

* * * D O M I N I O N S T O R E S * * *

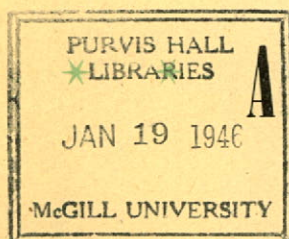
Limited



Twenty Fourth

* * * A N N U A L R E P O R T * * *

1943





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.

Annual Report to the Shareholders

DOMINION STORES LIMITED

YOUR directors submit financial statements setting forth the result of operations for the year ended December 31st, 1943. In this report, they desire to acquaint you with the progress of the Company so that you may become familiar with its activities and plans for the future.

As stated in previous reports, the contingencies incident to a wartime economy interrupt normal performance. Shortages in supplies of some foods and materials and restrictive orders affecting many functions of your business create difficulties which retard progress and are costly. Considering these factors, as well as the problem of maintaining an adequate staff, we feel the results for the year are satisfactory.

The margin of profit available in the type of business in which your Company is engaged is limited and requires a maximum of efficiency in operation to ensure a reasonable net return.

Income and excess profits taxes have now reached a substantial amount in your business. While we are making our contribution to the cost of the war, we must face the fact that payments of such magnitude do not permit the establishment of sufficient reserves to be used in the execution of our plans for expansion. These plans must be carried out if we are to provide employment in the post-war period and fulfil our obligations to employees now in the Armed Forces.

Distribution of

AVERAGE DOLLAR

Received from Sales by Dominion
Stores Limited in 1943

PAID FOR MERCHANDISE AND SUPPLIES . . . 83.95 cents \$23,216,435

Distribution of
Total Income
Dominion Stores
Limited
1943



REMUNERATION TO STAFF 7.97 cents \$2,203,333



OCCUPATIONAL COSTS (Including Rents, Insurance, Taxes, Licenses, Light, Heat, Depreciation, etc.) 3.49 cents \$ 964,163



INCOME AND EXCESS PROFIT TAXES 1.99 cents \$ 550,000
Less \$90,000 Refundable



MISCELLANEOUS EXPENSES 1.45 cents \$ 400,344



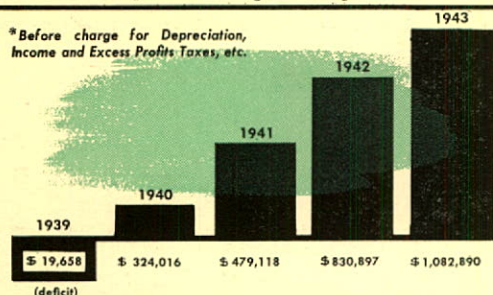
NET PROFIT 1.15 cents \$ 320,803

Paid to
Shareholders . . . 0.40 cents Left in Business . 0.75 cents

TOTAL SALES \$27,655,078

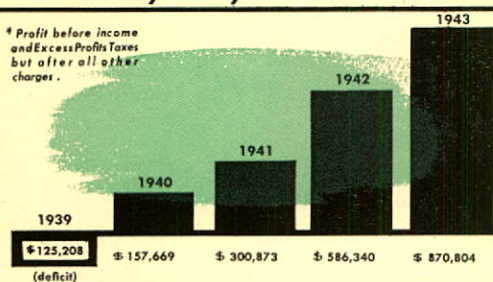
* Operating Profits

* Before charge for Depreciation,
Income and Excess Profits Taxes, etc.



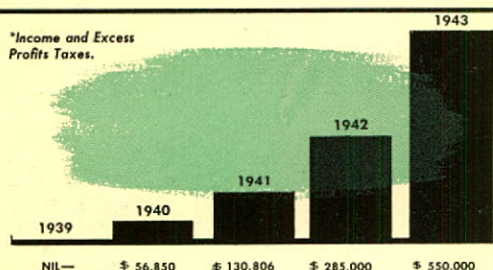
* Profit before Taxes

* Profit before income
and Excess Profits Taxes
but after all other
charges.

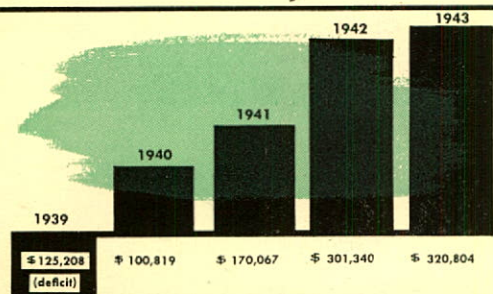


* Income Taxes

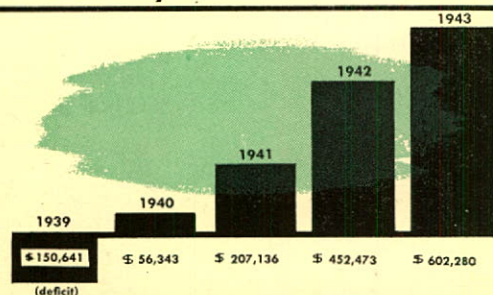
* Income and Excess
Profits Taxes.



Net Profit



Surplus Account



The illustration entitled, "Distribution of Average Dollar Received from Sales by Dominion Stores Limited in 1943", will show you what happens to the money received by your Company.

Earnings

Operating profit for 1943 was \$1,082,889.68 compared with \$830,897.00 for 1942. Net income, before taxes but after all other charges including depreciation at \$143,079.79, was \$870,803.65. Net profit, after providing for income and excess profits taxes, was \$320,803.65 compared with \$301,339.65 for 1942 or \$1.15 per share for 1943 as compared with \$1.08 for 1942. Provision for income and excess profits taxes is \$550,000.00 for 1943 compared with \$285,000.00 for 1942. Four dividends of ten cents per share each were paid during the year 1943, as follows: March 20th, June 20th, September 20th and December 20th. The surplus accounts, after the payment of dividends, now amount to \$602,279.87.

Sales

Sales for 1943 were \$27,655,078.00 compared with \$26,268,905.00 for 1942, an increase of \$1,386,173.00 or 5.27%. This is a new high in sales volume for the Company. At December 31st, 1943, your Company operated 7 grocery departments and 2 meat departments less than at the end of 1942. Average weekly sales per store increased 9.66% in 1943 compared with 1942. At the end of 1943, we had 251 stores in operation.

Operations

Larger sales volume and rising costs of services and supplies increased total operating expenses;

however, the percentage of operating expenses to sales was further reduced during the year.

Finance

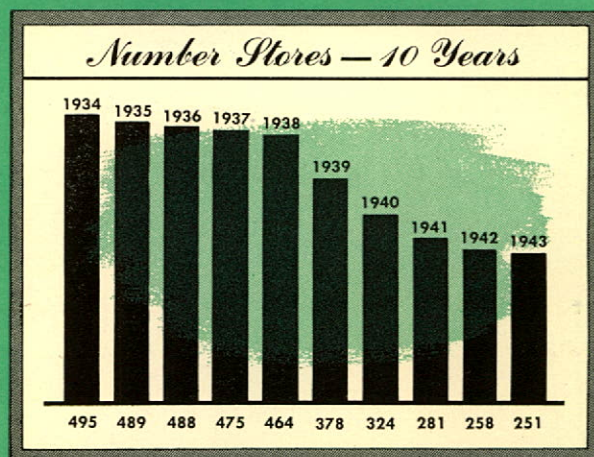
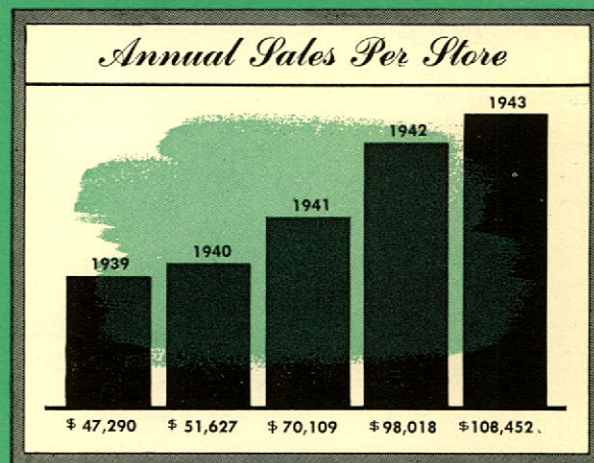
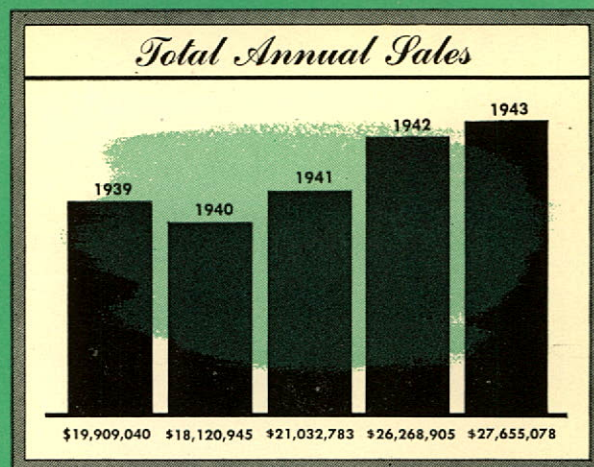
Net working capital was \$2,694,947.61 at December 31st, 1943 compared with \$2,429,977.98 a year ago. The ratio of current assets to current liabilities at the end of 1943 was 3.03. The net worth of your Company at the end of 1943 represents a value of \$13.22 per share. Of that amount, \$9.62 is represented in net working capital.

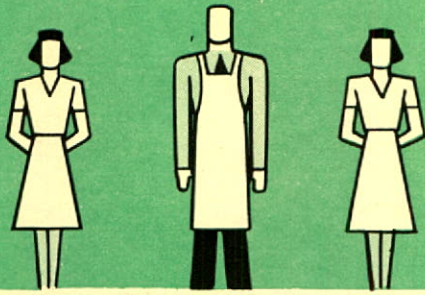
Shareholders

At the close of 1943, Dominion Stores Limited was owned by 2,157 shareholders. They include people in all walks of life—farmers, factory workers, office workers, doctors, lawyers—good citizens who have invested part of their savings in this business. They live in all parts of the country, and many assist the growth of the business by purchasing their food requirements from the Company.

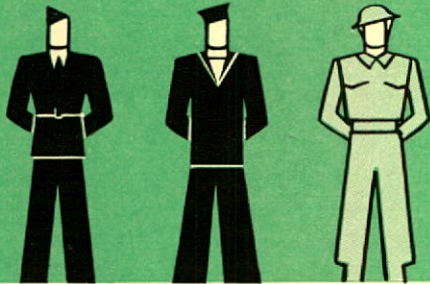
Personnel

The number of employees at December 31st, 1943 totalled 1,605. Relations between the management and employees are being carried forward on the basis of mutual confidence and friendly understanding. Turnover in personnel continues to be heavy. There are now 570 employees in the Armed Forces. This places a greater burden on the balance of experienced employees in our efforts to maintain a satisfactory service to our customers. Great credit is due these employees for the excellent spirit in which their responsibilities are being executed, and to them we express our deep appreciation.





**TOTAL NUMBER OF
EMPLOYEES 1605**



**EMPLOYEES IN ARMED
SERVICES 570**



SERVICE PINS PRESENTED IN 1943
 20 year pins 16
 15 year pins 23
 10 year pins 19
 5 year pins 31
TOTAL 89



**THE 2157 SHAREHOLDERS ARE
PEOPLE FROM ALL WALKS OF
LIFE.**

Co-operation with government agencies continues when and where help has been requested. We have reason to believe that several of our employees have rendered real service in this field during the past year.

Post-War Planning

We look forward to extending our activities in the post-war period and are extremely desirous of having employees of all classifications express their ideas on planning for the future. To this end, post-war planning committees have been established in each district office and a general committee in the head office. These committees meet regularly for the purpose of developing and discussing plans, and results are passed on to the general committee for further discussion and refinement. There are three main aspects of the subject to which we are giving careful attention:

1. Expansion of physical assets (stores, warehouses and equipment);
2. The development of personnel through specific training;
3. The development and protection of consumer goodwill.

Modern stores, properly located, are most important in the development of your business, but post-war requirements will also demand better trained people. Realizing these facts, our plans for training personnel are being developed in the same thorough manner as plans for physical expansion. After the war, one of the most important assets your Company can possess is consumer goodwill. Goodwill, like all other assets, must be protected against depreciation. We are endeavouring, therefore, in all our activities to protect and enhance our public goodwill.

Your Company will have the common responsibility in the post-war period of providing employment for those who return after victory. The fulfilment of this responsibility cannot be considered apart from the completion of our plans for development of the business. As already pointed out, the margin of profit in our type of business is restricted. If plans for future development are to be implemented, we shall require funds. It is our sincere hope, therefore, that the Government will shortly devise a basis for taxation which will enable your Company, along with all responsible business, to accumulate reserves ample enough to permit the prompt execution of post-war plans.

* * *

It is with deep regret that your directors record the passing of Mr. N. L. Nathanson, a director of the Company. Mr. Nathanson was a man of outstanding ability, and his loss is felt keenly by the Company.

On behalf of the Board of Directors,

J. WILLIAM HORSEY,
PRESIDENT.



WITH PRIDE AND

Dominions

NAVY

John B. Barker
Alfred C. Beeston
Herbert A. Bince
Edward Brice
Albert Bunt
George A. Burke
Margaret Chaplin
Arthur A. Chisholm
James T. Cramer
Harold Dauphinee
William J. Dean
Frank W. Dewling
J. C. Dixon
Donald Durbin
James F. Earle
Frederick L. Gray
Clayton Hopkins
James Howe
J. Murray Hunter
John E. Jackson
Leonard Kallies
Jack Laurie
James McLean
Frank McNamara
Vera M. Mann
Percy Montford
William T. Moran
Joseph Morano
Desmond B. Morin
Edward J. Mosely
Leon Murray
Francis J. McCarron
John McIntyre
Joseph McTamney
Jack Neundorf
Roy A. Newton
Arthur Pantan
George Pollock
Garnet W. Rayner
J. Wesley Reid
Keith C. Selig
Maxwell A. Slessor
Phyllis Stoddart
Gerald P. Towne
Cyril White

ARMY

Ivan Agnew
James Allen
Ross Annis
Roger Ardy
Gordon Atkins
Douglas Auld
John Kirk Ayton
Albert Badger
James R. Barker
John Baxter
R. Beale
Rosaire Bechard
John Beeson
Thomas H. Bell
Joe Bellevue
Joseph H. Belliveau
Leo J. Belliveau
John A. Bennett
George A. Bickerton
Wilfrid J. Bissonnette
Claude A. Blackwell

Merton A. Blair
E. G. Blanchfield
Ernest F. Blankley
Gerard Bonin
Lionel Bouchard
Maurice Boucher
Dalton E. Bowes
Betty Bowes
Frank Bowes
Ian Roy Bowman
Howard Boyle
Stanley W. Boyle
Eric Bracegirdle
Mary T. Bratt
Vivienne Brault
Arthur Bresee
George C. Brown
John G. Bryson
Robert Byrnes
Joseph Callaghan
Donald Cameron
Donald Ryan Cameron
John D. Campbell
John Litwin Carson
Ervin F. Caven
John J. Chambers
Alphonse Chartrand
Lorne Chaytor
Evan W. Christiani
Nelson C. Clarke
William C. Clarkson
John R. Clayton
Lawrence Cleveland
R. Cohillard
Alfred C. Cole
Walter Comeau
William P. A. Conway
Stanley Cook
Clifford Corbett
James H. Corbett
J. Ross Cosburn
Robert H. Coull
Ernest E. Coulman
Eric E. Cowin
Peter Crimo
James F. Crossan
George J. Cummins
John Danik
Theobald David
John Deakin
Lloyd G. Dempster
Howard Deschamps
Lucien Dextraze
Blake S. Dill
Vernon A. Dilling
Roy K. Downey
John D. Drouin
Joseph L. Dufour
Adelard Dugas
Robert Duncan
Larry Dykes
George Edgerton
Douglas Eichel
Roy L. Englehart
L. Enright
Frederick J. Ensom
Harry T. Fancy
Harold Ferguson
James Ferris
John A. Findlay
John A. Finley
Peter C. Finn
Donald W. Fleck
Clarence Fleming
Andrew W. Fordyce
Eldridge Fournier
John Frieday

Norman C. Frieday
Nicholas Gaspick
Norman Gates
Anthony Gauthier
Keith Gayler
Alec Gaylor
Thomas Giff
Willoughby Godward
Robert W. Goodie
Andrew V. Gordon
Harry A. Gordon
Robert Graham
Conrad A. Gratton
Jean J. Gratton
Earl Gravelle
Raymond Greenlaw
Ross Greenwood
George Gregg
Roland P. Grenier
Earl H. Grey
Roger R. Groulx
Edward J. Grozelle
Hector Guy
Maynard Hall
Victor Hall
Harry Edward Hand
Charles Harrison
William F. Hart
Edgar S. Hazle
Gerard Hebert
Harold S. Heddle
Joseph Henry
George A. Hetu
John F. Hicks
Arthur Higgs
Thomas B. Hill
Will. A. Hiltz
Fred H. Hiscok
Edward B. Hooper
Charles E. Howard
Donald J. Hunt
Leonard Ingram
Melville J. Ingram
Sydney E. Jenkins
L. Jones
William Jones
Gerald Keelan
Nelson G. Kennedy
Robert Kennedy
Jack King
Michael K. King
John H. Kmiec
Robert G. Knight
William E. Kroskey
Mike Kushman
C. E. Guy Labrosse
Howard A. Lacroix
Charles Laferriere
Lawrence Lafontaine
Lawrence Lafrange
Leonard Laird
Jean Paul Lalonde
Oscar Lalonde
James Lamont
Leo Landry
Allan Lane
George V. Lane
George H. Larsen
Marcel Laviguer
Albert W. Lawless
Edward G. Leaver
Gaston LeBer
Albert Leduc
John Le Gallois
Paul Legault
Raymond S. Legault
Francis Legendre
John Legere

Albert Lemaire
Armand Lemire
Maurice Leonard
Ivan Lindsay
Lloyd George Logan
Robert C. Loignon
James Loney
John Long
Michael LoPresti
Emerson M. Lusk
Frederick Lusty
L. F. MacArthur
James MacDonald
Archie MacIntosh
Shirley E. MacIntyre
P. Ross Macklem
Archie MacMaster
Alex MacNaughton
Robert Magnus
Albert Maher
Ian G. Malloch
John Malguire
Herbert K. Manning
Alyre Marcheterre
Marcel Marois
Donald A. Martin
Real R. Martin
Salvador Martini
Earl Mason
Roger F. Masson
Harold Matheson
C. Erroll Maynard
Michael Meleskie
Alexander G. Miller
L. C. Millar
George A. Millett
Lloyd Mills
Henry Moncion
Rene Montreuil
Roger Montreuil
Edward Moore
John Dexter Moore
Tommy Moor
Harold L. Morris
Vernon M. Morris
Alfred T. Morton
Irvin J. Moyle
Alfred Mulley
John E. Murray
John R. Murray
Alexander McArthur
Margaret G. McAvoy
Thomas McBride
Duncan McCallum
Samuel J. McCord
Stanley T. McCourt
Vincent McDermott
William McDougall
Joseph McEwen
James C. McGill
James McKenzie
Thomas McKitterick
James C. McNeil
William McNicoll
James E. McPherson
Robert H. McVitty
G. McWarren
Kenneth A. Ness
Grant E. Newman
William Nicol
Wilbert E. Nix
James M. Noonan
Desmond Noonan
Neil O'Brien
James G. O'Donnell
Thomas O'Jaick
Victor Oldham
Herbert Olson

COPY OF THIS REPORT HAS BEEN SENT TO ALL

GRATITUDE WE RECORD

Honour Roll

John Irvin Orr
 Wilfred S. Paquette
 Robert S. Parke
 William W. Parsons
 Edward Partington
 Orr Paterson
 Clair H. Patmore
 Alfred Pattison
 Richard W. Penford
 Kenneth Pennington
 James Perry
 Theodore R. Perry
 George F. Phillips
 Leigh F. Pink
 Roger E. Plamondon
 Jack Polovnick
 George F. Poole
 Howard Preston
 Jean Paul Provost
 John P. Purcell

Lorne Rafter
 Ross Rawlinson
 Fraser J. Reavell
 Walter H. Redman
 Hector Regimbald
 Lloyd K. Reid
 William G. C. Reid
 Ronald Richmond
 Donald Ridley
 Fernand Rivest
 Gordon D. Roberts
 Robert B. Robinson
 William R. Rochford
 Bernard Rockwell
 Lorne L. Rose
 Henry J. Roesch
 Carl Ruby
 John Rotar
 Harold C. Ruggles

Edward Scott
 Thomas J. Scott
 Stanley Shaw
 Kenneth Sheridan
 Edward J. Sherrer
 William Shooter
 Florence E. Shoter
 Howard F. Showler
 Armand Simoneau
 Willa Southern
 Charles E. Smith
 Douglas C. Smith
 Francis E. Smith
 Paul Smith
 Harold Smith
 Burton Snodgrass
 George A. Snow
 George H. Snyder
 Patrick R. Soberal
 Jeffrey Spicer
 Robert Square
 Gerard St. Martin
 Guy St. Onge
 Joseph A. E. Staniforth
 Sidney Stanton
 Dorothy L. Starbuck
 Daniel Steenson
 Murray Stephens
 Ronald Stephenson
 Frances I. Stewart
 John Stewart
 Frank Stone
 Stanley Szczypciak
 Rex Tapley

Harold O. Taylor
 Harry A. Taylor

Harvey Taylor
 Walter J. Taylor
 Walter Termarsch
 Charles Thivierge
 William G. Thomas
 Robert Thomas
 Allen Thorpe
 Maurice J. Thuot
 Gordon Tomlinson
 Lloyd L. Tomlinson
 Michael Toth
 Alexanders S. Tower
 Arnold Trotter
 Rheaume Trottier
 Roland Trudel
 Roger J. Trudel
 Michael Trusz
 Ross E. Tuck
 Rosemary Vallins
 Roger Vayette
 Sidney Veitch
 Thomas Veitch
 J. Arthur Vernon
 J. Andre Vezina
 Wm. H. Waddington
 John A. Walker
 Sam G. Walker
 Milford J. Wanamaker
 Harry Watkinson
 John Lee Watson
 Jack D. Watts
 George Way
 Alfred Wiley
 John Willettes
 Allen Williamson
 Edwin G. Wills
 Henry Wilson
 John Robert Wilson
 Samuel Wilson
 Harold Wiltzie
 Charles Winterfield
 Norman Winterfield
 R. Jack Woodley
 Frederick Wright
 Herbert Young
 Bruce Zimmerman
 Balfour K. Zinck

R.C.A.F.

F. R. Abercrombie
 Elsie M. Almand
 Ronald Austen
 Angus Baird
 Paul W. Baker
 Muriel Barth
 Murray S. Barton
 John C. Batchelor
 Albert Belec
 Thomas P. Bell
 J. Wallace Bick
 Wilfred A. Binns
 Thomas G. Bolton
 William C. Buchanan
 Cyril E. Butler
 Anzie J. Byrne
 J. Arnot Byrnes
 Clarence Campbell
 Loretta Chamberlain
 Ralph D. Charron
 Herbert Chipperfield
 Milo W. Cole
 Howard Coles

Douglas Courtman
 James Craggs
 Hedley Cross
 Ubald Daniel
 S. Dascovitch
 C. Dauphinee
 Clarence G. Deebank
 Edward A. Diemert
 Victor L. Dowling
 Hubert J. Doyle
 Andre Dumais
 Jack Dunnett
 Leslie A. Edwards
 H. Feldman
 D. G. Fisher
 James Forman
 Ken Forth
 John Vincent Foy
 Gordon Freshwater
 Wilfrid Frieday
 Henry Funk

Jean Gagnon
 John L. Gallagher
 Henry G. Gillis
 John N. Gilmour
 Joseph Goldthorpe
 Eric Gordon
 Roger Gougeon
 Marjorie Harrison
 Thornly W. Hart
 Stanley Hatfield
 Albert Hodgson
 Alfred J. Hoganson
 Rodger Hollinger
 Albert Horlock
 Donald J. Hunt
 Warren A. Huras
 Ralph Hurrie

Alexander Jaffray
 Harold James
 Fred Johns
 Donald Johnston
 Lloyd L. Keller
 George M. Kergan
 Ronald Kitchen

William T. Lambert
 Andrew J. Laprade
 Victor A. Laprade
 Edward A. Lariviere
 Mae L. Learn
 Thomas D. Lees
 Everett Legere
 James E. Leigh
 Roland Levasseur
 G. Maxwell Lipsett
 Coll Livingstone
 Mary A. Lucas
 Hugh Roy Lunau
 Robert C. Lyon

Margaret Madren
 Vincent J. Mahony
 James A. Malcolm
 Philip Marcotte
 James Mayers
 James Millard
 Frank L. Mogg
 Cecil A. Morris
 Marie Morris
 Gordon R. Murphy
 George Murray
 Grenville B. Murray
 William A. Murray
 Donald McCabe
 James McCaffrey
 John W. McClean

James McCoppen
 Harold McGillis
 John A. McKay
 Harold McKinnon
 Keith McLean
 Russell L. Netherton
 Mary M. Newham
 Robert Nightingale
 Daniel O'Connell
 Donald J. Ouellette
 John A. F. Parsons
 Joseph E. Pollock
 George A. Potter
 James K. Purcell
 Robert S. Pyatt
 Elmer C. Redmond
 Robert F. Robertson
 Blanche Robitaille
 John F. Rogers
 Evariste Roy
 Robert H. Schaefer
 George R. Shaw
 Alfred Simoneau
 Hubert G. Smiley
 Arthur Smith
 Myrtle Smith
 Robert Smith
 Karl P. Snider
 Bernice I. Sproule
 J. Earle St. Thomas
 Harold H. Stainton
 Olga Strywick
 Stanley Strange
 Ross O. Sullivan
 Alvin M. Taylor
 John M. Thompson
 Stewart E. Thompson
 Thomas Thomson
 Martha Thrasher
 John B. Thorp
 Elvin L. Tower
 Roland Trudel
 Gerard Turgeon
 Leo Villeneuve
 Bruce Walters
 Thomas E. Welsh
 John Wetherell
 John O. White
 L. T. Wilson
 Edward Woodley

Prisoner of War

Ian Alex. Newlands
 (wounded, Army)

Missing

John Nelson King
 (Airforce)
 L. J. Piche
 (Airforce)
 Moody Stewart
 (Airforce)

Killed on Service

Marvin Burtis
 (Airforce)
 Milton Eric Griff
 (Airforce)
 William Luey
 (Army)
 Thomas A. Quinn
 (Army)
 Eugene Salmers
 (Airforce)

DOMINION STORES

Balance Sheet

AS AT 31st D

Assets

CURRENT:

Cash on Hand and in Banks	321,229.84	
Dominion of Canada War Loan Bonds (approximate market value \$376,962.07)	377,818.75	
Accounts Receivable (less Reserve for Bad Debts)	76,448.58	
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 year-end and adjusted to that date; merchandise in storage determined from perpetual inventory records. All valued at the lower of cost or market)	3,221,011.24	
		3,996,508.41
DEFERRED CHARGES AND PREPAID EXPENSES		24,444.65
MORTGAGES RECEIVABLE		58,666.67
REFUNDABLE PORTION OF EXCESS PROFITS TAX (estimated)		105,000.00

FIXED (at cost, less amounts written off):

Furniture, Fixtures and Improvements to Leasehold		
Premises	1,353,266.18	
Less: Reserve for Depreciation	924,892.91	
		428,373.27
Buildings	471,855.03	
Less: Reserve for Depreciation	122,736.35	
		349,118.68
Automobiles	7,798.25	
Less: Reserve for Depreciation	4,733.95	
		3,064.30
Land	113,448.30	
		894,004.55
GOODWILL		1.00
		<u>\$5,078,625.28</u>

Audited

TO THE SHAREHOLDERS

We have examined the books and accounts of Dominion Stores Limited for the year ended 31st February 1944. In our opinion the above Balance Sheet is properly drawn up so as to exhibit a true and correct view of the financial position of the Company at the date given to us and as shown by the books of the Company.

TORONTO, 29th February, 1944

Sheet

DECEMBER, 1943

Liabilities

CURRENT:

Accounts Payable and Accrued Charges.....	746,206.93	
Taxes Payable and Accrued.....	17,692.17	
Reserve for Income and Excess Profits Taxes after deducting prepayments.....	562,106.35	
		<hr/>
		1,326,005.45
CONTINGENCY RESERVE.....		50,000.00

CAPITAL STOCK AND SURPLUS:

Capital Stock—

Authorized:

50,000 shares 6½% Cumulative Preferred
Stock of a par value of \$100.00 each.

1,000,000 shares Common Stock of no
par value.

Issued:

280,014 shares Common Stock..... 3,100,339.96

Surplus (Statement No. 3):

Earned.....	497,279.87	
Deferred (refundable portion Excess Profits Tax).....	105,000.00	
		<hr/>
		602,279.87
		<hr/>
		3,702,619.83

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.

\$5,078,625.28

Approved on Behalf of the Board,

S. G. BENNETT,
RICHARD O. JOHNSON, } *Directors*

Report

MEMBERS

December, 1943 and we have obtained all the information and explanations which we have required.
the state of the Company's affairs, according to the best of our information and the explanations

(Signed) McDONALD, CURRIE & CO
Chartered Accountants

Income and Expenditure

STATEMENT No. 2

FOR THE YEAR ENDED 31st DECEMBER, 1943

Sales	27,655,078.16
Cost of Sales, Selling and Administrative Expenses other than those shown below	26,572,188.48
Operating Profit	1,082,889.68
Add: Interest Earned	10,556.66
	<u>1,093,446.34</u>
<i>Deduct:</i>	
Provision for Depreciation of Fixed Assets	143,079.79
Executive Remuneration	74,103.86
Directors' Fees	2,200.00
Legal Fees	3,259.04
	<u>222,642.69</u>
Profit before provision for Income and Excess Profits Taxes	870,803.65
Provision for Income and Excess Profits Taxes	640,000.00
Less: Refundable portion of Excess Profits Tax	90,000.00
	<u>550,000.00</u>
Balance carried to Earned Surplus	<u>\$ 320,803.65</u>

Earned Surplus

STATEMENT No. 3

AS AT 31st DECEMBER, 1943

Balance at credit 31st December, 1942	437,472.51
Add: Balance transferred from Income and Expenditure (Statement No. 2)	320,803.65
	<u>758,276.16</u>
<i>Deduct:</i>	
Loss on Capital Assets	8,990.69
Contingency Reserve	50,000.00
Transfer of refundable portion of Excess Profits Tax to Deferred Surplus	90,000.00
Dividends	112,005.60
	<u>260,996.29</u>
Balance at credit 31st December, 1943	<u>\$497,279.87</u>

Deferred Surplus

AS AT 31st DECEMBER, 1943

Balance at credit 31st December, 1942	15,000.00
Add: Refundable portion of 1943 Excess Profits Taxes transferred from Earned Surplus	90,000.00
Balance at credit 31st December, 1943	<u>\$105,000.00</u>

Directors

STEWART G. BENNETT
 MME. PIERRE F. CASGRAIN
 ROLPH R. CORSON
 FRANCOIS FAURE
 J. WILLIAM HORSEY
 JOHN B. JAMESON
 RICHARD O. JOHNSON
 LOUIS D. SQUAIR
 E. GORDON WILLS

Officers

Chairman of the Board.....E. GORDON WILLS
President.....J. WILLIAM HORSEY
Vice-President.....RICHARD O. JOHNSON
Vice-President.....LOUIS D. SQUAIR
Secretary-Treasurer.....FRED McCONNELL

Transfer Agents

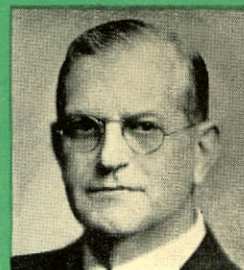
THE TRUSTS AND GUARANTEE COMPANY LIMITED,
 Toronto, Canada.
 THE ROYAL TRUST COMPANY,
 Montreal, Canada

Registrars

CHARTERED TRUST & EXECUTOR COMPANY,
 Toronto and Montreal.

Bankers

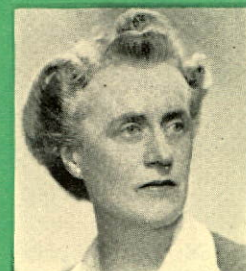
THE CANADIAN BANK OF COMMERCE
 THE BANK OF TORONTO
 THE BANK OF NOVA SCOTIA
 BANQUE CANADIENNE NATIONALE



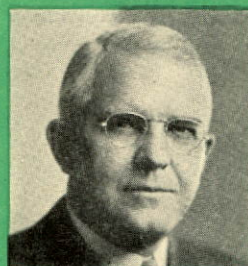
E. GORDON WILLS
Chairman of the Board



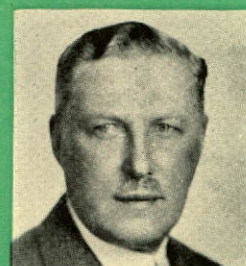
RICHARD O. JOHNSON
Vice-President and Director



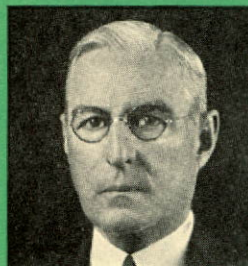
Mme. PIERRE F. CASGRAIN
Director



ROLPH R. CORSON
Director



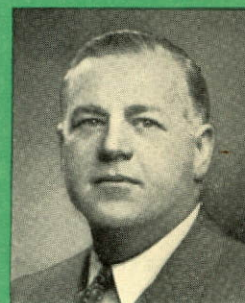
FRANCOIS FAURE
Director



JOHN B. JAMESON
Director



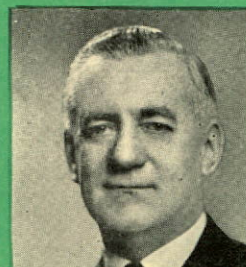
STEWART G. BENNETT
Director



J. WILLIAM HORSEY
President and Director



LOUIS D. SQUAIR
Vice-President and Director



FRED McCONNELL
Secretary-Treasurer

Comparative Balance Sheet

ASSETS

	<i>Years Ended 31st December</i>	
	<i>1943</i>	<i>1942</i>
CURRENT:		
Cash on Hand and in Banks	321,229.84	280,439.10
Call Loans and Deposit with a Trust Company		
Dominion of Canada War Loan Bonds	377,818.75	252,468.75
Accounts Receivable (less Reserve for Bad Debts)	76,448.58	117,680.69
Merchandise	3,221,011.24	2,724,979.53
TOTAL CURRENT ASSETS	3,996,508.41	3,375,568.07
Deferred Charges and Prepaid Expenses	24,444.65	25,477.50
Mortgages Receivable	58,666.67	79,900.00
Refundable portion of Excess Profits Taxes	105,000.00	15,000.00
Buildings, Land and Fixtures (less Depreciation Reserve)	894,004.55	1,027,933.49
Goodwill	1.00	1.00
	<u>\$5,078,625.28</u>	<u>\$4,523,880.06</u>

LIABILITIES

CURRENT:		
Accounts Payable and Accrued Charges	746,206.93	749,587.43
Taxes Payable and Accrued	17,692.17	12,363.56
Reserve for Income and Excess Profits Taxes	562,106.35	209,116.60
TOTAL CURRENT LIABILITIES	1,326,005.45	971,067.59
Reserve for Future Fire Losses		
Contingency Reserve	50,000.00	
Capital Stock	3,100,339.96	3,100,339.96
Surplus: Earned (1939 deficit)	497,279.87	437,472.51
Deferred	105,000.00	15,000.00
	<u>\$5,078,625.28</u>	<u>\$4,523,880.06</u>

DOMINION STORES LIMITED

1941	1940	1939
909,837.97	511,841.61	649,391.00
	175,000.00	326,200.00
2,468.75	150,593.75	
123,000.72	119,935.76	186,556.07
1,945,268.21	1,757,828.94	1,398,793.41
<hr/>		
2,980,575.65	2,715,200.06	2,560,940.48
41,319.27	39,292.59	25,716.92
80,200.00	3,000.00	
<hr/>		
1,097,958.42	945,824.66	900,794.46
1.00	1.00	1.00
<hr/>		
<u>\$4,200,054.34</u>	<u>\$3,703,318.31</u>	<u>\$3,487,452.86</u>

738,393.22	442,422.67	456,043.65
17,497.41	32,363.05	41,710.39
136,688.09	56,850.00	
<hr/>		
892,578.72	531,635.72	497,754.04
	15,000.00	40,000.00
<hr/>		
3,100,339.96	3,100,339.96	3,100,339.96
207,135.66	56,342.63	150,641.14—
<hr/>		
<u>\$4,200,054.34</u>	<u>\$3,703,318.31</u>	<u>\$3,487,452.86</u>



In this Dominion Master Market, note the bright, attractive eye-level fixtures, and wide, spacious aisles . . . two of many highlights that contribute so much to pleasant, easy shopping as enjoyed by thousands of Dominion Store customers.



This is one of the many attractive Dominion Master Markets that greet the public with an atmosphere which says: "Shop here—you'll like it."



Here is the Montreal warehouse of Dominion Stores Limited, serving Ottawa, Montreal, and Halifax district stores. It is one of the most modern on this continent.

Comparative Statement

OF INCOME AND EXPENDITURE

	<i>Years Ended 31st December</i>	
	<i>1943</i>	<i>1942</i>
Sales.....	27,655,078.16	26,268,904.70
Cost of Sales, Selling and Administrative Expenses.....	26,572,188.48	25,438,007.70
	<hr/>	<hr/>
Operating Profit (1939 Operating Loss).....	1,082,889.68	830,897.00
Add: Interest Earned (1939 Deduct).....	10,556.66	10,986.18
	<hr/>	<hr/>
	\$ 1,093,446.34	\$ 841,883.18
	<hr/>	<hr/>
<i>Deduct: (1939 Add)</i>		
Provision for Depreciation of Fixed Assets.....	143,079.79	163,700.32
Executive Remuneration.....	74,103.86	76,065.71
Directors' Fees.....	2,200.00	1,460.00
Legal Fees.....	3,259.04	14,317.50
	<hr/>	<hr/>
	222,642.69	255,543.53
	<hr/>	<hr/>
Profit before provision for Income and Excess Profits Taxes (1939 Loss)	870,803.65	586,339.65
Provision for Income and Excess Profits Taxes.....	550,000.00	285,000.00
	<hr/>	<hr/>
Net Profit (1939 Loss).....	\$ 320,803.65	\$ 301,339.65
	<hr/>	<hr/>

DOMINION STORES LIMITED

1941	1940	1939
21,032,783.15	18,120,945.10	19,909,039.58
20,553,664.84	17,796,929.11	19,928,697.98
479,118.31	324,015.99	19,658.40—
11,051.41	7,676.26	9,995.58
490,169.72	331,692.25	9,662.82—
126,220.65	115,551.28	60,580.91
54,661.34	49,400.68	46,666.64
1,260.00	1,440.00	1,620.00
7,154.31	7,631.56	6,677.26
189,296.30	174,023.52	115,544.81
300,873.42	157,668.73	125,207.63—
130,806.00	56,850.00	
\$ 170,067.42	\$ 100,818.73	\$ 125,207.63—



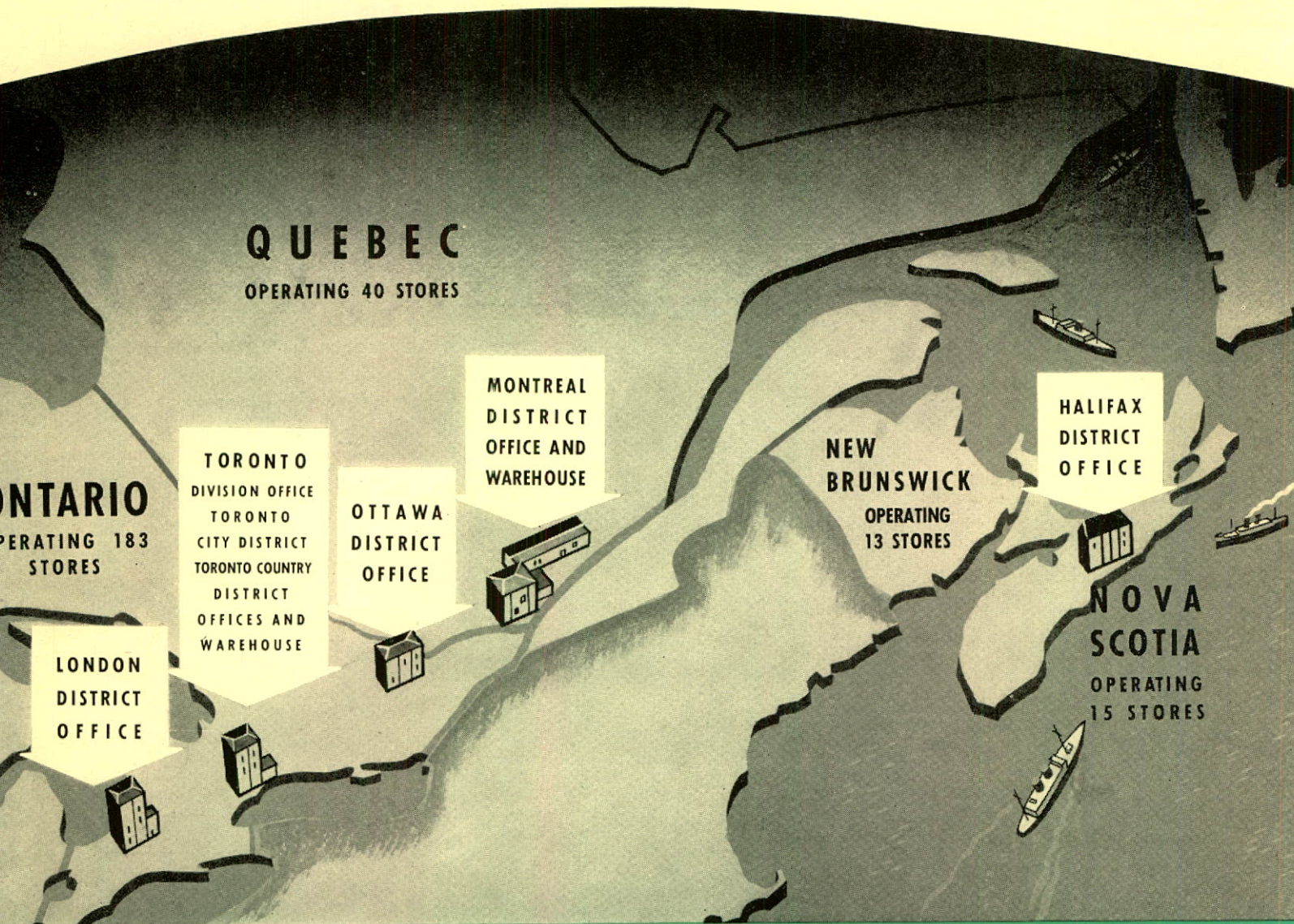
Monthly employees' magazine, "Cracker Barrel," is known to all in the large Dominion Stores family of employees, managers, directors, shareholders and those in the Armed Forces. Every month "Cracker Barrel" publishes news and pictures of interest to everyone connected with Dominion Stores.



Large regular daily and weekly newspaper advertisements bring Dominion Stores food news and helpful food service to over four million readers, every week.



Regular meetings and social get-togethers are looked forward to and enjoyed by all Dominion Stores employees. "Getting acquainted" is a habit, not an exception, in Dominion Stores.



Dominion Stores Limited operates over an area that extends from Windsor, Ontario, to Halifax, Nova Scotia. The operation is decentralized with district offices at Halifax, Montreal, Ottawa, London and Toronto, each one serving its respective territory. Warehouses are located at Toronto and Montreal. Dominion is the only food chain with stores throughout the length and breadth of Eastern Canada (Ontario, Quebec and the Maritimes).



