



CADSI

2023 ANNUAL REPORT



Annual General Meeting of Members

April 24, 2024 | VIRTUAL

Canadian Association of Defence
and Security Industries

defenceandsecurity.ca



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CHAIRMAN'S LETTER

In many ways, 2023 marked a clear return to 'business as usual' for our industry and for CADSI. The association's governance structures – combined with the excellence of our executive management – provided a stable foundation that allowed the association to recover quickly from the pandemic and return its focus to delivering value to its members. In-person networking and travel also resumed, and companies were heavily engaged in events like CANSEC.

But it's also clear that the world in which we do business is changing. The global security environment became even more worrisome for Canada in 2023. Russia's unlawful aggression in Ukraine showed no sign of ending, major power strategic competition in the Asia-Pacific continued to rise, European political and social malaise had multi-faceted consequences, and election cycles with unpredictable outcomes loomed in Canada and numerous allied nations. The international community was further challenged by the tragic and deadly escalation of the Israeli-Palestinian conflict, and by a significant number of natural disasters caused by climate change which have had consequential security effects.

In response, Canada faced increasingly pointed and public demands to meet its responsibilities to the international community. Our nation is being asked to match rhetoric with delivery of meaningful and effective capability, both to address specific security contingencies and to respond to global expectations that Canada is both determined and able to manage its sphere of influence. A focused partnership between Canadian policymakers and the defence industry is an essential precursor to meeting these expectations. Canada must recognize and take pride in the areas in which its research and expertise offer globally competitive advantages.



CADSI has become more relevant than ever in the environment described above. By delivering a program focused on enabling industry success and advocating on policy issues that impact the sector, the association is pushing industry and government toward what should be a shared goal; a nation where industrial capability and capacity is available to meet Canada's security role, objectives, and responsibilities.

Building on the strong foundation laid by my predecessor, former CADSI Board Chair Kevin Ford, I am confident that we will continue to see CADSI's influence grow and its many offerings become even more relevant to members in 2024. I'd like to take this opportunity to thank Kevin and all my fellow Board members for their hard work throughout 2023, and to extend our shared gratitude to CADSI's President and CEO, Christyn Cianfarani, for her unwavering leadership.

Sincerely

Bernard Mills

Chair, CADSI Board of Directors

“
...the association is pushing industry and government toward what should be a shared goal; a nation where industrial capability and capacity is available to meet Canada's security role, objectives, and responsibilities.”

– Bernard Mills



PRESIDENT'S LETTER

Each year as I sit down to write this letter, I try to identify a few defining moments for CADSI in the previous 12 months. Forks in the road, you might call them, that prompt strategic decisions or help set the tone for our programming, advocacy, and interactions with members.

In 2023, one such moment came early. For months, CADSI had been working with the Ukrainian Embassy and our own government to identify Canadian-made products that could support Ukraine's fight against Russia. Members had told us that they were willing to make investments and ramp up production with appropriate contracts in hand. It was clear Canada had much to offer. Then, on January 10, 2023, the federal government announced that it would spend \$406 million on a National Advanced Surface-to-Air Missile System and associated munitions – sourced from the United States.

The time for gentle nudges was over. CADSI began publicly calling out what we saw as a lack of strategy in Ottawa, the ongoing absence of partnership with our sector at a broad level, and a failure to consider how transformational the current international security situation will be for Western and allied defence industries. That push for change propelled us through the rest of 2023. It was most visible in our advocacy efforts, but also informed international programming, community engagement, event delivery, and membership services. You will see it clearly reflected throughout this report.

Something else you will see in these pages is momentum. With pandemic lockdowns well into the rearview mirror, our members were back to business in a big way this year and more engaged than ever. CADSI's signature domestic events and international pavilions smashed their previous attendance records. The evolution of our membership base accelerated, driven by new entrants into the sector seeking support, representation, and networking opportunities. Globally, defence was in growth mode as tensions rose in the Indo-Pacific, the Middle East, and at NATO's European doorstep. CADSI's primary mission in 2023 was to showcase and promote Canadian capabilities in this context.



Our work this year has been a team effort. I'm indebted to our Board of Directors and both its past and new Chairs, Kevin Ford and Bernard Mills, who supported the choices we made to take bolder, more public advocacy positions. At times, it is our job at CADSI to say what our members feel they cannot.

I'm equally grateful to our members, new and returning, for their continued confidence and feedback. This association is here because of you, and for you.

And finally, to the CADSI team: I don't know any other sector that went from a crushing downturn during the pandemic to chaos and unrest all around the world for the return. There was no slow transition or easing back into things. Our team hit the ground running and hasn't stopped since. Thank you for your expertise, your willingness to learn new things and adapt on the fly, and for remaining endlessly curious through it all.

As we look ahead to 2024, the world remains at a critical tipping point. This is a moment for bold action that both galvanizes and unifies. So CADSI will continue standing up and speaking out on behalf of our industry. This is – above all else – why we exist.

Christyn Cianfarani
Christyn Cianfarani
President and CEO



“ This association is here because of you, and for you. ”

– Christyn Cianfarani



MEMBERSHIP & VALUE-ADD

CADSI's membership base is highly diverse, and we made a concerted effort this year to both understand the challenges to their operations and provide services and tools that cater to all scales and sizes of businesses. Throughout 2023, we launched new tools to help members access important resources, undertook a series of outreach initiatives, and hosted events that continue to act as the benchmark for activities within the defence and security industry in Canada.

Tools & Resources

In 2023, CADSI continued its commitment to providing support to our members by introducing a series of new tools, and revising existing ones, based on member feedback. These tools were all boosted by a user-friendly experience and ongoing support from our staff.

The cornerstone of our efforts this year was myResources, a platform that centralizes content for our members. It acts as a comprehensive repository of information – past and present – produced by the association and select external partners. These include video recordings, primers, government or Canadian Armed Forces presentations, and much more. A reporting dashboard within the tool provides CADSI with insight into user engagement and content popularity, allowing us to prioritize new resources that we know members will find relevant.

Meanwhile, our CADSIboost platform continued to give members the ability to advertise at various price points. Launched in 2021, these advertisements are targeted to reach an engaged audience.

Finally, as the war in Ukraine entered its second year, CADSI's Capabilites Database provided value not just to individual companies, but also government partners in Canada and Ukraine, who leveraged it to identify Canadian technology that could help in the fight against Russia.

“ The growth and caliber of CADSI is phenomenal! ”

– CADSI Member





Outreach

CADSI hosted nine webinars in 2023 covering a wide range of topics, including improving cybersecurity, export opportunities, and updates on the Government of Canada's plans. Member access to the recordings was expedient and they remain accessible via myResources.

Building on initial events in 2022, CADSI worked with the Royal Canadian Navy (RCN) to host a third and fourth workshop intended to improve communication and understanding between the Navy and industry. The format was a combination of presentation and roundtable dialogue with the goal to help educate newly posted-in RCN members about industry and how it responds to each stage of procurement. Other branches of the CAF observed the workshops with a view to doing something similar in the future.



With pandemic restrictions lifted, CADSI made member visits a priority in 2023, scheduling several during the year in regions across the country. These visits transcend routine interactions, allowing us to establish personal connections with members and better understand their individual business challenges and successes. CADSI staff also interacted regularly with members during community events like Best Defence, DEFSEC, the Amazon Web Services 2023 Symposium, the InCyber Forum, and the Halifax International Security Forum.

Committees

CADSI renewed our three operating committees over the summer, welcoming several new members to the Policy Committee, Small and Medium-Sized Enterprise Committee, and Cyber Council. These groups bring a diverse set of views from top industry professionals, meeting regularly throughout the year to provide the association with critical feedback, or to flag new or ongoing challenges that should be brought to the attention of government.





ADVOCACY

With the war in Ukraine entering its second year, growing instability in the Middle East and Indo-Pacific, and political change on the horizon in Canada, CADSI's advocacy team worked tirelessly throughout 2023 to represent member interests.

Whether appearing before Parliamentary committees, meeting in private with officials, or speaking to media, our central message remained the same: A new relationship is required between government and Canada's defence industry to meet the deteriorating global security environment, while simultaneously supporting and properly equipping the CAF.

Taking a vocal, persistent approach to advocacy in 2023 was effective, leading to several policy wins. CADSI achieved meaningful industry consultation on the Defence Policy Update (DPU), public recognition from the Minister of National Defence that the DPU must incorporate industrial policy, dedicated cybersecurity protections for the defence industrial base, and the rewriting of government guidance linked to how Cloud service providers are treated under the Contract Security Program. Progress was also made on a new, reciprocal Canadian cybersecurity standard mirroring the U.S. CMMC program, and in consultation with our operating committees we provided suggestions for improvements to defence procurement directly to Cabinet ministers and MPs.

Throughout the year, members were kept informed of these developments through our monthly Industry Dispatch newsletter, as well as primers linked to events like the federal budget and summer Cabinet shuffle.

In mid-2023, CADSI launched a new public-facing advertising campaign with the tagline "Every Bit Canadian." It focused on the diverse contributions made by our sector across Canada, featuring military-inspired headlines paired with industry-inspired imagery. Individual ads were produced to highlight defence manufacturing, cyber defence, and professional services.

Even as the government turned to CADSI repeatedly for feedback in 2023, some pain points remained. Long-term, strategic plans or contracts that would support both Ukraine and the recapitalization of the CAF did not materialize as we'd hoped. Meanwhile, international pressure to increase Canada's defence budgets collided head-on with domestic political priorities. Planned cuts to DND's budgets, announced in the fall, could further damage Canada's international reputation as a reliable security partner and lead to exclusion from important partnerships like AUKUS. These issues have a direct impact on our members and the security of every Canadian, and CADSI will remain seized with them in 2024.



“
We have been members for 4-5 years, and CADSI is invaluable.”

- CADSI Member



11.7M

Ad campaign impressions



83%

Of Canadians believe it's important to have a strong, successful defence industry*

*CADSI-commissioned EKOS poll, December 2023



DOMESTIC PROGRAM





CANSEC

CADSI's signature event had a standout year in 2023, attracting over 12,000 registrants and smashing previous records linked to the number of B2G/B2B meetings, number of exhibitors, and overall attendance. To put this in perspective, by 9 a.m. on Day 1 of CANSEC, more people had passed through the doors of the EY Centre than throughout the entirety of Day 1 in the past.

CADSI anticipated this bump in activity and planned accordingly. We made improvements to pre-badging systems, parking availability and flow, signage, show entry, security, and food options for those not attending our ticketed meal events. The B2G/B2B Supply Chain Connect space was expanded and equipped with a coffee bar, dedicated concierge, and more.

For the first time in 2023, CANSEC's communications efforts were unified under a single, overarching theme – "Together on Every Front." This was designed as a call to action and a reminder of the importance of strategic collaboration between domestic industry, government, and the military. The tagline was highly visible throughout the venue and present in everything from the opening speech to the show's Media Kit.

Reflecting the deteriorating global security situation, CANSEC attracted high-level delegations from more than 50 countries interested in viewing Canadian products and technologies. CADSI worked to ensure particularly strong representation from the Ukrainian government and military, and then-Ukrainian Defence Minister Oleksii Reznikov delivered the virtual keynote address at lunch on Day 1.

Canadian VIPs included three federal cabinet ministers, over a dozen additional Parliamentarians, and top military leadership. VIP tours of the show floor brought these decision-makers into direct contact with our members. We also welcomed an inaugural Indigenous business delegation, which was extremely well-received by the entire community.

CANSEC 2023 was a true return to form for Canada's leading defence and security trade show. That momentum will be built upon in 2024, with even more improvements made based on delegate feedback and the needs of our growing sector.



12K+

Registrants



40%

Proportion of registrants from government



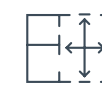
51

International delegations



656

Supply Chain Connect meetings



150K

Square feet of exhibit space



65

National and international media representatives

Canadian Armed Forces Outlooks

This year, the CAF Outlooks underwent a series of strategic refinements to meet the needs of industry, government and all three branches of the Canadian Armed Forces. These changes included moving meals into a larger hall to accommodate more attendees, more frequent and longer opportunities for networking in breakouts, audience questions after keynotes, new investment in visuals and staging, and better sponsorship showcasing.

The conference programming went 'back to basics,' only delivering sessions by CAF leadership and project managers who presented information on upcoming procurement projects that are of interest to industry – information that is realistic, short-term and measurable. The commanders of the Royal Canadian Air Force and Royal Canadian Navy, along with the Deputy Commander of the Canadian Army, provided lunchtime keynote addresses. Again, the coveted

procurement summary documents known as the Quad Charts were produced. As an added-value service, CADSI filmed, edited and published the 2023 CAF Outlooks Replays. These video-on-demand recordings of all sessions were available to registrants who purchased the add-on feature and will again be available via MyResources in 2024.

Tickets to all three Outlooks were sold out a week before the events began. On Navy Day, despite an ice storm that rendered public transit inert, attendance stood at 84%. CAF participation was up across the board, and three-day passes for industry were more popular than ever.



CYBER

This year was one of shifting priorities and new alliances for CADSI's cyber program. Throughout 2023, the association adjusted its offerings to respond to the unique needs and expectations of a growing segment of our membership base specializing in cyber and emerging technologies. The integration of these technologies into the defence sector continued to dominate conversations at both the CAF Outlooks and CANSEC – and was evident in the changing line-up of corporate sponsors who supported those events.

The expanded CANSEC Labs again attracted multiple VIP visitors and heavy foot traffic, with clear international interest in Canadian products and expertise. Companies are increasingly seizing new opportunities in countries where close collaboration between governments and the private sector in cyber defence is well established.

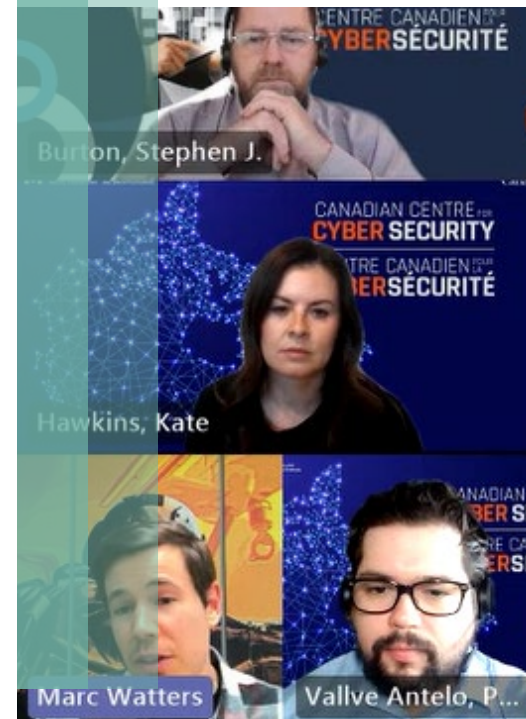
The advocacy concerns for this segment of CADSI's membership mirrored those of the industry writ-large – with some fresh regulatory challenges mixed in as the government struggled to keep pace with technological innovation cycles. To address those issues, we relied heavily on feedback from our Cyber Council and Cloud Working Group. In March, CADSI's President and CEO testified at the House of Commons' Standing Committee on National Defence as part of the Committee's study of cybersecurity and cyberwarfare. She highlighted the

government's under-reliance on Canadian cybersecurity solutions, the risks and frustrations of a too-slow procurement process, and the ongoing need for closer collaboration between the public and private sectors.

CADSI also worked to deepen our relationships with the Communications Security Establishment (CSE) and other key government departments in 2023, resulting in many positive changes. The defence industry was officially designated as a "System of Importance to Canada" by CSE, unlocking new services and supports for companies.

In June, we worked with Canadian Forces Intelligence Command to support an Industry Day "Dragon's Den" that developed a better understanding of industrial capability in open-source intelligence collection and analysis. In September, we supported a Global Affairs Canada-led roundtable on countering misinformation and disinformation with strong industry and government participation.

Finally, recognizing that many future government contracts will have either a cyber or digital nexus, CADSI continued to work with Shared Services Canada, DND, and CSE to organize a Cyber and Digital Outlook. With full support from these partners, the event was formally announced in October 2023 and will take place in November 2024.





INTERNATIONAL PROGRAM



DSEI

DSEI UK brought CADSI's largest gathering ever of 100 walkers and 21 exhibitors to the Canada Pavilion in September, signaling a clear appetite for global expansion. Networking and hospitality were top considerations, with an array of value-added services at the show that included the CADSI-produced Canada Market Briefing and Canada Networking Reception at Canada House, as well as the popular Canada Maple Hour Reception on the show floor. Participants also had access to the Business Zone in the Canada Pavilion, and a program to connect them directly with trade commissioners.

Unfortunately, the whole-of-government support that has characterized DSEI in the past did not materialize in 2023, as departments redirected efforts toward other international events. Gaps in communication, support, and representation from the government side occurred as a result and forced CADSI to shoulder much of the responsibility for event planning and delivery. Despite this, industry feedback from the event was overwhelmingly positive.

AUSA

AUSA 2023, held in Washington DC in October, had another record-breaking Canadian presence for 2023, with 84 companies attending as walkers or pavilion participants. With support from various government partners and the Canadian Embassy in Washington, the Canada Pavilion was able to offer participating companies exhibit space and numerous networking opportunities. Value-added elements for 2023 included a pre-show webinar, networking breakfast and briefing session, a Canada evening reception, and access to the dedicated Canada Pavilion Business Lounge.



Halifax International Security Forum

While hosted domestically, the Halifax International Security Forum is without question an international event – welcoming participants from around the world and a large delegation from our closest security partner, the United States. In 2023, CADSI once again sponsored the event, where attention was focused on the threat to democracies from militant autocracies like China, North Korea, Russia, and Iran. Over three days, CADSI listened intently and promoted Canadian industry's views and capabilities in conversations with senior government officials, the media, and representatives from international partners like Ukraine.





COMMUNITY

CADSI is part of a diverse Canadian defence community that encompasses industry, the CAF, public safety and security services, and a variety of government departments and agencies. We consider it our responsibility to contribute to this broader ecosystem's growth and long-term health.

WiDS

Women in Defence and Security (WiDS), which CADSI supports financially and operationally, continued to evolve and mature in 2023, welcoming a new president and formalizing an increasing number of operational and administrative policies that will help guide the group moving forward. Awareness of what WiDS is, and what it offers, has increased perceptibly within the community and at events like CANSEC and DEFSEC.

WiDS returned to an in-person format for its annual Scholarship Breakfast in Ottawa, which drew over 1,000 participants and added an additional scholarship to its award roster. Even with a larger venue and longer registration window, demand for this event continued to outstrip the supply of tickets.

In addition to the breakfast, WiDS continued to deliver its highly-regarded speed mentoring events – with one hosted in April in Ottawa and a second in October in Halifax. Several "Creating Connections" events – featuring networking and fireside chats – and professional development events were also offered throughout 2023. Organizers recognized, however, that networking can be daunting in a post-pandemic world, especially for younger professionals. WiDS will therefore refocus on less structured community events in 2024 that offer the opportunity for more organic connections.

Donations

CADSI believes in giving back on your behalf. In 2023, we were proud to support Veterans Emergency Transition Services (VETS) Canada to show our ongoing gratitude to those who served, and we continued our annual support of the True Patriot Love Foundation.

At CANSEC, we welcomed veteran and visual artist Jessica-Lynn Wiebe, who led an effort to construct a camouflage net out of thousands of pieces of cloth. The completed net was shipped to Ukraine for use on the battlefield; a small contribution from CANSEC delegates as Ukraine's armed forces continue their fight for freedom and democracy.

“ It was my first time attending an event of this nature and to say I was inspired is an understatement. ”

- WiDS Breakfast Attendee



1,469

WiDS Scholarship Breakfast participants

04.26.2023

Virtual

1 CALL TO ORDER

Chair of the CADSI Board of Directors Mr. Kevin Ford (Calian Group Ltd.) welcomed members to the 2022 Annual General Meeting. He explained the decision to revert to a virtual format, noting increased attendance levels, and announced that this would be the default format moving forward. He drew members' attention to the Annual Report document online, directing them to a link within the chat function on their screens.

Mr. Ford then confirmed that the meeting had achieved quorum and called the meeting to order. He recognized his fellow Board members and particularly thanked those ending their terms – Mr. Clyde Sharpe (Elasto Proxy Inc.), Mr. Tyson Macaulay (Rockport Networks Inc.), and Mr. Bruce Latimer (L3 Harris Technologies Inc.).

Mr. Ford reviewed the agenda for the meeting. Mr. Tony Chedrawy (MetOcean Telematics) made a motion to approve the meeting agenda, which Mr. Ford accepted. Mr. Neil Hutton (DEW Engineering and Development) seconded the motion. The meeting agenda was approved as presented.

Next, Mr. Ford accepted a motion moved by Mr. Chris Bartlett (CCX Technologies) to approve the 2022 AGM minutes, seconded by Mr. Peter Devlin (Fanshawe College).

2 CADSI REPORTS

i. Chair's Year-in-Review Report

Mr. Ford delivered his Year-in-Review Report. He began by recognizing that this would be his final meeting as Board Chair, noting that CADSI had been steadfast in its response to unprecedented challenges over the past four years. Mr. Ford recalled that the return of CANSEC had been highly anticipated and represented a homecoming for the industry.

Mr. Ford then drew attention to the ongoing war in Ukraine. He noted shifts in the global defence industry in response to the war and listed several ways industry has supported Ukraine since the Russian invasion. Mr. Ford offered comments regarding the need for longer-term planning and clear expectations from the Canadian government if industry is to continue this support. He drew members' attention to CADSI's advocacy work in this area.

Mr. Ford then reiterated the various changes and challenges faced by the industry and CADSI since 2019. He thanked the CADSI team for their leadership and ongoing efforts in response. He concluded by casting forward, noting that while the future is always uncertain, his confidence in industry's ability to adjust remained unwavering.

ii. President's Year-in-Review Report

CADSI's President and CEO, Ms. Christyn Cianfarani, reviewed the work, successes, and challenges of 2022.

She thanked the Board of Directors and its outgoing Chair for their support, the CADSI team for their efforts, and the membership for their engagement.

Ms. Cianfarani said that in 2022, CADSI benefited from prudent financial management during the pandemic and the subsequent easing of pandemic restrictions. She said the return of the CAF Outlooks and CANSEC helped ease financial vulnerability and increased membership levels early in the year.

Ms. Cianfarani then reviewed the response to a major storm 10 days ahead of CANSEC that cut power to the event venue, noting that the show proceeded as planned after a week of high-pressure decisions. She spoke about the new elements introduced at CANSEC 2022 and reviewed key statistics and lessons learned.

Ms. Cianfarani confirmed that 2022's edition of CADSI's virtual networking event, Canadian Defence Marketplace, would be its last, and noted that a broader review of fall programming was underway. Ms. Cianfarani outlined CADSI's international program and successes, and the advocacy work that took place throughout the year in response to a variety of regulatory, political, and supply chain challenges. She highlighted new government statistics signaling growth across the defence and cybersecurity sectors.

Ms. Cianfarani concluded by stating that CADSI had taken some well-timed risks in 2022, focused on quality events and value for members, and was well positioned financially and strategically. However, she cautioned that the association's contingency funds must be replenished, its staff expanded, and its offerings improved to ensure continued success.

3 AUDITED FINANCIAL STATEMENTS AND APPOINTMENT OF AUDITOR

Mr. Patrick Houston (Calian Group Ltd.), Chair of the Board of Director's Audit Committee, presented the Audited Financial Statements of 2022, which were reviewed by the auditors and formally approved by the Board. In summarizing the Statements, Mr. Houston confirmed that the auditors had found no material errors or other matters of concern in the conduct of their audit.

Mr. Houston explained that an unanticipated surplus was generated in 2022, partly due to pent-up demand and CADSI's role as a first-mover in the return to market. A new membership model delivered a further stabilizing effect and ensured cash flow to deliver CANSEC successfully. Discretionary and human resources expenditures remained low for the first half of 2022, Mr. Houston noted, as CADSI remained under an austerity posture. All these elements taken together generated a year-end surplus of \$2.1 million. Mr. Houston said this would not become a typical financial picture, and the entirety of the surplus would be reinvested into CADSI's contingency fund to ensure a full year's worth of reserve.

Mr. Houston thanked and congratulated CADSI's staff for their achievements in 2022. He then opened the floor to questions, and there were none for himself or the auditor. He declared the audited financial statements received by the members as presented.

Mr. Houston made a motion to re-appoint Baker Tilly Canada to conduct CADSI's 2023 audit. Mr. Chris Brown (General Dynamics Land Systems - Canada) moved the motion, Mr. Peter Studer (CFN Consultants) seconded it, and the motion was passed.

4 HANDOVER OF CHAIR

Outgoing Chair of the CADSI Board of Directors, Mr. Kevin Ford (Calian Group Ltd.), reviewed the process for selecting a new Chair, and announced the selection of Mr. Bernard Mills (Stelia Aerospace North America) as his successor, effective immediately. Mr. Mills then addressed the meeting, introducing himself and acknowledging Mr. Ford's hard work on behalf of CADSI. Mr. Mills thanked CADSI staff for their efforts throughout the pandemic and during the return to normal business operations. He noted there were generational security challenges still to be faced, which would stretch industry's capacity and talent base.

5 PRESENTATION OF 2023 NOMINATION SLATE AND ACCEPTANCE OF NEW BOARD MEMBERS

Ms. Amy MacLeod (MDA Ltd.), a member of the CADSI Board of Directors Nominating Committee, indicated that in accordance with CADSI's by-laws, a notification was sent to members on or around April 3, 2023, announcing the candidates selected by the Nomination Committee and approved by the Board of Directors to sit on the CADSI Board of Directors. A copy of the notification, along with a biography of the candidate, was included in the AGM information package provided ahead of time to members, she added. Ms. MacLeod reviewed the established open-call process for CADSI Board members and how applications were assessed. There were no questions regarding that process.

Ms. MacLeod presented the slate of new Board members, which included Ms. Karine Bibeau (Logistik Unicorp) and Michael Iacovelli (Ben Machine Products).

She noted that one Board member, Mr. Bernard Mills (Stelia Aerospace North America), would be term-renewed. Ms. MacLeod declared acceptance of the 2023 Nomination Slate by the membership by acclamation and asked that this be recorded in the minutes.

6 OTHER BUSINESS

Mr. Ford asked Ms. Cianfarani if there was any other business raised by the membership in accordance with the by-laws. Ms. Cianfarani stated that there was no other business.

7 AGM IS ADJOURNED

Mr. Ford adjourned the meeting.

NOMINATION AND ACCEPTANCE OF BOARD MEMBERS

NOMINATION NOTICE

2024 CADSI Board of Directors

Pursuant to CADSI's By-Laws, please find below the list of Board nominees for this year's Annual General Meeting (AGM) as identified and recommended by the Board's Nominating Committee and supported by the Board of Directors. The Nominating Committee was chaired by **Chris Bartlett** and included fellow Board members **Karine Bibeau** and **Amy MacLeod**.

The Nominating Committee has identified and, by consensus, requests acceptance by the membership for the slate of nominees below at the next CADSI AGM scheduled for 13:00 ET on Wednesday, the 24th of April 2024, to be held virtually.

There is one new individual recommended to be elected as Director, namely: **Derek Dobson**, Microsoft Canada. There are four Directors being recommended for another term this year, namely: **Chris Bartlett**, CCX Technologies Inc., **B. Christopher Brown**, General Dynamics Land Systems Canada, **France Hébert**, CAE Canada, **Amy MacLeod**, MDA Space.

We also thank **Tony Chedrawy**, MetOcean Telematics, for sharing valuable insights during his time on the CADSI Board.

NOMINEES FOR ELECTION TO THE CADSI BOARD FOR THE PERIOD 2024-2025:

| Name | Title | Organization |
|--------------|--|------------------|
| Derek Dobson | Defence, Intelligence and Federal Public Safety Leader | Microsoft Canada |

Dated: March 28th, 2024

On behalf of the Board of Directors

Christyn Cianfarani
Christyn Cianfarani
 President & CEO and Secretary of the Board



DEREK DOBSON

Defence and Federal Public Safety Leader, Microsoft Canada

Derek is Microsoft's Defence, Intelligence and Public Safety leader in Canada. He has 35 years of global experience in the defence industry as a military officer, consultant, and technology leader. Derek served in both the British and Canadian Armed Forces with multiple operational tours in Northern Ireland, the Balkans, Sierra Leone, and Iraq.

In his current role he is responsible for the delivery of digital services that empower government and industry partners to deploy, secure and sustain mission essential technology solutions. In 2007 he was inducted to the Order of the British Empire for services to defence digitization.

He holds master's degrees in arts and business administration from the University of Edinburgh and the Open University. He is a graduate of the Royal Military Academy Sandhurst and Joint Command and Staff Programs at the UK Defence Academy and the United States Marine Corps University.

2091635 Ontario Inc, Operating as Gryphon Engineering Services
 3-CI Manufacturing INC.
 3dEYE Inc
 3M Canada Company
 AAA Canada Inc
 Abuma Manufacturing
 AC Nova Technologies
 Accenture
 Accipiter Radar
 Accu Solutions
 Acden
 ACF Associates Inc.
 Acosys Consulting Services Inc.
 Active Gear Co. of Canada Limited
 Adaptive Marine Solutions Inc.
 ADEXFLOW INTERNATIONAL
 ADGA Group
 Adria Power systems
 AdvanTec Global Innovations
 Adventure Lights Inc.
 AE Petsche
 AECOM
 Aerium Analytics Inc.
 Aero Montreal
 Aeroneuf Instruments Ltd
 AGB Products
 AI Tactical Solutions
 AirBoss Defense Group
 Airbus
 Aircraft Appliances and Equipment Limited (trading as Trident Maritime Systems Canada)
 AIRHAWKE
 AirShare, Inc.
 Akimbo Technologies Inc.
 Alchemy
 ALFTEL Systems Ltd.
 Aliter Technologies, Inc.
 Allen-Vanguard
 allied container systems incorporated
 Alpha Optics Systems Inc.
 ALPHA-EL Inc
 AM General
 Amazon Web Services, Inc.
 Amphenol Canada Corp.
 Analytic Systems
 ANSYS Canada Ltd
 AppSpace Solutions
 Arcfield Canada
 ARKTOS Developments Ltd.
 Armatec Survivability Corp
 ATCO Frontec
 Atlantic Canada Aerospace and Defence Association (ACADA)
 Automatic Coating Limited
 Avalon Holographics
 Aversan Inc.
 Avidrone Aerospace Incorporated
 Aviya Technologies Inc
 Babcock Canada Inc.
 BAE Systems
 Ballvale Strategy Inc
 Barnacle Systems Inc
 Barron Industries Inc.
 Base Camp Connect
 BCS Automation Inc.
 Beam Me Up Labs Inc
 Beattie Geospatial Intelligence Consulting Ltd
 Bell Textron Canada Limited
 Ben Machine Products Co. Inc.
 Biokinetics & Associates Ltd
 BKS Technical Solutions
 Black Ridge Defence Inc
 BlackBerry
 Blue Aerospace LLC
 Bluedrop Training & Simulation
 BlueSky Strategy Group
 Blumara Corp.
 BluMetric Environmental Inc.
 Bluvec Technologies Inc.
 BMT Canada Ltd.
 BNH Expert Software Inc.
 Bollere Logistics Canada
 Bolt and Dash Inc.
 Bombardier
 BOOST Human External Cargo Systems
 Bornea Dynamics
 Bracewell Marine Group
 Brim G&H Fluid Handling Products Inc.
 Broad Reach Group Inc.
 Bronswerk Marine Inc.
 Brotech Precision CNC Inc.
 Brownrigg-Smith Consulting Inc.
 C A Jamieson and Associates
 C-CORE
 C3 Human Factors Consulting
 C3RIOS Systems Inc.
 C4I Training & Technology Inc.

Cadex Inc.
 CAE
 Calian Group Ltd.
 Calogy Solutions
 Cambli Group, Tactical & Military Division
 Canada Direct Trading Limited
 Canadian Army Today
 Canadian Base Operators Inc
 Canadian Commercial Corporation
 Canadian Council for Aboriginal Business
 Canadian Cyber Threat Exchange
 Canadian Defence Review
 Canadian Nuclear Laboratories
 Canadian Tactical
 Canadian UAVs Inc.
 Cantec Systems
 Captec America's Inc.
 Carleton University
 CCX Technologies Inc.
 CDW Canada
 CEL AEROSPACE TEST EQUIPMENT
 Cellula Robotics Ltd
 Centre-Arch Inc.
 CFN Consultants
 Chainalysis, Inc.
 Chantier Davie Canada Inc.
 Chantier Naval Forillon
 Chartd Inc.
 Chief Defence Contractors Inc.
 Cintec Canada Ltd
 CINTIQS
 Cisco Systems Canada
 CJAG Consulting Group Inc.
 Cleeve Technology Incorporated
 Click Networks
 CMC Electronics
 CMSI
 Coding For Veterans
 CoLab Software Inc.
 College of the North Atlantic
 Collins Aerospace
 Colt Canada Corporation
 Commerce Decisions Inc.
 Communitech
 Compusult
 Comtech Satellite Network Technologies Corp
 Concept Controls Inc.
 Concept Naval
 Confections Carcajou

Conlin Bedard LLP
 Connection Hub Ltd.
 Contact Corporation
 contextere
 Contretron Inc.
 Converge Technology Solutions
 Cooke & Denison Ltd.
 COTA Aviation
 Cougar Helicopters Inc.
 Creaform
 Creation Technologies
 CREECO
 Crestview Strategy
 CryptoMill Cybersecurity Solutions
 Ctrl
 Cubic Mission and Performance Solutions
 Current Scientific Corporation
 Curtiss-Wright
 CYBERDEFENSE AI (10138029 Canada inc)
 D-TA Systems
 Dafocom Solutions
 Dalember Consulting Inc.
 DASIC International Ltd.
 Dataminr
 Datifex, Inc.
 David Aplin Group
 David Pratt & Associates
 DAVWIRE (Defense & Aviation Wiring Inc)
 De Havilland Aircraft of Canada Limited
 Decisive Group Inc.
 Deep Trekker Inc.
 Dell Technologies
 Deloitte LLP
 Deltex
 Des Nedhe Development LP
 DEW Engineering & Development
 dIP Business Consulting Inc.
 DLS Technology Corporation
 Dominis Engineering Ltd.
 Dotted i Strategies Ltd.
 Draeger Safety Canada Ltd.
 Draganfly Innovations Inc.
 DSS Protection
 Duke Marine
 Dumur Industries
 Dunedin Energy Systems Ltd.
 Duvaltex
 Dymech Engineering Inc
 Dynamic Air Shelters

Dynamit Nobel Defence GmbH
 Dynatherm Instrumentation Inc.
 E & M Engineering
 EarthDaily Analytics Corp.
 Ecopia.AI
 Edelman
 Edge Autonomy
 Effigis Géo-Solutions Inc.
 Elasto Proxy Inc.
 Elbit Systems Ltd.
 ELECTRIC STRATEGIES INC.
 Element Aerospace Limited
 Elomatic Consulting Inc.
 Emond Harnden LLP
 EMT Engineering Sales
 Engage Creative Technologies
 Environmental Systems Corporation
 Equinox
 Ernst & Young LLP
 Esprit de Corps Canadian Military Magazine
 Esri Canada
 Everbond Interface Technologies Inc.
 Evertz AV
 EXA Consulting Limited
 Exail
 Excelitas Qioptiq
 EXO Insights Corp
 Falcon Modular Structures
 Fanshawe College
 Fasken Martineau
 FBT Inc.
 Federal Fleet Services
 FELLFAB Limited
 Ferguson Industries Ltd.
 Fero International Inc.
 Field Aerospace
 Field Effect Software Inc
 Fincantieri SPA
 FIXAR UNMANNED AERIAL SOLUTIONS Inc.
 Fleet Canada Inc.
 Fleet Sim Training Solutions Inc.
 Fleetway Inc.
 Fortra's Terranova Security
 Four DRobotics Corp
 FPH Group
 Frequentis
 Frontline Assets Inc.
 FTG Corporation
 FuelBoss

Fusium
 Gaia Converter Inc.
 Galvion Inc
 GameStrat
 Garrtech Inc
 Gasparotto Group
 Gastops Ltd.
 GEC Aviation Inc.
 General Atomics Aeronautical Systems, Inc.
 General Dynamics - OTS - Canada
 General Dynamics Land Systems-Canada
 General Dynamics Mission Systems
 General Kinetics Engineering Corporation
 Genoa Design International Ltd.
 GENTEX Corp.
 GKAero Services
 Glamox Canada Inc.
 Glenair
 Global Geospatial Group
 Global Partner Solutions, Inc. (GPSI)
 Global Spatial Technology Solutions Inc.
 GM Defense
 GoDark Bags
 Google Cloud
 Gould Fasteners Ltd.
 Gowling WLG
 Green Edge Computing Corp
 GS5global
 GSNetworks
 GTDS Inc.
 Haivision
 Hanwha Defense USA, Inc.
 Hanwha Ocean
 Harvan Manufacturing Ltd.
 Harwood Custom Composites
 HashiCorp
 Hawboldt Industries Ltd.
 HawkEye 360
 HCL Logistics Inc
 HDI Technologies Inc.
 Heddle Shipyards
 Heli-One
 Helicopter Transport Services (Canada) Inc.
 Henery
 Hensoldt Sensors GmbH
 Hepburn Engineering Inc.
 Heroux-Devtek Inc.
 Heroxx Trade Compliance
 Hewlett Packard Enterprise

Hexagon
 HFI Pyrotechnics Inc.
 HICO Canada
 Hill + Knowlton Strategies
 HJ Machine & Pattern 2016 Ltd
 HLC Industries, INC
 Hovester
 Hudson Supplies Inc.
 Humansystems Incorporated
 Hutchinson Industries Inc.
 Hyperion Consulting Services Incorporated
 Hyundai Heavy Industries
 IAI Ltd
 IBM Canada Ltd.
 Icarus Aerospace
 ICOM Canada
 IDP Group
 IFS Aerospace and Defence
 IMP Aerospace & Defence
 Impact Cases Inc.
 IMRSV Data Labs Inc.
 IMSAR LLC
 IMT Defence
 Industrial Rubber Co.
 Infenox Technologies inc
 Info-Tech Research Group
 ING Robotic Aviation
 INKAS Armored Vehicle Manufacturing
 Inmarsat
 Innosecur
 InnovMarine Inc.
 INO
 INRS-EMT
 Integral Management Solutions Inc.
 Integrated Procurement Technologies (IPT)
 Integrys
 Inter-Op Canada
 Interactive Audio Visual Inc.
 Interammo Impex Inc.
 Interfax Systems Inc.
 Internal Energy
 International Custom Products
 International Defense Consultants Ltd
 International Test Pilots School
 Interos
 Intlvac
 Inuit Development Corporation Association
 IPR Innovative Products Resources
 Iris Dynamics Ltd.

Irving Shipbuilding Inc.
 Isaac
 ITI Canada
 J-Squared Technologies Inc.
 JASCO Applied Science (Canada) Ltd
 Jay Plante & Associates
 JCB Defence Products
 JNE Welding LP
 JPOM
 Jroberts Defence
 Kawasaki Heavy Industries, Ltd.
 Keller Sterling Group Inc.
 KEPLR Intelligence
 Keysight Technologies
 KF Aerospace
 KG Canada
 Kilncore
 KK Technologies Inc.
 Konzept Projects
 KONGSBERG
 Kool Koatings Inc
 Kraken Sense Ltd
 Krauss-Maffei Wegmann GmbH & Co. KG
 kristoFOAM Industries Inc.
 KWESST Micro Systems Inc.
 L3Harris Technologies
 LabTest Certifications Inc.
 LAFLAMME AERO INC.
 Landing Zones Canada Inc
 Lansdowne Consulting Group Inc.
 Larus Technologies Corporation
 Lastwall Networks Inc.
 Layer 8 Solutions
 LED SMART INC.
 Lemay.ai
 LEMO Canada Inc.
 Leonardo DRS
 Leonardo SpA
 Letenda
 Levitt Safety
 Link Suspensions of Canada LP
 Little Lakes Machine & Tool Inc.
 Lloyd's Register Applied Technology Group (Martec)
 Lockheed Martin Canada
 LogicalDox Inc.
 Logistik Unicorp Inc.
 Loudmouth Security
 LS telcom

LTI Software & Engineering
 Luc Petit Consulting Inc.
 Luxcom Technologies
 M.D. Charlton Co. Ltd.
 M1 Composites Technology Inc.
 M3 Project Solutions, Inc
 MacKinnon & Olding Ltd.
 Magellan Aerospace
 Magnestar Inc.
 Magnum Integrated Technologies Inc.
 MAKIVIK CORP
 Malleum
 Manitoba Aerospace Inc
 Mannarino Systems & Software Inc.
 Maple Leaf Strategies
 Marine Thinking
 MarineNav Ltd.
 Marinvent Corporation
 Marshall Canada
 Martin Rust Strategic Advisory Services
 Massey LLP / Massey Advisory Ltd
 Mathers Logistics Ltd.
 Mawashi Science & Technology
 MaxSys Staffing and Consulting
 MAYA HTT
 MBDA
 MBS Techservices Inc.
 MC Countermeasures Inc.
 McMillan Vantage Policy Group
 MDA
 MDS Coating
 Mechanical Tensioners
 Meta Materials Inc.
 Metak Distributing Ltd.
 Metallurgical Resources
 MetOcean Telematics
 Michelin North America Inc.
 MicroPilot Inc
 Microsoft Canada
 Mighty Raven Technology Inc.
 Millitex Coatings Inc.
 Millbrook Tactical Inc.
 Mission Critical Innovation
 Mitchell Consulting International
 Mittler Report Verlag GmbH
 MKDS Training
 MMIST
 Modest Tree
 Modis Canada Inc.

Mohawk College
 Moltec International
 Monterey Textiles 1996 Inc.
 Moov AI
 Mostar Defence + Security Ventures
 Motis Fire Rescue Inc.
 Motorola Solutions Canada Inc.
 MPIQC Inc.
 MRO Electronic Supply Ltd.
 MRT Automation Ltd
 MTC
 MySmartFuelCell
 Nammo AS
 Nanuk by Plasticase Inc.
 National Engineered Fasteners Inc.
 National Research Council Canada
 Natural Insulation Products Inc
 Nauticomp Inc.
 Navantia
 Navistar Defense Canada, Inc
 NEOTHANE INC
 Neptune Cyber
 Network Innovations
 Newcon Optik
 Noble Precision
 Nomadis
 Noreast Electronics
 NORSTRAT Consulting Inc.
 Nortac Defence
 Northrop Grumman Corporation
 NorthStar Earth & Space
 Nova Graphene Canada
 Nova Scotia Community College
 NP Aerospace
 Nuvoola Inc
 NWS Canada
 NyRAD Inc
 Ocean Group
 Oliver Wyman
 ONE9 Capability Labs
 Ontario Regiment Museum
 Ontario Tech University - ACE
 Open Ocean Robotics
 Optimec Consultants inc.
 OPTIMOULE
 ORBITAL RESEARCH LTD
 OSI Maritime Systems Ltd.
 Ottawa Business Journal

OVA
 Oz Optics Limited
 Pacific Geomatics Ltd.
 PAL Aerospace
 Palantir Technologies Inc.
 Palfinger
 Palitronica
 Palo Alto Networks
 Palomar Products
 Paradigm Shift Technologies Inc.
 Patlon Aircraft & Industries Limited
 Patriot Forge Co
 PCamiot Consulting
 PCI
 Pelican Products, Inc. (Canada)
 Pennant Canada Limited
 Persistent Systems, LLC
 PFN Group of Companies Inc.
 Pilatus Aircraft Ltd
 Pilot Hill Ltd.
 Pische Technologies Corporation
 Pivotas AG
 PIXUS Technologies
 Planbox
 Planet Labs Geomatics Corp
 Platinum Technologies Inc.
 Podolinsky Equipment Ltd.
 Polaris Industries
 Pole Air Aviation
 Pratt & Whitney Canada
 PRE Labs Inc.
 Premiere Electronics
 Prizma
 Pro Metal Industries Ltd.
 Prod360 inc.
 Prodigy Intelligence
 Propel VR Inc.
 Prospectus Associates
 Protectolite Composites Inc.
 Protexxa Inc.
 PROVIX Inc.
 PureLogic IT Solutions
 Pylon Electronics Inc.
 QinetiQ
 QRA Corp.
 Quantropi Inc
 Quantum eMotion Corp
 Quantum Valley Ideas Lab
 Quaze Technologies Inc.

Quebec Metallurgy Center
 Quest Disposal & Recycling Inc.
 R & D Technologies
 R.D. Associates
 R.J. McGregor & Associates
 R2i Inc
 RaceRocks
 Ram'd Air Gear Dryer LTD
 Rasakti Inc.
 Raymond EMC Enclosures Ltd.
 Raytheon Technologies
 Real Strategy Advisors Ltd.
 Real-Time Innovations (RTI)
 RedLore
 REDspace Inc.
 Renaissance Strategic Advisors
 Reticle Ventures Canada Incorporated
 Revue Airforce Magazine
 Rheinmetall Canada Inc.
 Ridgeway International Canada Inc.
 RMCI Inc
 RMUS Canada
 Robotics Centre
 ROCK Networks Inc.
 Rockport Networks
 Rohde & Schwarz Canada Inc.
 Rolls-Royce
 Rosborough Boats/Rough Water
 Roshel Defence Solutions
 Rousseau Metal inc.
 Rubicon Strategy Inc
 RufDiamond LTD.
 Saab Canada
 Safran
 Samuel Associates Inc.
 Sanctuary AI
 Sandstone Group Inc
 SAP Canada Inc.
 Sapper Labs Group
 Saraliev Consulting
 Saramac Consulting Services Inc.
 Saskatchewan Indian Institute of Technologies
 Saskatchewan Polytechnic
 Scepter Canada Inc.
 Scott Brownrigg
 SEA Canada
 SeafarerAI
 Seaspan Shipyards
 Secure State Cyber Inc.

ANNEX 3 CADSI LIST OF MEMBERS ON DECEMBER 31, 2023

- | | | |
|--|---|--------------------------------------|
| SEI Industries Ltd | Tacteris Systems Inc. | Triode |
| Seivad Connections Inc | Tactical Ambidextrous Systems Ltd. | Tulmar Safety Systems Inc. |
| Sélect Global International Ltd | Tactix Government Relations and Public Affairs Inc. | Turner & Townsend |
| Sensor Technology Ltd | taktik airsoft | Twenty 20 Insight Inc. |
| Serco Inc. | Tangent Design Engineering Ltd. | Ultra Intelligence & Communications |
| ServiceNow | TASK Microelectronics | ULTRA TORQ Bolting Tools |
| Services Conseils AIGS Inc | TDA Connect Incorporated | Unisource Technology Inc. |
| Shark Marine Technologies Inc. | Team SkyGuardian | University of British Columbia |
| Shearwater Aerospace | Technalogix LTD | University of Ottawa |
| Simex Defence Inc. | Technomics | University of Waterloo |
| SimFront Simulation Systems | Teledyne FLIR | UTV International |
| Simon Fraser University | Telesat Canada | UVAD |
| SimthetiQ Inc. | Tempest Aviation Group Inc | Valley Associates Inc. |
| SimWell Consulting & Technologies Inc. | Terma Inc. | Vanguard Magazine |
| Smart Galley Designs Inc. | Terminal & Cable TC Inc. | VanWyn Inc. |
| Smart Scale Technologies Inc. dba TruckWeight | Terra Nova | VARAMAR Shipping & Trading LTD |
| SNC-Lavalin Defence Programs Inc. | Terradyne Armored Vehicles Inc. | Vard |
| Socitec Group | Terragon Environmental Technologies Inc. | Vectis Aerospace Consulting |
| Solace Power Inc. | TerraSense Analytics | Viable Power Conversion Technologies |
| Solaxis Ingenious Manufacturing Inc. | Terris | Viasat |
| Source Atlantic | Textron Aviation Canada | Vigilance Systems Inc. |
| Southport Aerospace Centre Inc. | Textron Systems Canada Inc. | Virtual Marine Technology Inc. |
| Space Flight Laboratory | Thales Canada Inc. | Visiontec (2008) Limited |
| Space Strategies Consulting Ltd | The Army Cadet League of Canada | VizworX Inc. |
| SpaceAlpha Insights Corp. | The Boeing Company | VLN Advanced Technologies Inc. |
| SpaceBridge Inc. | The Data Cable Co. Inc | Volatus Aerospace Corp. |
| Spacesaver Solutions Inc. | The Deltic Group Inc. | Voyageur Aviation Corp. |
| Sphyrna Security | The Fortin Consulting Group | VueReal Inc |
| Spiri Robotics, Inc. | The Gear Centre Group | Wajax |
| SRI Inc. | The Humber College Institute of Technology and Advanced Learning | WaVv Business Development Inc. |
| SSI | The University of Western Ontario | Waypoint Counter Surveillance Inc. |
| ST Engineering | The Williams Policy, Programs and Procurement Group Inc. (TWG) | Weatherhaven |
| StandardAero | ThinkOn | Web Business Solutions Inc. |
| Stedfast Inc. | Thinkpath Engineering Services (Ontario) Inc. | Whitecap Engineering Inc. |
| Steelcraft Inc. | Thordon Bearings Inc. | WithYouWithMe |
| Steeple Incorporated | Thornhill Medical | Wuxly Movement |
| Sterling Arms International Inc. | Thoth Technology Inc. | Wyvern Inc |
| STIQ | thyssenkrupp Marine Systems Canada Ltd. | Xena Distribution |
| STL Engineering | TKA | Xtended Head office |
| Stoeger Canada | TOOLCOMM TECHNOLOGY INC. | YAB MANAGEMENT |
| Stratatek Test & Measurement Ltd. | Top Aces Inc. | Zentek Ltd |
| StrobelTEK | Toromont Cat, a division of Toromont Industries LTD | Zetane Systems |
| Sturgeon County | Total OutSource Canada, Inc. | Zighra Inc. |
| Summa Strategies | TrackGen Solutions Inc. | Zodiac Hurricane Technologies, Inc. |
| Swissway Machining Ltd. | Trenton Systems | |
| Syniad Innovations Inc. | Trilogic Systems | |
| Systematic Canada, Inc | | |
| TACO Antenna | | |

