

Ford Motor Company

OF CANADA, Limited

Ford, Ontario

ANNUAL REPORT

FISCAL YEAR ENDED

JULY 31st

1921

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Ford Motor Company

OF CANADA, Limited
Ford, Ontario

ANNUAL REPORT

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Ford Motor Company

OF CANADA, LIMITED.

Ford, Ontario

BOARD OF DIRECTORS

HENRY FORD, *President*

G. M. MCGREGOR, *Vice-President, Treasurer and General Manager*

EDSEL B. FORD, *Second Vice-President*

W. R. CAMPBELL, *Secretary and Assistant General Manager*

E. C. KANZLER

Stock Transfer Agent . THE SECRETARY OF THE COMPANY
Auditors MESSRS. HOLLIS, TILTON & PORTE
Bankers THE MERCHANTS BANK OF CANADA

ANNUAL MEETING

FOURTH MONDAY IN OCTOBER.

BRANCHES

ST. JOHN	MONTREAL	TORONTO	LONDON
WINNIPEG	REGINA	CALGARY	VANCOUVER

FORD MOTOR COMPANY OF CANADA, LIMITED

BALANCE SHEET

July 31st, 1921

ASSETS				LIABILITIES			
Cash on Hand		\$3,447,981.91		Purchase Creditors, Etc.		\$1,471,406.68	
Accounts Receivable—				Accrued Expenses and Pay			
Sight Drafts and Foreign Shipments	\$851,851.10			Rolls		<u>148,474.28</u>	\$1,619,880.96
Open Charge Accounts (Less Bad and Doubtful Debts)	85,601.39			Reserves—			
Customs Drawback	<u>191,963.86</u>	1,129,416.35		Foreign Shipping Space		160,235.95	
Investments		3,378,115.00		Uninsured Risks		160,000.00	
Deferred Charges—				Income Tax		<u>376,354.24</u>	696,590.19
Insurance, Taxes, Etc.		178,537.00		Surplus—			
Stores Accounts—				Balance July 31, 1920	\$8,216,305.47		
Home Office	3,879,452.79			Adjustment of 1920 Tax Reserve	231,127.96		
Branches (Less Profits Unearned)	<u>1,513,420.44</u>	5,392,873.23		Profits for year	<u>2,368,407.23</u>	10,815,840.66	
Plant Accounts (Less Depreciation)—				Less—			
Home Office	3,981,542.90			Income Tax on 1921 Profits	246,906.12		
Branches	<u>1,326,938.30</u>	5,308,481.20		Dividend Paid	<u>1,050,000.00</u>	<u>1,296,906.12</u>	9,518,934.54
Patents		1.00		Capital Stock—			
		<u>\$18,835,405.69</u>		Authorized		10,000,000.00	
				Unissued		<u>3,000,000.00</u>	7,000,000.00
							<u>\$18,835,405.69</u>

We certify that we have audited the books of the Company for the year ended July 31st, 1921, and that the above Balance Sheet, in our opinion, is properly drawn up so as to present a correct statement of its position at that date and of the profits for the period named. We are satisfied that only actual additions to properties during the year have been capitalized and that proper provision for depreciation has been made out of profits.

Cash and securities on hand have been verified by count or by certificates obtained from the depositaries.

HOLLIS, TILTON & PORTE,

September 26th, 1921

Auditors

DIRECTORS' REPORT

To the Shareholders:

The Board of Directors submits herewith its Annual Report for the fiscal year ended July 31st, 1921, including a Balance Sheet bearing Auditors' Certificate, showing the condition of the Company at the close of that year.

Income and Surplus Account.—The total Sales and other Income amounted to - - - - \$37,836,473.40

After providing for all expenses and for Income Tax, the net profits transferred to surplus were \$2,121,501.11. In addition an amount of \$231,127.96 representing a balance remaining in 1920 Business Profits Tax Reserve after all adjustments were made and Tax had been paid, was put back into Surplus, making a total addition to Surplus Account for the year of - - - - - \$2,352,629.07

Output.—The total output for the year was 46,832 cars and 3,063 tractors, against 55,616 cars and 2,335 tractors for the previous year.

Investments.—Consist of short term Government Securities.

Stores Accounts.—Home Office stocks of raw materials and finished goods have been reduced by approximately \$2,200,000, while stocks at Assembly Plants show a decrease of slightly over \$700,000, making a total reduction of approximately \$3,000,000, which brings our Stores down to a working minimum. Inventories were priced at cost or market, whichever was lower.

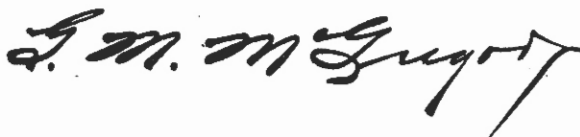
Plant Accounts.—These show a reduction from last year, in the net carrying value, of approximately \$343,700.00. While actual additions to plant of \$345,300 were made—these consisting principally of machinery and equipment—depreciation was also set up to the extent of \$689,000 resulting in a decrease in the net plant value as above.

During the year we purchased the property in which our St. John Branch is located and which was formerly leased.

Reserves.—Adequate provision has been made for all contingent and other expenses including Income Tax. It should again be borne in mind that our tax year differs from the fiscal year so that the tax shown for the year does not correspond with the amount in reserve. We hope, however, before our next Annual Statement is published, to have the tax year coincide with the fiscal year and so eliminate any such difference in future.

Branches.—There has been no change in number or location of Branches and all have shown satisfactory results.

For the Directors,

A handwritten signature in cursive script, reading "L. M. M. Gregory". The signature is written in dark ink and is positioned centrally below the text "For the Directors,".

Vice-President and
General Manager

Ford, Ontario
September 26th, 1921.

