







#### KEY TO SUCCESS

That word "ENTHUSIASM"-what magic it conveys!

It is a word I will come back to, time and time again in this brief address.

In the words of Sir Winston Churchill "Upon the whole surface of the globe, there is no more spacious and splendid domain than Canada ... open to the activity and genius of free men."

Gentlemen, what an enthusiastic appraisal of the opportunities that lie in Canada. So typical of the Great Sir Winston!

#### The eyes of the world are on Canada.

Canada has reached a height well above any other country of 17 million people.

Canada has immense wealth in natural resources, even greater potentialities that are still untapped.

OUR DOLLAR IS TODAY THE MOST DESIRABLE CURRENCY IN THE WORLD

#### Canada can't miss in the years to come.

Most of us have lived to see the birth of the automobile, diesel, airplane, jets, atomic power, plastics, synthetics, electronics. We have witnessed a revolution in living.

The airplane has shrunk oceans to the size of ponds.

It is possible that nuclear science has fashioned so much horror, annihilation in the atomic hydrogen bomb and intercontinental missiles that no nation ever again would dare launch a global war. We may have abolished great conflagrations.

#### Canada's Tomorrow

Where else would you rather be, gentlemen? What other part of this planet offers you such tremendous scope?

The old nightmares of Canada have passed. The early explorers were plagued with the toughness of Canada. The rocks were hard and everywhere. The Pre-cambrian Shield was a useless nuisance . . . Good for nothing, they said.

The water, the forests, the snow, the distances . . . were all deterrents to exploration.

Even in later years, the bush and rock and snow were enemies of the settlers. The Fathers of Confederation knew the burdens of building a railroad across such a rugged country.

The prospects for Canada were grim . . . because we did not have the tools and the knowledge to turn these 'barriers' into wealth.

What has happened since industrialization has provided us with these tools and that knowledge?

If you can grasp Canada's tremendous size, you can realize how the great reservoirs of minerals, lost in the trackless miles of rocks and forests, HAVE ONLY BEEN SCRATCHED.

She produces half the world's newsprint, ranks second in the yield of wheat. Aluminum, where we see what was formerly the world's largest plant at Arvida, now dwarfed by Kitimat.

Canada is rich in water. It is estimated that we have more than one third of all the fresh water in the world. And this, for a nation of a mere seventeen million people, just twice the population of Tokyo, New York or London.

HIGHLIGHTS

of the
address by
GEORGE C. METCALF
PRESIDENT
Loblaw Groceterias Co., Limited
at the Directors' Luncheon
Canadian National Exhibition
Wednesday, August 28, 1957

#### New Coastlines—The West

They have actually brought the north Atlantic to the midwestern heartland.

Business men of tomorrow will talk of Canada's 'south coast' and the United States' 'north coast'.

#### Enthusiasm is everywhere.

North of Edmonton are the fabulous tar sands of Athabaska containing MORE OIL THAN ALL THE PROVEN RESERVES OF THE WORLD . . . Tar sands just waiting for an extraction process.

We are midway between the giants of the world—USSR and USA are on either side of us. This can be good or bad. We are midway between the great masses of population in Asia and Europe.

We are a tri-oceanic country and who knows what the Arctic will mean tomorrow. We have the respect of the other countries.

A former chancellor, who had just won a Nobel prize, was giving American newspaper men the most important single attribute for success. He said—"Without question, ENTHUSIASM, I consider it more important than professional skills."

#### Food-The Biggest

Now, I should like to say something about food.

The biggest, the most dynamic business in the world, "food" an exciting business.

Our population growth is partly due to immigration. If any of the new Canadians were asked their most favourable impression of Canada, many would say, "The Canadian Supermarkets".

The supermarket takes its place as one of the major inventions of the twentieth century. THE FASTEST GROWING BUSINESS IN THE WORLD.

#### **International Interest**

We have been repeatedly requested by many nations to set up supermarkets, to provide these nations with this modern wonder of the new world. A retail industry that has revolutionized shopping habits in the world's biggest business, "food".

The nations requesting our help, our know-how, our enthusiasm, include the British Isles, Australia, New Zealand, Italy, Switzerland, France, and other European countries, Mexico and others in South America, and even the Middle and Far East.

#### Hottest Development

Planned and designed shopping centres continue to be the "hottest" development in retail operations. The focal point of these is the supermarket, offering as it does all the latest and most modern equipment, service and food excitement.

The modern shopping centre is now an established fact, not a vague idea. Tested and proven successful, it has become a vital living part of the Canadian Community. We bend all our efforts to make Loblaw supermarkets the finest possible. They have the most modern features created and designed to date.

It has been my understanding that approximately 5,000 individual lines of merchandise are displayed in Loblaws. Gentlemen, to be sure, we checked. The answer is 6,558 lines. WHAT A SELECTION! All this means more volume of sales to you.

(Continued on page 14)

#### GEORGE C. METCALF President

#### board of directors

JUSTIN M. CORK . WM. E. CORK G. E. HUFFMAN D. L. McCLOCKLIN . R. G. MEECH, Q.C. G. C. METCALF

K. B. PALMER, Q.C.

#### executive officers

JUSTIN M. CORK Chairman of the Board GEORGE C. METCALF

R. G. MEECH, Q.C. Vice-President, Secretary and Treasure G. E. HUFFMAN

Vice-President — General Manager

### President's Report

The year ended June 1, 1957, was your Company's 36th year of operation and the greatest in its history. In another period of outstanding accomplishment, new records were established in sales, earnings, total assets and the number of stores in operation. Considerable effort was again devoted to planning and building new Loblaw supermarkets to maintain your Company's commanding position in an expanding although extremely competitive business. Your resourceful management has introduced new methods and techniques to more efficiently serve a growing population. More than ever before, the Loblaw Supermarket has become the rendezvous of appreciative housewives.

The optimism expressed by your management in the last annual report was justified by the rise in sales in Canada in the year ended June 1, 1957, (52 weeks) to an unprecedented level of \$285,000,000. This was an increase of 11.4% over Canadian sales of \$255,700,000 in the year ended June 2, 1956, (53 weeks) and marked the 14th consecutive year in which a new peak was established in sales.

#### earnings

Net profits for the year ended June 1, 1957, increased to an all-time high of \$8,015,740, and included for the first time the accounts of Loblaw Inc. For the year ended in 1956, net profit was \$5,668,088 which included earnings of Loblaw Inc. only to extent of dividends received. Net results in the year just ended were equal to \$7.36 per combined Second Preference and Common share after First Preference dividends of \$997,500, as against \$5.86 per share in the preceding year. Earnings of National Tea Co. were included in the 1957 profits of your Company only to the extent of \$1,128,001 in dividends received. A pro forma calculation to include net earnings of National Tea Co. in excess of dividends received, accruing to its shares held by Loblaw Groceterias Co., Limited, indicates that earnings on your Company's combined Second Preference and Common shares would be approximately \$8.50 per share.

Net profit on Canadian sales for the latest period represented 2.20% of these sales as compared with 2.22% in the preceding year. This profit percentage is the highest known of any in the same business field in the United States and Canada.

#### dividends

We continue to take pride in our record of dividend payments. For 32 consecutive years, dividends have been paid regularly, and payments of \$2,961,413 in the year ended June 1, 1957, raised the total of cash dividends paid since 1925 to over \$32,000,000.

#### expansion

We are constantly strengthening our competitive position which continues to be the strongest in our history. In the year ended June 1, 1957, your Company opened many new supermarkets, and completed major additions to a number of existing stores. At the end of the fiscal year, there were 188 Loblaw stores in operation. Seven new projects are under way in Western Canada—two new stores are to be opened in Edmonton, and one each in Winnipeg, Calgary, Lethbridge, Regina and Saskatoon.

#### employees

The enthusiasm, loyalty and competence of your employees is commended to you. The high level of efficiency in your organization is reflected in the record results of the year. Your management is deeply appreciative of the enthusiastic cooperation of your employees and their efforts to further the good will and success of your Company.

#### loblaw inc.

The investment in this controlled company was consolidated in your Company's accounts for the first time. Its sales for the year ended February 23, 1957, were at a new peak of \$241,500,000, and compared with \$211,910,835 in the year ended February 28, 1956. This subsidiary now operates 185 self-serve stores in the States of New York, Pennsylvania, Ohio and West Virginia.

#### national tea co.

Your Company now controls 34.03% of the capital stock of National Tea Co. Investment in these shares was carried among your assets as at June 1, 1957, at \$40,779,895, an increase from \$34,447,302 in the preceding year. Sales of National Tea in the year ended December 31, 1956, were \$617,600,000 as compared with \$575,584,774 in the 1955 period, and its net profits amounted to \$7,007,000 or \$3.30 per share, as compared with \$7,236,548 or \$3.41 per share. In the 24 weeks to June 16, 1957, National Tea recorded sales of \$291,945,688 and net profit after taxes of \$3,407,006, which compared with sales of \$279,635,018 and net profit of \$2,885,722 in the comparable period of 1956. Dividend payments in 1957 to date have been at the rate of 50¢ per Common share per quarter, at which rate the aggregate annual income which should be derived by your Company by way of dividends on its holdings of National Tea shares would amount to more than \$1,100,000. National Tea Co. is one of the largest food chains in the United States, and is continuing to expand.

#### financial position

Total assets of your Company as at June 1, 1957, reached a new high of \$173,259,471 which compares with \$106,183,829 a year earlier. Working capital of \$10,037,738 as at June 1, 1957, compared with \$4,088,558 at June 2, 1956. To provide additional funds, \$12,000,000 of  $4\frac{3}{4}\%$  Convertible Sinking Fund Debentures Series D were sold during the year, and \$8,000,000 of 6% Sinking Fund Debentures Series E, carrying warrants to purchase Class A shares of Loblaw Companies Limited, were sold in August, 1957.

#### loblaw companies limited

As of June 1, 1957, Loblaw Companies Limited held 97.1% of the Second Preference shares and 96.9% of the Common shares of Loblaw Groceterias Co., Limited. Earnings of Loblaw Groceterias for the year ended June 1, 1957, applicable to these shares totalled \$6,702,796, equal to \$2.64 per combined Class A and Class B share of Loblaw Companies after paying dividends of \$1,033,656 on the Redeemable Preferred shares. Earnings would be \$3.12 per share if profits in excess of dividends received from National Tea accruing to its shares held by Loblaw Groceterias had been included.

#### outlook

In keeping with the solid and continued growth of Canada, your management is buoyantly optimistic as regards the future prospects of your Company. Results so far in the new fiscal year of 1958 indicate that your Company is headed for much greater achievement. The locations of the stores of your Company are strategically situated to take full advantage of the benefits which will accrue from the development of the St. Lawrence Seaway.

The support and encouragement received from shareholders sustains management's confidence, and is appreciated.

Sincerely,

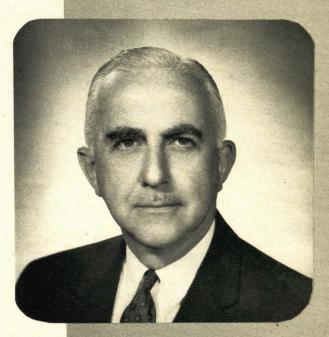
C. C. Meterly.



JUSTIN M. CORK Chairman of the Board



R. G. MEECH, Q.C. Vice-President, Secretary and Treasurer



G. E. HUFFMAN Vice-President, General Manager,

## LOBLAWS Famous TEA



#### LOBLAW GROCETERIAS CO., LIMITED and subsidiary companies

consolidated statement of earned surplus YEAR ENDED JUNE 1, 1957

Earned surplus June 2, 1956, exclusive Earnings of Loblaw Inc. from date of	ve of Loblav f acquisition	v Inc n to June 2	2, 1956		 -	 -	1 [	- :		-	-	-	-	-	-	-	\$ 29,085,796 3,288,164
Net income for year				-	 -	 -		-		_	-	-	-	-	-	-	\$ 32,373,960 8,015,740
Surplus from sale of real estate				-	•	 -			7	7 Z	-	Ī	-	-	-	-	1,470,135 \$ 41,859,835

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D	ea	lu	ci	

EARNED SURPLUS JUNE 1, 1957 - -

TO THE TAXABLE PARTY OF THE PAR																														
Dividends, First Preference shares -																													\$	997,500
Dividends, Second Preference shares																														916,815
Dividends, Common shares																														1,047,098
Expenses re sale of debentures																														397,319
Transferred to real estate carrying ch	narg	e re	eser	ve	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	_	-	-	-	. 7	1,125,503
Consolidated goodwill written off -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	_	_	-	-	-	-	-	-	5	2,190,619

6,674,854 \$ 35,184,981

# AND COFFEE Excellence!



#### consolidated statement of income YEAR ENDED JUNE 1, 1957

Income from all operations before taking into consideration the undernoted items	\$ 24,638,505
Add:	
Dividends received from National Tea Co., less U.S. withholding tax thereon	1,128,001
Income from other investments	32,141
Applicable portion of real estate carrying charge reserve	138,752
Deduct:	\$ 25,937,399
Allowance for depreciation \$ 5,782,265 Employees' pension fund	
Interest on sinking fund bonds and debentures 1,588,576	
Interest on other long-term indebtedness 83,906	8,154,975
Income before taxes thereon	\$ 17,782,424
Taxes on income	7,914,608
Income before undernoted deductions	\$ 9,867,816
Deduct:	
Income of subsidiaries prior to date of acquisition 297,300	
Minority interest in income subsequent to date of acquisition 1,554,776	
NET INCOME FOR YEAR	\$ 8,015,740

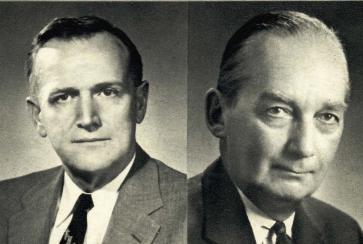
LOBLAWS Meat Excellence GUARANTEED Finest





## LOBLAWS ADMINISTRATION







Incorporated under the laws of Ontario

consolidated balance

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Current Assets:	
Cash	41
Accounts receivable, less allowance for doubtful accounts 5,540,0	
Cost of properties to be sold under lease-back arrangements (see note 2) 1,914,2	34
Merchandise inventory as determined by the management and certified to be valued at not more than	
the lower of cost or market	54
Due from employees re pension fund 361,4	56 \$ 64,016,456
Advance to Loblaw Companies Limited	281,102
INVESTMENT IN SHARES OF NATIONAL TEA CO., AT COST,	
(quoted value \$29,400,000)	40,779,895
FIXED ASSETS AT COST:	
Land 17,708,0	06
Buildings \$13,478,028	A STATE OF THE STA
Equipment and improvements 52,968,380	
Motor vehicles 4,530,906	
70,977,314	
Less Accumulated allowance for depreciation 28,227,384 42,749,9	30 60,457,936
Other Assets:	
Preference shares, Loblaw Leased Properties Limited, at cost 4,322,5	00
Deferred charges to operations 2,028,1	
Mortgages receivable 191,0	
Deferred accounts receivable, less allowance for doubtful accounts 683,2	
Advances re construction in progress 499,1	
Goodwill	1 7,724,082
auditors' ropert	\$173,259,471

#### auditors' report

To the Shareholders of Loblaw Groceterias Co., Limited.

We have examined the consolidated balance sheet of Loblaw Groceterias Co., Limited and its subsidiary companies as at June 1, 1957 and the consolidated statements of income and earned surplus for the year ended on that date. Our examination included a general review of the accounting procedures and such tests of accounting records and other supporting evidence as we considered necessary in the circumstances. We have relied upon the reports of auditors of certain subsidiaries whose accounts have not been reviewed by us.

In our opinion, the accompanying consolidated balance sheet and consolidated statements of income and earned surplus, supplemented by the notes thereto, fairly present the combined financial position of Loblaw Groceterias Co., Limited and its subsidiary companies as at June 1, 1957 and the results of their operations for the year ended on that date.

Thorne, Mulholland, Howson & McPherson

Toronto, Canada, July 22, 1957.

Chartered Accountants



K. W. BASH Chief Engineer M.E.I.C.



R. H. RICE Manager Real Estate Division



A. HARGREAVES Advertising Manager



G. D. McLEOD, C.A.

Comptroller &
Assistant Secretary



J. M. PRAIN Store Locations











#### sidiary

#### sheet June 1, 1957

#### CURRENT LIABILITIES:

Bank loans and overdrafts Notes payable -Accounts payable and accrued liabilities 

Sinking fund instalments and serial debentures due within one year MORTGAGES PAYABLE - - - - - -

LONG-TERM INDEBTEDNESS (see note 4) - - - - -REAL ESTATE CARRYING CHARGE RESERVE (see note 7) - - -

MINORITY INTERESTS: Preferred and common shares and proportion of surplus of subsidiaries, held by public - - - - -

SHAREHOLDERS' EQUITY: Capital stock (see note 8):

#### Authorized:

1,500,000 First Preference shares, par value \$30 each, issuable in series 577,515 Second Preference shares without par value 600,000 Common shares without par value

#### Issued:

665,000 \$1.50 Cumulative Redeemable First Preference shares, Series A - - - - - -445,056 Second Preference shares 508,300 Common shares

Earned surplus - - - -Contributed surplus arising from the sale of capital stock at a premium - - - - -

The accompanying notes are an integral part of this statement and should be read in conjunction therewith. Approved on behalf of the Board.

#### liabilities

\$ 4,055,927

4,645,987 39,185,047 79,100

4,352,657 1,660,000 \$ 53,978,718

325,456

38,275,985

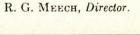
3,980,636

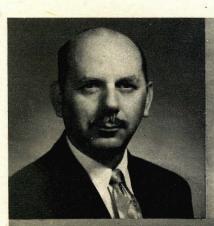
12,635,943

19,950,000

7,179,422 35,184,981 1,748,330

64,062,733 \$173,259,471







W. C. MILLER Manager
Dairy Products Department



G. C. METCALF, Director.

G. R. HUGHES Manager
Tea & Coffee Department



Merchandise Manager Produce Division



Purchasing Agent



"ENTHUSIASM" (Continued from page 5)

#### Tell us How

Several of you men have said, "tell us how we can sell more goods"? Here is my suggestion in simple one-two-three form.

- No. 1 MAKE THE CALLS.
- No. 2 KEEP EVERLASTINGLY AT IT.
- No. 3 ENGENDER ENTHUSIASM IN YOURSELF AND YOUR STAFF.
  - IT WILL INTENSIFY YOUR EFFORT. CHANGE THE WHOLE PATTERN OF YOUR OPERATION—YES! YOUR LIFE.

Gentlemen, make the calls, be enthusiastic for more business.

I repeat, for greater sales, persist and be enthusiastic, keep everlastingly at it.—It can be done.

#### Tight Money

Because of the Seaway and many other things, Canada has caught the enthusiasm of investors everywhere. Millions want to make Canada their home. Why? Did you ever ask yourselves why?

Because they have heard about the expansion. They have read about Seaways, hydro, Kitimats, new towns, mines, oil wells, pipelines, roads, glittering supermarkets.

Let us remember one thing, gentlemen, all this expansion takes money. It is based on faith, and faith alone, is nothing without capital. We must have new homes, new schools, new churches, new factories, new warehouses, and new supermarkets, to keep up with the momentum which is Canada's boast to THE WORLD. Slow it too much with tight money and WE WILL KILL THE SPIRIT.

Why is money tight? The financial experts tell us it is to curb inflation. Our Prime Minister has said "The best way to curb inflation, is to lower taxes to stimulate production."

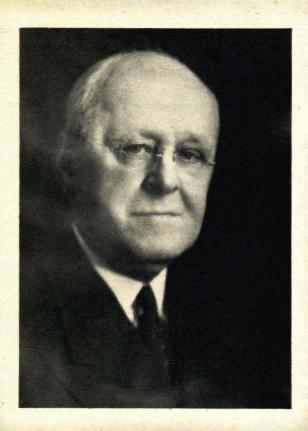
There is a solution to this perplexing problem, without the painful remedy of tight money. That remedy is increased productivity. We must do the job, a real selling job.

A few years ago the economists were predicting a recession, a business slow-down, and pointed to the Auto industry with its inventories and lagging sales. But what happened? The Auto men got busy with new designs, with energetic sales campaigns and powerful promotional efforts. Before long inventories were back to normal, auto sales set new high records.

Let's put our energies, our enthusiasm, our maximum effort, into this great business, food. With faith and determination, we can eliminate the bugaboo of inflation, and solve our tight money problem.

Before concluding, a suggestion to parents and young people. I am speaking of a career. Parents want their children to be successful. Every young person would like to have a successful career. Where better than the retail food business?

No other segment of Canadian business offers greater opportunities, right now, to learn, grow and succeed.



# a tribute to the late J. Milton Cork

The quiet passing last April 20 of J. Milton Cork, Honorary Chairman of the Board, brought to a close a career that began with the founding of the Loblaw Company and Mr. Cork maintained an active interest in the business until the day of his death. He foresaw, years ago, the possibilities of self serve food markets. It was his faith that brought the Loblaw Company successfully through its early years and his enterprise that enabled it to grow. His dream of the future enabled Loblaws to spread its activities into more than 190 markets. His kindly spirit, his ability to inspire respect and affection, enabled him to build an organization destined to carry on in the splendid traditions that he established.

#### LOBLAW GROCETERIAS CO., LIMITED AND SUBSIDIARY COMPANIES

#### notes to consolidated financial statement YEAR ENDED JUNE 1, 1957

- 1. The accounts of Loblaw Inc., a U.S. corporation, have been included in the current year's consolidated statements and are reflected at par of exchange.
- 2. The cost of properties to be sold under lease-back arrangements represents properties which the company reasonably anticipates will be sold within the period of approximately one year.
- 3. The taxes on income, as shown in the consolidated statement of income, are after a reduction of approximately \$521,000 because of the intention to claim for tax purposes depreciation to the extent of approximately \$1,057,000 in excess of the amount provided for the year in the accounts. The net accumulated amount to date by which taxes otherwise payable have been so reduced is approximately \$1,492,000.

11,640,000

\$38,275,985

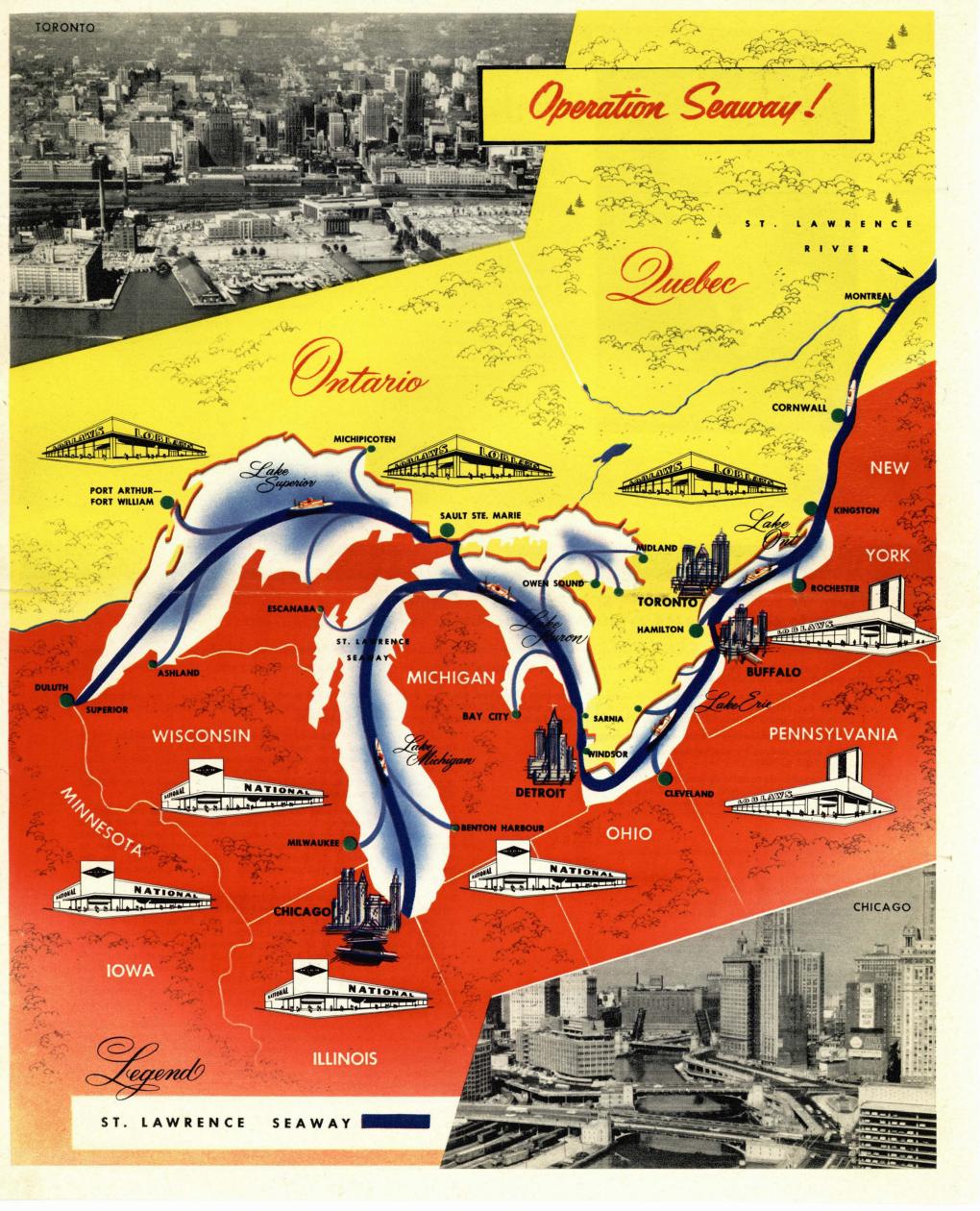
- Long-term indebtedness consists of the following: Bank loans secured by automotive equipment due 1957 to 1961 -Notes payable in annual instalments of \$200,000 each January 15th, with final instalment reduced by any optional or contingent payments made in accordance with terms of loan 1.692,000 agreements -2,212,461 Less: Instalments included in current liabilities as notes payable 616,476 1,595,985 43/4% Twenty year sinking fund debentures maturing March 1, 1973 and March 1, 1974, less sinking fund instalments aggregating \$900,000 due March 1, 1958 included in current liabilities 14,000,000 4% Debentures, Series C: Serial debentures maturing October 15, 1957 to 1965, less \$400,000 due October 15, 1957 included in current liabilities -3,200,000 Sinking fund debentures maturing October 15, 1975 7,840,000 11,040,000 43/4% Sinking fund debentures, Series D (Convertible into Class A shares of Loblaw Companies Limited) maturing October 1, 1976, less sinking fund instalment of \$360,000 due
- 5. There are contracts outstanding for the further expansion of the retail facilities of the company and its subsidiaries, the total amount of which, although substantial, cannot accurately be determined at this time.

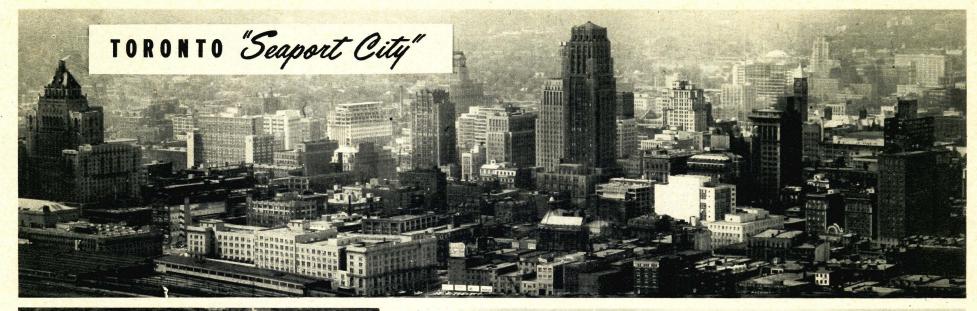
October 1, 1957 included in current liabilities

- 6. The contractual obligations of the company and its subsidiaries, with respect to long-term lease agreements which extend beyond five years from the balance sheet date, aggregate approximately \$101,000,000. During the year ended June 1, 1957 certain properties were sold for an aggregate consideration of \$6,783,606 and long-term leases were entered into with respect to the same properties.
- 7. The real estate carrying charge reserve originates from the excess of sale price over depreciated cost of certain store properties sold and is being amortized over the periods of long-term leases entered into by the companies on the respective properties. It is the present intention to continue this practice. Additions of \$1,125,502 were credited to the reserve during the year and amortization and other charges amounted to \$242.975.
- 8. The \$1.50 cumulative redeemable first preference shares, series A, carry a cumulative preferential dividend of \$1.50 per share, have a priority on winding up of \$33.50 per share, together with all unpaid preferential dividends, may be purchased for cancellation at market but not exceeding \$35 and costs of purchase and all unpaid preferential dividends and are redeemable at \$35 per share, together with all unpaid preferential dividends. The company is obligated to apply to the retirement of the \$1.50 cumulative redeemable first preference shares, series A, an amount not exceeding \$200,000 in each of the fiscal years of the company, commencing in 1957, provided that such shares are available for purchase at a price not exceeding \$33.50 per share.

The second preference shares carry a cumulative preferential annual dividend of 50¢ per share and participate equally with the common shares after payment of 50¢ per share annually on the latter. The second preference shares have a priority on winding up of \$15 per share and may be purchased for redemption at market but not exceeding \$50 per share and are redeemable at \$50 per share.

9. The trust indenture and indentures supplemental thereto, under which the debentures were issued, contain restrictions on the payment of cash dividends and the redemption, reduction, or purchase of capital stock.









# PROGRESS

WITH LOBLAWS
THROUGHOUT THE YEARS!

