

2022 ANNUAL REPORT

Annual General Meeting of Members

26.04.2023

VIRTUAL

Canadian Association
of Defence and
Security Industries

defenceandsecurity.ca

TABLE OF CONTENTS

Chairman's Letter	2
President's Letter	3
Membership & Value-Added Services	6
Advocacy	7
Cyber Defence	10
Domestic Program	11
CANSEC	14
Canadian Armed Forces Outlooks	15
SME Day	18
Canadian Defence Marketplace (CDM)	18
International Program	19
World Defense Show	19
Eurosatory	20
AUSA	20
Halifax International Security Forum	20
Community	22
ANNEXES:	
1 – Draft Meeting Minutes AGM 2022.....	23
2 – 2023 Board of Directors Nomination Slate	25
3 – Member Listing	27
4 – Calendar of Events	32



I CAN SAY WITH TOTAL CONFIDENCE THAT CADSI AND ITS MEMBERS WILL CONTINUE TO EXCEED WHAT OUR CUSTOMERS EXPECT FROM US AND ADJUST TO THE CHANGING REALITIES OF THE SECURITY ENVIRONMENT AND THE MARKET.

– Kevin Ford



CHAIRMAN'S LETTER

2022

2022 was marked by both uncertainty and hope, and CADSI was no different. From workplace safety to questions around in-person events, COVID remained ever-present. And as the world struggled to find its feet, the war in Ukraine, supply chain issues, cyber threats and procurement were top of mind.

But as pandemic restrictions began to ease, CADSI's signature event – CANSEC – returned in June. Bigger and more exciting than ever before, 2022 was a great homecoming for the industry – and 2023 will continue that momentum as we equip, prepare and deliver for our military in Canada and around the world.

CADSI continues to advocate on issues of global importance. Top of mind for many is the ongoing conflict in Ukraine, which has radically shifted the global defence and security landscape. Equipment and support packages have been flowing to Ukraine in many forms. Vehicles that were ready for delivery elsewhere have been re-routed to Ukraine, critical systems and solutions have been shipped and training is being delivered to prepare Ukrainian forces. The conflict appears far from over and, as an industry, we stand ready to respond to whatever needs emerge.

This brings me to the present challenge. As we know, the alignment between the Government of Canada and industry is still facing challenges. Delivering equipment and support takes time, requires clarity and, above all, requires a mutual understanding of objectives and expectations. President & CEO of CADSI, Christyn Cianfarani, made this case clearly and the CADSI membership remains focused on this issue.

For cyber and continental defence modernization, Canada is dedicated to the delivery of large multi-generational capital programs. CADSI is well-positioned to continue advocating for more advanced cybersecurity products and services to keep pace with the evolution of cyber threats, with a focus on keeping Canadian networks safe. The world continues to change, creating new security challenges for Canada, its allies and partners.



This industry is strong. From small to medium-size enterprises (SMEs) across Canada delivering for supply chains, to large companies delivering solutions, systems and services, the defence industry keeps meeting customer needs in Canada and internationally. Challenges that individual companies and industry faced over the past two years did not break us – not only did we survive, we adapted and thrived.

After serving for the past four years as chair of the CADSI Board of Directors, I can say with total confidence that CADSI and its members will continue to exceed what our customers expect from us and adjust to the changing realities of the security environment and the market. As I wrap up my term, I know the Board remains in great hands with Bernard Mills at the helm. I wish him and my fellow Board members all the very best as they continue to tell the CADSI story both at home and abroad.

CADSI will continue to represent and advocate for the interests of Canadian companies, as the national voice representing Canada's defence, security and cyber companies to decision-makers in Ottawa and across allied nations. I'd like to take this opportunity to share a heartfelt thanks to Christyn and her team. Your leadership has been vital to moving us through highly uncertain times and highlights the need for big-picture thinking and the value of community that is leading the way.

Sincerely

Kevin Ford
Chair, CADSI Board of Directors

PRESIDENT'S LETTER

2022

2022 was always – in my mind at least – the year that CADSI would start to regain its stride.

Thinking back to January, I was very aware of the pent-up demand from our members to return to “business as usual” as pandemic restrictions lifted, and that CANSEC in particular would be a moment of immense relief. I was also aware that the previous two years had placed a huge strain on the association and its staff (we are, in part, a small enterprise with one foot in defence and cyber and one foot in the hospitality and event industry) and that recovery could take time.

But the resurgence of this organization, reinforced by the hard work of my team and no small amount of support from the broader community, went far beyond our signature event and frankly, blew even my most optimistic expectations out of the water. The changes we made to the business combined with the austerity measures we put in place in 2020 and 2021 gave us a financial base on which to rebuild, and we are now firmly in the black. Our membership numbers have also rebounded to a healthy and sustainable level.

When I declared “we’re back” at CANSEC, I meant it.

This report is a testament to everything we’ve accomplished in 2022, and each section will provide you with details of a different facet of our work on your behalf. It is the most optimistic annual report I have been able to present to CADSI’s membership since 2019, and while every year brings setbacks and lessons learned, I’m so proud of what we’ve achieved.



Even as CADSI’s outlook brightened, however, the world grew darker this year. The war in Ukraine was a rallying cry for liberal democracies around the globe, and became central to our advocacy work. Our government began – slowly – to recognize the importance of a strong, well-supported defence industrial base, not only in times of conflict but at all times. Canada’s defence and cyber sectors stepped up, as they did during the pandemic, to offer talent, equipment and expertise. The two sides must come together to walk the long road ahead, and bridging the divide will remain a top priority for CADSI.

On a personal note, as an individual who spent copious amounts of time alone over the last two years, the return to a highly social operational tempo has been both uplifting and challenging. Like many others, I have grown more reflective about what is offered to me, choosing quality over quantity, and you will see that reflected in the way we operate at CADSI and how we engage with you as members. Above all we want to be thoughtful and highly effective; the best we can be at our craft.

I am again indebted to our Board of Directors and its outgoing Chair, Kevin Ford, who remained even-keeled in the face of a derecho. I also want to thank our members, the lifeblood of this association, for their continued confidence and engagement. We would not be here without you.



And to my team: you have saved me from becoming a crazy cat-lady and, as you all know, I don’t even have a cat. You keep me coming to work each day so I can share in your creativity, witness your determination and cheer-lead your efforts. I endeavor to make you as proud as you make me.

It’s not hyperbole to suggest that this year was a pivotal moment for CADSI, for our industry, for Canada, and for the world. But if 2022 has taught me anything, it’s that you should never underestimate the power of perseverance, partnership, and above all, hope.

Christyn Cianfarani
Christyn Cianfarani
President and CEO



“ THIS YEAR WAS A PIVOTAL MOMENT FOR CADSI, FOR OUR INDUSTRY, FOR CANADA, AND FOR THE WORLD. ”

– CADSI Member ”



“

CADSI IS HANDS DOWN THE ORGANIZATION YOU WANT TO BE WITH.

- CADSI Member

”



MEMBERSHIP & VALUE-ADDED SERVICES

CADSI's membership remains the foundation upon which we build everything else, which is why this section is first in our annual report.

In 2022, we acknowledged those members who had remained with us through the pandemic, reintegrated some who had stepped away, and welcomed many newcomers into the fold. To facilitate this work, we brought on board a specialist in not-for-profit membership who is dedicated to liaising with our community and helping you make the most out of your membership.

At year's end, CADSI stood at 656 members, well on our way back to the historic highs that we experienced pre-pandemic. Our focus remained not on quantity, however, but on the quality of the services, events, and other resources we provide.

We recognize that our most important offering remains CANSEC, so the new tools we rolled out in 2022 were largely tied to the show. The most significant of these was myCANSEC, an online portal that allowed our members to manage booth spaces, purchase meal tickets, coordinate B2B/B2G meetings, access show information, renew their spaces for 2023 - and much more.

We also continued to grow the CADSIBoost tool, offering new opportunities for sponsorship and brand exposure throughout 2022.

CADSI communicated more strategically with members this year, ensuring that eblasts were targeted to the right audiences and avoiding redundancy. Our Industry Dispatch newsletter was again delivered to your inboxes each month, offering a rundown of current policy issues, announcements and political developments relevant to the defence and cyber sectors.

We hosted regular webinars on a variety of topics and provided video recordings to attendees following each one. We produced similar 'digital replays' for events like SME Day and will work to elevate and improve these replays in future years as we balance the desire to return to in-person events with the demand for certain elements in a digital format.



656

Members



77%

Retention



ADVOCACY

2022 was a moment of profound change in the international security environment. Between the war in Ukraine, rising tensions with China, the increasing importance of the Indo-Pacific, and economic instability in the wake of the pandemic, CADSI's advocacy team had no shortage of issues to tackle.

The early weeks of the year brought the first signs of coming disruption linked to COVID-19 recovery, which would only increase in the months that followed. These 'aftershocks' included challenges linked to labour shortages, supply chains, and rising interest rates as Canada's central bank tried to douse the flames of runaway inflation. CADSI relied heavily on its committees to seek input from members on how these issues were affecting them and held regular meetings with our government partners to communicate those concerns.

Despite the challenges, Canada's defence industry in fact grew 18% and contributed 78,000 jobs to the economy during the height of the pandemic (2020), as evidenced by [new sector-wide data](#) CADSI released and promoted in partnership with ISED in May. That same month, we appeared before the House of Commons Standing Committee on Government Operations and Estimates to advocate on behalf of the [National Shipbuilding Strategy](#) and the leveraging of homegrown capabilities in support of [Royal Canadian Air Force acquisitions](#) and NORAD modernization.

Spring also brought a federal budget. The government announced \$8 billion in new defence spending and a surprise Defence Policy Review – largely in response to the deteriorating international security situation. Of the new money, \$6 billion was set aside for NORAD and continental defence, and longer-term investments were announced over the summer. CADSI pushed repeatedly and publicly in the latter half of 2022 for meaningful industry-government consultation to get the ball rolling on this critical file.



NORAD highlighted the key role that a healthy, sustainable defence industrial base (DIB) plays when supporting security objectives at scale. But that same message also applies to arming Ukraine, and we raised our concerns about the lack of organized industry consultation following remarks from Canada's CDS that the DIB should get on a "war footing" and ramp up production.

Finally, CADSI's advocacy team was heavily involved in issues linked to industrial security in 2022. Our intervention led to renewed funding for the Controlled Goods Program, avoiding the introduction of a user-fee model that the government had at one point been considering. Our Cloud Working Group sought regulatory clarity surrounding how controlled goods are dealt with in the cloud, and we continued to manage the fallout from unilateral changes made to the Contract Security Program which began in 2021 and are affecting our members' ability to obtain security clearances in a timely manner.

THE CADSI TEAM LEAVES NO STONE UNTURNED. WHEN FACED WITH WHAT SEEMED TO ME AN INSURMOUNTABLE PROBLEM, THEIR INSIGHTS AND GUTSY INTERVENTION WITH OTTAWA LED TO AN ELEGANT SOLUTION.

– CADSI Member



BEFORE CADSI LAUNCHED ITS CYBER ADVOCACY CAMPAIGN, IT WAS ALMOST IMPOSSIBLE TO GET ANYONE IN GOVERNMENT OR THE MILITARY TO PAY ATTENTION TO YOU. NOW, THE DOORS ARE MORE OPEN, OUR FIRM'S CALLS GET RETURNED, AND WE HAVE BEEN ABLE TO HAVE MEANINGFUL CONVERSATIONS WITH NEW GOVERNMENT PARTNERS.

- CADSI Member



CYBER DEFENCE

2022 was a year of intensive consultation linked to cyber defence, as industry and the Government of Canada navigated an increasingly complex regulatory environment, confronted new threats, and worked to break down silos.

Government sought input on several key programs and documents, including a renewed National Cyber Security Strategy, a Critical Infrastructure Strategy, the [2023-2024 National Cyber Threat Assessment](#), and a planned talent-exchange program involving the Canadian Centre for Cyber Security (CSSS) and industry. In each case, CADSI offered feedback on behalf of our sector after lengthy discussions and consensus-building with our Cyber Council. The Council now includes 15 members and is recognized by government as a knowledgeable and representative group of industry voices.

CADSI also continued its advocacy work this year linked to incoming Canadian and American cybersecurity standards for defence contractors. We pushed for continued U.S. market access when America's Cybersecurity Maturity Model Certification (CMMC) comes into force, and to ensure any new Canadian cybersecurity requirements do not overburden firms who are on track to achieve CMMC certification.

2022 brought the release of new sector-wide data linked to Canada's cybersecurity industry. The results of the survey, which we released in partnership with ISED, the Council of Canadian Innovators and TECHNATION, were astonishing. They showed an industry steeped in R&D and innovation, which outperformed the broader ICT sector on several key indicators and witnessed more than 30% growth in both employment and revenues between 2018 and 2020. Still, only 8% of those revenues were being derived from business with the Canadian government, a reflection of the ongoing lack of trust that CADSI continues to try and remedy.

Cyber's growth was perhaps most apparent in our CANSEC Labs, which evolved from a pilot project in 2019 into a full-fledged CANSEC destination in 2022 that attracted many VIP tours and excellent business development opportunities.

CADSI recognizes that cyber is becoming ever-more vital to the future of the Canadian defence industry and the policy issues that concern our members. We are committed to integrating it into every aspect of our work, from membership to advocacy to events.

DOMESTIC PROGRAM

The pandemic's effects were most keenly felt within CADSI's domestic program in 2020 and 2021, forcing the postponement or modification of events that were traditionally held in person. 2022 brought a welcome return to normalcy – and some growing pains as CADSI attempted to adjust our program for a post-pandemic world.

CANSEC



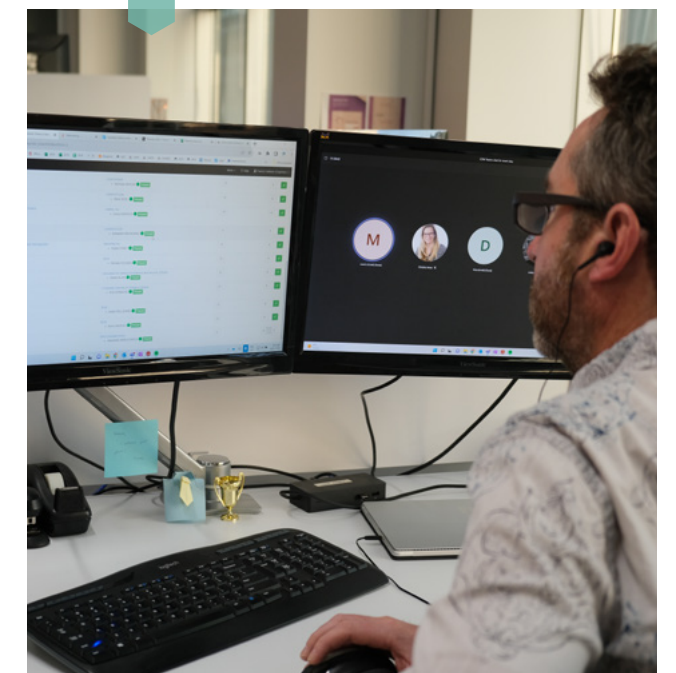
CANADIAN ARMED FORCES OUTLOOKS



SME DAY



CDM





IT WAS AWESOME TO BE BACK AT CANSEC CONNECTING WITH COLLEAGUES AND CUSTOMERS IN THE CANADIAN DEFENCE AND SECURITY INDUSTRY! CONGRATS TO CANADIAN ASSOCIATION OF DEFENCE AND SECURITY INDUSTRIES (CADSI) FOR THE OUTSTANDING EVENT!

- CANSEC Delegate



CANSEC

CANSEC remains CADSI's signature event; a key draw for members of every size and stage of business development. After having to postpone two CANSECs in a row, the show's return was both highly anticipated and logistically complex.

Adding to that complexity was the planned launch of several new resources, tools, and show elements –some of which we had originally intended to roll out over multiple years. It was an ambitious undertaking and was nearly derailed when a powerful derecho storm knocked out power to the EY Centre and caused damage to the building just ahead of CANSEC's opening.

Ultimately, the show did go on, and feedback was overwhelmingly positive. The addition of a new registration area and B2B/B2G meeting space under climate-controlled tents allowed us to expand the CANSEC Labs inside the building by an extra 9,300 square feet. New digital tools were introduced to facilitate registration, show entry, exhibit management, and much more. Three federal ministers, many top military leaders and dozens of international delegations were on-site over the two days, with one minister touring the floor for nearly three hours. And for the first time, we welcomed a keynote speaker from an allied nation.

CANSEC crested at just over 10,000 registrants, with government representing 37% of the total and DND/CAF representing an additional 31% of attendees.

Over 300 post-event survey responses were received

and mined for information and areas for improvement. We heard about the need to make sure that exhibitors not partaking of the sit-down meals can easily get something to eat, for example, without having to step away from their booths for too long. While CANSEC is growing in terms of revenue and prominence, our most important metric is – and will remain – member satisfaction.



10K+

Registrants



1,300+

Scheduled B2B/G Meetings



600+

VIPs, Generals, Top Military & Government Officials



50+

International Delegations



3,700

CAF Members



18

MPs, Senators & Cabinet Ministers

CAF OUTLOOKS

With the exception of 2021's Annual General Meeting in March, the CAF Outlooks series represented CADSI's first foray back into in-person events following the pandemic. Mask mandates and some public health guidelines were still in place in early April, but our members and military partners were anxious to log off their computers and meet in person.

The Outlooks therefore returned to their traditional format, featuring keynote speeches and breakout room discussions. Attendees heard from deputy ministers from PSPC and DND, the Chief of Staff Army Strategy, the Commander of the Navy, Assistant Deputy Ministers from PSPC and DND, and the Deputy Commander of NORAD.

Once again, CADSI worked in partnership with DND to produce 'Quad Charts' that focused on key data points linked to each branch's upcoming projects. A consistent layout was implemented across all presentations, allowing attendees to dissect information quickly. CADSI also drew upon 2021's feedback to ensure timely distribution of the content post-event.

CADSI's plan to record and package the Outlooks presentations as a digital rebroadcast series ran into challenges, specifically linked to technical difficulties with the recordings themselves. Lessons were learned about this value-added element, and the project will be attempted again in 2023.



312

3-Day Pass
Participants



223

Participants
in Army Day



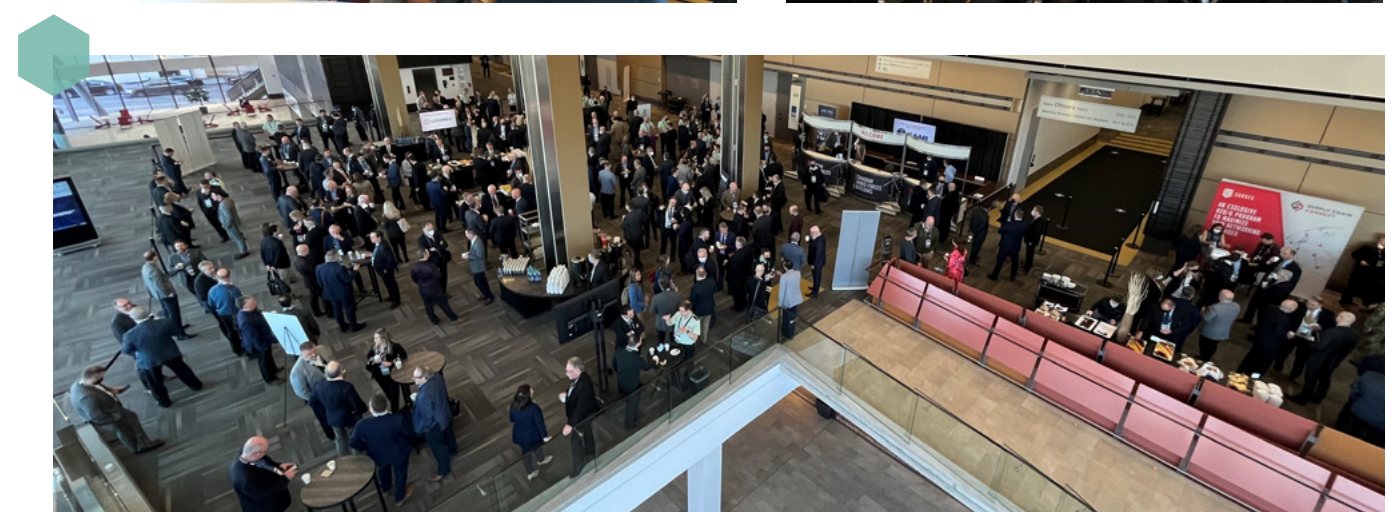
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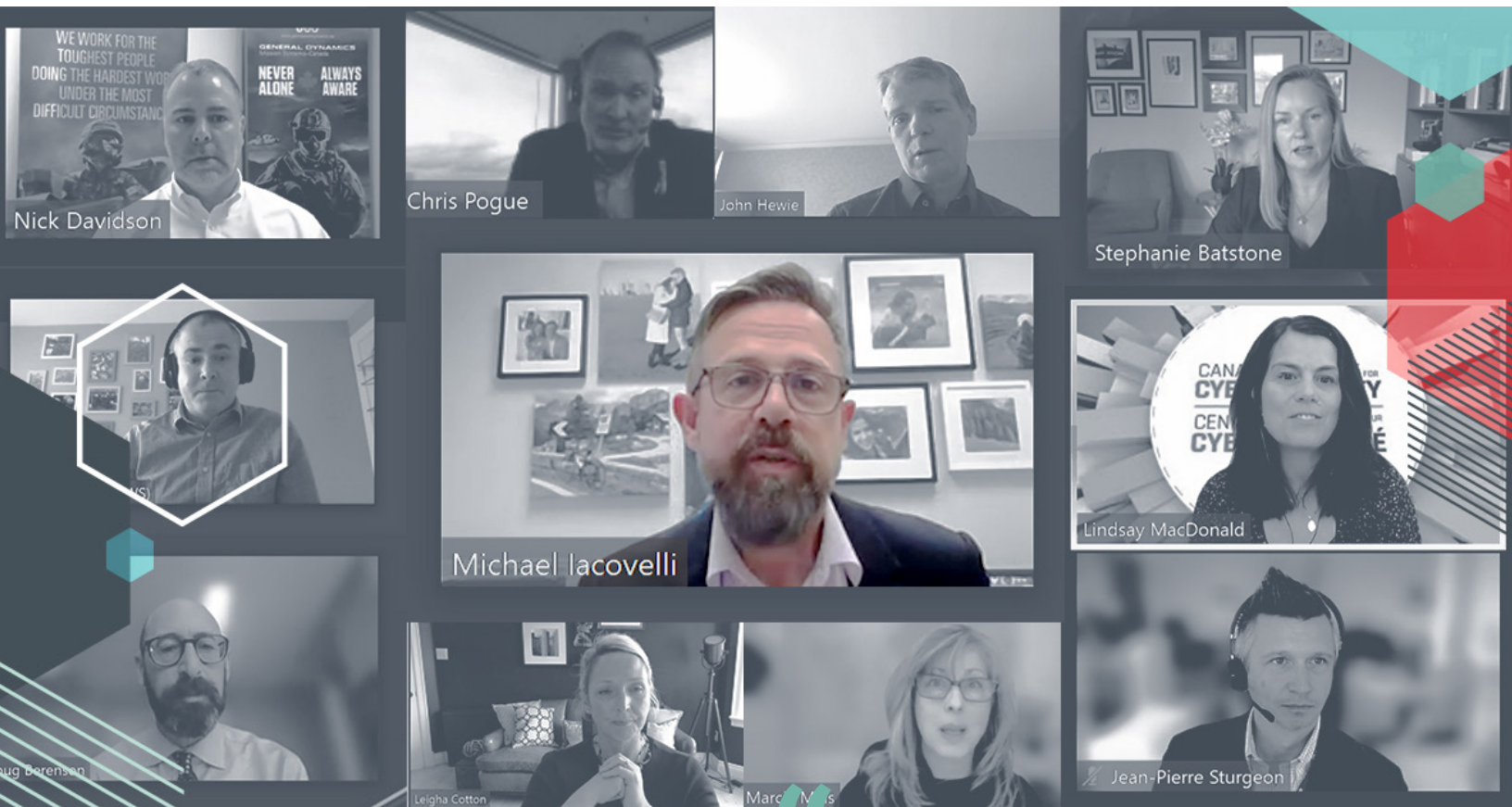
Participants
in Navy Day



193

Participants in
Air Force Day





SME DAY

SME Day Canada remained virtual in 2022, owing mainly to CADSI's desire to reach as many small and medium-sized businesses as possible across Canada. The content and speaker roster were chosen with help from our SME committee, which provided feedback on relevant topics and issues.

SME Day was held over two days in October and included six presentations. While open to non-members, it found itself in direct competition with multiple in-person events relevant to our community that same week. Although the programming was strong and CADSI offered the opportunity for B2B/B2G meetings during Canadian Defence Marketplace two weeks later, participation in SME Day fell short when compared with 2019's in-person version. In consultation with the SME committee and broader membership base, CADSI must work to better balance demand for live interactions and educational resources relevant to SMEs in 2023. SMEs remain a critical part of our community and we are committed to ensuring they find year-round value in their membership.



100

Registrants



6

Informative Sessions

IT WAS A GREAT DAY. LOTS OF GOOD CONTACTS AND CONVERSATIONS, AND A BUNCH OF FOLLOW-UP ACTIONS AS WELL! WELL WORTH IT!

- CDM Participant



CANADIAN DEFENCE MARKETPLACE



500

Meetings

Canadian Defence Marketplace (CDM) was an all-virtual event born of the COVID-19 pandemic, at a time when CADSI's members and government partners were starved for opportunities to connect. It was an overwhelming success in 2021, and we believed it could serve an ongoing purpose in the fall of each year moving forward, allowing members to re-engage with people they had met at CANSEC and foster new business relationships.

CDM was therefore produced again in November 2022. As with SME Day, however, demand for this event fell in a post-pandemic world. The quality of the meetings, the feedback from participants, and the technical production did not suffer as a result, and ultimately nearly 500 virtual meetings took place on November 3. CADSI firmly believes that CDM was a useful and much-appreciated event both this year and at the height of the pandemic, but our members have signaled that it has run its course. It will therefore be retired.



INTERNATIONAL PROGRAM

CADSI's global outreach was back to full strength in 2022 as we actively promoted Canadian defence, security and cyber innovation to the world. Throughout the year, the association partnered with Global Affairs Canada, the Global Opportunities Association, the Canadian Commercial Corporation, Canada Economic Development for Quebec Regions, and numerous domestic and in-country foreign Trade Commissioners to ensure maximum reach. We welcomed 43 foreign delegations to CANSEC and undertook three international trips on behalf of our sector.

WORLD DEFENSE SHOW

The inaugural World Defense Show in Riyadh, Saudi Arabia, offered the opportunity to connect directly with the growing Middle Eastern market. While CADSI did not host a pavilion, the event represented a viable international business opportunity for Canadian defence, security and cyber companies and was therefore a must-attend for the association. During our time at the show, CADSI's President and CEO met Princess Reema bint Bandar bin Sultan bin Abdulaziz Al Saud, the Saudi Arabian Ambassador to the United States, and participated in a panel discussion on women in defence and security.



EUROSATORY

Just 10 days after CANSEC wrapped, CADSI was on site to open the Canada Pavilion at Eurosatory. The show was preceded by a virtual market briefing on June 6 organized by the association in support of those members travelling to Paris. In her opening address to guests at the Canadian Embassy, our President and CEO highlighted the critical role that defence and security continued to play in economic recovery. The CADSI-designed pavilion served as a home base for 16 exhibiting members, and we helped coordinate a walker program for registered Canadian delegates. We also hosted multiple foreign delegations interested in viewing the latest in Canadian innovation.



48
Canadian
Eurosatory Walkers

AUSA

Designed to help elevate Canada's presence in Washington, the AUSA 2022 Walker Program was developed in partnership with the Canadian Embassy in Washington, Global Affairs Canada, DND and the Canadian Commercial Corporation. The program gave Canadian participants access to several added value services, such as the Canada Lounge, briefing session, and networking opportunities. This was a new take on the old AUSA tradeshow exhibit model, and effectively addressed member demand for U.S. market access. A total of 44 members and 23 non-members joined the mission, a number we hope will continue to grow.



HALIFAX INTERNATIONAL SECURITY FORUM

While hosted domestically, HISF is without question an international event – welcoming participants from around the world and a large delegation from our closest security partner, the United States. CADSI, a sponsor of the event, spent the three days listening intently to the conversations taking place within the plenary sessions and in the hallways and speaking to top officials about how our industry can support the defence of liberal democracies and the rules-based order.



“ CADSI WAS KEY IN PUTTING CANADA BACK ON THE MAP. ”

– Government Partner



COMMUNITY

CADSI is part of a large and 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 not only to act as industry's voice, but to contribute to this broader ecosystem's growth and long-term health.

We continued our financial and operational support of Women in Defence and Security (WiDS) in 2022. The WiDS Annual Scholarship and Awards Breakfast was held virtually in March and drew a record 1,074 participants, while the WiDS Emerging Leaders social media campaign highlighted the efforts and achievements of women across the defence community throughout the year. WiDS hosted one professional development event, six "creating connections" events and two speed-mentoring events in 2022, providing regular forums for women and men to come together, learn, and grow their networks.

CADSI also believes in giving back on your behalf. We were proud to support Veterans Emergency Transition Services (VETS) Canada to show our ongoing gratitude to those who served, and returned in 2022 to supporting the True Patriot Love Foundation.

Finally, Remembrance Day brought a return to our traditional wreath-laying at the National War Memorial on behalf of industry.



03.24.2022

The Westin, Ottawa

1 CALL TO ORDER

Chair of the CADSI Board of Directors' Governance Committee, Mr. Bruce Latimer (L3 Harris Technologies Inc.) – standing in for CADSI Board Chair Mr. Kevin Ford (Calian Group Ltd.) – welcomed members to the 2021 Annual General Meeting. He drew members' attention to QR codes linking to the Annual Report document online. Mr. Latimer confirmed that the meeting had achieved quorum, and he called the meeting to order.

Mr. Latimer recognized and thanked his fellow Board members and particularly thanked those ending their terms – Mr. Chris Pogue (Thales Canada) and Ms. Janice Menezes (Lockheed Martin Corp).

Mr. Latimer reviewed the agenda for the meeting. Mr. Peter Studer (CFN Consultants) made a motion to approve the meeting agenda, which Mr. Latimer accepted. Neil Hutton (DEW Engineering and Development) seconded the motion. The meeting agenda was approved as presented.

Next, Mr. Latimer accepted a motion moved by Ms. Janice Menezes (Lockheed Martin Corp) to approve the 2020 AGM minutes, which Clyde Sharpe (Elasto Proxy Inc.) seconded.

2 CADSI REPORTS

i. Chair's Year-in-Review Report

Mr. Latimer presented Mr. Ford's Year-in-Review Report on his behalf. He began by recognizing the ongoing war in Ukraine, calling it a rallying cry for NATO allies and Canada. He noted the defence industry's commitment to supporting the Ukrainian war effort. He recalled how CADSI adapted in the face of uncertainty during the pandemic, and thanked CADSI staff for their work.

Mr. Latimer, on behalf of Mr. Ford, reviewed CADSI's work on the international stage and through the association's domestic program in 2021, with a special mention of CADSI's work in cyber. He noted uncertainly tied to U.S. market access and thanked CADSI's for its work on behalf of Canadian companies. He concluded by casting forward to 2022, mentioning CANSEC's return and the need to continuously adapt in response to the war in Ukraine.

ii. President's Year-in-Review Report

The complete President's Report was distributed to members ahead of the meeting. CADSI's President and CEO, Ms. Christyn Cianfarani, reviewed the work and challenges of 2021. She began by noting the war in Ukraine and industry's key role in supporting Canada's response to the crisis. She thanked the Board of Directors and its Chair for their support, members for their loyalty, and the CADSI team for their efforts.

Ms. Cianfarani noted that in 2021, CADSI had the advantage of foresight and was able to roll out programming that anticipated challenges and set the association up for recovery. She recalled that postponing CANSEC early allowed CADSI to focus on alternate programming. She reviewed the intense advocacy work that took place throughout the year, explained the decision to launch Canadian Defence Marketplace while also providing CAF Outlooks and SME Day virtually, reviewed CADSI's international efforts and finally, addressed new membership tools and strategies.

Ms. Cianfarani concluded by stating that CADSI had evolved and was well positioned financially and strategically for recovery in 2022.

3 AUDITED FINANCIAL STATEMENTS AND APPOINTMENT OF AUDITOR

Ms. Janice Menezes (Lockheed Martin Corp), Chair of the Board of Director's Audit Committee, presented the Audited Financial Statements of 2021, which were reviewed by the auditors and formally approved by the Board. In summarizing the Statements, Ms. Menezes confirmed that the auditors had found no material errors or other matters of concern in the conduct of their audit.

Ms. Menezes recalled that the association had anticipated losses of \$1.6 million in 2021. She noted that CADSI's posted loss was substantially less, praising new offerings and a new membership model. She cautioned that CADSI was still operating under an austerity posture, but financially stable given that some members had left their CANSEC investments with the association for 2022. She thanked CADSI's staff for meeting the challenges of the pandemic.

Ms. Menezes opened the floor to questions, and there were none for herself or the auditor. Ms. Menezes declared the audited financial statements received by the members as presented.

Ms. Menezes made a motion to re-appoint Baker Tilly Canada to conduct CADSI's 2022 audit. Mr. Latimer (L3 Harris Technologies Inc.) moved the motion, Mr. Clyde Sharpe (Elasto Proxy Inc.) seconded it, and the motion was passed.

Ms. Menezes noted that she would be retiring and wished CADSI continued success.

4 PRESENTATION OF 2022 NOMINATION SLATE AND ACCEPTANCE OF NEW BOARD MEMBERS

Mr. Clyde Sharpe (Elasto Proxy Inc.), a member of the CADSI Board of Directors Nominating Committee, indicated that in accordance with CADSI By-Laws, a notification was sent to members on or around March 9th announcing the sole candidate 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, he added. Mr. Sharpe reviewed the established open-call process for CADSI Board members and how applications were assessed. There were no questions regarding that process.

Mr. Sharpe presented the slate of new Board members, which included Mr. Patrick Houston (Calian Group Ltd.). He noted that two Board members, Mr. Peter Devlin (Fanshawe College) and Mr. Tyson McCauley (Rockport Networks), would be term-renewed. Mr. Sharpe noted that given the instability of the pandemic and in accordance with CADSI's bylaws (Article 4.2) Mr. Kevin Ford (Calian Group Ltd.) would remain Chair for one additional transition year. He explained that having two Board members from the same corporation on the Board is not in contravention of CADSI's bylaws. He declared acceptance of the 2022 Nomination Slate by the membership by acclamation and asked that this be recorded in the minutes.

5 OTHER BUSINESS

Mr. Latimer, representing the Chair, asked if there was any other business CADSI members wished to raise at the meeting. None was raised.

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

6 AGM IS ADJOURNED

Mr. Latimer adjourned the meeting.

NOMINATION AND ACCEPTANCE OF BOARD MEMBERS

NOMINATION NOTICE

2023 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 **Clyde Sharpe** and included fellow Board members **Amy MacLeod** and **Chris Bartlett**.

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 on Wednesday the 26th of April 2023 to be held virtually.

There are two new individuals recommended to be elected as Directors, namely: **Karine Bibeau**, Logistik Unicorp and **Michael Iacovelli**, Ben Machine Products. There is one Director being recommended for another term this year, namely: **Bernard Mills**, Stelia North America.

Ending their time on the CADSI Board as of this AGM are **Kevin Ford**, **Bruce Latimer**, **Tyson Macaulay** and **Clyde Sharpe**.

As we say goodbye to our Board Chair **Kevin Ford** we announce that the Board of Directors has selected by unanimous consent its new Chair, **Bernard Mills**. We thank Kevin for his guidance, support and unwavering commitment to CADSI and we congratulate Bernard on his appointment.

NOMINEES FOR ELECTION TO THE CADSI BOARD FOR THE PERIOD 2023-2026:

Name	Title	Organization
Karine Bibeau	Vice President	Logistik Unicorp
Michael Iacovelli	Chief Executive Officer	Ben Machine Products

Dated: April 3rd, 2023

On behalf of the Board of Directors



Christyn Cianfarani
President & CEO and
Secretary of the Board



KARINE BIBEAU

Vice President Client Experience, Logistik Unicorp

Since starting at Logistik Unicorp in 2000, Karine Bibeau's trademark, throughout the organization, has been her consummate leadership and continuous improvement initiatives. Her in-depth knowledge of the company and of its vision led her to Austria and Australia where she successfully implemented and managed multiple uniform programs.

Now, more than ever, as Vice President Client Experience, Karine proudly contributes to innovative projects focused on the needs of a large clientele. She leads her teams in offering illustrious service through an approach based on human factors.

Karine is an ardent advocate for domestic manufacturing consistently seeking new avenues through which Logistik will fulfill its dedication to foster economic benefits for Canada

Outside of Logistik, she serves the community on several industry and non-profit boards of directors. Karine is committed to a number of social and sustainability initiatives such as the total life cycle of uniforms, the development of eco-friendly textiles and the economic development of First Nations entities within the textile and apparel industries



MICHAEL IACOVELLI

CEO, Ben Machine Products

Michael is the CEO of Ben Machine Products, a manufacturer of cutting-edge defence and aerospace components in the GTA. After building the company over several years with his partners, they sold the company and became a division of Exchange Income Corporation, a TSX listed public company (TSX:EIF).

Michael is the Chair of the Board of Directors at Humber River Hospital. He is the Vice-Chair of the Board of Directors of the Ontario Aerospace Council, holding the office of Secretary, and is the Chair of the SME Committee at CADSI. Michael holds an ICD.D designation from the Institute of Corporate Directors.

Michael has been a lawyer for 25 years, centering his practice on the areas of corporate law and commercial litigation before moving into corporate managerial positions and becoming an expert in manufacturing for the military and aerospace industries. He is the author of three published legal books and has taught at various institutions.

Being dedicated to healthy active transportation, Michael is the Co-Founder of the York Region Cycling Coalition and a committee member of the Humber River Hospital Foundation's Team Revolution.

3 Points in Space Media Ltd
 3M Canada Company
 7046987 Canada Ltee.
 9423-1081 Quebec inc. – ABBMEB Consultants
 A&S Composites Engineering
 AAA Canada Inc
 Abuma Manufacturing
 Accenture
 Accu Solutions
 ACF Associates Inc.
 Actalent
 Active Gear Co. of Canada Limited
 Adaptive Marine Solutions Inc.
 ADGA Group
 Adventure Lights Inc.
 AE Petsche
 AECOM
 Aerium Analytics Inc.
 Aero Montreal
 Aerosystems International Inc.
 AGB Products
 AI Tactical Solutions
 Air Data Inc
 AirBoss Defense Group
 Airbus
 Aircraft Appliances and Equipment Limited
 AirMatrix
 AirShare, Inc.
 AJW Project Management and Consulting Inc
 Akimbo Technologies Inc.
 Alain Gauthier Consultant
 ALFTEL Systems Ltd.
 Aliter Technologies, Inc.
 Allen-Vanguard
 Alpha Optics Systems Inc.
 ALPHA-EL Inc
 AM General
 Amazon Web Services, Inc.
 Amentum
 American Superconductor (AMSC)
 AMPD Ventures
 Analytic Systems
 Apex Industries Inc.
 AppSpace Solutions
 Arcfield Canada
 Arctic Security Consultants
 ARKTOS Developments Ltd.

Armatec Survivability Corp
 Assured Information Security
 ATCO Frontec
 ATD Design and Manufacturing Services Inc.
 Atlantic Canada Aerospace and Defence Association (ACADA)
 Automatic Coating Limited
 Avalon Holographics
 Aversan Inc.
 Avidrone Aerospace Incorporated
 Aviya Technologies Inc
 B Data Solutions Inc.
 B-Line
 Babcock Canada Inc.
 Babcock Leonardo Canadian Aircrew Training
 BAE Systems
 Ballvale Strategy Inc
 Barnacle Systems Inc
 Base Camp Connect
 BCS Automation Inc.
 Beattie Geospatial Intelligence Consulting Ltd
 Bell Textron Canada Limited
 Ben Machine Products Co. Inc.
 BGIS Global Integrated Solutions
 BGR North America Ltd
 Bitars Services Inc
 BKS Technical Solutions
 Black Ridge Defence Inc
 BlackBerry
 Blackline Systems Corp
 Bluedrop Training & Simulation
 BlueSky Strategy Group
 Blumara Corp.
 BluMetric Environmental Inc.
 BMP Metals
 BMT Canada Ltd.
 BNH Expert Software Inc.
 Bombardier
 Bombardier Recreational Products
 BOOST Human External Cargo Systems
 Bornea Dynamics
 Breakout Educational Network
 Brim G&H Fluid Handling Products Inc.
 British High Commission
 Bronswerk Marine Inc.
 Brownrigg-Smith Consulting Inc.
 C A Jamieson and Associates
 C-CORE

C2 Custom Furnishings Inc.
 C3 Human Factors Consulting
 C4I Training & Technology Inc.
 C4ISTR Incorporated
 CAD MicroSolutions Inc.
 Cadex Inc.
 CAE
 Calian Group Ltd.
 Cambli Group, Tactical & Military Division
 Cambrian College
 Canada Direct Trading Limited
 Canadian Army Today
 Canadian Base Operators Inc
 Canadian Commercial Corporation
 Canadian Cyber Threat Exchange
 Canadian Defence Review
 Canadian Nuclear Laboratories
 Canadian Tactical
 Canadian UAVs Inc.
 Canadore College
 Cantec Systems
 Carleton University
 CCX Technologies Inc.
 CDW Canada
 CEL AEROSPACE TEST EQUIPMENT
 Cellula Robotics Ltd
 Centre for Ocean Ventures and Entrepreneurship
 Centre-Arch Inc.
 CertaSIM CANADA ULC
 CFN Consultants
 Chaac Technologies
 Chainalysis, Inc.
 Chantier Davie Canada Inc.
 Chantier Naval Forillon
 Cintec Canada Ltd
 CINTIQS
 CJAG Consulting Group Inc.
 Cleeve Technology Incorporated
 Click Networks
 Cloud SynApps Inc.
 CMC Electronics
 Coding For Veterans
 CoLab Software Inc.
 Collins Aerospace
 Colt Canada Corporation
 Commerce Decisions Inc.
 Compusult

Computacenter TeraMach
 Concept Controls Inc.
 Confections Carcajou
 Conlin Bedard LLP
 Conseil Stratégique en Enquête et Renseignement inc. // Strategic Consulting in Investigation and Intelligence Inc.
 Contact Corporation
 contextere
 Converge Technology Solutions
 Cooke & Denison Ltd.
 COTA Aviation
 Cougar Helicopters Inc.
 Creaform
 Creation Technologies
 Crestview Strategy
 CryptoMill Cybersecurity Solutions
 CS Canada
 CTT Group
 Cubic Mission and Performance Solutions
 Current Scientific Corporation
 Curtiss-Wright Defense Solutions
 Cysca Technologies
 D-TA Systems
 DAlembert Consulting Inc.
 Dalhousie University
 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.
 Deloitte LLP
 DEW Engineering & Development
 Dexterra
 Dingwell's Global
 Dominis Engineering Ltd.
 Dotted i Strategies Ltd.
 Draeger Safety Canada Ltd.
 DSS Group
 Duke Marine
 Dumur Industries
 Duvaltex
 Dymech Engineering Inc
 Dynamic Air Shelters
 Dynamit Nobel Defence GmbH

Dynatherm Instrumentation Inc.
 E & M Engineering
 E.T.M. Industries Inc.
 EarthDaily Analytics Corp.
 ECA Group
 Ecere Corporation
 Echosec Systems
 Ecole de Technologie Supérieure
 Edelman
 Effigis Géo-Solutions Inc.
 Elasto Proxy Inc.
 Elbit Systems Ltd.
 Elettronica S.p.A.
 Emond Harnden LLP
 EMT Engineering Sales
 Engage Creative Technologies
 Enginuity Inc.
 Epsilon Associates Limited
 Equinix
 Ernst & Young LLP
 Esri Canada
 Everbond Interface Technologies Inc.
 Evertz AV
 EXA Consulting Limited
 Excelitas Qioptiq
 Executive Flight Centre Aviation Ltd.
 EXO Insights Corp
 Fanshawe College
 Fasken Martineau
 Federal Fleet Services
 FELLFAB Limited
 Fero International Inc.
 Field Aerospace
 Fincantieri SPA
 Fleet Canada Inc.
 Fleet Sim Training Solutions Inc.
 Fleetway Inc.
 Four DRobotics Corp
 FPH Group
 Frequentis
 FSI Defense, A FlightSafety International Company
 FTG Corporation
 FuelBoss
 Fusium
 Gaia Converter Inc.
 GameStrat
 Gap Wireless

Garrison
 Garrtech Inc
 Gasparotto Group
 Gastops Ltd.
 GEC Aviation Inc.
 Genaire Limited
 General Atomics Aeronautical Systems, Inc.
 General Dynamics - OTS - Canada
 General Dynamics Land Systems-Canada
 General Dynamics Mission Systems
 General Kinetics Engineering Corporation
 Genesis Marketing Group Inc
 Genoa Design International Ltd.
 GENTEX Corp.
 Gestion Charron Cabana
 Gestion Proxima Inc
 Giga-Tron Associates Limited
 Giravels Educational Consultancy Incorporated
 Glamox Canada Inc.
 Glenair
 Global Partner Solutions, Inc. (GPSI)
 Global Spatial Technology Solutions Inc.
 GM Defense
 GoDark Bags
 Google Cloud
 Gould Fasteners Ltd.
 Gowling WLG
 GPPA
 Green Edge Computing Corp
 GSNetworks
 GTDS Inc.
 Haivision Network Video
 Harvan Manufacturing Ltd.
 Hawboldt Industries Ltd.
 HawkEye 360
 HCL Logistics Inc
 HDI Technologies Inc.
 HeavyAero Maintenance Centre Inc.
 Heli-One
 Helicopter Transport Services (Canada) Inc.
 Henery
 Hensoldt Sensors GmbH
 Hepburn Engineering Inc.
 Heroux-Devtek Inc.
 Heroxx Trade Compliance
 Hexagon
 HFI Pyrotechnics Inc.

High Speed Imaging Inc.
 Hill + Knowlton Strategies
 HJ Machine & Pattern 2016 Ltd
 Holland College
 Hope Aero Propeller & Components
 Horstman Systems Inc.
 Hudson Supplies Inc.
 Humansystems Incorporated
 Hunter Communications Canada
 Hutchinson Industries Inc.
 Hyperion Consulting Services Incorporated
 IAI Ltd
 IBM Canada Ltd.
 Icarus Aerospace
 ICOM Canada
 IDP Group
 IFS Aerospace and Defence
 IMP Aerospace & Defence
 Imperial Mining Group Ltd.
 IMRSV Data Labs Inc.
 IMT Defence
 Industrial Bay International Ltd
 Industrial Rubber Co.
 Inmarsat
 InnovMarine Inc.
 INO
 Integrated Procurement Technologies (IPT)
 Integrys
 Inter-Op Canada
 Interactive Audio Visual Inc.
 Interammo Impex Inc.
 Interfax Systems Inc.
 interludetechnology.com
 Internal Energy
 International Custom Products
 International Defense Consultants Ltd
 International Logistical Support Inc.
 International Test Pilots School
 InVeris Training Solutions
 Invision AI
 iProov (Canada) Limited
 Irving Shipbuilding Inc.
 J-Squared Technologies Inc.
 Jay Plante & Associates
 JPOM
 Jroberts International Inc.
 JSK Naval Support Inc.
 Kaleidoscope XR

KD Global Solutions Inc
 KDM Analytics, Inc.
 Keynote Search
 Keysight Technologies
 KF Aerospace
 KG Canada
 Knudsen Engineering Ltd.
 Kognitiv Spark
 Koncept Projects
 KONGSBERG
 KPMG LLP
 Krauss-Maffei Wegmann GmbH & Co. KG
 Kubota Canada Ltd
 KWESST Micro Systems Inc.
 L3Harris Technologies
 Lakehead University
 LAMSARC Consulting
 Langtry Blast Technologies 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
 Levitt Safety
 Little Lakes Machine & Tool Inc.
 Lloyd's Register Applied Technology Group (Martec)
 Lockheed Martin Canada
 Logistik Unicorp Inc.
 Lopes Limited
 Loudmouth Security
 LS telcom
 LTI Software & Engineering
 Luc Petit Consulting Inc.
 Lumina Technology Partners
 Luxcom Technologies
 M.D. Charlton Co. Ltd.
 M1 Composites Technology Inc.
 Mach85 Inc.
 MacKinnon & Olding Ltd.
 Maerospace Corporation
 Magellan Aerospace
 MagneStar Inc.
 Magnum Integrated Technologies Inc.

Main Filter
 MAKIVIK CORP
 Manitoba Aerospace Inc
 Mannarino Systems & Software Inc.
 Maple Leaf Strategies
 Marathon Watch Company Ltd
 MarineNav Ltd.
 Marinvent Corporation
 Marshall Canada
 Martin Rust Strategic Advisory Services
 Mathers Logistics Ltd.
 Mawashi Science & Technology
 MAYA HTT
 MBDA
 MBS Techservices Inc.
 MC Countermeasures Inc.
 McMillan Vantage Policy Group
 MDA
 Mechanical Tensioners
 Mechanix Wear Canada Inc.
 Menya
 MERCURE Conseil
 Meta Materials Inc.
 Metak Distributing Ltd.
 Metallurgical Resources
 MetOcean Telematics
 Michelin North America Inc.
 MicroPilot Inc
 Microsoft Canada
 Mighty Raven Technology Inc.
 MilAero
 Millbrook Tactical Inc.
 Millennium Marketing Inc.
 Mitacs Inc.
 Mittler Report Verlag GmbH
 MKDS Training
 Modest Tree
 Modis Canada Inc.
 Moltec International
 Monterey Textiles 1996 Inc.
 Movex Innovation
 MPiQC Inc.
 MVS Remote Video Systems Inc.
 MySmartFuelCell
 Nammo AS
 Nanuk by Plasticase Inc.
 National Research Council Canada
 Natural Insulation Products Inc

Nauticomp Inc.
 NAVAL Group Technologies Canada Inc.
 Navantia
 NEOTHANE INC
 New Horizons Kingston
 Newcon Optik
 Nexter Systems
 NL Ing Consultant
 Noble Precision
 Noreast Electronics
 NORLEANS Technologies Inc.
 NORSTRAT Consulting Inc.
 Nortac Defence
 Northeast Tech Services
 NorthStar Earth & Space
 Notos Technologies
 Nova Scotia Community College
 NP Aerospace
 Nuvoola Inc
 NyRAD Inc
 Ocean Group EOD Division
 Oceans Ltd.
 OneWeb
 Optimec Consultants inc.
 ORBITAL RESEARCH LTD
 Orthogone Technologies Inc.
 Oshkosh Defense
 OVA
 Oz Optics Limited
 Pacific Geomatics Ltd.
 PAL Aerospace
 Palantir Technologies Inc.
 Palfinger
 Palitronica
 PaloAlto Networks
 Palomar Products
 Patagona Technologies
 Patlon Aircraft & Industries Limited
 Patriot Forge Co
 Patriot One Technologies
 PCamiot Consulting
 PCI
 Pegasus Imagery Ltd.
 Pelican Products, Inc. (Canada)
 Pennant Canada Limited
 Persistent Systems, LLC
 Pilatus Aircraft Ltd
 Pilot Hill Ltd.

Pivotas AG
 Planet Labs Geomatics Corp
 Plasan
 PMG Technologies Inc.
 Podolinsky Equipment Ltd.
 Polaris Industries
 Pole Air Aviation
 Pratt & Whitney Canada
 PRE Labs Inc.
 Precision ADM
 Precision Hydraulique
 Premiere Electronics
 PricewaterhouseCoopers LLP
 Prizma
 Pro Metal Industries Ltd.
 Prospectus Associates
 Protectolite Composites Inc.
 PureLogic IT Solutions
 Pylon Electronics Inc.
 QinetiQ Canada
 Qualified Metal Fabricators
 Quantropi Inc
 Quantum e Motion Corporation
 Quebec Metallurgy Center
 R & D Technologies
 R.D. Associates
 R.F. Contracting Inc.
 R.J. McGregor & Associates
 RaceRocks
 RAINHOUSE CANADA
 Ram'd Air Gear Dryer LTD
 Rasakti Inc.
 Raymond EMC Enclosures Ltd.
 Raytheon Technologies
 Reaction Dynamics
 Real-Time Innovations (RTI)
 Red Canari Information Security
 REDspace Inc.
 Revue Airforce Magazine
 Rheinmetall Canada Inc.
 Ridgeway International Canada Inc.
 Robotics Centre
 ROCK Networks Inc.
 Rockport Networks
 Rohde & Schwarz Canada Inc.
 Rolls-Royce
 Rosborough Boats/Rough Water
 Roshel Defence Solutions

Rousseau Metal inc.
 RPM Business Development Inc
 Rubicon Strategy Inc
 S&P Global, Inc.
 Saab Canada
 Safran
 Salesforce.com
 Samson and Associates
 Samuel Associates Inc.
 Sandstone Group Inc
 Sapper Labs Group
 Saskatchewan Indian Institute of Technologies
 SC3 Automation
 Scepter Canada Inc.
 Schneider Electric Canada Inc.
 Scintrex Trace Corp
 Scott Brownrigg
 Seaspan Shipyards
 Secur-itech Distribution Inc.
 Secure State Cyber Inc.
 SEI Industries Ltd
 Seivad Connections Inc
 Sélect Global International Ltd
 Sensor Technology Ltd
 Serco Inc.
 ServiceNow
 Shark Marine Technologies Inc.
 Simex Defence Inc.
 SimFront Simulation Systems
 Simon Fraser University
 SimthetiQ Inc.
 SimWell Consulting & Technologies Inc.
 Skycope Technologies Inc.
 SNC-Lavalin Defence Programs Inc.
 Solace Power Inc.
 Solaxis Ingenious Manufacturing Inc.
 Source Atlantic
 Southport Aerospace Centre Inc.
 Space Flight Laboratory
 Space Strategies Consulting Ltd
 SpaceAlpha Insights Corp.
 SpaceBridge Inc.
 Spiri Robotics, Inc.
 SSI
 SSTL International
 St-Louis & Associates Inc.
 StandardAero
 Stedfast Inc.

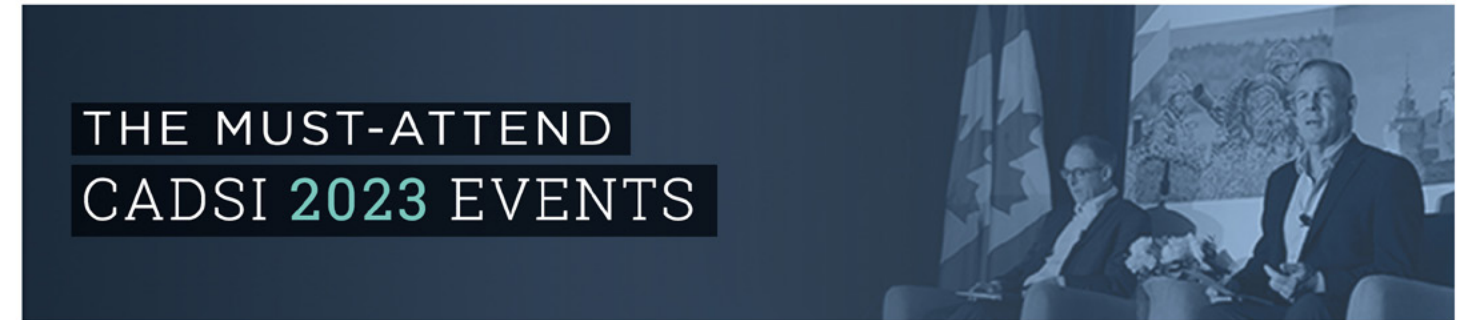
ANNEX 3 CADSI LIST OF MEMBERS ON DECEMBER 31, 2022

Steelcraft Inc.
 Steeple Incorporated
 Sterling Arms International Inc.
 STIQ
 Stoeger Canada
 StrobelTEK
 Sturgeon County
 Summa Strategies
 Survitec Group
 Syniad Innovations Inc.
 Systematic Canada, Inc
 Tacteris Systems Inc.
 Tactix Government Relations and Public Affairs Inc.
 Team SkyGuardian
 Teledyne FLIR
 Telesat Canada
 Ten21 Solutions
 Terma Inc.
 Terra Nova
 Terradyne Armored Vehicles Inc.
 Terranova Security
 TerraSense Analytics
 Terris
 Textron Aviation Canada
 Textron Systems Canada Inc.
 Thales Canada Inc.
 The ALRM Group
 The Army Cadet League of Canada
 The Avascent Group
 The Boeing Company

The Deltic Group Inc.
 The Gear Centre Group
 The Williams Policy, Programs and Procurement Group Inc. (TWG)
 Thinkpath Engineering Services (Ontario) Inc.
 ThinkRF Corp
 Thordon Bearings Inc.
 Thornhill Medical
 Thoth Technology Inc.
 thyssenkrupp Marine Systems Canada Ltd.
 Timmins Mechanical Solutions Inc
 TKA
 TOOLCOMM TECHNOLOGY INC.
 Top Aces Inc.
 Total OutSource Canada, Inc.
 TrackGen Solutions Inc.
 Trilogic Systems
 TriMech
 Triode
 Tulmar Safety Systems Inc.
 Tungsten Collaborative
 Turner & Townsend
 Twenty 20 Insight Inc.
 Ultra
 ULTRA TORQ Bolting Tools
 Unimatix Control & Automation
 Unisource Technology Inc.
 Unisync Corp
 University of British Columbia
 University of New Brunswick
 University of Ottawa

University of Waterloo
 Unmanned Vehicle Applied Dynamics
 UTV International
 Valley Associates Inc.
 Vanguard LED Displays
 Vanguard Magazine
 Vard
 Vectis Aerospace Consulting
 Viable Power Conversion Technologies
 Viasat
 Viewpoint AI Inc.
 Vigilance Systems Inc.
 Virtual Marine Technology Inc.
 Visiontec (2008) Limited
 VizworX Inc.
 Volatus Aerospace Corp.
 Voyageur Aviation Corp.
 WaVv Business Development Inc.
 Waypoint Counter Surveillance Inc.
 Weatherhaven
 Willdo Mechanical
 Wind River Systems Canada
 Worldwide Security Ltd.
 Wuxly Movement
 Wyvern Inc
 Zentek Ltd
 Zighra Inc.
 Zodiac Hurricane Technologies, Inc.

ANNEX 4 CALENDAR OF EVENTS



MAY

CANSEC - May 31 & June 1
 EY Centre, Ottawa | **Members & Government only**

CANADA'S LARGEST DEFENCE & SECURITY TRADE SHOW | CANSEC LABS - CANADA'S STAGE FOR INNOVATION | SUPPLY CHAIN CONNECT B2B/G MEETING PROGRAM

REGISTRATION OPENS MARCH 2023

SEPTEMBER

CANADA PAVILION AT DSEI UK
 September 12 to 15
 London, England
 SECURE YOUR EXHIBIT SPACE
 CLAIM YOUR SUPER EARLY BIRD WALKER PASS

ADVOCACY DAY
 Consult a CADSI Policy Expert
 TBC
 Virtual Event
 Members only
 SIGN-UP IN SEPTEMBER 2023

OCTOBER

AUSA 2023 WALKER PROGRAM
 October 9 to 11
 Washington, USA
 REGISTER NOW AT SUPER EARLY BIRD RATE

NOVEMBER

ADVOCACY DAY
 Consult a CADSI Policy Expert
 TBC
 Virtual Event | **Members only**
 SIGN-UP IN OCT. 2023

TRADE MISSION TO AUSTRALIA
 Q4 2023
 Australia
 EXPRESS INTEREST

