ANNUAL REPORT **2005**

FORWARD THINKING

CPP
INVESTMENT
BOARD

The Canada Pension Plan Investment Board is a Crown corporation created by an Act of Parliament in December 1997. Its long-term goal is to contribute to the financial strength of the Canada Pension Plan by investing in the best interests of 16 million CPP contributors and beneficiaries and by maximizing returns without undue risk of loss.

The CPP Investment Board invests the funds not needed by the CPP to pay current benefits. It is not expected to be required to contribute investment earnings to the CPP to help pay pensions until 2022. In order to build a diversified portfolio of CPP assets, the CPP Investment Board is currently investing cash flows in publicly traded stocks, private equities, real estate and infrastructure to balance the cash and bonds owned by the CPP.

Our disclosure policy states that: *"Canadians have the right to know why, how and where we invest their Canada Pension Plan money, who makes the investment decisions, what assets are owned on their behalf and how the investments are performing."*

By increasing the long-term value of funds available to the CPP, the CPP Investment Board will help the plan to keep its pension promise to Canadians.

With a mandate from the federal and provincial governments, the CPP Investment Board is accountable to Parliament and to the federal and provincial finance ministers who serve as the stewards of the CPP. Based in Toronto, the CPP Investment Board is governed and managed independently of the CPP and at arm's length from governments.

For more information on the CPP Investment Board, visit our website at www.cppib.ca.

FINANCIAL HIGHLIGHTS//

For the fiscal year ended March 31

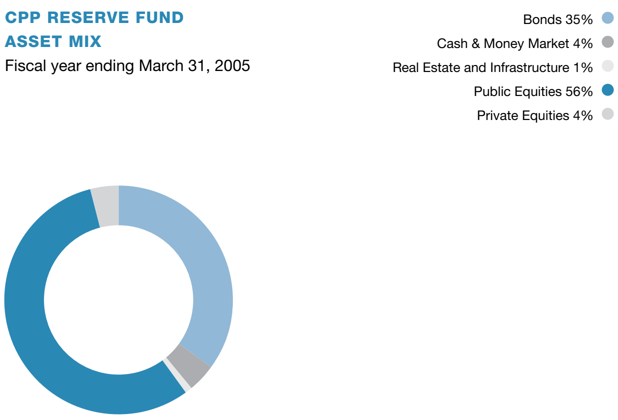
CPP RESERVE FUND//

FINANCIAL OVERVIEW ($ billions)	**2005**	2004
Assets	**$ 81.3**	$ 70.5
Net Contributions	**4.5**	4.6
Investment Income	**6.3**	10.3

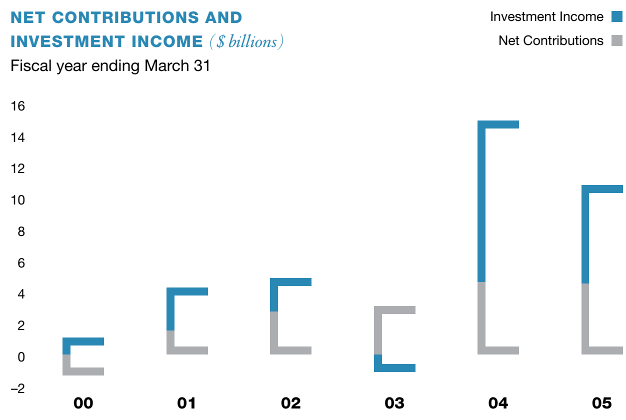
INVESTMENT PERFORMANCE rate of return on investments (%)	**2005**	2004
Annual	**8.5**	17.6
5-year average real (inflation-adjusted) rate of return	**4.5**	3.4

	2005		2004	
ASSETS	**($ billions)**	**(% of total)**	($ billions)	(% of total)
Bonds	**$ 28.6**	**35.3%**	$ 30.2	42.9%
Publicly traded stocks	**45.7**	**56.2**	30.1	42.7
Private equities	**2.9**	**3.6**	1.8	2.5
Real estate and infrastructure	**1.0**	**1.2**	0.7	1.0
Cash	**2.8**	**3.4**	7.5	10.6
Money market securities	**0.3**	**0.3**	0.2	0.3
	$ 81.3	**100.0%**	$ 70.5	100.0%

CPP RESERVE FUND
ASSET MIX
Fiscal year ending March 31, 2005



NET CONTRIBUTIONS AND
INVESTMENT INCOME *($ billions)*
Fiscal year ending March 31



STRIVING FOR EFFECTIVE GOVERNANCE// **The *Canada Pension Plan Investment Board Act* defines our governance structure, balancing accountability to stakeholders with the organization's independence to make investment decisions. Internally, the board of directors strives to add value. Working with management this year, directors will focus on strategic positioning and the compensation structure required for effective implementation.**

Gail Cook-Bennett, *Chairperson*

Many governments are struggling to ensure the sustainability of their national pension plans and exploring avenues of change. Canada responded to this challenge in the 1990s with a series of reforms, one of which was the creation of the Canada Pension Plan Investment Board. A necessary condition for effective reform was the federal and provincial governments' decision to develop a distinctive governance structure that is appropriate to our mandate to invest significant funds belonging to contributors and beneficiaries.

Governance practices of the board of directors are presented in detail beginning on page 42.

We are continuing to see progress towards the long-term policy goals envisioned by the stewards of the Canada Pension Plan. The long-term sustainability of the CPP was confirmed again last December by the Chief Actuary of Canada in his 21st Actuarial Report. His conclusions were based on a series of demographic, economic and policy assumptions vetted for their reasonableness by an expert panel of private sector actuaries.

Because expert advice was sought and followed in creating the CPP Investment Board, our founding legislation in 1997 anticipated and responded to concerns about Crown corporation governance raised in 2004 by the Auditor General of Canada and subsequently in a Crown governance review conducted by the Treasury Board of Canada Secretariat.

The governance structure spelled out in the *Canada Pension Plan Investment Board Act* contains such disparate provisions as a unique director-selection process, board responsibility to hire the chief executive officer and clearly specified accountabilities to Canadians. These provisions collectively strike a careful balance that defines our arm's-length status from governments and our accountability to Canadians.

The Treasury Board's review recognized that, although principles of good governance are applicable to all Crown corporations, uniform governance structures for diverse Crown corporations would not be appropriate. The CPP Investment Board, for example, is required to assure CPP contributors that investment professionals, with the oversight of a board of directors, will make investment decisions. This means the organization must operate at arm's length from governments, but with effective accountability.

Consistent with our arm's-length but accountable status, the board of directors, not government, has the responsibility for identifying and appointing the chief executive officer. Accordingly, when John MacNaughton announced his retirement last May, a search committee of the board of directors sought the next CEO with the assistance of a global executive search firm. In December, the board of directors was delighted to announce the selection of David Denison, a talented executive with more than two decades of experience in global financial services companies in Canada, the United States and Europe. In his short tenure as chief executive officer, David has demonstrated his leadership in preparing the organization for the next stage of its rapid growth and the diversification of the portfolio. This continuing diversification is necessary to improve risk-adjusted returns for the long term.

The governance structure spelled out in the *Canada Pension Plan Investment Board Act* contains such disparate provisions as a unique director-selection process, board responsibility to hire the CEO and clearly specified accountabilities to Canadians.

A second distinctive governance feature of our legislation is the requirement that the board of directors establish code of conduct and conflict of interest procedures for officers and employees. The federal and provincial finance ministers who serve as our stewards believed our board of directors would be best able to assess how to achieve the high standards of conduct expected of a Crown corporation competing in financial markets. High standards of conduct depend on the personal integrity of our leaders and their commitment to disseminating appropriate values. Ensuring these personal characteristics in our leaders has been a clear priority in our CEO searches.

The board of directors also created the position of external conduct review advisor. The CPP Investment Board's code of conduct requires officers and employees to act as "whistleblowers" if they become aware of suspected breaches in the code or conflict of interest procedures. While a number of internal people are designated contacts for "whistleblowers," the external conduct review advisor is also available to provide confidential advice to employees and directors on questions relating to conduct or conflict of interest. The organization has been extraordinarily well served by Purdy Crawford, our first external conduct review advisor. His judgment, informed by wide experience as a chief executive officer, corporate director, lawyer and contributor to public policy, has greatly assisted employees and directors.

The expertise and independence of audit committees has been of particular concern in public and private companies. As a result of the CPP Investment Board's external nominating committee process, chaired by Michael Phelps, we are able to include on our audit committee individuals with expertise that is particularly relevant to an investment organization that is part of a large pension plan.

Our arm's-length status is balanced by our accountability through such requirements as mandatory reporting. Again, the organization has enhanced its transparency by going beyond the legislated standard. In addition, the CPP Investment Board's decision to adopt a strong disclosure policy and practices are evident in our extensive and continuous communications program.

Public meetings held in each participating province every other year provide another form of accountability to Canadians. Our meetings last autumn gave us perspectives on issues that are regularly discussed internally, such as diversification of the CPP reserve fund, social investing and our proxy voting guidelines. These public meetings are only one dimension of a much broader program of interaction with our stakeholders.

BEGINNINGS **1997**

The CPP Investment Board is created by an Act of Parliament in December. The Crown corporation is at arm's length from government but accountable to Parliament with a mandate to invest the CPP reserve fund in the best interests of 16 million Canadian contributors and beneficiaries.

ON BOARD **1998**

The 12-member board of directors, including the chairperson, Gail Cook-Bennett, is appointed to oversee the operations of the CPP Investment Board. Seven of the original members remain on the board today.

Other mandated forms of accountability are less noticeable to most Canadians. Our legislation requires that a wide-ranging special examination of the organization's systems and practices be conducted at least once every six years by our external audit firm. The successful results of the special examination were communicated to the federal and provincial finance ministers last June. These systems and practices must be constantly monitored to ensure their adequacy for a growing organization with more diversified and complex assets.

A further form of accountability is provided by the triennial review of the CPP, which examines a wide range of CPP matters including issues pertaining to the CPP Investment Board. The federal and provincial finance ministers who serve as joint stewards of the CPP began the triennial review of the plan this spring.

This year has been one of transition and change. The board of directors thanks John MacNaughton for his professionalism during the transition period to the new CEO, in addition to his contributions outlined in last year's report. We also extend our sincere thanks to the senior management team, who are most affected by leadership change, for their professionalism and flexibility during this period.

This year, we welcomed Peter Hendrick and Phil MacDougall as directors and said goodbye to Gilbert Gill. We thank him for his contribution and his willingness to serve longer than contemplated.

An independent board of directors is crucial to effective oversight. Our stakeholders have directors with a wide range of expertise and experience who are independently minded and behave collegially in the interest of the organization. We strive to challenge ourselves to continuously improve the board's oversight process.

I express my deep gratitude to the directors for their commitment, insights and support.

Gail Cook-Bennett
Chairperson

EVOLVING OUR STRATEGY// **During our first six years, the CPP Investment Board diversified the CPP reserve fund away from a reliance on fixed income securities to a balanced portfolio of debt and equities. In the next stage of our evolution, we will further diversify the portfolio, building holdings in real return assets that will help support the sustainability of the CPP.**

David F. Denison, *President and Chief Executive Officer*

This annual report is an important opportunity for the Canada Pension Plan Investment Board to communicate with its wide range of stakeholders – from the finance ministers of the provinces and federal government who serve as Canada Pension Plan stewards to the 16 million Canadians who either contribute to or benefit from the CPP.

The CPP Investment Board invests $10 million in the Canadian public equity market. This and other early equity investments are made through index funds. Today we have $45.7 billion in a primarily passively managed portfolio of publicly traded equities.

INITIAL INVESTMENT

1999

The CPP Investment Board introduces a formal annual process evaluating the effectiveness of its board of directors and the performance of its management. The code of conduct and conflict of interest procedures and governance policies are posted on our website. Policies and guidelines are reviewed and updated each year.

STRONGER GOVERNANCE

2000

It is, first and foremost, a review of our operations over the last fiscal year as well as a financial snapshot of where the organization stood at March 31, 2005. The investment performance of the CPP reserve fund is detailed elsewhere in this annual report, but in summary, the fund earned an 8.5 per cent rate of return, thereby generating $6.3 billion in investment income for the year ended March 31, 2005, compared with a 17.6 per cent return and $10.3 billion of investment income the previous year. Including $4.5 billion of contributions not required to pay CPP benefits, the reserve fund grew by $10.8 billion this past year.

As a result of excess contributions and investment gains during the first six years of the CPP Investment Board's investment program, the reserve fund has grown from $44 billion at the end of the first year to $81.3 billion at the end of fiscal 2005. And there is much more growth still to come. The Chief Actuary of Canada has estimated the CPP reserve fund will amount to approximately $147 billion by 2010. In keeping with the theme of this report, *Forward Thinking*, I would like to let you know what we are doing today to manage the CPP reserve fund's existing assets and how we are evolving the organization for future growth.

When I joined the CPP Investment Board as chief executive officer in January, the first element of the diversification program had been completed. The focus of the early years of the CPP Investment Board was to diversify the CPP reserve fund from its initial 100 per cent concentration in government fixed income securities to a more balanced portfolio including equities and other assets. By adding the required professional expertise, we have diversified the reserve fund so that at March 31, 2005 government fixed income securities were 39 per cent of assets, with the remaining 61 per cent invested in public equities, private equities and, to a smaller extent, in real estate and infrastructure investments.

We will continue to build this foundation to create more capabilities to further develop the total portfolio. The results of the past year reflect a number of factors including the current composition and stage of development of the portfolio, the fact that we are still only partway through our diversification program and the fact that to date we have relatively few real return assets, an investment class that performed strongly last year.

The first public meetings are held in each of the nine participating provinces. The meetings, which are held once every two years in accordance with the *Canada Pension Plan Investment Board Act*, serve as an important commitment to public accountability.

PUBLIC ACCOUNTABILITY

2001

The World Bank recognizes the CPP Investment Board as a model of fund governance for national pension plans.

WORLD RECOGNITION

2002

As we look forward to fiscal 2006 and beyond, one key priority is to further diversify the reserve fund by increasing our holdings in real estate, infrastructure and other real return assets. To enable this, we will add the professional experience we require as well as the technology and operational capabilities to support additional investment activities. This clearly means our operating budget will grow, but it will do so only in proportion to the size of the investment-management task at hand.

In fiscal 2006, we will continue to evolve the global sector approach and active management we have developed for equities in order to make our total portfolio more efficient. We will further expand our private equity program by increasing commitments with our existing partnerships and developing additional relationships with more leading private equity managers around the world. Next year, we will also focus particularly on assets that, over the long term, are a good match for the inflation-indexed benefits provided by the CPP.

The goal of this diversification is to enhance the risk-adjusted returns generated by the reserve fund. By using a wider range of investment opportunities – while understanding both the risks and the potential returns they represent – we will help to ensure that we continue to generate the long-term investment returns that contribute to the sustainability of the CPP.

Diversification applies to the geographical scope of CPP reserve fund investments as well as their composition. Last year, the CPP Investment Board announced its intention to increase the size of international holdings of the CPP reserve fund, which now stand at 25.9 per cent. With regard to the CPP Investment Board's directly managed assets, which will continue to be a subset of the total CPP reserve fund until the completion of the fixed income transfer from the federal Department of Finance in 2007, we comply with the foreign property rule in a similar manner to many other public pension funds in Canada. In its recent budget, the federal government announced plans to eliminate the foreign property rule. Currently, pension funds and individual Canadian investors have to restrict their foreign holdings to 30 per cent of their registered retirement portfolios at cost. Once enabling legislation is passed, this restriction will be lifted.

In January, the Private Market Investments group makes its first investment in real estate. In December, they announce their first commitment to an infrastructure fund. As well, the CPP Investment Board releases its *Proxy Voting Principles and Guidelines* to encourage good corporate governance among publicly traded companies.

PROXY GUIDELINES **2003**

Following a rigorous selection process, four external active overlay fund managers are appointed.

ACTIVE MANAGEMENT **2004**

The CPP Investment Board welcomes this policy change because we believe that the broadening of available investment opportunities will benefit CPP stakeholders. With more international investments, we can further diversify the CPP reserve fund, thereby reducing concentration risk and improving our ability to increase our long-term rate of return.

Canadians can take pride in the fact that the CPP is recognized as a world leader among national pension plans. Its solid foundation for good governance and sustainability is well recognized by pension experts around the world. Canadians can also be confident that the CPP Investment Board is continuing its evolution as a leading professional investment organization that has the capability to effectively manage the CPP reserve fund for present and future generations.

David F. Denison
President and Chief Executive Officer

This annual report contains forward-looking statements reflecting management's objectives, outlook and expectations as of the date of this report. These statements involve risks and uncertainties. Therefore, our investment activities may vary from those outlined in these forward-looking statements.

OUR MANDATE AND STRATEGY.

The Canada Pension Plan Investment Board invests Canada Pension Plan reserve assets on behalf of the 16 million Canadians who contribute to and benefit from the CPP. Our purpose is to build these reserve assets to help sustain the CPP in the long term. As our legislated mandate states, our objective is to achieve "a maximum rate of return without undue risk of loss, having regard to the factors that may affect the funding of the Canada Pension Plan and the ability of the Canada Pension Plan to meet its financial obligations on any given business day."

During our six years of operation, we have followed a strategy of diversifying the CPP reserve fund away from its traditional exclusive reliance on non-marketable provincial and federal bonds and short-term cash deposits. We have done this by investing contributions that are not required to pay current benefits, primarily through passive holdings in public companies, as well as developing a portfolio of private equity investments and by making initial investments in real estate and infrastructure projects.

Diversification beyond bonds and cash deposits is based on the belief that a portfolio with substantial weightings in equities and real return assets will provide higher long-term earnings to the CPP. Successive reviews of the CPP's financial status by the Chief Actuary of Canada have stated that, based on the current contribution rate of 9.9 per cent of the yearly maximum for pensionable earnings, and reasonable demographic and economic growth assumptions, a 4.1 per cent real (inflation-adjusted) rate of return on the reserve fund is sufficient to sustain the CPP over the long term. While bonds are generally regarded as being low in risk, their returns are also not expected to exceed the 4.1 per cent real (inflation-adjusted) rate of return over the long term. Based on historic returns, we believe that equities are likely to earn more than government bonds over the long term. We also expect that returns for such assets as real estate and infrastructure will surpass those for bonds. Real estate and infrastructure have the additional benefit that their underlying values tend to move in line with inflation, as do the benefits paid by the CPP.

With these expectations in mind, we design and manage the portfolio to generate long-term risk-adjusted returns, using as an important reference point the sustainability level of 4.1 per cent real (inflation-adjusted) rate of return identified by the Chief Actuary.

ACCELERATING GROWTH.

Since the CPP Investment Board made its first investment in March 1999, the CPP reserve fund has grown to more than $81.3 billion of diversified investments from $44 billion that was composed almost exclusively of long-term provincial and federal government bonds. Based on the annual infusion of monies not needed to pay current pensions, the CPP reserve fund is expected to continue to grow rapidly and indeed is one of the fastest growing pools of capital in the world. In his most recent report on the CPP, the Chief Actuary stated that the assets managed by the CPP Investment Board are projected to reach $147 billion by 2010. Looking further down the road, the CPP reserve fund is expected to be approximately $200 billion within 10 years.

The $610 million committed to venture capital represents one of the largest pools of venture capital in Canada. Our investments, made through venture funds, nurture young enterprises ranging from optical technology providers in Quebec and advanced medical imaging systems in Ontario to telecom specialists in British Columbia.

CANADIAN VENTURE CAPITAL.

Our private equity investments echo Canada's economic diversity. They include holdings across the country in industries as diverse as auto parts, electronic controls and hockey equipment as well as business software and recycling and waste management.

PRIVATE EQUITY.

Our real estate holdings include interests in seven regional shopping malls in Ontario and British Columbia as well as industrial, retail, multi-family residential and office properties in cities across Canada.

REAL ESTATE.

OUR EVOLVING DIVERSIFICATION STRATEGY.

At March 31, 56.2 per cent or $45.7 billion of the $81.3 billion CPP reserve fund consisted of publicly traded stocks, 3.6 per cent or $2.9 billion of private equity, 1.2 per cent or $1 billion of real estate and infrastructure, and the remaining 39 per cent or $31.7 billion of fixed income securities. We expect this asset mix will change over time as a result of the cash and bond transfer from the federal Department of Finance and as we add to our holdings of private equities, real estate, infrastructure and other real return assets.

As we announced last year, we also plan to increase the proportion of international holdings in the CPP reserve fund over time. Currently, 74.1 per cent, or more than $60 billion, of the CPP reserve fund is invested in Canada. With regard to the CPP Investment Board's directly managed assets, which will continue to be a subset of the total CPP reserve fund until the completion of the fixed income transfer in 2007, we comply with the foreign property rule in a similar manner to many other public pension funds in Canada. In the foreseeable future, we will increase our international holdings as a proportion of the CPP reserve fund. This will give us greater participation in certain global economic sectors that are not well represented in Canada and as a result provide additional diversification to the overall portfolio.

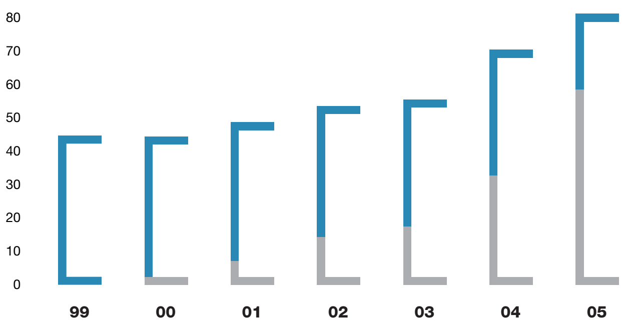
Although we will continue to have a strong presence in Canada, part of the diversification and risk-management strategy for the CPP reserve fund is to reduce its correlation to the Canadian economy. In this regard, we welcome the federal decision to repeal the foreign property rule since it will enhance our ability to globally diversify the portfolio and increase our rate of return.

CUSTOMIZING PUBLIC MARKET INVESTING.

Following our strategy of diversifying and growing CPP reserve fund assets, we have created a large passively managed portfolio of publicly traded equities. Public equity investing is carried out by our in-house staff of investment professionals, although we periodically use the services of proven external investment managers for transition management services in order to minimize the costs and market impact of investing new funds.

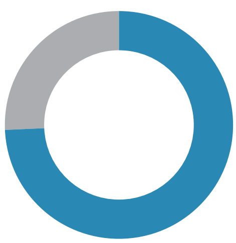
CPP RESERVE FUND *($ billions)*
Fiscal year ending March 31

Fixed Income
Equities and Real Return Assets



CPP RESERVE FUND GEOGRAPHIC DIVERSIFICATION
Fiscal year ending March 31, 2005

Canada 74%
International 26%



We invest in some 300 publicly traded companies that span both the geography and sectors of the Canadian economy, from Aliant of Halifax, BCE of Montreal and CanWest Global Communications of Winnipeg to Potash Corp. of Saskatchewan, Suncor Energy of Calgary and Canfor Corp. of Vancouver.

CANADIAN PUBLIC EQUITY.

The CPP reserve fund remains a major holder of provincial ($24.7 billion) and federal ($3.9 billion) government bonds which help to fund public services across the country.

BONDS.

We are the largest investor in the Macquarie Essential Assets Partnership, which invests in infrastructure assets in Canada and the United States. This fund's holdings include an ownership position in AltaLink, the largest provider of electricity transmission in Alberta.

INFRASTRUCTURE.

We have increasingly customized our passive portfolio by defining the weights assigned to various economic sectors. Prior to fiscal 2004, our public equity investments replicated well-known indexes for Canadian, U.S. and non-North American stocks. Consistent with the foreign property provision of the *Income Tax Act* in effect at the time, our holdings were 70 per cent Canadian and 30 per cent Non-Canadian. However, because the Canadian equity market represents less than 3 per cent of global equity market capitalization and is under-represented in some of the world's 12 major economic sectors, this approach increased the risk of not achieving our long-term rate of return target. Accordingly, in fiscal 2004, we began to invest our passive portfolio on a global economic sector basis that takes into account the nature of CPP liabilities and avoids concentrating risk in certain sectors or individual stocks.

The federal government announced it would repeal the foreign property rule in the February 2005 budget. While the CPP Investment Board currently complies with the foreign property rule in a similar manner to many other pension funds in Canada, this policy change should mean broader investment opportunities that should ultimately benefit our stakeholders. Once enabling legislation is passed, we anticipate further diversification of the portfolio on a global basis that will help us to reduce concentration risk with the expectation of increasing the reserve fund's overall rate of return.

Within our global approach to our public equities portfolio, we expect to retain a significant allocation to Canada. At March 31, our Canadian public equity investments were valued at $27.2 billion, equivalent to 33.4 per cent of the CPP reserve fund. These investments include shares in some 300 firms, including most of the companies represented in the S&P/TSX Composite Index.

SCALING UP OUR ACTIVE MANAGEMENT CAPABILITY.

In 2004, the CPP Investment Board initiated an active overlay program by selecting two external managers – Connor, Clark & Lunn Investment Management Ltd. and UBS Global Asset Management – and giving them global mandates equivalent to $500 million each. Barclays Global Investors Canada and Goldman Sachs Asset Management joined the program with similar mandates later that year. The four firms sell securities from our internal portfolio that they expect will under-perform and invest in securities they believe will show superior performance.

We selected these four firms following a rigorous selection process that was open to all national and international investment firms. The criteria included extensive expertise in Canadian and global equity markets, excellent risk-management practices and controls, clearly articulated investment processes and the ability to handle a large and growing investment mandate. All four managers combine research, portfolio management and risk-management capability with a demonstrated ability to add value. Their interests are aligned with ours because their compensation is primarily performance based; they receive a small base fee plus a percentage of the value they create.

We have significant internal operations systems and processes to accommodate active management. We monitor the program on a daily basis to ensure that it remains within prescribed risk limits. Our senior executives are accountable to the board for our market performance and for compliance and control. During the 2006 fiscal year, we will continue to evaluate and consider expansion of the active management program.

BUILDING ADDITIONAL STRENGTH.

Given their potential for enhanced returns over time, we plan to build on the significant investments already made in private equity as well as to expand the base we have established in real estate and infrastructure projects.

Private equity, including venture capital, suits our diversification strategy because it has the potential to deliver higher long-term risk-adjusted returns than public equities. Real estate is attractive because it offers a return premium over bonds and has a degree of correlation with inflation over time. Carefully selected infrastructure assets also provide some inflation protection and higher returns than bonds.

We plan to expand our investments in private equity, real estate and infrastructure. In time, and as quality investments become available, we anticipate investments of up to 10 per cent to any of these asset classes.

PRIVATE EQUITY.

Our preferred approach is to invest through a long-term limited partnership with a professional management firm, or general partner, that manages the private equity portfolio. We make a commitment to the general partner's fund that is gradually drawn down as investments are made.

Using this method, we have invested in a broad array of buyout and venture capital funds that provide partial ownership positions in a range of private companies, many of them in Canada. These companies are involved in a variety of businesses, from financial services, forest products and health care to engineering, high technology and various forms of manufacturing.

To date, we have committed $8.3 billion to external partners for private equity investments. These commitments involve 57 investments managed by 43 different private equity firms. At March 31, the amount drawn down on these commitments consisted of $3.2 billion invested in buyout and venture capital funds, and another $272 million in co-investments with general partners.

How we invest will undoubtedly evolve. Thus far, we have invested mainly in primary funds devoted to private equities. However, we also have a significant interest in secondary transactions because we think they can add materially to the growth of the CPP reserve fund.

CANADIAN VENTURE CAPITAL.

We are one of the largest venture capital investors in Canada, with commitments to this sector of $610 million as of March 31. Through these commitments we have provided financing to more than 80 developing companies in Canada. As is the case with other private equity holdings, our investments in venture capital are geographically diverse, although for the most part they are concentrated in early-stage companies in the technology sector. We also have some interests in later-stage firms.

REAL ESTATE AND INFRASTRUCTURE.

Investments to date in real return assets, which include real estate and infrastructure, have been small relative to the overall portfolio. Our Canadian real estate holdings include commercial, industrial and retail assets along with retirement homes. These assets are primarily in Ontario, Alberta and British Columbia. We also regard infrastructure as an attractive asset category and plan to expand our holdings, an example of which is electricity transmission in Alberta. In general, we are interested in infrastructure assets that provide relatively stable rates of return over long periods of time. Examples include local distribution networks for electricity, water and gas, and certain transportation assets such as toll roads, bridges and tunnels.

At March 31, our real estate portfolio had a market value of $780 million while infrastructure holdings were valued at $230 million. However, we are allocating significant amounts to these asset classes and will expand our holdings in these areas in coming years.

LONG-TERM DISCIPLINE.

Another important factor in our long-term investment portfolio strategy, one which makes us distinctive among public and private pension plans, is the time available before investment income is required to pay pension benefits. At the current contribution rate of 9.9 per cent, the CPP Investment Board will not have to provide investment income to help pay CPP benefits until approximately 2022.

During this 17-year period, the Chief Actuary estimates that large amounts of excess CPP contributions (currently in the range of $4 billion to $5 billion annually and declining thereafter) will flow to the CPP Investment Board for investment. Beyond 2022, the Chief Actuary believes the percentage of investment income used to pay benefits will remain small compared to other pension funds and, by 2050, should amount to no more than 29 cents of each dollar earned. This means we have the advantage of time to seek higher long-term risk-adjusted returns on our investments.

FUNDING FOR A SUSTAINABLE CPP.

The investment activities of the CPP Investment Board are funded by CPP contribution monies over and above the amount required to pay current benefits. Since the CPP was reformed from a pay-as-you-go plan to a partially funded plan in 1997, excess contributions have been invested to build the CPP reserve fund.

The CPP itself is reviewed every three years by its stewards – the federal finance minister and the finance ministers of the nine participating provinces. This includes a review of CPP benefit levels and the contribution rate. At the last triennial review, completed in January 2003, the federal and provincial finance ministers concluded that the CPP is sound and sustainable for the long term. The next triennial review process is underway and a report is expected in January 2006.

USE OF DERIVATIVES.

Like other large institutional investors, we use derivatives to manage risk and enhance returns. These financial contracts, which derive their value from underlying assets such as stocks, fixed income securities or currencies, are well-established tools that enable us to manage the portfolio as efficiently as possible.

We have strict controls for derivatives and use them primarily to achieve market exposure by replicating direct investments in broad market indexes. For further detail, please see Note 2 to the Consolidated Financial Statements.

CASH MANAGEMENT SERVICES.

In addition to our investment activities, we provide ongoing cash management services to the CPP. This activity, which was assumed from the federal government in September 2004, consists of taking contribution monies required for upcoming benefit payments and investing them in short-term securities, ordinarily for a period of one month or less. At the end of this period, a portion of the funds is transferred back to the government to be used for CPP benefits and the remainder is invested by the CPP Investment Board. Under amendments to our founding legislation, these services have become a permanent responsibility of the CPP Investment Board.

MEASURING PERFORMANCE.

Long-term results are the crucial yardsticks in evaluating the CPP Investment Board's performance, given our fundamental goal of helping to sustain the CPP for future generations. A focus on the long term also makes sense because we have 17 years before investment income will be required to pay a portion of CPP benefits.

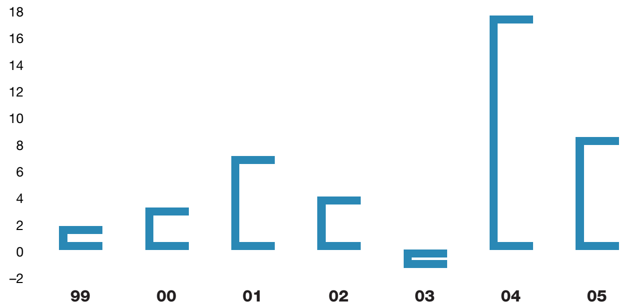
Because of the significant assets held in publicly traded equities, short-term results over a quarter or a year can vary considerably. For instance, a 2 per cent shift, either up or down, will result in more than a $1.6 billion change in the size of the assets in the reserve fund. Such an occurrence is neither unusual nor unexpected, and is well within our long-term risk parameters. Given this context, we measure our investment performance in several ways. An important reference point for portfolio design is the Chief Actuary's 4.1 per cent real (inflation-adjusted) rate of return considered necessary for CPP sustainability.

The average five-year real (inflation-adjusted) rate of return for the CPP reserve fund is 4.48 per cent.

Benchmarks are another set of important reference points. Benchmark returns for both public and private equities are based on relevant S&P/Citigroup benchmark returns and aggregated according to the benchmark weights specified in our investment policies. The benchmark for real estate and infrastructure is the Scotia Capital Real Return Bond Index. The benchmark return for nominal fixed income is based on the actual return for CPP bonds and Scotia Capital 91-day treasury bill returns for money market securities, aggregated according to the benchmark weights specified in our investment policies. For further detail, please see Note 6 to the Consolidated Financial Statements.

Measuring the performance of our active overlay program is straightforward. We compare the returns of the securities our external managers buy to the ones they have sold.

CPP RESERVE FUND INVESTMENT RETURNS *(%)*
Fiscal year ending March 31



SOCIAL INVESTING.

The CPP Investment Board acknowledges the concerns of some Canadians that CPP assets may be invested in companies with whose activities or policies they do not personally agree. As social investment advocates, they believe that we should use our investing power to influence non-investment outcomes.

The legislated focus of the CPP Investment Board is to maximize investment returns without undue risk of loss in order to help sustain the future pensions of 16 million Canadians.

The CPP Investment Board believes that responsible corporate behaviour – in such matters as the environment, employee practices, stakeholder relations, human rights, respect for domestic and international laws and ethical conduct – generally contributes to enhanced long-term investment returns. Therefore, investment analysis, due diligence and monitoring of Canadian and foreign investments should take corporate behaviour into account.

As a result of these beliefs, we generally support corporate policies and practices and shareholder resolutions that result in the disclosure of information that could enable investors to evaluate whether a corporation's behaviour will enhance or hinder long-term investment returns. Our proxy voting record on recent shareholder resolutions dealing with socially responsible investing criteria was profiled in a report by the Social Investment Organization, entitled *Canadian Social Investment Review 2004*.

The CPP Investment Board is also in the process of developing the capability to assess the extent to which a number of factors, such as potential environmental liability, affect the value of investments. This will allow us to determine the extent to which these factors can be integrated into our investment process, all within our current fiduciary framework and investment mandate to help sustain the future pensions of 16 million Canadians.

PROXY VOTING GUIDELINES.

The CPP Investment Board has the right to vote on management and shareholder proposals that could affect the equity values of some 300 Canadian companies and another 1,400 foreign companies, principally in the United States and Western Europe. We believe that the thoughtful voting of our proxies can constructively influence corporate performance and have a positive impact on the value of the portfolio. In fiscal 2003, we developed a set of proxy voting guidelines. Collectively, they give the directors and officers of companies in which we own shares guidance on how the CPP Investment Board is likely to vote on issues put to the shareholders.

Our *Proxy Voting Principles and Guidelines* are revised annually to reflect our activity during each year's proxy voting season, regulatory developments and best practices in corporate governance. In fiscal 2005, for example, we added a section covering shareholder proposals under Owner Voting Rights and modified provisions covering executive compensation, particularly with regard to executive stock and option grants. Complete details of our proxy voting guidelines are available on our website, www.cppib.ca.

COMMUNICATING WITH STAKEHOLDERS.

Our disclosure policy goes well beyond the requirements of our founding legislation. We undertake a broad and comprehensive effort to inform our federal and provincial stewards and all Canadians about our investment objectives, policies and guidelines, conflict of interest guidelines, mandate, legislated responsibilities, activities and performance. This includes quarterly and annual reports of our financial performance, news releases concerning individual investments and key appointments and media webcasts.

As well, complete lists of our holdings and investment returns are updated each quarter and posted on our website, www.cppib.ca. We hold public meetings every two years in each of the nine provinces that participate in the CPP, meet with a wide range of stakeholder groups, participate in legislated examinations such as the special examination every six years and conduct regular public opinion research of Canadians on questions concerning the CPP Investment Board. Details of public meetings held in the fall of 2004 and the results of our research program are also posted on our website. In sum, we disclose more information, more often, than any other pension fund in Canada and, to our knowledge, anywhere in the world.

RESPONSIBLE ORGANIZATIONAL GROWTH.

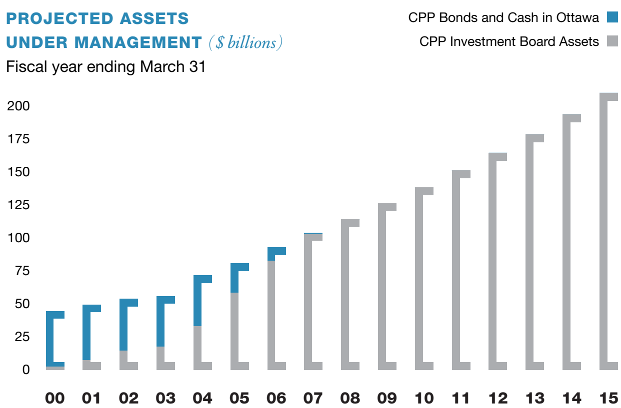
The growth in expenditures during fiscal 2005 was associated with building institutional strength in most areas of our operations to deal with the growth of assets and the increasing complexity of our portfolio.

In fiscal 2005, the CPP Investment Board continued to pursue organizational growth that maintains efficiency while incorporating the professional skills, technologies and management systems and processes that make us effective in fulfilling our mandate.

At March 31, the CPP Investment Board employed a full-time staff of 101 professionals and support staff compared with a total of 51 at the start of the year. The personnel costs of the organization have risen commensurately. In fiscal 2005, they amounted to $13.4 million compared with $7.3 million the year before.

We also continued to invest in and build management processes and systems with accompanying technology. As a result, the total cost of running the organization in fiscal 2005 was $31.7 million compared with $18.9 million the year before. Expressed another way, total operating expenses (excluding external investment-management fees) in fiscal 2005 remained unchanged at seven cents per $100 of invested assets. For further details, please see Note 7 of the Consolidated Financial Statements. External investment-management fees are described in Note 6.

PROJECTED ASSETS UNDER MANAGEMENT *($ billions)*
Fiscal year ending March 31



We expect increased organizational costs as we build additional capability in fiscal 2006. As in fiscal 2005, this will be driven by the need to manage the growing assets of the CPP reserve fund. As well, enhancements to our technology and facilities will generate additional costs.

We have effective cost-management systems and practices in place to help ensure the CPP Investment Board continues to provide efficient management. As well, because investment-management expenses related to our active overlay program are performance based, additional costs in this area will be proportionately related to the value created by the program.

HOW WE MANAGE RISK.

Our primary mission is to manage the assets entrusted to us in the best interests of CPP contributors and beneficiaries. To ensure that we adhere to prudent policies, standards and practices, we have developed an enterprise-wide risk-management framework designed to communicate, monitor and report on the major risks that may affect the achievement of our business objectives and strategies. The seven major risk categories are:

INVESTMENT RISK. The principal risk is that the CPP reserve fund will not earn the minimum 4.1 per cent real return needed to sustain the CPP over the long term. We have developed an investment framework consisting of investment beliefs, risk limits and long-term return expectations that considers the amount of investment risk we should take to support our objective of contributing to CPP sustainability.

STRATEGIC RISK. If business strategies are not developed, executed or monitored effectively, we may not be able to achieve our mission. To manage this risk, we ensure that we have effective governance, organizational structure and leadership, and effective strategic and business planning processes.

FIDUCIARY RISK. Any organization must consider the possibility that fiduciary responsibilities may not be respected or appropriately executed. To manage this risk effectively, we must have a clear understanding of roles, responsibilities and authorities at each level of the organization. In addition, through our code of conduct and conflict of interest procedures for directors and employees, we ensure that values and behavioural expectations are well understood and integrated throughout the organization.

BUSINESS ENVIRONMENT RISK. This is the risk of not continuously anticipating, monitoring, understanding and responding to changes in the business environment. We keep abreast of social, cultural, economic and political changes that can affect our ability to achieve our mission.

LEGISLATIVE AND REGULATORY RISK. Actual or proposed changes to legislation and the risk of non-compliance with laws, rules, regulations, prescribed practices or ethical standards can undermine our ability to accomplish our mission. We have a compliance management system that tracks our legislative and regulatory obligations. It requires each department to acknowledge compliance with various requirements. The system is administered by our Law department, which reports to the audit committee each quarter.

OPERATIONAL RISK. The organization may suffer direct or indirect loss resulting from inadequate or failed internal processes, technology or human performance. To manage this risk, we have established appropriate controls for information processing, sufficient and appropriate reporting and safeguarding of assets, management of information technology and appropriate human resources systems and practices.

REPUTATION RISK. Internal or external factors could damage the organization's reputation, image or credibility. Our Communications and Stakeholder Relations department ensures that clearly understandable communications are provided to stakeholders and the general public.

The board of directors is responsible for ensuring that management has identified the principal risks of the business and has established appropriate policies and internal controls. In turn, management is responsible for recommending policies to the board for its consideration and approval, establishing internal controls and procedures to effectively manage the risks of the organization and providing reports to the board and its committees. Internal and external auditors, in the course of executing their audit plans, also provide input to management and the board on the effectiveness of the organization's risk-management practices.

We continuously review, assess and manage our risk-management concepts and other practices to ensure that risk is managed effectively. For example, the board of directors limits the maximum investment risk that management can assume. The board of directors likewise approves maximum allocations to various investment activities and asset classes. It also approves credit risk limits, while the president approves the amount of risk that can be taken relative to passive benchmarks (active risk). We also manage cash liquidity risk. Management presents to the board a quarterly report on our compliance with all risk limits, other constraints and the effectiveness of our risk-management controls.

A statement of the CPP Investment Board's investment policies, standards and procedures can be found on our website under the category, "Our Policies," in the document, "Investment Statement."

PERFORMANCE REVIEW.

The CPP Investment Board takes all the assets and liabilities of the CPP into consideration in making investment decisions, but only those assets we actually manage are included in our financial statements. (The market value and rates of return for CPP bond and cash assets are estimates by the CPP Investment Board.)

RATES OF RETURN//

	Actual	Benchmark
CPP reserve fund	8.5%	8.0%
Nominal fixed income	4.6	4.6
Real return assets	11.8	10.7
Equities [1]	11.5	10.8

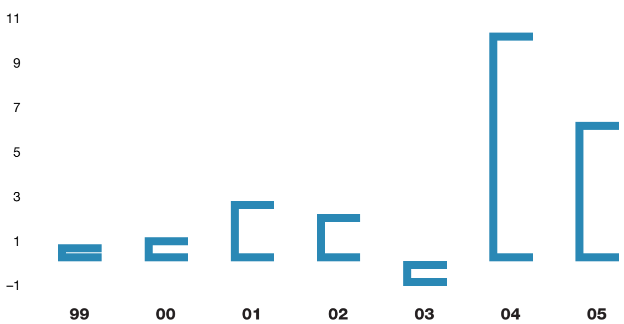
[1] Includes public, private, Canadian and international equities.

ASSET GROWTH.

In fiscal 2005, total assets available to the CPP reserve fund grew by $10.8 billion to $81.3 billion. The growth consisted of $4.5 billion in CPP contributions not required to pay current benefits and $6.3 billion in investment income.

Since 1999, the CPP reserve fund has grown by $37.1 billion, of which approximately 39 per cent or $14.6 billion was from excess contributions and the remainder, or $22.5 billion, is from investment income on the total fund.

CPP RESERVE FUND INVESTMENT INCOME *($ billions)*
Fiscal year ending March 31



FIXED INCOME SECURITIES.

At March 31, cash and bonds totalled $31.7 billion, compared with $37.9 billion a year ago. The three-year transfer of bonds from the federal Department of Finance to the CPP Investment Board will be complete on April 1, 2007. The one-year transfer of the cash operating reserve will finish in August 2005.

OVERALL PERFORMANCE.

The results of the past year reflect the current composition and stage of development of the portfolio and the fact that we are still only partway through our diversification program. The rate of return on the CPP reserve fund was 8.5 per cent, outperforming the composite benchmark of 8 per cent.

The CPP reserve fund earned $6.3 billion in fiscal 2005 compared with a gain of $10.3 billion the year before. The rate of return was 8.5 per cent compared with 17.6 per cent in fiscal 2004.

The rate of return on fixed income assets was 4.6 per cent, compared with 8.7 per cent in fiscal 2004. The fixed income assets, consisting of bonds and cash, generated income of $1.6 billion compared with $3.1 billion the year before. This reflects the more stable interest rate environment that prevailed during fiscal 2005 versus the declining rate environment of the previous year.

Global equity markets continued to perform well, but not at the high levels of the previous year. Consequently, equities, which includes public and private equities in Canada and internationally, produced income of $4.6 billion for an 11.5 per cent rate of return compared with $7.1 billion and a 31.8 per cent rate of return in fiscal 2004.

The rate of return on our real return assets, which includes real estate and infrastructure, was 11.8 per cent. However, we had relatively few real return assets, an investment class that generally performed strongly last year.

Over the past five years the CPP reserve fund has earned a real (inflation-adjusted) rate of return of 4.48 per cent compared to the 4.1 per cent real rate of return required to sustain the CPP over the long term. This is due mainly to strong equity returns during the last two years.

LIQUIDITY AND CAPITAL RESOURCES.

CPP contributions exceeded the amount required to pay benefits in fiscal 2005 by approximately $4.5 billion compared with $4.6 billion in fiscal 2004. Monthly short-term cash flows to the CPP Investment Board averaged $1 billion during fiscal 2005. A portion of these funds was invested in highly liquid short-term investments and then returned each month to the CPP in line with our cash management obligations.

INVESTMENT OUTLOOK.

Over the past year, Canadian equity markets have performed modestly, with equity prices higher than a year ago. Interest rates remain near historically low levels, limiting fixed income returns. We believe the Bank of Canada will continue to manage Canadian inflation while Canada's relatively strong fiscal position will continue to moderate Canadian interest rates, a view consistent with the historic performance of these institutions over the last decade.

We believe that equities will outperform fixed income investments over the long term. As a result, we will continue our strategy to invest in global equity sectors.

In addition, we believe real return assets will outperform inflation over the long run and so we will continue to seek opportunities to increase the real return positions within our portfolio through public and private investments.

OUR CORPORATE GOALS.

Although our investment focus is long term, we set annual investment and operating objectives. We are required by the regulations attached to our legislation to publish a statement in the annual report of our objectives for the past year and the extent to which they have been met. We are also required to publish our objectives for the coming year and the foreseeable future.

For fiscal 2005, we identified four corporate objectives:

1. *Strengthening our human resources systems and practices and completing our recruitment program.*

During the year, we implemented a web-based human resources information system and provided training in orientation and basic human resources processes as well as training in change management. The hiring process was streamlined and recruiting was taken in-house, resulting in lower recruitment costs.

Our planned recruitment program was completed with the hiring of eight departmental directors who provide day-to-day operational management support to the vice-presidents.

2. *Present three-to-five-year departmental strategies to the board of directors.*

Initial five-year strategies for key departments were presented to the board of directors. With the appointment of the new president and CEO, however, these approaches will be further refined.

3. *Evolve our information technology infrastructure to support research, trading and information and document management.*

Plans were completed for our multi-year data integration project, one of the organization's major information technology initiatives. When complete, this project will centralize information requirements for trading, research and reporting. This data repository will form the core of our information technology architecture. Additionally, we established an intranet to aid the organization in information management.

4. *Expand our suite of performance metrics to assess our success in meeting the objectives of the operational plan.*

Planning commenced on a number of the ways we could further our methods of measuring internal performance relative to the organization's strategic objectives. This work will be ongoing as the organization's strategy evolves.

OBJECTIVES FOR FISCAL 2006.

For fiscal 2006, we are proposing five key goals for the corporation:

1. *Further diversify the CPP reserve portfolio, with a specific focus on increasing holdings of real return assets including real estate, inflation-linked bonds and infrastructure.*

2. *Expand our investment capabilities in key areas including trading, portfolio management, private markets, research and risk management.*

3. *Building on last year's progress, define and begin implementation of the technology and business processes required to support our expanding investment and operational activities.*

4. *Enhance organizational effectiveness by augmenting our human resources systems and processes to effectively manage the increased size and complexity of the organization.*

5. *Revisit our corporate strategy in light of the announced repeal of the foreign property rule.*

ACCOUNTING POLICIES.

All our investments are stated at fair value. Quoted market prices are used for publicly traded stocks, which are priced daily by the market. In the case of private market investments, where quoted market prices are not available, fair value is determined annually based on values determined by external managers using accepted industry valuation methods. Bonds transferred from the CPP are non-marketable and are valued using discounted cash flows based on current market yields of instruments with similar characteristics and then adjusted for the non-marketability and rollover provisions of the bonds. As a result, valuations for these investments are based on estimates and are inherently uncertain.

Our significant accounting policies are described in Note 1 to the Consolidated Financial Statements.

INVESTMENT PARTNERS//

As at March 31, 2005

GENERAL PARTNERS.

Advent International
AlpInvest Partners
Apax Europe VI GP
Apollo Management, L.P.
Ares Management LLC
Borealis Capital Corporation
Brascan Asset Management
Bridgepoint Capital Limited
CAI Capital Management Co.
Candover
Celtic House Venture Partners
Clairvest Group Inc.
Coller Capital
CSFB Private Equity
Edgestone Capital Partners
GM Asset Management
Goldberg, Lindsay & Co. LLC
Heartland Industrial Partners
Hellman & Friedman V, LLC
JP Morgan Partners
Kensington Capital Partners Limited
KKR Associates Millennium L.P.
Lehman Brothers Private Equity
Lexington Partners
Lone Star Management Co. V, Ltd.
Matlin Patterson Global Advisors, LLC
MDS Capital Corp.
MidOcean Associates, SPC.
MPM Capital
Onex Corporation
PAI Partners
Partners Group Management Limited
Paul Capital Partners
SchrodersVentures Life Sciences
Silver Lake Technology Associates II, L.L.C.
Skypoint Capital Corporation
Terra Firma Capital Partners
Texas Pacific Group
The Blackstone Group
The Carlyle Group
Thomas Weisel Partners LLC
Ventures West Management Inc.
VSS Fund Management LLC

INFRASTRUCTURE.

Macquarie Bank Limited

REAL ESTATE.

LaSalle Investment Management
Osmington Inc.
Retirement Residences REIT
RioCan REIT

GLOBAL ACTIVE OVERLAY MANAGERS.

Barclays Global Investors Canada
Connor, Clark & Lunn Investment Management Ltd.
Goldman Sachs Asset Management
UBS Global Asset

The Consolidated Financial Statements of the Canada Pension Plan Investment Board (the "CPP Investment Board") have been prepared by management and approved by the board of directors. Management is responsible for the integrity and reliability of the Consolidated Financial Statements and the financial information contained within the annual report.

The Consolidated Financial Statements have been prepared in accordance with Canadian generally accepted accounting principles. The Consolidated Financial Statements include certain amounts based on management's judgments and best estimates where deemed appropriate. The significant accounting policies used are disclosed in Note 1 to the Consolidated Financial Statements. The financial information presented throughout the annual report is consistent with the Consolidated Financial Statements.

The CPP Investment Board develops and maintains systems of internal control and supporting procedures. The systems of internal control are designed to provide reasonable assurance that assets are safeguarded; that transactions are properly authorized and are in accordance with the *Canada Pension Plan Investment Board Act* and the accompanying regulations and the by-laws and investment policies of the CPP Investment Board; and that there are no material misstatements in the Consolidated Financial Statements or the financial information contained within the annual report.

The internal control framework includes a strong corporate governance structure, an enterprise-wide risk-management framework that identifies, monitors and reports on key risks facing the organization, code of conduct and conflict of interest procedures, and other policies and guidelines that guide decision-making. The controls also include the establishment of an organization structure that provides a well-defined division of responsibilities and accountability, the selection and training of qualified staff and the communication of policies and guidelines throughout the organization. The system of internal controls is further supported by a compliance management system to monitor the CPP Investment Board's compliance with legislation and policies and by internal and external auditors who review and evaluate internal controls in accordance with their respective annual audit plans approved by the audit committee.

The audit committee assists the board of directors in discharging its responsibility to approve the annual financial statements. The audit committee, consisting of five independent directors, meets regularly with both management and the internal and external auditors to discuss the scope and findings of audits and other work they may be requested to perform from time to time, to review financial information and to discuss the adequacy of internal controls. The audit committee reviews and approves the annual financial statements and recommends them to the board of directors for approval.

The CPP Investment Board's external auditors, Deloitte & Touche LLP, have conducted an independent examination of the Consolidated Financial Statements in accordance with Canadian generally accepted auditing standards, performing such tests and other procedures as they consider necessary to express an opinion in their Auditors' Report. The external auditors have full and unrestricted access to management and the audit committee to discuss any findings related to the integrity and reliability of the CPP Investment Board's financial reporting and the adequacy of internal control systems.

David F. Denison	Jane Nyman
President and	*Vice-President –*
Chief Executive Officer	*Finance and Operations*

INVESTMENT CERTIFICATE//

The *Canada Pension Plan Investment Board Act* (the "Act") requires that a certificate be signed by a director on behalf of the board of directors, stating that the investments of the CPP Investment Board held during the year were in accordance with the Act and the CPP Investment Board's investment policies, standards and procedures. Accordingly, the Investment Certificate follows.

The investments of the CPP Investment Board, held during the year ended March 31, 2005, were in accordance with the *Canada Pension Plan Investment Board Act* and the CPP Investment Board's Investment Statement and Investment Policies.

Mary C. Arnold.

Mary C. Arnold, FCA
Chair of the audit committee on behalf of the board of directors
May 11, 2005

AUDITORS' REPORT//

TO THE BOARD OF DIRECTORS.
Canada Pension Plan Investment Board

We have audited the consolidated balance sheet and the consolidated statement of investment portfolio of the Canada Pension Plan Investment Board (the "CPP Investment Board") as at March 31, 2005 and the consolidated statements of income and accumulated net income from operations and of changes in net assets for the year then ended. These consolidated financial statements are the responsibility of the CPP Investment Board's management. Our responsibility is to express an opinion on these consolidated financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these consolidated financial statements present fairly, in all material respects, the financial position of the CPP Investment Board and the investments held as at March 31, 2005 and the results of its operations and changes in its net assets for the year then ended in accordance with Canadian generally accepted accounting principles, which were applied on a basis consistent with that of the preceding year.

Further, in our opinion, the transactions of the CPP Investment Board and those of its subsidiaries that have come to our notice during our audit of the financial statements have, in all significant respects, been in accordance with the *Canada Pension Plan Investment Board Act* (the "Act") and the by-laws and the by-laws of the subsidiaries, as the case may be.

Further, in our opinion, the record of investments kept by the CPP Investment Board's management pursuant to paragraph 39(1)(c) of the Act fairly presents, in all material respects, the information required by the Act.

Deloitte & Touche LLP

Chartered Accountants
Toronto, Ontario
April 29, 2005

CONSOLIDATED BALANCE SHEET//

As at March 31, 2005

($000s)	2005	2004
ASSETS		
Investments (Note 2)	**$ 58,422,332**	$ 32,991,204
Investment receivables (Note 2)	**579,373**	102,363
Due from brokers	**19,468**	13,917
Premises and equipment	**4,040**	974
Other assets	**3,359**	1,828
TOTAL ASSETS	**59,028,572**	33,110,286
LIABILITIES		
Investment liabilities (Note 2)	**279,430**	199,358
Due to brokers	**147,488**	108,722
Accounts payable and accrued liabilities	**21,875**	6,860
TOTAL LIABILITIES	**448,793**	314,940
NET ASSETS	**$ 58,579,779**	$ 32,795,346
NET ASSETS, REPRESENTED BY		
Share capital (Note 4)	**$ –**	$ –
Accumulated net income from operations	**7,952,988**	2,970,791
Accumulated Canada Pension Plan transfers (Note 5)	**50,626,791**	29,824,555
NET ASSETS	**$ 58,579,779**	$ 32,795,346

See accompanying Notes to the Consolidated Financial Statements

On behalf of the board of directors

Gail Cook-Bennett
Chairperson

Mary C. Arnold, FCA
Chair of the audit committee

CONSOLIDATED STATEMENT OF INCOME AND ACCUMULATED NET INCOME FROM OPERATIONS//

Year ended March 31, 2005

($000s)	2005	2004
INVESTMENT INCOME, NET OF EXTERNAL INVESTMENT-MANAGEMENT FEES (Note 6)	**$ 5,013,942**	$ 7,228,609
OPERATING EXPENSES		
General operating expenses (Note 7a)	**13,241**	7,746
Salaries and benefits (Note 7b)	**13,401**	7,287
Professional and consulting fees (Note 7c)	**5,103**	3,869
	31,745	18,902
NET INCOME FROM OPERATIONS	**4,982,197**	7,209,707
ACCUMULATED NET INCOME/(LOSS) FROM OPERATIONS, BEGINNING OF YEAR	**2,970,791**	(4,238,916)
ACCUMULATED NET INCOME FROM OPERATIONS, END OF YEAR	**$ 7,952,988**	$ 2,970,791

CONSOLIDATED STATEMENT OF CHANGES IN NET ASSETS//

Year ended March 31, 2005

($000s)	2005	2004
NET ASSETS, BEGINNING OF YEAR	**$ 32,795,346**	$ 17,450,744
CHANGES IN NET ASSETS		
Canada Pension Plan transfers (Note 5)		
Transfers from the Canada Pension Plan	**27,471,196**	8,134,895
Transfers to the Canada Pension Plan	**(6,668,960)**	–
Net income from operations	**4,982,197**	7,209,707
INCREASE IN NET ASSETS FOR THE YEAR	**25,784,433**	15,344,602
NET ASSETS, END OF YEAR	**$ 58,579,779**	$ 32,795,346

See accompanying Notes to the Consolidated Financial Statements

CONSOLIDATED STATEMENT OF INVESTMENT PORTFOLIO//

As at March 31, 2005

The CPP Investment Board's investments, before allocating derivative contracts and associated money market securities and other investment liabilities and receivables to the asset classes to which they relate, are as follows:

($000s)	Fair Value 2005	Fair Value 2004
EQUITIES (Note 2)		
Canada		
Public markets	**$ 21,044,008**	$ 18,045,921
Private markets	**511,969**	281,602
	21,555,977	18,327,523
Non-Canada		
Public markets	**12,646,146**	7,552,200
Private markets	**2,393,996**	1,529,698
	15,040,142	9,081,898
TOTAL EQUITIES		
(Cost: 2005 – $32,140,629; 2004 – $25,034,281)	**36,596,119**	27,409,421
REAL RETURN ASSETS (Note 2c)		
Public market real estate	**384,000**	350,480
Private market real estate	**638,200**	431,848
Private market infrastructure	**230,125**	22,013
TOTAL REAL RETURN ASSETS		
(Cost: 2005 – $1,222,360; 2004 – $829,325)	**1,252,325**	804,341
NOMINAL FIXED INCOME		
Bonds (Note 2d)	**8,507,114**	–
Money market securities	**12,066,774**	4,777,442
TOTAL NOMINAL FIXED INCOME		
(Cost: 2005 – $20,613,699; 2004 – $4,783,899)	**20,573,888**	4,777,442
TOTAL INVESTMENTS	**58,422,332**	32,991,204
INVESTMENT RECEIVABLES		
Derivative receivables (Note 2a)	**240,168**	34,394
Dividends receivable	**85,536**	65,289
Accrued interest	**253,669**	2,680
TOTAL INVESTMENT RECEIVABLES		
(Cost: 2005 – $339,677; 2004 – $68,142)	**579,373**	102,363
INVESTMENT LIABILITIES		
Debt on real estate properties (Note 2c)	**(241,752)**	(170,797)
Derivative liabilities (Note 2a)	**(37,678)**	(28,561)
TOTAL INVESTMENT LIABILITIES		
(Cost: 2005 – $234,259; 2004 – $169,619)	**(279,430)**	(199,358)
NET INVESTMENTS	**$ 58,722,275**	$ 32,894,209

See accompanying Notes to the Consolidated Financial Statements

CONSOLIDATED STATEMENT OF INVESTMENT PORTFOLIO//

As at March 31, 2005

The CPP Investment Board's investments, after allocating derivative contracts and associated money market securities and other investment liabilities and receivables to the asset classes to which they relate, are as follows:

	2005		2004	
($000s)	**Fair Value**	**(%)**	Fair Value	(%)
EQUITIES [1]				
Canada	**$ 27,668,469**	**47.1%**	$ 22,571,543	68.6%
Non-Canada	**20,882,401**	**35.6**	9,326,240	28.4
REAL RETURN ASSETS				
Real estate [2]	**780,448**	**1.3**	611,531	1.9
Infrastructure	**230,125**	**0.4**	22,013	0.1
NOMINAL FIXED INCOME				
Bonds [3]	**8,749,337**	**14.9**	–	–
Money market securities [4]	**411,495**	**0.7**	362,882	1.0
	$ 58,722,275	**100.0%**	$ 32,894,209	100.0%

[1] Includes derivative contracts and associated money market securities.

[2] Net of mortgage debt on real estate properties as described more fully in Note 2c.

[3] Includes accrued interest on bonds.

[4] Includes dividends receivable and accrued interest on money market securities.

See accompanying Notes to the Consolidated Financial Statements

ORGANIZATION.

The Canada Pension Plan Investment Board (the "CPP Investment Board") was established pursuant to the *Canada Pension Plan Investment Board Act* (the "Act"). The CPP Investment Board is responsible for assisting the Canada Pension Plan (the "CPP") in meeting its obligations to contributors and beneficiaries under the *Canada Pension Plan*. It is responsible for managing amounts that are transferred to it under Section 108.1 of the *Canada Pension Plan*, and its interest in any debt securities transferred to it (described in Note 2), in the best interests of the beneficiaries and contributors under that Act. The CPP Investment Board's assets are to be invested with a view to achieving a maximum rate of return without undue risk of loss, having regard to the factors that may affect the funding of the CPP and the ability of the CPP to meet its financial obligations on any given business day.

The CPP Investment Board has a fiscal year end of March 31.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) Basis of presentation

These financial statements present the consolidated financial position and operations of the CPP Investment Board and its wholly owned subsidiaries. The financial statements include only a portion of the assets (as described in Note 2) and none of the pension liabilities of the CPP. The statements have been prepared in accordance with Canadian generally accepted accounting principles and the requirements of the Act and the accompanying regulations.

Certain comparative figures have been reclassified to conform with the current year presentation.

(b) Valuation of investments, investment receivables and investment liabilities

Investments, investment receivables and investment liabilities are recorded on a trade date basis and are stated at fair value. Fair value is the amount of the consideration that would be agreed upon in an arm's-length transaction between knowledgeable, willing parties who are under no compulsion to act.

Fair value is determined as follows:

(i) Quoted market prices for publicly traded equities and unit values for public equity funds are used to represent fair value for these investments. Unit values reflect the quoted market prices of the underlying securities.

(ii) In the case of private equity investments and infrastructure funds, where quoted market prices are not available, fair value is determined annually, commencing after the first year of ownership, based on carrying values and other relevant information reported by external managers of the limited partnerships or funds in which the investments are made. These carrying values are determined by the external managers using accepted industry valuation methods. These methods include considerations such as earnings multiples of comparable publicly traded companies, discounted cash flows and third party transactions, or other events which suggest material impairment or improvement in the value of the investment. On a quarterly basis, when there is evidence of a significant change in fair value, the valuation is adjusted, as appropriate. In the first year of ownership, cost is generally considered to be an appropriate estimate of fair value for private equity investments and infrastructure funds, unless there is an indication of permanent impairment of value.

(iii) The fair value of private market investments in real estate properties is determined annually, commencing after the first year of ownership, using accepted industry valuation methods, such as discounted cash flows and comparable purchase and sales transactions. In the first year of ownership, cost is generally considered to be an appropriate estimate of fair value for real estate unless there is an indication of permanent impairment of value. Debt on real estate investments is valued using discounted cash flows based on current market yields for instruments with similar characteristics.

(iv) Fair value for over-the-counter derivatives such as swaps and forward contracts is determined based on the market prices for underlying assets. Fair value for exchange-traded futures is based on quoted market prices.

(v) The fair value of bonds, all of which are non-marketable federal, provincial and territorial debt securities, is calculated using discounted cash flows based on current market yields of instruments with similar characteristics, adjusted for the non-marketability and rollover provisions of the bonds.

(vi) Money market securities are recorded at cost which, together with accrued interest income, approximates fair value.

(c) Investment income recognition

Investment income is recorded on the accrual basis and includes realized gains and losses on disposal of investments, unrealized gains and losses on investments held at the end of the year, dividend income (recognized on ex-dividend date), interest income, distributions from partnerships and trusts, and net operating income from private market real estate investments.

Realized gains and losses on investments sold during the year represent the difference between sale proceeds and cost, less related costs of disposition. Unrealized gains and losses represent the difference between the fair value and cost of the investments. The current year unrealized gains and losses represent the year-over-year change in this difference.

(d) Translation of foreign currencies

Transactions in foreign currencies are recorded at the rates of exchange prevailing on the transaction date. Investments denominated in foreign currencies and held at the year end are translated at exchange rates in effect at the year end date. The resulting realized and unrealized gains and losses are included in investment income.

(e) Canada Pension Plan transfers

Amounts received from the CPP are recorded on a cash basis.

(f) Income taxes

The CPP Investment Board is exempt from Part I tax under paragraph 149(1)(d) of the *Income Tax Act (Canada)* on the basis that all of the shares of the CPP Investment Board are owned by Her Majesty the Queen in right of Canada. The CPP Investment Board's subsidiaries are exempt from Part I tax under paragraph 149(1)(d.2) of the *Income Tax Act (Canada)* on the basis that all of the shares of the subsidiaries are owned by a corporation whose shares are owned by Her Majesty the Queen in right of Canada.

(g) Use of estimates

In preparing these financial statements, management makes certain estimates and assumptions which can affect the reported values of assets and liabilities, related income and expenses and note disclosures. Actual results could differ from these estimates.

2. INVESTMENTS, INVESTMENT RECEIVABLES AND INVESTMENT LIABILITIES

The CPP Investment Board has established investment policies which set out the manner in which assets shall be invested. In determining its target asset weights, the CPP Investment Board takes into consideration certain assets of the CPP which are held outside of the CPP Investment Board. As at March 31, 2005, these assets total approximately $20.1 billion at cost (March 31, 2004 – $33.0 billion) consisting of a bond portfolio of $17.3 billion and a cash operating reserve of $2.8 billion.

Legislation to amend the *Canada Pension Plan* and the *Canada Pension Plan Investment Board Act* came into force on April 1, 2004. The amended legislation and an agreement dated as of April 1, 2004, between Her Majesty the Queen in right of Canada and the CPP Investment Board (the "Agreement") together provide for the transfer of certain specified CPP assets currently administered by the federal government to the CPP Investment Board beginning in the fiscal year ended March 31, 2005. These assets include a portfolio of non-marketable federal, provincial and territorial debt securities to be transferred to the CPP Investment Board in 36 equal installments over a period that began May 1, 2004 and ends on April 1, 2007 (see Note 2d). The assets also include a cash operating reserve to be transferred to the CPP Investment Board in 12 equal installments over a period that began in September 2004 and ends in August 2005. The remaining assets to be transferred consist of the bond portfolio and cash operating reserve referred to in the first paragraph of Note 2.

The Consolidated Statement of Investment Portfolio provides information on the investments and related receivables and liabilities held as at March 31, 2005.

(a) Derivative contracts

A derivative is a financial contract, the value of which is derived from the value of underlying assets, indexes, interest rates or currency exchange rates.

The CPP Investment Board uses derivatives primarily to replicate the return of Canadian and Non-Canadian equities and to manage asset weights and currency exposure. The CPP Investment Board has equity swaps outstanding to exchange money market interest payments for equity returns. The CPP Investment Board also uses exchange-traded futures contracts and foreign exchange forwards to either buy or sell a specified equity index or currency at a specific price and date in the future. Futures are used to achieve the desired market exposure to equity markets, and foreign exchange forwards to manage currency exposure.

All derivative contracts have a term to maturity of one year or less. Notional amounts of derivative contracts are used to compute the cash flows and for determining the fair value of the contracts. Notional amounts are not recorded as assets or liabilities on the balance sheet.

The notional amounts and fair value of derivative contracts held as at March 31, 2005 are as follows:

	2005		2004	
($000s)	**Notional Amount**	**Fair Value**	Notional Amount	Fair Value
Equity swaps	**$ 5,918,228**	**$ 206,321**	$ 4,034,278	$ 9,288
Equity futures	**6,061,262**	**(6,190)**	448,249	(3,455)
Foreign exchange forwards	**2,093,348**	**2,359**	–	–
Total	**$ 14,072,838**	**$ 202,490**	$ 4,482,527	$ 5,833

(b) Private equity investments

Private equity investments are generally made by buying interests in limited partnerships with a typical term of 10 years. The private equity limited partnerships' underlying investments represent equity ownerships or investments with the risk and return characteristics of equity.

The CPP Investment Board advances capital to the limited partnerships, a portion of which, commonly referred to as management fees, is used by the general partners to select and provide ongoing management support to the underlying companies. Management fees generally vary between 1 per cent and 2 per cent of the total amount committed to the limited partnerships, and are included as part of the CPP Investment Board's cost of the investments. During the year ended March 31, 2005, management fees totalling $70 million (2004 – $64 million) were included in the capital advanced to the limited partnerships and recorded as part of the cost of the investment. As discussed more fully in Note 1b, the carrying values of these investments are reviewed at least annually and any resulting adjustments are reflected as unrealized gains or losses in investment income (see Note 6a).

(c) Real return assets

As at March 31, 2005, investments total $780,448,000 in real estate investments (March 31, 2004 – $611,531,000) and $230,125,000 in private market infrastructure (March 31, 2004 – $22,013,000).

The CPP Investment Board obtains exposure to real estate through investments in publicly traded securities and privately held real estate. Private real estate investments are held by a subsidiary and are managed on behalf of the CPP Investment Board by external advisors and managers through co-ownership arrangements. As at March 31, 2005, the subsidiary's share of these investments includes assets of $638,200,000 (March 31, 2004 – $431,848,000) and $241,752,000 of liabilities related to mortgage debt (March 31, 2004 – $170,797,000), with a weighted average fixed interest rate of 7.64 per cent and terms to maturity of two to 16 years.

The CPP Investment Board currently uses limited partnership arrangements to invest in infrastructure. The underlying investments of these limited partnerships represent equity ownerships in entities that invest in infrastructure assets which are expected to provide predictable cash flows. Management fees for infrastructure investments are treated similar to private equity management fees as discussed in Note 2b. During the year ended March 31, 2005, management fees included in the capital advanced to the limited partnerships were $1,777,000 (2004 – $214,000).

(d) Bonds

The transfer to the CPP Investment Board of the CPP portfolio of non-marketable federal, provincial and territorial debt securities began on May 1, 2004. Interests in debt securities of $8,804,035,000 based on fair market value at the time of transfer have been transferred during the year ended March 31, 2005.

The non-marketable debt securities issued by the provinces and territories prior to 1998 contain a rollover provision which will permit these issuers, at their option, to roll over the bonds for a further 20-year term at a rate based on capital markets borrowing rates existing at the time of rollover. The non-marketable debt securities are also redeemable at the option of the issuers for redemption amounts calculated in accordance with Section 110 of the *Canada Pension Plan*.

The bonds have an average effective yield of 5.0 per cent. The terms to maturity of the bonds as at March 31, 2005, not including any rollover options, are as follows:

	Term to Maturity				
($000s)	Within 1 Year	1 to 5 Years	6 to 10 Years	Over 10 Years	Total
Government of Canada bonds	$ 75,959	$ 903,616	$ 182,345	$ –	$ 1,161,920
Provincial and territorial bonds	636,778	2,294,547	1,982,094	2,431,775	7,345,194
Total	$ 712,737	$ 3,198,163	$ 2,164,439	$ 2,431,775	$ 8,507,114

(e) Investment receivables

As at March 31, 2005, investment receivables include dividends receivable of $85,536,000 (March 31, 2004 – $65,289,000) on public market equities, accrued interest of $11,446,000 (March 31, 2004 – $2,680,000) on money market securities, and accrued interest of $242,223,000 (March 31, 2004 – $Nil) on bonds.

(f) Commissions

Commissions are paid to brokers on purchases and sales of publicly traded equities. Commissions on purchases are included as part of the cost of publicly traded equities. Commissions on sales are deducted from realized gains and losses as a cost of disposition. During the year ended March 31, 2005, the CPP Investment Board paid total brokerage commissions of $11 million (2004 – $14 million).

(g) Securities lending

The CPP Investment Board participates in a securities lending program to enhance portfolio returns. Credit risk associated with the securities lending program is mitigated by requiring the borrower to provide daily collateral in the form of readily marketable investments of greater market value than the securities loaned, as specified in the investment policies. As at March 31, 2005, the CPP Investment Board's investments include loaned securities with an estimated fair value of $1.4 billion (March 31, 2004 – $721 million). The fair value of collateral received in respect of these loans is $1.5 billion (March 31, 2004 – $758 million).

(h) Investment risk

Investments, investment receivables and investment liabilities may be exposed to one or more of the following risks:

CURRENCY RISK. The CPP Investment Board is exposed to currency risk through holdings of investments, investment receivables and investment liabilities in various currencies. The net underlying currency exposures, after allocating foreign currency derivatives, as at March 31, 2005 are as follows:

($000s)	**2005**		2004	
Currency	**Net Exposure**	**% of Total**	Net Exposure	% of Total
Canadian Dollar	**$ 42,339,392**	**72%**	$ 23,279,463	71%
United States Dollar	**7,803,982**	**13**	5,598,723	17
Euro	**3,464,286**	**6**	1,557,313	5
British Pound Sterling	**2,086,085**	**3**	932,450	3
Japanese Yen	**1,256,102**	**2**	697,546	2
Australian Dollar	**461,705**	**1**	136,968	–
Swiss Franc	**339,894**	**1**	349,330	1
Other	**970,829**	**2**	342,416	1
	$ 58,722,275	**100%**	$ 32,894,209	100%

INTEREST RATE RISK. Interest rate risk refers to the effect on the fair value of investments and liabilities due to fluctuations of interest rates. The fair value of the CPP Investment Board's bonds and mortgage debt is affected directly by changes in interest rates.

MARKET RISK. Market risk is the risk that the value of an investment will be adversely affected by changes in market prices, whether those changes are caused by factors specific to the individual investment or factors affecting all securities traded in the market. The CPP Investment Board mitigates market risk through diversification of its investment portfolio, based on asset and risk limits established in the investment policies.

CREDIT RISK. The CPP Investment Board limits credit risk by dealing with counterparties that have a minimum credit rating of A or R-1 (short-term) as determined by a recognized credit rating agency, where available, or as determined through an internal credit rating process. Credit exposure is limited to maximum amounts as specified in the investment policies.

LIQUIDITY RISK. The CPP Investment Board is exposed to liquidity risk through its responsibility for providing cash management services to the CPP, as described in Note 5. The CPP Investment Board mitigates liquidity risk through its unsecured credit facilities (see Note 3).

3. CREDIT FACILITIES

The CPP Investment Board maintains $1.6 billion of unsecured credit facilities to meet potential liquidity requirements. As at March 31, 2005, the total amount drawn on the credit facilities is $Nil (March 31, 2004 – $Nil).

4. SHARE CAPITAL

The issued and authorized share capital of the CPP Investment Board is $100 divided into 10 shares having a par value of $10 each. The shares are owned by Her Majesty the Queen in right of Canada.

5. CANADA PENSION PLAN TRANSFERS

Pursuant to Section 108.1 and the Agreement dated as of April 1, 2004, referred to in Note 2 above, amounts not required to meet specified obligations of the CPP are transferred to the CPP Investment Board. The funds originate from employer and employee contributions to the CPP, proceeds of maturing and redeemed government bonds held in a portfolio administered by the federal government, and interest income generated from this portfolio. As discussed in Note 2, beginning in fiscal 2005, CPP transfers include an interest in the bond portfolio administered by the federal government and a portion of the CPP's cash operating reserve. In September 2004, the CPP Investment Board assumed responsibility for providing cash management services to the CPP, including the periodic return, on at least a monthly basis, of funds required to meet expenses and benefits. In accordance with the Agreement dated as of April 1, 2004, the 12 monthly payments to the CPP Investment Board of the cash operating reserve will be used to reduce the cash returned to the CPP for expenses and benefits as noted above.

During the year ended March 31, 2005, the total of $27,471,196,000 transferred to the CPP Investment Board includes bonds of $8,804,035,000 based on fair market value at the time of transfer, and cash of $18,667,161,000. During the same period, a total of $6,668,960,000 (net of the cash operating reserve entitlement of $3,804,459,000) was returned to the CPP to meet the liquidity requirements of the CPP.

As at March 31, 2005, accumulated transfers of $50,626,791,000 (March 31, 2004 – $29,824,555,000) from the CPP include transfers from the CPP of $57,295,751,000 (March 31, 2004 – $29,824,555,000), net of transfers to the CPP of $6,668,960,000 (March 31, 2004 – $Nil).

6. INVESTMENT INCOME, NET OF EXTERNAL INVESTMENT-MANAGEMENT FEES

(a) Investment income, net of external investment-management fees

Investment income is reported net of external investment-management fees. Investment-management fees in respect of public market investments are expensed as incurred. These fees include an incentive portion that fluctuates with investment performance. Investment-management fees for private market real estate investments are deducted by the asset manager before the CPP Investment Board receives its share of net operating income from the properties. For a discussion of private equity and infrastructure management fees, see Notes 2b and 2c.

Investment income by asset class, net of external investment-management fees and after giving effect to derivative contracts and investment receivables and liabilities, is as follows:

($000s)	2005	2004
EQUITIES [1]		
Canada		
Public markets	$ 3,826,851	$ 5,376,659
Private markets [2]	70,072	(13,595)
	3,896,923	5,363,064
Non-Canada		
Public markets	398,232	1,546,533
Private markets [2]	311,296	174,302
	709,528	1,720,835
Less: Public market external investment-management fees	(16,263)	(753)
	4,590,188	7,083,146
REAL RETURN ASSETS		
Public market real estate [3]	53,192	151,961
Private market real estate [4]	48,121	30,693
Less: External investment-management fees	(4,504)	(4,385)
	43,617	26,308
Private market infrastructure	(2,131)	–
	94,678	178,269
NOMINAL FIXED INCOME		
Money market securities [5]	9,769	(32,806)
Bonds	319,307	–
INVESTMENT INCOME, NET OF EXTERNAL INVESTMENT-MANAGEMENT FEES [6]	$ 5,013,942	$ 7,228,609

[1] Includes unrealized gains of $2,140,838,000 (2004 – unrealized gains of $5,908,112,000), realized gains net of external investment-management fees of $1,732,206,000 (2004 – realized gains net of external investment-management fees of $690,622,000), and dividends of $717,144,000 (2004 – $484,412,000).

[2] As described more fully in Note 2b, the carrying values of private equity investments are reviewed at least annually and any resulting adjustments are reflected as unrealized gains or losses in investment income.

[3] Includes unrealized gains of $29,894,000 (2004 – unrealized gains of $131,995,000), realized gains of $3,675,000 (2004 – realized losses of $4,000) and dividends of $19,623,000 (2004 – $19,970,000).

[4] Includes private market real estate operating income of $37,076,000 (2004 – $20,795,000), which is net of debt interest of $22,751,000 (2004 – $17,260,000), and unrealized gains of $11,045,000 (2004 – unrealized gains of $9,898,000). Realized gains were $Nil (2004 – $Nil).

[5] Includes realized gains of $9,866,000 (2004 – realized losses of $32,955,000) and unrealized losses of $97,000 (2004 – unrealized gains of $149,000).

[6] Includes foreign exchange losses of $867,385,000 (2004 – foreign exchange losses of $392,607,000).

(b) Investment performance

Portfolio returns and benchmark returns are as follows:

	2005		2004	
	Portfolio Returns	**Benchmark Returns**	Portfolio Returns	Benchmark Returns
Canadian equity investments	**16.2%**	**16.0%**	34.3%	37.0%
Non-Canadian equity investments	**4.9**	**3.1**	24.5	29.5
Real return assets	**11.8**	**10.7**	50.5	15.3
Nominal fixed income [1]	**5.2**	**5.9**	–	–
Total portfolio	**10.7**	**9.9**	31.7	34.4

[1] Target weights and associated benchmark returns were established in 2005.

The benchmark returns for both public and private equities are based on relevant S&P/Citigroup benchmark returns. The benchmark return for nominal fixed income is based on the actual return for CPP bonds and Scotia Capital 91-day treasury bill returns for money market securities. These benchmarks are aggregated according to the benchmark weights specified in the investment policies. The benchmark for real estate and infrastructure is the Scotia Capital Real Return Bond Index.

The total portfolio benchmark return aggregates the asset class benchmark returns according to the weights specified in the investment policies. Returns have been calculated in accordance with the methods set forth by the CFA Institute (formerly the Association for Investment Management and Research).

7. OPERATING EXPENSES

(a) General operating expenses

General operating expenses consist of the following:

($000s)	2005	2004
Office rent, supplies and equipment	**$ 4,099**	$ 2,158
Custodial fees	**3,515**	1,973
Data, analytical and operational services	**2,430**	1,319
Communications expenses	**944**	813
Travel and accommodation	**583**	477
Directors' remuneration	**548**	426
Internal audit	**405**	292
Other operating expenses	**717**	288
	$ 13,241	$ 7,746

Directors' remuneration includes an annual retainer for each director of $20,000 (increased from $14,000 effective December 1, 2004), board and committee meeting fees of $1,000 per meeting (2004 – $1,000), plus an annual retainer of $7,500 for each committee chair (increased from $3,250 effective December 1, 2004). Separate fees are not paid for investment committee meetings when they are held on the same day as board meetings, which is the custom. The chair of the board of directors receives $95,000 in annual compensation (increased from $85,000 effective December 1, 2004) but is not eligible to receive annual or committee chair retainers or meeting fees unless the fees relate to public meetings. In fiscal 2005, the chair received a total of $93,000 (2004 – $85,000).

In fiscal 2005, the board of directors held 12 board and investment committee meetings (2004 – 9) and 30 other committee meetings (2004 – 22).

(b) *Executive compensation*

The CPP Investment Board determines executive compensation based on compensation principles approved by the board of directors.

Compensation earned by the five most highly compensated executive officers of the CPP Investment Board during fiscal 2005 amounted to $3,897,227 (2004 – $2,391,044) and consisted of the following:

Name [1]	Year	Salary	Annual Bonus [2]	Long-Term Bonus [1,2]	Benefits and Other Compensation [3,4]	Total
John A. MacNaughton [5]	**2005**	**$ 336,775**	**$ 329,907**	**$ 959,251**	**$ 104,436**	**$ 1,730,369**
President and Chief Executive Officer	2004	$ 415,000	$ 250,000	$ 188,027	$ 71,288	$ 924,315
Donald M. Raymond	**2005**	**$ 275,000**	**$ 285,000**	**$ 119,302**	**$ 37,354**	**$ 716,656**
Vice-President – Public Market Investments	2004	$ 205,000	$ 131,200	$ –	$ 25,843	$ 362,043
Valter Viola	**2005**	**$ 205,000**	**$ 167,895**	**$ 191,300**	**$ 25,902**	**$ 590,097**
Vice-President – Research and Risk Management	2004	$ 195,000	$ 113,880	$ 100,320	$ 27,236	$ 436,436
John Butler [6]	**2005**	**$ 245,000**	**$ 163,235**	**$ –**	**$ 26,308**	**$ 434,543**
Vice-President – General Counsel and Corporate Secretary	2004	$ 100,923	$ 75,000	$ –	$ 7,367	$ 183,290
Jane Nyman	**2005**	**$ 205,000**	**$ 146,575**	**$ 54,309**	**$ 19,678**	**$ 425,562**
Vice-President – Finance and Operations	2004	$ 185,000	$ 60,125	$ 22,842	$ 16,877	$ 284,844

[1] David F. Denison joined the CPP Investment Board as President and Chief Executive Officer on January 17, 2005. Total compensation earned during fiscal 2005 by Mr. Denison amounted to $182,650, which consisted of salary of $93,462, annual bonus of $82,500 and benefits of $6,688.

[2] Bonus awards include an annual and a long-term component and are based on the achievement of agreed objectives. The long-term bonus reflects amounts payable for the current year. Additionally, long-term bonuses awarded but not yet paid include approximately $380,620 for payment in 2006, $445,799 for payment in 2007, and $529,720 for payment in 2008. These amounts are adjusted annually by the total portfolio return. The payment of the long-term bonus is subject to executive officers meeting certain conditions of employment.

Total long-term bonuses awarded but not yet paid, by officer and by year, are as follows:

	2006	2007	2008	Total
Donald M. Raymond	$ 162,602	$ 181,597	$ 190,000	$ 534,199
Valter Viola	160,415	157,624	90,405	408,444
Jane Nyman	57,603	51,213	78,925	187,741
John Butler	–	55,365	87,890	143,255
David F. Denison	–	–	82,500	82,500
	$ 380,620	$ 445,799	$ 529,720	$ 1,356,139

[3] Benefits include pension contributions in connection with a defined contribution registered pension plan and a defined contribution supplementary pension plan, life insurance, club dues, and other miscellaneous non-cash remuneration. Under the defined contribution registered pension plan, executive officers contribute 3 per cent of annual eligible earnings and the CPP Investment Board contributes 6 per cent to the maximum allowed under the *Income Tax Act (Canada)*. Eligible earnings include salary and taxable benefits plus annual bonus to a maximum of 50 per cent of total salary and taxable benefits. The CPP Investment Board's contributions vest with the employee after two years of continuous service. Under the defined contribution supplementary pension plan, which is unfunded, executive officers earn contribution credits equal to 9 per cent of their eligible earnings in excess of the maximum eligible earnings under the registered pension plan. Contributions vest with the employee after five years of continuous service. This total unfunded liability as at March 31, 2005 is $143,150 (2004 – $250,604).

[4] Other compensation relates to $41,274 of vacation payout for Mr. MacNaughton paid in fiscal 2005.

[5] Retired from the CPP Investment Board in January 2005. As described in footnote 2, bonuses are awarded on an annual basis and consist of an annual amount and a long-term component with deferred payment terms. Bonuses paid to Mr. MacNaughton in the current year include the annual component for the portion of fiscal 2005 prior to his retirement and the long-term component reflecting amounts awarded in the current and previous three years, all of which vested and was payable upon retirement.

[6] Commenced employment on October 6, 2003.

(c) Professional and consulting fees

Professional and consulting fees consist of the following:

($000s)		2005		2004
Consulting [1]	**$**	**2,429**	$	1,723
Legal		**1,772**		964
External audit and tax services [2]		**902**		1,182
	$	**5,103**	$	3,869

[1] Includes fees for non-audit services of $26,000 (2004 – $27,000) that were paid to the external auditors of the CPP Investment Board.

[2] Includes fees for audit services of $657,000 (2004 – $557,000), fees for non-audit services of $104,000 (2004 – $101,000) and fees of $141,000 (2004 – $488,000) for the special examination carried out by the external auditors pursuant to the *Canada Pension Plan Investment Board Act*.

8. COMMITMENTS

The CPP Investment Board has committed to enter into investment transactions, which will be funded over the next several years in accordance with the agreed terms and conditions. As at March 31, 2005, the remaining commitments total $5.4 billion (March 31, 2004 – $3.9 billion).

As at March 31, 2005, the organization has made lease commitments of $20 million (March 31, 2004 – $21 million) over the next nine years.

9. GUARANTEES AND INDEMNIFICATIONS

The CPP Investment Board provides guarantees to its officers, directors and various counterparties as part of its standard indemnification agreements. Under these agreements, the CPP Investment Board may be required to compensate these parties for costs incurred as a result of various contingencies such as changes in laws and regulations and litigation claims. The contingent nature of the indemnification agreements prevents the CPP Investment Board from making a reasonable estimate of the maximum potential payments the CPP Investment Board could be required to make. To date, the CPP Investment Board has not received any claims nor made any payments for such indemnifications.

Mary C. Arnold
Fellow, Institute of Chartered Accountants

President of Richford Holdings Ltd. of Alberta. Director of EPCOR Utilities, Alberta Credit Union Deposit Guarantee Corporation and Industrial Alliance Ltd. Governor of Royal Bank Mutual Funds. Member of CICA Accounting Standards Oversight Council.

Investment and audit (chair) committees.

Helen Sinclair
Financial executive

Founding CEO of BankWorks Trading Inc. Former president of Canadian Bankers Association and senior vice-president of Scotiabank. Director of TD Bank Financial Group, McCain Capital Corporation and Davis + Henderson Income Fund.

Investment, governance and human resources and compensation committees.

Gail Cook-Bennett
Economist

Previous academic positions at University of Toronto and senior executive positions at Bennecon Ltd. and C.D. Howe Institute, Montreal. Director of Manulife Financial Corporation, Petro-Canada and Emera Inc.

Investment (chair) and governance committees.

Peter K. Hendrick
Chartered Accountant, Chartered Financial Analyst

Former executive vice-president of investments and CIO at Mackenzie Financial Corporation and vice-president and director of CIBC Wood Gundy Securities Inc. (CIBC World Markets). Former lecturer at Harvard University.

Investment and audit committees.

Jacob Levi
Actuary

Partner in Eckler Partners, actuarial consultants. External actuary to public sector pension plans and Workers' Compensation Board of British Columbia. Former chairman of the workers' compensation committee of the Canadian Institute of Actuaries.

Investment, audit and human resources and compensation committees.

Ronald E. Smith
Fellow, Institute of Chartered Accountants

Retired senior vice-president and CFO of Emera Inc. Former CFO of Aliant Telecom Inc., director of Bangor Hydro Electric Company and CrossOff Inc. Chair of the board of governors of Acadia University.

Investment and audit committees.

Helen M. Meyer
Financial executive

President of Meyer Corporate Valuations Ltd. Served in senior positions with Merrill Lynch Canada, Morgan Bank of Canada and Dominion Securities Limited. Former commissioner with Ontario Securities Commission.

Investment, audit and human resources and compensation committees.

David Walker
Business executive

President of West-Can Consultants Ltd. Former professor at the University of Winnipeg, Member of Parliament for Winnipeg North-Centre and parliamentary secretary to the Minister of Finance. Chief federal representative for consultations on the Canada Pension Plan.

Investment, human resources and compensation and governance committees.

Dale G. Parker
Corporate director

Former CEO of the British Columbia Financial Institutions Commission, Bank of British Columbia and Workers' Compensation Board of British Columbia. Director of Talisman Energy, Industrial Alliance Pacific Insurance and Financial Services and Growth Works Ltd.

Investment and governance (chair) committees.

William "Philip" MacDougall
Fellow, Institute of Chartered Accountants

President of MacDougall Consulting. Served as deputy minister in several departments in P.E.I. including Finance, Industry and Commerce, Health and Social Services and was a member of the Deputy Ministers Committee on the CPP.

Investment and governance committees.

Germaine Gibara
Chartered Financial Analyst

President and CEO of Avvio Management Inc. Served in senior positions with Caisse de dépôt et placement du Quebec, TAL Global Asset Management Inc. and Alcan Aluminum Ltd. Director of Sun Life Financial, Cogeco Cable Inc. and Agrium Inc.

Investment and governance committees.

M. Joseph Regan
Bank executive (retired)

Former senior executive vice-president of Royal Bank of Canada. Former chair of Pension Commission of Ontario, former director of the Canada Pension Plan Advisory Board and Ontario Pension Board. Director of the Bank of Tokyo – Mitsubishi (Canada).

Investment and human resources and compensation (chair) committees.

KNOWLEDGEABLE, EXPERIENCED OVERSIGHT// The CPP Investment Board is governed by a board of 12 directors including a chairperson. Our legislation requires us to have sufficient directors representing the various regions of Canada, with expertise in investment, business, economics and financial management.

Canada Pension Plan Investment Board Regulations require that the annual report disclose the governance practices of the board of directors. More extensive governance information is posted at www.cppib.ca.

DUTIES, OBJECTIVE AND MANDATE OF THE BOARD OF DIRECTORS.

The board is responsible for the stewardship of the CPP Investment Board, including oversight of management.

As fiduciaries, the directors are required to act honestly and in good faith in the best interests of Canada Pension Plan contributors and beneficiaries. They must exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances. Directors must use their specialist knowledge in carrying out their duties and are subject to higher standards of care in areas that relate to their expertise.

Among other duties, the directors review and approve investment policies, standards and procedures; appoint the chief executive officer and annually review his performance; determine with management the organization's strategic direction; review and approve the annual business plan and budget; appoint independent internal and external auditors; establish procedures to identify and resolve conflicts of interest; establish codes of conduct for directors and employees; assess the performance of the board itself; and review and approve the stakeholder communications strategy, including material disclosure such as quarterly and annual financial statements and the annual report.

COMPOSITION, MANDATES AND ACTIVITIES OF BOARD COMMITTEES.

The board has four committees – investment, audit, governance and human resources and compensation. The investment committee consists of the full board. Membership of the other committees is shown on page 40.

The investment committee reviews and recommends our Investment Statement to the board for approval and reviews, approves and monitors the CPP Investment Board's investment program. It also reviews portfolio risk tolerance and approves the engagement of external investment managers and new or large mandates and custodians.

The audit committee oversees financial reporting, the external and internal audit, information systems and internal control policies and practices. It also oversees aspects of the employee pension plans and advises the board in connection with any statutorily mandated special examinations. Responsibility for enterprise-wide risk management is shared with the board and other committees. It regularly meets with both external and internal auditors without management present.

The human resources and compensation committee administers a performance evaluation process for the chief executive officer, reviews and recommends the compensation philosophy, reviews organizational structure and ensures succession planning. It also oversees employee benefits and human resource policies, aspects of the employee pension plans and directors' compensation.

The governance committee monitors application of the code of conduct and conflict of interest procedures, recommends governance initiatives, makes recommendations to the board to improve the board's effectiveness, reviews criteria for new directors, establishes and recommends a performance evaluation process for the chief executive officer and assumes other duties at the board's request.

DECISIONS REQUIRING PRIOR BOARD APPROVAL.

Management's discretion in making operational and investment decisions is established in board-approved policies. The board considers recommendations made by management to board committees. In particular, board approval is required for the strategic direction for the organization and the annual business plan and budget. Annual and incentive-based compensation, as well as officer appointments, require board approval.

PROCEDURES FOR THE ASSESSMENT OF BOARD PERFORMANCE.

Soon after its inception in October 1998, the board established an annual process for evaluating its own performance and that of its committees. The assessments are conducted through confidential questionnaires that are summarized by an independent consultant. The summaries are reviewed by the full board and help to focus the directors on their fiduciary duties in representing the best interests of CPP contributors and beneficiaries. The board also conducts a confidential annual peer review to assist each director in identifying self-development initiatives and to provide the external nominating committee with guidance when it considers individual reappointments.

BOARD EXPECTATIONS OF MANAGEMENT.

Management is expected to comply with the *Canada Pension Plan Investment Board Act* and Regulations as well as all policies approved by the board, the most notable of which is the *Code of Conduct and Conflict of Interest Procedures for Officers and Employees*. Management develops, with involvement from the board, the strategic direction of the organization in response to its growing asset management responsibilities and the outlook for capital markets. The strategic response incorporates risk-management policies and controls as well as monitoring and reporting mechanisms.

Management is charged with developing benchmarks that objectively measure the performance of markets and asset classes in which CPP assets are invested. Benchmarks assist the board in evaluating management's investment performance and structuring performance-based compensation incentives.

Management is expected to make full and timely disclosure to the board and the public of all material activities, including new investments, the engagement of operational and investment partners, quarterly and annual financial results, and developments that may affect the CPP Investment Board's reputation.

TOTAL COMPENSATION OF DIRECTORS AND EXECUTIVE OFFICERS.

The total compensation of directors is summarized in Note 7a to the Consolidated Financial Statements. A study prepared by a private compensation consulting firm in March 2004 included data with respect to TSX companies and selected public sector organizations.

The total compensation of the five mostly highly paid officers of the corporation is detailed in Note 7b to the Consolidated Financial Statements. Officer compensation is partially incentive-based and is reviewed annually by the board.

Incentive compensation is awarded based on the achievement of a combination of corporate, investment and personal objectives. A specified portion of each officer's annual award is deferred and paid three years hence. The deferred amounts are adjusted each year by the CPP Investment Board's portfolio return. An independent compensation consulting firm advises the human resources and compensation committee on officer compensation.

RESULTS OF SPECIAL AUDIT OR SPECIAL EXAMINATION.

At least once every six years, as required under Section 47 of the *Canada Pension Plan Investment Board Act*, the Minister of Finance routinely orders a special examination of the CPP Investment Board's financial and management control and information systems and management practices. The latest such examination covered a three-month period beginning in January 2004 and was carried out, as legally required, by the CPP Investment Board's auditors, Deloitte & Touche LLP. Its purpose is to provide reasonable assurance that the assets of the CPP Investment Board are safeguarded and controlled, that the board is managed economically and efficiently and that its operations are carried out effectively. In their report to the federal and provincial ministers of finance, Deloitte & Touche gave the CPP Investment Board the best possible rating, stating that it found no significant deficiencies in our systems and practices. The complete report can be found on our website, www.cppib.ca.

CONFLICT OF INTEREST PROCEDURES.

Conflicts of interest were anticipated in the CPP Investment Board's legislation as a result of the federal and provincial governments' desire to recruit directors with financial and investment expertise and to engage employees with financial expertise. The code of conduct has been established to manage and, where possible, eliminate such conflicts. The procedures under the legislation and the code of conduct are designed to ensure that directors and employees do not profit or otherwise benefit from a transaction by or with the CPP Investment Board. Stringent disclosure of any personal or business interests that might lead to a real, potential or perceived conflict is required. The process for identifying, reporting and discussing such conflicts culminates with the board's governance committee recommending a resolution to the full board.

CODE OF CONDUCT.

The code of conduct for directors and employees is designed to create a corporate culture of trust, honesty and integrity, and conflict of interest procedures deal with such matters as relations with suppliers, personal investments, and confidentiality of proprietary information. For example, the code establishes strict pre-clearance procedures for personal trading in securities issued by companies. It also deals with the acceptance by directors and employees of entertainment, gifts or special treatment that could create or appear to create a favoured position for contractors or suppliers.

To augment our conflict of interest policy and code of conduct, the board of directors decided in 2002 to appoint an external conduct review advisor. This person is available to discuss ethical issues with directors and employees on a confidential basis.

BOARD ATTENDANCE: FISCAL 2005.

The board held 12 meetings in fiscal 2005. The investment committee is a committee of the full board. The table below reflects the number of meetings attended by each director relative to the total meetings that director could have attended.

	Board & Investment Committee	Audit Committee	Governance Committee	HR & Compensation Committee	Ad Hoc Communications Committee	Ad Hoc CEO Search Committee
Mary C. Arnold	12/12	5/5	N/A	N/A	N/A	N/A
Gail Cook-Bennett [1]	12/12	5/5	5/5	4/4	N/A	13/13
Germaine Gibara	12/12	N/A	5/5	N/A	2/3	N/A
Gilbert Gill [2]	8/8	3/3	N/A	N/A	N/A	N/A
Peter K. Hendrick [3]	4/4	2/2	N/A	N/A	N/A	N/A
Jacob Levi	12/12	5/5	N/A	4/4	N/A	N/A
William “Philip” MacDougall [4]	1/1	N/A	1/1	N/A	N/A	N/A
Helen M. Meyer	12/12	5/5	N/A	4/4	N/A	N/A
Dale G. Parker	11/12	N/A	5/5	N/A	3/3	13/13
M. Joseph Regan	12/12	N/A	N/A	4/4	N/A	13/13
Helen Sinclair	12/12	N/A	5/5	4/4	N/A	13/13
Ronald E. Smith	12/12	5/5	N/A	N/A	3/3	13/13
David Walker	12/12	N/A	5/5	4/4	3/3	13/13

[1] The chairperson is not a member of the audit or human resources and compensation committees, but attends their meetings.

[2] Term expired in October 2004.

[3] Appointed to the board of directors in October 2004.

[4] Appointed to the board of directors in October 2004 but did not assume seat until February 2005.

VISION.

To be respected by Canadians for delivering superior investment performance and effective stakeholder communications through an organization built on shared values, sound governance and management excellence.

MISSION.

To manage the assets entrusted to the Canada Pension Plan Investment Board in the best interests of Canada Pension Plan contributors and beneficiaries.

To invest in ways that over the long term will maximize returns without undue risk while having regard to factors that may affect the CPP's funding and its ability to meet its obligations.

To help Canadians understand what we are doing with their money through communications and stakeholder relations that exceed statutory reporting obligations.

VALUES.

ETHICAL CONDUCT. We will exemplify the highest standards of ethical conduct in all that we do. We will comply with all applicable laws and the CPP Investment Board's policies, guidelines and procedures. We will behave in accordance with the codes of conduct and standards of our professions and industry associations.

EXCELLENCE. We will strive for excellence in all of our endeavours. This will include both our performance outcomes and the processes that we use to achieve them.

ACCOUNTABILITY. Accountability is critical to achieving our mission. We will delegate clear and appropriate accountability and authority to individuals throughout the organization and ensure that it is coupled with commensurate authority. We will provide the appropriate resources and ensure the necessary support, feedback and reward in support of that delegation.

TEAMWORK. Within the context of clear individual accountability and authority, we value effective teamwork. Optimal solutions to complex issues often require the blending of individuals and groups with different skills and capabilities who can work effectively across the organization as well as within their area of accountability and authority. We focus on optimization of the whole as well as its constituent parts.

ALIGNMENT OF INTERESTS. We believe that optimal outcomes are achieved when interests are aligned. Specifically, interests are aligned when there is agreement on values, objectives, performance measurements and the basis of sharing risks and rewards. The result of alignment is that checks and balances are strengthened and the prospects of synergy and win-win outcomes are increased.

INNOVATION. We will not be satisfied with the status quo or even current "best" practices, but will continually seek to find new and innovative ways to strengthen our competitive position and improve our performance. While we will not seek innovation for its own sake, we do expect to be on the leading edge of developing and introducing new ways of adapting to an ever changing environment.

RESPECT. We will treat people inside and outside our organization with the consideration and courtesy that we would expect to receive. This includes providing accurate, timely and comprehensible information to our stakeholders so that they can know what we are doing.

OFFICERS.

David F. Denison
President and Chief Executive Officer

John Butler
Vice-President – General Counsel and Corporate Secretary

Ian M.C. Dale
Vice-President – Communications and Stakeholder Relations

Jane Nyman
Vice-President – Finance and Operations

Donald M. Raymond
Vice-President – Public Market Investments

Valter Viola
Vice-President – Research and Risk Management

The Works Design Communications Ltd. www.worksdesign.com

ONE QUEEN STREET EAST
SUITE 2700
P.O. BOX 101
TORONTO, ONTARIO
M5C 2W5
TELEPHONE: 416-868-4075
TOLL FREE: 1-866-557-9510
FACSIMILE: 416-868-1536
WWW.CPPIB.CA