
Do. PARLIAMENT STREET . . . . .	H. C. RAE . . . . .	"	
Do. QUEEN AND BATHURST . . . . .	D. H. DOWNIE . . . . .	"	
Do. QUEEN EAST . . . . .	D. DAVIES . . . . .	"	
Do. QUEEN AND UNIVERSITY . . . . .	L. A. S. DACK . . . . .	"	
Do. ST. CLAIR AND LANSDOWNE . . . . .	H. C. CAMPBELL . . . . .	"	
Do. SPADINA AND COLLEGE . . . . .	H. F. D. SEWELL . . . . .	"	

BRANCHES—Continued

TORONTO		
Do. WEST TORONTO . . . . .	J. B. McCUAIG . . . . .	Manager
Do. WYCHWOOD . . . . .	G. B. MUNRO . . . . .	"
Do. YONGE AND COLLEGE . . . . .	G. C. T. PEMBERTON . . . . .	"
Do. YONGE AND DELISLE . . . . .	G. S. BOWERBANK . . . . .	Act. Mgr.
Do. YONGE AND QUEEN . . . . .	D. CLARKSON . . . . .	Manager
WALKERTON . . . . .	L. G. CROZIER . . . . .	"
WALKERVILLE . . . . .	H. B. PARSONS . . . . .	"
Do. OTTAWA ST. . . . .	D. RYMER . . . . .	"
WALLACEBURG . . . . .	A. E. STRINGER . . . . .	"
WALTON . . . . .	J. M. McMILLAN . . . . .	Act. Mgr.
WATERLOO . . . . .	R. H. EDMONDS . . . . .	Manager
WESTON . . . . .	C. B. MILLAR . . . . .	"
WHITBY . . . . .	C. C. PARSONS . . . . .	"
WIARTON . . . . .	A. E. JACKSON . . . . .	"
WINDSOR . . . . .	W. G. LYNCH . . . . .	"
Do. WYANDOTTE ST., EAST . . . . .	R. O. COX . . . . .	"
WINGHAM . . . . .	R. S. WILLIAMS . . . . .	"
WOODSTOCK . . . . .	G. A. HOLLAND . . . . .	"

SUB-AGENCIES

	Sub-agency to	Open for business
ATTERCLIFFE . . . . .	Dunnville	Mon., Wed. and Fri.
BARWICK . . . . .	Emo	Wed. and Sat.
BELGRAVE . . . . .	Wingham	Daily.
CAMLACHIE . . . . .	Forest	Tues. and Thurs. 10.30 to 2.
DOVER CENTRE . . . . .	Chatham	Tues. and Thurs.
NELLES CORNERS . . . . .	Cayuga	Mon. and Thur.
STRATTON . . . . .	Rainy River	Wed. and Sat.
VITTORIA . . . . .	Simcoe	Mon., Thur. and Sat.

QUEBEC—

ACTON VALE . . . . .	A. L. DESSERT . . . . .	Manager
ASBESTOS . . . . .	D. H. PARMELEE . . . . .	"
AYER'S CLIFF . . . . .	F. A. JOHNSTON . . . . .	"
BEDFORD . . . . .	A. S. McCAW . . . . .	"
BEEBE . . . . .	H. G. KIRWIN . . . . .	"
BELOEIL . . . . .	A. LEO. BRIEN . . . . .	Act. Mgr.
BERTHIERVILLE . . . . .	J. L. ROUSSEAU . . . . .	Manager
BISHOP'S CROSSING . . . . .	H. H. MOE . . . . .	"
BURY . . . . .	E. A. BAILEY . . . . .	"
CHAMBLY . . . . .	L. P. BOURGOING . . . . .	"
CLARENCEVILLE . . . . .	F. L. NUNNS . . . . .	"
COATICOOK . . . . .	} L. M. THOMAS . . . . .	"
COMPTON . . . . .		"
COOKSHIRE . . . . .	F. E. KERRIDGE . . . . .	"
COWANSVILLE . . . . .	J. H. DOAK . . . . .	"
DANVILLE . . . . .	D. H. PARMELEE . . . . .	"
DRUMMONDVILLE . . . . .	E. R. TANNER . . . . .	"
DUNHAM . . . . .	D. CARLETON . . . . .	"
EAST ANGUS . . . . .	H. J. LINDOP . . . . .	Act. Mgr.
EASTMAN . . . . .	C. E. SOLES . . . . .	Manager
FARNHAM . . . . .	ARTHUR GUAY . . . . .	"

BRANCHES—Continued

FRELIGHSBURG . . . . .	M. R. WHITCOMB . . . . .	Manager
GRANBY . . . . .	A. C. SMITH . . . . .	"
HEMMINGFORD . . . . .	P. H. M. SOMERVILLE . . . . .	"
HOWICK . . . . .	A. B. ASTLE . . . . .	"
HULL . . . . .	J. R. BOIVIN . . . . .	"
HUNTINGDON . . . . .	C. W. THOMAS . . . . .	"
JOLIETTE . . . . .	H. E. TEMPLE . . . . .	"
KNOWLTON . . . . .	F. A. MORGAN . . . . .	"
LACOLLE . . . . .	E. A. CHADSBY . . . . .	"
LENNOXVILLE . . . . .	J. M. O'HALLORAN . . . . .	"
LOUISEVILLE . . . . .	E. DUMOULIN . . . . .	"
MAGOG . . . . .	C. E. SOLES . . . . .	"
MANSONVILLE . . . . .	S. MACLOUGHLIN . . . . .	"
MARBLETON . . . . .	W. E. HETHERINGTON . . . . .	"
MARIEVILLE . . . . .	L. P. BOURGOING . . . . .	"
MEGANTIC . . . . .	G. M. THOMPSON . . . . .	"
MONTREAL . . . . .	H. B. WALKER . . . . .	"
Do. CRESCENT & ST. CATHERINE.	W. HASTIE . . . . .	Asst. Mgr.
Do. MAISONNEUVE . . . . .	M. A. MACFARLANE . . . . .	Manager
Do. PRINCE ARTHUR & PARK . . . . .	E. H. CARTER . . . . .	"
Do. ST. CATHERINE & CITY HALL . . . . .	J. H. CARNEGIE . . . . .	"
Do. ST. CATHERINE & METCALFE . . . . .	W. E. MOREHOUSE . . . . .	"
	D. McLENNAN . . . . .	"
NORTH HATLEY . . . . .	A. R. VIRGIN . . . . .	"
ORMSTOWN . . . . .	N. H. SLACK . . . . .	"
POINTE AUX TREMBLES . . . . .	S. A. FORBES . . . . .	"
QUEBEC . . . . .	J. MACLOUGHLIN . . . . .	"
Do. UPPER TOWN . . . . .	G. L. DOAK . . . . .	"
RICHMOND . . . . .	A. S. RAIMBACH . . . . .	"
RIMOUSKI . . . . .	W. CLOUTIER . . . . .	"
ROCK ISLAND . . . . .	W. E. LEARNED . . . . .	"
ROXTON FALLS . . . . .	A. M. BRODEUR . . . . .	"
ST. CHRYSOSTOME . . . . .	C. W. HAWLEY . . . . .	"
ST. FELIX DE VALOIS . . . . .	J. A. PARENT . . . . .	"
ST. FERDINAND D'HALIFAX . . . . .	A. E. WARD . . . . .	"
ST. GABRIEL DE BRANDON . . . . .	CY. COUET . . . . .	"
ST. GEORGE, BEAUCE . . . . .	J. A. ROY . . . . .	"
ST. HYACINTHE . . . . .	J. LAFRAMBOISE . . . . .	"
ST. JACQUES . . . . .	J. C. R. MARCHAND . . . . .	"
ST. JOHNS . . . . .	G. C. BORIGHT . . . . .	"
ST. JOSEPH DE BEAUCE . . . . .	V. E. DESEVE . . . . .	"
SCOTSTOWN . . . . .	K. R. TURNER . . . . .	"
SHAWINIGAN FALLS . . . . .	D. R. WILSON . . . . .	"
SHERBROOKE . . . . .	E. W. FARWELL . . . . .	"
Do. UPPER TOWN . . . . .	W. P. RAPLEY . . . . .	Asst. Mgr.
Do. WELLINGTON ST. . . . .	N. F. DINNING . . . . .	Manager
STANBRIDGE EAST . . . . .	F. A. BRIGGS . . . . .	"
SUTTON . . . . .	G. D. HARVEY . . . . .	"
THETFORD MINES . . . . .	T. W. JUDD . . . . .	"
THETFORD MINES WEST . . . . .	H. E. GREEN . . . . .	"
THREE RIVERS . . . . .	L. P. BISHOP . . . . .	"
Do. ST. MAURICE ST. . . . .	L. P. BISHOP . . . . .	"
VALCOURT . . . . .	J. M. RENE DE CÔTRET . . . . .	"



BRANCHES—Continued

WATERLOO . . . . .	J. E. THOMPSON . . . . .	Manager
WATERVILLE . . . . .	C. A. TUCKER . . . . .	"
WEEDON . . . . .	J. LEMAY . . . . .	"
WEST SHEFFORD . . . . .	J. T. THOMAS . . . . .	"
WINDSOR . . . . .	J. I. McCABE . . . . .	"

SUB-AGENCIES

	Sub-Agency to	Open for business
BROME . . . . .	Knowlton . . . . .	Tues and Fri.
CHAMBLY CANTON . . . . .	Chambly . . . . .	Daily
DIXVILLE . . . . .	Coaticook . . . . .	Tues. and Fri.
EAST HATLEY . . . . .	Ayer's Cliff . . . . .	Tues., 10 to 12.
FRANKLIN CENTRE . . . . .	Ormstown . . . . .	Tues. and Fri.
GLEN SUTTON . . . . .	Mansonville . . . . .	Wednesday.
IBERVILLE . . . . .	St. Johns . . . . .	Daily.
PHILIPSBURG . . . . .	Bedford . . . . .	Mon. and Thurs., 2 to 4.
St. ARMAND STATION . . . . .	Bedford . . . . .	Mon. and Thurs., 10 to 12
STANSTEAD . . . . .	Rock Island . . . . .	Daily.

MARITIME PROVINCES—

ALBERTON, P.E.I. . . . .	W. C. LAWSON . . . . .	Manager
AMHERST, N.S. . . . .	L. F. CROSS . . . . .	"
ANTIGONISH, N.S. . . . .	W. P. REYNOLDS . . . . .	"
BARRINGTON, N.S. . . . .	W. ANDERSON . . . . .	"
BASS RIVER, N.S. . . . .	C. E. BAKER . . . . .	Act. Mgr.
BRIDGEWATER, N.S. . . . .	C. N. ROOP . . . . .	Manager
CAMPBELLTON, N.B. . . . .	A. H. RUSSELL . . . . .	"
CHARLOTTETOWN, P.E.I. . . . .	C. LOMER MILES . . . . .	"
DARTMOUTH, N.S. . . . .	A. G. SHATFORD . . . . .	"
DEVON, N.B. . . . .	E. W. SPURR . . . . .	"
FREDERICTON, N.B. . . . .	W. T. GERALD . . . . .	"
GEORGETOWN, P.E.I. . . . .	A. G. MACGREGOR . . . . .	Act. Mgr.
GLACE BAY, N.S. . . . .	W. D. MORTON . . . . .	Manager
HALIFAX, N.S. . . . .	{ G. G. LAIRD . . . . .	"
	{ H. C. MALES . . . . .	Asst. Mgr.
Do. GOTTINGEN ST. . . . .	B. GODDEN . . . . .	Act. Mgr.
Do. QUINPOOL ROAD . . . . .	W. K. PHILLIPS . . . . .	Manager
Do. SOUTH BARRINGTON ST . . . . .	G. S. MCKNIGHT . . . . .	"
KENSINGTON, P.E.I. . . . .	R. S. P. JARDINE . . . . .	Act. Mgr.
KINGSTON, N.S. . . . .	T. W. MAGEE . . . . .	Manager
LA HAVE, N.S. . . . .	E. B. TRUEMAN . . . . .	"
LUNENBURG, N.S. . . . .	R. G. ADAMS . . . . .	"
MIDDLETON, N.S. . . . .	T. W. MAGEE . . . . .	"
MONCTON, N.B. . . . .	{ W. T. WHITE . . . . .	"
Do. ST. GEORGE ST. . . . .	{ L. H. COFFIN . . . . .	"
MONTAGUE, P.E.I. . . . .	D. A. SANDILANDS . . . . .	Act. Mgr.
MORELL, P.E.I. . . . .	F. C. BENNETT . . . . .	"
MURRAY HARBOR, P.E.I. . . . .	F. I. TANNER . . . . .	Manager
NEW GLASGOW, N.S. . . . .	E. P. STAVERT . . . . .	"
NORTH SYDNEY, N.S. . . . .	J. R. HARRISON . . . . .	"
PARRSBORO, N.S. . . . .	W. H. LUGSDIN . . . . .	"
ST. JOHN, N.B. . . . .	J. L. CLAXTON . . . . .	"
SHELBURNE, N.S. . . . .	S. DRAKE . . . . .	Act. Mgr.
SOURIS, P.E.I. . . . .		

BRANCHES—Continued

SPRINGHILL, N.S.	H. W. GRAHAM	Manager
STANLEY, N.B.	C. J. LOUGHLIN	"
SUMMERSIDE, P.E.I.	C. HENSLEY	"
SYDNEY, N.S.	G. T. PURDY	"
TRURO, N.S.	G. L. WAUGH	"
VERNON BRIDGE, P.E.I.	G. A. BURTON	Act. Mgr.
WINDSOR, N.S.	J. A. RUSSELL	Manager
YARMOUTH, N.S.	H. A. C. SCARTH	"

SUB-AGENCY

HANTSPORT, N.S.	Sub-Agency to Windsor, N.S.	Open for business Mon., Wed. and Fri.
NEWFOUNDLAND—		
BELLEORAM	C. M. MACKAY	Act. Mgr.
BURIN	E. HOLMES	Manager
GRAND BANK	P. H. HAMON	"
HARBOUR BRETON	P. J. HALLISEY	Act. Mgr.
ST. JOHN'S	H. M. STEWART	Manager
	W. J. CHURCH	Asst. Mgr.
ST. PIERRE ET MIQUELON—		
ST. PIERRE	R. B. STURGEON	Manager
UNITED STATES—		
NEW YORK, N.Y.	F. B. FRANCIS	} Agents.
	C. L. FOSTER	
	C. J. STEPHENSON	
PORTLAND, OREGON	F. C. MALPAS	Manager
SAN FRANCISCO, CAL.	G. W. B. HEATHCOTE	"
	W. J. COULTHARD	Asst. Mgr.
SEATTLE, WASH.	A. C. STEVEN	Manager
WEST INDIES—		
BRIDGETOWN, BARBADOS	R. M. WATSON	Manager
	C. B. F. JONES	Asst. Mgr.
HAVANA, CUBA.	F. M. GIBSON	Manager
	A. G. C. DUBOULAY	Asst. Mgr.
	DR. RAOUL BARRIOS	"
KINGSTON, JAMAICA	C. GORDON	Manager
	J. M. DUFF	Asst. Mgr.
PORT OF SPAIN, TRINIDAD	T. P. MACKENZIE	Manager
	A. W. LAING	Asst. Mgr.
MEXICO—		
MEXICO CITY	T. S. LEITCH	Manager
	H. A. TAYLOR	Asst. Mgr.
GREAT BRITAIN—		
LONDON, 2 Lombard Street, E.C.	C. CAMBIE	Manager
	A. R. S. PHIPPS	Asst. Mgr.
BRAZIL—		
RIO DE JANEIRO	E. B. IRELAND	Manager
	O. H. WILMOT	Asst. Mgr.
	J. E. W. STEPHENSON	"

## BANKERS AND CHIEF CORRESPONDENTS

- GREAT BRITAIN**—  
Bank of England; Bank of Scotland; Barclays Bank, Ltd.; Lloyds Bank Limited; National Provincial and Union Bank of England, Ltd.; Manchester & Liverpool District Banking Company, Ltd.; Manchester & County Bank, Ltd.; Bank of Liverpool & Martins Ltd.; London County Westminster & Parr's Bank Limited.
- IRELAND**—  
Belfast Banking Company, Ltd.; Hibernian Bank, Ltd.; Northern Banking Company Ltd.; Provincial Bank of Ireland, Ltd.
- BELGIUM**—  
Banque d'Anvers, Antwerp; Credit Anverso, Antwerp.
- DENMARK**—  
Den Danske Landmandsbank, Copenhagen.
- FRANCE**—  
Cox & Company (France), Ltd.; Crédit Lyonnais, Paris; Lazard Frères & Cie., Paris; Société Générale, Paris; Lloyds and National Provincial Foreign Bank, Ltd., Paris.
- HOLLAND**—  
Disconto-Maatschappij, Rotterdam; Twentsche Bank, Ltd.; Rotterdamsche Bankvereeninging.
- ITALY**—  
Banca Commerciale Italiana, Naples; Credito Italiano, Milan; Banco di Roma, Rome.
- NORWAY**—  
Centralbanken for Norge, Christiania; Bergens Privatbank, Bergen and Christiania.
- SPAIN**—  
Banco Espanol del Rio de la Plata, Madrid.
- SWEDEN**—  
Skandinaviska Kreditaktiebolaget, Stockholm.
- SWITZERLAND**—  
Banque Fédérale, Zurich; Crédit Suisse, Zurich; Swiss Bank Corporation, Zurich.
- BERMUDA**—  
Bank of Bermuda, Ltd., Hamilton.
- SOUTH AMERICA**—  
Anglo-South American Bank, Ltd.; British Bank of South America, Ltd.; London & Brazilian Bank, Ltd.
- INDIA, CHINA, JAPAN AND THE PHILIPPINE ISLANDS**—  
Bank of Cosen; Chartered Bank of India, Australia and China; Hongkong & Shanghai Banking Corporation; National Bank of India, Ltd.; Yokohama Specie Bank, Ltd.
- SOUTH AFRICA**—  
National Bank of South Africa, Ltd.; Standard Bank of South Africa, Ltd.
- AUSTRALIA AND NEW ZEALAND**—  
Australian Bank of Commerce, Ltd.; Bank of Australasia; Bank of New Zealand; Commercial Banking Company of Sydney, Ltd.; Commonwealth Bank of Australia; English, Scottish & Australian Bank, Ltd.; National Bank of Australasia, Ltd.; National Bank of New Zealand, Ltd.; Royal Bank of Australia, Ltd.; Union Bank of Australia, Ltd.
- HONOLULU**—  
Bank of Bishop & Co., Limited; First National Bank of Hawaii.
- FIJI**—  
Bank of New Zealand.
- UNITED STATES**—  
**NEW YORK**—American Exchange National Bank; Chase National Bank; Irving National Bank; Corn Exchange Bank; National City Bank; Mechanics & Metals National Bank; Chatham and Phenix National Bank; Bankers Trust Co.; New York Trust Company; National Bank of Commerce.  
**CHICAGO**—First National Bank; Northern Trust Company; National Bank of the Republic; National City Bank; Union Trust Co.  
**ALBANY**—New York State National Bank.  
**BALTIMORE**—Citizens National Bank.  
**BOSTON**—Second National Bank; National Shawmut Bank; First National Bank; International Trust Company; Merchants National Bank.  
**BUFFALO**—Manufacturers & Traders National Bank; Citizens Trust Company; Marine Trust Co.  
**CLEVELAND**—Union Trust Co.  
**DETROIT**—First & Old Detroit National Bank.  
**INDIANAPOLIS**—Fletcher American National Bank.  
**MILWAUKEE**—First Wisconsin National Bank.  
**MINNEAPOLIS**—First National Bank; Midland National Bank; Northwestern National Bank.  
**NEW ORLEANS**—Canal-Commercial Trust and Savings Bank.  
**PHILADELPHIA**—Girard National Bank; Franklin National Bank.  
**PITTSBURG**—Mellon National Bank.

# GENERAL STATEMENT

30TH NOVEMBER, 1921

## LIABILITIES

Notes of the Bank in circulation.....	\$23,477,574	88
Deposits not bearing interest.....	\$98,985,984	79
Deposits bearing interest, including interest accrued to date.....	254,169,215	74
	353,155,200	53
Balances due to other Banks in Canada.....		59,738 01
Balances due to Banks and Banking Correspondents elsewhere than in Canada.....		11,348,021 05
Bills Payable.....		2,758,126 73
Acceptances under Letters of Credit.....		4,790,063 31
		\$395,588,724 51
Dividends Unpaid.....		4,447 62
Dividend No. 139 and bonus, payable 1st December..		600,000 00
Capital Paid up.....	\$15,000,000	00
Rest Account.....	15,000,000	00
Balance of Profits as per Profit and Loss Account.....	1,946,745	40
	31,946,745	40
		\$428,139,917 53

## ASSETS

Gold and Silver Coin		
Current on hand....	\$15,030,226	58
Gold deposited in Central Gold Reserves..	5,500,000	00
	\$20,530,226	58
Dominion Notes on hand.....	\$40,632,645	00
Dominion Notes deposited in Central Gold Reserves.....	4,000,000	00
	44,632,645	00
		\$65,162,871 58
Notes of other Banks.....	\$ 2,532,476	00
Cheques on other Banks.....	16,198,958	71
Balances due by other Banks in Canada		308 11
Balances due by Banks and Banking Correspondents elsewhere than in Canada.....	14,183,070	05
	32,914,812	87
Dominion and Provincial Government Securities, not exceeding market value.....		23,437,223 50
British, Foreign and Colonial Public Securities and Canadian Municipal Securities, not exceeding market value.....		10,842,776 42
		\$132,357,684 37

# GENERAL STATEMENT

30TH NOVEMBER, 1921

## ASSETS—Continued

Brought forward.....	\$132,357,684 37
Railway and other Bonds, Debentures and Stocks, not exceeding market value.....	5,701,679 98
Call and Short Loans (not exceeding 30 days) in Canada on Bonds, Debentures and Stocks.....	16,510,047 46
Call and Short Loans (not exceeding 30 days) elsewhere than in Canada.....	29,300,743 41
Deposit with the Minister of Finance for the purposes of the Circulation Fund.....	800,000 00
	\$184,670,155 22
Other Current Loans and Discounts in Canada (less rebate of interest).....	206,588,328 17
Other Current Loans and Discounts elsewhere than in Canada (less rebate of interest).....	23,334,479 89
Liabilities of Customers under Letters of Credit, as per contra.....	4,790,063 31
Overdue Debts (estimated loss provided for).....	519,883 13
Real Estate other than Bank Premises.....	590,040 65
Mortgages on Real Estate sold by the Bank.....	186,882 18
Bank Premises at cost, less amounts written off.....	7,337,761 20
Other Assets not included in the foregoing.....	122,323 78
	\$428,139,917 53

B. E. WALKER, President.

JOHN AIRD, General Manager

## REPORT OF THE AUDITORS TO THE SHAREHOLDERS OF THE CANADIAN BANK OF COMMERCE

In accordance with the provisions of sub-sections 19 and 20 of section 56 of the Bank Act, 1913, we report as follows:

We have audited the above Balance Sheet and compared it with the books and vouchers at Head Office and with the certified returns from the branches. We have obtained all the information and explanations that we have required, and are of the opinion that the transactions of the Bank which have come under our notice have been within the powers of the Bank.

We have checked the cash, and verified the securities representing the investments of the Bank, at its chief office and principal branches at a date other than that of the verification at the chief office on the 30th November, 1921, and found that they were in agreement with the entries in the books of the Bank relating thereto.

In our opinion the Balance Sheet is properly drawn up so as to exhibit a true and correct view of the state of the affairs of the Bank according to the best of our information and the explanations given to us, and as shown by the books of the Bank.

T. HARRY WEBB, C.A. of George A. Touche & Co.	}	Auditors.
D. DEWAR, C.A., of Marwick, Mitchell & Co.		

## PROFIT AND LOSS ACCOUNT

FOR THE YEAR ENDING 30TH NOVEMBER, 1921.

(For the convenience of Shareholders on the London Register, the Profit and Loss Account, and the Balance Sheet are here given in Sterling, at the par of Exchange).

Balance at credit of Profit and Loss Account, brought forward from last year . . . . .	£366,571	2	1
Net profits for the year ending 30th November, after providing for all bad and doubtful debts . . . . .	640,302	1	4
	£1,006,873	3	5

This has been appropriated as follows:

Dividends Nos. 136, 137, 138 and 139, at twelve per cent. per annum . . . . .	£369,863	0	3
Bonus of one per cent., payable 1st December . . . . .	30,821	18	4
Dominion and Provincial Government taxes and tax on bank-note circulation . . . . .	66,780	16	5
Written off Bank Premises . . . . .	102,739	14	7
Transferred to Pension Fund . . . . .	36,651	10	4
Balance carried forward . . . . .	400,016	3	6
	£1,006,873	3	5

## GENERAL STATEMENT

30TH NOVEMBER, 1921.

### LIABILITIES

Notes of the Bank in circulation . . . . .	£ 4,824,159	4	5
Deposits not bearing interest . . . . .	£20,339,585	18	4
Deposits bearing interest, including interest accrued to date . . . . .	52,226,551	3	7
	72,566,137	1	11
Balances due to other Banks in Canada . . . . .	12,274	18	8
Balances due to Banks and Banking Correspondents elsewhere than in Canada . . . . .	2,331,785	2	11
Bills Payable . . . . .	566,738	7	5
Acceptances under Letters of Credit . . . . .	984,259	11	8
	£81,285,354	7	0
Dividends Unpaid . . . . .	913	17	11
Dividend No. 139 and bonus, payable 1st December . . . . .	123,287	13	5
Capital Paid up . . . . .	£3,082,191	15	8
Rest Account . . . . .	3,082,191	15	8
Balance of Profits as per Profit and Loss Account . . . . .	400,016	3	6
	6,564,399	14	10
	£87,973,955	13	2

# GENERAL STATEMENT

30TH NOVEMBER, 1921

## ASSETS

Gold and Silver			
Coin Current			
on hand . . .	£3,088,402	14	5
Gold deposited			
in Central			
Gold Reserves	1,130,136	19	9
	£4,218,539	14	2
Dominion Notes			
on hand . . .	£8,349,173	12	7
Dominion Notes			
deposited in			
Central Gold			
Reserves . . .	821,917	16	2
	£9,171,091	8	9
			£13,389,631
			2 11
Notes of other Banks . . . . .	£ 520,371	15	7
Cheques on other Banks . . . . .	3,328,553	3	2
Balances due by other Banks in			
Canada . . . . .	63	6	3
Balances due by Banks and Bank-			
ing Correspondents elsewhere			
than in Canada . . . . .	2,914,329	9	3
	6,763,317	14	3
Dominion and Provincial Government Securities,			
not exceeding market value . . . . .	4,815,867	16	10
British, Foreign and Colonial Public Securities and			
Canadian Municipal Securities, not exceeding			
market value . . . . .	2,227,967	15	2
Railway and other Bonds, Debentures and Stocks,			
not exceeding market value . . . . .	1,171,578	1	7
Call and Short Loans (not exceeding 30 days) in			
Canada on Bonds, Debentures and Stocks . . . . .	3,392,475	10	1
Call and Short Loans (not exceeding 30 days) else-			
where than in Canada . . . . .	6,020,700	14	0
Deposit with the Minister of Finance for the purpose			
of the Circulation Fund . . . . .	164,383	11	3
	£37,945,922	6	1
Other Current Loans and Discounts in Canada (less			
rebate of interest) . . . . .	42,449,656	9	6
Other Current Loans and Discounts elsewhere than			
in Canada (less rebate of interest) . . . . .	4,794,756	2	10
Liabilities of Customers under Letters of Credit, as			
per contra . . . . .	984,259	11	8
Overdue Debts (estimated loss provided for) . . . . .	106,825	6	0
Real Estate other than Bank Premises . . . . .	121,241	4	7
Mortgages on Real Estate sold by the Bank . . . . .	38,400	9	0
Bank Premises at cost, less amounts written off . . . . .	1,507,759	3	0
Other Assets not included in the foregoing . . . . .	25,135	0	6
	£87,973,955	13	2





THE CANADIAN BANK OF COMMERCE

---

REPORT OF THE PROCEEDINGS

OF

THE ANNUAL MEETING OF SHAREHOLDERS

TUESDAY, 10TH JANUARY, 1922

---

The fifty-fifth Annual Meeting of the Shareholders of The Canadian Bank of Commerce was held in the banking house at Toronto, on Tuesday, 10th January, 1922, at 12 o'clock.

Among those present were:

A. E. Ames, William Crocker, A. J. Glazebrook, Justice Craig, W. H. Lockhart Gordon, Thomas Gilmour, J. M. McWhinney, T. A. Russell, William Davidson, K.C., Lloyd Harris, M. A. Frind, F. E. Maulson, L. Gelber, S. Lynn, R. B. Morley, J. T. Parker, John Appleton, E. C. Fox, R. Cassels, A. J. Helliwell, Graham Campbell, A. A. Walker, W. E. Rundle, R. A. Laidlaw, R. Harmer, J. S. McLean, A. Nordheimer, L. W. Hanson, A. E. Ferrie, H. P. McKechnie, P. W. Ellis, Joseph Wright, A. M. Ivey, K. J. Dunstan, H. S. Balhatchet, C. S. Wainwright, J. F. Michie, D. Dunkelmann, W. N. West, R. Laidlaw, John Westren, E. M. Saunders, J. Murray Clark, K.C., E. B. Ryckman, E. G. Staunton, F. H. Gooch, H. C. Cox,

Hon. Sir Edward Kemp, K.C.M.G., J. E. L. Pangman, Dr. Richard M. Bateman, Dr. W. G. Wallace, E. B. Walker, E. H. Gurney, Dr. J. H. Carrique, Dr. Thos. Armstrong, Sir Robert Falconer, K.C.M.G., Dr. F. Beemer, J. L. Watt, F. A. Mouré, J. K. Niven, A. E. Dymont, J. J. Ashworth, H. W. Mickle, T. M. Turnbull, Rev. T. W. Paterson, G. A. Morrow, Rev. J. B. Saer, M. Sparkhall, M. H. Irish, R. H. Elliott, G. H. Ross, C. A. Bogert, M. O. Hammond, Sir John Willison, Sir Joseph Flavelle, Bart., E. R. Wood, W. H. Despard, Rt. Hon. Sir Thomas White, K.C.M.G., C. N. Candee, Miller Lash, Vincent Massey, Wm. M. Kerman, Toronto; S. Bruce, Burlington; H. E. Green, Thetford Mines; M. K. Parker, New York; A. S. Black, Berkeley, Cal.; R. Ross, Ottawa; F. D. Spalding, Burlington, Vermont; H. W. Graham, Springhill; Col. H. A. Mullins, Winnipeg; T. W. Magee, Middleton; Dr. Charles Colby, New York; James S. Whicher, Caledonia; James Cameron, Moose Jaw; C. M. Gripton, Niagara-on-the-Lake; G. F. Galt, Winnipeg; W. F. Weir, Port Perry; A. C. Flumerfelt, Victoria; A. Kingman, Montreal; Hon. G. G. Foster, K.C., Montreal; Robert Stuart, Chicago; G. W. Allan, K.C., Winnipeg; W. W. Hutchison, Montreal; W. G. Ferris, Grand Forks; Sir John M. Gibson, K.C.M.G., Hamilton; H. R. Silver, Halifax.

The President, Sir Edmund Walker, having taken the chair, Mr. A. St. L. Triggs was appointed to act as Secretary, and Messrs. R. Cassels and A. J. Glazebrook were appointed scrutineers.

The President called upon the Secretary to read the Annual Report of the Directors, as follows:

### REPORT

The Directors beg to present to the shareholders the fifty-fifth Annual Report of the Bank for the twelve months ending 30th November, 1921, to which the statement of Assets and Liabilities is as usual appended:

The balance at credit of Profit and Loss Account, brought forward from last year, was.....	\$ 1,783,979 37
The net profits for the year ending 30th November, after providing for all bad and doubtful debts, were.....	3,116,136 72
	<hr/>
	\$ 4,900,116 09
	<hr/> <hr/>

This has been appropriated as follows:

Dividends Nos. 136, 137, 138 and 139, at twelve per cent. per annum.....	\$ 1,800,000 00
Bonus of one per cent., payable 1st December.....	150,000 00
Dominion and Provincial Government taxes and tax on bank-note circulation	325,000 00
Written off Bank Premises.....	500,000 00
Transferred to Pension Fund.....	178,370 69
Balance carried forward.....	1,946,745 40
	<hr/>
	\$ 4,900,116 09
	<hr/> <hr/>

All the assets of the Bank have been revalued with the usual carefulness, and ample provision has been made for all bad or doubtful debts.

The following branches have been opened during the year: In British Columbia, Robson Street (Vancouver) and Douglas and Cormorant (Victoria); in Saskatchewan, Buchanan; in Manitoba, Arlington and Notre Dame (Winnipeg); in Ontario, Queen and University (Toronto); in the British West Indies, Bridgetown (Barbados) and Port of Spain (Trinidad), and in Brazil, Rio de Janeiro. The following have been closed: In Alberta, Ashmont and Bellis; in Saskatchewan, Hodgeville, Vawn, Wroxton and Wycollar, also the sub-agency at Paswegin; in Manitoba, Ste. Rose du Lac; in Ontario, the sub-agencies at Bluevale

and Campden; and in Quebec, Barnston, Martinville and the sub-agency at St. Cyrille de Wendover.

During the past year your Directors have lost by death three of their number: Dr. John Hoskin, K.C., the senior member of the Board, the Hon. W. C. Edwards of Ottawa, and Mr. Thomas Findley, president of the Massey-Harris Company, Limited. To fill two of the vacancies, they elected Mr. Miller Lash, K.C., of the firm of Messrs. Blake, Lash, Anglin and Cassels, general counsel of the Bank, and Mr. Vincent Massey, recently appointed president of Massey-Harris Company, Limited. You will be asked at this meeting to pass an amendment to the by-laws reducing the minimum number of the Board to twenty-four.

The report of the auditors appointed by you last year is appended to the statement of assets and liabilities of the Bank now submitted to you. In addition, the officers of our own Inspection Department have made the usual inspection of the offices of the Bank, inclusive of the departments of the Head Office.

JOHN AIRD,  
General Manager.

B. E. WALKER,  
President.

The President then requested the General Manager to address the shareholders.

#### GENERAL MANAGER'S ADDRESS

The contraction in business, to which I referred when addressing you a year ago, has continued unabated down to the present time; indeed it increased in severity throughout the greater part of the year just closed. It has been a time of testing for the financial policies of all business, and particularly of banks, searching out the weak spots and revealing the true outcome of plans adopted under much

brighter auspices. It has been a source of much gratification to us to find that policies adopted by this Bank after full consideration, with a view to warding off the evil effects of just such a period as the present, have proved as efficacious as we had hoped, enabling us to view the present with equanimity and to look forward to the future with confidence.

The net profits of the Bank during the year amounted to \$3,116,136, or about \$190,000 less than a year ago. *Considering the difficulties with which the situation has been beset, and the steady shrinkage in the volume of all business, resulting in our case in a smaller amount of loans on which to earn a profit, we venture to think that you will regard this as a satisfactory showing.* We have been able to provide out of it the regular dividend of twelve per cent., and a bonus of one per cent. paid last December. We have set aside \$325,000 for the very heavy burden of taxation levied by the various Governments under whose rule we transact business, \$500,000 for Bank Premises Account, \$178,370 for the Officers' Pension Fund, and finally carry forward into next year's accounts, at the credit of Profit and Loss, a balance of \$1,946,745, or \$162,766 more than a year ago. The writing off of \$500,000 from Bank Premises Account is in pursuance of our expressed policy of carrying our premises on our books at approximately 50 per cent. of their cost. We referred last year to having been able to acquire premises for several of our branches in the West Indies and South America on favourable terms, and the purchase price of these is reflected in this year's statement, accounting for the principal part of the increase in the item of Bank Premises in our balance sheet. We are much in need of a new building for the Head Office, for which, as you know, the necessary additional land adjoining this building has already been acquired. The existing buildings have been made to house the various departments of the Head Office and the Toronto

branch to the best advantage we could arrange, but the limit of adaptability in this respect has about been reached, and the scattered and more or less haphazard arrangements with which we are obliged to be satisfied are not conducive to either efficiency or economy. The excessive cost of building operations has made it impossible for us up to the present time to embark on an operation of such magnitude as is necessary to meet our requirements. In this connection it may be pointed out that in all parts of Canada there is a large programme of building in prospect, the carrying out of which only awaits more stable conditions in the form of lower prices for materials and labour, and a return of labour efficiency.

The decrease of somewhat over seven million dollars in notes of the Bank in circulation, which now amount to \$23,477,574, is, of course, the direct result of lower prices for commodities and of the contraction in the volume of general business. Owing to lower prices a much smaller amount of money is required to handle a given quantity of goods than a year ago. The same influences have had their effect on deposits, which now stand at \$353,155,200, of which about 254 millions bear interest, the balance of 99 million being non-interest-bearing. I have already mentioned the decrease in the Bank's loans, which is a natural accompaniment of the decrease in deposits and circulation. The item of Bills Payable shows an increase, standing now at \$2,758,126, or somewhat more than double the figures of a year ago. This reflects the return of more normal conditions in the principal money centres abroad, and is also in a measure a tribute to the standing of this Bank in the foreign exchange markets. Acceptances under Letters of Credit show a large decrease, owing to the inactivity of foreign trade at the present time.

Cash on hand and in the Central Gold Reserves, that is, the Bank's holdings of gold and silver coin and Dominion notes, stands at \$65,162,871, and represents an increase in

proportion to our present liabilities by way of deposits and note issue, from 15.9 per cent. to 17.3 per cent. There has been a similar increase in the proportion between "quick assets" and these liabilities, from 48 per cent. a year ago to 49 per cent. at the close of November last. We have thought it well to maintain ample reserves at all times under present unsettled conditions. There are several important changes in the items comprised in the term "quick assets." Thus, the amount of cheques on other banks held at the end of November shows a large decrease as compared with the figures of the previous year. The reasons for this are, of course, the general inactivity of business and lower prices. There have been some considerable changes in the Government securities we hold. During the year the British Government continued to reduce its indebtedness to the Canadian banks by payment of the short term securities which the latter hold, and we took the opportunity of investing a corresponding sum, at the favourable rates which prevailed in the bond market, in the securities issued by our various Provincial Governments. During the year we paid off all our borrowings from the Dominion Government under the Finance Act. Loans and Discounts in Canada, other than call and short loans, amounted to \$206,588,328, and those elsewhere to \$23,334,479. We still hold an outstanding position in the first of these two items, which represents roughly the measure of service rendered to the commercial and industrial business of Canada, and to its agricultural interests. There has been an increase in Overdue Debts, but it is small when compared with the total volume of our business and when the conditions that prevail are taken into consideration. We have provided amply for all possible loss, and believe the figures at which this asset stands in our books to be undoubtedly conservative. Our total assets show a decrease of between 10 and 11 per cent. as compared with the figures of a year ago, which is more than accounted for by the decrease in

commodity prices. At the end of November, 1920, the total assets of the Bank stood at \$480,760,000, and at the end of August last, nine months later, they had been reduced to \$378,814,000, that is by about \$102,000,000, or over 21 per cent. This was not caused by any set policy of contraction or enforced liquidation, but simply by the natural, orderly and voluntary payment of debts by our customers in the face of the depressed business situation. Naturally, it affected our earning power for the time being, and has resulted in lower profits for the year, but we look upon it as most striking evidence as to the soundness of our commercial loans and as to the liquid position of our other assets. It shows, too, that the business of the Bank is well diversified and not bound up with the fortunes of any one industry. You will have noticed, however, from the balance sheet in your hands that the total assets of the Bank as at November 30th last amounted to over \$428,000,000. This increase is owing largely to our activities in connection with the movement of the crop of last autumn.

In some quarters it has been stated that too large a proportion of commercial loans was the cause of recent banking difficulties. More recent information would seem to indicate that these difficulties arose from advances to brokers and others interested in unsound enterprises. This Bank will resolutely continue to set its face against fostering such enterprises, while carefully avoiding any discrimination against legitimate business.

There has recently been some discussion in the public press of the reliability of the annual statements published by the banks and of the auditor's certificates attached to them. I should like to lay frankly before you the precautions with which we have surrounded the administration of the trust committed to our care, of which that part which bears the ultimate risk is the money which you as shareholders have invested in the business. I wish to



say emphatically that the safety of your investment does not depend upon my own unaided judgment, nor upon that of any other single officer of this institution. We have departments at Toronto, Winnipeg, Calgary, Vancouver, Sherbrooke and Halifax, for the purpose of supervising the loans of the Bank. These departments are headed by senior officers of proved judgment and experience in lending money, and they are assisted in their work by some of the best and brightest of the younger men on our staff, specially selected for the purpose. The training these men receive in these departments in the handling of credits is looked upon as offering the best opportunity this Bank can give for future promotion and usefulness. Under the personal guidance and oversight of the head of the department they check and scrutinize the judgment exercised by the various local managers in making loans. In addition, all loans or credits over a certain sum have to be passed upon by the Credit Department at Head Office and by your Board of Directors. Every year a statement signed by three of the senior officers of the Head Office in charge of credits is submitted to the Board, certifying that every credit which should come before the Board, has been submitted to it.

The procedure I have described is that which is applied to all the current and active business of the Bank. The comparatively small number of accounts in connection with which there are slow or dragging advances, are subject to the additional test of an annual review by the Superintendents and the Chief Inspector. This takes place in the autumn of each year, and whenever in the judgment of these officers there is doubt as to the ultimate collection of the face amount of any debt, full provision for the estimated loss is made, either by writing down the debt in the books or by setting aside ample provision for it in a contingent account. The same procedure is applied to all the miscellaneous assets of the Bank, such as bonds and stocks held as investments, or other items which have come

into its possession as security for debts incurred to it. The provision which is thus made for bad debts is so ample that every year a certain amount is recovered from debts previously written off our books, and we have a special organization in the Head Office to look after these written-off debts and to see that nothing is left undone which is necessary to protect the Bank's interest in them. I should like to repeat what I drew attention to at the beginning of my address today, that the policies deliberately adopted by this Bank to govern its methods of lending money, with a view to protecting it from bad debts, especially under such adverse circumstances as we have passed through during the past year, have proved most effectual, so that the ratio of bad debts to total loans over a series of years shows a marked decrease.

As to the auditors' certificate, the auditors whom you elect each year are chartered accountants belonging to well-known firms of established reputation. They are voted each year at these annual meetings a considerable sum for their services, namely, \$20,000, and undoubtedly they put forth their best endeavours in the discharge of their duties. They visit a number of the principal offices of the Bank, and in addition to verifying the accuracy of the records, and the physical existence of the cash and securities held as investments or as collateral for loans, they carefully examine the annual review of all slow or dragging loans and investments, of which I have spoken, and for their own satisfaction are placed in possession of the evidence upon which our estimate of the value of such assets is based. If this does not satisfy them, they are at liberty to make such independent investigations as their judgment may dictate. In our opinion their work is well and thoroughly done.

As a result of the general contraction of business, it has become almost a problem to provide employment for the large clerical staff built up in more active times. We

have found it necessary to release a number of our temporary employees, both men and women, although in many cases this step was taken only with great reluctance. It had, however, become incumbent on us, not merely on account of existing conditions, but also to accelerate the training of our junior officers, many of whom had been retained on purely junior duties for an undue length of time.

Our policy of recognizing merit by promotion is somewhat circumscribed under existing conditions, which preclude branch expansion on the scale in effect hitherto, but I am pleased to record the continuance of that loyalty and devotion to the Bank which have always been a marked characteristic of its staff. The decrease in the earning power of the Bank as a result of the heavy liquidation in its business during the past year, to which I have already referred, prevented us from dealing as generously with the staff last Christmas as has been our custom for many years past. They realize, however, that this depends upon the successful outcome of the year's business, and that when depression comes, equally generous treatment cannot be meted out to them. Under these circumstances, the problems confronting them as a result of the high cost of the necessaries of life, and particularly of housing accommodation, have been manfully met. With the evidences before us of a pronounced downward tendency in the prices of many commodities, we look hopefully for an amelioration of the conditions which have called for strict measures of economy and self-denial on their part.

A year ago I referred to our intention to establish branches of this Bank in Port of Spain, Trinidad, and Rio de Janeiro, Brazil. These have now been opened, and our business at the former place shows every prospect of satisfactory development. In Rio de Janeiro some delay took place in making the alterations necessary to render the premises we had purchased suitable for occupation by

the Bank, and the branch did not open formally for business until November last. It is as yet too early to speak of actual results, but we believe that the operations of the branch will be crowned with success. The business of our other branches in the West Indies continues to develop in a satisfactory manner. The world-wide depression and the decline in prices have been felt acutely in the West Indies; on the one hand, because of their insular position which obliges them to import almost all the manufactured goods which they consume, and on the other, because of the collapse in the price of sugar, on which article more than any other their prosperity depends. From now on, however, we look for a gradual return to more prosperous conditions, in the results of which this Bank will be ready to participate

The course of the foreign exchanges has again been of great interest, many violent fluctuations having taken place on various occasions. The leading European exchanges have been particularly sensitive to political happenings, and such matters as the negotiations of the Reparations Committee of the Allies with Germany and the Disarmament Conference at Washington have exercised a marked effect on rates. The year 1920 closed with demand sterling selling as low as  $352\frac{1}{2}$  in New York. Throughout the early months of 1921 there was a more or less steady rise until the rate crossed \$4 in May. Early in June there was a sharp drop in rates caused by persistent foreign selling in New York, and the German reparations payment. This fall continued during July, carrying the rate down to  $357\frac{5}{8}$ , or almost as low as at the close of the previous year. During August a steady climb began, which reached the level of 424, a gain of almost 72 cents for the year, or more than half the way back to par. To this improvement a number of causes have doubtless contributed. The fall in the prices of foods and of raw materials has materially aided the rise by diminishing the money value

of Great Britain's necessary imports. Payment of part of her indebtedness to the United States and the evidences of improvement in her financial and economic position have been other factors. The premium for United States funds in Canada dropped sharply during January last, falling from 18 to 10 per cent., and this was followed by a reaction to 15½ per cent. in February. During the next seven months, March to September, inclusive, the range was much narrower, the premium fluctuating between 10 and 15 per cent. In October the rate fell further to 8½ per cent., and after a slight reaction in November to as high as 10 per cent., another decided drop occurred in December when quotations fell below 5 per cent. The improvement in the early autumn was only natural in view of the volume of exports of Canadian grain at that time of the year, but the movement in December was somewhat unexpected. The explanation lies no doubt, to a large extent, in the cumulative effect of very large sales of bonds in the New York market by Canadian provinces and municipalities, facilitated by the receptive state of the bond market in the United States during the last part of the year. These borrowings, while they temporarily enhance the value of the Canadian dollar in the United States, only add to the yearly interest bill of Canada—already very large—and there is nothing in the situation which would give us reasonable cause to believe that any improvement in the exchange value of our currency brought about in this way will prove permanent. We should like to direct the attention of any interested to the discussion of the subject in the current number of our Monthly Commercial Letter.

In conclusion, I may say that the year through which we have just passed was undoubtedly a difficult one. Irregularities here and there in the progress of deflation show that the process is not yet fully completed. The burden of taxation is a heavy one, made unduly so by

inequitable distribution. It would be well if our Governments would direct taxation more at what people are spending and less at what they are saving. It must be remembered that high municipal taxes are one of the influences that keep up rents and retail prices, just as taxes on profits keep up the prices of manufactured goods. The lack of capital accumulations and the high level of wages also function in the manner of taxes on employment, tending to increase the unemployment which has been so prevalent. In these and other ways the return of prosperity is being held back. Yet the position has undoubtedly improved in many respects. The doubt as to the future so widespread a year ago has largely disappeared. The stocks of goods produced at a high cost have been steadily reduced by consumption, even if often disposed of at a loss. The problem of production at lower costs, which for a time seemed so baffling, appears now in a fair way to be solved. The soil and other natural resources of Canada are as ready as ever to respond to the efforts of her people. If business seems at present to be more or less in a condition of suspended animation, any change which takes place must surely be for the better, and at any moment it may awake to new life and prosperity. Granted a favourable harvest in the coming year, we may confidently look for a steady return to more normal conditions:

In moving the adoption of the report, the President spoke as follows:

#### PRESIDENT'S ADDRESS

When the high tide of prices and of financial inflation began to ebb, the keenest observer seeking to estimate the extent of the decline must have failed to do so. Ever since the vast network of modern trade, based so largely on steam, electricity and credit, made the world almost an industrial whole, no such test of its power to resist disaster has occurred.

The losses ascertained on the readjustment of balance sheets have been so great that many concerns of world-wide importance will require some years to regain what had been the most favourable position in their experience, and the dividends on many first-class stocks have been lessened or actually stopped for the moment. Whether we have seen the worst or not it is idle to guess, but thus far these extraordinary adjustments have been made with so few failures, and with so little of anything approaching panic, that we have cause for some surprise and much thankfulness. The General Manager has already told you of our own good fortune in steering through a difficult time. As we turn a new corner in the world's affairs our duty is to look ahead and consider what is good as well as what is bad in the prospect.

We have seen the fall of Bolshevism and the return of efficiency in labour in many countries. We speak of certain parts of Europe as bankrupt, and the governments may really be so, but the peasant working on the fruitful earth, and the worker in industrial plants which make articles for home consumption, are thriving, and much wholesome happiness exists. We have perhaps made peace with Southern Ireland; we have laid the basis of an agreement which will bind the four great powers regarding Pacific questions, and another agreement which should protect China. We hope that an agreement for partial disarmament will be completed, and that the Senate of the United States will approve the entire conclusions of the Conference now sitting at Washington.

This accomplished, a new spirit will animate the world, but there will still remain much the greatest problem arising from the war. If it was a case of putting the cart before the horse to discuss disarmament without settling the Far East question, it is almost as much so to discuss disarmament before the financial problems of Europe are at least directed into the way of future settlement. We can

but hope that an international conference will grapple with this subject at once.

Turning to our own foreign trade and having in mind the large figures caused by the war, which in 1918 reached a total of two and a half billions of dollars, we find at the close of our fiscal year in March last little change in volume, but much change in detail, and a vast change in the half year ending September. For the fiscal year our total foreign trade was \$2,450,587,000, but while in 1918 we had a surplus of \$623,647,000 in exports over imports, in 1921 we actually imported to the value of \$29,730,000 more than we exported.

For the six months ending September our foreign trade was only \$721,626,000, as compared with \$1,274,878,000 in 1920. The great inrush of imports which in the last half of the year ending March had so completely changed our fiscal position, lessened rapidly during the half year, but nevertheless there was a balance of \$35,835,000 against us. When we compare the figures for these six months in 1920 and 1921, we find an almost unbroken series of decreases in the various items of both imports and exports, the imports showing a decrease of nearly fifty per cent., and the exports one of about forty per cent.

When we make a comparison for the twelve months ending September we get a clearer light as to the great change which has taken place. For the twelve months ending September, 1920, our foreign trade was over two and a half billions, while at the end of September, 1921, it had fallen to \$1,897,335,000. We had, however, turned a balance of 80 millions of excess imports into a balance in our favour of 85 millions. Although the situation has changed so materially, it is still worth while to analyse the figures for the fiscal year. We learn that during this period of reckless buying we imported under eight main headings 209 millions in value more than in the preceding year, and under one heading, 33 millions less. In the details there



are many decreases, but these are over-balanced by such increases as: Distilled beverages, 25 millions; sugar, 12 millions; cotton and other textiles, 12 millions; wood and wood products and paper, 14 millions; iron and its products, 59 millions; coal, 55 millions; petroleum and its products, 19 millions; and chemicals, 6 millions. The most important decrease is in animals and their products, 33 millions. Nor can we find any warrant from our exports for such excessive imports. It is true we maintained the total at only 75 millions less than for the previous year, but the details show the following decreases in value: Flour, 32 millions; sugar, 15 millions; cattle, 23 millions; furs, hides, etc., 35 millions; beef, 10 millions; bacon, etc., 38 millions; and ships, 33 millions. Our excessive imports were only possible because we exported more grains to the extent of 123 millions, and more wood, wood products, etc., to the extent of 70 millions. Of the great total of imports, valued at a billion and a quarter of dollars, we should make a very large proportion ourselves, and if we are to prosper and pay our debts abroad we must plan to do so in future. Any other course will be ruinous to Canada. Our total trade with Great Britain was \$528,171,000, with purchases of \$213,944,000, much the largest on record, but with sales of only \$314,226,000, the smallest since 1915, leaving a surplus in our favour of only \$100,281,000. Our total trade with the United States was \$1,417,296,000. The imports were \$856,613,000, the largest on record; the exports \$560,683,000, also the largest, and the balance against us, \$295,930,000, a trifle less than for the previous year. We are certainly improving the proportions of our trade with the United States; but we have a long way to go before an ideal condition is reached, and such measures as the Fordney tariff bill show conclusively that we must not expect any help from our neighbours towards making the two sides of our trading account more nearly equal in money value.

The field crops of Canada for 1921 are estimated in value by the Dominion Bureau of Statistics at \$1,017,675,000, as compared with revised figures for 1920 of \$1,455,244,000. The revised figures for 1920 are much below the estimate made a year ago, but whatever the actual figures for 1921 may turn out to be, the very great loss in money value, and therefore in purchasing or debt-paying power, is only too clear. The loss in the value of wheat is estimated at 144 million dollars, oats 92 millions, barley 22 millions, and other grains, apart from rye, about 43 millions. There is a gain in rye of 7 millions. In hay, clover, etc., there is a loss of about 70 millions, in potatoes of about 45 millions, and in other root and fodder crops of about 28 millions.

While the yield of most agricultural products was less than in 1920, the loss is mainly in the price. Wheat is said to have averaged only 11 cents over the pre-war average, while oats and barley were sold at less than pre-war prices. With wheat at an average for all Canada of 86 cents, as compared with \$1.62, oats 37 cents instead of 53, barley 47 instead of 83, and almost every other farm product in somewhat similar proportion, the present position of the farmer is obvious. In hay the poor result was due to the lowest yield per acre on record and not to the price.

These hard facts have brought about a situation rare in Canada for many years, but they do not constitute the whole of the farmer's troubles arising from the world-wide adjustment of prices. The money loss from the fall in the price of cattle, whether the farmer has sold his animals or still owns them, has been more serious and disturbing than in the case of cereals. Unfortunately we have no statistics upon which to make such a comparison as in the case of our field crops. Europe fixes the price for our grain and cattle, but the United States has been a buyer under certain conditions, and the possibility of selling there a surplus of cattle

not immediately required by Europe, has been a protection against a loss in price which will affect all of our cattle if this additional market does not exist. The Fordney bill closes that additional market to us for cattle. For the year ending in March last the exports from Canada to the United States included commodities affected by the bill to the value of 168 millions of dollars, and to the extent of about 32 millions, these consisted of cattle and their products. While almost every country in the world is at the present time increasing its tariff in the effort to save its own industries, a creditor nation desiring to sell the products of its industries abroad and be paid for them, must have regard to the fact that payment can only be made in commodities. If the Fordney tariff remains in force, our power to buy from the United States will be curtailed accordingly, and we must in self-protection put every possible obstacle in the way of our people buying from that country the commodities for which we are thus rendered unable to pay.

A year ago we had some hope that the embargo against our live cattle landing in Great Britain might be removed. The report of the Commission appointed in that connection makes it clear that there never was any basis for excluding our cattle because of the existence of disease, and that our cattle are healthier than Irish or even British cattle. It is granted that the admission of our cattle would tend to restore the number of live stock to pre-war figures, and that it would help to satisfy the increasing demand for fresh home-fed meat. It also seems plain that the consumer in Great Britain desired the embargo lifted, but by a vote of 47 to 11 in Parliament, it was decided to maintain it.

The revised figures of our mineral production for 1920 are much in excess of the estimate of 200 millions, reaching, indeed, a total of \$227,860,000, the largest figures on record. Having regard to the price of metals, a falling off in 1921 was

inevitable, and the present estimate for that year is 170 millions, a very fair showing under the circumstances. There was a handsome increase in the production of gold, and silver held almost the same position as to quantity as in the previous year, although the price was much lower; while copper, nickel, asbestos, zinc, coal and all other non-metallic minerals show a reduction in quantity, or in value, or both.

The public debt of the Dominion at 31st March, 1921, was \$2,340,878,000, as compared with \$2,298,784,000 at 30th November, 1920. Against this, non-active assets, chiefly railway loans, amounting to \$393,937,000 are held. Great Britain at 30th November last, still owed us \$136,647,000, which is deducted from the figures given above, while foreign Governments still owed \$46,050,000. War expenditures fell to \$16,997,000 for the fiscal year ending in March, 1921, and for the ensuing six months refunds of considerable amount have more than offset expenditures, producing a credit balance of \$2,889,000.

We are beginning to understand what pensions to our soldiers and to their dependents will mean. For the fiscal year ending in March last we paid for all kinds of pensions \$37,000,000, as compared with \$24,000,000 in the previous fiscal year. The figures are swollen by the settlements being made with disability pensioners, who are allowed to accept final payments instead of monthly pensions. During the year as many as 18,261 disability pensioners accepted final payment, causing an expenditure of \$7,307,000. At a later date, the end of October last, there were in force 48,507 disability pensions. The pensioners, with their wives, children, mothers, fathers, brothers and sisters, numbered 89,689 souls, involving an annual liability of \$17,585,000; and there were in force 19,480 dependent pensions, representing allowances to relatives of deceased soldiers numbering 36,250 persons, and involving an annual liability of \$13,062,000. The total

annual liability in October last was a little over 30 millions of dollars.

There is one feature arising out of the war, of great interest to the business community, about which very little is known. We are generally aware that under the Treaty of Peace, in the section devoted to Debts, each nation is authorized to establish a Clearing House for the settlement of debts due by or to the late enemy, and for the liquidation or other settlement of all rights of property situated in one country and owned in the other.

Our own Clearing House is under the Secretary of State, and an enormous amount of work has been done and is still being done in an effort to disentangle the evidence required to substantiate the various claims, to obtain admission thereof by the enemy, and to bring each matter to the point of settlement. Very large claims for debts due have already been paid by Germany, but much the largest questions and those involving the most money have yet to be settled. The claims abound with technical difficulties and with disputes as to facts, and those who are not brought into close contact with the subject can have little idea of the credit that is due to the Under Secretary of State and his staff.

Under section 296 of the treaty, which deals with debts, 742 claims, amounting to \$8,720,000, have been made by Canadians against Germans. Of these, only 194 have been disposed of and only \$336,000 admitted. Claims amounting to \$4,818,000 have been objected to, and either withdrawn or resubmitted under the section hereafter mentioned, while claims for \$3,566,000 are still under consideration and are mostly contested. The German claims against us for such pre-war debts are 7,409 in number and amount to \$6,734,000. Of these, 6,092 claims have been disposed of, or are merely awaiting further information. We admit claims amounting to \$1,529,000, refer other claims to the section hereafter

mentioned, and have under consideration claims for \$1,596,000, mostly contested.

The next section of the treaty is devoted to Property Rights and Interests. Under this section, the Canadian Custodian may liquidate all property rights and interests within Canada belonging to Germans at the date of the ratification of the treaty, offsetting the proceeds against our own claims or those of Great Britain, and Germany must settle for them with her own nationals. We are proceeding with this liquidation; there are about 300 claims, and we have thus far credited Germany with \$362,000 on this account. Germany is required within six months from the same date to forward to Canada all securities and documents of title relating to German-owned property in Canada, but default has been made in this. The Under Secretary of State visited Germany and secured certificates for shares in Canadian companies, bonds and other securities for a considerable sum, which is, however, only a small proportion of the total which Germany is obligated to turn over. Our claims against Germany under this section are 19 in number, amounting to \$5,072,000. Of this, \$1,506,000 has been paid in money, and some valuable real property has been restored, while claims for \$3,566,000 are still under consideration by the German Clearing House. The debts are payable at the pre-war rate of exchange, and bear interest at 5 per cent. *per annum from the original due date to that of payment.*

The sales of Canadian securities for 1921 show a marked increase over 1920. The figures are as follows:

Issue	Amount	In Canada	In United States	In Great Britain
Government . . . . .	\$133,488,500	\$77,082,500	\$56,406,000	.....
Municipal . . . . .	88,805,973	73,356,414	15,449,559	.....
Railway . . . . .	101,150,000	.....	87,000,000	\$14,150,000
Public Service . . . . .	15,450,000	6,200,000	9,250,000	.....
Miscellaneous . . . . .	61,290,345	44,909,025	13,950,000	2,431,320
Total . . . . .	\$400,184,818	\$201,547,939	\$182,055,559	\$16,581,320

The total is about 80 millions larger than in the previous year, and it is comforting to know that the purchases of such securities at home were nearly 100 millions greater than in 1920, while the sales in the United States were over 30 millions less. Deflation is naturally helping the sale of our securities.

During the year our Monthly Commercial Letter has endeavoured to give to our customers, correspondents and the press, information as to finance, home and foreign trade, the process of deflation, the details of production, and the markets and prices of many national products, together with facts regarding national expenditures, immigration, etc. These are, as far as possible, accompanied by graphs calculated to help in a rapid understanding of the subject, and we have now added an index of wholesale prices which will be continued in graphic form from month to month. When I have also referred to our Review of Business Conditions, which this year is more exhaustive than ever, I feel that I need not add much about the trade and financial position of Canada and of the world generally. Our period of readjustment has punished us much more than we expected. In the case of many commodities we may safely hope that we have seen the bottom of the decline and have begun the upward climb to better conditions. In the case of others we cannot yet be sure, and doubtless between the final adjustment of one branch of manufacturing and that of another there may be an interval of time not easy to explain. The accidents surrounding production are many, but in the end all commodities and all labour will respond to laws more powerful than embargoes, valorizations, combines or labour unions. In the meantime, incidents which seem unfavourable should not unduly depress us, provided they are a natural outcome of the deflation through which we are to clarify the outlook of the business world before starting on our next period of prosperity.

Although at the moment, because of present conditions in our cities, we do not desire to add to the number of unemployed by encouraging immigration, the fact remains that when normal conditions return we shall desire immigrants of the right class as keenly as ever. Emigration from Great Britain in 1920 reached 285,000, as against 390,000 in 1913, and when the conditions for such travellers improve, the number will doubtless greatly exceed pre-war figures. We cannot doubt that the exodus from other parts of Europe will also be very great. These figures are to some extent deceptive, as mere travellers who are returning home and others who are not settling abroad are apparently included. Our total immigration for the year ending in March, 1921, is estimated at 148,000, an improvement over 1920, but very small figures indeed, looking to our future. Of these, about 75,000 came from Great Britain and 48,000 from the United States. As far as the records show, Ontario was the destination of 62,000 of these immigrants, and the three prairie provinces of 44,000, with smaller numbers for the rest of Canada. The number of these settling or working in any capacity on the land is relatively small, and as far as our prosperity is concerned, does not need to be so large as many suppose, but that such settlement should continue on an adequate scale is perhaps more important than at any time since the early days of the Canadian Pacific Railway. Then we had a railway mileage very much more in advance of our immediate needs, and depending very much more upon confidence in our future, than is the case to-day. We overcame that trying time with greater ease than we dared to hope, and we shall be equally successful in overcoming present difficulties, if we face them intelligently and fearlessly and do not yield to the same suggestions of blue-ruin that hindered the efforts of those who struggled through to success a generation ago. At that time we offered 160 acres of land to all comers, almost anywhere



they might choose to select it. We placed upon the land many who were to the last degree unsuitable, yet the percentage of successes was remarkable; we had to build branch lines where settlement was too small to warrant our doing so, but where we believed that time would justify it; we did not sufficiently control the selling price of the land granted to railways or to others, many of whom had eventually to sell to settlers, and thus we could not settle any particular district to a reasonable extent before opening other areas. We have been brought face to face with the results of this policy. We cannot continue to build branch lines in anticipation of settlers, when older lines are flanked by unsold lands held by railways or land dealers. In the older parts, these lands must be settled and the railway lines brought to a paying basis before new lines are built. The system of homesteading should be revised and probably done away with, as being largely a mistaken policy. There are several areas in the three prairie provinces that ought not to have been settled by inexperienced farmers, and others which should not have been settled at all. What has happened is the natural result of giving something for nothing, and of allowing vast areas not adequately examined as to quality to pass into the hands of private companies whose object in selling is gain and not the public welfare. We need not fear but that, when normal conditions return, we shall have immigration to as great a degree as we desire, but immigration and land settlement are very different matters, and indeed, a policy of land settlement is as much needed for our own farmers' sons as for any class of immigrants. We spoke a year ago about the excellent work being done by the Soldier Settlement Board, and what now seems necessary is the establishment of a somewhat similar system for all who have sufficient training to work a farm, and good records as to character, but little or no capital. We should, of course, be obliged to regain possession of land now in

private hands, and to manage a lending business under great difficulties and with only a narrow margin against loss, but it has been done by such excellent bodies as the Natural Resources Department of the Canadian Pacific Railway, the Hudson's Bay Company and others; and the fine record of the Soldier Settlement Board shows that it can be done by a Government Commission composed of men devoted to the work and free from political influence. The Salvation Army, if sufficiently backed by the Government, also stands ready to do good settlement work, especially where it involves the duty of shepherding the settler during the early years.

We have referred earlier to the financial condition of Europe. So much more is involved in this than German reparations and the Allied debts, that it may be well to clear our minds, if only partially.

In war, nations secure money as best they may. Canada was fortunate enough to sell her bonds to real investors, and if her people would limit their purchases abroad we could immediately return to the gold basis. In the case of Europe sufficient investors could not be found, and vast debts exist in the shape of treasury bills, issued for short terms and constantly having to be renewed. Great Britain has at the moment about £1,100,000,000 of these afloat, and if they could be, in whole or in large part, funded into long-term bonds, to be bought by real investors, she could doubtless soon restore the gold basis of her currency. These treasury bills, however, in March last, formed over one-sixth of her whole debt. Many nations cannot find buyers to a sufficient extent even for short-term treasury bills, and are forced to create money by fiat or other paper issues, made either by the Government or by banks controlled by it. From day to day as they mature, France has to find buyers, to the extent of about 70 billion francs in all, for short-term obligations called "Bons de la Défense," issued to pay for reparations; and as, even apart from this,

she cannot balance her budget, she is also adding to her ordinary debt at an alarming rate. She is forced to spend enormous sums for reparations, the cost of which she expects Germany to pay, but as to this she can have no sound assurance. Apart from this one form of debt she owes over 325 billion francs, her debt having almost doubled since the close of the war. It is clear that the rest of the world owes it to France to see that these reparations are made, even if Germany pays nothing more, but the budget of France must be made to balance very soon in other respects if she is to emerge with credit from her terrible difficulties. Germany is simply living on the printing press. According to a recent statement she resorts to it to the extent of about  $7\frac{1}{2}$  billion marks a month, and her total floating debt is said to be about 235 billion marks. The smaller nations of Europe who were engaged in the war are mostly in a worse condition than that of France.

The need which takes precedence of all others is that budgets must be made to balance. Only Great Britain and Denmark have as yet accomplished this. Nations can always effect this, however, when they realize that the only other course means an absolute stoppage of the power to spend as soon as fiat money ceases to have any purchasing value. The next is to rearrange each national debt so that payments over a series of years, which will eventually extinguish the debt, may be possible, and that the paper currency and other floating obligations may also be reduced, not at too fast a rate, but one which looks forward to a resumption of the gold basis at some future time. When it comes to arranging the amortization, regard must be had mainly to the ability of each nation to pay. A nation is but an aggregation of individuals and what it can pay, especially to foreign creditors, is what it can save while living in reasonable comfort. In our opinion it is most desirable that any settlement shall

consist of a series of annual payments, so that from the beginning only the annual sum shall hang over the paying nation as its problem. The constant facing of a vast capital sum of debt has a most depressing effect on the debtor.

Some nations feel the burden of debt and will break their backs sooner than not pay, but many nations are not like this and their temperament must be taken into account. We need not worry about their debts to their own people, except in so far as they cause fluctuations in the gold value of their currency when dealing with the outside world, but their debts to the United States and Great Britain and the German reparation payments, which are closely connected problems, hang like a wet blanket over a world otherwise ready for new and hopeful action. It is not for us to offer advice to the United States, yet we cannot fail to express surprise at the suggestion that the powers owing money to the United States should pay what they owe in 25 years with 5 per cent. interest. We do not believe that the Allied war debts should be cancelled entirely, although they are not ordinary debts but represent the cost of commodities, at two or more times the ordinary price, and of other help afforded by one nation to another, in winning a war in which all were vitally interested. Even if we could ascertain the precise value in money of each nation's effort, and attempted to adjust the cost according to each nation's proper share in this combined effort, we should nevertheless be forced to come back to each nation's real power to pay an external debt and yet secure for its people reasonable prosperity. The literal meaning of the American proposal referred to is that the combined nations owing money to the United States would first have to ship, to that and other countries, sufficient merchandise to pay for the food-stuffs and other goods they have to buy in America, which, before the war, reached \$1,500,000,000

in value, and in addition would have to ship annually more merchandise to the value of about \$700,000,000, to pay the debt with 5 per cent. interest in 25 years. If Europe could produce such a vast quantity of goods, however, the result would be ruinous to the industries of the United States.

As early as 1737, British Government 3 per cents were above par, and during the long time since, the rate has rarely been above  $3\frac{1}{2}$  per cent., except in the period following the Napoleonic wars. The low price of Consols before the present war was, of course, caused by the reduction below 3 per cent. Such a rate as 5 per cent. for a debt created under such peculiar circumstances, the payment of which must be spread over such a long period of time, is more like the suggestion of avarice than of wisdom. Past experience would suggest a rate of not more than 3 per cent. If this were the rate, the payment of 5 per cent. annually for 31 years would extinguish the debt, principal and interest, or the payment of 4 per cent. annually would end the debt in 47 years.

I spoke at some length last year on the subject of taxation, particularly as to the method of distributing the burden so that it may be borne without ruining those who have done so much to build up our country, and to whom we must look for the creation of new enterprises and for the extension of those now in existence. May I repeat that we can readily bear the cost of the war in this young country if we are fair to one another? We not only cannot bear it, but we are heading for national ruin, if each man seeks to evade his share and by the mere power of his vote, without considering the use they make of their incomes, to load it upon the shoulders of the few who are called rich. Newspaper editors who favour the use of votes for such a purpose write freely about the share of this debt borne by each head of a family, for the purpose of such calculations divid-

ing the national debt evenly among every man, woman and child and calculating the family at four individuals. Nothing could be further from the truth than this, nor, on the other hand, would any such system of taxation be possible. The fault of our system is that it is the most extreme and unfair system in the opposite direction that could be devised. Far from laying the debt upon the shoulders of all, it endeavours to take as much as possible from all incomes exceeding \$1,000 for unmarried persons and \$2,000 for married people, leaving all under these amounts free from any direct tax; while those whose income exceeds certain figures are penalized as if they were sinners, until the point is reached where almost the whole is taken. The highest tax in Canada on income, ordinary and surtax together, reaches 70 per cent. Now it is among the owners of these incomes that the overwhelming majority of the supporters of charities and churches and of all those who make gifts for educational, scientific, artistic and other meritorious purposes, are found. It is from the same people that the capital for new enterprises or for the enlargement of existing enterprises is obtained. It is within our knowledge that many lists of annual benefactions have already been cancelled, and this process is only in its beginning. When the astonishing cruelty of requiring the payment of two years' income taxes in one year had to be faced, many men who had not been in debt in recent years found it necessary to sell securities at ruinously low prices, or to incur large debts which have yet to be paid. There are also the enormous sums borrowed by corporations to pay another kind of taxation. Where the money has passed to the Government the taxes seem to have been paid, but so far as the individual or the company is concerned they are not yet paid, and weigh heavily upon the spirit of enterprise in the country. The high surtaxes on incomes are just as unfair and are precisely in the same class as the excess profits tax, now done away with except for the trail of

financial trouble left behind and the sense of unfair treatment in the minds of those who were forced to pay it. By requiring business concerns to put a higher value on their commodities for taxation purposes than they would have done in calculating the surplus in their business, the Government has collected vast sums on "profits" that never existed. Why the Government does not re-examine the accounts and adjust such taxes, returning what was thus unfairly collected, it is not easy for men with a business training to understand.

We have had another year in which to consider the truth of our remarks at the last meeting on this feature of our taxation. In the case of very many concerns in Canada and the United States, if the so-called excess profits, taken from business by an arbitrary valuation of commodities not yet sold, were entirely returned, the total amount, together with the reserves which such concerns have been able to accumulate after paying normal dividends, would not cover the losses resulting from an adjustment of the prices of commodities to the level of present markets.

It is perfectly clear that as sources of national income the excess profits tax and high surtaxes on income, apart from mere unfairness, are in many ways open to the same objections. They are both unreliable, because of the violent fluctuations in the amount of revenue they produce. Many Canadians have this year paid two years' income tax on stocks which during the year have produced no income whatever. Both these forms of taxation are destructive to new enterprises, causing the investment of any surplus income in non-taxable securities and in other safe bonds, instead of in enterprises involving some risk. Because of grave doubts about the future of any country which imposes taxes too unfavourable to capital, they also cause a general unwillingness to invest in anything which the hand of the Government can reach by such taxes. An effort was made in the United States to reduce the maximum surtax on

incomes to 32 per cent., and this was proposed after a profound study of the question of taxation by those who were appointed for the purpose. Congress substituted 50 per cent. for the 32 per cent., and the very able Secretary of the Treasury in his annual report, restrained as he was by his position, felt impelled to warn the people as to the result: He says, "the evil effects of high surtaxes" fall "ultimately almost entirely upon the mass of the people, who are thereby deprived of the benefits which would result from the free flow of commercial transactions and the use of the additional capital which would be available for productive enterprise." One of the defences for our high surtaxes on incomes is that such taxes are higher in Great Britain. Surely what is happening there is a most powerful argument against the extreme phases of the system. The capital of countless British families, which before the war was largely used to buy such securities as Canada needs to sell, is rapidly disappearing because of a tax which in the extreme phases amounts to confiscation. The tax too often cannot be paid out of income, and the money must be found by dismantling houses and estates or by selling securities.

We have steadily urged that a tax of one per cent. on sales of commodities should be adopted. We already have the system, but in a partial and illogical form. Nevertheless it produces a very large part of our revenue. Carried to its logical conclusion, it would produce a very much larger sum and would make the readjustment of those forms of taxation which are deterring production and inviting national disaster, quite easy of accomplishment. It might be well to divide the national budget, under two headings, one for the service of the country's ordinary expenditures and the other for the war debt. If the turnover or commodities tax of one per cent. were levied entirely for the war service, I am sure that the man does not exist who is loyal and would complain at paying his share of the



cost of the war in this indirect and comparatively easy way.

I have in recent years referred frequently to the necessity for scientific research in very many directions, if we are to develop Canada materially, quite apart from that desire for all knowledge which should actuate any people who intend to take a share in the world's affairs. We hoped that a great effort in research was to be made under the auspices of the federal government, but this seems to have been delayed as yet. In a recent number of the Bulletin of the National Research Council published at Washington, a list of all efforts and all funds available for the encouragement of research is given. The index covers the names of 600 or 700 institutions and of funds established in the United States for research in countless directions in connection with industry or pure science. The money left by citizens of high intelligence to sustain these researches runs into millions, but the majority of the gifts are quite within the reach of the business man who has had average success. They are made not so much because our neighbours are wealthy, but because with their much wider experience they have learned the value of sound knowledge in dealing with the difficulties of industrial and other business problems. The presidents of our universities tell us frequently of the progress being made, and of the many things they are prevented from doing for want of private gifts to endow new forms of research. We have just witnessed the closing of the meeting of the American Association for the Advancement of Science held here, and we must hope that our minds have been stirred to thoughts about the future of Canada which should lead us onwards in the search for means of national development.

Despite the world-wide experience of the pains of contraction by whole nations, and notwithstanding the many unsettled problems still standing in the way of prosperity, we have during the year passed through many

remedial stages which were absolutely necessary, whether agreeable or not. We are adjusting ourselves to the creation of our products at a cheaper cost, to a renewed conception of the value of a dollar and to the necessity for the maximum of efficiency in every effort of industry. If we have due regard to the world's experiences since the war and accept the lessons to be drawn therefrom, and if as Canadians we purpose to be fair to each other and to work together for the national good as well as for our own, we shall soon again achieve the success in material things which has happily distinguished our past. The tide which has been ebbing will soon turn, and the many nations with troubles infinitely greater than our own will one by one rediscover the road to progress, the basis of which will be the power to buy food and other supplies from nations like ourselves. With that change in the tide, a great emigration from Great Britain and the Continent of Europe will take place, and some at least will find their future as settlers on our farms. With our unused acres and our natural resources, our many centres of manufacturing, our established character for industry and energy, and our really great ability to economize, when aroused, we of all nations can surely view the future with courage and confidence.

On motion of the President, seconded by the Vice-President, the report was adopted.

It was moved by Mr. Geo. A. Morrow, seconded by Mr. A. J. Helliwell: That Messrs. T. Harry Webb, C.A., and Douglas Dewar, C.A., be and they are hereby appointed auditors of this Bank, to hold office until the next annual general meeting, their remuneration not to exceed \$20,000. The motion was carried.

It was moved by Mr. Graham Campbell: That the thanks of this meeting are due and are hereby tendered to the President, the Vice-Presidents and the other Directors for their careful attention to the interests of the Bank

during the past twelve months. The motion was seconded by Sir William Mackenzie, who said: I have very much pleasure in seconding this motion. I am quite sure that the shareholders of no other bank in Canada can look forward with greater certainty to their interests being looked after.

The Chairman: You have heard the resolution, gentlemen. I quite appreciate that at the present time it needs a bold man to move a vote of thanks to the directors of any bank; I can also assure you that the Board appreciates it. I think we have reason to be proud of the devotion of the directors and the chief officers of the Bank; and from the manner in which we present our accounts and make our addresses, you must be sure that this is a bank in which we work from top to bottom. We should miss this resolution very much if it did not turn up in the day's proceedings, and I thank you very much for it.

The motion was agreed to.

It was moved by Mr. A. E. Ames: That the thanks of the meeting be tendered to the General Manager, the Assistant General Manager and the other officers of the Bank for the satisfactory discharge of their respective duties during the past twelve months. Mr. Ames said: *This resolution is not a fulsome one, and it is not perfunctory. I hope it will be passed as a sincere vote of thanks and appreciation, and as a vote of confidence, like a vote taken on a resolution of a government which has passed through a critical and trying period and has come out with success. I think the vote ought to be accorded to the officers of the Bank, and have great pleasure in moving the resolution.*

The motion was seconded by Mr. V. Massey, and agreed to.

The Assistant General Manager: I deem it a very great privilege to be permitted to reply on behalf of the executive officers and the staff, and to express their thanks

for the resolution which you have so kindly adopted. This is the only occasion upon which the shareholders have an opportunity to say a word to the staff, and it is appreciated most thoroughly.

The past year has been one of trial and extreme difficulty for the staff, owing to the unfavourable trend of business conditions; and that the results have been as favourable as to-day's report indicates is due in large measure to their faithful and unstinted efforts. I wish to join with the General Manager in expressing our deep appreciation of loyal service rendered during the past year.

The staff of the Bank has in recent years increased to quite large proportions. In August, 1914, there were 2,832 men and 380 women on it, or a total of 3,212. At the end of the war we employed 2,001 men and 1,446 women, or a total of 3,457. We then opened some new branches, and at the close of November last we employed 3,302 men and 1,261 women, or a total of 4,563. In remarking upon the increase in the number of men since the end of the war, it should be remembered that we took back about 1,000 of the 1,701 men who left to serve in the war. You will observe that the proportion of women clerks in the Bank is still large as compared with 1914, and the Executive wish to take advantage of this opportunity to express their deep appreciation of the services of the women clerks both during the war and subsequently.

As you are aware, the Executive were authorized to erect suitable memorials in each branch to commemorate the men of The Canadian Bank of Commerce who served and fell in the Great War. Out of 336 memorial tablets, over 167 have been placed in position, and most of the others have been completed. At a large number of branches, formal unveiling ceremonies have been carried out, with dignity and solemnity. At Swift Current, on 26th April last, the unveiling was performed by His Excellency, the Duke of Devonshire, Governor-General of

Canada. At Port Arthur, on 21st November, the Right Honourable Arthur Meighen, Prime Minister of Canada, performed the unveiling ceremony. At a few of the larger branches, owing to the large number of names, it will be necessary to depart from the shield form of tablet, and designs suitable for these offices are under consideration. For this purpose we have been fortunate in obtaining the services of Mr. Walter S. Allward, of Toronto.

I wish again to express on behalf of the Executive, the Head Office staff, the managers and officers of the bank, their sincere thanks for the resolution which has just been passed.

Mr. G. V. Holt: I think it is justly conceded that the staff is a very important factor in the Bank's goodwill, and few people outside of the Bank realize the years of care and hard work required to build up such an organization as ours. The Assistant General Manager has referred to the living conditions under which salaried men have to work. They have, as you know, been very hard, particularly for young married men, for a number of years past. In some cases the men are perhaps a little inclined to chafe under these conditions, and at the slowness with which they are righting themselves. The work of the staff during the past few years has of necessity been very arduous, owing largely to the disruption caused by the war. I should particularly like to pay tribute to the wonderful way in which the returned men have dropped back into the positions which they left to go to the front, and have endeavoured to overcome the effects of their nerve-racking experiences overseas. I am happy to say that with the return of more normal conditions we are getting back into our stride, and are becoming, I hope, the united and happy family which we were before the war.

Needless to say, we are anxious to do our best to further the interests of the Bank in which we all take a

very great pride, and to deserve the very kind and complimentary expressions of your approval.

The Chairman: I should like to have upon our record the fact that the second volume of "Letters from the Front" comes from the press to-day. The first volume, which most of you have seen, contains the letters which were published in pamphlet form during the years of the war, and in addition, the portraits of the men who fell, and of those who received decorations. The second volume embraces a biographical sketch of each of these men, and contains a few portraits which were not available in time for the first volume. There is also a reproduction of every badge worn by the men of The Canadian Bank of Commerce in the British service, the Canadian service, and the service of the United States, numbering over one hundred in all. There are illustrations of the honours won by our men, as well as a map and a rather extraordinary sketch of the war written by one of our officers for the purpose of showing where our men fought. The book also contains the design made by Walter Allward of the memorial to be erected in front of the new building here. Altogether it is rather a remarkable production.

It was moved by Mr. Miller Lash, seconded by Mr. H. C. Cox: That the following by-law be adopted:

#### BY-LAW NO. 11

The shareholders of The Canadian Bank of Commerce in annual meeting assembled on the 10th day of January, 1922, hereby enact as follows:

Consolidated By-law No. 1 as amended on the 13th day of January, 1920, is hereby amended by striking out the words "twenty five" in the third line thereof, and inserting in lieu thereof the words "twenty four"; also by striking out the word "five" in the last line, and inserting in lieu thereof the word "six". Carried.

It was moved by the Rt. Hon. Sir Thomas White, seconded by Mr. G. W. Allan: That the meeting do now proceed to elect directors for the coming year, and that for this purpose the ballot box be opened and remain open until three o'clock this day, the poll to be closed however whenever five minutes shall have elapsed without a vote being tendered; the result of the election to be reported by the scrutineers to the General Manager. Carried.

The meeting then adjourned.

The scrutineers subsequently reported that the following gentlemen had been elected as directors for the coming year: Sir Edmund Walker, C.V.O., LL.D., D.C.L., Sir John Aird, the Rt. Hon. Sir Thomas White, K.C.M.G., Sir Joseph Flavelle, Bart., A. Kingman, E. R. Wood, Sir John Morison Gibson, K.C.M.G., K.C., LL.D., Robert Stuart, George F. Galt, A. C. Flumerfelt, Hon. Geo. G. Foster, K.C., Chas. Colby, Ph. D., LL.D., George W. Allan, K.C., H. J. Fuller, F. P. Jones, H. C. Cox, Charles N. Candee, W. W. Hutchison, H. R. Silver, Jas. A. Richardson, T. A. Russell, Sir Alexander Mackenzie, K.B.E., Miller Lash and Vincent Massey.

At a later meeting of the newly-elected Board of Directors, Sir Edmund Walker, C.V.O., LL.D., D.C.L., was re-elected President, and Sir John Aird and the Rt. Hon. Sir Thomas White, K.C.M.G., Vice-Presidents.











