Clarkson Centre for Board Effectiveness

Supplement: 23 Individual Family-Controlled Company Share Price Performance Reports

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Astral Media Inc.

Family Ownership and Management History[1]

Astral was founded by Harold Greenberg with his brothers Sidney, Harvey and current President and CEO, Ian. Initially founded in 1961 as Angreen Photo, a tribute to their mother Annie Greenbrerg, the company would grow quickly from its photo-finishing roots. By 1971 Astral had expanded to film production and recording studio facilities, positioning them to capitalize on the future growth of the Canadian film industry. Astral continued to expand and eventually have operations in pay-per-view and specialty television channels. Harold Greenberg was President since founding Astral until his death in 1996 when he was succeeded by his brother Ian who is the current President and CEO. Ian Greenberg subsequently transformed Astral into a media company and divested all non-media business. By 2007, Astral would become Canada's largest radio broadcaster.

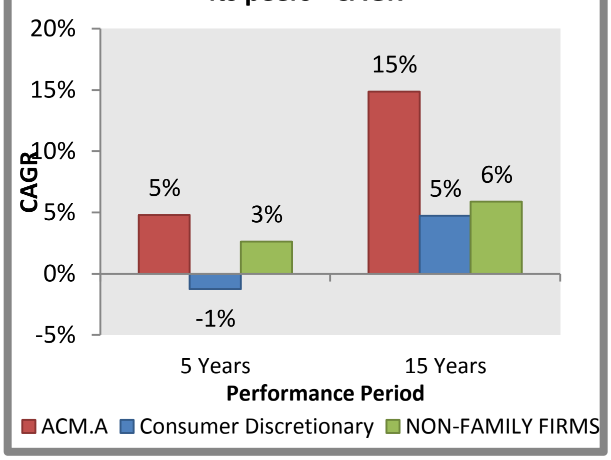
Ian Greenberg has been the President and CEO of Astral since 1996. His brother Sidney is currently Vice-President. The Chair of the board position is held by André Bureau, a non-family member. Ian has been credited with transforming Astral into Canada's largest operator of English- and French-language pay and specialty television services.[2]

Abgreen Holdings Ltd. (indirectly owned equally by the estate of the late Harold Greenberg, the estate of the late Harvey Greenberg and by Messrs. Ian and Sidney Greenberg) controls Astral with 64% voting power while holding less than 3% of equity. The Company has a three-class share structure. Abgreen controls 100% of Special shares in the Company which are entitled to 10 votes per share while holding 55% of the Class B voting shares. The widely-held non-voting share class comprises 95% of all issued and outstanding shares of Astral. Minority shareholders hold 95% of the equity in Astral, but do not have any voting rights.

Share Price Performance

Astral's long-term share price CAGR has outperformed Non-Family firms, particularly in the past 15 years (Figure 1). During this period, Astral's share price increased substantially from $6.63 to $47.35 at the end of 2012. The market downturn following the 'Tech Bubble Burst' in 2000 did not affect Astral; five-year share price CAGR was approximately 24% from 1998-2002. Astral's growth has continued in recent years despite the Financial Crisis.

Figure 1: ACM.A Long-term Share Price performance Has Outperformed its peers - CAGR



[1] http://www.astral.com/en/about-astral/history - Historical information of Astral was provided via the 'About Astral' page on the Astral Media website.
[2] Astral 2013 Management Information Circular – Ian Greenberg Director Biography, p13

ATCO Ltd.

Family Ownership and Management History[1]

ATCO Limited (ATCO) was founded as Alberta Trailer Hire in 1947 by Samuel D. Southern and his son Ronald D. Southern with the purchase of 15 utility trailers for $4,000.[2] Today, ATCO is a $14 billion global corporation. In the 1950s ATCO expanded into manufacturing new mobile housing designed to be used in remote areas to help service the oil industry. The 1960s brought with it great growth opportunities for ATCO, expanding into Australia and opening new manufacturing facilities in the U.S. ATCO expanded into at least 65 countries prior to going public in 1968.

In 1980 ATCO would acquire 58.1% controlling interest in Canadian Utilities Limited from IU International Corporation of Philadelphia. The acquisition marked a significant change to ATCO's corporate structure and pushed the firm's assets to over $1 billion.[3] Samuel Southern passed away in 1990 and was succeeded as Chairman of ATCO by Ronald D. Southern, the President and CEO at the time. ATCO's sales and assets would continue to grow and through a restructuring process, three new firms were created to offer energy and marketing services in the 1990s. In 2003 Ronald D. Southern had relinquished his President and CEO role to his daughter Nancy Southern. Under Nancy's leadership ATCO would experience its best profit year ever in 2010 with profits up 126% from the year she took over in 2003.[4]

Ronald D. Southern, ATCO co-founder, controls ATCO through a voting imbalance in a dual class share structure. The widely held Class I shares are non-voting and the Class II shares are entitled to one vote. Southern owns 32% of the equity in ATCO while controlling 84% of the votes.

Samuel D. Southern, ATCO co-founder and Ronald's father was Chairman of ATCO until his passing in 1990. Ronald served as ATCO's President from 1964-2003 and Chairman of ATCO from 1990 until December 2012. Currently, Nancy Southern, Ronald's daughter, is Chair, President and CEO of ATCO and Canadian Utilities Limited, an ATCO-controlled public subsidiary. Nancy started as a director of ATCO in 1989 and held progressively more senior roles. Prior to becoming President and CEO of ATCO in 2003, Nancy was Co-Chair and CEO from 2000-2003 and Deputy CEO from 1998-2000.

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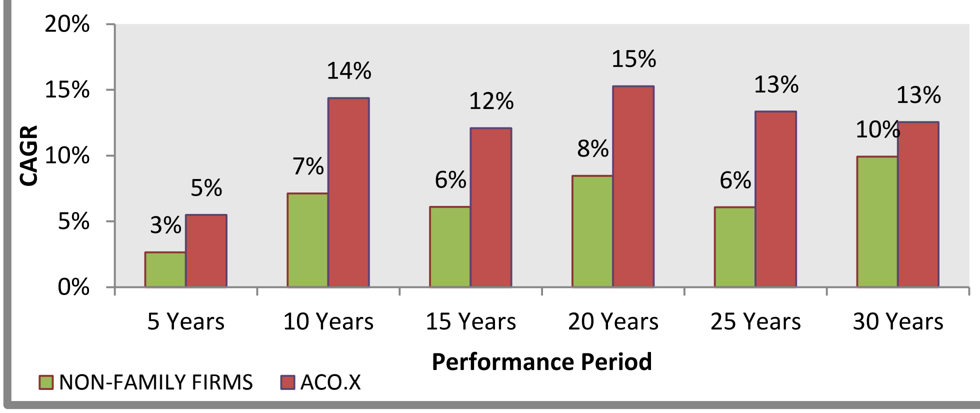
[1] http://www.atco.com/About-Us/History/ - Unless otherwise noted, the historical information provided was accessed on the 'History' webpage of the Quebecor website.
[2] http://bpoy.albertaventure.com/business-person-of-the-year-2011-nancy-southern-ceo-of-atco-group/
[3] 2012 ATCO Limited Annual Information Form, p3.
[4] http://bpoy.albertaventure.com/business-person-of-the-year-2011-nancy-southern-ceo-of-atco-group/

Share Price Performance

ATCO's stock is a long-term growth stock that has outperformed the average Non-Family firm. Figure 1 shows ATCO's annualized share price growth is higher than the average Non-Family firm in all long-term performance periods. Indeed, investing one dollar in ATCO stock in 1983 would be worth $4.77 at the end of 2012 according to 30-year CAGR of 12.55%. Investors realized an extra 75 cents per dollar invested in ATCO over the average Non-Family firm over 30 years (Figure 2).

Figure 1: ACO.X Share Price CAGR Outperforms Non-Family Firms During the Last 30 Years.



ATCO stock has performed strongly with a 14% CAGR in the last 10 years, outperforming Non-Family firms by a ratio of 2:1 (Figure 1). Despite losing 35% of its share price value in 2008, ATCO's share price CAGR was 12% from 2005-2009 compared to 2% for Non-Family firms (Figure 3). Since the Financial Crisis, ATCO's share price has increased much faster than Non-Family firms (Figure 3). ATCO's share price has demonstrated reliable growth within the last 10 years despite significant market turmoil since the Financial Crisis.

Figure 2: $1 Investment Performance in ACO.X Compared to Non-Family Firms (1983-2012)

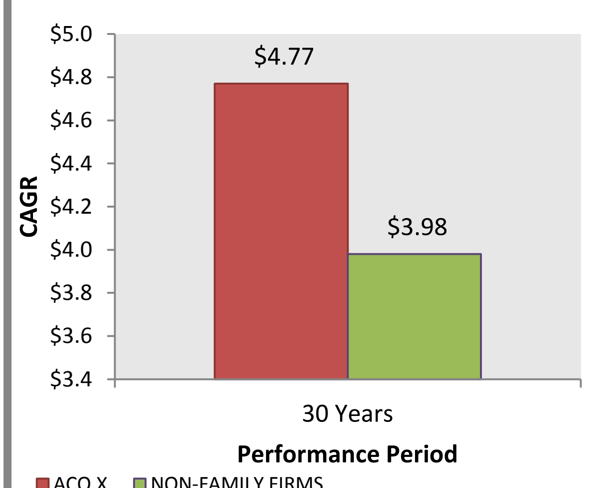
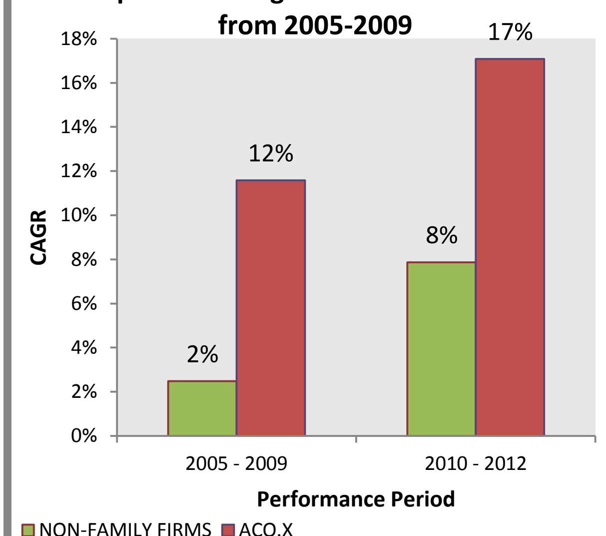


Figure 3: ACO.X Share Price Experienced High Annualized Growth from 2005-2009



AGF Management Ltd.

Family Ownership and Management History[1]

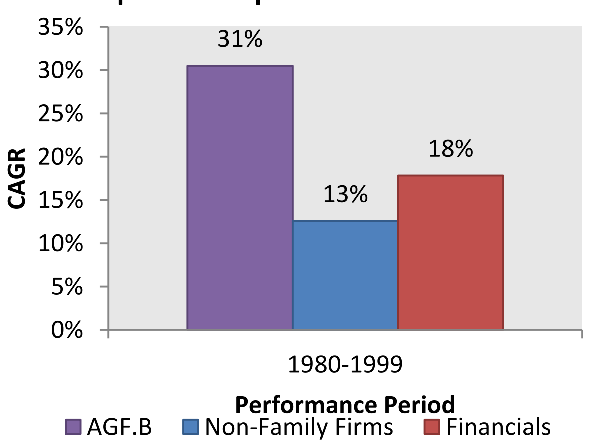
AGF Management (AGF) was founded by C. Warren Goldring and Allan Manford in 1957 as the American Growth Fund. At such time, Allan and Warren's mission was to pool Canadian investor funds to give them greater access to the U.S. market. Warren would start as a portfolio manager specializing in bond investing, and managing the AGF fixed income team. He would be named President & CEO in 1975 and subsequently Chairman in 1983.[2] His son, Blake, was named President in 1997 and President & CEO in 2000. Warren stepped down as Chairman and resigned from the board in 2006. Blake, the current Chairman and CEO, succeeded his father as Chairman at that time.

The Goldring family continues to control AGF, holding 80% of the Class "A" Voting shares of AGF. AGF has a dual class share structure in place where Class "A" holders are entitled to one vote per share and Class "B" holders are not entitled to vote. The family holds a little more than 12% of the non-voting shares, as well. A significant voting imbalance exists at AGF, where less than one percent (46,080 Class "A" shares)[3] of all issued and outstanding shares controls 80% of the voting rights.

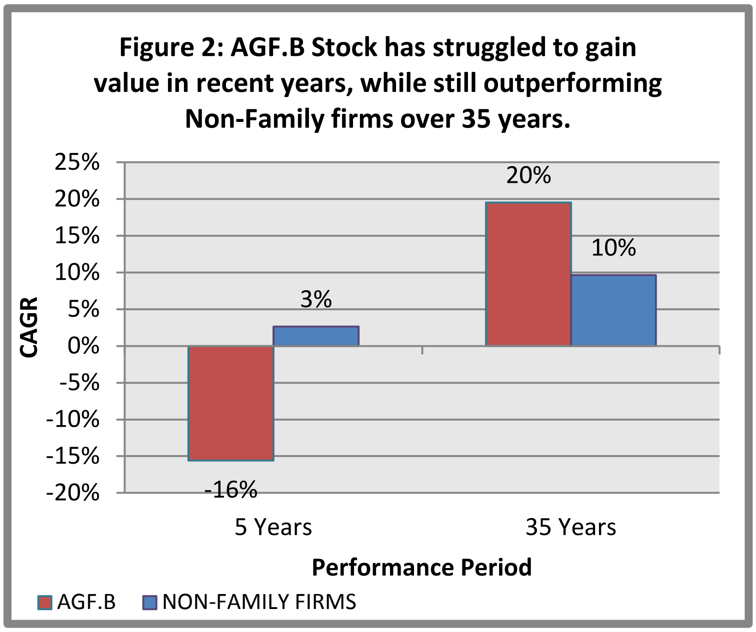
Share Price Performance

Prior to 2000, AGF short-term share price CAGR outperformed the Financials industry, and Non-Family(Figure 1). AGF investors realized a relatively high five-year share price CAGRs of 27% and 22% from 1985-1989 and 1990-1994 respectively. Industry peer and Non-Family firm share price CAGR averages from 1990-1994 were 4% and -8% respectively. AGF experienced fast and high growth in the share price from 1995-1999 with a 38% CAGR.

Figure 1: AGF.B Share Price CAGR far outperformed peers from 1980-1999.



[1] http://www.agf.com/static/en/about_agf/1445.html
[2] http://www.agf.com/static/en/about_agf/5905.html
[3] Annual Information Form 2012 – AGF Management – p42



AGF share price growth has slowed after the late 90s, and has since lost much of its value (Figure 2). Long-term AGF shareholders have enjoyed returns greater than the average Non-Family firm over the past 20 years. However, a CAGR of -16% since 2008 has started to erode those gains. Investing in AGF stock 20 years ago would have been a great investment with very high positive growth, but since 2000, growth has slowed and the share value has drastically declined since the Financial Crisis.

Bombardier Inc.

Family Ownership and Management History[1]

Joseph-Armand Bombardier built his first snowmobile at age 15 driven by the motivation to help people travel across snow covered rural roads in Quebec. By 1937 J.-Armand would achieve his first major commercial success and in 1942 he founded L'Auto-Neige Bombardier Limitee. Due to a new provincial government snow-removal policy in 1949, Bombardier was forced to develop new products and expand into new markets. J.-Armand launched the Ski-Doo snowmobile in 1959, creating the snowmobiling industry. He passed away in 1964 and Laurent Beaudoin, his son-in-law, became President in 1966. Beaudoin took Bombardier public in 1969 with listings on the Montreal and Toronto Stock Exchanges.

Under Laurent Beaudoin, Bombardier realized great growth and diversification by acquisition. Beaudoin acquired mass transit technologies to redeploy excess manufacturing capacity after the 1973 oil crisis that affected Bombardier. In 1986 Beaudoin acquired Canadair, a firm in the aerospace industry and Bombardier became the world's third-largest civil aircraft manufacturer by the 1990s. In the 2000s, Mr. Beaudoin restructured Bombardier to narrow its focus by divesting the recreational products business. The aerospace and transportation businesses are Bombardier's current business focus.

Bombardier is controlled by Bombardier family members Janine Bombardier, J.R. André Bombardier, both directors of the firm, and Claire Bombardier Beaudoin and Huguette Bombardier Fontaine according to the 2012 Bombardier Management Information Circular. Together they exercise control and direction over 55% of total votes. The Bombardier family owns 14% equity while controlling 55% of the votes. Laurent Beaudoin does not have a significant ownership stake, but controls 4% of the votes. The Bombardier board of directors comprises s five Bombardier-Beaudoin family members out of 15 total directors. The Bombardier and Beaudoin families represent a significant portion of the board.

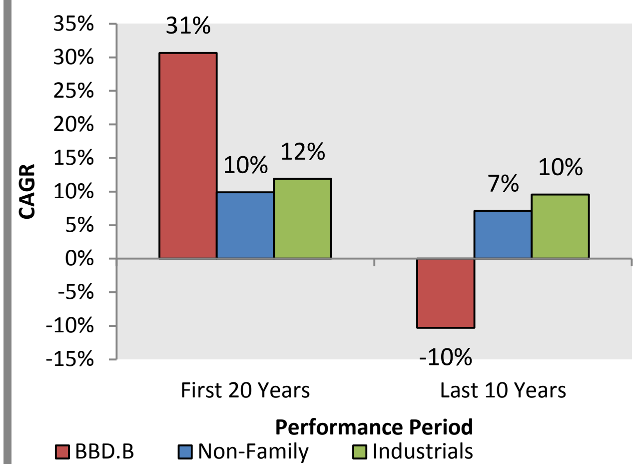
Laurent Beaudoin is currently Chair of Bombardier, and Pierre Beaudoin, his son, is the President & CEO. Both have been in their positions since 2008. Laurent was the President & CEO from 1964 to 2008. Pierre joined Bombardier in 1985 and moved into progressively more senior roles until his President & CEO appointment.

[1] http://www.bombardier.ca/en/corporate/about-us/history?docID=0901260d8001dffa

Share Price Performance

Bombardier is a high growth stock and has outperformed both Non-Family and Industrials sector firms over 30 years. While Bombardier's 30-year annualized share price growth rate of 15% is higher than Non-Family (11%) and Bombardier's peers in the Industrials Sector (10%), struggles in the past 10 years have had a significant impact. Bombardier's share price grew dramatically from 1983-2002 (20 years) with a 31% CAGR (Figure 1), increasing from 9 cents to $15.40 over that period. However, from 2003-2012 (10 years), Bombardier's -10% share price CAGR is well below Non-Family (7%) and industry peer (10%) firms. Bombardier was negatively affected by the 9/11 terrorist attacks in the U.S. in 2001, which forced Bombardier to divest some businesses and to focus on new core businesses.[2] While Bombardier experienced a long-term period of high growth prior to 2000, the share price has declined significantly in the last 10 years.

Figure 1: BBD.B Share Price Has Drastically Declined in the Last 10 Years.



[2] http://www.bombardier.ca/en/corporate/about-us/history?docID=0901260d8001dffa

CCL Industries Inc.

Family Ownership and Management History[1]

Today's CCL Industries Inc. (CCL) was founded by a pioneer of the Canadian aerosol industry, Gordon S. Lang as Connecticut Chemicals (Canada) Limited in 1951. CCL growth happened quickly, with 100 employees by 1956 and 200 by 1963. Prior to going public in 1972, CCL would diversify through acquisition into the liquid and powder filling business and pharmaceutical and cosmetic industries. CCL boasted 800 employees manufacturing 1,300 products by 1973. Unfortunately for CCL, the mounting concern over ozone depletion caused aerosol production to drop by half in 1976 from the previous year. Around this time investors essentially lost confidence in CCL stock even though CCL, aware of the environmental hazards, had retooled its manufacturing process to be environmentally friendlier. In an effort to preserve and strengthen the firm, Lang, along with his management team would make an unprecedented move at the time and buy back all outstanding stock.

As a testament to the firm's resilience, a rebranded CCL would return to the public market in 1980. Lang was succeeded by Wayne McCleod as President after he stepped down in 1981, but he continued as Chair of the board. In 1998, as part of Lang's succession planning program, his son, Donald Lang was appointed President and COO. Wayne McCleod continued as the CEO, a position he had held since 1990. McLeod retired soon after the family management transition in 1999 and Donald Lang was appointed President and CEO with Jon Grant, a director of CCL since 1994, appointed as Chairman.

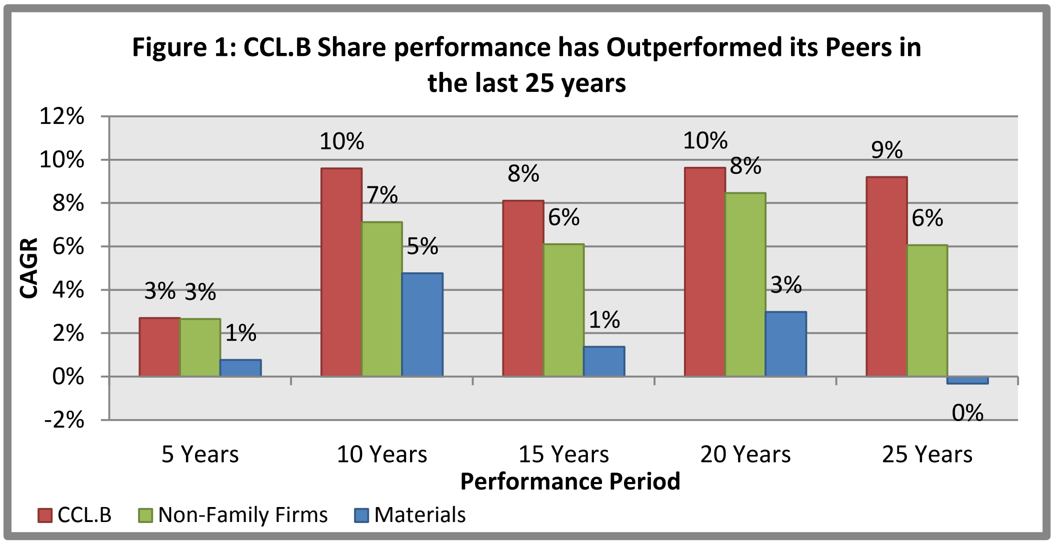
In 2000 CCL implemented a long-term strategy to increase shareholder value and build CCL into a premier packager of consumer products by 2005.[2] At this time Donald Lang was appointed as Vice chairman and CEO while Geoffrey Martin, President of CCL's Label Division since 2001, was promoted to President and COO. In 2008, Donald Lang became the Executive Chairman of CCL and Martin was promoted to President and CEO; roles that they continue to hold today.

Donald Lang, Executive Chairman, concurrently controls CCL with his brother Stuart W. Lang the Head Football Coach at Guelph University.[3] Donald and Stuart together control 94.4% of the votes which accounts for a little more than 23.5% of all issued and outstanding shares of CCL.

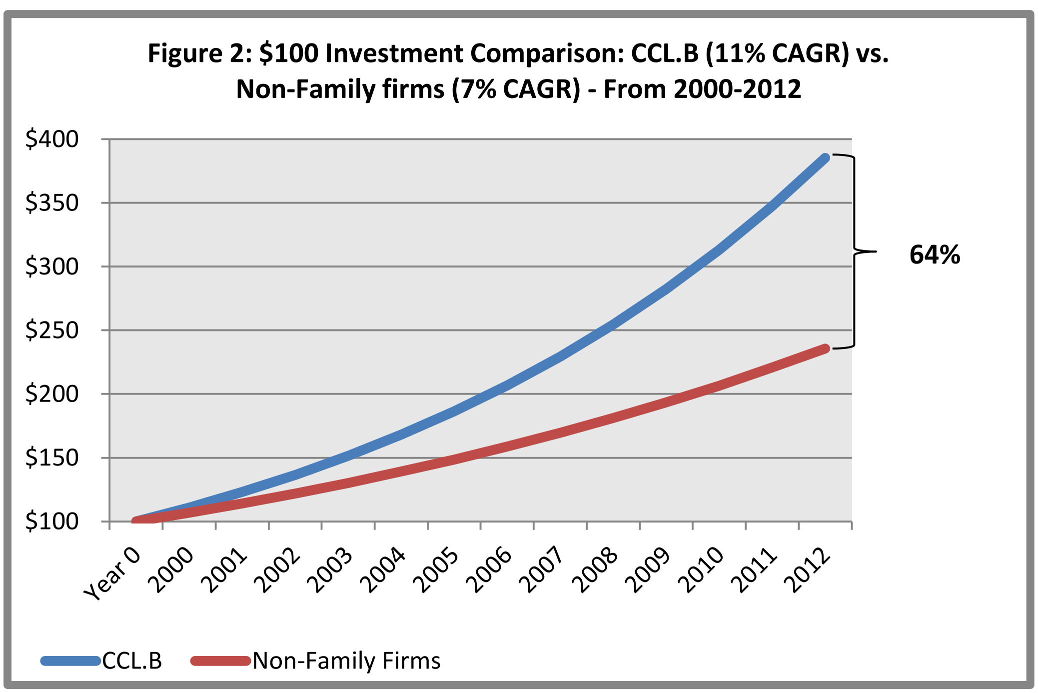
[1] http://www.cclind.com/company/history.html
[2] http://www.cclind.com/company/history.html
[3] 2012 CCL Industries Inc. Management Information Circular

Share Price Performance

Long-term CCL share price has outperformed Non-Family and Materials industry firms. CCL's share price has grown faster than Non-Family firms in 5-, 10-, 15-, 20-, and 25-year performance periods (Figure 1). Figure 1 shows CCL share price growth has been extraordinary compared to the Materials industry in all periods.



CCL's long-term share performance was not heavily impacted by any of the major market downturns since 1990. Between 1990 and 1994 CCL's shares grew at a 2% CAGR while the rest of the Materials sector declined with a -15% CAGR. Except from 1999-2000, CCL has not recorded consecutive years of negative returns to shareholders since 1990. In 2000 CCL shares declined by 29%, but hit a new year-end historical high in 2001. Since then, CCL's share price has continued to grow, suggesting that their strategic shift in 2000 was indeed successful (Figure 2).



Canadian Tire Corporation, Ltd.

Family Ownership and Management History

In 1923, brothers and co-founders John William (J.W.) and Alfred Jackson (A.J.) Billes sold Hamilton Tire and Garage Ltd and moved to downtown Toronto where they opened a new store under the name, Canadian Tire Corporation (Canadian Tire)[1].

Canadian Tire has been family controlled since its inception in 1922 and was family managed up until 1966. Canadian Tire Corporation Ltd. was officially incorporated in 1927 and later in 1934 the first store the brothers sold in Hamilton would become the first officially designated Canadian Tire Store.[2] J.W. managed Canadian Tire as President until his untimely passing in 1956 when A.J. became the President.

Canadian Tire listed on the Toronto Stock Exchange (TSE) on 2 January 1945[3] . In 1958, A.J. introduced Canadian Tire 'Money' which was inspired by his wife Muriel Billes. Canadian Tire 'Money' was introduced as a 'cash bonus coupon' in conjunction with the opening of Canadian Tire's first gas bar.[4] A.J. was President and CEO until 1966 when he stepped down and continued as a Board member until 1988. A.J. considered both his eldest son and one of J.W.'s sons to succeed him as President and CEO, but felt that neither was appropriate for the role.[5] Dean Muncaster, hired from outside the family, ultimately succeeded A.J. as President and CEO in 1966. Under Dean's 19 years of leadership (from 1966 – 1985), Canadian Tire was transformed from a small family chain of stores into a nationwide Canadian retailer.[6] Currently, Mark's Work Wearhouse, FGL Sports, PartSource and the Jumpstart charity all operate as part of Canadian Tire, and contribute to corporate performance.

Martha Billes, daughter of A.J. Billes, beneficially owns 41% of Canadian Tire Common shares and is entitled to vote 61% of the Common shares as a result of her arrangement with her son, Owen Billes. She owns 3.5% of all issued and outstanding shares, but controls 61% of the voting power, as a result of a dual-class share structure which includes a non-voting class. Martha and her brothers gained control of Canadian Tire after they purchased shares from their uncle's estate in 1983.[7] Canadian Tire store operators (The Dealers) tried to buy the firm in 1987 due to a strained relationship with top management.[8] Martha and her brothers finally agreed to sell controlling interest to the Dealers, but the deal was blocked by securities regulators.[9] Martha bought out her brothers' ownership stakes in 1997 which gave her just over 61% controlling interest of Canadian Tire.[10] The Billes family, under Martha's guidance, continues to control Canadian Tire, 90 years since A.J. and J.W. purchased the first store in Hamilton.

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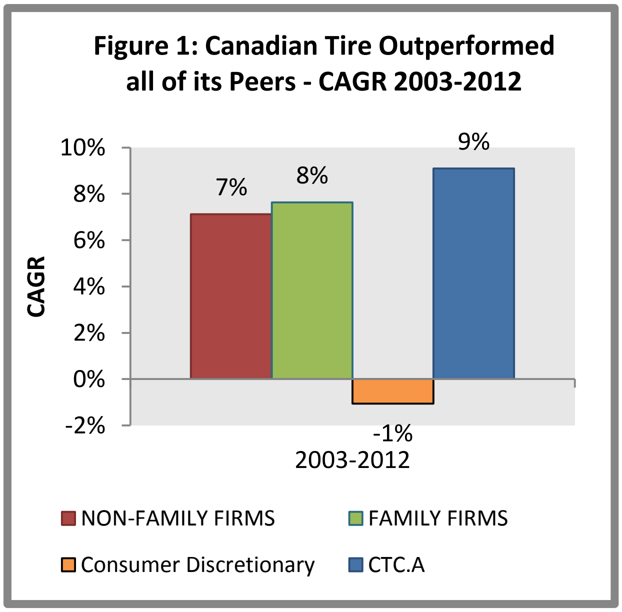
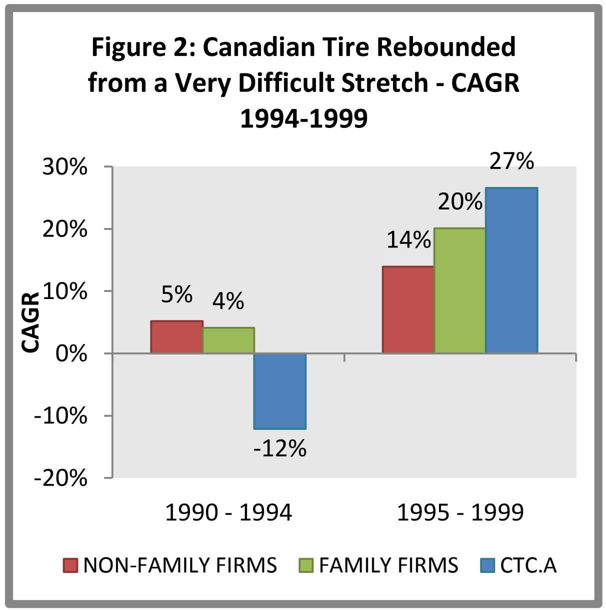
1 http://corp.canadiantire.ca/EN/ABOUTUS/Pages/History.aspx
2 http://corp.canadiantire.ca/EN/ABOUTUS/Pages/History.aspx
3 http://corp.canadiantire.ca/EN/Investors/Pages/FAQs.aspx
4 http://corp.canadiantire.ca/EN/AboutUs/Pages/Loyalty.aspx
5 http://v1.theglobeandmail.com/servlet/story/LAC.20120407.OBMUNCASTERATL/BDAStory/BDA/deaths/?pageRequested=all
6 http://v1.theglobeandmail.com/servlet/story/LAC.20120407.OBMUNCASTERATL/BDAStory/BDA/deaths/?pageRequested=all
7 http://faircanada.ca/wp-content/uploads/2010/06/Canadian-Tire-1987-Case-and-Appeal.pdf
8 http://faircanada.ca/wp-content/uploads/2010/06/Canadian-Tire-1987-Case-and-Appeal.pdf
9 http://www.fundinguniverse.com/company-histories/canadian-tire-corporation-limited-history/
10 http://www.fundinguniverse.com/company-histories/canadian-tire-corporation-limited-history/

Share Price Performance

Historically, a long-term investment in Canadian Tire has outperformed the average Consumer Discretionary peer. The share price compound annual growth rate (CAGR) for Canadian Tire from 2003 – 2012 inclusive was 9.09% (Figure 1). During that same period Canadian Tire share price outperformed Non-Family firms at 7.12% CAGR and industry peers at -1.06% CAGR. In fact, Canadian Tire outperformed its industry peers in throughout our entire 35 year sample.



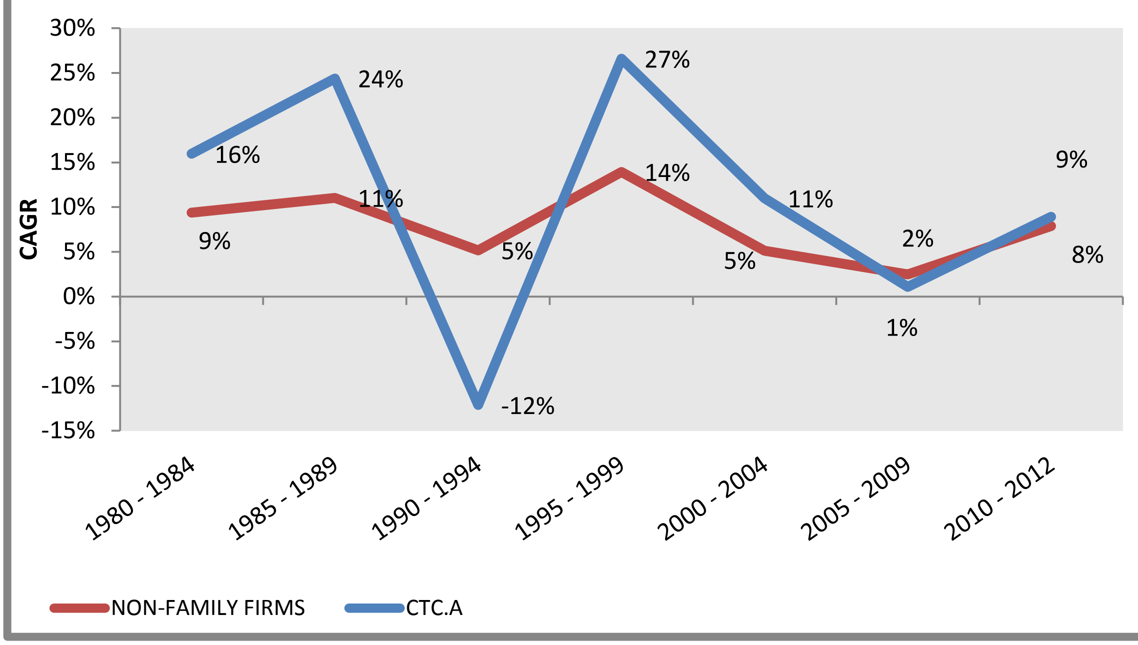


During the early 90's Canadian Tire experienced a period of relatively weak share price performance, roughly coinciding with the ownership struggles described above as well as a recession. Canadian Tire shares were the poorest performing investment among all Family firms from 1990-1994 with a CAGR of -12%. To provide context, the closest performing Family firm was Teck Resources (TCK.B) with a CAGR of -1.07%. Canadian Tire also performed well below the 9.72% CAGR for Consumer Discretionary peers (Figure 2). Reportedly, Stephen E. Bachand, President and CEO from 1993 to 2000, has been credited with implementing a strategy that resolved Canadian Tire's issues with Dealers, and also for increasing profits from 5.5 million in 1995 to 145.9 million in 1999.[11] Indeed, an investment in Canadian Tire from 1995-1999 grew at a CAGR of 26.6%. Canadian Tire was able to overcome several challenges in the late 80's and early 90's with ownership control and management and greatly benefit their shareholders.

Canadian Tire's share price has been negatively affected by world economic volatility and uncertainty as evidenced by a relatively weak CAGR of 0.06% over the last five years. However, under Martha's control and Stephen Wetmore's leadership, Canadian Tire have rebounded once again, with a CAGR of 8.91% from 2010-2012 (Figure 3). Canadian Tire investors seem to be faring well in the wake of difficult times.

[11] http://www.fundinguniverse.com/company-histories/canadian-tire-corporation-limited-history/

Figure 3: CTC.A Shows Signs of Higher Growth After the Financial Crisis



Dundee Corporation

Family Management and Ownership History

Ned Goodman founded Dundee Bancorp Incorporated (Dundee), an independent asset management firm, in 1991 and began trading on the Toronto Stock Exchange by year end. The asset management services are carried out through Goodman Investment Counsel Incorporated, a wholly owned subsidiary of Dundee. Furthermore, Dundee manages assets and offers capital markets and personal investment advisory services through several wholly owned subsidiaries.

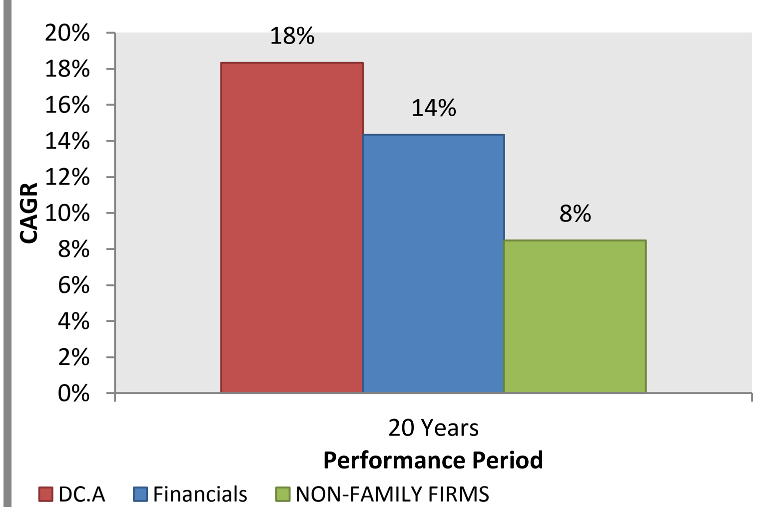
Ned Goodman is the current President & CEO of Dundee and has been since he founded it in 1991. Previously Ned also served as Chair of the board from 1991 to 2001 when he was succeeded by current Chair, Harold (Sonny) Gordon, a non-family member. Goodman's sons Jonathan and David Goodman have served on the Dundee board from 1996 and 2009, respectively. David was the President & CEO of Dundee Wealth, which was a wholly owned Dundee subsidiary until 2010. Jonathan is the current President & CEO of Dundee Precious Metals, a wholly owned Dundee subsidiary.

As of the latest Dundee Management Information Circular, Ned Goodman owns 99% of the Common Shares and 5% of the Subordinate Voting Shares. The Common Shares are a super voting class that is entitled to 100 votes per share while the Subordinate Voting shares have the right to one vote per share. Goodman controls Dundee with 86% of all votes and 10% of the equity owned in the firm.

Share Price Performance History

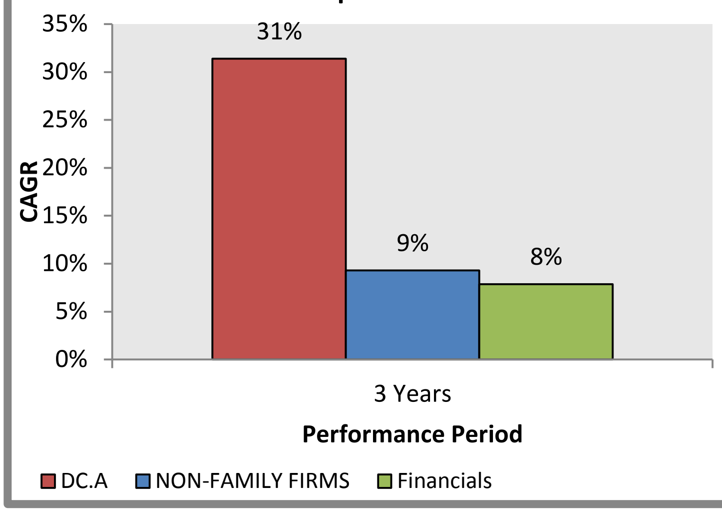
Dundee's share price growth has outperformed Non-Family firms over 20 years. The Non-Family firms' share price CAGR from 1993-2012 was 8% compared to 18% for Dundee (Figure 1). Dundee also outperformed their Financials sector peers. Over that period, Dundee's share price grew from $1.05 cents at the start of 1993 to $30.65 at the end of 2012.

Figure 1: DC.A outperformed their peers over 20 years.



Dundee's closing price at the end of 2012 was $30.65, the highest closing price in company history. Furthermore, in the last 3 years Dundee's share price greatly outperformed Non-Family firms and its industry peers with a 31% CAGR (Figure 2). Despite being hit hard by the Financial Crisis and suffering a 68% decline in share price during fiscal 2008, Dundee's share price has quickly rebounded to reach new historical highs in 2012.

Figure 2: DC.A share price growth since the Financial Crisis has greatly outperformed its peers.



Empire Company Ltd.

Family Ownership and Management History[1]

Empire Company Limited (Empire) is a holding company controlled by the Sobey family, which fully owns food retailer, Sobeys Incorporated (Sobeys) and other operations including Empire Theatres.

In 1907 John William Sobey started a meat delivery business using a horse-drawn cart to purchase and resale livestock from farmers. Frank H. Sobey, John's son, would persuade his father to expand the business to offer a full line of groceries in 1924 and by 1939 there would be six Sobeys stores in local and surrounding areas of Pictou County Nova Scotia. The first Sobeys supermarket would open in Atlantic Canada in 1947. Frank H. Sobey was Chairman and President of Sobeys when Sobeys Stores Limited went public in 1959 and William M. Sobey became President in 1962. In 1971, Bill and David Sobey, Frank's sons, became President and Executive Vice President of Sobeys respectively, and a third son, Donald, became CEO of a growing Empire Company Limited. Empire went public in 1982 listing on the Toronto Stock Exchange. In 1987 Empire, Sobeys' parent company, took Sobeys private after reorganizing company structure. Sobeys achieved over $1 billion in sales for the first time in 1987 while expanding into Ontario. In 1998 Sobeys became a public company once again after acquiring Oshawa Group, the supplier to Canada's IGA stores. The Oshawa Group acquisition tripled the size of Sobeys. In 2005 Sobeys introduced the Compliments private label, which has grown to more than 3,800 products. In 2007, Sobeys was bought out by Empire on its 100th anniversary. Today's Sobeys is a $16 billion company with over 1,500 stores across Canada.

Empire's board comprises seven Sobey family members on a 17 member board. Donald Sobey, previously President of Empire from 1969-1994, is currently Chair Emeritus of Empire, a position he has held since 2004. The current Chair of Empire is Robert Dexter, a non-family member, who has held the position since 2004.[2] James W. Gogan, a non-family member, was President and CEO from 1994-1998. He was succeeded by David's son and the current President& CEO, Paul D. Sobey who has been with Empire since 1982.

David, Donald's brother, has been Chair Emeritus of Sobeys since 2001. As mentioned above, Sobeys is a wholly-owned subsidiary of Empire. David held the position of President and CEO of Sobeys from 1982-1990 relinquishing his President role to a non-family member, but continuing as CEO until 1995. Douglas Stewart would succeed David as CEO in 1995 and held the position until he retired in 2000. John R. Sobey was President and COO from 1997-2000. Bill McEwan was named President and CEO in November of 2000 and held the position until 2012. Marc Poulin, who has been with Sobeys since 2001 and held progressively senior positions, is the current President and CEO of Sobeys and serves on the Empire board.[3]

The Sobey family controls Empire through a dual share capital structure, which entitles 88% control with 44% equity owned. While the family controls Empire with unequal voting power to equity held, they have a larger equity stake than any other shareholder.

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[1] http://www.sobeyscorporate.com/en/Our-Company/History.aspx

[2] http://www.globeinvestor.com/servlet/AppNoticeArticleHTMLTemplate?tf=GlobeInvestor/AppNotices/DisplayNotice.html&cf=GlobeInvestor/AppNotices/config-neutral.cfg&slug=Dexter&date=20040914

[3] http://www.newswire.ca/en/story/989127/marc-poulin-appointed-ceo-of-sobeys-inc

Share Price Performance

Empire's long-term share price growth has outperformed Non-Family firms with 16% CAGR over 30 years, compared to 10% for Non-Family. Although growth has slowed in the wake of the Financial Crisis, Empire continues to outperform its Non-Family counterparts.

Empire's share price growth has outpaced its Consumer Staples industry peers as well. Empire's stock outperformed the Consumer Staples industry with 14% CAGR since 2000 compared to 7% for the Sector. Growth in Empire's share price has slowed considerably since 2007, but continues to outperform its peers in the Consumer Staples sector (Figure 2). This continued growth is perhaps a testament to the diversity of Empire's business operations.

Figure 1: EMP.A Share Price Growth Outperformed Non-Family 5- & 30-Year Periods.

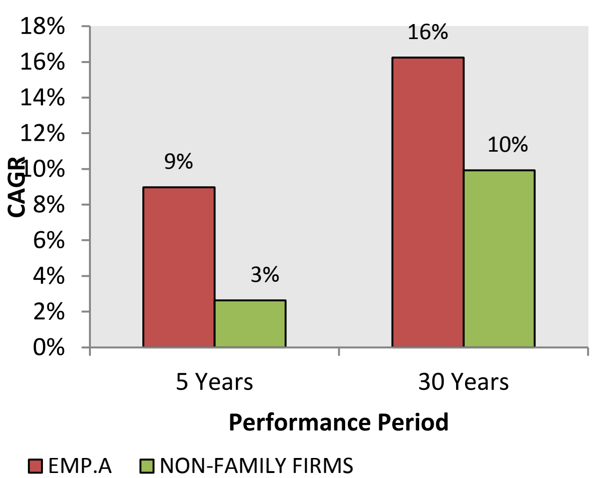
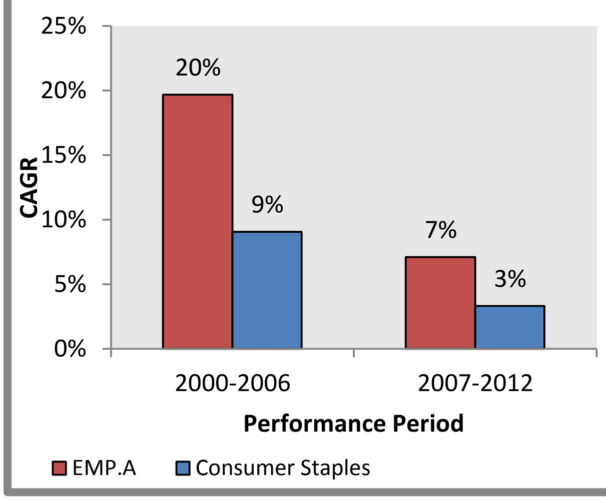


Figure 2: EMP.A Share Price Growth Outperformed Consumer Staples firms since 2000.



Linamar Corporation

Family Ownership and Management History

Frank Hasenfratz received his first machining contract in 1964 while working full-time as a supervisor for Sinterings Ltd. At that time, Hasenfratz worked out of his basement to fulfill the order. He founded Linamar in 1966 as a small machining firm. After two decades of growth through acquisition, Linamar went public in 1986 with a customer base that included Ford Motor Company of Canada and firms from the U.S. and Canadian defense industries.[4] By the end of the 1980s Linamar had won major contracts from Ford, Chrysler and General Motors (the Big Three), and 80% of the firm's business came from auto parts.[5] Today, Linamar has 16,000 employees and is a leading supplier to the global vehicle and mobile industrial equipment markets with manufacturing facilities in Canada, U.S. Mexico, Germany, Hungary, China and France.[6]

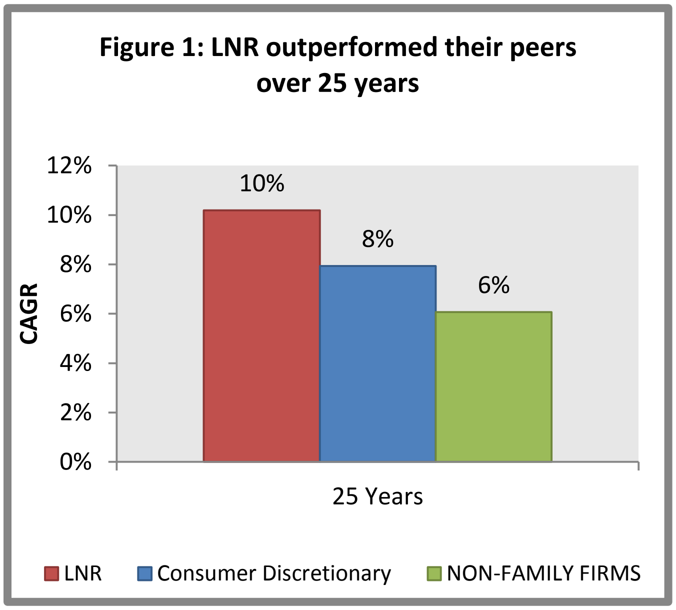
Frank Hasenfratz was Executive Chairman, President & CEO of Linamar from 1966 until 2002. Currently, Hasenfratz is the Executive Chair of the board and his daughter, Linda Hasenfratz, is the CEO and has been since 2002. Linda joined the firm in 1990 and gained familiarity with the family business through a training program where she held positions ranging from machine operator to Operations Manager. Linda was the President of Linamar from 1999-2004; she held the President & CEO role until 2004.

Linamar is controlled by Frank and Linda Hasenfratz through a single class capital structure. Together, they hold a little more than 29% of the equity in Linamar with Frank controlling most of that with 23%.

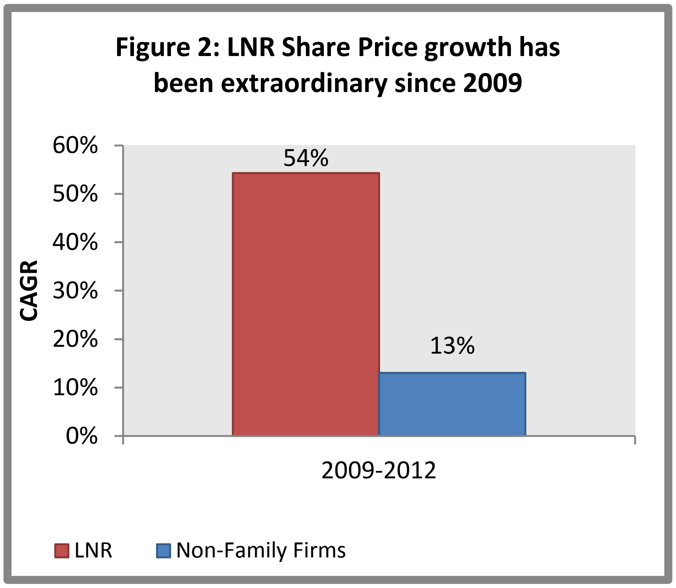
[4] http://www.fundinguniverse.com/company-histories/linamar-corporation-history/
[5] http://www.fundinguniverse.com/company-histories/linamar-corporation-history/
[6] http://www.linamar.com/aboutus/companyoverview/default.aspx

Share Price Performance History

Linamar's share price CAGR for the 25-year period ending in 2012 was 10% compared to 6% for Non-Family firms (Figure 1). The Consumer Discretionary sector's CAGR for the same period was 8%. This exceptional performance has had a tremendous impact on share values. Between 1988 and 2012, Linamar's share price increased from $2.37 to $20.94.



Linamar has recently rebounded from a long period of poor share performance. Linamar's highest fiscal year starting share price was $27.67 in 1998. By the end of 1999, the share price had dropped to $13.75. A very strong surge following the 2008 Financial crisis has nearly brought Linamar's stock back to 1998 levels, and at a growth rate that greatly outpaces Non-Family firms (Figure 2). After many years of poor share price performance after 1998, Linamar's stock has grown substantially since 2009.



Maple Leaf Foods Inc.

Family Management and Ownership History

Maple Leaf Foods Incorporated (Maple Leaf) is the product of an amalgamation of several Canadian food companies between 1911 and 1991. McCain Capital Corporation and the Ontario Teacher's Pension Plan Board (OTPP) acquired controlling interest in Maple Leaf in 1995.[1]

The McCain Capital Corporation privately controls McCain Foods Limited (McCain Foods). Despite that the McCain family's control of Maple Leaf started in 1995, McCain Foods Limited is a storied Canadian company that started in 1909.[2] In 1957 brothers Wallace and Harrison McCain founded McCain Foods. In the 1960s McCain Foods began offering frozen potato products to the U.K, Australia and the U.S. Through acquisitions, several plants were opened in Europe, Canada, the U.S and the U.K in the 1970s. In the following decades, McCain Foods further expanded its product line of frozen food, plant sizes, the number of plants and geographical reach with facilities in India, China, Mexico, South Africa and South America. Today, McCain Foods has more than 19,000 employees in 50 factories on six continents.[3]

Maple Leaf is currently family managed with an independent Chair of the board. Wallace McCain was the Chair of Maple Leaf from 1995 until his passing in 2011. Purdy Crawford, a non-family member, succeeded McCain in 2011 becoming the first external Chair since the McCain family acquired control in 1995. Michael McCain, Wallace's son, is currently the President & CEO of Maple Leaf, a position he has held since 1999. Maple Leaf was externally managed from 1995 to 1999 by Archibald McLean who was an executive at McCain Foods and a shareholder of McCain Capital. J. Scott McCain, Wallace's other son, is currently the President & COO, Agribusiness Group at Maple Leaf, and has been since 1999. Michael McCain currently beneficially owns 100% of McCain Capital and McCain Capital owns and controls 33% of the common shares of Maple Leaf. Maple Leaf's capital structure is single-class.

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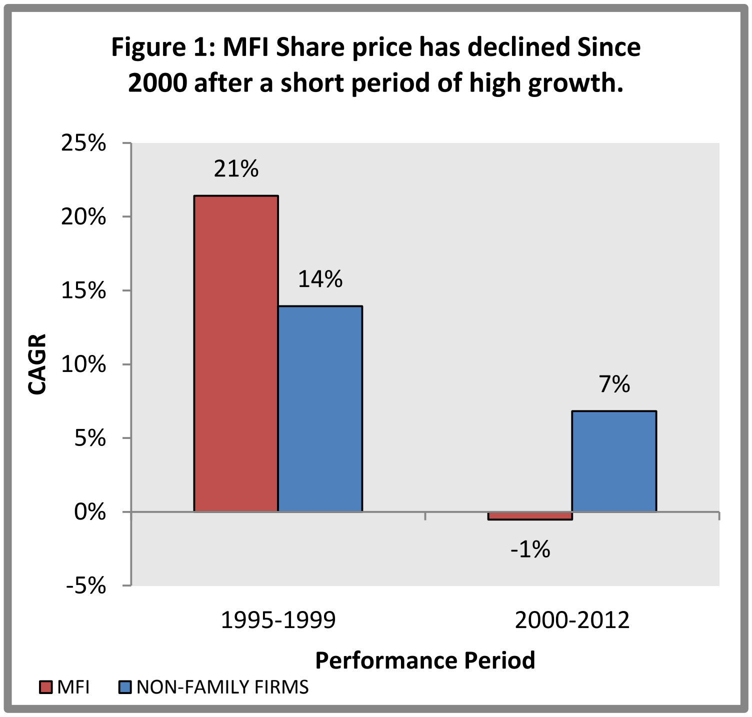
[1] http://www.mapleleaffoods.com/en/corporate/company-info/our-rich-history/
[2] http://www.mccain.com/GoodBusiness/history/Pages/history.aspx
[3] http://www.mccain.com/GoodBusiness/history/Pages/history.aspx

Share Price Performance History

Maple Leaf share price growth has underperformed compared to Non-Family firms since the McCain family and OTPP acquiring controlling interest in 1995. From 1995-2012, Maple Leaf's share price CAGR of 5% is less than the 7% CAGR of Non-Family firms. Despite very strong performance in the late 1990's, Maple Leaf's share performance has flattened again since 2000 (Figure 1). Maple Leaf has struggled since 2000 to create shareholder value after realizing high growth immediately following the change of control in 1995.



The Jean Coutu Group (PJC) Inc.

Family Ownership and Management History[1]

Jean Coutu and Louis Michaud opened a discount pharmacy in Montreal in 1969. The concept of the new pharmacy was to offer pharmaceuticals alongside heavily discounted retail merchandise, professional services and longer store hours. The Jean Coutu Group became incorporated in 1973. Prompted by the early success of "Jean Coutu Discount Pharmacies" The Jean Coutu Group would begin franchising their stores. The first franchise is today the largest pharmacy in Montreal, Pharmacie Montreal. By the early 1980s PJC had 60 franchises in Quebec alone and expanded into New Brunswick and Ontario. The firm would go public officially changing its name to The Jean Coutu Group (PJC) Inc. in 1986 and would establish itself in the U.S. in 1987. In 2007 the firm's U.S. subsidiary merged with Rite Aid Corporation. According to Mr. Jean Coutu, the merger was planned to optimize PJC's U.S. presence. Currently, the Jean Coutu Group holds 20% of the voting rights of Rite Aid. Rite Aid is currently the largest drugstore chain on the East Coast and the third largest in North America.

Mr. Jean Coutu and his family exercise control and direction over 92% of the voting rights attached to all voting shares of the Jean Coutu Group. The firm's board comprises five family members and nine non-family members. The Coutu family holds 100% of the super voting class of shares which are entitled to 10 votes per share. While other significant minority shareholders, namely Jarislowsky, Faser Limited and RBC Asset Management, hold approximately 24% of the subordinate voting shares representing 2% of all votes. Despite the voting imbalanced share structure, the Coutu family owns a majority of all issued and outstanding shares (57%).

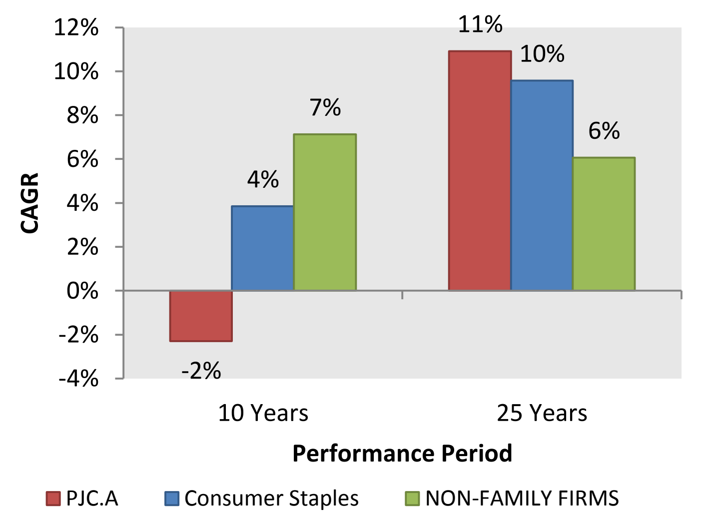
Mr. Jean Coutu is currently and has been Chairman of PJC since he founded the firm in 1969. He was also President and CEO until he relinquished his President role to his son, Francois J. Coutu in 1992. Francois, now the President and CEO, began his career with PJC as a director in 1985 and held progressively senior positions. He served as President of Canadian operations and Vice Chair of the Board from 2005 until his appointment as President and CEO in 2007.

[1] http://corpo.jeancoutu.com/History.aspx?langtype=1033

Share Price Performance

PJC's share price growth has outpaced Non-Family and Consumer Staples firms over the past 25 years, despite difficulties in the past 10 years. While PJC realized better than average 25-year share price growth, the stock's value has declined over the last 10 years with a -2% CAGR (Figure 1). As a result, PJC has underperformed compared to its Consumer Staples industry peers, who experienced an average 4% CAGR in the past 10 years. PJC has rebounded slightly since the Rite Aid merger in 2007, with a 3% CAGR between 2007 and 2010.

Figure 1: PJC.A Share Price CAGR Outperformed over 25 Years While Share Price Has Declined Over 10 Years



Paramount Resources Ltd.

Family Ownership and Management History[1]

Clayton Riddell started his own business as a geologist consultant in 1969, after 10 years with Chevron. Riddell later founded Paramount Oil & Gas Limited (Paramount) in 1974 and sold 40% of the company by going public in 1978. He focused the Paramount's efforts on the exploration of natural gas, which comprises 90% of Paramount's current revenue. Today, Paramount processes and transports petroleum and natural gas while continuing to explore to increase reserves and production.

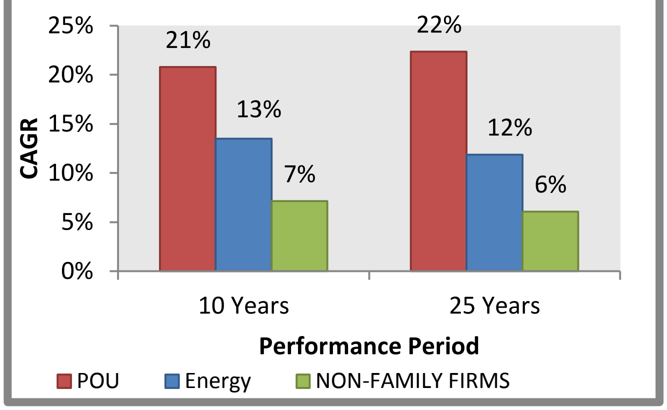
> ***"We built our entire company by drilling and developing gas beyond the edge of the pipelines where there wasn't as much competition,"*** **– Clayton Riddell**

Clayton H. Riddell, Paramount's founder, Executive Chairman and CEO exercises control and direction over approximately 43% of the common shares.[2] Paramount has a single class share structure. The Paramount board comprises four Riddell family members and seven non-family members. James, Clayton's son, succeeded Clayton as President and COO of Paramount in 2002. He continues to be President and COO, as well as CEO of the Paramount-controlled public subsidiary, Trilogy Energy. Clayton's daughter, Susan Riddell Rose, is currently a director of Paramount and has been the President and CEO of another Paramount-controlled public subsidiary, Perpetual Energy, since 2005. Clayton Riddell's wife, Violet has been a director since 1978.

Share Price Performance

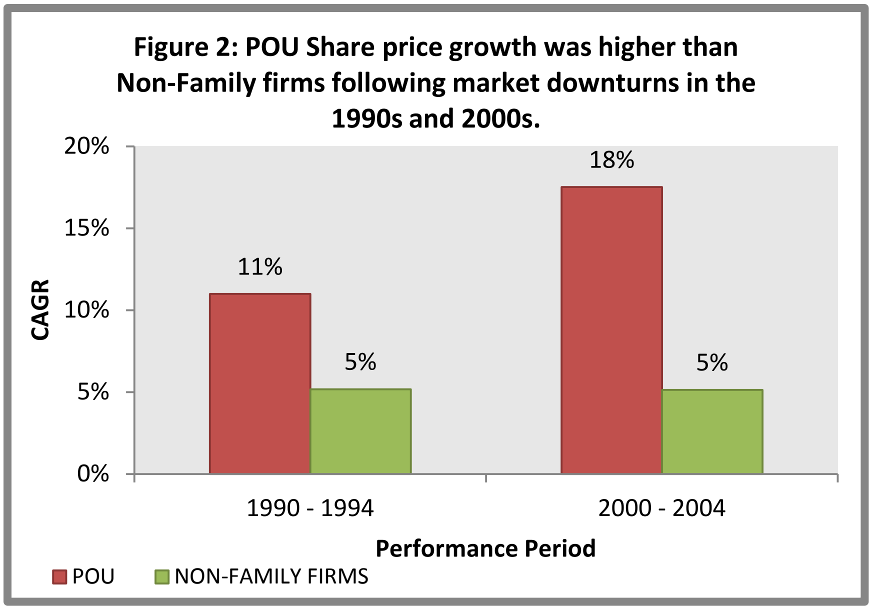
Paramount's long-term share price growth has outpaced the Energy industry and Non-Family firms over the past 25 years (Figure 1). Despite the volatility in the markets caused by the 'Tech Bubble Burst' and the Financial Crisis in the last decade , Paramount's share price CAGR was 21%; three times the returns posted by Non-Family firms.

Figure 1: POU Annualized Share Price Growth Outperformed Non-Family & Energy Firms

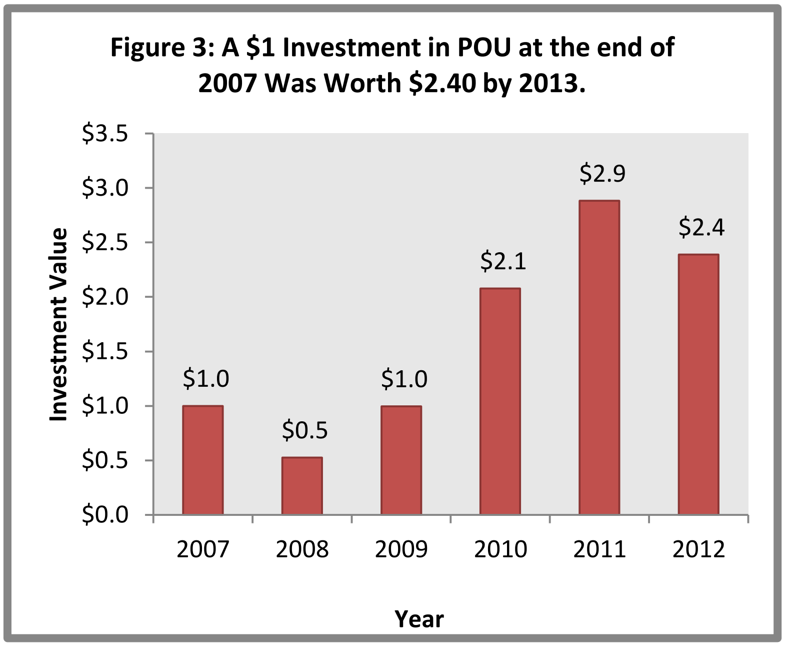


[1] http://www.calgarybusinesshalloffame.org/bio.php?page=laureates/2006/ClayRiddell.php - Main source of most historical information on the history of Paramount Resources and Clayton Riddell.

[2] 2012 Paramount Resources Limited Management Information Circular, p3



Paramount has rebounded quickly and effectively from the Financial Crisis (Figure 3). Paramount's share price has grown by 240% since 2007. Historically, after market downturns such as the early 90s, early 2000s (Figure 2) and recently after the Financial Crisis, Paramount investors benefitted from holding the stock.



Power Corporation of Canada

Family Ownership and Management History

Power Corporation of Canada (Power) was founded in 1925 by two financiers, A.J. Nesbitt and P.A. Thomson. It was founded as an umbrella corporation to defend and consolidate the electricity industry against possible U.S. ownership and control. Until the 1960s, Power experienced several decades of growth through substantial and diverse investments in other energy sources and industries. Many affiliates suffered financially in the 1960s making for a financially challenging decade for Power.[1] It wouldn't be until 1968 that Trans-Canada Corporation Fund, controlled by Paul Desmarais, would merge with Power and mark a turning point in the firms' history. Desmarais ultimately gained sole control of Power by 1970.[2] Through the sale of stock in the subsidiaries of Power, Desmarais would eventually eliminate all of Power's long-term debt. Under his control, Power experienced incredible financial growth.

In 1996 Desmarais' sons, Paul Jr. and André succeeded him in management and control of Power. Paul Jr. was named Chairman and Co-CEO while André was named President and Co-CEOBoth would make their mark on the firm with the purchase of London Insurance Group through Great-West Lifeco (Great-West), a Power subsidiary, which made Great-West the largest health and insurance company in Canada.[3] Paul Jr. and Andre continue to hold the same positions at Power while Paul has continued as a director while serving as Chairman of the Executive Committee.

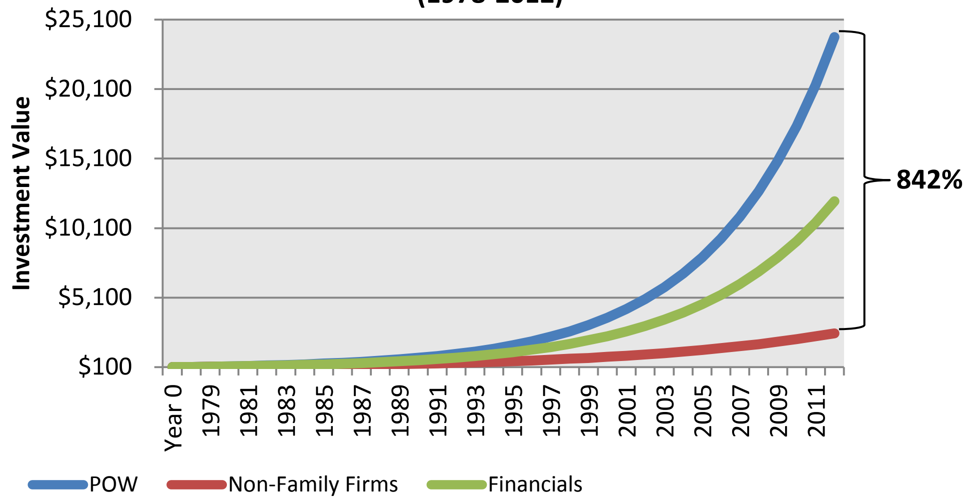
Power is a Family controlled and managed firm with a dual class share structure. The Desmarais family owns greater than 99% of the Participating Preferred Shares that carry 10 votes per share compared with the Subordinate Voting Shares, which carry one vote per share. They control 61% of total votes and hold 12% of all issued and outstanding shares in Power.

Share Price Performance

A long-term investment in Power stock has generally outperformed Non-Family firms. Power's share price growth has outperformed both Non-Family firms and the Financials industry since 1975 (Figure 1).

[1] http://www.fundinguniverse.com/company-histories/power-corporation-of-canada-history/
[2] http://www.fundinguniverse.com/company-histories/power-corporation-of-canada-history/
[3] http://www.fundinguniverse.com/company-histories/power-corporation-of-canada-history/

Figure 1: $100 Investment Comparison: POW (17% CAGR) vs. Non-Family (10% CAGR) vs. Financials Firms (15% CAGR) (1978-2012)



Until recently, Power stock experienced growth even during hard financial times. Even during the recession in the early 1990s, Power's share price CAGR from 1990-1994 was 7%. CAGR was also very high from 2000-2004 (20%), especially in light of market downturn in the wake of the tech bubble burst at the turn of the millenium. During the same period Non-Family firms experienced only a 5% CAGR.

Since 2008, Power's CAGR of -5% has lagged behind the Financials industry and widely-held issuers in general (5% and 3% CAGR respectively, see Figure 2). Although long-term Power shareholders have benefitted from a stock that outperformed Non-Family firms over 35 years, this growth has slowed significantly since 2003 (Figure 3).

Figure 2: POW Share Price Growth is Slower than Industry and Non-Family Firms since 2008

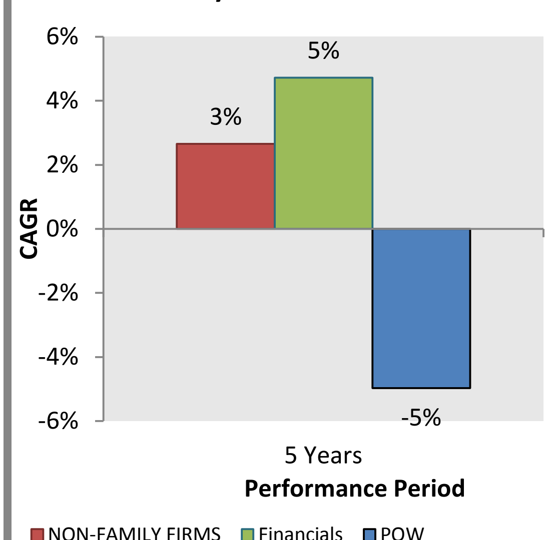
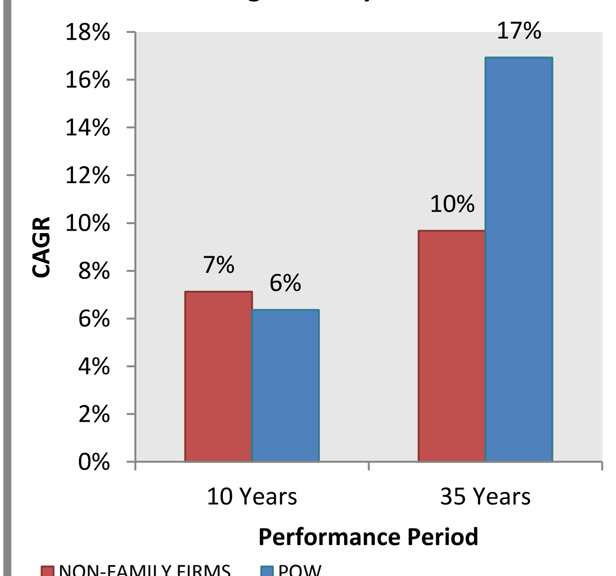


Figure 3: POW Share price CAGR has Slowed Significantly since 2003



Quebecor Inc.

Family Ownership and Management History[1]

Pierre Peladeau founded Quebecor Incorporated (Quebecor) in 1965 and paved the way for future generations of the Peladeau family to successfully manage the second-largest newspaper group in Canada. Quebecor was initially engaged in newspaper publishing, magazines, books and printing.[2] Peladeau made several acquisitions throughout the 1950s and early 1960s, including his first newspaper in 1950, which laid the foundation for future growth. Peladeau aggressively expanded Quebecor throughout the 1960s and 1970s through the acquisition of several publishers while constructing a printing plant. The firm went public in 1972 listing on the New York Stock Exchange and Montreal Stock Exchange. In 1987 Peladeau would partner to purchase the Donohue paper company motivated by his need to control all stages of the printing process. Peladeau's passed away in 1997, leaving a firm he had established globally through acquisitions. In 2000, the firm now led by Peirre Peladeau's son, Pierre Karl sold Donohue and acquired Groupe Videotron Ltee (Videotron). Videotron is now a Canadian leading provider of cable TV, internet, phone and wireless services, effectively positioning Quebecor as a leader in the communications industry in 2012.

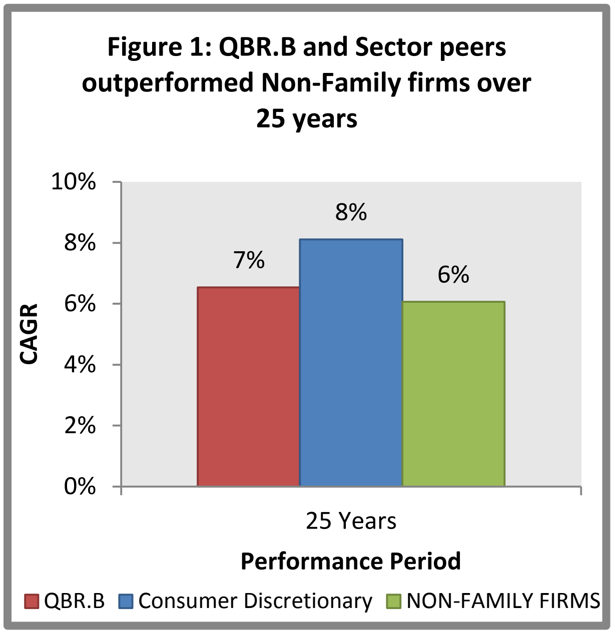
Pierre Peladeau was the founding President of Quebecor and remained the firm's CEO until his death in 1997.[3] His son, Pierre Karl, joined the firm in 1985 formally as the Assistant to the President. Ultimately, he succeeded his father as President and CEO. Reportedly, Pierre Karl championed the Sun Media Corporation acquisition in 1998 and was responsible for the Groupe Videotron acquisition in 2000. As the figurehead of the Quebecor group of companies he sits on several of the affiliate boards and currently serves as President and CEO of Quebecor Media and Sun Media.

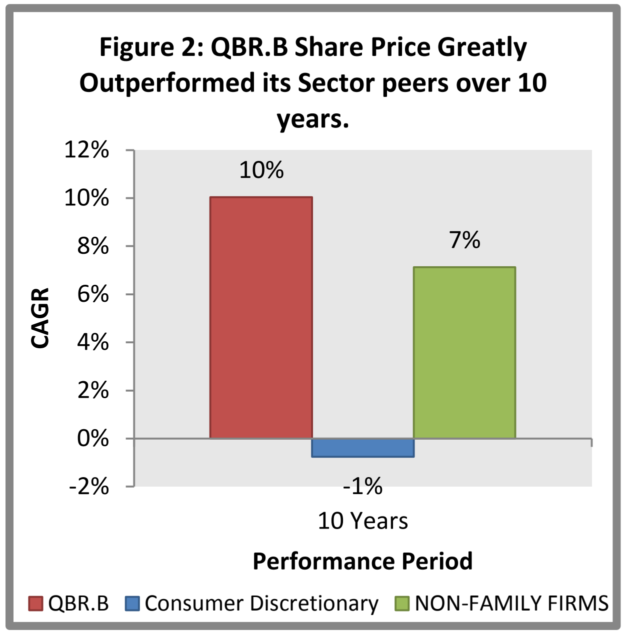
Pierre Karl controls Quebecor through the use of a dual class share structure. He holds 88% of the super-voting Class 'A' shares which represent approximately 82% of all votes. Indeed, Pierre holds 73% of the voting power. However, another level of control is built into the share class entitlements. The Class 'A' shareholders are entitled to elect 75% of the board, while the Class 'B' shareholders, who hold 45% of all issued and outstanding shares, elect 25%.

Share Price Performance

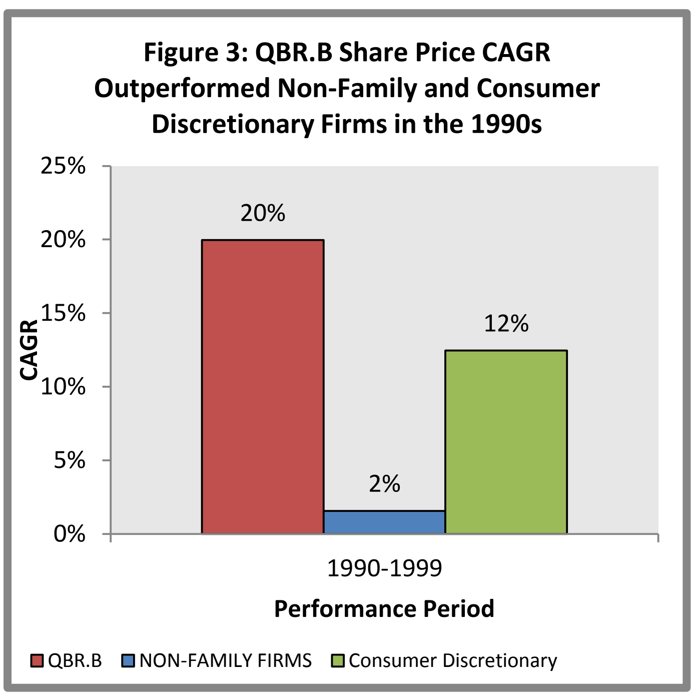
Quebecor's share performance has outpaced Non-Family firms over the past 25 years, in line with the average of the Consumer Discretionary industry (Figure 1). Quebecor's significant growth in the past 10 years, however, has greatly exceeded the results posted by its Consumer Discretionary peers, which were heavily impacted by the Financial Crisis (Figure 2).

[1] http://www.quebecor.com/en/content/thinking_big - Unless otherwise noted, the historical information provided was accessed on the 'History' webpage of the Quebecor website.
[2] http://www.quebecor.com/en/content/quebecors-founder
[3] http://www.quebecor.com/en/content/quebecors-founder





In the 1990s, Quebecor experienced a decade of very high share price growth. During this time Quebecor grew quickly through acquisition and controlled the whole printing process after purchasing Donohue in 1990. Quebecor's 20% CAGR far outperformed Consumer Discretionary and Non-Family firms in the 1990s



Rogers Communications Inc.

Family Ownership and Management History[1]

Rogers Communications (Rogers) was founded by Ted Rogers who was inspired by his father's legacy. Edward S. Rogers Sr., Ted's father, is regarded as a telecommunications pioneer, legend and inventor of the alternating current tube which enabled the traditional radio to be used in households.[2] Capitalizing on his invention, Edward Sr. successfully started and acquired several companies before his passing in 1939. Inspired by his father's legacy, Ted pursued a career in telecommunications. In 1960 he bought a struggling CHFI and would later launch CFTR which is known today as 680 News. Rogers became the biggest cable company in Canada when it acquired Canadian Cablesystems through a reverse takeover in 1979. In 1981 Rogers started operating in the U.S. through several acquisitions of American cable systems and in 1985 cellular service would launch under the Cantel banner now known as Rogers Wireless. Rogers, as it is recognized today, formed in 1986 as the parent company to several operating divisions. Today, Rogers is a media conglomerate with many assets such as the Rogers Centre, Toronto Blue Jays, and the Rogers Sportsnet network .

Prior to his passing in 2008, Ted Rogers declared a definitive succession plan.[3] He selected his son, Edward Rogers, to control the family equity in Rogers and planned for a non-family member CEO. Nadir Mohamed, current President & CEO, was chosen in 2009 as the first non-family President & CEO in the firms' history. Previous to that, Nadir had been in several top management roles including President and CEO of Rogers Wireless, a Rogers subsidiary, since joining the firm in 2000.

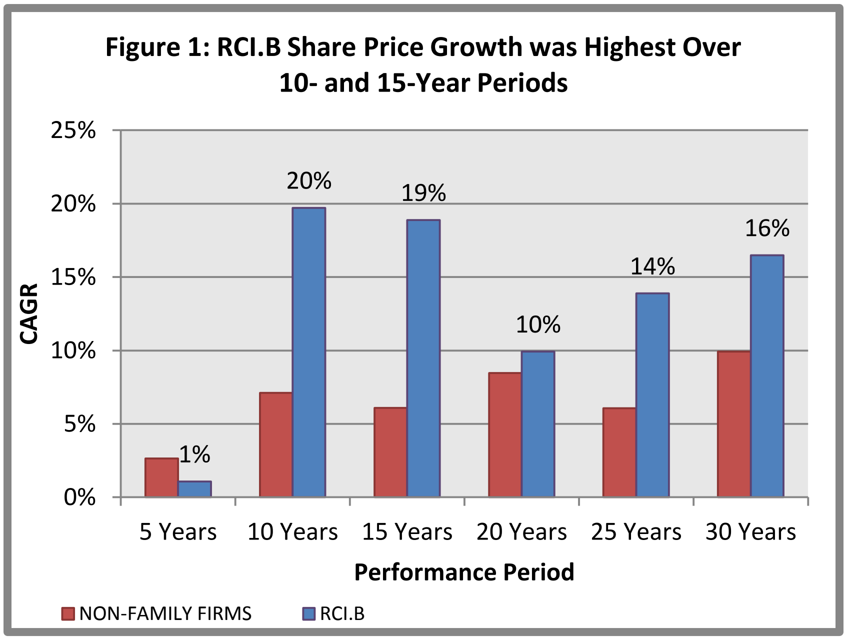
Edward Rogers is currently the Deputy Chairman and Executive Vice-President of Emerging Business and Corporate Development of Rogers. The Rogers family controls the firm through the Control Trust and the Rogers Control Trust. Rogers' board composition comprises 8 family and other related board members out of 18 members. The Rogers family control is maintained through a multi-class capital structure. According to Rogers' 2012 Management Information Circular the Rogers family controls 91% of the voting class and 10% of the non-voting class. The Rogers family owns 27% of all equity control 91% of all votes. Therefore, there is a misalignment between ownership and control.

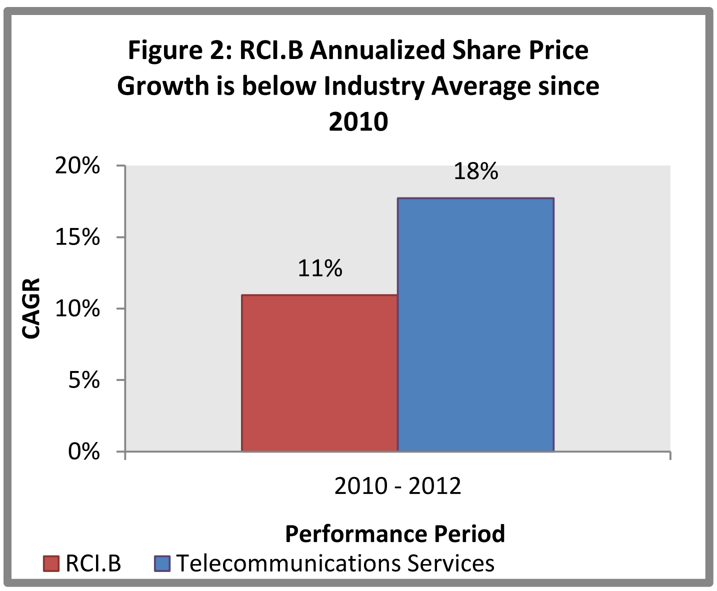
Share Price Performance[4]

Despite slow performance since the 2008 Financial Crisis, Rogers has performed very well compared to Non-Family firms over the past 30 years. Over the past 10 and 15 years, Rogers has seen particularly strong growth of 20% and 19% CAGR respectively.

[1] http://your.rogers.com/aboutrogers/historyofrogers/overview.asp
[2] http://tedrogersschool.ca/about/ted-rogers-bio/
[3] http://www.canada.com/story.html?id=cca89882-cb09-4807-bfe4-701b75803c6e
[4] The Telecommunications Services industry has historically comprised of relatively few firms. For most of the performance periods Rogers comprises one-third to half of the industry. Since 2005 there are four firms in the Telecommunications Services industry. Therefore Rogers performance is not compared with industry trends prior to 2005.

Figure 1 shows, Rogers' annualized share price growth (1%) has underperformed compared to Non-Family firms over the last five years. During this time Non-Family and Telecommunications Services firms' share price CAGR was 3% and 8% respectively. Figure 2 shows, that while annualized share price growth since 2010 is 11%, Rogers has underperformed in their industry.





Reitmans (Canada) Ltd.

Family Ownership and Management History

One of Canada's largest fashion retailers, Reitmans (Canada), is the product of a business decision made in the early 1900s. Herman and Sarah Reitman, with the help of their children, operated a small department store in Montreal for many years and eventually specialized in women's fashion. Reitmans expanded to four stores in Montreal by 1929 and 22 stores in Canada by 1939. Reitmans went public on the Montreal Stock Exchange in 1947 with sales exceeding $2 million per year and later listed on the Toronto Stock Exchange in 1965.[1] Jeremy Reitman, Jacks' son became the President of Reitmans in 1984 while Jack continued as Executive Chairman until his passing in 1996. At that time, Jeremy assumed the President & CEO role, but there was no formally announced Chairman succession. Jeremy formally assumed the title of Chairman and CEO in 2010 when Stephen, Jeremy's brother, became President and COO. Today, Reitmans boasts operating 923 stores throughout Canada under several banners and proudly states on the website:

> ***"Although Reitmans (Canada) Limited is one of the largest publicly-owned retail companies in Canada, it still operates with a strong family culture."***[2]

Reitmans is currently in the third generation of family control and management. Jeremy Reitman, current Chairman and CEO, along with Brother Stephen, current President and COO, now beneficially own and/or control 100% of Sherlex which owns a little less than 50% of the issued and outstanding Common shares of Reitmans. The Reitman Family Affiliated Group own a little more than 6%, as well.

Reitmans employs a dual class share structure and the Common Shares have superior voting rights, while the subordinate class is non-voting. The Reitman family controls Reitmans through a dual class share structure with voting power of a little more than 55% through ownership of a little less than 12% of all issued and outstanding shares in the firm.

[1] http://www.twst.com/interview/19079
[2] http://www.reitmans.ca/about/the_company.aspx?lang=en

Share Price Performance

Reitmans has historically outperformed the average Non-Family and Consumer Discretionary firm. Jeremy Reitman has been the top manager at Reitmans since 1984. Reitmans has demonstrated strong growth through generational succession. After a flat period of growth from 1995-1999, during which time Jeremy became the CEO following his father's passing, Reitmans share price experienced a 24% annualized growth rate from 2000-2004 (Figure 1). Non-Family firms and industry peers experienced slower growth during this time.

Figure 1: RET.A Shows Highest Growth Occurred in the Five-Year Period Following Family Generational Succession

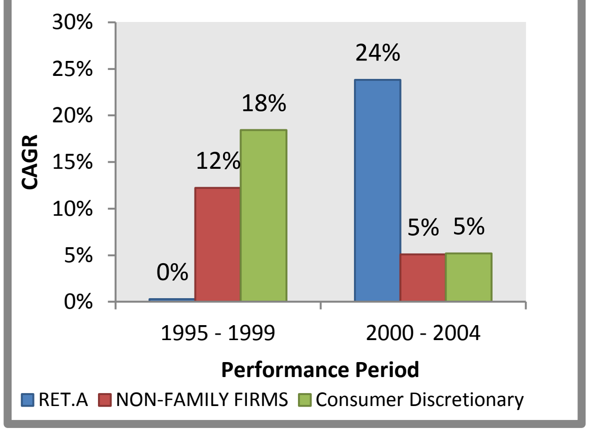
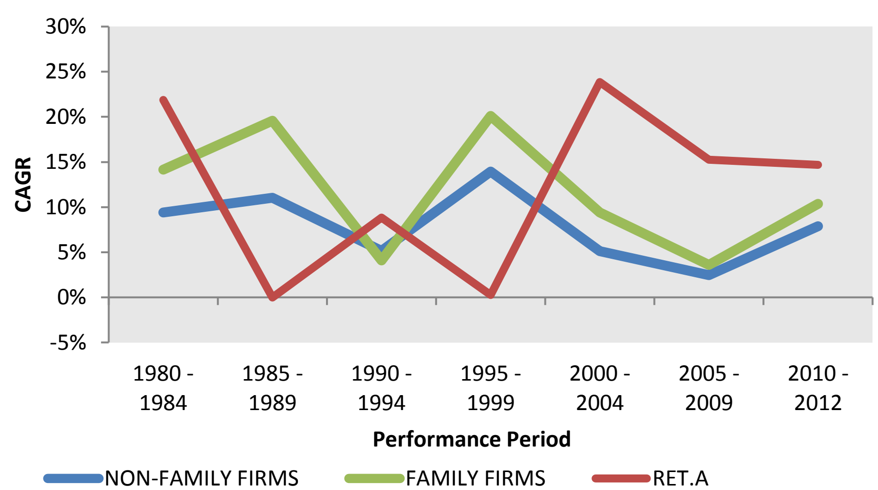
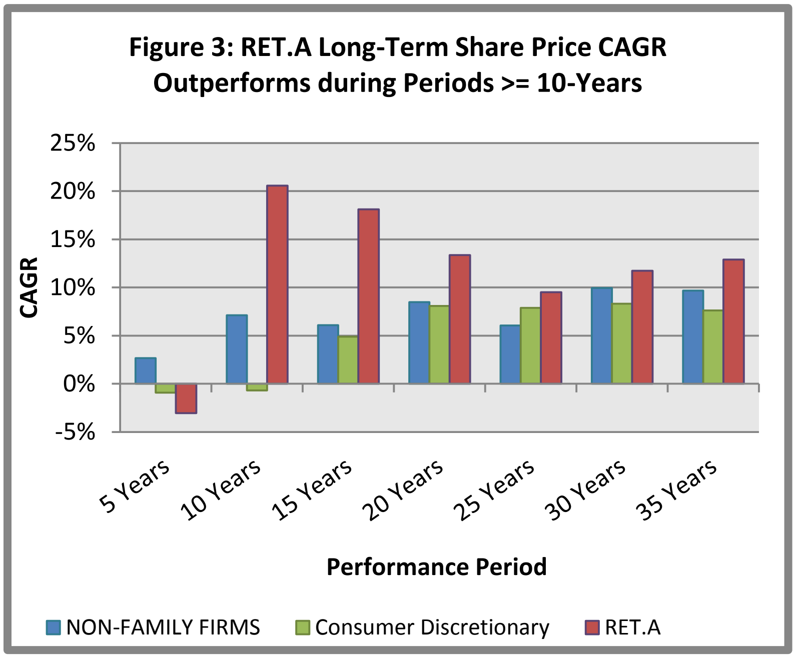


Figure 2 illustrates how, historically, Reitmans share price performance has moved inversely to market trends. In other words, when the market has recessed, Reitmans has grown, and vice versa. Reitmans even showed strong share price CAGR through the 2008 Financial Crisis, returning an average of 15% per year to shareholders between 2005 and 2009.

Figure 2: RET.A Share Price CAGR Has Not Followed Financial Market Trends



Since 2012, Reitmans has outperformed Non-Family and Consumer Discretionary firms in all performance periods of 10-years or greater (Figure 3). Annualized share price growth in the last decade is 21%, outperforming the flat growth of the Consumer Discretionary and slower growth of Non-Family firms. Although Reitmans' 5-year CAGR since 2008 compares poorly with its Consumer Discretionary peers, shares have started to bounce back in the past three years with a 15% CAGR.



Saputo Inc.

Family Ownership and Management History

Saputo is a Canadian dairy producer that was founded by Emanuele Saputo and his parents in 1954.[1] From 1960 to 1980 Saputo experienced considerable growth, and so they developed their own national distribution network. The firm expanded into the U.S. in the 1980s, expanded and diversified its production and distribution in the 1990s, and finally went public in 1997. Throughout the 2000s Saputo made several largely successful acquisitions positioning it as an important market player in milk and cheese production in Europe, U.K., Canada, U.S. and South America. Today, Saputo is the largest dairy producer in Canada; producing, marketing and distributing many products with customers in over 50 countries.[2]

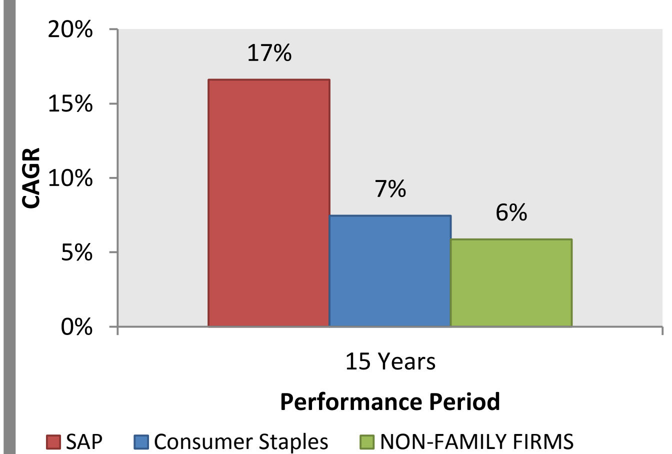
Emanuele Saputo, the current Chair of Saputo, became Chair and President in 1969. In 1997 he became the Chairman, President & CEO and held those position until he was succeeded by his son, Lino Saputo Jr. in 2004. Lino, the current Vice Chair, President & CEO, joined Saputo as an Administrative Assistant in 1988 and held progressively senior positions. He joined the board as the Executive Vice President, Operations in 2001.

Emanuele Saputo is the controlling shareholder of Saputo. The firm uses a single class capital structure and Mr. Saputo owns 35% of the equity in the firm.

Share Price Performance

Saputo's long-term share price growth outperformed the Consumer Staples sector and Non-Family firms over 15 years (Figure 1). Saputo greatly outperformed their peers with 17% CAGR during the same time period. As a result, long-term shareholders have experienced extraordinary growth in their Saputo stock holdings over the last 15 years.

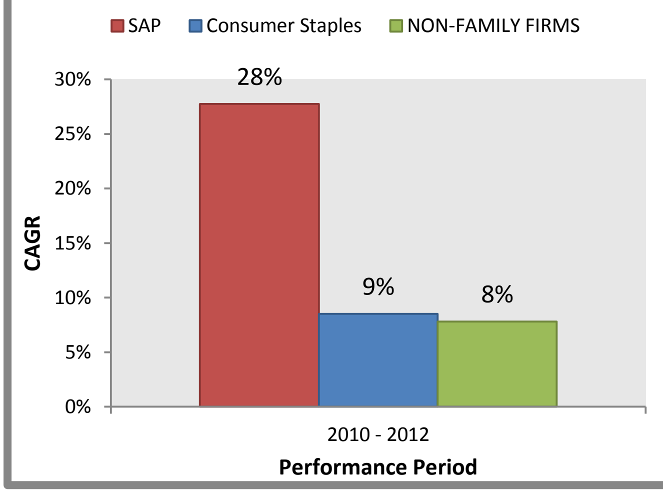
Figure 1: SAP Outperformed Industry and Non-Family peers over 15 years



[1] http://www.saputo.com/investors-and-medias/company-profile/history.aspx?id=184&langtype=4105
[2] http://www.saputo.com/investors-and-medias/company-profile/default.aspx?id=818&langtype=4105

Recently, Saputo's share price has grown faster than its peers in the Consumer Staples sector and Non-Family firms, as well. Share prices grew significantly leading up to 2008, and continued to perform well despite the Financial Crisis. In the last three years the share price has increased by a 28% CAGR; performance much greater than their Industry peers or Non-Family firms (Figure 2).

Figure 2: SAP Share Price has gained much more value than their peers since 2010.



ShawCor Ltd.

Family Ownership and Management History[1]

ShawCor Ltd. (ShawCor) has evolved and grown significantly from a general construction company in south-western Ontario to a global energy services company that operates in over fifteen countries globally. ShawCor was established by Francis E. Shaw in the 1930s as a general construction firm and began specializing in pipe coating in 1954 under the name, Shaw Pipe Protection Limited. Leslie E. Shaw, son of Francis, started his career at present-day ShawCor in 1950, which marked the beginning of a long and successful career. Leslie relinquished the President role to a non-family member in 1985 and continued as Chairman and CEO, a dual role he would hold until April 1994 when Geoffrey Hyland, a director of the firm since 1987, became President and CEO. In the same year, Leslie's daughter, Virginia became a ShawCor director, and later the Vice Chair in 2000. Leslie was Chairman until his passing in 2006 and Virginia was selected by the board to succeed her father in 2007.

While ShawCor continues to be controlled by the Shaw family, it has been professionally managed since 1994. According to the 2012 Management Information Circular, Virginia holds controlling stake in ShawCor and has been president of Shawcor's subsidiaries in Barbados since 2006. Currently, William Buckley is President and CEO, who succeeded Geoffrey Hyland in 2006. ShawCor employs a dual class share structure, which Leslie acknowledged in a 2002 interview as a great benefit for the Shaw family and as protection from foreign ownership. Virginia holds about 20% equity in ShawCor, but controls a little more than 91% of the super voting share class which accounts for 63% of total votes.

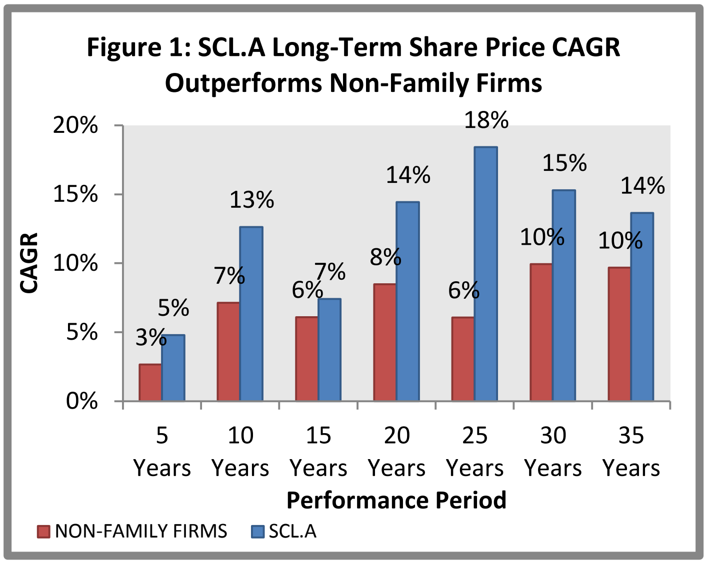
> ***"The only reason we still have a bunch of companies in Canada is the dual share issue. Otherwise, we'd be all owned by the [United] States." – Leslie E. Shaw[2]***

On 14 March 2013 ShawCor shareholders approved a plan of arrangement to eliminate its dual class share structure. Virginia L. Shaw, through control of Shaw International S.a.r.l., received payment of approximately $456 million in cash and 1.17 million new common shares for relinquishing control of ShawCor. Class.[3] According to the ShawCor 2013 Annual Information form, Shaw International S.a.r.l, now holds 2.3% of the common shares.

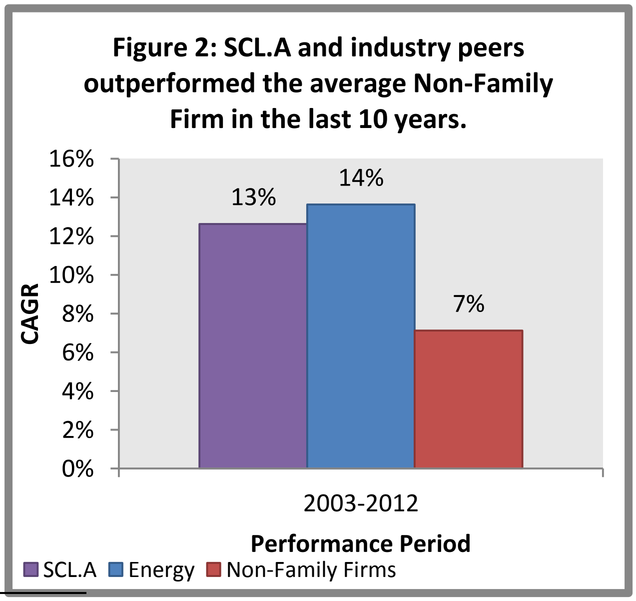
[1] http://www.shawcor.com/about/corporate_info.html - All historical information was retrieved from the ShawCor website in the Family Ownership and Management section unless otherwise footnoted.
[2] ShawCor boss's hands-off approach to energy firm leaves time for golf. Entrepreneur believes in trusting managers to do the right thing, GORDON PITTS, 962 words, 20 May 2002, The Globe and Mail
[3] http://canadianprivateequity.com/virginia-shaw-and-leslie-hutchison-resign-as-shawcor-chair-and-vice-chair/2013/04/15/

Share Price Performance

ShawCor's long-term share price CAGR has historically outperformed the average Non-Family firm. ShawCor's annualized share price growth over the last 25 years is 18% compared to 6% for Non-Family firms (Figure 1). From 1995-1999, immediately following the switch to ShawCor's first external CEO, share performance was particularly strong with a five-year 26% CAGR.



ShawCor and its Energy sector peers have benefitted from increasing share prices driven by the exceptional growth in the price of crude oil in the 2000s. From 2003 to 2008 the price of crude increased from just under \$30 per barrel to just under \$150.[4] ShawCor and its Energy industry peers greatly outperformed Non-Family firms from 2003-2012 (Figure 2).



[4] http://en.wikipedia.org/wiki/2000s_energy_crisis

Shaw Communications Inc.

Family Ownership and Management History[1]

Les and JR Shaw worked for their family's pipe-coating business, Shaw Industries Limited, in the 1950s. In an effort to expand the business, JR moved west in 1966 and saw an opportunity for growth in cable television.[2] Capital Cable Television Co. Limited was incorporated at that time and in 1971 the first cable customer was connected. The firm listed on the Toronto Stock Exchange in 1983 as Shaw Cablesystems Limited. By 1991, Shaw became the second largest multiple cable television system operator in Canada. JR Shaw would name his oldest son, Jim, as the CEO in 1998, while he continued as Executive Chairman.

Jim continued his father's legacy of growth through acquisition in order to quickly expand Shaw's network and provide more services. Shaw began providing internet service in 1996 and later added the home phone service in 2005. By 2010, Shaw became the largest cable company in Canada through the acquisitions of Mountain Cablevision Limited and Shaw Media. Today, Shaw boasts 3.4 million customers across Canada with a network of fibre cable that could, reportedly, almost reach the moon and back.[3]

> ***"What's significant is not that Shaw is a publicly traded company, but that the ticker name is SJR – JR Shaw's initials, last name first. It's the Shaw family's inheritance, in which the public is allowed to invest."[4]***

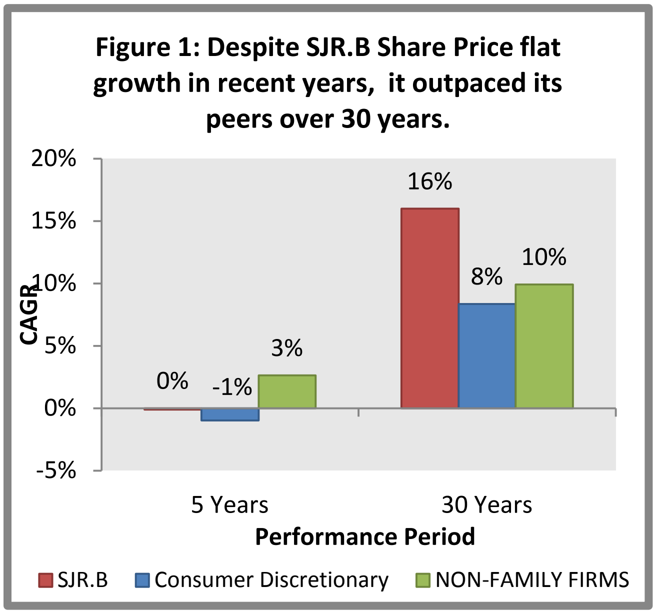
Currently, JR Shaw is the Executive Chair of Shaw Communications and his youngest son Bradley S. Shaw is the CEO. Jim Shaw, JR's eldest son is currently the Vice Chair. JR has managed and controlled Shaw since its inception in 1966.

JR Shaw and his family exercise control or direction of 79% of Shaw's voting class shares. Minority shareholders of the subordinate non-voting share class represent 94% of the equity in the firm while the Shaw family holds a little less than 4% of Shaw's total equity; a significant imbalance of voting power.

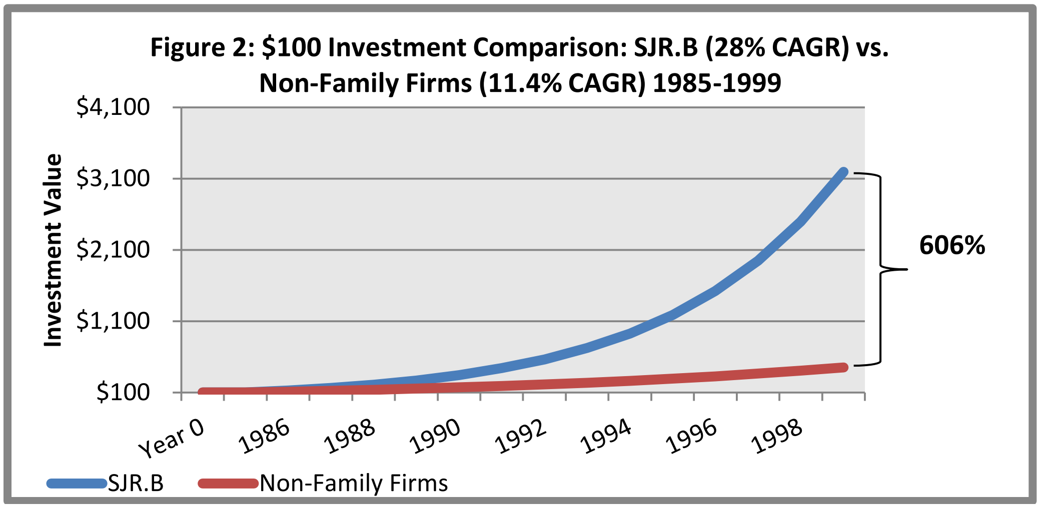
[1] http://www.shaw.ca/corporate/about-shaw/shaw-history/ - Most historical information was made available via the 'Shaw History' page on the Shaw website.
[2] http://www.thecanadianencyclopedia.com/articles/macleans/shaw-family
[3] http://www.shaw.ca/corporate/about-shaw/shaw-history/
[4] http://v250.albertaventure.com/family-matters/

Share Price Performance

Historically, Shaw's share price growth has outpaced Non-Family and Consumer Discretionary firms. Shaw's 30-year CAGR is 16% compared to 8% and 10% for Non-Family and Consumer Discretionary firms respectively (Figure 1). Despite flat growth since the beginning of the Financial Crisis, Shaw's share price CAGR was 13% in the last 10 years. The Consumer Discretionary sector saw shares decline with a CAGR of -1%. Shaw has provided long-term investors with high growth in 10- and 30-year periods that have greatly outperformed its peers.



Shaw stock has been a long-term high growth investment. Prior to 2000, Shaw's share price performance was extraordinary with a CAGR of 28% from 1985-1999 (Figure 2). Shaw's share price increased from 33 cents in 1985 to $11.64 at the end of 1999. Shaw's five-year share price CAGR from 1995-1999 was 40% compared to 14% for Non-Family firms. A $100 Shaw investment in 1985 was worth $3,194 by the end of 1999, compared to $453 for the average Non-Family firm investment.



Teck Resources Ltd.

Family Ownership and Management History

In 2013, Teck Resources (Teck) is celebrating its 100th year. Teck-Hughes Gold Mines Ltd. Was formed to develop gold discovery in Teck Township in 1913.[1] Dr. Norman Keevil Sr. founded the Temagami Mining Company in 1956 after he discovered a copper deposit on Temagami Island. Dr. Keevil would eventually form Teck Corporation through a merger with Teck-Hughes Gold Mines Ltd., Lamaque Gold Mines Limited and Canadian Devonian Petroleum Ltd.[2] Teck's current configuration is the result of a merger between Teck Corporation and Cominco Ltd in 2001.[3]

Dr. Norman Keevil Sr. took the reins of Teck Corporation as President and CEO in 1962 and began to build Teck into the mining leader it is today.[4] His son, Dr. Norman B. Keevil, who is currently the Executive Chairman of Teck, joined the firm as Executive Vice-President of Exploration in 1962. He would later become Vice President in 1968 and ultimately the President and CEO from 1981 to 2001. The son of Dr. Norman B. Keevil, Norman B. Keevil III, has been on the Teck board since 1997.[5] David A. Thompson, a director and CFO of Teck from 1980 to 1995, and President and CEO of Cominco Ltd from 1995 to 2001, became the President and CEO of Teck in 2001 after the Teck and Cominco merger. He would later be succeeded by the current President and CEO, Donald R. Lindsay in 2005. Today, Teck is, according to recent reports, North America's largest metallurgical coal producer and the world's third largest producer of zinc and a major global copper producer.[6]

The Keevil family currently controls, through personal and beneficial holdings, 28.5% voting power of Teck.[7] Teck has a dual-class share structure where Class 'A' holders have 100 votes per share and Class 'B' holders have one vote per share. The Keevil family controls and directs a firm that holds 46% of Teck's Class 'A' shares. No other shareholder owns more than 17% of Class 'A' shares. The total number of shares held by the Keevil family is a little less than 1% of total issued and outstanding shares, which is a significant imbalance of control and financial risk.

[1] http://www.teck.com/Generic.aspx?PAGE=Teck+Site%2fAbout+Pages%2fTimeline&portalName=tc
[2] http://www.teck.com/Generic.aspx?PAGE=Teck+Site%2fAbout+Pages%2fTimeline&portalName=tc
[3] http://www.teck.com/Generic.aspx?PAGE=Teck+Site%2fInvestors+Pages%2fShareholder+Information+Pages%2fHistorical+Information+for+Tax+Purposes&portalName=tc
[4] http://worldofmining.com/norman-bell-keevil-the-sweet-science-of-mining/
[5] 2012 Proxy Information Circular – Teck Resources Limited p11
[6] http://worldofmining.com/norman-bell-keevil-the-sweet-science-of-mining/
[7] 2012 Proxy Information Circular – Teck Resources Limited p1

Share Price Performance

Historically, a long-term investment in Teck stock has outperformed the average Materials firm and more widely, Non-Family firms. Teck stock returned 2,707% to shareholders over 35 years (i.e. a $1 investment in 1978 would now be worth $27 assuming dividend reinvestment) with an average annual return of 14.05% according to CAGR. Figure 1 shows Teck stock CAGR outperformed the average Materials and Non-Family firm in all long-term periods ending 2012.

Figure 1: TCK.B outerperforms Non-Family and Materials Firms in Long-Term periods

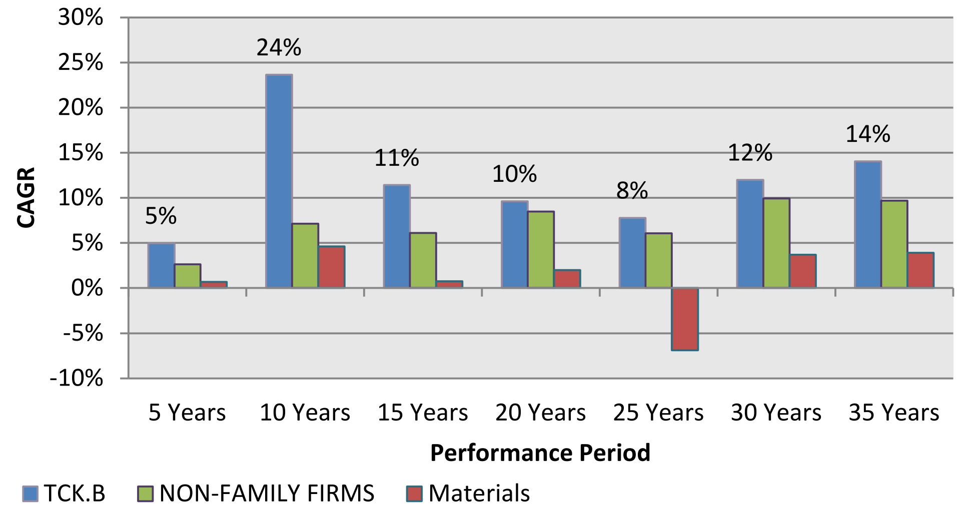


Figure 2 shows Teck's 5-year share price CAGR was very strong between 1979 and 2009, with a high of 41% CAGR from 1985-1989. Teck's worst performance came in the period from 1995-1999, where share price CAGR was -10%. During this period, Teck's decision to invest in a copper and zinc mine construction project in the High Andes mountains in Peru was perceived as a significant risk by investors.[8] This resulted initially in poor market performance until the new mine was built successfully, after which Teck's strong performance resumed (Figure 2).

[8] Email communication with Norman B. Keevil, April 2013.

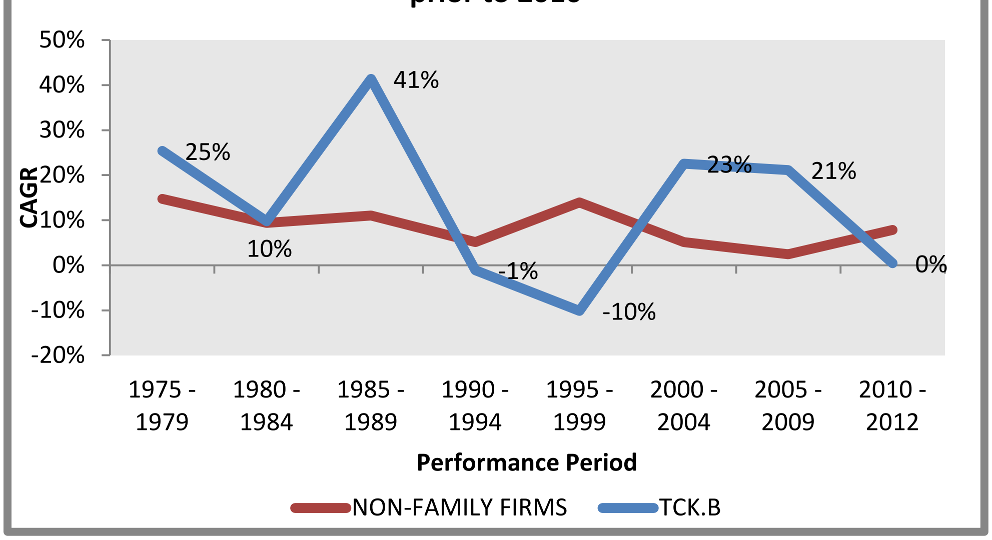


Figure 2: TCK.B CAGR Was >20% in 4/7 Five-Year Periods prior to 2010

According to Norman B. Keevil, Teck has made such long-term investment decisions to the benefit of shareholders, even if they are sometimes at the expense of short-term gains. In recent years Teck has been a very strong investment, posting the highest share price CAGR from 2003-2012 of all Family firms (24%). Family and Non-Family firms realized average share price CAGR of 8% and 7% respectively during the same period (Figure 3).

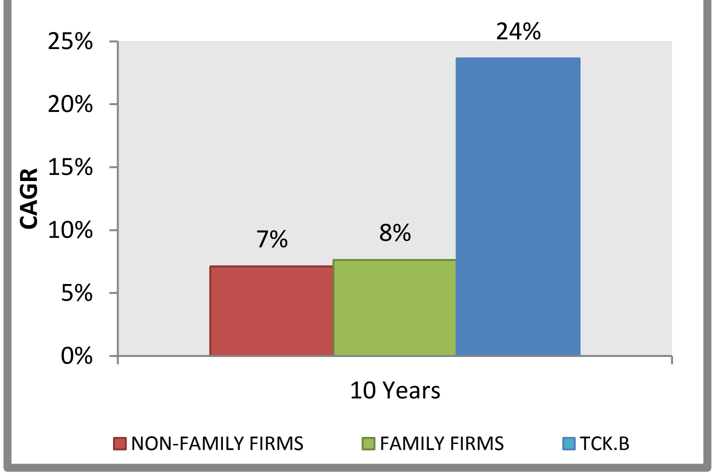


Figure 3: TCK.B Outperformed Family and Non-Family Firms from 2003-2012

Transcontinental Inc.

Family Ownership and Management History

Transcontinental was founded following the acquisition of a failing printing company in 1976 by Remi Marcoux and his partners Claude Dubois and André Kingsley. The three partners revived the company in one year, generating $2.9 million in revenue.[1] In 1984, with revenues of $107.6 million, Transcontinental listed on the Montreal Exchange and then a year later on the Toronto Stock exchange. Transcontinental grew from $638.2 million in revenues in 1993 to $2.1 billion in 2012 through several successfully implemented acquisitions and big contract signings including a $1.7 billion contract to print the Globe and Mail in 2008.

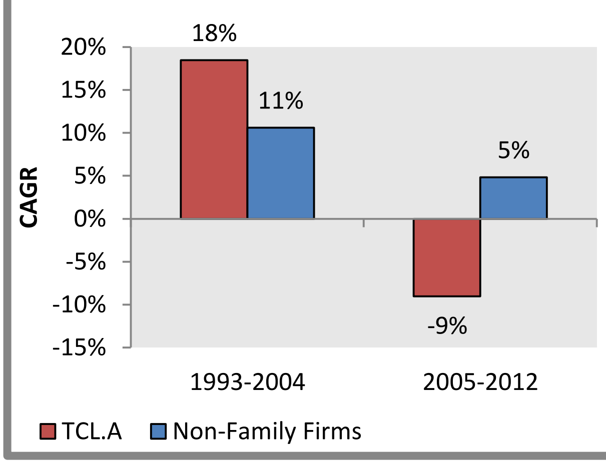
Remi Marcoux served as the Chairman, President & CEO of Transcontinental from 1976 to 2004. Transcontinental became externally managed in 2004 when Luc Desjardins succeeded Remi Marcoux as President & CEO. Marcoux continued as the Executive Chair from 2004 – 2012 until he relinquished the Executive Chair title to his daughter, Isabelle Marcoux who is the current Executive Chair. The current President & CEO of Transcontinental is Francois Olivier, who has held the position since 2008.

The Transcontinental board of 14 members comprises four Marcoux family members. Isabelle Marcoux is currently the Executive Chair. Remi Marcoux, Nathalie Marcoux and Pierre Marcoux are directors. Transcontinental employs a dual class capital structure where the super voting class is entitled to 20 votes per share while the subordinate class shares carry just one vote per share. Remi owns 88% of the super voting class which entitles him to 73% of all voting control while holding 17% of the equity in the firm.

Share Price Performance History

Transcontinental's share price outperformed Non-Family firms from 1993-2004, but has since struggled. Transcontinental share price has declined from an historical year end high of $24.06 in 2004 to $10.30 at the end of 2012. From 2005-2012, Transcontinental's share price CAGR was -9% compared to 18% from 1993-2004 (Figure 1). In 2008 Transcontinental lost 42% of their share value and have since struggled to increase the share price. The share price is lower at the end of 2012 than it was at the end of 2008 ($12.20). Transcontinental's high share price growth prior to 2004 has been eroded by the more recent struggling share price.

Figure 2: TCL.A share price growth outperformed Non-Family firms from 1993-2004.



[1] http://tctranscontinental.com/en/about/history

Thomson Reuters Corporation

Family Ownership and Management History

Thomson Reuters Corporation (Thomson) is a Family Firm that is the result of generations of diversification, growth and innovation from two pioneers in the news industry.

Roy Thomson, grandfather to current Chairman David Thomson, acquired his first newspaper company in 1934. By 1954, Roy would own the largest number of newspapers in Canada and later formed Thomson Publication in the UK in 1961. This formation was used to acquire publishers of books and magazines. Thomson became a public company in 1965. Ken Thomson succeeded his father as Chairman after Roy passed away in 1976. Thomson experienced a time of transformation in the 1990s as consumer information needs changed due to new technologies and capabilities introduced during the 'information age'. For instance, Thomson sold off newspapers in the 1990s and bought specialized information services. In 2008, Thomson finalized their acquisition of Reuters Group (Reuters), thus becoming a global leader in financial services and data.[1]

Reuters became a public company on the London Stock Exchange and NASDAQ in 1984. Reuters was founded in 1851 by Paul Julius Reuter who opened an office in London to run a news and stock price information service. Mr. Reuter gained his information delivery expertise in Aachen where he used telegraph cables and a fleet of 200 carrier pigeons to deliver fast and accurate information.[2] Mr. Reuter retired in 1878 due to health complications and later died in 1899. In 1916 Reuters became a private company. By the end of 1923, Reuters had developed the use of radio to transmit news internationally. In 1941, the British National and Provincial Press became the owners of a newly restructured Reuters.

Thomson acquired Reuters in 2007 for approximately $17.2 billion and changed its name to Thomson Reuters Corporation. By this time the Reuter family was no longer a significant shareholder in Reuters. After the Reuters acquisition was finalized in 2008, the Thomson family's controlling interest in Thomson was reduced to 55% from 74%.

Ken Thomson was Chairman and CEO of Thomson from 1978 until 1996 when shareholders approved to amend a by-law to separate the offices of the Chairman and CEO.[3] Although both held the CEO position, Ken and Roy Thomson both strongly believed in the independent management of the business with close family oversight. As such, prior to 1996 the position of President, typically held by a non-family manager, wielded the authority typically allocated to the Chief Executive. Therefore, when W. Michael Brown, the President of Thomson since 1985, succeeded Ken to become Thomson's first non-family CEO in 1996, it was a change in title only; not responsibility. Mr. Brown's President and CEO tenure ended in 1997 after 11 years of leading Thomson. Richard J. Harrington assumed the President and CEO role in 1997 and Thomas H. Glocer, former CEO of Reuters, became President and CEO in 2008 after the Reuters acquisition. Currently, the President and CEO of the firm is James C. Smith who has been with the firm for 25 years and was previously the COO.

David Thomson has been Chairman of Thomson since succeeding his father, Ken in 2002. Ken continued as a director of Thomson after 2002 until his passing in 2006. He was also Chairman of The Woodbridge

[1] http://www.nytimes.com/2007/05/16/business/media/16thomson.html?pagewanted=all&_r=0
[2] http://thomsonreuters.com/about/company_history/#1890_1790
[3] 1997 Thomson Corporation Management Information Circular, p. 4

Company Limited (Woodbridge), which is the Thomson family investment company and the controlling shareholder of Thomson Reuters Corporation. David and his brother, Peter, currently sit as Co-Chairmen of Woodbridge and Peter is also a director of Thomson. According to the 2012 Thomson Management Information Circular, the Thomson family controls 55% of Thomson. There is no subordinate share class, meaning that the Thomson family's control is a result of ownership of 55% of Thomson Common shares. This is unusual among Canadian large public Family Firms.

Share Price Performance

Thomson's share price growth was strong, and it outperformed Non-Family and Consumer Discretionary firms prior to 2000. Thomson share price performance was highest from 1985-1999 with a 14% CAGR that outperformed Non-Family (11% CAGR) and Consumer Discretionary (11% CAGR) firms. Performance during this period was driven in particular by an extraordinary 22% CAGR from 1995-1999 (Figure 1).

Figure 1: TRI Share Price Performance was Highest Just Prior to 2000

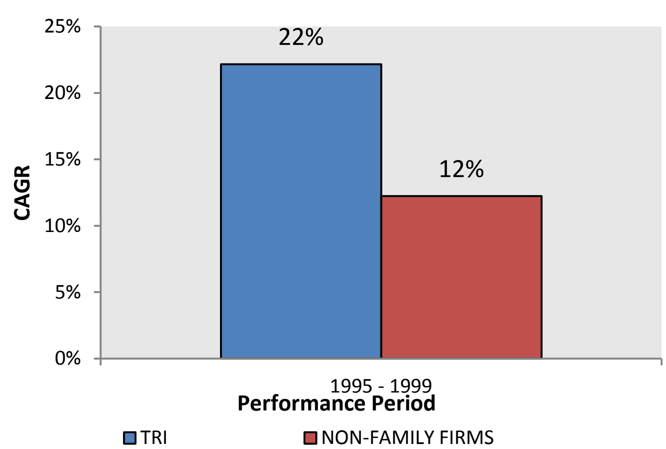
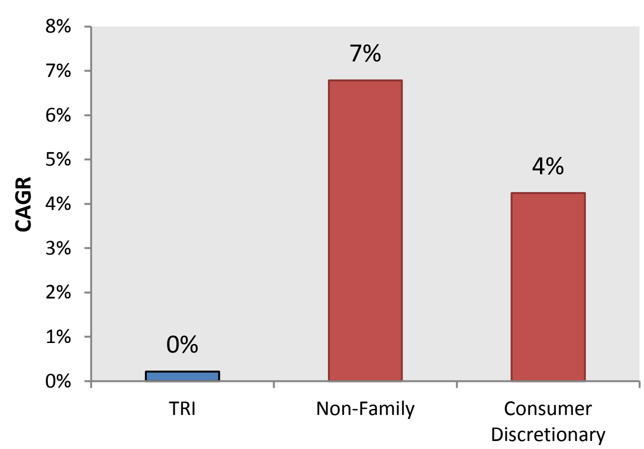
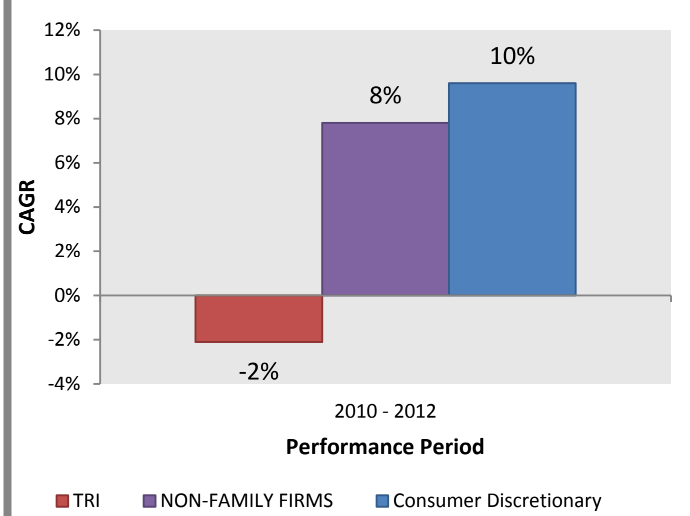


Figure 2: TRI Annualized Share Price Growth Was Flat from 2000-2012



After a long period of fast growth from 1985-1999, Thomson's performance has been flat since 2000 (Figure 2). During this time, Thomson experienced several significant events. Family control transitioned from one generation to the next following the death of Ken Thomson in 2006. The Reuters acquisition was finalized in 2008 and Mr. Glocer, then Reuters' CEO, replaced long-time Thomson CEO Mr. Harrington. The 2008 Financial Crisis generally had a significant negative impact on banks and, more widely, global financial markets. The impact of the Crisis on the financial services industry, which comprises a significant portion of Thomson's consumer base, has had a dramatic impact on Thomson's performance since 2008. This combination of events has resulted in Thomson posting poor performance compared to non-family firms and its Consumer Discretionary peers in recent years (Figure 3). Despite recent struggles, Thomson's shareholders have enjoyed positive returns since 1985 (7.5% CAGR).

Figure 3: TRI Share Price Has Declined since 2010.



George Weston Ltd.

Family Ownership/Management History[1]

In 1882 George Weston bought a bread route from his former employer and became Canada's biggest baker by 1900. Garfield Weston, George's son, would become President of George Weston Limited (WN) in 1924. By 1953, as part of a strategy to reach consumers directly, Weston would acquire controlling interest in food retailer/distributor, Loblaw Groceterias. Garfield has been credited with turning his father's Toronto bakery into an empire. W. Galen Weston, son of Garfield, became President in 1970 and took over the Chairman role in 1974. In the 70s the various grocery operations under WN underwent a consolidation under Loblaw Companies Limited (Loblaw) due to a strategic refocus.[2] W. Galen was also CEO of Loblaw at this time. His son, Galen G. would become a Director of WN in 2003 and is the fourth Weston generation to hold senior executive positions with WN and its subsidiaries, including Senior Vice President, Corporate Development and Vice President, Operations. In 2006 at 34 years of age, Galen G. Weston succeeded his father, W. Galen as Executive Chairman of Loblaw Companies Limited (Loblaw), a position he continues to hold today. W. Galen stepped aside as President of Weston in 2011, but continues as Executive Chairman.

W. Galen currently controls WN with approximately 63% of the outstanding common shares.[3] The firm employs a single class share structure, which is less common than dual class structures among the Family Firms. Only four Family Firms out of 23 in our sample have a single class share structure in place. WN controls Loblaw with 63% ownership while W. Galen beneficially controls approximately 1% of Loblaw.[4] WN's current President is Pavi Binning, while W. Galen and Galen G. hold the Executive Chairman positions of Weston and Loblaw respectively. This leadership structure is not new to Weston. Richard Currie served as President of Loblaw from 1976 – 2000 and also as President of Weston from 1996 – 2002.[5]

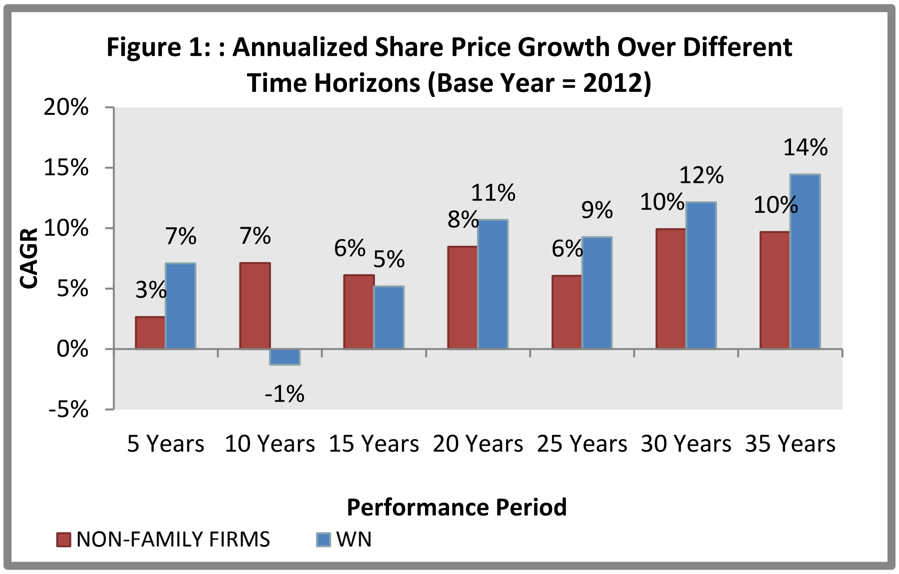
Share Price Performance

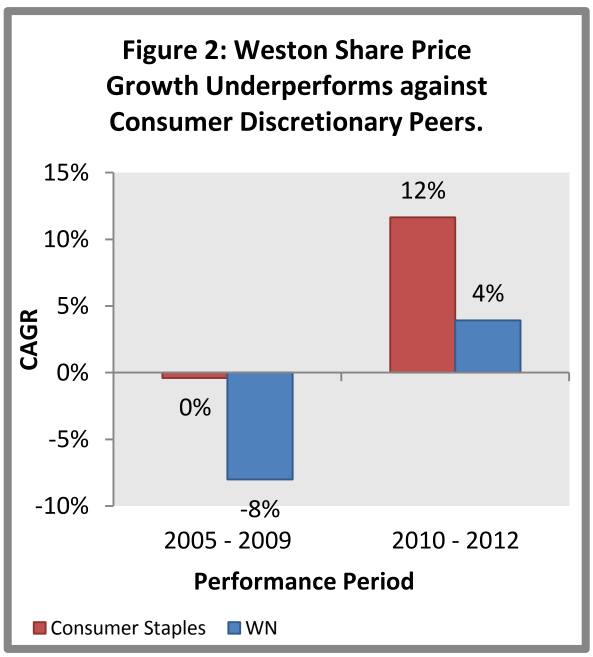
Figure 1 shows WN outperformed the average Non-Family firm in all long-term observations except 10- and 15-year periods. However, Weston's short-term share price CAGR (Figure 2) has underperformed compared to the Consumer Staples industry since 2005. Wal-mart Supercentres opened in Ontario in 2007 and Loblaw's leadership changed around the same time.[6] In addition, during this period, the entire Consumer Staples sector experienced flat performance. Although WN has rebounded in the past three years, they have not done so at the same rate as their industry peers.

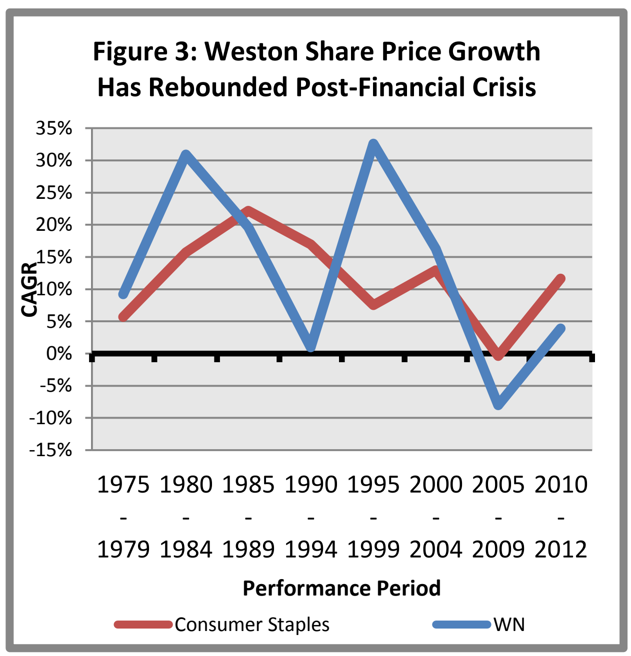
Weston stock has historically underperformed compared to the Consumer Staples sector during recessionary periods (Figure 3). However, WN's flat share price performance from 1990 to 1994 was

[1] http://www.weston.ca/en/Our-History.aspx NOTE: all historical information about WN comes from this source unless otherwise noted.
[2] http://www.fundinguniverse.com/company-histories/george-weston-limited-history/
[3] 2012 Management Information Circular –George Weston Limitied – p4
[4] 2012 Management Information Circular – Loblaw Companies Limited – p4
[5] http://en.wikipedia.org/wiki/Richard_Currie
[6] http://www.thecanadianencyclopedia.com/articles/macleans/galen-weston-jr-takes-over-at-loblaws

easily forgotten by investors in the following 1995-1999 period where CAGR was 33%. Indeed WN appears to be rebounding from the Financial Crisis as well.







Methodology

The Clarkson Centre for Board Effectiveness (CCBE) measured the performance of Canadian large public family-controlled issuers (Family Firms) against non-family firms from 1978-2012. Share price performance was captured for 435 firms that were listed on the S&P/TSX Composite Index for all or part of the period between 2002 and 2012. As we look back further in time before 2002, our sample size decreases, as many firms in this sample were not yet founded or publicly listed.

We have designated 23 of the 435 firms in our sample as Family Firms. The CCBE defines a controlled firm as one where an individual or organization holds 30% or greater voting power. Further, a Family Firm is controlled by an individual or familial group holding 30% or greater of the votes and has: a) experienced one or more events of generational ownership turnover or; b) family member(s) are in a position to succeed to the next generation owner/founder. Public issuers under the corporate umbrella of a Family-Controlled firm were not included in our sample of Family Firms. For instance, George Weston Limited is included and Loblaw Companies Limited is not.

CCBE gathered share price data going back to 1972 for both currently public and delisted firms. However, there is limited historical share price information for firms in our sample that listed publicly prior to 1972. Share price performance was measured by calculating compound annual growth rate (CAGR) considering dividend yields using 30-day starting and 30-day ending fiscal year share price averages. Share price CAGR provides the straight-line growth of share price over a given period of time.

The CCBE took two different long-term performance views to compare and contrast Family-Controlled with non-family firms. One approach observes share price CAGR over 5-, 10-, 15-, 20-, 25-, 30-, and 35-years ended 2012. The second approach observes share price CAGR in five-year tranches considering proper decades. For instance, five-year periods in the decade of 1980 are observed from 1980-1984 and 1985-1989. Due to this method the most recent period is only a three-year observation from 2010-2012. This small period of observation has been included to provide indication of growth from 2010-2014. 2010-2012 provides a three-year CAGR post Financial Crisis 2008, as well.