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During a tough year, the cream rises to the top as family businesses save the day.

COMMENTARY BY EVAN LIVADA
DATA FROM DUN & BRADSTREET

It’s been so crazy, I didn’t know what we were going to talk about this year. A number of companies have delisted themselves from Dun & Bradstreet because…

Because they want to run and hide! I would think a lot of the numbers aren’t out there because they’re &%@ numbers.

What you really mean is…

Lots of businesses are simply trying to stay afloat. My general feeling is times are still pretty tough throughout the country. In Maine, I think tourism is the big story of the year. You look at the number of cruise ships coming into Portland, and it’s almost doubled from last year.

The restaurant business and tourism trade have to be happy about the weather this past summer. The deeper meaning is, tourism is back as king in the State of Maine, and thank God for that.

Who was king before that?

When you look down the list, you’ll see it’s oil, papers, autos, banks—businesses every-
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Cianbro tops the list as a well-run Maine corporation. They’ve just announced a big contract for constructing electrical building modules for Vale, a mining company based in Brazil.

These family businesses do well because when the winds pick up in a storm, they care the most and have the most at stake. Take the Penley Paper Mill Co. Four generations of Penleys started the firm in 1923. In 2003, the sawmill shut down, but did that stop them? Nope. Resourcefulness was their resource. Now they’ve retooled and are targeting all the Dollar Stores throughout the country, making clothespins, toothpicks, plastic tableware.

Then there’s Atwood Lobster, a third-generation Maine lobster firm that boasts the largest shipping facility in Maine–their holding tank has 200,000 pounds of refrigerated seawater. They report selling four million pounds of lobster each year, purchasing from 70 Maine lobster boats, which is good, because the fishing industry has all but gone to New Bedford–with the exception of niche lobster market leaders like Atwood. They’ve dared to go national, selling 300,000 pounds of lobster to Red Lobster in one month this year.

I’m just loving these Maine-bred companies. The other company that struck my attention was No. 97, County Super Spuds.
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You’ve gotta love a name like that.

It sounds like we’re doing this interview in 1958.

Exactly. But if you just look at County Super Spuds, you’ll see it’s the McCrumb family that’s been farming there since 1886. Generation after generation of McCrumbs have run this business in Mars Hill, population 1,500. Many people think of Mars Hill today because the second largest wind farm in New England is there. But for the last 200 years, the McCrumb family has been marketing high quality potatoes. In 1992, they started their own transportation company to ship their potatoes. In 2004, they bought Penobscot Frozen Foods out of Belfast. Then they bought Sunday River Farms. It’s all McCrumbs going back 125 years. Imagine making your move over 100 years into the game.

If you google “county super spuds,” you’ll see a photo with 20 people in it, and it looks like 17 are McCrumbs.

McFabulous! What about a dark horse to watch?

Lincoln Paper went from 86 last year to No. 12 this year. They make 600 square miles of tissue every year, enough to cover Baxter State Park twice.

Wouldn’t that be…vandalism? Or would it be hailed as a Christo work of public art?

[Lincoln Paper] shows $141.22 million in sales. That’s a huge move if that’s the case. They claim to be green, by the way, with over 99 percent of their pulping tissues recycled. Among many superlatives, they are the largest manufacturer of deep-dyed tissue in the United States.

Come on! Where can we see their products, then?

It’s very likely that if your airline provides a
2010 Mercedes Benz GLK 350 AWD $37,990
Steel Gray/Black Leather, Panorama Moonroof, Premium 1 Package, Heated Seats, Premium Stereo/CD/Sirius, Privacy Glass, Power Liftgate, Xenon Lights, Roof Rack–4,408 miles

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But wasn’t Maine Bank & Trust’s raison d’être that it was locally operated for local people and their investments? That’s the smoke people put up. Local banks for local people. It wouldn’t surprise me to see banks that are doing well, like Bangor Savings, being picked up a while down the road. There will be acquisitions.

Tell us about Maine Bank & Trust being sold and what it means.

People’s United is the 22nd largest bank in America by deposits. It’s the largest regional bank in New England, whatever “regional bank” means.

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Since so many businesses are “running and hiding,” how is the chicken industry going, say, at Barber Foods?

A company like Barber Foods that has grown and so has its niche—that’s the kind you won’t see sold. Barber is one of the first companies that developed chicken cordon bleu for your freezer case. They’re a “Mainestay.”

How about IDEXX? You’ve mentioned more than once that they are an attractive industry for purchase. IDEXX is brilliantly run, so it would be a nice addition to a major player.

So this whole shakeout is helping Maine rediscover itself? Couldn’t you have told us this before we set foot in this scary economic Oz?

You can talk about big places like National Semiconductor until you’re blue in the face,
MONEY NEVER REMAINS JUST COINS AND PIECES OF PAPER. MONEY CAN BE TRANSLATED INTO THE BEAUTY OF LIVING, A SUPPORT IN MISFORTUNE, AN EDUCATION, OR FUTURE SECURITY.

—SYLVIA PORTER

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but they’re just trying to keep up market share, so you can’t learn as much from their numbers. It’s really the small family businesses who are showing the kind of backbone we can learn from. We saw it as a trend last year, when we saw all the niche breweries doing well. It all ties in with the tourism rise: If they come here, they’ll want to drink what we make here.

1. L. L. BEAN, Freeport, $1.62B *†
2. FAIRCHILD SEMICONDUCTOR INTERNATIONAL, South Portland, $1.2B
3. IDEXX LABORATORIES, Westbrook, $1.03B
4. CIANBRO COMPANIES, Pittsfield, $390.3M
5. WRIGHT EXPRESS CORPORATION, South Portland, $318.22M
6. WEBBER OIL COMPANY, Bangor, $192.34M
7. MAINE EMPLOYERS’ MUTUAL INSURANCE, Portland, $176.21M
8. OLYMPIA SPORTS, Westbrook, $165.81M
9. PINE STATE TRADING, Augusta, $155.3M
10. DARLING’S, Brewer, $155.03M
11. HANCOCK LUMBER, Casco, $150.4M *†
12. LINCOLN PAPER & TISSUE, Lincoln, $141.22M
13. KATAHDIN PAPER COMPANY, Millinocket, $138.77M
14. CAMDEN NATIONAL CORPORATION, Camden, $132.78M
15. HUTCHINS MOTORS, Augusta, $132.5M
16. C. N. BROWN, South Paris, $131.3M *†
17. BANGOR SAVINGS BANK, Bangor, $131.04M
18. ASSOCIATED GROCERS, Gardiner, $130.25M
19. BANGOR HYDRO-ELECTRIC COMPANY, Bangor, $119M
20. VILLAGE CAR, Bangor, $116.2M *†

MAINE NON-PROFITS
A sampling of the state’s largest non-profit organizations

<table>
<thead>
<tr>
<th>Name</th>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>EASTERN MAINE HEALTHCARE SYSTEMS, Brewer</td>
<td>$911M</td>
</tr>
<tr>
<td>MAINE MEDICAL CENTER, Portland</td>
<td>$685.6M</td>
</tr>
<tr>
<td>MAINE GENERAL HEALTH, Augusta</td>
<td>$378.6M</td>
</tr>
<tr>
<td>CENTRAL MAINE MEDICAL CENTER, Lewiston</td>
<td>$283.2M</td>
</tr>
<tr>
<td>YORK HOSPITAL, York</td>
<td>$242.9M</td>
</tr>
<tr>
<td>MARTIN’S POINT HEALTH CARE, Portland</td>
<td>$200.8M</td>
</tr>
<tr>
<td>COLEY COLLEGE, Waterville</td>
<td>$184.4M</td>
</tr>
<tr>
<td>JACKSON LABORATORY, Bar Harbor</td>
<td>$166M</td>
</tr>
<tr>
<td>MAINE COAST REGIONAL HEALTH, Ellsworth</td>
<td>$153.8M</td>
</tr>
<tr>
<td>ST. MARY’S REGIONAL MEDICAL CENTER, Lewiston</td>
<td>$129.2M</td>
</tr>
</tbody>
</table>
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<table>
<thead>
<tr>
<th>Rank</th>
<th>Company Name</th>
<th>Location</th>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>71.</td>
<td>PATRIOT INSURANCE COMPANY</td>
<td>Brunswick</td>
<td>$35M</td>
</tr>
<tr>
<td>71.</td>
<td>(tie) SHAW BROTHERS CONSTRUCTION</td>
<td>Gorham</td>
<td>$35M</td>
</tr>
<tr>
<td>73.</td>
<td>NICKERSON &amp; O’DAY</td>
<td>Brewer</td>
<td>$34.65M</td>
</tr>
<tr>
<td>74.</td>
<td>KENNEBEC SAVINGS BANK</td>
<td>Augusta</td>
<td>$34.33M</td>
</tr>
<tr>
<td>75.</td>
<td>TEX-TECH INDUSTRIES</td>
<td>North Monmouth</td>
<td>$34.3M</td>
</tr>
<tr>
<td>76.</td>
<td>EASTLAND SHOE CORPORATION</td>
<td>Freeport</td>
<td>$33M</td>
</tr>
<tr>
<td>76.</td>
<td>(tie) OUTSOURCE WORKS</td>
<td>Lewiston</td>
<td>$33M</td>
</tr>
<tr>
<td>78.</td>
<td>PENLEY CORPORATION</td>
<td>West Paris</td>
<td>$31.2M</td>
</tr>
<tr>
<td>79.</td>
<td>BUTLER BROTHER’S SUPPLY DIVISION</td>
<td>Lewiston</td>
<td>$30.02M</td>
</tr>
<tr>
<td>80.</td>
<td>ORTHOPAEDIC ASSOCIATES OF PORTLAND</td>
<td>Portland</td>
<td>$30M</td>
</tr>
<tr>
<td>80.</td>
<td>(tie) ATWOOD LOBSTER COMPANY</td>
<td>Spruce Head</td>
<td>$30M</td>
</tr>
</tbody>
</table>

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