

# **Canada's Global Leaders 1985-2009**

**April 2009**

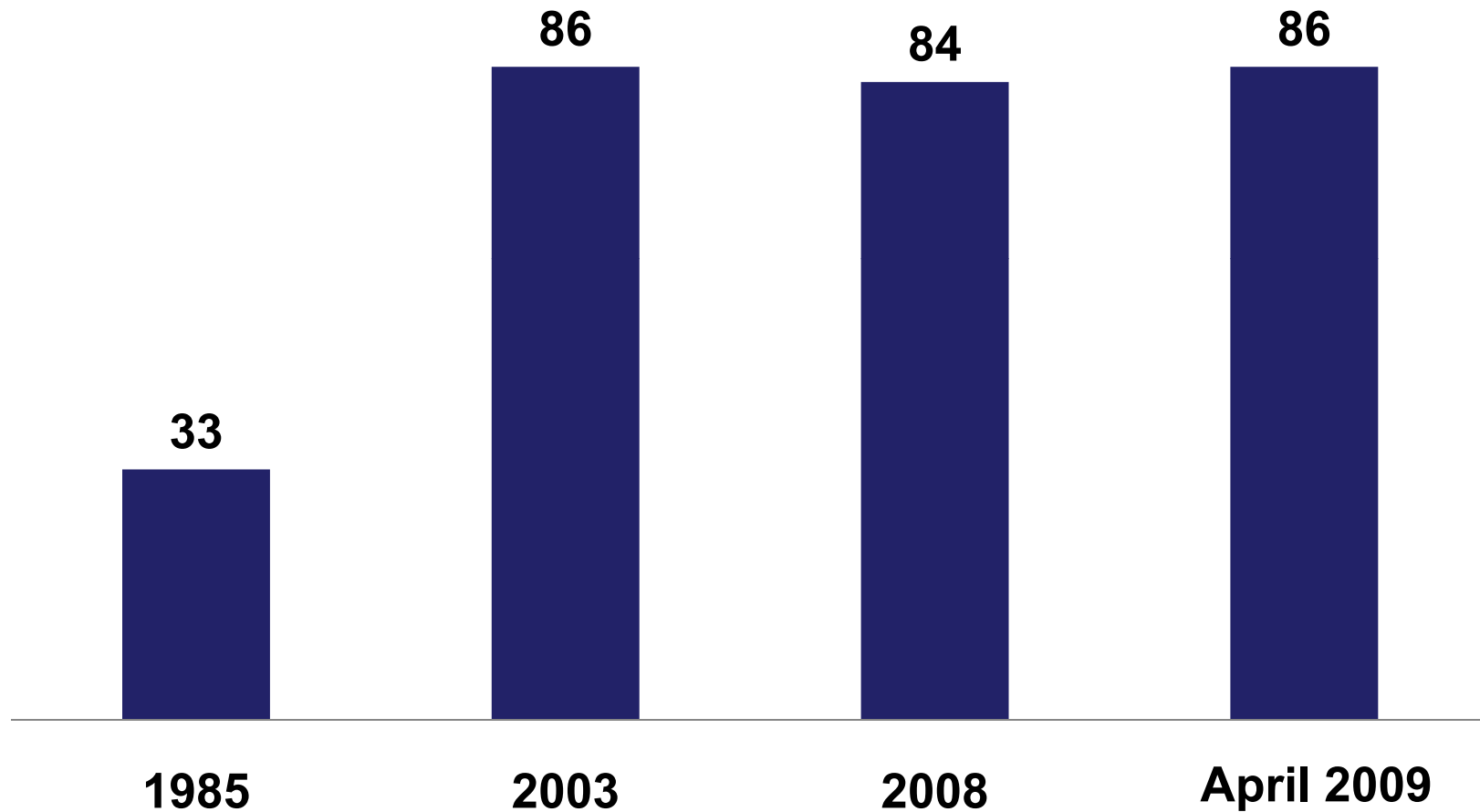
# Identifying Canada's Global Leaders

## 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**

Note: SNC and Lavalin merged after 1985

Departures between 1985 and 2003

# Global Leaders in 2003 (86)

Abitibi-Price  
Agrimium  
Alcan  
Ashton-Potter (MDC)  
Alimentation Couche-Tard  
ATCO  
ATI Technologies  
ATS  
Barrick Gold  
Bombardier  
CAE  
Canadian National Railway  
Cameco  
Canam Steel  
Canfor  
CCL Industries  
Celestica  
CGI  
CHC Helicopter  
Chemtrade Logistics  
Cinram  
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)  
Nortel  
North American Fur Auctions  
NOVA Chemicals  
OpenText  
Patheon  
Peerless Clothing  
Placer Dome  
Pollard  
Potash Corp  
Quebecor World  
Rand A. Technology

Research in Motion  
Ritchie Bros. Auctioneers  
Scotia Capital (Scotia Mocatta)  
Shawcor  
Sierra Wireless  
Skyjack (Linamar)  
SNC-Lavalin  
Spectra Premium  
Sun Gro Horticulture  
Superior Plus Income Fund (ERCO)  
TD Waterhouse  
Teck-Cominco  
Tembec  
Thomson Corporation  
Timminco  
TLC Vision  
Trimac  
Wescast  
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  
CAE  
Cameco  
Canadian National Railway  
Canam Steel  
Canfor  
Catalyst Paper  
CCL Industries  
Celestica  
CGI  
CHC Helicopter  
Chemtrade Logistics  
Cinram  
Cirque du Soleil  
Connors Bros.  
Cott  
DALSA  
EXFO Electro-Optical Engineering  
Finning International  
FirstService (Colliers)  
Fording (Elk Valley Coal)  
Garda World Security  
George Weston  
Gildan  
Goldcorp  
Harlequin (Torstar)  
Husky Injection Molding

Imax  
Lallemand  
Linamar  
MAAX  
MacDonald Dettwiler  
Magna  
Major Drilling  
Manulife Financial  
McCain  
MDC (Ashton-Potter)  
MDS  
MEGA Brands  
Methanex  
Mitel  
Neo Material Technologies  
Norbord  
Nortel  
North American Fur Auctions  
NOVA Chemicals  
OpenText  
Patheon  
Peerless Clothing  
Pollard  
Potash Corp  
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  
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  
Wescast  
Zarlink

Departures since 2008

# Global Leaders Currently (86)

AbitibiBowater

Agrium

Alimentation Couche-Tard

**Allen-Vanguard**

**Arctic Glacier**

ATCO

ATS

Barrick Gold

Bombardier

CAE

Cameco

Canadian National Railway

Canam Steel

Canfor

Catalyst Paper

CCL Industries

Celestics

Chemtrade Logistics

Cinram

Cirque du Soleil

**Coastal Contacts**

Connors Bros.

Cott

DALSA

EXFO Electro-Optical Engineering

Finning International

FirstService (Colliers)

**Fortress Paper**

Garda World Security

**Genum**

Gildan

Goldcorp

Harlequin

Husky Injection Molding

Imax

Lallemand

Linamar

MAAX

Magna

Major Drilling

Manulife Financial

McCain

MDS

MEGA Brands

Methanex

Mitel

Neo Material Technologies

Norbord

Nortel

North American Fur Auctions

NOVA Chemicals

Open Text

**Pason Systems**

Peerless Clothing

Pollard

Potash Corp

Premier Tech

Quebecor World

Research in Motion

Ritchie Bros. Auctioneers

**Royal Bank of Canada**

Samuel, Son & Co.

Scotia Capital (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)**

Westcast

Zarlink

**ZCL Composites**

**Arrivals since 2008**