

# **Canada's Global Leaders 1985-2010**

**November 2010**

# Identifying Canada's Global Leaders

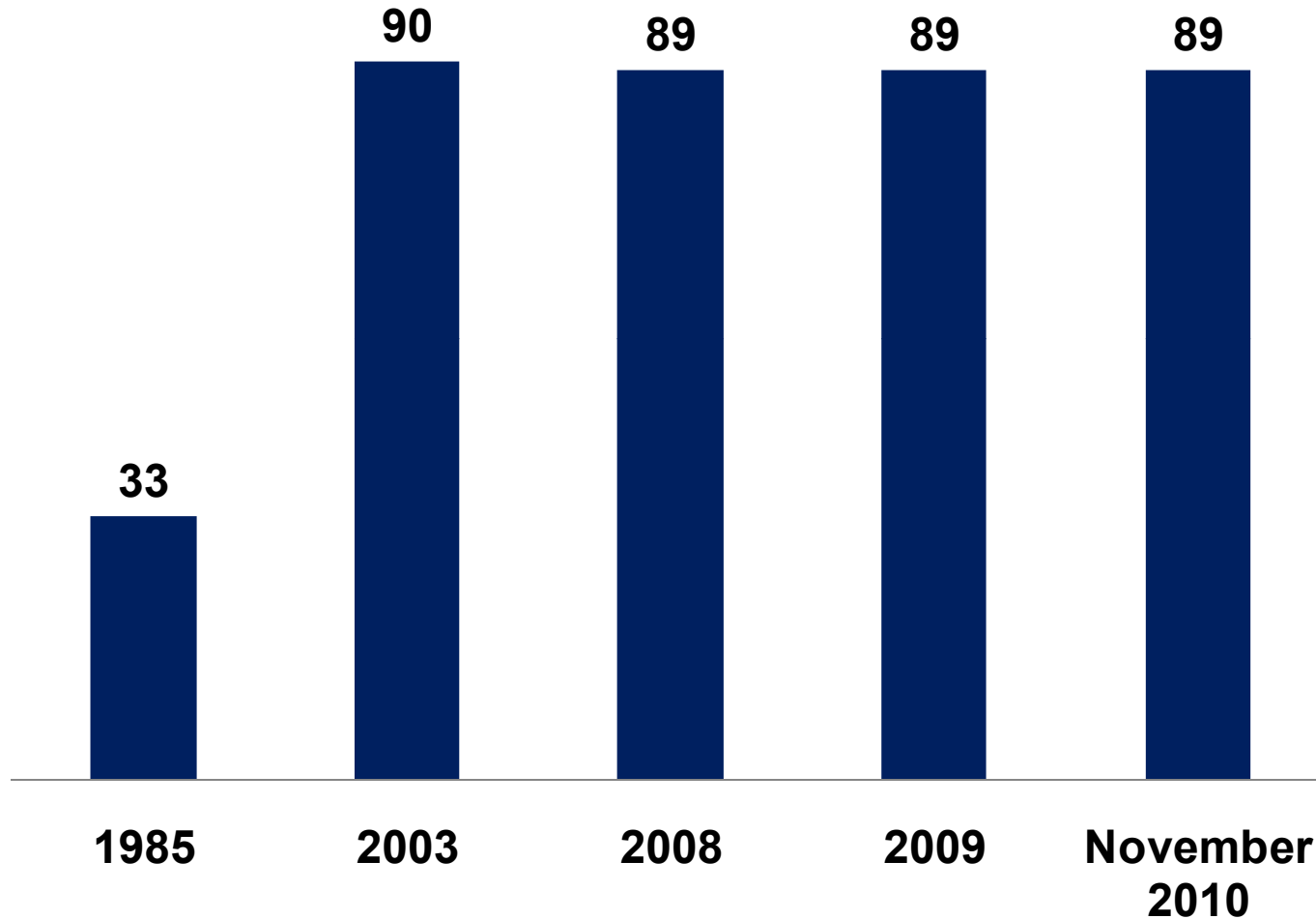
## Criteria for inclusion:

- **Public or private Canadian controlled company on Report on Business Top 1000 or Financial Post 500 lists**
- **Revenues exceeding \$100 million in 2009**
- **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 for 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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# Canadian Global Leaders Have Increased Since 1985

## Canada's Global Leaders



Source: Institute for Competitiveness & Prosperity analysis based on The Globe and Mail's *Report on Business* Magazine and National Post's *FP500*.

# Global Leaders in 1985 (33)

**Abitibi-Price\***  
**Alcan**  
**AMCA\***  
**Asbestos**  
**ATCO**  
**Bombardier**  
**Canada Malting\***  
**CCL Industries\***  
**Cominco**  
**Falconbridge\***  
**Finning (Finning Tractor & Equipment)**  
**Geac Computers\***  
**Harlequin (Torstar)\***  
**Hiram Walker\***  
**Hudson's Bay Company\***  
**Inco\***  
**Laidlaw\***  
**Lavalin**

**Lumonics\***  
**McCain**  
**Mitel\***  
**Moore Corporation\***  
**National Business Systems\***  
**Northern Telecom\***  
**Scott's Hospitality\***  
**Seagram Co.**  
**SNC Group**  
**Tembec**  
**Thomson Travel\***  
**Timminco\***  
**Trimac**  
**Trizec\***  
**Unican Security Systems**

**Note: SNC Group and Lavalin merged after 1985.**

**\* Headquartered in Ontario**

Departures between 1985 and 2003

# Global Leaders in 2003 (90)

<b>Abitibi-Consolidated</b>	<b>DALSA*</b>	<b>Mitel*</b>	<b>Targray Technology</b>
<b>Agrium</b>	<b>Domtar</b>	<b>Moore Corporation*</b>	<b>TD Waterhouse*</b>
<b>Alcan</b>	<b>Falconbridge*</b>	<b>Nexfor (Norbord)*</b>	<b>Teck-Cominco</b>
<b>Alimentation Couche-Tard</b>	<b>Finning</b>	<b>Nortel*</b>	<b>Tembec</b>
<b>Ashton-Potter (MDC)*</b>	<b>Fording (Elk Valley Coal)</b>	<b>North American Fur Auctions*</b>	<b>The Jim Pattison Group</b>
<b>ATCO</b>	<b>Four Seasons*</b>	<b>NOVA Chemicals</b>	<b>Thomson Corporation*</b>
<b>ATI Technologies*</b>	<b>Gildan</b>	<b>Open Text*</b>	<b>Timminco*</b>
<b>ATS*</b>	<b>GSW*</b>	<b>Patheon*</b>	<b>TLC Vision*</b>
<b>Barrick Gold*</b>	<b>Harlequin (Torstar)*</b>	<b>Peerless Clothing</b>	<b>Trimac</b>
<b>Bombardier</b>	<b>Hummingbird*</b>	<b>Placer Dome</b>	<b>Viterra</b>
<b>CAE</b>	<b>Husky Injection Molding*</b>	<b>Pollard Holdings*</b>	<b>Wecast Industries*</b>
<b>Cameco</b>	<b>IMAX*</b>	<b>PotashCorp</b>	<b>West Fraser Timber</b>
<b>Canadian National Railway</b>	<b>Inco*</b>	<b>Quebecor World</b>	<b>Weston Foods*</b>
<b>Canam</b>	<b>Intrawest</b>	<b>Rand A Technology*</b>	<b>Zarlink*</b>
<b>Canfor</b>	<b>Lallemand*</b>	<b>Research in Motion*</b>	<b>Zenon Environmental*</b>
<b>CCL Industries*</b>	<b>MAAX</b>	<b>Ritchie Bros. Auctioneers</b>	
<b>Celestica*</b>	<b>MacDonald Dettwiler</b>	<b>Scotia Mocatta*</b>	
<b>CGI</b>	<b>Magna*</b>	<b>Shaw Industries*</b>	
<b>CHC Helicopter</b>	<b>Major Drilling</b>	<b>Sierra Wireless</b>	
<b>Chemtrade Logistics*</b>	<b>Manulife Financial*</b>	<b>Skyjack (Linamar)*</b>	
<b>Cinram*</b>	<b>Masonite*</b>	<b>SNC-Lavalin</b>	
<b>Connors Bros.*</b>	<b>McCain</b>	<b>Spectra Premium</b>	
<b>Coolbrands*</b>	<b>MDS*</b>	<b>Student Transportation</b>	
<b>Cott*</b>	<b>MEGA Brands</b>	<b>Sun Gro Horticulture</b>	
<b>Creo</b>	<b>Methanex</b>	<b>Superior Plus (ERCO)</b>	

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

\* Headquartered in Ontario

Departures between 2003 and 2008

# Global Leaders in 2008 (89)

AbitibiBowater	DALSA*	NOVA Chemicals	Teck-Cominco
AG Growth	EXFO Electro-Optical Engineering	Open Text*	Tembec
Agrium	Finning	Pan American Silver	The Jim Pattison Group
Alimentation Couche-Tard	FirstService (Colliers)*	Patheon*	Thomson Corporation*
Ashton-Potter (MDC)*	Fording (Elk Valley Coal)	Peerless Clothing	Timminco*
ATCO	Garda World Security	Pollard Holdings	TLC Vision*
ATS*	Gildan	PotashCorp	Transat A.T.
Barrick Gold*	Goldcorp	Premier Tech	Trimac
Bombardier	Harlequin (Torstar)*	Quebecor World	Velan
Brookfield Asset Management*	Husky Injection Molding (Onex)*	Research in Motion*	Viterra
CAE	IMAX*	Ritchie Bros. Auctioneers	Wescast Industries*
Cameco	Lallemand*	Russel Metals*	West Fraser Timber
Canadian National Railway	MAAX	Samuel, Son & Co.*	Weston Foods*
Canam	Magna*	Scotia Mocatta*	Zarlink*
Canfor	Major Drilling	ShawCor*	
Catalyst Paper	Manulife Financial*	Sierra Wireless	
CCL Industries*	McCain	Skyjack (Linamar)*	
Celestica*	MDS*	SMART Technologies	
CGI	MEGA Brands	SNC-Lavalin	
CHC Helicopter	Methanex	Spectra Premium	
Chemtrade Logistics*	Mitel*	Student Transportation*	* Headquartered in Ontario
Cinram*	Neo Material Technologies*	SunGro Horticulture	
Cirque du Soleil	Norbord*	Superior Plus (ERCO)	
Connors Bros.*	Nortel*	Targray Technology	
Cott*	North American Fur Auctions*	TD Waterhouse*	

Departures between  
2008 and 2009

# Global Leaders in 2009 (89)

AbitibiBowater	EXFO Electro-Optical Engineering	Open Text*	The Jim Pattison Group
AG Growth	Finning	Pan American Silver	Thomson Corporation*
Agrium	FirstService (Colliers)*	Pason Systems	Timminco*
Allen-Vanguard*	Fortress Paper	Peerless Clothing	TLC Vision*
Arctic Glacier	Garda World Security	Pollard Holdings	Transat A.T.
ATCO	Genum*	PotashCorp	Trimac
ATS*	Gildan	Premier Tech	Velan
Barrick Gold*	Goldcorp	Research in Motion*	Village Farms
Bombardier	Harlequin (Torstar)*	Ritchie Bros. Auctioneers	Viterra
Brookfield Asset Management*	Husky Injection Molding (Onex)*	Royal Bank of Canada*	Wescast Industries*
CAE	IMAX*	Samuel, Son & Co.*	West Fraser Timber
Cameco	Lallemand*	Scotia Mocatta*	World Color Press
Canadian National Railway	MAAX (Tricap Partners)*	ShawCor*	Zarlink*
Canam	Magna*	Sierra Wireless	ZCL Composites
Canfor	Major Drilling Group	Skyjack (Linamar)*	
Catalyst Paper	Manulife Financial*	SMART Technologies	
CCL Industries*	McCain	SNC-Lavalin Group Inc.	
Celestica*	MDS*	Spectra Premium Industries	
Chemtrade Logistics*	MEGA Brands	Student Transportation*	
Cinram*	Methanex	SunGro Horticulture	
Cirque du Soleil	Mitel*	Superior Plus (ERCO)	
Coastal Contacts	Neo Material Technologies*	Targray Technology	
Cott*	Norbord*	TD Waterhouse*	
Couche-Tard	North American Fur Auctions*	Teck Resources	
DALSA*	NOVA Chemicals	Tembec	

\* Headquartered in Ontario

Departures between  
2009 and 2010

# Global Leaders in 2010 (89)

AbitibiBowater

Ag Growth

Agrium

Alimentation Couche-Tard

Allen-Vanguard\*

**Alliance Grain Traders**

Arctic Glacier

ATCO

ATS\*

Barrick Gold\*

Bombardier

Brookfield Asset Management\*

CAE

Cameco

Canadian National Railway

Canam Steel

Canfor

Catalyst Paper

CCL Industries\*

Celestica\*

Chemtrade Logistics\*

Cinram\*

Cirque du Soleil

Coastal Contacts

Cott\*

DALSA\*

**Dorel Industries**

EXFO Electro-Optical Engineering

Finning International

FirstService (Colliers)\*

Fortress Paper

Garda World Security

Gildan

Harlequin (Torstar)\*

**Héroux-Devtek**

Husky Injection Molding (Onex)\*

IMAX\*

Lallemand\*

Linamar (Skyjack)\*

MAAX (Tricap Partners)\*

Magna\*

Major Drilling

Manulife Financial\*

McCain

MDS Nordion\*

MEGA Brands

Methanex

Mitel\*

Neo Material Technologies\*

Norbord\*

North American Fur Auctions\*

Open Text\*

Pan American Silver

Pason Systems

Peerless Clothing

Pollard

PotashCorp

Premier Tech

Research in Motion\*

Ritchie Bros. Auctioneers

Royal Bank of Canada\*

**Russel Metals\***

Samuel, Son & Co.\*

Scotia Mocatta\*

ShawCor\*

Sierra Wireless

SMART Technologies

SNC-Lavalin

Spectra Premium

Student Transportation\*

SunGro Horticulture

Superior Plus (ERCO)

Targray Technology

TD Waterhouse\*

Teck Resources

Tembec

The ALDO Group

The Jim Pattison Group

Thomson Corporation\*

TLC Vision\*

Transat A.T.

Trimac

Velan

Village Farms

Viterra

Wescast\*

West Fraser Timber

Zarlink\*

ZCL Composites

\* Headquartered in Ontario

**Arrivals since 2009**