

Canada's Global Leaders 1985-2009

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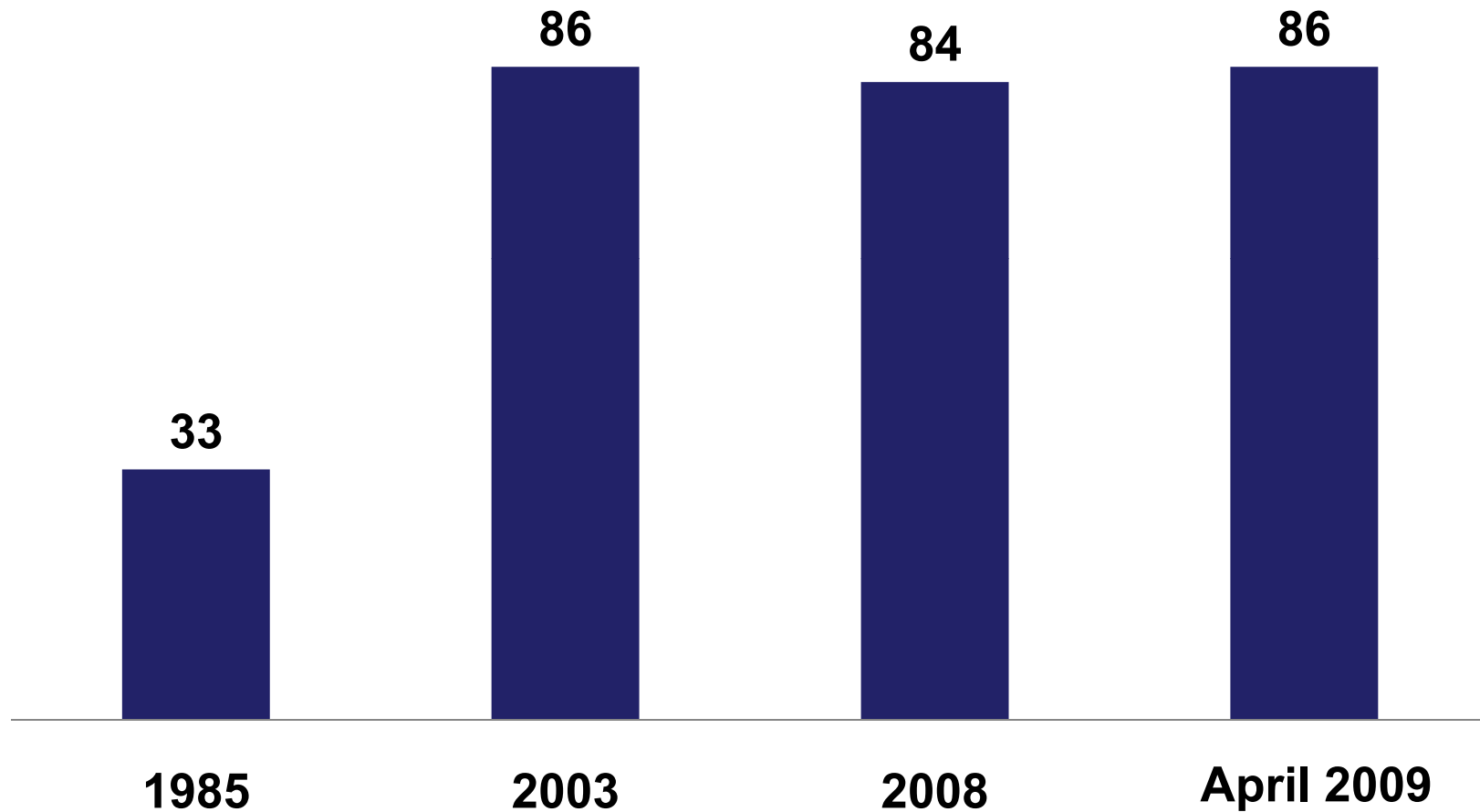
Identifying Canada's Global Leaders

Criteria for inclusion:

- **Public or private Canadian controlled company on Report on Business Top 1000 or Financial Post 500 lists**
- **Revenues exceeding \$100 million in 2007 (equivalent to \$62 million in 1985 dollars)**
- **One of five largest by revenue globally in a specific market segment – in some cases where global competition is precluded (e.g. rail service and CN Rail) North America was used; in other cases revenue was not the factor used (e.g., market capitalization and Manulife)**
- **Researchers at the Institute for Competitiveness & Prosperity relied on public filings or interviews with Investor Relations staff to determine global leadership status**

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Canada's Global Leaders



Source: Institute for Competitiveness & Prosperity analysis based on *Report on Business* Magazine and National Post Business *FP500*.

Global Leaders in 1985 (33)

Abitibi-Price

Alcan

AMCA

Asbestos Corporation

Atco

Bombardier

Canada Malting

CCL Industries

Falconbridge

Finning International

Geac Computers

Harlequin (Torstar)

Hiram Walker

Hudson's Bay Company

Inco

Laidlaw

Lavalin

Lumonics

McCain

Mitel

Moore

National Business Systems

Northern Telecom

Scott's Hospitality

Seagram Co.

SNC Group

Teck-Cominco

Tembec

Thomson Travel

Timminco

Trimac

Trizec

Unican Security Systems

Departures between 1985 and 2003

Note: SNC and Lavalin merged after 1985

Global Leaders in 2003 (86)

Abitibi-Price
Agrim
Alcan
Ashton-Potter (MDC)
Atco
ATI Technologies
ATS
Barrick Gold
Bombardier
CAE
Cameco
Canam Steel
Canfor
CCL Industries
Celestica
CGI
CHC Helicopters
Chemtrade Logistics
Cinram
CN Rail
Connors Bros.
Coolbrands International
Cott
Couche-Tard
Creo
Dalsa
Domtar
Falconbridge
Finning International
Fording (Elk Valley Coal)
Four Seasons
Gildan
GSW Inc.

Harlequin (Torstar)
Hummingbird
Husky Injection Molding
Imax
Inco
Intrawest
Jim Pattison Group
Lallemand
Maax
MacDonald Dettwiler
Magna
Major Drilling
Manulife Financial
Masonite International
McCain
MDS
MEGA Brands
Methanex
Mitel
Moore
Nexfor (Norbord)
North American Fur Auctions
Nortel
NOVA Chemicals
OpenText
Patheon
Peerless Clothing
Placer Dome
Pollard
Potash Corp
Quebecor World
Rand A. Technology
Research in Motion

Ritchie Bros. Auctioneers
Scotia Mocatta
Shawcor
Sierra Wireless
Skyjack (Linamar)
SNC-Lavalin
Spectra Premium Industries
Sun Gro Horticulture
Superior Plus Income Fund (ERCO)
TD Waterhouse
Teck-Cominco
Tembec
Thomson Corporation
Timminco
TLC Vision
Trimac
Wescast Industries
Weston Foods
Zarlink
Zenon Environmental

Note: Barrick Gold acquired Placer Dome;
OpenText acquired Hummingbird since 2003

Departures between 2003 and 2008

Global Leaders in 2008 (84)

AbitibiBowater
Agrium
Alimentation Couche-Tard
ATCO
ATS
Barrick Gold
Bombardier Inc.
CAE
Cameco
Canadian National Railway
Canam
Canfor
Catalyst Paper
CCL Industries
Celestica
CGI Group
CHC Helicopter
Chemtrade Logistics
Cinram International
Cirque du Soleil
Connors Bros.
Cott
DALSA
EXFO Electro-Optical Engineering
Finning International
FirstService (Colliers)
Fording Canadian Coal Trust
Garda World Security
George Weston
Gildan Activewear
Goldcorp
Harlequin
Husky Injection Molding

Imax
Lallemand
Linamar
MAAX Holdings
MacDonald, Dettwiler and Associates
Magna
Major Drilling Group
Manulife Financial
McCain Foods
MDC (Ashton-Potter)
MDS
MEGA Brands
Methanex
Mitel
Neo Material Technologies
Norbord
Nortel
North American Fur Auctions
NOVA Chemicals
Open Text
Patheon
Peerless Clothing
Pollard Holdings
Potash Corp. of Saskatchewan
Premier Tech
Quebecor World
Research in Motion
Ritchie Bros. Auctioneers
Russel Metals
Samuel, Son & Co.
Scotia Capital (Scotia Mocatta)
Shawcor

Sierra Wireless
Smart Technologies
SNC-Lavalin
Spectra Premium Industries
Sun Gro Horticulture
Superior Plus Income Fund (ERCO)
TD Waterhouse
Teck Cominco
Tembec
Jim Pattison Group
Thompson Creek Metals
Thomson Corporation
Timminco
TLC Vision
Transat A.T.
Trimac
Velan
Wescast
Zarlink

Departures since 2008

Global Leaders Currently (86)

AbitibiBowater

Agrium

Allen-Vanguard

Arctic Glacier

ATCO

ATS

Barrick Gold

Bombardier

CAE

Cameco

Canam

Canfor

Catalyst Paper

CCL Industries

Celestica

Chemtrade Logistics

Cinram International

Cirque du Soleil

CN Rail

Coastal Contacts

Connors Bros.

Cott

Couche-Tard

DALSA

EXFO Electro-Optical Engineering

Finning

FirstService (Colliers)

Fortress Paper

Garda

Genum

Gildan

Goldcorp

Harlequin

Husky Injection Molding

Imax

Lallemand

Linamar

MAAX Holdings

Magna

Major Drilling Group

Manulife Financial

McCain

MDS

MEGA Brands

Methanex

Mitel Networks

Neo Material Technologies

Norbord

Nortel Networks

North American Fur Auctions

NOVA Chemicals

Open Text

Pason Systems

Peerless Clothing

Pollard Holdings

PotashCorp

Premier Tech

Quebecor World

Research in Motion

Ritchie Bros. Auctioneers

Royal Bank of Canada

Samuel, Son & Co

Scotia Mocatta

Shawcor

Sierra Wireless

SMART Technologies

SNC-Lavalin

Spectra Premium

SunGro Horticulture

Superior Plus Income Fund (ERCO)

TD Waterhouse

Teck-Cominco

Tembec

The Jim Pattison Group

Thompson Creek Metals (Blue Pearl)

Thomson Corporation

Timminco

TLC Vision

Transat A.T.

Trimac

Velan

Village Farms

Viterra (Can-Oat Milling)

Wescast Industries

Zarlink

ZCL Composites

Arrivals since 2008