

WINNING NEW INVESTMENTS

19

NEW INVESTMENTS INTO THE CITY

SEE INVESTMENTS, PAGE 4

257

NEW CLIENTS

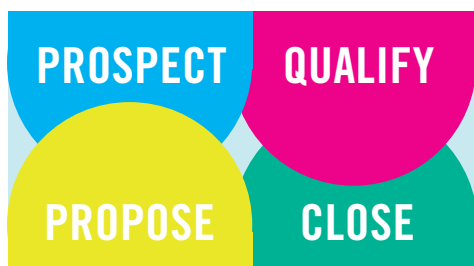
photo: www.maryelizabetharmstrong.ca



THE MANDATE

Invest Toronto's mandate is to be the primary business, sales and marketing corporation for the City of Toronto.

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THE PROCESS

When an Invest Toronto client opens a new office in the City of Toronto, it is the last step of a long process that began with a connection and a conversation. *Page 3*



THE SUCCESSES

Mecmaan Healthcare is an integrated design and manufacturing firm. One of the many new investments into the City. *See more successes, Page 4*

WE ARE CONNECTING GLOBAL BUSINESS TO OPPORTUNITIES IN TORONTO. AND THERE'S MORE TO COME.

INVEST TORONTO IS THE CITY OF TORONTO'S ARM'S-LENGTH SALES AND MARKETING CORPORATION, PROMOTING TORONTO'S BUSINESS ADVANTAGES TO THE WORLD.

Established by City Council in 2008, Invest Toronto's core objective is to enhance Toronto's global economic competitiveness by attracting new business investments to the City.

Following the lead of other global cities, such as Singapore, London, Montreal and Chicago, Invest Toronto was established to highlight Toronto's business environment and investment opportunities, identify local partners and assist foreign investors expanding into the City. As directed in its Shareholder Agreement, Invest Toronto provides inbound investment services while working with private and not-for-profit sector partners, government agencies and other organizations focused on attracting new investment to Toronto. Together with our sister corporations, Build Toronto and the Toronto Port Lands Company (TPLC), we are growing the Toronto economy and creating new jobs.

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THE MANDATE OF INVEST TORONTO

INVEST TORONTO'S MANDATE IS TO BE THE PRIMARY BUSINESS, SALES AND MARKETING CORPORATION FOR THE CITY OF TORONTO.

The Corporation helps companies access the markets, talent and business resources of Canada's largest city. We do this by effectively marketing Toronto to the world and providing first class business services to those wanting to invest in the City.

MARKETING

AT INVEST TORONTO, WE ARE CONTINUOUSLY GROWING OUR CLIENT BASE BY CAREFULLY IDENTIFYING AND TARGETING PROSPECTIVE INTERNATIONAL INVESTORS. WE DO THIS BY:

- > Researching, identifying and contacting potential investors, companies, organizations and decision-makers;
- > Arranging B2B meetings with clients interested in global expansion;
- > Organizing and participating in strategic investment missions;
- > Attracting and engaging new clients through the investtoronto.ca website;
- > Working with the City of Toronto's Economic Development professionals to create and disseminate Toronto's key value proposition;
- > Partnering with the Government of Ontario's Ministry of Economic Development and Innovation (MEDI) and the federal Department of Foreign Affairs and International Trade (DFAIT);
- > Strategically promoting and marketing Toronto's ample business opportunities to targeted and identified investors and decision-makers.

BUSINESS SERVICES

WE PROVIDE HIGH QUALITY, DIRECT AND IMMEDIATE ASSISTANCE TO INTERNATIONAL INVESTORS WISHING TO ESTABLISH A BUSINESS IN TORONTO. OUR SERVICES INCLUDE:

- > Offering a complimentary business concierge service;
- > Answering all questions concerning Toronto's investment opportunities;
- > Connecting clients to qualified professional service individuals;
- > Facilitating interactions with all three levels of government and with sector experts;
- > Providing guidance on site location and selection;
- > Providing industry and economic benchmarking analysis.

MESSAGE FROM THE PRESIDENT

At Invest Toronto, we promote all that Toronto promises. **The promise** to investors that our City offers the best conditions to allow their businesses to flourish. **The promise** that Toronto will be an active partner in their prosperity. **The promise** that Toronto offers potential investors a unique and ideal set of macro-economic conditions – including a competitive business environment, remarkable talent pool and enviable standard of living – that encourages and supports investment growth and innovation.

Toronto's rich promise is a value proposition that contains both "hard" and "soft" elements. As a result, communicating that value proposition and gaining the confidence of international investors requires both "hard" and "soft" approaches. We need to market both spreadsheet and sentiment. We need to appeal to both the head and the heart.

Our role at Invest Toronto is to convince the international business community that Toronto is the ideal investment destination. In these volatile economic times, such persuasion requires an intense level of engagement. That is why we tirelessly communicate Toronto's promise: its stable business environment, geographic advantages and cost effectiveness, among many other qualities. And that is why we remind prospective investors that Toronto has long welcomed the best and brightest from around the world to help fuel innovation, create new business opportunities and enhance the future prosperity of all those who call Toronto home.

Working with our shareholder, the City of Toronto, and our partners such as Invest in Ontario, Invest in Canada, the Greater Toronto Marketing Alliance (GTMA), the Toronto Financial Services Alliance (TFSA) and a host of other important channels, we have successfully built on the strong foundation we established in 2010 during our busy inaugural year.

At that time, Invest Toronto set up head offices at 225 King Street West and quickly began developing relationships with potential investors and strategically important agencies. Invest entered into a shared service agreement with Build Toronto and TPLC. This agreement enabled all three corporations to work collaboratively and cost effectively. We hired an energetic team of professionals who successfully rolled out a new corporate identity and website, developed corporate collateral materials and visited foreign markets to identify prospective and new clients. These efforts paved the way for the successes that lay ahead in 2011.

In 2011, we refined our focus to concentrate on generating leads in the rapidly expanding Indian and Chinese markets while leveraging the activities of our partners to remain relevant in other geographic regions, including Brazil

and the United States. In both China and India, we prepared seminars with Toronto-based corporations having international reach and ambition, enabling us to engage additional clients in relevant markets. Back at home, we continued to develop contacts with the broader business community and assist our partner agencies. As a result of our efforts, the number of prospective investors interested in expanding to Toronto has grown significantly, allowing us to increase our client servicing activity and help potential investors understand our market and establish themselves in Toronto.

I am proud to say that at each stage of our investment attraction lifecycle, Invest Toronto provides premier concierge services to potential investors, making their decision to invest in Toronto easier than it ever has been. Thanks to the combined efforts of Invest Toronto's dedicated staff and our partner agencies, we secured 19 new investments for the City of Toronto in 2011 and cultivated 257 new clients for 2012.

Our activity and recurring presence in strategic markets around the world is a long-term investment in the future prosperity of the City of Toronto. By showing dedication to these markets and by continuing to refine our value proposition, international investors will increasingly see Toronto's promise as a centre of global commerce.

We know that every new investment we attract not only brings financial rewards, but also helps Toronto continually enhance its global reputation. This, in turn, helps domestic businesses to grow and expand. Increasing international investment interest in Toronto boosts the confidence of any incumbent business, assuring them that the City is the best place in which to invest.

The ongoing task of creating and maintaining investor confidence is a challenge for anyone seeking to attract global investment, and that is also our challenge at Invest Toronto. But, I can assure you that this is a challenge that Invest Toronto's hard working staff will continue to meet with dedication and enthusiasm.

Renato Disenza,
President and CEO

INVESTMENT ATTRACTION LIFECYCLE

Securing new foreign investment is an involved process that can take many years and begins with the identification of prospective clients through concentrated lead generation activities.

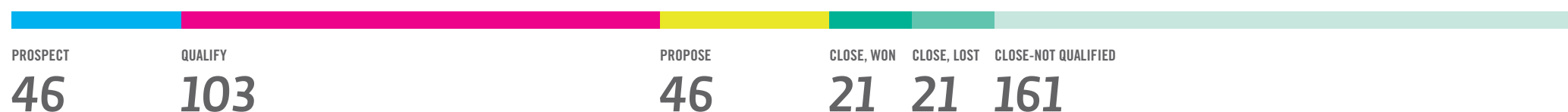
We track the progress of our clients with the use of the client registry management (CRM) system that manages our sales lifecycle function which is divided into four stages. Whether the goal is accessing international markets or networking locally, after we identify prospective investors, we begin the lifecycle.

AT EVERY STAGE OF OUR INVESTMENT ATTRACTION LIFECYCLE, OUR INVESTMENT SERVICES TEAM PROVIDES TIMELY AND HIGH QUALITY SERVICE THAT EFFECTIVELY TELLS TORONTO'S BUSINESS STORY AND HELPS SHAPE A CLIENT'S INVESTMENT DECISION.



CLIENT SERVICING

Since January 2010, Invest Toronto has responded to a broad variety of inquiries, ranging from requests for specific information to the development of full-scale value propositions. To date, our staff have serviced 398 clients at various stages of the investment attraction lifecycle:



EVERY STEP OF THE WAY – OUR TYPICAL CLIENT CONCIERGE PROCESS:



Each investor takes a unique road to landing in Toronto, but regardless of the path taken, Invest Toronto staff are there for the whole process, including: planning, attending and assisting with meetings and introductions.

Of the 398 clients serviced by Invest Toronto since its inception, 257 were added in 2011. That represents an 82% increase in leads generated and client servicing since our inaugural year. This increase in client activity is a direct result of the committed efforts by staff in 2010 to build a strong foundation for Invest Toronto.

Winning New

In 2011, Invest Toronto was the lead and/or City of Toronto. These 19 new companies repr

CANADA

Crowdwave

connects fans at concerts and live sporting events, allowing them to engage with each other, with the team and with sponsors.

Eclipsall Energy Corp

manufactures top of the line Photovoltaic solar modules for North America at their state-of-the-art 115,000 sq. ft. facility in Scarborough.



Zedd Customer Solutions

is an outsourcing, call centre service provider.

UNITED STATES

CarpetCycle

offers cost effective solutions for the removal, collection, tear-out contracting and recycling of post-consumer carpet.

Caveman Foods

produces food products that follow the caveman/paleo diet concept and provide legitimate good-for-you functionality.



American United Entertainment

is a global film and television entertainment company. AUE produces top-tier feature films and television projects throughout the world.

Metadoc

provides E-Health solutions that empower patients to own their own medical data.

EverStaff

is a staffing and recruiting firm specializing in temporary and permanent placement for organizations of all sizes.

Arkadium

designs, hosts and licenses gaming software for companies looking to build their brands.

BRAZIL

i4Pro

is a maker of customized software for the insurance industry. Their products, available in Portuguese, English and Spanish, optimize the insurance process without adding complexity.

FRANCE

Gameloft

is a French computer and video game developer and publisher headquartered in Paris, France that has opened a large operation in Toronto.



“Invest Toronto helped us understand the advantages and relevant issues that we should consider when opening our subsidiary in Toronto, Canada. With detailed, accurate and accessible information, provided by caring and highly professional people, they answered all our questions quickly, enabling us to pursue our business plan.”

Marina Ghetler, CFO, i4Pro

Toronto

SECURING NEW INVESTMENTS

SINCE 2010, INVEST TORONTO ENABLED 21 NEW INVESTMENTS IN THE CITY OF TORONTO, 19 IN 2011 ALONE. THESE SECURED OPPORTUNITIES REPRESENT A RANGE OF 549 TO 1,221 NEW POSITIONS. IN EACH CASE, INVEST TORONTO EITHER LED OR ASSISTED OTHER GOVERNMENT AGENCIES IN SECURING THE NEW INVESTMENT.

Investments

assisted in bringing 19 new investments into the
 esent a potential range of 549 to 1,221 new jobs.

*“We are extremely happy working with the Invest Toronto team!
 Your responses to our questions are quick and extremely helpful.
 We are looking forward to a long-term successful relationship
 with you and your team!”*

Ray Johnson, Controller, EverStaff



*“Invest Toronto brings a strong focus and deep knowledge to economic
 development and while our team certainly had fairly detailed knowledge
 of the Toronto area, the staff at Invest Toronto were there to help us
 with a myriad of details which were all necessary to the location decision.”*

Les Lyster, CEO, Eclipsall

Invest Toronto

Given the numerous partnerships Invest Toronto maintains with other agencies and with the provincial and federal governments, we are not always the primary contact for new investment opportunities. For example, the Ontario Ministry of Economic Development and Innovation will request our assistance when a client identifies Toronto as a preferred investment destination. At this point, our Investment Services team will collaborate with provincial officials to facilitate a close. In other instances where Invest Toronto is the primary client contact, we will request information and services from our partners to ensure quality service and positive outcomes.

UNITED KINGDOM



Le Dolci
 is a gourmet cake and cupcake bakery that offers classes on making contemporary treats.

BRE

is an independent and impartial research-based consultancy and testing and training organization that helps clients create better, safer and more sustainable products, buildings, communities and businesses.

SWEDEN

Ironroad

through Video Messaging Service (VMS) technology, provides mobile operators with new revenue streams to complement revenue from voice calls.

INDIA

Mecmaan Healthcare

is an integrated design and manufacturing firm producing the MECSAFE Safety I.V. cannula (Needle).

CHINA

China Longyuan Power Group

is primarily engaged in the design, development, construction, management and operation of wind farms. The company has just opened its North American head office in downtown Toronto.

Xin Xin Metalwork International Corp.

is a manufacturer of solar Photovoltaic panels who recently opened a manufacturing location in Scarborough, Ontario. The factory hopes to have an annual production output of \$50 million, once they are operating at their full potential.

SOUTH KOREA



Golfzon
 is the biggest player in the international golf simulator market, exporting the GOLFZON P and P+ simulator models to over 30 countries.

PHILIPPINES

Mavshack

is reaching out to Filipino immigrants and overseas Filipino workers in North America, providing them with local media and Tagalog Entertainment.

BUSINESS FOCUS



photo: www.maryelizabetharmstrong.ca

“In an increasingly integrated and volatile global economic landscape, companies are adjusting their global activities to the new economic realities. Core to these efforts is the recognition of the need to address supply chain challenges, manage talent requirements and gain operational efficiencies through global footprint optimization. These needs have significant implications for how and where companies are deciding to operate, as they seek to adapt to changing demand patterns.”

IBM Global Location Trends, 2011 Annual Report

The effects of the financial crisis of 2008 and 2009 were felt globally as capital markets, wealth, trade and Foreign Direct Investment (FDI) flows declined. FDI outflows declined by 43 per cent¹ in 2009 alone as the economies of the developed world contracted. Corporations facing financial pressures, falling profits, mounting debt and restructurings reallocated assets from foreign affiliates back to multinational headquarters.

As a modest global recovery took shape in 2010, total FDI outflows began to increase led by the Asian markets. For the first time, these markets (including China, India and Japan), surpassed North America as the second largest source of foreign direct investment after Europe². Chinese and Indian companies specifically emerged as major global investors focused on expanding into North America and Western Europe.

1 <http://www.unctad-docs.org/files/UNCTAD-WIR2011-Chapter-I-en.pdf>
 2 IBM Global Location Trends, 2011 Annual Report

A Success Story: CarpetCycle

ROLLING OUT THE GREEN CARPET

CarpetCycle provides carpet/carpet pad, VCT and ceiling tile collection and recycling services for businesses, homeowners, contractors, building owners, property managers and municipalities. Their mission is a simple one: to find uses for post-consumer materials and divert valuable non-degradable, non-renewable resources from our landfills.

MILESTONES

In 2010, the company decided to expand its operations into Toronto partly due to Toronto's reputation as one of the greenest and most environmentally forward thinking cities in the world.

After being referred to Invest Toronto by the City of Toronto in late 2010, Invest Toronto staff began working with CarpetCycle's senior management to organize the company's expansion. Invest Toronto assisted CarpetCycle with a search of potential properties and identified potential business development opportunities.

In late 2011, CarpetCycle announced the opening of its Canadian subsidiary in Toronto.



“Invest Toronto provided us information and resources to help us understand incorporation, taxation and other important considerations, and kept us in the loop regarding important developments in the greentech and recycling sectors. Everyone at Invest Toronto has been very friendly, professional and knowledgeable, helping us better execute every step of the way.”

Kelly McCaig, General Manager, CarpetCycle Canada

BUILDING A PRESENCE AND RELATIONSHIPS IN STRATEGIC MARKETS

As part of Invest Toronto’s overall strategy, we will continue to conduct targeted B2B meetings in overseas markets. Each of our missions is an important strategic investment that requires three to six months of preparation in order to ensure successful on-the-ground activities.

Prior to departure, Invest Toronto staff research the market, prequalify meetings, handle logistics and prepare detailed background documents for each client. Such thorough preparation allows us to engage directly with international companies that are interested in expanding their businesses to North America, while promoting Toronto as the ideal investment destination.

With shifting FDI outflows, Invest Toronto seized the opportunity to establish a strong market presence in China, India and Brazil. Working with the Greater Toronto Marketing Association (GTMA), it was determined that the GTMA would focus on the Brazilian market as part of the International Sales and Marketing Agreement (ISMA). To date, the GTMA has conducted two missions to Brazil, with a third mission planned for October 2012. Invest took the lead in India and China.



Renato Discenza, President, Invest Toronto, speaking at the Business Opportunities Seminar in Ahmedabad, India



Councillor Thompson and the Invest Toronto delegation meeting with Liu Xuepu, Chongqing Vice Mayor



Invest Toronto booth at the Canada China Business Council Annual General Meeting in Beijing, China

In all markets, we communicate Toronto’s strong value proposition based on five key factors:

MARKET STABILITY

The stability of the Canadian economy is very attractive to foreign investors. In the wake of the global economic crisis, Canada’s economy garnered international praise for its fiscal prudence, market stability and financial sector regulation. While financial institutions collapsed in the United States and around the world, not a single institution failed in Toronto (Canada’s financial capital) or in Canada.

The World Economic Forum has rated Canada’s banks the soundest in the world 4 years in a row and Canada first in the G7 on the quality of its management schools.

CULTURAL AND BUSINESS LINKAGES

The City of Toronto’s motto is “Diversity Our Strength”. Torontonians proudly represent over 200 different countries of origin with nearly half of all current residents having been born outside of Canada. This remarkable diversity makes Toronto one of the most creative and innovative business environments in the world, and includes (as of 2006) over 600,000 people of Chinese ethnic origin and approximately 530,000 Indo-Canadians throughout the region. With a population that speaks over 130 languages, the latest technological advancements and Canada’s largest airport on its doorstep, companies in the City are easily able to do business anywhere in the world.

Pearson International Airport provides direct service to 53 U.S. markets daily and to 105 international cities.

TORONTO’S ECONOMY

The City of Toronto has a diverse economy with a number of internationally competitive sectors, including Financial Services, Information, Communication and Technology, Green Energy, Life Sciences, Food and Beverage, and Real Estate and Construction. In 2011, Toronto ranked first on the CIBC Canadian Metropolitan Economic Activity Index. According to Benjamin Tal, CIBC Deputy Chief Economist, “the multi-channel nature of Toronto’s economic engine is the secret not only behind its current top ranking, but also behind its ability to maintain a relatively high ranking position over the past two years.”

Toronto ranked in the top 10 American Cities of the Future 2011/2012, FDI Intelligence.

WORLD CLASS TALENT

Toronto offers a well-educated workforce with the skills and experience to help companies succeed. Each year, over 180,000 students graduate from one of the City’s eight post-secondary institutions. The University of Toronto ranked 19th internationally and first nationally on the 2011/12 Times Higher Education World University Rankings. In addition, PricewaterhouseCoopers ranked Toronto second overall among 26 global cities for intellectual capital and innovation, (PwC Cities of Opportunity, 2011).

Toronto ranked first on the AON Consulting People Index, 2010. The People Risk Index assesses the risk associated with hiring, employing and redeploying people in 90 cities around the world.

QUALITY OF LIFE

With talent more mobile than ever before, the ability to attract people based on lifestyle assets is an important part of promoting investment in the City of Toronto. As a city of neighbourhoods, Toronto is a walkable, safe metropolis that is often described as a “City within a Park” thanks to its 28 square miles of parkland. In 2011, Toronto was once again ranked in the top five on the Economist Intelligence Unit’s Liveability Index.

Toronto ranked as the second most sustainable city among large and medium-sized Canadian cities, Corporate Knights, 2011.

In 2011, Invest Toronto conducted three outbound missions to China and India. These missions were planned and coordinated with both the federal and provincial governments and in-market representatives. This collaboration allowed us to align our activities with national and provincial delegations.

CHINA



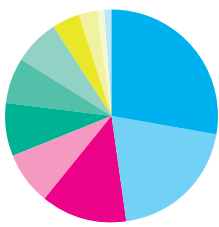
CHINESE BUSINESSES REPRESENT AN IMPORTANT LONG-TERM OPPORTUNITY FOR INVEST TORONTO AND THE CITY OF TORONTO.

As a result of the Chinese government's decision to accelerate the promotion of overseas investment, the country is forecasting their Outbound Direct Investment to register double-digit annual growth throughout 2011–2015 and reach \$560 billion.

In 2011, Invest Toronto organized two outbound missions to China as part of our plan to build relationships by establishing a recurring presence in select locations. We supported these missions, and the strategic meetings they enabled, by leveraging the strong presence of the Canadian federal and provincial governments in China.

Developing strong partnerships in China is a core component of Invest Toronto's long-term plans to attract the country's Outbound Direct Investment. To that end, Invest Toronto secured in-market representation in the country for a period of 18 months beginning in July 2011. The in-market representative will assist in servicing the 72 companies and government agencies Invest Toronto met with during 2011 and will help us acquire new leads in preparation for our next China mission in October/November 2012.

CHINA MEETINGS BY SECTOR



- CLEAN-TECH/GREEN ENERGY, 28%
- GOVERNMENT/INDUSTRY ASSOCIATIONS, 20%
- MANUFACTURING, 13%
- MINING, 8%
- OTHER, 8%
- LIFE SCIENCES, 7%
- FINANCIAL SERVICES, 7%
- REAL ESTATE AND CONSTRUCTION, 4%
- TOURISM AND HOSPITALITY, 3%
- FOOD AND BEVERAGE, 1%
- ICT, 1%

FEBRUARY 21 – MARCH 4

Invest Toronto's first mission to China in 2011 aimed to introduce Chinese leaders and companies to Toronto's welcoming business environment. Throughout the mission, Invest Toronto's senior management met with 34 government and industry organizations, including state-owned enterprises and privately owned companies in four cities, (Shanghai, Beijing, Shenzhen and Chongqing). As a result of our initial visit,

China Longyuan Power Group announced their intention to open an office in Toronto. To celebrate this opening, Invest Toronto was invited to participate in the company's signing ceremony in Beijing as a guest of the company.

NOVEMBER 21 – DECEMBER 1



Councillor Thompson and the Invest Toronto delegation meeting with a Chinese state-owned enterprise in Beijing, China

Knowing that in China business decisions depend as much on relationships as on return on investment, Invest Toronto returned to the country again in late 2011 to strengthen existing relationships and connect with new businesses. Our nine-day mission, complete with 39 meetings in five cities, (Shanghai, Beijing, Chongqing, Wuxi and Hangzhou), was organized in conjunction with the Canada China Business Council's (CCBC) Annual General Meeting (AGM) in Beijing and Chongqing.

The CCBC AGM also acknowledged the 25th anniversary of the City of Toronto's sister-city relationship with Chongqing. Councillor Michael Thompson's presence throughout this mission allowed him to address this special relationship and to meet with senior officials from the Communist Party of China Central Committee and the Ministry of Commerce.

To strengthen our presentations at these meetings, Invest Toronto's delegation was comprised of Toronto-based immigration, tax and legal experts. Partners from PricewaterhouseCoopers LLP and Fasken Martineau DuMoulin LLP joined our senior management on this mission, and helped Invest Toronto position itself as a versatile industry and government connector. This allowed Invest Toronto to successfully enhance potential investor confidence and secure further prospects.

THE CANADA CHINA BUSINESS COUNCIL (CCBC)

The CCBC is the country's Canada-China bilateral trade and investment facilitator, catalyst and advocate. Founded in 1978 as a private, not-for-profit business association, the CCBC provides unparalleled insight into Sino-Canadian trade and investment issues and develops connections that ensure business success for its members. Working together with the CCBC enhanced our meetings and client opportunities.

INDIA



INDIA CONTINUED TO BE A PRIORITY MARKET FOR INVEST TORONTO IN 2011, FOLLOWING OUR FIRST MISSION THERE IN LATE 2010.

Another member of the BRIC (Brazil, Russia, India and China) countries, India is one of the fastest growing economies in the world with a projected growth rate of 8.2% GDP for 2011–2012. According to Statistics Canada, two-way foreign direct investment between Canada and India reached record levels in 2009, totaling \$3.6 billion. The stock of Outbound Direct Investment to Canada from India was nearly \$3 billion. Capitalizing on these growing numbers, both federal and provincial trade policy is currently targeted at increasing bilateral trade with India. Canada and India completed the fourth round of negotiations toward a Comprehensive Economic Partnership Agreement (CEPA) in February. Negotiators agreed that the next round will take place in April 2012. CEPA negotiations remain a key priority in the Government of Canada's international trade plan.

\$3.6 billion foreign direct investment between Canada and India

To strengthen cultural and bilateral trade relations with India, Prime Minister Harper announced during a visit to India in 2009, that 2011 would be the "Year of India in Canada". As part of the celebration, Toronto was proud to be the first North American city to host the International Indian Film Academy (IIFA) Awards. With the Government of Ontario leading the organization of IIFA-themed events, Invest Toronto was able to foster relationships with local Indo-Canadian and Indian business leaders during the festivities. In addition, Invest Toronto was one of the sponsors of the Pravasi Bharatiya Divas Business Forum, serving the North American Indian diaspora business community.

APRIL 26 – MAY 10



Invest Toronto delegation at the Business Opportunities Seminar in Bengaluru, India

Invest Toronto conducted its second mission to India in the second quarter of 2011, joined by private sector partners. Mission delegates attended prearranged meetings with potential investors and led three investment promotion seminars in the Indian commercial centres of Ahmedabad, Hyderabad and Bengaluru. Canadian federal and provincial representatives participated in both the seminars and investor meetings.

The three "Business Opportunities in Toronto" seminars organized by Invest Toronto were well attended, attracting 69 companies. This strong attendance was the result of strategic planning in collaboration with the Federation of Indian Chambers of Commerce and Industry (FICCI) and the Confederation of Indian Industries (CII), who invited participants from prominent companies and local business organizations.

INDIA MEETINGS BY SECTOR



- ICT, 43%
- DIVERSIFIED CONGLOMERATES, 29%
- LIFE SCIENCES, 14%
- GOVERNMENT/INDUSTRY ASSOCIATIONS, 7%
- REAL ESTATE AND CONSTRUCTION, 7%

THE INDIA SHOW 2011

In October 2011, Invest Toronto participated in The India Show at the Direct Energy Centre. The event was part of the Canadian Manufacturing and Technology Show (CMTS) 2011. It showcased Indian technology across sectors with 120 exhibitors and facilitated B2B meetings. At the show, Invest Toronto met with the CEO of the Indo-Canadian Business Chamber and connected with the Engineering Export Promotion Council (EEPC) of India.

There is no doubt that face-to-face meetings have been essential to bridging cultural divides and accurately presenting Toronto's value proposition.

In both China and India, Invest's recurring presence has been very well received by clients and by Canadian and local government officials. These efforts allow Invest Toronto to promote a deeper, more accurate and more nuanced value proposition that truly showcases all of Toronto's abundant promises.

A Success Story: China Longyuan Power Group (CLYPG)

HARNESSING THE FUTURE

China Longyuan Power Group is the 4th largest power generator in China and the largest producer of wind power in Asia. The company had been looking to expand its portfolio into North America and decided that Toronto was the right place to begin that expansion.

MILESTONES

In February 2011, Invest Toronto executives met CLYPG in Beijing at a meeting coordinated by the in-market representatives. When the meeting concluded, CLYPG advised Invest that they would be coming to Toronto for some exploratory meetings and requested another meeting to discuss the potential opportunities. For the company's visit to Toronto in March 2011, Invest Toronto organized a roundtable that included legal and commercial real estate partners, and also developed materials highlighting possible business structures, tax implications and employee standards.

After that initial visit, two of CLYPG's executives returned to Toronto on a longer-term basis. Invest Toronto staff met with the CLYPG company officials regularly and accompanied the executives on numerous site visits in their search for new corporate headquarters.

In May 2011, the company officially established its Canadian subsidiary, Longyuan Renewables Canada, acquired office space in Toronto's downtown core and began to recruit local employees. In July 2011, CLYPG held an official signing ceremony in Beijing where Nikki Holland, Vice President Public Affairs was a guest of the company in China and spoke at the event alongside the Canadian Ambassador.



"We are very happy and satisfied with the work done by Invest Toronto. From the point of view of a new market participant, Invest Toronto was very professional, customer-focused and effective. With Invest Toronto's help we are confident that our project will be in service on schedule. Thanks so much."

Wu Hao, President,
Longyuan Renewables Canada

A Success Story: Mecmaan Healthcare

INJECTING NEW CAPITAL

Mecmaan Healthcare serves the global health care industry by delivering quality medical products. Invest Toronto staff first met with Mecmaan Healthcare representatives in October 2010 while in New Delhi, India at a meeting facilitated by the Government of Ontario.

MILESTONES

After an initial meeting with Invest and the Ontario International Marketing Centre in New Delhi, regular communication ensued. Invest then provided general information about Toronto and Invest Toronto's services. The company then announced its plan to visit Toronto in April 2011. Invest Toronto organized a series of meetings with qualified service providers, including legal and commercial real estate partners and medical device consultants, and also developed materials highlighting possible business structures, tax implications and employee standards for the company.

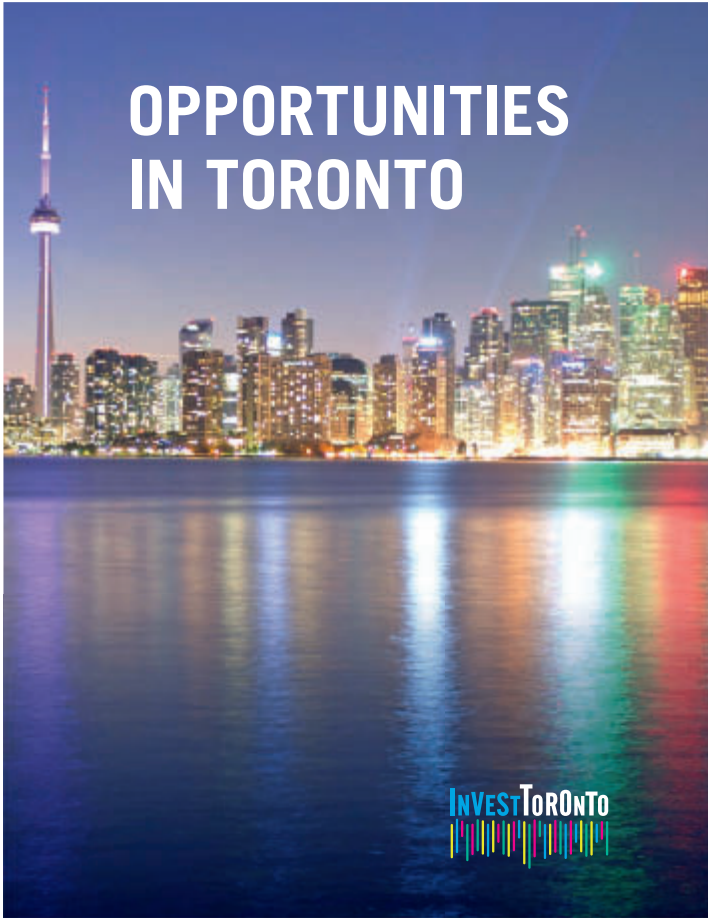
Two of Mecmaan Healthcare's executives have since returned to Toronto. Invest Toronto staff accompanied the executives on numerous site visits in their search for new corporate headquarters, and introduced them to key service providers, such as accountants, lawyers and consultants.

In August 2011, the company officially established its Canadian subsidiary, Mecmaan International Lifecare Inc., acquired office space and a manufacturing facility in Scarborough, and began to recruit local employees.



"Invest Toronto has willingly offered their assistance and guided us past every hurdle we have faced in establishing our business in Canada. I will be glad to recommend Invest Toronto to all my business contacts that are looking to set up new businesses in Canada."

Bhaskar Maheswari, CEO,
Mecmaan International Lifecare Inc.



MIPIM

Invest Toronto attended the Marché international des professionnels d’immobilier (MIPIM) real estate and investment trade show in Cannes, France in March 2011. MIPIM is viewed by many as the most important real estate show in the world. Each year more than 19,000 property leaders attend MIPIM to view projects, assess new ventures, make deals and seek market information.

The City of Toronto had organized a booth at MIPIM from 2007–2009 before passing over responsibility to Invest Toronto in 2010. After attending MIPIM in 2010, we approached the Government of Ontario to discuss a broader and more cost effective representation for the City and the Province. The Government of Ontario had been attending MIPIM and agreed to establishing a continued larger provincial presence at the event whereby the City of Toronto, as well as other Ontario municipalities, could have a broader and more effective representation.



Zvi Lifshiz, Director of Investment Services, Invest Toronto, speaking to the media at MIPIM

“Invest Toronto has been one of our primary resources in exploring opportunities throughout Toronto. They have provided us with detailed and comprehensive information in a wide cross-section of sectors, including leisure, entertainment, sports, etc. They have also been invaluable in helping us set up our business by providing introductory information on a host of issues. Invest Toronto is one of the main reasons that we’ve opened in Toronto and we look forward to their ongoing support as we continue to add new locations throughout the GTA.”

James Shin, Manager, Corporate Stores & GS Business Development, Golfzon

INVESTMENT ACTIVITY

BUILDING ON THE RELATIONSHIPS ESTABLISHED AND THE KNOWLEDGE GLEANED DURING OUR FIRST FULL YEAR OF OPERATION, INVEST TORONTO WAS ABLE TO ARTICULATE A MUCH CLEARER AND MORE PRECISE VALUE PROPOSITION FOR THE CITY OF TORONTO.

LEAD GENERATION ACTIVITY

The generation of new leads is the first step in securing new investment for the City. Throughout 2011, Invest Toronto identified 257 potential international investors with an interest in expanding their operations into North America. These new leads came from a variety of sources, including internal lead generation, GTMA, MEDI, our website and DFAIT (see below: Source of Investment Leads) and represent the foundation of our sales lifecycle. Of the 257 leads generated in 2011, 41 percent were the result of our partner referrals.

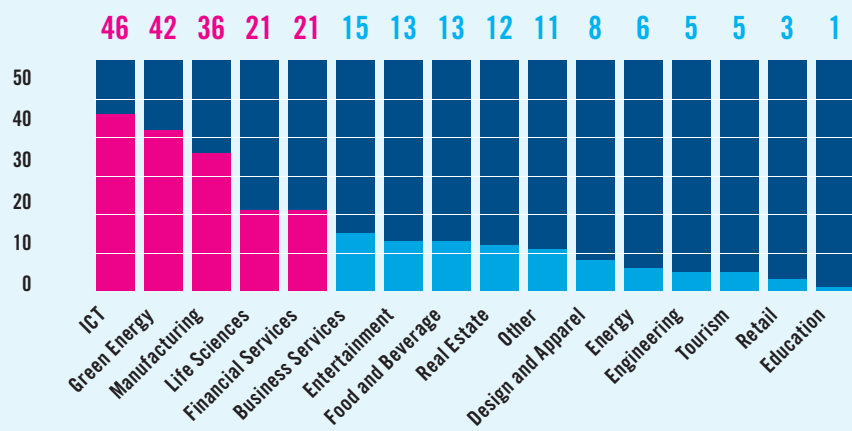


SOURCE OF INVESTMENT LEADS

INVEST TORONTO LEAD	103	<div style="width: 100%; height: 10px; background-color: #e91e63;"></div>
MEDI	28	<div style="width: 100%; height: 10px; background-color: #0070c0;"></div>
PARTNER ORGANIZATION	27	<div style="width: 100%; height: 10px; background-color: #0070c0;"></div>
CITY DEPARTMENT	21	<div style="width: 100%; height: 10px; background-color: #0070c0;"></div>
CLIENT CONTACTS INVEST	19	<div style="width: 100%; height: 10px; background-color: #0070c0;"></div>
WEBSITE	15	<div style="width: 100%; height: 10px; background-color: #0070c0;"></div>
ADVERTISING/MEDIA	14	<div style="width: 100%; height: 10px; background-color: #0070c0;"></div>
SERVICE PROVIDER	11	<div style="width: 100%; height: 10px; background-color: #0070c0;"></div>
DFAIT	7	<div style="width: 100%; height: 10px; background-color: #0070c0;"></div>
CLIENT REFERRAL	6	<div style="width: 100%; height: 10px; background-color: #0070c0;"></div>
BOARD MEMBER	3	<div style="width: 100%; height: 10px; background-color: #0070c0;"></div>
OTHER	3	<div style="width: 100%; height: 10px; background-color: #0070c0;"></div>

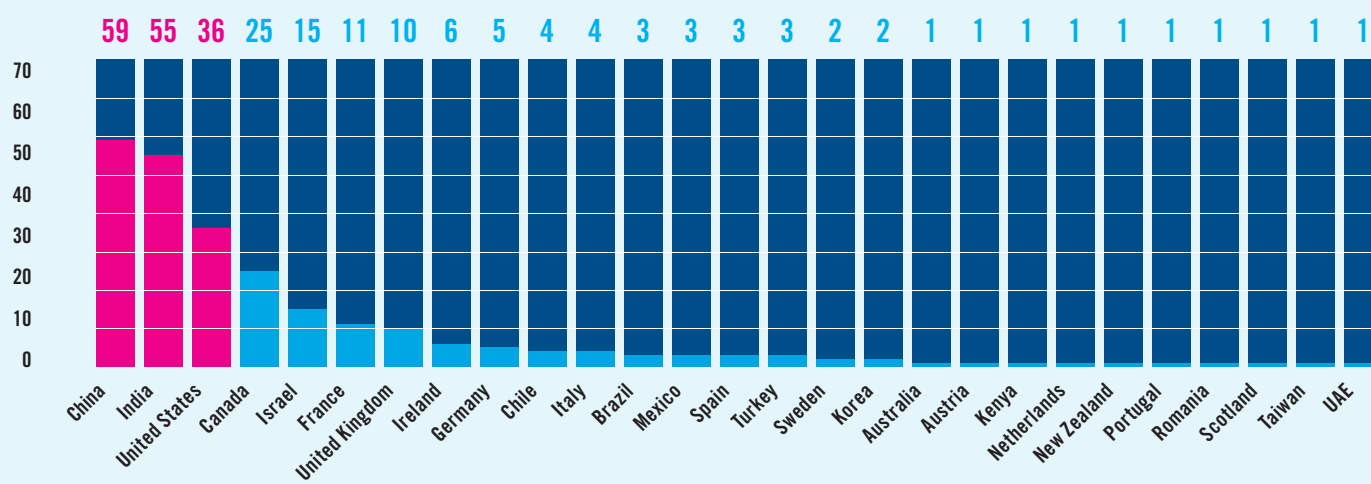


LEADS GENERATED BY SECTOR



These leads also represented 16 economic sectors. As the 2010 Organization for Economic Co-operation and Development (OECD) Territorial Review of Toronto noted, Toronto’s economic diversity is a unique feature of its competitiveness. While priority sectors such as Information, Communication, and Technology (ICT), Green Energy and Financial Services are among the top sectors, we are seeing strong interest from potential investors in other areas as well.

LEADS BY COUNTRY



While these leads came from 28 countries, the top three countries were China, India and the United States, clearly reflecting our successful outbound missions and strong local ties with our neighbour and largest trading partner.

PARTNERSHIPS AND AFFILIATIONS



Fostering partnerships with private and public sector organizations in the City of Toronto continued to be another priority for Invest Toronto in 2011. Our network of partners is one of our greatest assets as they assist in lead generation and client servicing activities. Throughout the sales lifecycle, Invest Toronto leverages the expertise of partner organizations to ensure high quality service and assist in securing new investments. Potential investors can be confident that, with a single phone call, we will connect them with industry leaders in legal, finance, recruitment, real estate and/or government services. When a client shortlists Toronto as a potential investment destination and enters the Propose Stage of our lifecycle, the Investment Services team engages the relevant private and public sector partners to help secure the client’s business.

OUR PUBLIC SECTOR PARTNERS INCLUDE:

- > Build Toronto
- > City of Toronto, Economic Development and Culture Division
- > Government of Canada Department of Foreign Affairs and International Trade (DFAIT)
- > Greater Toronto Marketing Alliance (GTMA)
- > Infrastructure Ontario
- > MaRS Discovery District
- > Metrolinx
- > Ontario Government Ministry of Economic Development and Innovation (MEDI)
- > Pan/Parapan American Games
- > Toronto Board of Trade
- > Toronto Financial Services Alliance (TFSA)
- > Toronto Port Lands Company
- > Toronto Regional Conservation Authority
- > Tourism Toronto
- > Waterfront Toronto

OUR PRIVATE SECTOR PARTNERS INCLUDE :

- > Accounting Firms
- > Banks/Financial Intermediaries
- > Consulting Firms
- > Human Resource Consultants
- > Industry Associations
- > Law Firms
- > Marketing and Communications Companies
- > Real Estate Firms

GOVERNMENT DELEGATIONS



Due to the strength of our partnerships, Invest Toronto is frequently called upon to coordinate meetings and participate with visiting foreign delegations. We have been fortunate to have met with the following delegations and will continue to work with the City of Toronto, the province of Ontario and the Government of Canada to promote Toronto internationally.

JANUARY

Swiss Business Hub

FEBRUARY

French Trade Commission, French Embassy

Beijing Investment Promotion Bureau

MARCH

UK Trade and Investment Mission

Flanders Investment & Trade

MAY

Zibo, China Delegation

Scottish Council for Development and Industry

Engineering Export Promotion Council (EEPC) India

City of Ottawa

Canada China Green Investment Business Forum

AUGUST

Shenzhen Delegation

SEPTEMBER

Chongqing Delegation

Presidents of Chinese Colleges

Chinese EMBA Program

OCTOBER

Moldova Republic

DECEMBER

Consul General of Italy – To welcome Trade Commissioner to Canada

UK Trade and Investment Mission

Finland’s Centre for Economic Development and FinPro – Finnish Trade and Investment Agency



TORONTO'S INTERNATIONAL REPUTATION

Economist Intelligence Unit

TORONTO IS RANKED IN THE TOP 5 CITIES GLOBALLY.

EIU Liveability Ranking, 2011

CANADA IS RANKED AS THE BEST PLACE FOR DOING BUSINESS IN THE G7 OVER THE NEXT 5 YEARS (2011-2014).

EIU Business Environment Ranking, 2011



TORONTO, ALONGSIDE NEW YORK AND SAN FRANCISCO, RANKS IN THE TOP 3 CITIES IN THE GLOBAL CITIES OF OPPORTUNITY REPORT.

On the sub-indices, Toronto ranked:

- > First globally for the number of skyscraper construction projects underway as of April 2011;
- > Second for the quality of its Intellectual Capital and Innovation;
- > Second for Health, Safety and Security; and
- > In the top five internationally for sustainability.

Cities Of Opportunity, 2011



TORONTO IS RANKED AS ONE OF THE TOP 10 MOST APPEALING CITIES IN NORTH AMERICA TO ASIAN INVESTORS.

The Knight Frank Global Cities Index, 2011



TORONTO HAS LOWER BUSINESS COSTS THAN 22 OF THE LARGEST CITIES IN THE U.S.

KPMG, Competitive Alternatives Report, 2010



TORONTO IS RANKED IN THE TOP 10 CITIES GLOBALLY FOR INNOVATION.

Innovation Cities Top 100 Index, 2011



TORONTO IS RANKED IN THE TOP 10:

- > American Cities of the Future 2011/2012
- > North American Cities of the Future 2011/12
- > Major Cities of the Future
- > Major Cities, Economic Potential
- > Major Cities, FDI Strategy
- > Major Cities, Infrastructure
- > Major Cities, Quality of Life

American Cities Of The Future, 2011



TORONTO IS RANKED IN THE TOP 10 IN THE GLOBAL FINANCIAL CENTRES INDEX AND IS NAMED AS ONE OF THE 10 CENTRES MOST LIKELY TO BECOME MORE SIGNIFICANT.

Toronto ranks in the Top 10 in:

- > Wealth Management
- > Asset Management
- > Banking
- > Insurance
- > Professional Services

Global Financial Centres Index, 2011



TORONTO RANKS 9TH ON THE US AND CANADA GREEN CITY INDEX, AHEAD OF CHICAGO, PHILADELPHIA AND ATLANTA.

Green City Index, 2011

INVEST TORONTO BOARD AND STAFF

2011 BOARD OF DIRECTORS

- Mayor Rob Ford, Chair
- Ann Buller, Vice-chair
- Allan Broadbent, Director
- Alexandra Dagg, Director
- Craig Brown, Director
- Nick Di Donato, Director
- Aleem Kanji, Director
- Peggy Nash, Director
- David Naylor, Director

- Corrado Paina, Director
- Hari Panday, Director
- Councillor Michael Thompson, Director
- Geoffrey Reeves, Director
- Mark Surman, Director
- Mike Williams, Director

2011 MANAGEMENT AND STAFF

- Renato Discenza, President and CEO
- Winston Young, CFO (Shared Services with Build Toronto/TPLC)
- Terrie O'Leary, Executive Vice President, Operations
- Nikki Holland, Vice President, Public Affairs

- Silvia Pellitteri, Executive Assistant to the President and CEO
- Zvi Lifshiz, Director, Investment Services
- Melec Abdulazis, Office Manager
- Frances Forrester, Global Markets and Operations
- Eldad Gerb, Investment Services
- Kevin Samra, Investment Services

- Faraz Tareen, Global Markets and Investment Services
- Ronnie Sanders, E-Business Analyst