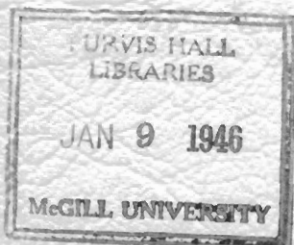


**CANADIAN  
GENERAL  ELECTRIC  
COMPANY  
LIMITED**

**ANNUAL  
REPORT  
1931**



# Annual Report of the Board of Directors

for the Year ended  
December 31, 1931

CANADIAN  
GENERAL  ELECTRIC  
COMPANY  
LIMITED

**CANADIAN GENERAL ELECTRIC COMPANY  
LIMITED**

**AND SUBSIDIARY COMPANIES**

**HEAD OFFICES**

**212-218 KING STREET WEST, TORONTO, ONT.**

**BRANCH OFFICES**

HALIFAX, N.S.	NEW LISKEARD, ONT.
SYDNEY, N.S.	FORT WILLIAM, ONT.
ST. JOHN, N.B.	WINNIPEG, MAN.
MONTREAL, QUE.	CALGARY, ALTA.
QUEBEC, QUE.	EDMONTON, ALTA.
OTTAWA, ONT.	REGINA, SASK.
HAMILTON, ONT.	SASKATOON, SASK.
LONDON, ONT.	NELSON, B.C.
WINDSOR, ONT.	VANCOUVER, B.C.
	VICTORIA, B.C.

**WORKS**

<b>CANADIAN GENERAL ELECTRIC CO., LIMITED</b>	
<b>PETERBORO, ONT.</b>	<b>TORONTO, ONT.</b>

**EDISON MAZDA LAMP WORKS**

**TORONTO, ONT.**

**CANADIAN ALLIS-CHALMERS, LIMITED**

<b>TORONTO, ONT.</b>	<b>MONTREAL, QUE.</b>
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**ARCHITECTURAL BRONZE AND IRON WORKS**

**TORONTO, ONT.**

# CANADIAN GENERAL ELECTRIC COMPANY LIMITED

## DIRECTORS

J. J. ASHWORTH	SIR HERBERT HOLT
GEORGE W. BEARDMORE	W. L. MATTHEWS
J. H. BLACK	HON. F. B. McCURDY
H. C. COX	J. A. RICHARDSON
D. C. DURLAND	HIS HON. W. D. ROSS
A. E. DYMENT	JULIAN C. SMITH
STEPHEN HAAS	A. M. STEWART, K.C.

W. J. BLAKE WILSON

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## EXECUTIVE OFFICERS

A. E. DYMENT, Chairman of the Board  
D. C. DURLAND, President  
STEPHEN HAAS, Vice-President  
J. J. ASHWORTH, General Manager  
J. A. BREMNER, Assistant General Manager  
E. I. JENKING, Treasurer  
W. H. NESBITT, Secretary

## BANKERS

THE BANK OF MONTREAL  
THE CANADIAN BANK OF COMMERCE  
THE DOMINION BANK  
THE ROYAL BANK OF CANADA  
GUARANTY TRUST CO. OF NEW YORK

## STOCK TRANSFER AGENTS

NATIONAL TRUST CO., LIMITED, TORONTO AND MONTREAL  
THE CANADIAN BANK OF COMMERCE, LONDON, ENGLAND

## REGISTRARS

MONTREAL TRUST CO., TORONTO AND MONTREAL  
THE CANADIAN BANK OF COMMERCE, LONDON, ENGLAND

## DIRECTORS

- A. E. DYMENT, CHAIRMAN OF THE BOARD.  
DIRECTOR, ROYAL BANK OF CANADA.  
DIRECTOR, CANADA & DOMINION SUGAR CO.
- D. C. DURLAND, PRESIDENT.
- STEPHEN HAAS, VICE-PRESIDENT.  
PRESIDENT, GEO. H. HEES, SON & CO.  
DIRECTOR, ROYAL BANK OF CANADA.
- J. J. ASHWORTH, GENERAL MANAGER.
- GEORGE W. BEARMORE.  
PRESIDENT, BEARMORE LEATHERS, LIMITED.
- J. H. BLACK.  
PRESIDENT, DOMINION CONSTRUCTION CORP.  
DIRECTOR, CANADA NORTHERN POWER CORP.
- H. C. COX.  
CHAIRMAN OF BOARD, CANADA LIFE ASSURANCE COMPANY.  
DIRECTOR, CANADIAN BANK OF COMMERCE.
- SIR HERBERT HOLT.  
PRESIDENT, MONTREAL LIGHT, HEAT AND POWER  
CONSOLIDATED.  
PRESIDENT, ROYAL BANK OF CANADA.
- W. L. MATTHEWS.  
DIRECTOR, DOMINION BANK.  
DIRECTOR, CONFEDERATION LIFE ASSOCIATION.
- HON. F. B. McCURDY.  
DIRECTOR, BANK OF NOVA SCOTIA.  
VICE-PRESIDENT, EASTERN TRUST COMPANY.
- JAMES A. RICHARDSON.  
DIRECTOR, CANADIAN PACIFIC RAILWAY.  
PRESIDENT, JAMES RICHARDSON & SONS, LIMITED.
- HIS HON. W. D. ROSS.  
LIEUTENANT-GOVERNOR OF ONTARIO.  
DIRECTOR, BANK OF NOVA SCOTIA.
- JULIAN C. SMITH.  
PRESIDENT, MONTREAL TRAMWAYS COMPANY.  
VICE-PRESIDENT AND GENERAL MANAGER, THE SHAWINIGAN  
WATER AND POWER COMPANY.
- A. M. STEWART, K.C.
- W. J. BLAKE WILSON.  
DIRECTOR, BRITISH COLUMBIA POWER CORP.  
DIRECTOR, CANADIAN PACIFIC RAILWAY.

ANNUAL REPORT OF THE DIRECTORS  
TO THE SHAREHOLDERS OF  
CANADIAN GENERAL ELECTRIC COMPANY, LIMITED

TORONTO, CANADA

MARCH 15, 1932

The Board of Directors submit herewith the Consolidated Balance Sheet of your Company as of December 31, 1931, and Statement of Profit and Loss for the year, certified by the Company's Auditors, Messrs. Price, Waterhouse and Co., Chartered Accountants.

The general recession in business experienced in the year 1930 continued during 1931, resulting in a further reduction in the volume of sales of your Company, with a consequent decrease in earnings.

Operations for the year 1931 were materially benefited by the large volume of uncompleted contracts carried over from the previous year. Unfilled orders at the end of the year were 23% less than at December 31, 1930.

The profits for the year, after deducting all charges for expenses, reserves and income taxes, but before providing for depreciation, amounted to \$3,176,443.93 as compared with \$4,688,069.93 for the year 1930. The sum of \$868,290.16 was written off for current or normal depreciation, leaving net profits of \$2,308,153.77 as compared with \$3,765,797.55 in 1930, a decrease of \$1,457,643.78.

Dividend disbursements amounted to \$1,354,422.50, composed of \$599,042.50 on the Preference Stock at the rate of 7% per annum, and \$755,380.00 on the Common Stock at \$4.00 per share, or 8% upon the par value of the stock. After deducting from the net profits the amount disbursed in dividends, the sum of \$953,731.27 was added

to Surplus, which at December 31, 1931, amounted to \$6,953,180.18.

Current Assets amounted to \$18,358,587.76 and Current Liabilities totalled \$3,177,378.86, the excess of Current Assets over Current Liabilities, or working capital, being \$15,181,208.90. The ratio of Current Assets to Current Liabilities is 5.7 to 1.

The Current Assets include Dominion Government Bonds amounting to \$8,725,491.67, an increase of \$616,641.67, together with Cash and Loans fully secured by collateral, totalling \$5,038,104.69, an increase of \$429,180.97, and investments other than Government Bonds were \$4,766,746.65 as compared with \$3,806,272.66 on December 31, 1930, an increase of \$960,473.99. The increase in cash, Government Bonds and other securities amounted to \$2,006,296.63. All investments have been carefully appraised and industrial securities have been written down to the market value at December 31, 1931. Government Bonds are carried at cost or par value, whichever was the lower.

The Company has no funded debt, notes payable or any obligations bearing its endorsement.

Accounts and Notes Receivable have been carefully examined, and reserves established sufficient to provide for possible losses. Inventories have been valued with more than usual care, due to the lower price level of raw materials, and in accordance with the established practice of the Company have been taken into the Balance Sheet on the basis of cost or market value, whichever was the lower. Inventories have been reduced \$1,502,009.00, and adequate reserves are maintained to provide for obsolescence and shrinkage in value.

The Company has continued to make marked progress in advancing its engineering and manufacturing stand-

ards, as well as in the development and production of additional lines of electrical apparatus and appliances. The sum of \$1,389,637.00 was expended in 1931 in improvements in manufacturing and distributing facilities, including the erection of a new office and warehouse building in Montreal.

The Employees' Savings and Investment Plan, under which employees may purchase Preference Shares of the Company upon convenient terms, continued to meet with a favorable response from the members of the organization. Employees' holdings acquired under this plan increased during the year and now constitute 14% of the outstanding Preference Stock. The plan has been of material benefit to the employees, and will be continued in 1932.

Your Directors and Officers again take pleasure in expressing their appreciation of the loyal and co-operative services rendered by the employees of the Company during the year.

By Order of the Board of Directors,

A. E. DYMENT, Chairman.

D. C. DURLAND, President.



**CANADIAN GENERAL ELECTRIC COMPANY, LIMITED**  
AND SUBSIDIARY COMPANIES

CONSOLIDATED BALANCE SHEET, DECEMBER 31, 1931.

ASSETS	LIABILITIES
<b>Capital Assets—</b>	<b>Capital Stock—</b>
Manufacturing Plants, including Land, Buildings, Machinery, Head Office and Branch Office Properties at cost.....	Authorized.....
\$16,960,155.13	<u>\$18,000,000.00</u>
Patents and Franchises.....	Issued:
1.00	Common, 188,845 Shares par value \$50.00.....
<b>Total Capital Assets.....</b>	<b>\$ 9,442,250.00</b>
<b>\$16,960,156.13</b>	Preference, 171,155 Shares par value \$50.00 (call- able at \$57.50).....
<b>Investments.....</b>	<b>8,557,750.00</b>
<b>4,766,746.65</b>	<u>\$18,000,000.00</u>
<b>Employees' Savings Plan.....</b>	
<b>222,298.23</b>	
<b>Current Assets—</b>	<b>Current Liabilities—</b>
Inventory of Raw Materials, Supplies, Work in Pro- gress, and Finished Ma- terials, including expen- ditures on Contracts (less inventory reserves).....	Accounts Payable.....
\$ 4,723,825.98	\$ 2,838,773.23
Accounts and Notes Receiv- able (less reserve for doubtful accounts).....	Dividend on Preference Stock Payable.....
2,112,149.94	149,760.63
Dominion Government Securities.....	Dividend on Common Stock Payable.....
8,725,491.67	188,845.00
Cash and Loans Secured by Collateral.....	<b>Total Current Liabilities.....</b>
5,038,104.69	<b>3,177,378.86</b>
<u>\$20,599,572.28</u>	<b>Depreciation and General Reserve.....</b>
Less Advance Payments on Contracts.....	<b>12,218,214.84</b>
2,240,984.52	<b>Surplus Decemr 31, 1931.....</b>
<b>Total Current Assets.....</b>	<b>6,953,180.18</b>
<b>18,358,587.76</b>	
<b>Deferred Charges.....</b>	<u><u>\$40,348,773.88</u></u>
<b>40,985.11</b>	
<u><u>\$40,348,773.88</u></u>	

A. E. DYMENT, Chairman of the Board.  
D. C. DURLAND, President.

With our Report to the Shareholders dated March 1, 1932, appended  
hereto.  
**PRICE, WATERHOUSE & CO.,**  
Auditors.

## CONSOLIDATED PROFIT AND LOSS ACCOUNT

Profit for the year ended December 31,  
1931, before providing for Depreciation . . \$3,176,443.93

Less—

Depreciation..... 868,290.16

Net Profit for the Year..... \$2,308,153.77

Add—

Surplus as at January 1, 1931..... 5,999,448.91

\$8,307,602.68

Deduct—

Dividend on Common Stock..... 755,380.00

Dividend on Preference Stock..... 599,042.50

Surplus at December 31, 1931..... \$6,953,180.18

PRICE, WATERHOUSE & CO.  
CHARTERED ACCOUNTANTS

Royal Bank Building,  
Toronto, March 1, 1932.

To the Shareholders  
of the Canadian General Electric Company, Limited.

We have examined the books and accounts of the Canadian General Electric Company, Limited, for the year ending December 31, 1931, and have obtained all the information and explanations which we required.

The charges during the year to the Property Accounts represent only actual additions, extensions or permanent improvements, and a provision of \$868,290.16 has been made from the operations of the year for depreciation of Plants.

The inventories of Raw Material, Supplies, Work in Progress and Manufactured Products were taken in accordance with the Company's usual custom, and have been certified to by responsible officials. The valuations have been accurately made at cost or market value, whichever was lower.

Adequate provision has been made for doubtful Accounts Receivable, and for all ascertainable liabilities.

The Cash on hand, Investments and the Bank Balances have been verified by actual inspection or by properly certified statements. The investments in public utility and industrial securities have been written down to market value whilst Dominion Government Securities are carried at par or cost whichever was lower.

On the above basis we report that in our opinion the attached Balance Sheet is properly drawn up so as to exhibit a true and correct view of the state of the Company's affairs, according to the best of our information and the explanations given us, and as shown by the books of the Company.

PRICE, WATERHOUSE & CO.,  
Auditors.

