

DOMINION STORES LIMITED

Twenty-seventh

Annual Report

fiscal year ended March 22nd, 1947



COVER PHOTOGRAPH: New DOMINION Master Market, 3350 Yonge Street, Toronto.

Dominion Stores Limited

1946 - 1947

Annual Report

for the fiscal year ended 22nd March, 1947



DOMINION

the
Aim

of

Dominion
Stores
Limited

◀ *Entrance to General Offices, Toronto.*

*The aim of Dominion Stores Limited is to fulfil with
ever-increasing efficiency its responsibility
as a distributor of food, thereby performing a
satisfactory service to the consumer, producer,
manufacturer and processor; to discharge its
responsibility to shareholders whose investment
makes the Company possible; and to provide
its employees with a satisfactory living under
the best possible conditions.*

TOTAL SALES

\$40,898,921.44

Annual Report

Distribution of Total Income and Average Dollar Received from Sales by Dominion Stores Limited—53-Week Year 1946-47

Average Dollar

.84^{CENTS}₀₆ **MERCHANDISE**
(paid for Merchandise and Supplies) —

.08^{CENTS}₇₀ **EMPLOYEES**
(paid to, or for the benefit of employees and includes salaries, wages, pension plan, group insurance, etc.) —

.02^{CENTS}₃₃ **OCCUPATIONAL**
(including rents, insurance, taxes, licenses, light, heat, depreciation, etc.) —

.02^{CENTS}₀₁ **TAXES**
(Income and Excess Profits Taxes) —

.01^{CENTS}₀₄ **OTHER**
(Miscellaneous and sundry expenses including advertising) —

.01^{CENTS}₈₆ **PROFIT**
.0086 cents paid to shareholders
.0100 cents left in business —

\$1.00

to the Shareholders of Dominion Stores Limited

Your Board of Directors take pleasure in submitting a report on the operations of your Company for the fifty-three week year ended March 22nd, 1947, together with Financial Statements including the Balance Sheet as of March 22nd, 1947, and charts which, we believe, visualize clearly your Company's progress. We respectfully urge each Shareholder to study carefully the results as depicted herein.

Your Company is essentially a retail distributor of food. We do not produce or manufacture any of the items we sell. Our function is to buy them and make them available to consumers at the lowest cost possible. The price we pay for goods is not controlled by us, except by our knowledge of markets and our ability to establish sources of supply that will assure highest possible quality, so that we may offer the public the best value for the money they spend in our stores.

Our efficiency, as retail distributors, determines the charge we must make in addition to the price we pay for goods. The percentage of gross profit (or the difference between cost and selling) charged by your Company, has been consistently reduced, in fact, was 4.36 cents lower on each sales dollar in 1946 than in pre-war 1938.

Sales volume must be maintained to continue present costs of service. Important factors in the consistent growth of your business, are the expansion of facilities and the development of personnel. During the year, your Company continued its programme of expansion and plans are in hand for greater development in the future. A number of new modern master-markets, located at strategic points, are now in course of construction and others are contemplated. The expansion of facilities and development of personnel costs money. If we are to continue to progress we must continue to operate at a profit. The net profit of your Company for the year under review, was only 1.86 cents out of each sales dollar.

The difference between making money and losing money, in our type of business, because of narrow margins, demands the utmost in efficiency. The total net profit realized by your Company, was largely the result of sales aggressiveness (resulting in increased volume) and greater efficiency in operation.

Sales Total sales for the year amounted to \$40,898,921.44; an increase of \$6,069,575.76 or 17.43% over last year. Annual sales per store for the year ended March 22nd, 1947, showed an increase of 20.99% over the previous year.

Earnings Net profits before taxes, but after all other charges, including depreciation of \$104,655.03 were \$1,581,919.66, compared with \$1,335,803.86 for the year 1945-46; an increase of \$246,115.80.

Net profits after providing for Income and Excess Profits Taxes, amounted to \$760,919.66 compared with \$450,803.86 last year; an increase of \$310,115.80. Reduced rates of Excess Profits Taxes contributed to the increase in net profits. Net profit being equal to \$2.46 per share compared with \$1.55 per share last year; an increase of 91c per share.

Taxes Provision for Income and Excess Profits Taxes for the year 1946-47 amounted to \$821,000.00. This compares with \$885,000.00 provided during the year 1945-46; a decrease of \$64,000.00. It is believed that Dominion and Provincial Income Tax Laws and Regulations have

Total

\$34,381,178.24

\$ 3,559,075.68

\$ 954,015.59

\$ 821,000.00

\$ 422,732.27

\$ 760,919.66

\$40,898,921.44

Annual Report to the Shareholders (Continued)

been interpreted conservatively in estimating the Company's liability for Dominion and Provincial Taxes on income and that adequate reserves have been provided. The Company's Dominion Income Tax Returns to the end of the 1943 fiscal year, have now been assessed by the Department of National Revenue, Taxation Division. The total refundable portion of Excess Profits Tax as at March 22nd, 1947, after adjustment to December 31st, 1943, amounts to \$379,761.57 or \$1.22 per share.

Dividends and Surplus Dividends totalling \$1.15 per share were paid to Shareholders during the year ended March 22nd, 1947 as follows: June 15th, 1946, twenty-five cents; September 14th, 1946, twenty-five cents; December 14th, 1946, thirty-two and one-half cents; March 15th, 1947, thirty-two and one-half cents. Total dividends paid amounted to \$350,219.61 compared with \$198,009.80 the previous year; an increase of \$152,209.81.

Earned Surplus Account after payment of dividends amounts to \$1,528,195.95 or \$4.95 per share.

Operating Expenses Total operating expenses in dollars were higher in the year ended March 22nd, 1947, but their percentage to sales was again reduced. Payrolls were substantially greater. Payments to and for the benefit of employees in the amount of \$3,559,075.68 during the year 1946-47 were 16.38% above last year, while the number of employees increased 5.36%.

Finances Substantial capital expenditures were made during the year, due to the opening of your Company's New Plant in Toronto, Canada; the replacement of capital assets; the acquisition of new equipment and properties for expansion purposes. However, the Net Working Capital of your Company at March 22nd, 1947, remained relatively constant at \$2,427,324.06. The ratio of current assets to current liabilities was 2.53.

The Net Worth of your Company at the end of the fiscal year was equal to \$16.51 per share. Of that amount \$7.85 was represented in Net Working Capital.

Shareholders At March 22nd, 1947, Dominion Stores Limited was owned by 2,097 Shareholders.

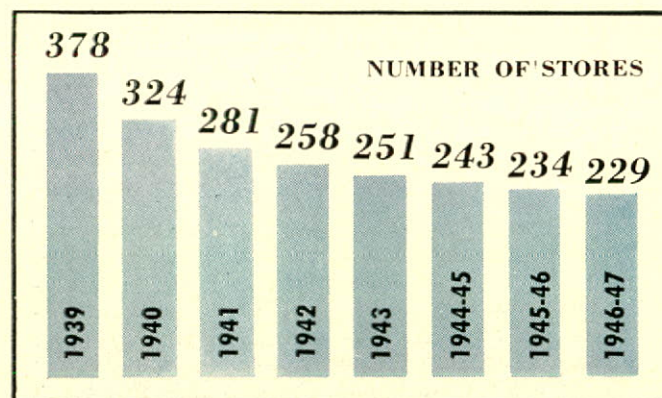
Personnel During the fiscal year an average of 1778 full-time and 485 part-time employees operated the Company's stores, offices and warehouses. 400 employees who had joined the Armed Forces had been reinstated by the end of the year.

Our wage and salary administration was still further improved, and, in view of the easing of the labour situation, a new selection programme was instituted to ensure that new employees coming into the business will be the best available for the vacancies to be filled.

During the past year our appreciation of the efforts of our employees has been demonstrated by the maintenance of our progressive personnel policies and improvement in our wage structure. Your Directors now wish to publicly thank the employees for their loyalty and support.

On Behalf of the Board of Directors

J. WILLIAM HORSEY,
President



\$40,898,921

\$34,829,346

\$31,989,334

\$27,655,078

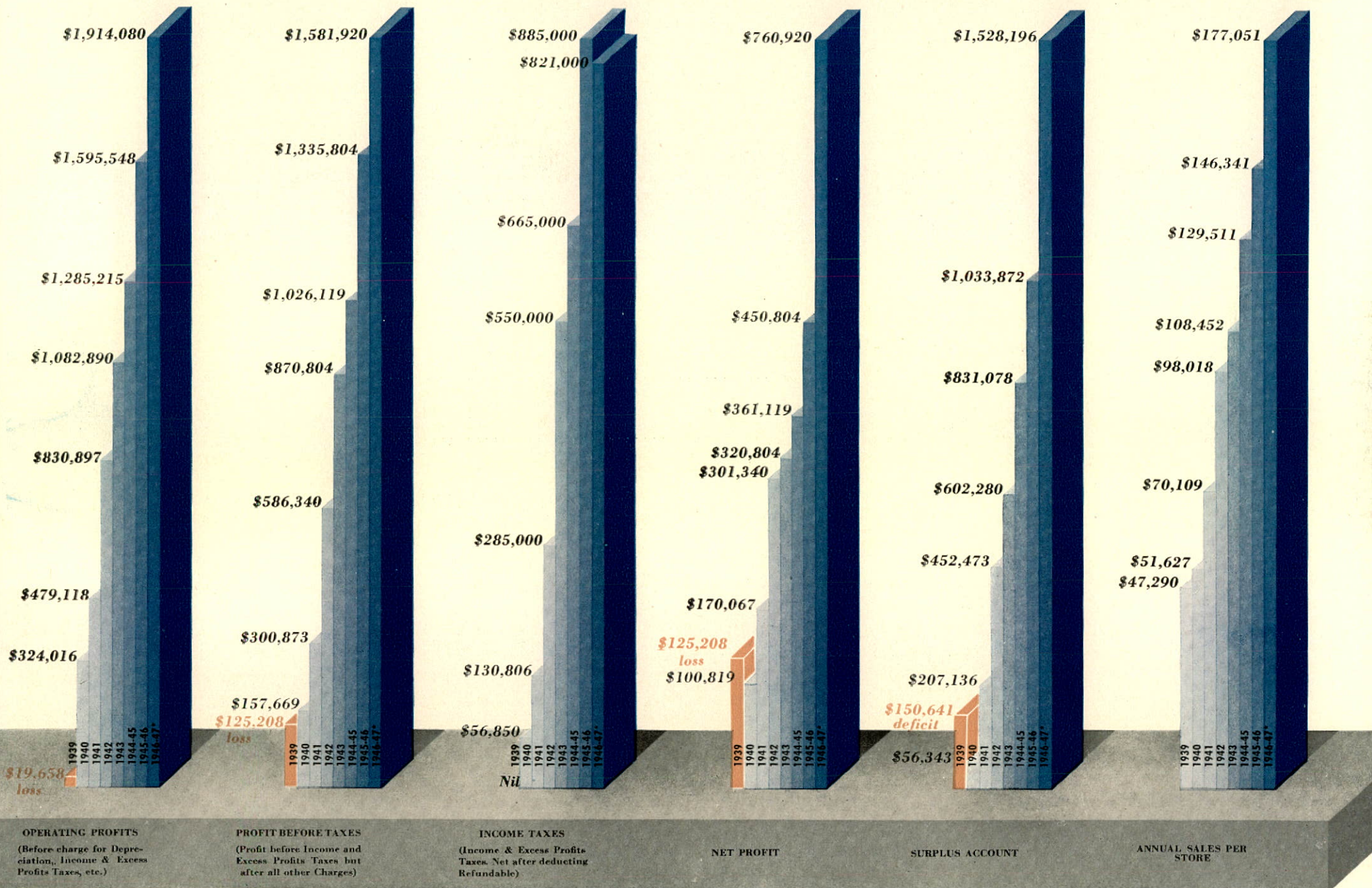
\$26,268,905

\$21,032,783

\$19,909,040

\$18,120,945

TOTAL ANNUAL SALES



*Contains 53 Weeks

*Contains 53 Weeks

Dominion Stores Limited **BALANCE SHEET**

ASSETS

CURRENT:

Cash on Hand and in Banks	\$583,208.28
Accounts Receivable (Less Reserve for Bad Debts)	95,065.65
Merchandise:	
(Inventories of merchandise and supplies in warehouses and meats and fruits in stores determined by physical count; groceries in stores determined by physical count prior to 22nd March, 1947, and adjusted to that date; merchandise in storage and in transit determined from inventory records. All valued at the lower of cost or market)	3,250,280.46

\$3,928,554.39

DEFERRED CHARGES AND PREPAID EXPENSES

51,905.68

MORTGAGES RECEIVABLE

18,150.00

REFUNDABLE PORTION OF EXCESS PROFITS TAX (estimated)

379,761.57

FIXED: (at cost—less amounts written off)

Furniture, Fixtures and Improvements to Leasehold Premises	\$1,648,441.79	
Deduct: Reserve for Depreciation	1,030,922.61	
		617,519.18
Buildings	1,251,480.53	
Deduct: Reserve for Depreciation	54,901.34	
		1,196,579.19
Motor Vehicles	9,729.98	
Deduct: Reserve for Depreciation	5,405.97	
		4,324.01
Land		459,751.90

2,278,174.28

GOODWILL

1.00

\$6,656,546.92

AUDITORS' REPORT TO THE SHAREHOLDERS

We have made an examination of the books and accounts of Dominion Stores Limited for the year ended 22nd March, 1947, which included tests of the accounting entries to the extent that we considered necessary, and have obtained all the information and explanations which we have required.

LIABILITIES

CURRENT:

Accounts Payable and Accrued Charges.....	\$994,411.74	
Reserve for Income and Excess Profits Taxes.....	558,724.27	
	<hr/>	\$1,553,136.01

CAPITAL STOCK AND EARNED SURPLUS:

Capital Stock:

Authorized—

1,000,000 common shares without nominal or par value

Issued—

290,014 shares at 16th March, 1946..... 3,264,089.96

19,000 shares issued for cash during the year..... 311,125.00

309,014 shares..... 3,575,214.96

Earned Surplus: (Statement No. 3).....	1,528,195.95	
	<hr/>	5,103,410.91

NOTE: As required by a ruling under the Excess Profits Tax Act, it is hereby noted that the Company proposes to claim an inventory reserve for taxation purposes.

\$6,656,546.92

Approved on Behalf of the Board.

E. GORDON WILLS, }
S. G. BENNETT, } *Directors.*

In our opinion, the above Balance Sheet and accompanying statements of Income and Expenditure and Earned Surplus are properly drawn up so as to exhibit a true and correct view of the state of the company's affairs as at 22nd March, 1947, and of the results of its operations for the year ended on that

date, according to the best of our information and the explanations given to us and as shown by the books of the company.

(Signed) McDONALD, CURRIE & Co.
Chartered Accountants

Toronto, 30th April, 1947

INCOME and EXPENDITURE for the year ended 22nd March, 1947

Sales		\$40,898,921.44
Cost of Sales, Selling and Administrative Expenses other than those shown below		38,984,841.84
Operating Profit		1,914,079.60
Add: Interest Earned		2,005.06
		<u>1,916,084.66</u>
Deduct:		
Provision for Depreciation of Fixed Assets	\$104,655.03	
Employees' Pension Plan	85,294.70	
Executive Remuneration	127,279.75	
Directors' Fees	5,070.00	
Legal Fees	11,865.52	
		<u>334,165.00</u>
Profit before provision for Income and Excess Profits Taxes		1,581,919.66
Provision for Income and Excess Profits Taxes		821,000.00
		<u>\$ 760,919.66</u>
BALANCE CARRIED TO EARNED SURPLUS		

EARNED SURPLUS for the year ended 22nd March, 1947

Balance at credit 16th March, 1946		
Earned:	\$642,872.09	
Deferred:	391,000.00	
		<u>\$1,033,872.09</u>
Add: Balance transferred from Income and Expenditure (Statement No. 2)	760,919.66	
*Contingency Reserve Not Required	83,623.81	
		<u>844,543.47</u>
Deduct: Dividends		\$1,878,415.56
		<u>350,219.61</u>
Balance at credit 22nd March, 1947		<u>\$ 1,528,195.95</u>
*Balance at credit 16th March, 1946	\$127,000.00	
Deduct: Charges to Reserve	43,376.19	
Amount not required	\$ 83,623.81	

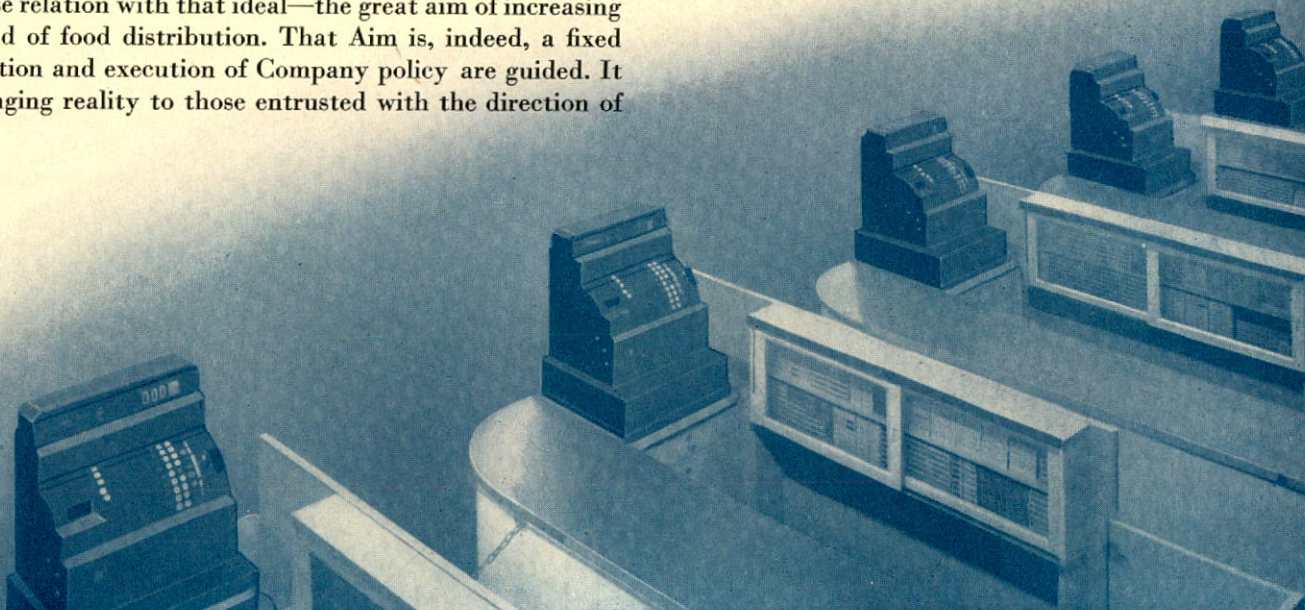
The President's Report on Operations

in the Public Service

Elsewhere, in an earlier section of this Report, the Aim of your Company has been set forth. It is an attempt to define the objective of every operation within this organization. It provides the compass by which executive courses are charted and administrative plans and policies set in motion. It is the keystone of the entire structure of your Company in all its many ramifications, constituting the constructive centre around which are grouped diverse activities.

These activities are here recorded. The pages which follow describe the individual and collective operations of men and women loyally engaged in making significant contributions to an ever fuller realization of the declared Aim of your Company. We think of ourselves as builders erecting, in the broad fields of the food industry, an enduring edifice of which that Aim is the blueprint. By their manifold activities they are creating, according to plan, an organization which embodies their desire to extend the whole range of their efficient operations in order to render an ever greater public service as distributors of food.

It is, therefore, in the light of your Company's Aim that you are invited to consider, step by step and page by page, the progress being made toward the fuller realization of a high ideal. Everything here recorded is significant only when viewed in close relation with that ideal—the great aim of increasing public service in the immeasurably broad field of food distribution. That Aim is, indeed, a fixed star by which those charged with the formulation and execution of Company policy are guided. It is at once a perpetual incentive and a challenging reality to those entrusted with the direction of your Company.



the Aim

“ . . . ever - increasing efficiency ”

TOW TRAINS: For convenience, speed and efficiency, tow trains are used in warehouses to facilitate the unending movement of large quantities of foodstuffs. ▼



Efficiency is an essential element in all success. Through it, alone, can your Company progressively increase the whole range and extent of the public service it renders as a distributor of food. The men and women of DOMINION recognize this. They know that the planned, purposeful elimination of all that impedes and hinders progress can be achieved only through that “ever-increasing efficiency” which is a vital part of our Aim. They know, too, that work well-planned is work made easier; and that it is efficiency that lightens labour.

This keen sense of constant improvement is diligently cultivated in every department of this Company, developing a habit of mind which is quick to detect unsatisfactory methods of operation, even though those methods may be traditional and time-honoured. To-day’s objectives can only be achieved by modern means and up-to-date planning. DOMINION’s Aim is directed to the future. It is there

EGG CANDLING: (Lower left) A modern egg grading station in operation at warehouse ensures our customers of receiving only the finest quality eggs. Here, eggs received direct from the producer are scientifically graded and inspected before shipping to our stores.

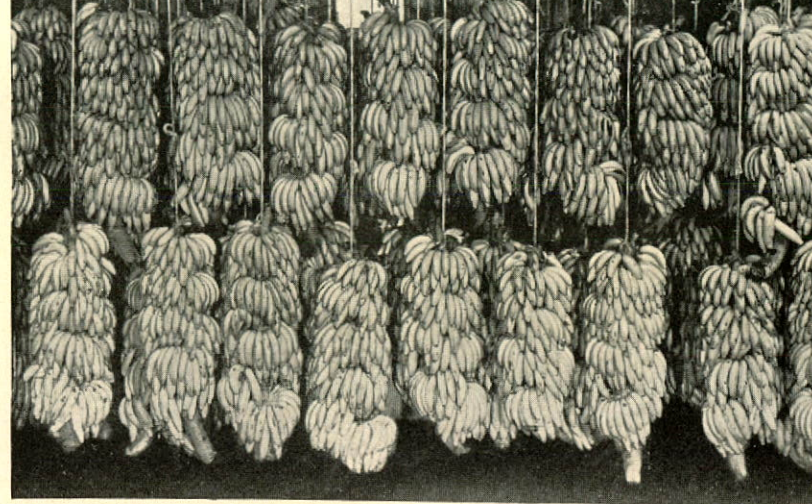
WAREHOUSE SMALL ROOM: So-called because it is used for the efficient handling of large quantities of small units of merchandise. ▼



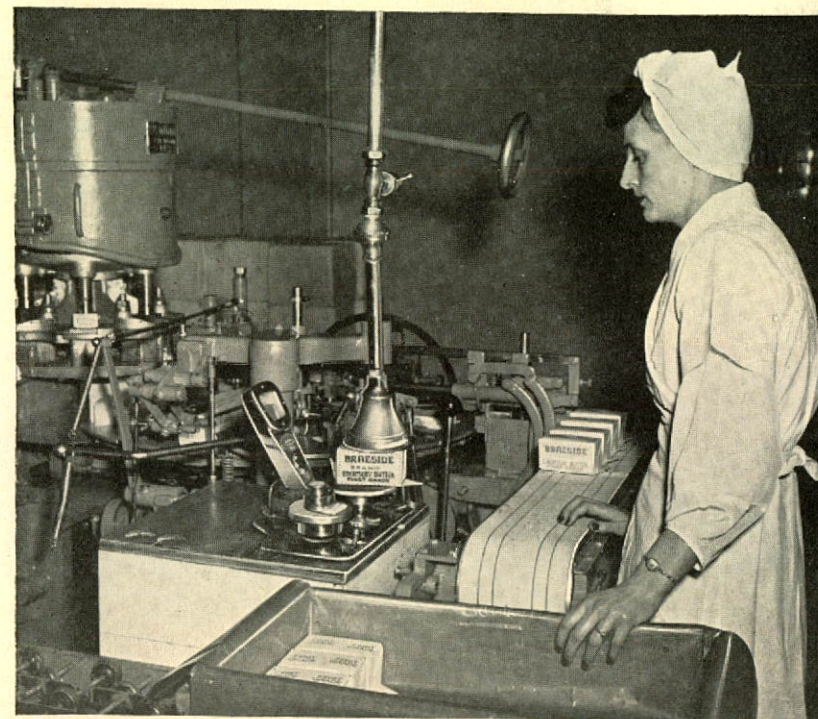
that we find our inspiration. It is for the days to come that we are planning to-day.

In making our plans we are guided always by our observation of modern tendencies in public preference. They afford us a clue to the kind of store service the modern shopper wants and has every right to expect. These growing tendencies are the signposts of the times. They are infallible indications of the direction in which we must
(Continued next page)

LOADING SUPPLY TRUCKS: The rapid loading of supply trucks at the warehouse is a simple matter, with raised platforms and smooth-running conveyors.



▲ **BANANA ROOMS:** There are eight spacious banana rooms such as this in our Toronto warehouse, used for the scientific storage and ripening of this perishable fruit.



▲ **OPERATOR AND BUTTER MACHINE:** Modern machines, skilfully operated, ensure quick, hygienic packaging of butter in accurately measured weights.



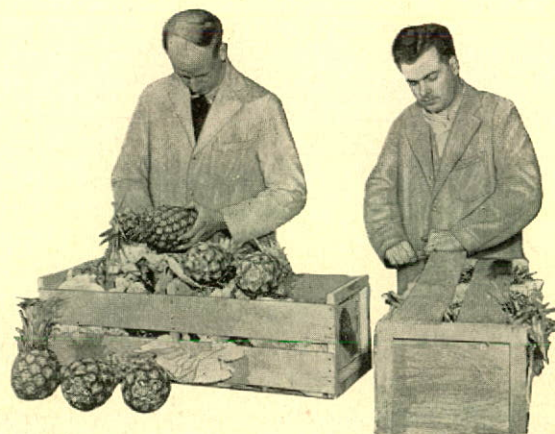
EXPERTS BUYING MEAT: The buying of meat is carried out by thoroughly trained **DOMINION** meat experts, men of great experience and shrewd judgment.

progress if we are to anticipate both the present and the future needs and desires of the shopping public. More and more, the modern shopper insists on all that comes within the meaning of the words "ever-increasing efficiency". There must be no compromise with complete satisfaction if the discerning shopper of to-day, and the even more exacting and discriminating shopper of to-morrow, are to find in **DOMINION** an ideal shopping centre.

It is, of course, very apparent that our customers, themselves, should set the standards of our shopping service. All the forces of modern advertising and every circumstance of modern life combine to create in their minds a clear and realistic comprehension of the duties which a store owes to them, and must fulfil. They are right in their belief that the true function of a store is to serve them, rather than merely to sell to them. Their modern knowledge of food values makes them wisely critical of the methods employed in the handling, storing, packaging and display of foodstuffs. Their insistence upon perfect cleanliness, for example, is but the most



EGG PACKAGING: This somewhat delicate operation is speedily accomplished with the use of modern equipment which reduces breakage to a minimum.



VEGETABLE AND FRUIT INSPECTION: Close watch is kept on the condition of all fruit, vegetables and other foods. Repeated pre-store inspections are made to ensure their high quality.

MEAT DEPARTMENT—REFRIGERATION: *The wholesome, attractive properties of good meat are enhanced by refrigerated display counters, neat labelling, absolute cleanliness and scientific handling by expert butchers.*

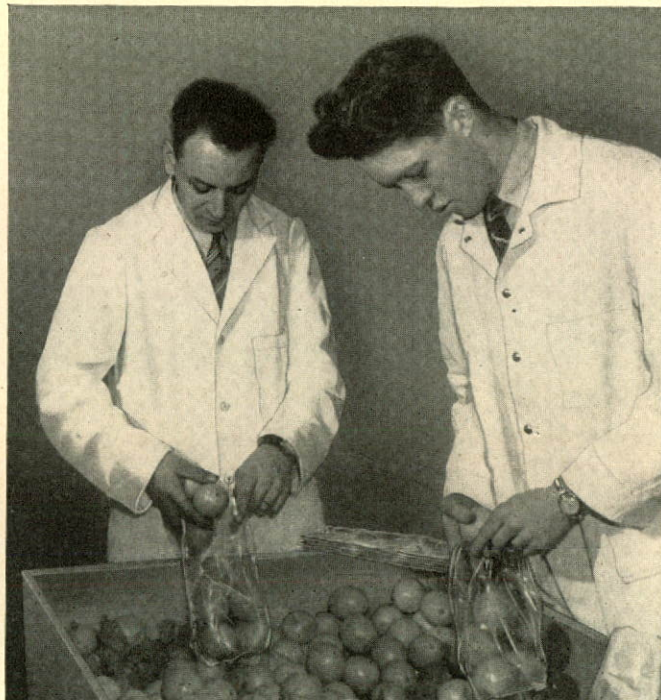
obvious demand for those hygienic precautions of which they must be assured at all times and in every place, whether store or warehouse. They are, indeed, arbiters of DOMINION's destiny. It is for their satisfaction that the men and women of this Company ceaselessly strive to achieve an "ever-increasing efficiency" in all their operations.

In planning toward this end, many innovations are made and improvements realized of which the illustrations in these pages are a partial record. They are, however, typical of our diversified operations. From loading of delivery trucks to the travelling conveyors in our fruit sections, they are the visible proof and manifestation of the care exercised, and the modern ingenuity displayed, in realizing our desire to render greater service through steady improvement in all our operations. We never cease to remind ourselves that it is this "ever-increasing efficiency" which determines the degree to which we succeed in fulfilling our duty to the public and our responsibilities, also, to those whom we serve as distributors of the food they produce and prepare.

TRAVELLING CONVEYOR: *From fruit cellar to fruit counter, a travelling conveyor brings up fresh supplies in perfect condition, ready for display.*



PRE-PACKAGING: *Eye-appeal and taste-appeal are closely allied. Here oranges receive the added protection of "Cellophane" wrapping deftly and efficiently applied.*



“...satisfactory service to the consumer, pro

the
Aim



◀ **DIRECT FROM FARM TO WAREHOUSE:**
Fresh from the fields comes food to our warehouses, to be inspected, packaged and made ready for the store.

FARM SCENE: *A field of potato plants in full bloom holds the promise of a bounteous crop which eventually reaches the tables of DOMINION customers.*



ducer, manufacturer and processor”

tory service likewise rendered to the producer, manufacturer and processor. And, reverting to the roads of food supply converging on DOMINION, it is the duty and declared purpose of your Company to create such a high standard of customer satisfaction that demand will automatically stimulate and increase the flow of food along all delivery routes supplying DOMINION warehouses and stores. In this way alone can the Aim of Dominion Stores Limited be realized and progressive improvements assure “satisfactory service to consumer, producer, manufacturer and processor”.

In the stores and warehouses of your Company, every operation is closely scrutinized with but one question in mind: how can it be performed more efficiently? Comprehensive plans provide maximum convenience in the handling and movement of foodstuffs. Absolute cleanliness at all times is the rule in every department. Advanced modern methods of ensuring wholesome, hygienic food storage are competently put into effect in stores and ware-

(Continued on next page)

TRUCK RECEIVING ENTRANCES
at the Toronto Warehouse operate at a level of peak efficiency. Tow-motors transfer the supplies to order-assembly lines.



VEGETABLE WASHING:
The effortless efficiency of washing machines ensures the cleanliness of all root vegetables.

FAMILY AT TABLE: Three meals a day. Here is the heart and core of a universal, human necessity which we labour to supply through the efficient distribution of food.



SHOPPERS AND VEGETABLE DISPLAY: The pick of the crop, attractively displayed, brings pleasure, satisfaction and shoppers, too.





houses. Thereby, food spoilage is reduced to an absolute minimum. It is treated as the vitally precious commodity it actually is. It receives the care and consideration rightfully expected by producer and consumer alike.

It is this persistent pursuit of the most efficient and up-to-date methods of operation which constitutes the link between the illustrations on these pages—from the farm, through warehouse and store, to the family meal. DOMINION's ideal of satisfactory service envisages and includes all these as component parts of its responsibilities, all coming within the wide circle of its influence. By concentrating on the consistent, planned improvement of every detail of its operation, DOMINION conscientiously seeks to discharge duties which extend in every direction and collectively constitute a public service of very considerable importance.

A customer entering any one of our stores is confronted by the final product of our united endeavours, shaped by the plans and policies of your Company and created by the concerted activities of the men and women of DOMINION. At that moment, everything depends upon the total impression we succeed in making upon the shopper.

The factors that individually contribute to this impression are many, and each is of extreme importance. They include, to mention but a few, the exterior appearance of the store; the cleanliness of the interior and the convenience with which the foodstuffs are grouped and arranged; the welcome accorded to the customer; the manner in which food items are displayed; their quality and value; and, in general, all the physical properties of the store combined with the personal attributes of those who serve the shopper within the store.

Quite obviously that includes everything, from clearly displayed price tags to unfailing personal courtesy. Just as obviously, too, it emphasizes that every detail of store management and operation is extremely important because of its effect upon the shopper.

Consequently, in fulfilling its Aim and discharging its responsibility as a distributor of food, DOMINION permits nothing to escape its vigilance. By continuous surveys of every shopping service and by closely consulting the needs and desires of shoppers, your Company progressively advances toward achieving its high Aim and thereby increasing the public service it renders as a distributor of food.

(Top)

SHOPPERS AT MEAT COUNTER: *Few satisfactions equal that of a shopper assured of high quality in everything purchased in an atmosphere of friendliness and courtesy and in surroundings of immaculate, attractive cleanliness.*

(Centre)

SHOPPERS AT CANNED GOODS SECTION: *In all their diversity, canned goods, conveniently packed for ready use, hold an assured position in the favour of busy housewives.*

(Bottom)

SHOPPER WITH CHECKER: *When, to assured value and quality, courteous service is added, then the shopper takes away with every parcel the pleasant memories of time well spent and a visit to be renewed.*

ADVERTISING

For many years Dominion Stores has been distinguished by boldly original advertisements which have established advertising leadership through the creation of new standards of public appeal and reader interest. DOMINION newspaper advertisements are instantly recognizable both for their attention-getting qualities and the friendly

manner in which they discuss food topics of direct interest to a busy, shopping public. They stress, too, the high DOMINION standards of shopping service which customers are taught to expect . . . those ideals of service which constitute our Aim and provide the true measure of the public service rendered by your Company.

Your DOMINION Store

TASTY-TENDER ROAST BEEF



DOMINION RICHMELLO COFFEE 39c
RICHMELLO TEA 44c
CUT WAX BEANS 7-29c DOMINO TEA 30c 40c

Your DOMINION Store


All Merchandise sold at your DOMINION store is unconditionally guaranteed to give

100% Satisfaction



Your DOMINION Store

FRESH FISH



GROCERY FEATURES

TOMATO JUICE 2 19c
TOMATOES 15c

PEAS 14c
CUT WAX BEANS 2 29c
TOMATO SOUP 2 19c
APPLE JUICE 2 25c
ORANGE JUICE 2 25c
BLENDED JUICE 2 25c
GRAPEFRUIT JUICE 10c
APRICOT JAM 34c

QUALITY MEATS


ROASTING CHICKENS 39c
BOILING FOWL 35c
PORK LIVER 21c
PORK KIDNEYS 18c
BELLY KIDNEYS 23c
SAUSAGE MEAT 25c

DOMINION

IT MEANS THRIFTY VALUES!

DOMINION

100% Guarantee Sale



EVERYTHING IS GUARANTEED TO PLEASE AT DOMINION

NEW CHEESE 29c
RICHMELLO TEA BAGS 61c
RICHMELLO COFFEE 39c
DOMINO TEA 79c 40c
SALADA TEA BAGS 35c 65c
APPLE JUICE 2 25c
BLENDED JUICE 2 25c
ORANGE JUICE 2 25c

PEAS 12.35 10c
CUT WAX BEANS 2 29c
TOMATOES 15c
PUMPKIN 13c
PLUM JAM 25c
RASPBERRY JAM 36c
ORANGE MARMALADE 29c
GRAPE JUICE 29c
RED PLUMS 17c
PRUNES 17c 22c
GRAPEFRUIT JUICE 10c

FRUITS & VEGETABLES

TEXAS SPINACH 2 23c
NEW ASPARAGUS 23c
BUNCH CARROTS 2 15c
GRAPEFRUIT 6 25c
RIPE BANANAS 14c
YAMS 2 25c
POTATOES 10 27c
BUNCH BEETS 2 17c
TABLE DATES 23c
LEMONS 45c

QUALITY MEATS

ROASTING CHICKENS 39c
PORK LIVER 21c
SAUSAGE MEAT 23c
DUTCH SALAMI 49c
BACON 41c
LIVER SAUSAGE 41c
DILL PICKLES 23c

"Fish For Food Friday"

WHITEFISH 19c
SALMON 25c

Your DOMINION Store

GROCERY FEATURES

31c	RICHMELLO COFFEE	39c
33c	DOMINO TEA	40c
21c	RICHMELLO TEA	44c
33c	PET PEACHES	22c
41c	GRAPEFRUIT HEARTS	25c
37c	PINEAPPLE FLAVOR	17c
39c	CUT GREEN BEANS	2 29c
21c	CUT WAX BEANS	2 29c
25c	PEAS	2 27c
22c	PUMPKIN	13c
37c	TOMATOES	15c
23c	FRANKFURTERS	45c
23c	OGORA	19c
12c	COFFEE	47c
28c	HEALY SOUPS	2 26c
18c	HEALY INFANT FOODS	23c
22c	BOTTLED CHICKEN	45c
18c	STEAK	19c
19c	CHICKEN NODDIE	25c

the Aim

“...to discharge its responsibility to

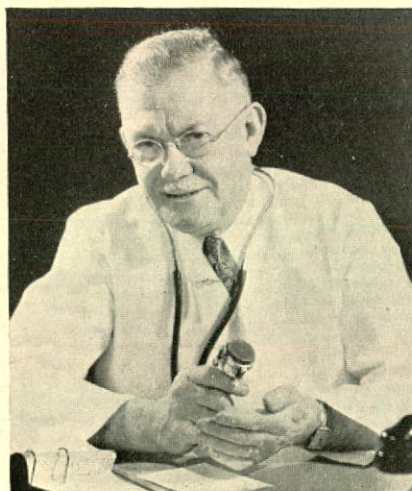
They come from every walk of life. They are housewives, teachers and salesmen, machinists and lawyers, farmers and accountants, labourers, manufacturers, clerks, doctors, merchants and nurses. They number more than 2,000, and they have this in common. One and all, they are shareholders in DOMINION.

To be custodians of the savings of these men and women imposes a great responsibility upon the management of the Company they own. In reading this report you will have observed that the proclaimed Aim of DOMINION, although presented as a single objective, is actually a summary of the diverse duties and responsibilities of your Company. None of these responsibilities is fulfilled, unless all are fulfilled. They are, indeed, so closely and intimately linked together, that the whole chain of our operations depends upon the strength of every link in that chain. Our “responsibility to the shareholders” is, in fact, part and parcel of all the responsibilities set forth in the Aim of DOMINION.



Housewife

Doctor



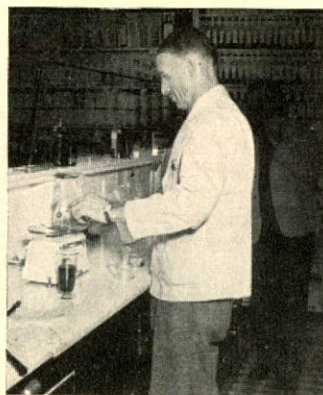
Farmer



shareholders”

It follows, therefore, that our duty to the shareholder is discharged only to the extent that we fulfil our duty also to the consumer, producer, manufacturer and processor. Our efficiency as a distributor of food is closely linked, too, with the welfare and working conditions of the men and women of DOMINION. The Aim of your Company thus establishes a linked chain of responsibilities. At no point can that chain be broken with impunity. And the whole purpose of this Report is to review and record the manifold activities and responsibilities of your Company, showing how the men and women of DOMINION are progressively and purposefully meeting their obligations by keeping strong the links of their varied responsibilities. They are well aware that in so far as they succeed in rendering improved and ever more satisfactory service to ALL, they will fulfil their responsibility to the shareholder, also.

Retired



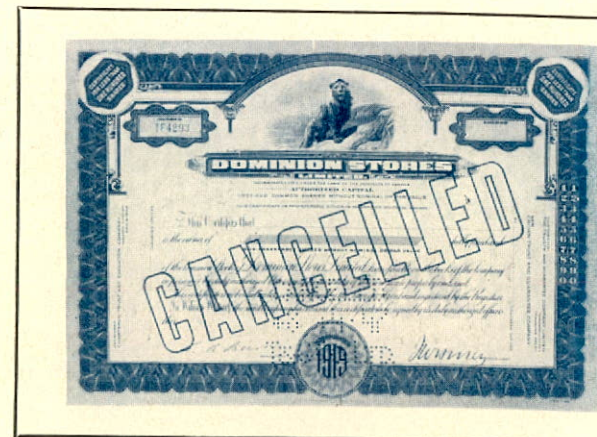
Merchant



Industrial Worker

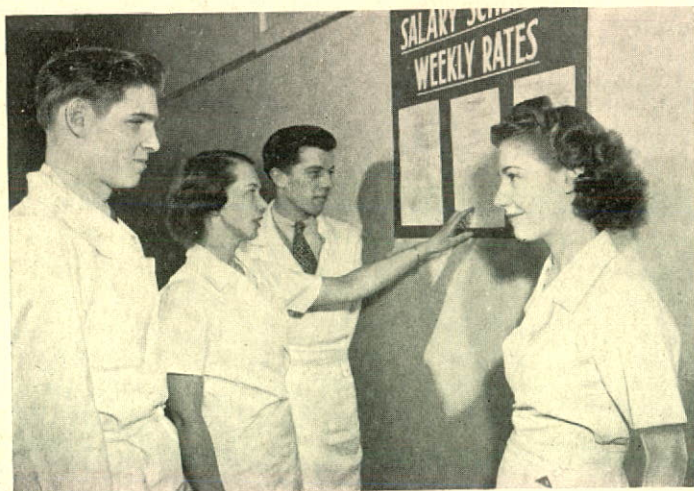


Business Man



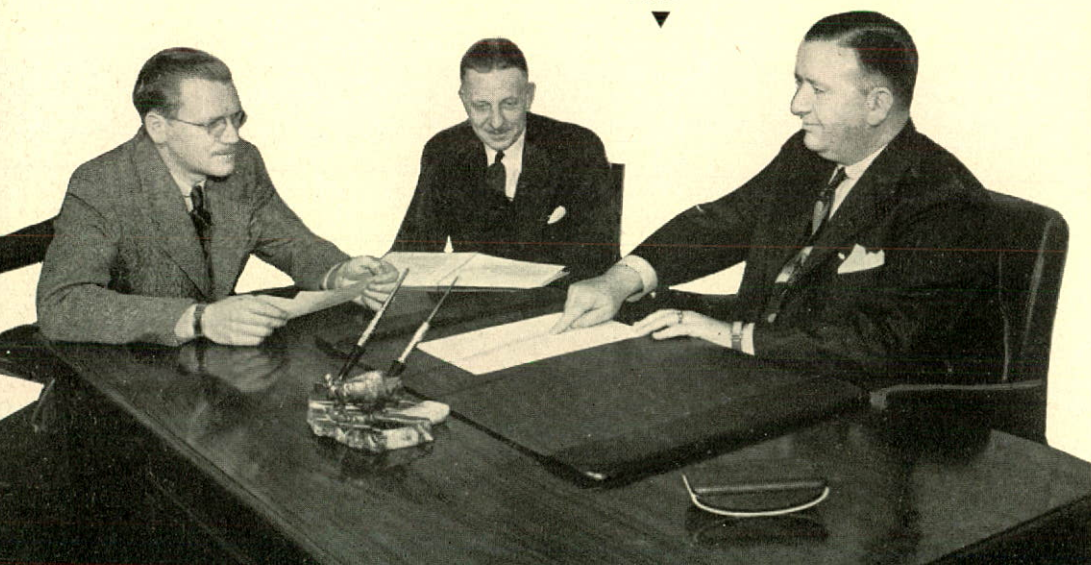
the Aim

“...to provide its employees with a satisfactory living



▲ Job Evaluation

Employee
Development
Plan ▼



The men and women of DOMINION are the human foundation on which everything here reported is ultimately based. They are the living reality behind financial statements and records of achievement. They are the dynamic creators of your Company, giving form and substance to the abstract terms of our proclaimed Aim. Without them, plans would be but idle hopes and policies would be but tracings on paper.

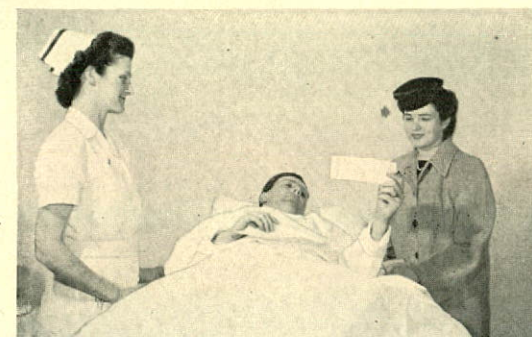
Implicit in all the administrative policies of your Company, therefore, is the constant awareness that DOMINION men and women are the very instruments and intermediaries of these policies. The well-being of your Company is intimately bound up with their well-being. All that benefits them reinforces and strengthens the bonds of mutual interest by which they and DOMINION are brought into close, friendly association in pursuit of the same Aim, an identical objective.

It follows, therefore, that everything which promotes their welfare merits the most earnest consideration as a matter of extreme importance. Daily, these men and women meet the public as our true representatives. If they are to enter into their work with enthusiasm, they must feel within themselves the confidence that is born of security and self-respect. They must be conscious always of that sense of personal pride and responsibility which comes from a job that provides them with “a satisfactory living under the best possible conditions.”



◀ Store
Manager

Group
Insurance ▶



under the best possible conditions."

With a full sense of social responsibility, the Personnel Administration of DOMINION has laid a broad foundation of employee benefits which are itemized on the succeeding page. These benefits are comprehensive in their range and generous in their provisions. Their purpose is to create in those who work with DOMINION that satisfaction with their present jobs and their future prospects which is vital to the development of every phase and manifestation of Company activity. They are benefits established in fulfilling a major DOMINION responsibility.

Above and beyond these benefits DOMINION has built a superstructure of opportunity for men and women in a great and worthy field of public service—the food industry. Consequently, DOMINION employee benefits have a dual purpose. They implement the AIM of your Company and, at the same time, provide a firm basis on which men and women can realize enlarged opportunities for a rewarding life of public service in the progressive development of DOMINION as a distributor of food. It is the intention of those responsible for administering your Company to maintain these democratic policies for the benefit of personnel and in the best interests of Dominion Stores.

In order to open the way to opportunity and to promote the most desirable conditions of employment in pursuance of the declared Aim of DOMINION, these are some of the benefits put into effect on behalf of the men and women of Dominion Stores:-

(Continued on next page)

*Vacations
With Pay*



▲ *Pension Plan*



▲ *Good Fellowship Clubs*

VACATIONS WITH PAY. One week's vacation, with pay, after six months' service; and two weeks' vacation, with pay, after one year's service.

JOB EVALUATION. A planned scale of wages and salaries, based on the responsibilities and duties involved in a job. Pay increases are determined by performance, length of service and promotion.

GROUP INSURANCE. A voluntary plan providing life insurance, total and permanent disability benefits, accident benefits, daily hospital expenses and surgical operation fees. This plan also provides for the payment of sick benefits to employees.

WORKING HOURS. As short a work week as possible, while bearing in mind the needs of customers. The work week has been reduced approximately 20% since 1939.

STATUTORY HOLIDAYS. At least nine Statutory or Religious holidays each year—with full pay.

OVERTIME PAY. Time-and-a-half for work done out of regular hours and double-time on holidays.

EMPLOYEE DEVELOPMENT PLAN. Within a year of joining DOMINION, the newcomer is systematically trained for promotion. Twice a year all wages and salaries are thoroughly reviewed.

SAFETY PRECAUTIONS AND ACCIDENT INSURANCE. Every modern precaution is taken to reduce to a minimum the possibility of accidents at work. If, despite this, an accident occurs, all medical expenses are covered.

PENSION PLAN. A retirement pension amounting to at least 30% of the salary or wages being received at the time of joining the plan.

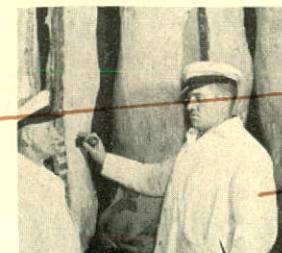
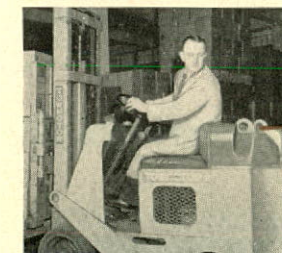
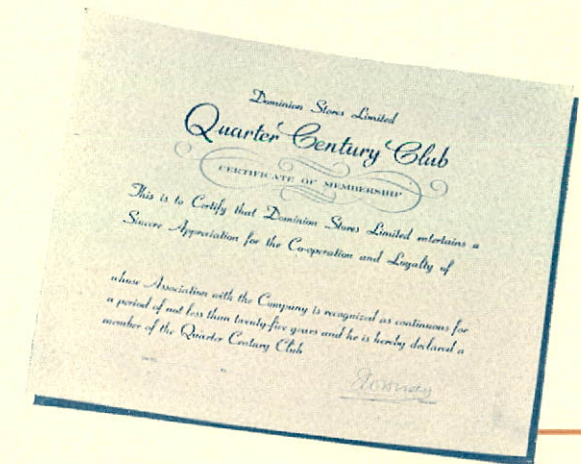
WAGES. Since 1938, hourly wage rates have been increased by 58%.

GOOD FELLOWSHIP CLUBS. Social and recreational activities for which each DOMINION district receives a yearly grant from the Company.

LABOUR RELATIONS. Believing it to be essential to the harmonious operation of this Company that the opinions, sentiments and desires of DOMINION men and women should be adequately presented and freely expressed in arriving at decisions affecting their welfare, the management regards with favour Union organization as a means to this end.

EMPLOYEE MAGAZINE. "Cracker Barrel", a monthly magazine containing news of the men and women of DOMINION, is a medium for constructive ideas concerning the food industry and provides information concerning the widely distributed activities of Dominion Stores.

SERVICE AND OPPORTUNITY. The retail food business operates steadily throughout the year with little or no change in the numbers employed. It is an essential service. The opportunities existing in modern retail food merchandising are as good as, or better than, any other field for ambitious people. This, we believe, is one of the greatest assets DOMINION employees enjoy.





Quarter Century Club Dinner . . . (February 26th, 1947)

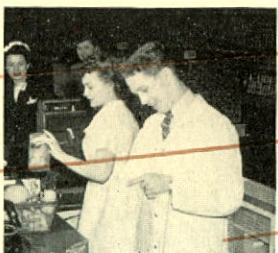
Quarter Century Club

One year after the inauguration of Dominion "Quarter Century Club", the number of employees qualifying for admittance was increased to twenty-three members. The occasion was marked by a dinner held in their honour.

In each succeeding year the club membership will be considerably increased in numbers by the addition of those becoming eligible. The Management is particularly pleased about this, because it is an indication of stability, and of the happiness and serenity that exist within our widely-scattered Dominion Family.

Each new member of the club is presented with an engraved gold watch and a framed Quarter Century Club Certificate in recognition of their loyalty and steadfastness of purpose, and their contribution to the Company and its success.

A MEETING OF DISTRICT MANAGERS: Diverse operations and the individual activities of hundreds of men and women make their invaluable contribution to such meetings as these. Here is held a paper review of policies and actions the results of which are to be found daily in the stores, warehouses and offices of DOMINION.



Dominion Stores Limited **COMPARATIVE BALANCE SHEET**

ASSETS

	YEAR ENDED 22ND MARCH 1947	YEAR ENDED 16TH MARCH 1946
Current:		
Cash on Hand and in Banks.....	\$ 583,208.28	\$ 642,733.71
Dominion of Canada War Loan Bonds.....		902,475.00
Accounts Receivable (less Reserve for Bad Debts).....	95,065.65	268,674.64
Merchandise.....	3,250,280.46	2,822,498.51
Total Current Assets.....	3,928,554.39	4,636,381.86
Deferred Charges and Prepaid Expenses.....	51,905.68	44,035.93
Mortgages Receivable.....	18,150.00	3,000.00
Refundable portion of Excess Profits Tax.....	379,761.57	391,000.00
Buildings, Land and Fixtures (less Depreciation Reserve).....	2,278,174.28	1,581,434.24
Goodwill.....	1.00	1.00
	<u>\$6,656,546.92</u>	<u>\$6,655,853.03</u>

LIABILITIES

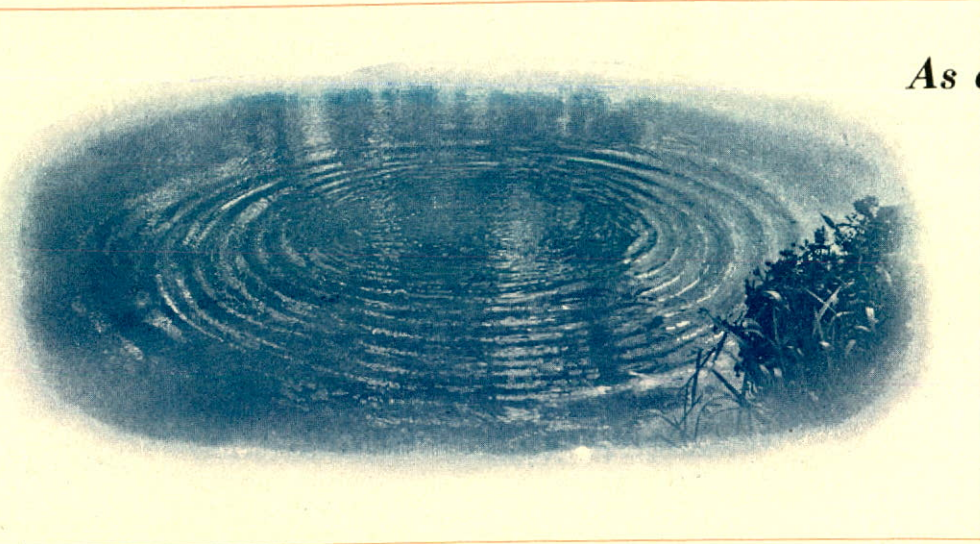
Current:		
Accounts Payable and Accrued Charges.....	\$ 994,411.74	\$ 854,679.48
Balance Due on Purchase of New Plant.....		540,000.00
Taxes Payable and Accrued.....		26,955.92
Reserve for Income and Excess Profits Taxes.....	558,724.27	809,255.58
Total Current Liabilities.....	1,553,136.01	2,230,890.98
Contingency Reserve.....		127,000.00
Capital Stock.....	3,575,214.96	3,264,089.96
Earned Surplus.....	1,528,195.95	1,033,872.09
	<u>\$6,656,546.92</u>	<u>\$6,655,853.03</u>

Dominion Stores Limited **COMPARATIVE STATEMENT**

OF INCOME AND EXPENDITURE

	YEAR ENDED 22ND MARCH 1947*	YEAR ENDED 16TH MARCH 1946
Sales	\$40,898,921.44	\$34,829,345.68
Cost of Sales, Selling and Administrative Expenses	38,984,841.84	33,233,797.96
Operating Profit	1,914,079.60	1,595,547.72
Add: Interest Earned	2,005.06	23,191.78
	1,916,084.66	1,618,739.50
Deduct:		
Provision for Depreciation of Fixed Assets	104,655.03	83,509.92
Employees' Pension Plan	85,294.70	89,285.27
Executive Remuneration	127,279.75	96,761.11
Directors' Fees	5,070.00	2,400.00
Legal Fees	11,865.52	10,979.34
	334,165.00	282,935.64
Profit before Provision for Income and Excess Profits Taxes	1,581,919.66	1,335,803.86
Provision for Income and Excess Profits Taxes	821,000.00	885,000.00
Net Profit	\$ 760,919.66	\$ 450,803.86

*contains 53 weeks



As a stone cast into a pool of water

sends out a widening circle of ripples, so the local impact of DOMINION activities in any district reaches out in expanding waves of activity that extend in every direction and ultimately embrace all Canada. This Report has sought to trace, from within your Company, the out-reaching movement which is originated by DOMINION and progressively brings within the orbit of its influence not only the farms, businesses and factories of producers, manufacturers and processors geographically far removed, but also the private lives and family circles of large sections of the Canadian public. There are no ascertainable limits to the far-flung effects of food distribution; no point at which the waves of agricultural and industrial activities stirred up by the merchandising of foodstuffs may be said to die away completely. DOMINION'S responsibilities are made manifest in the Aim of your Company. The great circle of our responsibilities encompasses many and diverse people and increases as progress is made. And all that we do to further our Aim is "like bread cast on the waters." It will come back to us—a reward of work well done and duties faithfully discharged.



OPERATING—

ONTARIO 166 STORES,
QUEBEC 35 STORES,
NEW BRUNSWICK 13 STORES,
NOVA SCOTIA 15 STORES;

TOTAL 229 STORES



directors

officers

directors

STEWART G. BENNETT
*ROLPH R. CORSON
*J. WILLIAM HORSEY
JOHN B. JAMESON
*JOHN A. McDOUGALD
HON. LUCIEN MORAUD, K.C.
LT.-COL. W. E. PHILLIPS
J. EDOUARD SIMARD
LOUIS D. SQUAIR
*E. P. TAYLOR
HOWARD L. WALKER
*E. GORDON WILLS

**Member of Executive Committee
of the Board of Directors*

officers

Chairman of the Board E. GORDON WILLS
President J. WILLIAM HORSEY
Vice-President LOUIS D. SQUAIR
Secretary ALFRED A. BEEVOR
Treasurer T. G. McCORMACK

transfer agents

Crown Trust and Guarantee Company, Toronto, Canada.
The Royal Trust Company, Montreal, Canada.

registrars

Chartered Trust & Executor Company, Toronto and Montreal.

bankers

The Canadian Bank of Commerce
The Bank of Toronto
The Bank of Nova Scotia
Banque Canadienne Nationale
The Royal Bank of Canada

Your **DOMINION** *Store*